



## **Do you really want to be in the print and copy business? DPD develops a customized program to manage BI's Document Center**

BI recognized that the needs of its associates and clients for print and copying were growing. But maintaining BI's internal document center as a viable option would consume valuable time and resources. So, BI called on DPD to take over that burden. Together, BI and DPD designed a customized program for DPD to work within BI's unique system, while increasing the organization's capacity to meet its own print and copy needs.

### ***The challenge***

BI is a leader in its industry. BI associates work closely with clients to improve their productivity by developing and administering business improvement programs that inspire employees to perform at their best. With more than 1,200 associates and 68 departments, BI's communication needs are many and varied. BI associates work from various software formats, on Macintosh and PC platforms, creating everything from full color proposals that are presented to their clients' CEOs to coil bound manuals that explain how improvement programs work to clients' workforces.

In response to its growing graphics needs, BI created an in-house document center. Equipped with high-speed copying and bindery equipment, the document center manager produced associates' copy work and acted as project manager for their color documents, funneling these orders from the associates to print suppliers. But as associates' deadlines tightened and their level of communication increased, their demands gradually exceeded the document center's capacity. BI turned to DPD and a handful of other suppliers who could handle the tight deadlines for print projects and overflow copy work. Still, with orders coming in from associates by internal mail, telephone and email at all hours of the day and night, and even on weekends, the mere task of managing these projects and coordinating their production with outside suppliers was becoming a challenge. In some cases, BI associates were beginning to bypass the document center altogether in order to get their quick turnaround projects done on time.

BI management recognized that, in order to maintain the viability of the document center in BI's fast-paced environment, they would have to retool. This meant investing in expensive equipment and adding to its copy center staff. But BI had no interest in entering the printing and copying business. Management was much more eager

to focus BI resources on the organization's growth, investing in the development of their relationships with clients. BI contacted DPD to discuss alternatives that made more sense for BI's dynamic environment.

"Outsourcing would allow us to utilize new technologies and services without having to purchase additional costly equipment," said Karen Valtinson, BI Vice President, Administration. "As we further explored the outsourcing option, other benefits became clear. With outsourcing we would have backup for absences, training and assistance with billing."

BI also contacted organizations that had off-the-shelf facility management programs. But BI was growing in its own direction. They were wary of taking on an outside organization whose programs couldn't be adapted to meet BI's unique needs, demanding deadlines and special billing requirements.

### ***A customized program to fit BI's needs***

DPD, on the other hand, defines itself by its flexibility and responsiveness to customers' evolving needs. After beginning its relationship with BI as an overflow supplier to the document center, DPD grew in importance to BI by working directly with associates on select projects. BI had recognized these contributions, naming DPD the document center's Supplier of the Year for two consecutive years.

DPD responded to BI's needs in this case as well, designing a program together with BI management that allowed BI to both get out of the printing and copying business and respond to the needs of internal customers.

"I was a little leery at first about anyone taking over," said Sandy Ives, BI's director of client mailing services, whose responsibilities also include overseeing BI's document center and office services. "But DPD has gone above and beyond my original expectations."

In the program that was developed, BI's document center manager became a DPD employee. But the process for BI associates to place orders remained the same.

"The transition was very easy and very smooth," Ives said. "Instead of trying to teach 1,200 people a new way to do things, DPD has been able to come in and conform

to our processes, our way of doing things.”

The document center manager is available to BI associates during all regular business hours, and all times of the year, including peak and low-demand times. DPD has also trained a backup person who remains on call at DPD’s nearby production center, ensuring coverage for associates even during the document center manager’s vacation and training days.

DPD, not BI, now equips the document center with high-speed copier and bindery equipment. Hourly shuttles between the document center and DPD’s production center expand those capabilities. BI associates also have access to DPD’s additional copier and bindery capacity, Docutech printing, full color copy and printing presses.

This arrangement allows BI to cover its needs for supplies, equipment, finished materials, and personnel through a single contract.

“This has meant fewer headaches for BI,” Ives said. “It’s allowed us more time to concentrate on BI’s core business.”

The DPD-employed document center manager is trained with both production and customer service skills. He not only manages associates’ projects as they come to him by phone, email and work order, he is also a project consultant available to help them find the most efficient and expedient ways to produce their materials.

Rather than pay a flat facility management fee regardless of how busy the document center is, BI is billed on a per-project basis. This means that, during the low-demand months, BI doesn’t have to pay for services they don’t use. But with 100-250 orders being fulfilled every week by the document center, billing on a per-project basis had potential to become an accounting nightmare for BI. To eliminate the hassle for BI, DPD provides a staff person on a weekly basis whose job is to create a detailed spreadsheet that can be downloaded directly into BI’s accounting system, charging projects directly to each individual department’s budget. DPD reports to BI management before beginning to process any particularly large orders.

“We’ve been able to offer more and still be cost-effective,” Ives said.

The most critical component of the program is its adaptability. DPD and BI management meet on a monthly basis to discuss the program, make necessary changes and to plan for upcoming needs. DPD and BI management also work together to prepare an annual survey of BI associates, gathering their feedback on how the program is working and where improvements can be made.

“We’ve been able to learn together and to work together to make both companies better,” Ives said.

The action plans that are developed and carried out as a result of these meetings and surveys ensure that the document center continues to be a relevant and effective resource to BI associates.

### *The benefits of the program to BI*

DPD gives BI the adaptability it needs to maintain a document center that is a viable resource to associates without the obligation to invest in the printing and copying equipment and personnel. BI did not have to change its system to accommodate an outside supplier, the supplier fit into BI’s system. Among the specific benefits BI has enjoyed with DPD in its document center:

- The BI document center has added capacity to meet associates’ quick turnaround needs. With hourly shuttles to DPD’s nearby production center, BI associates have access to up-to-date technology in color copying, multiple printing capabilities and Docutech printing as well as additional high speed copying and bindery, all through the document center.
- BI associates have improved coverage in the document center. With a trained backup person ready to step in, BI associates have a resource to turn to even during the document center manager’s vacation and training days.
- The burden on BI’s accounting system has been significantly lightened, saving at least a day of work each week for the BI staff spent entering the many individual project invoices into the system. And with the document center handling more projects for BI associates, fewer invoices from other outside suppliers need to be entered into the system.
- BI has reduced the document center’s overhead while expanding its capacity. This has been accomplished by making the copy center manager a DPD employee and using DPD equipment to meet associates’ communication needs. This means BI won’t be paying for underused staff and equipment during low-demand times.
- BI has maintained control of its document center and achieved greater control over its graphics expenditures. Through management-to-management meetings with DPD, BI guides the document center’s growth and its responsiveness to associates’ needs. Management continues to receive thorough, detailed reports of all jobs. And with DPD reporting to BI management before processing larger orders, BI can monitor its expenditures ensuring that they are in line with communication goals.
- BI associates have a knowledgeable consultant who is trained in customer service and available to work with them on their print and copying projects.