The paper-to-digital transformation workbook

A hands-on guide to reducing waste, improving your processes and changing how you work with documents

xerox

From paper to digital

Every business must deal with its own set of challenges. But arching above them all is a single unifying trend: digital transformation.

No matter what issues you're facing, success will largely depend on how well every aspect of your business adopts digital technology.

Fueled by the four key elements of digital transformation – social, mobile, analytics and cloud (SMAC) – we're increasingly living and working in a world where:

- Remote working and cloud computing mean "the office" is no longer a place, but a mindset.
- People spend most of their time focused on high-value tasks, while analytics and automation enable machines to take care of the repetitive, mundane jobs.
- Overall, your people have access to the information they need, where and when they need it. This helps them make informed decisions more quickly, which lets them work in a responsive, customer-centric way. Meanwhile, your operating environment is orderly, optimized and lean.

That future is closer than you think. And much of it starts with paper-to-digital transformation. Challenge the way you work so you're less dependent on paper, and you free your organization to focus on high-value activities that drive customer satisfaction and top-line performance.

Going digital will involve changing the way people work, and how they think. People fear the unknown, so communicating the reasons and benefits of change is crucial. Everyone needs to see that the future is brighter than the past.

Why go from paper to digital?

You can probably think of some reasons already, but here are a few of the most common:

- **Data volume.** Information is a vital resource, and there's more of it than ever before. It needs to be processed quickly and securely, and paper just isn't up to the job.
- **Efficiency.** Processes based on paper are inherently slow, cumbersome and error-prone. Digital processes are fast, responsive and accurate.
- **Savings.** Removing paper from business nearly always means saving money, whether in terms of consumables, printer management, energy, productivity or storage costs.
- **Customer service.** The faster and smarter you work, the better the service you deliver to customers. And by lowering your back-end printing and infrastructure costs, you free up funds and resources for front-of-house operations like marketing and customer service.
- **Competition.** If you don't offer the best service at a competitive price, someone else will. And prospective customers want to be assured that they'll be working with suppliers who use innovation in all aspects of their business. Being digital makes a statement about your market leadership.
- **Security.** Paper is inherently insecure. A printed sheet of customer data can go just about anywhere, anytime, with anyone. Keep it digital and you have far more control over who can access what. More importantly, you establish a full audit trail that shows your document's chain of custody over its lifecycle.
- **Regulations.** Complying with privacy legislation is a lot easier when you know exactly where and how your records are stored, who has accessed them (and when), and what they've done with the document or record.
- **Sustainability.** Using paper inevitably expands your carbon footprint and consumes more energy. Going digital means going greener.

Who this workbook is for

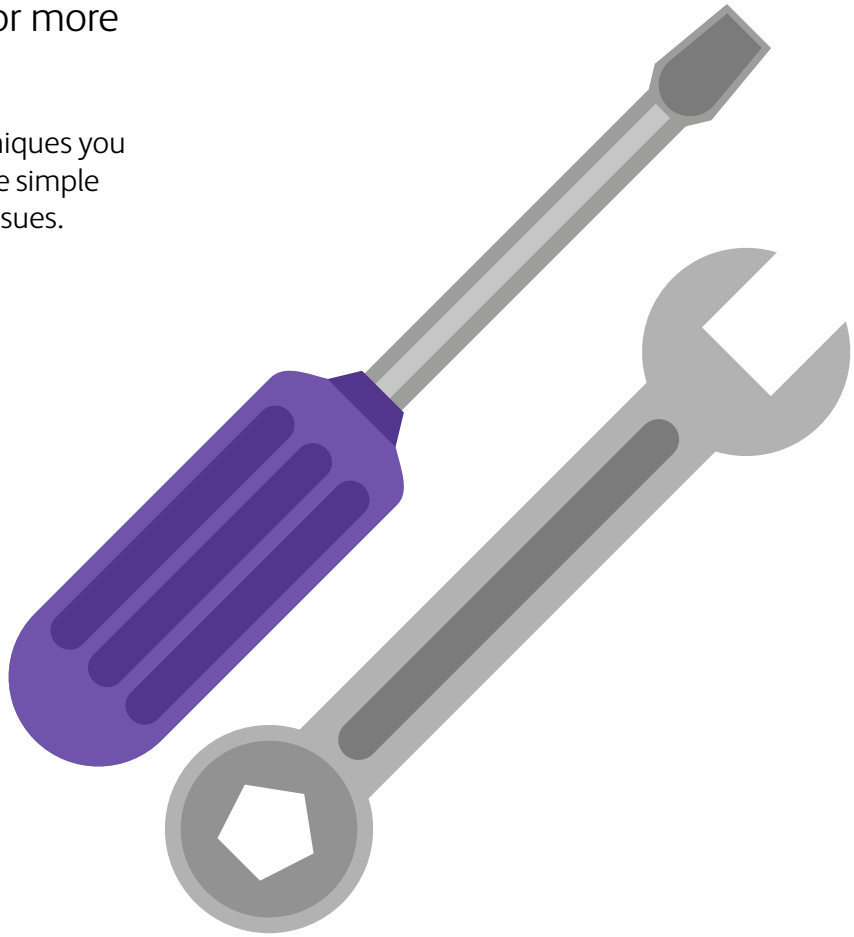
You'll find this workbook useful if you:

- Are an IT leader trying to cut costs while providing more valuable services to business users.
- Are concerned about providing a customer experience that keeps your business competitive and your clients loyal.
- Are responsible for a managed print services (MPS) initiative and are looking for ways to unlock more savings and efficiency gains.
- Manage a team, department or business area and are looking for practical digital transformation initiatives that will deliver quick wins.

How this workbook will help

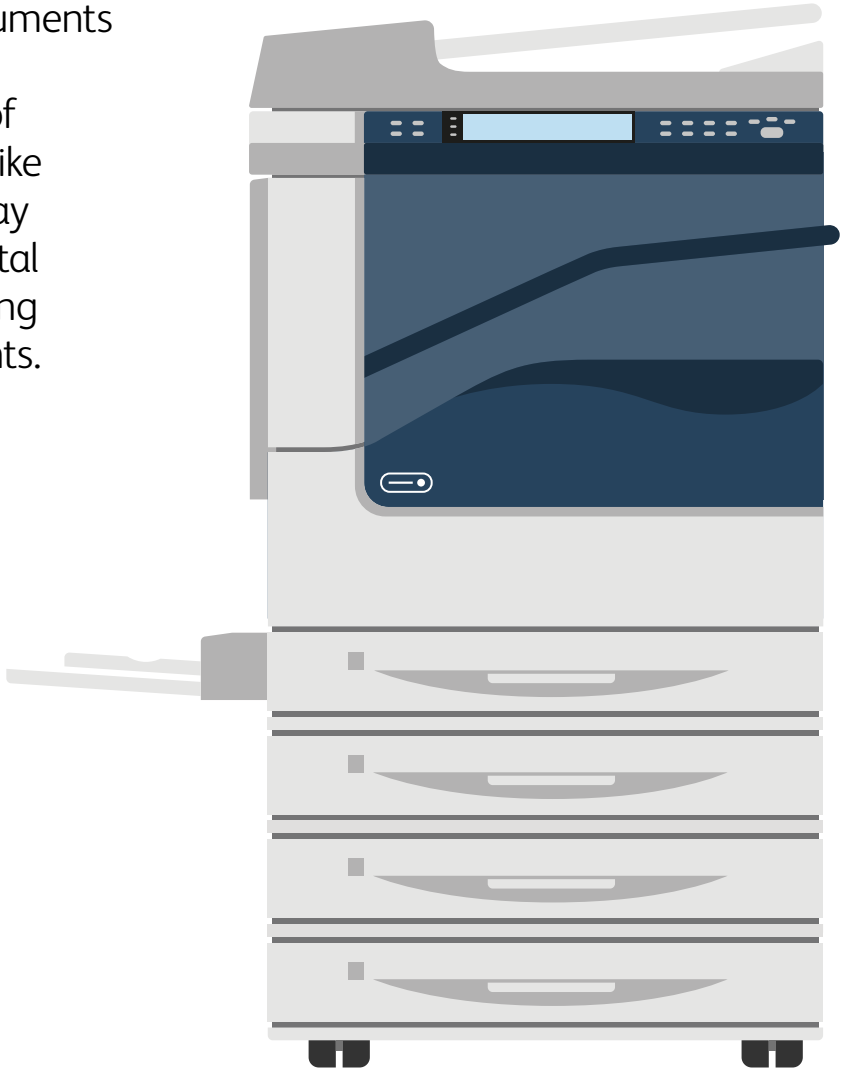
In this workbook, we'll show you a simple, four-stage path for paper-to-digital transformation that uses managed print services (MPS) as a springboard for more wide-ranging changes.

We'll also suggest a range of tools and techniques you can use along the journey, and suggest some simple activities to help you think through the key issues.



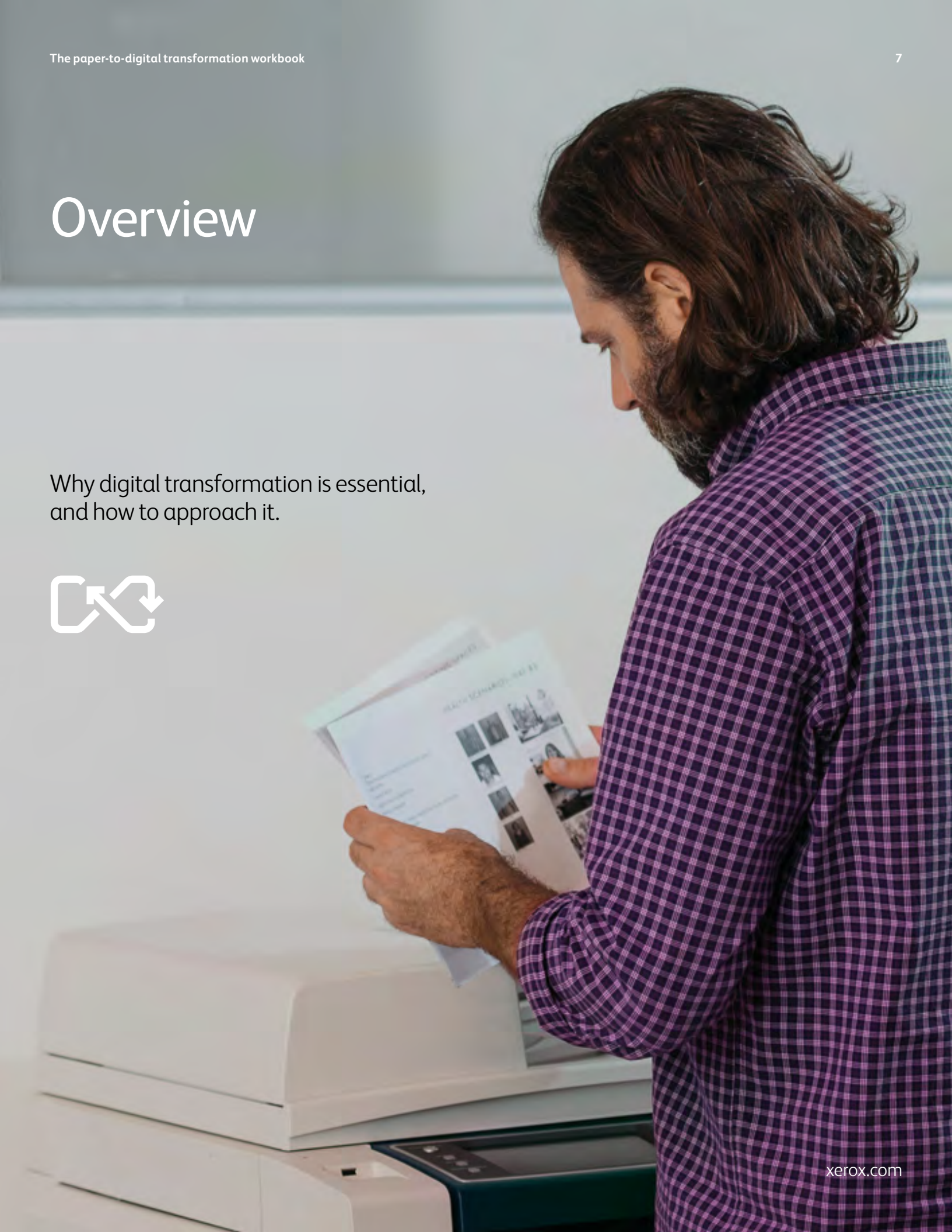
Who we are

We're Xerox. We know business documents and workflows like no one else. This workbook is the result of hundreds of engagements with companies just like yours. We're here to help you any way we can, whether as a partner in digital transformation or simply in optimizing the way you use print and documents.



Overview

Why digital transformation is essential, and how to approach it.



The path to transformation

We've divided the path to paper-to-digital transformation into four stages.

1

Understand

Establish how and where you use paper today, and identify what you could change.

2

Educate

Set targets, make your case and change user behaviors.

3

Execute

Replace key functions and processes with digital equivalents.

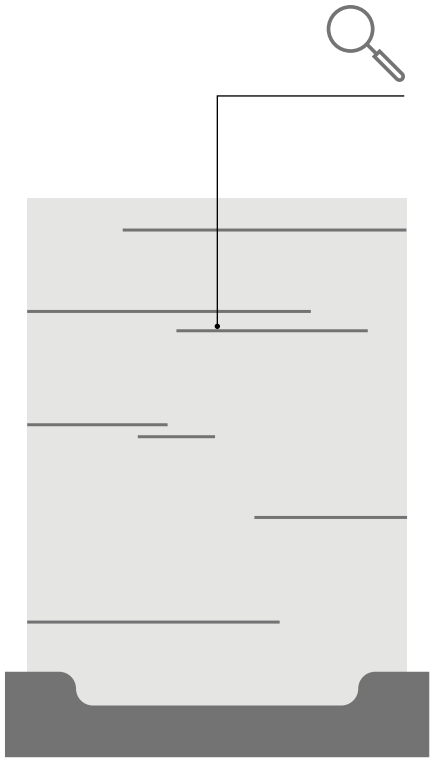
4

Improve

Use data and automation to take your transformation to the next level.

Why start with paper?

The information in documents is the lifeblood of your business, and many vital processes depend on them.



Traditionally, paper-based workflows have ferried information between users. With the increased focus on digital, there has been an associated loss of focus on paper. In many senses, the thinking seems to be, "The paper problem is solved." Nothing could be further from the truth.

Printing and paper may seem marginal in operational terms, but many essential documents are still managed and processed this way. In fact, almost half of all business information is still held in hard copy. That's why changes driven by MPS have so much potential to transform the way you work.

If you have an MPS contract, the basics are in place, and much of the data you need is already in your hands. The chances of success are much greater because you can work bottom-up, breaking down the problem into bite-sized chunks, and deliver solutions that are based on your data. A measured pace of change allows your company to move at a rate you can manage.

Positive changes achieved through MPS can become powerful success stories that show what digital transformation, in the widest sense, could deliver.

Improvement grows organically from the inside out, as the benefits of going digital can "ripple through" the whole organization – particularly when IT professionals team up with business and financial managers to pursue wide-ranging projects.

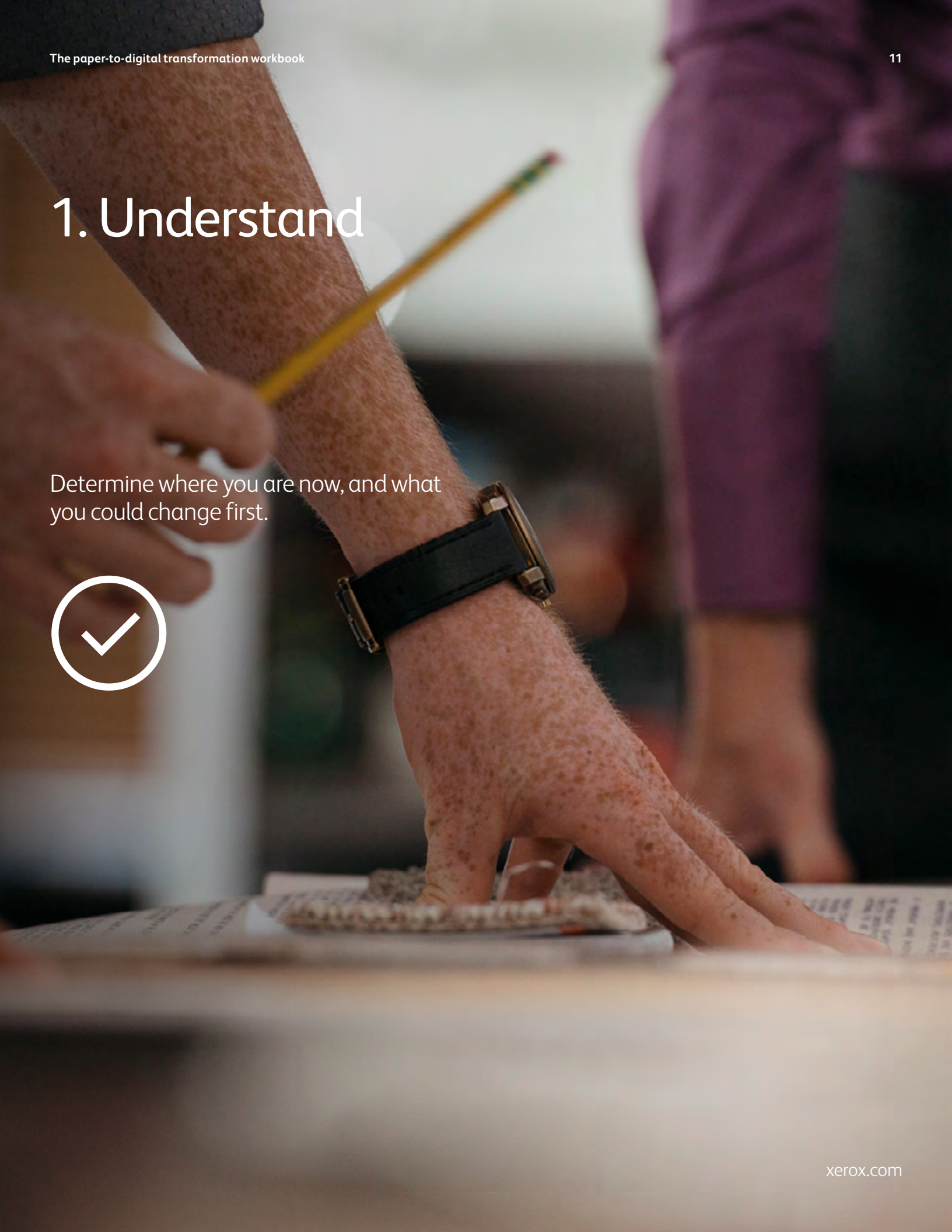
Task assignment: Are you ready?

Is your organization ready for paper-to-digital transformation? Review the following statements and see how many you agree with. The more times you answer "yes," the more ready you are.

	No	Maybe	Yes
We've realized some benefits from MPS, but we believe we could do much more.			
Key information moves into, out of and around the organization on paper.			
People print documents that are rarely consulted again.			
People print the same documents over and over again.			
People spend a lot of their time transferring information to and from paper.			
We have too much space dedicated to storing paper documents.			
We're not sure what archives we hold, or where specific records can be found.			
We use paper purely because "that's the way we've always done it."			
We use paper to support traditional physical processes such as adding wet-ink signatures to documents.			

1. Understand

Determine where you are now, and what you could change first.



Good paper, bad paper

The distinction between "good" and "bad" paper helps identify where you really need to use paper, and where you could get rid of it.

"Good" paper refers to documents that have a valid reason to be in hard-copy form. For example:

- They originate on paper – for instance, customers' handwritten letters, or a researcher's notes in a workbook.
- They are used by stakeholders who will only transact on paper, or who much prefer it.
- There is a legal requirement for a "wet ink" signature. (Or there is no longer such a requirement, but perceptions lag behind the law.)

"Bad" paper refers to documents that are in paper format, but without any compelling reason to be so. That might be because:

- They originate in digital format, are printed at some point, and never get re-digitized.
- They've always been that way and no one has thought of digitizing them.
- They get shared, transported and stored using physical systems.
- Current business processes require the use of paper, even though you want to change and may already be in the process of doing so.

Sometimes, paper is "bad" from one perspective, but "good" from another. If your customers prefer to transact on paper, it makes commercial sense to let them, even though it might not be in line with your digital or sustainability goals. But there may still be a way to minimize "bad" paper – for example, by capturing customer letters electronically as soon as they arrive, and immediately submitting them to a digital workflow for the next step in the handling process.

Wherever and however you can shift a task (or part of one) from a non-digital channel to a digital one, you'll serve customers at lower cost, reduce time to revenue, and make communications more timely and responsive.

Follow the paper, find the problems

Looking at the way people use paper in your organization can help you pinpoint areas for improvement.

Since you're aiming to make a move away from print, it makes sense to go where the paper is to find processes that could be improved. The more paper-intensive the process, the more inefficient it's likely to be.

Moreover, wherever there's a lot of paper, there is likely to be a lot of human interaction with it – because it's people who are creating and using all that information. It would be far better if they were doing more value-added work, instead of dealing with paper documents.

Danger signs to look for include:

- People annotating paper documents that are disposed of soon afterwards.
- People sharing documents on paper when they could be easily shared digitally.
- People printing entire documents multiple times to track or share a minor change.
- People printing documents simply to "keep a record."
- Too much space, time or resource dedicated to managing physical paper archives.

Don’t just think print

Now that you’ve followed the paper to find the problem, you can dig deeper into the issues by asking second-level questions. And don’t just think about print! For example, you can consider:

- **Documents**
  - What documents are at the heart of your business processes?
  - Where do they live, and how do they move around?
  - Who creates, owns and uses them?
  - How and why do they start out as paper, spend a portion of their lifecycle in paper format or get archived as paper?
  - How much does it cost to process that document? How long does it take on average?
- **Data**
  - What data does your business processes depend on?
  - Where does it originate, and how is it processed?
  - Who produces it, works with it or uses it?
  - When does it end up on paper?
  - How many times do you need to rework the document when mandatory data is missing?
- **Business processes**
  - What are the tasks carried out within your team, department or business?
  - How does paper fit into them?
  - How many are unique to your team, task or line of business?
  - How many are different simply because nobody looked for ways to standardize them?
  - What’s the lag in your process?
- **User behavior**
  - Who prints what, where, when and why?
  - Is there a good reason for them to print it? (Is it “good” paper?)
  - What rules, conventions, performance criteria or incentives might affect their propensity to print less – or print more?

Document workflow analytics

If you have an MPS contract in place, document workflow analytics give you hard data on how paper is being used. That, in turn, can show you which documents and processes could be worth digitizing.

There are five levels of analytics, each offering different insights that complement and build on each other:

- **Device analytics.** Overall print volumes and costs by device.
- **User analytics.** Who prints what, and where and when they print it.
- **Document analytics.** User-based printing and filing data for key documents, showing how they move through your organization.
- **Process analytics.** Data on your print-centric processes and the steps that drive them.
- **Service analytics.** Information about service performance response and how issues are resolved.

To learn more about document flow analytics, check out our eBook on the subject.

Ad-hoc and structured workflows

While some workflows have a fairly rigid structure and sequence, others are more flexible and dynamic. Understanding the difference is essential.

Ad-hoc workflows	Structured workflows
Used by individual knowledge workers	Used by teams or the entire organization
Promote personal productivity	Promote business-wide productivity
Often focus on one-off documents	Usually involve higher volumes of documents
Make ad-hoc relationships more efficient	Reduce cost and increase transparency
Variable number and sequence of steps	Fixed number and sequence of steps

Ad-hoc and structured workflows

A Maturity Assessment Tool

At Xerox, we have developed a maturity assessment tool that helps our clients come to grips with where they are on their MPS journey.

The maturity assessment tool gauges both your organization's current state and desired future state, and it benchmarks how your results stack up against the market. It assesses maturity in six dimensions: insight, security, mobility, sustainability, cost and productivity. It also measures against the three stages of the Xerox Next Generation MPS Journey: Assess & Optimize, Secure & Integrate and Automate & Simplify.

Finally, we use our expertise to develop a roadmap for the future, with a set of recommendations that we can put into action on your behalf.

Xerox Analytics

At Xerox, we offer analyses of data generated by our suite of print management applications. These tools track all five levels of MPS, from device level to service level. Analytics presents the data in visual and interactive dashboards, which makes data analysis much faster and more meaningful.

What could you change?

Remember, one size doesn't fit all.

Your opportunities to switch from paper to digital will depend on the nature of your organization and where you currently are in the transformation journey. Examples of tasks or processes you could digitize might include:

Process	Current state: instead of…	Future state: you could…
Approvals	Gathering "wet ink" signatures…	Use electronic signature tools
Customer communications	Passing customer letters around the organization and archiving them on paper…	Scan customers' documents when they arrive, then route and archive them digitally
Applications	Offering a PDF form that respondents must download, print, complete by hand and return…	Gather all the necessary information via online forms
Education onboarding	New recruits (or students, delegates, etc.) report to a physical location, where they receive printed collateral and complete paper forms…	Have students register online and provide all material in PDF format via e-mail or secure portal, so they can serve themselves without your intervention
Manufacturing logistics	Struggling to run a supply chain using paper-based documentation…	Use e-forms and electronic workflows to make processes more accurate and streamlined
Banking services	Conducting onboarding and customer support via in-person, paper-based actions	Deliver a digital mobile experience via a secure portal and e-forms

Task assignment: identify candidates for change

First, identify your top five candidate processes for digitization in your organization or department. Which documents or process steps could you make digital?

Now, rank them in order of importance, then again in order of ease of transformation. Any that appear near the top of both lists could be "quick wins" that you can push through quickly to realize benefits and build the case for further change.

	Process	Importance	Ease of transformation
1			
2			
3			
4			
5			

2. Educate

Make the case for change, and show people what they need to do to make change happen.

Set targets

Before you can make improvements, you need to decide what "good" looks like.

That means determining policies, setting targets and defining metrics – at the organizational and team levels and for individuals, too. Here are some examples:

Policies you might consider include:

- "When to print" policy (acceptable or appropriate reasons for using paper)
- "How to print" policy (when to use color, double-sided, high-quality, use of cover sheets, when to send to a central print facility)
- Archiving policy (which documents to retain, where, how long)
- Recycling policy
- Energy-saving policy
- Overage policy – monthly hard cap, or per-copy charge if printing goes over a specified volume

Targets / metrics you could use:

- Reduction in print volume (such as by team, document type or individual; one-off or year-on-year; percentage or absolute; focus on print waste or duplicate printing reduction)
- Reduction in consumables used (paper, toner)
- Device usage; more users per device means a smaller print fleet
- Energy savings, carbon-footprint reductions, trees saved
- Cost savings
- Reclaimed storage space
- Increased use of scanning
- Number of documents diverted from the print stream and handled digitally

Targets at the individual level can help people understand what they have to do to make change happen. However, it's vital to respect the role of printing in people's daily activities – balance is key in achieving your overall objectives. The last thing you want is to drive users to costly workarounds such as printing at home or offsite service providers.

Task assignment: metrics and targets

Identify three high-level metrics you could use to assess your progress, and targets you could set for each one.

What data can you use to make sure targets are realistic and achievable?

Metric	Target	Source of data
Overall print volumes	Reduce by 30% within six months	Managed print services dashboard

Change user behaviors

The best way to encourage behavior change is to give people ownership and control. If they know the targets they're working toward, and how to achieve them, you're already halfway to success.

However, there will be times when you need to be more proactive. For example, you may need to build awareness of the reasons for change, as well as what will change.

Email, intranet content and e-learning programs can all help to spread the word. A simple online "cheat sheet" could summarize the "dos and don'ts" of printing, or present a decision tree or Q&A flowchart to help people resolve helpdesk-style questions, or make decisions on how and when to print.

Sometimes, it might even be necessary to offer people incentives to change. For example, you could award a prize to staff or teams who perform best against their goals. This is a basic, but too often forgotten, aspect of change management.

Xerox® Print Awareness Tool

One enemy of digital transformation is unconscious printing: People simply aren't aware of how much or how often they print. So before they can change their printing behavior, they need to become aware of it.

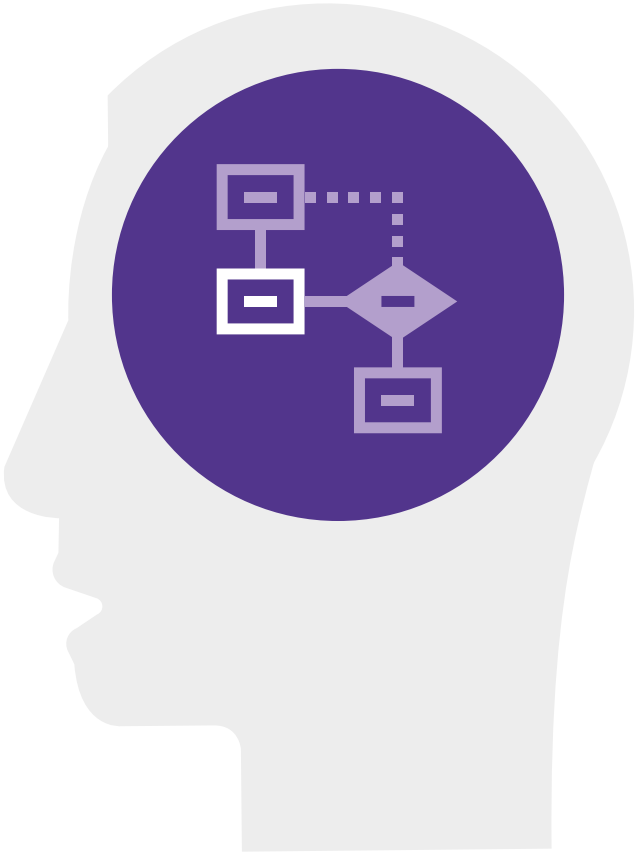
The Xerox Print Awareness Tool is designed to do exactly that. It uses the principles of "gamification" to appeal to people's competitive instinct and make desired behavior something they actively want to do.

The tool uses a simple graphical interface to show users their print history, key stats and how they compare with their peer group, their department and the entire organization. A flower graphic provides simple, "at a glance" feedback on how they're doing that month – as they print, the petals fall away. Finally, helpful hints suggest ways people could change their behavior further.

See how the Xerox Print Awareness Tool can help you save money in our video:
www.xerox.com/en-us/services/managed-print-services/assessment/audit

Change champions

A change champion is the public face of your digitization project within the organization. They use their abilities and profile to build awareness and enlist broad support.



Change champions help carry the digitization message beyond IT; they may well be a department or team leader who wants to make their area more productive. More important than title or seniority is:

- An **understanding and appreciation of your digitization project** and the goals you're trying to achieve.
- **Communication skills**, so they can reach people at every level.
- **Charisma and energy**, so they can generate enthusiasm and positive commitment to the change.
- **Respect and credibility** within the organization, so people listen when they talk.
- **Time** to devote to the project and a **reason to help**, so you're not left high and dry once the project starts.

Get management buy-in

If your change is to succeed, it will need management at many levels to put their weight behind it. The more transformative your project, the more important this becomes.

Typically, you'll need to cover three bases: technical, business and financial aspects.

If you're in charge of IT, or have an IT management role, you might already have the technical side covered. But unless your change is so local or tactical that it's covered by your own budget, you're also going to need buy-in from:

- Someone with high-level **business authority** (e.g. a C-level executive)
- Someone with **financial authority** and a good view of potential savings

Ultimately, the manager of each affected line of business needs to get behind the initiative too. Initially, it makes sense to focus on departments or lines of business that are print-intensive and have high visibility – human resources, accounting and compliance are good examples.

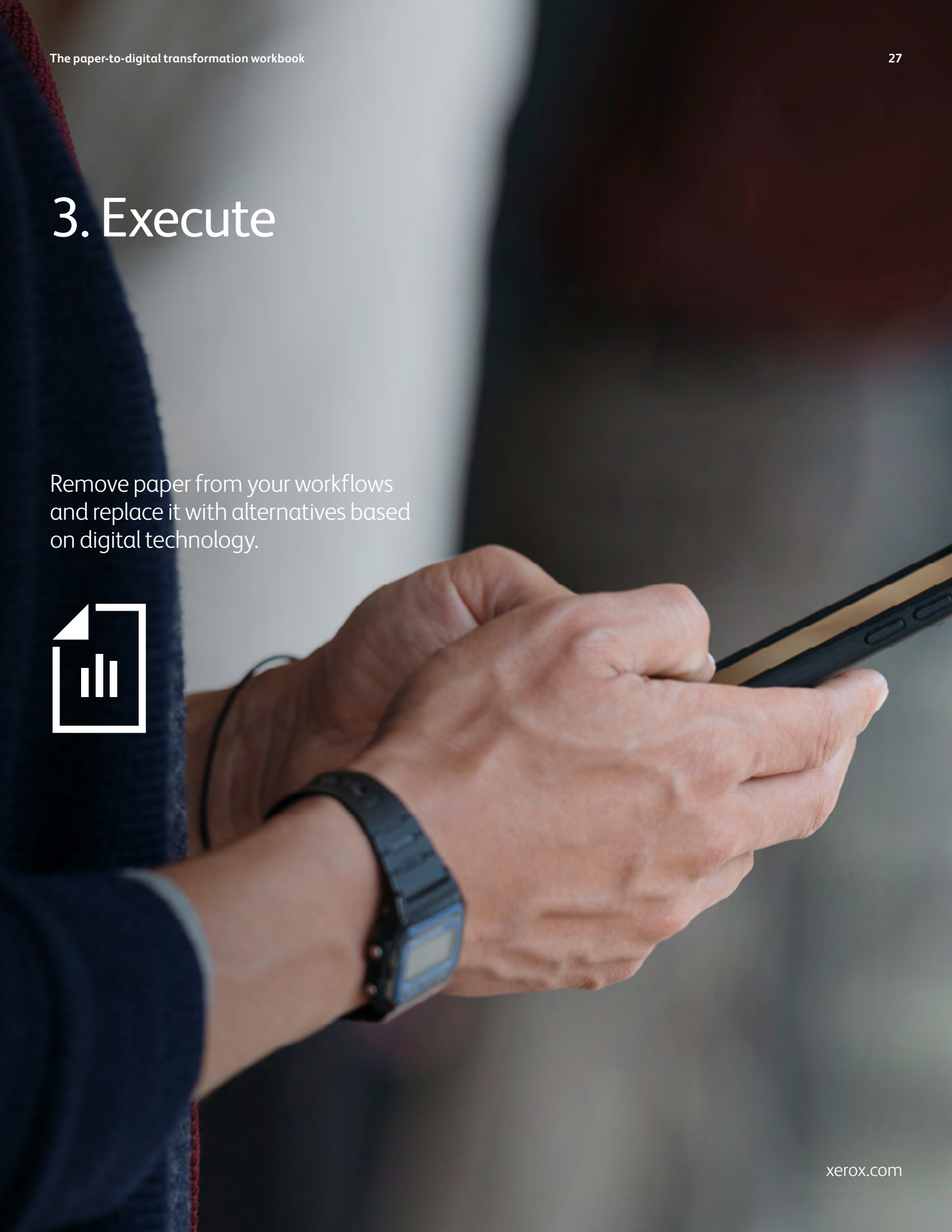
Task assignment: identify supporters

Identify three potential change champions or senior sponsors, and consider how and why they'd help or support your project.

Name	How could they help?	Why would they help?

3. Execute

Remove paper from your workflows and replace it with alternatives based on digital technology.



The people-to-paper API

Although paper is still widely used by many businesses, it's rarely the best way to work. Think about it – if you were setting up your business from scratch today, would you design paper into your processes?

When important processes are paper-based, people can't easily access information, and it's harder to share that information across teams – especially when those teams are global, mobile or outsourced. Paper imposes unnecessary barriers between people and their work processes; or between different functions within the organization, creating "silo" systems. It's inefficient, and it's frustrating to work around, too.

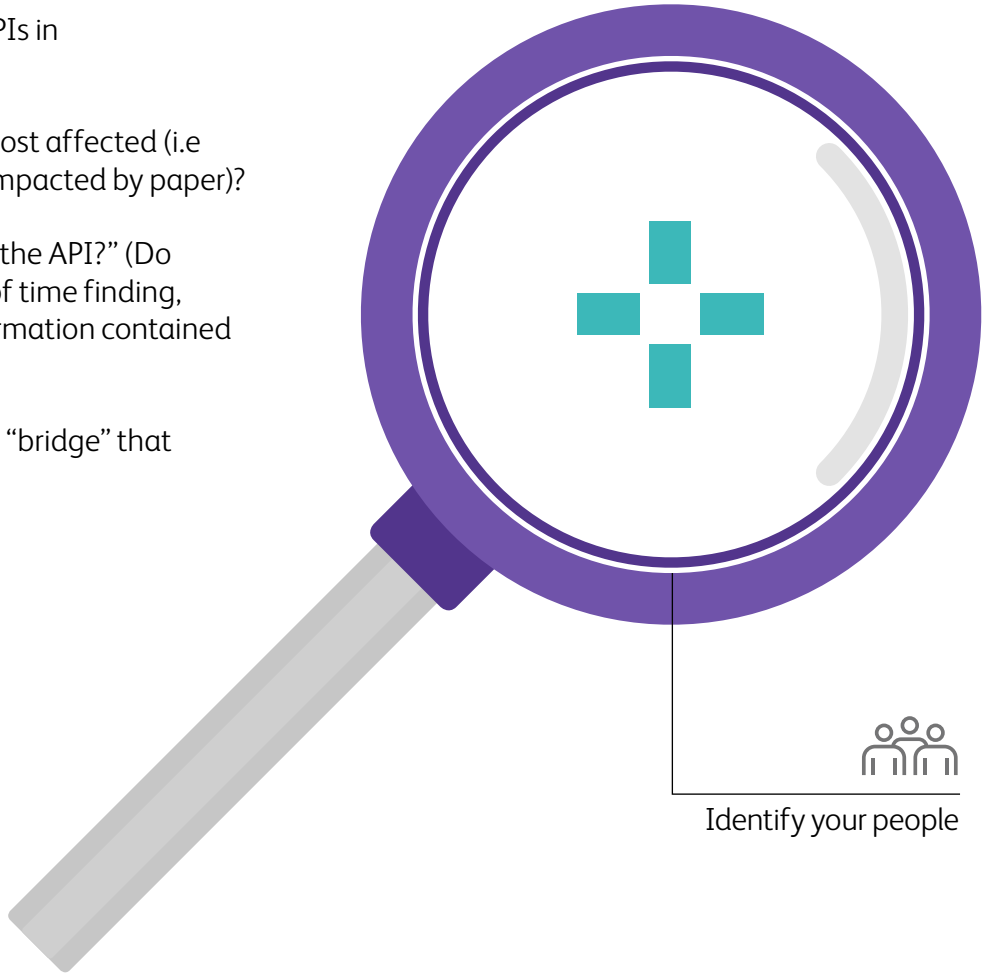
Borrowing a metaphor from computing, we call this the "people-to-paper API." An API (application programming interface) is a gateway between two digital services that need to work together or share information. The better the API, the smoother the operation – but the API between people and paper is rarely that efficient. As part of paper-to-digital transformation, you'll probably want to replace the people-to-paper API and take paper out of the loop when it makes sense.

Providers of next-generation managed print services, such as Xerox, have experience guiding organizations on their paper-to-digital journey. MPS serves as a connection across documents, processes, information, and users. In the right hands, MPS is a platform for innovation and a path from paper to digital ways of working.

Task assignment: identify your people-to-paper API

Take some time to discuss and consider these questions:

- Where are the people-to-paper APIs in your organization?
- Which teams and functions are most affected (i.e which people or teams are most impacted by paper)?
- What information is "passed over the API?" (Do users spend inordinate amounts of time finding, transcribing, and keystroking information contained in documents?)
- Who could help you build a digital "bridge" that would make the API obsolete?



Why do people use paper?

If you want to replace paper, you first need to understand the functional role that it plays in people's work.

So it's worth considering the five main reasons people use paper:

- To **annotate** documents by adding comments, feedback or proposed amendments, or signing them for legally binding purposes
- To **read** documents, either now or later, perhaps somewhere users can't access a computer or other device
- To **save** documents, either to keep them safe permanently (archiving) or to remember them for later use
- To **share** documents with other people, meeting members, project teams, partners or customers

Crucially, *all* these purposes can also be met by digital solutions – by better applying the technology you have today, adding new functionality or extending the reach of your digital infrastructure so the desired capability is always accessible.

Once you've done that, the challenge will be to encourage adoption of the digital methods, even among those people who are psychologically attached to paper. For them, it's not just about doing things digitally, but also their experience of doing them.

Phased introductions and pilot projects

Some processes are simply too large or complicated to be changed quickly. If changing everything in one go would be risky, consider targeting just one stage of a process first. Then, once that stage has been transformed, move on to the others.

It may be slower, but if it avoids the risk of business disruption or data loss, that's probably a wait worth having.

Pilot projects can be used to trial digitization approaches within a targeted area – whether that's a process, building, department, state or country. Once your success case is validated, you can roll out the same approach to other areas.

Phased introductions and pilots also have the benefit of highlighting the sort of challenges your initiatives will typically face, so you can prepare for similar situations in the future.

Task assignment: encourage buy-in

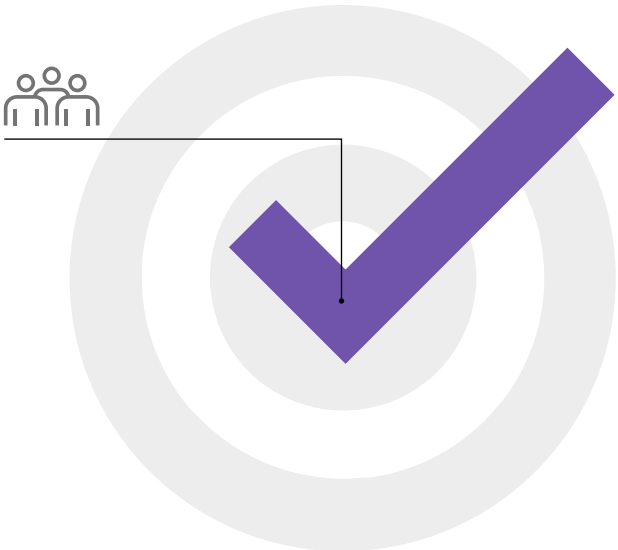
Execution will only succeed if everyone within the affected group is on board. Unless your change is very minor or localized in scope, this will be a big job, and it's important to take it seriously.

As a first step, list the teams, managers and individuals who will be affected by the planned change, and determine how each one will be affected. How will their work change? What will they need to do differently from day to day?

Now, for each team or person, consider which benefits of change are most significant, or most directly relevant to their work. How can you express each benefit so they can easily understand and relate to it? An experienced MPS provider can offer valuable assistance with this analysis.

To give one simple example, if you're switching to a cloud-based document management system, people may need to get used to keeping their files there, rather than on their own desktops. They'll also need to remember their logins and consider when they'll need internet access. But the benefit is that they'll be able to work wherever and whenever they want, with no more worries over information security, version control or managing their own backups.

If you feel the pros might not outweigh the cons for certain people (at least in their perception), consider what incentives you could offer that might encourage them to change.



4. Improve

Once you've successfully switched some of your tasks and processes from paper to digital, you can explore the potential for more wide-ranging change projects to automate and simplify key business workflows.

Analytics shows the way

Many ideas for further improvement can come from data on how paper and printing are being used within your organization.

MPS tools generate data that can show you how much you're printing and the cost. This often reveals some surprising findings, such as a disparity between estimated and actual print volumes; or usage per device across a building or department.

User analytics go a level deeper, showing you who is printing what and when. That can open up opportunities to tighten up security, increase automation and spread printing best practices, or simply monitor print usage to make sure your previous changes are taking root.

Document analytics uncover the story behind users and devices, showing you the role that printed documents and their associated processes play in your organization.

Finally, custom dashboards make sense of it all by consolidating key information in a single, intuitive view and highlighting key trends and findings, so you can make better management decisions without wading through reams of data.

To learn more about Xerox's analytics offerings, check out our dedicated eBook on the subject.

Workflow automation

Workflow automation means using digital technology to streamline or fully automate a business process, ensuring that everything happens on time and in sequence.

Workflow automation from Xerox focuses on reducing or eliminating human involvement in repetitive document-intensive activities, enabling the processes to run more efficiently, and freeing up workers to focus on higher-value tasks.

Automation often follows naturally from lower-level changes, such as digitizing certain process steps or establishing basic MPS. Once the technology is in place, you can start to evaluate the other benefits it might provide.

Simpler, generic processes often represent "low-hanging fruit" – that is, strong candidates for automating first. More complex, business-specific processes involve more work and may be better handled in phased stages. or as a discrete structured project.

Overcoming resistance

The more wide-ranging your change, the more likely it is that people will resist it. So it's worth considering where that resistance comes from, and how you can overcome it.

Above all else, people fear what they don't know. To allay their fears, you need to make sure they understand what the change actually involves, by clearly communicating the drivers, aims and benefits of change, as well as the tactical "who, what, when and how." If you don't, rumors and hearsay will fill in the blanks. You need to make the future exciting rather than daunting, and the past "old hat" rather than comforting.

Some other points to consider are:

- **People do what works.** Is the new process clearly better? Are there teething troubles to address? Are people trying to work around it, and if so, why?
- **People do what helps.** Are people finding the experience of using the new process positive? Have you asked them? Are there functions they have lost, or believe they've lost?
- **People do what they want.** They don't like being pushed around, and they like to feel they own the work they do. Have you involved them in decisions?

People will always ask, "What's in it for me?" So have your answer ready – for example:

- You'll be able to get your work done quicker.
- The new process is easier and simpler to use.
- There's less to remember and less that can go wrong.
- You can do more of what you're good at.
- You can now work from anywhere, and you're no longer tied to your computer and desk.

Success stories

One important way to overcome resistance and build up momentum for change is to communicate success across the organization. Success stories give people a vivid, memorable way to grasp the benefits of change.

Stories can show readers the path from a problem (the old process) through a challenge (the change) and on to a solution (the new process). And by featuring real people (who readers might actually know), stories also humanize the change, emphasize that it's achievable and that others are realizing benefits from it right now.

In some instances, success stories can fire people's competitive nature, driving adoption or success in other areas so they're not seen as lagging. Have your transition communications team consider ways to publish and promote stories to your employees and other change stakeholders. Channels could include webinars, town halls, emails, newsletters, intranets and more.

Video is a powerful and memorable way to tell stories, often using the actual words of the people involved. Instead of just telling people what to do, you're actually showing them why they should act.

We can help

At Xerox, we have proven experience in supporting clients through the process of change.

Through our leadership in MPS, we can leverage it as your foundation and path for digital transformation. As experts in how documents are used, we can help you with the technological side of paper-to-digital transformation and process automation. But we can also help you change the attitudes and behaviors that will ultimately make or break your change initiative.

We use tried and tested best practices to set the right expectations, make sure users are happy with the change and accelerate adoption. We help you spend less time overcoming resistance and realize the benefits of change as soon as possible.

Ready to get started?

We hope you've found this workbook a useful introduction to the process of paper-to-digital transformation. By reading it, you've taken the first step toward a more efficient, streamlined and "less paper" business.

To learn more about paper-to-digital transformation, check out these other resources from Xerox:

- Our Analytics eBook provides an introduction to the five levels of MPS analytics, explaining how analytics data can suggest areas for improvement.
- Our blog post 14 Reasons MPS Is Your Bridge to Didge (Digital, That Is) offers a snappy summary of the case for paper-to-digital transformation enabled by managed print services.

About Xerox

Xerox is helping change the way the world works. By applying our expertise in imaging, business process, analytics, automation and user-centric insights, we engineer the flow of work to provide greater productivity, efficiency and personalization.

We conduct business in 180 countries, create meaningful innovations and provide business process services, printing equipment, software and solutions that make a real difference for our clients – and their customers.

Learn more at www.xerox.com

© 2017 Xerox Corporation. All rights reserved. Xerox®, Xerox and Design® and DocuShare® are trademarks of Xerox Corporation in the United States and/or other countries. BR19572.