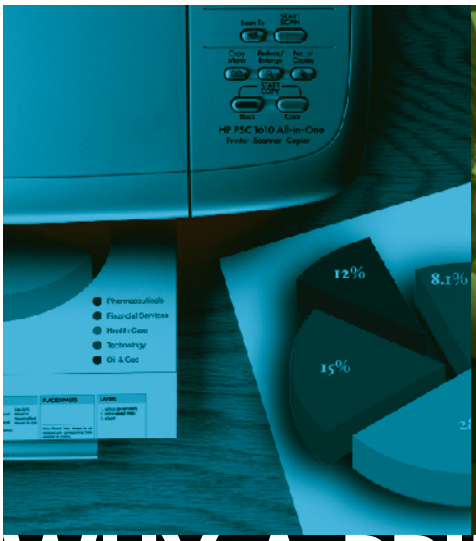
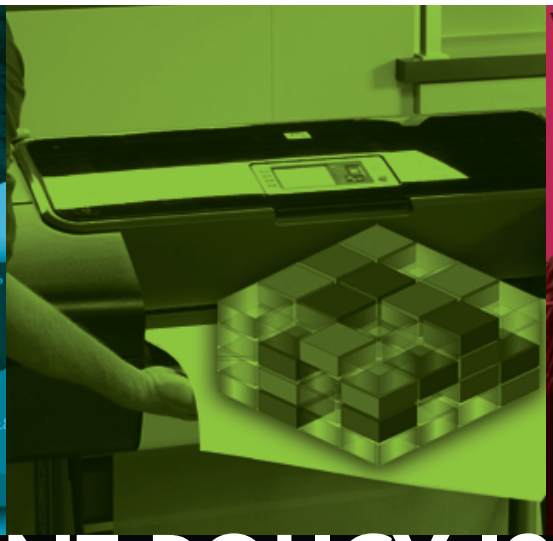
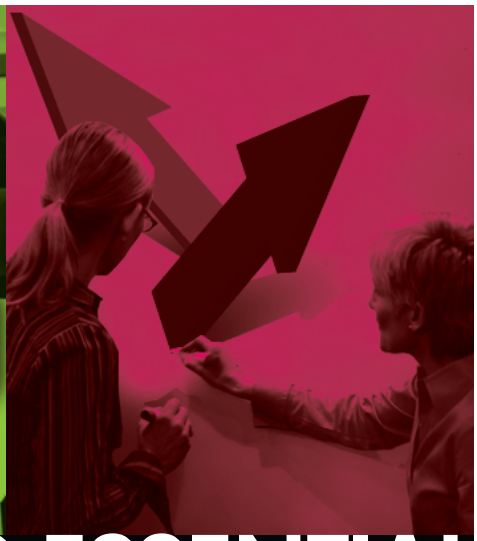


WHY A PRINT POLICY IS ESSENTIAL TO MANAGED PRINT SERVICES

Business Partner

HP AND PARTNER BUSINESS WHITE PAPER

Over the last ten years, and particularly in the last five, many large enterprises have begun to improve print efficiencies, but sustaining improvement has proven to be the bigger challenge. These companies often right-size their print, copy, fax and scan fleets replacing them with multifunction devices and new printers while increasing the use of networking technologies. During the transition, their teams worked very hard to build their solution following a disciplined approach to get the most return from their investment. More often than not, projects have been deployed without consideration for passing on a sustaining deliverable or process to govern the ongoing steady state activities of end users, procurement and IT teams who touch print assets after the transition.

This white paper will detail the key attributes of an effective and efficient enterprise print policy, one that is used during the transition to lead a managed print services (MPS) solution, but more importantly, also passes on the same level of discipline to govern and manage the new environment to the steady state team. This print policy approach to governance and decision-making ensures that transition and steady state change requests that seek to deploy additional printers to the asset mix (fleet size) undergo the same disciplined assessment of current fleet utilization, design review and approval processes.

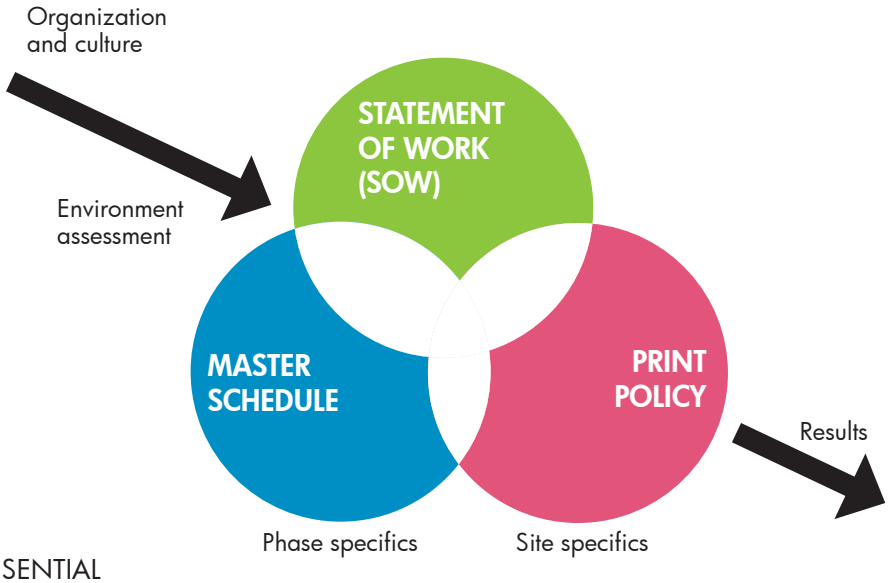
Governance for "print as a service"

A print policy describes a consistent, enterprise strategy for print, copy, fax, and scan device deployment and steady state services. It aligns with a company's IT policy and creates a single point of control to provision the service. The intent of the print policy is to provide a governance framework for the following:

- Service strategies
- Service design
- Service transition
- Service operation
- Continual service improvement

Print policy is a **governance** framework for delivering "print as a service" across the enterprise. The print policy provides the guidance or tenets upon which the future design, transition and steady state operations are established. These tenets frame "how" the services agreed on in the statement of work will be delivered. This does not mean that the print policy defines the design and operational procedures. Those come later and in separate documents. The print policy does, however, create the framework in which those designs and procedures must fit.

The print policy is one of a triad of documents that work together to frame the managed print service.

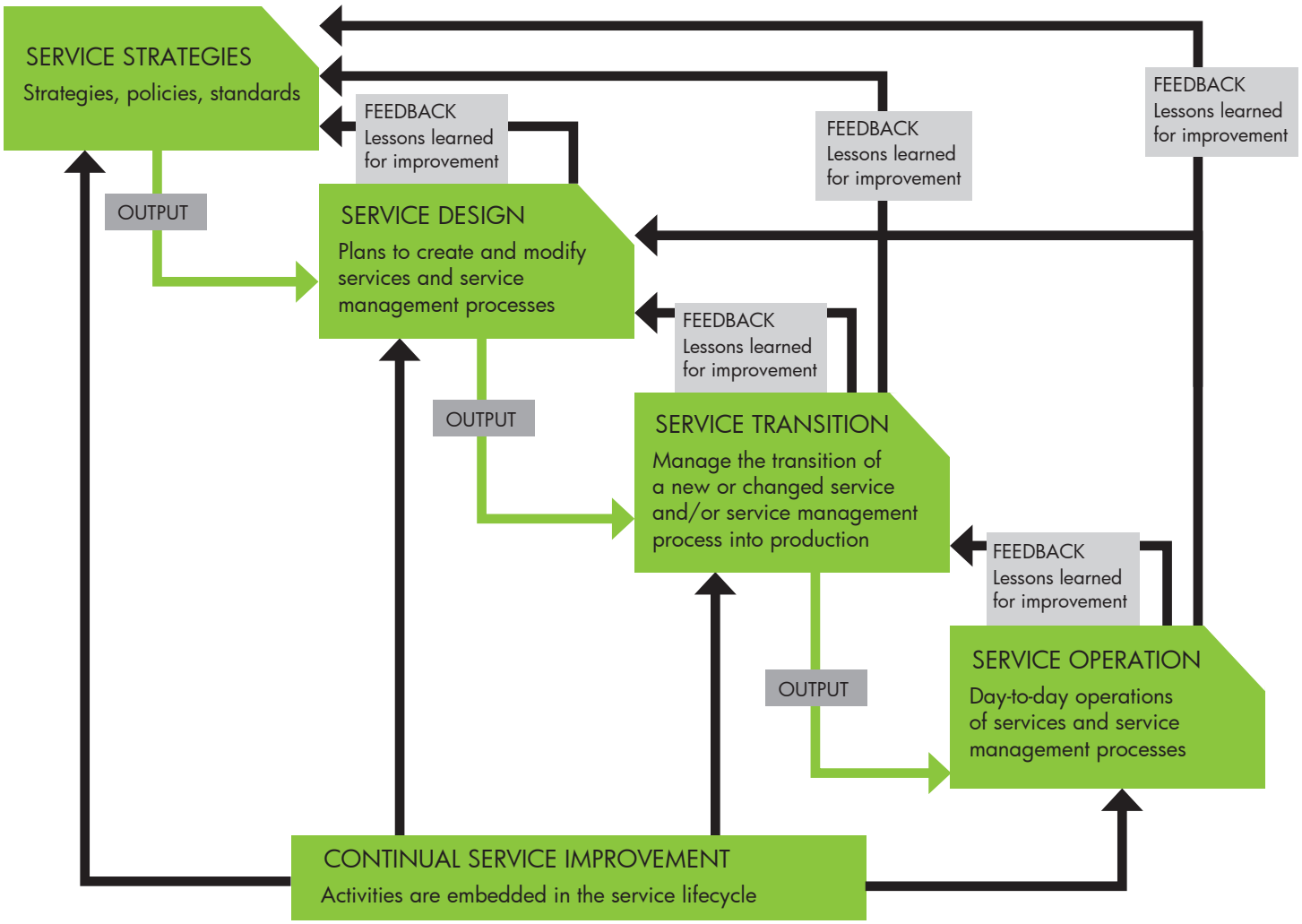


The statement of work (SOW) defines "what" services and capabilities will be provided. The print policy defines "how" the services will be delivered and the master schedule outlines "when." All three documents must be in alignment to ensure common understanding and efficient delivery.

As we are focusing on print as a service, the print policy concentrates on functional business requirements and volumes rather than devices and specification sheets. It supports print and workflow standards plus unique requirements for a business unit, for any print device. Print policy provides service level agreements based on the availability of print rather than availability of devices. It aligns with a company's IT policy and creates a sole point of control to provision print services and technologies.

Taking a deeper look into the print policy, we will see that it sets the strategy for print in the environment by defining the policies for governance, design, transition and ongoing operations. This is very much aligned to the proven Information Technology Infrastructure Library (ITIL) Service Management concepts. This framework is used to provide services to end users that are fit for purpose, stable and that are so reliable, the business views them as a trusted utility.

As described in the ITIL diagram below, it shows how these service strategies (of which print policy is the strategy for the print environment) both drive the subsequent phases of design, transition and operations as well as learn from the execution of these phases. This demonstrates that while the policy is established early in the program, it remains open to refinement as knowledge and environments change.



Establishing a print policy

It is critical to understand the way in which decisions are made within a company in order to ensure the proper governance for managed print services is established. The simplest and most effective method of governance is to assign a **Service leader** who will retain the responsibility for the service across the entire organization. If the company culture and established processes support this centralized approach, then it should be adopted. There are many companies, however, where decentralization is the norm. It is vital to understand this before beginning the service and to set up the necessary governance structure across the organization.

Governance needs to be established to deal with specific activities and decisions:

- Establish policies and accepted behaviors around print, copy, fax and scan
- Approve design criteria and resulting designs
- Make decisions on exception requests
- Communicate direction, policy and implementation to affected users
- Management of change

In many companies, MPS represents the last frontier of the company's efforts to standardize and globalize its IT offerings. It will likely be the foremost client-facing and "human change" event for IT since the company's original global workstation standardization project. Printers are very much seen as a part of every employee's personal work process. Any change at all represents a personal impact.

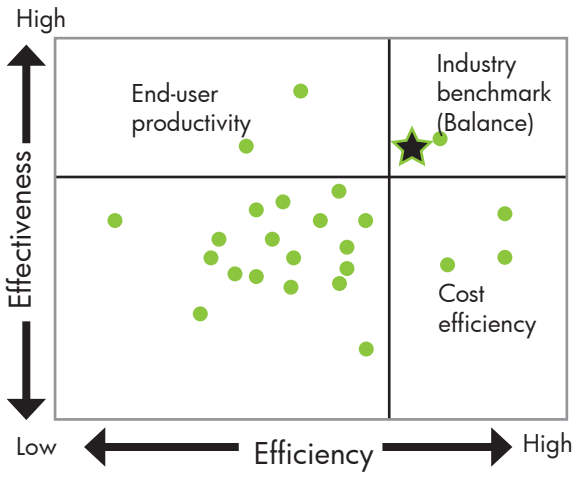
Lessons learned from successful transitions show that the service leader will want to:

- Brand the MPS service offering.
- Push leadership commitment for the program to all end users.
- Establish a repeatable communication process for phased, regional deployments including translations into local languages (if you have a global deployment).
- Promote benefits, scope and expected value.
- Enlist help from work group contacts to serve as focal points and change agents (e.g. office professionals, secretaries, administrative assistants).

Design with "balanced attributes"

A key element to reaping the benefits of a managed print service is to create a design of the fleet and the related services in a way that best meets the needs of the organization. Creating this design is a balance between **end-user productivity** and **cost-efficiency** attributes. This can be illustrated in the grid diagram to the right:

MPS VALUE MATRIX



End-user productivity

In an effective print policy, the service leader responsible for delivering the managed print services offering to the end-user community should consider the following service attributes for MPS standard office imaging and print devices:

Capability—IT will provide a standard print, copy, fax and scan service offering across the enterprise. For example, "All networked printers and multi-function devices (MFDs) will have duplex and collation capability. Most MFDs will have scan-to-e-mail, stapling, secure print and pull printing options." Note: Some organizations may approve desktop faxing via a LAN fax server where appropriate.

Availability—Tell the user community what to expect. For example, "The services are designed to ensure that business-critical devices are available 97 percent of the time, 24 hours a day, 7 days a week; and that, all other networked devices are available 97 percent of the time during normal business hours. All devices will be proactively monitored for problems and supplies will be automatically shipped to key device contacts as needed."

Reliability—The services should be designed to ensure that the number of outages experienced by any device is minimized in any agreed upon reporting period. Explain to the user community how you plan to achieve this. For example, "Service requests, based on request type, are to be resolved 97 percent of the time within service level agreements (SLAs). All devices will receive routine preventative maintenance and will be monitored for utilization. A larger capacity device or additional devices will be placed in buildings where utilization is higher than the recommended range for reliable operation." Note: A lemon policy is sometimes used to identify circumstances or a frequency of repair trend (e.g. a device jams three times in a week) that requires a device to be replaced based on inadequate performance.

Security—New MFDs are more than a network printer, most contain a hard disk and memory similar to a laptop and will require some administration to protect them and your network. For example, you may wish to disable scan-to-e-mail outside of the company. A best practice is to have the user send the scan to their company e-mail and then distribution outside of the company can be tracked. You will also want to establish stored job aging guidelines. For example, "Secure print or pull printing jobs will be retained for up to 24 hours then automatically deleted if not printed." Hard drive data erase schedules should also be implemented.

Green—Organizations have an increasing awareness and role in environmental stewardship. Companies should consider power efficiency, ENERGY STAR® ratings and carbon impacts when implementing an MPS solution.

Cost efficiency

We are seeing accelerated MPS enterprise adoption rates due to the valid business cases associated to the benefits of a managed print services program. Experts predict that more than 50 percent of enterprise organizations will have a MPS solution in place within the next few years. The following print, copy, fax and scan affordability attributes are the primary drivers of cost efficiency:

Simplification and Standardization—Environments with a large number of print, copy, fax and scan device models can create challenges. Tell your user community what you plan to do. Your message may be aligned with a "common and consistent" theme found in many company IT strategies. For example, "Costs associated with supporting and sustaining the print environment will be minimized by controlling both the quantity and number of different models of imaging and print devices used in the company."

Shared Network Devices—Let your user community know the following; "Improvements in device utilization, with an industry-recommended goal of 5 percent utilization per device, will be achieved through an enterprise standard process of assessing work group needs and applying design criteria for the placement of shared work group printers and multi-function devices (MFDs)." The specific needs of the business will be balanced against the need for minimizing cost as each work group area is designed. Here is a benchmark example, "Black-and-white print capability may be placed within 60 feet of most users, while copy, scan and fax capability may be within 100 feet of most users."

Black and White versus Color Printing—The higher cost (5 to 10 times) of color printing compared to black-and-white printing requires discipline in placement and use of color printers. Where high color print volumes exist, excess costs can accumulate very quickly. Explain to your user community how you plan to address this. For example, "Color printers are placed in the company environment based on volume (over 400 pages per month). Where there is low volume, only one color printer may be available per floor or building."

Copy Centers—Copy Centers handle jobs that go beyond what users typically perform within their own office environment. They may offer high-volume printing, copying, scanning, wide-format printing, binding and laminating. They handle color printing, including marketing and customer materials. If you offer a copy center, let users know which sites have it, delivery options and this low cost option is available versus external printing. For example, the cost of using a copy center will be free to their department as it is included in overall MPS recharges. If users do not have a copy center at their location, you may allow them to print a job to the nearest copy center and have the output sent to them via the company mail.

Specialty Print Devices—Services vary for impact (multi-part dot-matrix) printers, thermal transfer (label) printers, and plotter/poster printers. If these devices are out-of-scope for the MPS solution, explain what this means to the user community. For example, the end user is responsible for procuring and installing supplies for these types of devices following their departmental approval process. Note: It is possible to include plotters as part of a standard MPS offering if a cost advantage can be achieved.

Transition the global enterprise

The print policy needs to set the expectations for how the new services will be implemented. It is a best practice for IT, in partnership with the MPS vendor, to manage the selection and deployment of network printers and MFDs (for standard office print devices) using a global standard process that first does assessment of the client's work group area needs, and then creates future state designs to meet those needs.

Key transition phases include:

Assessment—To prepare for the initial transition to MPS, or when the company acquires or builds a new site or building, or if the number of employees in a work area significantly changes, an assessment of work group needs should be conducted. The assessment should include physical and logical surveys to determine and identify site-specific business requirements. Gathered information about existing printers should include: model and age of, configuration and utilization details, location and space requirements, and network connectivity information. If the site is already in the MPS steady state environment, IT should leverage the Future State Designs and utilization reports to see if fleet adjustments are warranted.

Design—In order to ensure consistency across the enterprise, from a client and vendor perspective, a MPS design criteria appendix document to the print policy document should be jointly documented to meet client requirements in the following four areas:

1. Functionality (for general users and specialty users)
2. User proximity to device
3. Cost/affordability
4. Special need/exception

Note: All future state designs or changes to the MPS steady state environment should be reviewed with the associated end-user work group contact and approved by the service leader before being sent to the MPS vendor implementation team.

Implementation—Even before the first device is ordered or service implemented, it is vital that the definition of a successful implementation and acceptance criteria should be agreed to by all. Does the end-user work group contact need to sign off? Is there a key device contact that confirms success? Is there a specific set of actions that define completion? Planning ahead with a specific acceptance policy ensures that the planning and execution of the transition are created with this end in mind. For example, a best practice is that every device implemented has a key device contact (KDC) from the user community. Before a device is considered production, the MPS vendor should complete a validation checklist with the KDC. This training process confirms that the device is delivered and operable, functions work—including company applications (e.g. SAP)—the KDC was trained to replace the toner, and knows where to call or go via the company intranet for support services. The KDC provides signature when complete.

Operational Excellence

Depending upon the scope and scale of the transition, the MPS may be operational in some areas before the entire transition is complete. Once the first implementation is accepted, the policies supporting ongoing service operation come in to play.

Use policy—The benefits of a managed print service can be best achieved and maintained when the users of that service understand the implications of choices they make in using these services. For example, simple use of two-sided or duplex printing can cut paper usage in half. Setting this configuration as a default and monitoring compliance can ensure that the benefits of this simple choice are maintained over time.

Fleet management—The design established and approved early on in the process was made with consideration of the existing user groups, buildings, geographies, and processes. Changes in any of these drivers could warrant a change to the design. It is vital that there is a policy on the criteria and process for design changes to maintain and optimize the service over time. Individuals should not be allowed to add, move or change devices or solutions without approval by the governance structure.

Exceptions—With any policy there needs to be a way to manage exceptions or recommended policy changes. This is part of the feedback loop. Within the print policy, the ownership for exception approvals should be defined.

Conclusion

Moving to managed print services is an excellent way for an organization to improve user productivity and gain cost efficiency in its environment. Reaping these benefits requires an organized and defined process both initially and over time. HP partners provide the guidance and structure to help companies build the policies that fit their organization.

Here are some potential next steps that could help your company convert to a managed print services model:

- Set up a discussion or workshop with your HP partner to assess your specific business needs, gain more visibility of your current usage, uncover hidden costs and develop a business case for change.
- Establish a plan and implement the best solution for today and into the future.
- Identify an approach that can help your company save resources and money.

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