



# Case Study



## At a glance


L-Acoustics, a global leader in professional sound systems, designs audio solutions used at major live events, such as the Superbowl or Coachella, as well as in concert halls, theaters, sports stadiums, hotels, restaurants, and the residential market. **Driven by growth in the live entertainment sector and the adoption of high-end audio solutions** in increasingly diverse markets, the company is undergoing a transformation as it reaches a critical mass. In this context, **L-Acoustics is launching a Strategic Workforce Planning initiative to strengthen the strategic role of HR**, transition from a 3-year roadmap to a 5-year vision, anticipate critical skills, and **align the payroll with business priorities**.

## Key figures

- Double-digit growth**  
over the past three and a half years
- The workforce has doubled**  
in three and a half years (from 560 to 1,180 employees)
- 1,180 employees**  
integrated into the database
- 1 year**  
of collaboration

## Testimonials

"The fundamental shift brought about by Albert was the ability to move from a model where business units said, 'I need...' to a commitment-based approach: 'I am committed to...' This enabled us to develop a comprehensive, long-term talent strategy aligned with the business's real challenges. We were thus able to fully integrate the talent dimension as one of the pillars of their strategic roadmaps."



**Oscar Heinke**  
Global Director, Organisation & Culture

## Challenges

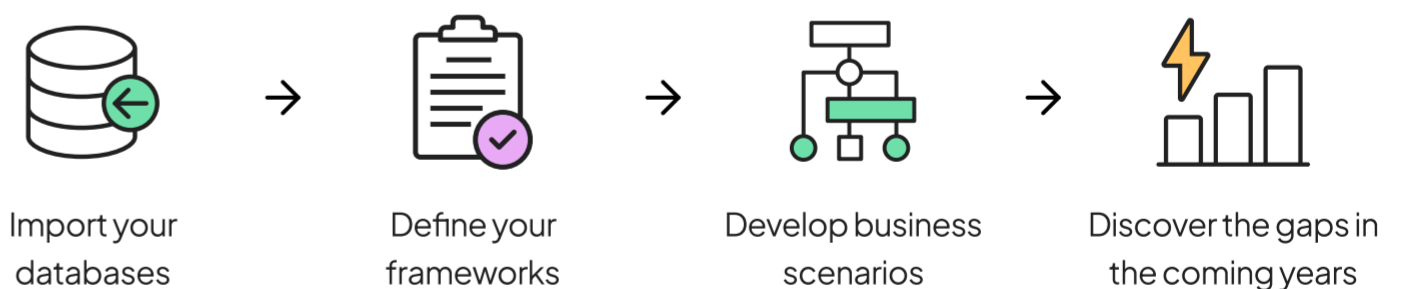
L-Acoustics has experienced **strong organic growth**: an increase of 600 employees over three years. This rapid pace of growth, in a changing market undergoing major industrial transformation, highlighted the need to further **structure the talent management approach**. While a comprehensive strategy already existed, it remained **largely informal and lacked a clear long-term outlook**. The challenge was not so much the quality of the business roadmaps as **the lack of a shared vision** regarding the investments needed to implement them. There was a lack of a truly shared talent vision across the business units, as well as insufficient organizational preparation to handle the scale-up. It became essential to restructure the organization to sustainably support growth and **more closely align talent decisions with business priorities**.

## Solution

SWP's approach draws on a **wide range of data**—such as the group's HR history, its segmentations (by business unit, geography, or organization), and **business initiatives**—to develop **scenarios aligned with the company's strategy**. These scenarios, developed jointly by HR teams, business units, and senior management, enable the translation of business initiatives into **concrete HR requirements**.

For L-Acoustics, the project unfolded in **several key stages: granular-level HR data cleansing, in-depth analysis of the divisions' business roadmaps, and alignment of talent needs with growth assumptions**.

An initial exercise conducted within the industrial sector enabled the modeling of productivity trends, the testing of the impact of automation, and the structuring of corresponding talent investments. The result: **a powerful decision-support tool** and the **ability to communicate HR decisions** in a more visual and compelling manner.



## Benefits

### Aligning HR and Business

Albert enabled members of the Executive Committee and business teams to devote 8 hours per person to strategic planning regarding headcount, skills, and costs. The business-driver approach structures discussions, empowers divisions, and grounds HR decisions in business realities.

### Proactive Vision

Visual projections enable better anticipation of risks—such as attrition, turnover, and understaffing—and allow for intelligent adjustments to recruitment strategies.

### Toward a Skills-Based Approach

Albert supports the transition from a position-for-position replacement mindset to a more nuanced focus on workforce renewal, experience, and critical skills—a key focus area for the project's next phases.