



RICOH
imagine. change.

Modernizing Inbound Communications

A Playbook for the Digital Enterprise

Pandemic Accelerates Digital Transformation (DTX)

The 2020 pandemic forced a dramatic acceleration in the digital transformation (DTX) of business — advancing the overall timeline for DTX of the business world more than five years in a matter of months in early 2020. But the rapid shift to remote and decentralized workplace models also exposed major gaps in digitization — as well as major remaining opportunities for digitization. According to Forrester, less than 0.5% of all data is ever analyzed and used — and a typical Fortune 1000 company could see \$65 million in additional net income if it could boost data use by just 10%. The problem today isn't one of data collection — it's one of data integration. More specifically, the opportunity lies in automating the process of collecting, integrating and using all that data to draw actionable insights. McKinsey estimates that across all occupations in the U.S., workers spend more than one-third of their time collecting and synthesizing the data and information they need.

Siloed Inbound Communications: A Prime Target for DTX

Enterprise inbound communications illustrate this problem — and this opportunity — particularly well. Inbound communications channels continue to expand, and this channel proliferation has led to siloed management and disparate data streams. Employees — whether administrative teams or members of business units — have to manually navigate these disparate channels to find, aggregate, and disseminate or use the information they need. The remote-work shift of the pandemic has pushed this inbound communications problem into the spotlight, forcing companies to reckon with tough questions around how to reliably and securely give employees anytime-anywhere access to business-critical information from inbound communications — regardless of the inbound channel. Perhaps even greater potential lies in connecting multi-channel inbound communications into a single platform, where a business can leverage advanced analytics, AI and ML tools to extract actionable insights. But the problems of siloed inbound channels are only growing as the number channels continues to expand and evolve. Organizations are increasingly looking to build a future-proof strategy for automating the digitization and integration of all inbound communications to power data-driven decision-making from the individual-worker level all the way up to the business level.

1. [IoTNOW](#)
2. <https://www.forbes.com/sites/larrymyler/2017/07/11/better-data-quality-equals-higher-marketing-roi/?sh=4e54ee2e7b68>
3. [McKinsey & Company](#)

The Value of Digitizing Inbound Communications

- Supporting remote workers
- Protecting business continuity
- Providing safer physical work environments
- Supporting changing real estate needs
- Modernizing processes while preserving capital funds
- Streamlining & accelerating workflows
- Connecting multi-channel inbound communication into a central platform
- Gaining new & faster business insights
- Driving ongoing operational efficiencies to drive competitive advantage



Technology is Not a Silver-Bullet Solution

A recent Harvard Business Review study confirmed one of the biggest issues impeding companies' DTX progress: 9 out of 10 organizations in the HBR study said it's people and process — not technology — that are the barriers to more data-driven operations. This follows best practices established on other DTX fronts. For example, a McKinsey study found that organizations that successfully hit their digitization and automation targets shared a common practice: **They focused on the people as much as the technology.**

In other words, technology is not the silver-bullet solution to DTX. Process is at least equally important, and successful organizations work to build the technology around their people and process — not the other way around.

Today, countless technologies promise to solve the challenge of integrating inbound communications. But technology alone cannot solve the problem. Success requires building digital solutions to fit the people, processes and business goals of an organization — not forcing people and processes to fit around the technology. This playbook details a strategic methodology for planning, designing and implementing an integrated digital strategy for inbound communications — one that truly aligns with business priorities, to drive more rapid ROI and greater long-term business value.

4. [Harvard Business Review](#)

5. [McKinsey & Company](#)

Ricoh – 30 Years of Managed Services Expertise

Trusted Service

Serving 86% of U.S. Fortune 500 Companies

Global Reach

1.4M Customers Worldwide

Leading Innovation

42,000+ Technology Patents

Inbound Communications Services

1,200+ Operating Centers

73+ Million Images Processed Annually

440 Terabytes of Hosted Data

SOC 2 Compliant*

PCI Certified Services*

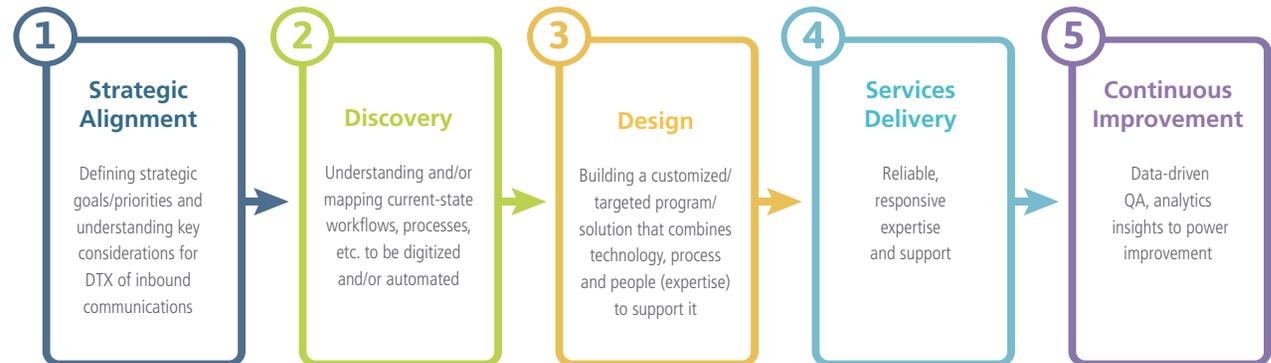
HIPAA & PII Compliant

*Standard applies to specific services and/or facilities

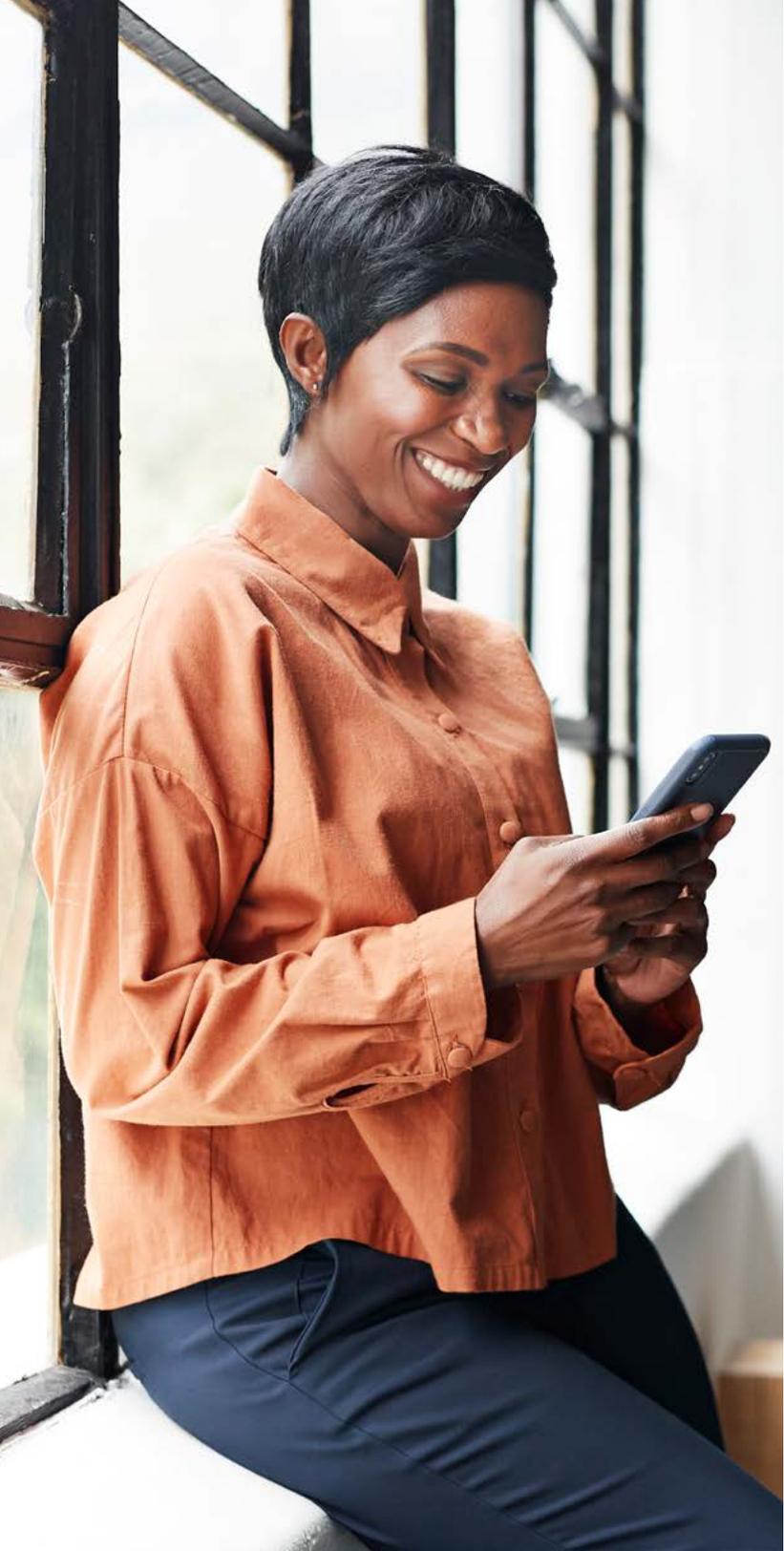
Working Backwards: A Methodology for Driving Successful DTX of Inbound Communication

As more companies actively seek digital, integrated strategies and solutions, many make a common mistake at the outset that sets their initiative on a problematic course: They begin by evaluating solutions — without first gaining a full understanding of the needs and the goals of the people involved. Put another way, they let the solution dictate the outcomes — instead of beginning with the outcomes they want to achieve and working backwards to build a solution that delivers those outcomes. This solution-first approach runs counter to what McKinsey identified as critical to DTX success: focusing on the people and the process, not just the technology.

Ricoh has been helping forward-thinking companies make the shift toward digitizing, integrating and automating inbound communications management for nearly 30 years. This unparalleled real-world experience has shaped a set of best practices and enabled Ricoh to develop a field-tested and proven methodology for working backwards to build and execute a roadmap based on each organization's unique people, processes and business priorities. There are five discrete steps in this methodology:



When leaning on Ricoh's expertise, correctly following the first two steps (strategic alignment + discovery) will create the roadmap for success in the latter steps (design, delivery and continuous improvement). The remainder of this document will cover strategic alignment and discovery in more detail.



Step #1: Starting with Strategic Alignment

Ricoh helps organizations start at the proper beginning: Gaining a deep understanding of how people in the business need and want to work — and then working backwards from those end-user-focused target outcomes to define strategic goals and priorities for the initiative. Our extensive experience has honed a list of the most common goals that companies can successfully achieve through inbound communications digitization, integration and automation:

Click buttons below to navigate to each section.

Business Continuity

How do I ensure business continues to operate when onsite operations are shut down?

Support Hybrid Workers

How do I effectively deliver critical communications to remote workers?

Process Automation

How can I optimize business processes with automation technology?

Enhanced Analytics

How do I gain actionable insights into my inbound communications operations?

Touchless Package Delivery

How can I provide a safe package delivery experience?

Mail Center Consolidation

How do I reduce operating costs by centralizing mail operations?

Governance, Risk & Safety

How do I reduce risk by better protecting client data and ensuring client communications are addressed at the first opportunity?

How do I ensure business continues to operate when onsite operations are shut down?

The Business Challenge:

The pandemic disrupted the flow of inbound communications into businesses, in some cases cutting communications entirely. With non-essential employees forced to work from home and no mechanism to transform and deliver physical communications to them, businesses were forced to implement stop gap strategies just to function. This led to increased cycle times, impacts to customer services, spikes in customer dissatisfaction, and lost revenue.

Key Considerations for Digitization:

- Begin by understanding/auditing inbound communications to understand criticality, as this will drive decision making as you build your business continuity strategy.
- Focus on critical transactional content (forms, invoices, remittance, etc.) that will impact customer service or internal operational process cycle times.
- How will volume be shifted to another location or to a partner's facility in the instance that a primary processing facility is compromised?
- Are standard operating procedures documented or is there risk that tribal process knowledge could be lost if key individuals leave or are suddenly unavailable?

Expected Outcomes/Targets:

Robust business continuity plan that accounts for:

- Loss of access to physical locations
- Loss of key operating personnel
- Technology failure
- Leverage digital delivery to mitigate need for staff to be in the office
- Ability to quickly and easily alter processes as business needs change
- Align disaster recovery plan for systems & data with internal

How Ricoh Can Help: Ricoh offers both technological solutions and consultative expertise and guidance to help organizations build a comprehensive, integrated strategy to ensure continuous access to critical inbound communications as part of a larger business continuity and disaster recovery plan.

Proven Ricoh Results

For one Fortune 500 technology manufacturer, during and post-pandemic, Ricoh provided support for business continuity of 10 essential business functions via digital mail delivery to remote workers, including delivery of income tax information within 24 hours of receipt. In the process of streamlining departmental mail processes for tax, legal, AR, AP, executive mail and others, the company is projected to see about 40% decline in overall incoming mail. Optimization steps also helped improve revenue cycle for accounts receivables by eliminating 5 touch points in processing check deposits.

Resources



[Ricoh Print & Mail Continuity](#)



[Ricoh Strategic Consulting Services](#)

How do I effectively deliver correspondence to hybrid workers?

The Business Challenge:

Most organizations have already adopted either a structured or informal hybrid work-style and are planning to continue this new workforce model in some format for the long-term. But this requires balancing the need to make critical information both highly accessible and secure — including inbound communications such as invoices, forms, orders and applications. These inbound communications are often difficult to ingest, route and process, resulting in decreases in employee and customer satisfaction. Furthermore, the lack of audit trail from manual intake and processing of inbound communications creates security and compliance challenges.

Key Considerations for Digitization:

- Begin by understanding/auditing inbound communications to understand criticality, as this will drive decision making as you build your remote worker strategy.
- What types of remote worker personas need to be supported?
- Are there special departmental needs that need to be catered for? What are they?
- How will mobile access to mail content positively impact remote workers?
- Should mail content only be made available on mobile devices under active management?

Expected Outcomes/Targets:

- All inbound communications — from physical mail and packages, to email, web forms, social, SMS, chatbots and more — converted to a digital format and delivered electronically to the appropriate person or team, wherever they are working or designated inbox or sFTP.
- Critical communications that require action can be addressed almost immediately from any location.
- Offsite failover from one or more secure facilities to facilitate business continuity and disaster recovery planning.
- Audit trails strengthen the business accountability of your critical communications.

How Ricoh Can Help: The Ricoh Intelligent Business Platform provides a suite of tools and technologies to help you automate tedious manual tasks, replace inefficient, paper-based processes, and minimize errors and delays to empower your hybrid workforce. The Intelligent Delivery Service enables businesses to capture, route and accelerate your inbound mail — across all physical and digital channels, no matter where employees are located.

Resources

-  [Ricoh Intelligent Business Platform](#)
-  [Ricoh Intelligent Delivery Service](#)

How can I optimize business processes with automation technology?

The Business Challenge:

Digitizing inbound communications can help automate tedious, manual tasks and replace inefficient, error-prone paper-based processes, so companies can ensure information access and deliver the right information, in the right format, to customers and employees. This can also help organizations meet requirements with industry regulations, audits or service-level agreements. Moreover, it can help businesses gain visibility to valuable business information locked in high volumes of unstructured data and mismanaged legacy records — so they can quickly search, access, retrieve, and share documents and forms, and drive faster, smarter decision-making.

Key Considerations for Digitization:

- Which departments receive critical transactional content that could benefit from process automation?
- Focus on critical transactional content (forms, invoices, remittance, etc.) that will impact customer service or internal operational process cycle times.
- Do staff spend a lot of time manually keying data from correspondence into systems?
- Are there any post-imaging workflow steps that are best performed in the digital communications platform?
- What capture technologies already exist and are they integrated with line of business applications?

Expected Outcomes/Targets:

- Reduce labor and real estate costs associated with manual processes and storage of paper documents
- Modernize legacy, outdated systems and applications for better flexibility and increased security
- Save time and eliminate errors from automation of repetitive manual tasks
- Access to searchable information anytime, anywhere in the right format
- Gain visibility to reporting and analytics for continuous process improvement
- Meet compliance requirements, protect document privacy, and improve information security

How Ricoh Can Help: The Ricoh Intelligent Business Platform empowers businesses to automate manual processes and integrate analytics tools to power data-driven workflows — so they can accelerate innovation processes, reduce operating costs, make more informed decisions and better serve customers. Ricoh also offers a wide range of discrete solutions to help organizations automate and accelerate specific elements of their inbound communications workflows.

Proven Ricoh Results

Ricoh transitioned a medical center's five-step manual correspondence processing to a three-step electronic process. Each staff member can now handle 250-300 correspondence documents daily with average processing time of five minutes per document. In addition, much of the complexity has been removed from the process by reducing document types from 200-plus to only 22.

Ricoh increased uptime by 25% for one energy company through onsite centralized consolidation of imaging centers and reallocate 50% of the AP staff to support other business units.

Resources

-  [Ricoh Intelligent Business Platform](#)
-  [Ricoh Mailroom Outsourcing](#)
-  [Ricoh Inbound Mailroom Services](#)
-  [Ricoh Digital Capture & Conversion](#)
-  [Ricoh Intelligent Document Digitization](#)

How do I gain actionable insights into my inbound communications operations?

The Business Challenge:

Inbound communications represent an immense inflow of valuable data. This inbound information is often the starting point for larger end-to-end business processes — from customer communications, to orders and invoices, to new and existing claims. Moreover, mining this inbound communications data can reveal actionable insights for more efficient business operations and more strategic, data-driven business decision-making. Digitizing paper-based documents is just one part of the solution. Companies also need to integrate newly digitized information with data from siloed digital channels like email, web forms, social, etc. And they need to work to digitize the end-to-end business processes that are powered by inbound communications data — for example, digitizing processes that span from origination, through adjudication and ultimately to fulfilment and archival.

Key Considerations for Digitization:

- SLA tracking for critical communications
- What business outcomes are you driving with data?
- What data points will aid decision-making to achieve those outcomes?
- Are there upstream and/or downstream systems that contain data necessary for an end-to-end view?
- Where should the business intelligence be consumed? By whom?

Expected Outcomes/Targets:

- Full transparency into outsourced service performance
- Business insight into process bottlenecks
- Potential opportunities for business process optimization
- Full audit trail & accountability

How Ricoh Can Help: Ricoh offers a wide range of solutions and services to help businesses capture and unlock the actionable insights buried within their vast streams of raw inbound communications data. The Ricoh Intelligent Business Platform includes a variety of analytics and business intelligence (BI) capabilities that go beyond reports to give you clear answers for data-driven decision-making — and help you build highly automated, intelligent business processes.

Resources

-  [Rico Analytics](#)
-  [Rico Strategic Consulting Services](#)

How can I provide a safe package delivery experience?

The Business Challenge:

As businesses work to allow employees to safely return to the physical workplace, they're looking for easy ways to make the work environment more low-touch or contactless. One of these opportunities is offering touchless package collection within an enterprise office environment — much as retail stores and restaurants have adopted touchless pickup.

Key Considerations for Digitization:

- How many packages are processed daily — and what type/size?
- Are there departments with specific content collections processes? (IT Asset, Marketing Fulfillment, Consumables)
- Consider the audit trail, including how to handle POD signatures and leverage mobile signature solutions.
- For larger campuses, can lockers be centralized, or do they need to be spread out around facility?
- How are your hybrid employees receiving packages in a secured and trackable manner?
- Are there different personas that receive packages? (i.e.: students & faculty in a Higher Ed setting) What do they need from the touchless delivery system?

How Ricoh Can Help: Ricoh offers a comprehensive production print & mail solution — available onsite, offsite or in a hybrid deployment — purpose-built to give your organization the right software, hardware, personnel and processes to eliminate bottlenecks in your print and mail operation. This includes Ricoh Intelligent Lockers, which solve the touchless package delivery challenge with cloud-based software and real-time analytics for tracking, managing, and controlling touchless package delivery and usage.

Expected Outcomes/Targets:

- Enhance end-user experience by creating virtual and physical experiences
- Greater employee experience, retention and productivity
- Promoting compliance with physical distancing and related health regulations

Resources

-  [Ricoh Production Print & Mail Services](#)
-  [Ricoh Intelligent Locker](#)

How do I reduce operating costs by centralizing mail operations?

The Business Challenge:

The pandemic drove a major shift in the way businesses think about their use of physical space. Organizations are looking to decrease their physical footprint to reduce real estate costs and realize operational efficiencies. One of the biggest opportunities for operational cost savings — and one of the biggest challenges in changing an organization's physical footprint — is the mail center. Because each physical location typically has at least one mail center, businesses must build a strategy for consolidating mail centers if they want to consolidate their physical footprint. Digital mail may allow for volume from smaller centers to be centralized, enabling labor efficiencies within a given mail room, as well as allowing the potential closure of certain mail centers.

Key Considerations for Digitization:

- Does mail from this center need to be physically available in this location?
- Are there issues related to the dissemination of hard copy mail?
- Who will perform package and accountable mail delivery in the absence of a dedicated mail services team?
- What could the reclaimed real estate be used for?
- Are there departments at this location that could be impacted if inbound content is transformed?

Expected Outcomes/Targets:

- Cost reduction based on centralized shared services model for mail digitization
- Potential opportunities for process automation by centralizing volume
- Enhanced transparency and oversight

How Ricoh Can Help: Ricoh can provide consultative expertise to evaluate your existing mailroom footprint and, based on real-estate strategy, recommend the right solution — people, process and technical infrastructure, whether onsite or offsite. Ricoh also offers centralized, managed mail operations services to offload this growing challenge.

Resources

-  [Centralized Mail Operations](#)
-  [Ricoh Strategic Consulting Services](#)

How do I reduce risk by better protecting client data and ensuring client communications are addressed at first opportunity?

The Business Challenge:

In any organization, certain communications must be handled within a certain time frame for regulatory and compliance reasons. Examples include customer complaints, claims, contracts and litigation. Businesses must work to define a clear, reliable and efficient process to drive processing and response times, as well as ensure a continuous audit trail for reporting and compliance purposes.

Key Considerations for Digitization:

- Do any of your inbound communications carry regulatory or compliance overheads? How do you account for this today?
- What penalties do you pay/what risks exist for non-compliance?
- Are there any physical security considerations that impact your inbound processes? (i.e.: lithium batteries, mail screening).
- What is the required retention period for each document type being processed?

Expected Outcomes/Targets:

- Compliance with all regulatory requirements
- Full audit trail & accountability
- Ethical deletion & destruction of content at the earliest legal opportunity

How Ricoh Can Help: Ricoh provides a full suite of information governance services, technology solutions and consultative expertise and guidance to help organizations create a comprehensive ecosystem to support effective compliance, data governance and risk management to address rising and rapidly changing demands.

Proven Ricoh Results

Ricoh helped a centralized HR organization which required consolidation of all the legacy paper records that took up about 1,200 square feet and day-forward imaging of new documents for over 23,000 employees in 40 locations. We embedded controls in the document indexing to ensure that only authorized personnel can access each document. Safeguards were put into place so that the Payroll department, for example, can retrieve an IRS W4 form but not access an employee's performance reviews or other confidential documents. Additionally, we built in robust auditing and reporting features which have significantly improved our productivity and reduced compliance risk.

Resources

-  [Ricoh Information Governance Services](#)
-  [Ricoh Claims Processing](#)
-  [Ricoh IT Services - Security](#)



Step #2: Making Time for Process Discovery

The first step of the methodology focuses on fully understanding the targeted outcomes before beginning — rather than allowing a technology solution to define the outcomes. But as noted earlier, these outcomes are ultimately powered by people and processes — not technology alone. In order to achieve the desired outcomes, the second step of Ricoh's proven methodology focuses on a thorough discovery to gain full understanding of the current-state processes and the people they touch.

Here again is where many organizations go off-course: Skipping, or shortcutting, the discovery process. Some technology vendors seem to promise a one-size-fits-all solution that can be immediately deployed with little discovery work. Just as often, organizations don't make time for this part of the process. They're under immense pressure to digitize, and they want to put something in place as quickly as possible. The result is a square-peg/round-hole problem: A solution that doesn't align with the actual workflows of the business — and doesn't fit the actual needs of the real people it impacts.

Ricoh's experience has shown us the importance of conducting a full and proper discovery. To quickly realize value and ensure long-term success of their digitized, integrated and automated inbound communications program, organizations need to allot the time and resources to fully understand and map out their current-state workflows and processes that will be the targets of their digitization efforts.

Charting the Discovery Path

The discovery phase will look different, depending on the strategic priorities of the DTX initiative. In general, there are two main paths discovery can follow:

Transactional Content Processing

Relevant Strategic Priorities:

- Business Continuity
- Process Automation
- Mail Center Consolidation
- Advanced Analytics
- Governance, Risk & Safety

The Objective:

Achieving successful, high-level workflow automation requires details to be gathered for each type of document that will need to be processed. While this sounds like (and is) a lot of work, the good news is that it is typically localized to the department or line of business that owns the operational business process. Discovery for small projects can be completed in a matter of days whereas larger ones will require significantly more effort at this stage.

Key Considerations

- What are the index values (also known as meta data) that needs to be captured from each document type?
- Does this data need to be cross-referenced with data from other systems?
- Are there any post extraction business rules that need to be applied?
- Is a “Human in the Loop” required or can the documents be fully processed by robots?
- What document volumes (by type and processing center/area) will be needed? Note that gathering volume data often causes delays; begin early.

Correspondence & Package

Relevant Strategic Priorities:

- Business Continuity
- Support Remote Workers
- Mail Center Consolidation
- Touchless Package Delivery
- Governance, Risk & Safety

The Objective:

Supporting remote workers and safer workplaces through touchless or low-touch delivery requires careful consideration of how these processes will impact every employee in a company. While that means there are many more stakeholders to consider, the good news is that the processing requirements are typically much simpler than transactional content processing.

Key Considerations:

- Developing a change management strategy to promote user adoption — including department-specific components, as well as a blanket deployment strategy.
- Running a short workshop with representatives from each key department can be highly effective for quickly capturing insights needed for discovery
- Note that it is common for some departments to receive transactional content from a correspondence route. When this occurs, there is often an opportunity for process improvement.



Choosing the Right Partner

The information in this playbook provides detailed guidance for the planning stages of the process of digitizing and integrating inbound communications. It's focused on building the right roadmap to success, and reinforced by the proven results realized by Ricoh customers around the world. This playbook can be used by any company to help them create their own roadmap for integrated, digitized and automated inbound communications. But with the complexity of inbound communications accelerating — more channels, new technologies and higher demands — no organization is likely to tackle this challenge on its own. Instead, businesses are seeking out partners to provide the technologies and solutions needed to make that roadmap a reality.

Yet, Ricoh's experience has also shown us that building a solid roadmap is just half the battle — executing on that roadmap is not a given. As they evaluate solution providers, organizations need to seek out partners that can not only build, but also implement, optimize and support technology-driven solutions that empower people-driven workflows.

The Ricoh Service Excellence Framework

The proven methodology detailed in this playbook is a product of the Ricoh Service Excellence (RSE) framework that underpins the full Ricoh service experience. Like our specific inbound communications digitization methodology, RSE has been honed through Ricoh's unprecedented experience in helping businesses work smarter through data-driven solutions:



Customer Analysis & Solutions

All Ricoh service delivery begins with thorough customer analysis to help align solutions with the specific strategic priorities and end-user outcomes of the organization.



Implementation

Our deep analysis of your people and processes, as well as your strategic goals and priorities, powers the design and implementation of highly customized solutions.



Operations & Best Practices

As a committed business partner, our relationship doesn't end with deployment. We're there with flexible, customizable support to help you optimize your solution and support your operations, based on best practices gleaned through our expansive experience.



All-Star Employee Systems

Just as your solution ultimately comes down to the people that power your business, Ricoh Service Excellence is powered by our exceptional people. Our rigorous hiring standards, robust training and professional development, and world-class benefits reflect our commitment to providing you with the very best.



Customer Strategy & Communication

Ricoh service delivery includes built-in review and analysis to ensure ongoing solution optimization and continued alignment with evolving business strategies.

Strategic Alignment + Discovery: **Creating the Roadmap for Successful Implementation**

As they work to digitize core workflows — from the mailroom to the C-suite — far too many organizations make the mistake of jumping right to the implementation stage. Feeling the pressure to act quickly, companies frequently take a short-sighted view of the problem, instead of a long-term view that drives toward key outcomes and business priorities. Others succumb to the hype around the technologies themselves, falsely believing that a one-size-fits-all solution with a plug-and-play deployment can instantly solve their problems. Moreover, as companies allocate increasing budgets for the technologies needed to power digital transformation, they're understandably hesitant to sink more time, money and resources into methodical planning and discovery. But the reality is that plugging in and turning on the technology is the easy part. Cloud-based delivery and the software-as-a-service model makes all reputable DTX technologies relatively quick to deploy and eminently scalable. In other words, you could deploy a solution for digitizing inbound communications tomorrow — but that doesn't mean it will do what you need it to do to deliver the outcomes you want today and in the future.

But recall the critical finding from the Harvard Business Review study on digital transformation: 93% of organizations say people and process issues (not technology) are the barriers to more successful digitization, automation and transformation of their business. The lesson is clear: Businesses need to construct the technology and digitized workflows around the people — instead of forcing the people and processes to fit the technology.

Putting the Ricoh Methodology to Work for Your Business

Through our real-world experiences — good and bad — Ricoh has found that dedicating the time, attention and resources to proper strategic alignment and thorough discovery allows us to build a highly detailed, highly accurate roadmap for success. We've built our proven methodology to effectively, efficiently and consistently execute on our hard-learned best practices. This methodology begins with the detailed Strategic Alignment and rigorous Discovery steps. Ricoh Services Engineers document the current state and provide recommendations that act as the roadmap to guide the Design and Service Delivery steps of the methodology. Once the Ricoh solution is up and running in your environment, our proven Ricoh Service Excellence framework takes over, powering the ongoing Continuous Improvement step as we track ongoing strategic alignment and service performance.

For additional information, contact your Ricoh Expert or visit us at [ricoh-usa.com](https://www.ricoh-usa.com)

6. [Harvard Business Review](#)

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