

Sustainable Document Governance

The Business of Being Green

Part two of the Ricoh Document Governance Index series of whitepapers
November 2009

This whitepaper is informed by research conducted by Coleman Parkes Research for Ricoh covering:
Belgium, France, Germany, Italy, Netherlands, Spain and the United Kingdom & Ireland



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1.0 Introduction – document governance and sustainability

Just a few weeks before the world's leaders gather in Copenhagen to negotiate a new agreement on global greenhouse gas emissions, the issue of sustainability has never been more important. In this context, Ricoh is launching the second in a series of whitepapers about document governance. Research conducted by independent firm Coleman Parkes shows that most European businesses have a tendency to adopt a decentralised approach to document governance, which means they are missing out on a wide range of benefits. These include opportunities to increase efficiency, productivity and security as well as decrease environmental footprint. This whitepaper examines how European business leaders are managing sustainability within the specific context of document governance and where it fits in with today's economic and technological agenda. Over the coming months, further whitepapers will be published on topics such as security.

The term document governance is used and defined as the way an organisation manages its business documents. It includes effectively managing the costs, technology, sustainability and security of documents across its operations.

A total of 311 detailed interviews were conducted during July and August 2009 with senior decision makers (C-level or equivalent) in Belgium, France, Germany, Italy, Netherlands, Spain, and the United Kingdom & Ireland. All respondents work in either medium or large companies in the Financial Services; Professional Services; Public and Telecommunications / Utilities and Media sectors across Europe. They are responsible for document management within their respective organisations. The survey was conducted under controlled conditions to ensure it provides representative information across Europe and within each targeted vertical sector.



2.0 Executive summary

The findings clearly demonstrate that it is only a minority of businesses that are setting targets and auditing the environmental aspects of their document governance, which includes energy efficiency and recycling. Even the most tactical processes that have the potential to make a big difference are not being implemented while employees are left to do as they like. There are also marked differences across Europe. Key findings are as follows:

More rigour needed in measuring progress against sustainability targets

While 67 per cent of senior managers set cost targets for document governance just 41 per cent set environmental targets. Interestingly, six in ten organisations do audit their document systems. These findings are consistent with the fragmented, sporadic approach identified in the Ricoh Document Governance Index. It means that European Businesses may be underestimating the positive contribution of their cost reductions strategies to their organisation's sustainability goals. Importantly, however, it means that ongoing sustainability improvements will be challenging for many businesses due to the absence of consistent measurement and auditing processes. Furthermore a business without efficient measurement processes in place is typically overusing resources by up to 30¹ per cent which inevitability is impacting on overall sustainability credentials.

Decentralised approach to document governance results in missed opportunities

Most organisations are adopting a decentralised approach to document governance to the extent that even simple tactical actions that can make a significant positive impact on sustainability are being missed. For example, just 18 per cent of European businesses have implemented a duplex printing (on both sides of the paper) policy company wide. Further, this decentralisation means that even business leaders (47 per cent) are unfamiliar with their company recycling policies and failed to rate highly their own employees' approach to sustainable document management.

Organisational behaviour towards document sustainability vary across Europe

There are differences between countries in terms of their adoption of sustainable document governance. France is the leading country in Europe while the UK & Ireland comes last. However none of the countries score above 50 per cent of the possible 'maximum score'², suggesting that there is significant room for improvement to reduce overall environmental impacts.

¹ Ricoh data – based on savings delivered to customers via its Pay Per Page Green consultancy and Managed Document Services.

² The total possible score for a green organisation - taking into account all of the environmental parameters measured (both positive and negative) within the study - is 296. The leading country – France - had an average per company of 129 hence returning a result of 43.5 per cent of the ideal score.



Key Findings

3.0 More rigour needed in measuring progress against sustainability targets

Just 41 per cent set targets with regards to the energy usage, CO2 production and environmental responsibility of their document processes

Senior management are not applying the same rigour and focus on measuring the environmental outcomes of document governance as they are to cost related outcomes, despite the two going hand-in-hand. For example, 67 per cent of senior managers set cost targets for document governance compared to only 41 per cent for environmental impact.

Interestingly when it comes to auditing sustainable aspects of document governance such as energy efficiency and recycling (Figure 2), the figures increase with an average of six in ten companies claiming to conduct activities in this area.

Such disparity is consistent with the fragmented, sporadic approach identified in the Ricoh Document Governance Index, where more than three quarters of European businesses stated they had not yet fully implemented a plan to manage their business documents.

The overall impact to European Businesses is two-fold. Firstly while we see that processes to manage sustainable efforts are in place they aren't aligned with other targets that can be applied to ensure an efficient document governance strategy (Figure 1). As a result, positive outcomes which are happening across businesses are most likely going undetected. Organisations are either underestimating, or not evaluating the total contribution of their document management strategies towards their organisation's sustainability goals.

Secondly, it will be a challenge for European Businesses to set ongoing sustainability targets for the future due to the absence of consistent measurement and auditing processes. A business without efficient measurement processes in place is typically overusing resources by up to 30 per cent³, which inevitably is impacting on overall sustainability credentials, cost and productivity.

This inconsistency is easily bridged through a centralised document governance strategy which would deliver a complete insight across the organisation and provide factual data upon which success and savings are monitored and new areas for improvement can be set.

³ Ricoh data – based on savings delivered to customers via its Pay Per Page Green consultancy and Managed Document Services.



Figure 1 - Document Management Target Setting

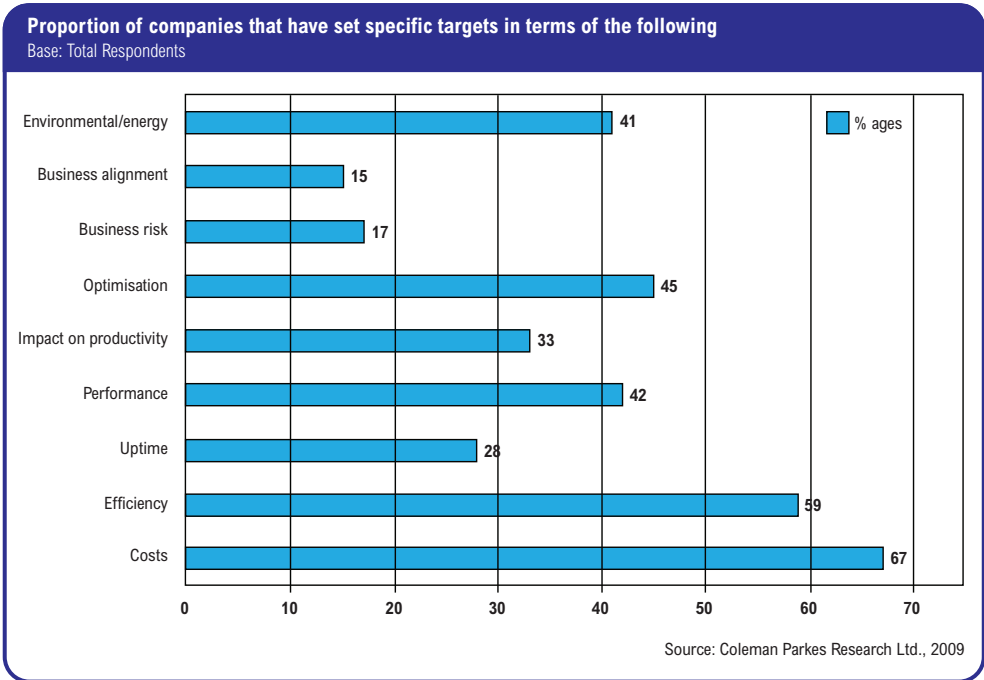
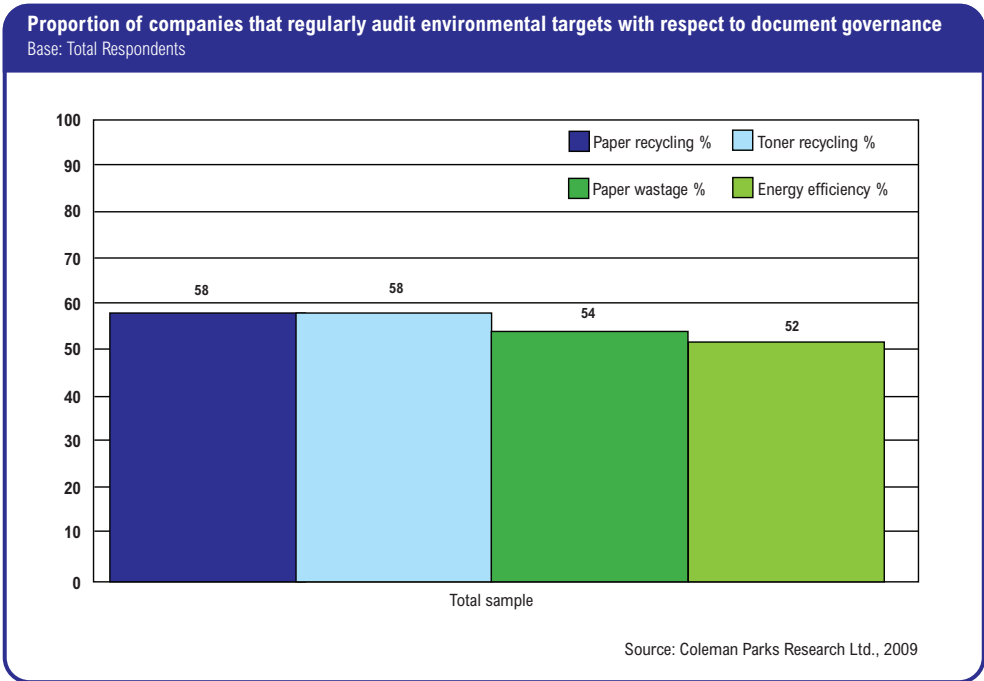


Figure 2 – Environmental Target auditing





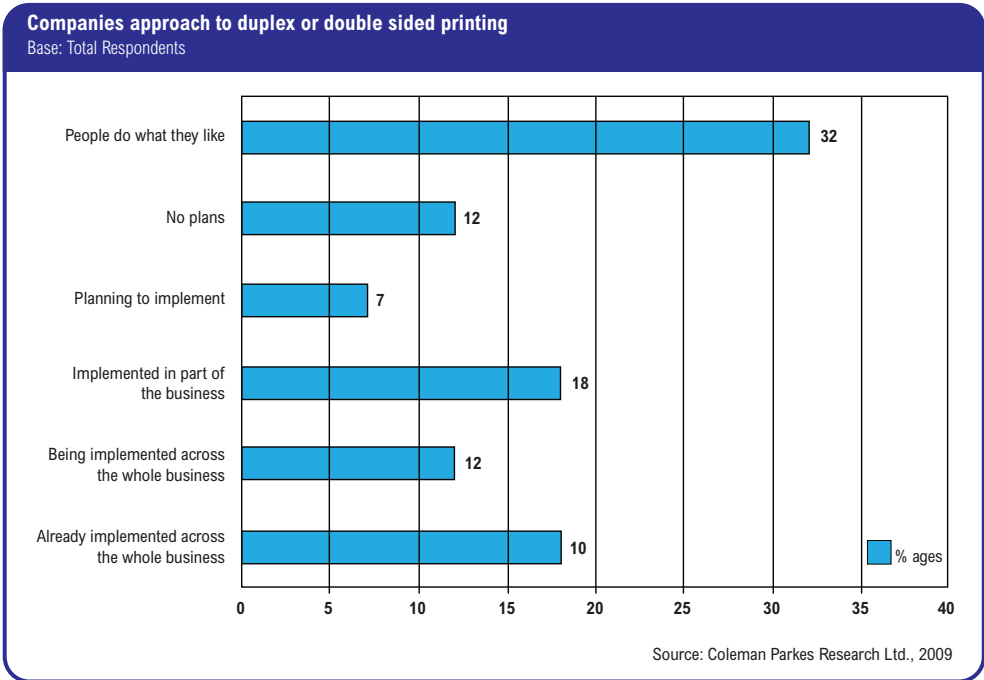
4.0 Decentralised approach to document governance results in missed opportunities

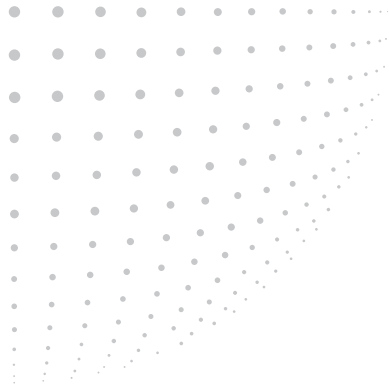
47 per cent of business leaders are unfamiliar with their company's recycling policy

Despite the fact that most organisations adopt a more decentralised approach to document governance, there are opportunities to enhance sustainability through more tactical approaches such as employee awareness and duplex printing.

However, the study shows that opportunities offered here are also being missed. For example, when it comes to duplex printing, 32 per cent of business leaders say that their employees do what they like. Furthermore, just 18 per cent have implemented a duplex printing policy company-wide. When asked if they felt their employees did consider environmental benefits when printing, their responses show a lack of confidence in this approach. On average, the respondents scored their employees at 5.5 using a scale of 10 (care a lot) to one (do not care at all).

Figure 3 – Approach to duplex printing

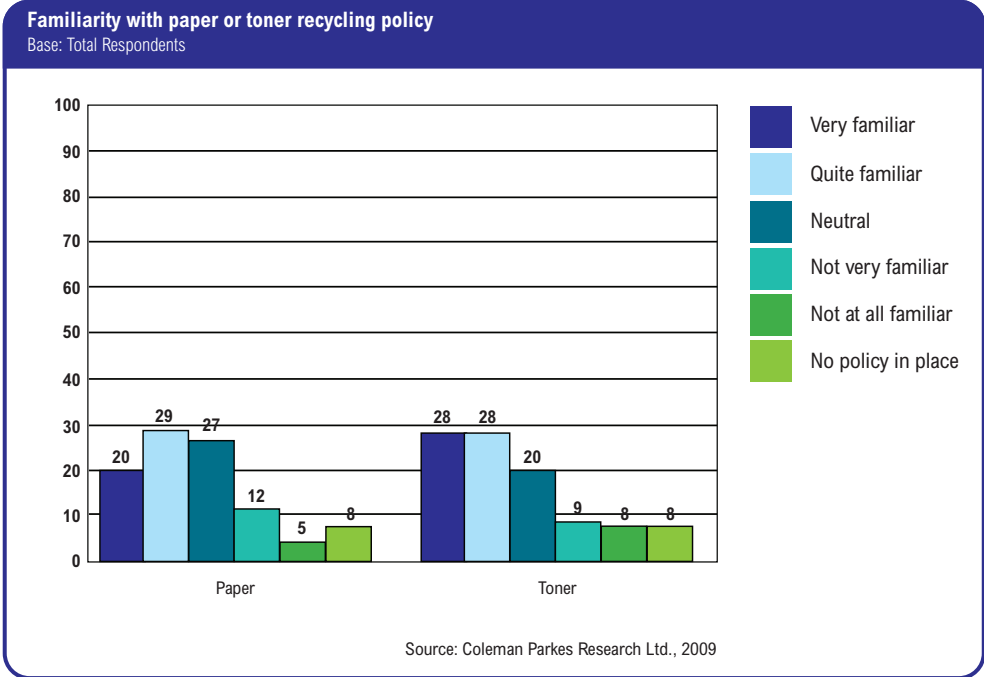


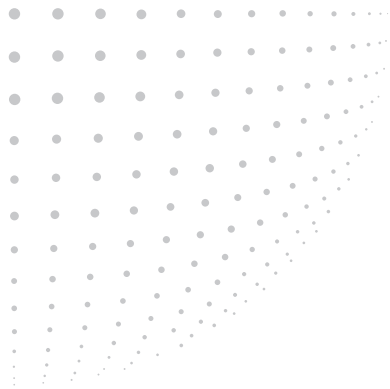


The study also reveals that almost half (47 per cent) of European business leaders are unfamiliar with their company's recycling policy and 40 per cent with their toner recycling policy. This certainly accounts for their own lack of confidence when rating others, despite over a half saying they run internal campaigns to highlight efficient printing practices.

However such results aren't surprising – the disjoint between raising awareness and implementing document policies will inevitably impact on success and the ability to influence behaviour on an ongoing basis. If European businesses wish to address it, the approach is simple – centrally implement processes that support sustainability goals, enabling employees to focus on meeting the business goals. Time is saved and sustainability results amplified with the implementation of a centralised document governance strategy or by outsourcing it. Sustainability remains core to the strategy, reductions are realised, results can be measured and new targets can be set. Furthermore, organisations will also benefit from enhanced security, productivity and efficiency.

Figure 4 – Familiarity with recycling policies





5.0 Organisational behaviour towards document sustainability vary across Europe

When dissecting the data by country, it is clear that there are some marked differences between countries in terms of their adoption of sustainable document management processes.

By assigning a value to environmental aspects of document governance such as, recycling, setting targets, auditing, recycling and employee behaviours - it is possible to generate a European league table to show which countries have the most sustainable document governance practices.

Figure 5 – Ricoh Document Governance Index Green League

Country	Rank	Percent of Optimum
France	1	43.5%
Italy	2	42.7%
Germany	3	41.7%
Netherlands	4	41.0%
Belgium	5	39.3%
Spain	6	39.2%
UK & Ireland	7	38.5%

France emerges as the country with the best environmental approach while the UK & Ireland falls into last place.

Companies in France and the Netherlands are more likely than their European peers to implement a document governance strategy.

As indicated in Figure 6, just over one third (34 per cent) of UK companies set document management targets relating to environment or energy efficiency compared to 60 per cent of French businesses. However the Netherlands falls behind the UK in this respect with only 23 per cent setting targets relating to energy consumption.

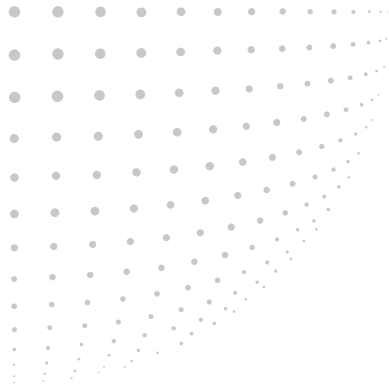
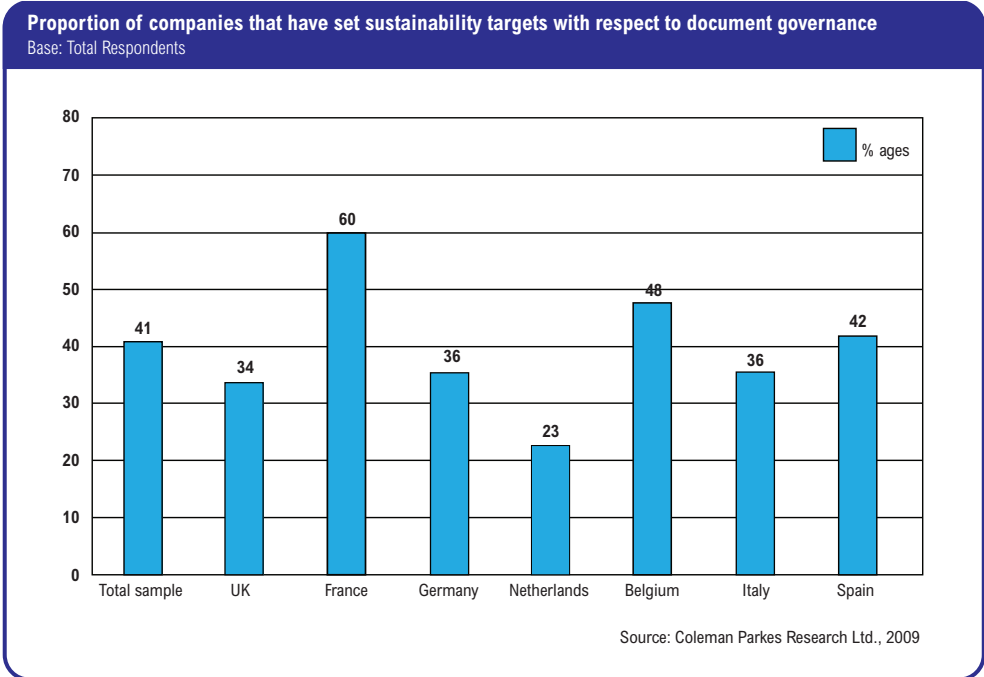
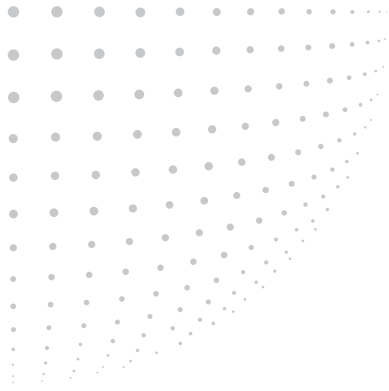


Figure 6 – Environment/energy target setting with respect to document management



Spanish companies are behind their European peers when it comes to implementing duplex print strategies with only 10 per cent having a strategy in place. Belgium is the most advanced country in this regard with almost a third of companies implementing duplex as standard across the whole business.

Overall however, the Green League shows that there is still much work to be done. While France is at the top of the league, it achieved just 43 per cent of the maximum possible score² that could be achieved by a company that is doing everything possible to implement environmental considerations into its document governance strategy. Organisations could double their activity in this area quickly and effectively by implementing a service or solution to manage their document governance.



6.0 Conclusion

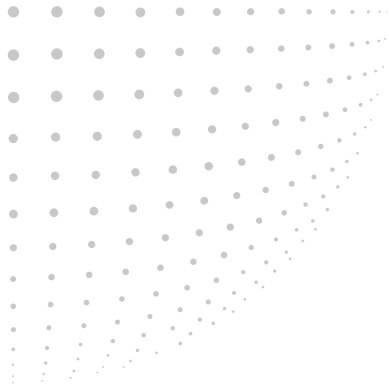
As the world's leaders gather in Copenhagen to agree on a new global agreement to tackle climate change, no stone should be left unturned in the drive to reduce carbon emissions. Yet, what this research shows is that many opportunities are being missed in the realm of document governance that could make a real contribution. This is disappointing given that in many instances, very simple and tactical steps are not being taken that could make an immediate impact.

Key to addressing these issues is the adoption of a centralised document governance strategy which would deliver a complete insight across the organisation and provide factual data upon which success and savings are monitored and new areas for improvement set.

The data from this study proves that businesses can make a real difference by taking advantage both of the tactical 'quick wins' available to them and by combining these improvements into the wider context of a document governance strategy. Businesses can act now and benefit immediately through quick wins such as duplex printing, recycling and employee education programmes. Business leaders can also make a significant impact on the business both in terms of reducing overall environmental footprint and financial efficiencies into the future.

Perhaps therefore, one of the biggest challenges in the marketplace is raising awareness of the role that document governance can play in driving both environmental AND business efficiencies. Now is the time to create a culture that is embedding sustainability into the heart of all businesses operations. Fundamental to this, is an optimisation process that delivers tangible and measurable benefits (both environmental and economic) that have an impact both in the immediate short term and on the longer term sustainability goals of an organisation.

The overall result is increased efficiency for businesses and a reduced impact upon the environment in which we operate. In reality, environmental sustainability and economic sustainability are not opposite ends of the spectrum and sustaining environmental commitments is an essential way to drive efficiencies and optimise profits in tough business conditions.



7.0 Ricoh's solutions for sustainable document governance

Ricoh offers a range of products and solutions that help companies to take a simple and effective approach to document governance. With a world-class portfolio of hardware, software, services, outsourcing and consultancy, Ricoh solutions integrate seamlessly and reliably into any organisation leaving customers free to focus on driving their businesses forward.

Ricoh Pay Per Page Green Consultancy

The Ricoh Pay Per Page Green consultancy is a three phase fact-based approach that audits and quantifies a company's CO2 emission from copy and print activities and makes total cost of ownership more transparent. Based on the existing situation of the organisation Ricoh builds an optimisation scenario to reduce operational cost, energy and paper consumption and carbon emission. As costs decrease so too does overall carbon footprint and in one effort, the efficiency of document production is improved.

Fact-based cost and sustainability process conducted in three phases:

- Audit and analysis of your current CO2 emissions and TCO of print/copy
- Drawing up a plan to reduce your CO2 emissions and TCO while optimising processes
- Periodic verification of CO2 and Total Cost of Ownership (TCO) reduction at your company

Ricoh Eco Mode

During its lifecycle, the largest impact a product has on the environment is while it is in use. Ricoh Eco Mode is designed to ensure businesses are taking every step to reduce this impact by providing three highly efficient energy-saving settings, which do not interfere with the performance of a multifunctional device while printing or copying. Eco Mode activates when the device is idle.

Managed Document Services

For Ricoh, the practice of document governance can be directly addressed through its Managed Document Services, offering reductions in cost and environmental impacts by up to 30 per cent. Long term benefits are enhanced through continued governance.

Additional benefits include increased efficiency and productivity combined with decreased environmental impact and security breaches. Available as a global or local implementation it offers a full lifecycle approach to document governance. The holistic solution can be easily embedded into the workflow of an organisation to meet its unique and specific needs. It includes consultancy, hardware, software, maintenance, management services and office solutions throughout the entire document lifecycle.

Document Process Outsourcing

Document Process Outsourcing is one way that companies can create a centralised document governance strategy that is structured, secure, compliant and cost-effective. It includes managing the processes, people and technology that deliver an organisation's documents, and therefore information, into and out of its core business processes. With the focus on improved responsiveness and enhanced quality, significant productivity gains can be realised, by giving knowledge workers immediate access to the information they need, where they want it and how they want it. The result is increased financial efficiency, improved employee morale and customer satisfaction, ultimately enhancing business performance.

@Remote

By integrating solutions into a company's existing infrastructure, Ricoh can help to uncover the hidden costs of business documents – ultimately putting companies back in control. Ricoh's @Remote turns collected data into detailed knowledge. This solution gives the user peace of mind that their costs are being managed in the most effective way, automatically.

Useful links

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RicoH Managed Solutions

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About Ricoh

Ricoh Company, Ltd ("RicoH Company") is a global technology leader, specialising in the office and production printing markets. Ricoh works with organisations around the world to modernise work environments and optimise document efficiency. With over 108,500 employees worldwide, it operates in Europe, the Americas, Asia Pacific, China and Japan.

Ricoh Global Services provides strategic support and long-term partnership to Ricoh's multinational companies across the world. With an unrivalled direct sales and service network model, Ricoh Global Services continuously drives value for customers with its standardized, consistent end-to-end solutions. Ricoh's customers can rely on one partner for all their global needs.

Ricoh Europe Holdings Plc is a public limited company and the EMEA headquarters of Ricoh Company with operations located in London, United Kingdom and Amstelveen, the Netherlands. The EMEA operations comprise over 35 sales subsidiaries and affiliates.

In the fiscal year ended 31 March 2009, revenues from Ricoh's EMEA operations totalled over YEN 523.4 billion accounting for 25.0 per cent of Ricoh Company's global revenues. Ricoh Company's worldwide sales totalled over YEN 2,091.7 billion during the year ended 31 March 2009.