

Background

Cenveo is one of North America's leading providers of visual communications with one-stop services from design through fulfillment. This client has 85 facilities and 10,000 employees that were consolidated through a series of acquisitions to provide a broad portfolio of products and services to its customers.

Challenge

Due to the history of acquisitions, the client's organization, including IT, operated in a highly decentralized fashion. Although this provided a high degree of customized service, the costs of operation were high and IT services had little consistency across the enterprise. In a competitive landscape where costs were consistently being driven down, Cenveo needed to realign its IT services model to better support the current business environment. This included seeking balanced strategies for lowering costs, better aligning IT to business drivers, and improving IT performance.

Solution

Our team comprehensively evaluated the client's current state IT model across the domains of technology, process, organization and costs. Based on the client's value drivers, several opportunities were defined. These opportunities were explored and confirmed to arrive at an optimized future state for the IT model. The future state IT model was primarily characterized by a more centralized and standardized set of IT services and technologies while maintaining a decentralized and innovative mode of operation for IT where competitive advantage could be gained. Outsourcing strategies were included where appropriate. The future state IT model defined specific organizational, process, technology, and cost models to support strategic goals.

Specific initiatives were defined to provide an actionable migration from the current state to the future state that managed risks and priorities. Each initiative had a specific scope, priority, timeframe, next steps, projected benefits and expected investment defined. These initiatives were laid out in an actionable three year strategic IT plan that was financially justified.

Result

Cenveo had an actionable three year IT plan that was built from a balanced strategy focused on business alignment, improved service performance and optimized costs. The strategic IT plan drove the client's IT organization to a position that was well aligned with their business strategy and the competitive environment of their industry.

CLIENT INDUSTRY:

Print and Marketing Company

SOLUTIONS:

- IT Strategy