

# *Indicators For Success!*

## User Guide

## Introduction

*Indicators for Success* is an online toolset that allows the in-plant manager to accomplish two goals:

- Perform a high level comparative analysis comparing his or her shop’s cost per click for digital printing devices, cost per square foot for wide format devices or budgeted hourly rates of offset devices to the print for profit market
- Perform an operational analysis that allows the in-plant manager to identify areas for improvement.

## Comparative Analysis

The comparative analysis can be used to evaluate the following classes of production equipment:

- Color Digital Print and Copy
- Wide Format 4 color
- B&W Digital *Print and Copy*
- *B&W Transactional Printing*
- *Small format 1 color (up to 12 x 19)*
- *Small format 2 color (up to 12 x 19)*
- *Small format 4 color (up to 12 x 19)*
- *Medium format 2 color (up to 20 x 29)*
- *Medium format 4 color (up to 20 x 29)*
- *Large format 2 color (up to 26 x 40)*
- *Large format 4 color (up to 26 x 40)*
- *Small format web 4 color (up to 14 x 20)*

While the operational analysis will generate a score, recommendations and link to further reading in the on-line workshops.

To get started, press the “continue” button at the bottom of the comparative analysis block

Comparative Analysis	Operational Analysis
<p>The following categories are available for a comparative analysis of your operation:</p> <ul style="list-style-type: none"><li>■ <b>Single Sided Impression or Sq ft. Comparisons for:</b> <i>Color Digital Print and Copy</i> <i>Wide Format 4 color</i> <i>B&amp;W Digital Print and Copy</i> <i>B&amp;W Transactional Printing</i></li><li>■ <b>Budgeted Hourly Rate Comparisons</b> <i>Small format 1 color (up to 12 x 19)</i> <i>Small format 2 color (up to 12 x 19)</i> <i>Small format 4 color (up to 12 x 19)</i> <i>Medium format 2 color (up to 20 x 29)</i> <i>Medium format 4 color (up to 20 x 29)</i> <i>Large format 2 color (up to 26 x 40)</i> <i>Large format 4 color (up to 26 x 40)</i> <i>Small format web 4 color (up to 14 x 20)</i></li></ul> <p>Please press continue to start. <a href="#">Continue</a></p>	<p>The Operational Analysis will assist you in identifying areas for improvement within your in-plant. After a survey of your current business practices, this tool will evaluate and provide suggestions for improvement.</p> <p>Please press continue to start. <a href="#">Continue</a></p>

## General Information

This will take you to a form for the “general information” about your in-plant.

**General Information**  
Please enter the following information regarding your operation:

Number of Production Employees:

Number of Administrative or Management Employees (not including sales or customer service):

Total annual wages (not including benefits) for management and administrative employees (not including sales or customer service): \$

If you utilize dedicated customer service or sales staff, enter the number of full time employees who perform these functions:

If you entered more than 0 for the number of full time employees who are dedicated customer service or sales staff, enter their total annual wages (not including benefits): \$

Benefits, workman's compensation, etc. as a %: %

Facility cost per square foot of your facility charged or valued by your organization: \$

What square footage of your operation is not specifically used for equipment or bindery and may include such areas as office, pre-press, warehouse, etc.

Please provide total additional non-administrative or non-sales labor costs that are NOT associated with bindery or equipment operation, such as IT support, delivery driver, etc. \$

Data that should be entered is as follows:

**Number of Production Employees:** The number of full time equivalents (FTE’s) that are actually performing production as an example, in the press room, bindery/finishing or pre-press (not clerical, administrative, IT support, delivery driver or management). If an administrative employee spends part of his or her time performing production work and part of his or her time performing administrative duties, simply allocate and add the time in production to the total. As an example, the manager spends about 20% of his or her time doing some production:

Title	% of time
Manager	20%
Pressman	100%
Digital Operator	100%
Bindery Operator	100%
Total	3.2 FTE’s

**Number of Administrative or Management Employees:** The number of full time equivalents (FTE’s) that are performing administrative or management roles, but not sales or customer service. An example below:

Title	% of time
Manager	80%
Assistant	100%
Total	1.8 FTE’s

**Total Annual Wages for Administrative or Management Employees:** The total wages paid to administrative and

management employees, but does not include benefits such as workman's comp, retirement, federal and state unemployment, health insurance, etc. In the case above, one would multiply the manager's salary by .8 and the assistant's salary by 1, and then add them together.

**Number of Dedicated Customer Service or Sales Staff:** The number of full time equivalents (FTE's) that are performing a **dedicated**, i.e. that is all they do, Sales or Customer Service function.

**Total Annual Wages for Customer Service or Sales Staff:** The total wages paid to Customer Service and or Sales Staff.

**Benefits, workman's compensation, etc. as a %:** Include benefits such as workman's comp, retirement, federal and state unemployment, health insurance, etc. Show as a whole number percentage.

**Facility Cost per Square Foot:** This is the cost that your organization applies per square foot which includes IT support, shared services, telephone, maintenance, heat and electric, etc.

**Square Footage Not Used for Equipment or Bindery:** The number of square feet that is used for such things as warehouse, office, IT support, etc.

**Total additional non-administrative or non-sales labor costs that are NOT associated with bindery or equipment operation:** Total all other salaries that are not included above.

Now select what equipment you would like to compare:

What comparisons would you like to calculate? (select all that apply)

- Impression Rate Comparisons for:
  - Color Digital Print and Copy*
  - B&W Digital Print and Copy*
  - B&W Transactional Printing*
  
- Square Footage Comparisons for:
  - Wide Format 4 color*
  
- Budgeted Hourly Rate Comparisons for:
  - Small format 1 color*
  - Small format 2 color*
  - Small format 4 color*
  - Med format 2 color*
  - Med format 4 color*
  - Large format 2 color*
  - Large format 4 color*
  - Small format web 4 color*

Do you wish all the data in these comparisons to be saved for future use? Yes

## Equipment Categories

A form for each piece of equipment that you will be comparing will appear, in turn. The digital print data entry fields are the same for traditional presses, except for the “total annual number of impressions” which does not apply to developing an hourly rate for offset equipment, while it does apply when one computes a cost per impression for digital equipment. Our example will deal with Color Digital Copy or Print.

**Color Digital Print or Copy**  
 Please enter the following information regarding your Color Digital Print or Copy. Please refer to the *Data Entry Notes* at the bottom of this page for additional details

<sup>1</sup>How many devices do you have for Color digital print or copy?

<sup>2</sup>Total annual number of impressions produced per year for all devices:

<sup>3</sup>Total annual lease or depreciation allocated to all device(s): \$

<sup>4</sup>Total annual maintenance, including click charges per year for all devices: \$

<sup>5</sup>Number of employees operating devices:

<sup>6</sup>In terms of time spent as a percentage for all employees who operate these devices, what percentage of time do these employees operate these devices?  %

<sup>7</sup>Labor cost for typical employee who operates color digital devices (without benefits): \$

<sup>8</sup>Total square footage allocated to all device(s):

**How many devices do you have for Color digital print or copy:** Enter the total # of devices for this production category.

**Total annual number of impressions produced per year for all devices:** Total all impressions over a year for all devices in this production category.

**Total annual lease or depreciation allocated to all device(s):** Total all lease payments and or depreciation over a year for all devices in this production category. Enter 0 if none.

**Total annual maintenance, including click charges per year for all devices:** Total all maintenance payments including click charges over the period of a year for all devices in this production category. Enter 0 if none.

**Number of employees operating devices:** The number of employees that are actually operating these devices. If an administrative or other employee spends part of his or her time operating one or more of these devices, and part of his or her time performing administrative or other duties, put them in as a FTE, allocation of their time will be handled in the next step.:

Title	% of time	FTE's
Manager	20%	1
Digital Operator	100%	1
Total		2 FTE's

**Percentage for all employees who operate these devices:** When one considers all of the employees who operate equipment in this production category, what would the total percentage of their time allocated toward this activity. i.e., in our example two employees operate equipment in this category, one at 20% and one at 100%, the percentage entered would be 120% divided by 2 equals 60%.

**Labor cost for typical employee who operates color digital devices (without benefits):** Do not include benefits in this number. If different pay grades operate this equipment, average and weight the labor cost. As an example:

Title	% of time	Annual Wage	Weighted
Manager	20%	60,000	\$12,000
Digital Operator	100%	30,000	\$30,000
Total	1.2		\$42,000/1.2 = \$35,000

The average wage is \$35,000

**Total square footage allocated to all device(s):** Determine the square footage allocated to each device in this category and then total.

Press the submit button, and the next equipment category will appear. When you have finished the last equipment category page, the results will display.

If you wish to edit your data, simply click on the device category at the bottom of the main page:

<b>Comparative Analysis Retrieval and Edit</b> <i>Display Your Previous or Edited Results</i>	
<a href="#">Edit Color Digital Print and Copy</a> <a href="#">Edit Wide Format 4 color</a> <a href="#">Edit B&amp;W Digital Print and Copy</a> <a href="#">Edit B&amp;W Transactional Printing</a> <a href="#">Edit Small format 1 color</a> <a href="#">Edit Small format 2 color</a>	<a href="#">Edit Small format 4 color</a> <a href="#">Edit Med format 2 color</a> <a href="#">Edit Med format 4 color</a> <a href="#">Edit Large format 2 color</a> <a href="#">Edit Large format 4 color</a> <a href="#">Edit Small format web 4 color</a>

## Operational Analysis

Select what best describes your in-plant. Be honest, otherwise the analysis and recommendations will be of little or no help.

Please choose what most accurately describes your in-plant

Overall, how effective do you think your in plant is performing in:

Providing financial contribution to the organization (i.e. less expensive)  Excellent  Moderate  Poor  Don't Know

Providing quality service  Excellent  Moderate  Poor  Don't Know

Occurrences of customers seeking you out for innovative solutions?  Most Times  Sometimes  Never  Don't Know

Training your staff  Excellent  Moderate  None

Providing leading edge technology  Excellent  Moderate  Poor  Don't Know

Over the past 3 years, has your volume of work  Increased  Decreased  Stayed the same

In the past twelve months, have you instituted any new products or services?  Yes  No

How often do you meet with each department that currently does not use your services?

Do you currently provide any of the following services?

<input type="checkbox"/> Black and white offset printing	<input type="checkbox"/> Mail
<input type="checkbox"/> High speed black and white toner based printing	<input type="checkbox"/> Distribution
<input type="checkbox"/> High speed full color printing toner based printing	<input type="checkbox"/> Design services
<input type="checkbox"/> Four or more color offset printing	<input type="checkbox"/> CD duplication
<input type="checkbox"/> Web design/programming	<input type="checkbox"/> Variable B&W or color printing

Do you know what it would cost your organization if your products or services were purchased on the outside?  Yes  No

Do you currently perform work for other organizations (Insourcing)?  Yes  No

Do you currently charge back your in-plant's services?  Yes  No

Is your current staff capable of learning and implementing a fully digital workflow, including variable print services?  Yes  No

Do you currently provide some of your services through outside partners?  Yes  No

Do you currently have a web or similar enabled ordering system (not just quoting) for the use of your customers?  Yes  No

Do you currently meet at least once per year with your management for the purpose of highlighting your department's accomplishments, your financial contribution to the organization and or how your department has enhanced the attainment of other department's goals?  Yes  No

Does your department currently have a multi-year strategic plan?  Yes  No

After you press submit, the results, with recommendations will be presented (next page):



# *Indicators For Success!*

---

## Operational Analysis for xpedxworkshops

### Overall Score **"Excellent"**

Based on your responses, your overall score is "Excellent", scoring 62 of a possible 64. Based on this analysis, you have all the bases covered for excellent customer service and product offerings. Please review the analysis below for additional suggestions for improving your in-plant.

### Operational Effectiveness

#### *Competitiveness*

Many times, your in-plant may be judged solely on the criteria of its contribution to the organization, i.e. how your prices compare to the outside market place. Regrettably, many times the outsourcing of an in-plant is made solely on this basis.

In your response to whether you are less expensive to the outside market place, you indicated that you were excellent. Congratulations on your attention to the bottom line. Validating this contribution to the outside market place and communicating it to your upper management is key to the recognition you deserve. If your management is aware that you understand your costs and the relative cost to the outside market place, the outsource company who attempts to perform a study will be viewed just as another vendor who is competing for your work.

Additional is available at xpedxworkshop's [Adding Competitive Advantage](#).

#### *Quality Service*

The quality of your service entails availability, communication and meeting deadlines. A great price does not really accomplish your customer's goals when your services are difficult to access or the product is late. Communicating options and job status is also important to providing a high level of service to your customer.

In your response you indicated that you provided excellent service. Providing customer feedback forms can validate your level of service and be used to promote your operation to other customers. Additionally, providing an online ordering system can provide improved accessibility to your services.

Additional information is available at xpedxworkshop's [Improving Financial Contribution](#) under the Meeting Customer Needs section.

#### *Occurrences of Customers Seeking you out for Innovative Solutions*

Providing solutions that your customers may have not considered can not only be a considerable value-add to your organization, but will instill customer confidence in your abilities to meet their needs. This may take the form of simply combining a form or letter with a business reply vehicle to cut costs or add personalization and data specific to the end user to increase response rate. Regardless, with your experience and expertise in printing, providing solutions to customers is not only second nature, but benefits the image of your operation and validates the services you provide.

In your response you indicated that most times your customers sought you out for innovative solutions. It appears your customers value your expertise and this gives you some form of control. However, many times print providers tailor their