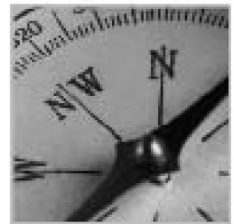


Case Study



October 2010

Simplifying Submission and Workflow with RSA WebCRD

Service Areas

Production Workflow Solutions

Prepared for



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Introduction

Steelcase Inc. (Grand Rapids, Michigan) designs and manufactures multiple brands of office furniture sold through various retail stores and dealers throughout the world. Founded in 1912 as The Metal Office Furniture Company, Steelcase has grown to \$2.3 billion in revenue with over 650 dealers selling its furniture brands. Steelcase offers a range of interior architecture products as well as visual communication tools for the corporate, education, hospitality, healthcare, and residential markets .

To serve the needs of its 13,000 employees worldwide, Steelcase has an in-plant print shop to manage the printing of a wide variety of documents, from forms to business cards, sales presentations to proposals, and product catalogs to short-run marketing collateral. Today the print shop has five full-time employees and one contract employee handling over 500 jobs per month.

The Print Shop before WebCRD

Supporting a large organization like Steelcase can be challenging. With a variety of internal and external customers including dealers, corporate marketers, customer service representatives, and end users, there are different levels of print needs and skill sets that all need to be addressed. The management of print production files from those constituencies is critical. The print shop encountered challenges stemming from a lack of processes around job submission and evolving customer requirements. Disjointed job submission, due to customers sending jobs through e-mail, FTP, and physical drop-off was a major problem. For instance, only about 30%-40% of jobs were submitted electronically, mostly via e-mail. Job instructions came with varying levels of accuracy, making it difficult to maintain a swiftly moving workflow.

“Jobs came to the print shop in every way you could imagine with varying degrees of accuracy of the instructions.”

Al Schmidutz – Manager of Global Output Services, Steelcase, Inc.

Steelcase attempted to tackle these problems through a homegrown job submission tool; however, the internal tool struggled to keep up with customers’ requirements. The ability to provide accurate production reports and submit customized, variable output remained limited. The need for a viable job submission solution became critical.

Key Results

- Monthly volume increase: 30%, without added staff
- Electronic submissions 95%, up from 30%
- Job turnaround improved 30%

Looking for New Solutions

To solve these problems, Steelcase's Manager of Global Output Services, Al Schmidutz, decided to explore commercial tools. He was looking for a Web-based solution that could help his print shop:

- **Simplify Workflow:** File submission needed to be simple and consistent for internal customers as well as production staff.
- **Improve Throughput:** Enabling quick and efficient job file navigation through the print shop was important.
- **Allow for Scalability:** As the company was growing rapidly, the right solution would need to provide the flexibility to expand capabilities as needs arose.
- **Job Accounting:** With increasing job volume to the in-plant, Steelcase required more robust management, tracking, and reporting of every job coming through production.
- **Transparency:** The solution needed to provide a way for customers to see their work in progress.

Mr. Schmidutz and his team evaluated several different solutions and concluded that Rochester Software Associates' WebCRD product would best match and serve the print shop's requirements.

Implementation

Successfully implementing any solution that alters the existing business processes and workflow for many or all employees in an organization is challenging. Planning and communication are essential for success. At Steelcase, the IT department managed the server installation and corporate network connection. RSA was tasked to work with Output Services to define the workflows for how different products would move into production. The Output Services team also worked to create a training plan for employees customized to varying levels of technical knowledge, which is key to ensure large scale user adoption.

Introducing New Capabilities

Producing and delivering a job quickly and accurately means that when a job comes into the shop, it needs to be as error-free as possible. To help customers create more predictable job files, Steelcase also uses RSA's Adobe JobReady-based SurePDF component to convert a customer file to a PDF from any application that supports a "Print" function. With SurePDF, Steelcase can set up a custom job submission interface directly within a virtual print driver, which is deployed on customers' computers. In the same way that they typically send a file to any desktop or networked printer, users fill out a job ticket, create a PDF, approve a virtual proof, and send the job directly to Output

Services via WebCRD. The print shop receives a print-ready file and a consistent set of job instructions stored in WebCRD that can be reused whenever the customer needs it.

WebCRD's Dynamics variable data module also enabled Steelcase to version templates for applications including business cards, labels, and other document types to create dynamic, data-driven, and rules-based documents that integrate directly into a user's Web ordering experience.

Systems Integration

Integration with existing systems was a key requirement to streamline Steelcase's business processes. Utilizing RSA's Application Programming Interfaces (APIs), Steelcase connected WebCRD to third-party business and workflow systems to enable the company's external partners to utilize this new workflow. This integration allows Steelcase to receive jobs into the workflow from an outside provider that offers a customized marketing collateral service. It also facilitates the requests for variable data marketing materials in cases where the data is hosted externally.

Organizational Education

To ensure adoption of WebCRD by Steelcase employees, Mr. Schmidutz and his team developed a training plan with employees in mind, splitting the effort into two groups: in-plant operations and internal customers. Due to the in-plant operations' familiarity with workflow, print production, and software in general, training was fairly straightforward. The operations team understood the benefits of this new workflow because of their close involvement with these processes. WebCRD automated the tasks that were previously handled manually, so the operators focused on understanding the process nomenclature and adopting the internal workflow.

For internal customer training, Steelcase chose a phased approach, training the most frequent users first, followed by those remaining based on their level of usage. The training was customized to accommodate numerous levels of technical and print knowledge by helping the customers understand what they want as an end product and how to order the expected result with WebCRD. It took about 3-6 months to train the majority of users on WebCRD and achieve the desired adoption rates.

As new jobs, workflows, and applications are presented, Steelcase is continuously finding better ways of doing things, sometimes requiring the creation and adoption of new processes. Training, therefore, is ongoing for operations and customers.

Results

Streamlined Job Submission

By providing a single source for customers' print ordering and management needs through WebCRD, Steelcase was able to eliminate its issues with job submission and increase the speed of jobs going through the print center. Customers complete a simple, single page job ticket to submit their files and instructions in a consistent manner. They are also able to access billing, tracking, and reporting information in a way that was never possible before. Even the jobs that are submitted physically are processed within WebCRD, either by proxy or through a one-on-one training session so the user becomes more comfortable with using the software. Everyone in the organization can now benefit from features such as receiving production updates and viewing previously ordered jobs for quick reorder. As a result, 95% of the jobs submitted to the print shop now originate in WebCRD.

"Prior to a Web-to-print solution, 30%-40% of the work came to us electronically."

Now, 95% of the work originates in WebCRD."

Al Schmidutz – Manager of Global Output Services, Steelcase, Inc.

Furthermore, the adoption of WebCRD has reduced the amount of time that operators spend interpreting customer requirements for a job, ensuring that more time can be devoted to simply fulfilling orders. These reductions in print submission issues have resulted in a 30% increase in monthly job volume over the past four years Steelcase has had WebCRD implemented. Continuous process improvement plays an important role. Even with increased volume, job turnaround time has continued to decrease, dropping from an average of three days in 2009 to about two days presently.

Better Accountability and Reporting

Steelcase also gained the ability to track and report on the increasing number of jobs coming through the production workflow. Standard production reports as well as custom reports are now available within WebCRD. "The ability to manage, account for, and report on every aspect of every job and every order gives me, the manager, a lot of data to use in making fact-based decisions," Mr. Schmidutz said. "To me, the back end management is a key factor that enables me to easily benchmark and compare."

*In 2009, it took an average of **three days** to turn around a job. By automating workflow through WebCRD, that number **dropped to an average of two days - a 30% reduction.***

Output Services benefit from the reporting functions of WebCRD as well. Steelcase's in-plant follows lean manufacturing principles, and the ability to manage work efficiently and monitor every job throughout the various stages of completion is important.

Conclusion

The use of a Web-to-print solution can significantly improve an in-plant print shop's operation. Prior to investing, an organization should take Steelcase's lead and consider taking the following actions to ensure a successful implementation:

1. Clear communication of the goals of the implementation, both internally and externally.
2. Creation of a strong implementation plan, including the consideration of future applications to assure long-term effectiveness and ROI.
3. Initial and on-going education and training program for the print shop and end users. Training is essential to customer adoption and the sustained success of online print job ordering.
4. Select a web-to-print vendor that is prepared to actively participate in the installation process as a technology partner. This is not a one week installation.

While the initial implementation is complete for Steelcase, continuous development and improvement is in place to ensure that Output Services provides the best customer service and the most efficient workflow possible.

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