

The Finance Leader's
Definitive Guide
to Workplace
Productivity

RICOH
imagine. change.





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Are You Ready for the New World of Work?

Today's finance leaders are under more pressure than ever to accelerate business growth while mitigating risks. **In fact, 75 percent of CFOs expect their roles to become more strategic.**




However, you may struggle to drive transformation across your organization. For example, outdated processes and technologies may prevent you from gaining insights into all areas of the business. Without this information, you will have a hard time offering strategic guidance that helps the business cut costs, boost revenue, and seize new opportunities.

Many finance leaders are turning to workplace productivity to streamline their core business processes, reduce errors, minimize risk, and improve visibility across the entire organization. This guide provides a five-step workplace productivity roadmap that you can use to make not just your Finance Department – but your entire organization – more efficient. In this guide, you will discover:

- How to drive transformation – no matter where you are in your digital journey
- Keys to getting buy-in for workplace productivity from line-of-business owners, other members of the C-suite, employees, and IT
- 5 questions that will help you identify gaps in your current workflows
- The biggest workplace productivity mistake (and how to avoid it)
- How to measure your success and key metrics to track
- Which finance processes to digitize if you want to see immediate cost savings and productivity gains

This guide also contains success stories from leading Canadian organizations that have streamlined their processes, reduced their costs, and improved their customer and employee experience.

Read on to learn how you can do the same.



What is Workplace
Productivity and
Why Should Finance
Leaders Care?

1

The CFO's Role is Transforming



Nearly 75% of CEOs from high-performing companies stated that the CFO would become more important than any other C-suite role.

Forbes and KPMG ¹

A decade ago, CFOs oversaw their organizations' finances.

Their job descriptions included managing cash flow, the operating budget, investor relations, and compliance. CFOs also led the teams that made financial decisions such as payroll, AP, AR, purchasing, and employee benefits.

However, with the rise of digital technologies and big data, finance leaders' responsibilities have expanded even further. The CEO and the Board of Directors now expect you to take a leadership role in areas that were traditionally outside of Finance's realm. In fact, you may soon have a greater impact on the business than the CEO.

The more you get involved with your organization's strategy, the more you can:

- Identify funding opportunities faster
- Drive both top- and bottom-line growth
- Improve the customer experience
- Get proactive about data security
- Use technology to innovate

Essentially, you will have a voice in every area of the business – from Finance to Marketing to IT. Your expanded duties may require you to develop new skills and ways of thinking.

A report by KPMG states, "the CFO needs understanding and experience beyond the basic Finance function to identify areas for growth and operational excellence across all business domains. This requires a range of skills, from the foundation and basics of the finance function to a strategic level focusing on the outside world."



75%

of CFOs said that their role will become more strategic.

2018 CFO Sentiment Study ²

Dated Technologies and Processes Don't Give You Critical Insights Into Your Operations

As a finance leader, you're under pressure to meet these changing demands and drive increased value for your organization.

And you must do this while managing risk.

An article from The Globe and Mail³ states, "To succeed, CFOs must demonstrate the ability to turn data into information, and information into insights – but it doesn't stop there. They need to understand and present the information in ways that help a business make smarter decisions, faster, while tapping into trends that are most relevant to the organization and industry. It's no easy feat."

The average Finance and Accounting Department spends 19.4% of its week and almost \$14,000 annually on document-related tasks.

IDC⁷

However, many organizations aren't equipped to help finance leaders achieve these goals, often relying on inefficient processes and old-school technology that prevents them from gaining a complete view of their financial picture.

According to CenterCard⁴, 43 percent of organizations do their annual budget planning and forecasting in systems that require manual updating, such as Excel. Spreadsheets are notorious for mistakes, as multiple studies have shown that almost 90 percent of them contain errors.⁵

Meanwhile, organizations still rely heavily on paper.

Research from IDC⁶ found that:

- More than 58 percent of enterprises use paper documents for critical business processes.
- Almost 40 percent of enterprise information is stored in filing cabinets or employees' heads.
- 50 percent of employees need to access more than six data repositories to perform their jobs. However, just 18 percent of organizations enable employees to search all of these repositories for information.

90% Almost 90% of spreadsheets contain errors.

Dated Technologies and Processes Don't Give You Critical Insights Into Your Operations

If you rely on incorrect or out-of-date data, you will have a hard time advising the business on the best course of action.

- Decision makers are used to their existing, manual processes and haven't considered doing things differently.
- Finance leaders struggle to build a business case for technology that boosts their efficiencies, as they can't remove enough costs or resources from their processes to justify the investment.
- Executives think that an automation project will disrupt their daily operations and harm their bottom line.
- Organizations don't have the in-house expertise to manage new technologies. It's hard to find people with the right skill sets at salaries that they can afford.
- Employees worry that automation will eliminate their jobs.

However, if your organization doesn't address these challenges, you will continue to struggle with broken processes. Over time, this will lead to the following risks:

- Falling behind competitors that have streamlined their operations and can innovate at a faster pace.
- Increased security and data privacy risks.
- Failure to maintain compliance.
- Missing opportunities to drive business growth, because you can't quickly access the data that you need to make decisions.



22%

Time spent by employees on repetitive tasks.





Cognizant Center for the Future of Work ⁸

How Finance Leaders Can Empower the Digital Workplace

Finance leaders are using workplace productivity tools to automate their manual processes and solve these challenges.

The benefits of workplace productivity extend across your entire organization. Here are just a few of the ways that it empowers your digital workforce and drives growth across all areas of your organization:

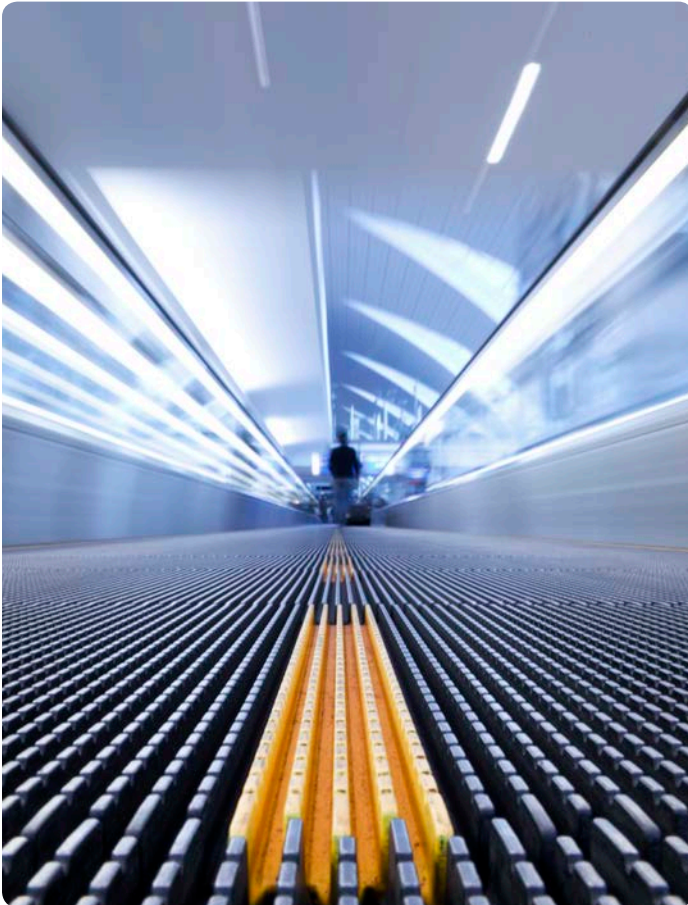
- **Giving you real-time visibility into financial data** so that you can make informed business decisions.
- **Improving your customer experience.** Workplace productivity reduces your response times, so you can deliver services and information to customers faster.
- **Making collaboration between employees easy** – no matter which devices they are using.
- **Keeping employees equally productive** whether they are working in the office, from home, or on the road.
- **Reducing your costs** by eliminating unnecessary steps from processes.
- **Increasing your security and compliance** by minimizing the risk of human error and ensuring that only authorized employees can view confidential data.
- **Helping you attract and retain top talent.** Workplace productivity improves your efficiencies in hiring and onboarding new employees.
- **Giving you a competitive advantage** over organizations that still do things the old way.

Examples of Workplace Productivity Technology	
 <p>Business process automation technology that eliminates manual, paper-based processes so you can get the job done faster</p>	 <p>Intelligent mail delivery to ensure that your incoming communications are secure and compliant</p>
 <p>Facilities and workspace management tools that optimize how you use your office and meeting spaces</p>	 <p>Communication and collaboration technology that makes it easy for employees who are located inside and outside the office to conduct productive meetings</p>

What is Workplace Productivity?

Workplace productivity is technology that makes your workforce more connected, productive, and efficient.

Streamline Your Processes and Gain Deeper Financial Insights



Workplace productivity also allows Finance teams to automate their AP and AR processes. This removes the steps that slow your response times so that you can send and process payments faster. With workplace productivity, you can:

- **Reduce errors in your accounting processes** so that you can achieve more accurate budgets and cash flow.
- **View up-to-the-minute financial data** that improves your decision making.
- **Enhance the security of your financial data**, comply with industry regulations, and maintain detailed audit trails.

100% of finance executives agree that the new wave of digital technologies is fundamentally changing the way that the Finance function operates.

Ricoh Canada, Inc. ⁹

According to a study by the CFO Alliance, more than 50 percent of CFOs will increase their investment in finance automation technology in 2018. This number is up from the 38 percent of CFOs who invested in these tools in 2017.

Success Story

How Canada's leading courier automated their payment processing to **save millions of dollars and improve customer satisfaction.**

Canada's leading courier serves thousands of customers every day and handles a high volume of cheques.

But their payment processing system couldn't keep pace – leading to miscommunications, duplicated efforts and lost time and resources.

For example, an external provider received and deposited customer cheques. Meanwhile, a different department entered the cheques into the courier's system and worked with outdated spreadsheets to track payments.

Due to their inefficient system, the AR team faced delayed payment processing and couldn't manage periods of high volume. They also lost post dated cheques and then sent late payment notices to customers who had already paid.

The company wanted to **automate its AR systems** to increase efficiency, eliminate errors and reduce its costs.

Ricoh implemented an end-to-end payment processing solution that gave the courier a more streamlined and efficient system. This fully outsourced solution eliminated the need for the courier to deal directly with physical cheques or decipher data. Ricoh handles all of the behind-the-scenes activity, so that the courier can focus on satisfying its customers.

And Ricoh implemented this solution without disrupting the courier's day-to-day business.

Plugged seamlessly into the courier's workflows, Ricoh automation was able to take over many repetitive tasks — resulting in a 77% reduction in the number of steps required to process a cheque. Time spent processing the maximum value of cheques also fell (from five days to two days).



This new solution has helped the courier achieve the following results:

- Save millions of dollars due to increased efficiency, automation, better data processing and fewer inaccuracies.
- Process cheques faster. The courier used to spend five days processing cheques during peak periods. It now takes just two days.
- Reduce the number of steps required to process a cheque by 77 percent.
- Significantly reduce their number of lost cheques and inaccurate late payment notices. This has decreased complaints and improved customer satisfaction.

The Evolution of Workplace Productivity

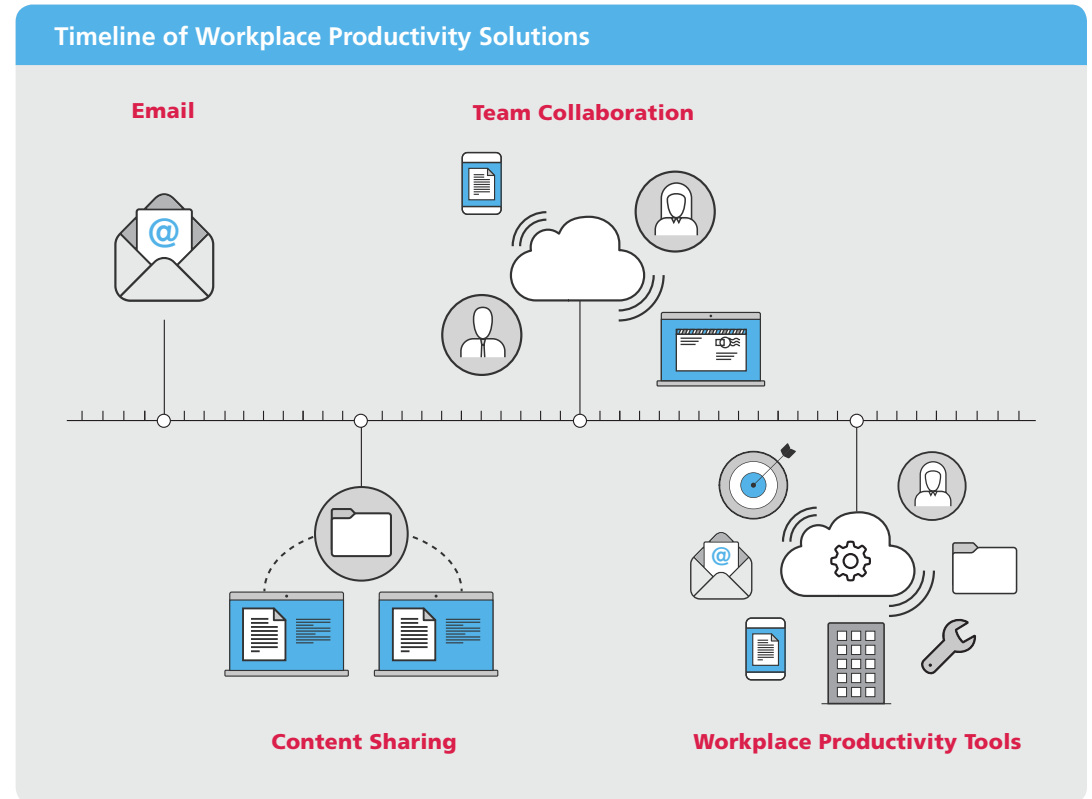
In the past, people thought that workplace productivity meant, “email.”
We’ve come a long way.

After email, tools such as SharePoint and Google Drive improved how we collaborate on files.

Then, communication technologies such as Slack and Trello added real-time workflows.

Now, workplace productivity allows organizations to automate their manual and error-prone tasks. For example, business process automation can digitize your paper-based processes and automate your workflows. Meanwhile, AI and machine learning use next-generation automation tools to optimize your workplace further.

Today’s workplace productivity tools also have a ripple effect on processes throughout your entire organization. Instead of just improving a single system, such as your email, workplace productivity touches on everything from the customer experience to your data security.



Key Concepts

Today's finance leaders take an active role in developing their organizations' strategies and driving business growth.

- 1 Inefficient processes and dated technologies may prevent you from achieving your goals.
- 2 If you don't address these challenges, you will fall behind your competitors.
- 3 Workplace productivity is technology that makes your workforce more connected, productive, and efficient.
- 4 It allows you to automate your time-consuming, manual, and error-prone tasks.
- 5 You can automate your AP and AR processes to gain efficiencies, minimize rework, and reduce your costs.



1 Forbes Insights and KPMG, The View From the Top: CEOs see a powerful future for the CFO. Are CFOs ready for the challenge? 2015

2 CFO Alliance, CFO Sentiment Study, 2018

3 Craig, Kevin, The changing role of today's CFO, The Globe and Mail, 2017

4 CenterCard, In 2018, Take Your Company's Budget from Outdated to Optimized, 2018

5 Forbes.com, Sorry, Your Spreadsheet Has Errors (Almost 90% of Them Do), 2014

6 IDC, Addressing Information Gridlock, 2015

7 IDC, Document Processes USA Survey, December 2015

8 Cognizant Center for the Future of Work, The Robot and I: How New Digital Technologies Are Making Smart People and Businesses Smarter by Automating Rote Work, 2015

9 Ricoh Canada, Transforming Finance and Accounting in the Digital Age, 2018

A woman with blonde hair and glasses is looking intently at a board covered in colorful sticky notes. She is holding a white marker. The background is slightly blurred, showing other people in a meeting setting. The overall scene suggests a collaborative work environment focused on productivity and strategy.

How to Create a Workplace Productivity Strategy

2

5 Questions That Will Help You Identify Gaps in Your Finance Workflows



One of AP's top challenges is locating and managing paper.

Aberdeen Group¹

The first step in building a workplace productivity strategy is to get clear on your current state.

Many companies design their workplace productivity strategies with their end goals in mind. For example, they may want to shorten their AP or AR processing times. While setting goals is important, you must first understand your current state. After all, you can't drive to a new destination unless you set a starting point in your GPS.

Here are five questions that will help you get clear on your starting point and identify gaps in your existing processes:

1. Do your processes have a high number of manual steps?

The more you rely on manual processes, the more you run the risk of errors.

For example, a Finance employee may put the wrong PO number on an invoice or file something in the wrong cabinet. It might take days – or even months – before you realize that someone made a mistake.

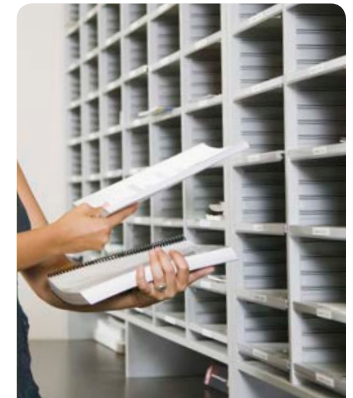
Ask employees to note any errors they find as they perform their daily tasks. Then, consider whether workplace productivity and automation will eliminate these mistakes in the future.

2. Which of your processes require exceptions?

Recent data found that 17 percent of a company's invoices cause exceptions. Exceptions can cause even the most organized AP teams to submit payments late – which can lead to unhappy suppliers and increased operating costs.

The most common causes of invoice exceptions include:

- Missing PO numbers on invoices
- Discrepancies between price and quantity
- Goods not received



65%

AP departments process nearly $\frac{2}{3}$ of all invoices manually.

CPO Rising²

5 Questions That Will Help You Identify Gaps in Your Finance Workflows



It takes **12 days** to process an invoice.

These exceptions not only take a long time to resolve but also inflate your costs. With so many exceptions, it's not surprising that the average invoice takes 12 days to complete and costs \$13.04 to process.²

Eliminating PO exceptions is one of the most effective ways to reduce AP costs.

Tungsten Network³

AP employees often use ad-hoc methods to deal with exceptions. For example, they may key in missing data by hand, which can result in errors. Or they may create paper files that are hard to track.

Ad-hoc processes help employees get the job done when they don't have better options. However, they are time consuming and can lead to delayed payments. In addition, these workarounds likely don't adhere to your compliance or security standards.

Meanwhile, if an employee leaves your organization, they will take all of their knowledge with them. Their replacement will need to start from scratch and come up with new ways to manage exceptions.

Determine how many exceptions your AP team encounters and what they are costing you in terms of productivity, time, and additional expenses. Also ask employees how often they build workarounds to complete tasks, such as managing exceptions. What do these workarounds entail? How do they find, enter, and store the information that they need to resolve the exception? How can you make their processes more efficient, so they don't need to manage exceptions by hand?

5 Questions That Will Help You Identify Gaps in Your Finance Workflows

3. Do you have trouble paying invoices on time?

According to a study by the Aberdeen Group⁴, a single invoice can take up to 14.3 days to process when you have inefficient payment systems.

Is your Days Payables Outstanding (DPO) high and unmanageable? Do you regularly receive late notices from vendors? How do you process invoices if the person who needs to sign off on them is on vacation? Do you let unpaid invoices pile up on their desk until they return?

Consider whether automating your DPO processes will help you pay vendors accurately and on time.

Another top AP challenge is processing high volumes at their current staff levels.

Aberdeen Group⁵

4. Does your organization ship documents to other locations?

Many organizations hire couriers to send Finance paperwork to shared services facilities.

Do you experience delays when shipping documents to another facility? Have you ever lost files during the shipping process? Do you have insights into what happens with your documents after they reach their destination?

If so, consider how you can remove any manual steps from these processes. For example, if a process requires someone to sign a document, can they do so digitally?

5. Are your systems integrated?

Everyone in your organization has preferences when it comes to their technology. Your Finance team may use one set of systems, while the Sales and Marketing teams rely on others. Within teams, individuals may store data on different mobile devices and apps.

However, these tools often don't talk to each other. When your systems aren't connected, it's hard to gain a clear picture of your organization's finances. To complete a task, you may need to switch between multiple systems or create time-consuming workarounds.

Partner with your CIO to assess your existing technologies. Which teams use which tools? What data do they store in each piece of software? Would integrating your systems give you quicker access to data so that you can make more informed business decisions?

A single invoice takes up to 14.3 days to process.

Aberdeen Group⁴

The Top 5 Finance Processes to Digitize

Once you get clear on your starting point, you can identify processes that would benefit from workplace productivity and automation.

Here are five areas to consider...

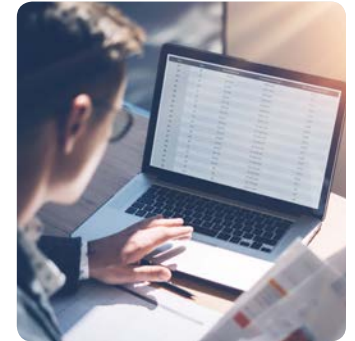


1. Invoice management for accounts payable

If you pay invoices manually, you run the risk of errors, missed payments, late fees, and non-compliance.

Digitizing your AP processes helps you stay on top of all of your invoices. This allows you to save money, as you can send payments faster, avoid late fees, and take advantage of vendor discounts.

Also, you can view up-to-the-minute financial data from across your company. This helps you identify areas where you can cut costs and improve your operations. The more you know about your company's expenses, the more empowered you are to make smart financial decisions.



2. Day-to-day accounts receivable processes

Inefficient systems make it hard for you to process customer payments promptly. This can lead to cash flow problems, accidentally overbilling customers, and the inability to make accurate projections.

Digitizing your AR processes helps you:

- Log payments as soon as they arrive, so you don't accidentally send customers overdue notices that damage your relationships
- Automatically create and send invoices – saving you time and helping you get paid faster
- Gain insights into discrepancies so that you can address them quickly
- Improve your reporting, planning, and forecasting

The Top 5 Finance Processes to Digitize

3. Content and document management

If you maintain hard copies of your financial records, you know how quickly they can get out of control. When you need information, you might spend hours searching your office, filing cabinets, or an offsite storage facility for the right piece of paper.

Not having access to the data that you need – when you need it – can slow you down. According to McKinsey, employees spend 19 percent of their time looking for and gathering information⁶. The costs of misfiled or lost documents can quickly add up. For example, you must pay employees to hunt for information when they could put their time to better use. Meanwhile, you also must pay for space to store all of your documents, such as filing cabinets or warehouses.

Content and document management helps employees quickly find information, as it combines all of your digital and paper records into one system. Digitizing your records can also reduce your costs, as you won't need to pay for paper storage or for employees to spend precious hours searching for data.

4. Forms processing

Paper forms are notorious for errors. If someone enters incorrect information, you can't make a quick update to a paper form or non-editable PDF. Instead, you'll need to ask the person to resubmit the form. But in today's busy Finance departments, you don't have the time to wait for information.

Digitizing your financial statements, reports, and invoices streamlines your processes. You can make all of your forms editable to get the information that you need faster and reduce rework. You can also automate your approvals so workflows that used to take days can take just minutes.

5. Tax filing

Tax season can be the most dreaded time of the year.

If you prepare your taxes manually, you'll spend countless hours locating files, running reports, and ensuring that everything adds up. As your company grows and your taxes become more complex, manual processes simply won't cut it.

Digitization makes tax preparation easier by ensuring that you have the data that you need when it comes time to file. You won't need to hunt down people for tax information, as your automation tools will locate records from across your organization, validate data, and maintain audit trails.

19%

Amount of time employees spend looking for information.

McKinsey

Why Finance Leaders Should Automate HR Processes

According to the 2018 CFO Sentiment Study, **CFOs are taking a more active role in talent acquisition.**

In particular, they want to address the analytical skills gap so they can turn data into a competitive advantage. CFOs want employees who “know what to look for, what questions to ask, and how to make inferences and draw conclusions based on data in order to drive the enterprise forward.”

Meanwhile, 70 percent of CFOs want to upgrade their Sales team. More than 50 percent of the study’s respondents feel that the performance of their Sales team is crucial to meeting or exceeding their enterprise revenue growth objectives.

Digitizing your HR processes allows your organization to:

- Improve efficiencies in your recruitment processes so you can find the right fit, faster
- Automatically retain employee records so you can maintain compliance
- Eliminate manual processes that can lead to costly errors



70%
of CFOs want
to upgrade
their Sales
team.

Success Story

How a Global Footwear Retailer Automated its HR Processes to **Increase Efficiencies and Save \$5.1 Million Annually**

This major retailer is based in the U.S. and has more than 1,000 stores and 40,000 global employees. Managers in the HR Department spent 80 percent of their time on new employee applications. Since many of the applications contained errors, managers had to send them back and forth via costly overnight shipping. This caused them to miss deadlines for hiring new store employees, which was especially problematic at peak retail seasons. Meanwhile, manual processes meant that store associates weren't always paid on time.

The company also had to purchase expensive storage space to house applications. When HR staff needed to retrieve forms, they often had trouble finding them. The lack of insight into records caused audit and compliance concerns.

The retailer needed to streamline the processing of new hires and implement a better system for records retention. The footwear giant automated its business processes to onboard store associates more quickly. This included digitizing its HR records and integrating its front- and back-office functions. The retailer also replaced multiple printers, copiers, and scanners at each store with a single multifunction printer (MFP) that allows managers to quickly send applications to corporate HR for review.



Automating HR processes has helped the retailer achieve the following results

- \$5.1 million annual cost reduction per year
- Eliminated manual processes and reduced form errors
- Converted three million paper documents to electronic files
- Improved workflows and speed with MFPs
- Reduced associate onboarding time from 10 days to just 3 days

After achieving these benefits in HR, the retailer went on to automate processes throughout its business. For example, the success of automated invoice processing in the retailer's European operations is now being replicated in the U.S., Canada and Taiwan.

3 Ways Finance Leaders Can Make Better Use of Their Office Space and Lower Their Costs

According to a study by Gallup⁷, **43% of employees work remotely at least some of the time.**

As more of your employees work from home or other locations, you'll see a lot of empty space around the office. And this space doesn't just look sad. Each empty desk costs you about \$27,000 per year. The costs are higher if you're located in a city with high property values.

Gaining greater insights into how people use your space can help you reduce your costs, eliminate waste, and make employees more productive. Here are three ways you can improve the utilization of your facilities:

- Use sensing technology to discover which areas of your office get the most use – and which are just costing you money
- Automate your meeting room bookings to ensure that employees have the space that they need when they need it
- Present a professional image to visitors when they show up for meetings



55%

The average office goes unused 55% of the time.

Regus⁸

Success Story

How a Canadian Company Stopped Wasting Office Space (and made employees happier and more productive)



65 Conference Rooms and no space to meet?

A leading Canadian consulting firm attributed much of its success to collaboration. Its employees held dozens of meetings each day where they worked together to solve their clients' top challenges.

However, the firm didn't have a set process for reserving space. Employees booked rooms manually, which led to double bookings. They also locked in rooms on an extended basis – even if they didn't need them. Frustrated employees would then roam the halls and wonder why they couldn't get space even though they saw empty rooms everywhere.

The consulting firm responded by adding more meeting rooms. But, this didn't help. The firm ended up with 65 meeting rooms and the same scheduling problems.

It got to the point where the firm realized that it needed to find a solution or risk losing employees. The firm didn't want inefficiencies to cause its top employees to leave – and then face the high costs of finding and onboarding qualified replacements.

The Secret to Painless Scheduling

The consulting firm analyzed its meeting rooms and utilization rates by working with a partner who assessed the following:

- How frequently meeting rooms were booked but remained unused
- How often large spaces were reserved for small groups of people
- Other scheduling problems that impacted the consulting firm's productivity

The firm quickly saw the inefficiencies in its existing manual processes. It purchased a room booking solution to improve the meeting room utilization throughout its headquarters.

Fewer empty rooms = happier, more productive staff

Employees now use the room booking software to locate meeting space and book in just seconds. They can make reservations from their desktops, their mobile devices, and digital display screens that are located outside each meeting room. Since the room booking software integrates with Microsoft Outlook, employees can also schedule meetings and reserve space directly from their calendars.

After an employee books a room, the system updates in real time. This prevents double bookings and improves meeting room utilization. And if a meeting doesn't happen, the system automatically cancels the booking in real time, freeing up the meeting space for someone else.

The new system maximizes internal resources, reduces employee frustration, and supports the impromptu collaborative conversations that drive projects forward. Plus, the consulting firm has happier employees, as they can spend more time collaborating and far less time scheduling meetings.

Mapping Your Workplace Productivity Journey

If you're getting started with workplace productivity, you likely have an area earmarked for improvement. For example, you may want to automate your AP tasks so that you can minimize manual processing, get higher accuracy, and pay vendors faster.

But once you see how workplace productivity can streamline your payment processes, you'll find other areas of your company that would benefit from automation.

That's exactly what happened with one of Canada's largest retailers. In 2016, the company set out to streamline their AP processes so they could improve the flow of data within their company, reduce their costs, and ensure that they paid vendors quickly and accurately.

The first phase of their project included the following:

- Building a business case
- Developing an automation roadmap with key stakeholders
- Integrating automation technology with their existing systems
- Using a multi-level security model to protect their data. Their security efforts included a Tier III data centre, data encryption, and updating their disaster recovery plan
- Implementing best practices
- Developing a training plan for employees



Mapping Your Workplace Productivity Journey

Results: Boosted AP Efficiencies and Reduced Paperwork





Phase I of the retailer's workplace productivity project led to the following results:

- More accurate and efficient vendor payouts
- A self-service portal where vendors can view the status of their invoices
- Greater precision in revenue reporting
- Reducing the need to store and ship physical documents
- Catching 20,000+ exceptions before they became a vendor claim

In Phase I, the retailer created a digital roadmap that will help them automate other areas of their company. Now that they have a strong foundation, they can onboard other processes quickly and cost effectively. The retailer plans to bring automation to their warehouse receiving, logistics, regional AP teams, franchises, and digital initiatives.

Where are you in your Workplace Productivity Journey?

You may have already taken steps to streamline your processes and transform your workplace. Use the following chart to determine where you are in your workplace productivity journey and discover where you can go next.

			
<p>Crawl</p> <p>Automate redundant, manual tasks</p> <p>Eliminate the physical shipment of hardcopies for storage</p> <p>Convert your documents from paper to digital</p> <p>Categorize documents and manage them in a secure, central location</p> <p>Use one-touch imaging and indexing, leveraging existing technology</p> <p>Start to automate your human and digital workforce</p>	<p>Walk</p> <p>Launch a self-service portal that vendors and employees can use to submit claims, track the approval process, and store documents</p> <p>Digitize your business processes with easy-to-use, central forms</p> <p>Integrate with business intelligence software</p>	<p>Run</p> <p>Gain additional efficiencies through robotic process automation</p> <p>Increase the efficiency of your cross-functional processes.</p>	<p>Fly</p> <p>Continuously improve</p> <p>Drive innovation by using predictive analytic and insights to increase your operational excellence</p>

Key Concepts

The first step to workplace productivity success is to **get clear on your current state.**

- 1 Processes that include many manual steps or exemptions are ripe for change.
- 2 If your Days Payable Outstanding is high and unmanageable, consider automating your AP processes.
- 3 Automating your HR processes makes it easier for you to find talented employees and address your skills gap.
- 4 Workplace productivity can give you deeper insights into your office space utilization, so you can make your environment more functional and reduce your costs.
- 5 Workplace productivity isn't all or nothing. You can crawl, walk, run, or fly to take your organization to the next level.



- 1 Aberdeen Group, 2017: Best-in-class Invoice Processing Capabilities, August 2017
- 2 CPO Rising, AP's Need for Speed in Invoice and Exception Handling, 2017
- 3 Tungsten Network, Exception Handling in Accounts Payable, 2017
- 4 Aberdeen Group, 2017: Best-in-class Invoice Processing Capabilities, August 2017
- 5 Aberdeen Group, 2017: Best-in-class Invoice Processing Capabilities, August 2017
- 6 McKinsey, The social economy, 2012
- 7 Gallup, State of the American Workplace, 2017
- 8 Regus, Do Away With Empty Desks

A photograph of two men in business attire shaking hands in a modern office. The man on the left is seen in profile, wearing a dark suit jacket and glasses. The man on the right is also in profile, wearing a dark long-sleeved shirt. They are standing in front of a large window that looks out onto a cityscape. The scene is brightly lit, suggesting daytime. A red semi-transparent box is overlaid on the left side of the image, containing the title text. A large white number '3' is positioned in the bottom right corner of the image.

How to Get Buy-In for Workplace Productivity and Automation

3

Ensure Commitment From All Stakeholders



Your Finance processes impact your entire organization.

That's why it's vital to get all stakeholders on board when you implement workplace productivity. As the finance leader, you can show others in your organization the business value of automating your Finance processes. In particular, they need to understand how workplace productivity has a direct impact on your organization's operating profit. This impacts your ability to grow, gain a competitive advantage, and make strategic investments in areas such as research and development.

To succeed with your project, you need effective change management to ensure that everyone is committed. In particular, you need buy-in from the following groups:

- Line-of-business owners (LOBs)
- The C-Suite
- IT
- Operations
- HR

The #1 cause of project failure is a lack of clarity or agreement around its requirements.

PM Solutions ¹²

Why Finance Leaders Must Work With Line-of-Business Sponsors

Many organizations create special teams to oversee workplace automation projects. However, these teams often change processes and bring in new technologies without getting input from LOB sponsors.

LOB owners have in-depth knowledge about their teams, processes, and challenges. If you don't engage them early in the process, you will overlook key items. Then, you will need to redo all of your work and face project delays. These delays can be costly and impact your adoption rates.

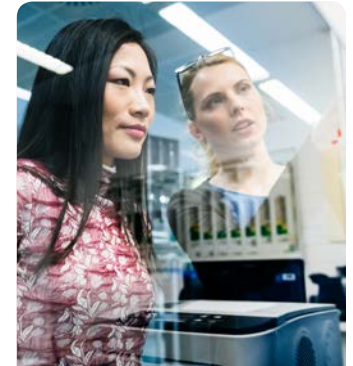
If you don't seek buy-in from LOB sponsors, you will likely hear concerns that they weren't consulted early in the process. Potential champions might turn into detractors who refuse to support your project.

Organisations where C-Suite execs regularly collaborate on long-term interdependent work are most likely to anticipate growth of 10% or more.

Deloitte Insights⁷

Here are three tips on how you can work with LOB sponsors to make your workplace productivity project a success:

- **Think of LOB sponsors as internal customers.** Before you implement new processes or technology, learn what each LOB needs. Getting the voice of your internal customers will help you optimize processes from their perspective. This will drive support for your workplace productivity project, maximize engagement, and drive adoption across the organization.
- **Find an executive sponsor in each department.** These sponsors can work with you to identify challenges in each department and how your workplace productivity efforts can help them achieve their goals. For example, if you are automating a process that impacts customer service, ask your VP Customer Service to serve as an executive sponsor. The VP can promote the project to the support team and drive adoption. Your executive sponsor can also report on how the new processes are impacting employees and customers.
- **Gain customer insights.** Working with LOB sponsors is also critical to improving your customer experience. They can provide insights into how customers interact with you, where your systems are falling short, and what you can do to provide a better experience. Ultimately, their insights will help you increase your revenue and drive business growth.



Before you implement new processes or technology, learn what each LOB needs.

3 Ways to Convince the C-Suite to Transform Your Organization's Processes

Getting buy-in from the CEO and your other peers is essential if you want to transform your processes.

However, this process isn't always easy. You'll likely run into objections along the way. For example, some of your peers may be hesitant to bring in new technology. They may think that it will disrupt your operations or that it won't provide compelling, material benefits.

Effective change management is vital if you want to get others on board. You must look at your project from their point of view and educate them on what's possible with the new solution. Your peers need to feel confident that your workplace productivity tools will work and that their processes will flow smoothly.

The Digital Change Agent's Manifesto² also recommends the following steps to get executives onboard with transformation:

- **Show the business benefits of transformation.** Find out what goals each member of the C-suite wants to achieve. Then, discuss how workplace productivity will help them hit their targets. While workplace productivity can have a positive impact on your bottom line, it also offers many intangible benefits that others will find compelling. For example, making your processes more efficient can reduce the time that they must spend helping employees solve problems and fix errors.
- **Use stories** to show how others have successfully transformed their organizations. Stories humanize change.
- **Listen to others and be empathetic to their concerns.** Their questions may help you reshape your narrative, so you can provide the information that they need to overcome their objections.



How Finance Leaders and CIOs Can Collaborate and Drive Value Across Your Organization

In the past, the CFO would manage an organization's finances while the CIO would oversee its technology.



Now, both roles rely on the same data to make strategic decisions. This overlap has created a need for the CFO and CIO to work together to drive growth.

When you partner with the CIO, you can optimize your IT budget to achieve the greatest business benefits. Your CIO can also help you find opportunities for material savings and process improvements. Here are five ways you can collaborate with the CIO to boost your organization's efficiencies and productivity:

1. Align your goals

Chances are, you and your CIO have many of the same objectives. According to IDG Communications, CIOs³ want to achieve the following goals:

- Create a vision of what's possible with technology
- Align technology with your business strategy
- Adopt new solutions and modernize legacy applications
- Improve data management and business intelligence
- Increase automation
- Improve security

When you plan the IT budget, ensure that your CIO is aligned with you on business growth. Any new technologies that you purchase must drive your organization forward and help you achieve your shared goals. After you implement workplace productivity technology, the CIO can work with you to measure its impact and optimize your results.

2. Get clear on your current state

Go through your existing processes with your CIO to determine where you have inefficiencies and how your current technologies are holding you back. Your CIO can also help you identify your document workflow maturity. Here is how IDC defines the five stages of document workflow maturity:

a) Ad Hoc – Your workflows are mostly paper-based and rely on manual data entry. You lack strong data governance and security.

b) Opportunistic – You've digitized your paper-based processes and use digital document and content management systems. You manually extract data and integrate it within your workflows.

c) Repeatable – Intelligent, enterprise capture software integrates structured, semi-structured, and unstructured content within your workflows.

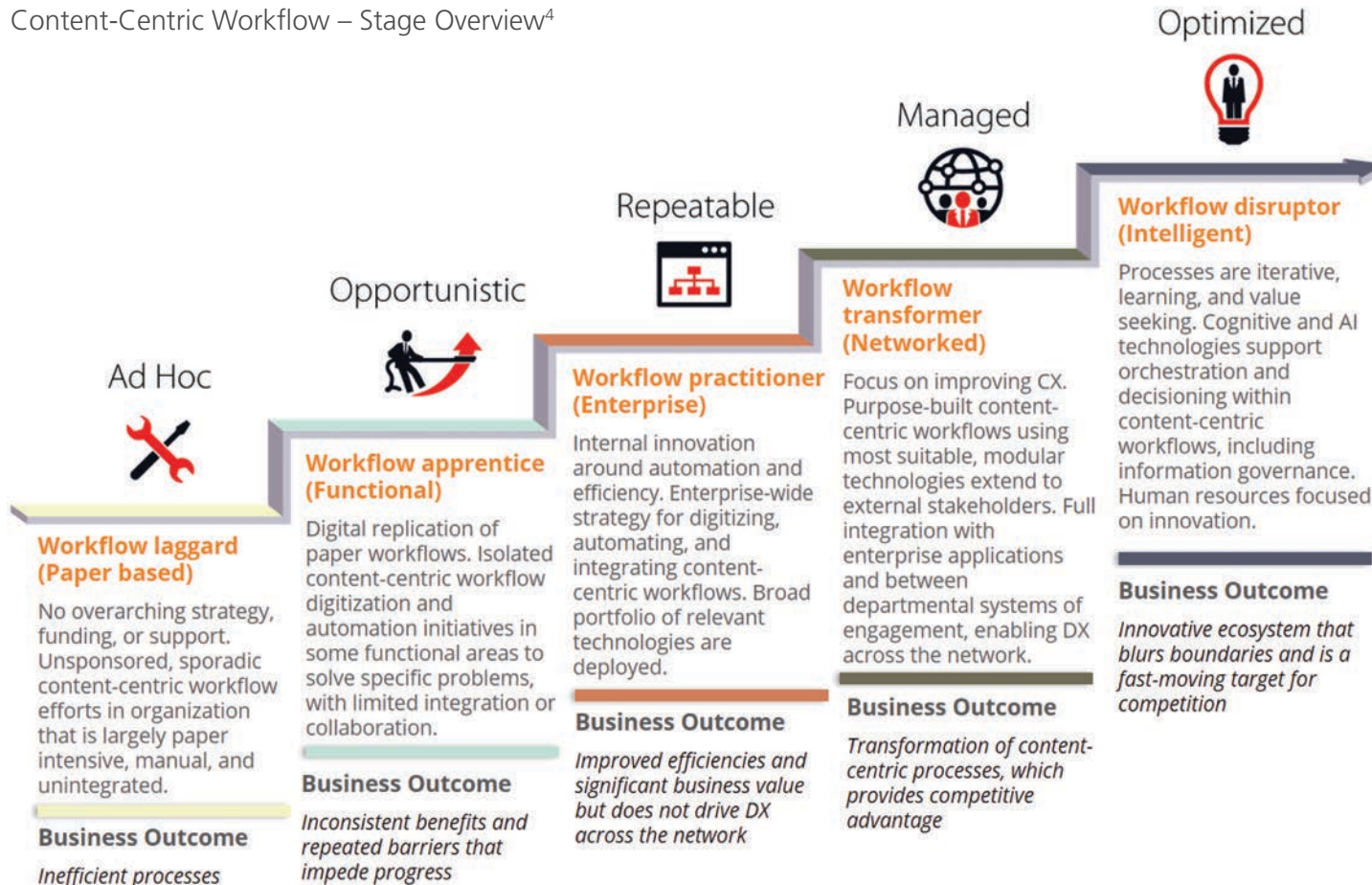
d) Managed – You use third-party technologies to support demands for real-time access to your services. You offer users greater transparency and ease of use across all of their devices.

e) Optimized – Your workflow automation expands beyond your core business processes to automate departmental workflows. You're looking towards new technologies, such as AI, to support your future automation efforts.

How CFOs and CIOs Can Collaborate and Drive Value Across Your Organization

IDC MaturityScope:

Content-Centric Workflow – Stage Overview⁴



How CFOs and CIOs Can Collaborate and Drive Value Across Your Organization

3. Automate your processes

Automating processes not only involves technology, but it requires you to comply with regulations and control costs. An article on CFO Tech Outlook⁵ states that this makes business process automation a “classic case for collaboration between the CFO and CIO.” Work with your CIO to determine which processes to automate and find technologies that will help you achieve your goals in a compliant, secure, and cost-effective manner.

4. Secure your data

Protecting your organization’s data isn’t just something that your IT team needs to worry about. According to research by The CFO Alliance, cyber security is one of the top three risks that keep CFOs up at night.⁶

The CFO Alliance⁷ recommends that CFOs and CIOs work together to create a business continuity plan and minimize the costs of a data breach. This involves:

- Defining your potential risks and how they can impact your operations
- Implement safeguards to mitigate these risks
- Train employees on how to keep financial data secure
- Create procedures to promptly respond to security incidents
- Review these procedures on a regular basis to ensure that they work
- Set aside an appropriate budget for cyber security
- Investing in cyber insurance to ensure appropriate coverage



How CFOs and CIOs Can Collaborate and Drive Value Across Your Organization

One challenge when bringing in new security tools is ensuring that employees still have fast access to the data that they need to perform their jobs. You don't want them to jump through hoops to view and edit files.

You may also have concerns about whether a particular security tool will do what it promises. How can you be certain that it will protect your data?

Ask your CIO how a new tool will impact both your security and your employee productivity. Your CIO should be able to address any issues. For example, the CIO will look for solutions that allow employees to work without interruptions so that they don't need to call your IT service desk for support.

5. Minimize IT's burden

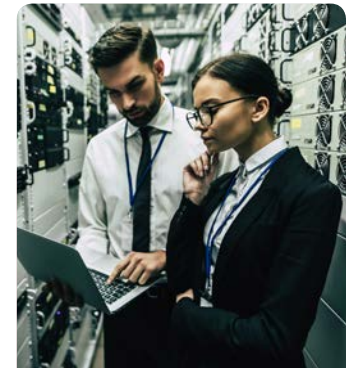
Anytime you bring in new technology, the CIO will want to know how much work it will create for your IT team. IT departments are usually overworked and don't have the time to implement and maintain new systems.

If your chosen technology requires a lot of effort to deploy, consider how it will impact your IT team in the long term. How does the upfront implementation compare with the material savings that you can achieve in the future? For example, workplace productivity may allow you to focus the IT team on other projects that drive revenue for your organization.

The CIO also wants to keep help-desk calls to a minimum, so the IT team can spend less time on tech support and more time on projects that drive business growth.

Here are some ways you can minimize the burden on your in-house IT team:

- Analyze your current systems and the issues that you want to address. Then, research partners who can help you solve these challenges.
- You don't always need to rip out what you have and start from scratch. If you rush into a complete overhaul, you may increase your project timelines and costs. You may also have low adoption rates if you present employees with new technology that they don't know how to use. The more familiar your technology, the less you will need to focus on change management.
- Choose a partner who can integrate their solutions with your existing technology. This will save you time and money. It will also minimize your IT team's involvement, as they won't need to build custom integrations.
- Reduce manual intervention. If you have a 15-step process, automate every step. When you automate just part of a process, employees must manage exceptions manually. This is not only costly and time consuming for business units but also forces your IT team to handle breakpoints.



Choose a partner who can integrate their solutions with your existing technology.

Why Partnering With Your COO is Essential to Your Workplace Productivity Success



64% of global finance leaders believe that they will be asked to take on wider operational leadership roles.

Ernst & Young⁸

A report from Ernst & Young states that today's CFOs need expertise in three core areas: finance, strategy, and operations.⁹ When it comes to operations, CFOs must do the following:

- Stay highly informed about business operations and underlying company performance
- Build strong relationships with business unit leaders
- Become experts in change management
- Manage costs vs. service levels

As your responsibilities as a finance leader expand, you may partner with the COO to mitigate risks and gain a competitive advantage. It's essential to get your COO involved with your workplace productivity efforts, as new systems and processes can help you achieve many of your joint goals. Here are three ways you can partner with your COO to make your workplace productivity efforts a success:

1. Identify your joint concerns

Finance leaders and COOs are aligned on a number of issues. In fact, Ernst & Young reported that the top areas where the COO provides value for an organization are optimizing performance and delivering significant cost efficiencies.¹⁰

Here are some areas where you can work together to drive business growth:

- Updating old infrastructure and technology to make your company more attractive to employees
- Supporting a growing number of employees
- Boosting employee productivity
- Creating environments that foster collaboration
- Improving your security
- Complying with regulations



CFOs must stay highly informed about business operations and underlying company performance.

Why Partnering With Your COO is Essential to Your Workplace Productivity Success

2. Focus on processes

Your operations are driven by processes – from managing contracts to shipping products. These processes are often the most labour-intensive and error-prone ones in your organization. You have an opportunity to work with the COO to automate these processes so that they can scale to handle more volume as your organization grows.

Since the COO has visibility across your organization, they can give you insights into how processes work and where you have chokepoints in your workflows. The Ernst & Young report states that since COOs are involved in almost every function, “they can spot interdependencies and serve as the integrator between different activities across the business.” The report also highlights the core knowledge that your COO can bring to the table when you optimize your processes. For example, they can provide the following:

- An end-to-end understanding of your value chain
- Knowledge of the latest tech trends and benchmarking tools
- A detailed understanding of your business requirements

In addition, your COO can offer insights into which activities you need to perform in house and which ones you should outsource to a partner. When you work with the COO to optimize your processes, you can strike a balance between reducing your costs and maximizing your efficiencies.

3. Drive transformation

Your COO can work with you and other leaders to transform your organization digitally. In particular, the COO offers expertise¹¹ in the following areas:

- Change management
- Strategic and operational planning
- Analytical and predictive models
- Shaping the company culture
- Getting other stakeholders on board

A single process can impact how people across your organization do their jobs. That’s why you must get buy-in from all stakeholders, including the C-suite, line-of-business sponsors, and employees. The earlier you get buy-in, the more likely your workplace productivity project will deliver results.



The COO has visibility across your entire organization and can share insights on any chokepoints in your processes.

Key Concepts

Since your processes impact your entire organization, it's vital to **get all stakeholders on board** with workplace productivity.

- 1 You must engage line-of-business owners, the C-suite, IT, and Operations.
- 2 Find an executive sponsor in each department to drive change from the top down.
- 3 Show the business benefits of transformation to get the CEO on board.
- 4 Partner with your CIO to define technical requirements and secure your data.
- 5 Work with your COO to mitigate risks.



- 1 CFO Alliance, CFO Sentiment Study, 2018
- 2 Altimeter, The Digital Change Agent's Manifesto, 2017
- 3 IDG Communications, Goals for CIOs in 2018, 2018
- 4 IDC MaturityScape: Content-Centric Workflow 1.0, December 2017
- 5 CFO Tech Outlook, How a Positive Relationship Between the CFO and CIO Will Help Your Organization
- 6 The CFO Alliance, Three Risk Exposures CFOs Need to Own: Financial Risk, Customer Retention, Cyber Security, 2016
- 7 Deloitte, The Symphonic C-Suite: Teams Leading Teams, 2018
- 8 EY, The DNA of the CFO, 2016
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- 12 PM Solutions, Strategies for Project Recovery

Prepare Your
Workforce for
New Ways of
Doing Business



4

How to Alleviate Employee Concerns About Automation

One of the top workplace productivity challenges is getting employees on board.

After all, they may worry that automated tools will put them out of a job.

If you decide that automation is the best route for your organization, be sure to address employees' concerns before you bring in workplace productivity technology. You don't want someone to send a random email to your entire organization stating that you're automating your processes, as employees might panic.

Get employees involved early in your project and prepare answers to the following questions:

- Which processes are you automating?
- Why are you making these changes? What are your business drivers?
- How will workplace productivity benefit your employees?
- How else will new tools and processes impact employees?
- What do you expect from everyone during and after the project?

If possible, reassure employees that automation won't eliminate their jobs. Instead, focus on how workplace productivity will remove their daily frustrations. For example, your AP team won't need to enter invoices by hand. Your new productivity tools will automate this process so that they can complete this task faster and more accurately. Meanwhile, your AP team can focus on strategic financial projects that drive more value for your organization.



5%

Will automation cause your employees to lose their jobs?

Less than 5% of all occupations are likely to be entirely automated.

McKinsey & Company

5 Change Management Best Practices That Will Boost Employee Adoption of New Technology

When you bring new technology into your organization, you will find people who don't want to use it. They may not see the problems with their existing workflows or may dislike change in general.

However, for your workplace productivity project to succeed, employees must feel comfortable with your new tools and use them on a daily basis. Here are five change management best practices that you can use to get employees on board:

1. Show employees the benefits of change

Your employees should understand why your new technologies and processes are better than the ones that they currently use.

If you need to get employees on board with new technology, you must focus on what's in it for them. For example, will more efficient processes reduce the steps needed to complete a task? Will this save employees time and help them avoid late nights and weekends at the office? Or will your new processes help your Sales team close more deals, so they hit their targets faster and increase their bonus potential?



2. Find evangelists

It's important to drive change in two directions – from the top down and from the bottom up. In addition to finding executive sponsors, you must also engage employee evangelists.

Find one person from each team who is excited about your new technology and processes. Then, ask them to serve as a champion who will show others the benefits of these changes.

These evangelists can promote your workplace productivity project, answer questions, and help others overcome their objections. They can also identify new areas for improvement.

Your champions can be managers or IT pros who love new technology. However, for best results, your champions should be people who are good at communicating ideas and getting others on their side.

5 Change Management Best Practices That Will Boost Employee Adoption of New Technology

3. Offer training

Your workplace productivity strategy must include training plans for both new hires and existing employees. Your current employees may require more comprehensive training, as they are used to doing things the old way and will have habits that they need to break.

You can provide a variety of training options, depending on how your employees like to learn. Here are some ideas:

- In-person training led by a consultant
- Online videos and tutorials
- A knowledge base and discussion board
- Lunch-and-learn sessions (either webinars or in person)
- One-to-one sessions with a manager or internal champion
- Additional support via email or chat

4. Make training fun

Employees are busy and may not want to spend time learning new technology. Adding elements of game design to your training can boost adoption rates and help employees quickly feel comfortable with new processes.

For example, you can use a training system that gives employees points when they finish a lesson. Create a leaderboard that shows everyone how they compare with others. If your employees are competitive, they will power through the training so they can collect the most points and beat their co-workers.

You can also offer rewards for employees who complete their training quickly or get high scores on quizzes. The more points they get, the bigger their reward. Popular rewards include gift cards, a free lunch, and a day off.

5. Get ongoing feedback



Run a pilot program before you roll workplace productivity out to your entire organization. You can start by automating a single process and asking employees for feedback. Then, you can optimize the process based on their suggestions. After everyone feels comfortable, you can automate other areas of your organization.

Continue to engage employees after you implement workplace productivity, as they can offer insights that will help you improve your results. Ask if they are experiencing any bottlenecks and let them know that your door is always open for feedback. You can also collect responses via forums, surveys, and team meetings.

Gamification

Turning your training into a game can boost your adoption rates.

The Dos and Don'ts of Getting Employees to Adopt Workplace Productivity

Do	Don't
<p> Do show employees how workplace productivity will make their lives easier.</p> <p>Do find champions who will promote change to their team members.</p> <p>Do run a pilot program.</p>	<p> Don't surprise employees with a statement that you're automating their processes.</p> <p>Don't limit your training to a one-time session. Ongoing training boosts adoption.</p> <p>Don't forget to solicit ongoing feedback from employees to ensure that they use your new technology and processes.</p>



Your ability to get employees on board can make or break the success of your workplace productivity project. Be sure to address their concerns, provide training, and offer ongoing support. You can also work with leaders in other departments to create a plan that will bring their teams on board.

Key Concepts

Engaging employees is critical to boost adoption rates and drive value from workplace productivity.

- 1 Don't make a random announcement that you're implementing workplace productivity.
- 2 Get employees involved early in the process and address their concerns.
- 3 Find employee evangelists who can drive change from the bottom up.
- 4 Provide employees with a variety of training options when you bring in new technology.
- 5 Ask employees for ongoing feedback.



What Are
Your Workplace
Productivity Options?

5

The 2 Paths to Workplace Productivity: Which is Right for You?



Organizations typically follow one of two paths to workplace productivity:

A. Building your own workplace productivity solution

B. Automation

Here's a deeper look at each of these paths.

OPTION A

Building Your Own Workplace Productivity Solution

Many companies think they can implement a workplace productivity solution by themselves. They buy off-the-shelf software that isn't tailored to their needs and only solves part of their problem.

If you use point tools, you will need to buy new solutions to solve other challenges. Eventually, you will end up with dozens – or even hundreds – of tools that don't integrate with each other. This drives up your costs and can cause failures. Using too many tools also creates stress for your IT team. For example, your IT team will need to take time away from projects that drive business growth so they can troubleshoot apps. The IT team will also need to build customized middleware to “glue” your disparate tools together. In addition, the CIO will continually ask you for the budget to maintain and upgrade these tools – as well as hire IT folks who can troubleshoot them.

Meanwhile, too many tools harm employee productivity. Employees may need to jump between systems to perform a single task. This slows them down, as they must search multiple databases for the information that they need to complete a process.

If employees don't have access to easy, efficient apps, they will go around your IT department and use unregulated cloud services. This shadow IT spreads your organization's data across insecure applications and increases your security risks.

Some organizations try to solve these challenges by building a complete workplace productivity solution from scratch. But unless you're in the business of workplace productivity, your efforts – and money – are better spent elsewhere.

DIY solutions take a long time to build and test. They also require a large amount of CAPEX, as you will need to pay for their infrastructure upfront. Then, you must make ongoing investments in the people and resources required to maintain your solution.



By 2020, one third of successful attacks against enterprises will start with a shadow IT resource.

Gartner¹

The Fast Path to Workplace Productivity Success

OPTION B

Automating Your Workplace Productivity

Building a solution in house isn't a viable or cost-effective option for most organizations. The more sustainable option is to work with a strategic partner who has experience delivering business process automation (BPA) and workplace productivity. Your partner will provide you with assessments, recommendations, and solutions based on your unique requirements – ensuring that you optimize your investment and meet your workplace productivity goals.

A partner can also remove the implementation burden from your internal IT team by integrating your new processes with your existing workflows and systems. Look for a partner who can do this while safeguarding your data security and provide detailed reporting into your new systems.

There are two ways to achieve process automation when you work with a partner:

1. Automate your processes in-house through software that you install on-premises
2. Have your partner execute your workplace productivity strategy (e.g. outsourced process automation)

For the best and most cost-effective results, work with a partner who can customize a solution that meets your needs. This removes the burden from your internal resources while giving you a workplace productivity solution that grows with your organization.



Outsourcing your entire workplace productivity strategy gives you a turnkey solution that is tied to your SLAs. When you work with an experienced partner, you can:

- Boost your efficiencies and productivity
- Do more with less
- Improve customer-facing processes so you can reduce churn and drive revenue
- Save money, as you will have fewer touch points and errors in each process
- Achieve greater accuracy in your finance and other processes
- Enhance your security and compliance
- Improve your ability to meet SLAs

Can I Outsource Some Processes and Manage Others In-House?



Absolutely.

In fact, this is the most common scenario for most organizations. If you want to manage some processes in-house, your partner can bring critical expertise that will help you save time and money during your project. For example, they can ensure that you optimize your processes alongside one another and don't invest in redundant solutions.

A point of caution: Due to budget constraints or a lack of a comprehensive plan, many organizations mistakenly decide to automate a single step in a multi-step process. If you leave the majority of your workflows as-is, you can't gain efficiencies across the entire process. You will also miss opportunities to reduce your costs and enhance productivity. Whether you decide to target a single workflow or enable workplace productivity at an organizational level, your strategic partner can help you reach your goals. They will ensure your success by crafting a workplace productivity roadmap that works within your budget, timelines, and resources.

Many finance leaders don't compare in-house automation with outsourcing their processes. Then, they assume that it is more cost effective to keep all of their processes in-house. But this can cost you more in the long run. When you keep your processes in-house, you run the following risks:

- Skilled staff unable to fulfill your mission, as they are buried in tedious admin work
- A lack of insight into your operations and costs
- Overspending
- Not having enough staff to handle peaks in business
- Data breaches
- Failure to maintain compliance and a lack of audit trails

Where is the Best Place to Start When I Outsource Workplace Productivity?



The easiest place to start is with backfile conversion, or replacing massive volumes of paper with digital files. Your partner can digitize all of the documents in your over-stuffed filing cabinets, desk drawers, and storage rooms. This makes your documents more secure and easily accessible. It also allows you to achieve immediate cost savings, as you can stop paying for offsite storage and put your office's real estate to better use.

After you digitize your paper files, you can address your day-forward problems. Your partner can automate all of your error-prone, manual processes to ensure speed, accuracy, compliance and accessibility.

Eventually, your partner can bring all of the information about your customer interactions together. This will give you business intelligence that helps you improve the customer experience and uncover new revenue opportunities.

The next section of this guide outlines a five-step roadmap for workplace productivity. Your partner can guide you through every step in your journey to ensure that you achieve maximum results from your workplace productivity project.

Success Story

How One of Canada's Largest Law Firms Dramatically Improved Their Operations and Increased Client Satisfaction

Borden Ladner Gervais LLP (BLG) is one of Canada's largest national law firms, with more than 700 legal professionals across the country. BLG's success stems from their commitment to providing exceptional services and approaching each client with dedication and unparalleled knowledge.

When Julian Cranwell, Chief Administrative Officer at BLG, examined the firm's overall operations, he discovered that office administrative services had become so opaque and time consuming for BLG employees that the resulting inefficiencies took critical focus away from the firm's core business of practicing law. "It is my thinking that, wherever possible, law firms should concentrate on the business of the law, with strong administrative services supporting it," said Cranwell. "I looked at all of our operations and I couldn't determine how good or bad the quality of our performance was. For example, we had zero percent line of sight into how many print and copy jobs were being processed and couldn't determine the accuracy of those jobs." With talented staff members being underutilized by working on repetitive administrative tasks, it quickly became apparent to Julian that BLG's operations needed an update.

BLG identified their Toronto mailroom and print and copy services as the most critical areas to improve. They brought in a team of 22 outsourced administrative professionals to handle their mailroom, conference room, and other back office work. BLG also digitized their national records to achieve cost savings while making it easier for employees to locate files.

BLG operations now run more efficiently than ever, and the BLG management team has a comprehensive understanding of all costs and tasks involved. "We can now see that we are typically running at about 99 percent accuracy in all operations – that means getting jobs done right the first time, error free," said Cranwell. "We are also 99 percent in turnaround time, which means we're meeting our SLA commitments."

Meanwhile, BLG's staff can focus on face time and performance, ensuring better results for its clients. In fact, BLG clients have reported an increased level of satisfaction with the immaculately professional appearance, attitude, and services rendered by the front-line administrative support team, from the receptionists and concierges to the coordinators and mailroom staff.



Following the success in the Toronto office, BLG is adding more than 60 full-time, outsourced professionals to bring similar results to their Vancouver and Calgary locations.

“We can now see that we are typically running at about 99 percent accuracy in all operations – that means getting jobs done right the first time, error free. We are also 99 percent in turnaround time, which means we're meeting our SLA commitments.”

Julian Cranwell
Chief Administrative Officer at BLG

Key Concepts

Working with an experienced partner can put you on the fast path to workplace productivity success.

- 1 Building your own workplace productivity solution is time consuming and expensive.
- 2 For the best and most cost-effective results, work with a partner who can customize a solution that meets your needs.
- 3 The right partner can remove the burden from your internal resources while giving you a solution that grows with your organization.
- 4 You don't need to outsource all of your processes to a partner. You can continue to manage some in-house.
- 5 When you automate a process, be sure to automate every step of the process.



1 Gartner, Gartner's Top 10 Security Predictions, 2016



How to Build
Your Workplace
Productivity Program

6

Your 5-Step Workplace Productivity Roadmap



By now, you should have an understanding of where you are in your workplace productivity journey. You should have also decided which processes you want to automate and obtained buy-in from all key stakeholders.

Now you're ready to put your workplace productivity plan into action. Here are some insights and tactics that will help you design a workplace productivity roadmap.

STEP 1: DIGITIZE

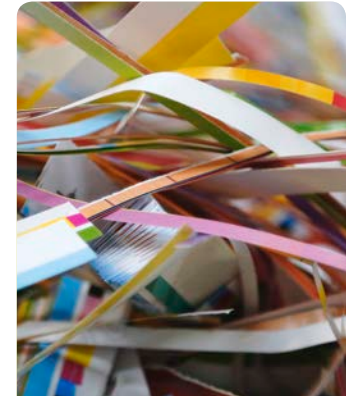
Create an electronic filing cabinet by converting your documents from paper to digital.

Despite all of the digital technologies at our fingertips, we still rely heavily on paper. In fact, the average employee uses 10,000 sheets each year.¹ IDC estimates that companies spend up to three percent of their annual revenue on printing.²

Not only is paper costly and bad for the environment – it also increases your security risks. Employees may leave files that contain sensitive data in the open where anyone can grab them. A study by St. Michael's Hospital in Toronto found that hospitals throw thousands of documents that contain patient data into recycling bins, which increases their risks and liabilities.³ Meanwhile, 60 percent of enterprises say they have experienced print-related data breaches.

Digitizing your files adds a layer of security around your data to keep it from falling into the wrong hands. Digitization starts with backfile conversion, where your paper-based records are scanned, indexed, and loaded into a secure document management system. Each day, all of your incoming files are automatically indexed and entered into the system, ensuring that no document falls through the cracks and become a security risk.

The benefits of a paperless office – such as improved security, increased efficiencies, and lower operating costs – can add up quickly. The Association of Information and Image Management (AIIM) found that 45 percent of organizations see ROI from a paperless office project in fewer than six months.⁴



10,000

The average employee uses 10,000 sheets of paper each year.

Clean Air Council and the Environmental Protection Agency

How Digitizing Paper Files Helped School District 23 Better Serve Students and Parents



School District 23 encompasses 43 schools that serve 22,000 students in Kelowna, British Columbia.

The District's mission is "to educate students in a safe, inspirational learning environment where each student develops the knowledge and skills to be a lifelong learner and a healthy productive member of our global society."

However, the staff at SD23 lacked the technology to help them deliver on this mission. Their administrative team was drowning in paperwork and often had trouble finding important files. In fact, SD23 had so many documents that their filing cabinets overflowed and took up valuable space in their hallways.

SD23's administration team knew that they had to do something about the state of their filing system. They started by digitizing their records, so they could get rid of their disorderly filing cabinets while making it easy for employees to find records. The digital system has helped SD23's staff improve their efficiencies and lower their costs.

With the new system, SD23's administrative team can quickly process forms and send them to teachers and principals for e-signatures. In fact, a process that used to take months now takes just one week to complete. These efficiencies allow SD23's staff to spend more time serving students and teachers and less time on paperwork.

Your 5-Step Workplace Productivity Roadmap

STEP 2: ORGANIZE

Easily categorize documents and manage them in a central, secure location.

Storing files in multiple systems makes it hard for employees to complete tasks. Research from IDC found that 50 percent of employees need to access at least six data repositories to perform their jobs. However, just 18 percent of organizations enable employees to search all of these repositories for information.⁵

When you move files to a central content management system, you will make it easy for employees to find what they need. They can pull up information on any device within seconds – avoiding the hassle of searching through filing cabinets, cluttered offices, and multiple databases.

Centralizing your files also minimizes errors and rework. For example, an employee might email a document to three people for comments. Then, they will need to reconcile three separate sets of edits. When the employee posts the document in a shared database, everyone who is collaborating on it will work from the same version. If someone makes an edit, all the other collaborators will see it. This reduces going back and forth and ensures that your files are up to date.

In addition to improving efficiencies, organizing your documents in a central location helps you achieve the following results:

- Reduce document storage expenses
- Minimize your risk of data loss
- Improve your compliance and maintain audit trails
- Easily scale your document storage as your organization grows



Employees
access 6 data
repositories
each day.

Jive Software⁶

Your 5-Step Workplace Productivity Roadmap

STEP 3: AUTOMATE

Improve accountability by digitizing your business processes with easy-to-use electronic forms.

How much time do your employees spend completing and managing forms?

Chances are, too much.

According to IDC, the average Finance and Accounting Department spends 19.4 percent of their time on document-related tasks. Meanwhile, corporate services teams devote almost 25 percent of their time to managing documents.⁷

Paper forms such as customer, student, and patient records are difficult to track and manage. They often get lost – forcing employees to take time away from important projects to hunt for them. Paying employees to search for missing files cuts into your bottom line. Losing documents can also lead to financial damages if sensitive data goes missing.

Even if you don't lose a form, the costs of managing your paper files adds up quickly. For example, you must pay for on-site or off-site records storage. You must also cover the costs of organizing files and maintaining audit trails.

Replacing your stacks of paper with electronic forms and digital workflows allows you to:

- Pre-populate forms with required data, so employees can complete them faster
- Make it easy for employees to access and complete forms – from any location and device

- Automate your workflows, including approvals and signatures
- Place security controls around who can and can't access your forms
- Reduce your storage costs
- Declutter your office by removing filing cabinets that you no longer need

Forms management is the first step that many organizations take when they want to automate their processes. Here are five more technologies that will help you streamline and automate your organization:

E-signatures

Automate your approval workflows to ensure that your documents automatically route to the next person who needs to sign off on them. Processing documents, such as contracts, faster, helps you quickly complete tasks and close deals.

Electronic signatures give you legally valid signatures and comprehensive audit trails. Look for an e-signature solution that complies with the following:

- The Personal Information Protection and Electronic Documents Act (PIPEDA) in Canada
- The Electronic Signatures in Global and National Commerce (ESIGN) Act
- The Uniform Electronic Transactions Act (UETA) in the U.S.

Your e-signature solution should also offer authentication and data encryption to ensure that only authorized viewers can access your sensitive documents.



Your 5-Step Workplace Productivity Roadmap



Process Automation

Automating your routine tasks can boost your efficiencies and allow you to access up-to-the-minute financial data. When you digitize your processes, you can:

- Improve your cash flow
- Provide a better client experience
- Reduce your costs
- Minimize errors and rework
- Increase productivity by re-engineering labour-intensive workflows
- Onboard customers faster to give them a better experience and decrease churn
- Streamline your compliance
- Outsource non-essential activities so that your skilled employees can spend less time on admin and more time growing the business

40.9%

Organizations that digitize their workflows increase their productivity by 40.9%

IDC⁸

Automated Document Design, Printing, and Distribution

Document workflow automation manages every phase of a file's lifecycle – from design to archiving. Here is how a document workflow automation tool may handle an invoice:

- Format the invoice in the proper layout
- Personalize it with your customer's name and statement info
- Send out the document for any necessary approvals
- Prepare the document for delivery by email or postal mail, as well as post it online if required
- Update the document in your system after it is paid
- Archive the document after a specified amount of time

Payment Remittance

Many AR teams still rely on paper-based processes and manual data entry. In particular, they process remittance payments manually due to their significant number of exceptions. But manual processing leads to errors that can adversely impact your cash flow.

Outsourcing your remittances removes the burden from your Finance team – so they can focus on projects that drive more value for your organization. Working with a trusted partner also helps you process payments faster and more accurately.

Claims Processing

Time is of the essence when it comes to warranty or insurance claims. If you use manual, paper-based processes, you may not be able to handle them in a timely manner. Automating your claims processing allows you to reduce your turnaround times, improve your accuracy, and maintain detailed audit trails.

Your 5-Step Workplace Productivity Roadmap

STEP 4: STREAMLINE

Gain more visibility into your operations and increase the efficiency of cross-functional processes.

After you complete the first three steps, you have the opportunity to further improve your operations. Streamlining your business processes allows you to:

- Improve compliance, data oversight, and data quality
- Increase your insight into your processes
- Reach optimal staffing levels using analytics
- Leverage and scale your resources to support your business goals

Here are five technologies that organizations use to streamline their processes and boost their security:

Digital Rights Management

Gain control over who can access your data. Digital rights management (DRM) encrypts files so they are unreadable to anyone who doesn't have access rights. Look for a DRM system that keeps these policies in place even if files leave your network. That way, your data will remain secure and compliant – whether employees access it from their desktops or mobile devices.

Digitization also allows you to apply security controls to your office printers using swipe and release technology. Normally, employees hit

a “print” button and then let paper sit on a printer until they have the time to pick it up. With swipe and release technology, employees must swipe their ID cards to run a print job. This reduces your risk of people printing sensitive files and leaving them unattended.

e-Invoice Presentment and Payment

Processing invoices by hand is a drain on your resources. Your AR team must resend misplaced or lost invoices, manually match payments to past invoices, chase down outstanding accounts, and deal with a multitude of customer inquiries. Meanwhile, these labour-intensive and error-prone processes cause your Days Sales Outstanding (DSO) and processing costs to spiral out of control.

e-Invoice Presentment and Payment allows you to automate your AR tasks. You can eliminate the high costs associated with paper invoices and reduce the time spent manually processing them. This allows you to get paid faster and gain visibility into your cash flow. You will also have better relationships with customers and suppliers, as you will process their payments quickly and accurately.



“We’re serving 3,000 employees, and now a process that would normally take us months to complete can be completed in literally a week’s time.”

Jon Rever
Assistant Superintendent, School District 23

Your 5-Step Workplace Productivity Roadmap



AP Invoice Processing

When you process invoices manually you face many challenges – such as overburdened staff, missed vendor discounts, late payment penalties, high error rates, and lost invoices. Storing all of your paper invoices also adds to your costs and inefficiencies.

Digitizing your incoming invoices and automating your payment processes helps you reduce errors and achieve cost savings. For example, you won't need to pay for real estate to store paper-based invoices. You can also improve your cycle times and ensure that you pay vendors accurately and on time.

Intelligent Delivery

One of the biggest threats to your data security and brand reputation is your incoming mail. If your mail is not processed properly, you can expose sensitive information that puts your organization and compliance at risk.

Intelligent Delivery creates a digital record of each incoming mail piece. It also tracks how mail flows through your organization, including when it is delivered and opened. This improves your accountability and compliance by ensuring that:

- All mail is delivered to employees' secure email inboxes, as opposed to sitting on top of their desks until they get around to reviewing and filing it
- Items that require attention are immediately delivered and addressed
- You maintain strong audit trails for all of your incoming communications

4.56%

Undeliverable-as-Addressed (UAA) mail accounts for 4.56% of all outbound mail.

United States Postal Service⁹

Return Mail

Undeliverable-as-Addressed (UAA) mail accounts for 4.56% of all outbound mail.⁹ If your UAA mail is a similar percentage, your costs will quickly add up. A return mail solution can automate the handling of your UAA mail and give you greater transparency into your processes. With these insights, you can lower your operations costs, identify lost customers, and ensure that your mail reaches the right people at the right time.

Grey Bruce Health Services Automates their Pharmacy to Boost Efficiencies and Give Patients Better Care



Grey Bruce Health Services provides their community with quality care close to home.

To better achieve this mission, the organization wanted to improve their pharmacy's operations. Staff at the pharmacy relied on a paper-based system to process medication orders and struggled to fill prescriptions quickly.

Grey Bruce Health Services replaced their manual system with a modern, streamlined workflow. The new system has improved the entire pharmacy backend dramatically. Here are some of the results that Grey Bruce Health Services has achieved:

- The elimination of physical prescriptions for less paper consumption, along with a faster and more efficient workflow
- Improved communications between nursing, physicians and the pharmacy
- The ability for pharmacists to view patient files and medication orders from any computer in the pharmacy or remotely
- Better patient care, as the pharmacy can quickly fill prescriptions. Meanwhile, staff can spend less time managing papers and more time with patients

“When you’re talking about a thousand orders per day, saving 30 or 40 seconds per order has a huge impact.”

Trent Fookes

Director of Pharmacy at Grey Bruce Health Services

Your 5-Step Workplace Productivity Roadmap

STEP 5: TRANSFORM

Drive innovation by leveraging predictive analytics and insights to transform processes.

After you complete steps one to four, you're ready to take the final step that will transform your organization. When you transform your processes, you can:

- Easily access and analyze the data that you need to make better business decisions
- Ensure that your processes are built for growth and will support your organizational goals
- Build an agile business ecosystem

Here are two technologies that can transform your organization:

A) File Analysis and Migration

File Analysis and Migration identifies all of the files and data that live throughout your enterprise – whether you store them on mobile devices or in filing cabinets. It scrubs, sorts, and classifies this information into structured folders so that you can migrate them to an enterprise content management system. After the migration, you can continue to monitor these files, along with any new documents that employees create. This allows you to maintain consistency in your file classification and data security.

The Biggest Workplace Productivity Mistake



Many companies attempt too much with their first workplace productivity project. For example, they may automate a process and then move to another process without first measuring their results. Later, they will realize that they've missed critical items and need to go back and redo their work.

With workplace productivity, it's wise to start small.

Pick one process and create specific, measurable, attainable, relevant, and time-bound (SMART) goals for it. After you automate this process, measure it against your SMART goals. When you see ROI, you can move on to the next process. When you follow these steps, you will soon have a fully automated workforce.

B) Enterprise Content Management (ECM)

Step two described how you can get started with ECM by moving all of your files to a central content management system that makes it easy for employees to find information.

But quickly accessing data is just the tip of the iceberg. ECM can transform your organization through advanced workflows and predictive analytics reporting. Working with a partner can help you drive the most value from your ECM solution, so you can gain intelligence that helps you optimize your budget and make savvy business decisions.


Key Concepts

Build a five-step workplace productivity roadmap.

- 1 Digitize your paper files to gain quick wins and cost savings.
- 2 Organize your digital files in one central and secure location.
- 3 Automate any process that involves filling out a form or getting a signature.
- 4 Streamline your business processes to gain more visibility into your operations and enhance your compliance.
- 5 Transform your organization through predictive analytics and deeper insights into your processes.



- 1 Clean Air Council and the Environmental Protection Agency
- 2 IDC, *Beneath the Surface: The True Cost of Enterprise Printing*, 2011
- 3 JAMA, *Disposal of Paper Records Containing Personal Information in Hospitals*, 2018
- 4 AIIM, *6 Shortcuts to Tear Away the Paper*, 2016
- 5 IDC, *Addressing Information Gridlock*, 2015
- 6 Jive Software, *New Global Survey from Jive Software Underscores Corporate Amnesia Epidemic*, 2017
- 7 IDC, *Document Processes USA Survey*, 2015
- 8 IDC FutureScape: *Worldwide Digital Transformation (DX) 2018 Predictions*, doc #US43154617, November 2017
- 9 United States Postal Service: *Choosing the Best Move Update Method for Your Mail*, May, 2017

A close-up, low-angle shot of a microscope's objective lenses. The lenses are metallic and arranged in a row. The background is a soft, out-of-focus blue and white light. A blue speech bubble is in the top left corner, and a large white number '7' is in the bottom right corner.

How to Measure
Your Workplace
Productivity Success

7

How to Measure Your Workplace Productivity Success



Workplace productivity success is different for everyone. For some organizations, success means increasing revenue. For others, it's improving efficiencies, decreasing costs, increasing employee engagement, or meeting other objectives.

Refer to the goals that you set at the beginning of your workplace productivity project. Then, determine which KPIs are relevant. For example, you can choose a workplace productivity solution that gives you detailed reporting about the following:

- Your Days Sales Outstanding (DSO)
- Your number of exceptions and how quickly you handle them
- The number of steps in your AP and AR processes and if you can reduce this number
- How quickly you onboard new employees and customers
- Your customer churn rate
- The costs of hiring and training employees
- Your employee turnover rates
- Your revenue
- If you are lowering your Finance, IT and Operations costs
- The costs of managing paper (e.g. printing and storage)
- How effectively you are using your real estate and if you can reduce your meeting and storage room expenses
- Improvements to your data security

How to Measure Your Workplace Productivity Success

The Digital Change Agent's Manifesto¹ recommends that you link your transformation efforts to your business goals. The report states, "Digital for the sake of digital isn't enough. A strong digital transformation roadmap must state a specific and clear business end goal and the key milestones necessary to achieve it."

Since workplace productivity produces both short- and long-term results, you can use benchmarks to measure your success. The Digital Change Agent's Manifesto suggests that you track your transformation after three, six, and nine months. You can then check in quarterly going forward.

The Manifesto also recommends that you make your benchmarks tangible, "so people see you as someone who gets things done." Be sure to communicate your wins with both the C-suite and employees. For example, you can send out communications that detail what has changed and what's now possible. This will help you boost end-user adoption, increase employee engagement, and ultimately make your project more successful.

Establishing benchmarks is critical, as digital transformation isn't "one and done." It requires a long-term approach that you measure and refine over time. Working with a partner can help you define your success metrics and create a plan to achieve them. Your partner can also prepare you to evolve over time. That way, your workplace productivity won't lapse as your business goals change. The right partner can help you fully optimize your operations so that they always run at peak performance.



"A strong digital transformation roadmap must state a specific and clear business end goal and the key milestones necessary to achieve it."

— The Digital Change Agent's Manifesto

Key Concepts

Workplace productivity is a journey **that you must assess over time.**

- 1 Workplace productivity is different for everyone. It's up to you to define your success metrics.
- 2 Refer to your initial goals and use them to choose your KPIs.
- 3 Benchmarks will help you measure your short- and long-term success.
- 4 Communicate your wins with stakeholders and employees.
- 5 Take a long-term approach with workplace productivity.



1 Altimeter, The Digital Change Agent's Manifesto, 2017

Next Steps

8

Are You Ready to Transform Your Organization and Gain a Competitive Advantage?

Ricoh helps you find faster, more efficient ways of getting the job done. For more than 80 years, Ricoh has empowered workplaces using **innovative technologies and services that enable individuals to work smarter.**

Ricoh helps today's digital organizations boost their productivity, efficiency, and employee satisfaction. With Ricoh, you can:

INCREASE COLLABORATION AND COMMUNICATION

Communications Services

Facilitate face-to-face communication and collaboration across departments and customers with our extensive line of videoconferencing systems, interactive flat-panel displays, and projection technology.

Meeting Room Services

Maximize your investment and gain a better understanding of your facilities to increase workspace utilization and make meeting rooms more functional for everyone.



40.9%

Ricoh's Digital Workplace solutions can help you increase employee productivity by up to 40.9%

Are You Ready to Transform Your Organization and Gain a Competitive Advantage?

SECURE AND IMPROVE ACCESS TO INFORMATION

Content Management and Workflow

Replace inefficient workflows with a digitized system that improves how you access and process information – while ensuring compliance and lowering your costs.

Unstructured Data Management

Effectively manage, organize, and secure all of your organization's data so that this valuable information is available to everyone who needs it.

eSignatures Solution

Sign documents digitally and automate workflows, regardless of where your employees or customers are located.

Records Management

Eliminate chaos and transform the way you organize, maintain and secure your records.



AUTOMATE AND STREAMLINE BUSINESS PROCESSES

Finance and Accounting Processes

Streamline AP and AR workflows to reduce your processing times, simplify your reporting and increase oversight.

Digitization and Imaging

On- or off-site, Ricoh can simplify the reliable and secure digitization of documents, records, and files. This will significantly reduce your annual storage, paper, and resource costs.

Human Resources Processes

Improve how you onboard employees to ensure that new hires hit the ground running. Streamlining your processes allows HR to focus on attracting and retaining the best talent – not managing paperwork.

Inbound Mail Management

Securely digitize your inbound mailroom processes to expedite priority document delivery, reduce costs, and improve communications within your organization and with your customers.

Discover how Ricoh can help you transform
your workplace and gain a competitive edge.

Contact us today.

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