

# The fluid workforce revolution

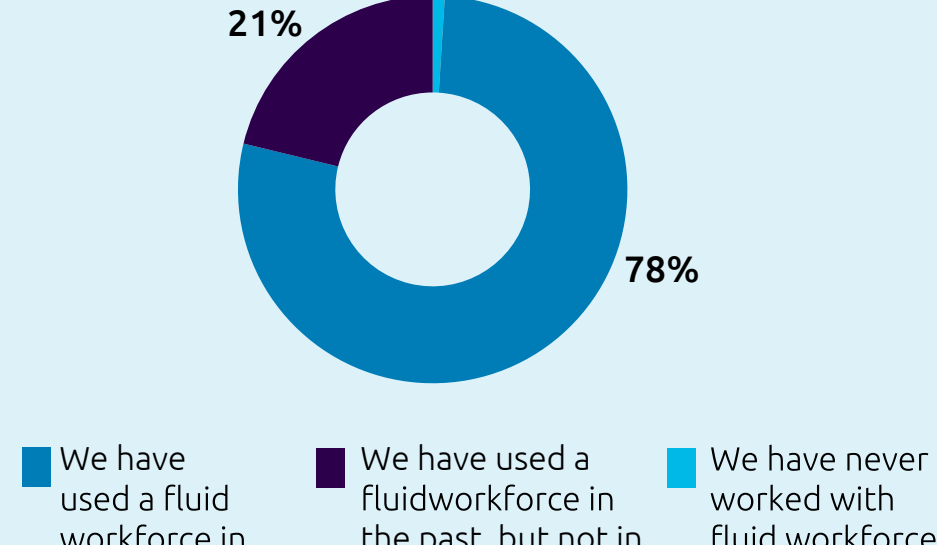
How a blended workforce strategy is key to success in the age of AI and automation

We define the fluid workforce as freelancers, independent, gig, or paid-crowdsourced workers who work on a temporary basis with organizations (either full time or part time) and are not on any employer's payroll.

## The fluid workforce is becoming a core part of the organizational workforce

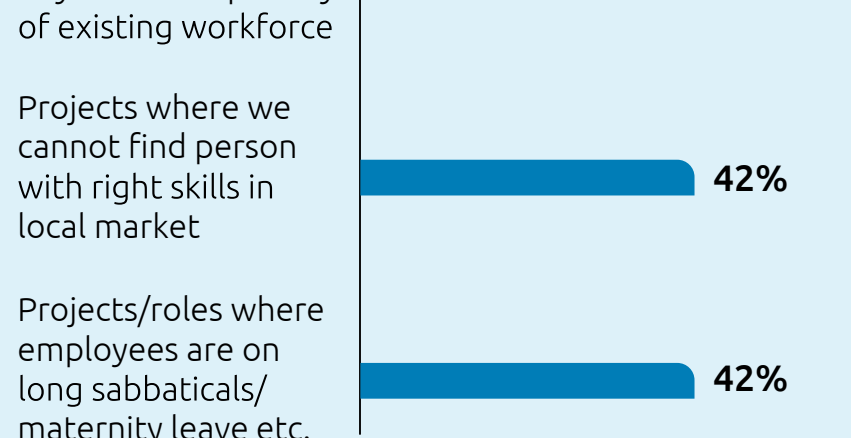
The fluid workforce approach is mainstream, with four in five organizations using it

Have you utilized fluid workforce in the last one year?



Source: Capgemini Research Institute Fluid Workforce Research, December 2019, N=500 organizations

What are the most common situations in which you tend to hire fluid workers?



Source: Capgemini Research Institute Fluid Workforce Research, December 2019, N=389 organizations using fluid workers in the last year.

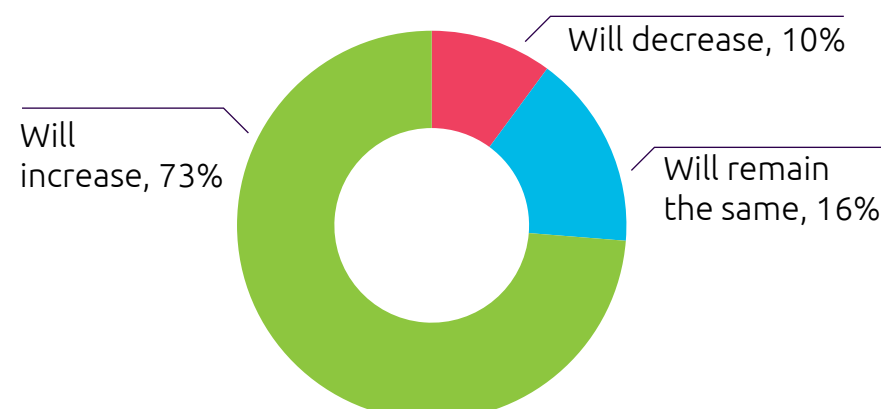
## COVID-19 is further accelerating the usage of fluid workforce among organizations

How will the COVID crisis impact use of fluid workers in your organization in the future?



Source: Capgemini Research Institute, Fluid Workforce in COVID-19 survey, May 2020, N=252 organizations.

In the light of current COVID crisis, how do you see your usage of fluid workforce evolving in the next 12 months



Source: Capgemini Research Institute, Fluid Workforce in COVID-19 survey, May 2020, N=188 organizations using fluid workforce in last 1 year.

## AI and automation accelerating and enabling the rise of fluid talent

As a result of AI and automation, we rely more on fluid workforce for some of the existing roles

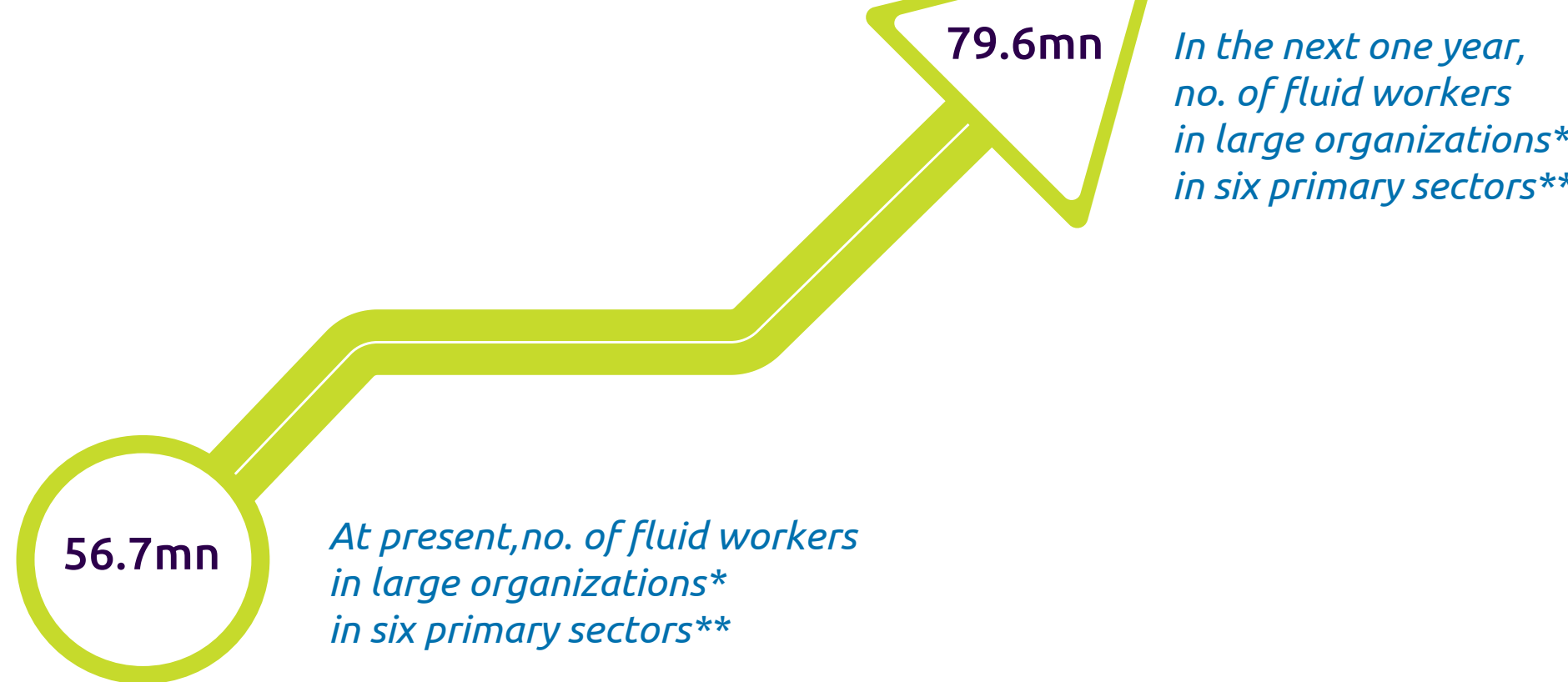


AI and automation have created new job roles, which are filled-in by fluid workers



Source: Capgemini Research Institute Fluid Workforce Research, December 2019, N=389 organizations using fluid workers in the last year.

## In large organizations, the demand for fluid workers will increase by nearly 40% in the next one year



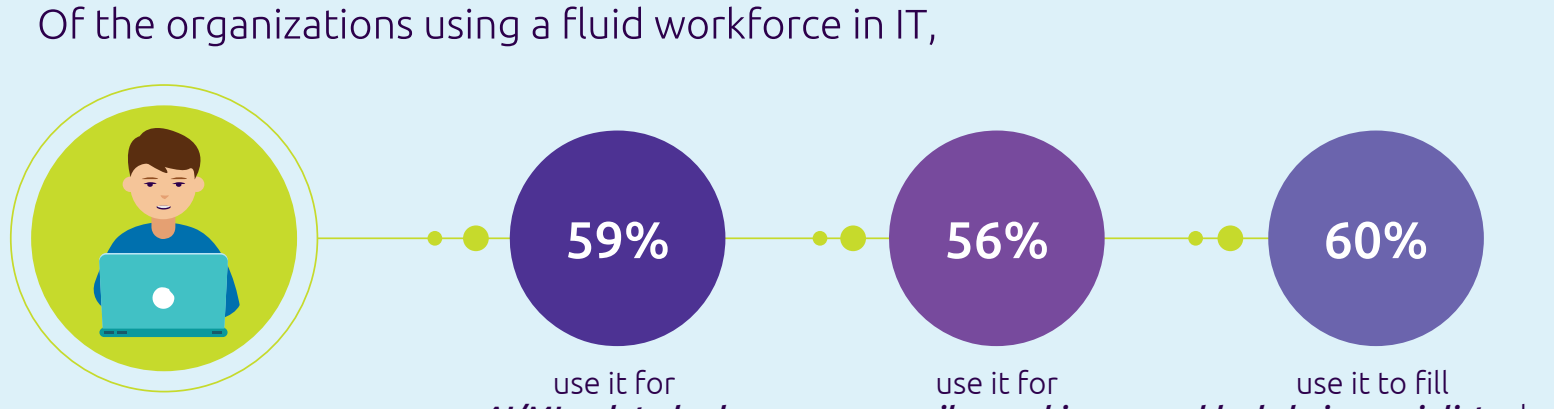
\* Large organizations are organizations with more than \$500M revenue.  
\*\* Six primary sectors include automotive, retail, consumer products goods, financial services (including banking, insurance and other financial services), utilities and the public sector.

Source: Capgemini Research Institute Fluid Workforce Research, December 2019, N=500 organizations; Capgemini Research Institute, Fluid Workforce in COVID-19 survey, May 2020, N=252 organizations.

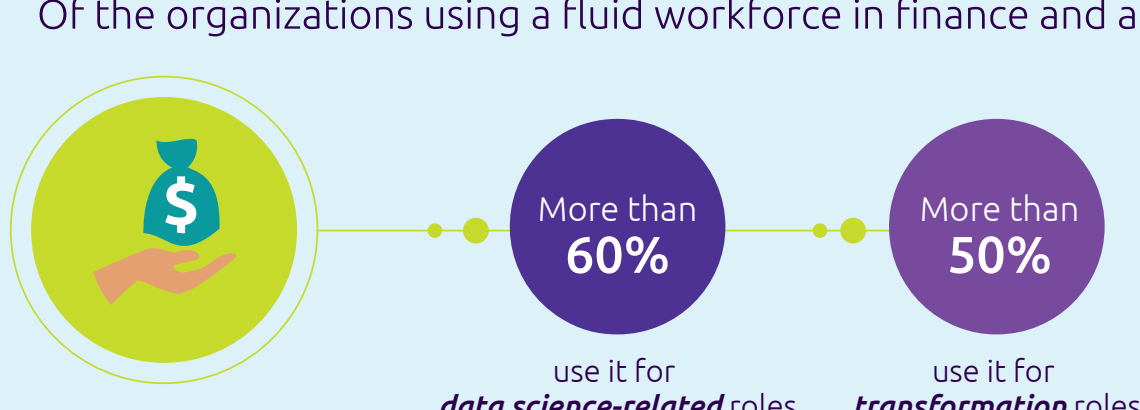
## Organizations are plugging critical expertise gaps by using fluid workers in high-skilled roles

Organizations use fluid workers in a variety of high-skilled job roles across functional areas

Of the organizations using a fluid workforce in IT,

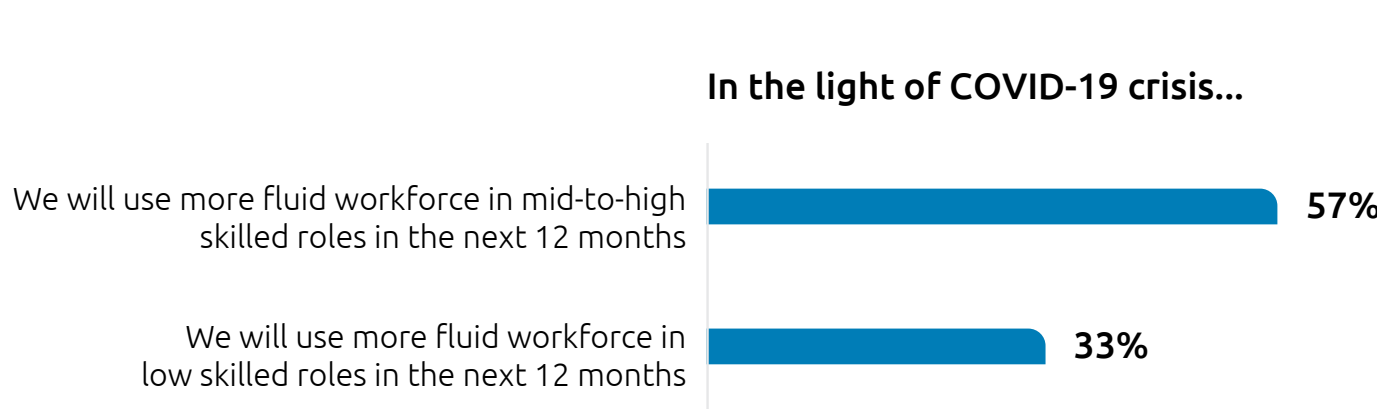


Of the organizations using a fluid workforce in finance and accounting



## COVID-19 further drives the demand for mid-to-high skilled fluid workforce

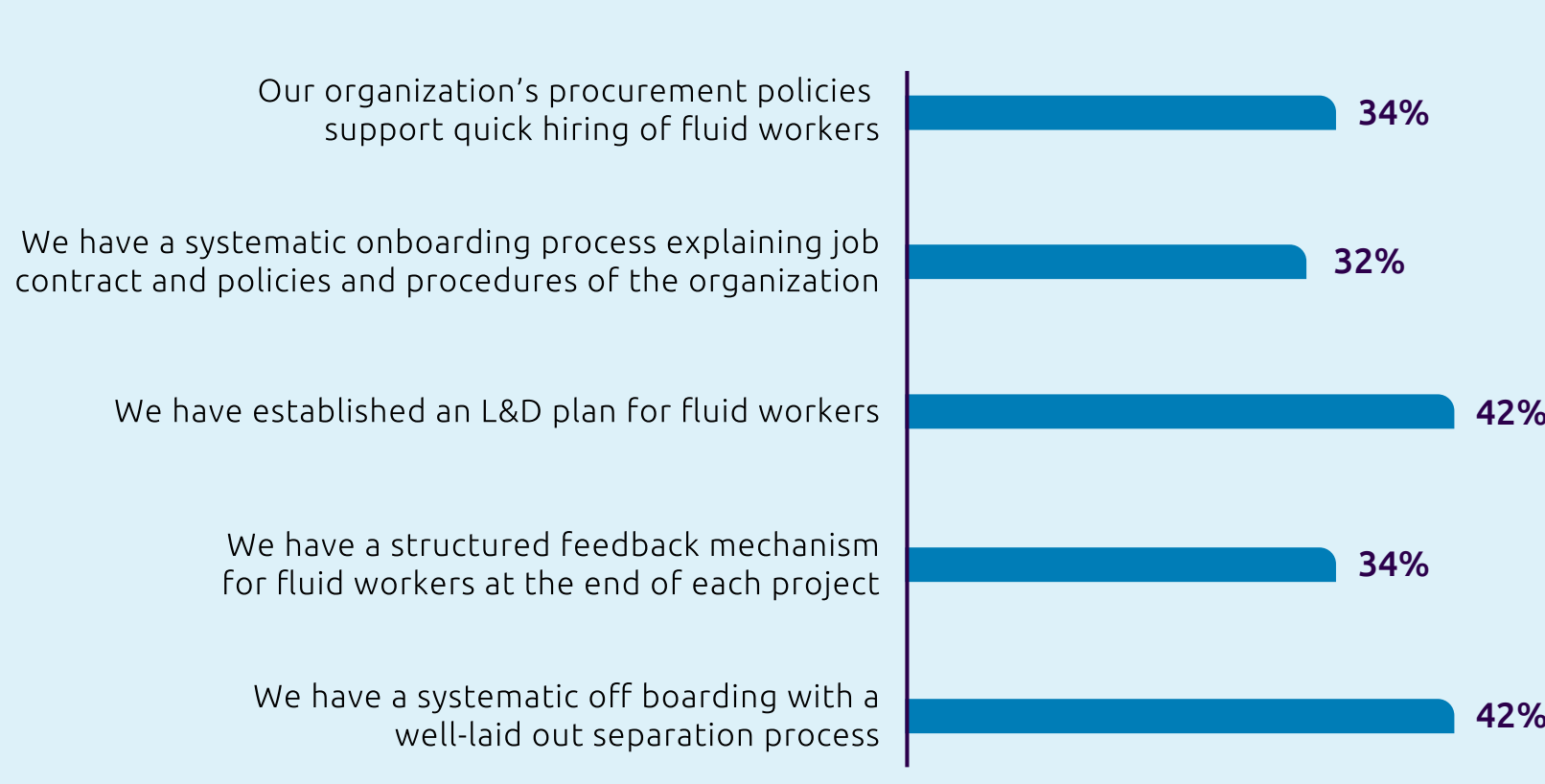
In the light of COVID-19 crisis...



Source: Capgemini Research Institute, Fluid Workforce in COVID-19 survey, May 2020, N=218 organizations who plan to use fluid workforce in the light of COVID-19 crisis.

## Organizations miss out to create an experience endearing to the fluid workforce

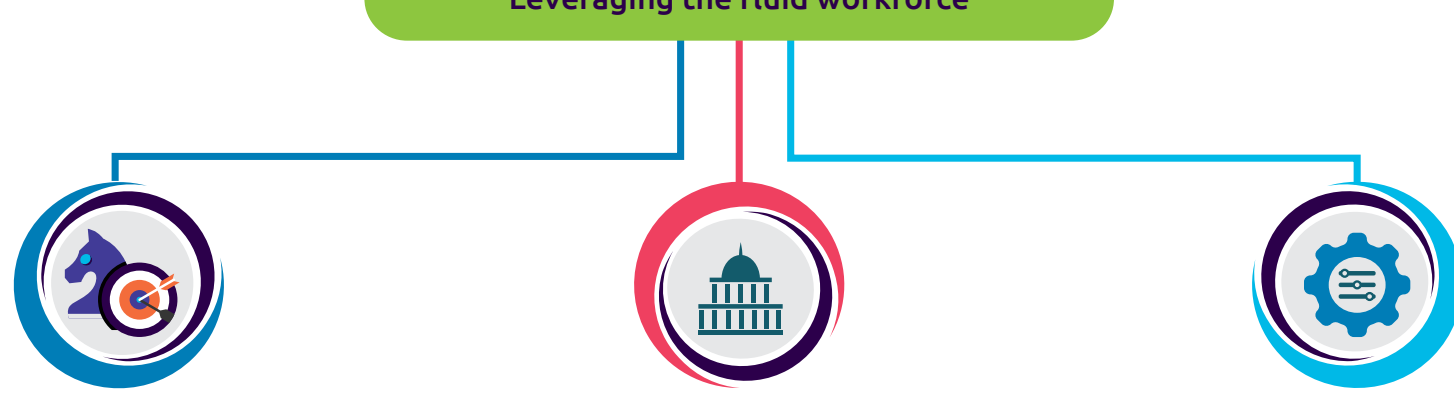
Percentage of organizations with a highly developed approach for key processes



Source: Capgemini Research Institute Fluid Workforce Research, December 2019, N=389 organizations using fluid workers in the last year.

## The journey to the future of work: a roadmap to a blended workforce

Leveraging the fluid workforce



### DEVISE

Plan for an integrated talent strategy through people analytics and collaborating with business units

- Understand current skills landscape and future skills demand through people analytics and working with individual business units

### GOVERN

Redefine the operating model with a dedicated fluid talent management role and a cohesive approach with functions

- HR to act as a trusted advisor for senior management in fluid workforce planning
- Create a fluid talent management role
- Ensure effective collaboration between HR, procurement and finance functions
- Simplify the tools landscape

### ADAPT

Build robust processes and culture to support the growth of fluid workforce

- Build strong recruitment and onboarding systems to familiarize fluid workers with your organization and its culture
- Provide a comprehensive briefing on data security and deploy agreements and systems to hedge the data-risk
- Devise micro, on the go training modules for the fluid workforce
- Equip managers to effectively manage a hybrid workforce

Source: Capgemini Research Institute.

Subscribe to the latest research from the Capgemini Research Institute

Download Report