

FamilySearch

Highlights

FamilySearch's investment in Lexmark products and services is projected to generate a 146% return on investment (ROI) in the first five years. Additionally, FamilySearch will break even on the investment within two years and achieve net benefits of \$7.7 million over five years.

Benefits summary

According to the study by Mainstay, FamilySearch's investment in Lexmark MFPs and managed print services is estimated to contribute net cost savings and operational benefits of \$7.7 million over five years. In those years, FamilySearch will earn a 146% return on its investment and achieve positive net return within two years. Figure 3 shows the cumulative breakdown of benefits from the investment over five years. Figure 1 breaks down the total costs and benefits over this period.

Financial benefits

- ▶ Savings of \$1.3 million in printer and scanner capital expenditures
- ▶ Savings of \$7.6 million in the cost of toner, paper and other consumables
- ▶ Savings of \$500K in maintenance costs

Operational benefits

- ▶ 53% reduction in number of devices needed for copying and printing
- ▶ Improved ratio of PCs to printers from 3:1 to 10:1
- ▶ Improved experience for patrons, including the future capability of uploading personal photos and documents to their online family tree
- ▶ Replaced multiple manufacturers and service contracts with one service partner
- ▶ Delivered complete visibility into its network of devices, helping monitor and manage the system to lower costs and boost efficiency
- ▶ Freed floor space and improved the aesthetics of Centers

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Penney Devey

Director of Global Support
FamilySearch International



About FamilySearch

Background: Operated by the Church of Jesus Christ of Latter-day Saints, FamilySearch is the largest genealogy operation in the world. FamilySearch maintains a worldwide network of 4,700+ FamilySearch Centers.

Location: Salt Lake City, Utah

Devices under management: 3,800

Locations: 4,700+

Executive summary

As is often said, America is a nation of immigrants. But all too often, this nation's ancestors arrived with scant documentation, unpronounceable names that were changed at Ellis Island and oral family histories that were left continents behind. The desire to fill in those blanks has become a shared international passion—and for millions of people, the quest begins at FamilySearch, a genealogical organization owned and operated by the Church of Jesus Christ of Latter-day Saints.

FamilySearch maintains a vast collection of records and resources designed to help people find their ancestors, including a popular website and a worldwide network of FamilySearch Centers. While the searches and services offered by the Utah-based organization have expanded in scope and sophistication over the years, its system for printing, copying and scanning remained outdated.

Years of accumulating an assortment of mismatched output devices has led to a host of inefficiencies, including excessive purchase and storage of consumables such as toner and paper, and rising costs for maintaining the aging fleet of printers, copiers and scanners. Basic features such as color printing and network connections weren't available, and the mix of different types of devices contributed to a cluttered look at many Centers.

To turn this situation around, FamilySearch launched a managed print services initiative in 2011, investing in a network of high efficiency, web-enabled multifunction products (MFPs) from Lexmark that are all supported by Lexmark under a comprehensive managed print services (MPS) contract.

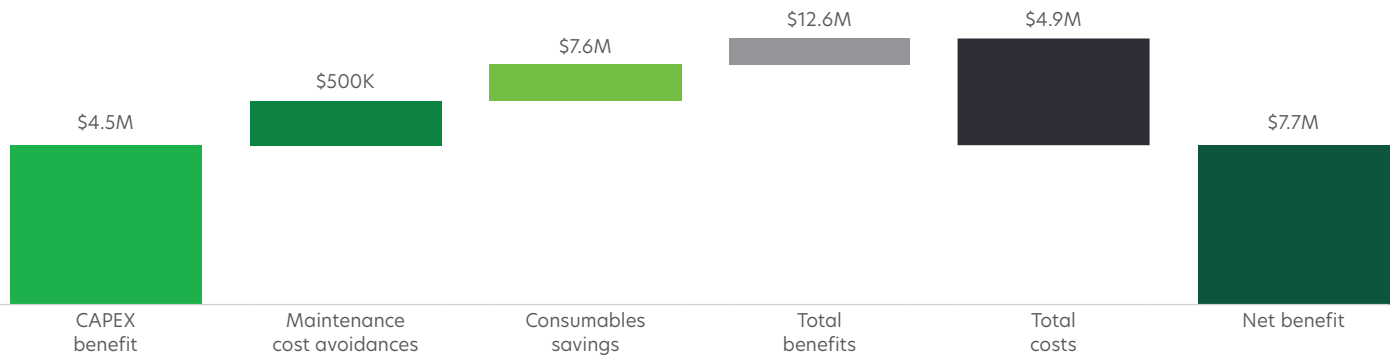
Starting at its North American Centers, the organization is installing 3,800 new Lexmark devices and retiring about 8,000 old, broken and inefficient devices by the end of 2014.

As a direct result of the investment, FamilySearch is expected to realize net savings of more than \$7.7M over five years as it eliminates purchases of consumables, reduces capital expenditures on devices and cuts back on maintenance expense. This translates into a return on investment of 146% over this period. Moreover, the agency has improved the overall experience of patrons when they visit the Centers, making it easier for them to connect with their past.

Figure 1

Total benefits by category

(5-year view)



Challenge

Researching genealogy and family history is the second most popular type of Web search in the world. Between its website and international network of Centers, FamilySearch is often the first place people turn when beginning a search. Owned and operated by the Church of Jesus Christ of Latter-day Saints, FamilySearch is the largest genealogy research organization in the world. Its central library in Salt Lake City alone contains three billion searchable records, and its website ranks in the top 4,000 worldwide (out of 30 million). Each year, its Centers serve hundreds of thousands of patrons.

FamilySearch is continually looking for ways to better serve its patrons. The organization revamped its website and is rolling out state-of-the-art tools for usability, accuracy and collaboration. In the fall of 2011, the organization turned its attention to its FamilySearch Centers. Its goal: Make the Centers more cohesive and visually appealing; retire expensive, resource guzzling equipment; and expand services to patrons.

"We are working diligently to make sure our Centers portray the same visually pleasing image across all our locations," said Clint Broderick, manager, Family History Center operations. "They should enhance our professional image as an organization." Part of that image is offering patrons many technology options: Color copies, personal portals with sharing capabilities and options for scanning and uploading. "Our focus is connecting families—it's very important work," Broderick said. "Our high-priority goal is for patrons to come into our Centers and have the ability to add photos and documents to their family tree."

None of this was easy to do on FamilySearch's legacy system: A hodgepodge of more than 8,000 mostly-donated devices (1,000 types and models) from 15 manufacturers. For starters, only three PCs could access a printer at any given time, an unsupportable ratio during times of heavy traffic. The vast majority of printers were not networked. Finally, nearly 90% of FamilySearch's output devices were more than five years old. Many lacked web capability, guzzled toner, paper, cartridges and other consumables, and were in continual need of repair. The break-fix cost for each device averaged \$250 per year.

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Solution

Rather than continue down the road of piecemeal additions, FamilySearch opted for a complete overhaul of its printing, copying and scanning processes. In 2011, it launched a major MPS initiative with four objectives:

- ▶ Bring uniformity to its fleet of printing and copying devices
- ▶ Improve the appearance of its Centers
- ▶ Give patrons more options for uploading and sharing documents
- ▶ Reduce capital expenditures

After evaluating a range of solutions, FamilySearch contracted with Lexmark for a managed print services program to bring uniformity and enhanced capabilities to its document-creation processes. The solution involved the initial deployment of a fleet of 3,800 Lexmark MFPs across its North American Centers managed and maintained through a comprehensive managed print services program.

Results

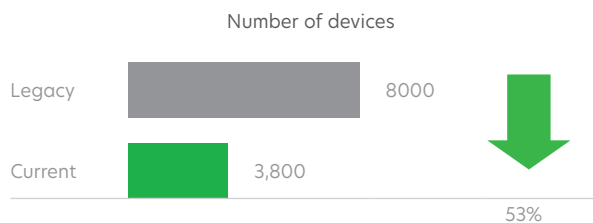
\$1.3 million in CAPEX avoidance

According to the Mainstay study, FamilySearch will save \$1.3 million in future capital expenditures. Actual savings may be greater: Mainstay conservatively estimated that only 60% of FamilySearch's legacy devices would need to be replaced at a cost of \$829 per device.

Part of the savings will come from having standardized equipment. Fewer brands means fewer service contracts, fewer companies to deal with and a big reduction in maintenance and scheduling complexity. Indeed, the agency has reduced the number of devices in operation by 53%—from about 8,000 to 3,800—at the same time that it has gained compelling new capabilities (Figure 2).

Figure 2

Reduction in number of devices



Because FamilySearch is working with one vendor—Lexmark—it has been able to reduce the number of device models and types from around 1,000 to seven, and cut the number of service contracts from more than four to one. The result: Lower maintenance costs and a one-phone-call resolution procedure for all maintenance and service issues. “Calls for break-fix issues since the deployments have been few and far between,” said Donna Miller, senior team leader, FamilySearch Family History Center Services.

With Lexmark’s break-fix warranty in place, Lexmark will replace or repair equipment within 24 hours, compared to an unknown number of days with previous vendors. The warranty agreement enables FamilySearch to budget more easily and to lower costs dramatically. Altogether, Mainstay estimates that FamilySearch will save \$3.3 million in device-related maintenance costs in the first four years.

Consumables spending slashed

Before investing in Lexmark, FamilySearch estimates it generated 38 million pages per year, at a cost that exceeded \$1.9 million annually in paper, toner, cartridges and other materials needed to produce those pages.

Although Centers charge patrons for printing, each facility pays for its own printing supplies. Wasteful spending can cut into services as well as operating revenue.

With the new approach, FamilySearch is projected to reduce capital expenditures. “There just aren’t as many printers out there now,” Broderick explained. “It’s a streamlined fleet. Plus the new printers use less of everything, compared to the older models.” Toner is a case in point: Because Lexmark tracks toner usage for each device, FamilySearch no longer needs to stockpile toner or keep track of different toners for different brands and models.

Energy savings, better optics

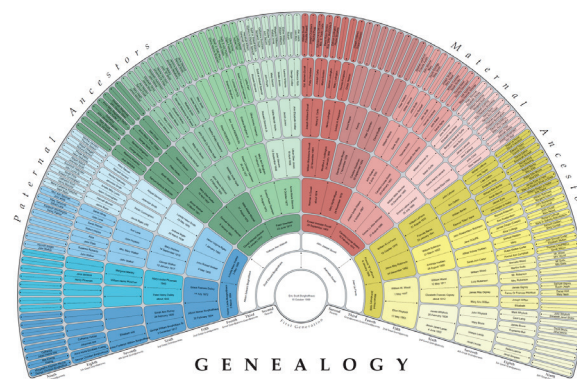
Because of the fleet of Lexmark MFPs, FamilySearch no longer needs numerous single-function scanners, printers and copiers. The result is a tidier, more visually appealing environment at the Centers.

In the larger Centers, the Lexmark MFPs also have freed FamilySearch from relying on outside copy shops for big, specialty or color jobs. “At these locations, no one has to drive anywhere,” Miller said. “Now, everything can be done right at the Center.” All this—and the devices themselves—is helping FamilySearch reduce its carbon footprint. Lexmark’s MFPs are among the most energy efficient on the market and come with energy-saving modes and other features to further reduce energy consumption.

Expanded network

As state of the art as FamilySearch’s website is, the organization’s Centers were out of date. The vast majority of devices were not connected to the network. In the post-Lexmark environment, many of its devices are networked and FamilySearch plans to have all of its devices connected to the network.

Having networked devices means having complete visibility into its entire fleet of devices around the world, regardless of location, bringing much-needed awareness of usage and operations. It also means that documents can be printed from any PC to any printer or MFP within the Center. “We have basically gone from zero visibility in the Centers to complete visibility, right down to the number of pages printed on each device,” Miller said. “Everything can be systematically monitored and managed.”



Genealogy fan chart

Something for everyone

Although not a quantitative change, the system has helped volunteers, staff and patrons in ways that serve their particular needs. Volunteers benefit from the standardization and simplicity of the Lexmark solution. Most of the organization's volunteers are retirees and people who don't have a lot of experience with technology, Broderick noted and the Lexmark MFPs spare them extensive training. "With Lexmark MFPs, instead of learning how to manage 15 different devices, they have to learn only one," he said.

"We like to make sure our Centers portray the same pleasing image across locations and we didn't want to have a mismatch of printers. We also wanted the Centers to have the same visual appeal as the church and portray our professional image as an organization."

Clint Broderick

Manager, Family History Center Operations
FamilySearch International

The bottom line isn't just money; It's about good will and more opportunity to help patrons—the reason volunteers are there in the first place. "With Lexmark, complaints from volunteers about devices and printer issues have all but disappeared," Broderick said.

Patrons will soon be able to scan documents on site and upload them to their online family tree. "This is our whole focus: Connecting families," Broderick said. "It's tremendous for us to have patrons come into any FamilySearch Center in the world, take any historical documents and be able to scan them directly into their family tree right from the Lexmark MFP."

In the larger Centers, FamilySearch is able to offer patrons color printing for the first time, no small thing for people who wanted to take home a color-coded fan chart of their family tree.

"We'd been hearing comments about people wanting color fan charts for a long time," Broderick acknowledged. "Visually, color is just a better experience."

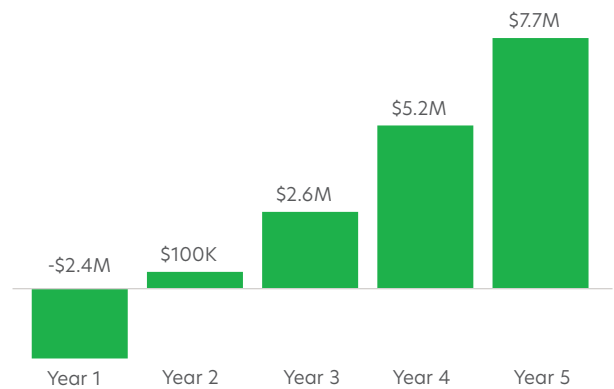
Staff benefit by being able to assemble training materials as a one-stop operation. "This is huge for our large Centers, which do a lot of volunteer training," Miller said. "Trainers can now print materials at the Center versus having to go to an outside shop."

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Figure 3
Cumulative net benefits



Looking ahead

Going forward, FamilySearch will also see returns that matter as much as savings on consumables and maintenance: New capabilities for patrons, fewer devices to learn how to use and maintain for volunteers, fewer outside trips for trainers in need of copies and printing and a more visually appealing environment, free from clutter and extraneous devices.

In the immediate future, FamilySearch intends to continue to refine the way it manages its new Lexmark solution and plans to evaluate and add new capabilities and services.

Eventually, FamilySearch plans to replace its entire collection of legacy devices in North America, and then move on to Centers outside North America. By 2014 at the latest, FamilySearch hopes to have Lexmark MFPs installed in about 2,600 Centers in North America. "The best thing is that the infrastructure will be in place for future initiatives—whatever and wherever they are," Broderick said.

"For us, it was about total cost of ownership and partnership," said Penney Devey, Director of Global Support, FamilySearch International. "We didn't just want a vendor who could provide us with a printer and, when we needed it, a toner cartridge. We wanted a partner who would understand our business, understand why we're there and help us look for unique solutions that would help us move into the next phase of where we wanted to be."

About this ROI and business benefits assessment

Research and analysis for this business impact study was conducted by Mainstay, an independent consulting firm and was based on interviews with officials at FamilySearch International and Lexmark and searches of industry literature. ROI calculations use industry-standard assumptions regarding the time value of money.

Mainstay is the leading provider of independent value assessment and IT strategy services. For more information, please visit www.mainstaycompany.com. Information contained in this business impact study has been obtained from sources considered reliable but is not warranted by Mainstay.