

India Insights

FOS # 06/2020: Flexi Hiring - An Opportunity for India? Q&A with FlexiBees

26 November 2020

Key Takeaway

In this 'Feet on Street' edition, we interact with FlexiBees (FB), which connects women professionals with flexible employment opportunities. Covid has changed employer attitude towards remote/flexible working, opening up outsourcing opportunities to India (FB has seen 3x surge in international roles looking for remote talent in India) but skilling holds the key. Indian managements may still need to change attitude towards WFH or may lose out on talent.

Profile: FB connects qualified women professionals with flexible employment opportunities. The start-up has a talent pool of >16,000 women and a client base of >200 companies. FB caters to women talent, with specific focus on those who took a career break. FB differentiates itself through its robust matching process, which ensure a good fit between the employer and the talent.

Flexibility: While flexible working & WFH has garnered attention due to pandemic, FB has been specializing on this right from inception around 3Y back. The initial success was with start-ups but is now broad-based. In fact, FB itself has been a remote-only organisation from the start and has no physical office, which used to surprise people. This is changing as several remote-first organisations are coming up.

Pandemic: Covid has leapfrogged the journey in a big way, as employers are more open towards flexibility. There are cases where full-time roles are now being offered to candidates working from remote locations. Cash crunch, as businesses are suffering, is not good for full-time hiring but has given a boost to flexi economy.

Digitisation: Crisis has forced companies to also digitize rapidly, increasing demand for talent. FB used to get digital marketing roles earlier too, but now there is a higher demand from sectors like Edtech, Healthtech, gaming etc. Roles are also evolving and include projects like setting up a Shopify site or WordPress.

Cost benefit: Cost is also an important factor as companies are looking to hire contractual talent vs full-time hiring. Remote working also brings in tangible savings due to lower office rentals.

Outsourcing to India: Pandemic induced flexibility could make India a key beneficiary in global outsourcing given the cost advantage. The number of international roles for FB has increased 3x versus last year, most of which have been post-pandemic. An interesting example has been a role of Webinar coordinator from Europe which is taken up by a candidate based in a small town in central India!

Government focus: FB believes that skilling the workforce is critical in making India a global outsourcing hub for flexi work, and government has an important role to play. Otherwise, India risks losing out to other locations (Vietnam, Eastern Europe) which also offer a skilled workforce at a similar cost.

Indian reluctance: In India, there are mindsets which may be difficult to change, as people still feel remote working is less efficient. Eventually, some equilibrium is likely between WFH and being in office. Employers are also recognizing that if they try to enforce one way of working for everyone, they may lose out on talent.

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About FlexiBees

FlexiBees is an organisation that connects qualified and experienced women professionals with suitable part-time/ work-from-home flexible employment opportunities across sectors. The start-up especially caters to women who have taken a career break for personal commitments and are now looking to re-join the workforce. It has a talent pool of 16,000+ women professionals and a client base of over 200 companies which include MNCs, large corporates, SMEs, and start-ups, across various industries and functions. FlexiBees was founded by three women entrepreneurs – Deepa Narayanaswamy, Rashmi Rammohan and Shreya Prakash who are batch-mates from IIM-Bangalore and have worked in large organisations such as Unilever, P&G and ITC. It caters to a global clientele based across several countries such as India, US, UK, Singapore and UAE, among others.

Exhibit 1 - About FlexiBees

Founders: Who we are

Batch-mates from one of the top Asian Business schools, **Indian Institute of Management, Bangalore**, with **30 yrs of cumulative experience** across Strategy, Service Selling, Manpower Services, Sales, Marketing, Digital, Consumer Behaviour & Insights, Technology, Learning & Assessment, Finance

- Shreya**
Leads Business Development, Marketing & External Comms
Marketing & Comms | New Brand Launch | Sales & Team Management
- Rashmi**
Leads Business Delivery, Technology & Digital
Consumer Insights | Digital Media | Technology Product Development
- Deepa**
Leads Talent Sourcing, Operations, Finance & Legal
Service Selling | Financial Modelling | Setting up & Scaling new businesses

Source: Company presentation

Exhibit 2 - Flexibeas offers a remote part-time and project-based talent pool across a wide variety of functions

- Sales**
Inside Sales | End-to-end Sales | Pre-Sales | Customer Service | Lead Generation
- Technology**
Developers | Testers | Business Analysts | Project Managers
- Marketing**
Marketing | Digital Marketing | Social Media Marketing | SEO | PR
- Finance**
Accounting | Financial Modelling | Equity Research Analysis | CFO
- Learning & Assessment**
Subject Matter Experts | Instructional Design | Project Management
- Content Development**
Content Strategy / Marketing | Content Management | Content Writing
- Design**
Graphic Designer | Animator | UI/UX | Video Editor
- Niche Roles**
Consulting | Child Psychology | Telecom Expert

Source: Company presentation

Jefferies: 'FlexiBees' appears to be such an interesting concept – can you share the story behind how and what prompted you to start this venture and your journey over the years?

FlexiBees: The journey started with a simple realisation that there are so many qualified women who are talented with a great career but are compelled to take a break due to family needs and demands. Of course, we have seen in most cases, that this is a conscious choice that these women make and even happily so. However, the issue arises when these women want to stay relevant in their professional life yet are unable to participate in a traditional 'work-from-office' set-up. This leads to frustration and even self-doubt, which not only impacts the individual but also has implications for society as well as the economy.

FlexiBees has a pool of 16,000+ women professionals and caters to 200+ clients.

So, once we realised that there was a gap, which presented an interesting opportunity, we started exploring what solutions could we offer to such women. At that time, and to an extent even now, there was a notion that only certain types of roles such as data entry, recruitment, content writing, etc. could be done through flexible work. While this was easy, we felt that restricting the roles for these women making a comeback to certain areas was gross under-utilisation of the talent as these women are very well-qualified and experienced across a variety of functions and sectors, many of them having worked in large organisations in positions of responsibility and leadership.

So, to try out our hypothesis, we started talking to organisations and start-ups, on what are their views on flexible talent. And to even our surprise, the idea almost clicked instantly with some prospective employers that we interacted with. It almost seemed that the market was ready to adopt flexi workers. In start-ups especially, there was a natural fit as they are looking for good quality talent, which often they cannot afford or do not have access to. One thing that particularly worked with these start-ups was – they often want to hire people on a project or a short-term basis and keep their teams lean. So, that is what motivated us to take the plunge as we could see a clear opportunity in 2017.

Over the years, we have expanded our horizons and now, we cater to a broad spectrum (and not just start-ups), including large organisations across different sectors. Of course, there has been an evolution and a growing case for flexi-work now; at the crux, the businesses now operate in a very dynamic environment and not everyone could afford to spare three months for recruitment and another six months for training. Businesses are often looking to hire experts at a short notice, or may have requirements which are experimental and hence part-time talent is a better fit. In case of start-ups, there is also an affordability issue. In a nutshell, all these use cases are what we address. We have around 200+ corporate clients and a 16,000+ pool of experienced talented women from across sectors and functions. We have big growth plans and are investing in technology solutions. We want to be the first choice for flexible hiring both in India and international markets.

Our differentiation comes from the effort and insights that we put in while matching a candidate to a role. In that sense, we are not like a typical platform that simply provide candidates to prospective employers. When we work on an opportunity, we look for a very good skill match, so that businesses get what they need, and women can take up careers that they want. That helps us build a high level of trust with both the talent as well as our clients.

Jefferies: So, your breakthrough came from start-ups and then gradually got accepted by larger corporates too?

FlexiBees: One of our earliest clients was an MNC and the biggest FMCG player in India, so we would not necessarily say that large corporates did not believe in the concept. And to be honest, finding clients was not the most difficult part for us. We did use our network since a lot of our batchmates at B-Schools or undergraduate colleges were running start-ups and they became our first port-of-call. They were much more open to experimentation than large enterprises since cost was an important consideration along with the dynamic environment they operated in. Also, flexi work, as a concept, is better suited to start-ups as they are on the look-out for qualified talent and find it hard to source from the market, given lower brand equity and constrained budgets.

Start-ups have been early adopters of flexi hiring, given they often operate under constrained budgets and find it difficult to source good talent

Exhibit 3 - Large talent pool with requisite qualifications and work experience



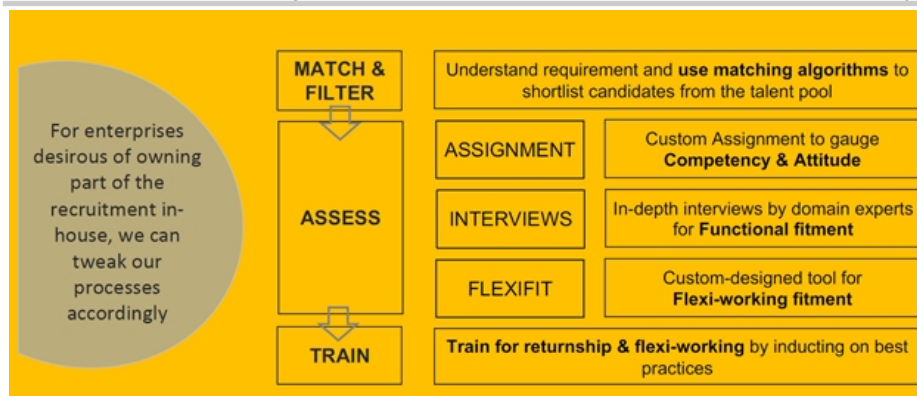
Source: Company presentation

Jefferies: Since this still seems to be a very niche concept, how do you define the market and who are your competitors?

FlexiBees: We do face competition in this space. However, we are very different from most of them in what we deliver and how we deliver it. For example, you might have heard of 'Upwork', which is a global marketplace for freelancers. However, what we do is a bit different. They just focus on gigs, which is typically a project with a start date and an end date. Our vision is to enable flexibility across all kinds of roles, functions, and industries. So apart from established 'gig' roles such as content design etc., we also focus on newer opportunities for flexi working which was not being done earlier. For example, we can have a sales professional working remotely for five hours a day on a flexi basis. In fact, sales as a role is the biggest demand and revenue generator for us. So, we play in a 'Flexi' economy rather than the 'gig' economy, which in my view is our biggest differentiator.

The other differentiator is how we deliver our output. Marketplaces typically create a platform for direct interactions between the candidate and the employer. In the flexi space, however, just providing access is not enough. We as an intermediary need to do more and own the selection process end-to-end. Rashmi & team have now developed a 4-5 touchpoint process, where we develop a deep skill match and look at other parameters such as commitment, time availability, family support, etc. All these nuances are critical, especially the time and support ones, as we are talking about women returning to work and these aspects could be a deal-breaker.

Exhibit 4 - Robust matching process to pair the candidate with a suitable opportunity



Source: Company presentation

Unlike marketplaces such as 'Upwork', FlexiBees is much more involved in the matching process. This ensures a good fit between the employee and the job role and is a key differentiation for FlexiBees

Marketplaces can do very good algorithmic matching for certain jobs like content writing, design etc. But for more non-standard roles such as digital marketing, branding, business development, and partnerships etc, an algorithm will fall short as many nuances are ignored. Hence, our selection process is very different and much more detailed, which results in a better match between the candidate and the job role.

Jefferies: What is the broad split of industries that you cater to? Also, which are the functions which are more open to a flexi work arrangement?

FlexiBees: Sales is a big revenue generator for us, which may seem a bit counterintuitive since it is a role that requires more face-to-face interactions, at least on the face of it, and hence, may not be the best fit for remote workers. However, we must realise that for start-ups, hiring a large field sales force is prohibitively expensive, especially if they have to deal with wide funnel activities like lead generation, reach-outs, the initial concept selling etc. However, you do need good people for these wide funnel activities too. On many occasions, the start-up is pitching a more sophisticated product such as software which needs a fair bit of concept selling. That requires the salesperson to have a good understanding of the concept as well as the customer and not everyone could do that first call that would culminate into further interest successfully. Hence, what you need is an experienced, smart salesperson who will reach out to prospective clients and do the first leg of concept selling, set up a demo or a meeting etc. On-ground field force can then take over and do the second round of the sales process, which is narrower and has more qualified leads in the pool. This is our highest selling model within sales, although we also have models where the entire selling happens virtually, or where there is a mix of remote and field interaction in the role, which some of our talent pool can take on.

Sales also has a more objective output, which makes it easier for the start-up to evaluate if flexi model is working or not. Apart from sales, in general, when the role has a more objective output, it is easier to convince companies to consider part-time and remote professionals. In many cases, we have seen the productivity of an experienced part-timer exceeding that of a full-time professional.

Hiring an experienced part-timer also saves on the training cost, that an organisation would incur if it hires a relatively inexperienced full-timer. A candidate's experience helps him/her to understand the business and the role quickly and deliver a better output in a short period of time. So, it is more productive for a start-up to hire an experienced woman who is returning back to the workforce, rather than a fresher who needs to be trained.

After sales, marketing is a major function where there is a demand for part-timers, especially in digital marketing and related fields such as social media, content, design etc. The third one is Learning & Assessment (L&A) - which is basically ed-tech companies needing subject matter experts, reviewers, content writers, instructional designers etc. Fourth is technology – developers, testers, project managers etc, followed by finance, HR etc.

We also do some assignments for full-time work, especially for the companies that have a specific program for returning women. Full-time concept works better when the company pays well so that the candidate can invest in facilities such as childcare etc. Another category which has become popular for our talent pool is full-time work but on a completely remote basis. This works well for many women who have the time to work but are unable to leave their kids at home, don't have the time to commute etc.

Sales function offers the most opportunities for flexi workers, followed by marketing, learning & assessment and technology

Exhibit 5 - Well-diversified client base who now use flexi workers



Source: Company presentation

Jefferies: Does the prior experience also has more benefits to the organisation in any tangible or intangible way?

FlexiBees: In some cases, we have seen that play out. A striking example comes to mind here. Three years back, we placed a candidate with an organisation and since then, she has emerged as a star sales performer for the firm. She works part-time and delivers 5-10x of what a full-time employee delivers. She now leads several initiatives at the firm. What helped her was her prior experience in a similar role. Also, many candidates have a natural flair for a particular role, for example, in sales, and we judge them for this trait also.

There have been several candidates who have grown into their roles, much beyond initial expectations. One candidate, whom we had placed with a leading FMCG firm, started off as a customer marketing professional working for 4-5 hours a day. Over time the role expanded, and her contribution also expanded. She is now as integrated as a full-time employee into the team and has also earned an award.

Flexibeas as a company also hires from its own pool. All our staff are women professionals who have either taken a break or want to work flexibly. We are a completely remote organisation ourselves. A good example here is that of Shipra, who leads recruitment at Flexibeas. She was the second employee at our company. When we hired her, she was returning to work after a career break. She started working with us for 4-5 hours a day in a flexible manner. As her child grew up, she started dedicating more hours to Flexibeas, eventually moving from a part-time worker to a full-time one. Now, she leads our team of 5-6 recruiters. When we took her onboard, she was struggling to find an opportunity in the domain of her choice. So, there have been examples of flexi work allowing women to build back their careers.

Flexible working significantly expands the pool of talent, which can be used across geographies. One of our business development employees is the wife of a naval officer, earlier based out of Vishakhapatnam. Our sales team in fact is distributed across geographies. Openness to flexi work has opened a wider pool of candidates for us, and it does the same for our clients.

FlexiBees' client base has a mix of start-ups, SMEs and large corporate across geographies

FlexiBees itself is a completely remote organisation, and its team is distributed across several cities

Jefferies: In your experience, does your pool of flexi workers also have a better stickiness to a role than what is seen otherwise?

FlexiBees: We can definitely say that our talent pool of women returning to work has greater commitment than the usual. They bring in a better attitude and willingness to work, which is also a differentiator that we can provide.

Today the reality is that there are relatively fewer jobs that offer flexibility, and the stickiness to the role is also a function of that. So even if other aspects such as growth and compensation are not stellar, the flexibility in itself makes it worth it. However, if the candidates get better opportunities with the same flexibility, they would probably move jobs more frequently. Although, active dissatisfaction with the job will lead to dropouts.

However, this is changing even with full-time workers. Not everyone moves jobs because of a better salary nowadays. Often, it happens because people are seeking better work culture, better profiles etc. Companies today fear losing people if they do not provide a flexible work environment. Especially, post-pandemic, this could become a strategic dis-advantage.

Jefferies: What are the key challenges that you have faced? Further, how have things changed vs. the pre-pandemic era as far these challenges are concerned?

FlexiBees: In my view, our challenge is an internal one. And this is more due to the path we have chosen. We have a very thorough process for onboarding candidates. That is our core philosophy, and we have not gone the marketplace route to connect job seekers and employers. We have much higher involvement in the selection process. The challenge is to scale up this process to match our growth ambitions, which is to place millions of women in flexible work and at the same time ensure the success of the placement/match. We want to do 10x the volumes without losing the quality. Demand is not an issue, and there is enough supply of women willing to make a comeback. The issue is matching the demand with supply in the most optimum manner.

In order to drive productivity and speed, we are increasingly adopting technology even while retaining the human element. We do not want to dilute the stringency of the matching process while scaling up the volumes. We are developing a technology solution that would help in this context. This is a key focus area for us, this year.

Jefferies: What is the revenue model for Flexibees?

FlexiBees: We do not charge our talent pool for the placement service and it is completely free. We charge our clients and there are two broad models which they can choose from – the predominant model is the one where we have a contract with the client and a back-to-back contract with the candidate. The client pays us a fixed pre-agreed remuneration, part of which we retain, and the rest is passed on to the candidate. The second model is a more traditional one – in cases where the client wants to take the candidate on their own payroll, we charge a one-time placement fee to the client.

Jefferies: Now, moving to a more topical issue - how has the acceptability of WFH changed in the context of pandemic and your views?

FlexiBees: While we along with our talent pool and clients have always been advocating flexibility, we believe Covid-19 crisis has leapfrogged this journey in a big way. There are multiple examples of companies from across the world who have moved to fully remote models or are giving their employees the freedom to choose between working from their offices and working from home.

We are seeing this trend play out with our clients as well. Globally, we have clients spread out across countries such as US, UK, Singapore, UAE etc. They come to us for

Scaling up the business, while ensuring that robustness of the matching process is a key challenge for FlexiBees. It is increasingly adopting technology in the matching process to scale up volumes

FlexiBees has two revenue models - one, where it retains a part of the remuneration paid by the client and second, where it charges a one-time placement fee to the client

FlexiBees has seen a 3x jump in international roles, looking for flexible remote talent in India

all kinds of roles. The pandemic has given an extra boost to this trend, and we can see it in our numbers. For example, the number of international roles that we are catering to is up 3x versus the last year. Most of it has come in the post-pandemic period. After the economies opened-up in June/July, there has been an influx of new roles coming in.

Even in India, companies are realising that the importance of remote working and how it would help them access a wider talent pool. Cost savings that come with it is also an added advantage, especially given the high cost of commercial real estate. Now, we are getting more roles that are otherwise full-time, but the company is open to candidates working from a remote location. Several remote-first organisations are also coming up now. There was a time when people used to be surprised when we told them that we are a fully remote organisation and do not have any physical offices. Now, many such remote-first companies are coming up and entrepreneurs are wearing the 'remote-first' badge with pride.

However, while the crisis is changing the mindset, that does not mean there are no challenges. People still have the mindset of remote working being less efficient. However, many people who were staunch opponents of work-from-home have realigned their thinking now and find it much more plausible. Another anecdote here - we have done roles in Sales & Marketing for traditional and non-tech industries like cold chain, logistics, chemicals, etc where clients have been open to hybrid working arrangements i.e. primarily work-from-home with occasional meetings as needed. This shows how far businesses have come in their adoption of flexible talent and models.

There is also an angle of companies wanting to hire contractual talent vs full-time hiring to keep costs optimised and teams lean. That is definitely a fall-out of the pandemic, and the resultant cash crunch. While the trend is not great for full-time hiring, it will give a boost to the flexible economy and increase acceptance of diverse ways of working including remote working.

Jefferies: Can it drive a wave of offshoring or flexi work for new roles that were kept in-house earlier?

FlexiBees: New roles have certainly come up during the pandemic. The crisis has forced companies to digitise themselves rapidly. This is true across industries such as food, entertainment etc. There are a bunch of companies now who want to sell and do more work online. While we used to get digital marketing roles earlier also, now the nature of the role is evolving. We have received roles such as setting up a Shopify site for a client or setting up a WordPress site. These are basic things but important for businesses that do not have any online presence and want to build one. We are also servicing more tech companies now. These are the ones who help other firms in their digitisation efforts and are now looking to scale up their operations.

Another interesting role that we have seen is that of a webinar coordinator! This is akin to an event manager role in the pre-Covid world. The candidate needs to understand technology well; she coordinates to ensure emails are sent out, social media is updated, recording of the webinar goes through and a timely summary is sent. This role came from Europe and the individual servicing this role is sitting in a small town in Madhya Pradesh! This could become a standard role in most organisations going forward. Another trend we see is customer service roles moving online – earlier customer support for most companies used to happen on the phone only; now many brands are shifting to Facebook messenger, chats, WhatsApp etc.

Pandemic has accelerated the digitisation process by many years and change has happened rapidly. What demonetisation did for payments, a similar trend is playing

New roles have also opened up - one interesting example is that of a webinar coordinator for a European company, which is now being fulfilled by an individual located in a small town in Madhya Pradesh

out now. Certain sectors such as Edtech, Healthtech, gaming, content etc. have seen a demand surge, and we are getting more roles from these sectors.

Jefferies: Do you think these changes would be sustainable and structural in nature? Or is there a possibility of things going back to the earlier routine in your view?

FlexiBees: I think the situation would be different for India and developed markets abroad. Developed markets were ahead of the curve even before the pandemic. In fact, in the UK, there is an enshrined right of an employee to ask for flexibility. The company has to justify its inability to reject such a request.

In India, there are mindsets that may be difficult to change permanently. So, in most likelihood, we will reach some sort of equilibrium between working from home and being in the office. A blended structure could evolve; and it would be blended in multiple ways – one, blending between work from home and work-from-office; and two; a blend between full-time employees and flexi staffers.

There is no escaping the fact that a part of the workforce would want to work differently vs. what was the norm earlier. And, employers are cognizant of this and even worried in some cases. If they still try to enforce one way of working for everyone, they will risk losing out on talent. Progressive companies would ensure this does not happen. Unilever, for example, had very progressive HR practices and introduced various kinds of flexible work options long time ago. Companies realise that there is a war for talent and no company would want to be left behind.

Apart from this, cost is another factor. Pandemic has shown us how many cost heads can be reduced drastically by adopting a flexible work environment. So, most smart companies would end up adopting this as a structural change.

Flexibility as a workplace requirement is also becoming more widespread. When we started Flexibeas, we were largely catering to returning mothers, who had taken a break to raise their kids. Now, we have a substantial part of our talent pool coming from younger women, who are in their 20s! This is especially true in the tech industry. These are individuals who want to pursue other interests too and hence prefer flexi working over a full-time job. This has played out with millennials in developed countries in India is no different.

Opening-up of flexibility in the workplace due to the pandemic will have a positive rub-off effect. Firstly, it will remove the stigma attached to asking the employer to allow work-from-home or flexible timings. It has become more normalised to say now that 'I Have a Life' rather than pretending otherwise. More than half of freelancers in the US are those who are caregivers at home due to a family member having some disability etc. Pandemic is definitely bringing in a level playing field where output and productivity are more important rather than time spent in the office. It will be a big benefit for women and other people who are disadvantaged.

Jefferies: What share of your client base comes from India? Also, for your talent pool, what proportion is based in India?

FlexiBees: On the supply side, we are sourcing candidates only from India. We do have global plans, but currently, all of our talent pool is based out of India. On the client side, 10-15% of roles come from international clients while the rest is from India.

Part of this shift to flexible workforce is likely to be structural. Employers in India still have a mindset which does not favor remote working. However, they too are likely to take a balanced approach between flexible work-from-home and work-from-office

10-15% of openings on FlexiBees come from international clients. On the supply side, all candidates are currently sourced only from India

Jefferies: Post pandemic, are you seeing any shift in the mix of flexi workers? Is a larger share now coming from smaller towns vs. earlier?

FlexiBees: We have always placed talent from across various locations, even from smaller towns such as Ambala, Jaipur, Udaipur, Ranchi, Tumkur etc. These are places in India, which are traditionally not considered as talent hotspots, but we are finding that changing, as access to skills becomes more democratised and also because of talent migration to smaller cities and towns, perhaps due to some personal constraints or their own choice. And, this should increase in the future as relocation away from larger towns becomes a trend.

Companies are also becoming more comfortable with remote working. One of the first things we tell our clients is that if they have a geographical constraint, the available candidate pool will be materially smaller. Now, it becomes an easier sell and most clients do not have a location requirement. More and more of our candidates are coming from smaller towns.

Jefferies: Have you faced any major issues or constraints on data integrity or lapses that may have occurred, a worry in the context of WFH?

FlexiBees: We have not had an instance yet of data integrity getting compromised. However, in certain roles and sectors, it is difficult to have talent sitting outside a firewall or work away from the office premise. For example, audit companies have international clients with whom there is a strict liability clause. We were in talks with a couple of them, and we realised that the liability would eventually have flown to us. Hence, for an extremely data sensitive environment, remote working arrangement is yet to be worked out. It is a question that remains unanswered, not just for us but across the world.

Constraints are, however, usually lower for technology roles such as developers or testers. These companies have created the requisite infra where data is secured, users work on the cloud and codes can be ported. The tech industry has solved some of these problems for themselves. Non-tech companies, especially those where data protection is a major concern find it difficult to deal with the data security issue.

Data Science is another area, where remote working is difficult. We have several good data scientists in our database, but they find it difficult to find a job.

Jefferies: In your view, what initiatives can the government take for making India an offshoring hub for these remote working jobs?

FlexiBees: The government can play a big role in skilling, which is an integral part of the flexi economy. India has a good cost advantage, but it could lose that if skills are not up to date and available in abundance. Even if you provide a cost advantage, there are other countries that offer both skills and cost advantage. Skilling is an extremely critical thing which is needed today, and the government can play a big role.

Other markets are doing it well and pose competition for India. For example, in technology, Eastern Europe is a huge haven for a low-cost skilled workforce. Similarly, South-east Asia, especially Vietnam, is clearly competing with India. A lot of tech companies in India lose their Singapore and Hong Kong business to Vietnam because they offer the same skills at a similar cost.

A positive fallout of pandemic is that skilling up has also become democratised. You can now attend webinars at home, which has improved access to knowledge, networks and experts. Those who are proactive now find it easier to skill themselves and up their game.

Smaller towns in India have a rich talent pool, which an employer can access if it is open to a flexible working model

Data security and integrity have not been a major issue, except in certain industries

Skilling the workforce is critical for India to maintain its competitive advantage against other destinations (Vietnam, Eastern Europe etc.). Government has a key role to play here

Jefferies: Do you see a similar remote working model play out in the B2C space – i.e. customers taking services of educators, gym trainers etc. directly on a remote basis?

FlexiBees: Most marketplaces have this type of business model, where they connect customers to service providers who can be small businesses or even individual proprietorships. There are start-ups in this space that provide this type of platform. A lot of new-age companies are doing this. Things such as teaching music, education, gym instruction, yoga classes are now being offered online and often from a remote location. If it becomes sizable enough, there will be marketplaces that will come up quickly. The key here is managing the quality of service while providing such services at scale. We do think that India & Indians have an inherent advantage due to qualities like education, English proficiency, hard work, etc.

Similar remote & flexible models are also coming up in the B2C space such as educators, gym trainers etc. Indian workforce could benefit from this given its proficiency in English, good education etc.

Exhibit 6 - Case Study I

Lead Gen, Inside Sales, Business Development Talent for varied Start-ups



SME in the manufacturing space needed an experienced Lead Generation resource –

- Provided a lead generation resource after vetting their skill-set and ability within the manufacturing space so they hit the ground running
- The project was a success with the client renewing the contract



Start-up delivering premium events & experiences to corporates needed expansion of their Inside Sales capability

- Provided Inside Sales Talent (B2B) to work for 20hrs per week to generate leads and convert them into meetings for their Sales team to take forward



AI based online asset management platform that gives investors access to independent advisors wanted an experienced Sales Mgr.

- Provided a seasoned sales professional with very similar experience in the investment space
- The project was a success with client renewing and also increasing total remuneration with incentives

Source: Company presentation

Exhibit 7 - Case Study II

Public Relations & Branding Professional for a Health Start-up



Start-up focused on improving maternal health care in India needed a PR Manager who would complement their Marketing efforts, help spread awareness and increase user traffic and engagement

- Provided an experienced PR Manager, who was comfortable with both offline and online channels which was a key need from the client
- The PR Manager is working seamlessly as part of the clients team, has created PR strategy and is also executing the plans
- This association has been a success with continued contract renewals




Hired Candidate Snapshot

With over 11 years of experience as a Public Relations & Corporate Communications Manager, Binny brought in her superior experience in handling PR, Events, Communication plans, Website Management, Digital Marketing and Advertising to the FlexiBees Client. Binny has worked as a PR Head with Vaishnavi Communications & Dwarka Milks as a Corporate Communications Manager after her PGDM in PR & Media

Source: Company presentation

Exhibit 8 - FlexiBees value proposition

How Flexible Talent from FlexiBees can Help You During this Time

- 01  You get job-ready, experienced talent
- 02  Via cost-effective models
- 03  Through on-demand hiring



Visit www.flexibeas.com to know more

Source: Company presentation

Exhibit 9 - FlexiBees value proposition

Want to start doing some marketing, or sales or content work but not sure how it will shape up? You can hire someone for as low as 40 hours a month, with FlexiBees.

40 hours per month

Get pocket-sized expertise that works for you.



Expert talent. Flexible models. Best-fit recruitment.
Come to FlexiBees | www.flexibeas.com

Source: Company presentation

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Recommendation Published November 26, 2020 , 03:15 ET.

Recommendation Distributed November 26, 2020 , 06:30 ET.

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