

# Owens Corning partners with Xerox to manage its document supply chain to improve productivity and reduce costs.



“Xerox’s Lean Document Production process really helped us define and implement smart ways to not only optimize our centralized print operations, but also realize year-over-year cost savings across the whole department”

– Bobbi Sanders  
Director, Global Sourcing  
Corporate Services  
Owens Corning

## Background

Owens Corning is a leading global producer of residential and commercial building materials, glass-fiber reinforcements and engineered materials for composite systems. A Fortune 500 Company for 55 consecutive years, Owens Corning is committed to driving sustainability by delivering solutions, transforming markets and enhancing lives. Founded in 1938, Owens Corning is a market-leading innovator of glass-fiber technology with sales of \$4.8 billion in 2009 and about 16,000 employees in 28 countries on five continents.

## The Challenge

In 1996, Owens Corning selected Xerox to manage a fully-integrated global document management system covering all aspects of document creation, production, distribution, retention and retrieval. Owens Corning selected us to manage this critical process because of our reputation as a global provider of the type of the equipment and services that Owens Corning needed for its document management systems. We had the necessary

skills and expertise to operate this end-to-end life-cycle process in a cost-effective and professional manner, with a high degree of quality and responsiveness. According to Doug Pontsler, Vice President, Global Sourcing at the time, “We saw these services as a core competency of Xerox that could support Owens Corning’s manufacturing and corporate goals.”

A few years ago, Owens Corning made a sizable acquisition that significantly increased employees outside of the U.S. to more than 50%. The challenges of having a more global presence were evident. To respond, Owens Corning focused on finding better ways to translate and localize the thousands of documents for its technical publications, HR, Marketing and business communications.

Most recently, faced with unprecedented economic conditions and a declining U.S. housing market, Owens Corning increased its focus on productivity, waste reduction and the optimization of key document processes. With each of these challenges, the Xerox and Owens Corning teams worked together to transform critical document services.



# End-to-end document supply chain management.

## Increased efficiency and competitive edge.

### The Solution

Digital Print-on-Demand (P-O-D) capability was added using Xerox® digital color presses to produce high-quality documents in much smaller quantities than would be cost-effective using offset printing. Digital P-O-D technology has continued to improve and has delivered increased productivity through reductions in document obsolescence and inventory waste.

Early on, it became clear that the power of digital documents could be leveraged globally for Owens Corning. We began to manage the client's content and provide translation services for a wide spectrum of publications. Centralized print production and fulfillment services with flexible payment options are now managed under a single point of control to reduce costs and improve the quality of Owens Corning's documents and deliver them more efficiently and effectively.

As Owens Corning's focus on waste reduction grew, we launched a Lean Six Sigma Green Belt project to support a Lean Document Production Analysis. The current operation was analyzed, including looking at the entire document supply chain from end to end to determine where we could make process improvements. The core team included key Xerox and Owens Corning management. This team reviewed and executed improvements that have achieved—and sustained—excellent results.

The Xerox team has proven to be “trusted advisors” to Owens Corning, delivering upstream consulting for designing Owens Corning marketing collateral more effectively and looking for the most efficient way to produce projects, whether sourced internally or using Xerox Premier Partners around the world.

**About Xerox Services.** Xerox Corporation is a world leader in business process, information technology and document outsourcing services. Our unique combination of industry expertise and global delivery capabilities helps you reduce costs, streamline operational processes and grow revenue while clearing the way for you to focus on what you do best: your real business.

**For more information on how we help leading manufacturers, visit [www.xerox.com/services](http://www.xerox.com/services) or call 1-800-ASK-XEROX.**

### The Results

With a Xerox® P-O-D and document supply chain solution, Owens Corning receives high quality, reliable document delivery. Xerox has improved and sustained fulfillment service levels to achieve 100% on-time delivery and a 98% fill rate.

Since the partnership began, Owens Corning has recognized operating cost reductions of more than 50% for document supply and significant cost reduction for translation services with the Xerox outsourced solution.

This reduction includes a 9% productivity gain from our Lean Document Production analysis in 2008 and another 11.4% productivity gain in 2009 from our Document Supply Chain and print management services.

With each challenge, we were able to immediately achieve and sustain results throughout the strategic relationship. As we move into 2010, improved measurement and reporting of waste, coupled with waste elimination opportunities, will support our ongoing process, production and document optimization.

This has been a successful valued partnership. Xerox has become a global point of contact for translation, providing collaborative project management for creative services, print and multimedia services. Owens Corning leverages our strength and expertise in total document management services to support the company's purpose to Deliver Solutions, Transform Markets and Enhance Lives as a global company where market-leading businesses are built.

### Case Study Snapshot

#### The Challenge

- Unprecedented economic conditions and U.S. housing market decline
- Need to reduce costs and establish ROI for products and marketing services
- Need to optimize collateral inventory and delivery processes, and eliminate waste
- Global market growth required translation and localization content
- Unknown number of suppliers, unmanaged total translation spend, quality and consistency issues

#### The Solution

- Lean Six Sigma-based, Lean Document Production analysis, deployment and steady state management
- Digital P-O-D, with full-color variable data capability
- Xerox Enterprise Print Services – Centralized Print
- Translation portal for submission of jobs, with dedicated Project Manager
- Document Supply Chain Management Services via Xerox Document Advisor

#### The Results

- Improved and sustained fulfillment service levels to achieve 100% on-time delivery and 98% fill rate
- Total operating cost reduction of 50% in document supply over the life of the relationship
- Productivity gain from 2008 Lean Document Production analysis of 9%
- Productivity gain of more than 11% as a result of 2009 Document Supply Chain and print management services
- Improved translation consistency, quality and cost savings by utilization of translation memory and portal

