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CEO CORNER

By Ed Crowley, CEO Photizo Group

Culture Does Matter!

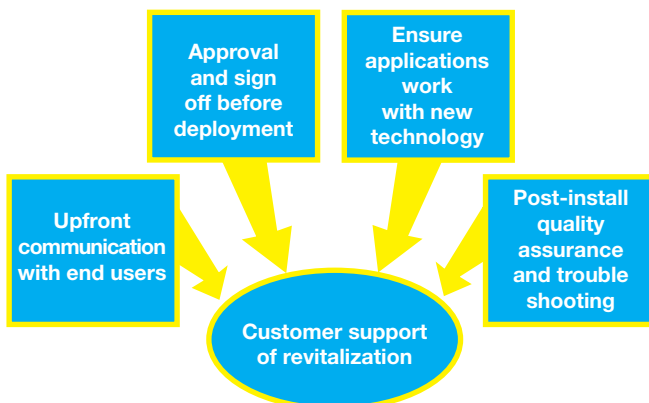
In this issue you will notice our theme is about culture and how managing cultural change is an integral aspect of any successful MPS engagement. Being in the technology industry, we often just focus on the ‘bits and bytes’ of technological implementation and we forget the human factor. What’s the big deal if we take away some desktop printers and replace them with faster, more functional network printers or Multifunction Devices? Actually, it can be a very big deal. As one IT executive said to me, “I never would have imagined how passionate end users are about their printers.” Many an MPS engagement has run into end user resistance as users perceive that they are ‘giving up’ rather than gaining something. As MPS professionals, our challenge is to ensure that end users understand why the changes are being made, how it will affect them, and what they will gain.

According to the Print Operations Group (POG), 80% of the effort involved with a successful print revitalization program consists of change management (related to work processes), what POG calls “cultural navigation” (see inset box, below). Irrespective of the quality of the proposed strategy, if end users do not embrace it, consider the print environment changes to be untenable or believe that their personal printing privileges will be unnecessarily impinged, the print optimization effort will go awry. Navigating through these change management issues takes time, finesse, proven methodologies and real effort, things for which vendors and VARs offering free assessments do not traditionally demonstrate competence or desire. Stated another way, intelligent and dedicated transition planning can make or break your ability to achieve the savings highlighted via your print assessment.

In this issue you will hear from end users, dealers, and vendors regarding how they are addressing this critical element of MPS engagements. These viewpoints show that it is possible to have a smooth transition which will not only ‘mollify’ end users, but which will actual create enthusiasm for change. I spoke with an end user working for Dow Chemical who was based in Zurich Switzerland after they moved to their global MPS agreement with Xerox. This end user, who had no ties to the IT organization, was actually an ‘evangelist’ in that he loved the change. “No matter what Dow facility I go to, I can print. I know how to work the MFP (because they are standardized). And now I can even scan a document into my PC from the MFP. I love it,” he said.

So take heart. With proper planning and preparation the ‘human element’ of change can actually enhance, not detract from, the MPS engagement.

Cultural Navigation



Printer Operations Group