Delivering lean operations by streamlining business processes across the enterprise

Background
Misawa Homes Co., Ltd., founded in 1967, is a Japan-based major housing company with its group workforce of nearly 9,000. Misawa Homes' core business is the development, manufacture, construction and sale of single-family and multi-family homes, and they have supplied more than 1.2 million homes in total.*

*(figure as of 2012)

Misawa Homes' diverse business portfolio also includes home remodeling, real estate brokerage and utilization, life care and senior living services.

Market Overview
The Japanese housing companies including Misawa Homes are currently facing socio-economic challenges. As Japanese society moves towards an aging society coupled with a declining birth rate, the key demographic group of home-buyer between thirties and fifties is becoming smaller. On top of that, Japan faces an economic recession for the last two decades. As the result, Japanese housing market is shrinking and the competition is becoming severer than ever. Therefore there is urgent needs for Japanese housing companies to deploy lean operations across the board for their survival.

The Challenge
In reinforcing their business in the competitive market, Misawa Homes was recognizing a major management challenge, which is to streamline back office business processes in Misawa Homes and its 31 subsidiaries. However, since each subsidiary was operated independently, Misawa Homes had less control over the subsidiaries.

Subsidiaries were making its own ways of efforts to reduce costs, which had marginal effects.

Multiple divisions independently sourced and managed printing devices, which resulted in less visibility from Misawa Homes as to how much costs was spent.

In 2009, Misawa Homes launched “Office Innovation Project” to centralize their office operations, improve efficiencies and reduce cost. Managing print infrastructure was positioned as one of the key initiatives.

To address the challenges, Misawa Homes chose to partner with Fuji Xerox as a strategic service provider.

"Primary goal of this project is to deploy consistent level of service to Misawa Homes and its subsidiaries and to better manage cost. When the proposal was made, only Fuji Xerox confirmed to deliver the service we require, hence we chose to partner with Fuji Xerox to deploy MPS"

Tetsuya Minami
Manager of General Administration, Corporate Planning and Administration Group
Transforming office print infrastructure to reinforce cost management and security

The Solution
In optimizing its printing infrastructure and streamline business process, Misawa Homes decided to implement Fuji Xerox’s Managed Print Services (MPS) at all of its 460 office sites across Japan.

Fuji Xerox optimized Misawa Homes office print infrastructure by integrating 1500 units of print devices into 890 units, which also meant to consolidate the suppliers and the device models.

In order to enhance security Fuji Xerox deployed IC-card authentication system or “Follow-you” printing capabilities.

In addition to developing the sophisticated infrastructure, Fuji Xerox drove change management by visiting Misawa Homes and its 31 subsidiaries and discussed with employees in order to earn understanding of new processes and the new print policy, which encourages print through cost-effective ways.

In day-to-day operation, Fuji Xerox supported Misawa Homes and its 31 subsidiaries by providing proactive monitoring, which automatically delivers maintenance services, and a helpdesk as a single point of contact when break-fix support or consumables were needed.

To increase the visibility Fuji Xerox also provides monthly report on key metrics such as trend of print volume, break-fix incidents and device utilization rate.

The Results
With Fuji Xerox’ MPS, Misawa Homes was able to streamline its office-print processes across the board.

By optimizing the print infrastructure and having Fuji Xerox manage the new processes, Misawa Homes was able to transform fixed costs to variable and reduced Total Cost of Ownership by 40%.

All the then individually-managed procurement processes at 31 subsidiaries were consolidated and managed by single point of contact, which helped Misawa Homes to gain visibility and indirect cost management.

“Follow You” printing capabilities enabled Misawa Homes to increase the level of its information security. No more documents were left on the output tray.

Fuji Xerox provided Misawa Homes a break/fix support on Saturdays and Sundays too, which supported the sales persons who faces family customers.

Misawa Homes also enjoyed benefits from environmental sustainability perspective: 5% of energy saving and reduction of paper usage by 30% by using Fuji Xerox eco-friendly devices.

The Future
Misawa Homes recognizes Fuji Xerox as a strategic partner and has willingness to further leverage Fuji Xerox’ diverse portfolio of services to manage its back office process in finance, accounting and document management.

The Challenge
• Increase visibility of indirect costs at each subsidiary
• Streamline end-to-end office print processes
• Prevent the risk of confidential information leakage from unclaimed prints

The Solution
• Comprehensive Managed Print Services (MPS) including assessment, design, deployment and management of entire print platform
• Compliance and governance with certified devices and secure print (“Follow You” printing capabilities)
• Pro-active monitoring (auto detect break/fix, maintenance)
• Monthly dashboard report on the usage volume and cost
• Professional service help-desk

The Future
• Device consolidation from 1500 devices to 890 devices
• Higher document security via “Follow You” print
• Standardized services and support for Misawa Homes and its 31 subsidiaries at 460 office sites across Japan

About Fuji Xerox Global Services
Fuji Xerox Global Services is the industry leader in document outsourcing services. Our unique combination of domain expertise, innovative technology and global delivery capabilities enable process re-engineering, integration, transformation and continuous innovation of your document intensive business processes and customer communications. As your business partner, we deliver operational excellence, cost efficiencies, and sustainable business growth.

For more information on how we help leading aerospace and defense manufacturers, email fxgsmarketing@fujixerox.com

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