

Case Study: *Financial Services*

Global Financial Institution Reduces Expenses by Nearly **\$15m** in First Year Using Noosh



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The Company

A large global financial company acquired another similar firm, and consolidated all operations, including all printed collateral and point of sale materials displayed in their facilities. The combined organizations created one of the most extensive and diversified financial networks in the world.

As a result, the financial institution needed to:

- *Unify and standardize the company's Content Marketing efforts, specifically for printed materials.*
- *Significantly increase the ability of the marketing team handle more activity with the same number of people.*
- *Achieve significant reductions in prices paid for all marketing materials.*

To help meet these goals, the company deployed the Noosh Content Marketing Platform across

approximately two dozen business units. While the broad objective was to reduce costs, the specific goal during the first year of deployment was to improve & streamline business processes.

An independent consulting firm analyzed the impact of using Noosh and reported current and projected savings opportunities.

The Challenges

This financial institution has assets in excess of \$1 trillion, more than 200,000 employees, over 25 million customers, and operates thousands of facilities in numerous locations throughout the world. It ranks as a top financial provider and specializes in mortgage originations and servicing, as well as Internet banking. The merger doubled the size of the previous branded organization.

The combined entity's marketing spend for print-related materials was about \$250 million, encompassing such items as brochures, sales collateral, direct mail, business forms, and more. The company was challenged to meet

several goals in handling their Content Marketing materials:

- *Consolidate teams working on content pieces and achieve higher efficiencies. The merger brought together two different cultures and operating practices. Moving forward, a new team would be formed to accommodate the needs of the merged organization. The newly formed team would need to standardize the production workflow across the organization, especially in the areas of document content, review, and approval. The team would need to significantly increase its output to manage an expanded inventory of marketing collateral.*
- *Initiate comprehensive reporting activities. Like many large organizations, the firm had limited visibility into its marketing spending operating expenses. In order to better enforce contract compliance, consolidate vendors, track the individual elements of job costs, standardize products,*

manage suppliers, and negotiate contracts; the company needed much better information reported about its spending.

- *Improve time-to-market. The new team was responsible for the arduous task of converting, location-by-location, all of the content in each of the business units. The conversion process required a thorough review by many people to identify the "go forward" content pieces and determine whether there was a need to create new materials. As many as 30 people may review any one document prior to it being released for production and distribution. Gaining final approval was a time-consuming process which demanded intensive collaboration and communication between team members.*
- *Re-brand the acquired company. The timely development and production of newly branded materials for the acquired company locations was a major undertaking and a critical objective for this project.*

Complete Solution

Noosh helps enterprises deliver on Content Marketing game plans by streamlining operations and enabling collaboration with vendors. The company's products and Marketing Service Partners manage digital and print assets, cost structures, budgets, procurements, projects, and team interaction using an integrated cloud-based approach. Its superior collaboration technology helps to streamline people-intensive, cross-enterprise business processes and reduces the cost of content production. After reviewing a number of solutions, the financial services company chose Noosh for three key reasons:

- *Technology that works.* Noosh provides a single, proven platform for cross-enterprise communication and makes every phase of a project visible to all job team members.
- *Product flexibility.* Because the application resides on Noosh servers, the Noosh product and engineering team could quickly respond to the requests for features and enhancements.
- *Fast implementation.* The Noosh organization offered deep experience in Content Marketing production and procurement. Noosh Support offered a comprehensive training program, user guides, online learning tools, online help, & call center support.

Independent Report Findings

Even though the first year of deployment was focused on improving processes, the company was able to successfully reduce its costs by five

percent and was immediately on track to achieve an additional 15 to 25 percent cost reduction utilizing unique Noosh features including:

- *Competitive bidding*
- *Job cost breakdown and standardization*
- *Compliance and supplier management*

Noosh immediately helped the organization standardize and improve internal business processes. This resulted in dramatic productivity increases in the team. Several managers who left the company through attrition were not replaced because the operating efficiencies delivered by Noosh enabled remaining staff to be more productive and handle a heavier workload. This amounted to a cost reduction of nearly \$15 million annually.

Efficiencies and resultant operating expense reductions were realized in five key stages of the workflow, including:

- *Specifications development*
- *Copying and recreating orders*
- *Requesting and reviewing estimates*
- *Comparing bids*
- *Processing purchase orders*

Independent Analysis Methodology

Based on previous consultative engagements, the consultants brought a proven track record of understanding and a proven methodology to analyze the production of marketing materials. The firm's objectives included:

Identify original pre-Noosh processes and cost structures such as:

- *Creating, approving, and managing purchase and change orders*
- *Selecting vendors*
- *Enforcing purchasing policy compliance*

Quantify benefits derived from the Noosh solution based on comparing pre-Noosh and post-Noosh analyses against analyses industry benchmarks:

- *Print spend reductions*
- *Print-related operating expense reductions*

In terms of scope, the study analyzed print management and procurement workflow processes, including:

- *Pre-press*
- *Bid/buy*
- *Production*
- *Messaging*
- *Content management*
- *Traffic/scheduling*

The analysts interviewed print buyers and other staff regarding their experience, both pre- and post-Noosh. The consulting team then compared the interview data with similar data gleaned from previous engagements, identified and measured quantitative gaps, and compared process efficiencies, pre- and post-implementation.

The firm analyzed a sampling of 2,500 jobs managed using Noosh. Since the company orders printed materials from inventory, it was possible to compare "like jobs" that were managed on Noosh in the earliest stages of the implementation with those that were managed later.

The Findings

Significant Reduction in Print Spend

In its first year of deployment, efforts were concentrated on improving processes associated with its print procurement. Nevertheless, Noosh exceeded expectations by reducing the company's print spend by five percent in the first year of deployment. Now that the company has completed its initial goal of improving processes, the focus has shifted to cost-savings opportunities. The consulting firm reported that the company should meet its goal to reduce its print spend by 20 percent through the utilization of Noosh's multiple strategic sourcing components:

- *Competitive bidding Noosh significantly reduces the time required to prepare specifications and request multiple estimates. The ease of requesting multiple estimates has helped to ensure that bidders submit their best prices.*
- *Job cost breakdown and standardization Buyers use Noosh functionality that breaks down job costs by prepress, printing, bindery, paper, and shipping components.*

With cost breakouts in hand, buyers are armed with information that helps them negotiate lower prices.

Since Noosh electronically archives all jobs produced across the enterprise, high-level managers can determine opportunities for product standardization. Product standardization is the process

of grouping similar types of print jobs so that they can be ordered and produced with minimal variation, thus achieving purchasing and manufacturing economies of scale. In this way buyers throughout the organization can aggregate their spend for maximum savings.

Compliance and Supplier Management

By automatically gathering data on supplier activity and performance across the entire organization, Noosh provided the company with much greater visibility of its spending. The components that Noosh enabled include the following.

- **Vendor consolidation.** *Noosh details data on the types of jobs completed by vendors as well as the associated pricing and volumes. Purchasing managers can analyze and compare vendors based on these variables to make informed decisions regarding vendor consolidation.*
- **Contract negotiation.** *In order to negotiate volume-pricing agreements, purchasing managers can see how much they spend on an aggregated basis. Specifically, they can drill down to compare how much is spent with different vendors to procure different kinds of print items— brochures, catalogs, data sheets, direct mail, and so on. Armed with such information, managers can monitor unit cost baselines and make more informed purchasing decisions.*
- **Contract compliance.** *By providing a complete audit trail of the entire purchasing process, Noosh ensures accountability and helps identify areas of non-compliance.*

For instance, a purchasing manager can run reports on Noosh to see if pre-determined discounts are being applied after attaining certain volumes. Or, a manager can easily review whether buyers are using pre-selected vendors and/or requesting a minimum number of bids per job.

- **Supplier management.** *With the Noosh Supplier Rating System, buyers can rate suppliers with user-defined criteria. This may include metrics pertaining to schedule, price, quality, delivery, and customer service goals. When a job is completed, buyers evaluate suppliers against the chosen criteria and this information is automatically tabulated and updated. Every buyer has access to the results, giving them even more insight to help select the right supplier for a job.*

Reduction in Print-Related Operating Expenses

In its first year of deployment, the company focused on improving processes to manage and procure print by using Noosh. As a result, productivity increases realized by the print procurement team meant that they avoided personnel costs of \$300,000 annually.

The independent analysis identified five key areas where Noosh streamlined processes and delivered operating expense savings:

1. Specifications development

With one standardized Noosh specifications form, everyone associated with the job uses consistent terminology, minimizing confusion and reducing

additional follow-up communications. Supplier estimates are based on the same specifications, and thus pricing comparisons are more meaningful.

2. Copying and recreating orders

Noosh replaces cumbersome paper-based processes that require buyers to retrieve folders from filing cabinets and re-enter information in order to recreate orders. All previous jobs created on Noosh are electronically retrievable in seconds. Once retrieved, entire orders can be instantly copied and updated by simply clicking a reprint button.

3. Requesting and reviewing estimates

Rather than manually mailing, faxing, or phoning Requests for Estimates (RFE) to one or more suppliers, Noosh instantly conveys detailed RFE's to all suppliers who are invited to participate. RFE's include all necessary job information – schedule, quantities, illustrated specification details, shipping information, files, and other order instructions. As a result, far less time is required for the buyer to communicate with all suppliers and for each supplier to understand all parts of the RFE.

4. Comparing bids

Noosh provides an electronic bid comparison tool to pinpoint how submitted estimates differ. This feature saves time for buyers who previously had to meticulously review each line item of submitted estimates in order to spot deviations from the original RFE.

5. Processing purchase orders

With Noosh, buyers electronically send purchase orders for single jobs or collections of jobs. This significantly reduces the time and trouble required to communicate & track purchase order information.

Other Benefits

Although the cost savings achieved through process improvements and print spend reductions were the main focus of the consulting firm's report, other benefits were noted, including:

- *Rapid deployment*
- *Increased job collaboration*
- *Increased productivity*
- *Reduced time-to-market*

Rapid Deployment

In less than three months, the entire print procurement team moved from paper-based processes to electronically-based processes using Noosh. In its first year of deployment, the Noosh service was implemented in numerous business units.

Increased Job Collaboration

Noosh enables an efficient and easy-to-use collaborative environment. For instance, Noosh users can share and review document files, send and receive messages, form job teams, create schedules, exchange shipping and delivery information, and so on. Initially, job teams averaged 10 "collaboration events" per job. However, six months later they averaged 25 collaboration events per job. This indicates that as time went on, collaboration on Noosh became more and

more valuable to users. As the team learned to optimize usage of Noosh, members increasingly saw the benefits of sharing the latest project information.

Increased productivity

Using Noosh, the print procurement team doubled the amount of its buying after the merger in this study, and did so with no additional staff - a 100 percent productivity improvement.

Reduced time-to-market

Noosh allowed the firm to slash the time it takes to deliver new products to the market. A company estimate showed that the time-to-market for a typical print project has been reduced by about two weeks.

Overall Results

The company ultimately realized a long-term 20 percent print spend reduction using Noosh's sourcing strategies, and integrated project management functionality. Through Noosh's implementation of fully reportable collaboration processes, the firm was able to unify and standardize the company's print procurement processes, and significantly increase the capacity of the print procurement organization to handle more activity with the same number of people. More productive staff has resulted in a larger market share.





About Us

Noosh helps enterprises deliver on Content Marketing game plans by streamlining operations and enabling collaboration with vendors.

The company's products and Marketing Services Partners manage digital and print assets, cost structures, budgets, procurements, projects, and team interaction using an integrated cloud-based approach.

Marketers who use Noosh are able to deliver Content Marketing projects at more competitive prices, in less time, and with higher quality.

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