PRINT MANAGEMENT FOR IN-PLANT PRINTING CENTERS AND FLEETS

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EXECUTIVE SUMMARY

One study of organizational printing rather unflatteringly referred to it as "corporate America's junk drawer": a poorly arranged space full of inefficiently used resources.[1] It's an unwarranted stereotype that managers of enterprise copier fleets and in-plant printing centers work hard to dispel every day.

But, opportunities to improve organizational printing do exist, and that is why many organizations have turned to print management as the solution.

Quocirca, a research consultancy, estimates that almost 50% of large enterprises (over 1,000 employees) are now using some form of managed print services (MPS), a subset of print management, with another 20% planning to adopt it within the next year.[2] Document security, cost control, and operational improvement are among the objectives that prompt organizations to seek this kind of assistance.

Clearly, fleet and in-plant managers need to know what these solutions consist of and how print management can help them improve—and retain control of—the printing activities they direct. This white paper is presented as a guide for fleet and in-plant managers who want to be proactive about bringing print management into the organizations they serve.

InfoTrends has defined print management as "services-led offerings that help companies solve their pain points (typically around the management, costs, and/or document processes) by delivering continuous improvements, particularly around the organization's print, copy, and document environments."[3] The definition is broad because "print management" can be anything from simple consumables replacement to a technical oversight program that spans the entire printing operation.

Third-party providers often are involved, but they don't necessarily have to be. With the help of vendor-furnished software, training, and support, in-house printing managers can make print management an autonomous, do-it-yourself proposition with no surrender of authority to outside personnel.

As we will see, print management usually targets copier fleets and the networks of multifunction devices (MFDs) that are present in every environment where people produce documents. But, in-plant managers have an important stake as well. Many find themselves managing printing assets "on the upper floors" because their IT departments have shed that responsibility. All worry that work will "leak" to outside printing firms if top management finds jobs being produced at excessive cost on in-house equipment.

Print management preserves confidence in fleet and in-plant printing by making these operations more efficient—and by making their efficiency more apparent to top management. A print management program typically right-sizes the number of fleet and office devices so that people can get all the documents they need from fully-utilized equipment that can produce the work at the lowest cost. This yields a double benefit: cost savings up to 30%[4]; and retention of high-volume jobs in the in-plant printing center where they rightfully belong.

Although cost reduction is its highest-profile benefit, print management doesn't stop at controlling clicks and copies. Over time, print management can evolve into a systematic program for optimizing document and data workflows in the organization as a whole. It all begins with a wish to do better—a motivation shared by everyone for whom this report is written.

[1]*The Business Case for Managed Print Services and Variations Thereof: Solutions to the Corporate Junk Drawer (DocuVision International)*

[2]*Managed Print Services Landscape, 2015: A vendor analysis of the global enterprise MPS market (Quocirca)*

[3,4]*The Advantages of Print Management (InfoTrends)*

COST COMPONENTS: ORGANIZATIONAL PRINTING[1]
Internal assessments typically identify only 10% of the total costs associated with printing.

[1]*Canon & Photizo Group: A Guide to Managed Print Services: How to Achieve the Trifecta of Corporate Benefits*

5% hardware

50% support

45% operation

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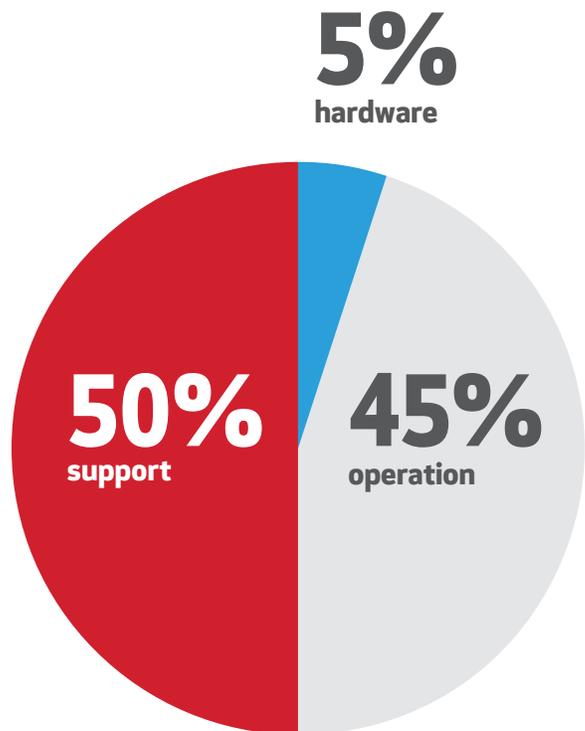
PRINT MANAGEMENT VS. FACILITY MANAGEMENT (FM) AND MANAGED PRINT SERVICES (MPS)

At first glance, the term "print management" might make those in charge of fleets and in-plants a bit uneasy. After all, isn't that what they already do? Let's focus instead on what print management doesn't entail.

It definitely is not the same thing as facility management (FM). In an FM engagement, a third-party provider typically offers to do a "make vs. buy" analysis aimed at demonstrating the provider's ability to produce the work at less cost to the parent organization than the internal printing operation. If the parent accepts the analysis, the provider takes over management of the internal operation and brings in its own personnel to superintend key functions. An FM contract could also include installing new equipment or outsourcing some of the volume to commercial printers.

Print management, on the other hand, aims at preserving status quo: keeping as much work as possible within existing fleets and in-plant printing centers. It's about helping managers increase the perception of value in their printing departments by making them more productive and more cost-efficient. No external labor is involved, because none is needed. Lines of authority stay intact. Routines and procedures don't change—except for the better.
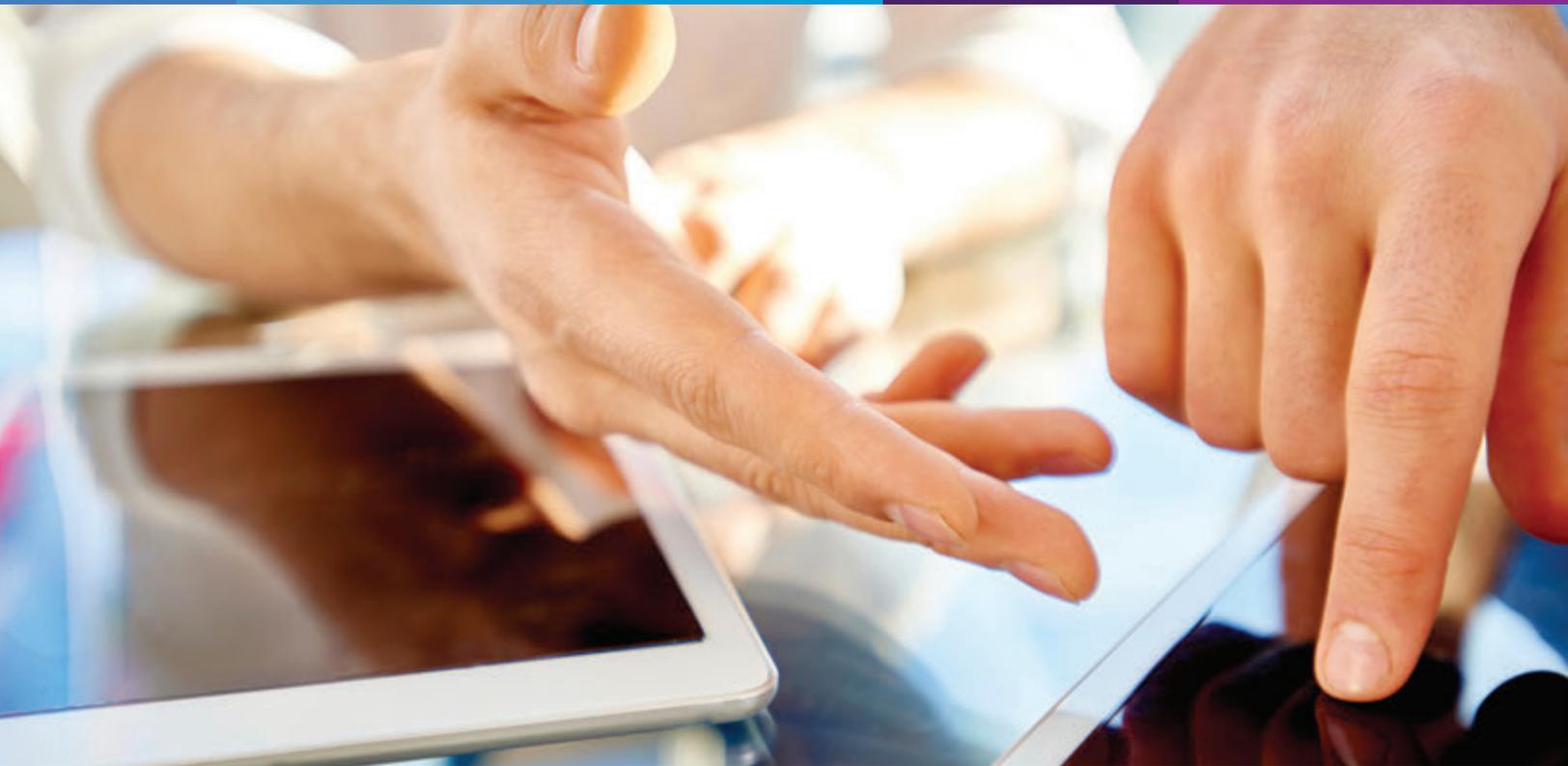
Print management essentially means putting the copiers, MFDs, and production systems your organization currently has to their highest and best use. Steps toward it include inventorying equipment, monitoring consumables, gathering and analyzing machine data, establishing patterns of use, and modifying the behavior of users and operators as needed.

All are actions that fleet and in-plant managers can carry out independently, and many have done so. For others, a managed print services (MPS) arrangement will be the best way to go. Here, the solution is a bundle of services that can be set up and run locally or remotely hosted by the MPS provider. There is no on-site presence by the provider, nor is there any loss of administrative control by managers.

In the basic package of MPS options are support functions such as consumables replenishment, equipment repair, and preventative maintenance. An MPS program also provides usage- and workflow-analyzing tools for centralized print management and optimization—the keys to achieving ROI. The tools can be accessed through an easy-to-use, browser-based "dashboard" furnished by the MPS provider.

MPS is an adjunct to print management, not a substitute for it. Performed with or without outside help, print management is the practical application of a mindset for making smarter printing decisions that yield stronger business results.

Print management aims at preserving status quo: keeping as much work as possible within existing fleets and in-plant printing centers.

MATCHING JOBS AND USERS TO DEVICES

Unmanaged print environments aren't hard to identify. They have jumbles of randomly acquired equipment; equally haphazard supplies of consumables; and persistent patterns of wasted time and effort. It isn't because the machines are faulty or the users are careless. The problem is the lack of a system for bringing them together in a way that keeps the devices constantly busy and the customers consistently satisfied.

Print management creates precisely this kind of harmony by determining the right mix of equipment for the environment and establishing clear rules for its use. The broad objective is to channel every job to the device that can produce it not only correctly, but at the lowest possible cost. A corollary to this is ensuring that if devices have multiple functions, people know about them and are making appropriate use of them.

Fixing the disconnect begins with monitoring how every device in the fleet and/or the in-plant center is being utilized. With the help of centralized data-gathering tools, managers can find out where production bottlenecks are occurring and where machines are sitting idle. After the numbers have been collected and crunched, a data-supported basis for setting the correct ratio of devices and capabilities to users and jobs will come into view. Guided by the insight, managers then can put into place best practices such as:

- strategies for deploying more equipment i n high-volume locations and fewer devices in low-traffic areas

- plans to replace obsolete devices with newer, more productive models

- rules-based access to output devices and their capabilities according to job requirements

- specifications for what can be produced in the copier fleet or MFD network vs. what must be sent to the in-plant printing center

- "pull printing" methods that protect sensitive documents and reduce waste by holding jobs in the print queue until user ID verification at the device starts the output sequence

- mandates for duplex printing and other "green" organizational practices that help to reduce environmental impact

- centrally administered procedures for reordering consumables and managing relationships with equipment vendors

In some organizations, fleets and in-plants are jointly managed; in others, they're separate entities. Those responsible for them in either scenario have a shared interest in showing that they can rationalize their assets in line with the organization's general business objectives. Print management is the path to making it all add up—the right way.

COST PROFILE: ORGANIZATIONAL PRINTING[1]

3%-6%
printing costs as a percentage of revenue

$725
average annual printing cost per employee

2.2
number of employees per device

[1]Canon & Photizo Group: A Guide to Managed Print Services: How to Achieve the Trifecta of Corporate Benefits

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KEEPING HIGH-VOLUME JOBS IN THE PRINT CENTER

Being a manager of an in-plant printing center is challenging enough. Being a manager of an in-plant printing center who also runs a fleet isn't for the faint of heart. In-plant managers who come from commercial and quick-print backgrounds, as many do, may not have had much preparation for the fleet responsibilities they've been given. Nevertheless, it's up to them to see that volume is allocated correctly between the two divisions of the internal printing operation.

This must be done within the financial parameters set for the in-plant by the parent organization. Most in-plants are required to break even in what they charge for their services vs. their cost of operation. Some may have to show that their prices are within a specified range of what an outside printer would charge.[1] Everything hinges on the in-plant's having enough steady volume to keep it viable in the eyes of its parent—a difficult feat to pull off in an unmanaged print environment.

Without controls in place, there is no way to protect the utilization rate that the in-plant needs. Large jobs that belong in it can be misdirected to floor devices unable to produce them economically. Or, they may sent offsite to commercial plants charging top prices, especially for rush work. Unchecked internal and external "leakage" of work from the in-plant may threaten the entire printing operation with the facility-management intrusion that managers dread.

Print management stops the outflow and brings production back into balance by monitoring what is being printed, when, by whom, in what quantities, and on what equipment. Regularly generated reports let managers pinpoint where over- and underutilization are taking place, enabling them to create sensible rules for job allocation. Understanding what the patterns are helps managers guide users in selecting the most cost-effective options for output when they need documents of any type printed.

> *Print management brings production back into balance by monitoring what is being printed, when, by whom, in what quantities, and on what equipment.*

In this way, the in-plant can recover the volume it needs in order to validate its continuing value to the organization. It also can use its record of success to keep FM providers at bay. For example, In-Plant Graphics reported that a well-managed university in-plant in Ohio not only turned back an aggressive FM bid but also generated enough additional revenue to pay back the $750,000 the school invested in building a new facility for it.[2] Happily ended stories like this one can be told by every in-plant that embraces print management.

[1]*"In-Plant Justification: The FM Challenge" (In-plant Graphics, September 1, 2009)*
[2]*"Strong Support in Cincinnati" (In-plant Graphics, March 1, 2014)*

SELECTING A QUALIFIED PARTNER TO HELP DEVELOP A PRINT MANAGEMENT PROGRAM

Can you set up and run a print management program of your own? If you methodically tackle each of the tasks outlined in this white paper, the answer is yes. But, you also have a fleet or an in-plant facility to oversee (if not both). What you lack to get the program moving isn't know-how or ability, but enough hours in your day.

A qualified partner can give you the momentum you need by combining its expertise and resources with yours. "Qualified" means able to address whatever parts of your document production profile you want to improve: basic supply and maintenance routines, specific functions, or the entire operation. It also means being committed to keeping you in the driver's seat, because in a print management partnership, there's no transfer of control to an outside party.
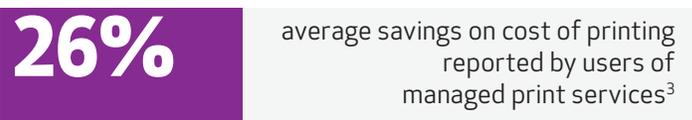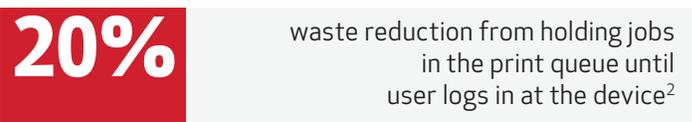
Instead, the partnership gives you tools to monitor your activity and optimize the workflow as you see fit. The toolset can include network print monitoring; tracking and usage reporting; software updates; supply status and ordering prompts; e-mail alerts; remote print queue creation; and job routing applications.[1] Your partner can intercede with help when needed, but only at your direction.

Your partner for print management could be a manufacturer of printers and copiers; a systems integrator; or a software infrastructure vendor. In the best case, it would be all three. Canon Solutions America, for example, is a market-leading innovator in each of these realms.

Various businesses and individuals advertise print management services, but some are more qualified than others to work with you. The partner you select should be able to:

- Demonstrate breadth and depth of knowledge in all categories of hardware and software for document production

- Point to an endorsed track record of success in bringing print management to organizations like yours

- Perform a complete assessment of your printing operation to pinpoint what it consists of, how much it costs to operate, and where you can find opportunities to improve productivity and ROI

- Make a detailed presentation of services to be provided, schedules to be followed, and expectations to be met

BANKABLE BENEFITS

30% cost savings realized from right-sizing office fleets[1]

20% waste reduction from holding jobs in the print queue until user logs in at the device[2]

26% average savings on cost of printing reported by users of managed print services[3]

[1]*Printing: a false sense of security?* (Quocirca)

[2]*Understand The State Of Data Security And Privacy: 2013 To 2014 (Forrester Research Inc.)*

[3]*5 mistakes law firms make when it comes to document and print technology (Legal IT Professionals)*

[4]*What CIOs Can Learn from Shadow IT (The Breezy Blog)*

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- Offer a realistic plan for right-sizing fleet and/ or in-plant assets to assure production at the lowest cost on fully utilized equipment everywhere in the organization

- Work with you over the long haul to continuously improve your organization's document production capability

Begin the journey to print management by identifying what could be working better in your fleet and in-plant printing routines. The best first step is to speak with your users—the people doing all the printing. What are their pain points? Where do they see the problems arising? What recommendations do they have for streamlining document workflows, eliminating waste, and saving money?

With the help of these valuable insights, proceed by:

- Setting a deadline for having a print management program in place (even if at this point, you are not completely certain of what it will involve)

- Assembling a print management team: a group responsible for assessing needs, investigating options, and developing an implementation plan

- Preparing a brief on the benefits of print management for C-level review

- Conferring with qualified vendors and suppliers about the range of print management resources they have to offer

Canon Solutions America has extensive experience in all the phases of print management discussed in this white paper. It welcomes opportunities to explore the advantages with current and prospective customers.

[1]*The Business Case for Managed Print Services and Variations Thereof: Solutions to the Corporate Junk Drawer (DocuVision International)*

[2]*Managed Print Services Landscape, 2015 (Quocirca)*

Additional Resources

Managed Print Services Association (MPSA)

Managed Print Services Landscape, 2015: a vendor analysis of the global enterprise MPS market (Quocirca)

Managed Print Services - Canon Solutions America (web portal)

Control, Optimize, Enhance. Managed Print Services from Canon Solutions America (Canon Solutions America brochure)

A Guide to Managed Print Services: How to Achieve the Trifecta of Corporate Benefits (Canon Solutions America white paper)

Canon Solutions America Performance Challenge (online workflow self-assessment tool for in-plant managers)

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ABOUT *IN-PLANT GRAPHICS*

In-plant Graphics provides authoritative coverage of industry trends, emerging technologies, and news in the graphic arts industry with a specific focus on the in-plant print segment. Part of the NAPCO Media Printing & Packaging group, In-plant Graphics connects readers with cutting-edge solutions and provides stories of success that will drive the future goals of their organizations. (*www.inplantgraphics.com*)

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Patrick Henry is a journalist, an editor, and an educator who has covered the graphic communications industry for more than 30 years. He has written for most of the industry's principal trade media and has been chief editor of several of its leading publications. Henry holds numerous awards for editorial excellence and has been recognized for exceptional service to the industry, particularly in education.

This analysis was commissioned by Canon Solutions America and NAPCO Media to help enterprise fleet and in-plant managers and their parent organizations better understand how today's technology can optimize their business communications and how they can benefit by adopting these proven best practices.

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