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## **Centralizing Your Printing Needs**

### **Executive Summary**

In the world of print management, the unknown can be worth thousands in missed savings opportunities. Understanding the needs of end users is critical to the success of an efficient operation. Even a great solution that is poorly managed can quickly create chaos and interpersonal conflict leading many to seek out their own path to satisfaction.



### **Identifying the Problem**

Despite the efficiency of electronic communication, printing remains a relevant and important channel for organizations to communicate internally and with clients. Billing notices, legal documentation, and sensitive PHI (personal health information) are among the many documents that are protected by regulation prohibiting or restricting electronic communication. The absence of regulation, business process or the ability to reach a broader audience has provided more opportunities where printed media is favored and thus establishes the importance of managing printing costs. In addition, employee behavior is also a significant contributing factor that must be considered when determining the true cost for a print solution. Many organizations struggle to balance convenience with capability and cost accountability; such was a situation that developed within a Top 100 Hospital network.

### **Analyzing the Problem**

For over 5 years The Healthcare Network had contracted a 3rd party vendor to manage its mail and print operations. The unified services team developed good rapport with The Healthcare Network and end user satisfaction was good, but there were underlying concerns. The mail and print center was not secure and employees could use the production printers located at the print center or they could place a print order request. Volume was not tracked, and The Vendor did not offer any reporting to aid cost accountability efforts. In addition to the unknown usage of the expensive print equipment, The Healthcare Network did not prioritize driving volume to the print center and further exacerbated the limited usage by contracting and deploying dozens of desktop business printers throughout the network for added convenience. These gaps along with several other opportunities to reduce cost and increase service levels were quickly identified when The Healthcare Network brought in certified experts to analyze their current system.

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## The Findings

Onsite Management Group, OMG LLC, was brought in to conduct a thorough onsite Optimization Assessment of mail and print

operations at The Healthcare Network and propose new solutions for improved compliance, service levels, and cost efficiency. The analysis revealed that both mail and print operations were not optimized and that there were significant issues prohibiting The Healthcare Network from achieving cost efficiencies. The mail and print center was not secure, most employees could enter the space (even when staff were not present) creating a significant HIPAA compliance risk exposure for the mail handled there, and enabled employees to use the print center's production equipment at will. Volume and cost data for print job requests and for on-demand employee usage were not tracked by The Vendor. This lack of irrefutable data meant that The Healthcare Network would have a difficult time enforcing cost accountability and understanding current state usage when looking at the benefits from a potential change. It also did not appear that there was any motivation for employees to utilize the print center. The print center had excessively long turnaround times, forcing The Healthcare Network to deploy a large fleet of desktop and business hub printers to provide most employees with convenient access to high quality output. In providing this convenience, The Healthcare Network discouraged use of the print center and as a direct result there was poor education regarding the capacity and production capabilities of the print center.

As more IT hardware is deployed there is a dramatic increase in the number of potential failure points. Waste is created when department admins are required to actively manage paper inventory, toner supplies, and service calls for their individual printer. Since different departments typically have different needs, the fleet was not standardized and not all employees had access to the same production capabilities. This created an opportunity for employees to search for a viable solution to obtain the level of production quality they desired. Moreover, The Healthcare Network leadership did not have a defined process for meeting needs beyond known capabilities, enabling employees to independently seek alternative viable solutions to obtain the level of production quality they desired.

The lack of cost accountability paired with end user freedom to seek out the best solution creates an environment in which there is no caution or accountability when something needs printed. Furthermore, there was no ability to distinguish between personal use and business need. The Healthcare Network was all but blind to the wasteful behavior of its employees which was exacerbated by the long turnaround times of the in-house print center. Employees of The Healthcare Network were compelled to develop their own processes and outside vendor relationships to obtain the print qualities they desired. Lack of data and accountability created a culture where there was nobody to question the expense of company resources nor challenge the cost/value of an outsourced print order. While the intention of the fleet of printers was to provide convenient access, it did not instill a sense of employee accountability for their usage, both personal use and business need. This fleet of convenience printers and the lack of direction divides the cost advantage achieved by driving print volume through a central print system.

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## Conclusion

After completing the Optimization Assessment, the certified experts at OMG, LLC returned to The Healthcare Network to review the waste reduction and cost savings opportunities incorporated in the proposed services offering. Included in the implementation plan of the proposed services was an additional evaluation of current state print volume from the print center and the printer fleet. The detailed reporting provided an accurate measure of current business needs. The experts at OMG, LLC leveraged this data to recommend an appropriate strategy to develop a centralized print system balancing convenience with capabilities while also capturing volume-based savings opportunities.

Job Type	Outsourced Price	In-House Savings
Medium booklet	\$600	\$230 (57%)
Heavy stock desk cards	\$2,535	\$2,375 (68%) no minimum qty
12x18 posters	\$200	\$105 (45%)

While the solutions implemented by OMG, LLC restored control and yielded significant cost savings for The Healthcare Network, the reality is that there is no silver bullet solution when it comes to managing the printing needs of an organization. A centralized print center will yield significant savings in the form of reduced click rate charges and fewer equipment leases and maintenance. However, understanding overall business needs and those of end users with the highest utilization will be critical in improvement efforts. Certified experts, like those at OMG, LLC, will be able to match the right-sized equipment and capabilities with the needs of your business and work with vendors to achieve the best solution to yield the lowest cost per click.

