

# The “talent on-demand” marketplaces. What do you need for successful blended workforce strategy

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# 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



*“the right expertise,  
at the right time,  
in the right place  
within the organisation”*

*“.. 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 Model**

## **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

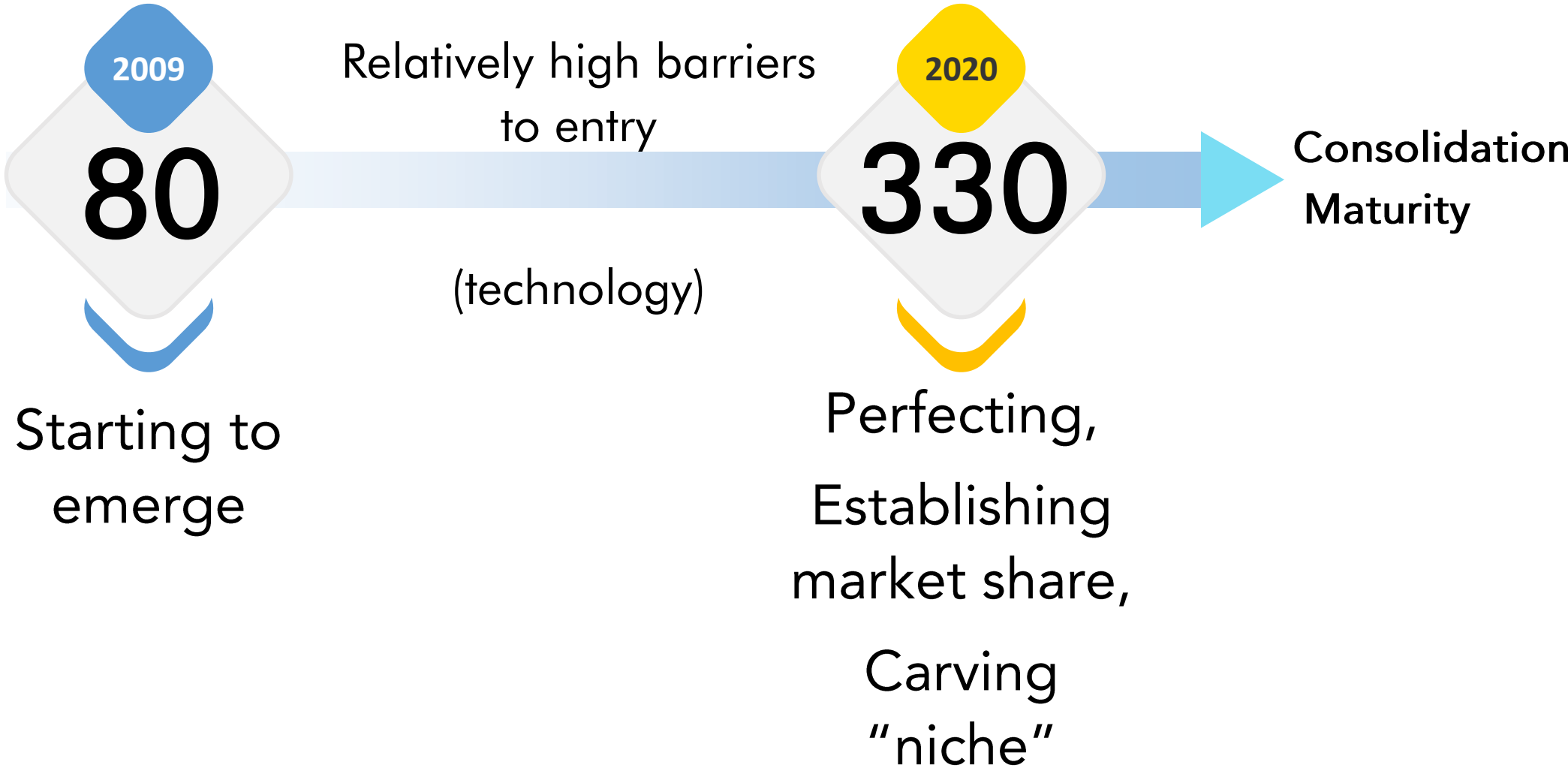


- Sept. 2020: 56m Americans performed freelance work (36% of workforce)
- Global talent cheaper than local/ core
- **Significant shifts in talent pool (single caregiver, skilled female professionals, former executives)**
- Ageing OECD
- Cheap access to tools and technology
- Geographic scarcity of talent 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





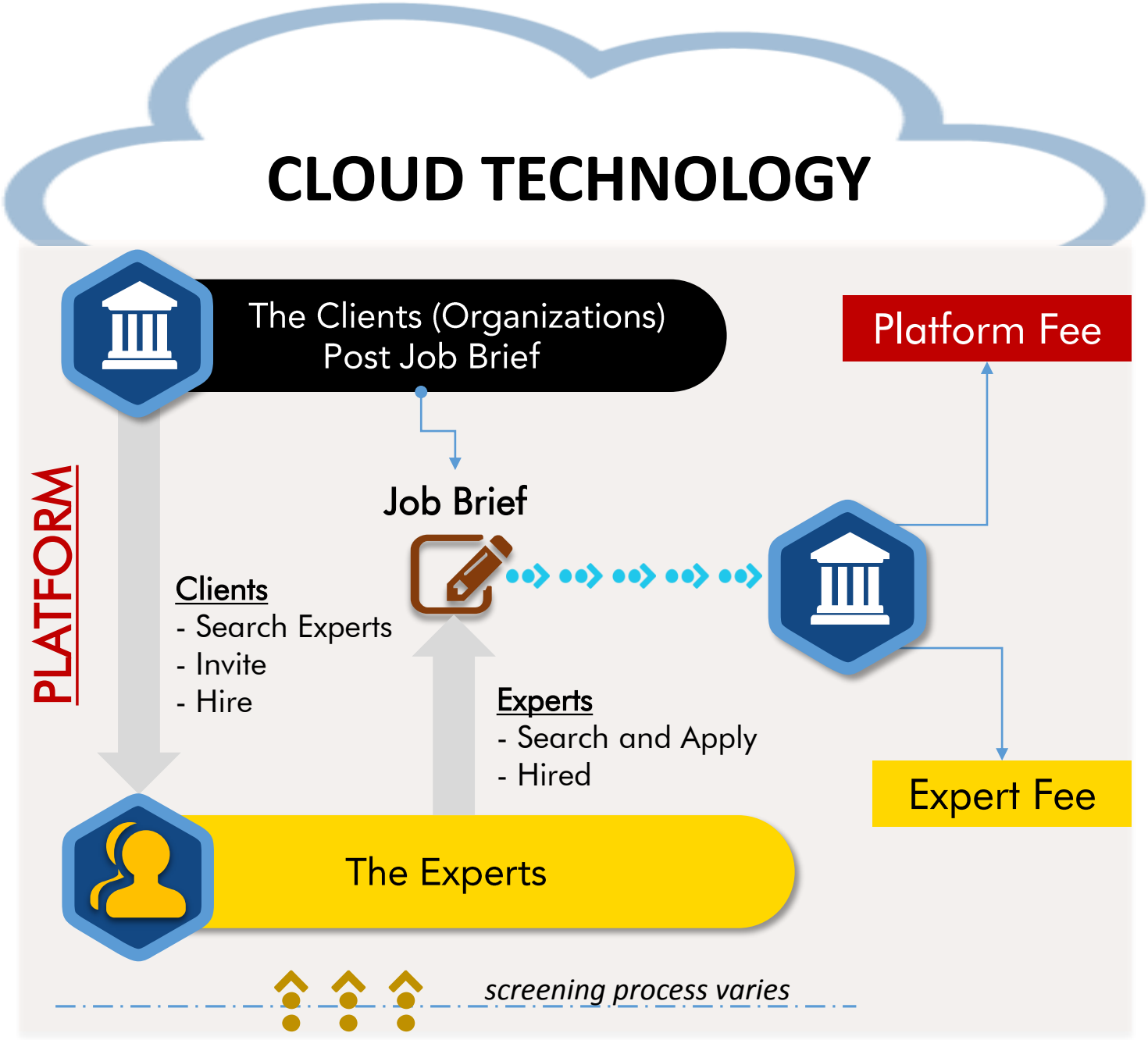
# Overall Business Model

## Sourcing by the CLIENT

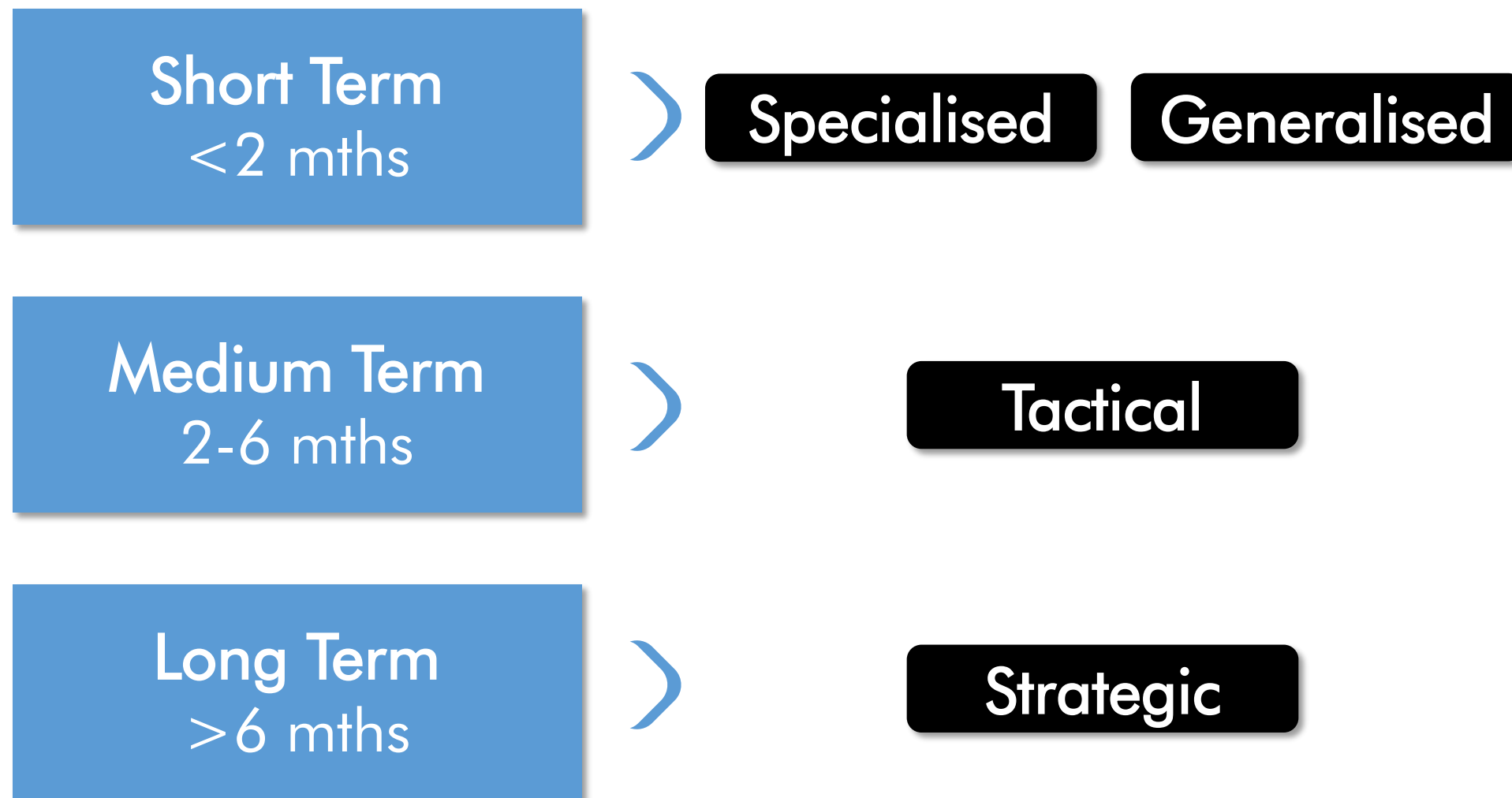
CLIENT → Search Expert → Invite → Communicate → Hire

## Sourcing by the EXPERT

EXPERT → Search Job → Apply → Communicate → Get Hired



# Types of Arrangements



External innovation avenues 2020 onward



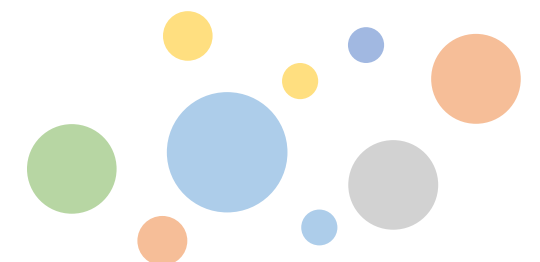
Innovation labs

Corporate venture capital

Talent on-demand

Incubators

Accelerators





# Types of Platforms/Marketplaces

# Types of Marketplaces

1

**Premium Talent Marketplace  
(Professional Services)**

Cognisium  
Catalant  
Expert360  
(Toptal)  
Talmix  
CoMatch  
Malt  
OutsizedUK

2

**Crowdsource Innovation  
Marketplace**

InnoCentive  
Kaggle  
Cadcrowd  
Topcoder

3

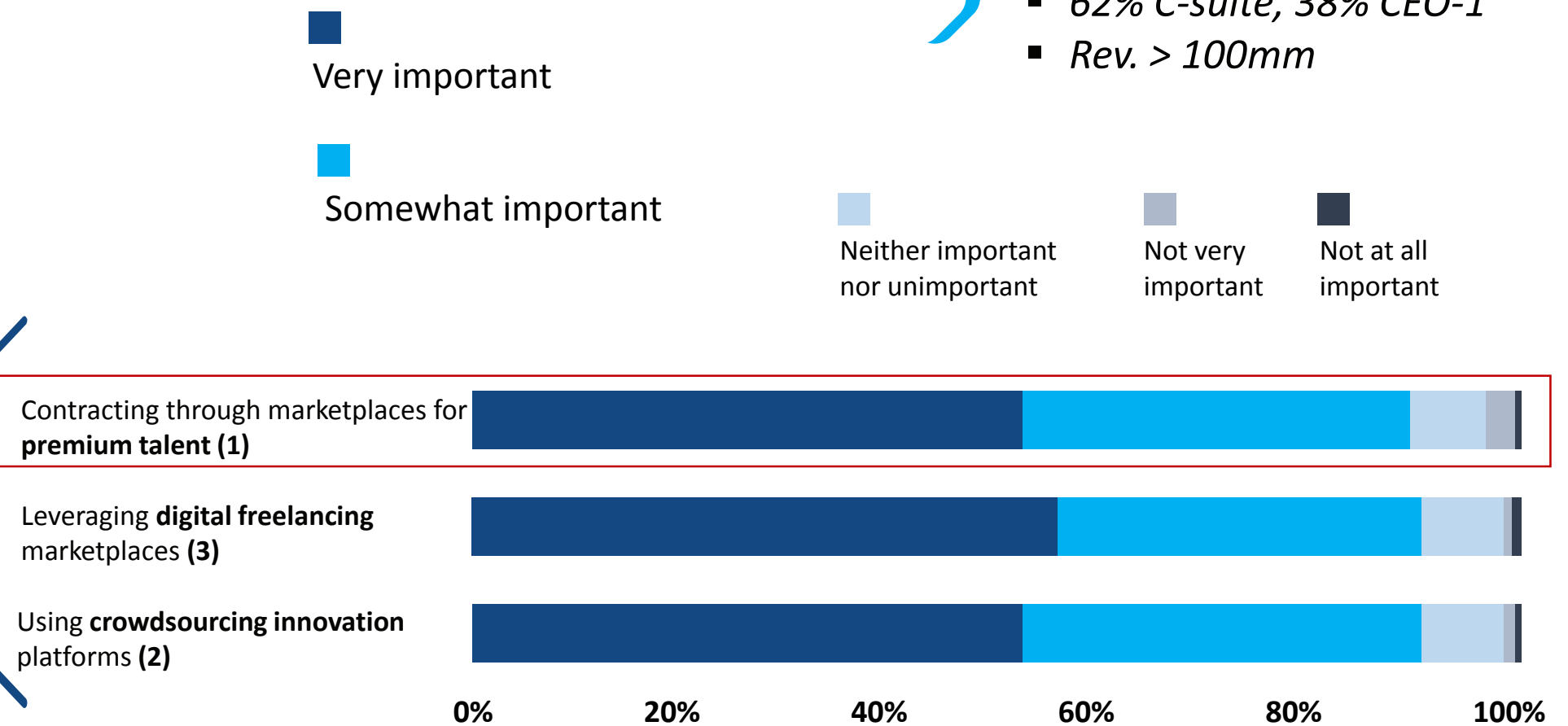
**Digital Freelance  
Marketplace**

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

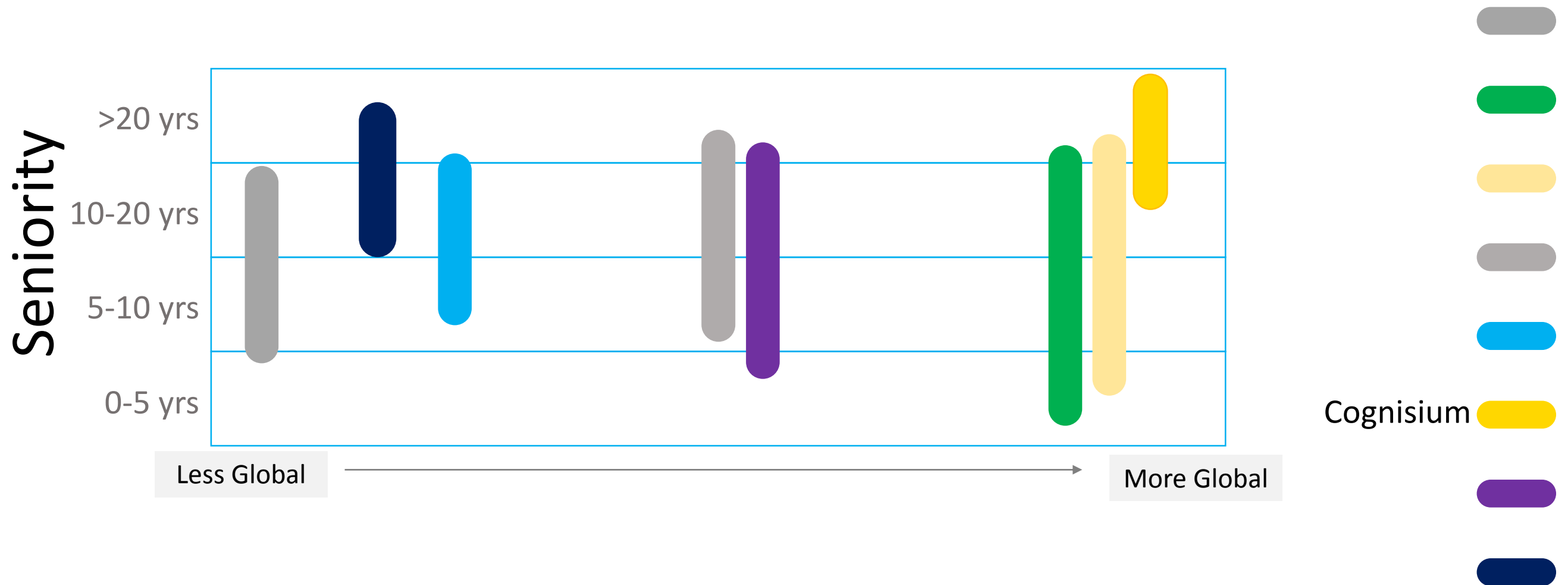


Note: The question was shown to business leaders who indicated they were “moderately” or “extremely” familiar with the area of sourcing talent/talent strategy and “aware” of at least one type of digital talent platform.

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 & 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 the 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,

Leadership matters,

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,

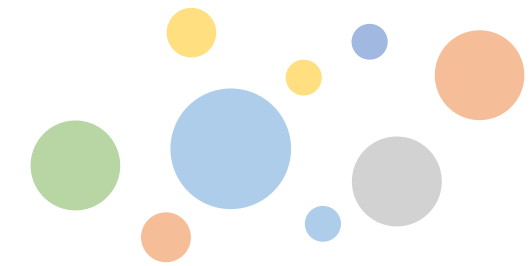
**Re-organising the work,**

**Re-assess and re-evaluate capabilities** (ordinary and dynamic),

**Collaborate** – collective intelligence and creation of social capital. Add to institutional knowledge,

**Amend policies and processes** to support rapid innovation.

*talent  
transformation*



## 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, 1<sup>st</sup> Research Study on Professional Freelancing (Cognisium co-sponsor and participant). 2021.

# Thank You

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# Expertise **On-demand**

## Platforms with “higher-level” skills dominate

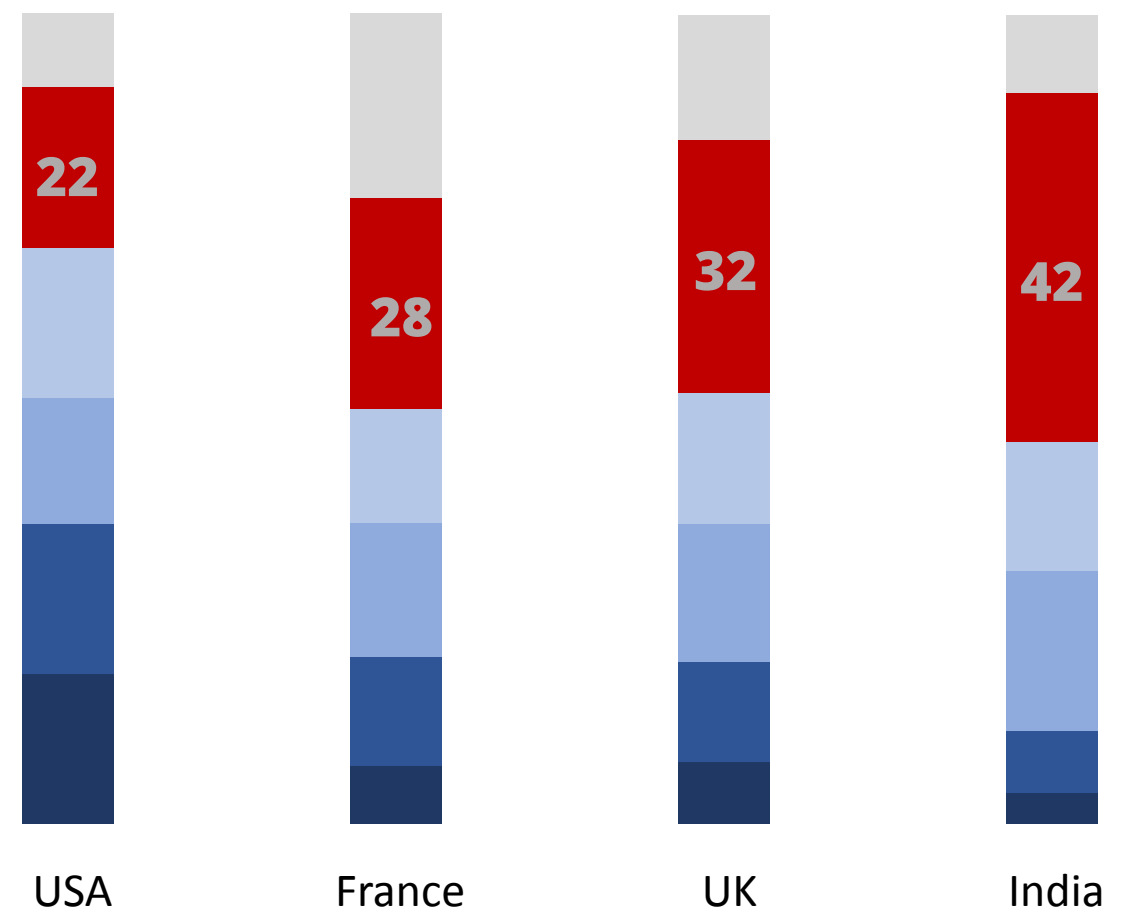
% of workers on professional services platforms increase every year.

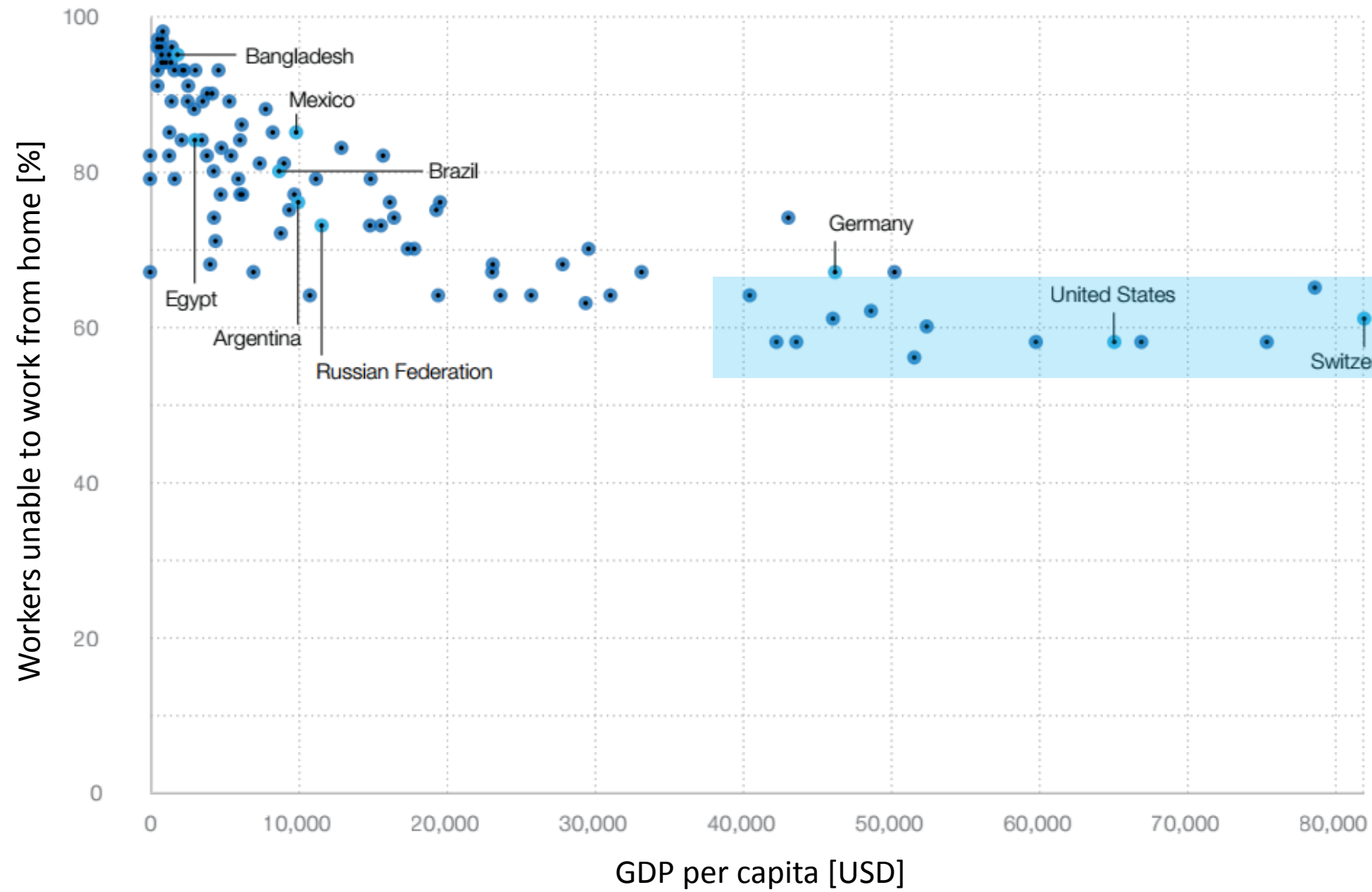
China, India and Indonesia lead the way  
In the EU28: Spain, UK, France  
Japan: lowest in OECD

India: **42%** on High-skills Platforms

**High-skill work**  
eg., Software design, management, consulting

**Low-skill work**      **Personal Services**  
**Other**





OECD

