

SM302 : Principles of Management
Assignment II

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Problem Statement: Job nature and skill required for the future of work is changing and uncertain. Advances in automation and artificial intelligence will also impact the future job market. An informed decision will help you to choose the best company and professionally successful.

Company used for discussion: Nestlé (switzerland)

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Abstract

Digitisation is the anticipated future of work. Information exchange is larger than ever. Businesses are growing faster. Most industrial sectors have an inclusion of technologies. Pandemic has seen a significant dependency on online platforms. This further brings the rise of digitalisation. Workplace will significantly change in the future in terms of technologies, automation and the rise of AI robots. The importance for unskilled labor is already reducing. In the next decade, the need for skilled workers will be greater than ever seen before. With pandemic came a realisation that work is possible from anywhere. Organizations can reach out for employees from anywhere in the world. There is some work yet to be done. With technological advancements, the work place is sure to develop into a global space. People with different cultures, backgrounds can work virtually. Work culture of an organisation has shifted to give greater focus on human values. A great work culture incorporates agile practices, liquid workforce and flexibility. Nestlé is a company that is well aware of new requirements for the future. It is adaptable to changing environments and has a great vision. It adopts practices to

ensure the employees stay in the organization. The motivation and challenges help the organization to continuously innovate. At the same time, policies are followed to provide equality to diverse employees. Nestlé provides customers with the best quality products. Additionally, it is careful about the environment. It also takes social initiatives to give back to society. Comparisons with other companies bring a realisation that the practices followed in Nestlé are well into the future.

Future of Work

With the advent of technology, work is shifted to a digitalised space. The world is becoming a global space. This is due to the fast exchange of information through the internet. Technology has enabled many areas of work in their digital conversions including agriculture, business, education, healthcare, finance, economy, politics etc.

Additionally, pandemic has led to a changed culture of working. Remote work and virtual meetings have been encouraged largely over the past year. Workplaces have become more flexible. An equal share is seen between work from

home and physical presence at work. Big companies like Amazon, American Express, Capital One, Facebook, Microsoft and coinBase have given work from home for their employees for more than a year.

Post pandemic workspace might see a shift to hybrid virtual work model. This enables a combination of remote work and on-site working. While some employees are on premises, others can work from home. The new model promises greater access to talent, increased productivity for small teams, improves employee experiences and more flexibility. Cost cuts can be done on electricity, transportation, food, rent and utilities. However, a complete remote work structure is likely to come with drawbacks. A social interactions deficiency can inflict on the employees. Home might not give the best environment to work. A workplace gives the drive to work because of its environment and the people. This cannot be attained at home. There are other concerns like data security, collaboration concerns, employment law concerns etc.

By 2025, a massive shift is anticipated since the industrial Revolution. The pandemic has

already set a good drive towards virtual working. This change in business scenario is likely to affect business related travels. The expected reduction hasn't been seen presently due to various reasons. This includes failure in internet equipment, difficulties in complex negotiations, cost overhead to set up a proper meeting environment, sharing of sensitive data and connectivity issues. A majority of problems can be overcome with technological advancements. In addition, so far we haven't found a better way to network and build a strong corporate relationship than meeting in person. When meeting face-to-face you can put forward your agenda and proposals in an efficient manner and have an open discussion. It also enables you to understand the marketplace, customer, distribution chains or the product in a better way. A cut on business travels will affect the transportation sector.

E-commerce is growing more than ever. Customers are more comfortable with the platform. They find it easier to find their desired products. E-commerce helps in reducing the relevance of distance, whether

geographical or linguistic. It has become easier to search their preferences, much faster and thus widely used. A shift is happening from offline shops to online. The customer base is huge for E-commerce. This provides coverage over a wider geographical area and culture. This will lead to greater market expansion and profits. New businesses go in the lines of E-commerce rather than physical shops. Hence, these E-commerce businesses open job entries in the digitalised field. A lot of human related work is being automated by machines. Artificial intelligence is the new trend to replace repetitive tasks. Jobs are taken away from unskilled workers. There is a greater demand for skill in all fields of work. Skilled workers develop a business, invest in its growth and outperform to keep the customer satisfied. As employees become highly skilled, their demands for a good work culture increases. This means organisations need to implement appropriate policies to retain the skilled employees. Employees are becoming more and more ambitious. They are looking for innovations, growth and new opportunities in an organisation. Employees also look for

the ethical aspect. Any organisation that meets societal needs and helps the community will stand out. There is also a great demand for use of sustainable resources. The future demands more sustainability and a business model with this adoption will survive in the future too. If the organisation fails to meet these requirements, the employee is likely to move to another organisation. So, the new trend is likely to be modelling employees to adapt to new behaviours. This focuses on every employee having a strong sense of flexibility, agility and responsible leadership.

Another challenge to an organisation is retention of employees. A future of work where demographics is no longer a concern. A system of work from anywhere can help in retaining talents. A system where a group of employees work from a remote location can be possible with advancements in technology. This can lead to global recruitment in the company. There is no one rule to be ready for the future of work. Many great places of work have interesting practices.

Great workplace practices for future

Liquid workers represent a greater and greater share of workplaces. organisations need to adopt agile practices for the future. The key elements of agile practices are:

- Individuals and interactions over tools and processes
- Working software over comprehensive documentation and theory
- Customer collaboration over contract negotiation
- Responding to change over following a rigorous plan

An organisation needs to be flexible, break down big problems into smaller chunks, discuss with the team, iterative reassessment and consult clients. This can be time consuming but the end result is a promising one. Also, this is the future of working for organisations. In an agile environment, the employees remain informed, responsible and interactive. This results in a higher productivity. The employees feel valued for their work. Empowerment and motivation follows.

Innovation as seen in Red Queen strategy, plays a key role in the development of an organisation. Moreover, it enables drawing the right talent and skill to the organisation.

Work culture represents managerial roles played by the higher authorities, policies that care for employees welfare, facilities to provide best user experience and operational efficiency. In the fast paced market, businesses need to work towards smart and adaptive work.

Companies need to ensure they do not fail to assume responsibility, otherwise the opposite can happen, leading to issues like environmental degradation, inequality and social injustice.

Sustainable businesses consider a wide array of environmental, economic, and social factors when making business decisions. This is part of the SWOT analysis. These organizations monitor the impact of their operations to ensure that their short term profits don't turn into long term liabilities.

The vision and mission of a company needs to be clear to the employees. A clear understanding of expectations will be a requirement. Without

expectations, employees lose a sense of purpose and direction. An early expectation can be formed through an accurate job description. This acts as a foundation for a relationship between the manager and direct report. This can be achieved by following a system of objectives drive management. The employees can be given a well defined objective and its measurable outcomes. This helps avoid micromanagement. Also, employees feel accountable for their actions. In addition, a feedback system is relevant for employees to review their work process.

A way of motivating employees is to give opportunities to use their skills. A supportive team structure motivates the team to contribute ideas and get involved in the process. An organisation should attract the right talent. A group with skills and energy will produce optimal outcomes. Talent management becomes a vital part of an organisation's growth. This includes planning, attracting, developing, retaining and transitioning. Planning involves understanding a businessman strategy, identifying required talents and evaluating the best workforce models. The next phase is to attract the talent to the organisation. It

can be done through a series of steps. The steps are to develop an Employee Value Proposition, marketing and finally talent acquisition. An important phase is development of talent. Performance management process will realign the talent required for the task. Capability frameworks identify what capabilities roles require and what is expected of employees at a basic, intermediate and expert level. Career pathways within an organisation, identify roles that talent could potentially step into. Employees keep switching companies. Retaining the top talent will save additional recruitment costs. A company during analysis of workplace profile likely to find an ageing workforce. Appropriate measures need to be taken to plan ahead for the retirement of such talent.

Many human factors need to be considered at an organisation level. Flexible arrangements benefit both the employees and the employer. The employer benefits from higher productivity. The employees have work-life balance, lower stress levels and hence better quality at work. Too much freedom in this aspect might cause the employees to slack off. This will require some monitoring.

Leave schemes such as maternity leave for women, leaves due to medical appointments, for services or non regular forces, time off for public duties, bank holidays and some annual leaves can be granted. The employees keeping in mind of these holidays will make the most out of their working days. Some employee support schemes can be introduced. For example, providing work location those to the employees house, some child care provision for employees having children under the age of 5. Additionally medical assurances, educational fees, transportational charges can be facilitated as an incentive. Regular medical check ups at the office is a win-win situation. It ensures the organisation that their employees are in good health and can appear for work regularly. It benefits the employees in a very obvious way. Some additional services like laundry, discounted goods and financial assistance can be considered.

Job security to an employee relieves them of the short term worries. They feel settled and work for the greater goal of the company. On the other hand, recruitment is a long

process and takes up a lot of time and money. Providing job security to existing employees can cut this problem short. Another important aspect is management of diversity in the workplace. Employees from different backgrounds can end up in conflicting opinions. It is important to mitigate these opinions so it adds to the advantage. With appropriate government and organisational policies, diversity can be embraced and equality assured. Business ethics form a part of sourcing principles. Revealing best ethical practices of the company moves the employees in a positive way. They feel proud not just for the technical aspect of the company but also their ethical delivery of services. In the long run, an organisation that fairly serves its customers and employees will stay in the market race.

Some key practices of the workplace can be summarised as welcoming employees, inspiring, speaking, listening, appreciating, developing, transitioning, caring and sharing knowledge.

Job nature and work culture of Nestlé

Nestlé is the world's largest food and beverage company. The company provides some great opportunities of growth and appreciation for their contribution in the business. The employees are trained in the beginning of their job as a compliance programme. The code of Business conduct training is provided as an induction process. Nestlé has another compliance audit programme under the name CARE, covering topics including conditions of work and employment, business integrity, safety and health, environmental sustainability, security and local communities. The company aims to bridge the boundaries between the youth and their employment. The company also supports farmers and local communities by buying their raw materials. Thus, it forms a major part of agricultural incomes and creates fair, inclusive workplaces. The Global Alliance for Youth is a business driven movement to help youth acquire the necessary skills for the corporate world. Nestlé under this programme committed to reduce the unemployment of the youth. It also commits to work with farmers to build regenerative agriculture. The company

supports the farmers as well as improves their quality of raw materials. They have other programmes like entrepreneurship and small scale preservation methods. There is also awareness of increasing land productivity. Use of fertilizer, vermicomposting, forest trees and all weather dryers could boost productivity even where there is land unavailability. The workplace seems to be challenging one as it thrives to compete to innovate. The work environment is focused and maintains a culture of support and dedication. There is an encouragement for growth and acquiring new skills. The company seems to maintain an environment of good relationship between various levels of authorities. A multicultural environment with great colleagues and management, not only in terms of skills but in terms of spirits. Nestlé has another interesting aspect to it. It hires employees respecting the culture of the region. It has some of the world's leading brands like Nescafé, Purina, Gerber and Nestlé Pure Life. Nestlé has a significant global market share in coffee, petcare, infant nutrition and bottle water categories. Apart from its own products, the company owns major shares of

Alcon Inc and of the cosmetic agent, L'Oréal.

For maximum expansion, they are committed to e-commerce platforms and digital marketing. Creating Shared Value (CSV) is the fundamental principle of how Nestlé does business. It creates value for shareholders and for the society at the same time. Nestlé has 41 public commitments that contribute to the UN's Sustainable Development Goals. The purpose is to enhance quality of life and contribute to a healthier future. Nestlé as a company is very cautious of the health provisions of their products. They try to deliver the best quality. The aim was to confirm a superior performance by providing products which are enriched with consumer trusted and scientifically approved nutritional components. Nestlé being the first mover, tries to enter the emerging markets in an early stage. Nestlé is not generally inclined to go through the expensive process of setting up its brand name in the prospective products; rather the company prefers to acquire local companies which are known in the indigenous market. This actually helps Nestlé to overcome the cultural hurdles.

and consumer resentment to the foreign brands. Nestlé matures by acclimatizing food components and processing technologies in the local environment. For example, in many countries of Europe, Nestlé introduced few dairy products under the brand name of 'successe'.

Nestlé constitutes a major portion of agricultural raw materials consumers in Switzerland. Nestlé is one of the largest taxpayers in Switzerland, both directly through corporate tax and indirectly via the income tax and social insurance payments. Nestlé is one of the most attractive employers in Switzerland for students and professionals in business and economics. The Global Alliance for Youth has helped many young people to enter the job market. Nestlé (Switzerland) aims to benefit the public in both taste and health. The added sugar content is being withdrawn from the products by around 5%. Nestlé Switzerland has launched sugar-reduced alternatives such as Nesquick with 30% less sugar. There is also a reduction in salt content. Nestle' through its many campaigns has set a

good example. It highlights the emphasis given to society along with profits and market growth. Such a place is great to work. It is an aspiration for most youth to work in a company that changes society for the good. Nestlé is also very careful about environmental factors. Consequently, there are attempts to reduce CO₂ emissions, cut water consumption and use of renewable resources for electricity requirements in the production. Nestlé together with the energy provider Group E Greenwatt operate the largest agricultural biogas plant in Switzerland. Nestlé promotes biodiversity, protects natural resources in the Henniez region and brings together farmers, authorities and central stakeholders in joint projects. The mineral water that is produced for the Cristalp brand in Saxon is manufactured entirely without fossil fuels. The company provides policies to support and encourage its employees. Maternity Protection Policy is a global policy provided by Nestlé to all its employees. International Dual Career Network helps dual Career spouses. Nestlé offers an attractive total rewards package that comprises a competitive salary and performance oriented

variable pay in return for employees' contribution to company's success. Besides these financial rewards, it offers many opportunities for personal growth and development to help you to reach your full potential, such as internationally mobile career that truly broadens your experience and knowledge. The company operates with policies and systems. Some of them are:

- corporate Business Principles
- Management and Leadership Principles
- Enterprise Risk Management Principles
- Code of Business conduct
- Policy on conditions of Work and Employment
- Policy on Health and Safety at work
- Policy on Employee Relations
- Policy on Human Resources
- Supplier Code

The company cares both inside and outside the company. Nestlé has a supplier code that entire organisation needs to adhere to. The Nestlé Code of Business conduct establishes non negotiable minimum standards of behaviour for all our people over issues. It has a mandate to help and ensure a

protected work environment that facilitates high level performance. Nestlé is a multitude of opportunities and growth. In the competition, it does not forget the core ethics and policies of the organisation. Nestlé is technology driven. It scales. new technologies like voice, chatbots, augmented reality to interact with their consumers or employees. Employees from different corporate backgrounds, startups, different nationalities come together to work on technologies. There is a lot of room for exchange of information technologies. consumer IoT manages and evolves the digital products that helps Nestlé materialise the brand strategies for connected consumer devices. The global reach of Nestlé makes it unique in terms of IT workplace. Digital marketing can be challenging due to day-to-day variety of consumer data. This directly impacts digital transformation of Nestlé. There is a very motivating environment where all the employees have a 'Can Do It' mindset. Many awareness programmes set in the company motivate all communities and sectors of the society to join the company. There are awareness programmes for women, LGBTQ community

and other minorities. Such an environment gives an assurance of safety and equality. Nestlé IT provides great offices, a multi-cultural environment, provisions of free coffee and flexibility to shift to work from home. The employees also enjoy the benefits and packages of working for Nestlé. The IT sector demands extra working hours. It becomes important to have work life balance. Employees have passions outside work and respecting that makes it more human and authentic. This also adds to better communication with the customers. Nestlé provides the flexibility to design your work life balance. There is a team backup system. So, if one member cannot make it to a meeting, there is a colleague to cover up for the person. There is also a culture of trust and hardly anyone abuses the situation.

Discussion

The IT firm in the organisation is an ever growing one. The amount of data across the internet is an avalanche. Therefore, there is a high demand for better data analysis. The company in general supports a

very diverse community - According to Thomson Reuters Diversity and Inclusion Index (D&I), Nestlé has been recognised as the leading food and beverage company. Nestle' shows a very distributed culture in terms of its partnerships. Their collaborations are widespread from inter governmental organisations like the UN, non profit research partnership with Epigen consortium to media partners like The Hindu, viacom18 etc. There is collaboration with various other big brands. The sector consists of professionals from various countries and backgrounds. This enables them to deliver standardized, integrated technology products and services to create tangible business value. Due to the exceptional emphasis on diversity, there is a sense of security for equality in the organization. There are less chances for gender inequality. This is a rigorous and continuous process of on-site training.

As an Enterprise Information Architect, data is fostered from organization as well as external data ecosystems. Many business information models are used. They are present in all the forms, including

conceptual models, relational database designs, message models and others. The risks of information are assessed by using tools such as business capability models to create an information centric view to quickly visualize what information matters most to the organization based on the defined business strategies. Using machine learning, advanced analytics and introducing automation to transform how we use data to drive Industry 4.0 opportunities in supply chain and manufacturing. There is a provision of recommendations for who can take what actions with what information and under what circumstances. There is high skill demand for this job profile. For example, a Masters or bachelor's degree in Computer Science, Information Systems or a related area of study. When it comes to quality in data analytics or delivery of service there is no compromise. Hence, a skill set is a necessity. The organization encourages curious, intellectual and innovative minds. A great hands on experience on newer technologies and exposure can be experience. There is a great engagement with Product Managers, Business Analysts and Tech Leads of other IT Streams for understanding the needs of

integration and gaps in the process. There is a requirement for autonomous and proactiveness in proposing action plans, establishing relationships and engaging with different areas of the IS/IT organisations and the business. Also, to have a strong experience with effective communication at different levels in the organisation and in english is necessary. The organisation provides a great environment to develop and grow as a person. IT provides opportunities and pushes oneself to make the best out of one's skills.

Nestlé believes in flexibility, support and empowerment to retain strong diverse marketing talent throughout their careers. Broader flexibility programs support employees who need to adapt when, where, and how they do their work, from flexible hours to job sharing.

During the pandemic, Nestlé has not only retained its business but also supported communities by joining forces with the International Federation of the Red Cross and Red Crescent Societies. They provided support to medical institutions, food banks, food-

delivery organizations and relief organizations in the frontline of the fight against this pandemic. Many steps were taken to keep their employees healthy, safe and supported. This includes encouraging office-based employees to work from home whenever possible, offering generous sick leave arrangements for those who contract the virus or providing cash loans or advances for those in financial distress. This elaborates more on the flexibility and adaptability even during a crisis.

Being a large organization, a good managerial system becomes necessary. There are high chances of bureaucracy. Transparency of evaluation and communication has a lot of room for improvement. There is a lot of dependency on the quality of team work. This ensures the work is distributed equally and all the varied skills are comprehended. A bad team can directly affect the quality of products and services. This can also burden parts of the team unequally. At Nestlé, agility means speed iteration, flexibility and empowerment to make decisions. The focus is on one idea from start to finish, work in goal/task specific

sprints, cross-functional teams and permission to deny other projects while sprinting. Agile practices can sometimes be slow and tedious. A right control of the system will make it effective. Too much flexibility can haze the employees and result in exploitation of benefits. Sometimes too many processes and layers are applied before the final decision in anything is taken. There can be a lack of motivation in cross divisional collaboration. This makes it hard to pull on one string and reach an outcome best for the client.

Mostly, Nestlé as a company provides a very fun, joyful experience to its employees. It follows high standards to produce its products and services. It also keeps in mind that the organizational health is maintained. There is a flexibility in designing work-life balance, comprehensive management and highly motivating nature. A mechanism of appreciation, acceptance and open communication is followed.

Some companies in Zürich, Switzerland like UBS do not support a very agile environment. Agile practices are very new for

most companies and they find it hard to adopt. A structural change in the organisation is a tedious task. Nestlé has an upper hand on this. It is already comfortable with the agile environment and can deliver faster with this system. Also, there is a lack of career development programmes in these companies. Another company Lionbridge shows less challenging tasks for the employees. There is not a very clear understanding of the objectives. There is less room for overall development.

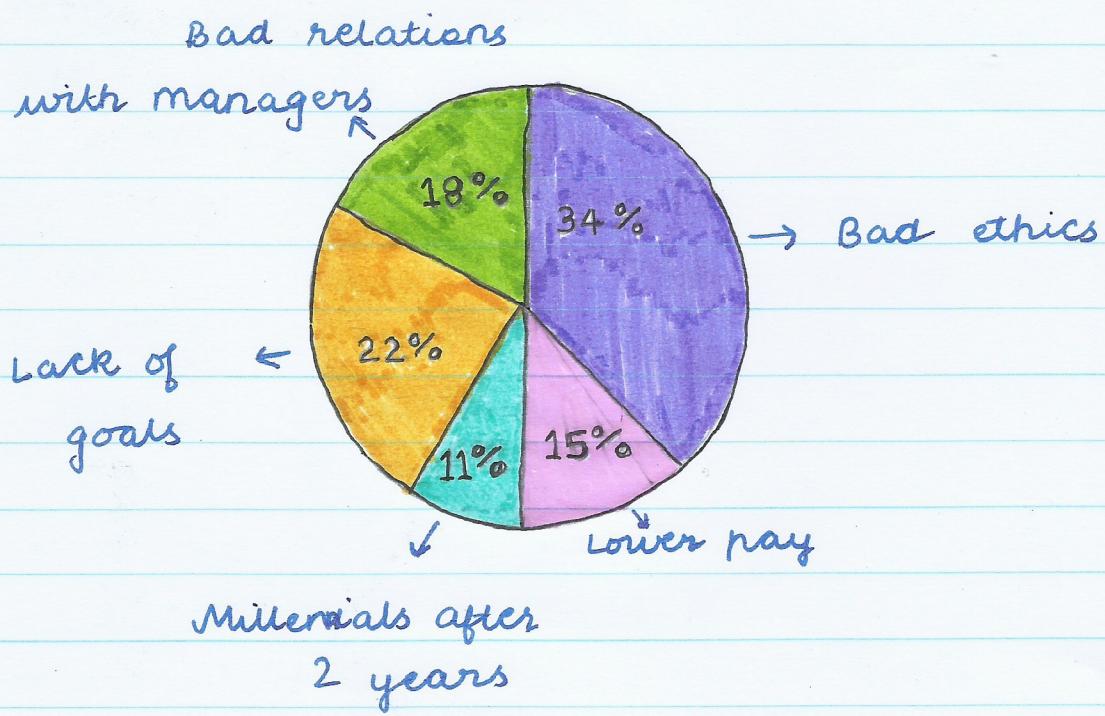


Fig 1: Reasons to quit an organisation

Conclusion

Now the companies are moving towards a technological, virtual business. Most transactions happen online like e-commerce, ticket booking, networking etc. In this fast paced market, businesses will not sustain if they do not innovate. A wide variety of challenges are kicked in during a business. Strategies are adopted to make a better organization. Another aspect is the culture of an organization. This helps build standards of an organization. The use of good technologies also defines a business. Businesses espouse automation and AI to refrain employees from repetitive tasks, improve efficiency and deliver products faster. Employees can focus more on the critical tasks. Skill is considered as an asset. With skill comes greater demands from the employees. Employees demand a better work culture to stay in the company. Work culture is a multitude of things. It consists of how to treat employees, flexibility at work, agility, use of sustainable resources and non-profit contributions to the society. The society demands a high quality product at an affordable price. So, the team has

all range of employees from design to implementation. They need to possess the skill to rightly judge the customer needs and produce accordingly. Feedback system becomes absolutely essential to understand the customers. It helps reduce wasting time on irrelevant products. Nestlé is a consumer driven company. It continuously needs to adhere to the needs of consumers. The employees, the team and the managers make up the organization. It's extremely important to take good care of the internal organization. It is not just profit driven but has an insight into the future. All the practices of the workplace show its a future ready business. There is continuous evaluation and improvement of products. As people are more concerned about their health and also demand taste, Nestlé tries to reduce sugar/salt content and other hazardous substances every year. The raw materials are purchased from farmers of lower financial parts of society to support them financially. Sustainability is incorporated into the whole process. A great feature of working in Nestlé is its work culture. It is a great learning experience with challenging tasks. Work never gets boring. Moreover, employees are facilitated with great

incentives like leave grants, flexible work hours, work from home options etc. Being a large organization, bureaucracy can kick in. Transparency of processes can be an issue. A well coordinated management can solve these issues. More and more technologies can make tasks easier for Nestlé.

Novelty

The future of work is in some ways obvious to be digitalisation. Also, some analysis on the future of work due to pandemic situation shows a drive towards technologies. I put in my understanding of how pandemic forced many companies to adopt digital means. I referred to the official website of Nestlé for original content. They have reports on quality of products, diversity, flexible work culture, collaborations and social initiatives. A careful reading on all the content and verifications from reputed articles led me to make my conclusions about the company. I carefully went through reviews on glassdoor. There is also a comparison of other companies and then highlighting the provisions of Nestlé, Switzerland. The official website of Nestlé provided videos of employees at Nestlé and

and their experience. Most of them commented on how they loved working in the organization and aim to continuously innovate and improve the organisation. I tried to incorporate my understanding on why employees stay and how it is followed in Nestlé.

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