

Outsized.



TALENT

on Demand Report

2024

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A year of agility, growth and shared success

The 2023 talent landscape posed challenges for traditional recruitment models. However, it was a different story for Outsized, operating in the high skilled segment of the talent-on-demand market across APAC, Africa and the Middle East.

In fact, the need for agility, cost flexibility and access to critical skills became increasingly important in the uncertain market environment.

The demand for independent talent grew strongly from our discerning enterprise and consulting firm clients. This translated into more excellent opportunities for our talent – with an increase of 45% to 154% in independents on contracts by the end of 2023 compared to the previous year in our top three regions.

At the end of the year Outsized also reached a significant milestone by closing our Series A fundraising with one of the most reputable growth markets investors, Knife Capital. For us, this is far from just a vanity statement: it's all about what it means in terms of accelerating the roadmap of value-added services for clients and talent.

A values-driven approach to building a sustainable independent talent market

Our journey is anchored in our core values: Integrity, Passion, and Accountability. These principles guide our relationships and drive us to create a sustainable talent market benefiting clients, independent professionals, and naturally, our own team. It's with great pride that we see our clients, staff and independents believe we're on the right path as per the reviews below!

★ Trustpilot

★★★★★ 4.5/5.0

★ Google Reviews

★★★★★ 5.0/5.0

★ Glassdoor

★★★★★ 4.8/5.0

We believe in the power of flexibility and diversity in the workforce. As the demand for on-demand talent continues to rise, we are more committed than ever to providing access to a diverse and deep community of talent.

This diversity is not just about geographical spread; it's about bringing together varied experiences, perspectives, and ideas, enabling companies to innovate and thrive

in a rapidly evolving business landscape.

We're grateful for the trust our clients and independent professionals place in us, and we're excited about the future.

Here's to a 2024 filled with growth, innovation, and shared success!

Warm regards,
Niclas & Anurag



Niclas



Anurag

Talent agility is becoming the norm for market leaders

In an era of uncertainty and rapid technological advancements, talent agility has emerged as a critical strategy to be prepared for whatever is around the corner.

The most successful companies across APAC, Africa, and the Middle East have moved from just thinking about agile workforce models, to actually implement them.

Here's why: Rapid response to market changes and an unpredictable future.

Organisations need to respond swiftly to market fluctuations, and agile talent provides the flexibility to pivot strategies and operations effectively and efficiently. This agility is crucial for staying competitive.



Access to specialised skills

Agile talent pools offer a diverse range of specialised skills that can be tapped into on an as-needed basis. This approach enables companies to address specific project requirements or niche skill areas without the long-term commitment and expense of full-time hires.



Cost-effectiveness

Employing agile talent is often more economical than maintaining a sizable permanent workforce, particularly for project-based, or fluctuating workloads. It allows organisations to scale their workforce up or down as needed, aligning human resource costs closely with actual business needs.



Innovation and creativity

Agile talent brings fresh perspectives and diverse experiences, fostering an environment of innovation and creativity. This influx of new ideas and approaches is essential for driving business growth and maintaining a competitive edge in today's market.

The discussion is now how to implement agile talent models, not whether to do it

As the benefits of talent agility are well-recognised, the discussion has now evolved to focus on the “**how**” - the strategies and practices that can maximise the potential of agile talent. Key areas of focus include:



Strategic integration

The current dialogue centers on how to strategically integrate agile talent into core business operations. This involves ensuring seamless collaboration and synergy between permanent staff and independent talent to achieve organisational goals effectively.



Creating a sustainable market

There's growing emphasis on building a sustainable market for independent talent that works for all participants. This includes offering fair compensation, upskilling opportunities, and a supportive work culture that values and nurtures the contributions of independent professionals.



Setting independents up for success

As reliance on independent workers increases, leaders are focusing on setting these non-permanent staff up for success. Key areas include clear scopes and deliverables, effective onboarding, access to stakeholders, and a strong value proposition for independents. For a free onboarding guide, contact Outsized at info@outsized.com.



Legal and ethical considerations

The discussion also encompasses the legal and ethical aspects of employing agile talent. This includes navigating contract terms, compliance with labour laws, and ensuring the ethical treatment of all workers, which are critical for maintaining a responsible and lawful business practice.

Employers must adapt to a new environment where myths are being busted

01

Employers control careers

Reality: In the modern skilled talent economy, professionals increasingly manage their own careers, seeking opportunities that align with their skills, interests, and work-life balance preferences.

02

Credibility equals job title and longevity

Reality: Credibility is increasingly measured by the impact of one's work, the diversity of experiences, and the continuous development of skills and knowledge.

03

Freelancing is transactional and low value

Reality: Freelancers often bring specialised, high-value skills to projects, contributing significantly to strategic objectives and innovation.

04

Talent is localised

Reality: With technological advancements and remote working capabilities, top talent can be sourced globally, offering a wider range of skills and perspectives.

Thus, to attract the best talent, employers need to look at the whole market and also have an attractive proposition to independents



Top skills in demand from Outsized's clients

In the dynamic landscape of today's business world, the demand for specialized talent has never been more pronounced.

Looking at the top skills in demand last year, there was a clear focus on skills that drive innovation and streamline processes.

Foremost among these skills is Project Management. In an era where agility and adaptability are critical, professionals adept in managing and steering projects are in demand.

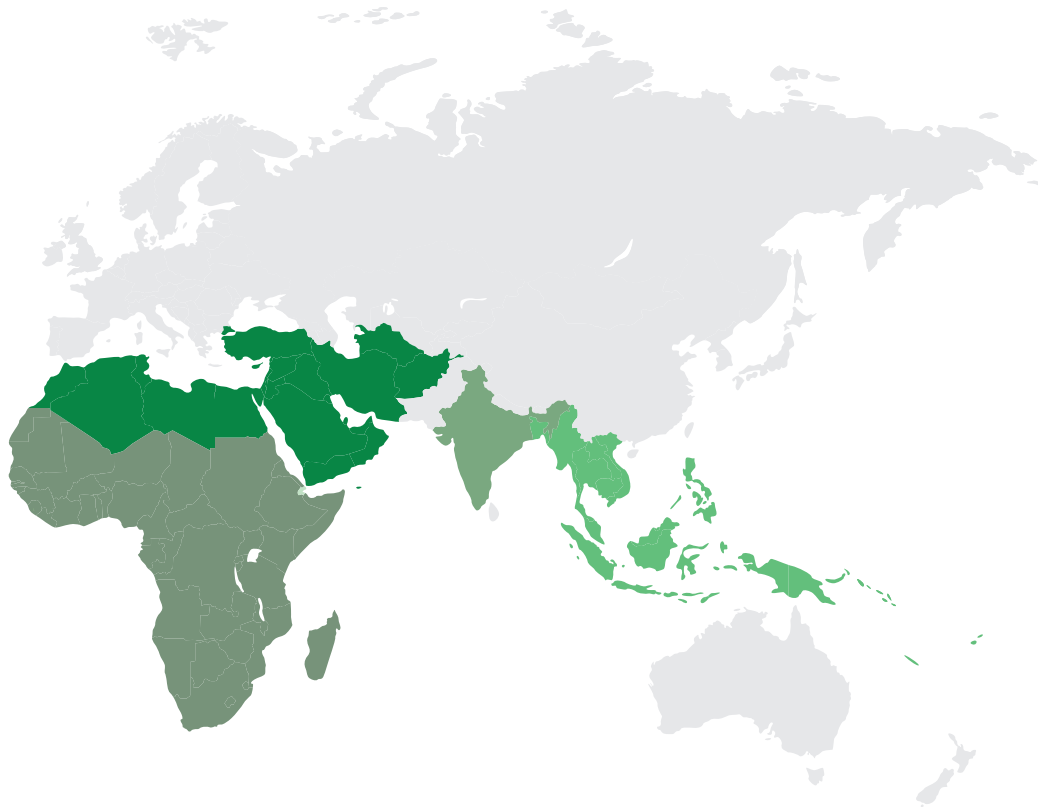
They bring a structured approach to achieving business objectives, ensuring that projects are delivered on time, within scope, and on budget.

Similarly, Business Analytics has emerged as a critical skill. In a data-driven world, the ability to analyse complex datasets to derive meaningful insights is essential for informed decision-making and strategic planning.

Another key area is Digital Transformation, which has become a cornerstone for businesses striving to remain competitive in a rapidly evolving digital landscape.

These skills, together with the technology implementation expertise, underscore the broader ongoing shift towards a more strategic, data-informed, and technology driven business environment.

Strong growth in freelancer registrations across regions



India

58%



Africa

83%



Southeast Asia

85%



MENA

142%

We saw significant growth in our ecosystem of highly skilled freelance talent across various regions, spurred by a rising trend towards embracing independent careers.

Notably, the Middle East exhibited an exceptional growth rate, but Southeast Asia and South Africa also grew quickly. A big part of this success comes from our

strategic focus on offering longer-term, well-remunerated contracts with reputable brands.

This approach has proven particularly appealing to professionals who are transitioning to non-permanent employment for the first time, ensuring a smooth and rewarding shift into the world as an independent.

How Outsized is helping clients and talent succeed



Actually understanding client needs: Founded by experienced management consultants and corporate leaders, we deeply understand what great and relevant skills looks like in the highly skilled segments of the market. It's where we grew up, and it's what Outsized was built for!



Tailored talent solutions at scale: Outsized excels in connecting clients with specialised talent for specific project needs.

What's more, many clients are now looking at implementing agile workforce models at scale. This is where our 'virtual benches' come into play. These are pre-vetted talent pools focused on specific skill areas aligned with client demand. Managed and kept current by Outsized, these virtual benches ensure clients have immediate access to deploy talent at scale whenever needed.



Deep & global talent pool: Outsized is the leading platform for top independents across the Asia-Pacific, Middle East, and Africa, offering clients a diverse and extensive pool of quality-assured talent. Curated for corporates and consulting firms with high expectations, we are uniquely positioned to match them to strategy consultants, practitioners, and subject matter experts.



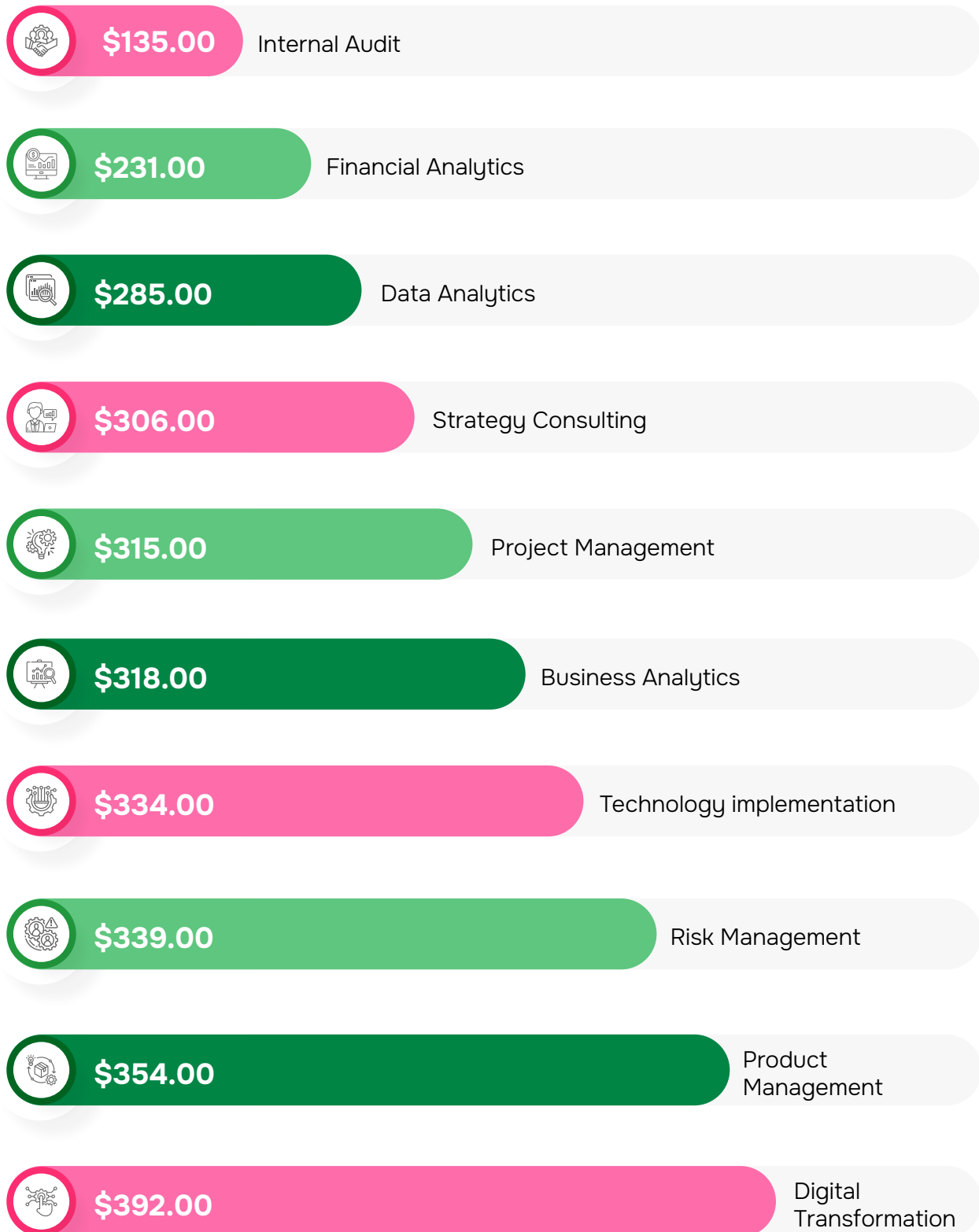
Community and upskilling opportunities: Outsized offers a platform for independents to connect, upskill, share insights, and collaborate. This not only helps talent, but it ensures that we have a great pool of highly skilled and engaged talent ready to take on their next client project.



Strong values: We are big on doing things the right way, and our brand values Integrity, Passion, and Accountability are not just buzz words. They guide our every interaction with clients and talent.

We are committed to building a fair and sustainable market that works for both sides. This includes fair terms and conditions for talent. Only then will there be a great supply of highly skilled independent talent benefitting clients. A true win/ win!

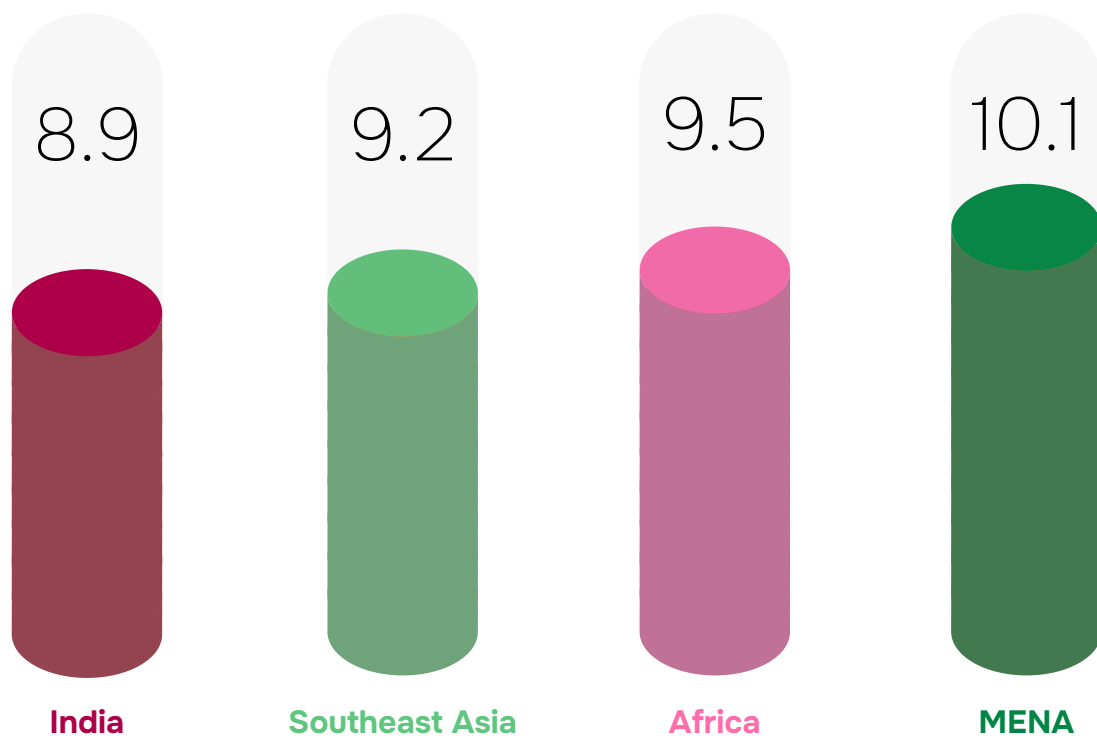
Average day rates for top 10 skills in 2023 through Outsized



Average day rates and years of experience by region



Average years of experience





Outlook for 2024

As we venture into 2024, the landscape of work continues to evolve rapidly, shaped by ongoing economic fluctuations and technological advancements. In this context, the agility provided by flexible workforce models is not just an asset but a necessity.



Businesses are increasingly recognising the value of these models in accessing specialised expertise and execution capabilities while maintaining operational flexibility and managing fixed costs.

In 2024, companies are anticipated to further progress towards fostering a more inclusive and diverse workforce.

Utilising global talent platforms like Outsized can enable businesses to access talent that offers fresh perspectives and innovative ideas.

We predict a shift towards a more holistic approach to agile talent

Employers will not only leverage independents for specific projects but instead see them as a competitive advantage to be used at scale, proactively.

Companies, in partnerships with specialists like Outsized, will build variants of virtual benches or “workforce in a box” solutions.

This will enable rapid deployment of pre-vetted, skilled independent talent at scale across functions and business areas.

A critical aspect will be to create collaborative and inclusive work environments that harness the full potential of both permanent and independent professionals.



South-east Asia





Anurag Bhalla

*Co-founder and MD
Southeast Asia*

2024 is off to a great start in the region, and for Outsized there is the added excitement of our recent launch on the ground in the ANZ region!

Tough market conditions focused the minds of large enterprises on unlocking new growth opportunities, prudent capital management and driving down cost and discretionary spend. Permanent hiring freezes and large-scale redundancies was a common theme. However, this did not mean organisations stopped critical strategic initiatives but instead led to tough prioritisation based on ROI and adoption of more agile and flexible models for capability building and execution.

There has been a continued trend towards experimentation with corporate venturing with mixed results but this investment into next generation businesses from large incumbents is likely to continue.

Consulting spend took a big hit with many large capital intensive initiatives either taking a pause, being reduced down in scope or shelved indefinitely.

Trends for 2024



Continued demand for digital expertise: The demand for functional, technical and techno-functional digital talent will continue. This will also lead to high demand for change delivery capabilities such as agile, project management, business and technical analysis and PMO



Focus on sustainability, diversity and ESG: We expect significant competition for talent with practical experience of implementing and integrating these practices into core strategies, products, services and operating models



Tech and AI as market drivers: With a growing trend towards automation and AI models replacing routine tasks there will be an increasing need for roles such as cybersecurity analysts, data scientists, and AI specialists. These support both innovation and security measures as businesses look to test real world use cases and learn about the potential opportunities and risks these new technologies bring to the table



Consulting market come-back: The consulting market is set to bounce back in 2024 and we're already seeing evidence of this early in the year as a backlog of projects and spend from 2023 begin to be released. We expect a cautious Q1 followed by strong growth for the rest of the year. The challenge for consulting firms will be re-building capability and capacity in line with expected demand without over committing having just recovered from a painful 12 months

3 stand out trends in Southeast Asia



Digital transformation:

The financial services sector was a great example of this with new digital bank build-outs. Continued efforts by traditional incumbents to digitise their offerings ensured continued investment into large scale transformation initiatives. There is an ongoing focus on the unbanked, particularly in Philippines, Indonesia, Thailand and Vietnam.



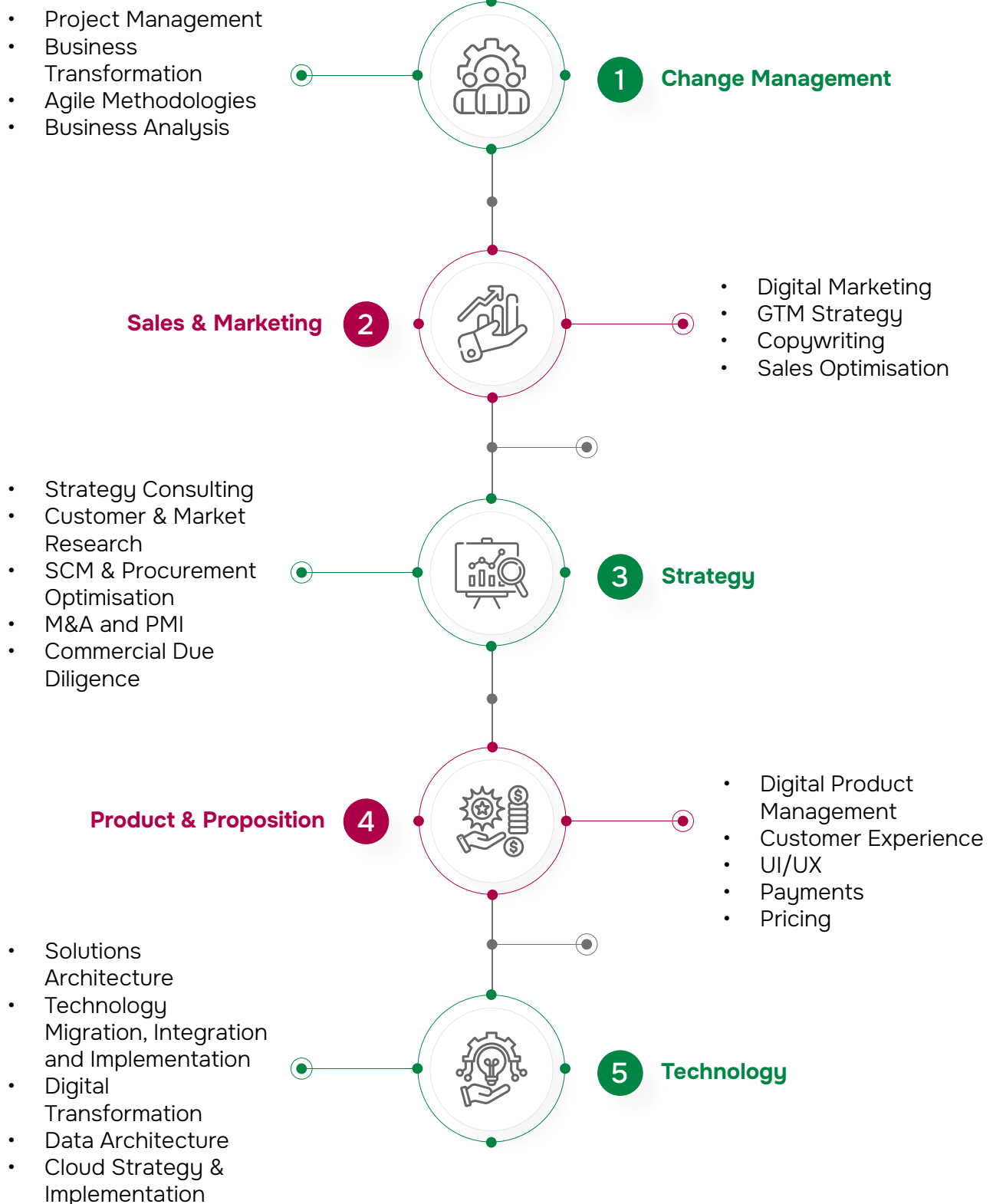
Supply chain

optimisation: With continued and increasing socio-political disruption, volatility in market pricing and sustained high inflation there was significant pressure on organisations to review and re-think their supply chains. The goal here being to reduce risk exposure and build organisational resilience.



New talent models: Given uncertain market conditions, organisations have moved on from talking about the 'future of work', realising the future is now. New models for how organisations execute, get jobs done and build capability are now being implemented. There is a consistent priority on increasing agility in order to remain fleet of foot and cost efficient. This has meant fixed cost & fixed capability models are being ramped down, whereas talent models that offer variable cost and flexibility are on the rise.

Top skill areas in demand in Southeast Asia



Talent spotlight



Peter Scheffer
Software Delivery Consultant

Singapore

Project overview:

I worked with the largest bank in the country to help them manage their risk when moving to Agile ways of working. I met and consulted with people across risk-management, CIO, head's of IT teams, and arrived at a risk management framework that runs common to all types of project delivery styles.

Skills and expertise utilised:

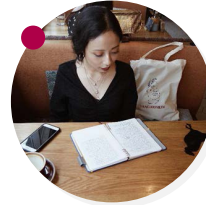
Consulting skills to understand the challenges, and how to fit a risk management framework into the organisation with least amount of disruption. Training skills to educate staff in workshops and allow them the opportunity to understand the change, to ask any questions, and to feel confident that they know how to apply the new learning. Writing skills to communicate in a simple-to-understand language to maximise adoption of the new learning.



Outsized makes it easy to engage the client and meant I don't have to worry about administrative duties, allowing me to focus 100% on the task at hand.

Impact and results:

The framework was adopted and agreed to at all levels of the organisation. This kind of buy-in is critical to applying new methods with the least amount of disruption. The result is a risk managed approach to rapid delivery.



Shari Jaffri,
Senior Copywriter

Malaysia

Project overview:

I led a contactless toolkit initiative in partnership with a global payments firm. The primary focus was to enlighten customers about the transformative shift and the benefits awaiting them upon embracing this innovation in the market.

Skills and expertise utilised:

My role demanded expertise in content writing and partially in project management. I applied my skills in these areas to meet the complex needs of the project, ensuring a blend of my best skills.

Impact and results:

The results of the completed toolkit will serve as a guide for partnering issuers to use.

It will help them integrate advanced digital solutions into their daily lives.



I've found great satisfaction in the ongoing learning process of payment landscapes worldwide and truly enjoy leveraging my writing strengths to innovate and adapt to market trends and industry demands.



MENA





Azeem Zainulbhai

Co-founder and Chief Product Officer

In the MENA region, a notable surge in talent demand demonstrates the strong employment landscape across sectors like IT, banking, finance, real estate, construction, energy, and hospitality. This trend contrasts with the global slowdown in regions like the US and Europe, presenting unique opportunities for skilled professionals.

Companies in MENA are increasingly prioritising employee well-being, acknowledging high burnout rates and evolving expectations around work-life balance and mental health.

The technology sector faces a significant talent shortage, impeding technology adoption and prompting investment in retraining and reskilling. Projects like Saudi Arabia's Neom are indicative of the region's strategic talent acquisition needs.

The UAE stands out for its global hiring trends, particularly in remote roles, solidifying its position as an international talent hub in critical sectors such as IT, financial services, and marketing.



In a 2022 survey by Bayt **70%** of MENA employers indicated plans to hire freelancers, while **78%** of workers aimed to freelance part-time. In the UAE, which hosts more than 557k independent experts, the appeal of tapping into a global pool of on-demand talent lies in its flexibility and cost-efficiency.

For the full article, click [here](#).

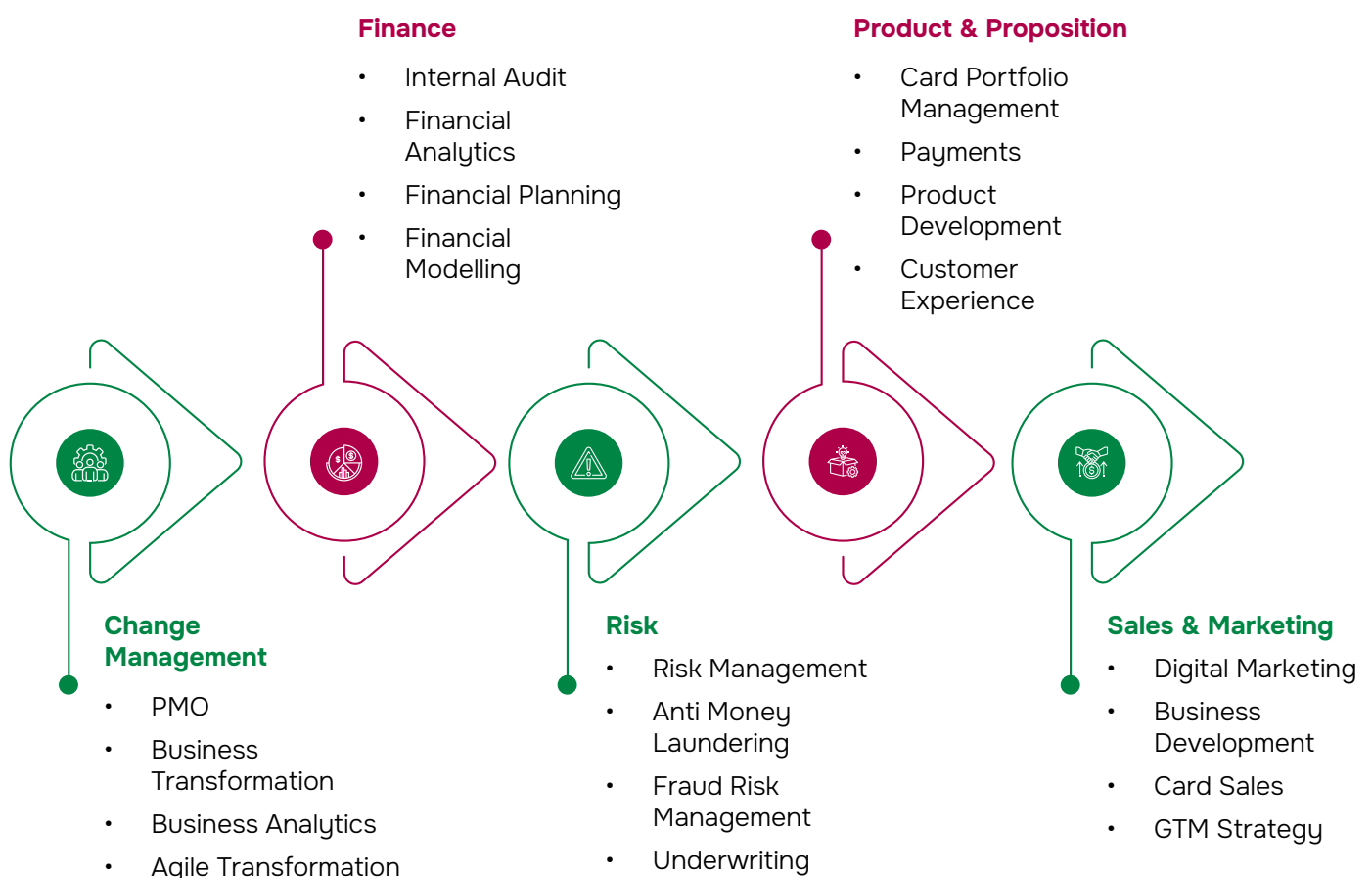
Entrepreneur
MIDDLE EAST

Top skills areas in demand in MENA

In 2023 we saw segment demand broaden significantly due to the massive influx of major projects across core geographies in the Middle East. This meant that while finance and risk continued to see major demand as in previous years, there was significant demand in areas such as product and proposition, sales and marketing, and change management. We are very excited about 2024 as the positive macro trends in the region will

further accelerate demand for local and international skilled independent talent.

As our business is expanding into more industries and geographies, we also expect a few new segments to make big contributions, eg. ESG and sustainability, data analytics, and procurement.



Client case studies: Bridging capability gaps

Project 	Details 	Outcome 
Islamic Banking Conversion Expert	A regional bank transitioning to Islamic banking needed a senior expert with Islamic finance and Sharia knowledge. Their own initial search was unsuccessful, leaving the project on hold for over two months	Leveraging the extensive regional network, Outsized quickly compiled a list of candidates within a week, leading to a successful hire for the project
Digital Wallet Integration	A regional client needed a senior digital wallet integration expert with niche gateway and mobile tech experience. Their extensive internal efforts and use of talent agencies had yet to yield a suitable candidate	Outsized deployed its proprietary global talent community in South Africa and Asia Pacific and as a result successfully matched the client to relevant experts in an area where local talent didn't exist

Meet some of your independents



Mina Morcos

-  Marketing Manager
-  10 years experience
-  Giza
-  Proven track record of innovating and developing impactful campaigns while guiding organisational change



Hardik Joshi

-  Commercial cards Specialist
-  13 years experience
-  Dubai
-  Expertise within commercial card sales, new business development, and strategic client acquisition



AFRICA





Johann van Niekerk

CEO & MD, Africa

In 2023, economic challenges led to a stronger focus on cost-effective, quality skills. This resulted in longer retention and contracts for top independent professionals. Key trends included a rise in hybrid work environments, increased demand from the banking sector, and a surge in technology and data requirements.

For 2024, several significant trends are emerging. First, there's a growing emphasis on technology implementation and rationalisation, particularly in finance, healthcare, and education. This shift towards operational streamlining and efficiency enhancement is driving demand for specific skills.

Additionally, economic instability, exacerbated by factors like general elections in countries like South Africa, is expected to continue. The natural protection offered by flexible resourcing in such an environment will, we predict, increase the use of value-offering professional independents.

Finally, the "war for talent" is intensifying. Employers adept at engaging independent professionals are achieving better placements in quality and quantity. Companies will need to adapt internally and in their external partnerships to stay competitive.



Outsized has a phenomenal attitude towards their customers and stakeholders and this is reflected in their service to us. We know that if we ever require their assistance that we will receive a prompt response and all hands on deck to assist us in finding the perfect candidate, if they are out there. Thank you to Johann and team for consistently exceeding our expectations in terms of your friendliness and efficiency!

Astrid Rabey, Deloitte

Top skills areas in demand in Africa

The past year saw a shift from design and monitoring skills to project implementation. This is demonstrated in the strong demand for technology and data skills working on projects and the change management skills supporting those projects. This talent was generally being deployed onto projects aimed at creating clear business value through transformation and efficiency gains.

While not obvious from the rankings, Outsized could also clearly see that a lot of demand was coming from areas where managers were struggling to recruit and retain permanent employees. Independent professionals offered a viable and attractive pool of talent that wasn't being accessed to the same extent previously, addressing key requirements of expertise and speed of deployment that proved highly attractive in key areas where top talent was required.

Data

- Data Analytics
- Data Engineering
- Business Intelligence
- Data Science

Finance

- Accounting
- Financial Analytics
- Risk Management
- Financial Reporting

Technology

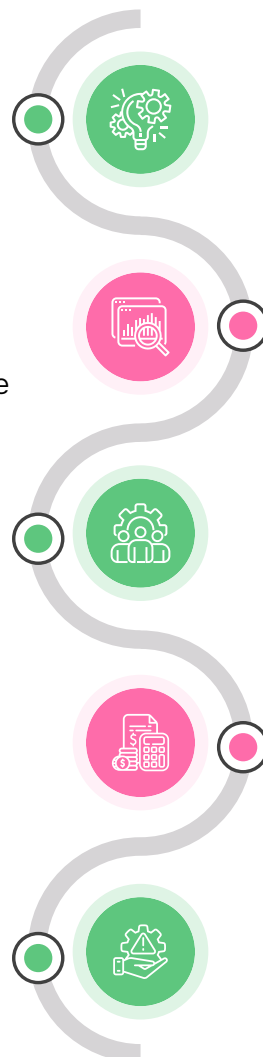
- Project Management
- Business Transformation
- Business Intelligence
- Agile Methodologies

Change Management

- Business Intelligence
- Agile Methodologies
- Project Management
- Business Transformation

Risk

- Risk Management
- Regulatory Reporting
- Underwriting
- Compliance



Talent spotlight



Molefi Seobi,

Legal and Compliance Consultant

Johannesburg, South Africa

Project overview:

I was contracted to be a legal and compliance resource for a key player in the insurance sector, focusing on workmen's compensation.

Skills and expertise utilised:

I applied my expertise in all issues legal and compliance for the client, specifically; drafted legal opinions, contracts, analysing legislation, advise on legal and governance issues, industry codes etc. and provided guidance to the client regarding the impact amongst other things. My skills in these areas assisted the client to sell their insurance product with the confidence that they are compliant with all legal, governance and compliance matters.

Impact and results:

My services enhanced the client's operational efficiencies, levels of regulatory compliance, mitigation of legal risk and an uninterrupted workflow in all the business units I worked with.

Meet some of your independents



Motlatsi Rasephali

-  Actuary
-  10 years experience
-  Cape Town
-  Extensive experience in IFRS17, Prophet, and actuarial pricing.



Bruce Logan

-  Test Analyst
-  40 years experience
-  Cape Town
-  Proven track record in software quality and test analysis, covering an extensive variety of systems.



INDIA





Amneet Kaur Sahdra

Director, India

In 2023, demand for skilled independents remained robust in India, especially from consulting clients, signaling strong business activities despite a noticeable deceleration in the final quarter. This trend suggests a possible market shift as the year ended.

Importantly, economic fluctuations didn't dampen the demand for freelancers. Throughout the year, demand stayed consistent across all key sectors, albeit with evolving skill requirements. Our consulting clients managed a diverse range of projects, from strategic growth to cost-efficiency, mirrored in the profiles of independents hired through us.

The financial services sector saw a steady demand. However, there was a marked increase in large capital projects, particularly in the oil & gas sectors, reflecting a surge in market vitality and investment inflows.

Looking ahead to 2024, we anticipate an increased demand for skills in technology, ESG, and digital accessibility, underscoring a market increasingly driven by technological innovation and a commitment to sustainable, ethical business practices.



Outsized combines speed and quality – two things we value greatly. They allow us to access a white-collar freelance market across Asia that ensures we always have the right expertise to deliver to clients.

Alpesh Shah, Senior Partner & Managing Director, BCG

Top skills areas in demand in India

In 2023, there was a notable transition away from conventional strategy positions towards roles focused on business expansion and management. This shift was marked by an increased demand in technology-centric roles, particularly in areas such as product management and solution architecture, spanning various industries.

Simultaneously, there was a sustained high demand for project and programme management roles.

This trend was largely driven by the growing importance of digital transformation, sales and distribution strategies, and data analytics. These areas experienced a substantial surge in demand, reflecting the evolving priorities and technological advancements within the business landscape.



Change Management

- PMO
- Business Transformation
- Business Analytics
- Agile Transformation



Finance

- Audit Management
- Financial Analytics
- Financial Planning
- Financial Modelling



Risk

- Risk Management
- Anti Money Laundering
- Fraud Risk Management
- Underwriting



Product & Proposition

- Card Portfolio Management
- Payments
- Product Development
- Customer Experience



Sales & Marketing

- Digital Marketing
- Business Development
- Card Sales
- GTM Strategy



Client case studies: Bridging capability gaps

Project 	Details 	Outcome 
Experienced Oil & Gas professional	Our client, a global consulting firm, was looking to onboard a senior Oil & Gas professional with prior Project Management leadership experience in Oil & Gas upstream/EPC service companies	Outsized effectively helped the client meet a specialized need, significantly improving their team's capability and performance, demonstrating our skill in meeting niche requirements with precision
Internal Audit	Our client, a global tax advisory firm, was looking to onboard an internal audit consultant with experience from working with Middle Eastern companies	Outsized showed the power of a deep, global talent pool, managing to deploy a consultant within just a week. This quick turnaround was instrumental in meeting the client's urgent needs effectively

Meet some of your independents



Danish Ahmad

-  Supply Chain Consultant
-  11 years experience
-  New Delhi
-  Proficient in evaluating RFPs/RFIs, bid management, procurement, and program management



Saurav Swaraj

-  Strategy Consultant
-  9 years experience
-  Mumbai
-  Excels in delivering revenue-increasing projects and automating business intelligence reporting

Talent spotlight



Shaurya Shukla,

Consultant

Mumbai, India

Project overview:

I actively contributed to a diverse array of projects spanning Strategy, Growth, and EBITDA transformations, serving clients in the FMCG, Logistics, and Manufacturing sectors.

Skills and expertise utilised:

I played a key role in diverse projects, guiding product launches, fostering significant growth, and optimizing operations, showcasing expertise in strategic planning and business transformations.

Impact and results:

Engineered business strategies with impactful product launches and comprehensive growth initiatives. Guided key meetings, boosted topline, and fostered growth across diverse sectors, demonstrating expertise in strategic planning and transformative approaches.



Outsized has been a game-changer for my professional journey - not only did I get a chance to launch a career in consulting, but with one of the top 3 strategy consulting firms at that! I worked on a diverse set of strategy, growth, and EBITDA transformation projects during my stint, and Outsized was always there to ensure this smooth yet extraordinary journey. I would love to see more projects come in at Outsized to collaborate with in the future. Many thanks to the team at Outsized.

Our Community

Independents need their tribe. Outsized's Community is just that - an exclusive space for independent talent to connect, network, and grow their careers - together. We host exclusive live upskilling events with industry experts, organise meetups in key locations, and there's a forum to ask questions, discuss and share expertise.

ConnectX, a standout feature of our Community, strategically pairs global talent to foster mutual learning and skill-sharing. Picture a digital marketing pro eager to master project management linked with a Six Sigma expert keen on amplifying her digital presence. This synergy not only bridges knowledge gaps but also cultivates collaborative win-win relationships among professionals.

In fostering a robust independent talent economy, our commitment extends beyond connecting talent - we're building a sustainable ecosystem. Outsized's Community ensures that professionals not only choose the independent path but thrive in it, benefiting all market participants with a versatile, skilled workforce empowered by choice and opportunity.

[Join our community](#)



By participating in the Outsized SkillSwap initiative, I was able to effectively update my knowledge base and acquire a distinctive perspective on the market's evolving trends, proving to be an invaluable experience

Orçun Öçalan

Outsized Community Member

Risk Management
Professional | IFRS Expertise



GET IN TOUCH



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