Taming the Paper Tiger
Agenda

1. Introduction and opening remarks
2. Benefits and costs of paper
3. Methodology for improvement
4. Two workflow examples
   1. AS-IS (Current State)
   2. TO-BE (Future State)
5. Costing and building a business case
6. Useful Tools
What’s good about paper?

Before talking about what challenges paper imposes and what are the costs, let’s take a few minutes to discuss why we use paper.
What’s good about paper?

1. It’s easy
2. It’s quick
3. No configuration, software, integration needed
4. Minimal training
5. It’s what we’ve always used
6. It seems cheap / no capital budgeting required
What’s bad about paper?
What’s bad about paper?

1. You must plan how to manage it: store, manage, control access, destroy report on
2. Can’t be shared
3. Key information needed for decision making is “hidden”
4. Metrics based improvement difficult
5. These apply to “paper-like substitutes”
   1. Outlook inboxes, spreadsheets, shared drives, non-indexed images
Cross-industry paper highlights

Would you say that the consumption of paper and/or number of photocopies in your organization is? (N=362)

- Decreasing somewhat, 37%
- Stable, 34%
- Increasing somewhat, 16%
- Increasing rapidly, 5%
- Decreasing rapidly, 7%

Source: Paper Wars 2014, AIIM
Cross-industry paper highlights

For which of the following purposes do you personally resort to printing paper copies? (N=357)

- To take to a meeting: 70%
- To add a signature: 50%
- To read offline or out of the office: 40%
- To review and mark up with changes: 30%
- To keep a legal or audit copy: 20%
- As a receipt or confirmation of order: 10%
- As a reference during an on-screen process: 10%
- To keep a local or personal file copy: 20%
- As a hard copy of important emails: 10%

Source: Paper Wars 2014, AIIM
Cross-industry paper highlights

How would you describe your progress towards eliminating paper from your business processes? (N=358)

- They mostly work OK with paper, so we leave them that way
- We have evaluated removing paper from some of our processes
- We have one or two of the most obvious processes paper-free
- We have a number of paper-free processes and will do more
- We actively look at every process with a view to driving out paper

Source: Paper Wars 2014, AIIM
Cross-industry paper highlights

*How do you generally deal with invoices, purchase orders and forms that arrive as PDF attachments to emails? (N=291)*

- Print a copy and process as paper
- Print multiple copies/print and photocopy
- Print and scan back in to the capture system
- Process on-screen but print an archive copy
- Process on-screen and store an electronic copy
- Pass directly to the capture system

Source: Paper Wars 2014, AIIM
Cross-industry paper highlights

Why do you think there is still paper in so many of your business processes? (Max THREE) (N=325)

Source: Paper Wars 2014, AIIM
Cross-industry paper highlights

The arguments for keeping electronic records to save office space, improve findability and reduce waste are well rehearsed, and yet billions of unnecessary paper copies are still printed around the world everyday. Meanwhile, we have moved on to another battlefront – paper-free processes. This presents a more resounding rallying cry for the corporate troops. Let’s join forces across the enterprise and fight for paperfree processes, rather than pursue that seemingly elusive paperless office.

- Paper Wars 2014, AIIM
Xerox Business Process Methodology

- Standardized, teachable, repeatable and lightweight improvement methodology
- Understood by all stakeholders -- Easy to read business friendly notation
- Single view of how business operates for all stakeholders
- Based on live, real time process capture and validation workshops
Current (AS-IS) Workshop

Capture Processes Participants:

- Session Leaders
  - Facilitator
- Process Author
- Client Participants
  - SME’s
  - Process Owner
  - Process Managers

Capture Activity:

- What is done
- Who does it and what systems used
- Durations, volumes and costs
- Pains and business requirements
- Receive agreement/validation

Step 1

Current AS-IS Workshop

Step 2

Future TO-BE Redesign Process

Step 3

Recommendations

Step 4

Next Steps

Xerox Use Only
Future (TO-BE) Redesign Process

- Identify what’s done well
- Identify opportunities for improvement
  - Streamline work processes
  - Address pain points and frustrations
  - Apply Best Practices to fully maximize system and workflow benefit
- Provide vision of how it could be
- Demonstrate Cost savings/ROI

Step 1: Current AS-IS Workshop
Step 2: Future TO-BE Redesign Process
Step 3: Recommendations
Step 4: Next Steps
Recommendations:

• Detailed findings and recommendations for changes are documented and presented to Stakeholders

• Processes working well are highlighted

Next Steps:

• Next steps to complete recommendations are outlined

• Review of other areas that may benefit from the Xerox Business Process Assessment
BPI Example #1: Remove paper with ECM

*Procure to Pay: Invoice Processing*
Receive and process invoice (AS-IS)

Paper enters process

Paper travels through process
TO-BE workflow of same process with ECM
Receive and process invoice (TO-BE)

1. Capture and index invoice
   - Vendor invoice, email
   - Vendor invoice, physical mail
   - [s] ECM
   - index issue
   - 85%
   - 15%

2. Open and scan physical invoice
   - Admin
   - [s] ECM

3. Manage index exceptions
   - Admin
   - [s] ECM

4. Apply coding, determine routing
   - [s] ECM

5. Enter into PO AP20 screen
   - AP Clerk
   - [s] Lawson
   - [s] ECM

6. Run MA126
   - AP Clerk
   - [s] Lawson

7. No duplicates; indexed record ready to process
   - No match (go to Resolve Vendor Balances)
   - [s] ECM

8. Match payment
   - Complete invoice record
   - Payment stub from check run
   - [s] ECM

9. Open PO lines
   - Service invoice unreleased
   - 85%
   - Resolved

10. Document lifecycle and destroy
    - [s] ECM

Note:
- Multiple steps for document storage removed
- Need for Iron Mountain removed
- Ascend ECM acts as "wrapper" around approval process
- ECM stores document images as well as data (indexes)
- Removes need for clerks to manage via email inbox
BPI Example #2: Reducing costs and backlog by implementing a blended ECM solution

*Manage vendor invoices*
Scan, Process and Manage Vendor Invoices (AS-IS)

1. Collect new invoices
   - Mail Clerk
   - $21,197.92
   - $0.16
   - 30"

2. Pick batch of invoices for scanning
   - AP Clerk
   - $107,708.33
   - $0.82
   - 2'

3. Scan and index invoices
   - AP Clerk
   - * [s] OnBase *
   - $107,708.33

4. Ship or mail invoice for approval(s)
   - AP Clerk
   - $107,708.33

5. Receive and distribute invoice
   - Mail Clerk
   - $31,796.88
   - $0.24
   - 45"

6. Approve invoice manually
   - Approver
   - $229,166.67
   - $1.74
   - 2'

7. Ship or mail invoice to AP
   - Approver
   - $229,166.67
   - $1.74
   - 2'

8. Receive and distribute invoice
   - Mail Clerk
   - $21,197.92
   - $0.16
   - 30"

9. Scan and index approved invoice
   - AP Clerk
   - * [s] OnBase *
   - $53,854.17
   - $0.41
   - 1'

AS-IS Performance
- Steps: 9
- FTE: 12
- Labor: $804,000
- Mail: $136,000
- Total: $940,000
TO-BE workflow of same process with blended ECM solution on the front end
Documents picked up and scanned

TO-BE Performance
- Steps: 4
- Outsourced: 2
- Internal: 2
- FTE: 2.3
- Labor: $169,000
- Mail: $0
- Total: $169,000

Reductions and Savings
- Steps: -5
- Internal Steps: -7
- FTE: -9
- Labor: -$665,000
- Mail: -$136,000
- Total: -$771,000
Useful Tools

1. Universal Process Notation (UPN)
   1. Clear, quick, business friendly process language

2. UPN Mapping Tools
   1. Q9 Elements (free, cloud-based)
   2. TIBCO Nimbus / TIBCO Nimbus Maps
   3. Microsoft Visio (if used correctly)