

The 2023 Digital Staffing Technology Advisor

Research designed to help business leaders navigate the enterprise talent technology and solution landscape.

Arden Partners

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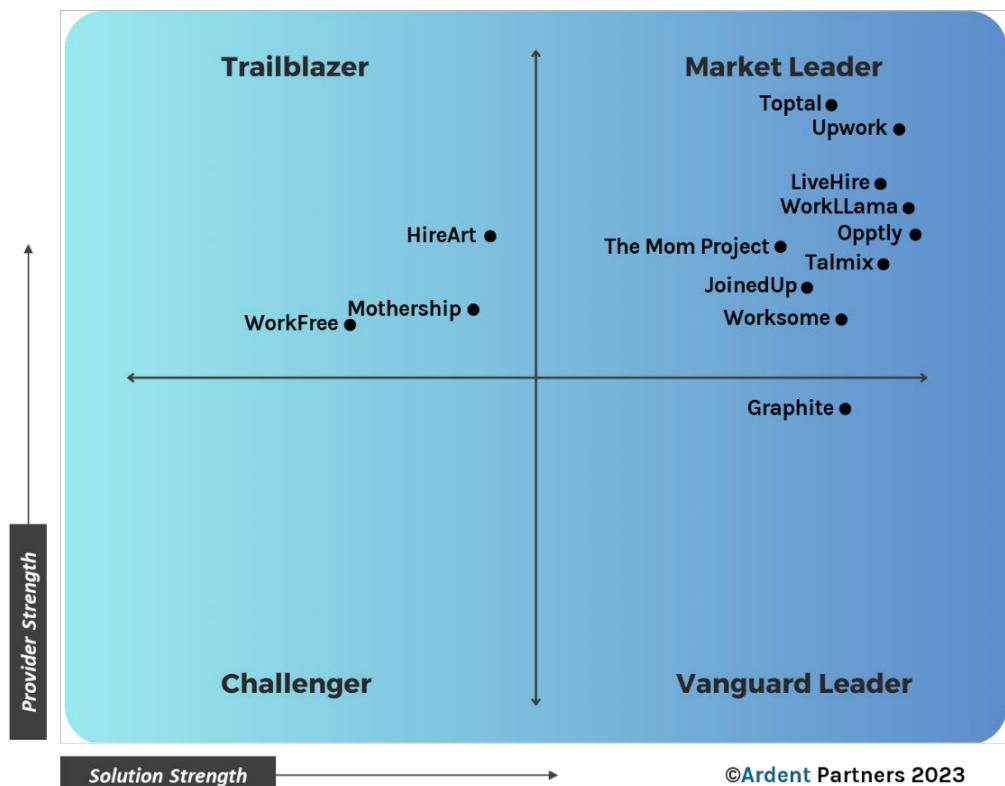
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Executive Summary

The 2023 Digital Staffing Technology Advisor is designed to help HR, procurement, human capital, and talent acquisition executives navigate the digital staffing technology market. This report analyzes and assesses the primary solution providers in the marketplace today within the direct sourcing, talent marketplace, workforce management, and freelancer management technology industries.

Arden Partners' 2023 Digital Staffing Technology Advisor

Arden Partners evaluated the market's top digital staffing providers' **Solution Strength** (the ability to support a myriad of capabilities, including talent engagement, talent pool development, freelancer management, workforce management, direct sourcing, etc. via a pure technology platform) measured along the X-axis, and **Provider Strength** (factors like execution ability, product maturity, client success, references, and product vision) measured along the Y-axis.



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The Ardent Partners Advantage

Ardent Partners uses a rigorous, multimodal research process that leverages qualitative, quantitative, and deep market knowledge to produce its *Technology Advisor* and *Solution Advisor* series. It contains inputs on usability, solution services, platform functionality, completeness of offering, future solution strategy, technology adoption, company presence and ability to execute, as well as company focus and vision. Ardent Partners' mission in delivering the *Technology Advisor* is to provide straightforward, useful information that can help organizations make more educated technology decisions. As a result, this *Advisor* is a valuable tool that practitioners can utilize during their solution evaluations.

The Ardent Partners analyst team has decades of experience in the contingent workforce and staffing spaces, making them eminently qualified to publish research that informs and guides readers on how to plan and execute a talent transformation strategy and which solution provider(s) can deliver the greatest value. For over a decade, Ardent Partners has delivered the highest-quality research and advisory support in the industry and directly influences thousands of global organizations each month. Ardent Partners is uniquely qualified to provide technology-assessment research for the staffing solutions marketplace. It has in-depth knowledge of the staffing, CWM, talent acquisition, and HR industries, including deep empirical organizational data on CWM programs, a user community that relies on Ardent for thought leadership in this space, and expert coverage of the solution provider landscape. Its qualifications include:

- ▶ An unrivaled team of senior analysts with decades of staffing/CWM-specific expertise.
- ▶ Contingent workforce management, staffing, and talent/workforce management data on nearly 10,000 companies.
- ▶ Publisher of the industry's premier Future of Work destination site, [The Future of Work Exchange](#).
- ▶ Host of the industry's most widely-listened to Future of Work podcast, [The Future of Work Exchange Podcast](#).
- ▶ An engaged, global community of CWM program leaders, HR and talent acquisition executives, and Chief Procurement Officers.
- ▶ A unique understanding of the underlying processes and technologies in staffing and workforce management, which allows Ardent's analysts to provide valuable, insightful, and actionable information.
- ▶ This report is part of Ardent Partners' comprehensive series of *Technology Advisor* and *Solution Advisor* reports that analyze the contingent workforce and Future of Work solution provider markets. The series includes:
 - *The 2022 VMS Technology Advisor*
 - *The 2022 MSP Solution Advisor*
 - *The 2021 Digital Staffing Technology Advisor*
 - *The 2020 MSP Solution Advisor*
 - *The 2020 VMS Technology Advisor*
 - *The 2019 Digital Staffing Technology Advisor*

Research Methodology

Ardent Partners leveraged a rigorous and complex research process to develop the *Digital Staffing Technology Advisor* report, utilizing its expertise, decades of staffing, HR, and workforce management experience from both a quantitative and qualitative knowledge set. The Ardent team identified the thirteen (13) solution providers included in this report, which are:

- ▶ Graphite
- ▶ HireArt
- ▶ JoinedUp
- ▶ LiveHire
- ▶ The Mom Project
- ▶ Mothership
- ▶ Opptly
- ▶ Talmix
- ▶ Toptal
- ▶ Upwork
- ▶ Workfree
- ▶ WorkLLama
- ▶ Worksome

Participating companies were asked to complete a robust questionnaire covering all aspects of their solution. Areas of focus included talent engagement functionality, depth of expert network, depth of talent marketplace, ease-of-utilization for candidate engagement, core workforce management (i.e., requisitions, project management, etc.), technology partnerships (“technology ecosystems”), reporting and analytics, Future of Work readiness, mobility, and utilization of artificial intelligence and machine learning. Ardent Partners conducted in-depth customer interviews with each of the selected solution providers. Ardent’s analyst team also participated in detailed briefings and product demonstrations to gain a complete company overview, as well as a deep understanding of the specific solution capabilities.

This report contains inputs on usability, platform functionality, completeness of offering, customer reviews, company presence, and ability to execute, as well as company focus and future solution strategy. Ardent Partners’ mission in delivering this *Technology Advisor* is to provide straightforward information and analysis that can help organizations make smarter buying decisions. Questions about our methodology, analysis, and conclusions are welcomed and may be directed to research@ardentpartners.com.

The Impact of Digital Staffing in 2023 (and Beyond)

The phrase “digital staffing” has become ubiquitous in the world of talent and work as a catch-all term that encompasses technology for finding, engaging, and sourcing workers. Ardent Partners and the *Future of Work Exchange* (“FOWX”) define digital staffing technology as solutions that enable enterprises with the ability to hire freelance, independent, and contingent talent without the intervention of Vendor Management Systems (VMS) or other workforce platforms, as well as manage many of the end-to-end processes inherent in extended workforce management, such as project management, worker tracking, worker classification, compliance and risk mitigation, etc.

The *2023 Digital Staffing Technology Advisor* report not only evaluates the global market for talent marketplaces, expert networks, and digital staffing outlets but also includes direct sourcing platforms as part of its larger definition.

In 2023, digital staffing technology represents so much more than simple online talent portals for talent acquisition. Today’s digital staffing platforms are akin to workforce management automation that not only facilitates candidate engagement, but also streamlines talent community development, talent pool creation, candidate experience management, and other progressive notions of extended workforce management. Ardent and FOWX research found that utilization of digital staffing solutions has increased nearly **800%** over the past five years, a statistic that proves the ultimate impact of these platforms within the Future of Work movement and the greater world of work and talent.

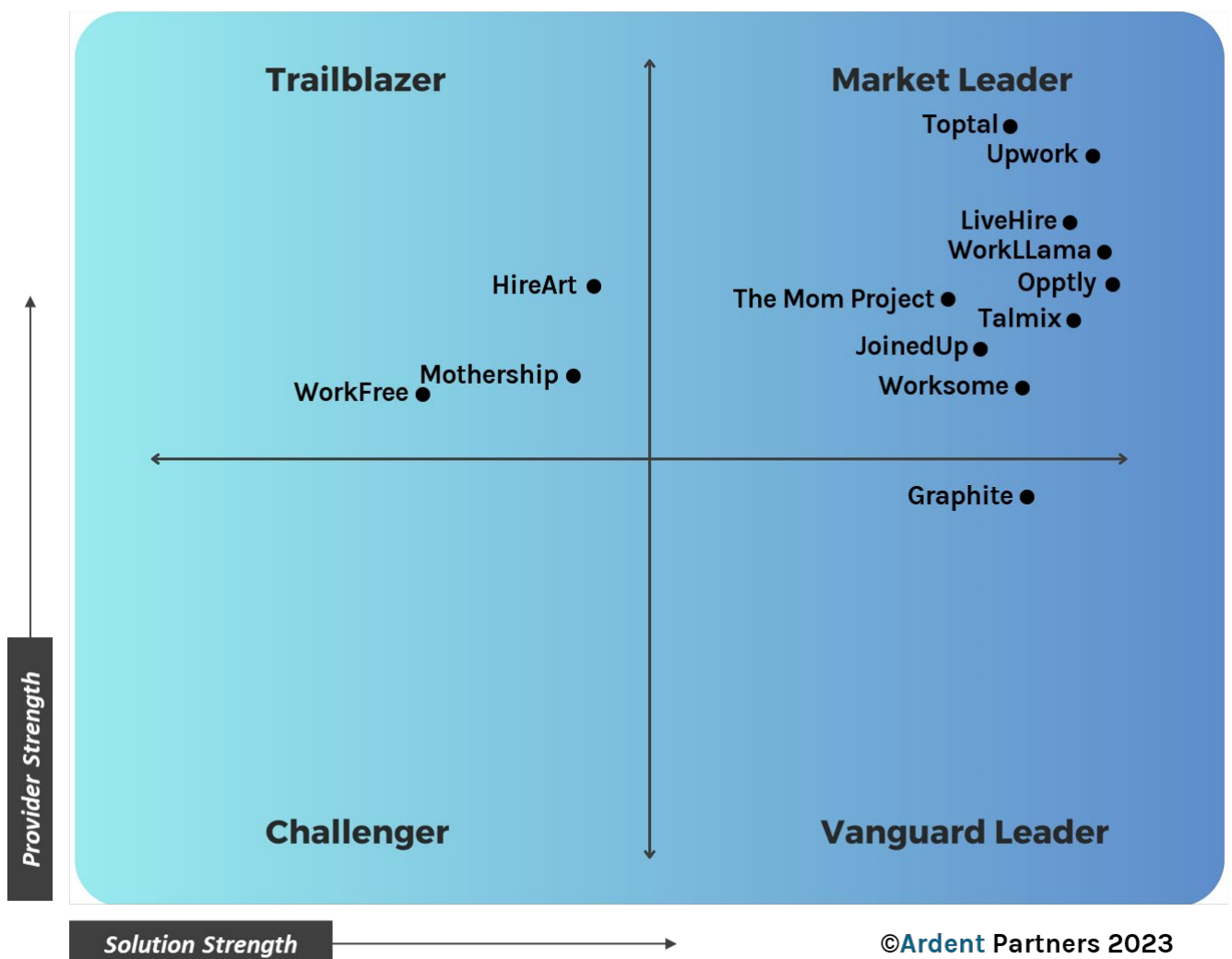
In its general research and for this *Technology Advisor*, Ardent Partners defines “digital staffing” providers as platforms and solutions that offer:

- ▶ **Curation of freelancers, contractors, and professional services into private and public talent clouds.**
- ▶ **Automation of end-to-end direct sourcing capabilities and processes.**
- ▶ **Recruitment-specific functionality built to serve hiring managers and contingent workforce business leaders.**
- ▶ **Ability to build branded job portals and similar offerings to drive both active and passive candidates to talent pools and talent communities.**
- ▶ **Functionality related to “Freelancer Management Systems” (FMS).**
- ▶ **Functionality to manage projects and initiatives supported by non-employee talent (including SOW management).**
- ▶ **Talent-matching capabilities for project/role-to-candidate alignment.**
- ▶ **Full payment, invoicing, and settlement for non-employee workers.**
- ▶ **Compliance and risk mitigation of independent contractor, tax, regulatory, and related issues.**
- ▶ **Reporting and analytics to measure cost, quality, performance, impact, etc. of non-employee talent.**
- ▶ **Intelligence related to predictive skills gaps, expertise shortfalls, future talent needs, etc.**
- ▶ **Integration with workforce management platforms, such as Vendor Management Systems (VMS), Applicant Tracking Systems (ATS), Human Resources Information Systems (HRIS), and similar technology.**

The Digital Staffing Technology Advisor Rankings

Ardent Partners evaluated the market’s top digital staffing solution providers’ **Solution Strength** (the ability to support a myriad of capabilities, including talent engagement, talent pool development, freelancer management, workforce management, direct sourcing, etc. via a pure technology platform) measured along the X-axis, and **Provider Strength** (which includes factors like execution ability, product maturity, client success, references, and product vision) measured along the Y-axis.

Figure 1: 2023 Digital Staffing Technology Advisor Rankings



Opptly

Ardent Partners' evaluation and analysis have ranked Opptly and its solutions as a "Market Leader" in the 2023 Digital Staffing Technology Advisor report. Opptly's industry-leading and pioneering artificial intelligence-led offerings have transformed the ways that businesses harness the power of next-generation technology to improve talent acquisition.

Opptly's unique AI platform embodies the Future of Work principles, delivering a comprehensive suite of solutions for talent acquisition by enhancing talent matching and candidate engagement through proprietary and innovative AI-led offerings. Its advanced AI-led features elevate talent matching and deepen candidate engagement. Opptly's platform serves as a powerful direct sourcing solution, leveraging the accuracy and velocity of artificial intelligence in evolving the talent acquisition process. Based upon these strengths and Opptly's expansive range of groundbreaking technology offerings, Ardent Partners has named the company a "Market Leader" in the *2023 Digital Staffing Technology Advisor* report.

Strengths

- ▶ **The Opptly AI Platform features a proprietary artificial intelligence model that exclusively learns from the aggregation of workforce data such as skills, job descriptions, roles, and candidate profiles to offer the industry's strongest skills-based matching functionality.**
- ▶ **Opptly has a unique and innovative direct sourcing differentiator with "Opptly Talent Communities," which are comprised of millions of talent profiles across a wide breadth of occupational categories; this solution enables immediate access to talent, as private talent communities are branded and established.**
- ▶ **Opptly's flexible integration hub makes it easy to incorporate direct sourcing into existing infrastructure gaining efficiencies through seamless technology connectivity.**
- ▶ **Opptly's AI talent-matching technology leverages contextual relevancy rather than simple job titles or keywords allowing hiring managers, contingent workforce program leaders, recruiters, and curators to harness a vast, inclusive pool of candidates.**
- ▶ **The Opptly AI platform's deep functionality removes the friction between businesses and candidates to create opportunities for work through the application of artificial intelligence and machine learning.**
- ▶ **Opptly's intuitive, mobile-friendly, and candidate experience solution, "Opptly.Connect," allows workers to self-manage their profile, update workstyle preferences (i.e., contingent, permanent, etc.), and better understand both opportunities for skills advancement and roles that dynamically align with their expertise.**

Considerations

- ▶ **Opptly will continue to leverage the proprietary nature of their AI to develop additional custom AI models and applications to further remove the friction between businesses and candidates and to solve the complex talent challenges of their clients.**
- ▶ **Opptly plans to offer its AI platform as an embedded, white-labeled solution, an expansion that will see its unique functionality add greater value and operational efficiency to major enterprise platforms and systems.**
- ▶ **Opptly will continue to focus on the expansion of its data enrichment offering, increasing its capability of providing their clients with the ability to mobilize otherwise dormant candidate profiles and maximize the value of their existing talent assets.**

Solution Fit

Based upon its solution and provider strength rankings, Opptly deserves strong consideration from enterprises that require a multifaceted, multi-layered artificial intelligence-led offering to modernize talent acquisition. Additionally, the company deserves special consideration in the following customer scenarios:

- ▶ **Businesses that require a direct sourcing solution that prioritizes cutting-edge functionality and flexible integration.**
- ▶ **Companies that are transforming their talent acquisition capabilities and require a skills-based AI platform to support their preferred outcomes of increased speed and enhanced accuracy.**
- ▶ **Organizations seeking data-driven insights to shape their talent acquisition strategies and align them with both present and future versions of the organization's overall workforce.**

Overview of Solution Evaluation Criteria

The *Digital Staffing Technology Advisor* report leverages a series of evaluation criteria to determine its technology, solution, and marketplace provider rankings, all of which reflect the core functionality and vision of today's digital and on-demand staffing offerings.

Core Talent Sourcing and Engagement Functionality

Digital staffing platforms have one major goal: enhance the way a user finds, engages, and sources top-tier talent. Ardent Partners evaluated both platforms and marketplaces on functionality related to talent acquisition, candidate management, candidate comparisons, candidate matching, access to talent networks, etc.

Depth of Talent Network

The very depth of a talent or recruitment marketplace is what often sets it apart from the competition. Whether a solution is a "specialist" in a particular vertical or provides wide-ranging roles for businesses across the globe, the depth of a talent network is crucial in meeting the intricate standards for users in regard to on-demand talent. Ardent Partners evaluated each talent and recruitment marketplace on functionality, services, and ultimate access to a deep, vetted network of top-tier talent as well as how these marketplaces enable customers to build teams from this workforce.

Direct Sourcing

Direct sourcing is one of the most in-demand features in today's digital and on-demand staffing technology landscape. Ardent evaluated each platform's core functionality for building, developing, and curating talent pools, segmenting candidates within those talent pools, and making talent pool candidates available across all enterprise recruitment streams. Ardent's direct sourcing evaluation also included aspects such as referral management, recruitment marketing functionality, "bring your own talent" capabilities, etc.

Overall Platform User Experience (UX)

As enterprise software becomes more accessible and prevalent, the overall user experience is critical in how the solution is adopted, utilized, and scaled across the entire enterprise. The aesthetics and overall "feel" of a digital staffing platform are crucial in how the system impacts the many facets of talent sourcing and engagement. Ardent evaluated the range of seamless navigation, usability, and solution intuitiveness; but also, how the solution responds to user actions and abilities and the extent to which the offering aligns with user responsibilities and objectives.

Compliance and Risk Management

Compliance and risk mitigation must be built into every digital staffing platform as the utilization of non-employee talent continues to grow in both size and prominence. From

background screening, independent contractor compliance checks, and certification management, Ardent evaluated the range of compliance and risk management functionality and support within today's major digital staffing platforms.

Workforce Management

Many hallmarks of digital and on-demand staffing solutions may be related to talent engagement or talent sourcing; however, many major players in the industry also offer workforce management functionality akin to Vendor Management System (VMS) technology. Ardent Partners evaluated how the platforms and solutions in the digital staffing market enabled their users with enhanced SOW management, services procurement, worker and headcount tracking, requisition management, etc.

Analytics and Reporting

Analytics are a driving force behind most Best-in-Class workforce management operations. As such, the ability to perform both basic and advanced analysis of temporary labor, candidates and workers, staffing suppliers, etc., is critical in gaining a deeper understanding of the overall impact of the agile workforce. Ardent evaluated each provider's ability to present its users with detailed information and data regarding the utilization of talent, talent pool depth, and standard acquisition metrics (time-to-fill, etc.).

Product Roadmap

As the agile workforce grows in size, utilization, and impact, digital and on-demand staffing solutions will become even more critical to serving the evolving needs of the modern enterprise. Ardent Partners analyzed how each provider structured its future product roadmap to align with shifting enterprise and market requirements regarding how on-demand talent is found, engaged, and sourced, as well as how the solutions in this market react to the ever-evolving shifts in the greater talent industry.

Total Talent Management

Total talent management, also known as total workforce management, has become a polarizing concept within the world of talent and work. However, businesses understand that they require total talent intelligence and the overarching ability to manage both FTEs and non-employee talent under the same banner program. Ardent evaluated the digital and on-demand staffing market to understand how these platforms are currently (and will eventually) support total talent management initiatives via VMS and HR/HCM platform integrations, including access to total talent data, integrations with ATS platforms, etc.

Global Footprint

Today's contingent workforce programs often span multiple geographic locations, each requiring specific expertise, tactics, and strategic means of managing localized non-employee talent in a compliant manner. Ardent evaluated each provider's global footprint

and overall geographical reach for multi-location contingent workforce management support.

Future of Work Readiness

The Future of Work movement revolves around three key areas: talent, innovation, and transformative business thinking. Ardent's evaluation of the digital and on-demand staffing solutions market included "Future of Work readiness" and the ability to support its clients' progression within each of these three key areas of work optimization.

Appendix I

Research Process

Ardent Partners used a rigorous, multi-modal research process that leveraged qualitative, quantitative, and deep market knowledge to produce the *VMS Technology Advisor* report. Ardent Partners' analysts leveraged seven different sources of data to produce their rankings and evaluations:

1. **RFI survey:** Each provider in this report completed a comprehensive survey (a "Request for Information") that addressed the company, including its size, customers, partners, and financial strength. The survey also captured details regarding the overall solution, including core offerings, reporting and analytics, workforce management, direct sourcing, DE&I, talent pool development, and operational capabilities.
2. **Briefing:** Each provider presented an interactive briefing to the Ardent Partners analyst team.
3. **Product demonstration:** Ardent Partners' analysts viewed an in-depth product demonstration covering each provider's core offerings.
4. **Reference calls:** Ardent Partners conducted between three and five phone reference calls for every provider in the report and graded how the solutions were being used today and the overall satisfaction with both the provider and the solution.
5. **Analyst experience:** The analyst team responsible for authoring this report has collectively spent 35-plus years working in the contingent workforce, HR, and staffing technology spaces.
6. **Market research:** Over the past decade, Ardent Partners has conducted an extensive series of market research studies that have enabled it to survey, benchmark, interview, and engage leaders from thousands of distinct staffing and contingent workforce operations. This working body of knowledge helps frame this report and others focused on the greater talent market.
7. **Market inquiries:** Each year, Ardent Partners takes hundreds of inquiries from HR, human capital, talent acquisition, and procurement professionals to discuss their overall technology and solutions strategies, technical and business requirements for outsourced contingent workforce management and additional automation, solution selection RFPs, and their opinions and views of the providers in the marketplace.

The reference calls and solutions demonstrations/briefings were used to validate Ardent's overall findings, including usability, solution functionality, breadth of offering, future solution strategy, proprietary automation and tools, technology partnerships, company presence, and ability to execute.

Ranking Criteria and Definitions

Ardent Partners evaluated and ranked the solution providers in this report based upon two essential areas of consideration: (1) **Solution strength**, which considers nearly a dozen distinct quantitative and qualitative factors, including depth of talent network, overall

platform UX, direct sourcing functionality, mobility, service and support for talent acquisition, and core integrations; and (2) **Provider strength**, which considers the presence of talent marketplaces and platforms, overall service delivery, global footprint, product roadmap, Future of Work readiness, total workforce/talent management prowess, and customer references.

Ranking Definitions

Each provider receives an overall ranking based upon its performance in the solution strength and provider strength areas. The individual rankings are defined in the figure below.

Figure 2: Ardent Partners' Technology Advisor Ranking Definitions



Solution Strength

Depth of Talent Network/Marketplace

Ardent Partners' ranking criteria focused on the depth of the talent or recruitment marketplace. Key factors in the evaluation include:

- ▶ **Overall service delivery** in meeting talent acquisition requirements.
- ▶ **On-demand access** to the talent or recruitment network and its candidates and suppliers.
- ▶ Ability to provide **white-glove, enterprise-grade service** to users to help facilitate talent matching.
- ▶ **User access** to specific talent roles, functions, jobs, etc.
- ▶ Ability for users to **directly communicate with workers and talent**.

Workforce Management Support

Ardent Partners' ranking criteria also focused on specific aspects of workforce management that some marketplaces, particularly those with "hybrid" models, offer to their users. Key factors in the evaluation include:

- ▶ **Overall end-to-end offering** for automating job searching, requisition development, etc.
- ▶ **Core automation** that includes compliance management, contract and SOW management, and VMS-like reporting and analytics.
- ▶ Ability to provide **a seamless channel of talent** to users that will allow them to integrate these candidates into larger, enterprise software systems.
- ▶ **Full automation** of back-end processes, such as billing, invoicing, and payment.

Core Talent Engagement Functionality and Services

Ardent Partners' ranking criteria focused on how the solution providers addressed and managed core operational capabilities for contingent workforce management. Key factors in the evaluation include:

- ▶ **Ability to automate core facets of talent acquisition**, including creation, development, visibility, and alignment with talent.
- ▶ **Self-service ability to configure core functionality** based on the specific requirements of the user's contingent workforce management or similar program.
- ▶ **Candidate management** capabilities, including unique algorithms for candidate matching, profile comparison, and candidate tracking.
- ▶ **Compliance management**, including background screening, independent contractor compliance, adherence to user and federal/state worker policies, etc.
- ▶ **Talent technology partner ecosystem depth**, which includes partnerships with key technology- and services-based workforce management providers, including VMS solutions, MSPs, compliance and risk mitigation services, human capital management and HR systems, video interviewing technology, etc.

Reporting and Analytics

Ardent Partners' ranking criteria focused on the relative power of each provider's reporting, analytics, and data management capabilities. Key factors in the evaluation include:

- ▶ **Contingent workforce and staff augmentation analytics**, including access to data related to staffing suppliers, candidates, skillsets, requisitions, spend, etc.
- ▶ **SOW and services procurement analytics**, such as access to data and reporting around SOW agreements, milestones, delivery dates, supplier performance, etc.
- ▶ **Overall user experience** of the provider's analytics module.
- ▶ **Depth of intelligence**, including the extent of data that is available to users in reports (i.e., skills gap identification, scenario-building, predictive analysis of future usage of talent, etc.).
- ▶ **Ability to harness total talent intelligence** from both the platform and integrated solutions (i.e., VMS, HRIS, etc.) to provide users with data related to the "total workforce," including FTEs and non-employees.

Provider Strength

The providers included in this report have a longstanding track record of performance in the market and a proven ability to deliver digital staffing technology to global enterprises.

Execution

1. **References:** Analysts engaged in conversations with the references of each provider (HR, staffing, and procurement practitioners) to discuss how the solution was deployed and used. The calls also captured general comments and feedback around feature capabilities, support, usability, and performance as well as their overall satisfaction with both the provider and their solution.
2. **Platform capabilities:** Each solution provider was ranked on their proficiency across a wide range of areas, including solution security, deployment methodology, solution support, industry expertise, data and analytics, core functionality, workforce management, direct sourcing, and services procurement support, talent pool development, Future of Work readiness, and mobile applications.
3. **Reporting and analytics:** Each solution provider was ranked on how well their platforms extracted and presented data, the depth and impact of that intelligence, how users are enabled to perform analysis and present insights, and overall ease of use.
4. **Support/delivery method:** Each solution provider's delivery models were examined to understand what support resources are provided to users, along with how solutions were implemented, how services were delivered, and the frequency of new or updated offerings.
5. **Other:** This included a wide range of areas not covered in other categories, including a provider's ability to sell, support, and develop their solution globally. It

also included their presence and staffing levels in regions other than North America.

Vision

1. **Briefing grade:** Ardent Partners' analysts ranked the in-depth solution briefing and product demonstrations from each provider. The ranking combined the overall solution grade and the provider's understanding of the market's needs and ability to deliver a clear and cogent message.
2. **Product strategy and roadmap:** The vision and strategic direction of the solution provider and its offerings were examined, including recent solution innovations and the specific and general direction of the product roadmap.
3. **Breadth/depth of solution:** The completeness of solutions and services offered across the contingent workforce spectrum and the aggregate capabilities and services of the solution suite.
4. **Market specialization and global footprint:** The strategy and solution fit for capitalizing on a specific segment of the market, whether it be by industry, geographic region, customer size, or individual market/vertical segments.
5. **Future of Work readiness and vision:** The overall "readiness" of the solution to support the three key tenets of the Future of Work, including the evolution of talent acquisition, advancements in technology and innovation, and the transformation of business strategy.
6. **Total workforce management support:** The ability for a platform or marketplace to support short- or long-term progress towards "total workforce management," which involves standardized and centralized capabilities for managing all types of talent (regardless of its source) through an umbrella program that accounts for engagement, sourcing, compliance/risk, performance management, candidate/employee experience, learning and development, analytics and intelligence, and the integration of 1) core procurement and human capital management competencies and 2) VMS, RPO, HRIS, and digital staffing systems and platforms.

Appendix II

About the Author



Christopher J. Dwyer is the Senior Vice President of Research at Ardent Partners and the Managing Director of the [Future of Work Exchange](#). For over 17 years, Christopher J. Dwyer has been the industry's preeminent contingent workforce management (CWM) analyst and an early Future of Work evangelist. His research focuses on the application of innovative workforce and technology strategies that help businesses around the world optimize how work is done. Dwyer is the author of hundreds of research studies and briefs related to extended workforce management, talent acquisition, human resources, and supply management, and the underlying technologies that enterprises can utilize to improve how talent is engaged and managed. This research has enabled thousands of organizations make smarter technology investment decisions related to their talent and workforce needs.

As the Senior Vice President of Research at Ardent Partners, Dwyer oversees all research programs related to talent and workforce management and the Future of Work. His research and consulting in the digital and on-demand staffing space have helped revolutionize how businesses source talent and labor. Dwyer is also the architect behind the new [Future of Work Exchange](#) site, which has quickly become a groundbreaking destination for HR, talent acquisition, procurement, and other key business executives as they seek the best strategies, solutions, and innovative tools for managing the arena of work and talent.

Dwyer is the voice behind [The Future of Work Exchange Podcast](#), the industry's first podcast dedicated to both the contingent workforce and Future of Work spaces. Now in its seventh season, the podcast is one of the top Future of Work-oriented shows across all major podcast platforms.

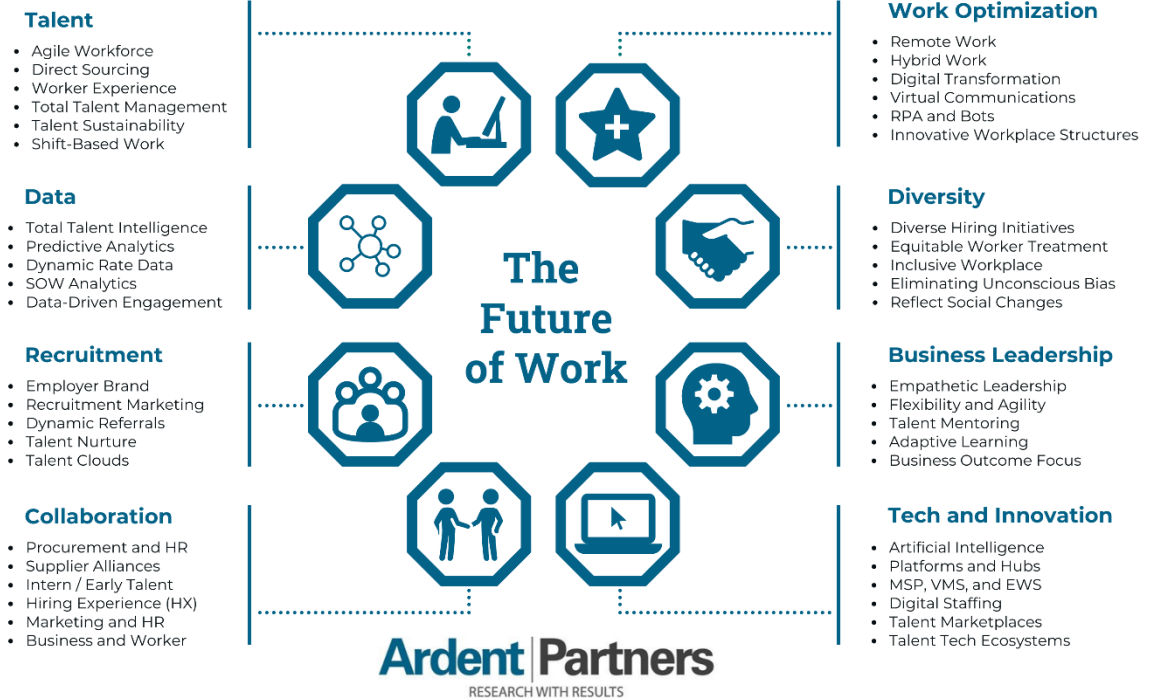
Dwyer has been quoted/featured in *USA Today*, *Staffing.com*, *The Christian Science Monitor*, *Forbes*, *CNBC*, *The Recruitment Innovation Exchange*, and other major business publications. He has been honored multiple times by *HRO Today* (2013, 2014, 2015, and 2016) as an "Analyst and Advisor Superstar" and was twice recognized as a "Pro to Know" by *Supply and Demand Chain Executive Magazine* (in 2014 and 2019). And, in 2018, he was named as a "Top 100 Future of Recruitment Influencer" by Onalytica. He welcomes your comments at cdwyer@ardentpartners.com. Connect with Dwyer on [LinkedIn](#).

Ardent Partners: Research with Results

Through the [Future of Work Exchange](#), Ardent Partners' approach to the shifting principles of work is to offer 1) research that encapsulates the critical reimaginings within the world of talent and work, 2) an outlet for news, insights, and commentary on how work is changing, and 3) multimedia that connects HR, talent acquisition, procurement, and other practitioners with the actionable guidance and intelligence that will aid them in thriving in these progressive times. **The Future of Work Starts Here!** Contact research@ardentpartners.com if you have any questions about this report or our research in general.

THE FUTURE OF WORK EXCHANGE

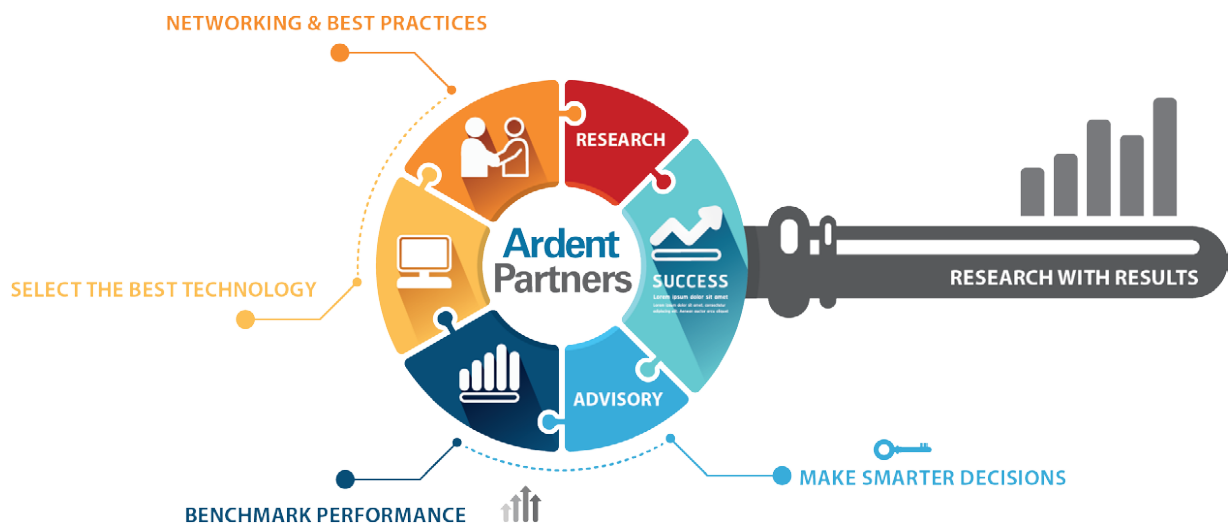
The Future of Work is the strategic optimization of how work gets done through the evolution of talent engagement, the advent of new technology and innovative tools, and the transformation of business standards. FOWX was built to provide innovative ideas, tools, and strategies to help business leaders reimagine their approach to workforce management and optimize how work gets done now and in the future.



Disclosures

Ardent Partners utilizes a rigorous research methodology developed over the past decade and works tirelessly to deliver high-quality, independent research. Your comments and feedback are welcomed at research@ardentpartners.com.

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