

Delivering a blueprint for savings, efficiency and productivity gains to Carillion



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Steve Connor, IT Director, Carillion Plc

Background

Carillion plc is one of the UK’s leading support services and construction companies, providing high quality, cost effective and sustainable solutions that include everything from first concept design through to facilities management and support services.

The company’s £4 billion annual revenue, generated from its award-winning work across industries as diverse as health, education and regeneration, road, rail, defence and commercial property, is supported by more than 50,000 employees in Britain and in Europe, Canada, the Middle East and Caribbean.

The Challenge

The relationship between Xerox and Carillion goes back to a time when, like many large, well-established enterprises, Carillion found itself with a large fleet of desktop printers and photocopiers of various makes and models.

The company’s ad hoc acquisition of office equipment over many years had led to a situation where the machines, which were often either under- or over-used, expensive to operate and difficult to support.

Carillion acted by inviting Xerox to help create and deliver ‘Project Amazon’ – an initiative to reduce costs and increase efficiency through a cohesive, enterprise-wide document production strategy.

During Project Amazon, Xerox helped Carillion to cut its mixed population of office copiers and printers by around 60%, reducing the 3,000-strong fleet to just 800 desktop printers and 450 multifunction devices.

In addition, Xerox installed an online asset tracking system to monitor the population of machines. Carillion uses this information as part of its own online database, which tracks all of the company’s IT equipment.

So far, so good. All the equipment and policies were now in place. Savings were being made, efficiencies gained, and accurate information about costs and usage was readily available. Then Carillion hit the acquisition trail.

The Solution

When Carillion acquired Planned Maintenance Engineering (PME), IT Director Steve Connor found himself on familiar ground.

“PME was a substantial organisation,” he said. “There were around 2,500 people working from 30 offices around the country. And with regards to document production, it was just like Carillion before we launched Project Amazon. There were lots of copiers and printers of various makes and models and the copiers, although networked and multifunction-capable were being used for copying only, not for printing. That’s a waste.”

The ink was hardly dry on the contract when Steve and the team swung into action. Once again, workflows were studied, inventory analysed and the fleet optimised.

“With Xerox’s help, the original Project Amazon was a great success. It saved Carillion around £600,000 in the first six months,” said Steve. “What’s more, it became a blueprint for the future. That’s why, when we bought PME, I could see a clear way forward.”

A year later, with PME safely absorbed into the new, larger enterprise, Carillion agreed a deal to buy construction rival Mowlem.

“This was a huge acquisition,” said Steve. “Mowlem had five or six thousand IT users spread across 400 offices in the UK. They had a similar mishmash of printers and copiers, lots of different makes and models, lots of small local suppliers.”

“But even though this was one of the biggest internal IT projects we’d ever undertaken, the perceived risk was actually lower this time. The strategy was proven, we knew exactly what to do, the relationship with Xerox was already in place and we had a clear idea of the projected benefits.”

The Results

The acquisition of PME and Mowlem meant that as many as over 1,500 additional printers, copiers and multifunction devices had to be either assimilated or disposed of. Additionally the retained equipment needed supporting and maintaining.

“Xerox takes care of everything for us,” said Steve. If a user experiences equipment failure he or she can call our internal help desk, which can escalate problems to Xerox or simply call Xerox direct. It’s easy.”

Xerox is also responsible for refurbishing and relocating the equipment, which is no small feat when you consider that Carillion’s fleet can be subject to as much as 40% ‘churn’ as the printers and MFDs get relocated to various temporary site offices around the UK.

“There no doubt that Xerox keeps everything running efficiently,” said Steve. “Not just with maintenance and fleet management but also by keeping track of every individual device and monitoring the page volumes, identifying the machines that are being under- or over-used and measuring reliability and performance. It’s a valuable service.”

The Future

“The model that we developed together a few years ago still works,” concluded Steve. “It has stood the test of time. So has Xerox.”

“I can’t say if Carillion will acquire more companies in the future or who those companies are likely to be, but I can say this with complete confidence: whatever the future holds, I know that Xerox will be able to support us.

Case Study Snapshot

The Challenge

- Xerox had managed to save Carillion money while delivering a more effective service through the implementation of a managed print service
- The acquisitions of PME and Mowlem meant Carillion faced the same problem again in terms of under- or over used office equipment of various makes and models, which were expensive to run and difficult to support and maintain

The Solution

- Identification and analysis of existing machines to determine which should be kept, discarded, relocated or replaced
- Service rollout including device implementation, training and internal communication
- Online asset tracking enabling efficient redeployment and ensuring an up to date asset inventory
- Ongoing fleet management including device reporting and fleet refurbishment

The Results

- Carillion’s fleet shrank by around 60% from more than 3,000 printers and copiers to just 800 desktop printers and 450 MFDs delivering an initial saving of over £600,000 in the first 6 months
- Project acted a blueprint for future deployment into PME and Mowlem delivering benefits in terms of greater control and increased efficiency, as well as lowering the burden of administration and reducing overall costs

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