White Paper
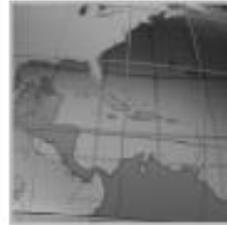
The Right Content, The Right Place, The Right Time

Training Documentation Simplified

Written For:

Office DEPOT® | **COPY&PRINT DEPOT**

InfoTrends
A Questex Company

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Introduction

As training organizations grow in size, it can be challenging to maintain revision and version control while also ensuring that the right materials get to the right place at the right time. Given the speed of change in today's markets across all industry segments, printing only what is required is essential to minimizing obsolete inventory and waste.

Training organizations need business processes and tools to maintain brand integrity, provide version control, and ensure appropriate approval levels. Systems also need to be structured to affordably deliver not just the documentation, but the supporting classroom supplies for instructors.

This whitepaper discusses the challenges, new techniques and tools available for effective training material management. It covers how Office Depot is helping its customers to manage materials effectively and affordably.

The Real Cost of Training Documentation

Over the years, market research firm InfoTrends has focused a considerable amount of attention on the total cost of business communications. In its 2012 study entitled _The True Cost of Business Communications_, InfoTrends found that print comprised 46% of the total cost to produce an array of document types. Meanwhile, 54% was spent on non-print processes.

Training organizations must evaluate the entire document lifecycle, not just the final print "cost per page" for ink or toner on paper. In today's market, there are three actions that every organization can take to reduce the overall cost of training documentation:

1. Conduct a thorough analysis of the internal work processes that are involved for the most common documents that get produced.

2. Quantify the internal and external expenses to create, produce, and distribute these documents on an annual basis.

3. Determine the level of savings that could be achieved by outsourcing to the right service provider—one who not only could save money on printing and related services through operational efficiency gains, but could also provide services beyond printing to reduce the costs of non-print related activities, delivering improved and consistent product quality, quicker turnaround times, shipping and fulfillment, incorporation of classroom supplies, and performance to service level agreements (SLAs).

The real cost of documentation is embodied in the time, resources, and money spent in document processing, including authoring, designing, revision control, ordering, printing, distributing, warehousing, and inventory obsolescence. In analyzing internal and external costs, key areas of focus should include:

- Creative Costs (Internal and External): Refers to design agency/advertising agency expenses; may include page layout, template creation, photography work, graphic design, and conceptualization.

- Editorial Costs: Includes copy writing, technical writing, proof reading, and internal document review.

- Project Management: These costs refer to general internal and administrative activities related to meetings, vendor selection, order processing, project tracking, document preparation and review, approvals, press checks, and final proofing.

- Printing Costs: Includes prepress, paper, printing, and finishing. This component is dependent on print run length.

- Warehousing/Archiving: This component is also dependent on print run length, as well as the planned distribution strategy. For example, will a technical manual be shipped with a product or warehoused and fulfilled upon request?

- Obsolescence: This cost is most significant within traditional print and fulfill/distribute models. It does still exist in more advanced print-on-demand scenarios, particularly due to supply chain issues as well as the need for frequent updating of document content. In non-print-on-demand environments, obsolescence can still represent between 10% and 20% of total costs.

- Shipping/Distribution: As with warehousing and distribution, this component is dependent on print run length and distribution strategy.

Once the data is gathered, training organizations and departments should assess the level of savings that could be achieved by outsourcing to the right service provider. They should consider one who not only could save money on printing and related services through operational efficiency gains, but could also provide services beyond printing to reduce the costs of non-print related activities by delivering improved and consistent product quality, quicker turnaround times, shipping and fulfillment, incorporation of classroom supplies and enhanced performance to service level agreements.

An Example of the "Costs of Training Materials"

To establish the total costs of producing documents, InfoTrends examined documents that are very common across different training companies and organizations. The Table below provides profiles for specific documents (manuals, brochures, sell sheets, Microsoft PowerPoint presentations) to better understand the non-print related processes involved with producing documents, along with the actual manufacturing-related requirements.

Table 1: Document Job Specifications

Document Type	Color	Finishing	Finished Size	Paper	Pages
Manual	4/4 cover 1/1 text	No Bleeds Spiral Binding Three Hole Drilled Auto-collated Cut & Stack	8.5"x11"	20# Bond Text 100# Uncoated Cover	200
Brochure	4/4	Bleeds Trim to 11"x17" Self Cover Fold Saddle-Stitch	8.5"x11"	80# Gloss Text	8
Sell sheet	4/1	Bleeds Trim to 8.5"x11"	8.5"x11"	60# Opaque	2
PowerPoint Presentation	4/4	No Bleeds Coil Bound	8.5"x11"	60# Opaque	20

For those not familiar with printing terminology, 4/4 is pronounced "four over four." It means that there are four ink colors applied to the front of the piece and four ink colors applied to the back. These four colors are Cyan, Magenta, Yellow, and Black (known collectively as CMYK, or more commonly full color). 4/1 is pronounced "four over one" and means one side of the printed piece has the four CMYK ink colors applied to it but the other side receives only one ink color. This single ink color is most commonly black, but it could also be a PMS spot color. As such, it is always best to further identify the single color when using the 4/1 designation.

The next Table shows the costs associated to non-print document production activities. For each job type and process, InfoTrends calculated an hourly rate that is representative of the type of salary/wage for that type of process, as well as the number of hours it takes to produce the jobs.

Table 2: Costs Related to Non-Print Document Production*

Function	Manual	Brochure	Sell-Sheet	Presentation
Creative (internal)	$686	$1,257	$571	$305
Creative (external)	$866	$2,447	$612	$255
Editorial	$7,942	$706	$353	$1,765
Project management	$1,334	$485	$323	$485
Warehousing/ Archiving	$58	$30	$30	$30
Total	**$10,886**	**$4,925**	**$1,890**	**$2,840**

*Excluding fulfillment and shipping/distribution; these costs appear in Table 3, and vary depending on quantity.

Since the costs for fulfillment and shipping/distribution are non-print, but not associated with internal document production processes, it is more useful to display these costs separately. These costs were determined through major carriers' online pricing rates.

Table 3: Document Fulfillment and Shipping/Distribution Costs

Quantity	Manual	Brochure	Sell Sheet	Presentation
1	$95	$65	$38	$65
25	$103	$75	$38	$75
50	$111	$81	$38	$81
100	$150	$96	$43	$96
500	$325	$251	$44	$251
1,000	$573	$295	$47	$295

The Tables above do not account for document obsolescence. Print buyers and document owners mentioned that they often discard anywhere between 5% and 10% of documents. This can pertain to documents that were printed in a short-run of 20 where one of the documents was not used and discarded, as well as documents that were part of a longer run of 2,000 where 200 were not used and ultimately discarded.

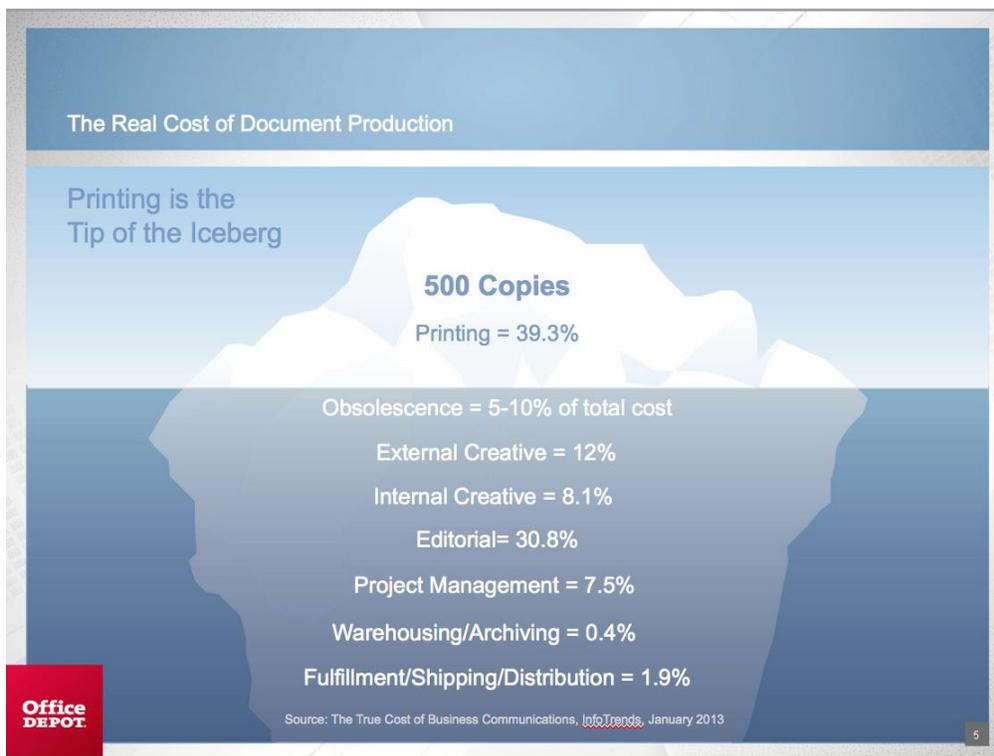**Figure 1: Printing is the Tip of the Iceberg**

Table 4: Total Cost of Business Communications – A Breakdown of Print and Non-Print Costs

Function	Avg. Costs for 500	% of Total Avg. Cost for 500
Creative (Internal)	$705	8.1%
Creative (External)	$1,045	12.0%
Editorial	$2,691	30.8%
Project management	$657	7.5%
Warehousing/Archiving	$37	0.4%
Shipping/Distribution	$170	1.9%
Printing & Finishing	$3,429	39.3%
Total	**$8,734**	**100%**

Finding the Right Provider: On Demand Counts

To the extent that a supplier has tools that can help streamline any of these operations, costs will go down. Training companies should be seeking partners that can minimize print runs through the effective use of digital technology.

Providers with digital print on demand technology can provide the same training document in small quantities on multiple occasions. On-demand printing also allows document owners to make revisions and modifications to better address a specific audience. This practice could render a unique document for every iteration or for every student with little or no difference in printing costs.

This is one of the main reasons why print run lengths continue to decline. InfoTrends' research has found that print jobs with shorter run lengths continue to increase in frequency, while jobs with longer run lengths continue to decrease in frequency. To add to this, digital production printing equipment is improving its ability to print longer run lengths than it had previously, and this trend should continue with the introduction of new devices in the near future.

Beyond Print: e-Commerce

e-Commerce capabilities are available in a number of solutions that are accessible to a wide range of budgets. Training departments should look for partners that can streamline workflow from creation through distribution via Web-based support. e-Procurement (Web-to-print) applications can expedite the training document submission process, simplify order tracking, and may also provide online layout, design, and editorial capabilities.

There are a number of activities that go into print production, particularly as it relates to the time and cost of job ordering, job approval, and incorporating printed documents into a packaged set of items to be delivered to a recipient.

The Table below provides a comparison of a series of tasks that can be addressed through e-commerce—entering the order, proofing, communicating with the service provider, as well as the printing and post production packaging processes. InfoTrends evaluated the time spent by companies when working with an in-house print shop, a traditional brick and mortar printer, or an outsourcing service provider with an e-procurement platform.

Table 5: Costs of Detailed Activities

Activity	In-House		Traditional Printer		Internet Printer	
	Min	Cost	Min	Cost	Min	Cost
Driving/walking time	7	$3.78	12	$6.49	0	$0.00
Creating new order	12	$6.49	10	$5.41	5	$2.70
Proofing	5	$2.70	5	$2.70	2	$1.08
Pick-up time	7	$3.78	12	$6.49	0	$0.00
Error rate	2%	$0.20	2%	$0.20	0.20%	$0.02
Sub-total	$16.95		$21.28		$3.80	
Direct print	$9.83		$9.83		$9.83	
Total Costs	**$26.78**		**$31.11**		**$13.63**	

A service provider offering Web-based services will typically reduce the cost of print as well as the costs associated with order entry through fulfillment and the associated tasks.

Office Depot: Online Services that Work

Office Depot provides an Online Print Center designed to ensure that training professionals have the most current files on hand. With its Online Print Center, there's no need to search through multiple versions of documents, or possibly distribute outdated information. Through Office Depot's Web-based digital print facility, customers can order brochures, manuals presentations, employee handbooks, pre-configured binders and catalogs. These materials will be produced on demand in the exact quantities requested. Users can also select from dozens of printing and finishing options to configure documents to exact print specifications.

Office Depot also provides a Virtual File Cabinet. This is a secure and personalized online digital storage center for most frequently printed training materials. Training professionals can quickly add, delete, or update documents so that only the current version is available. By using the virtual file cabinet, users can:

- Manage compliance with permission-based login, passwords, and encryption

- Get advanced previewing features such as zoom and mixed page size support

- Have secure access to all documents with varying levels of permissions

- Edit and configure documents prior to storing

Figure 2: View of the Office Depot Virtual File Cabinet

Making Education Simple for Keller Williams

Keller Williams Realty, Inc. is the largest real estate franchise company in North America, with approximately 700 offices and more than 95,000 associates around the world. The company has grown exponentially since opening its first office in 1983, and continues to cultivate an agent-centric, education-based, technology-driven culture that rewards associates as stakeholders. According to Keller Williams Director of Production Services Tamara Hurwitz, "Our focus at Keller Williams is training associates to succeed. We created Keller Williams University, which educates agents to grow their business and adapt to changing market and economic dynamics. Our individually owned and operated real estate offices are strongly encouraged to provide education for agents."

Keller Williams puts an array of training materials on its Website and works with Office Depot as its print and fulfillment partner. Associates can visit the Keller Williams Website and download training materials. If training content is for a single agent, the office will typically produce a single copy in-house. According to Hurwitz, "Our offices will often be conducting a seminar for multiple agents. If there is more than one person involved, printing is typically outsourced. Each Keller Williams office has the ability to select an option for 'purchasing printed copies.' The files are uploaded to an FTP site. Office Depot sweeps the FTP sites, then prints and fulfills training documentation requests within 48 hours."

When asked about the benefits for Keller Williams, Hurwitz stated, "The biggest value is simplicity and ease of use. Prior to implementing the system, our agents had to put training materials on a thumb drive, drive to the printer, explain the specs, and still wonder if they were going to get what they wanted. Today, they click a button and within days have the materials delivered. We want to make it as easy as possible for our agents to access educational materials and offerings, and that's what our relationship with Office Depot does."

Focusing on Quality and Core Competence at Manhattan Associates

Manhattan Associates is a best-in-class global solutions provider for supply chain leaders—organizations intent on creating market advantages by leveraging their supply chains. The company works with customers to successfully manage accelerating and fluctuating market demands, as well as to master the increasing complexity and volatility of local and global supply chains.

Manhattan Associates provides highly advanced and scalable supply chain commerce solutions to enable organizations to create customer experiences consistent with their brand values; improve relationships with suppliers, customers, logistics providers, and other organizations in their supply chain ecosystems; leverage investments across supply chain functions; effectively manage costs; and meet dynamically changing market requirements.

In this market, training on the utilization of software systems is of the utmost importance. Historically, Manhattan Associates trainers printed and bound materials using in-house copying equipment. The challenge was that document production detracted from the time that could be spent on training and client issues. According to Instructional Designer Ryan Roddenberry, "Outsourcing training document production allowed our trainers to concentrate on training without compromising other important processes. The primary benefit was the ability to increase the focus on their core responsibilities, which ultimately increased efficiency and productivity."

Roddenberry also highlighted a secondary benefit—quality. He elaborates, "Outsourcing to Office Depot allowed us to hire experts and experienced people who specialize in document production. The manuals that they produced were consistently high quality — the equipment investment, time and attention it takes to produce this level of quality doesn't make sense for us to maintain internally. It just makes good business sense to focus on what we do best and leverage outsource partners for non-core functions."

Table 6: Summary of Benefits Associated with Outsourcing Training Documentation to Office Depot

Cost Savings Opportunity	Details
Increase Staff Efficiency	v Save on tedious assembly, shipping, copying, laminating or hole punching – let us do it for you v Keep your files in one place and accessible from anywhere online 24/7 with File Cabinet
Streamline Printing	v Eliminate document storage costs, print only the quantity you need with Online Print Center and File Cabinet "Just in Time" features
Contract Pricing	v Set "per piece pricing" regardless of order size v Leverage multiple location purchasing v Use you SPC/Procurement Card for contract pricing at retail locations
Integrated Billing	v Office Depot offers its customers the flexibility of integrated ordering, billing, and usage reports v Order your documents with other school and office essentials
Reporting	v Monitor your print spend v Track usage down to individual users
Leverage "Site Based" copier fleet	v Reduce fleet size and save on Capital Expenses v Standardize to smaller machine speeds and capabilities
Shipping	v Flexible delivery options on all orders v Delivery to any location(s) of your choice or pickup your orders at any of over 1,100 Office Depot stores

The Bottom Line

Regardless of whether someone is printing just one or over a thousand pieces of training documentation, the costs associated with non-print activities and services are significant. Training departments and organizations must be aware of the magnitude of these non-print expenses when choosing service providers. Of course it is important to consider the actual price of the printed and finished output, but it is equally (if not more) important to consider service providers that offer solutions and services that can reduce the amount of time spent on document production activities such as graphic design, composition, project management, ordering and order management, and job estimating. Web-enabled print service providers that offer services like these can help customers reduce time spent on these activities, thereby reducing costs. Training organizations must evaluate print service providers based on these criteria, in addition to their ability to produce a job in the most efficient, reliable, and cost-effective manner.

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A digital printing and publishing pioneer as well as marketing expert, Barbara Pellow helps companies develop multi-media strategies. She assists companies in creating strategies to launch new products, building strategic marketing plans, and educating their sales force on delivering value.