

Transforming a costly office infrastructure into an optimized document services “utility.”



This aerospace and defense company wanted to adopt industry best practices to manage printing equipment, services and supplies more effectively, increase employee efficiency, improve end user satisfaction and drive major cost savings.

Background

A leading aerospace and defense contractor, this Fortune 500 company was exploring ways through its own internal Six Sigma initiatives to reduce costs and improve processes across the corporation. Office print represented an area with hard-to-manage costs and disparate processes across several business units. No unit knew what it actually spent on office document output. They had a proliferation of printers from a variety of manufacturers with an average employee-to-device ratio of 2:1.

The Challenge

The company developed an RFP strategy to comprehensively upgrade its technology and support services. This presented an excellent opportunity to reevaluate its document output objectives with a fresh perspective:

- Reduce document output “total cost of ownership”
- Right-size and standardize output devices and services across the enterprise
- Offer both “Acquire/Manage” and “Managed Print” options to business units
- Ability to track, report and react to metrics
- Strategy to reduce hard-copy demand and move to a more digital platform

Its sourcing strategy asked vendors to provide fact-based analysis of multiple sites to measure actual print usage, device utilization and employee-to-device ratios. The team believed this analysis would deliver significant cost reductions and process improvement if implemented to meet actual print output

needs of the divisions. Additionally the internal Six Sigma team believed partners were more capable of providing print services at a lower cost than the company could do itself.

Though the client knew how much paper it purchased and consumed, it didn’t know its true output costs per employee or by division. Based on certain data points and assumptions, Xerox’s assessments closely matched its own rigorous Six Sigma analyses—which further earned its trust.

After a thorough evaluation, the contract was awarded to Xerox. The compelling differences in a highly competitive decision were:

- Our analysis most closely matched its own internal analysis of pages printed per employee
- Input from end users offering a “voice of the customer”
- The proven quality of our technology
- The comprehensive information security certifications achieved by our multifunction devices (MFDs)
- Xerox® Enterprise Print Services tool suite complied with their rigid security requirements
- Our innovative, cost-effective “utility” model approach to document outsourcing
- Our automated tool reported actual device utilization, providing the highest level of guaranteed savings proposed by all competing vendors

Improving information security. Right-sizing the office.

The Solution

Working closely with our clients, we transformed the hard-to-manage office infrastructure of one of the divisions into a professionally managed service operating as a document services “utility” model.

First, we conducted a disciplined office assessment using Lean Six Sigma tools and methodologies to determine the appropriate level of document services in the division’s offices.

Based on the results of the in-depth assessment, we developed an office optimization plan to improve the quality of support services available to employees and improve their user-to-device ratio from 2:1 to a highly efficient 8:1.

We installed state-of-the-art Xerox® multifunction devices with comprehensive information security certifications from the National Information Assurance Partnership (NIAP). NIAP’s rigorous Common Criteria Certification is an internationally recognized standard for validating the security claims of IT products and services.

Using our Xerox® Enterprise Print Services tool suite, we proactively monitored and managed their entire document services infrastructure, including equipment, maintenance, supplies and Help Desk support.

We assumed complete responsibility for making sure that the client’s offices have the right equipment and support services to meet employee needs, even when those needs change over time.

We provided a cost-effective approach to billing based on a standard cost per printed page rather than equipment leasing or purchase costs.

After implementation, we introduced our innovative Sustainability Calculator—the first available in our industry. We used the Calculator to provide a comparative assessment of the before-and-after environment.

The Results

- Following implementation in the first division, our solution saved our client between 35 – 50% from its previous spend.
- The optimization effort reduced the number of document devices in the client’s office environments by over 60%.
- Our NIAP-certified multifunction devices improved information security.
- Our proactive device monitoring and maintenance services improved equipment uptime and end user support.

The use of the Xerox® Sustainability Calculator quantified the impact of the office improvements. The resulting analysis proved our solution created a substantial reduction in the environmental impact of the client’s print environment and provided them with a success story for environmental stewardship. At this initial division, our solution enabled the client to:

- Decrease energy consumption by 27%
- Reduce greenhouse gas emission by 26%
- Reduce solid waste by 33%

Based on these results, we were engaged by the client to continue our efforts and expand our solutions to three other large divisions, including one with offices at more than 30 locations nationwide.

The phased optimization in additional divisions is expected to reduce the overall number of document devices by almost 60% and save the client approximately 40% on its total office infrastructure costs. Implementation of the solution at two other divisions is currently in progress.

Thanks to our growing partnership with this global aerospace and defense industry leader, we also provide high-volume print production solutions at multiple sites. Plus, we’re also exploring opportunities to help our client improve key document-driven business processes that support its strategic priorities.

Case Study Snapshot

The Challenge

- Right-size the office infrastructure across several divisions
- Standardize and streamline management of equipment, service, supplies and end-user support
- Improve the quality of document services
- Reduce total cost of ownership
- Ensure information security
- Promote sustainability
- Develop an effective document outsourcing solution that can be scaled enterprise wide

The Solution

- A disciplined, Lean Six Sigma-based assessment of the office infrastructure
- A fleet of efficient, NIAP-certified Xerox® multifunction devices
- Proactive device monitoring and maintenance
- A cost-effective “utility” pricing model based on a standard cost per page

The Results

- Standardized and simplified management of the document services
- Approximately 35 – 50% savings (one division)
- A 60% reduction in the number of document devices and over 40% cost reduction (two divisions)
- Improved information security
- Conversion of a fixed-cost asset into a pay-per-use pricing structure
- Major reductions of energy consumption, greenhouse gas emissions and solid waste
- Model for expansion of the solution to other divisions

About Xerox Services. Xerox Corporation is a world leader in business process, information technology and document outsourcing services. Our unique combination of industry expertise and global delivery capabilities helps you reduce costs, streamline operational processes and grow revenue while clearing the way for you to focus on what you do best: your real business.

For more information on how we help leading aerospace and defense manufacturers, visit www.xerox.com/services or call 1-800-ASK-XEROX.

