



Podcast

KeyCorp case study

Transforming document services in the office.

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Narrator: It's a problem many businesses face today. Office after office filled with a virtually unmanageable collection of printers, copiers and fax machines from a variety of vendors, each with unique requirements for service and supplies.

That was the situation one of the nation's leading financial services companies faced a few years ago. But company leaders decided to do something about it. They decided to optimize this vital office infrastructure. And the benefits paid off in terms of cost, efficiency and superior management control. The solution even helped the company promote sustainability and build a foundation for a more effective approach to content management. But wait. We're getting ahead of ourselves...

Hello everyone. This is Wendell Johnson on behalf of Xerox Global Services. And in this podcast, we're featuring a client that took charge of its office infrastructure and turned it into an engine for transformation and improvement...KeyCorp.

The financial services leader has more than 18,000 employees and more than \$100 billion in assets. It operates 985 branches in 13 states. And it's a member of the Fortune 500. We spoke with Angie Masini-Sloan, KeyCorp's Vice President and Director of Enterprise Technology Client Services, at the Xerox Thought Leadership Summit in Chicago on August 11, 2008. Angie shared her thoughts on how Xerox helped KeyCorp turn a hard-to-manage, fixed-cost asset into an efficient, cost-effective managed service in a massive rollout that involved 60 of the company's largest offices.

Masini-Sloan: Over the past several years, they've implemented several solutions from optimizing our large office environment and decreasing our user-to-device ratios as well as implementing several scan-to-file solutions which have enabled work flow redesign for increased efficiencies and a more paperless office...

Narrator: First, Xerox conducted a disciplined, Lean Six Sigma-based assessment of KeyCorp's office document infrastructure. Like a lot of companies, KeyCorp had acquired document devices from a variety of manufacturers over the years. So arranging for supplies and service was a time-consuming management problem.

Due to a long history of decentralized purchasing decisions, it was also difficult for KeyCorp to identify and control all of its office assets and its real document management costs.

Masini-Sloan: Prior to bringing Xerox in and optimizing, we really didn't have a clear understanding of what all of our costs were as it pertained to print output.

Narrator: Next, the Xerox team developed a comprehensive plan to optimize the office infrastructure with more efficient technology and provide expert management services for it. The plan, which covered equipment, service and supplies, literally transformed document services from a hard-to-manage fixed cost, into a turnkey, easy-to-manage utility. In other words, KeyCorp paid for document services like electricity, based on the amount of services they actually used—with every cost clearly identified.

Masini-Sloan: The utility model that we implemented with Xerox has really enabled us to fine-tune exactly how we're spending money and resources on print... we now understand exactly what we're spending on print and more importantly why we spend what we do so that we can effectively drive down costs.

Narrator: A major component of the optimization plan was the replacement of thousands of standalone document devices with state-of-the-art Xerox multifunction systems. The new systems upgraded the quality of document services available to KeyCorp's employees and improved the critical employee-to-device ratio, which is a key indicator of efficiency and cost-effectiveness. Once KeyCorp saw the benefits of the Xerox plan, the company rolled it out on an ambitious scale.

Masini-Sloan: We had over 60 locations that we needed to optimize in a relatively short amount of time...the process was so efficient we were having more than 30 sites in flight at one given time.

Narrator: The new multifunction systems also gave KeyCorp employees an important new capability—scan-to-email—that's helping the company increase the use of digital documents, reduce paper consumption, and speed up the workflow.

Masini-Sloan: The scanning capabilities of the multifunction devices are really helping to make our workflow more efficient, taking work from all the different areas and field offices and centralize all of that work into one centralized repository...Scan to email has become a very popular option for our users and it's a great way to bring them into the whole fold of how they can utilize scanning in their everyday workflow.

Narrator: Because of its clear focus on scanning and office automation, the optimization effort is also helping KeyCorp take a big step forward toward another strategic goal that's becoming increasingly important in the document-driven financial services world.

Masini-Sloan: Key is in the process of establishing our strategy around enterprise content management. The managed print services program has really laid the foundation to enable us to develop that strategy.

Narrator: The increased reliance on automation and digital documents is even helping KeyCorp make progress toward its sustainability goals by "greening" its offices.

Masini-Sloan: As an organization we were consuming enough paper to take out 140 acres of mature trees on an annual basis. Because of our large office optimization and because of the information that we now have and understand about our print environment, we've been able to reduce our overall print by 30% in the last 18 months.

Narrator: More control of office assets...a utility model that's easy to measure and manage...more automation and productivity...a more sustainable approach to business...cost savings that add up year after year...

Xerox helped KeyCorp accomplish all this with a single optimization project. And despite the ambitious scale of the initial rollout, KeyCorp quickly reaped measurable benefits, thanks to great client-partner teamwork and Xerox Global Services' proven change management expertise.

Masini-Sloan: And this required that the Xerox account team work with the Key project team and come up with a very repeatable process and project plan that we could take from location to location.

Change management, the whole process was critically important to Key in order to successfully implement and receive the guaranteed savings as part of our overall optimization plan.

Narrator: It was also important to Key that the optimization program was designed to deliver measurable results. That was a clear reflection of the Xerox team's commitment to disciplined, data-driven management and Lean Six Sigma.

Masini-Sloan: Metrics are very important to this relationship. We look at everything from how all of the devices are utilized down to the individual user levels. That way there we can find out if there's a way that we can help a line of business be more effective in how they use the print devices.

Since we've implemented a managed print services environment we now understand exactly what we're spending on print, and more importantly why we spend what we do so that we can effectively drive down costs.

Narrator: Whether it's in the back-office or any mission-critical area of the business, documents play a vital role in the financial services world today. That's why more and more companies like KeyCorp are looking for proven partners with the experience, expertise and resources to help them reduce costs, build benchmark business processes, and achieve their other strategic goals.

Masini-Sloan: Some of our expectations that Key looks for when selecting a partner to support our business objectives is really their understanding of the industry, their understanding of the challenges that we face, what is important to us.

Having Xerox as our partner, being able to deliver and execute on our large office optimization, was absolutely critical...

Narrator: For more information on how Xerox Global Services helps companies around the world reduce costs, achieve operational excellence, and transform business, visit xerox.com/globalservices.

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That concludes this podcast. On behalf of Xerox Global Services, thank you for listening.

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