



# Game Changers: In the Pursuit of Growth

Leveraging Digital Transformation to Drive Growth

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# Leveraging Digital Transformation to Drive Growth

Are you looking for your company's next game-changing innovation? Sudden shifts in the business landscape, such as the COVID-19 pandemic, have made it all the more critical to be able to shift and disrupt with ease and skill. Companies have had to find ways to form a hybrid approach between their traditional workforce and their extended workforce to scale up or down at high velocity and handle onboarding of talent in a virtual environment. Using automation and cloud technology for digital innovation can help transform your operations and drive growth and position you to meet unexpected challenges and maximize planned growth.

## Game Changers Are Prepared for Disruption

A recent Forrester report entitled *The Future of Work Starts Now*, details four shocks we will experience during the 2020s and notes: "A workforce strategy today needs to pay attention to not only consumer or even employee power, but also the system-wide forces that increase the tremors caused by distant populist movements or natural disasters."

### Leaders who are poised to embrace change:

- ☐ Look for the opportunity in challenging times and embrace new technologies
- ☐ Look to continually evolve and update their systems and processes. Incorporate automated solutions across a wide spectrum of operations, such as data, security, workplace collaboration, and more
- ☐ View the status quo as insufficient. Put their resources into the development and integration of emerging technologies
- ☐ Adopt advanced system integrations for improved performance, management and distribution to drive growth



“Over the past decade, new and exciting workforce strategies have emerged to drive the contemporary business to new heights, while the continuous evolution of automation, technology, and innovation push enterprises into an age of “faster, quicker, better.” As businesses plan for the future, the focus will necessarily be on identifying and leveraging the talent and technology that enable it to thrive in changing times and pave a clear path forward. Indeed, the world of work is changing, driven by the need for on-demand intelligence, processes, and, of course, talent.”

— **ARDENT PARTNERS,**

**The State of Contingent Workforce Management 2018-2019:  
The Pursuit of an Agile Workforce**

## How can you make sure your company operates like a game changer?

The following are three common business challenges that can impede innovation under normal circumstances, and can be crippling during times of rapid industry and global change. We suggest ways to approach these challenges that enable you to seize opportunities, evaluate risks, manage significant and unexpected changes, and continually evolve.



## BUSINESS CHALLENGE 1

# Thinking in Legacy Labor Model Terms

The traditional W-2 model of employment is facing disruption, especially with the changes the pandemic has brought to work models that can adopt a work-from-home approach. A large, fixed-cost workforce limits financial flexibility and responsiveness to customer and market opportunities. While this model helps companies with control and oversight, these companies may be missing out on valuable opportunities to increase efficiencies, streamline operations, and save hours of time.

For example, flying employees around the country to service customer sites or provide training is no longer optimal with collaboration technology making remote work more feasible and acceptable in the eyes of management. A more flexible and adaptive model is a “mosaic of labor,” which engages full-time employees, freelancers and service providers in a holistic and optimized labor force. In the above situation, a holistic workforce that consists of varied staff in multiple locations allows businesses to temporarily engage the right workers to fill needs as they arise.

In an effort to make the legacy labor model work, many companies enlist regional managed service providers and staffing companies. As a result of this added complexity in their business model, companies have less visibility and control of their workers while still having to manage a majority of the work anyway. Over time, the talent management ecosystem grows crowded and the value chain so extensive that margins erode. Factor in rising service costs, and the model begins to weigh down the business’s ability to be agile. The way to survive is to work directly with the talent.

## GAME CHANGER

### Shift to a mosaic of labor

Using a mosaic of labor helps control costs and enables your organization to “respond to the peaks and troughs in demand that come with seasonal trends,” according to a [2018 report by EY](#).

Scaling up or down where necessary with gig workers enables organizations to meet and fulfill demands swiftly without increasing overhead. EY notes that businesses that want to “flex and bolster” their capabilities are using contingent workers to do so. They understand the need for a mosaic of labor.

The report also finds that organizations can use their contingent workforces to help drive and accelerate change, particularly when it comes to technology advancements. Contingent workers “provide a critical bridge to integrating new products, services, technology and more into operations.” This enables organizations to keep pace with technology without having to expand full-time headcount.

Importantly, it is access to virtual labor pools and other technology advancements that bring contingent workers together with hiring organizations, EY says. Engagement with labor pools not only facilitates the mosaic of labor, it helps create it. It is a critical tool that organizations seeking to leverage contingent workers to support rapid growth and change must consider.



“Now with full integration, we have realized a 91% reduction in the time per dispatch once the field engineer is secured. Finance is more streamlined as well as we are able to invoice tickets on a regular schedule and pay through the WorkMarket portal, giving them more time to work on other projects.”

— CAMERON TRUSS,

Business Manager, Source Support Services



## Integrated systems and streamlined workflow

With an unpredictable call volume and complexity that comes from variables in both location and the required skill set for each case, Source Support, a provider of outsourced technical product support services needed to streamline its workforce management and field service dispatch. When a client called with an issue, the case was captured in a system, but the identification of qualified and available resources was manual. With 24/7 operations across more than 110 countries, and over 12,000 field engineers in its network, the process was time consuming and inefficient.

Upon an internal recommendation, Source Support partnered with WorkMarket to help ease the challenge. As Source Support continued to scale, they were able to add technical resource partners and platforms to their overall Source Techworks program to streamline management of their workforce through a dispatch platform. Using WorkMarket's reporting capabilities they were also able to better engage with their workforce.

## BUSINESS CHALLENGE 2

# Fragmented Processes

**Compliance. Data. Hiring. Workforce Management. Billing.**

Many organizations take a siloed approach to managing these things, which means processes are fragmented across teams that specialize in each workstream. This leads to reduced data output, reporting and visibility across the organization and encourages business units to operate independently rather than collaboratively.

**When it comes to talent and workforce management, a siloed approach looks like this:**



### Organizing the Talent

One or more processes to recruit talent



### Managing the Work

One or more approaches to manage the workforce



### Paying Workers

Separate bookkeeping, financials and payroll

This fragmentation doesn't allow for optimization of talent because it's harder to match work to the right skilled workers. Disparate processes also make compliance a greater challenge.



"The contingent workforce is an increasingly important component of an integrated workforce strategy. In terms of both spend and headcount as a percentage of the total workforce, this category continues to grow under business and talent market pressure."

— DELOITTE'S HR FUNCTIONAL PERSPECTIVES

## GAME CHANGER

### Implement technology and automate

Instead of expecting service partners to add new capabilities, or manually combining disparate systems, businesses can opt for streamlined solutions that have already been built for this purpose. Having all aspects of workforce management seamlessly integrated through automation allows for greater consistency, compliance, and visibility.

For example, an automated, cloud-based platform can share data bi-directionally across different business systems enabling companies to have a total workforce management strategy. This encompasses employees (W-2s) as well as on-demand (1099's). Automation can be applied to everything from identifying qualified labor, conducting background checks, engaging and managing workers, to rating and paying for performance. Real-time reviews gauge the progress and measure success. More importantly, ratings and reviews help protect your brand and with technology, you can share this knowledge across the entire organization. Data generated from workforce software can also help to identify areas of improvement and refine tactical execution.

In an age of more complex regulations, having a clearer view into record keeping and reporting through one streamlined solution becomes essential for supporting compliance. A siloed approach to people management causes inefficiencies with a lack of visibility into performance and spend. By having an integrated technology platform, you mitigate this risk.



## BUSINESS CHALLENGE 3

### Competitive Threats

The market has quickly become overwhelmed with new companies seeking to establish their places in the ecosystem. Companies are competing for the same business – and the same staff – and newcomers are looking to displace incumbents by any means necessary. This can often mean undercutting established players in order to tempt customers away. In response, game changers must offer something more to retain a competitive edge.

In dynamic times, the need to mobilize at lightning speed is crucial. It can feel like there's no time to source, vet and onboard skilled workers. You need to engage them in real time. Being able to do this can give you a competitive edge at a time when you will need it most.

Last minute surges in demand for talent and reactive situations pull at the purse strings of a business. The need to retain talent, manage crises and expedite work drains corporate resources. Game changers find ways to limit the drain and focus on innovation to steer the direction of the business rather than be steered by outside influences. In addition to finding the right workers, speed is essential in today's hyper-responsive market, and an on-demand workforce can help businesses identify the right people fast.

## GAME CHANGER

# Embrace staffing innovation and technology

As they engage a contingent workforce model, organizations face challenges including lack of an integrated workforce management strategy, ad hoc managerial behavior, poor data management, and inadequate technology, according to the Deloitte report.

Innovative technologies can add efficiencies to help you tackle these challenges. Increased efficiency can allow you to take on more customers. The additional flexibility coming from your expanded capacity enables more time and effort back into product innovation.

It can seem like true innovation is at odds with the necessary step of reviewing and optimizing your current systems and staffing operations. However, making make sure your internal operations are integrated so you can access the data you need, and scalable so you can put the right people into the right job when needed ultimately frees you to pursue innovation.



“Although the contingent workforce segment is growing in importance and size, many organizations may not be skilled at managing it effectively.”

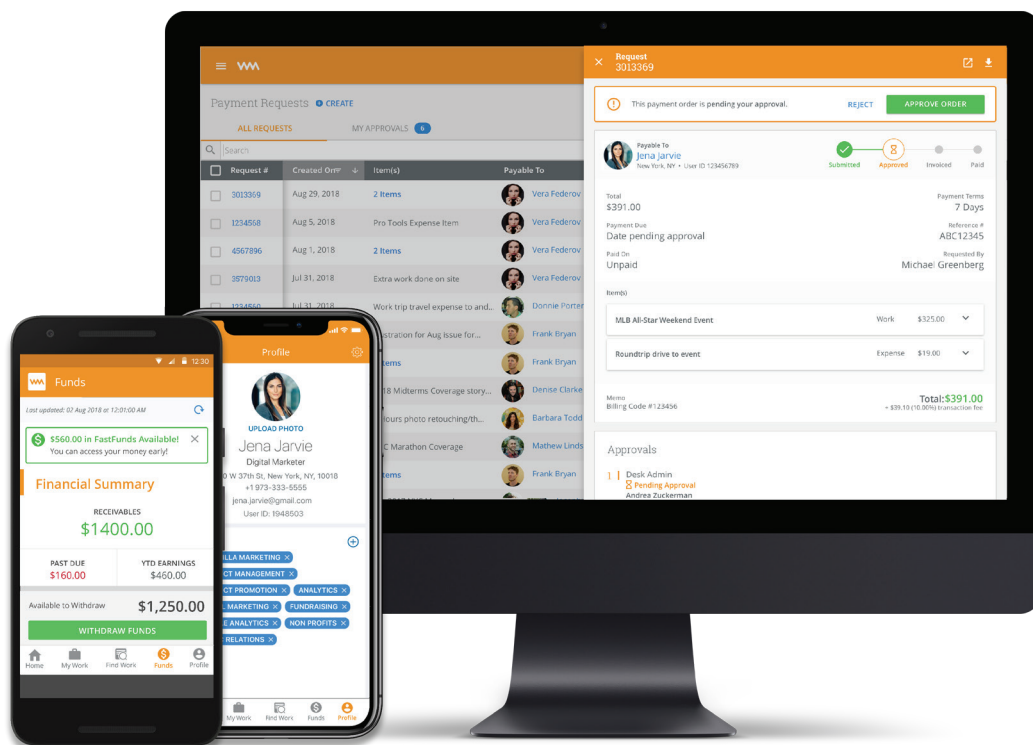
— DELOITTE'S HR FUNCTIONAL PERSPECTIVES

# Intelligent Labor Clouds

ClearVision AV, a global professional services company providing custom installation and integration services solutions for video conferencing, media management, streaming video, and digital signage, was being held back by manual processes. The method for scheduling and dispatching technicians for a job involved emails, phone calls, spreadsheets, and Word documents. It created a heavy burden on project coordinators and engineers, as well as being time and labor intensive and broadly inefficient.

One of the key challenges for ClearVision when considering how to streamline this process was that the solution needed to integrate with their NetSuite accounting platform. WorkMarket's labor cloud was able to do that and offered just one enterprise platform with a single item of record.

By customizing their labor clouds with specific skill sets, ClearVision is able to meet new opportunities swiftly and with the security of knowing that the pre-vetted technicians in the labor clouds have the skill sets and other requirements to bring them into a project, including work order volume, ratings, deliverable percentages, and on-time arrivals.





WorkMarket is a critical business partner that plays an instrumental role in allowing us to optimize our coverage and delivery options, resulting in increased operational flexibility. The combination of their unmatched industry expertise and state-of-the-art technology platform have proven valuable to Pitney Bowes, allowing us to accelerate growth and time to results."

— **BILL STEENBURGH,**

SVP Global Services and Support, Pitney Bowes

## BECOME A GAME CHANGER

- Start with an approach
- Assess which of these business challenges apply to your company and which ones have the most impact on your ability to be a game changer
- Then devise a plan. The plan should consider the longer-term vision and contain the incremental steps that can lead your company in the right direction to affect positive growth and change
- Before your organization can emerge as a game changer, its leaders must be willing to disrupt and innovate
- Now is the time to take the first steps on that journey



## About this Guide

This guide is published by  
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## About WorkMarket, an ADP company

WorkMarket was founded in 2010 and in 2018 was acquired by ADP, a global provider of HR technology and services. With ADP resources, WorkMarket continues to be focused on providing enterprise technology to help companies unlock the power of their extended workforce.

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