



## Executive Summary

Today more and more customers are becoming increasingly aware of the significant business benefits that can be derived when they enter a well-executed managed print services (MPS) program.

Many of these customers are either entering MPS contracts for the very first time or are more seasoned clients entering into their second, third, or even fourth round of multiple MPS contracts. A small number of customers may be even beyond this number.

Likewise, the same is true for many of the MPS providers that market and sell a managed print services program. Some of these providers may already be well established and deliver a variety of MPS-led programs to the market now, whereas other providers may be only now about to offer their first managed print services program to the customer.

Therefore, regardless if you are a seasoned managed print services provider or a provider that is just beginning the journey of providing a managed print services program to your customers, everyone can gain by drawing on the benefits of knowledge and experience when industry leaders such as the Managed Print Services Association (MPSA) come together to innovate and collaborate.

The take-away from this process is that the MPSA has recognized the importance of providing a more practical “how-to guidebook” to help providers at all levels deliver a more consistent framework around a managed print services implementation.

The purpose of this “how-to guidebook” is to assist MPS providers to better prepare, manage, and support an MPS implementation. The “how-to guidebook” is designed to be tailored to support a relatively simple client requirement as well as clients who require a more disciplined and transformational approach for their enterprise MPS implementation.

Specifically, the MPSA wanted to provide a deeper understanding around the readiness (both provider and customer) required to implement, support, and manage many of the key business, technical, and change management requirements necessary to support the customer’s changing business.

As a customer’s business becomes more complex or diverse, they continually seek out providers who can deliver a provision of service that is adaptable and aligned to their business culture and ongoing business direction. At the same time, end customers also want a provider who can help reduce their level of risk and exposure as they maintain, grow, or transition their business operations.

The provider that best aligns with the customer’s goals and can demonstrate a well-constructed plan and communicative design that engages all key stakeholders will be better positioned than those providers that do not consider many of these elements.

## Change Management

Implementing a Managed Print Services initiative means change. And change needs to be managed proactively in order to drive a successful MPS model.

As part of an MPS program we strongly recommend at least a basic Change Management strategy, ensuring executive sponsorship and a guided migration from existing to new processes for all users involved.

Changes to a current print setup will include changes to the related processes. These changes can cause fear and resistance to adopt a new printing environment, including hardware and software, and the related processes that will change.

To make sure a new MPS program is successful, everyone affected should understand why these changes are necessary, what the benefits are, and how these changes protect the organization's interests.



Change Management should be taken into consideration from the moment changes to the current state are planned. The easiest way to prepare a change management strategy is to run a workshop including executive sponsor(s), team influencers, and the members of the team(s) who are directly affected and show reluctance to change. During the workshop, current processes can be reviewed, the motivation behind the change outlined, and time lines for implementation and adoption can be set. These details will later be part of the team training introducing the MPS program, hardware, software, and all related changes. It is vital to understand the role the influencer and the weakest link play in a team – both need to buy into the change to ensure a smooth transition. Resistance and negative emotions can severely sabotage a new MPS strategy.

Just as hardware and software performance are under review during a Quarterly Business Review, the team adoption and performance should be reviewed and re-aligned with the initial objectives where required. In addition, support for the teams/individuals affected should be ongoing, e.g. via train-the-trainer initiatives.

A major challenge during the implementation of an MPS program will be to create and convey a thorough Change Management plan, supported by executive/top management sponsorship and a positive and encouraging message to drive acceptance of the MPS program.

# Stakeholder Engagement and Management

A managed print services implementation can encompass a wide range of key stakeholders, especially where new or existing MPS programs include a change in business requirements, business practices and policies, business processes, and end-user usage practices.

The importance of recognizing and understanding how stakeholders may impact the implementation can be highly critical to the success or failure of an MPS implementation.

Therefore, as part of the “how-to guidebook” for an MPS implementation, we wanted to draw out some key areas where stakeholder engagement should be considered as part of a provider-led MPS engagement.

These suggested areas or departments may require a direct or collaborative approach of engagement to ensure each party or group is part of the change or implementation process.

- Information technology
- Human resources
- Marketing communications
- Executive committees/panels (governance/compliance/safety)

Below is one example that illustrates why stakeholder engagement with the right areas of the business is beneficial to the provider when rolling out a new MPS solution.

**Business Objective requirement:** A business is aiming to reduce costs and ensure end users are more accountable and aware of where they print and why they print and may look to introduce a print policy to govern usage and costs across a division, department, or even at an end- user level.

**Stakeholder:** To achieve the successful outcome of the print policy, a provider may engage several key stakeholders across a number of business areas.

**Information Technology:** This may include working with IT to ensure that the appropriate monitoring and accounting software is rolled out effectively, including, for example, a pilot to test and validate software impact and load balancing on the network prior to a company-wide rollout. Working with IT (and or HR), users may be assigned using the organization employee database (e.g. active directory) and receive a “swipe authentication card” to use at the print device to retrieve their print jobs.

**Human Resources(HR)/Marketing Communications:** Stakeholders from HR and marketing communications may need to be engaged to ensure that staff are accurately informed about the new policy changes, including the impact to their departments and the general business. Messaging may focus on how end users are measured against the goals that are set via the MPS program and include such aspects as how print behavior(s) can affect print usage/costs and productivity across various departments and/or an entire organization. It is important to identify the exact messaging and its reach. Therefore, engaging with key stakeholders provides a more effective and efficient outcome and reduces the potential exposure of risk or client dissatisfaction if the wrong messaging results in an adverse effect to the leadership team and the business.

**Executive Committees/Panels (Governance/Compliance/Safety):** Many companies are very committed to ensure that they continually meet and exceed the organization's key business objectives. As such businesses rely on internal committees or panels to design rules, procedures, and policies to ensure that the business is governed appropriately. These stakeholders could include areas of employee health and safety, ethical and social responsibility, and sustainability initiatives. This group could also provide guidelines on how the business should operate and with whom the organization does business.

In this example, a committee may produce a print policy that requests or mandates users to not print out customer databases on a print device. This may be considered a high risk to the business and therefore the policy may govern what happens to a user if they ignored this print policy. In this case, this type of policy would also include our stakeholders such as HR/IT and marketing communications.

Compliance and governance may also extend to industry procedures and standards, accountability, auditing, and privacy practices such as the Sarbanes Oxley Act and the Health Insurance Portability and Accounting Act (HIPPA).

## Start with MPS Print Policy

A print policy is a method to formalize the recommendations developed in the implementation. A properly structured policy will help remediate the areas within an organization that were driving costs or workflow inefficiencies, such as the use of color or multiple devices within a close proximity of each other. Additionally, the policy should be designed to ensure that the remediation becomes an ongoing and sustained change in the organization's culture. All too often, MPS changes are done once during contract years and left to drift back to an unmanaged state, creating unnecessary costs for the organization and possibly the loss of revenue for the service provider (e.g. production on non-compliant devices). The policy helps the customer and service provider fix the recommendations from the Implementation into the organizational culture while allowing for change over time.

Print policies are not always a perfect fit for each engagement but they help you, the provider, implement the proper solution and create a lasting cooperative relationship with customers. A properly designed print policy helps manage road blocks, communication, and roll out. The key purpose of the policy is to aid in three areas.

- Sales and customer-facing marketing
- Speed of roll out and adherence to policy
- Change management and communication

**Policy Name:** Managed Print Services (MPS) Print Policy

**Print Policy Scope:** The purpose or rationale for the MPS print policy is to provide a framework (a policy statement) of what the policy is intended to accomplish. In this case, the aim of an MPS print policy is to ensure that the managed print services print policy applies to all policies, procedures, policy instruments, and any regulatory compliance that may be applicable or may have an impact to the client.

The intent of the policy scope is to provide a set of given instructions and processes that both parties agree to follow. It is designed to be a central point to govern all document and communications relating to the process of the MPS implementation.

An MPS print policy is designed to support the aim and efforts of the agreed scope of works and contractual basis between the end client and the provider. Therefore, the print policy must comply with the provisions of the agreed implementation of the MPS agreement, including the process of evaluation and review.

## ***Key Principals of a MPS Print Policy***

### **Print Policy Characteristics**

This section specifies the essential characteristics and charter of an acceptable print policy and procedures based on the client's environment and business objectives, including aspects such as business culture and core values.

### **Print Policy Content**

The content of policies and procedures will cover a number of areas.

- Uphold the companies' code of conduct, core values, mission and strategic goals
- Be informed by and comply with the appropriate legislative and industrial requirements
- Be consistent with the client's existing rules and policy of governing the business
- Provide a clear and discernible separation between governance and management responsibilities
- Clearly articulate expectations and consequences to the customer
- Assign responsibility for actions and decisions required under the policy
- Alert the client (key stakeholders) of any key concerns or risk that may occur to mitigate risk for both parties as soon as humanly possible

### **Documentation**

All information relevant to the MPS print policy and the effective outcome of the agreed implementation should be handled as follows.

- All documentation and communication (where appropriate) should be centrally registered and timestamped
- All documentation and communication should be accessible (on this point – the client and the MPS provider should agree how documentation, information, and communication is shared or made accessible)

It should be noted that some clients and providers may wish to grant access to the documentation and communication archives to "specific" individuals within their organizations. These select individuals would need to have access to the central register as a governance or compliance control process.

### **Governance Policy**

Both parties (i.e. the client and the print provider) should look to set governance policies around the client's print policy. This is to help all stakeholders (i.e. print users) better understand the key aspects of the print contract without needing to understand specific contractual details.

Ideally a governance policy should fulfil one or more of the following purposes.

- Set the standards for behavior (e.g. usage – i.e. print volume and or wastage)
- Establish high-level structures and processes

- Set fundamental requirements and limits and allocate responsibilities (e.g. access and management of centralized documentation)
- Establish control mechanisms
- Be subject to external reporting requirements (e.g. reviews, best practices, risk mitigation, dispute resolution)
- Establish an exception policy

## Exception Policy

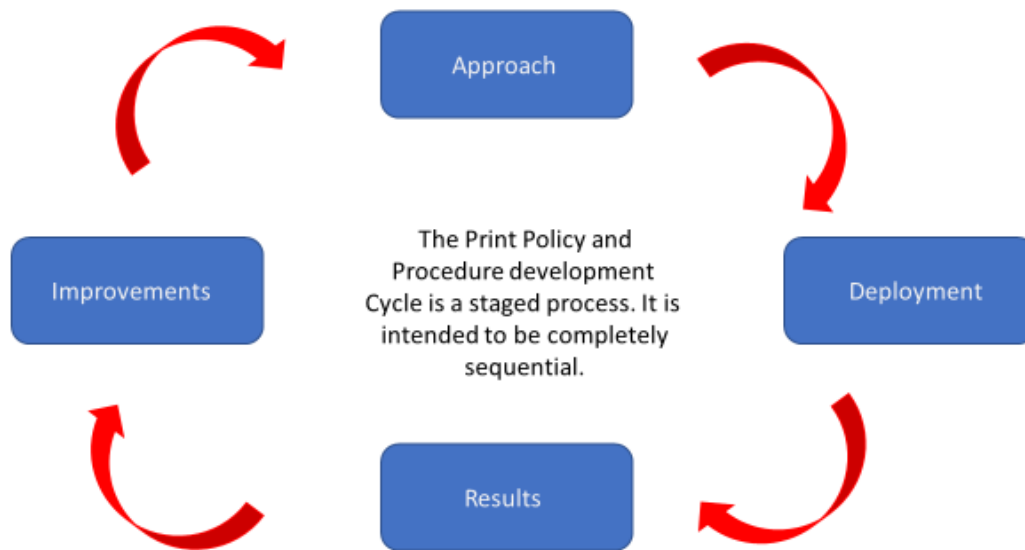
The exception policy must be clear and concise. It must contain the type of exception allowed, who has the authority to sign off on the exception, and how complete/strict the policy will be. The policy usually revolves around the type of devices used or if a personal device is being requested. An example of an exception policy follows.

“Due to the high cost of ownership, the company discourages the lease or purchase of a single-function or locally-connected device. Departments or individuals that are in need of a single-function device must complete and submit a request to the CFO, CTO, and MPS Program Manager, along with a justification for approval. Private or confidential printing alone is not a proper justification.”

## Communication Campaign

- To who
  - Targeted to end-users or workgroups
- From whom
  - C-level sponsorship, responsible
- What
  - Print policy
  - Implementation
  - Training
  - Change management
  - Ongoing support (1-800, chat, email, FAQ, self-help portal)
  - Suggestion box– feedback portal
- Why
  - Cost reduction
  - Access to scanning (digitization)
  - Productivity
  - Workflow enhancements

In summary, the MPS print policy is shaped around 4 key phases.



Approach	Helps understand the needs, benefits, and payoff; then communicated to the affected personnel
Deployment	The actual putting in place of the recommendations stated in the approach
Results	The measurement of the results vs the approach
Improvements	Based on the results that will bring a new and improved approach

The cycle begins again.

## MPS Site Readiness

MPS site readiness is a critical part of MPS implementations. Site readiness often involves manual and physical work that can be time consuming. If the pre-work is done properly, the new print management paradigm tends to be more successful. Some of the more common facets of MPS site readiness are listed below.

- **Information Collection:** Information gathering is a critical step in site readiness. Typically, an operations or analyst resource will be responsible for creating a database of contact names, phone numbers, emails, asset locations, etc. Other activities include the following.
  - Assign a primary contact (power user) per device for general purpose and responsibility for consumables, service calls, questions
  - Pre-inspect the site to document network jacks, power requirements, etc.
  - Detail staging, special requirements, network readiness, and IP address
  - Document delivery details, removal and disposal agreements, recycling, and relocating

- **Client System Onboarding:** Often, client information technology tools are in place and can be leveraged for use alongside vendor tools. Available tools may include email, print servers, printer installers, remote monitoring software, and driver management tools.
- **Asset Tagging:** Generally, tags are created and adhered to MPS assets prior to contract start date. For MPS assets that are more geographically dispersed, tags are mailed and adhered directly by the customer. Asset tags may include the following information.
  - Instructions that direct the end user to the appropriate resource for resolution
  - An internal or external help/support desk
  - A phone number, asset number, and serial number
- **Asset deployment plan:** Once asset details are gathered, an analyst will develop a deployment and change management plan that will need to be communicated and agreed upon by the customer. The goal for the deployment and change management plan is completion by the agreed upon start date. Note that these plans may be agreed to prior to the sale.

During site readiness, it is important for the team to track any out-of-scope changes that need to be approved by the customer. Examples may include locally attached printers, inkjet printers, printers with limited reporting capabilities, or devices that are onsite but owned/supported by another company.

Once the project plan is ready and approved, the MPS provider will develop messaging and communications for the client to distribute internally to the end users. Communications can include details about the kick off date for the new print management service, changes in business processes, and opportunities for training on hardware and new print policies. Communication can either be directly provided to end users or sent from a primary contact, depending on how the customer would like this communication to work.

Smoothly ending prior support is important. Prior support may have a specific “turn off” date, and the customer may have a shortage or an excessive amount of supplies that they are looking for the MPS provider to support.

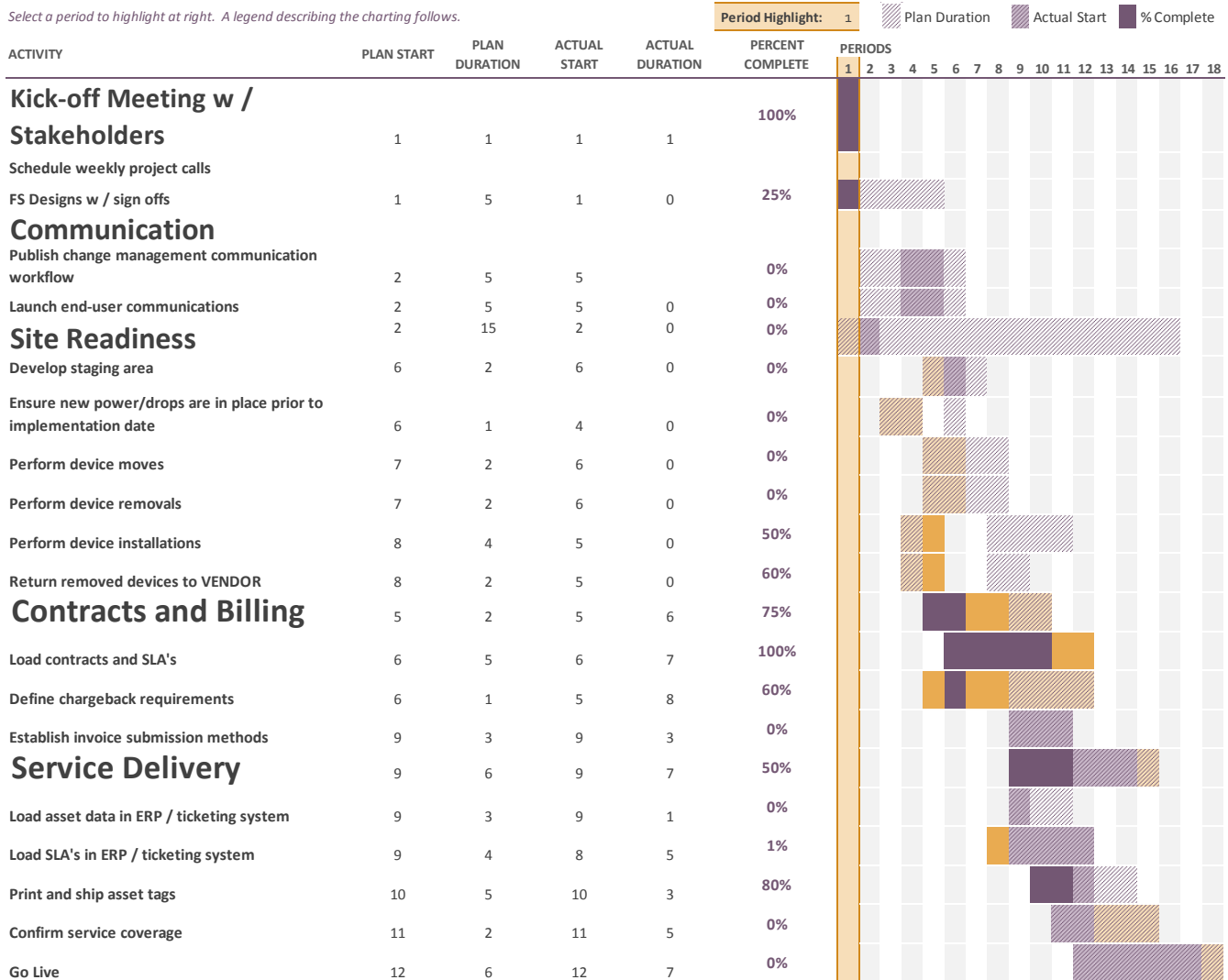
- Physical Mapping
  - To steer service technicians and/or consumables to the appropriate place within a customer’s site, a physical walkthrough is often done by the MPS provider prior to the go-live date. This allows the MPS provider to map the physical location of each and collect end user information. This process also helps the MPS provider build the case for print optimization, allowing the MPS provider to come back at a later date with physical recommendations that will enable the customer to optimize their output devices and save money.
  - Assuming the client has some sort of floor plan (fire escape route) of where all devices are networked and stand-alone, including MFP/s, mail, and wide-format, then once the MPS program is in place, the provider can revisit for optimal placement of devices.

From an internal MPS provider perspective, contracts and billing need to be set up so that there is not a delay in the MPS program start date. It should be noted--technical support may be required to network hardware and get MPS devices to report through MPS management software.

# Implementation Project Plan

## MPS Implementation Project Plan

Select a period to highlight at right. A legend describing the charting follows.



- > 14 days prior to go live – Contracts signed
- > 10 days – Physical walkthrough completed
- > 7 days – Internal MPS Provider set up (billing and logistics)
- > 2 days – Tagging of devices
- > 1 day – Training of business processes with end users
- Go live!
- Day 30 – Periodic Business review
- Day 90 – Periodic Business Review
- Day 180 – Periodic Business Review
- Day 270 – Periodic Business Review

- Day 360 - Periodic Business Review

Steady state is the control phase where initiatives are introduced to provide long-term success and profitability. This phase may include integrating benchmarking, reporting, account reviews, fleet management, and user behavior modification software. Performance is tightly measured against service level agreements and overall customer experience. Most importantly, this aspect creates the necessary controls and measurements to ensure accountability and adherence to the new document processes – the ultimate determinant of program success.

Steady state involves defining the success of the program from both a qualitative and quantitative perspective and then using those benchmarks for measurement.

## Reporting

In order to determine if business goals are being met within steady state, organizations must develop a reporting process that validates the deployed managed print solution is meeting operational and financial goals. Simply reporting on print volumes and device utilization is only half of the story. It is important that the reporting mechanism delivers proactive information to strategic decision makers across the organization. Financial, technology, and workgroup-based analytics will need to be reviewed daily, so opportunities for ongoing cost reduction and greater efficiency through continuous improvement and simplified workflow can be realized. The following points should be considered as a foundation for steady state reporting/dashboards.

- Who (employee/workgroups) is/are printing, scanning, copying and faxing?
- What types of documents are being printed (i.e. Excel, Word, PowerPoint, Marketing, etc.)?
- Is the deployed technology (printer and/or MFD) meeting the end-user's requirements (driving efficiencies)?
- What documents are being scanned and/or copied to be shared in a physical sense?
- Are high-volume (large) print jobs driving a higher cost?
- Are devices within the managed print solution meeting uptime SLAs?
- Are print rules/print governance working?

## Benchmarking

While the initial process of benchmarking occurs during the Implementation phase of an MPS engagement, as we move to steady state, the benchmarking becomes related to our own performance standards as set forth in the SLAs of the contract and print policy. The benchmarking standards are generally related to qualitative and quantitative performance elements. The following points should be considered as a foundation for the benchmarking process.

- Current state costs
- Future state costs / savings %
- User to device ratios / optimization
- Service metrics
- Print reduction %
- End-user satisfaction
- Industry / vertical comparison
- Trending analysis

## User Analytics Software / Print Management Software

Once an organization has implemented a managed print solution, the intended results will need to be proactively managed. Managing a print fleet, regardless of its size, requires user analytics and print management software. These applications allow the information technology-based teams to gain an understanding of print output and where, if possible, printing could be minimized or completely removed. The print trends (i.e. analytics) that feed into a larger dashboard provide insight to how printing and the generation of “physical” documents (print output) drive costs associated to the management of the printed pages and devices that generate the output. Print management software is purely a “proactive” approach to change the print behavior of a workgroup or end-user. Print management is a governance of if, where, what and when a document(s) can/should be printed to a specific device within the print fleet.

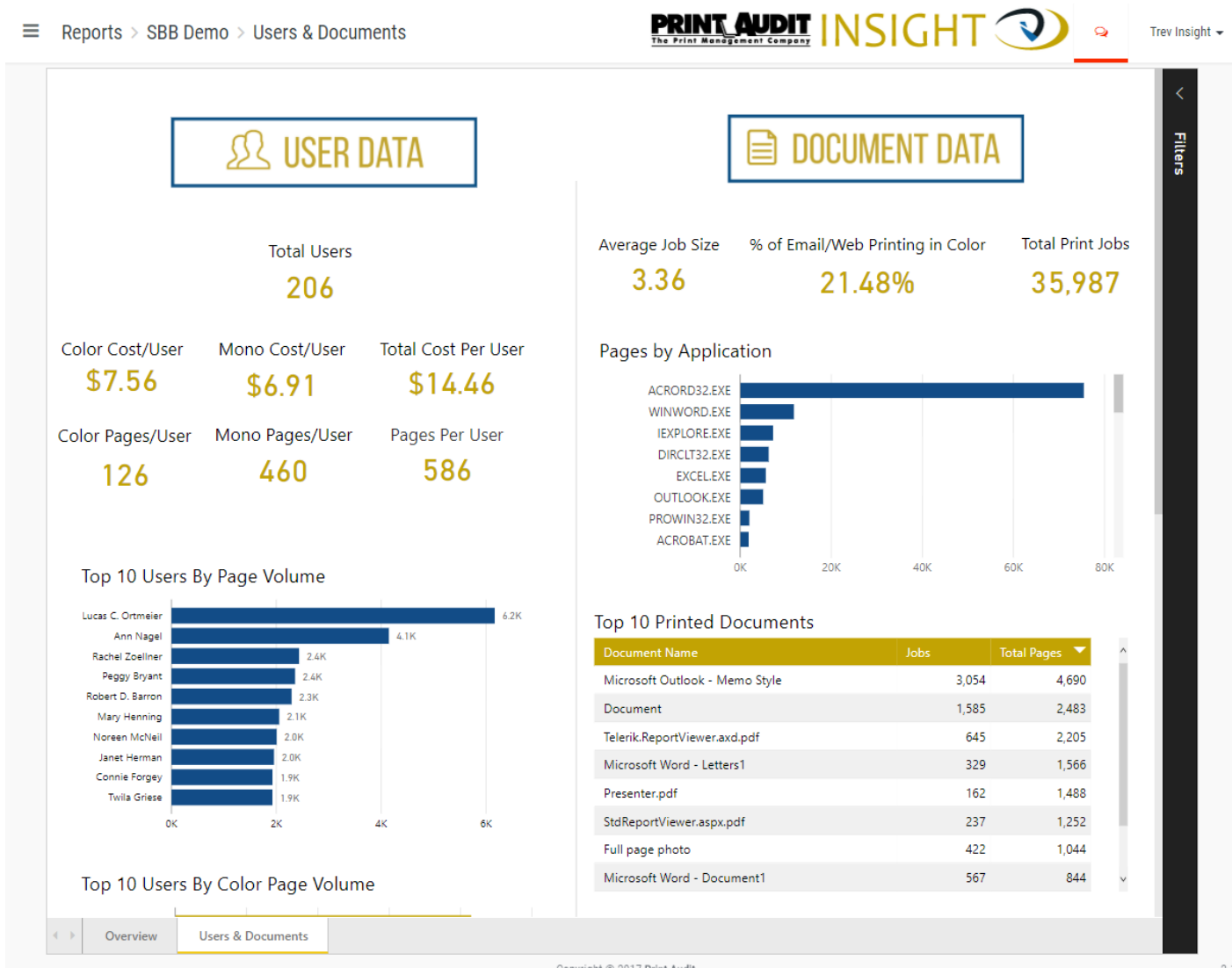
User analytics software offers several key capabilities.

- Quickly explore data in a clear graphical-based manner (dashboard) by user/department, by application and by device
- Make decisions based on insights and not assumptions--discover what, why, when, and where print happens
- Reconcile the differences between metering counts/reports and charges associated to MPS provider billing
- Drive optimization of the print fleet
- Gain an understanding of capabilities of existing equipment and when automation could drive end-user efficiencies
- Understand when intellectual property may be at risk

Below are some key capabilities of print management software.

- Redirect large print jobs to a multifunction device (MFD) or print shop, driving a lower cost per page
- Introduce duplex printing when possible
- Offer a print security model
- Release print jobs securely
- Support for unique Swipe/ID card approach
- Mobile print capabilities for the mobile workforce
- Support for smartphones and tablets
- A follow-me print model
- Allow end-users to print at any location/building/floor
- Reduce printing costs
- Increase staff productivity
- Enhance workflow efficiency
- Decrease carbon footprint

## Dashboard Example



Source: Print Audit Insight

## Fleet Management

Many organizations have copiers, MFDs, faxes, and stand-alone printers within their enterprise. While these devices all yield a printed page, they are usually managed differently from company to company. Legacy approaches in managing a print fleet can limit the realization of an organization’s managed print goals. Financial, operational, and end-user productivity can all be affected when a fleet management model is not engaged and properly managed. Typically, copiers and MFDs that have been deployed consist of multiple brands and models, and a non-standard approach in relation to fleet management sets up an organization for a higher cost of ownership and a situation that lends itself to lower end-user satisfaction levels relating to the use and knowledge of using these print devices. In most customer settings, printers, MFDs, faxes, and copiers are purchased by multiple business groups/divisions/users. Without a focus

on a consistent manufacturer and models catalog, the MPS model and fleet management approach loses its effectiveness and intended results.

The following points should be considered as a foundation for steady state fleet management.

- A limited number of manufacturers of print devices should be selected for the print fleet
  - An MPS engagement that contains a narrowed manufacturer roster with minimal models within the print fleet drives a positive business result when establishing steady state
    - Limits the unique number of consumables (ink, toner, replaceable parts, etc.)
      - Reduces the need for broad technical support at the help desk
      - Drives better training initiatives
        - Less time spent learning/mastering the features of a print-device
        - Higher comprehension of a devices operational/technical features
- A minimal number of print-device models should be established from a procurement perspective (online catalog/portal)
  - Helps with the cost of ownership
  - Allows IT resources/departments to approve a device
  - Minimizes “rogue” buying outside of established budgets
- Stand-alone (non IP-enabled) print-devices should be kept to a minimum
  - Devices that are not IP-enabled cannot be proactively monitored/managed
  - Reactive management of print devices drive higher costs
  - Standalone print devices traditionally have a higher cost of ownership
- The approval and purchasing process should be limited to the procurement or purchasing departments
  - Established budgets can be managed much easier from a “single” point of contact
- Monitoring technology/application(s) should be deployed
  - Proactively track the print devices, assuring service and supply alerts can be tracked and managed consistently
    - Low toner alerts
    - Paper jams
    - Imminent device failure
  - Reporting mechanism to assure SLAs are being met
- Service Level Agreements (SLAs) that are cost effective and meet the service requirements for the organization should be established via a service contract
- Service calls should be placed through a single-point portal (online/dedicated help desk)
- End-users should place their request for consumables through a managed online procurement portal (preapproved consumable supplies/supplier(s))
  - IP-enabled devices in most cases have pre-order workflow for consumables that remove human interaction(s) related to supplies fulfillment
  - Establishing an approved ordering process reduces the risk supplies/consumables are purchased outside of procurement policies

## Account Reviews

The account review process is the summation of the control phase of an MPS engagement over a prescribed period. Account reviews generally occur once every quarter. It is recommended that an MPS specialist lead the review process given their expertise in understanding the data and its overall value to the customer.

### Dealer

- Attendees- MPS Specialist, Senior Sales Manager, Senior Service Manager, Account Executive

### Client

- Attendees- Business Owner or Principle, Senior Level IT, Senior Level Finance, Project Lead from IT
- Fleet Performance
  - Utilization
  - Uptime %
  - Volumes
- Trending Analysis
  - Usage trends
  - Volumes by sites
  - Color versus black & white printing
  - Adherence to print policies by site
- User Analytics
  - Application printing analysis (email, MS Office, etc.)
  - Volumes by users
  - Right device printing
- Opportunity for Savings
  - Detailed review of savings opportunities
- Program Improvements
  - Technology enhancements
  - Emerging industry solutions
- Voice of the Customer- Overall Satisfaction
  - Prior to account review end-user survey results

## In Conclusion

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

The aim of the MPS guidebook is to provide a very easily consumed “*how to*” guidebook that allows many providers to improve their governance and processes around how to implement a MPS engagement.

The MPS Implementation guidebook is 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 the many elementary factors that pertain to an MPS implementation and a more extensive capacity and insight around managing many of the key client requirements and business outcomes that an MPS engagement can achieve.

The MPSA's interest is to ensure the industry continues to evolve and improve best practice standards when it comes to "how to implement MPS" as part of a wider managed print services delivery and ongoing management of a client's environment.

The MPSA as the premiere global body for the industry acknowledges the importance of continually striving to improve the standards across the industry. The MPS Implementation Guidebook goes some way in delivering a process and methodology to ensure global best-in-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 Implementation Guidebook 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's ongoing value 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 that baseline global best practices for an MPS implementation could be available to all service providers.

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## Your Feedback is Requested

The MPSA's aim is to continuously learn, and improve the MPS Implementation Guidebook, to provide a more concise and valuable document to its members. We encourage you to visit the [www.yourmpsa.org](http://www.yourmpsa.org) web site to access our short feedback form giving the ability to strengthen our capabilities as we collaborate as an industry.