



Talent on demand marketplaces.

What do you need for successful blended workforce strategy?

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CEO & Board Director

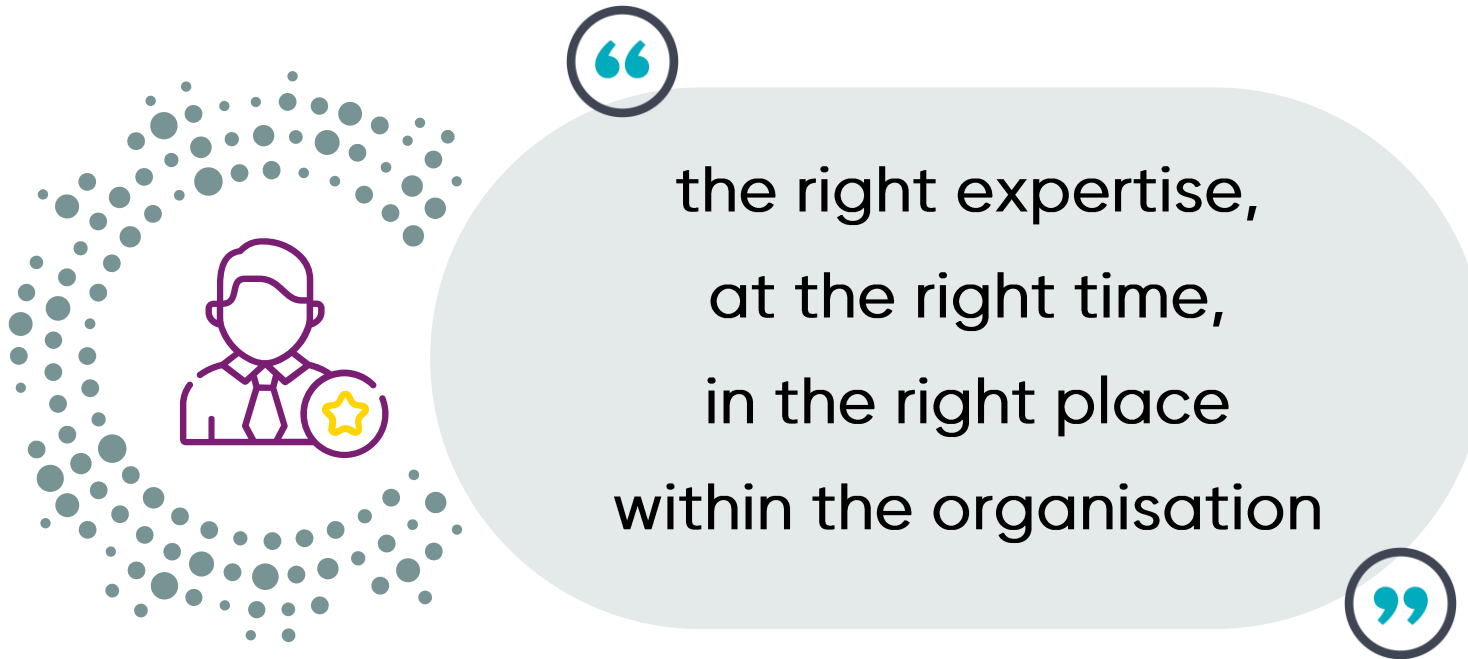
Cognisium Pty Ltd



Topics

- ➔ **On-Demand Marketplaces**
 - ➔ Drivers, Supply and Demand, Business Model Types of Arrangements
- ➔ **Types of Platforms/Marketplaces**
- ➔ **Talent Transformation Building Blocks**
 - ➔ What is required for a successful blended workforce strategy

Marketplaces. The Value Proposition



".. innovation at a big company is going to have to take place where you source talent, how you structure processes, so you can get the right talent, at the right place, at the right time, irrespective of employment status. "

~Prof. Joe Fuller, Harvard Business School, Head of "Managing the Future of Work" Project.



On-Demand Marketplaces

Drivers, Supply and Demand, Business Models, Types of Arrangements

On-Demand Marketplaces

Drivers, Supply & Demand, Types of Arrangements



- High velocity time-to-markets
- Global access to talent, at scale
- Labour force flexibility
- Enable open innovation
- Enable sense-adapt-reconfigure
- Enable business innovation
- Innovation intensity
- L/T view of the enterprise and half-life of skills are becoming shorter



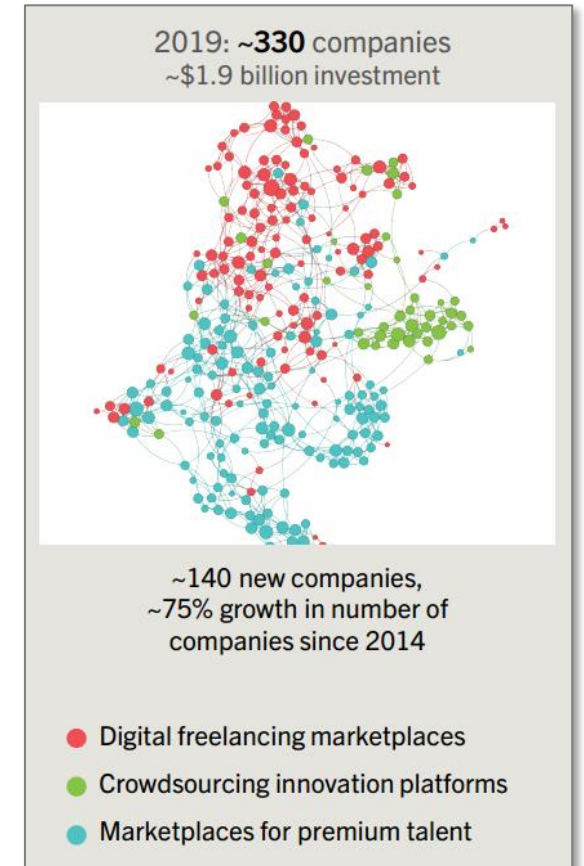
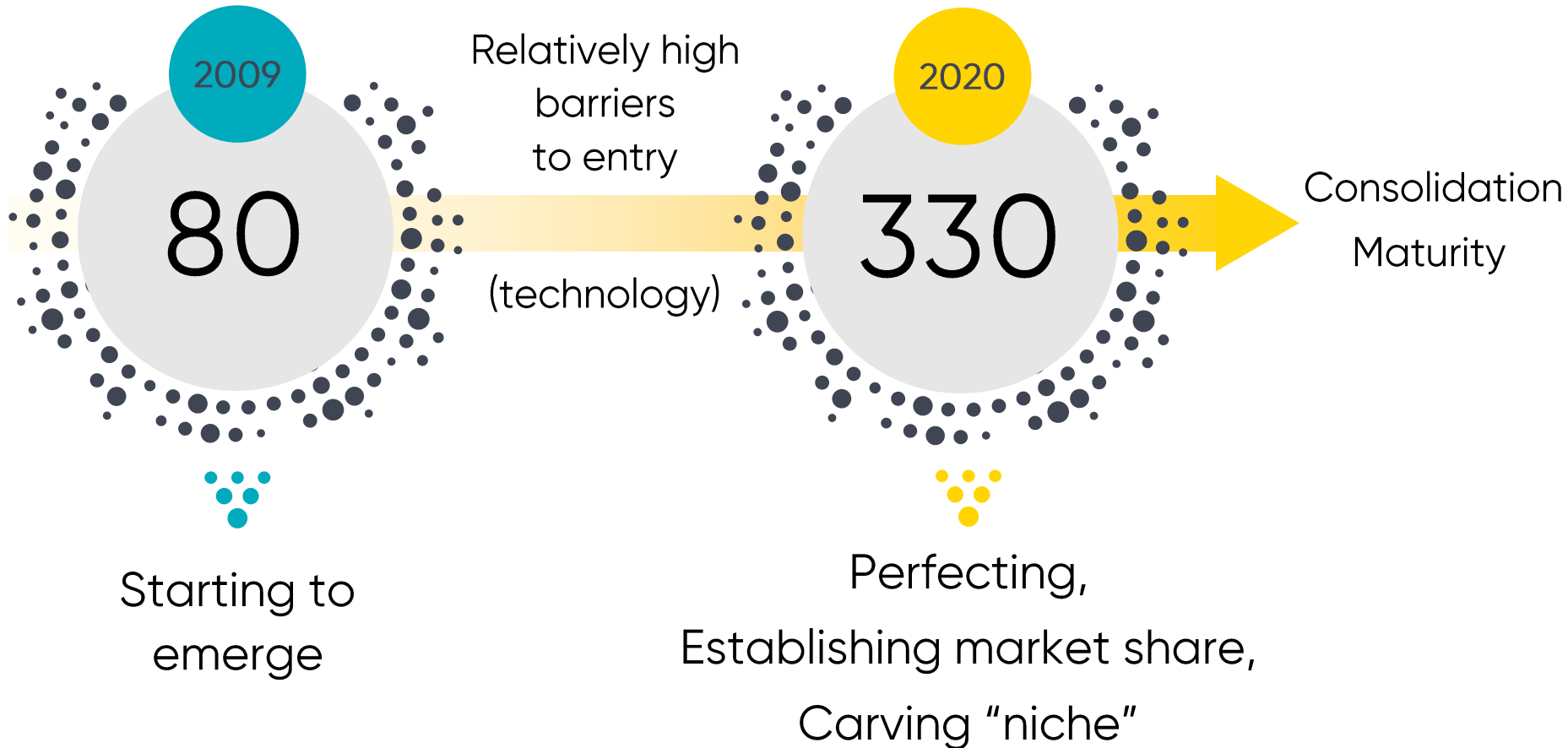
- Sept. 2020: 56m Americans performed freelance work (36% of workforce)
- Global talent cheaper than local/ core
- Significant shifts in talent pool (single caregiver, skilled female professionals, former executives)
- Ageing OECD
- Cheap access to tools and technology
- Geographic scarcity of talent in specific areas, availability in others
- ~50% L/T career opportunity
- Millennials digital & tech savvy



- Forced to conduct business remotely
- Access to top-level expertise expensive as a F/T proposition
- Reduce cost, close urgent skills gaps
- Boost productivity, lower overheads
- Time-to-market diffusion of technologies
- Enhanced innovation
- Pressing need of new capabilities
- Fast track processes
- Re-envisioning by sophisticated C-suite leads

Growth

Marketplace Platforms



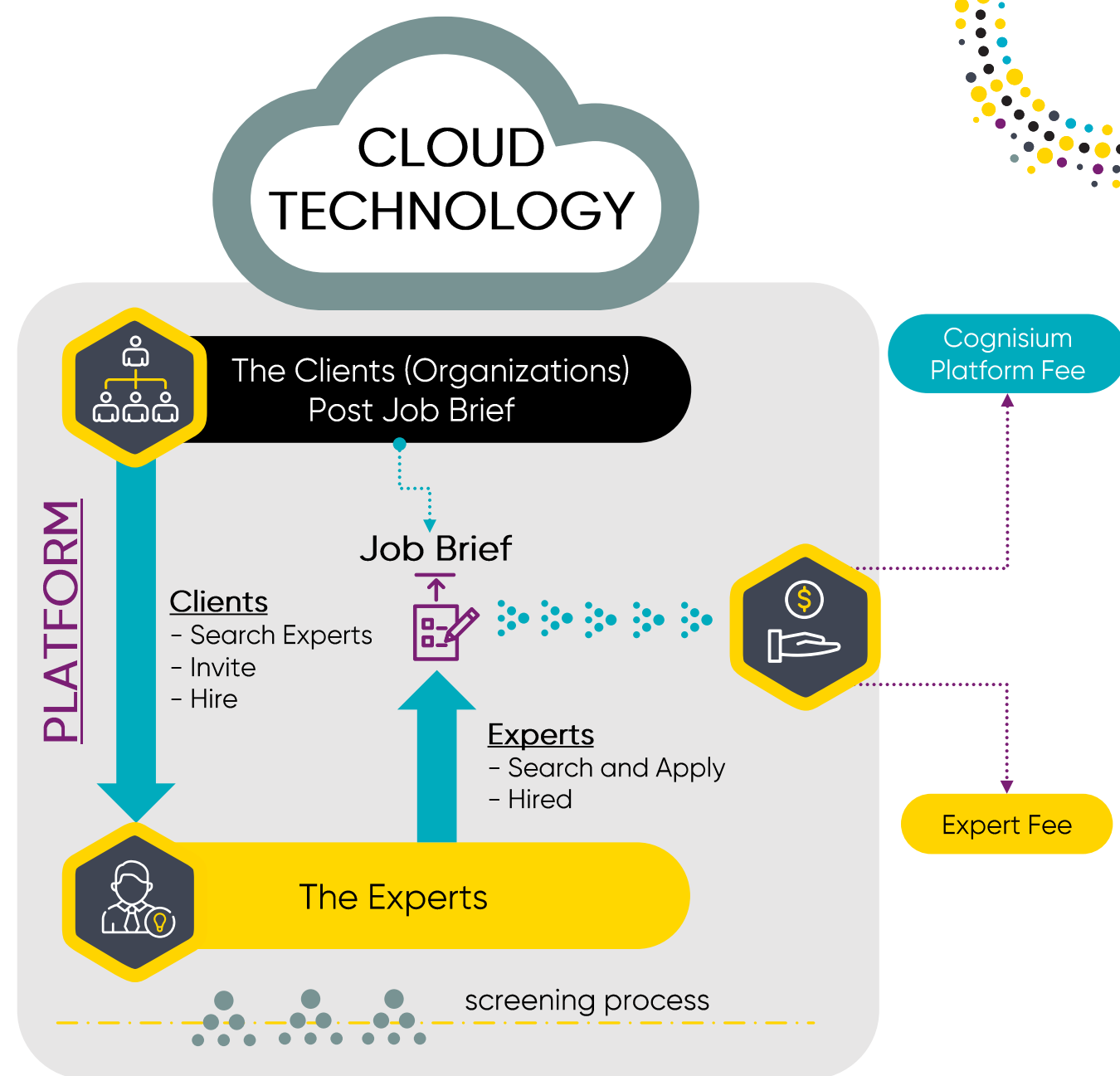
Overall Business Model

Sourcing by the CLIENT

CLIENT → Search Expert → Invite → Communicate → Hire

Sourcing by the EXPERT

EXPERT → Search Job → Apply → Communicate → Get Hired



Types of Arrangements



Short Term
<2 mths



Specialised

Generalised

Medium Term
2-6 mths



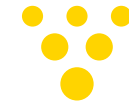
Tactical

Long Term
>6 mths



Strategic

External innovation avenues 2020 onward



Innovation labs
Corporate venture capital

Talent on-demand

Incubators
Accelerators

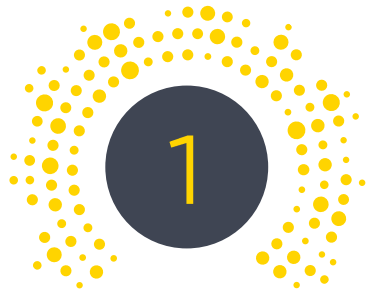




Types of Platforms/Marketplaces



Types of Marketplaces



Premium Talent Marketplace
(Professional Services)

Cognisium

Catalant

Expert360

Toptal

Talmix

CoMatch

Malt

OutsizedUK



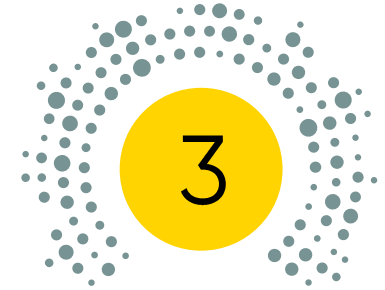
Crowdsourcing Innovation
Marketplace

InnoCentive

Kaggle

Cadcrowd

Topcoder



Digital Freelance
Marketplace

Upwork

99designs

Toptal Fiverr

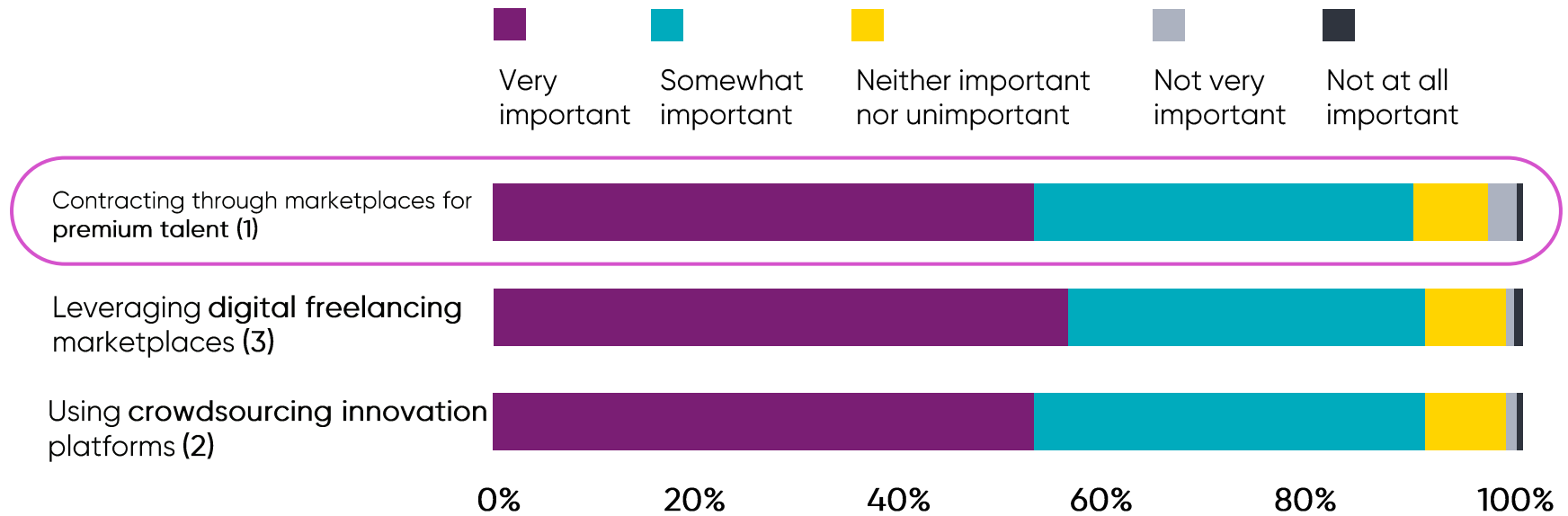
Ureed

HBS BCG Survey of Business Leaders

- 700 business leaders
- 62% C-suite, 38% CEO-1
- Rev. > 100mm

90%

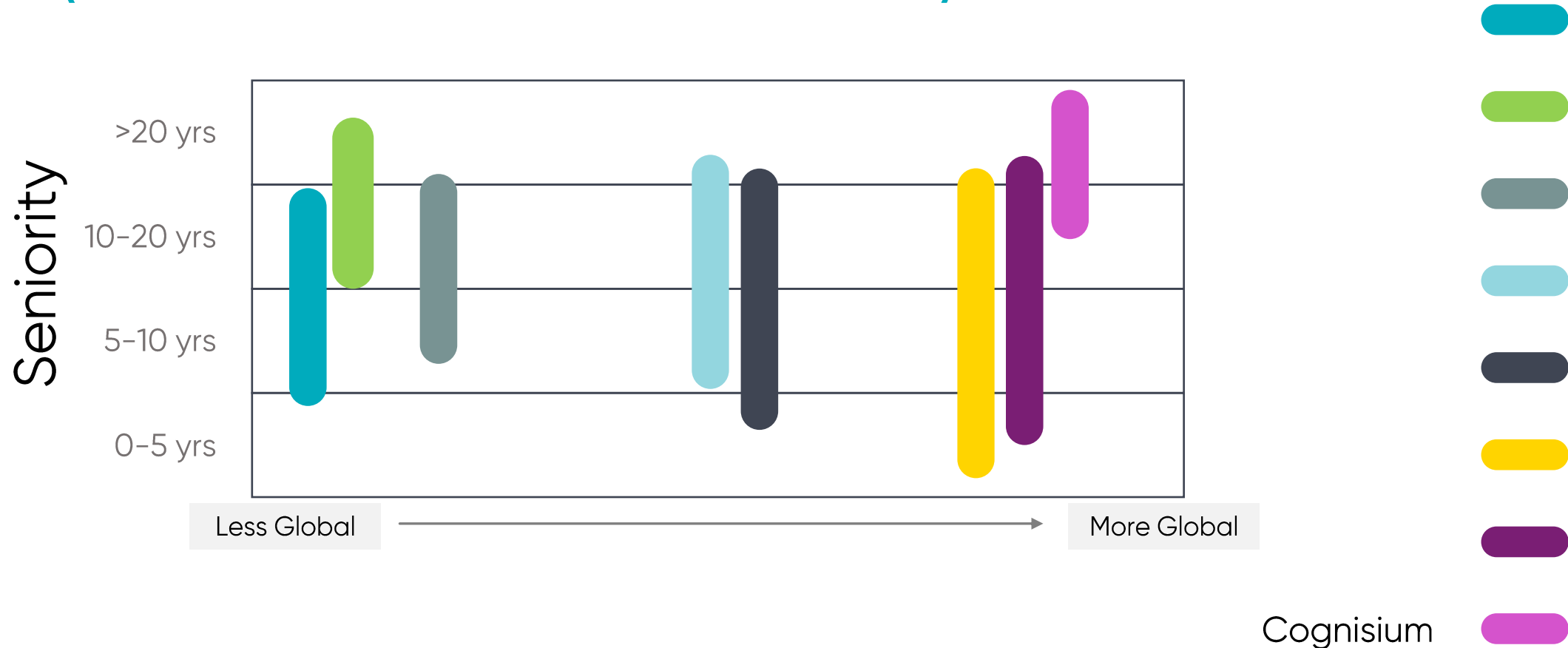
of business leaders believed that the on-demand platforms would be somewhat or very important to their organization's future competitive advantage



Note: The question was shown to business leaders who indicated they were "moderately" or "extremely" familiar with the area of sourcing talent/talent strategy and "aware" of at least one type of digital talent platform.

Source: "The On-Demand Workforce Survey," Harvard Business School's Project on Managing the Future of Work and BCG's People & Organization Practice, November 2019 to January 2020

1- Premium Talent Marketplace (Professional Services)



2- Crowdsourcing Marketplaces (Crowdsource Innovation)

NASA and Freelancer Crowdsourcing the final frontier

Be part of the innovation

Freelancer.com has won the joint NASA Open Innovation Services 2 (NOIS2) tender to help NASA crowdsource talent to design innovative tools and technology. That means you can be a part of helping NASA expand its new era of space exploration.

Hundreds of completed contests

NASA and Freelancer started their partnership in 2015, and have already crowdsourced solutions from 3D tools for robotic astronauts to smartwatch mobile applications used for time tracking and important station updates. Keep an eye out for future challenges, as NASA and Freelancer work together to push boundaries of human imagination and innovation.



Talent Transformation Building Blocks

What is required for a successful
blended workforce strategy



Talent Transformation **Building Blocks**

What is required for a successful blended strategy

Premise

Become humbler,
Statistical reality: best ideas lie
outside the Company,
Do you need to compete
asymmetrically?
Traditional F/T hiring may hinder
innovation (esp. external innovation).

Result

Execute strategy with a
blended workforce,
Sense-adapt-reconfigure,
More agile business model, resilience,
Eyes on “what it takes” to operate with a
blended workforce,
Engage strategically.

Talent Transformation Building Blocks

What is required for a successful blended strategy

Challenges or What Does It Take ?

PEOPLE – PROCESSES – TECHNOLOGY

- **Core employees** – new value proposition. Leadership's role,
- **Cultural shift.** Core employees become connectors, system thinkers, strategic thinkers, effective,
- **Re-assess and re-evaluate capabilities** (ordinary and dynamic),
- **Re-organising the work,**
- **Collaborate** – collective intelligence and creation of social capital. Add to institutional knowledge,
- **Amend policies and processes** to support rapid innovation.





Multiple Studies in the past 2-3 years

- ✓ Harvard Business School & BCG
700 business leaders
>100m in Revenue
C-Suite 62%, CEO-1 38%
- ✓ World Economic Forum
"The Future of Jobs Report 2020"
- ✓ Boston Consulting Group
"Digital Freelancers". Focused on Europe
"The New Freelancers" – Global study.
- ✓ Cognizant's Center for the Future of Work
- ✓ Univ. Of Toronto, 1st Research Study on Professional Freelancing (Cognisium co-sponsor and participant). 2021.

WORLD ECONOMIC FORUM

BUILDING THE ON-DEMAND WORKFORCE

Companies can transform their talent model—and business strategy—by using digital talent platforms to access highly skilled freelancers.

BCG BOSTON CONSULTING GROUP

BCG HENDERSON INSTITUTE

The New Freelancers

Tapping Talent in the Gig Economy

HARVARD BUSINESS SCHOOL
Managing the Future of Work

BCG HENDERSON INSTITUTE



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