KYO MDS for Small and Medium Enterprises (SME; less than 100 Employees)

Solution Set Tools

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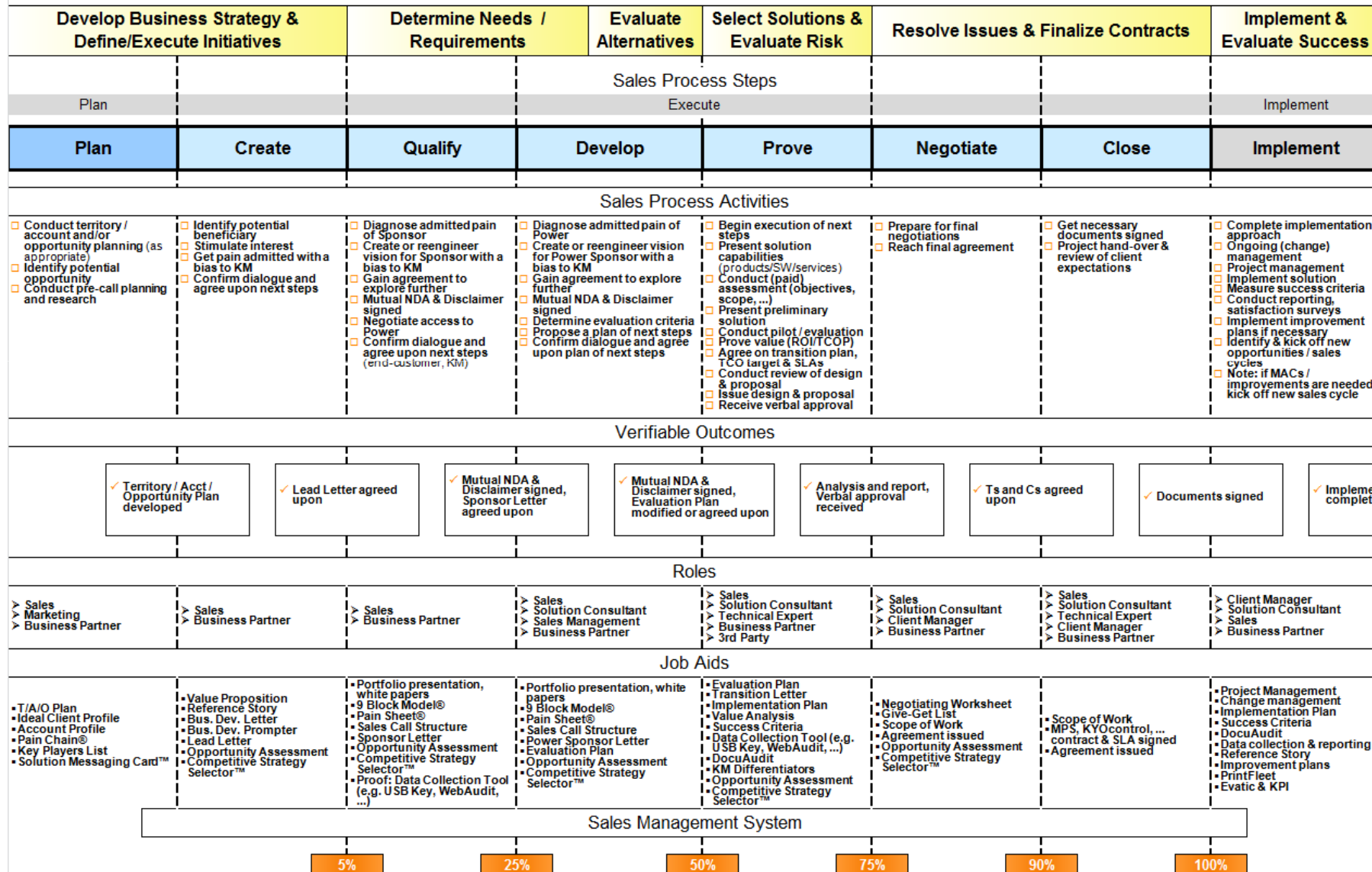
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KM Sales Process Step Model: (Sales Execution Focused) – MDS Mapped

MDS Mapping to Solution Selling Process

Assess	Optimize & Manage

End-Customer Buying Process

Develop Business Strategy & Define/Execute Initiatives	Determine Needs / Requirements	Evaluate Alternatives	Select Solutions & Evaluate Risk	Resolve Issues & Finalize Contracts	Implement & Evaluate Success

Sales Process Steps

Plan		Execute					Implement
Plan	**Create**	**Qualify**	**Develop**	**Prove**	**Negotiate**	**Close**	**Implement**

Sales Process Activities

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
□ Conduct territory / account and/or opportunity planning (as appropriate) □ Identify potential opportunity □ Conduct pre-call planning and research	□ Identify potential beneficiary □ Stimulate interest □ Get pain admitted with a bias to KM □ Confirm dialogue and agree upon next steps	□ Diagnose admitted pain of Sponsor □ Create or reengineer vision for Sponsor with a bias to KM □ Gain agreement to explore further □ Mutual NDA & Disclaimer signed □ Negotiate access to Power □ Confirm dialogue and agree upon next steps (end-customer, KM)	□ Diagnose admitted pain of Power □ Create or reengineer vision for Power Sponsor with a bias to KM □ Gain agreement to explore further □ Mutual NDA & Disclaimer signed □ Determine evaluation criteria □ Propose a plan of next steps □ Confirm dialogue and agree upon plan of next steps	□ Begin execution of next steps □ Present solution capabilities (products/SW/services) □ Conduct (paid) assessment (objectives, scope, ...) □ Present preliminary solution □ Conduct pilot / evaluation □ Prove value (ROI/TCOP) □ Agree on transition plan, TCO target & SLAs □ Conduct review of design & proposal □ Issue design & proposal □ Receive verbal approval	□ Prepare for final negotiations □ Reach final agreement	□ Get necessary documents signed □ Project hand-over & review of client expectations	□ Complete implementation approach □ Ongoing (change) management □ Project management □ Implement solution □ Measure success criteria □ Conduct reporting, satisfaction surveys □ Implement improvement plans if necessary □ Identify & kick off new opportunities / sales cycles □ Note: if MACs / improvements are needed: kick off new sales cycle

Verifiable Outcomes

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
✓ Territory / Acct / Opportunity Plan developed	✓ Lead Letter agreed upon	✓ Mutual NDA & Disclaimer signed, Sponsor Letter agreed upon	✓ Mutual NDA & Disclaimer signed, Evaluation Plan modified or agreed upon	✓ Analysis and report, Verbal approval received	✓ Ts and Cs agreed upon	✓ Documents signed	✓ Implementation Plan completed

Roles

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
➤ Sales ➤ Marketing ➤ Business Partner	➤ Sales ➤ Business Partner	➤ Sales ➤ Business Partner	➤ Sales ➤ Solution Consultant ➤ Sales Management ➤ Business Partner	➤ Sales ➤ Solution Consultant ➤ Technical Expert ➤ Business Partner ➤ 3rd Party	➤ Sales ➤ Solution Consultant ➤ Client Manager ➤ Business Partner	➤ Sales ➤ Solution Consultant ➤ Technical Expert ➤ Client Manager ➤ Business Partner	➤ Client Manager ➤ Solution Consultant ➤ Sales ➤ Business Partner

Job Aids

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
• T/A/O Plan • Ideal Client Profile • Account Profile • Pain Chain® • Key Players List • Solution Messaging Card™	• Value Proposition • Reference Story • Bus. Dev. Letter • Bus. Dev. Prompter • Lead Letter • Opportunity Assessment • Competitive Strategy Selector™	• Portfolio presentation, white papers • 9 Block Model® • Pain Sheet® • Sales Call Structure • Sponsor Letter • Opportunity Assessment • Competitive Strategy Selector™ • Proof: Data Collection Tool (e.g. USB Key, WebAudit, ...)	• Portfolio presentation, white papers • 9 Block Model® • Pain Sheet® • Sales Call Structure • Power Sponsor Letter • Evaluation Plan • Opportunity Assessment • Competitive Strategy Selector™	• Evaluation Plan • Transition Letter • Implementation Plan • Value Analysis • Success Criteria • Data Collection Tool (e.g. USB Key, WebAudit, ...) • DocuAudit • KM Differentiators • Opportunity Assessment • Competitive Strategy Selector™	• Negotiating Worksheet • Give-Get List • Scope of Work • Agreement issued • Opportunity Assessment • Competitive Strategy Selector™	Scope of Work MPS, KYOcontrol, ... contract & SLA signed • Agreement issued	• Project Management • Change management • Implementation Plan • Success Criteria • DocuAudit • Data collection & reporting • Reference Story • Improvement plans • PrintFleet • Evatic & KPI

Sales Management System

5%	25%	50%	75%	90%	100%

Sales Process Step Model: Tool Usage

End-Customer Buying Process							
Develop Business Strategy & Define/Execute Initiatives		**Determine Needs / Requirements**		**Evaluate Alternative**	**Select Solutions & Evaluate Risk**	**Resolve Issues & Finalize Contracts**		**Implement & Evaluate Success**

Sales Process Steps

Plan				Execute				Implement

Plan	**Create**	**Qualify**	**Develop**	**Prove**	**Negotiate**	**Close**	**Implement**

Verifiable Outcomes

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
✓ Territory / Acct / Opportunity Plan developed	✓ Lead Letter agreed upon	✓ Mutual NDA & Disclaimer signed, Sponsor Letter agreed upon	✓ Mutual NDA & Disclaimer signed, Evaluation Plan modified or agreed upon	✓ Analysis and report, Verbal approval received	✓ Ts and Cs agreed upon	✓ Documents signed	✓ Implementation Plan completed

Job Aids (provided by Marketing and Solution Specialists)

Plan	Create	Qualify	Develop	Prove	Negotiate	Close	Implement
• Ideal Client Profile • Key Players List • Solution Messaging Card™	• Reference Story	• Portfolio presentation, white papers • Sponsor Pain Sheet®	• Portfolio presentation, white papers • Power Sponsor Pain Sheet®	• Success Criteria • KM Differentiators			• Success Criteria • Reference Story

Solution Messaging™ and Sales Tool Build – Flow Model

A B O V E   T H E   F U N N E L

(1) **Determine Value & Uniqueness of Solution**

Differentiator	Pain Linkage	Defensibility
Proprietary – No Competitor Can Match		
Comparative – Better Than Competitors		
Holistic – Overall Benefit of Doing Business With You		

Core Capabilities & Defensible Differentiation

(2) **Define Key Players & Their Pains**

Key Players (Job Title)	Potential Pains

Key Players List

(3) **Distill Pains List**

1.
2.
3.
4.

(4) **Produce Messaging Snapshots**

Solution Messaging Card™

I N   T H E   F U N N E L

(5) **Identify Elements of Value & Create Situational Fluency for Sales**

Pain Sheet®

(6) **Use Past Success to Stimulate Interest for Future**

Reference Story

(7) **Identify Elements for Measuring Success**

Success Criteria

(8) **Identify Characteristics of Target Client**

Ideal Client Profile

Differentiation Grid

Characteristic		Score	
#	Description	VALUE (0 - 10)	UNIQUE (0 - 10)
A	Flexible billing options	9.0	8.0
B	Multi-vendor break/fix service, remote diagnostics, help desk support, supplies replenishment	9.0	5.0
C	Continuous Fleet Optimization (change management, multi-brand, supplies, proactive and optimized service, lifecycle management, ...) - Hardware Related	9.0	6.0
D	Workflow and Process Optimization: risk reduction, optimized document lifecycle, ...	6.0	4.0
E	Environmental Improvement and Sustainability (capability to reduce environmental impact and energy consumption)	6.0	9.0
F	Single vendor to support and manage copier and printer needs within a managed output environment (Full Hardware, Software, Services Proposal)	9.0	9.0
G	Accelerated business results through improved workflow and process efficiencies, document capture and document management, enhanced end-user productivity and satisfaction - Software Related	6.0	7.0
H	Document lifecycle management, optimised output environment, significant cost reduction, end-to-end lifecycle assessment, support and management (services) under one contract - Usage Related	8.0	6.0
I	Scalability and Flexibility of Fleet Monitoring for efficiencies, optimisation, supplies, metring, services	6.0	8.0
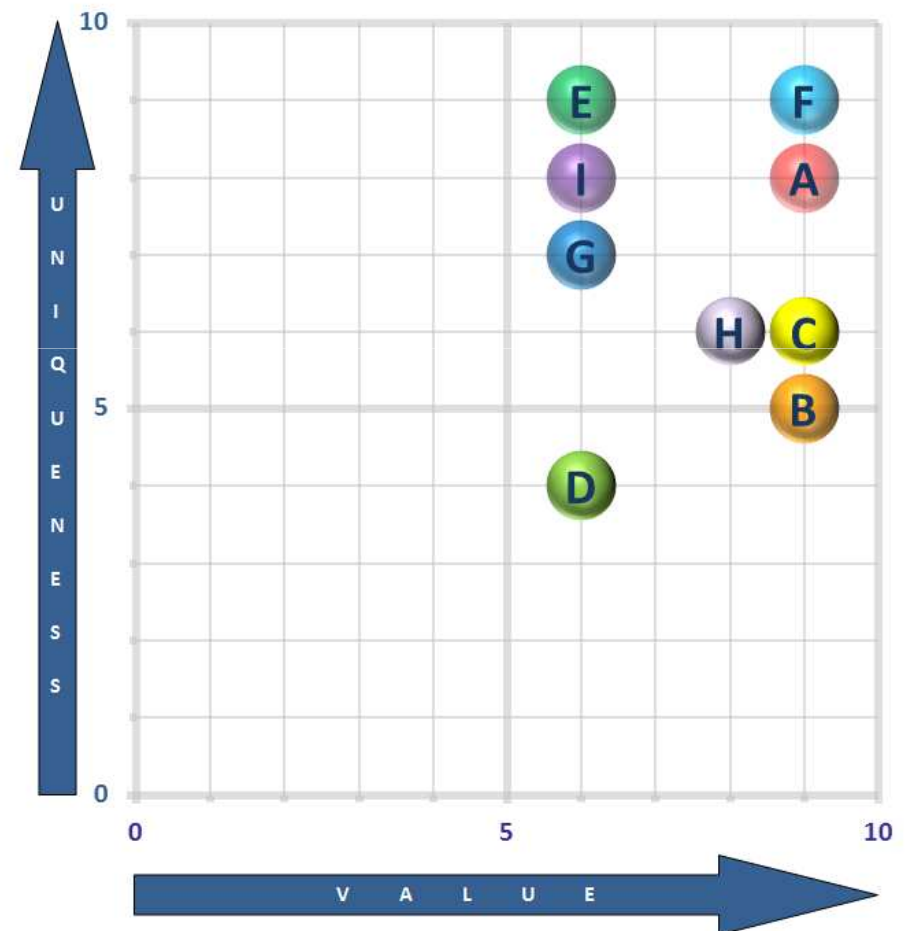
Defensible Differentiators

Differentiator	Pain Linkage	Defensibility
Flexible billing options	▪ **Decreasing cash flow** ▪ **Declining Return on Investments and Return on Assets** ▪ **Declining profits** ▪ **Not making budget targets** ▪ **Increasing operating cost**	▪ **Potential savings of 20%+** ▪ **Off-balance lease services** ▪ **Click pricing** ▪ **Supplies replenishment** ▪ **Opportunity to buy same services as large organizations at an affordable price per month**
Continuous Fleet Optimization: ongoing management of optimized printing infrastructure	▪ **Trouble keeping up with rapid technological changes and integrating new systems with legacy systems** ▪ **Difficulty satisfying end-user demands** ▪ **Inability to manage growth due to technological changes** ▪ **Inability to support business operations** ▪ **Declining operational efficiency** ▪ **Difficulty managing return on IT investments** ▪ **Inability to fully let go of fleet control**	▪ **Printfleet & Evatic: premium software tool for SLA measurement, lifecycle management** ▪ **Personal contact** ▪ **Regular Business reviews** ▪ **Change management** ▪ **Multi-brand, supplies, proactive and optimized service**
Single vendor to support and manage copier and printer needs within a managed output environment (Full Hardware, Software, Services Proposal)	▪ **Not making budget targets** ▪ **Inconsistent services within the organization** ▪ **Difficulty managing existing systems/applications** ▪ **Lack of skilled resources** ▪ **Complexity to manage many suppliers** ▪ **Declining operational efficiency**	▪ **Central hotline** ▪ **SPOC for toner replenishment and supplies delivery** ▪ **Central multi-vendor break/fix service, remote diagnostics, monitoring for efficiencies, optimization, supplies, metreing, support and management services, hardware, software, services**
Environmental Improvement and Sustainability	▪ **Compliance to "Green IT" regulations and certifications (ISO, …)** ▪ **Difficulty managing existing systems/applications and securing the operating environment**	▪ **Kyocera is ISO certified** ▪ **Ecosys** ▪ **Kyocera's "Green" commitment: reduce environmental impact and energy consumption**

Defensible Differentiators (Cont'd.)

Differentiator	Pain Linkage	Defensibility
Improve the understanding of the customer's business	▪ **Lack of knowledge of installed base , print volume , costs etc**	▪ **Docuaudit is premium tool for assessment and reporting** ▪ **Assessment and Optimization services**
Optimization of print fleet	▪ **Inconsistent services within the organization** ▪ **Too many devices** ▪ **Lack of skilled resources** ▪ **Inability to fully let go of fleet control** ▪ **Difficulty to manage diverse and multi-brand infrastructure**	• **Manufacturer of Printers and MFP's**

Core Capabilities

Core Capabilities	Pain Linkage	Key Selling Points
Optimization of company output processes	▪ **Ineffective workflow** ▪ **Efficiency drop due to unsatisfied employees** ▪ **Inefficient use of valuable resources** ▪ **Declining operational efficiency** ▪ **Increasing operating cost** ▪ **Increasing operational IT costs & pressure to reduce IT budgets** ▪ **Inability to forecast operational costs accurately** ▪ **Difficulty managing existing systems/applications and securing the operating environment**	▪ **Strategic Partnerships with third party software developers** ▪ **Improved workflow and process efficiencies** ▪ **Document capture and document management** ▪ **Enhanced end-user productivity and satisfaction** ▪ **Risk reduction**

Cool Capabilities

Cool Capabilities	Pain Linkage	Key Selling Points
Support Center Services	▪ **Lack of knowledge of installed base , print volume , costs etc** ▪ **Trouble keeping up with rapid technological changes and integrating new systems with legacy systems** ▪ **Difficulty responding to needs of different departments and satisfying end-user demands** ▪ **Inability to manage growth due to technological changes** ▪ **Inability to support business operations**	▪ **Remote fleet management**

Key Players List: Generic SME

Key Players (Job Title)	Potential Pains
General Manager (GM)	❑ Eroding shareholder value (earnings per share) ❑ Inability to rapidly respond to industry dynamics and new business opportunities ❑ Not meeting objectives from restructuring ❑ Outsource non-core competencies to gain efficiencies
Finance Manager* (FM)	❑ Decreasing cash flow ❑ Declining Return on Investments and Return on Assets ❑ Declining profits ❑ Not making budget targets
IT Manager (IT) In SE's, this role often is handled by the FM	❑ Increasing operating costs with pressure to reduce IT budgets ❑ Inability to forecast operational costs accurately ❑ Trouble keeping up with rapid technological changes ❑ Difficulty managing return on IT investments ❑ Inconsistent services within the organization ❑ Difficulty managing existing systems/applications and securing the operating environment ❑ Difficulty satisfying end-user demands and declining operational efficiency ❑ Lack of skilled resources
Sales Manager	❑ Declining sales revenue

*: In small enterprises, the role of Finance Manager often is taken care of by an external accountant, advising the General Manager

Pains List for a Generic SME MDS Customer

Key Players (Job Title)	Potential Pains
General Manager (GM)	❑ Eroding shareholder value (earnings per share) ❑ Outsource non-core competencies to gain efficiencies
Finance Manager* (FM)	❑ Declining profits ❑ Increasing operating costs
IT Manager (IT)	❑ Increasing operating costs with pressure to reduce IT budgets ❑ Difficulty satisfying end-user demands and declining operational efficiency
Sales Manager	❑ Declining sales revenue

*: In small enterprises, the role of Finance Manager often is taken care of by an external accountant, advising the General Manager

Solution Messaging Card™ for Eroding Shareholder Value

Pain	Eroding earnings per share
Reasons for Pain	☐ Declining profits ☐ Not meeting objectives from restructuring ☐ Outsourcing non-core competencies to gain efficiencies
Organizational Impact	☐ Eroding shareholder value
Trend Relevance	☐ Because an MDS agreement is a company infrastructure engagement and can dramatically affect a company's bottom line, it will capture the attention of the general manager ☐ SME's are looking for an intimate business partner helping their clients outsource non-core competences through intimacy, transparency, and consistency and solve their problems end-to-end

Capabilities	☐ Consultation conversations with general manager and IT manager:
	    ☐ Understanding the print and copy environments and associated cost structure
	    ☐ Understanding security and regulation weaknesses
	    ☐ Understanding the goals the organization wants to achieve
	    ☐ Blueprint for Success: a plan to help the organization reach and maintain the desired result
	☐ Quick assessment for high-level optimization and cost savings estimates

Metrics / Proof of Value	☐ Blueprint for Success ☐ Indicated (high-level) areas of optimization and cost reduction
Solution Linkage	☐ Data collection tools ☐ DocuAudit ☐ Assessment and Optimization services
Differentiators	☐ Improve the understanding of the customer's business ☐ Optimization of company output processes ☐ Optimization of print fleet
Case Studies	BMW, KUKA
Key Players	GM, IT Manager

Solution Messaging Card™ for Increasing Operating Costs

Pain	Increasing Operating Costs with Pressure to Reduce IT Budgets
Reasons for Pain	☐ Unable to support end-user needs ☐ Lack of skilled resources ☐ Unable to forecast operational costs accurately ☐ Decentralization of output device purchases ☐ Trouble keeping up with rapid technological changes and integrating new systems with legacy systems ☐ Help desk not optimized ☐ Increasing costs for supplies replenishment ☐ Fragmented, complex, multi-vendor mismanaged office equipment environment ☐ Lack of proper workflow and process management to print critical documents on time
Organizational Impact	☐ Not meeting objectives from restructuring ☐ Declining profits ☐ Unable to continue normal business & IT operations in case of a serious disruption ☐ Costly delayed recovery and business resumption after unplanned disruptions ☐ Cost and risk of unacceptable downtime for all business-critical applications (RPO / RTO)
Trend Relevance	☐ The idea of rolling MDS into an easy-to-budget monthly charge with little capital layout facilitates adoption ☐ Top reasons why clients engage in MPS engagement: improve costs, optimize/consolidate/support/service the environment under one contract, optimize supplies replenishments
Capabilities	☐ Ability to provide print management across multiple hardware brands ☐ Flexible billing options ☐ Improve costs ☐ Continuous optimization/consolidation/support/service of the environment
Metrics / Proof of Value	☐ Current fleet costs versus optimized ☐ SLA and service levels met
Solution Linkage	☐ Monitoring software collecting usage statistics for improvement recommendations ☐ Automated supplies for "just-in-time" delivery and automated business processes and workflow ☐ Constant review of device utilization and optimization/monitoring of print and copy environments ☐ Integrated workflow and security solutions to meet compliance and regulatory objectives ☐ Environmental improvements ☐ Components include: optimization blueprint, supplies replenishment (all brands), help desk, multi-vendor break/fix service, remote diagnostics, workflow improvement, training, change management and implementation services
Differentiators	☐ Flexible billing options with one predictable monthly charge for all services from KM ☐ Continuous fleet optimization ☐ Single vendor to manage output environment ☐ Environmental improvement and sustainability
Case Studies	BMW, KUKA
Key Players	GM, FM

Solution Messaging Card™ for Declining Operational Efficiency

Pain	Inability to support end-user needs and declining operational efficiency
Reasons for Pain	☐ Fragmented, complex, multi-vendor mismanaged office equipment environment ☐ Difficulty managing existing systems/applications and securing the operating environment ☐ Lack of skilled resources ☐ Lack of proper workflow and process management to print critical documents on time ☐ Privacy regulations are constraining
Organizational Impact	☐ Not meeting revenue targets ☐ Increasing operating costs with pressure to reduce IT budgets ☐ Not meeting objectives from restructuring ☐ Outsourcing non-core competencies to gain efficiencies
Trend Relevance	☐ More than 60% of companies, want to integrate their copier and print devices as part of a workflow ☐ On average, companies expect to obtain a 26% savings from engaging in MDS ☐ 38% of companies do not have the capability to manage or run remote diagnostics ☐ A desire to consolidate support and services for the environment under one contract
Capabilities	☐ A professional and experienced team to procure, maintain, service and optimize the entire output infrastructure, including change management and environmental improvement ☐ Pro-active output infrastructure maintenance (identify when consumables are about to run out and pro-actively deliver the required materials to the device) ☐ Helpdesk support services relying on a professional and responsive service team with the ability to remotely diagnose and resolve problems online, while performing against clear SLA's ☐ Analysis of all network devices performance, utilization and functionality through one comprehensive report, to rationalize infrastructure according to optimized workflow
Metrics / Proof of Value	☐ TCOP ☐ Number of suppliers / brands / devices ☐ Service availability ☐ Service level / Quality of service
Solution Linkage	☐ Printfleet ☐ Evatic ☐ SPOC
Differentiators	☐ SPOC / Logistics / Contract Management ☐ Support center / Helpdesk /Outsourcing / Remote fleet management / ongoing feedback ☐ Optimization of fleet / product improvement / Value add /Competitive advantages
Case Studies	BMW, KUKA
Key Players	GM, FM, IT Manager

Typical Pain Chain® for MDS – Generic SME

Job Title: General Manager
Pain: Eroding shareholder value (earnings per share)
Reason A: Declining profits
Reason B: Not meeting objectives from restructuring

*: In small enterprises, the role of Finance Manager often is taken care of by an external accountant, advising the General Manager

Job Title: Finance Manager*
Pain: Declining profits
Reason A: Not meeting revenue targets
Reason B: Increasing operating costs with pressure to reduce IT budgets
Reason C: Declining operational efficiency

Job Title: Sales Manager
Pain: Not meeting revenue targets
Reason A: Missing potential up-sell/cross-sell opportunities
Reason B: Declining operational efficiency to print critical documents on time

Job Title: IT Manager
Pain: Increasing operating costs with pressure to reduce IT budgets
Reason A: Unable to support end-user needs
Reason B: Lack of skilled resources
Reason C: Inability to forecast operational costs accurately
Reason D: Fragmented, complex, multi-vendor mismanaged office equipment environment
Reason E: Decentralization of output device purchases
Reason F: Lack of proper workflow and process management to print critical documents on time
Reason G: Trouble keeping up with rapid technological changes and integrating new systems with legacy systems
Reason H: Help desk not optimized
Reason I: Increasing costs for supplies replenishment

Sponsor Pain Sheet® - Example #1 for MDS – Generic SME

Pain:	**Unable to support end-user needs and declining operational efficiency**
Job Title & Industry:	**IT Manager**
Offering:	**Managed Document Services**

REASONS (R2)	IMPACT (I2)	CAPABILITIES (C2)
Is it because; Today…?	*Is this (pain) causing…?*	*What if…; Would it help if…?*
A **Inability to provide skilled multi supplier support staff.** •*How many IT support staff do you have? To support you print network* •*What percentage is involved in maintenance and support of your output infrastructure?* •*How many additional staff are needed to support specialist devices?* •*What is the average salary of a support employee?* •*How long does it take to train a new employee to support your multi vendor environment?* •*How long does it take to hire new employees with right skill set?*	• **Eroding / unpredictable profit margins?** • *… #?, €?, %?* **Is the FM impacted?** • **Declining share price?** • *… #?, €?, %?* **Is the GM impacted?**	**A** *When:* **Needing to support a changing** *Who:* **environment** *What:* **You** **Were able to utilize a professional and experienced team to procure, maintain, service and optimize your entire output infrastructure, including change management and environmental improvement services?**
B **Lack of automatic replenishment of supplies** •*How many people are involved in controlling inventory and ordering of supplies?* •*What is average salary for this administrative support?* •*How many times is your output equipment idle due to running out of supplies?*		**B** *When:* **Needing to maintain your output infrastructure** *Who:* **You** *What:* **Could identify when consumables are about to run out and pro actively deliver the required materials to the device?**
C **Inability to provide consistent help desk support services** •*How many people are currently involved in helpdesk support tasks?* •*How many trouble tickets are currently generated?* •*What percentage of these are pending to be processed / resolved?* •*What is the impact on user productivity in terms of time and money?*		**C** *When:* **Providing helpdesk support services** *Who:* **You** *What:* **Were able to rely on a professional and responsive service team with the ability to remotely diagnose and resolve problems online, while performing against clear SLA's?**
D **Insufficient optimization of document output workflow** •*Do you have an accurate overview of your current output infrastructure?* •*What is the usage (overcapacity / under-capacity) per device?* •*What is the overall financial impact on organisation for a non-optimal output workflow?*		**D** *When:* **Needing to optimize your output environment** *Who:* **You** *What:* **Were able to analyze all network devices performance, utilization and functionality through one comprehensive report, to rationalize infrastructure according to optimized workflow?**

Sponsor Pain Sheet® - Example #2 for MDS – Generic SME

Pain:	**Unable to organize optimized output infrastructure in timely manner without service outages**	
Job Title & Industry:	**IT Manager**	
Offering:	**Managed Document Services**	

REASONS (R2)	IMPACT (I2)	CAPABILITIES (C2)
Is it because; Today…?	*Is this (pain) causing…?*	*What if…; Would it help if…?*
A Insufficient understanding of the current deficiencies in your heterogeneous infrastructure • *What are the current productivity and utilization of your output devices?* • *Where are situated the most significant inefficiencies (in terms of over/under capacity)* • *What service disruptions did you experience, what were the reasons and what were your corrective actions?* • *What are the user patterns in the various departments?* • *What is life cycle of the different devices (including all manufacturers)*	• **Declining Operational efficiency?** • *… #?, €?, %?* **Is the FM Impacted?**	**A** *When:* **Needing to optimize your printing network** *Who:* **Our consultants** *What:* **Were able to assess existing practices and processes to recommend network enhancements based on your current processes and workflows to enhance network efficiency?**
B Not enough trained resources and know-how to absorb the work related to professional implementation against deadlines. • *How many IT support people do you currently dispose of?* • *What is their current workload?* • *What is the current expertise level of these people? (project related skills)* • *How many days (in-house support) do you need to rollout the new solution?* • *What time and investment does it take to have IT support acquire skills needed?*	• **Eroding / unpredictable profit margins?** • *… #?, €?, %?* **Is the FM impacted?**	**B** *When:* **Needing to manage roll-out of improvement projects** *Who:* **You** *What:* **Had the ability to rely on an experienced party to implement deployment of optimal solution and project manage transitioning into new scenario with quality and timeliness?**
C Not able to keep deployed infrastructure optimized in a fast evolving organization. • *How many users were relocated over the last 2 years?* • *How many diagnostic exercises did you carry out over the last 2 years to assess ongoing efficiency of output infrastructure?* • *How frequently do you measure capacity/ utilization of your output infrastructure?* • *What is the opportunity cost of idle / broken infrastructure?*	• **Declining share price?** • *… #?, €?, %?* **Is the GM impacted?**	**C** *When:* **Needing to enhance your network infrastructure** *Who:* **You** *What:* **Could manage changes on ongoing basis and maintain the optimal new output infrastructure through ongoing lifecycle and supply management?**
D Not able to sufficiently document the implementation/ change and new infrastructure • *Do you have accurate inventory of your current device infrastructure?* • *What reporting systems do you currently use?* • *What standardizations (e.g. ISO) do you need to comply to?* • *What is the impact for not complying to those?*		**D** *When:* **Needing to create a supporting document flow** *Who:* **You** *What:* **Had accurate documentation on the company wide deployment of output infrastructure and had user-friendly tools to keep reporting and documentation updated ?**

Power Sponsor Pain Sheet® - Example for MDS – Generic SME

Pain:	**Declining Operational Efficiency and Increasing Operating Costs**
Job Title & Industry:	**General Manager / Finance Manager**
Offering:	**Managed Document Services**

REASONS (R2)	IMPACT (I2)	CAPABILITIES (C2)
Is it because; Today…?	*Is this (pain) causing…?*	*What if…; Would it help if…?*
A Increased complexity to deal with operational fluctuations •*How many offices/ branches do you have?* •*How many times last year did your offices re-locate, or were opened?* •*How many recurring operational peaks (typically end of quarter) do you experience?* •*How much opportunity cost do you incur per peak due to capacity problems (print queues)*	•Decreasing shareholder Value*?,* • *… #?, € ?, %?* **Is the FM / GM Impacted?**	**A** *When :* **Managing your capacity and reviewing your network utilization you** *Who:* **Were able to optimize your output fleet at a** *What:* **departmental level, enabling the provision of a most suitable printer environment based on demand?**
B Inability to guarantee reliable output infrastructure •*What is current impact of output device outage to your business?* •*How many outage / service disruptions did you experience last year?* •*How many of your operations staff were involved?* •*As a consequence, how many hours per year are they not productive?* •*What is the average labor cost per hour?*		**B** *When :* **Managing IT infrastructure and output devices Your CIO** *Who:* **Had the ability to guarantee reliability of the** *What:* **entire output infrastructure by managing print workflows, devices and network resources maintaining consistent Service Level Agreements?**
C Lack of management information and budget transparency •*How much time do you currently spend checking and following up on invoice matters per vendor?* •*How many output infrastructure vendors do you currently have?* •*How much time do you spend on collecting relevant information?* •*How consistent / accurate is this information and how easy can you consolidate this information?* •*How much time do you spend on budgeting and allocating cost for maintenance, support and service of output infrastructure per device vendor?*		**C** *When :* **Managing invoices and budgets Your CFO** *Who:* **Could have transparent billing, with detailed** *What:* **reporting and predictable budgets offered through one holistic financial lease contract compassing output services of all vendors?**

Reference Story – Example for MDS – IT Manager, Generic SME

Situation:	**IT Manager, Generic SME**
Critical Business Issue:	**Difficulty satisfying end-user demands** **Increasing operational IT costs**
Reason(s):	▪ **Inability to provide skilled multi supplier support staff** ▪ **Lack of automatic replenishment of supplies** ▪ **Inability to provide consistent help desk support services** ▪ **Insufficient optimization of document output workflow**
Capability(s): *(when, who, what)*	**He said he needed a way to support, enhance and manage his document output and supporting services, regardless of the device provider, delivering complete transparency on costs, services and device utilization, to optimize work flows using a single solution.**
We provided…	**…this capability**
Result:	**As a result of the optimization of the output workflow and the rollout of managed print support services, the overall operational performance increased by 13% annually and TCOP decreased by 9%.**

Reference Story – Example for MDS – Finance Manager, Generic SME

Situation:	**Finance Manager, Generic SME**
Critical Business Issue:	**Declining Profits**
Reason(s):	▪ **Increasing operational IT costs** ▪ **Declining operational efficiency**
Capability(s): *(when, who, what)*	**He said he needed a way to manage, budget, and reduce print/copy costs, and increase end-user productivity, regardless of the device provider, delivering complete transparency on costs, services and device utilization, to optimize work flows.**
We provided…	**…this capability**
Result:	**As a result of the optimization of the output workflow and the rollout of managed print support services, the overall operational performance increased by 13% annually and TCOP decreased by 9%.**

Success Criteria – Example for MDS – Generic SME

Criteria	Baseline	Q1	Q2	Q3	Q4
TCOP (1)	**EUR 10k**				
Downtime of repair and fix (2)	**1 hr monthly**				
Overall Service Availability rate (2)	**97%**				
Nr of devices (2)	**150**				
Supplies Replenishment (1) and (3)	**EUR 3K**				
Downtime supply delivery (2)	**1 hr monthly**				
Nr of brands (2)	**3**				
End-user Satisfaction (3)	**64%**				
(1) FM (2) IT (3) IT					

Ideal Client Profile

Dimension		Ideal Customer Characteristic
Business	**Size**	• Small and Medium Enterprises (SME) of less than 100 employees • Small organizations within heavy paper-centric vertical markets (e.g. Healthcare, legal, real estate, and local government, …) • SME facing the challenge of being smaller organizations that must look and operate like bigger organizations to survive
	Structure & Evolution	• Existing KM clients • Buy-in is obtained from IT and General Management • Companies that already outsource or are open to outsource non-core competencies • Organizations understanding the professional services concept and its value to its customers (these companies typically include managed services in their own portfolio or already in-source human-centric services) • Companies scrutinizing own internal resources and/or not having the buying power for equipment and supplies many of the larger organizations have • Companies looking for an intimate business partner supporting all copier and printer needs, improving output infrastructure, processes and workflow, and monitoring for efficiencies, optimization, supplies, metreing, …
	Industry	• All industries
IT Specific	**Locations**	• Limited IT resources • Shortage of skilled resources
	Regulation	• Integration of workflow and security solutions to meet compliance and regulatory objectives
	Environment	• Heavy paper-centric • Printers have become the most significant part of the business • Complex document workflows • Highly mismanaged office equipment environments and workflow inefficiencies • Inefficient help desk, complex multi-vendor supplies replenishment, break/fix, remote diagnostics • Lack of transparency in costs, billing and change management • Opportunities for quick TCOP reduction
	Growth	• Presence of profound organizational transformation (e.g. need to operate like bigger organizations to survive, …) • (Re-) focus on core competences only