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e ENCOMPASS
Managed Print Services

CASE STUDY
SunTrust

SunTrust Saves Millions with Toshiba in One of the Industry's Largest MPS Implementations

Enter Toshiba Encompass™

One of the largest scale MPS implementations in the industry, the SunTrust MPS conversion was no small undertaking.

"It was clear from the start that we wanted to partner with Toshiba because of its unique approach," said Hague. Once SunTrust was ready to move forward, the executive team proceeded strategically to ease employees through the transition. "Everyone from the CEO of the organization on down was committed to saving costs. One of the first areas we converted was the executive floor. If the CEO could do it, everyone could do it," adds Hague.

Toshiba's first step in successfully deploying MPS for SunTrust was to conduct its patented Encompass™ Fleet Analysis. A team of expert MPS analysts took a physical, detailed inventory of SunTrust's entire fleet of printers and copiers in each of the 1,800 branch locations and 600 campus locations — a process that took nearly one year. Usage patterns and document workflows were closely scrutinized through numerous branch visits and phone interviews conducted to verify that the Toshiba MPS team properly understood SunTrust's document and workflow prerequisites.

Making the MPS Change

Moving to managed print services (MPS) isn't just about technology and hardware. The transition must be accomplished through a service approach partnership, as SunTrust Banks found during its MPS implementation with Toshiba America Business Solutions more than five years ago.

With total assets numbering $178.2 billion, SunTrust is one the nation's leading financial service holding companies. The Atlanta-based firm has 1,800 branch locations throughout the Southeastern United States. Prior to its MPS implementation, SunTrust's fleet of printers and copiers — and associated service requirements — were scattered and sourced from many different providers. Each bank branch would lease or purchase its own equipment, copier service was spotty, and the IT help desk managed all printer and copier issues. That amounted to ballooning costs and no real sense of exact numbers of devices or dollars being spent.

For SunTrust, the end goal was to have a streamlined, flexible print environment with reliable service and simplified invoicing from a single provider.

"We wanted to shift from variable to fixed costs for our printers and copiers. That way, we could maintain control of our expenses," says Mike Hague, senior vice president of enterprise technology infrastructure at SunTrust. "Our bill fluctuated every month based on the number of pages the team printed. That was the essence of the RFP — the winning vendor provides us with whatever we needed to print, and we pay one price for that."

The lease expense of individual SunTrust branches was also a factor in moving to managed print.

Today, SunTrust has saved approximately $8 million in printer and copier costs, and reduced the number of printers from more than 20,000 to 7,500 Toshiba MFPs for its 36,000 employees.
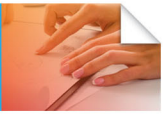
SunTrust

The Many Benefits of MPS

Armed with intelligence provided by Toshiba's Encompass assessment, SunTrust proceeded to place new Toshiba e-STUDIO™ multifunction printers (MFPs) within 100 feet of every employee's work area. Together with Toshiba, SunTrust gradually widened that range without impacting productivity. Part of the optimization project also included redeploying HP and Lexmark workgroup printers to better serve their employees, while still reducing overall cost. Toshiba's national partnerships with both HP and Lexmark helped ensure that the most cost-effective technology was deployed to meet their printing needs. They also left all of the legacy printers in place until after the new MFPs were up and running. Employees had a period of time to make the transition, and then the Toshiba team picked up the excess printers.

"The entire process took about 18 months. We knew the faster we implemented the MPS model, the faster we'd get savings back into our pocket," says Hague.

"At SunTrust, printers were very personal for people at work, but our culture now is that we don't have desk printers," notes Hague. "Printing to an MFP costs far less per copy than a personal printer and now our employees know that."

Toshiba's MFPs also provided a level of security that SunTrust's management found attractive — after a scan, print or copy, the MFP wipes its hard drive clean so there's no trace of the data, which is crucial for financial services institutions that must meet security and privacy requirements.

Running a comprehensive MPS implementation also meant access to detailed reports measuring monthly volume, whether copies are color, black-and-white or MICR (magnetic ink character recognition — important for the banking industry). Reports also include data on monthly service requests, supply expenses, number of total users and pages and cost breakdowns. Hague estimates that SunTrust now pays less than three cents page for printouts and copies.

Ultimately, the new Toshiba Encompass and MFP optimized configuration yielded SunTrust maximum efficiency at the lowest cost per copy. Today, SunTrust has saved approximately $8 million in printer and copier costs (including toner and other supplies), and reduced the number of printers from more than 20,000 to 7,500 Toshiba MFPs for its 36,000 employees.

Ongoing MPS Partnership for Success

According to Hague, SunTrust currently runs monthly customer surveys to ensure satisfaction — and approval rates are excellent. Processes are also streamlined with a dedicated service manager who works with Toshiba and helps keep a lid on printer growth. In addition, there are detailed monthly reports on all aspects of SunTrust's print and copy functions, which helps control the entire printing environment.

If an employee requests a new or higher-performance printer, for example, Hague and his team use service and volume metrics to determine whether the request is approved.

"Toshiba's service levels since implementing MPS have been outstanding," remarks Hague. SunTrust organizes service incidents into three categories of severity, and have never had a "most severe" episode. Other types of incidents are solved at a 95 percent rate of meeting service level. "Our fleet uptime in the last month measured was 99.22 percent," claims Hague. "Fleet uptime has never been below 98 percent since the Toshiba MPS implementation."

SunTrust has developed a strong internal role for managing the Toshiba partnership, which Hague says is critical to the smooth running of the process. "We have somebody that owns the service and manages all aspects of it and the relationship with Toshiba," he says. "I have monthly meetings with that person on our objectives around billing, quality of service and customer service." Those key topics are also reviewed monthly with SunTrust's team at Toshiba. "We have a dialogue about things we want to improve, and we partner with them to make improvements," says Hague.

What's Next?

SunTrust is now firmly matured in its MPS implementation with Toshiba with a fleet re-fresh underway. The company is also working with Toshiba to further reduce the cost of printing throughout the organization by implementing print behavior modification software that will help shift users to print only two-sided, black-and-white copies and introduce other printing best practices.

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-Mike Hague, SunTrust