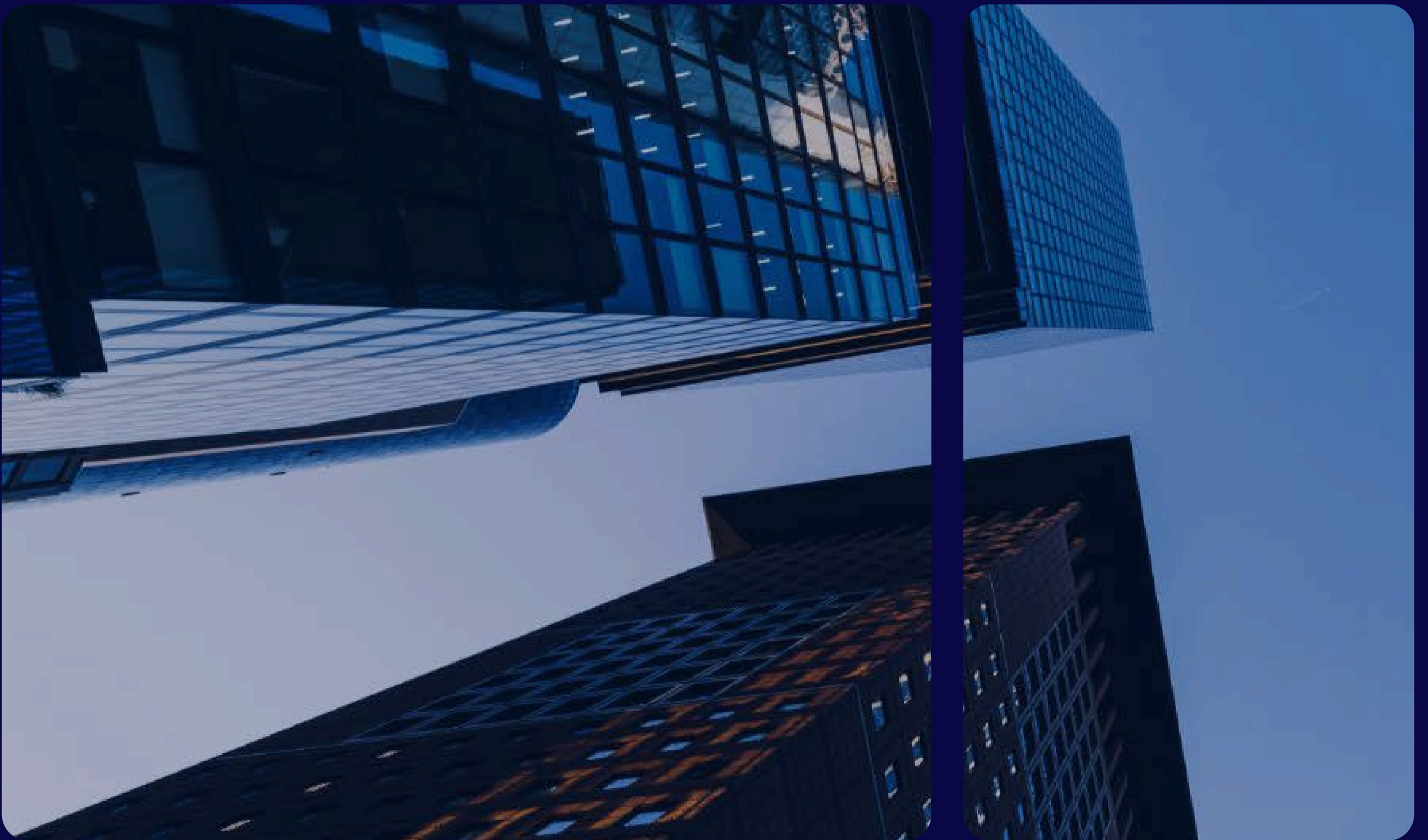


The Strategic Location *Playbook*



How forward-thinking companies are redesigning their workforce for the AI era.

Why location intelligence is now a board-level decision, and how the right operating model unlocks cost efficiency, capability, and AI transformation.

The way companies build teams is changing.

For decades, scaling a business meant hiring in expensive Tier-1 markets or outsourcing critical functions to third-party providers.

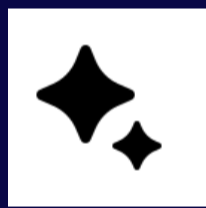
That model worked when labour was cheap, globalisation was accelerating, and technology cycles moved slowly.

Today, that playbook is breaking down.

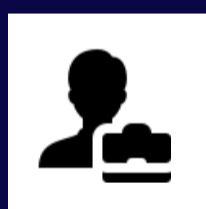
Companies now face three simultaneous pressures:



Cost pressure from investors and markets



AI disruption transforming how work gets done



Capability gaps in critical technology and operational roles

And yet most operating models were never designed to deal with this combination. They were built for a different era.

The result?

Organisations are discovering that where work happens is now just as strategic as how it happens. Location has become a competitive advantage.

Most workforce models are *structurally inefficient*.

Many companies today operate within one of two outdated models:

Model 1 - High-Cost Local Hiring

Critical functions remain concentrated in expensive markets such as London, New York, or San Francisco.

While this offers proximity to leadership, it creates:

- Escalating salary inflation
- Limited hiring pools
- Slow hiring cycles
- Reduced operational scalability

Model 2 - Outsourced Delivery

To reduce cost, organisations outsource large parts of their operations to BPO providers.

While this reduces short-term expense, it often introduces new challenges:

- Limited control over data and processes
- Fragmented operational visibility
- Reduced internal capability development
- Difficulty integrating AI into outsourced workflow

Neither model was designed for the AI era.

The companies moving fastest today are building strategic Centres of Excellence. Internal hubs that combine cost efficiency with full operational control.

A smarter operating model is *emerging*.

Forward-thinking companies are building global Centres of Excellence (CoEs) in strategically selected locations.

These hubs enable organisations to:

- Access deep global talent markets
- Reduce operating costs by 40–60%
- Retain full control over data, systems, and workflows
- Build AI-ready operational environments

Unlike outsourcing, a Centre of Excellence is fully owned capability.

It becomes a strategic asset inside the business.

What makes a successful CoE?

The answer isn't just hiring talent in a lower-cost location.

It requires:

1

Strategic location intelligence

2

Detailed workforce planning

3

Robust financial modelling

4

Careful operating model design

Done correctly, a Centre of Excellence becomes a long-term driver of efficiency, innovation, and enterprise value.

Not all locations are *created equal*.

Choosing the right location is one of the most critical decisions in building a successful Centre of Excellence.

The difference between a good location and a great one can determine:



Momentum combines data-driven location analysis with commercial workforce strategy to identify optimal locations for each organisation.

Our analysis typically includes:



Workforce Planning

Designing the optimal team structure based on both immediate needs and long-term growth.



Cost Modelling

Comparing salary benchmarks, employment costs, and operational overhead across potential locations.



Global Talent Availability

Understanding the depth of specific skill sets across global markets.



Operational Design

Ensuring the Centre of Excellence integrates seamlessly with existing global teams.

This ensures companies don't simply choose a cheaper location – they choose a strategically scalable one.

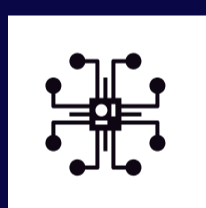
The companies winning with AI *control their operations.*

Artificial intelligence is rapidly transforming how organisations operate. But the effectiveness of AI depends heavily on access to systems, processes, and data.

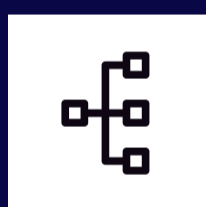
When critical operations are outsourced or fragmented across external providers, AI adoption becomes significantly harder.

Centres of Excellence solve this challenge by bringing capability back in-house while maintaining global cost efficiency.

This creates the foundation for:



AI-driven operational automation



Proprietary workflow optimisation



Internal capability development

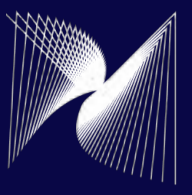


Stronger governance and compliance

In other words

AI transformation requires operational control.

And operational control requires the right workforce architecture.



Momentum

Momentum helps organisations design and build
Centres of Excellence that enable this future.



From location and cost intelligence and workforce planning through to implementation and scaling.

Discover where your next Centre of Excellence should be.

Book a Strategic Location Discovery Call →