



BUSINESS TALENT GROUP

ON-DEMAND I.Q.

Winning the war for talent
in the gig economy

ABOUT

The nature of work—how it's done and by whom—is changing. Independent talent is on the rise, especially at the high end, where super-skilled executives and consultants dwell. They know—and so do the most nimble companies—that traditional, permanent employment is not the only way to get work done. More and more, this top talent is steering complex, strategic projects for big companies, all on a project basis. Estimates say some 35% of the U.S. workforce is independent, and by 2020, up to half of the workers in this country will have been freelance contractors at some point in their careers.

This is the future of work. This is the new talent economy.

Companies that respond to this employment shift will get their work done faster and smarter. Their innovation will flourish. Companies that don't evolve will soon be left behind. This eBook will explain what's driving this shift and what employers can do now to set themselves up for success.

THE RISE OF GLOBAL INDEPENDENT TALENT IS DRAMATIC AND PERMANENT

In the U.S. and Europe, up to

162
MILLION PEOPLE

engage in independent work.

That's 30% of the workforce.

Source: McKinsey Global Institute report on
independent work and the gig economy

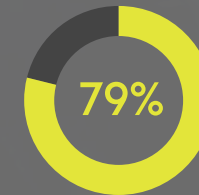
UNPACKING THE TREND

The gig economy is not just for Uber drivers. It's far broader than that, and it's growing fast. Thanks to rapid technological advances, huge demographic shifts, globalization, and the changing relationship between employers and employees, a talent revolt is underway among knowledge workers. They've begun to question long-held assumptions about how they'll make a living.

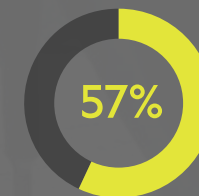
“A talent revolt is underway among knowledge workers.”

The numbers don't lie. The average U.S. job tenure fell to 4.2 years from 4.6 years between January 2014 and January 2016, according to the Bureau of Labor Statistics. In the U.S. and Europe, an estimated 162 million Americans are doing freelance work, building a new, agile workforce. High-end knowledge workers are especially ready to step away from the traditional office setting. When they go independent, they gain more ownership of their work process and product, more variety, more say in whom they work for and in when and where they work. Many high-end contract workers enjoy better pay as an independent consultant than they would in traditional, full-time employment. This is why exceptional people are choosing to work this way.

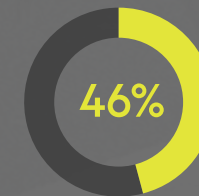
WHY TOP TALENT IS DECLARING INDEPENDENCE



of freelancers like independent consulting more than working at a traditional job for an employer.



of freelance workers choose independent work to make more money.



of freelancers want more control of their work schedule.

Sources: Upwork and Freelancers Union: Freelancing in America: 2016, survey of 6,000 U.S. workers and LinkedIn Profinder and Intuit: How the Freelance Generation is Redefining Professional Norms, February 2017, survey of 6,247 gig economy workers

Big companies, meanwhile, need even faster access to the newest skills and knowledge, even as they grapple with widespread talent shortages in today's low-unemployment environment. Employers have been reporting high-end skills and knowledge deficits for years, even during the Great Recession. This is just a prelude of things to come. The enormous postwar baby boom generation is now beginning to retire, leaving behind a shortfall in knowledge workers that is set to become massive.

Millennials will fill some of these labor gaps. Other roles will be filled by boomers nearing retirement and people who are open to working, but in a different way.

↓ **35-40M**
shortfall of high-skill workers
projected globally by 2020

Source: McKinsey Global Institute

AMERICANS RETIRING LATER

U.S. Employed – Aged 65 and Over



Source: Bureau of Labor Statistics, Current Population Survey

NEW RULES

Many knowledge workers want to work differently, and so does a growing share of all U.S. workers. They crave more professional control and more diverse experiences in their work and schedule. They want greater overall job satisfaction and are finding it through freelance work. The most agile companies recognize the opportunity to boost productivity and profit by accessing freelancers.

While artificial intelligence and robots may help fill some of the overall skills void in the future, among highly trained professionals doing non-routine work, the offset is expected to be relatively modest.

CHANGE IS GOOD

Against this backdrop, corporate change is accelerating across all business areas. Big companies are mobilizing technology to service the growing markets that globalization and an on-demand economy are driving.

These firms must be as responsive to labor market shifts as they are nimble when it comes to tech adoption.

Happily, there are now custom labor solutions to consulting, skill, and capacity needs: high-skilled, project-based independent consultants. These “supertemps” are equipped like no-one else to handle the complex work that any company has. They want the tough stuff. All of their considerable energy is focused on just one particular project. And their ranks are growing. Indeed, the number of hundred-thousand-plus earners in the independent workforce has increased 64% since 2011, now representing nearly one in five full-time independents.

THE REVOLUTION AT THE TOP

Specialists with outstanding educational and professional pedigrees—corporate executives, management consultants, and MBAs—are just the right fit for increasingly specific knowledge worker requirements. They bring high-level chops and subject matter expertise to complicated projects. Many trained at top companies. Now they’re working differently, independently, more productively—and bringing efficiencies to their clients.

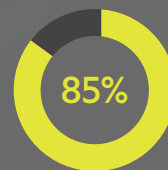
EVOLVE AND THRIVE

To get their work done, and done right, a fast-growing portion of large and mid-market companies are increasingly turning to on-demand knowledge workers. These employers understand that top talent thrives in the independent workforce. Consider the stars of Major League Baseball and Hollywood: the best talent rises to the top in a free-agent world. And an open, efficient, independent labor market is going to attract the best talent over time.

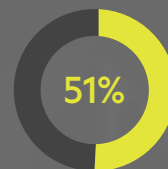
“Enterprises that have been intently focused on technology investments for their products and services are now under extreme competitive pressure to extend innovation to their workforce... By taking steps to experiment with workforce technologies today, businesses will set a path to become built-for-change companies... Labor platforms offer nothing short of a talent revolution.”

- Tech Vision 2017: Workforce Marketplace, Accenture, 2017

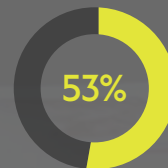
**COMPANIES IN ALL SECTORS,
FROM TRANSPORTATION TO
BUSINESS SERVICES,
NOW RELY ON FREELANCERS
AS A REGULAR COMPONENT
OF THEIR WORKFORCES**



of IT and business executives plan to increase the use of independent freelancers at their organizations over the next year



of companies plan to increase freelance use in the next 3-5 years



of companies report weakness in handling gig economy resources

Sources: Deloitte 2016 and 2017 Global Human Capital Trends reports, each surveying 6,000 – 10,000 business leaders in 130-140 countries and Tech Vision 2017: Workforce Marketplace, Accenture, 2017

BRAVE NEW WORLD

Nimble companies, by definition, have fast-changing talent needs, so how they think about work getting done must transform. Traditional executive searches are lengthy and inefficient. Recruiting time for full-time, permanent employees is lengthening. And according to one study, the success rate of retained executive searches after just 18 months is a dismal 60%. Why commit to one set of skills, experience, and knowledge purview when a company's long-term needs are bound to shift? Project-based, high-level expertise can offer lower risk and more precise knowledge talent with just-in-time delivery.

Even better, the on-demand specialties and skills that “supertemps” bring allow a company to assemble a team of experienced talent or to select the one stellar professional that ties it all together. Innovative companies know that rotating in fresh perspectives and pinpointed expertise can open up a world of growth and innovation.

The bottom line: Corporations must change old habits.

DON'T WORRY, IT'LL BE GOOD FOR YOU

There is greater opportunity in the gig economy than just addressing specific projects at specific times. To stay competitive on a long-term basis, major companies must rethink not just whom they engage to solve a problem, but also how they approach work. They can acquire marquee talent on a temporary basis when they need it, rather than carrying the burden of owning it. Instead of structuring people's jobs around broadly defined roles, work now becomes a series of deliverables and projects—for instance, launching a new drug, accessing a new business or transforming IT infrastructure to scale with long-term needs. Then, drawing from both internal resources and high-end independent professionals, companies can assemble the best team for the job.

In time, organizational charts will look a lot less like a pyramid and a lot more like a jigsaw puzzle, populated by complementary, interlocking freelancers at the top of their professional game.

COMPANIES CAN START WITH FAR MORE **IMMEDIATE WINS.**

Here is a short list of **project types** that are perfect for independents:



STRATEGY & OPERATIONAL PERFORMANCE

Business unit strategy, new channel strategy, performance improvement strategy, market landscape assessment



IMPLEMENTATION & EXECUTION

Program leadership or project managers for transformations



INTEGRATED SUPPORT

Augment internal initiatives with skilled people, working councils, extra team members, and top-tier experts



OUTSOURCED ANALYSIS

Competitive assessment, preparation for major meetings, additional capacity to enhance internal productivity



INTERIM LEADERSHIP

Transitional leadership during change, leadership for new explorations

And these are some **moments** when strategic, short-term talent make the most sense:



NEW

Explorations or initiatives in areas where the internal team has limited experience



URGENT, UNEVEN, OR TIME-LIMITED

Fast-moving, changeable moments where workload is uneven for functions/executives



UNCERTAIN

Situations where a permanent position is not yet defined or not the right decision



EXECUTION-ORIENTED

When real-world, hands-on operating experience is needed

There are, of course, adjustments employers must make—to hiring and procurement processes, for example—but they don't have to be onerous. It starts with managers refining their statements of work and delineating the precise abilities necessary to get the work done. It's all doable. More and more employers are making these changes and trusting A-list independent consultants with mission-critical work. Intermediaries can smooth process transitions and help corporations make efficient, reliable use of this new, on-demand talent pool.

SHARING THE FRUITS OF THE ON-DEMAND ECONOMY

Let Business Talent Group welcome you to the on-demand economy's labor market, where our clients work smarter and faster. We provide lean, high-impact talent solutions that easily integrate with internal teams, reduce employers' spend, and drive innovation. BTG is a new piece of human capital infrastructure. We harness the high end of the gig economy for Fortune 1000 companies. They turn to us to identify, assess, and vet the best brains for the work delivering expert, individualized teams and solo superstars, not a preassembled band of consultants.

WANT MORE DATA?

These **real-world case studies** show how companies can take advantage of on-demand talent, one project at a time.

MOVING TO A NEW MARKET

PROBLEM:

A global CPG company recently discovered that a 100-year-old food product offered unexpected health benefits. Executives needed to understand the global path—both regulatory and strategic—to monetize that potential.

TALENT:



A broadly experienced former McKinsey strategist and entrepreneur



A regulatory and quality assurance expert with experience in clinical research and manufacturing



A life sciences compliance specialist with program and project management experience

WHAT HAPPENED:

- Worked in parallel to examine global regulatory challenges
- Outlined the most efficient regulatory, clinical, and manufacturing path to a successful product launch
- Coordinated with client executives to help them understand the new landscape

VALUE:

An actionable, in-depth global regulatory roadmap for transforming a major brand—at a small fraction of what a traditional consulting firm would have charged.

ACCELERATING A DRUG'S LAUNCH

PROBLEM:

A F300 pharma company was preparing to launch a new oncology drug. But its understaffed pricing and market access group was struggling to create global access plans and strategies.

TALENT:



An ex-McKinsey life sciences specialist and biotech executive

WHAT HAPPENED:

- Generated pre-launch insights, analytics, and country-level revenue forecasts
- Coordinated with vendors and stakeholders to accelerate the timing of the launch
- Refined launch strategies for eight key markets, handing off to regional teams for execution

VALUE:

Experienced on-demand help to ensure a successful and timely product launch

RE-EXAMINING THE M&A WORKFLOW

PROBLEM:

The head of Corporate Development for a F500 B2B company needed to prioritize and act on several potential deals. He'd made two full-time hires, but wasn't sure how he would manage variabilities in the upcoming workload.

TALENT:



Over the course of a year, BTG provided a total of six independent M&A specialists in groups of one to three.

WHAT HAPPENED:

- One consultant helped develop an M&A pipeline strategy
- Others played roles that ranged from analytic support to running and building a new business group

VALUE:

With BTG's support, the client was able to work leanly and efficiently on a broad range of deals without adding permanent headcount or compromising quality.

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ABOUT BTG

Business Talent Group (BTG) is the leading provider of **on-demand business talent—curated, vetted and delivered for your project needs**. BTG enables companies to work smarter, faster, and more flexibly by accessing a **curated network of thousands of the world's best independent business professionals**.

From ecommerce to supply chain, big data to market expansion, contact BTG when you need additional insights and innovative thinking, skills and expertise, experience, or sheer capacity. We'll provide just the right on-demand talent needed—**individuals or small teams, onsite or remote, domestic or global**—to tackle your business challenges and accelerate growth.

Founded in 2007, BTG is a pioneer in the high-end on-demand consulting market. A premier partner for major corporations, BTG is trusted by **37% of the F100** and beyond; F1000 companies, PE firms, and nonprofits in 34 countries around the world.

TO LEARN MORE ABOUT
ON-DEMAND TALENT OR
DISCUSS A PROJECT,
GET IN TOUCH:

info@businesstalentgroup.com

(646) 530-8404

businesstalentgroup.com