

Turning Challenges Into Opportunities



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Andrew Jewell
Regional Director
Fuji Xerox Global Services
Fuji Xerox Co., Ltd

The education industry has traditionally been paper- and process-intensive, with faculties acting as silos. However, marketplace changes are imposing new pressures and calling for change. Andrew Jewell, Regional Director, Fuji Xerox Global Services shared insights on how to turn these challenges into opportunities at a luncheon meeting attended by representatives of Singapore’s leading education providers.

“To drive organisational growth, education providers need to be competent at student lifecycle management so as to attract the right students; likewise for faculty members. Speed to market for new courses and services is also important. Expectations of service quality and standards have gone up, and there is also greater pressure to be responsible for students’ welfare both on and off campus,” he said.

While education providers work on these areas, Mr. Jewell added, they also have to ask themselves if their business processes are in sync with and efficiently support their objectives, and if infrastructural assets are being fully utilised and serving the needs of students and faculty members. More often than not, those processes that relate to document management and output are not coherent across the organisation.

What Fuji Xerox has found with regards to document-driven business processes, Mr. Jewell said, is the approach in institutions, whether primary, secondary or tertiary, is quite fragmented and centred on the various faculties.

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technologies are usually not integrated. All this results in poor utilisation and poor visibility into document spend. In addition, service levels are not properly defined, let alone measured on an ongoing basis, and this makes it difficult to gauge if users are being served to their expectations.”

Education providers would do well to simplify and automate their document-driven business processes, Mr. Jewell said. They also should not miss the opportunities to leverage similarities across faculties and their combined purchasing power, and to optimize and consolidate enterprise print services and cost structures.

To tap opportunities in both organisational growth and operational cost management fully, education providers need to move from a decentralised enterprise strategy approach to one that is holistic and centralised. In doing so, they will be able to realise a broad range of benefits, including improved cost structure and savings, streamlined digital workflow, centralised management, proactive problem identification and resolution, and greater environment friendliness.

The experience of the University of Calgary in Canada is illustrative. The university has 28,000 students enrolled in its undergraduate, graduate and professional degree programmes and is one of the top seven comprehensive research institutions in the country. In 2006, the university embarked on a multi-year initiative to revamp nearly every device, system or process related to document creation, delivery, storage and sharing. Called Project IMAGinE, the initiative is part of a wider plan to transit from a paper-based learning environment to a digital one that would attract the brightest students and top faculty members.

An assessment of the distributed print environment had found that costs were increasing, that there were many paper-based manual processes, that there were no clearly defined service levels, and that there was very poor visibility on paper usage and carbon emissions. The print centres were outdated and the use of a thousand devices sourced from multiple vendors added to the complexity.

After reviewing the results of the assessment, a steering committee decided that a holistic approach that included central print, fleet management, and what the university called Strategic Information Management would yield the best results. After an evaluation process, the University of Calgary inked a seven-year deal with Xerox Canada, aimed to save approximately US\$13.8 million.

“The results thus far have been impressive. The university has saved US\$3.76 million savings, the number of third-party vendors has been cut by a quarter, and an electronic document management strategy has significantly reduced the number of manual

processes,” said Mr. Jewell.

Furthermore, the university has achieved 99.5 % accuracy in print management services and 99.47 % equipment uptime and response. Significant reductions have also been made in energy consumption, carbon emissions and paper usage.

For education providers that want to adopt a holistic approach similar to that of the University of Calgary, Mr. Jewell has this advice: “Have a very clear vision of what business objectives you want to achieve and how the document infrastructure can help achieve those objectives. Focus on the business outcomes, not just the technology. High-level project sponsorship is critical so secure that early and engage stakeholders from the onset. It is also important to establish a baseline; otherwise, you cannot measure improvements. Bear in mind, too, that change management starts from the beginning, not when the project completes, so draw up clear transition and transformation plans.”

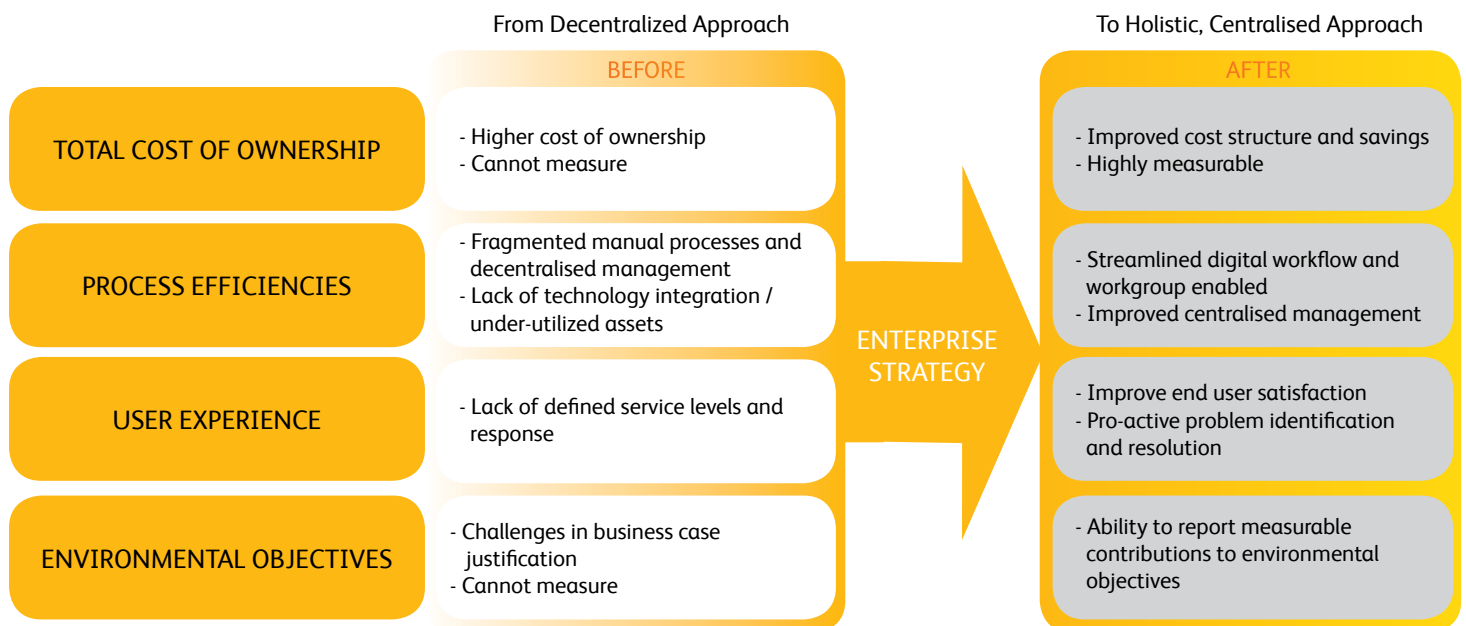


Andrew Jewell
Regional Director
Fuji Xerox Global Services
Fuji Xerox Co., Ltd

Andrew Jewell is the Regional Director for Office Services, Fuji Xerox Global Services. Andrew and his team of Principal Consultants and Analysts are responsible to provide consultancy and assessment to define highly measurable and effective document output strategies and managed services implementations for enterprises across Asia Pacific countries.

Andrew has been responsible for the strategic planning, design and deployment of Xerox Office Services offering across Asia Pacific and Australia. Andrew has over 16 years of working experience in consulting, sales and marketing, specializing in enterprise document related infrastructure managed services and outsourcing. Andrew has a Bachelor of Applied Economics and Marketing degree from Deakin University in Australia.

Opportunities for Education Sector



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For more information on how we have helped education institutions, please visit: <http://fx-campusefficiency.event-microsite.com> or contact Gabriel Goh at: Gabriel.Goh@sgp.fujixerox.com

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