

HMRC has Modernized its Printer Estate, Without Capital Investment

HMRC replace old printers, copiers and faxes with fewer multi-functional devices which improve service, cost less to run, and save electricity and paper

The Situation

HM Revenue & Customs, one of the UK's largest Government departments, had a fleet of 11,800 printers, copiers and faxes which were up to 13 years old, and expensive to maintain. The wide variety of manufacturers and functionality made it difficult to control the cost of support and consumables, and resolving problems was often time consuming for users. To support HMRC's efficiency drive, Capgemini removed the old equipment and introduced a managed print service which costs less, uses less carbon and improves service.

The Solution

Capgemini introduced and now runs 4,300 new desktop printing devices, many of which are multi-functional as they print, copy, fax and scan. The entire fleet is centrally managed, including security,

fault-fixing and consumables. The new Managed Print Service (MPS), which has a fixed monthly charge for each device, and a variable consumption-based charge for toner, was introduced with no capital outlay from HMRC.

The Result

HMRC benefits from the cost advantage of a less complex print environment under a single managed service contract with one supplier: Capgemini. The unified service provides modern, efficient equipment to help improve user satisfaction and productivity, at no additional cost to HMRC. Replacing old kit with 60% fewer, eco-friendly printers saves electricity, toner and paper, and frees up office space.

Greener equipment uses less electricity, both in the production process (saving of 86 tonnes of carbon dioxide per year), and in operation (saving 310 of carbon dioxide per year). Default double sided printing on multi-function devices also means an estimated 90 million fewer pages of paper will be printed, saving a further 225 tonnes of carbon.

How HMRC and Capgemini Work Together

As HMRC's IT services partner, Capgemini has an in-depth understanding of their technology and business priorities, and could see staff were frustrated by unreliable and ageing printers, and that the Department did not have capital funding to replace them. Capgemini offered to invest up-front in new printers and run them centrally as a managed service, and HMRC welcomed the proposal to modernise their equipment and reduce operating costs. Capgemini reviewed the market for suppliers and worked with HMRC to select the right technology for the best price.

To plan rollout of the new service, Capgemini audited every office's print requirements with HMRC IT Refresh Office Coordinators (ITROCs). The review covered the location of printers, copiers and faxes, how far individuals had to walk to get to them, and data about the number of pages and size of paper being processed. This information was assessed against a set of HMRC business rules, the capabilities of the new print devices, and factors such as the acceptable distance from users' desks. Capgemini and the ITROCs reviewed initial designs for the consolidated units and agreed the best position for printers on a site by site basis.

Communications to users were coordinated by Capgemini's MPS team, and finetuned for local offices with ITROCs. The MPS programme was announced on HMRC's intranet, and users received individual emails to let them know when old equipment was being removed and replaced. On switch-over day, tradeshowes were set up in reception areas to provide user guides and advice, and floorwalkers were on hand to answer any questions throughout the day. Online user surveys

before and after the new multi-functional devices were installed show that poor experience ratings have been transformed, and 99% of surveyed staff now rate print quality as good or excellent.

Now MPS is up and running, Capgemini central management automatically sets devices to print double sided, detects faults so they can be quickly resolved, and orders toner when it starts to run low. Reports show who prints what from each device, so HMRC can target the root cause of high volume users to identify opportunities to reduce print output, make process efficiencies across their work areas and help drive further savings. The new equipment is reliable, and central fault diagnostics generally pick up and fix errors before users are aware of impending problems. When toner is low, new cartridges are automatically ordered and delivered to nominated users' desks, and they no longer have to deal with stock replenishment.

Capgemini looked for cost saving opportunities throughout the end-to-end process. Procurement negotiation with

equipment and consumables suppliers improved on the prices agreed for the pilot, and maximised value for money for HMRC. During roll-out, the on-site installation team was also on the look-out for opportunities to reduce waste and save money, sending unused legacy toner cartridges to the central distribution centre to fulfil orders for legacy printers that were still being used before roll-out was completed.

Staff like having modern reliable printers that take up less space, and although some users were initially concerned that their local printer would be further from their desk, the feedback about MPS is universally positive. Staff satisfaction meets HMRC and Capgemini's shared objective to improve users' experience and productivity. And green savings contribute to HMRC's commitment to reduce their own carbon footprint and support the cross-Government target too.

If you would like to find out more about this project, please contact:
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About Capgemini

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HM Revenue & Customs (HMRC) collects tax and duties to make sure money is available to fund the UK's public services and makes payments to over seven million families, providing targeted financial

support. Capgemini is HMRC's partner for IT and related services delivered through the Aspire contract. Capgemini is prime contractor for Aspire, and manages key partners and HMRC's Ecosystem of preferred suppliers.

For more information, please visit:
www.hmrc.gov.uk