



From Document Management to Change Management: MPS is More Than Just Print



By BPO Media for Canon Solutions America

From Document Management to Change Management: MPS is More Than Just Print

Abstract

Managed print solutions have undergone a significant change in recent years as advanced workflow processes become more prevalent in the business world. This report is designed to help organizations move beyond basic managed print services (MPS) and evaluate the benefits of advanced MPS including increased mobility, efficiency, productivity, and security; examine the advantages of document management and workflow; and effectively manage change in environments that implement these solutions.

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Introduction

From the cost-per-page models commonly associated with copiers to printer management programs that began to crop up in the early and mid-2000s, managing print costs, volumes and devices has long been both a challenge and an opportunity for many businesses. However, the managed print model has undergone a significant change in recent years as process automation, cloud and mobility become familiar words to most businesses, and the paperless office, while still not realized, inches ever closer to a partial reality. This report is designed to help organizations move beyond basic managed print services (MPS) and evaluates the benefits of advanced MPS — solutions and services that go far beyond cost savings and print fleet control.

In December 2015, the Managed Print Services Association (MPSA), a global, non-profit organization that

**MANAGED PRINT SERVICES DEFINITION:
“THE ACTIVE MANAGEMENT AND OPTIMIZATION
OF BUSINESS PROCESSES RELATED TO
DOCUMENTS AND INFORMATION, INCLUDING
INPUT AND OUTPUT DEVICES.” – MPSA, 2015**

provides independent communications, collaboration, education, standards and success to MPS professionals, updated its definition of MPS from “The active management and optimization of document output devices and related business processes,” to “The active management and optimization of business processes related to documents and information, *including*

input and output devices.”¹ This change in emphasis on business processes reflects an overall shift in the MPS space that sees practitioners moving beyond the device and focusing on information, solutions and processes. Today, MPS goes far beyond print management and now incorporates document management, enterprise content management (ECM), workflow solutions, business process optimization (BPO) and more. This report will examine the “new” MPS and how to maximize what it can offer.

Managing More Than Print

Moving beyond managing print is frequently a bigger challenge than many companies anticipate. Although scanning hardware and software, mobile devices and digital technologies have come a long way, businesses continue to struggle with the reality of making the move from paper to digital, finding themselves mired down in paper-based workflows despite the fact that the tools for automating their processes are already built into their systems. An International Data Corporation (IDC) study showed that information workers waste so much time on a weekly basis dealing with document related challenges that it cost the organization \$19,732 per worker per year, for a total loss of 21.3 percent in the organization’s total productivity².

For these organizations, a logical next step from managed print is document management, defined by the Association for Information and Image Management (AIIM) as “the use of a computer system and software to store, manage and track electronic documents and electronic images of paper-based information captured through the use of a document scanner³.” While document management can be viewed as a component of ECM, it is also a logical stepping stone between MPS and ECM. Print management solutions optimize the use of paper by consolidating print devices and controlling access to printing capabilities, and document management solutions control the use of non-essential paper in the office environment through the capture, storage, and retrieval of electronic versus hard-copy documents. By implementing document management

solutions, organizations can begin to help reduce document costs and drive efficiencies in the overall workflow environment while they work toward paper-free processes.

Accomplishing this degree of control and management requires the right tools for the job; specifically, the right hardware and software. Since document management requires that documents be read and recognized by software for optimal indexing, archiving and retrieval, a critical component to the process of adopting document management is the optimization of capture. While scanning was once primarily a back-office function, the ability to scan directly from an MFP in any location means that scanning is now utilized by many employees, regardless of job function. However, to be effective, documents must be scanned the *right* way and this means that capture devices must be able to integrate with intelligent scanning software. When documents are scanned into static image files, the data cannot be extracted and the benefits of capture are negated. Sound capture and workflow solutions are capable of scanning directly into office applications or back-end systems in the format that is needed, utilizing optical character recognition (OCR) to convert static documents into dynamic, editable, searchable text files. These solutions streamline workflow by integrating with existing document management and ECM systems and reducing man-hours spent searching for or reentering information. Additionally, to ensure workers use the software, programmable workflow solutions integrated with the MFP can be made accessible by one-touch scan buttons on the device's interface.

Document management offers a multitude of other benefits to organizations overall as well as to individual departments and workers. It can help reduce the errors frequently introduced through manual information entry; allow for improved collaboration between teams and departments by creating a central repository of shared documents with safeguards for version control and audit trails; and offer industry-specific solutions that help meet unique security and compliance requirements mandated for healthcare, education, government and other verticals. The advantages offered by advanced document management and ECM solutions are many and varied, and to maximize them businesses are advised to find an MPS provider that can provide an all-in-one solution that includes hardware as well as software. While many programs are device agnostic and designed to work in many environments, the efficiencies of applications and hardware designed specifically to work together cannot be ignored.

Advancing Productivity With Advanced Hardware

The synergies between hardware and software remain important in an advanced MPS environment since, in spite of the trends toward a paperless (or perhaps more accurately, “paper-light”) workplace, hardware's role is far from diminished. On the contrary, the evolution of the hardware is one of the drivers of advanced MPS. The multifunction printer (MFP), the core of the typical MPS program, is a multi-use device that has evolved from offering services such as basic scan and fax to a new breed of technologically sophisticated machines called smart MFPs, allowing MPS to evolve with them.

Gartner defines the smart MFP (SMFP) as an MFP that “can also be programmed by a third party, the user or the technology provider to perform custom functions; easily integrates with office and enterprise applications; is management-friendly, with consistent architecture and user interface; works well on the network; and is based largely on open industry standards. SMFPs can perform usage tracking and other functions that help organizations actively manage their office printer/MFP fleet.”⁴ For many organizations, the smart MFP is the most logical starting point for digitizing content and automating workflows.

Further emphasizing the importance of hardware, a recent study from market research firm Quocirca shows that 85 percent of organizations with a well-defined MFP strategy believed their workflow integration to be effective or very effective, compared with approximately 40 percent of those without a clear MFP strategy⁵. In other words, organizations that are maximizing the use of MFPs are most likely to be effective when it comes to workflow integration. By integrating standard MFP functions with other enterprise systems such as automatic detection of scanned document types, online database validations, and integration with back-office systems, businesses can bridge the gap between paper and digital. In this way, smart MFPs are fostering the transition to an enhanced MPS value proposition. However, there are other factors in today's business environment that require today's MFPs to be smarter and more efficient as well: chief among them, mobility and security.

Mobility

Mobile workflow is a pervasive influence in today's office that is critical to worker productivity. Businesses are creating and consuming enormous amounts of content in both electronic and paper form, but ensuring access to that information so that employees can work from anywhere at any time is a challenge. To meet that challenge, organizations are seeking solutions that allow workers to have the ability to print from mobile devices as well as having mobile access to content.

75 PERCENT OF USERS SAID THE BUSINESS VALUE OF MOBILE PRINTING WAS SIMILAR TO PC PRINTING, AND 15 PERCENT SAID IT WAS GREATER — IDC: MOBILE DEVICE USERS/NON-USERS: PRINT, SCAN, DOCUMENT MANAGEMENT, WORLDWIDE

Mobile device usage is becoming more and more common in business as well as for personal use, and research shows the ability to print from tablets or smartphones is in demand. A 2015 study by International Data Corporation (IDC) found 75 percent of users said the business value of mobile printing was similar to PC printing, and 15 percent said it was greater.⁶

Advanced mobile print features should be an essential part of MPS software offerings. Some examples of key features to look for include accounting and reporting to track and assess costs; job routing to ensure print jobs go to the most efficient or available printers; print-room management for production printing in which job tickets are submitted directly to the print room; and follow-me workflows, in which print jobs are submitted to a server and later released upon authentication by the worker, through the input of a PIN or badge scan, at any enabled network device. The last is not only an efficiency feature for mobile workers, it provides a valuable security function as well, which will be discussed at a later point in this report.

The needs of mobile workers go beyond print, however. Today's worker wants to be able to work from any place at any time, and the hardware and software employed by an organization will need to evolve to meet these needs. Mobile scanning solutions, for instance, allow employees to scan documents from mobile devices directly into the necessary back-end systems, which then process and manage the documents in the same manner as those scanned from on-premise MFPs or other capture devices. Remote access to company servers is also often a requirement, making the ability to access a company's centralized document repositories a benefit for most mobile workers.

Security

Mobile technologies, although a boon to productivity, bring with them a whole new set of security risks and potential vulnerabilities. The balancing act between the convenience of the mobile office and the need to secure data and protect content integrity is a delicate one.

The smart MFP is vulnerable because it provides a path both to and from the network, as documents are scanned directly to e-mail, to the server, or to a cloud-based application, as well as being entered directly into front- and back-office systems using automated workflow. Meanwhile, workers printing from their personal mobile devices add to the potential for increased security compromises. The MFP has become a productivity asset for mobile knowledge workers, but a potential security risk for organizations. A company seeking to control these activities would do well to work with a premium MPS provider that offers a wide variety of solutions available to address specific problems associated with managing content security.

One such solution involves pull printing, or follow-me printing, mentioned earlier, in which print jobs are held in an on-premise or cloud server until they are released from a network device. Rather than having print jobs automatically delivered to one particular device that may not be convenient to the individual doing the printing, files can be routed to a secure server where they are held until the employee authenticates himself, thereby releasing the print. This can help strengthen content security and virtually eliminates the threat posed by orphaned print jobs — when confidential information is printed and left lying in the printer's out tray.

Document capture and workflow solutions integrated at the smart MFP can also help combat the security risk of data leakage, intentional or otherwise, from the scan-to-email function in particular. Some solutions allow IT managers to create content filters that can search for flagged terms such as “confidential” or “non-disclosure.” The solution can be programmed to take any number of actions once the string is identified, such as reporting an audit trail that will allow the organization to track the time, date and user; quarantining the document; or automatically encrypting the document, which is an important and essential method for businesses to protect documents sent as email attachments.

While control of content as it moves to and from the MFP is important, equally critical to security is the MFP itself. Documents and data can be stored on the MFP's hard drive, creating a potential security threat within all unsecured network devices. Information stored on the drive can be encrypted to allow only certain users access, and disk encryption features can also help protect data in the event of the physical theft of the device or drive. An MFP that meets the Advanced Encryption Standard (AES), a preferred form of encryption, is recommended. An additional layer of security is available through a Trusted Platform Module (TPM), a dedicated microprocessor that can secure hardware through cryptographic keys. Through the use of the TPM, sensitive data is stored separately from the MFP and ensures the MFP's hard drive will work only on the device containing the original TPM. Other important features include automatic disk wiping and log wiping. When an MFP reaches end of life, the hard drive should be wiped to a degree that meets the often strict levels of compliance required by various industries. Some industries and companies may even request the replacement of the hard drive.

Managing Change

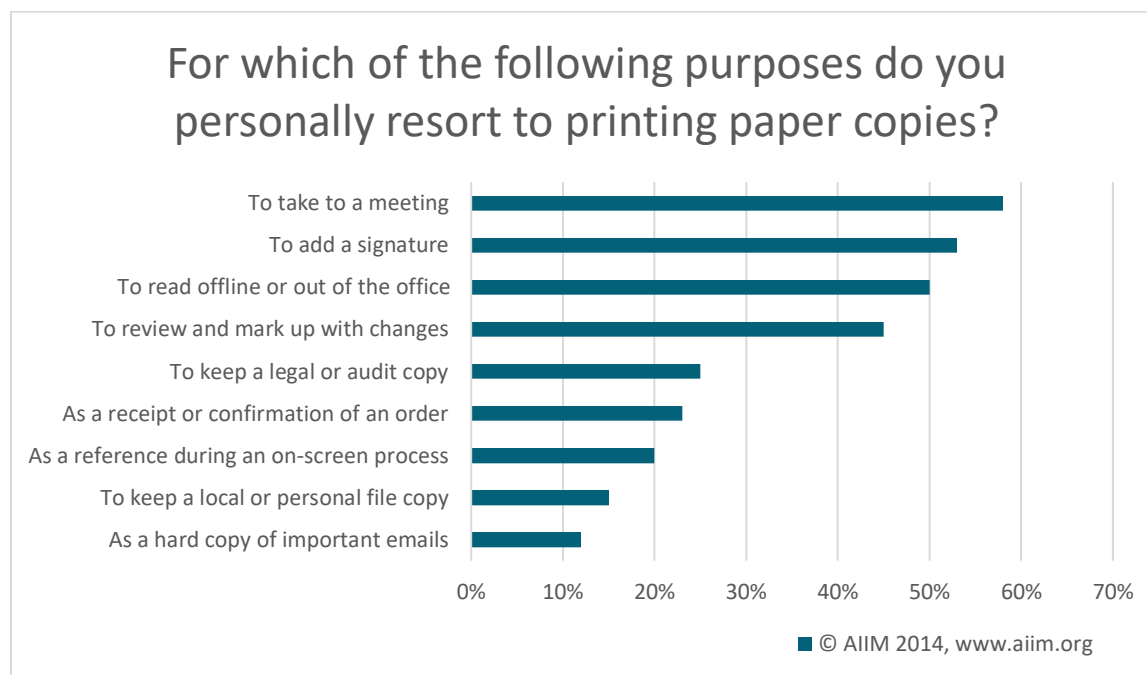
Although there are a number of factors that impact the success of any advanced MPS program, the employees who are actually using the hardware, software and solutions can make or break a program. Change management within an organization is a critical element of any MPS engagement, regardless of whether it is a brand-new implementation or an advanced-stage deployment. The success of any managed print program hinges on the ability to manage these changes effectively, and, therefore, getting buy-in from the employees is crucial to achieving the overall strategic objectives.

Individuals often feel threatened by changes that directly impact their personal work environments or systems. To help address this issue, businesses need to ensure that employees are fully invested in the program — to not only be completely aware of the program benefits and advantages but to actually support the desired changes in infrastructure and policy.

Motivating Workers

There are several issues concerning change management as it relates to MPS and document management. In the initial stages of an MPS program, it is the removal of desktop or personal printers or scanners. Workers are often reluctant to relinquish their personal devices — even if it is justified based on the assessment of the output environment.

In advanced implementations of document management and ECM programs, a common challenge is the continued reliance on paper. In a 2014 study by AIIM, more than half of respondents said they printed personal paper copies of documents to take to a meeting or to add a signature; half used printed copies for reading offline or while out of the office, and 45 percent printed them to review and mark up.⁷ See chart.



Understanding the reluctance to give up ingrained habits is critical to creating an effective change-management strategy. Employees generally do not appreciate being forced into changes perceived as a direct threat to personal productivity and have an inherent desire to feel their employers are concerned about their personal and individual needs. A key to change management is ensuring employees are involved in the process from the beginning, guaranteeing they are in support of the program goals and understand their own role in its overall success. Of course, gaining employee buy-in can be challenging, which is why change-management strategies need to be in place during the early stages of any MPS implementation, whether beginning or advanced. An effective change-management program is founded on a communications effort that articulates both corporate and individual goals.

It is important to remember, however, that corporate goals and company benefits do not always translate directly to employee benefits, requiring those involved in implementing the program to look beyond issues such as cost savings to generate interest at the employee level. Explaining that the company stands to save a certain number of dollars might come across as interesting to individual employees, but it is unlikely to produce real motivation to change. Employees, particularly mid-level or non-executive employees, may view their own workflows as too insignificant to make a difference to the company's bottom line, or have less concern about the organization's overall finances.

This emphasizes the need for change management to focus on ways that an MPS program can have a positive impact on personal productivity. Promoting a program that allows employees to do their jobs more effectively and efficiently, saving the individuals time and effort, is more likely to have an impact than big-picture views of the company's finances.

The environmental benefits of MPS should also not be understated when it comes to driving an effective change-management strategy. Environmental improvements – reducing paper, saving trees – have a much stronger emotional impact for employees than reducing print costs.

Leveraging Data

Just as MPS is an ongoing and evolving process, so is change management. To maximize effectiveness, data captured through the MPS program itself should be leveraged to evolve change-management strategies continually. Avoid assuming that policies put in place at the beginning of the program will still be viable months or even weeks after the program is launched. Just as you establish milestones for evaluating progress toward MPS goals, businesses should take similar steps to examine routinely how change-management procedures should evolve along with the MPS goals and objectives.

Understanding the importance of educating employees is essential to capitalizing on the true benefits of MPS. A communications program that articulates MPS goals is critical, but the key is developing a change-management strategy that focuses on three central points: involve employees in the program early, make sure that corporate messaging and incentive programs focus on attributes that resonate with end users, and utilize usage data obtained through the program itself to continue to refine the process. It is a simple formula, but one that should help businesses generate maximum return on their investment in MPS.

Summary

From device management to change management, MPS has evolved a great deal over a relatively short period of time. Starting as simply a way to monitor print fleets and control costs, MPS has developed into a

means of managing the entire document lifecycle, from creation to distribution, storage, access and editing — all in a secure environment. It is essential to have an MPS partner that understands these transitions, the challenges that go along with them, and the capabilities, products and advanced technology to make them happen. As technology moves at an ever-increasing pace, the “modern” office can quickly become yesterday’s office without the right products and solutions to keep up with changing business needs.

Key Recommendations

- Implement a document management solution that will allow the organization to gain control over all documents, whether in hard copy or electronic form.
- Work toward content management and workflow practices to optimize process automation and move further toward paper-free processes.
- Define an MFP strategy that fully utilizes the features of all devices to enable optimized workflow.
- Implement rules for mobile device usage that allow employee flexibility yet also ensure network security.
- Maintain a focus on compliance and awareness of regulations that apply to a specific industry as well as general best practices that can help optimize business process automation.
- Ensure all hardware has security features both available and enabled, and ensure IT staff responsible for the devices is aware of security best practices
- Involve all employees early in any new program implementation, ensuring they are a part of the process and the stated outcomes are relevant and meaningful to them.

¹MPSA Announces Managed Print Services Definition Update <http://yourmpsa.org/News/PR/3670877>

²IDC: Bridging the Information Worker Productivity Gap: New Challenges and Opportunities for IT, September 2012

³AIIM - What is Document Management?, <http://www.aiim.org/What-is-Document-Management>

⁴Gartner Glossary, <http://www.gartner.com/it-glossary/smf-smart-mfp>

⁵Quocirca Enterprise MPS Study, July 2015

⁶IDC: Mobile Device Users/Non-Users: Print, Scan, Document Management, Worldwide, July 2015

⁷AIIM: Paper Wars 2014 – Update from the Battlefield, Nov. 2014