



The Managed Print Services *Assessment Guidebook*



A high-level guidebook for service providers who want to learn more about conducting a strategic approach to a Managed Print Services assessment.

Managed Print Service Assessment

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Purpose and Aim: Managed Print Services Assessment Guidebook

The purpose of the Managed Print Services Assessment guide-book has been designed to provide a high-level framework for conducting and managing a Customer engagement in the form of a managed print services assessment.

This guide is aimed at service providers who need to better understand the key elements that should be considered when a service provider is considering, undertaking or developing a core competence around a Managed Print Services Assessment initiative.

What is Managed Print Services (MPS)?

The Managed Print Services Association (MPSA) defines MPS as *“The active management and optimization of business processes related to documents and information, including input and output devices.”*

Overview: Managed Print Services Assessment Guidebook

This high-level Managed Print Services Assessment guidebook was developed to assist a wide range of varying Print, Imaging, IT and Communication service providers who require a better understanding of how to conduct and manage a print, document workflow and managed services-led assessment for their end users.

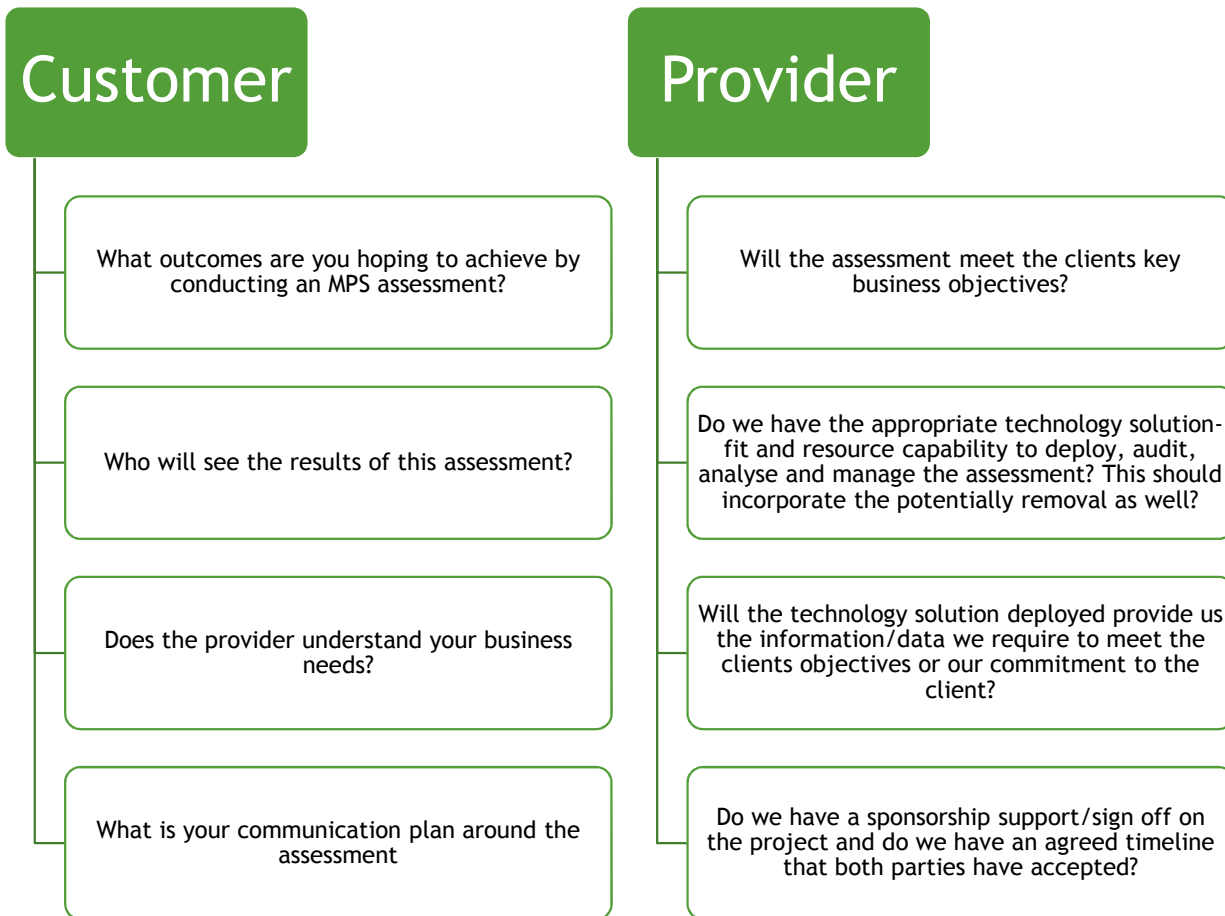
As part of the MPSA charter, the MPSA is providing a high-level **“introductory”** guidebook as part of its ongoing education to teach how to approach a managed print services assessment in a consistent and robust manner.

MPSA utilised the skills, experience and insights of the members who volunteer their time and energy to be a part of the MPSA Education Committee. The goal of the Education Committee is to assist the ongoing growth and development of the industry.

There is an increasing focus on *digitisation* in respect to migrating paper and paper based processes into more digitally enabled work flow and business processes however this guidebook is focused on the physical assets and operational activities that impact a client’s document printing requirements.

The MPSA is considering providing further in-depth training on how to conduct an MPS assessment in the future. The in-depth training would include a wider lens that would take-in and incorporate much of the digital application and integration requirements that businesses are looking to adopt as part of their internal digital transformation.

Education initiatives are driven by MPSA members' requests. For further work on MPS assessments to be considered, members should voice their requests to the MPSA community.



Managed Print Services Assessment:

Establishing Objectives

The first step of a MPS assessment is to identify the various investments and business considerations that go into the MPS initiative. Understanding these objectives will help define the Scope of Work or Statement of Work (SOW).

Developing a SOW

The purpose of a SOW document is to capture and defines the work activities, deliverables and timelines a provider must execute for the client.

Define the engagement with clear measureable expectations and outcomes.

The aim of the SOW is to deliver a clear framework of performance for a phased or singular activity, including the project goals, resources, tasks and schedules including timelines of specified deliverables. The SOW should identify key areas of reporting (including project sponsors), project controls, where and how the work will be done (i.e. onsite, offsite, one location or many locations) and who may be required to perform the work and or initiated tasks (i.e. Customer, provider, third party).

This process, provides the opportunity to exclude out of scope elements that may or may not have a material impact on the given scope. By documenting what is "out of scope," provides all parties the opportunity to scale out or scale in the current scope of work or as part of the next phase of a project.

In many cases the process of identifying and documenting (out of scope) usually helps all parties gain greater clarity between what is included or what is excluded in the scope of works i.e. work to be performed. This is an important element and stage to review as it is the final opportunity to assess any originally unforeseen exposure to costs and risks associated to the project and SOW.

In summary, documenting what is in-scope and out-of-scope helps identify any potential gap in understanding of the project itself between all parties. At the same time, it helps to protect both the potential risk and exposure for all parties as the work to be performed is documented and agreed to prior to commencing the assessment or project.

Below are some of the key elements a provider may consider or better understand as part of the SOW development process.

Considerations (examples only):

Identify project stakeholders

- Executive, IT, Procurement, Financial, Facilities, Project office

Data collection agent (one or more depending on network)

Online survey tool

- Voice of the Customer
- Voice of the Environment
- Qualitative assessment

Financial Projections (before and after)

Floor plan/mapping tool

- Current State to Future State

Solution design tool

- Communication plan
- Timelines and budget
- Devices within scope (outside of scope)
- Locations defined/Escorts
- Confidentiality

Key people identified (different than the stakeholders)

Agreement for executive audience at proposal

Access or requirement to financial information

Depending on the type of project and or Customer set, we have provided as part of this guidebook a high-level process and framework for both large enterprise Customer assessments as well as smaller end client requirements.

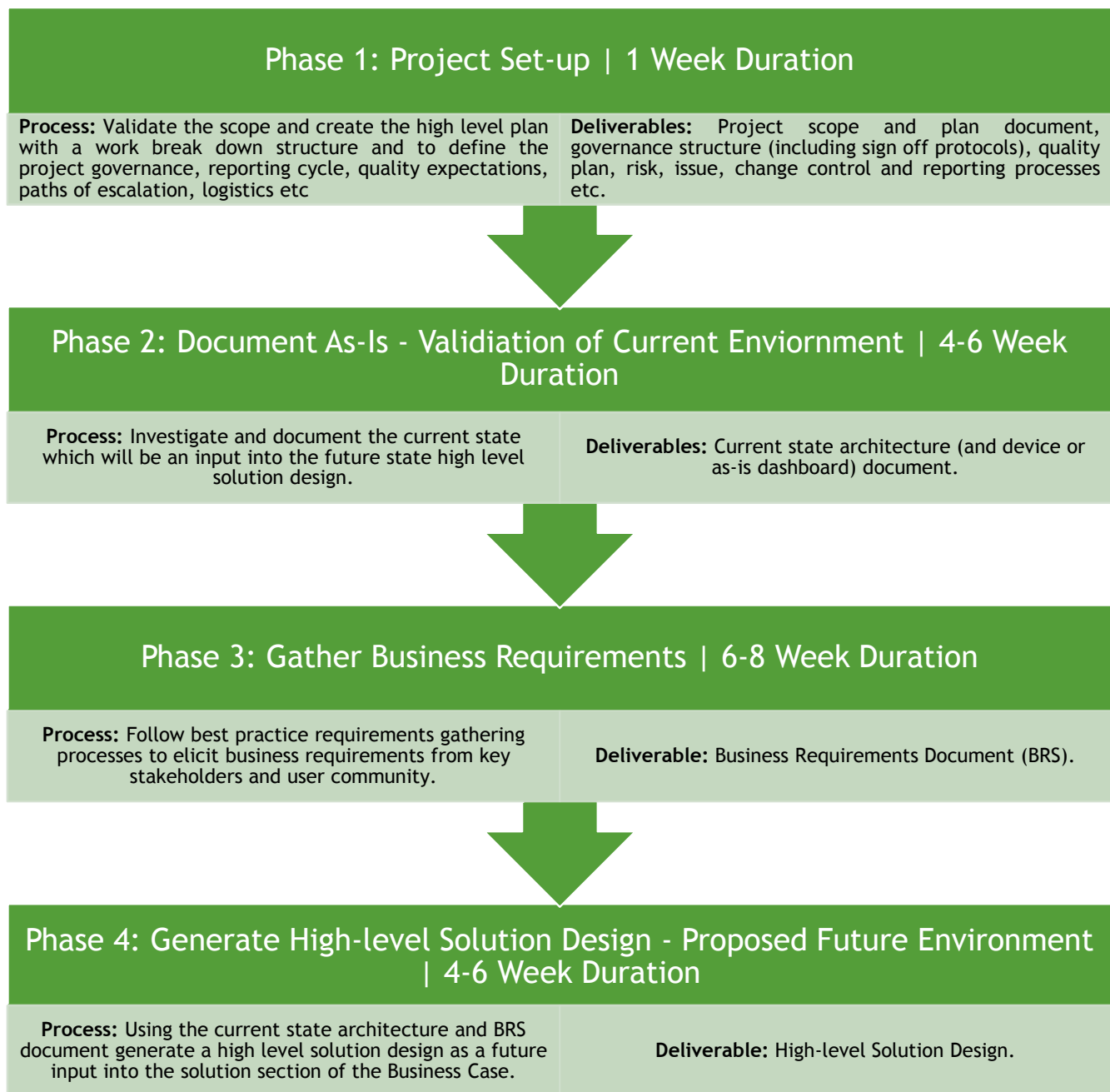


Please note: Due to a number of varying factors such as complexity, risk, time, investment etc., the MPSA Education Committee has provided a larger or more extensive view around MPS Assessment for SOW's that are designed for larger MPS enterprise projects.

SOW Framework for Initiating a Large Enterprise MPS Assessment

The SOW should be framed around a starting point such as the "As is" (current) through to a future "To be" or proposed outcome. This helps clients understand what the aim of the MPS assessment will do both in the initial stage but potentially as a subset or inclusion into a further phase of the project or wider scope of works.

Depending on the level of complexity, shape (variability) or scale of the project, a scope of works framework can take on many varying forms and purposes. In this scenario below the SOW encompasses a 4 phased approach to support the Customer's internal business case.



SOW Framework for Initiating a MPS Assessment:

Small or Medium Business (SMB)

The framework and process for a SMB is used to discuss, modify and manage the work activity to be produced. It also provides the ability to understand how the work is allocated and by whom and by when.

For a small client or a small project, a SOW can be a very valuable opportunity to align all parties with the work

Regardless of the size or scale of the project a SOW is important for all parties as it provides a framework and process.

and the objectives, including the deliverables and key performance indicators that a party may be measured by.

A SOW effectively becomes a process for all parties to better manage concern, risk or simply if a provider would like to manage the opportunity without incident;

- Specific situation or opportunity at hand feels warranted,
- Level of complexity involved,
- Range of Scope or Scale and Size of the project itself,
- Level of perceived risk and exposure to specific parties involved.
- Client expectations,
- Nature of the solution itself,
- Nature of critical factors involved such as the impact to the business if something doesn't go to plan.
- Value or future opportunity of the contract
- Is it a point or enterprise wide scope of works (how will it impacts other areas of the business)?
- Are there multiple stakeholders involved and having a SOW would help better manage multilevel engagement?
- Are there 3rd parties involved that may impact you as a provider
- Would a SOW provide both you and your end Customer greater visibility and management of all 3rd party responsibilities and work schedules. This can be seen as a process tool to manage differing parties when a provider relies on other parties to deliver and complete tasks at a given time at the expected level.



Please note: The SOW key areas of inclusion list above is not designed to be an exhaustive list.

As indicated there are many variables that may make a SOW appropriate for a provider. One of these maybe because it is seen as that it is best practice or a best of class process to use such a methodology to support a solution delivery and or change process.

Today with the level experience many MPS providers have we would expect that a SOW is not necessarily appropriate for an audit of one or two devices or an installation and removal or a handful of devices.

However, as the complexity grows (as previously highlighted) it will be more appropriate to at least consider the benefits of a SOW from the provider's perspective.

Many providers who implement a SOW find the most value insight that is gained is having a greater understanding of how to work with and manage the client's internal capacity to support and align the provider's capability to deliver the expected solution.

In short it gave the provider a unique view of the Customer's own internal competencies and capabilities. In some cases, end clients may unknowingly not be at the level or capability to deliver the providers solution. Managing a demarcation dispute before you start a project is always a better process than the alternative.



Please note: Documenting “what is out-of-scope” is very important, as this provides all parties the opportunity to review and identify where there may be a gap, misunderstanding or something that may have been over-looked. It also protects parties in the area of scope-creep as it puts a more visible delineation of the work to be performed, including an out-of-scope component. Effectively it can help to reduce future risk and exposure as part of the contract agreement.

Conducting an Assessment: The Assessment Process

The assessment is the first step in the managed print services lifecycle. It is the information gathering process focused on the client's environment that leads to an overall print output strategy.

As part of information gathering stage, the assessment provides the opportunity for the services provider to present more factual data and information about the clients existing environment.

This guidebook is aimed as an introductory to MPS Assessments only. Assessments related to “digitization,” such as the assessment of paper and paper based workflows that have the potential to improve business efficiency, increase staff productivity, save operational costs as well as accelerate business communications and enhance Customer experience, will be introduced in subsequent MPSA guidebooks.

As an assessment is carried out, key data as well as the insights gain to this data assists to illustrate and communication what a client’s environment actually looks like rather than assumptions.

The aim of assessment is to create a baseline of transparency, a picture of the “As Is” so both the Customer and the provider have the same view, understanding and information/data based on fact rather than guess work.

In the diagram examples below; figure 1.0 and 2.0 shows how information from the assessment can be presented in a more meaningful way that allows the Customer to

gain better insight to their existing environment. While at the same time it also provides the services provider to utilise the information gathered as it develops and formulates the appropriate strategy and solution design.

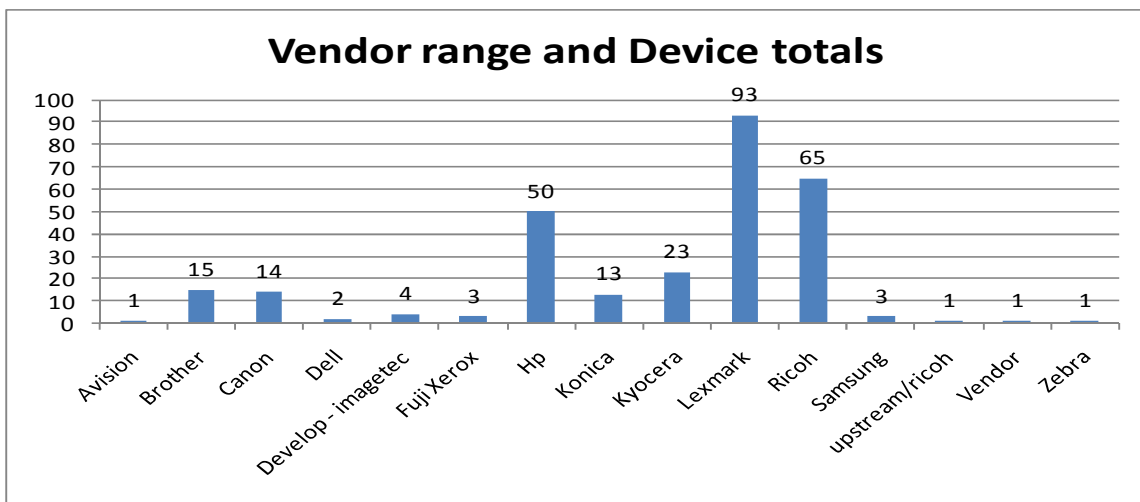


Figure 1.0. Device/Model analysis:

MFDs	Dec	Jan	Feb	Quarter Subtotal	Monthly Average	Annual Print Volumes	Service Average	Service Average Costs
Mono	144,110	184,970	170,273	499,353	166,451	1,997,412	0.006	\$ 998
Color	57,387	93,720	85,729	236,836	78,945	947,344	0.06	\$ 4,736
Combined Subtotal	201,497	278,690	256,002	736,189	245,396	2,944,756		\$ 5,735

Figure 2.0. Pricing calculations

The analysis process provides an opportunity to better understand a Customer's current total cost of ownership of their operational environment including both the physical costs to print but also many of the unforeseen factors that impact costs of the business, such as inefficient document workflow, document storage (offline and online) and management and document security.



The process of conducting an assessment for a client may be primarily focused only on the goal to support or reach an agreement on the current baseline data and the current total cost of ownership including the key cost elements involved.

However, the overall value, insight and objective of this process generally provides the following business outcomes;

- Understanding the clients' requirements
- Knowledge of the clients' processes
- Accurate analytical view of the data sets

The potential overall benefits of conducting of a comprehensive assessment can include some of the following:

- Reduced costs
- Improved business processes and document workflow
- Improved employee productivity
- Greener print infrastructure – Social alignment
- Proactive device and support management
- Improved business efficiencies
- Enhanced user experience/Customer experience
- Operational consolidation
- Increased performance and ongoing management
- Improved compliance and corporate governance

What to Measure - Performance Measurement Considerations

Data Collection (quantitative)

Information Required to Perform an Assessment



IT Considerations

- Resource requirements: IT infrastructure
 - Where will the RMS reside – desktop workstation or server
 - Must meet minimum requirements as established by RMS
- Security
 - Provide security documents if needed
- Workflow considerations

Will the software remain in use after the assessment is complete?

This will allow you to continue collecting data after the assessment period while moving into the contract phase.

- Recommended length of the total assessment and of the discovery phase
 - Discovery phase
 - Data collection should be at least 30 days
 - The longer the duration the more accurate
 - Be aware of peaks and valleys in production, such as at a school, or accountancy firm
- Data to be collected
 - Device metrics
 - Type of device
 - Managed vs unmanaged
 - Volume per device mono and color
 - Utilization vs duty cycle
 - Over utilized
 - Under utilized
 - Device functionality
 - Toner swap reports to analyse waste
 - Power consumption reports
 - User metrics
 - Applications used
 - What is being printed
 - Where is it being printed (proper utilization)
 - Document workflow

Logistics

- Devices found vs. devices in fleet (Is the list of devices to be evaluated complete?)
- Fleet inventory
 - network
 - local
 - Are devices reporting? (end-user requirements for analysis devices/workstations left on)

- Physical Audit
 - Multiple sites
 - Layout per site
 - Access to sites (escort, badge, clearance, etc.)
 - Floor plans for mapping

Data Analysis (What methods/tools will be used to analyse the data?)

- Device scanning software
- Current state TCO tool
- Mapping tool
- Online survey tool for user interviews
- Interpreting the data related to the device metrics (?)

Post Assessment

Overview of Current Environment: Validate Findings

The purpose is to validate the information that has been collected is accurate as well as gain buy-in on how the proposed improvements will best align with the vision of the organization. Before sharing recommended improvements, it's important to be sure the organizational objectives and current environment are understood.

Summarize the current environment by giving an overview of the current costs and issues in the organization. For the current costs, be sure to note the source of the numbers to increase confidence with accuracy. To describe the issues in the organization, share the results from the survey and interviews. Provide specific quotes from the management team that help illustrate the pain in the organization.

Current Environment – Validation of Findings

Quantitative Findings – current costs (hard costs)

- Device Metrics
- Number of brands/models
- Volumes of devices
- Volume types (mono, col or, size, duplex, etc)
- Device Utilization/location related to employees
- Device types (print, MFP, Fax, scan)
- User Metrics
- Mapping of current floor plan

Hard Costs

- Hardware - Machine/Asset
- Local and Networked devices
- Energy utilization

- Serviceability,MTBF
(Mean Time Between Failure)
- Cost of inoperable devices
- Service
- Help desk costs
- Inventory - carrying costs, sunk cost, overstock/obsolescence
- Consumables
- Waste caused by poor processes, untrained, unskilled labor, unplanned overtime

Qualitative Findings – Interviews, surveys, processes (soft costs) – See slide

- Time and value of doing “real work”
- Level of difficulty managing hardware, supplies, maintenance vendors
- Current vendors > any contracts?
- Customer satisfaction levels
- Stakeholders
- What are the most important documents and what is the document workflow today? (Paper based or digital) –
- Voice of the Customer/environment
- Reactive maintenance/supplies
- Increased redundancy
- Causes down time
- Company objectives
- Green initiatives
- What is the complexity? (consolidation, utilization, simplification etc.)

Soft Costs

- Hidden Factory
- Outdated processes, separate operation that creates costs and inefficiencies unrelated to the core business. *“We do it this way because it’s the way we’ve always done it.”*
- Reliance on the device i.e. printing and scanning
- Time
- Untracked and unquantifiable
- Opportunity cost
- Lack of Training (knowledge works)
- Human Resources
- Ordering/tracking
- Meter Reads
- Calls

Reporting of Findings with Recommended Improvements

An assessment is only as good as the **recommended improvements**, or as Stephen Covey once said, “Begin with the end in mind.” Verbal and written communication provides insight into a Customer’s environment, however the recommended improvements should not be delivered until data is collected, analysed, and a physical walk through of the Customer’s environment is completed. Recommended improvements can be as conservative as being a new infrastructure provider for a Customer or much more complex, involving workflow solutions, device optimization, or the facilitation of more advanced managed services.

Summary: Once the information has been collected, the next step is to put together a report that summarizes findings and introduces the recommended improvements. The report has two primary sections which are as follows

1. Executive Summary

- Summarizes the benefits of MPS to the client
 - Restates the original business objectives and goals
 - Restates the assessment process just conducted
- General observations of the environment
 - Illustrate the overall state of the environment
 - Examples, are all the devices in sleep mode, use of color devices on the floors, printers located next to MFD’s, are high amount of orphaned documents?
 - Photos
 - Device
 - Toner cupboard
 - Discarded, old (device graveyard)
- Summary of current state
 - Current device to user ratio
 - Device counts (A3, A4 & USB devices)
 - Volumes
 - Device Utilization
 - Age report
 - Standardization report
 - Device level TCO
 - Green Analysis (CO2, trees, etc.)
 - Voice of the Customer review (Customer satisfaction., print behavior, applications)
- Current state floor plan review
 - Review of mapped floor plans with a high density of devices

Tip: Presenting recommendations allows for a discussion to review and edit future design that will be outlined in the final proposal submitted.

2. Future State Recommendations

- Future state design review
 - Future device to user ratio
 - Generic future state device count
 - Recommended improvements related to:
 - Color usage
 - A4 versus A3 devices
 - USB connected printers
 - Distant between devices
 - Volume based device standards
 - Optimization strategy
 - Rules based printing
- Future state floor plan samples
- Next steps discussion



Figure 3.0 Proposed Floor Plan

Current State Report - The current state report should be presented in a higher-level PowerPoint format with the supporting documentation in hardcopy as a leave behind.

In Conclusion:

This Managed Print Services Assessment guidebook was developed and produced by the Managed Print Services Association (MPSA) following feedback from its members. It was designed to be the first of a number of MPSA initiatives that assist the broader MPSA community.

The aim of the MPS guidebook was to provide a very easily consumable “*how to*” guidebook that allowed many providers to improve their governance and processes around how to conduct a managed print services assessment.

The MPS Assessment guidebook was specifically not designed to be an expansive or all-encompassing approach to managing a Managed Print Services environment.

Following extensive feedback from members in 2015, it was clear that many people (members) within and across the industry required a better knowledge and understanding of both the many elementary elements that pertain to a MPS assessment as well a more extensive capacity and insight around managing many of the key client requirements and business outcomes that a MPS assessment can achieve.

The MPSA’s interest was to ensure the industry continued to evolve and improve best practice standards when it came to “*how to conduct a MPS assessment*” as part of a wider Managed Print Services deliver and ongoing management of a client’s environment.

The MPSA as the peak global body for the industry acknowledged the importance of continually striving to improve the standards across the industry. The MPS Assessment Guidebook goes some way in delivering a process and methodology to ensure global best of class practices can be provided to any type or size of end Customer regardless of the managed print service provider chosen.

The MPSA believe it is critically important for the industry and the community as a whole to provide end Customers the ongoing confidence that they continue to receive the very best provision of service available. This MPS assessment guide-book is only a small component of the ongoing body of work that the MPSA continues to support

Finally, the MPSA as a voice of the industry wants to ensure that our industry remains relevant as it continually strives to contribute positively to an end client’s business. The industry ongoing valuable is illustrated through its agility to remain innovative and adaptive to an ever changing business environment.

Closing Acknowledgment:

The MPSA executive committee would like to thank each and every one who has volunteered and contributed their valuable time, effort and energy over the last 12 months. It is abundantly clear that the members of the Education Committee have worked tirelessly in collaborating to ensure a base line global best practices for an MPS Assessment could be available to all service providers.

List of contributors – members of the Education Committee

Chairperson: Aldo Spensieri, Vice President, MPS, Clover Imaging Group

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Sponsor: Doug Bies, Senior Marketing & Planning Specialist - Managed Document Services, Canon

Ben Bounds, Director of Business Development, ezMPS, Compass Sales Solutions, ezMPS

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Bill Frankel, Managing Partner, The Ascher Group

Carrie Mulcahy, Director of Marketing, Auxilio

Exhibit A - Sample Interview Questions

Interviews: Gathering Information from End User Employees

Gathering information from employees at the end user location can be done face to face, or can be completed by distributing questionnaires in either hard copy or digital form. The following are examples of hard copy questionnaires. If you are distributing questionnaires, you should include an introduction letter that is signed by an executive/manager at the end user location, an example of which is given below.

REFERENCE

Sample Questions:

Print Assessment Questionnaire - Executive Level

- How important is document production in your organization on a scale of 1 to 10, where 1 is not important at all and 10 is critical to business operations?
- What is your current print management strategy?
- What are the challenges you face with regards to managing print?
- What are your objectives for managing print?

Print Assessment Questionnaire – Financial centric

- How many document output devices are leased?
- What is the average lease rate?
- How many devices are on a cost per page contract?
- What is the average monochrome rate per page?
- What is the average color rate per page?
- How many devices were purchased outright?
- What was the average purchase price?
- How many vendors do you currently deal with for hardware, supplies, and service?
- How many invoices do you receive each month for hardware, supplies, and service?
- What is the average hourly rate for admin personnel involved in processing invoices?
- What is your current method for measuring total cost of document output?
- What are the challenges you face with regards to accounting for document output?
- What are your objectives with regards to accounting for document output?

Print Assessment Questionnaire - IT centric

- How many hours a week does IT staff spend servicing and supporting printers?
- What percent of IT calls are printer related?
- Does your organization purchase a standard brand of hardware, or is it acquired as needed?
- Who in your organization decides what hardware is purchased?
- Who does the majority of break-fix service on your printer hardware?
- How are firmware upgrades currently performed?
- What percent of your printing devices are locally connected, and how are they managed?
- What are the challenges your department faces with regards to managing printing devices?
- What are your objectives for managing printing devices?
- Information provided is confidential between Company ABC and Dealer XYZ. Date:

Print Assessment Questionnaire –user centric

- Do you like your printer?
- How often is it serviced?
- What do you do to order supplies for your device?
- Who do you call for service?
- Are you happy with the internal response for supplies and service?

Analysis of Findings

- Matching quantitative to qualitative:
 - Why are the results the way they are?
 - Do the findings line up with the real world (fact-check)?
 - Can you match the assessment tool results to the physical inventory?
- Fit for service assessment: Is the equipment in place fit for use?

Exhibit B - Samples of Communication

There are various types of “communications” you should make when conducting an assessment, which can be made of the following areas.

Assessment Communication

- Communication from you to your primary contacts about the purpose, goals, and key milestones

SAMPLE:

In an effort to improve efficiencies and reduce our print related costs, we are piloting new options to better manage our fleet of printers, copiers, and fax machines across our enterprise. Through this process we have engaged **ABC** as our consulting partner for this project.

As our partner, **ABC** will be providing us with comprehensive document assessment and output strategy design services. We believe this initiative will provide **XYZ Company** with significant cost savings through optimizing our printer and copier fleets, streamlining workflows, increasing productivity and improving processes through new technology. At a later date **ABC** will also conduct focus interviews and end-user surveys as part of this assessment effort.

Beginning October 3rd 2016, **ABC** consultants will be visiting your facility to perform a physical audit of all printing devices and noting each device on a floor plan (digitally mapping). The physical information collected at your location is as follows:

- **Device Type**
- **Make**
- **Model**
- **Manufacture Date**
- **Asset Tag #**

- **Serial #**
- **Configuration Page (if required)**
- **Connection Type**
- **Plotted Location**
- **Department**
- **Duplex / Simplex**
- **Tray Configurations**

We appreciate your cooperation with this important new initiative. - Thank you.

End user Communication

- Communication, generally drafted by you as the assessor, and communicated by your primary contacts to end users to make them aware of a physical walk through, data collection, end user feedback, and value to the end users

Sales Communication

- Following a successful assessment, once you've gained commitment from your Customer to move forward with the solution you are providing, end user communication should be provided that outlines the partnership, the goals, the expectations, and value to end users.

Exhibit C - Sample Review and Executive Summary

Many organizations across the world are looking for innovative ways to contain expenses and reduce costs by optimizing the printing environment. In assessing your current equipment and usage patterns, we have discovered ways to do just that.

The intent of this proposal is to clearly define how Dealer can assist Customer in meeting the following objectives:

- Optimizing the utilization of your current devices
- Boosting efficiency of existing devices
- Reducing costs by outsourcing maintenance of devices

Some challenges we have identified are:

- Excess capacity
- Lack of standardization
- Obsolete or aged devices
- Unmanaged supplies and user printing
- Proliferation of small expensive desktop units

- Fragmented maintenance and service contracts

We hope this proposal will provide you with all the necessary information to demonstrate how we can best assist you in optimizing your printing environment.

Executive Summary

Through our analysis of your current printing environment, we've discovered ways to better optimize your equipment and workflow to reduce costs. Below is a summary of your current printing environment compared to the results of optimization through Dealer:

Total Cost of Current Fleet:	\$11,562.26
Total Price of Proposed Fleet:	\$5,165.53
Annual Savings:	\$76,760.76
5-year Savings:	\$383,803.78

Description of Services

Background

Dealer has provided office equipment sales and service throughout the area for over 30 years. Through innovative service techniques, adaptive technology and creative equipment configurations, we offer our Customers ways to adapt their printing environment to best optimize workflow and costs.

Services for Customer

In order to fully optimize Customer's printing environment, Dealer proposes an agreement whereby Dealer will define, manage and support your printing environment. This will result in the following:

- Replacement of existing devices that will result in cost reductions, increasing end user satisfaction with better performing devices.
- Relocation of devices to optimize usage and consolidate redundancies.
- Optimization of output environment by providing end user coaching, benchmarking, gap analysis, analyzing work flow and incorporating industry best practices.
- Implementation of developed output solution strategy.

The driving force behind our management and optimization of your printing environment will be to understand your output inefficiencies and evaluate the sizes of the savings opportunities while identifying the deployment approach that is right for your unique environment. End users will gain valuable knowledge for output solution architecture from our coaches while increasing skills and productivity. Following a detailed, yet flexible, output governance model we will investigate root causes during the analysis, benchmark against industry best practice while monitoring change management impacts on the company environment, budgets and risk management considerations.