



TRILLIUM

SUCCESS STORY:

Food & Manufacturing Distribution

Engagement: Streamlined Printer Operations Management using Zero-Based Budgeting

Trillium Helps Food Distribution Company Manage its Print Operation using Zero-Based Budgeting

Trillium was approached by a large international food distribution organization that serves a large portion of the USA. Numerous brands are distributed under this umbrella company. The company has experienced a great deal of expansion and growth through acquisition in the last several years and has, as a result, undertaken a significant effort to consolidate and standardize a number of technology areas within the organization.

Challenge: *Management wants to understand and control expenses by centralizing the purchasing, leasing, and support for all print devices located at more than 1000 sites being used by multiple current and future projects*

Trillium's client, with its many locations, needed to identify and understand all aspects of its print operation in order to align with corporate directives to reduce printer volume, centralize vendors and support, and control expenses. The client didn't have a central repository or clear idea of the landscape of printer lease, supply, or maintenance costs.

Our Client

A National Food Distribution Company

The Challenge

The client's growth and acquisitions required centralization of purchasing, leasing, and support of print devices to control expenses, along with the institution of zero-based budgeting.

How Trillium Solved It

Trillium worked with the client to review and consolidate processes surrounding their print device leases/purchases using Zero-Based-Budgeting procedures.

Results

Impact of the current print environment compared to the future environment will realize significant financial savings.

New standard acquisition processes including ZBB will give the client more control and visibility over its print environment.

New processes will be extended to the client's international operations.

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They had multiple printer vendors and support contracts that needed to be identified, inventoried, and reviewed, in order to determine a path forward. The client also wanted to use zero-based budgeting (ZBB) for future printer requests.

Client Management was proactive and determined it needed a resource with a broad set of skills including operations and project management in order to work with the global team, other consultants on the initiative, and vendors.

Trillium Solution: *A project management and operational strategy assessing the organization's overall printing environment in order to reduce printer volume, consolidate operations, and reduce costs*

The Client engaged Trillium to review its print technology operation with the understanding that services would be consolidated in the near future. In order to accomplish this, Trillium worked with corporate management and support teams as well as coordinating with numerous departments to jump start the analysis of the landscape. The client had previously issued a Request for Proposal (RFP) for print leases and attendant services, and required an analysis of those responses. The analysis included:

- Analysis and validation of RFP responses
- Validating RFP information and updating it as needed
- Validating and updating RFP costs
- Assisting the client with negotiations for a global Master Services Agreement (MSA) with the finalist vendor
- Assisting and managing the Statement of Work (SOW) for the client's part of the global contract

- Reviewing printers, printing, open leases, maintenance contracts, and specific site requirements
- Working with internal IT to manage and control current printer requests and issues
- Conducting site surveys, site visits, and interviews
- Working to use zero-based budgeting (ZBB)

During these activities and through an analysis of the information gathered, Trillium worked with the client at a corporate level, including Field Support teams and Management teams. Findings and actions from the analysis included:

- Gained a significant understanding of print operations throughout the organization
- Identified gaps between the RFP and the actual financial implications of the project
- Corrected issues and realigned the proposal to the requirements
- Discovered that some locations were using numerous national and local printer vendors, and began process to renegotiate contracts and consolidate vendors at a significantly reduced cost
- Established tighter processes for requesting and purchasing/leasing printers and attendant supplies
- Established communications protocol related to changes resulting from project as well as ZBB policy changes

The activities and analysis of this project assisted the client in changing its print acquisition/contracting processes and allowed visibility and buy-in across the client's corporate leadership.

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Results: *New processes for printer acquisition using ZBB as well as a path forward for managing future print operations*

With a fuller understanding of the current printer environment and the establishment of tighter ZBB processes for future printer acquisition, Trillium's client will be able to control the proliferation and contracting for printers. Specific outcomes include the following:

- Capturing the physical and financial impact of the current printer environment vs. the future printer environment will allow the client to realize significant financial savings. This includes contract termination control and controlling costs during the transition.
- Establishing and communicating new standardized processes for requesting and/or purchasing printers and supplies using ZBB will give the client more control over their environment. This will also allow the client to have more overall visibility to budget and cost control.
- The process requirements, analysis, and negotiations processes used by Trillium to vet the print operations in the US will be extended to international operations after the US implementation of new contracts is completed.

Beginning the process of implementing the consolidation of print services, leases, and contracts, and understanding the volumes of printing and printers will allow our client to have a standard method that can be used going forward to make best use of future print resources.

About Trillium

Trillium Solutions Group, Inc. is a professional services firm headquartered in Chicago that provides technology consulting and strategic sourcing services for industries such as trade associations, financial services, telecommunications, and healthcare. For more information, please visit www.trilliumsg.com.