



RRD and B2R take a community development lens to business growth



FINALIST: DIVERSITY

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The Situation: With businesses diversifying and expanding across demographic groups, inclusion is no longer a tick-box exercise. It's a value driving organizational culture, and inclusion at all levels is critical. By embedding diversity into their DNA, companies can make the workplace a welcoming space for people of all backgrounds, interests, and abilities.

RRD GO Creative has accomplished this by a viable business model; RRD-B2R addressed issues relating to

- Leveraging B2R's deep community connect and best-in-class rural BPO delivery capability.
- Developing a blueprint for economic and social benefit.
- Identifying the areas that were ripe for social development.

RRD is a leading global provider of multichannel business communications services and marketing solutions. With 30,000 clients and 33,000 employees across 28 countries, it provides a comprehensive set of solutions designed to help companies optimize customer engagement and streamline business operations. In 2014, it initiated a proof-of-concept for an impact-sourcing model in partnership with a for-profit social enterprise, B2R (Business-to-Rural), to bring employment to the rural youth in the Himalayan villages of Uttarakhand, India . Impact sourcing model is a key component of an agile business model that enables the firm to deliver superior service to its clients, engage with some of the best talent globally, and create real change in communities worldwide

The Solution: RRD-B2R trained and upskilled rural youth to deliver world-class output and join the mainstream workforce

RRD coordinated an urgent process change through training and infrastructure support for B2R. Leveraging the distributed delivery network integrating B2R teams within RRD's, the enterprises have been able to approach the market together with a Center of Excellence partnership model.

RRD invested heavily in bringing B2R up to speed on a set of services. In addition to providing technical training, it helped B2R design its networks, physical security protocols, and audit processes. RRD also partnered with its technology vendors to give B2R access to the hardware and software needed to build its base infrastructure to specification.

RRD has generated more than 153,400 person-days of employment through this partnership since January 2015, with 134 full-time workers hailing from 57 villages across Uttarakhand, India. Notably, 50% of those employed are women. With the additional income, the marriageable age for young women (currently 16–18 years) could increase to the mid-twenties, paving the way for financial independence and progress.

RRD's faith in this model paid off when its major delivery center in Chennai faced flood-like situations in 2015–2021. The company could ensure business continuity by load balancing with its operational B2R site team.

The Results: Business efficiencies and community enrichment

From a small proof of concept in 2014 to a 134-member team in 2021, RRD grew the relationship across different service lines. The partnership helped reduce costs, enable business continuity, and improve productivity. The impact-sourcing partners' increasing competency levels have made them capable of handling multiple clients per day, which their annual performances and career growth within the company reflect.

For every individual employed in the impact-sourcing model, three others were indirectly influenced. Additionally, it provided a real purpose for rural education and encouraged younger women to stay in school or college instead of dropping out for familial obligations. With a steady income through a mainstream job, they have greater control over their destinies. This life-changing effect on individuals and communities is a powerful validation of this initiative.

For its unique program, RRD, in partnership with B2R, has been selected as a finalist in the Diversity category of the HFS OneOffice™ Awards. We acknowledge the success of its sourcing model, its journey toward best-in-class rural BPO delivery, and the impact of its achievements across the partnership, employees, and extended communities.

The Bottom Line: Leaders must consider alternate resource pools and uplift under-represented communities while ensuring business growth

There is no doubt that organizations must bring greater gender, socioeconomic, and cultural diversity to their hiring practices. Once this happens, there will be a perceptible change in societal attitudes toward minority communities, which, in turn, can give every individual a sense of identity, purpose, and belonging.

RRD brought tech jobs to a young, very bright workforce with its impact sourcing model. Youth are finding employment, there is less migration to overcrowded cities, and young women are joining the mainstream workforce. Community ties are extremely strong in the Himalayan foothills, and impact sourcing has allowed the employees to stay with their families and contribute positively to the community.

Impact sourcing model can never be the sole preserve of a single entity, it uplifts the whole community and has a great business value. Organizations need to evangelize the concept and share best practices to move the needle. As RRD has demonstrated, intentional hiring can open doors, provide accessibility to a new skill market, and improve individual purchasing power. This has been a successful measure for reducing inequalities, enabling economic growth, and creating a sustainable future.

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About the HFS OneOffice™ Awards

Organizations around the globe must now embrace a world where perfectly aligning business outcomes with their enabling technologies demands focus, nerve, and creativity. The HFS OneOffice Awards showcases those teams and organizations that have embraced change, taken decisive steps, and transformed processes and technology to take their businesses into a new era.

HFS OneOffice Awards categories:

OneOffice Mindset • Innovation Ecosystem • Diversity • Sustainability
Native Automation • People and Process Change • Data and Decisions

HFS has a proven history of providing straightforward insights based on research, data, and forward-looking trends. The HFS OneOffice Awards provides a window through which organizations can showcase successful transformation projects and where others can find inspiration and fresh thinking to help them along their journey. Our respected, resourceful, and responsive analyst team brings their experience and knowledge to bear to ensure that successful, proven results are lauded and commended.

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