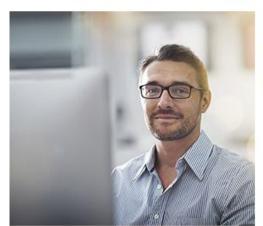
# On-Demand Blueprint

# The Essential Guidebook for Businesses Navigating the On-Demand Economy

Hiring on-demand is the new way of getting work done. You might be playing catch-up later if you don't participate now. Learn how businesses are leveraging the on-demand economy as a strategic competitive advantage. The new mantra: Invest in what you need only when you need it, and be certain solutions can scale as your business grows.

















# A Blueprint for Navigating the On-Demand Economy

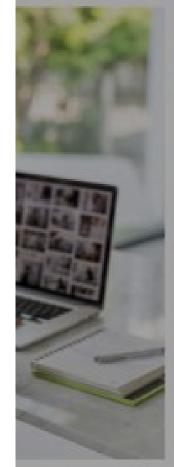
### **Introduction:**

The forces of globalization and technology are changing the way the world works. Together, they have created a significant trend: on-demand workforces that help businesses scale faster and smarter while they reduce risk and control costs. This guide will introduce you to the ecosystem of on-demand workforces. These businesses are connecting people who have specialized skills to other businesses in need, regardless of geography. Here, we've gathered insights to help you understand, navigate and make smart use of the gig economy. In the process, you'll learn about some of the philosophical and legal challenges both on-demand workers and those who hire them are facing.



# **Table of Contents**

INTRODUCTION	Who Should Read this GuideBook
CHAPTER 1	The On-Demand Workforce: What it is and How it Started
CHAPTER 2	The Secret Sauce: Software + Humans
CHAPTER 3	<b>Challenges</b> of a Virtual Workforce
CHAPTER 4	<b>Good Jobs Strategy</b> for the On-Demand Workforce
CHAPTER 5	<b>Choosing</b> Your On-Demand Workforce
CONCLUSION	Today and Tomorrow

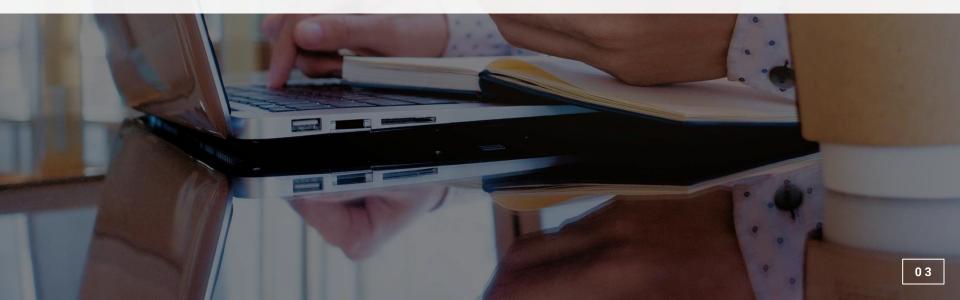






### INTRODUCTION

# Who Should Read This Guidebook



# Who Should Read This Guidebook

This eBook is an essential guide for businesses navigating today's on-demand economy and the various models and workforces you can tap to gain a competitive advantage. You may find it interesting if you are or work with:



### **Startups**

looking to create or scale products and services.



### **Executives**

looking for innovative service models that could give their companies an edge in a competitive market.



### **Enterprise Companies**

whose products or services include routine, repetitive back-office work that can be automated and/or outsourced.



### **Investors**

looking for a new competitive advantage for portfolio companies.



### **Entrepreneurs**

who seek to develop a new service or product.



### **Marketing Teams**

that need creative and specialty services, such as logo or template creation.



### CHAPTER 1

# **On-Demand Workforces**

What They are and How They Started

### The On-Demand Workforce:

# What They are and How They Started

It's no secret: the rapid advancement and adoption of technology has radically transformed how we get work done. Platforms that once connected us to people in the physical world to provide a service on-demand now connect us to crowds of people who can provide nearimmediate service delivery for businesses. "The digital revolution has transformed the world of media, upending centuries-old companies and business models. Now, it is restructuring every business, every job, and every sector of society," said Tim O' Reilly, founder of O'Reilly Media, on Medium.



No company, no job is immune to disruption. Every industry and every organization will have to transform itself in the next few years.

Tim O'Reilly

One such transformation is in the area of work, particularly how people get work and are compensated for it. Companies can connect a person with work in real time, based on the worker's expertise, location or availability. They can assign tasks automatically to people who want work and pay them once it is complete. Companies can hire workers on demand. Put another way, companies now can hire workers on-demand, investing in resources when they need them, and not when they don't.

Consumers were among the first to benefit from the concept of an on-demand workforce. One of the first successful ondemand models was once a little-known. startup called UberCab. Today, it's "everyone's private driver." When a customer uses its mobile app to request a ride, Uber sends a signal to available drivers in the area, and one of them chooses to accept the rider. The entire transaction - including the driver's payment for services - is conducted via Uber's Application Program Interface (API).



### OFFLINE

Platforms connecting people in the physical world to provide a service on-demand.



### ONLINE

Platforms leveraging crowds of people in the digital world to provide near-immediate service delivery.

### The On-Demand Workforce:

# **On-Demand Labor for Consumers**

Examples of the on-demand concept in the consumer world are showing up everywhere.



<u>AirBnB</u> connects homeowners with travelers. Owners rent their spaces and travelers find lodging that's more suited to their personal and travel needs. It also can be more affordable.



People shop for and deliver groceries with <u>Instacart</u>. Place your order and your choices can be delivered to your front door in as little as an hour.



<u>TaskRabbit</u> connects people in select cities with area workers who perform household repairs, clean, shop, deliver, help with a move, and more.



### **On-Demand Work**

- Pay-per-use
- Multi-tenant
- Near-immediacy
- Scalable
- Elastic, to meet growing and waning demand

In the on-demand model, you can source the person or group best suited to your task based on expertise, location or availability.



### **Did You Know?**

million independent workers in the United States, and the number is growing. They represent a major contribution to the U.S. economy, generating nearly \$1.2 trillion in total income, a 20% increase from 2012. Experts (MBO Partners' 2013 State of Independence in America) predict the number of independent workers to grow to 24 million in 2018.

There are an estimated 17.7

### The On-Demand Workforce:

# **A Phenomenon With Many Names**

The on-demand workforce model serving consumers has given rise to a variety of names to describe its influence. Among those that stuck:



### **Gig Economy**

Workers pursue work that matches their interests, location or availability. They choose multiple streams of income over the traditional single, full-time job.



### **Sharing Economy**

People, companies and governments share access to goods and services using community-based online platforms.



### **Workforce Virtualization**

Companies extend their capabilities by tapping talented workers from down the street or across the globe without the burden of hiring, training and retaining them.



### **Platform Economy**

Businesses use cloud-based platforms, smartphone apps and social networks to manage business activities. The supervisor is not a mid-level manager but a software platform.

No matter what you call it, on-demand platforms and services are changing the way we work and interact with businesses of any size, anywhere in the world. Whether they seek business services or a ride from Uber, consumers access labor using a growing number of ondemand technology platforms.

# **B2B On-Demand Labor Model**

As the consumer service model has grown and matured, enterprise companies have used its services. Business travelers use Uber to catch a ride to the airport and AirBnB to find lodging, making travel more affordable in the process.

At the same time, new business-to-business (B2B) on-demand models are emerging. From sales and marketing to product engineering, HR to operations, businesses are using on-demand workforces and platforms to scale faster and smarter than ever, gaining a competitive advantage in the process.

Marketing teams order **creative services** on <u>Fiverr</u> or <u>99Designs</u>, which offer a wide variety of choices at fixed rates with fast turnaround.

Businesses can use a service provided by RevBoss who is seeking to solve some of the most challenging problems related to the outbound sales process by combining software and cloud labor to help SaaS businesses build their pipelines...on-demand.

<u>Directly</u> makes apps for scaling and improving customer service. Its platform helps companies tap their own users to power on-demand customer-service and counts among its customers Airbnb, Pinterest and Republic Wireless.

Andela provides on-demand software and application developers for startups to Fortune 500 companies. It finds talent in Africa and its API "scours tens of thousands of candidates to find the right developer for you," based on problemsolving ability, technical training and professional development.

Axiom curates an on-demand legal, regulatory and business team with 1,500 employees across 3 continents. Axiom's API provides on-demand access to experts for companies in the financial services, technology, media and life sciences industries. Its services range from contract negotiation to project management.

A growing number of companies, particularly global enterprise and local startups, are using on-demand workforces as their strategic, often secret, competitive advantage to scale smarter by reducing risk and controlling costs.

### KEY CHANGES

### **On-Demand** vs. **Old Economy**

Work is done by intelligent software platforms in partnership with people.

Technology-enabled networks can deploy talent more cost-efficiently than traditional companies.



CHAPTER 2

# **The Secret Sauce:**

Software + Humans

# The Secret Sauce: Software + Humans

For decades, movies introduced us to fascinating technology, like fingerprint and retinal scanning or using software to analyze thousands of records in seconds to find a match to a single record. Much of this technology is available today. Computers can recognize the written word, voices, faces and more. They also can process, distribute and analyze high volumes of data with speed and accuracy.

But computers can't do everything we see in the movies. They're only as powerful as the software that runs them. And while the forces of artificial intelligence and advanced machine learning have made software smarter than ever, it is still significantly limited when it comes to processing unstructured data that doesn't fit in its pre-defined models.

For example, optical character recognition (OCR) software is used to transcribe invoices, receipts and documents. But software generally can't read handwriting and sometimes can't recognize inconsistent fonts, placements, sizes or characters. So it takes human intelligence to interpret that unstructured data reliably.

### **The Secret Sauce**

Enter the secret sauce, which has turned computers from a tool we use to do work into a tool we can use to receive and deliver work. It's the technology platform paired with the humans to whom it assigns tasks, tracks them to completion, reconciles and then delivers the resulting data via API.

In the Uber example, it's the platform that tells drivers when and where to be, tracks their progress, and completes payment. The rider uses a different mobile app to set the route, view the driver's progress, and make payment. The API does the heavy lifting: sharing, reconciling and generating dashboards of data instantaneously.

If you are tapping an on-demand workforce to create or power services, an API is critical. More importantly, how the API is designed determines how resulting data is integrated back into your company's database or service platform.



We don't yet understand exactly how the human brain works. We still don't have artificial "brains" that can do most tasks that a 4-year-old child has mastered.

### John Giannandrea,

VP of Engineering, Google <u>True Artificial Intelligence is Still</u> <u>Elusive</u> - Time

# Who's Using It?

Here are a few ways companies are combining technology and human intelligence by leveraging technology-driven, on-demand workforces:



**Facebook** is training a virtual assistant for its Messenger application using supervised learning, a process where humans teach its computers via repeated trial and error.



**Expensify** uses humans to power its SmartScan technology and to ensure accurate transcription of receipts.

### mattermark

**₽■■Expensify** 

**Mattermark** relies on humans' constant collection of web data to keep information fresh for the venture capital firms it serves.

### **Microsoft**

**Microsoft** uses "human-in-the-loop" learning algorithms to improve users' experience with its latest Windows operating system.

### **NETFLIX**

**Netflix** recommends movies and TV shows to its subscribers based on their interests, a function that requires people at its core. <a href="Netflix's Secret Special">Netflix's Secret Special</a> Algorithm is a Human (The New Yorker).

## Google

**Google** depends on human intelligence to produce its knowledge graph functions and to improve services like Google Maps and translations.

### amazon

**Amazon** uses human validation to identify the right ads to place in product videos.



**Zenefits** needs people to process online forms from multiple insurance providers.



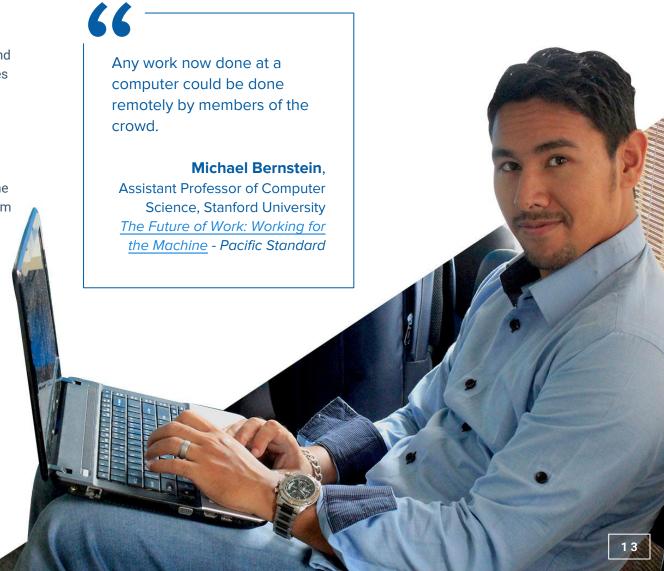
**PayPal** uses deep learning, using humans at the core, to ensure robust fraud detection.

### duolingo

**Duolingo** has 40 million language learners. Certification requires remote proctoring, which is done by humans.

# The Secret Sauce: Software + Humans

In choosing an on-demand workforce platform, it's important to consider the importance of speed, accuracy, cost and quality. Some platforms track measures such as worker accuracy and match tasks to workers based on specific project needs. Some curate, train and manage their own workforces, while others leverage a marketplace model. We'll talk more about how to choose the right on-demand workforce and platform in Chapter 5.





CHAPTER 3

# The Challenges of

A Virtual Workforce



# The Challenges of a Virtual Workforce

Your on-demand workforce can speed innovation and business growth, lower overhead, and reduce risk. However, the human side of that equation is not without its challenges.

Uber and Airbnb were among the first to face issues in using on-demand labor and resources. To start, they broke the rules: Uber made it possible for people to use their cars to make money when and where they wanted, by giving people rides. Airbnb offered people the opportunity to rent space for extra cash, using their own homes.

# On-Demand Disrupts the Old Economy

These companies took on the role of middlemen and monetized it for recurring revenue, using proprietary cloud platforms. The old-economy laws and regulations didn't apply to their new, techdriven business models.

To start, Uber didn't own vehicles and its drivers weren't Uber employees, so neither were subject to the same inspections and regulations as taxi companies. For example, at some airports, taxi companies must pay fees and its drivers must use commercial lanes to pick up or drop off passengers. Not so for Uber at first (although that may be changing). Airbnb didn't have to follow the rules required of hotel companies, because it didn't own real estate.

This incited a backlash from the taxi and hotel companies that dominate those industries because they saw these new competitors were allowed to skirt tax, labor and other regulations.

Author <u>Nick Grossman describes</u> with striking clarity the pattern that has played out when on-demand labor disrupts consumer-serving markets:



We've seen the same pattern several times over: new startup delivers a creative and delightful new service which breaks the old rules, ignoring those rules until they have critical mass of happy customers; regulators and incumbents respond by trying to shut down the new innovation; startups and their happy users rain hellfire on the regulators; questions arise about the actual impact of the new innovation; a tiny amount of data is shared to settle the dispute. Rinse and repeat, over and over.

**Nick Grossman** 

# The Challenges of a Virtual Workforce

# **Labor Pains for Companies and Workers**

And for workers – many of whom struggle to make ends meet in an economy where no job seems safe from layoff, pay cut or termination – it's helpful to have extra income. Their willingness to trade full-time work with benefits for an on-demand career that promises neither helps to explain a discouraging income trend: a Miliken Institute Review study (2011) shows most men were earning substantially less in 2009 than men of similar ages and education did in 1969, adjusted for inflation.

Labor activists have said on-demand work leaves workers with little certainty over their wages and job status, while companies like Uber still maintain significant control over their driver's workplace behavior. They say that looks a lot like an employee relationship that should come with benefits, more stable pay, and better job security. In June 2015, the California Labor Commission agreed, ruling that an Uber driver was an employee, not a contractor.

In October 2015, a Florida state agency reversed its ruling in May that classified an ex-Uber driver as an employee who could claim unemployment benefits, later ruling the driver wasn't an employee after all. Individual cases in other states, including Georgia, Pennsylvania and Texas, resulted in decisions that categorized drivers as contractors.

### **Contractor or Employee?**

While some nations offer workers robust social safety nets, the United States doesn't provide benefits for independent contractors. In exchange for the flexibility of choosing when and where they can work, their independent status means workers don't receive medical insurance, worker's compensation or unemployment insurance.

They also may be uncertain when an ondemand company's algorithm will assign them their next job, which amplifies that there is still a lot uncertainty in the world of ondemand platforms. Of course that risk is different across countries and professions. In the developing world, where opportunities are limited, on-demand platforms are an entry point to the global economy. "For anybody who has to pay the bills and has a family, having no protections and no job security is at best a mixed blessing," said Robert Reich, former secretary of labor and a professor of public policy at the University of California, Berkeley. "At worst, it is a nightmare. Obviously some workers prefer to be independent contractors — but mostly they take these jobs because they cannot find better ones."



Uber, the world's largest taxi company, owns no vehicle. Facebook, the world's most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider, owns no real estate. Something interesting is happening.

### **Tom Goodwin**

Senior VP of Strategy and Innovation

<u>Media The Battle is for the Customer</u>

<u>Interface - TechCrunch</u>

# Disruption on a Wide Scale

Sara Horowitz, founder and executive director of the Freelancers Union, says the changes brought by the on-demand economy are on par with the 20th century' s boom in mass production of goods after the spread of railroads around the Civil War.

"The economic argument is that those who have power in the labor market do better. and traditionally it's been higher-skilled workers," Horowitz said. "Today, it's unclear who has the skills necessary to remain relevant amid all the disruptions."

### Sara Horowitz

Founder and Executive Director of the Freelancers Union - NY Times Navigating the on-demand economy is not always easy for companies that use its new labor model, either. Cleaning services company Homejoy shut down in July 2015 after struggling to raise a round of funding. CEO Adora Cheung cited four lawsuits against the company over worker classification: contractors or employees. She said Homejoy made its workers contractors because flexibility was important to them. Although some speculate there were additional reasons Homejoy closed its virtual doors.

Some experts believe the biggest changes are ahead and that every industry and organization will have to transform itself in the next few years - in multiple ways - or fade away.







### CHAPTER 4

# **A Good Jobs Strategy**

For an On-Demand Work



# A Good Jobs Strategy for On-Demand Work

Most companies hire full-time employees to meet the demands of a growing customer base. Yet, when growth stalls they must make the choice to cut staff or find ways to retain underutilized talent.

Other businesses shift risk to employees in the form of erratic work schedules, shorter shifts, on-call work without pay, and little-to-no employee decision making allowed. These jobs are intentionally designed to reduce the risk to companies and are often done in the name of lower prices for customers.

### **The Good Jobs Strategy**

Research shows both approaches can negatively impact employee morale and longer-term profit margins. In her book The Good Jobs Strategy, Zeynep Ton, adjunct associate professor in Operations Management at MIT's Sloan School of Management, makes the case that companies that invest in their employees and seek balance between the needs of their business, customers and workforces will win the game in the long run.

Ton's research showed that highly successful retail chains – including QuikTrip convenience stores, Mercadona (Spain), Trader Joe's supermarkets, and Costco wholesale clubs – invest heavily in their employees. They also have the lowest prices in their industries, maintain solid financial performance and deliver better customer service than their competitors.

Similar research done at the University of Pennsylvania's Wharton School of Business supported her findings: An analysis of 17 months of data from a large retailer showed that for every \$1 increase in payroll, a store could see a \$4 to \$28 increase in monthly sales.



In my field visits, I consistently found that with so many products, promotions and storage areas, a task that ought to be simple – such as shelving toothpaste – is not. Such a surprisingly complex operation requires something uniquely human: judgment.

Why 'Good Jobs' are Good for Retailers

- Harvard Business Review

# **Human-Centered Operations Strategies**

Ton urges companies to adopt "humancentered operation" strategies like the ones used by QuikTrip, an \$11 billion company with 722 stores:

### **Human-Centered Operation**



Pay employees middleclass wages.



Cross-train them to do different jobs.



Empower them to solve problems on their own.



Allow them to make merchandising decisions for their own stores.

QuikTrip's increase in higher wages contributed to <u>cutting costs across its</u> <u>operation</u>, products made it to the floor instead of being stuck in the back room, and staff consistently executed in-store sales-promotion programs.

While Ton's research focuses on retailing, she said she believes the model these retailers created "can be applied in other service organizations where there are large fluctuations in customer traffic and employees perform both production and customer service tasks."

# **Human-Centered Operations Face a Crisis**

Some on-demand companies serving business use labor models similar to the one the Good Job Strategy suggests.

To provide on-demand data processing services to companies from startup to enterprise including Microsoft and Expensify, <u>CloudFactory</u> hires, manages and trains workforces in Nepal and Kenya.

Closely tracking accuracy and encouraging teamwork, CloudFactory has supported its employees in performing thousands of community service projects since it launched in 2012.

In April 2015, a deadly 7.5-magnitude earthquake hit Nepal, where CloudFactory has 170 employees and over 2,000 Cloud Workers. When disaster struck, its workers in Nepal – typically in the business of creating production lines to process data in the cloud – created production line to assemble and deliver relief packs with medicine, food, water and first aid supplies.

Another massive earthquake rocked Nepal just weeks later. Following both quakes, workers had not only accounted for over 2,000 team members and provided aid to them and their communities, but brought CloudFactory's corporate production lines back up to speed within days of the initial earthquake.

# Transitioning to a "Virtuous Cycle"

### **Retailing's Vicious Cycle**



### **Retailing's Virtuous Cycle**



# **Supporting Workers in the On-Demand Economy**

Helping on-demand workers connect and foster collaboration with coworkers is important, according to Mary Gray, senior researcher at Microsoft Research, associate professor of Indiana University's Media School and fellow at Harvard University's Berkman Center for Internet and Society.

Gray's research shows that by providing opportunities for collaboration – such as online discussion forums, offline meet-ups and rewards to more experienced workers for providing guidance to newer workers – likely generates higher-quality work. High attrition of labor in these systems, she says, comes in part from individuals who never find their way to forums or personal networks of other people working on the same platforms.

"Supporting the many people who may never enjoy the security of a 40-hour workweek will be one of the most important conversations we have about the on-demand sharing economy," says Gray. As we move into the future, there is a larger economic question at stake: How do we create meaningful work in this economic model? Decent wages are a given, but we can do better by promoting collaboration, investing in skill development, and fostering a commitment to community service. These principals can provide the bedrock for a positive future of work for millions.



Workers' quick, coordinated response to two massive earthquakes in Nepal that killed 9,000 people shows how investing in people and creating paid, local work provides them with the mandate, training and technology to lead others in a crisis.

**Mark Sears,**CEO CloudFactory



CHAPTER 5

# **Choosing Your**

On Demand Workforce

# **Choosing Your On-Demand Workforce**

# What are your...

### **Pain Points?**

### Creative

Advertising, online marketing and graphic design.

### **Operations**

Retail intelligence (e.g., in-store display monitoring).

### **Engineering**

Software development and testing.

### **Data work**

Capture, vitalize and integrate data for quality assurance, user experience, competitive intelligence and more.

### **Training**

Humans and machines.

### Goals?

**Conduct** a one-time project for your business.

Test an idea or a process.

Gather information or data sets for academic **research**.

**Scale** a core process for repetitive work that's critical to your business.

**Establish** and test a process that you can use into the future.

Get a **dedicated** workforce for particular work.

# **Choosing Your On-Demand Workforce:**

# **A Picture of Two Models**

When it comes to choosing an on-demand workforce there are many factors to consider based on your goals and objectives. Yet, regardless of what you're trying to accomplish, most on-demand options can be divided into two categories, platforms that provide an open marketplace model and those providing a curated, privately managed workforce.



### **Open Marketplaces**







In the marketplace model, businesses have access to a workforce that is vetted, but to varying degrees. Some seek out only the best talent and test their candidates rigorously, while others may have more lax standards. In this model, the platform facilitates the talent search, communication, project assignment, worker reputation and payment.

An important distinction in the marketplace model is that the customer is responsible for managing the workers, including any necessary training and maintaining quality standards. Ultimately the provider takes a percentage of each transaction, acting at the broker between the two parties. Examples of the marketplace model are platforms like UpWork, Toptal and 99designs.



### **Privately Managed**

### directly



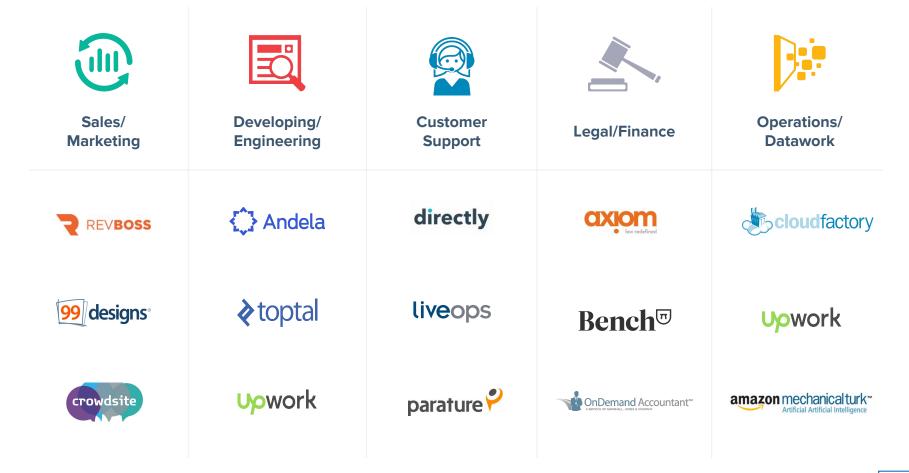


In the privately managed workforce model, workers are also vetted, but the provider takes responsibility for hiring, training and managing their workforce, as opposed to the customer. In this model Service Level Agreements (SLAs) are typically agreed upon by the customer and workforce provider, therefore the provider bears accountability for the quality of the work.

The privately managed model can be an attractive option for customers who don't want to take the risk of hiring the wrong person/team to get their work done. Examples of a privately managed model include companies like Directly, Andela and CloudFactory.

# Find a Partner: Cheat Sheet

Below is a handy guide for some potential partners depending on the type of work you need to get done. Some are open marketplace models and some have a managed services or workforce. CloudFactory does not explicitly endorse any one company and there are many others within each category to consider.



# **Choosing Your On-Demand Workforce**

# Consider the importance of...



# Keep in mind...



Tapping an on-demand workforce for B2B oriented work is different than calling an Uber driver for a ride to the airport. Business processes can take time to gel, and new opportunities for optimization emerge.

# **Today and Tomorrow**

Employers, thought leaders, governments, courts and workers are grappling today with issues that will determine what work looks like tomorrow.

Continued advances in automation, workforce virtualization and big data are changing work as we know it. What is clear is that the impact of automation and outsourcing will be different country to country and across professional categories.

The bottom line is that businesses can gain massive operational and productivity advantages by tapping into the on-demand economy *today*.

At the same time, providers carry a responsibility to design platforms that maximize profits while also providing meaningful and sustainable employment opportunities to the workers that depend on them.

Common-sense principles can guide our efforts as we navigate rapidly changing technology, global economic markets and labor models. Here are two:

### 1. Take a thoughtful approach.

Building a team of people to conceive, design, produce, manage and execute a product or service is no small task. And workers are not one-size-fits-all. Consider what's required to get the job done, and build the right teams with the right workers for each project.

### 2. Consider workers' needs.

Strike a reasonable balance between meeting business requirements and ensuring workers have the training, resources and support they need to do their jobs and stay meaningfully engaged in their work.

Workers who embrace technology and the changing nature of work will thrive in the on-demand economy. The companies that provide these workers with meaningful support that engages them professionally and inspires them personally will transform workers into leaders, who can address issues of concern both at work and in their own communities. So, in many ways, the future of work lies in how we invest in and cultivate our platforms and on-demand workforces today.



### What can you build?

We want to hear how you are leveraging on-demand workforces. After you read this ebook, share your (unclassified) projects on LinkedIn and Twitter. Or, just tell us what you think about this changing economy.

Tag your projects and comments with @theCloudFactory and #OnDemandWorkforce to join the conversation.

# CloudFactory



CloudFactory is on a mission to change how the world works. We're using technology to make it easy and affordable for startups and fast-growing businesses to automate and outsource routine, tedious work.

On a two week vacation in Nepal, CloudFactory Founder and CEO Mark Sears was inspired to create opportunities for people he met there who had to travel days away from their families to get paid work. One man he met had moved 2,100 miles away to provide for his wife and two children. Today, CloudFactory connects people in the developing world to paid work opportunities, leadership training, and the global economy.

Its delivery data centers in Nepal and Kenya provide local people with digitalage work, training, and empowerment to become leaders who can address poverty in their own communities. Their employees work for some of the most innovative tech companies on the planet.

Customers can engage CloudFactory's on-demand workforce in one of three ways: by project, by people, or by business process.

Visit <u>CloudFactory.com</u> to see pricing and connect instantly with a Solutions Specialist.



CONTACT US TODAY

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TO LEARN MORE