



## ***Document Process Management***

### **The Case for an Integrated Lifecycle Approach**

Business documents are vital strategic, financial, operational and intellectual assets that are essential to daily business processes. They constitute the lifeblood of an organization. Yet half of organizations rate their document management practices as less than effective. This is why document process management is becoming an outsourcing strategy that enables organizations to reduce costs, increase productivity, manage document risks and enhance business performance.

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## A vital imperative

Documents flow throughout the veins of an enterprise. They exist in multiple locations, formats and media, including electronic and paper. They contain information upon which much of a company's value is based. Business documents are vital strategic, financial, operational and intellectual assets that play an essential role in business processes. They constitute the lifeblood of an organization. Yet half of organizations rate their document management practices as less than effective. While it's important to do so, few conduct assessments to analyze, streamline and optimize their document processes.

Recent research by The Conference Board<sup>1</sup> finds that 52% of CEOs say that achieving "steady and sustained top-line growth" is their greatest concern. CEOs almost universally view tight cost control as a top priority, and they emphasize that economic forces make it imperative to achieve even higher cost efficiencies to remain competitive. But while cost control is necessary, they also are concerned about stimulating innovation. About a third say that the question of whether and how to outsource is a top priority. Nearly half of U.S. CEOs indicate that Sarbanes-Oxley compliance is a top priority.

## Document Process Management

Document Process Management (DPM) outsourcing integrates technology, processes and people to seamlessly manage documents throughout their useful lifespan, from creation through archiving. DPM maximizes the utility of documents as critical business assets and minimizes document related risks. Strategic outsourcing enables an enterprise to focus attention and resources on its core business.

Corporate accountability, regulatory compliance and the need to communicate with customers drive the increased importance of documents. Each day, a company's knowledge workers create, distribute, print, store, access, share and archive thousands of documents. This proliferation creates a compelling need to ensure that documents are efficiently controlled and managed. Effectively managing document assets throughout the complete lifecycle enhances business performance and proactively insulates against risk. To accomplish this, a well-executed document process management strategy is vital for every organization.

A **sound document management strategy** must encompass paper and electronic documents as well as unstructured and structured information.

<sup>1</sup> The Conference Board: "CEO Challenge 2004"; global survey of 539 CEOs through 1-on-1 interviews

## A challenge for experts

The definition of a document has evolved as technology has advanced and legal parameters have expanded. Today, a sound document management strategy must encompass paper and electronic documents as well as unstructured and structured information. Information is recorded, stored and distributed in four basic physical media — paper, film, magnetic and optical. It flows through electronic channels including the Internet, email and instant messaging, as well as traditional postal and package delivery. The information explosion continues. The estimated amount of new information stored on paper, film, magnetic and optical media has approximately doubled in the last three years<sup>2</sup>. (See Fig. 1)

A paperless society? As much as organizations would like to eliminate paper, it's pervasive. It requires nearly 800 million trees to produce the world's annual paper supply. The UNESCO Statistical Handbook for 1999 estimates that paper production provides on average 1,510 sheets of paper per person worldwide. The amount of information printed on paper increased by an estimated 36% between 1999 and 2002. The creation of office documents accounts for the vast majority of this increase.

Because documents are central to effective operations, a strategy for document process management must be implemented by experts. Attempting shortcuts can increase costs, decrease efficiency, and impair productivity. The problem is widespread, and not correcting it is costly:

- Over 35% of a typical knowledge worker's time is spent creating, revising and accessing documents;
- Over half of this time is spent looking for information and 50% of the time they don't find what they need<sup>3</sup>;
- Documents often have to be reconstructed or recreated, at an average cost of \$300 per document.

Attempting to manage multiple types of documents in different formats and workflows, especially those that touch many points in an organization, results in a structure where costs are hidden, unmanaged and uncontrolled. This haphazard approach drains capital, impedes employee productivity and reduces shareholder value. Failure to treat business documents as vital assets and to manage them throughout their useful lifecycle diminishes utility, decreases efficiency, and increases an organization's operational risk.

Fig. 1

WORLDWIDE PRODUCTION OF ORIGINAL INFORMATION, IF STORED DIGITALLY IN TERABYTES				
(Upper estimate is digitally scanned; lower estimate is compressed)				
Storage Medium	2002 Terabytes Upper Estimate	2002 Terabytes Lower Estimate	1999 Upper Estimate	1999 Lower estimate
Paper	1,634	327	1,200	240
Film	420,254	7,669	431,690	58,209
Magnetic	5,187,130	3,416,230	2,779,760	2,073,760
Optical	103	51	81	29
<b>TOTAL</b>	<b>5,609,121</b>	<b>3,416,281</b>	<b>3,212,731</b>	<b>2,132,238</b>

Note: A terabyte is equal to 1,000,000,000,000 bytes or 10<sup>12</sup> bytes.

<sup>2</sup> Source: "How Much Information? 2003" study; University of California, Berkeley; School of Information Management and Systems

<sup>3</sup> Source: "Organizations Shift Focus to Information Management: The Role of Documents in Highly Effective Business Processes" IDC White Paper, January 2005

Like many other areas of modern life, documents have evolved with technology. The technologies that enable the diverse document formats of today also have created a variety of challenges in managing them.

Technology also has brought new, often siloed processes that involve the creation and distribution of documents. These include

diverse functions such as records and database management, electronic mail management, and document printing and finishing. Similarly, workplace collaboration tools, ERP, CRM, and content management systems contain information in various formats while facilitating workflows. The challenge is to integrate processes and platforms in ways that will seamlessly manage and control documents.

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Failure to treat business documents as **vital assets** and manage them **throughout their useful lifecycle** diminishes utility, decreases efficiency, and increases an organization's operational risk.

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## Minimize the total cost of ownership

Information that resides in silos within an organization and in disparate formats makes it difficult to administer efficiently and to account for costs. Even that “inexpensive” laser or inkjet desktop printer has indirect costs that make it an inefficient and expensive choice (See Fig.2). The total cost of ownership (TCO) of office desktop printers (including consumables) is largely hidden, yet negatively impacts profitability and efficiency. And, let's not forget IT support required to support the heterogeneous desktop fleet. Nearly 40% of IT help desk calls are printing-related, according to InfoTrends CAP Ventures.

Fig. 2

### THE TRUE COST OF DESKTOP PRINTING

#### The typical printing cost for a desktop printer ranges from:

- 7¢ to 30¢ per page\*, depending on whether it is a laser or inkjet unit and the amount of color used.
- By comparison, the same pages produced on a shared workgroup printer cost from 2¢ to 8¢ each.

#### The difference adds up quickly. In a single department producing just 25,000 pages per month the total monthly cost:

- Using desktop printers ranged from \$1,750 to \$7,500
- Using a shared workgroup device ranged from \$500 and \$2,000

\* Fully loaded costs: capital, consumables, service overhead

## Optimize the lifespan of value

The speed and accuracy at which information can be accessed can be critical in today’s business environment. Since documents contain essential business information, it is imperative to manage them with the same care given to other valuable business assets. Document Process Management utilizes integrated Lifecycle Services to manage critical business document assets throughout their lifespan of value, from creation through archiving. (See Fig. 3) This seamless, integrated approach operates across different media, formats and locations. It provides efficient, agile, secure access throughout a document’s lifecycle, according to value as well as operational and compliance requirements.

Document process management facilitates document access and retrieval so that the

right people can find the right information at the time when it will provide business value. Effective implementation optimizes business value and mitigates legal, financial and operational document risk. Analyzing document requirements and ensuring that systems meet Common Criteria Certification guidelines reduces the risk of unauthorized printing and information theft, and provides a safer network operating environment.

Document process management is an overarching strategy that recognizes how to manage documents as assets through their lifespan of value. Fig. 5 illustrates the document lifecycle and an integrated services approach.

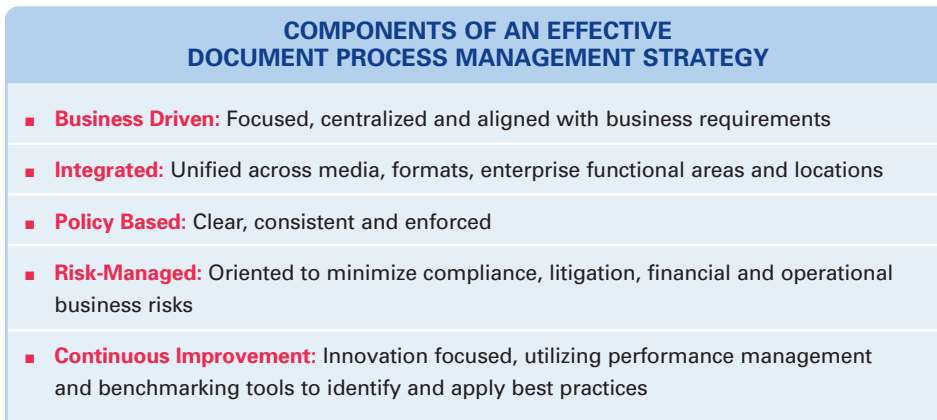
“Océ is, and always has been, **innovative by nature**. It’s in our culture... Océ offers **leading software** in every market that we address. We employ **more than 500 developers**, dedicated to workflow software. In the past five years, we have **invested more than \$250 million** in software product development. And that investment is paying off.”

— Rokus L. van Iperen, chairman, Océ N.V. Board of Executive Directors, March 2005

Fig. 3

THE VITAL DOCUMENT LIFECYCLE	
The Document Lifecycle spans an activity chain of interlinked processes	
<b>Creation</b>	The creation or capture of documents or document inputs
<b>Distribution</b>	Dissemination to recipients, printers, document or content management systems, storage such as web repositories, in electronic or paper form
<b>Printing &amp; Finishing</b>	Black and white and/or color printing and finishing such as binding and tabs
<b>Access &amp; Storage</b>	Secure storage and availability for authenticated, authorized access for viewing, revision, version tracking and re-purposing
<b>Archiving</b>	Secure maintenance of documents and records for later use or destruction at the end of their useful lifespan

Fig. 4



## Document management and business performance

Leading industry analyst IDC makes the case that there is a direct, positive correlation between effective document management and improved business performance. 66%-68% of U.S. executives surveyed in a January 2005 study strongly agree that effective document management drives productivity and improved customer service. A significant minority strongly agree that it drives competitive innovation, profits and revenues. Other key insights from the IDC study include:

- Profit-growth leaders have far more digitized work processes (49%) than their average profit-growth counterparts (30%)
- More than half of the information that companies exchange with customers is in

the form of paper documents. However, most (60%) have not successfully integrated hardcopy documents into their digital workflows

- Expected document management cost reductions average 12-20% within 12 months
- Barriers to effective document retrieval include inconsistent content or file formats (27%); search/retrieval challenges (22%); and increasing regulatory restrictions (17%).

It is clear from these facts that an organization cannot rely on one-size-fits-all document solutions.

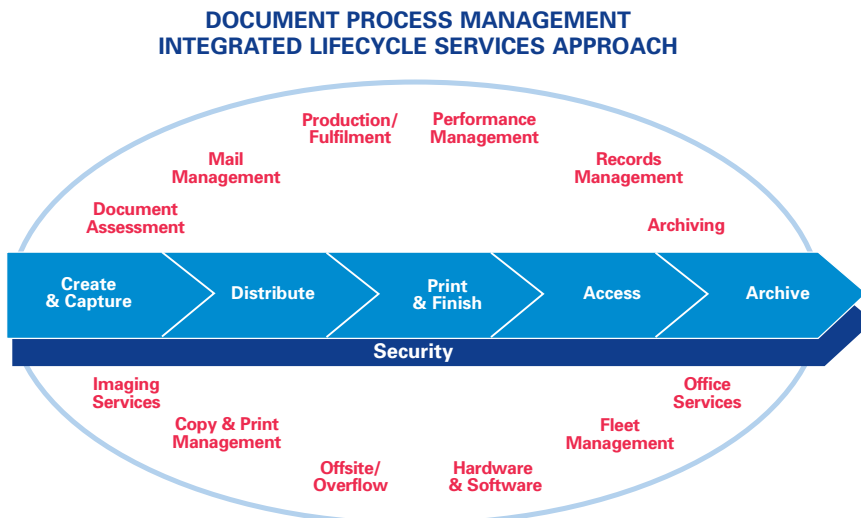


Fig. 5

## Choosing the best Document Process Management company

An expert provider of document process outsourcing services helps organizations reduce costs, increase productivity, manage document risks and enhance business performance. Prime document outsourcing partners must excel in three key areas:

1. Strong expertise in document-intensive business processes, and deep understanding of industry requirements
2. World-class technology and access to innovative, unbiased solutions
3. Knowledgeable, experienced, quality people.

The best must offer a range of exceptional document service capabilities:

- Document assessment
- Print and copy management
- Fleet/asset management
- Imaging management
- Records management
- Comprehensive mail services
- Business performance management and best practices benchmarking tools

## Why Océ Business Services improves business performance

Océ Business Services is one of the world's leading providers of document process management services. The company seamlessly integrates technology, processes and people to manage document assets throughout their lifespan of value.

Océ solutions span print and copy management, fleet management, comprehensive mail services, imaging, records management, and professional document assessment services. Advanced business

performance management software and benchmarking tools support document best practices and innovation for the future. Today, a workforce of more than 8,000 professionals serves its clients in North America and Europe.

Océ outsourcing solutions help organizations reduce and control costs, increase productivity, manage document risk and enhance business performance.



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## Advancing document process management to a higher level

Océ Business Services is a leading international provider of document process outsourcing services and technology to enterprises, law firms and the public sector. Océ solutions span the document lifecycle from creation through disposal, encompassing mail, print, copy and fleet management, imaging, records management, and eDiscovery for complex litigation and regulatory compliance matters. By managing and improving document processes, Océ helps organizations reduce costs, increase efficiency and mitigate risk. Our proprietary service delivery methodology applies Six Sigma® to achieve a higher level of performance.

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