



**MPSA**  
MANAGED PRINT  
SERVICES ASSOCIATION

*Managed Print Service  
Framework Overview*

## BACKGROUND

For many years during the 1990's and early 2000's office printing exploded with companies of every size. According to the Boston consulting group, consumption of cut sized paper (Letter/A4) had doubled between 1996 - 2003 in the United States. The doubling demand for cut sized paper coincides with the increasing shipments of printers throughout the 1990's. Multi-functional products were introduced in the 1990's, and laser printer shipment volume more than tripled by 2006.

For years, large, medium and small companies all over the world have provided printing to its employees. Employees perceived printing as low to no cost, easy to administer, and convenient to use. In most companies, the true cost and burden is hidden with multiple departments owning a portion of the total printing responsibility as it relates to ordering, maintaining, supporting and supplying the devices.

The office printing environment doesn't change on its own. Often times change is instigated when printing or the management of print devices becomes frustrating enough, there is an increasing demand for more, or the incumbent provider is challenged by another vendor. Managed print services is a way to help companies improve operational efficiencies as it relates to its management and use of office printing.

## INTENT

The intent of this document is to outline most of the elements that you'll need to consider in developing your organization's Managed Print Services (MPS) program, as well as an accompanying framework by which you can select how best to implement MPS in your organization. This document's intended audience is an organization's project manager, IT lead, or team who will be evaluating MPS programs, proposals or preparing requests for proposals. While the introductory section document can benefit others within your organization to better understand the need and case for MPS; please utilize this document within your implementation team.

Much like your organization's printing environment is unique, all MPS programs are not created equal. Ultimately, the success of your MPS program will rely heavily upon the application of these considerations from initial scope to execution, and throughout the program's lifecycle. What are the goals and objectives to be achieved and solved with implementation of a managed print services program? This is the paramount question and can only be answered if you are well versed in what a managed print program can encompass. Therefore the best place to begin is with additional education.

The Managed Print Services Association (MPSA) defines MPS, as:

*“The active management and optimization of document output devices and related business processes.”*

What is the MPSA? The mission of the MPSA and its members is to address and optimize businesses' office document management while enhancing the growth, and efficiency of the MPS segment through advocacy, marketing, education, research, standards and a general community of interest. In order to reach these objectives, the MPSA provides market research and unbiased information like that contained in this document to empower end-users to make smarter decision regarding their MPS strategies.

What is the methodology used for this content? We have chosen a proven method and format of providing this information using the ITIL Framework Service methodology as a guide. This is a technical tool that is used by some of the more robust IT environments in that elements of a solution are categorized in a uniform method. The ITIL framework provides best practices, which an organization can adopt or adapt in order to realize the IT service management objectives of aligning IT services with the current and future needs of the business, improve quality of services and reduce the cost of providing services. We have pushed the technical terminology into the footnotes and have proceeded herein with mid-level descriptions.

The five core areas cover each stage of the “solution” lifecycle from the initial definition and analysis of business requirements in Strategy and Design, through migration into the live environment within Transition, to live operation and improvement in Operations and Continual Process and Program Improvement.

### **STRATEGY**

The achievement of strategic goals or objectives requires the use of strategic assets. The guidance shows how to transform service management into a strategic asset.

### **DESIGN**

Guidance on designing services, along with the governing practices, processes and policies, to realize the strategy and facilitate the introduction of services into the live environment ensuring quality service delivery, customer satisfaction and cost-effective service provision

### **TRANSITION**

Guidance for the development of capabilities for transitioning new and changed services into operations, ensuring the requirements of Service Strategy, encoded in Service Design, are effectively realized in Service Operations while controlling the risks of failure and disruption.

### **OPERATION**

Guidance on achieving effectiveness and efficiency in the delivery and support of services to ensure value for the customer and the service provider. Strategic objectives are ultimately realized through Service Operations.

### **CONTINUAL PROCESS AND PROGRAM IMPROVEMENT**

Guidance in creating and maintaining value for customers through better design

The information offered below is organized into the five distinct services delivery domains referenced above. Each service delivery domain describes the recommended best practices and follows the natural, chronological deployment of your MPS program. For instance, a topic under Service Strategy would be Demand Management. Some considerations of Demand management are then given to help you define the actual needs your MPS program.

We hope you find this information helpful in determining your needs, and wish you success in building, implementing, and ongoing refinement of your MPS program.

## MPS SERVICE FRAMEWORK CORE

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The five core areas cover each stage of the service lifecycle from the initial definition and analysis of business requirements in Service Strategy and Service Design, through migration into the live environment within Service Transition, to live operation and improvement in Service Operation and Continual Service Improvement.



### *Service Strategy*

The achievement of strategic goals or objectives requires the use of strategic assets. The guidance shows how to transform service management into a strategic asset.



### *Service Design*

Guidance on designing services, along with the governing practices, processes and policies, to realize the strategy and facilitate the introduction of services into the live environment ensuring quality service delivery, customer satisfaction and cost-effective service provision



### *Service Transition*

Guidance for the development of capabilities for transitioning new and changed services into operations, ensuring the requirements of Service Strategy, encoded in Service Design, are effectively realized in Service Operations while controlling the risks of failure and disruption.



### *Service Operation*

Guidance on achieving effectiveness and efficiency in the delivery and support of services to ensure value for the customer and the service provider. Strategic objectives are ultimately realized through Service Operations.



### *Continual Service Improvement*

Guidance in creating and maintaining value for customers through better design, introduction and operation of services, linking improvement efforts and outcomes with Service Strategy, Design, Transition and Operation

## ITIL FRAMEWORK

SERVICE STRATEGY	SERVICE DESIGN	SERVICE TRANSITION	SERVICE OPERATIONS	CONTINUAL SERVICE IMPROVEMENT
Demand Management	Catalog Management	Knowledge Management	Incident Management	Service Measurement
Financial Management	SLA Management	Change Management	Problem Management	Service Reporting
Strategy Generation	Capacity Management	Asset Management	Event Management	Service Improvement
Portfolio Management	Availability Management	Release Management	Request Fulfillment	
	Continuity Management	Transition Planning	Access Management	
	Info Security Management	Service Validation	Operations Management	
	Supplier Management	Evaluation	Service Desk	
			Application Management	
			Technical Management	
			IT Operations	

## MPS COMPONENTS AND HOW THEY FALL WITHIN ITIL FRAMEWORK

SERVICE STRATEGY	SERVICE DESIGN	SERVICE TRANSITION	SERVICE OPERATIONS	CONTINUAL SERVICE IMPROVEMENT
Assessments	Geography	Device Installation	Ticketing	Reporting
Document Policy	Onsite Inventory Management	Device Configuration	Help Desk/Support	Billing
Business Requests	Device Monitoring/Management	Fleet Labeling	Exception Requests	Optimize Fleet
Business Case	User Management	Human Change Management	Supply Fulfillment	Optimize Behaviour
Perfect Measurements	Technical Skills	Implementation Plan	Break/Fix	Process Improvement
Financial Considerations	MFG Support	Communication Plan	Monitor/Manage Devices	Workflow Improvement
Sourcing Decisions	Warranty	Testing & Validation	Policy Governance	
	Equipment	Knowledge Base/FAQs	Account Delivery Management	
	Contract Management			
	SLA Development			
	Sustainability			
	Security			
	Multi-vendor Support			

*Note: The MPS Service Framework herein is described from the perspective of both the customer and the provider, in order to offer you a complete view into how the program should be planned, built and executed.*



## SERVICE STRATEGY

Service strategy shows organizations how to transform service management from an organizational capability into a strategic asset, and to then think and act in a strategic manner.

Service strategy helps clarify the relationships between various services, systems or processes and the business models, strategies or objectives they support.

### BUSINESS REQUIREMENT CONSIDERATIONS

#### Program Fulfillment

- Service (What is the provider's break/fix service process? Is dispatch automated?)
- Supplies (What is the provider's supplies order process (e.g., toner, cartridges, parts) handled?)
- How often is technology refreshed?
- What steps are taken for over-/under-utilization of devices?
- Device/User management

#### How will you help us control/reduce page volumes?

#### What management software will be used (both user & device)?

- What steps are you taking to help us streamline our work processes?

#### Voice of the customer

- How will you survey us for satisfaction (and how often)? What steps are taken for low scores?

#### Reporting

- What is measured? How is it measured?
- Do you and your provider(s) agree on reports or a "program scorecard"

#### Change Management

- Do you have a communications plan to help us communicate this change to our organization?
- What is your communications frequency (enterprise-wide vs. departmental, wk./mo./qtr.)?
- How will this be implemented with our existing systems and processes?

#### Sourcing Considerations (see detail)

#### Financial Considerations (see detail)

### SOURCING CONSIDERATIONS

#### Assessment - Determining Internal vs. External

##### Customer Assessment

- What is needed for an MPS assessment? (geography, enterprise, org. impact from services provided)
- What are we currently outsourcing to external vendors/providers today related to?

### SERVICE STRATEGY

Demand Management  
Financial Management  
Strategy Generation  
Portfolio Management

### SERVICE STRATEGY

Assessments  
Document Policy  
Business Requests  
Business Case  
Perfect Measurements  
Financial Considerations  
Sourcing Decisions

- Has the time and budget for an assessment been established?
- What approach is going to be used: manual or automated?
- What tools and resources do you have available to dedicate to a self-assessment?

### **Provider Assessment**

- What knowledge, skills, tools and resources do we need/want from a provider to perform an MPS assessment?
- How do you evaluate and select a provider to manage, control, and optimize printing?
- What is the provider's process for assessments, implementation and management of MPS?
- What are the providers' references/results with other MPS clients?

### **Contract**

#### Customer

- What is the scope of the MPS agreement? (geography, enterprise, org. impact from services provided)
- What is the term of the MPS agreement?
- What are the inclusions and exclusions in the MPS agreement?
- What are the service level commitments provided in the agreement?
- How does this impact my current vendor(s)?
- How do you move, add, change, delete after the contract start date?
- How are contract renegotiations handled if anything changes?
- How are costs reconciled? What is the billing method?
- Managed vs. unmanaged devices (local vs. network)
- Contract Review Process/signoff

#### Provider

- Which provider has the knowledge, skills, tools and resources to provide the most optimal management of your printing environment?

## **ASSESSMENT CONSIDERATIONS**

### **Determine Objectives of Assessment**

#### Customer

- What outcomes are you hoping to achieve by conducting an MPS assessment?
- Who will see the results of this assessment?
- Does the provider understand your business needs?
- What is your communication plan around the assessment?

#### Provider

- What outcomes is the MPS provider hoping to achieve by conducting an MPS assessment?

### **Data Collection (quantitative)**

What data is being collected (device, user, document)?

#### IT Considerations

- Resource requirements: labor, infrastructure
- How are the tools being deployed?
- Who is deploying the tools to conduct the assessment?

## Security

- Does the tool match your security guidelines?

## Workflow Considerations (silent?)

- Will this be a silent assessment or will end-users know the assessment is being performed?
- Once the software tool is deployed, will it remain in use after the assessment?

## Logistics

- Fleet inventory (network, local, etc.)
- Geography / Layout / Access

## Interviews (qualitative)

- How are the end-users behaving with print and document processes today?
- How are the end-users impacted by the current print and document workflows?

## 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?

Cost Summary:

- Are the costs representative of your real environment?
- Will all stakeholders and decision makers agree with the cost summary?

## Deliverable

- Sample (Outsourced): Can the provider offer examples of their work in previous assessments?

## FINANCIAL CONSIDERATIONS

### Program Budget and Ownership

- What are the current costs for printing, imaging and related processes? Who's responsible?
- Is the program, and its components, in the budget (e.g., de-/centralized)?
- Are the proper decision makers involved?

### Program Business Model

How are your current document-related costs funded, managed and accounted for?

What are the related costs? (CapEx vs. OpEx).

Are budgets fragmented across multiple cost centers?

## Financing

- Will this be funded via lease?
- If so, is it a capital or operating lease? If not, how is it funded?
- What is the estimated return on investment (ROI)?

Self-funded

- What is the internal rate of return (IRR) to be used?

Provider-funded

- Is the provider blending the acquisition costs into the ongoing use costs?

### **Program Acquisition Costs and Benefits**

- What are the acquisitions costs (Hardware, software, support, labor, other)?

### **Program implementation Costs and Benefits**

- What are the implementation costs (Hardware, software, support, labor, other)?

### **Program Maintenance Costs and Benefits**

- What are the maintenance costs (Hardware, software, support, labor, other)?
- What are associated costs for vendor management? (e.g., is there a dedicated program manager?)

## **PERFORMANCE MEASUREMENT CONSIDERATIONS**

### **Fleet-level**

Utilization (collection software) (What deployment strategies/considerations must be applied?)

- Deployment (device discovery)
- Who will be evaluating and installing end-user software?
- What additional software is needed to capture information? (.NET Framework, HP Proxy, etc.)
- Is it installed on workstation/server or is it deployed via a web-based tool?
- Is an onsite IT resource involved? (Network, Local, enabled SNMPv, Community String options, etc.)

Availability (Uptime) (reliability and evaluation term)

- What is the length of the total assessment? What is the length of the discovery phase?
- What is the program's service availability? How are gaps closed? (solve vs. response, proximity, hours of operation)
- Will we continue to monitor/managed devices after the assessment?

### **User-level**

Voice of the Customer (end-user) (How will the customer be involved?)

- What are desired outcome / goals to be achieved?
- What is the feedback process to verify of collected information?

Ease of Use (How will the collection data be administered?)

- How easy is the printing solution to use and/or administer? What end-user facing tools are available also?
- Devices found vs. devices in fleet (Is the list of devices to be evaluated complete?)
- Are devices reporting? (end-user requirements for analysis [devices/workstations left on])
- Manipulation of data recovered (is the data routed to the correct person or department for evaluation?)

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

- What is the data analysis frequency?
- Who is receiving the initial reports (Meter data, Supply/Service Status, Device classification [on/off], etc.)?
- How often is the data compiled? What types of reports are available?

## **DOCUMENT POLICY CONSIDERATIONS**

### **Creation**

- What documents are created?
- How are these documents created?
- Why are these documents created?

### **Use**

- What documents are used?
- How are these documents used?
- Why are these documents used?
- In what ways will documents be distributed?

### **Management / Security**

- What documents are managed?
- How are these documents managed?
- Why are these documents managed?
- Does your document policy meet your security guidelines?

### **Storage/Retention**

- What documents are stored or retained?
- How are these documents stored or retained?
- Why are these documents stored or retained?

### **Destruction**

- What documents are destroyed?
- How are these documents destroyed?
- Why are these documents destroyed?

### **Awareness/Education**

- Are your users aware of your document policy and how it impacts their daily work routine?
- Does the document policy support the business needs? Is it in alignment with the business?

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## SERVICE DESIGN

Guidance on designing services, along with the governing practices, processes and policies, to realize the strategy and facilitate the introduction of services into the live environment ensuring quality service delivery, customer satisfaction and cost-effective service provision

### GEOGRAPHY

- Where do we have devices and what kind of services do we need management or services
- How do we want these groups of devices reported?
  - By department within a floor, BY floor ,By function, By Building, By Campus, By Office, By City, By State
- Do we need an international program? If so, would two different providers meet our needs? Do we need national coverage/regional coverage? Are our requirements different based on state/region/country?
- What do our potential service providers offer and how do they go about servicing diverse locations? Who do they use and how do they and we interface with remote providers?
- Contact/Escalation procedures for different locations.

### ONSITE INVENTORY MANAGEMENT

- What requirements do we have for back up stock?
- What storage requirements and how much? Why?
- How does staff access/request restocking and machine fulfillment?
- What problems are created or solved with JIT? Shipping times? Same day delivery or in advance?
- What do our potential service providers offer and how do they go about servicing diverse locations? Who do they use and how do they and we interface with remote providers?
- How do we manage 'expired' inventory?
- How do we currently receive and distribute internally now?

### DEVICE MONITORING/MANAGEMENT SOFTWARE

- What do we currently do?
- What works and what doesn't work or could use improvement?
- How does Monitoring & Management benefit the users?
- How does Monitoring & Management benefit other internal service providers? (IT)
- What do our potential service providers offer and how do they go about servicing diverse locations? Who do they use and how do they and we interface with remote providers?

### SERVICE DESIGN

Catalog Management  
 SLA Management  
 Capacity Management  
 Availability Management  
 Continuity Management  
 Info Security Management  
 Supplier Management

### SERVICE DESIGN

Geography  
 Onsite Inventory Management  
 Device Monitoring/Mgmt  
 User Management  
 Technical Skills  
 MFG Support  
 Warranty  
 Equipment  
 Contract Management  
 SLA Development  
 Sustainability  
 Security  
 Multi-vendor Support

- Do we have a document management program? Do we want a document management program? E-Storage?
- Are all of our devices on our Network(s)?
- Plan for those that are not?

#### **USER MANAGEMENT**

- Do we monitor or measure our current habits?
- What can we learn from doing this and what are the benefits?
- What kind of technology is available and how will it impact a daily user?
- Do we have restrictions on how we allow people to print? Duplex only/mono only?
- Do we want to use tools solely for user education benefits?

#### **TECHNICAL SKILLS**

- Is all staff trained on the technology available?
- Do we even know the possible options for our business use cases?
- Have we studied our workflow and processes for potential opportunities in BPA and/or technology?
- Outsourced network infrastructure?
- Current methodology for implementing new equipment/configuring/ installing etc?
- Triage of device issues? Internal help desk? Outsourced?
- Technical issue resolution/escalation in case of outages or problems.
- Upgrade/Updates/Bug Fixes Process?

#### **MANUFACTURER SUPPORT**

- Same questions as above
- How many different providers do we support?
- Do we have one source for all our services and products?
- What contracts do we have in place and what are their current terms?

#### **WARRANTY**

- What contracts do we have in place and what equipment falls under warranty?
- How do we have to execute on warranty claims?

#### **EQUIPMENT**

- Asset management in place?
- Technology Refresh guidelines?
- New Device/Capabilities Need process?

#### **CONTRACT MANAGEMENT**

- How many service providers do we currently have contracts with? Who is management contact for each?
- Are we aware of the terms of those contracts?
- Do we perform quarterly reviews to ensure that the contract terms are being met?

### **SLA DEVELOPMENT**

- What are our expectations for service delivery?
- What are our expectations for supplies delivery?
- Do we have high-priority areas that require different SLA's?
- Does Geography affect our expectations on SLA?

### **Sustainability**

- Do we have a recycling program? Does our potential service provider?
- Do we want to also consider energy consumption savings, and reduced print production measures?

### **Security**

- What data security protocols do we have in place that we need to follow?

### **Multi-vendor Support**

- How and who manages?
- Overall strategy?



## SERVICE TRANSITION

Guidance for the development of capabilities for transitioning new and changed services into operations, ensuring the requirements of Service Strategy, encoded in Service Design, are effectively realized in Service Operations while controlling the risks of failure and disruption.

Elements as follows:

### DEVICE INSTALLATION

- What’s the plan for redeploying existing assets? What are the criteria?
- Have all departments been given the opportunity for input so they are on board and their concerns have been addressed?
- What are the criteria for new devices?
- What is the process for deployment?
  - i.e. Where are devices being staged? Verification of power/connectivity?
- Who is doing the work to unbox, move, place, configure?
- Are devices owned? If so, is part of process to report to Finance/Accounting?

### DEVICE CONFIGURATION

- How did we poll our users to determine their use of existing assets as well as their wish list, and how does that align with Company policies?
- Network Setup? i.e. Driver, IP, Scan to folder, etc...
- How did we evaluate and introduce new technology and new processes?
- Has there been a Best Practices initiative?
- Where did we go to get an idea of what’s possible? Who and what does best look like and in what environment?

### FLEET LABELING

- Who does this?
- How communicated?
- Any other data, such as contact info for support?
- Any logic to the numbering scheme?
- How do we handle non labeled devices? Who do we contact with what data?
- How do we make sure everyone knows this?
- What is process when removing device?

### HUMAN CHANGE MANAGEMENT

- What is our plan to include everyone BEFORE and IN making the decision?
- How do we show them what we decided and how we answered and considered their input?
- What are the goals of this initiative?

### SERVICE TRANSITION

Knowledge Management  
 Change Management  
 Asset Management  
 Release Management  
 Transition Planning  
 Service Validation  
 Evaluation

### SERVICE TRANSITION

Device Installation  
 Device Configuration  
 Fleet Labeling  
 Human Change Management  
 Implementation Plan  
 Communication Plan  
 Testing & Validation  
 Knowledge Base/FAQs

- How can everyone play a part to ensure success?
- How are we going to measure success and how are we going to communicate it back?
- How are we going to show underperforming areas where the potential is if they'd adopt the change?
- How are we going to communicate how the new environment works? Where do supplies come from, how do you get service, how do you get training, etc.

#### **IMPLEMENTATION PLAN**

- Covered in questions above...needs some reorganization or repeating
- Requirements? Checklist?
- Timeframe? Phased? After hours?
- Responsibilities and owners?

#### **COMMUNICATION PLAN**

- Covered in questions above...needs some reorganization or repeating
- Method? i.e. meetings, email, handouts, etc...
- From who? I.e. Senior Executive endorsement?
- Frequency of reinforcement? i.e. beginning, quarterly, annually?

#### **TESTING & VALIDATION**

- Who will work with the service provider to ensure that all devices have some way of reporting and being monitored?
- What is the scope of the solution for non-reporting devices?
- This includes a program for non-networked machines if they are part of the solution
- Confirmation of any installed management software security/reliability compliance?

#### **KNOWLEDGE BASE/FAQS**

- Under communications, how do we make sure that all users have easy access to answers for their questions?  
Web referral on the device, posting on the wall, etc.
- Areas/topics



## SERVICE OPERATIONS

Guidance on achieving effectiveness and efficiency in the delivery and support of services to ensure value for the customer and the service provider. Strategic objectives are ultimately realized through Service Operations.

### TICKETING

- How is the user generating a service ticket?
  - i. Calling into a help desk
  - ii. Emailing
  - iii. Direct web portal
- What are the expectations as to what information to collect/provide, when and in what medium?
- Is there a process/situation where a service ticket is auto generated and the user is notified?
  - i. If so, explain and what is the method of delivery
- What is the resolution process?
  - i. When a service ticket is resolved, how is this communicated?
- What is the ongoing service reporting and history?
  - i. What metrics needed/desired

### HELPDESK/SUPPORT PROCESS

- Define the depth and breadth of this service (show flows)
- What can be phone triaged?
- What are the capabilities/certifications of this group?
- How many support personnel?
- What are their hours?
- What are the methods of contacting them?
- What are the expected response times?
- What alternatives if the line is busy?
- Are there alternative support options after hours (i.e. online Knowledgebase, emergency number, etc...)?

### EXCEPTION REQUESTS

- What is the definition of an exception per serviceable area?
- What are the expectations for handling these?
- Is there a cost over and above the standard agreement pricing for any exception?
- Is there an agreement that covers these?

### SERVICE OPERATIONS

Incident Management  
Problem Management  
Event Management  
Request Fulfillment  
Access Management  
Operations Management  
Service Desk  
Application Management  
Technical Management  
IT Operations

### SERVICE OPERATIONS

Ticketing  
Help Desk/Support  
Exception Requests  
Supply Fulfillment  
Break/Fix  
Monitor/Manage Devices  
Policy Governance  
Account Delivery Management

## **SUPPLY FULFILLMENT**

- What are the specific needs by customer? Do these vary by device?
- How is the program configured to meet those needs?
- How is fulfillment executed/what is the process?
  - i. Proactive
  - ii. Reactive/customer initiated
  - iii. Local/networked
- What are the ETA's under all of the different options?
- What circumstances kick in a chargeable event?
  - iv. Beginning supply levels
- How are emergency supply levels handled for high performance machines?
- How are failures handled?
- How are failures measured?
- Are there any circumstances in which the customer is financially responsible?

## **BREAK/FIX**

- Fit For Service Requirements?
- Are there costs over and above the standard agreement pricing?
- Product lines/models covered? Are there any exclusions?
- Certifications?
- Insured?
- Back ground/security clearances?

## **MONITOR/MANAGE DEVICES**

- How is the provider using technology?
- What is required of the customer?
- What is the Security of data parameters?
- How are non-connected devices handled?
- How are exceptions to those handled? (Seldom connected even to a laptop)

## **POLICY GOVERNANCES**

- Communication of any policy changes?
- Time parameters?
- Method of communication?

## **ACCOUNT DELIVERY MANAGEMENT**

- Reporting around SLAs
- Contacts for escalation



## CONTINUAL SERVICE IMPROVEMENT

Guidance in creating and maintaining value for customers through better design, introduction and operation of services, linking improvement efforts and outcomes with Service Strategy, Design, Transition and Operation

### REPORTING

#### Have your reporting needs been identified?

- Break/fix
- Supply usage
- Page production
  - i. Volume
  - ii. Type of document
  - iii. Color or not
  - iv. Fill/coverage
- Users to devices
- Source of documents
- Department/Individual

#### What are they?

#### What is the ability of your provider to deliver them (mechanism & format)?

#### How is this data assimilated and how is it used in decision making?

### BILLING

#### Have your billing needs been identified?

- Cost by machine and/or by page
- By department, branch or any other reporting entity
- Over what time periods
- Comparison to quoted verses actual

### OPTIMIZE FLEET

#### What are the fleet configuration objectives?

- Cost
  - i. New
  - ii. Refurbished
  - iii. Purchase/lease/rent
- Usage
  - i. # of users per device
  - ii. Standardization?
  - iii. Periodic swap/moves based on usage patterns

### CONTINUAL SERVICE IMPROVEMENT

Service Measurement  
Service Reporting  
Service Improvement

### CONTINUAL SERVICE IMPROVEMENT

Reporting  
Billing  
Optimize Fleet  
Optimize Behaviour  
Process Improvement  
Workflow Improvement

- iv. Type of print jobs
- v. 11x17 or other capabilities
- vi. Color
- Features & benefits
  - i. Scanning
  - ii. Document Storage
  - iii. 3rd Party Charging
  - iv. Security
  - v. Workflow
  - vi. Reporting Ability

#### **OPTIMIZE BEHAVIOR**

##### **What are the company's objectives?**

- Green
- 2 Sided
- Source of Document
- Color
- Saturation

#### **PROCESS IMPROVEMENT**

##### **What are the characteristics of the printing environment?**

##### **What activities would lend themselves to process improvement?**

- Evaluation method
- Departmental
- What does "improvement" mean?
  - i. Less cost
  - ii. Faster
  - iii. Other measure

#### **WORKFLOW IMPROVEMENT**

- Scanning
- Filing
- Version Control
- Approvals