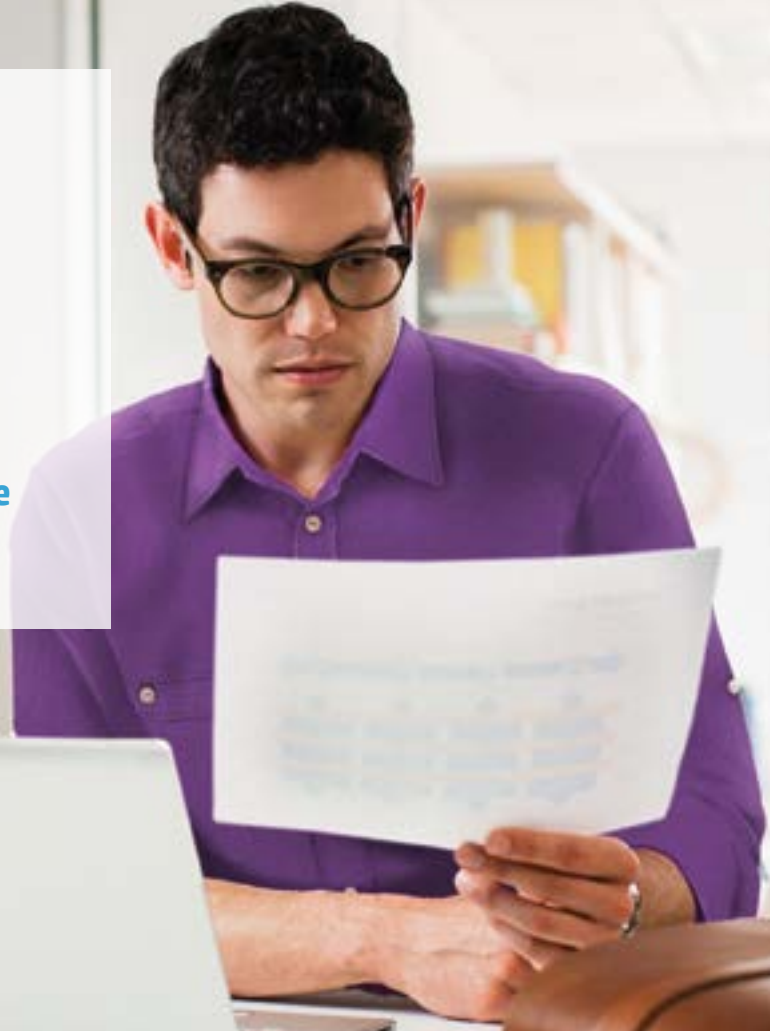


# Action plan for environmental sustainability in office printing

A guide to help you lower costs, improve management and increase productivity in printing and document workflows



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**Not long ago, “going green” was something many companies did piecemeal, if at all. Today, environmental sustainability is increasingly recognised as a business imperative and a linchpin of long-term success. It’s considered a driver of innovation and value creation – and even helps organisations differentiate from the competition.**

It’s not hard to see why. Becoming more environmentally sustainable can help companies save money, increase productivity, better manage risk and fuel new opportunities.

According to McKinsey & Company, 43 per cent of executives report that the top reason to address sustainability is to align with the business’s goals, mission and values. In addition, CEOs are now twice as likely as they were in 2012 to make sustainability a top priority.<sup>1</sup>

Information technology (IT) is among the most powerful drivers helping companies make the shift towards greater environmental sustainability. One way is through the adoption of more streamlined, energy-efficient and yet more powerful PCs, monitors, servers, printers and other devices. Saving energy saves money and can also help reduce a company’s carbon footprint. But there’s an even bigger opportunity: using technology to replace inefficient processes and help employees make more environmentally responsible choices.

Despite the growing trend towards more sustainable IT practices, one area is often overlooked: printing and document workflows. Printing is vital to business – it facilitates effective communications and brings ideas to life. Yet in many enterprises the imaging and printing fleet is a jumble of outmoded, redundant equipment that lacks an easy way to centrally monitor performance, let alone improve it.

The good news is that some small changes can have a huge impact. That’s what this guide is about. It offers you a step-by-step roadmap for developing an action plan to get better performance with a lower impact, and build a stronger, more sustainable business. At the same time, it puts you on the path towards making a broader impact with strategic initiatives that drive environmental innovation and real business value.

<sup>1</sup>“Sustainability’s strategic worth: McKinsey Global Survey results”, McKinsey & Company, July 2014.

## Did you know?

The number of companies disclosing their corporate social responsibility (CSR) performance is increasing. In fact, 71 per cent of the 4100 companies surveyed by KPMG in 2013 disclosed this information.<sup>2</sup> This global CSR reporting rate is an increase of seven per cent from 2011, when less than two-thirds (64 per cent) of the companies surveyed issued CSR reports. Out of 250 of the world's largest companies, the CSR reporting rate is stable at about 93 per cent. These findings indicate the strategic importance of CSR and point to the increasing opportunity for green IT solutions to help enterprises meet their sustainability goals.

Use this guide to evaluate your organisation's current imaging and printing environment, and develop an action plan addressing three areas:

**Optimise infrastructure** – Standardise on energy-efficient devices and consolidate your imaging and printing network to help reduce printing costs, including energy, waste and disposal. Recycle consistently, and make more efficient use of paper, materials and other resources.

**Manage environment** – Enable unified digital asset management to increase visibility into, control over and efficient use of printing.

**Improve workflow** – Streamline document-intensive processes with digital alternatives to reduce your organisation's environmental impact.

## It's time to take action

### Why now?

If you haven't yet been charged with helping to reduce the environmental impact of IT in your organisation, it's likely you will be soon. Increased energy costs and heightened environmental awareness – by both consumers and competitors – only add to the urgency.

### Why care?

New products and services can substantially reduce the environmental impact of imaging and printing while improving your organisation's bottom line.

### Why IT?

By transforming imaging and printing to be more efficient and productive, IT can make a strategic contribution to meeting a company's sustainability and business goals.

<sup>2</sup> "Survey of Corporate Responsibility Reporting 2013: Executive Summary". KPMG, 2013.

## Did you know?

Since 2005, HP has reduced the energy consumption of its products by 50 per cent, on average.<sup>3</sup>

## Get started

Answer the following questions to get a quick sense of how your company's current imaging and printing environment could be improved.

- Are documents typically printed on only one side of a sheet of paper?  **Y**  **N**
- Are individual printers common on desktops?  **Y**  **N**
- Do devices remain on at night and at weekends?  **Y**  **N**
- Are many different printer makes and models in use throughout the organisation?  **Y**  **N**
- Are different devices used for printing, faxing, copying and scanning?  **Y**  **N**
- Are many devices outdated (more than five years old)?  **Y**  **N**
- Do people tend to print documents and retrieve them later?  **Y**  **N**
- Do you manage print settings individually for each device?  **Y**  **N**
- Is the recycling of paper, printer cartridges and old equipment inconsistently managed?  **Y**  **N**
- Are devices unmanaged, preventing you from tracking their physical location and determining who has access?  **Y**  **N**

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**If you answered yes to one or more questions, you're in a prime position to use this guide.**

- ✓ While each area may have limited impact individually, collectively they represent a broad opportunity to reduce the environmental impact of printing.

<sup>3</sup> HP Design for Environment Product Stewards, 2014.

Assess the organisation

Analyse data and set goals

Apply framework to identify opportunities

Establish green procurement guidelines

Develop your action plan

Gain organisational commitment

Manage the change

Measure, analyse and report

## Assess the organisation

If you don't have insight into your current imaging and printing environment, or your users' needs, attitudes and behaviours, you can't fully identify your organisation's opportunities and challenges. That's why assessment is the first and most critical step in developing your action plan. Your aim is to develop a baseline understanding by looking at key aspects of imaging and printing across your organisation.

### Did you know?

You can quickly pull inventory and usage reports for networked printers – as well as non-networked printers connected to PCs on the network – with HP Web Jetadmin print management software.

HP Web Jetadmin software can also save you time with its ability to auto-discover new device IP addresses, quickly and easily set group policies, and configure or change device network settings for initial deployment or after installation.

Visit [hp.com/go/wja](http://hp.com/go/wja) for more information.

### Scope

Define what your project will cover as precisely as possible.

- What functions or departments will be most affected?
- How many people will the changes affect?
- Which internal stakeholders will you need to engage for insight or expertise?
- Who will need to give approvals as you develop and implement the action plan?
- What is your time horizon?
- Will you take a phased approach, starting with a pilot project at one office, or look across multiple sites?

### Inventory

Audit imaging and printing equipment based on your project's scope.

- Identify each desktop and shared printer, copier, scanner and fax, and record the make, model, purchase date, capabilities and service record.
- Where does each device sit and who has access?
- What is the ratio of users to printers and other devices?
- Which devices are networked?
- Which devices meet eco-label qualifications, such as ENERGY STAR®, EPEAT, EcoLogo or Blue Angel?
- Which devices are duplex enabled?

This step can be a major undertaking, so beginning with a pilot project can be a smart way to get started. You can test your approach, measure results and make adjustments before applying your plan more broadly.

## Did you know?

According to independent analysis, many enterprises spend, on average, about six per cent of their annual revenues on print and document management.<sup>4</sup>

### Usage

Assess printing behaviours and the decisions that drive them.

- Do users typically print, copy, scan and fax at the office, at home, on the go, or a combination of all three?
- How does printing shape your organisation's workflows? For example, are workers printing documents that are re-entered into other systems?
- On average, how many sheets of paper do employees use per year?
- What's the ratio between printing in black only and printing in colour?
- Do you expect an increased need for colour printing?
- Do you use paper certified as being produced from responsibly managed forests?
- What is the ratio of single-sided to two-sided (duplex) printing?
- Do you enable duplex printing on a large scale?
- Are lost or forgotten print jobs common?
- Can you establish printer settings at the network level?
- Do you use power-management tools and software?
- Do you employ remote monitoring of devices across your network?
- How is the disposal of paper, end-of-life toner cartridges and hardware handled?

### Costs

Review how much is being spent, where it's being spent and what level of value is being delivered in return.

- What are the per-page print costs, including supplies and support, for your organisation?
- What are the energy costs for your organisation?
- Do you charge back by department usage?

<sup>4</sup>"Enterprise Document Assessment Methodology (EDAM)", ALL Associates Group, February 2015. For companies employing 500+ employees (averaged across all industries and business sizes).

## Did you know?

Print authentication, authorisation and secure pull-printing capabilities can help protect sensitive information and reduce the number of print jobs. Such capabilities enable print jobs to be stored until the user authenticates at the device, thus eliminating abandoned jobs that ultimately end up being reprinted. These practices reduce waste and help to achieve environmental goals by cutting paper usage.

### Procurement

Determine how your company procures imaging and printing equipment and supplies.

- Do you have preferred vendors for imaging and printing equipment?
- Does procurement factor in total cost of ownership (such as energy costs) when evaluating different devices?
- Are there opportunities or incentives to incorporate environmental factors in purchase decisions?
- Does your organisation buy post-consumer recycled paper from a certified supplier?

### Attitudes and behaviours

Understand how employees perceive and use imaging and printing.

- What is most valued in your environment? Convenience? Reliability? Colour?
- Do users print and retrieve jobs straight away?
- Do employees demonstrate concern about the environmental impact of printing?
- Do you have widespread recycling efforts for paper and toner cartridges?

**Your staff can discover the answers to these questions through conversations, meetings with users and formal surveys.**

### Organisation

Determine the broader context for your plan.

- Is your action plan supporting a larger strategy to save money, boost productivity or meet corporate environmental goals?
- How are goals stated (for example, in pounds, hours, energy use or carbon footprint)?
- How is your company improving the environmental performance of its products and services? Supply chain? Operations?
- Does your company produce an annual sustainability or corporate responsibility report?

### Audience

Identify the individuals you will need to engage and those who will need to provide approval.

- Executive management/Line-of-business managers
- Employees
- IT staff
- Facilities
- Procurement
- Internal environmental or CSR leaders

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## You'll know this assessment stage is complete when you have:

- ✓ Defined the scope of your project
- ✓ Mapped the organisation's devices within that scope
- ✓ Surveyed attitudes and expectations of users
- ✓ Engaged key constituencies



## HP customer success story: Merck

“We expect badge printing to reduce waste, in the form of abandoned print output, by as much as 20 per cent based on pilot programme experience. In the end, the solution cost is offset by the reduction of waste. The ease of access and security come as additional benefits!”

– Drew Pawlak, Director, Global Client Services and Americas Service Management, Merck

With a commitment to continual advancement, Merck today has one of the most comprehensive, effective and far-reaching HP MPS solutions in the world. MPS at Merck now manages more than 6100 devices in some 200 locations across 48 countries. Print volumes exceed 250 million pages per year. Over time, the cost of printing at Merck has been reduced by half, and the changes implemented positively impact the environment.

### Objective

Optimise and transform printing and document management processes to achieve business objectives.

### Approach

The HP MPS solution optimises the print environment to help reduce costs and environmental impact, and enable workflow process improvement and strategic business initiatives.

### Benefits

- Achieve cost savings from printer consolidation (moving from a 1:1 employee-to-printer ratio to 12:1), print environment optimisation and badge printing
- Implement solutions that positively impact the environment
- Integrate business systems capabilities for seamless SAP printing
- Reduce printing and improve business efficiency through digitisation of invoices, expense reports and opportunities to streamline workflows
- Impact business with improvements in employee productivity and IT efficiency
- Target new opportunities for strategic business initiatives based on MPS-generated data
- Enhance print performance while realising cost and power improvements with enterprise ink technology



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## Analyse data and set goals

This stage establishes a performance baseline for your imaging and printing environment that will help you set goals and measure progress.

### Did you know?

The HP Carbon Footprint Calculator for printing allows head-to-head product comparisons of more than 8000 devices, including all HP printers dating from the mid-1980s to current systems, and non-HP printers from the last 15 years.

Available free online, the HP Carbon Footprint Calculator provides a snapshot of printer energy usage and associated carbon output, paper use, and estimated monetary costs based on geographical energy assessments. It includes geographic-specific information for 146 countries.

If you are looking for a template to capture data on printing, faxing, scanning and copying, double-click the icon below to launch [a sample worksheet you can use](#).

If your organisation has set business and environmental goals, some decision making has been done for you. With specific figures for planned reductions in energy use and costs in hand, you can analyse assessment data to pinpoint where reductions might come from and how they could contribute to overall organisational goals.

If your organisation hasn't set goals, analysing data gathered in the assessment stage can show how much you may be able to lower costs and energy use, and where to focus your efforts. These conclusions will be valuable to get management and stakeholders to buy in on the need for a green IT action plan.

When developing your goals, make them:

**Explicit** – Each goal should clearly define a specific outcome.

**Measurable** – Quantify the impact you intend to have.

**Actionable** – Results should come from a change in behaviour.

**Time-based** – Give a clear deadline for success.

Based on your organisation's assessment, the following might reflect potential goals:

- Cut carbon dioxide (CO<sub>2</sub>) emissions by 10 per cent by the end of this fiscal year.
- Reduce energy costs by 30 per cent in one year.
- Recycle 95 per cent of print cartridges.
- Increase duplex printing rates by 20 per cent in one year.

Setting specific and measurable goals now will help you determine priorities, make tough choices and gauge progress. Your goals will also help you sell your plan to internal stakeholders by demonstrating the outcomes and associated benefits.

### Get started on your goals

A good first step in goal setting is to estimate the carbon footprint of your imaging and printing operations. Use the pilot location you've chosen, and calculate the potential savings based on your own scenario, by visiting the HP Carbon Footprint Calculator for printing at [hp.com/go/carbonfootprint](https://hp.com/go/carbonfootprint).

## Did you know?



**ENERGY STAR®** is a joint programme of the U.S. Environmental Protection Agency and the U.S. Department of Energy that has been adopted by many countries around the world as a recognisable, standalone benchmark for energy-efficient products, including imaging and printing.



**EPEAT** is an eco-labelling system that helps purchasers evaluate, compare and select printers, multifunction devices and scanners based on their environmental attributes. For inclusion in the EPEAT registry, electronic product manufacturers must meet 33 environmental criteria.



**Blue Angel** Blue Angel is a German environmental label awarded to HP printing systems for meeting more than 100 strict criteria. Introduced in 1978, Blue Angel is the oldest eco label in the world.



**EcoLogo** EcoLogo is a certification for products that meet multi-attribute, lifecycle-based sustainability standards. Certified products have undergone rigorous scientific testing, exhaustive auditing or both to prove compliance with stringent third-party environmental performance standards.

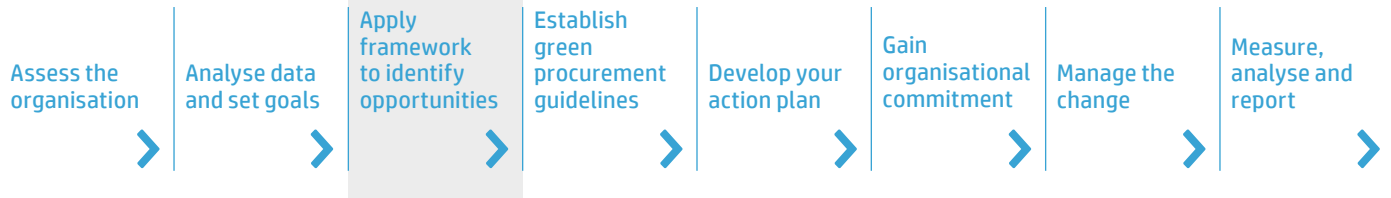
## After you have inventoried equipment, identify opportunities for improvement, such as:

- Consolidating and standardising on fewer devices that are more power-efficient in order to save energy and money – an approach that has helped some HP customers save more than 40 per cent in energy costs from imaging and printing
- Moving to HP multifunction printers, which use less energy and materials compared with similar print, fax and copy standalone products
- Scheduling sleep and wake modes to conserve power
- Setting automatic duplexing to cut waste and reduce total paper use by up to 50 per cent
- Eliminating costly and wasteful reprints using PIN and pull-printing capabilities that employ user authentication methods
- Reducing waste, transport costs and environmental impact by converting paper-based processes into digital formats
- Minimising electronic waste by simplifying the management and disposal of assets, potentially recovering some value at their end of life
- Recycling equipment and supplies more efficiently

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## You'll know this analysis stage is complete when you have:

- ✓ Calculated your baseline for energy use
- ✓ Compiled and analysed data to determine your carbon footprint
- ✓ Identified how much energy and materials you can save, and how great a reduction in CO<sub>2</sub> emissions that represents



# Apply framework to identify opportunities

In this stage you'll determine priorities and define tactics to meet your goals.

## Did you know?

All HP print cartridges returned through the HP Planet Partners programme, which is available in more than 50 countries and territories, are recycled to recover raw materials or energy. HP never refills, resells or sends print cartridges to a landfill.

Translating complex data and competing demands into action can be difficult. One way to make your action plan more manageable is by structuring your approach using the following three-part framework:

- **Optimise infrastructure** – Create a standardised imaging and printing environment to reduce the costs of energy, waste and disposal.
- **Manage environment** – Ensure dependable operation of your imaging and printing network to recycle and make more efficient use of materials and resources.
- **Improve workflow** – Accelerate business processes using digital alternatives to paper to reduce your organisation's environmental impact while achieving above-the-line business benefits, such as increased speed and a better customer experience.

While these steps are not necessarily dependent on each other, moving through them sequentially will yield a greater impact. The following page offers more detail on these focus areas, outlining challenges, opportunities and benefits.

	Optimise infrastructure	Manage environment	Improve workflow
Opportunity	Put the right devices in the right places and increase security and mobility	Manage, track and simplify your imaging and printing environment	Digitise and streamline paper-intensive business processes
Benefits	Increase your efficiency and satisfaction while reducing the visible and hidden costs of imaging and printing	Enable IT staff, help desk and end users to work more effectively	Accelerate business results and increase operational effectiveness
Results	<ul style="list-style-type: none"> <li>• Right-size your device fleet</li> <li>• Standardise on fewer models</li> <li>• Increase network and fleet security</li> <li>• Simplify print driver management</li> <li>• Enforce standards and print policies</li> <li>• Maximise investment in existing devices and extend capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Gain visibility into usage patterns and total printing costs</li> <li>• Free up IT to focus on strategic projects</li> <li>• Reduce help-desk time through proactive alerts</li> <li>• Maintain an optimised infrastructure</li> <li>• Improve accountability through access control solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Identify digital processes that generate the greatest return on investment (ROI)</li> <li>• Accelerate processes</li> <li>• Minimise exception handling and human error</li> <li>• Reduce warehousing costs</li> <li>• Simplify information access</li> <li>• Edit and customise documents online and enable reliable delivery</li> <li>• Get help from HP industry experts</li> </ul>



## HP customer success story: British Library

“We had a target to reduce print expenditure by 20 per cent. We have now exceeded that saving and, going forward, we will now have more control over what we spend each year.”

– Steve Hills, Infrastructure Specialist, British Library

The British Library needed to reduce print spending by 20 per cent. It exceeded this target by introducing HP multifunction printers and through a Managed Print Services contract with HP partner DTP Group.

### Objective

Reduce costs and increase print efficiency.

### Approach

Issued a competitive tender and opted for a Managed Print Services solution.

### Benefits

- Reduced printer fleet from over 850 to under 200 machines
- Introduced remote management for early warning of faults and toner levels
- Enabled print to be collected from any networked printer
- Reduced print expenditure by over 20 per cent and increased staff productivity
- Cut paper usage by 125,000 sheets, saving 3475 kg in CO<sub>2</sub> emissions
- Lowered power costs by over 72 per cent through fleet optimisation and power-down functionality



## Establish green procurement guidelines

As part of your action plan, engage your procurement organisation. Working together to develop and implement green procurement criteria will help reinforce your organisation’s commitment to a more environmentally sustainable IT environment.

### Did you know?

HP is committed to supporting responsibly managed forests and is a member of the Forest Stewardship Council (FSC), an independent NGO and certifying body that promotes responsible management of the world’s forests. When you use FSC Certified HP paper, you do as well.<sup>5</sup>

### Your policy should:

- Be fair and equitable. How much you weight environmental criteria is up to you, but it should be applied equally to all decisions.
- Prioritise decisions in alignment with your organisation’s goals. They should address the areas of greatest concern.
- Be transparent. Suppliers need to know what’s expected of them.
- Ensure claims are measurable and verifiable.

### Procurement questions

- Energy efficiency** – Does the product meet eco-labelling qualifications, such as ENERGY STAR, EPEAT, EcoLogo or Blue Angel?
- Printing standards** – Does the printing device specified have a duplex tray option?
- Materials** – How much material is used in manufacturing the product? Are the materials environmentally sensitive?
- Packaging** – How much material and energy are used in transport? What is the environmental impact of the packaging? (Is packaging easily recyclable?)
- Asset recovery** – Can the product or components be reclaimed at end of useful life?
- Recycling** – Does the supplier offer take-back programmes or make recycling easy? Do you know what the supplier does with the printing device once it’s taken back?
- Security** – Is sensitive or personal information that is stored on devices erased prior to reuse or recycling?
- Supply chain** – Does the supplier work with its own vendors on environmental concerns?
- Supplier commitment** – Does the supplier have a written environmental policy in place? Is it used to measure and report on the supplier’s performance?

Double-click the icon below to read the [Sustainable IT Purchasing Guidance white paper](#).



<sup>5</sup>FSC trademark licence code FSC-C017543.

## Did you know?

Companies can return large volumes of used IT equipment for responsible disposal, refurbishment or reuse through HP Asset Recovery Services – and even receive credits to upgrade to more energy-efficient HP equipment.<sup>6</sup>

## Asset recovery: Manage the IT lifecycle

As businesses upgrade to higher-performing, more energy-efficient devices, they face a challenge: what to do with older equipment. Disposing of obsolete or surplus technology comes with a range of environmental considerations, including:

- Devices contain valuable materials. Recycling can help reduce waste, conserve resources and capture value for the organisation.
- Electronic waste may contain harmful elements. Such materials pose health risks and should be managed accordingly.
- Environmental regulations may become more numerous and stringent. Many countries are considering legislation to regulate disposal of electronics.

A well-managed asset recovery programme will return asset value to your organisation and establish your company's reputation for environmental responsibility, as well as help you reduce costs and manage risk. If you are considering an asset recovery programme, consider the following best practices:

- Choose partners with strict environmental guidelines. Ask questions about the recycling process to ensure items are being handled in a responsible and ethical manner.
- Research your suppliers' privacy policy. Data security is critical for many organisations, and they want assurance that business, customer and constituent data remain private.
- Select vendors with a reputation for integrity.
- Ask about programmes that help extend the lifecycle of technology by refurbishing returned equipment for resale as second-hand equipment.

<sup>6</sup>Credits subject to value of returned equipment.



## Develop your action plan

Up to this point, you've been gathering information, identifying challenges and opportunities, and setting priorities and goals. Now it's time to bring it all together into a plan of action.

### Did you know?

According to global research firm IDC, the managed print and document services market is forecasted to grow worldwide from \$13,889.1 million USD in 2013 to \$20,812.1 million USD in 2018, while the mobile printing market is expected to grow worldwide by 12.9 per cent (CAGR).<sup>7</sup>

Given the right strategic underpinnings, sustainability can provide a significant edge for launching or transforming companies anywhere in the world.<sup>8</sup>

#### Organise your action plan into four categories.

##### Purpose

Provide an overview of issues facing your current printing environment up front, including the number and location of devices, users per device, estimated energy cost, and the estimated carbon footprint of your imaging and printing fleet. Then include business and environmental drivers, major challenges and opportunities, and questions.

##### Elements

Include scope, goals (qualitative and quantitative – with a timeline to accomplish them), resources and budget, metrics, contingencies, and assumptions.

##### Recommended approach

Identify focus areas and prioritise tactics based on impact, investment, complexity and ability to leverage results. (For example, some focus areas include immediate wins, short-term priorities and pilot projects.)

##### Management of change and communication

Include audiences, messages, media channels and tools.

When developing your action plan, it's important to use a format your organisation prefers. Some rely on presentations, others on spreadsheets and reports. Consider the length appropriate for each audience. You may need to develop a short executive summary as well as a detailed action plan.

### You'll know this development stage is complete when you have:

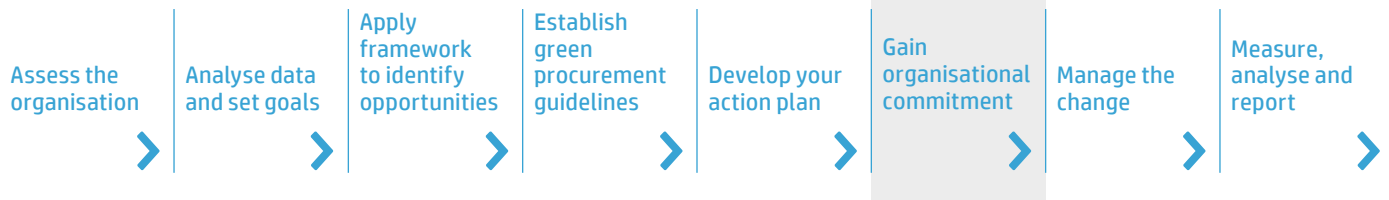
- ✓ A realistic, actionable and measurable outline of the strategies and tactics you'll use to help meet your goals

Double-click the icon below to launch a [sample outline you can use to build your action plan](#).



<sup>7</sup> Holly Muscolino, "Worldwide and U.S. Managed Print and Document Services and Basic Print Services 2014–2018 Forecast Update: Segmentation by Region", IDC, December 2014, #252687.

<sup>8</sup> Conference Board, "Navigating the Sustainability Transformation", January 2015.



## Gain organisational commitment

From the outset, it's critical to earn the support of internal stakeholders. If you don't build awareness and secure buy-in from all audiences, your plan may be at risk of falling short when it's rolled out.

### Did you know?

To date, customers have returned more than 566 million HP cartridges to HP Planet Partners for recycling. Our "closed loop" cartridge recycling process uses HP cartridge plastic as raw material in the manufacturing of new Original HP cartridges.<sup>9</sup>

In 2013, HP reached a milestone of responsibly recycling 2.8 billion pounds of electronic products and HP supplies since 1987.

### Key audiences to target include the following:

- **C-level executives** need to know the costs associated with green IT changes, the business impact and projected return on investment.
- Your **IT organisation** has to be aware of how the team members' roles will change, what the new expectations will be and what's in it for them.
- **Employees** need to understand what's going to change, how it directly impacts them and why they will ultimately benefit. These people can also be valuable resources as you develop and implement your plan.
- **Green leaders and organisations** should be aware of your plan and goals in order to align with ongoing green efforts and provide visible support.
- **Facilities** managers need to understand how your plan will impact their role and how they stand to gain.
- **Procurement** can help drive the plan by incorporating green IT criteria into the purchase decision-making process.

It's helpful to anticipate questions or objections and frame your responses as opportunities and benefits. If employees are reluctant to give up their individual printers, you'll need to explain the benefits of moving to a shared printer. Otherwise, users will focus on their objections, unable to consider the advantages you are presenting. Use the following [template](#) to lay the groundwork for your communications.

### Create internal communications

Draw on the expertise of your organisation's internal communications team to create a communications plan that supports your sustainability initiatives. This team has expertise and an understanding of the communications channels that can increase your success.

<sup>9</sup>Seventy-five per cent of Original HP ink cartridges contain between 50 and 75 per cent recycled content. Twenty-four per cent of Original HP LaserJet toner cartridges contain between 10 and 20 per cent recycled content.



## Position the change with organisational communications

The following model can help you build a story for the specific needs of each audience you need to engage.

**For**

**Who want/need to**

**These changes:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Will provide these estimated benefits:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

This is an example of how positioning might look. You'll fill in the blanks with what your executives need to know, as shown in the following example.

**For** company executives and senior management

**Who want to** cut costs by 10 per cent and improve office printing efficiency

**These changes:**

1. Convert imaging and printing fleet to shared multifunction devices
2. Centralise management of imaging and printing devices
3. Set print defaults and automate processes to reduce waste

**Will provide these estimated benefits:**

1. Cut energy use by 10 per cent
2. Save \$50,000 USD per year on energy costs
3. Increase uptime by 25 per cent
4. Reduce paper use by 10 per cent, saving \$70,000 USD per year

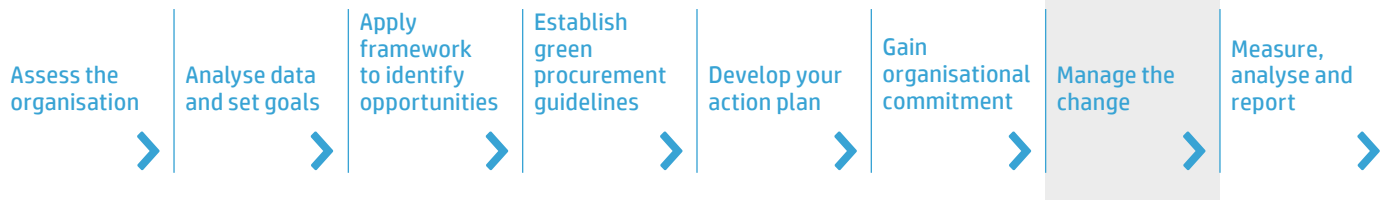
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### You'll know this organisational commitment stage is complete when you have:

- ✓ Worked through the approach you will take with each audience
- ✓ Secured buy-in and endorsement as needed
- ✓ Have the necessary approval and resources to proceed

Double-click the icon below to launch [a sample template you can use to build the organisational commitment section of your action plan.](#)





## Manage the change

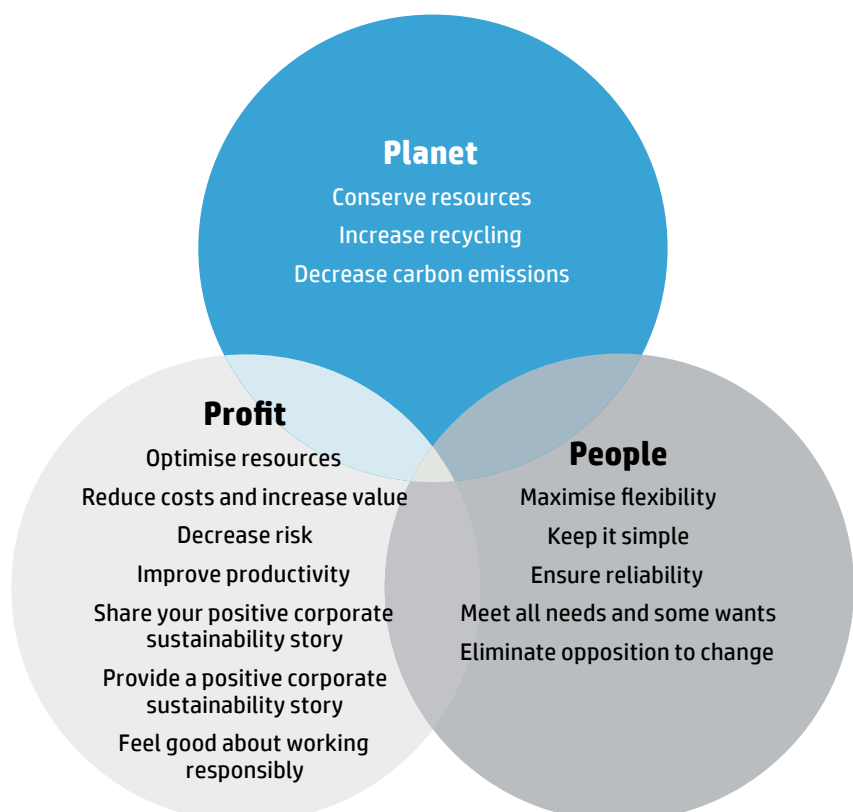
As you put your plan into action, it's vital to share ongoing progress and success. A change-management strategy can help as you deliver additional instructions, address questions and regulate the impact of changes across the organisation. The HP Management of Change (MoC) programme is available to guide you through this process. We offer a complimentary workshop to get you started and a library of tools you can leverage within your organisation.

Why is this important? When people understand the reasons behind the change and recognise how it benefits them, they are more likely to accept and support the effort.

### Balance the triple bottom line

Cost-cutting actions can sometimes be seen as sacrificing service and support in favour of profits. "Triple bottom line" is a concept that seeks to balance people, profit and the planet. Sharing this concept can be valuable, helping you achieve the following:

- Reduce users' opposition to changes that affect them, which may include the loss of their personal printers, by helping them understand the environmental and business benefits.
- Motivate environmentally responsible behaviours by helping people feel good about the results they have a hand in creating.



Learn more about the HP Management of Change programme, and how it can help your organisation, by visiting [HP's video gallery](#).

## Manage the change

As you implement your plan across the organisation, focus on the following:

- Setting expectations – and resetting them, as necessary
- Educating audiences on the rationale, scope and benefits of upcoming actions
- Outlining what people are expected to do
- Positioning changes, which may be perceived negatively, as environmental or business benefits
- Motivating adoption
- Soliciting feedback and addressing questions and concerns
- Engaging green champions
- Creating campaigns to build awareness, recognise success and drive adoption
- Developing contests or demo days focused on learning about new devices and environmentally beneficial processes
- Making change relevant and describing benefits in terms people understand (for example, trees saved or the equivalent number of cars off the road)

### Calculators

- To calculate printer energy consumption and associated carbon output, visit the [HP Carbon Footprint Calculator](#).
- For additional calculations that turn emissions data (such as carbon dioxide or carbon dioxide equivalent) into common equivalent measures (such as homes powered for a year or gallons of gas consumed), consult the U.S. Environmental Protection Agency's [greenhouse gas equivalencies calculator](#).

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## You'll know this change-management stage is complete when you have:

- ✓ Ongoing and productive dialogue with audiences about the changes
- ✓ Widespread adoption of desired behaviours
- ✓ Set goals that reflect people, profits and planet



## HP customer success story: Hochschild Mining

“We are very pleased and proud to work with HP, who shares similar corporate values regarding environmental responsibility. Added to this is the exceptional quality and durability of HP printers and the efficient service of MPS. It’s a win from every view.”

– Edward Alarcon, VP IT, Hochschild Mining

Hochschild Mining explores, mines, processes and sells silver and gold. Underground mines in the mountains of Peru and Argentina demand highly durable and reliable technology solutions that can withstand the rigours of extreme elevations and physical environments. To meet its needs for cost-effective, consistently dependable print solutions with environmental benefits, it relies on HP MPS and HP PageWide printer technology to achieve significant results.

### Objective

Optimise cost-efficiencies and support maximum productivity with HP MPS and reliable, high-quality HP printer technology.

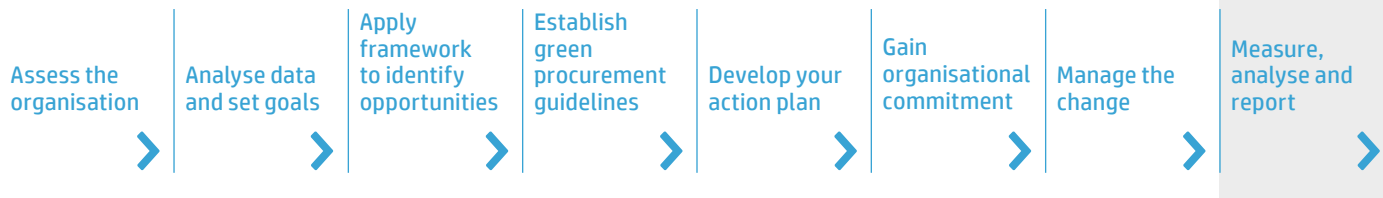
### Approach

Implement an MPS programme that incorporates HP MFPs, LaserJet printers, OfficeJet Pro X MFPs and large-format DesignJet printers.

### Benefits

- HP Access Control Job Accounting enables accurate usage reporting for all seven locations (five mines and two offices)
- HPAC reports accurate cost allocation of 1500 users printing 200,000 pages per month
- Toner invoicing decreased by approximately 15 per cent
- Print management centralised and streamlined
- Staffing needs minimised to one operator at Lima print centre headquarters
- Onsite HP service to mines maintains print reliability
- Drives innovation with uniquely designed industry solutions

Learn more about Hochschild Mining’s environmental strides and other benefits as a result of HP MPS at [hp.com/videos](http://hp.com/videos).



## Measure, analyse and report

You've implemented your plan, managed the changes across your organisation and are seeing results. End of story? In a word, no.

Improving the environmental performance of imaging and printing is an ongoing effort. The bar will continually rise as your department – or company – builds on its efforts. External stakeholders, non-governmental organisations and customers may also monitor progress and push for change. As employees see progress, interest will grow, sparking more ideas and greater commitment.

Communicating your sustainability efforts is also important. Transparent reporting of your success builds excitement internally and showcases your environmental leadership with customers and shareholders.

You should continually review results and make refinements to your action plan. Consider the following best practices:

- Regularly measure results against your baseline.** Don't hesitate to make changes based on what's working and what's been slow to show results.
- Identify new opportunities for improvements and advancements.** No matter how well you assess your organisation, you won't be able to spot all opportunities. As your plan unfolds, look for new ideas to explore and act on.
- Seek out and address all feedback.** Establish an open forum for discussion of the changes and new ideas. Users have a great perspective on how things can be improved. Consider using online feedback forms, surveys or small group meetings as tactics.
- Refine plans as needed to reach goals.** It's unlikely that all aspects of your action plan will work as anticipated. Look for unexpected outcomes, listen for new ideas and don't be afraid to make adjustments. Be sure any changes map to your goals, follow your plan's framework and are communicated appropriately.
- Celebrate successes early and often.** People want to know that the changes they've made are working. Celebrating early wins gives your plan credibility, builds interest, shows progress and motivates continued adoption of even larger, more strategic environmental initiatives.
- Identify opportunities to support corporate social responsibility (CSR) reporting.** CSR reports are becoming common as companies look to tell their story and satisfy stakeholders. Make sure your story includes the environmental and business benefits achieved as a result of your sustainable IT practices. And, of course, work with a vendor, like HP, that will track information you can use in your reporting.

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### You'll know this measurement and revision stage is complete when you have:

- ✓ Actually, this stage is never complete. Be sure to measure, analyse and refine your action plan regularly.



## Managed Print Services (MPS)

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### What if you could:

- Reduce costs with greater visibility and control over your printing technology, assets and supplies?
  - Improve productivity and accelerate business results with enhanced document workflows?
  - Free up time for IT personnel and end users to focus on customers?
  - Support ongoing innovation with access to real-time usage data?
  - Enhance security and environmental sustainability with print management software and services?
- 

For many organisations, contracting a service provider to manage your printing makes good business sense – and it can also help decrease the environmental impact of office printing.

From a business perspective, an MPS provider can help your organisation optimise its imaging and printing infrastructure, streamline print management and improve workflow through document digitisation. From a sustainability perspective, MPS can help your organisation reduce energy consumption, decrease paper usage and implement responsible – and cost-saving – disposal and recycling options. It can also do much more. MPS is an example of HP's emerging strategy around the circular economy – optimising resource use and recycling through its service-driven model.

Leading industry researchers continue to highlight the growing need and demand for managed solutions. “For well over a decade, organizations have been looking to managed print and document services (MPDS) providers to help reduce costs, increase employee productivity, and help organizations meet regulatory/compliance and environmental/sustainability goals.”<sup>10</sup>

**HP MPS** provides global solutions and support, so that you and your employees can operate efficiently wherever business takes place. HP MPS facilitates implementing continuous and incremental improvements that enable your company to respond to changes quickly and effectively, and develop sustainable value-creation business models.

<sup>10</sup> IDC, “Worldwide Imaging, Printing, and Document Solutions 2014 Top 10 Predictions”, February 2014.



## Going digital

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### Suggested resources

[HP Carbon Footprint Calculator](#)

[HP Environmentally Preferable Paper Policy](#)

[HP Planet Partners recycling programme](#)

[Sustainable IT Purchasing Guidance white paper](#)

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With technology advancements like the cloud, security, mobility and fleet management evolving so rapidly, organisations are looking for innovative solutions to help them keep pace. You can streamline crucial paper-based and electronic business processes using powerful HP JetAdvantage business workflow and printing solutions, which can set your company apart from the competition.

These innovative tools have been designed and tested for optimal integration into your fleet. They can help reduce IT workload and costs, enhance employee productivity and meet business demands.

### For more information

Visit the [HP JetAdvantage website](#) to learn how you can drive down costs, help teams work more efficiently and improve overall productivity.

- Contact your local HP representative to identify an approach that can help your company save money and help you reach your environmental sustainability goals.
- Learn more at the [HP Eco Solutions website](#) for large office printing solutions.

## Glossary

**Asset recovery** – Process by which unneeded equipment is returned for recovery of valuable parts and materials, and the proper disposal of hazardous elements

**Carbon footprint** – Measurement of the impact certain activities have on the environment, expressed in terms of the amount of greenhouse gases produced, usually as units of carbon dioxide

**Change management** – Structured approach for persuading individuals, teams and organisations to shift from current behaviours to desired actions and attitudes

**Circular economy** – An approach that explores new designs and business models to reduce waste and promote the restoration and regeneration of resources. It helps extend the life of resources currently in use while finding new channels for material, component or product reuse.

**Corporate social responsibility** – Concept in which companies consider and optimise their business practices as they impact people, the communities where the organisation is active and the environment

**Duplex printing (or duplexing)** – Process of printing on both sides of a sheet of paper

**E-waste** – Unwanted electronic devices that have been taken offline and must be disposed of

**Greenhouse gases** – Natural and man-made gases, which are essential for heating the earth, but in excess can raise temperatures to hazardous levels with long-term consequences

**Green IT** – Practice of using information technology resources efficiently to reduce the use of hazardous materials, maximise the energy efficiency of product manufacturing and office use, and promote recycling of assets and supplies

**HP Planet Partners** – Return and recycling programme through HP that enables simple, convenient recycling of Original HP ink and LaserJet supplies, as well as any brand of computer hardware and rechargeable batteries

**Managed Print Services** – A service to manage printing that usually includes printing devices, technology, supplies, support and maintenance services

**Multifunction device** – A single device that combines functions such as printing, copying, scanning, faxing and digital delivery

**PIN printing** – Capability in which users enter a personal code to send a job to print and enter the code again at the printer to release the job

**Post-consumer waste** – Materials left over at the end of the usage lifecycle, which may end up as rubbish; recycling efforts attempt to capture and reuse these materials, and many products will show how much (usually a percentage) of recycled material is included in new products

**Print management software** – Imaging and printing fleet management software, such as HP Web Jetadmin, that provides a single tool to manage and monitor a wide range of networked peripheral devices

**Pull printing** – Capability in which users send and store a print job on a networked print server, authenticate at a printer of choice, and select the print job they need; the printer “pulls” the job from the server and prints

**Triple bottom line** – Business management philosophy that balances environmental, social and financial concerns, also referred to as the three Ps: people, profit and planet

**Universal Print Driver** – A single print driver from HP that provides instant access to a wide range of HP print devices, streamlining networking and remote printer management without having to download separate, product-specific drivers

