



VA Survival Guide

The Basics of Working Successfully
with a Virtual Assistant

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INTRODUCTION

Productivity is something we all strive to achieve in the workplace. There are different factors that influence one's productivity or lack thereof. Many business owners fall prey into the micromanaging rut, trying to meddle on almost everything or accomplishing tasks that do not have significant impact on their businesses. Bestselling author Timothy Ferris said, "If you spend your time, worth \$20-25 per hour, doing something that someone else will do for \$10 per hour, it's simply a poor use of resources."¹ Productivity is a two-pronged output generated by time efficiency and cost effectiveness. Over the years, non-conventional entrepreneurs and business experts have recognized that this can be achieved by outsourcing certain processes through virtual assistants (VAs).

"If you spend your time, worth \$20-25 per hour, doing something that someone else will do for \$10 per hour, it's simply a poor use of resources." – Timothy Ferriss

Virtual assistants are skilled professionals who provide business support involving technical, administrative, and creative functions done remotely. It's another form of outsourcing which involves a person directly handling the business affairs of another individual. Each professional who has tried working with a VA has a different story to tell. Some have become VA advocates, promoting the convenience and efficiency of virtual assistants such as Ferriss. While others have vowed never to outsource again because of a bad VA experience.



The goal of this e-book is to walk you through the basics of working successfully with a virtual assistant. We aim to present a balanced and realistic view of having a VA including its benefits, costs, pitfalls, and overall impact to your business. We hope that this guide will help you in deciding if working with a VA is the best option for you. We are excited to share with you what we have learned over the past years.

Ready to take this quick tour? Turn to the next page and start exploring the multi-faceted world of virtual assistants.

¹ Ferriss, T. (2007). The 4-Hour Workweek: Escape 9-5, Live Anywhere, and Join the New Rich. Crown Publishers.

CHAPTER 1 DETERMINING WHAT TO OUTSOURCE



With so many processes involved in running a business, you need to know which ones you need to outsource. Remember that the end goal of outsourcing is increased productivity and cost efficiency. Thus, the tasks that you will delegate should allow you to save on your labor cost and give you the opportunity to become more productive.

Virtual assistants are skilled and trained professionals who can assist you in a variety of ways.

They range from administrative, creative, technical, and project management tasks. The most commonly outsourced tasks are the daily time-consuming and labor-intensive business processes.

So how do you determine which tasks to outsource?

Evaluate your business tasks and determine your primary and secondary business processes.

a. *Primary business processes* – these are tasks directly involved in your core competencies or trade secrets. Usually, these tasks remain in-house as it risks exposure of the very things that keep you on top of the game.

For example, if you have a restaurant business you keep the food production in-house. If you specialize in internet marketing you continue formulating effective strategies within your organization.

b. *Secondary business processes* – these are tasks that are indirectly involved in your core competencies but are needed to support it. These tasks are often outsourced since it involves minimal risks to your core business.

Among the secondary business processes, list the tasks that are too daunting, repetitive, and time consuming but are necessary to maintain efficient business operations.

Taking off from our earlier example, your restaurant business will thrive even more with social media management which you can outsource. Meanwhile, your internet marketing can expand through guest posting and you can outsource copywriting services.

Business Areas That You Should Not Outsource

As much as outsourcing has become a gateway to easier, faster, cheaper, and more effective work processes, it also involves risks.

You may have a very efficient virtual assistant who delivers your required output like clockwork but there should also be limits to his or her involvement in your organization. There are non-negotiable business areas that should remain in-house.

*Let your core competencies stay within your organization
and not elsewhere.*

Decision Making. Outsourced services are output based. They deliver your requirements at the time you need them. Decision making is not a tangible output from a couple of assignments. It is a deliberate act that involves knowledge about your core business, the direction you're going, and the current circumstances in your industry. All these things should remain among only the key people in an organization such as the business owner, executives or senior management, and the board of directors.



Trade Secrets. Mentioned earlier as “Core Competencies,” this is what differentiates your company from your competitors. Trade secrets make you the “best” at what you do. You will risk exposure and vulnerability by sharing it with a third party. There are a lot of circumstances beyond your control that could happen once your trade secret is released. Let your core competencies stay within your organization and not elsewhere.

Unpredictable Functions. There are certain tasks that can be influenced by trends and other volatile factors. Certain business processes thrive with change and pace. For example, you cannot delegate the selection of items to purchase as this is dependent on the demand, exchange rate, and current trends. It can change anytime and it directly affects the quantity you will order. What you can outsource, though, is the encoding of purchase orders. There is a very small room for error for volatile tasks so it's best to keep it in-house.

Business Planning. Business planning is solely dependent on the leadership of the organization. You cannot expect your vendor to create a five-year goal for you. This responsibility involves thorough knowledge of the company's mission, vision, values, and core business. Everything that you do in business planning is aligned with these things. Your future steps are guided by these principles which are fully embraced by your organization's leadership team.

Employee Relations. Employee relations should be handled on a personal, one-on-one basis. Whether it has to do with termination, promotion, or areas of improvement, your employees should hear these things directly from you. It is not only unethical but also shows your indifference as you're willing to let somebody else do this for you.

Business Areas You Can (and should) Outsource

There are many tasks you can outsource. Forbes estimates that the size of the global online work industry is currently around \$1-2 billion². It is forecasted to increase to \$5 billion by 2018. More companies have been recognizing the effectiveness of offshore outsourcing and many have saved millions outsourcing specific tasks through virtual assistants, which in turn, made them more cost efficient and productive.

*Former U.S. Secretary of Defense, Donald Rumsfeld said it best,
“Don't be a bottleneck. If a matter is not a decision for the President or
you, delegate it.”*



Administrative Tasks. These repetitive daily tasks may not have significant impact on your business' growth but they are needed to keep things running smoothly. These are also time-consuming and can distract you from doing the more crucial tasks needed in your company. Virtual assistants can assist you in a variety of administrative tasks such as data encoding, online researching, report generation, Powerpoint presentations, and customer service assistance.

Content Writing. Writing takes a lot of time and research. Although ideas are a dime a dozen, the way you communicate it will be the main thing that will differentiate you from the rest. Online marketing involves a huge amount of writing from blogs, social media posts, emails, etc. You can outsource proficient writers for blog creation, proposal writing, copy writing, guest blogging, SEO writing, and article rewriting.

Graphic and Web Design. These tasks require a specific skill set and some degree of experience. Delegating these designing tasks can help you focus on the ideas you want for your site or other marketing collaterals while letting your designers come up with studies for you. Having professional designs done can cost you a lot. Outsourcing this from creative offshore designers will give you the high quality output you require without the hefty price tag.

² Jacobs, D. (2013, August 5). As Job Growth Lags, Companies Outsource Work To Freelancers Through The Cloud. Retrieved from <http://www.forbes.com/sites/deborahjacobs/2013/08/05/as-job-growth-lags-companies-outsource-work-to-freelancers-through-the-cloud/>

SEO Marketing. Online marketing is a lot of ground to cover. One of its most valuable aspects is SEO marketing. You need people who can execute and maintain this for you. Search Engine Optimization (SEO) helps your ranking in Google, Yahoo!, and Bing. High quality content coupled with SEO management results in increased site traffic and ranking. Having a virtual assistant doing this for you will help you to be consistently ahead of the SEO game.

Social Media Management. Social media accounts are best maximized when there is consistency and quality interaction. With most of your clients glued to social media, you need to interact with them real-time. You can outsource this task to a virtual assistant who will devote his or her time managing your social media accounts and making sure they are up-to-date.

Blog/Content Management. Blogs are increasing their influence in the web, making it a game changer in online marketing. However, maintaining a blog can be daunting. You need to come up with fresh and relevant content to make it worth visiting. Having a VA maintain your blog, respond to comments, and manage your content will make this task a lot easier for you. This will also help you be more efficient in creating an organized and targeted blog.

Database Management. There are many things you can do with the database you have. The only downside of working on it is the sifting of data. Outsourcing this task will help you maximize the use of your database. Your VA can sort it and come up with different reports that can track your customer activity. From there, you can come up with products and promos that will fit your market!

E-commerce Management. A lot of companies are increasing the online side of their businesses. E-commerce management needs to be seamless for the customers. However, achieving that is no easy feat. The back-end needs to do multiple things simultaneously to facilitate transactions smoothly. You need to outsource this because e-commerce business needs to run like clockwork 24/7. It requires repetitive yet high-efficiency tasks such as purchase tracking, transaction processing, and supply chain management. You will save a lot if these tasks are outsourced to an efficient and low-cost provider.

Site Maintenance. Your website is your marketing arm that reaches your customers wherever they are. It needs to be managed in such a way that it is user-friendly and full of exciting content that will compel consumers to browse longer. Site maintenance is worth outsourcing because it frees you up from close monitoring, which takes a lot of time. You can instead focus on creating marketing strategies that will leverage your site.

The Art of Delegation

It takes a lot of due diligence to choose what to delegate. It also takes a whole lot of restraint not to meddle once you've started to delegate. Force responsibility down within your organization. Find problem areas, add structure, and delegate. Delegation is an art in and of itself. It requires the perfect balance of creating a structure and leaving room for flexibility to make it work.



1. *Clearly define your expectations.*

Knowing what results you expect will greatly affect the outcome of any task you delegate to your virtual assistant. Your expected results will serve as a guide while doing the project. This ensures that your VA will work towards meeting the same goals that you have.

2. *Be specific.*

Be precise when giving instructions or requirements to your virtual assistant. Vague instructions can lead to several back and forth emails between you and your VA, causing delays and affecting project costs. For tasks that are too complicated, it would be best to prepare instructional guides.

3. *Prepare a timeline.*

Having a timeline eliminates several issues, especially for big projects. A timeline with scheduled milestones will give you realistic expectations on the time required to complete a project. Your VA can work easily around that timeline and provide you with updates as needed.

4. *Be reasonable.*

When presenting a project, be realistic with your expected results and with your deadline. Unrealistic expectations will most likely produce inferior work. Efficient VAs will strive hard to over deliver and please their clients as long as they are reasonable with their requests.

5. *Communicate.*

Communicating with your virtual assistant is vital to the success of your working relationship. Constant communication allows you to track the progress of your projects as well as provide clarification or additional information when necessary. Feedback is very important to your VA because they need to know what they're doing wrong and where they're excelling.

CHAPTER 2 CREDIBILITY EQUALS RELIABILITY

More than anyone, business owners like you, know how important credibility is regardless of your industry. In choosing a virtual assistant, you need to weigh heavily on the reputation of your VA provider. A credible company has the wealth and breadth of experience that makes them reliable.

There are two ways to validate the credibility of the VA firm you are considering. One is by checking the company's background and the other is by validating its client testimonials. These things will help you in determining if they have what it takes to accomplish the tasks you will delegate. You can also assess the reliability of the VA firm by taking advantage of free trials or by giving them a sample project to work on. Think of these as a sneak peek of how your working relationship will be like with your VA.

*Responsiveness is important
because situations will change and errors can occur.*

Reliability comes in different forms. It involves responsiveness, professionalism, quality output, and accountability. Let's look into these quickly.

Responsiveness. The ability to respond quickly shows the reliability of your provider big time. Even big companies that outsource such as AT&T recognize that responsiveness is important because situations will change and errors can occur. It is one of the most important aspects of your working relationship with your VA as these things demand quick response.

Professionalism. Professionalism covers everything from punctuality in meetings, communicating with respect, delivering quality output, and even going the extra mile. The best firms make improvements, meaning they consistently evaluate their performance to maintain the high level of efficiency required of them.

Quality output. You are hiring a VA to basically do a job for you and you expect him or her to do it well. Quality output is one of the strongest indicators that you have a reliable VA provider. In fact, it's one of the main reasons why clients outsource the same provider. If your supplier values excellence, you can be assured that it will translate to the work that they do.

Accountability. This involves consistent updates and feedback on the progress of your project. It also includes having a confidentiality agreement that ensures the protection and security of your data. Accountability with your virtual assistant is important because this proves not only their reliability but also their trustworthiness.

Choosing a Virtual Assistant

Now you've come to the screening part. In choosing your virtual assistant, you need to decide if you will go for a virtual assistant firm or a freelance virtual assistant. So what's the difference between the two?



Work systems. Virtual firms have multiple skilled VAs available at your disposal. They have certain protocols in place that makes them reliable. Meanwhile, freelance virtual assistants are individuals who can similarly help you in different business tasks. However, you are only relying on your freelancer's ability to make sure that she can get things done. VA firms, on the other hand, have established tried-and-tested systems aside from their VA's skill set, which make them efficient at what they do.

Cost and manpower. Successful VA firms will charge higher because they provide managed services. This means that they assess the load of their VAs and ensure that they have the ample time and resources to accomplish their tasks while maintaining high-quality output. They are also able to spread out tasks to multiple VAs to ensure that your project is accomplished on time. Freelancers can also produce the same quality output except that they have limitations in terms of resources. You are solely dependent on individuals who can get sick and burnout without somebody else to turn over the task they are currently working on. This is not an issue for VA firms because when this happens they have other VAs who can step in and continue your work.

Training. VA firms give training about the Western culture and its way of business. The VAs you will be working with are more adept to your business dynamics compared to freelancers. They are also more confident in speaking and engaging with you as they have more exposure to Western business practices. You might need to adjust longer when working with a freelancer unless of course you get someone who is very experienced.

Data security. Security is also a big issue when choosing a virtual assistant. VA firms are equipped with network defences that most freelancers are unable to provide. They also have in-house IT personnel and security measures that are strictly followed by their VAs. Freelancers may also have security defences at a personal PC or laptop level. You only need to decide if this is sufficient for you and the work you will delegate.

Accountability. With freelancers, accountability solely lies between you and your VA. This is the reason why you need to carefully screen your candidates in order to get the most reliable VA. With VA firms, there are managers or supervisors who hold higher accountability for the work and performance of their VAs. They provide thorough quality checking and progress monitoring to ensure on-point delivery.

Bottom line, you need to choose a credible provider that will meet your company standards, required output, and cost allotment. More importantly, the cost should not compromise the quality of work you expect your VA to provide. A provider's good reputation is dependent on these factors and is validated by their excellent performance.

CHAPTER 3 THE SUPERWOMAN MYTH

Some business owners expect virtual assistants to do everything and anything they ask. Some think VAs can give the output they require in a snap. Some also expect them to read their minds. All these expectations form the image of a superwoman, an individual who can juggle tasks with unbelievable efficiency and deliver excellent results simultaneously. The truth is—the superwoman VA is a myth. Much like there is no office employee who can do admin work, copy writing, web developing, social media management, customer service, and graphic designing all at the same time.



What exists, though, are virtual assistants with individual fields of expertise. They may be capable of doing a variety of tasks but they specialize on certain jobs. Having a jack-of-all-trades VA posts the risk of mediocre results because she is focused on accomplishing as many tasks as possible. In analyzing employee performance, Donald O. Clifton, known as the Father of Strengths Psychology, said that excellent performers are rarely well-rounded.³ Thus, it is better that you have a VA who is adept at a particular task and backed by a VA team with individual specializations than have a “well-rounded” VA who will give you subpar results.

When scouting for a VA you need to look at two areas—skill set and character. By skill set, we mean the things she’s good at like administrative tasks, project management, and creative projects. Meanwhile, character is of equal importance because this will determine the kind of working relationship you’ll have with your VA. Dependability and flexibility is important in collaborating together. Simply put, when you combine these two aspects together, your VA should be a PRO—proficient, reliable, and open-minded.

Proficient. This simply means that she is excellent at what she does. She can easily grasp instructions related to the tasks and can produce high-quality output.

Reliable. Your VA should be able to tell you if she can deliver your requirement on the deadline you set or not. She should be able to respond quickly to your inquiries and communicate clearly including the problems and challenges involved in the project.

Open-minded. This means that she should be open to suggestions and criticisms. It also entails the willingness to learn and adjust to new dynamics of the work assigned to her.

Your virtual assistant is not a superwoman but the best ones make you think that they are because of the excellence they bring to the table. They have the skills, work ethic, and character that parallels or even exceeds that of your employees in the office.

³ Buckingham, M. & Clifton, D. (2001). *Now, Discover Your Strengths*. Free Press.

CHAPTER 4 BEING ON THE SAME PAGE

Just because your virtual assistant is remotely based doesn't mean she should be detached from your organization. It is for that same reason that she should be involved in what is going on with your business. Since she doesn't have the leisure of touring your office or meeting your employees in person, the best way to orient her is by giving her as much information as you can. When you give a person a sense of ownership or inclusion, it makes an individual more motivated and accountable.

*“Ownership: 'A commitment of the head, heart,
and hands to fix the problem
and never again affix the blame.’”
- John G. Miller, Author*

One of the best ways to involve your VA in your organization is by aligning your goals with her. Give her inside info on your company's objectives and how you plan to achieve them. Lay out before her the big picture and how her work contributes to the grand scheme of things in your organization. It is important that she understands your business because that will be her guide in ensuring that her output is aligned to the direction that your company is headed.

Sharing your business goals to your virtual assistant also gives her the confidence to make decisions that will be most beneficial to your company. She doesn't need to consult you all the time when she clearly knows the direction you're going. Anything that veers away from it is something that she will not pursue as well. This also gives her the leeway to find more effective means of improving your business processes.



When your VA is in tune with your goals, you can expect a focused performance and the precise output you need from her.

CHAPTER 5 GREAT EXPECTATIONS

Expectations are common in the workplace. It measures an employee's performance and serves as an informal set of standards for an employer. It is important that you set expectations with your virtual assistants. This will help them know your work pace and the specific output you require. However, these expectations should be realistic. It should be attainable in the timeline you gave without compromising the quality of the work produced. Expectations are not supposed to be the hard-and-fast rules. Instead, it should be the outline that your VA follows with enough leeway to work around it.



Communication is the bridge that connects your expectations to your VA's production. When you communicate clearly, you are giving a clear, crisp picture to your VA on what your desired outcome is. Effective communication involves two things:

Specificity. The more detailed and specific you are about your expectations, the easier it will be for your VA to work on the project you've given her. List down the things you need her to do and specify which ones are the priority tasks. Give deadlines so that your VA knows the urgency of each job delegated to her. Provide as much information as you can to avoid revisions and repetitions. For example, if you need an article on blogging you need to specify if it's about starting a blog, creating quality blog content, or blog promotion. Otherwise, your VA might come up with an article that is far different from the angle you want.

Flexibility. You need to be flexible with your expectations. As your VA works on a certain project, sometimes there are loose ends that you both did not anticipate. You might need to modify your deadline or the tools you have given her to use. Communication is always a two-way process with the dynamics of listening and talking making things easier to clarify. Sometimes your VA has valuable insights and suggestions. You need to listen and weigh the importance of the feedback she's giving you. Be willing to adjust your expectations when needed. Often times, these little adjustments produce better and more efficient results. It will also be good to ask if the expectations you set are attainable so that if your VA says it's not, you can modify it.

It is minimal information and intermittent communication that post challenges in meeting those great expectations.

Expectations are meant to be met and not disregarded. When you communicate clearly with your VA sometimes these expectations can even be exceeded. We said earlier that expectations are more like an outline. Your VA gives the body for the outline you made to complete the picture you want. The details you give determine the output you get. More often than not, compliance is not an issue with virtual assistants. It is minimal information and intermittent communication that post challenges in meeting those great expectations.

CHAPTER 6 THE ADJUSTMENT PERIOD

Working with a VA for the first time requires an adjustment period. This allowance is the same leeway you give to your new office employee who is undergoing training. Your VA needs time to know your business, work around your expectations, and study the tasks you delegated to her. This time frame is when you get to know your virtual assistant, assess her strengths, gauge her capabilities, and evaluate her work flow.



Expecting a plug-and-play output from your VA will only frustrate you. An hour of training may be fast but it can also lead to more questions and in worse cases, more mistakes. Your VA may be highly skilled but if you don't give her enough time and information to learn your business processes, she will struggle in delivering the output you require. Two things happen during this period: teaching and training. Most people tend to think that these are synonymous but it's not.

Teaching. This involves knowing concepts about your business and the tasks you want your VA to do. It's basically theory-oriented. It's all about knowledge and information. It involves teaching your VA the meaning of certain terminologies within your business, the strengths of your company, and any factual information your VA needs to know. This is crucial most especially if you are part of a niche industry like healthcare and software or are producing niche products like state-of-the-art gadgets and organic products. Teaching is like laying the groundwork for your VA so she can best function with these in mind.

Training. This involves the practical application of the knowledge you've taught. For example, you've taught your VA that your strength as a company involves being a leader in the industry and coming up with new products every year. You can train her by ensuring that her social media efforts should be directed toward emphasizing your innovation. If you've taught your VA your business lingo, you have to train her in using it on all her correspondences. More importantly, training involves instilling your organization's work culture on your VA and using it to help her become more efficient in her tasks.

This adjustment period is beneficial to you and your VA because you'll be able to know how to better delegate tasks and how she can best accommodate them. It gives you the opportunity to determine the most effective ways to communicate and collaborate with each other. This time frame is all about learning and applying what you and your VA have learned to your work dynamics.

CHAPTER 7 LONG-TERM OUTSOURCING

Outsourcing is not only a business process but also a working relationship. It involves a great deal of trust, communication, support, and teamwork. All these things are earned and developed over time. Consistency is one of the keys to effective outsourcing. Your virtual assistant should be able to provide you with continuous updates and consistent quality output. This can be achieved if you have a long-term working relationship with your VA. The years of working together allows both of you to be in sync in terms of the direction you're going and the increased productivity you want to attain.

While low cost is one of the primary considerations in outsourcing, going for the cheapest option does not necessarily guarantee quality.



Consistency is one of the main strengths of VA firms. They are able to provide this more effectively because they have a pool of professional VAs who can take on the tasks of your VA if she is out for the day. They also have supervisors who screen their output. You don't have to worry about anything even if your VA is sick.

While low cost is one of the primary considerations in outsourcing, going for the cheapest option does not necessarily guarantee quality. One freelance VA may give you a good rate but a good deal of headache may go along with it. Consequently, you will be forced to look for a new one and start training from scratch. VA firms are more capable of sustaining a long-term relationship with you as they have the pool of talent you need for your multiple business processes.

So what's the difference between short-term and long-term outsourcing? Short-term outsourcing is good for one-time, brief projects. However, long-term outsourcing is best for tasks that require more time to accomplish. Long-term outsourcing is also ideal for business processes that are indispensable and need extended maintenance such as social media management, daily administrative tasks, and customer service assistance. Short-term and long-term outsourcing has the same competitive cost depending on the provider. Thus, you need to choose the most reliable and experienced supplier. They may not be the cheapest option but they can give you the best service, output, and the competitive rate you want.

Outsourcing is best maximized when it is done in the long-term. The partnership you've formed with your provider is valuable to the success of your business.

Companies have been outsourcing to gain competitive edge by getting the results they need at a lower cost. The outsourcing industry has become a more strategic way of doing business by taking collaboration and cooperation a notch higher. The diversity, efficiency, and flexibility that outsourcing provides allows both parties to achieve their mutual goal. Therefore, a close and long-term relationship is needed to gain consistent competitive advantage. Outsourcing is best maximized when it is done in the long-term. The partnership you've formed with your provider is valuable to the success of your business. The stronger and longer these ties are, the more beneficial it is for you. The support is stronger, the expected output gets better, and the collaboration becomes easier when you have a provider who's been with you for a long time.

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ABOUT PEPPER



Pepper Virtual Assistant Services is a team of highly skilled professionals capable of providing and handling multiple business processes and services. We specialize in administrative and personal assistance, customer support, online marketing, copywriting, project management, social media management, and web design and development.

Pepper is committed to providing high quality work and excellent service to our clients. We train our VAs in professional work ethics from effective communication, to familiarization of Western business and cultural dynamics, enabling them to perform their tasks in the most efficient way possible. We believe that the intensive equipping of our VAs is the best way we can ensure that we deliver what is expected of us and even exceed them.

Pepper values good and long-standing business relationships with its clients. We have worked with small and medium-sized businesses and have built strong partnerships with them. We take time to study our client's business so we can best provide the service required of us. We look at virtual assistance as more than a means to an end. We look at it as a vital part to our client's business growth and overall success.

Pepper is dedicated to ultimately give you the time and opportunity to increase your productivity as an individual and an organization. We know that in order to thrive in any industry our clients need to do more by doing less. We want our clients to focus on what they do best by taking care of the tasks that prevent them from doing so. We recognize that our client's success translates to our success as well.

Pepper is the brainchild of Aspac Advertising, an industry-leading and award-winning advertising agency based in Manila, Philippines. Aspac has worked with some of the world's biggest brands, including Nokia, Coca-Cola, Wendy's, Kodak, Puma, and Panasonic. Being in the industry for 38 years, our mother company has built a culture of professionalism and ingenuity. These are likewise ingrained in the core values of the Pepper team.

Pepper takes pride in providing the perfect balance between high quality and affordable virtual assistant solutions. This is what smart outsourcing is all about—maximizing the best use of your time and resources while achieving the results you want.

For more information about Pepper, you can visit www.peppervirtualassistant.com.

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