rrd GLOBAL OUTSOURCING

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ADAPTING TO EMPOWER YOUR KNOWLEDGE WORKERS

Companies of tomorrow require a new administrative model to support their most valuable employees.

INTRODUCTION

Thirty years ago, esteemed management consultant Peter Drucker predicted that managing knowledge workers' productivity would be the biggest challenge for corporations in the 21st century.

We know knowledge workers as those employees or leaders whose deliverables are intangible and hard to measure. In his book **Management Challenges for the 21st Century**, Drucker also identifies them as "the most valuable asset of a 21st century institution, whether business or non-business."

Not to mention, they can be a company's most expensive resource — and organizations today are struggling to accommodate them.

Harvard Business School assessed that the annual cost of idle time for knowledge workers is approximately $100 billion a year to the U.S. economy alone.[1] And it's not uncommon for knowledge workers to spend a mere two hours and 48 minutes of productive time every day.[2] Or spend nearly 30% of their day recreating existing information.[3]

Why is this happening? Or maybe the better question is: What can be done to fix it?

1. Harvard Business School, "American Idle: Workers Spend Too Much Time Waiting for Something to Do"

2. RescueTime, "The State of Work Life Balance in 2019: What we learned from studying 185 million hours of working time"

3. Xorbix, "Knowledge Management: Pain Points and Recommendations"

OUT WITH THE OLD

The modern workplace is still derived from the old-fashioned factory work floor — reliant on daily output and physical deliverables. However, this factory-style of management lags far behind the needs of knowledge workers. It is simply not suited to the type of work many companies do today.

The potential to facilitate and enable your knowledge workers is huge, especially when you consider many of them fill leadership positions within your company. To realize it, entertain a new approach.

THE PROBLEM WITH STATUS QUO

There are two big problems companies face when working with knowledge workers.

The first problem: Companies too often utilize their (expensive) knowledge workers — who are employed for their incredibly high expertise — to execute transactional work. This type of work includes everything from creating presentations, binding reports, doing research, filling spreadsheets, scheduling meetings, and more.

When companies have their most expensive employees performing these kinds of tasks instead of what they were hired to do, both job satisfaction and performance plummet.

One of our international clients surveyed their senior employees in operations and strategic leadership (who are often knowledge workers). They asked them how they spend their time on different tasks to better understand how they were utilizing their time.

This company found that VPs, directors, and (even more so) managers were spending a large portion of their workweek on tasks that did not leverage their unique skills, expertise, and capabilities.

Vice presidents were found making PowerPoint presentations and directors were performing rudimentary information gathering — all of which could have been delegated to someone who could do it better.
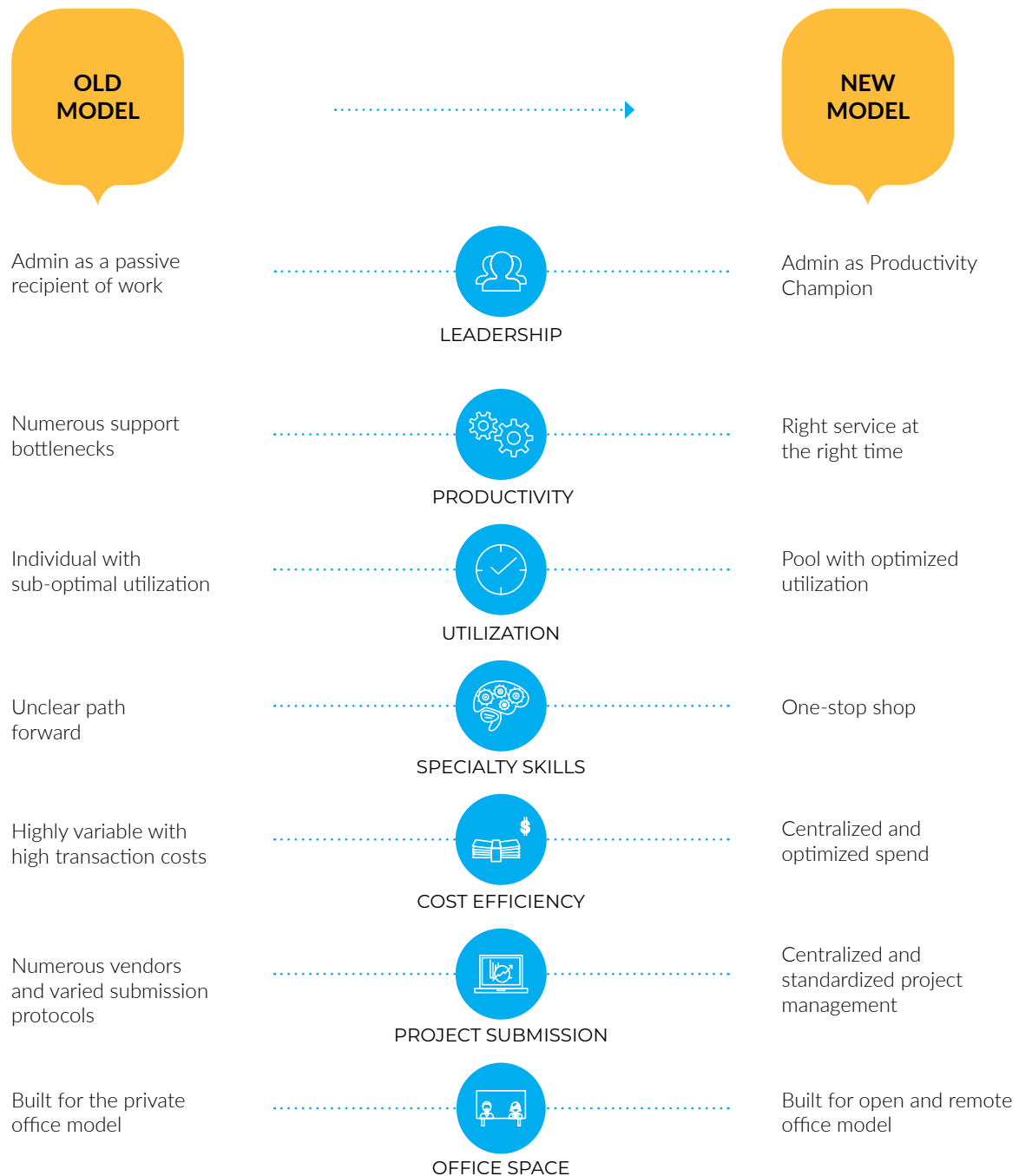
The second problem: In relying on the old factory model of management, companies may hire someone to perform the tasks for their knowledge workers. They delegate their work to this admin, but the type and quality of skill support they receive is limited to the ability and bandwidth of that single person. They can't do it alone.

The cost of relying on this solution is variable, with high transaction costs. These admins have to invest a lot of time and effort just to develop a needed skill, search and contract a solution (or hire additional people to do it).

A NEW MODEL OF ADMINISTRATIVE SUPPORT

A NEW PARADIGM FOR KNOWLEDGE WORKERS

Replacing the traditional model with a progressive, dynamic solution.

OLD MODEL	→	NEW MODEL
Admin as a passive recipient of work	**LEADERSHIP**	Admin as Productivity Champion
Numerous support bottlenecks	**PRODUCTIVITY**	Right service at the right time
Individual with sub-optimal utilization	**UTILIZATION**	Pool with optimized utilization
Unclear path forward	**SPECIALTY SKILLS**	One-stop shop
Highly variable with high transaction costs	**COST EFFICIENCY**	Centralized and optimized spend
Numerous vendors and varied submission protocols	**PROJECT SUBMISSION**	Centralized and standardized project management
Built for the private office model	**OFFICE SPACE**	Built for open and remote office model

Any solution to help knowledge workers achieve success must reimagine the old factory-model of administrative support services. It must be a model that acknowledges a workplace without borders and without offices.

Instead of having one individual taking work requests and figuring out how to solve problems themselves, we must replace them with a **productivity champion**: a single point of contact who has access to a wide range of skilled services to support knowledge workers.

This productivity champion proactively seeks ways to alleviate invisible knowledge worker productivity bottlenecks. The new model would homogenize and standardize the support process so knowledge workers aren't squandering valuable learning how to get support.

INTRODUCING RRD CATCH

RRD CATCH is a one-stop, on-demand management service for creative, administrative, and technical support that eliminates costly inefficiencies. It is the new model of administrative support.

Leveraging a global talent pool and resources, CATCH empowers businesses with rapid, flexible, and skilled end-to-end support options that are available 24 hours a day and triaged by a single productivity champion.

CATCH includes:

- Onsite, in-person concierge service for white-glove, high-touch projects
- Offsite, near-shore service for routine tasks with native language and cultural familiarity requirements
- 24/7 offshore service for low-complexity, high-volume work
- Virtual, online access to a broad spectrum of functions, such as document design and production, creative design, software design, secondary research, and data visualization

CATCH eliminates the need for multiple vendors, thus avoiding bottlenecks, siloes and having to work with disparate protocols among numerous vendors.

We are currently supporting large organizations in a variety of industries — e.g., insurance, pharma, accounting, and law — with CATCH. By optimizing knowledge worker utilization and centralizing sourcing spend, these companies are reporting significant cost-savings (up to 50%) as well as increased transparency and visibility via a streamlined model and an intuitive administrator dashboard.
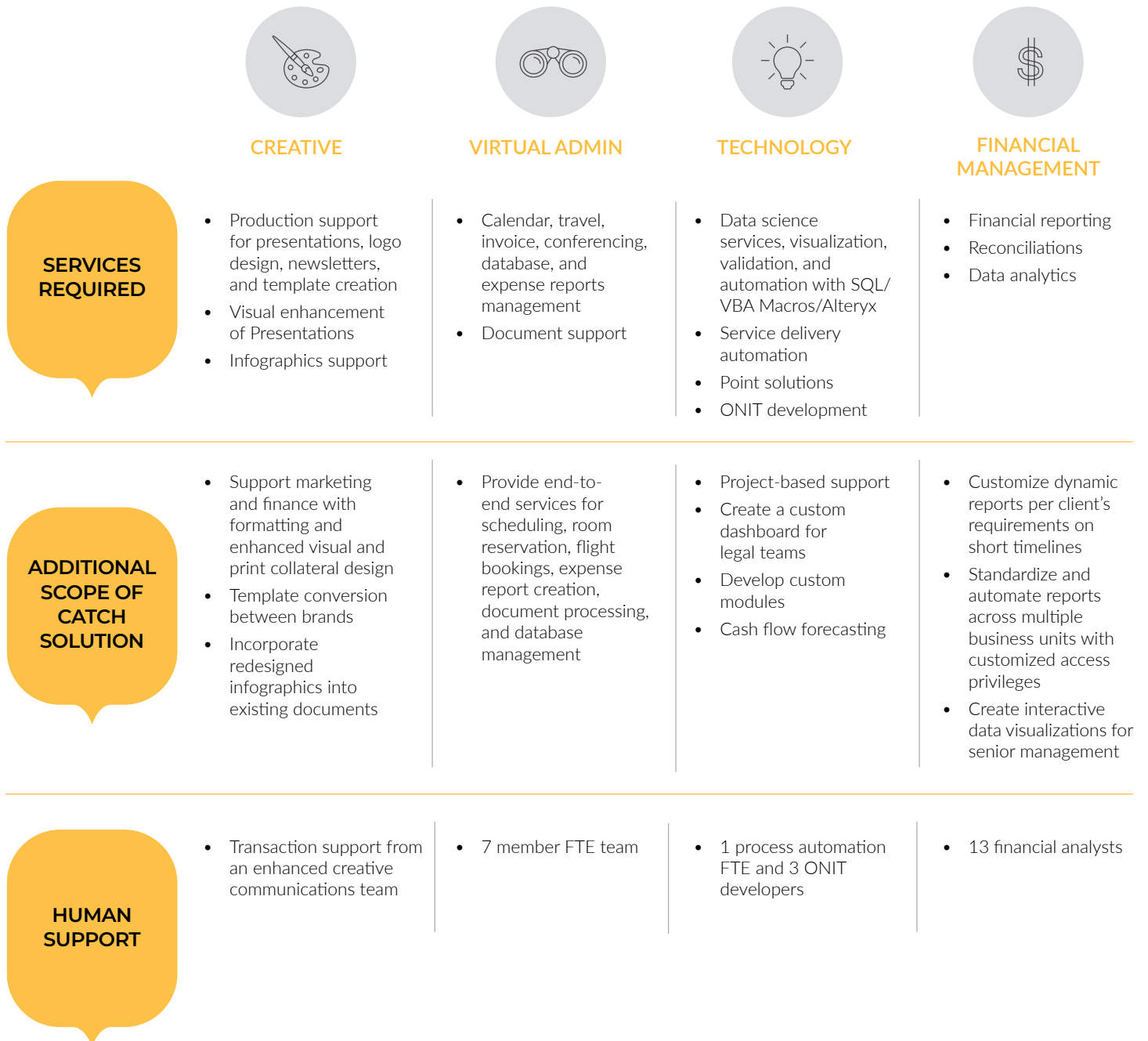
CATCH
STANDS FOR

Concierge,
Administrative,
Technology, and
Creative
Hub.

USE CASE: RRD CATCH IN ACTION

With over 17,000 employees and $1 trillion in assets, a global financial services company struggled to support its marketing and finance teams with data management and creative production support they needed.

The financial institution integrated CATCH into its management system and received customized, as needed support.

This chart breaks down where that support was focused.

	CREATIVE	VIRTUAL ADMIN	TECHNOLOGY	FINANCIAL MANAGEMENT
SERVICES REQUIRED	• Production support for presentations, logo design, newsletters, and template creation • Visual enhancement of Presentations • Infographics support	• Calendar, travel, invoice, conferencing, database, and expense reports management • Document support	• Data science services, visualization, validation, and automation with SQL/VBA Macros/Alteryx • Service delivery automation • Point solutions • ONIT development	• Financial reporting • Reconciliations • Data analytics
ADDITIONAL SCOPE OF CATCH SOLUTION	• Support marketing and finance with formatting and enhanced visual and print collateral design • Template conversion between brands • Incorporate redesigned infographics into existing documents	• Provide end-to-end services for scheduling, room reservation, flight bookings, expense report creation, document processing, and database management	• Project-based support • Create a custom dashboard for legal teams • Develop custom modules • Cash flow forecasting	• Customize dynamic reports per client's requirements on short timelines • Standardize and automate reports across multiple business units with customized access privileges • Create interactive data visualizations for senior management
HUMAN SUPPORT	• Transaction support from an enhanced creative communications team	• 7 member FTE team	• 1 process automation FTE and 3 ONIT developers	• 13 financial analysts

CONCLUSION

THE RRD CATCH ECOSYSTEM

Flexible and comprehensive options to meet virtually any support need

	Management	Administration	Communication	Research	Data support	Technology
On-site	Productivity champion	Productivity champion	Office services (reception, print, mail, conference room support)			
Near-shore		Phone, support, calendaring, travel booking, hospitality, conferencing	Transcription, meeting notes, proofreading	CRM database management		Scanning
Off-shore		Expense processing, routine data processing	Document creation, design	Market research, competitive intelligence, BIS, analytics	Spreadsheet support, report production, data visualization	SharePoint design, interactive dashboards
Global SMEs as needed			Video editing, translations, high-end design, training modules	Original research, analysis	Machine learning	Automation

The old model of administrative support doesn't work. Just ask your knowledge workers. There is too much data, too many people, and companies are too large to expect knowledge workers to do everything they were hired to do in addition to performing their own support and administration.

Likewise, relying on a single person to provide all the support, design, data collection, etc., invites costly inefficiencies.

With RRD CATCH, companies have the ability to connect the dots in a way they weren't able to before. It provides a centralized solution to a decentralized support need.

By leveraging RRD's deep pool of global talent and resources, CATCH can accommodate virtually any support need — regardless of location or time constraints — to eliminate bottlenecks and get work done faster, better, and for less.

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Your productivity boost awaits.
Bring the best out of your knowledge workers.
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