

UNIVERSITY *of* WASHINGTON

# CREATIVE COMMUNICATIONS

Connecting Employees to Their Customers  
Through an Aligned Strategy

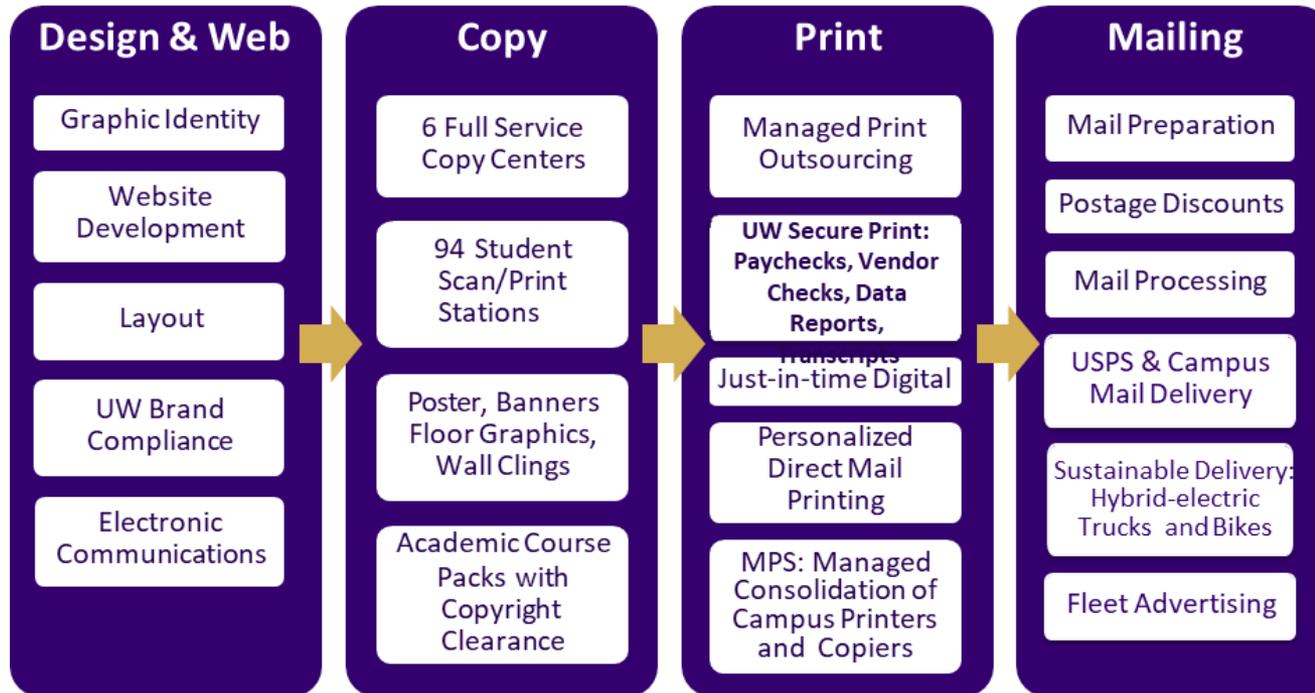


# Agenda

- Creative Communications (C2) story
- Strategy
- Virtual visit to our Lean board
- Employee Engagement
- Connecting team efforts to customer needs
- We're really fun

# Services provided by C2

*In-house, one-stop, comprehensive shared service  
for design, copy, print, and delivery*

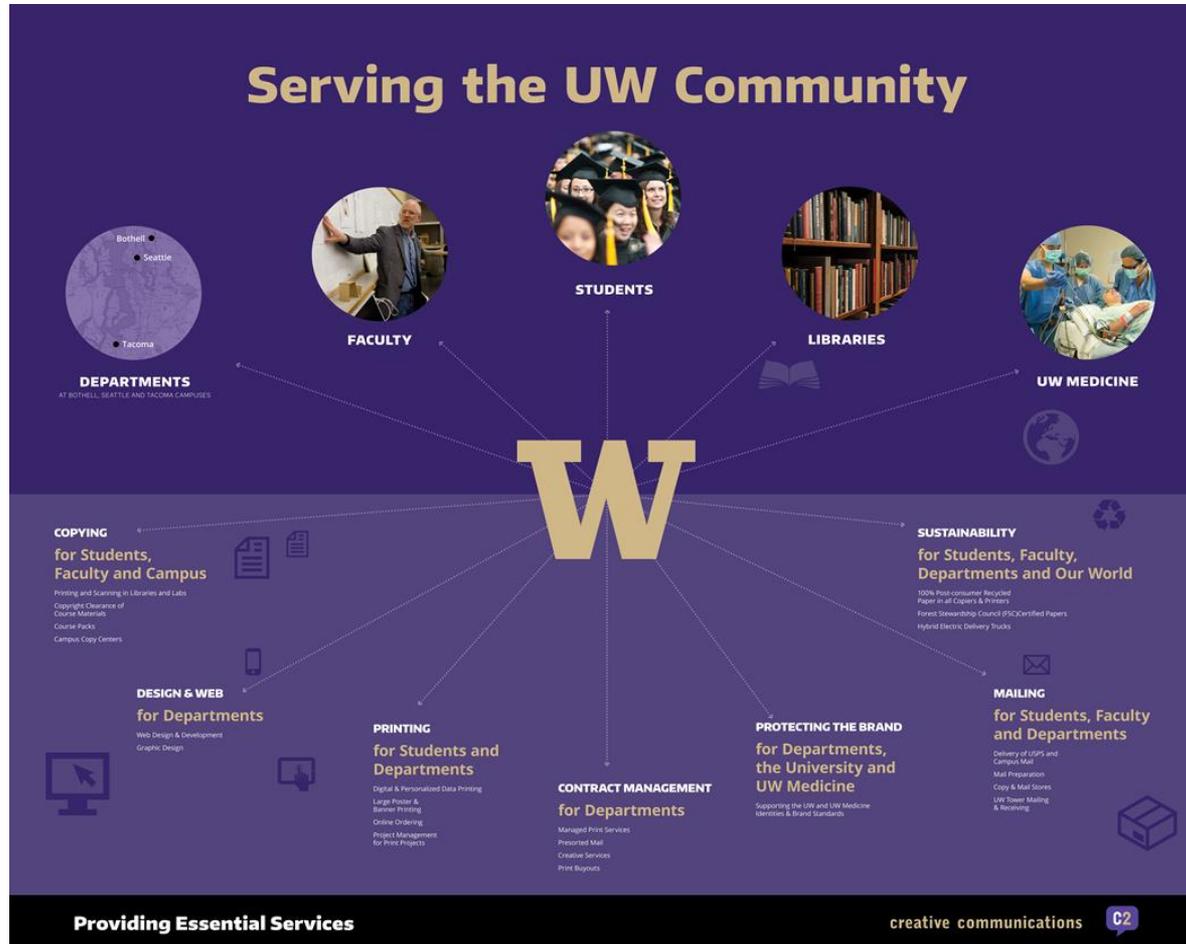


# C2 at a glance:

*Service, Quality, On-time, Low Cost*

- 74 employees
- Award winning
- Financially self-sustaining
- Cost effective, modern digital production In-Plant, from design to delivery
- Lean continuous improvement since 2010

# Creative Communications Story



# C2 Lean: 2010 to present



# Strategy

## LEAN STRATEGY

TRANSFORM SERVICE

QUALITY

DELIVERY

COST

Create  
Constancy  
of Purpose

Enhance Experience

Deliver Value

Improve Efficiency

Seek  
Perfection

RELEASE POTENTIAL

SAFETY

MORALE

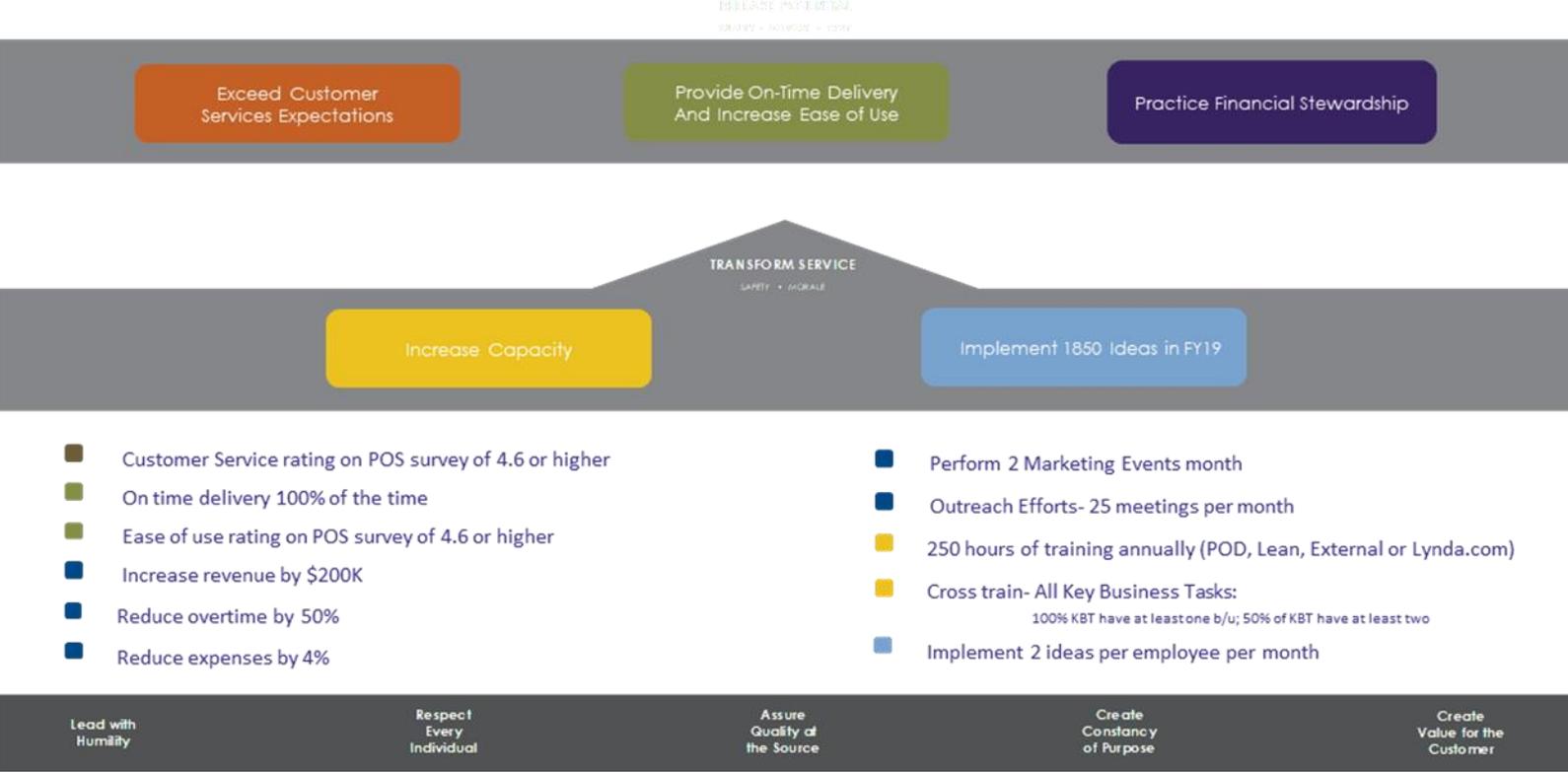
Respect  
Every  
Individual

Build Capacity

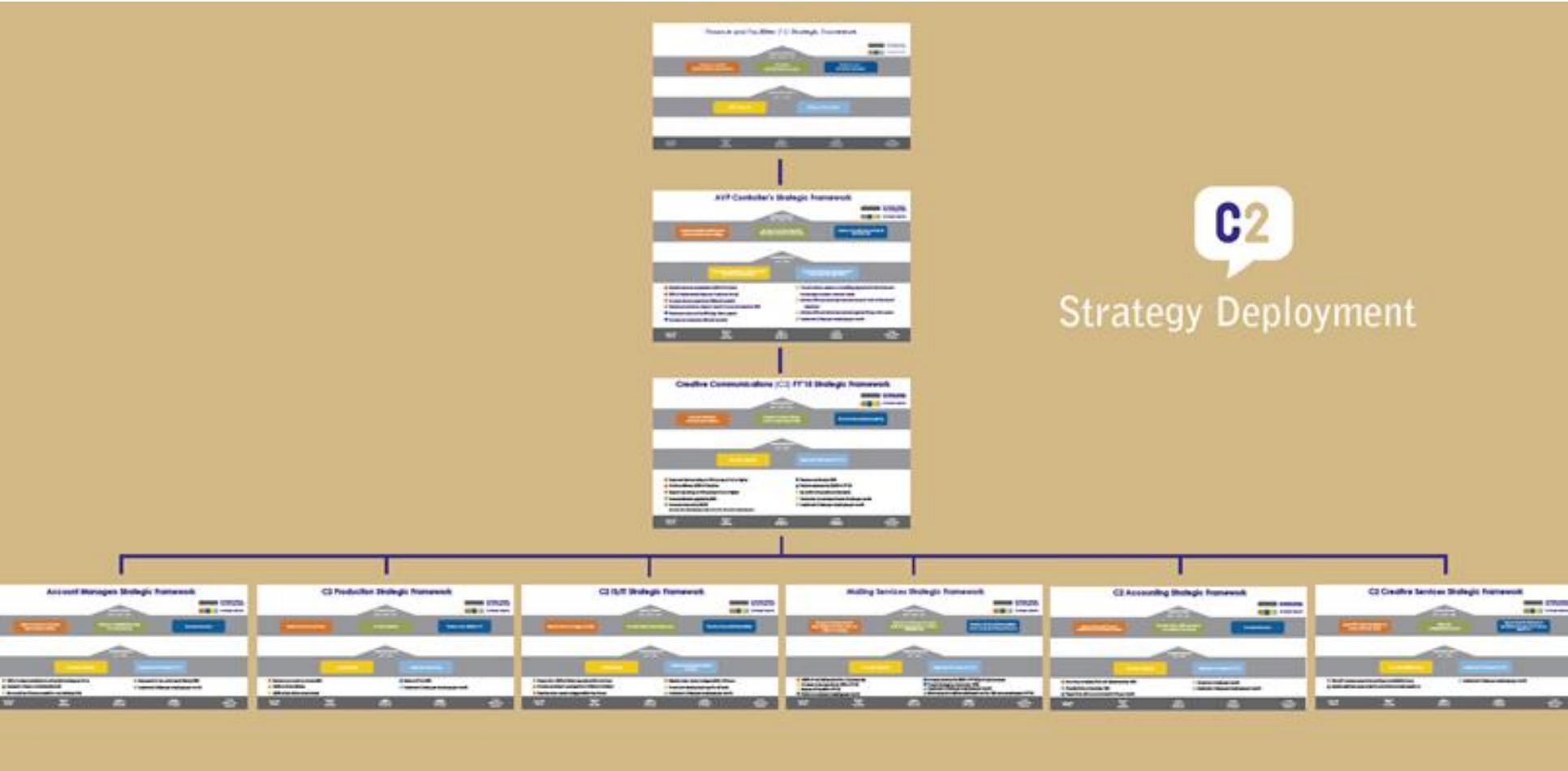
Embrace Innovation

Lead  
With  
Humility

# C2 Leaders Strategic Framework



# Aligned Strategy



# Senior Managers Daily Huddle Board

C2 Leaders Daily Huddle <sup>WEEK 8</sup> **APRIL 16, 2018** APRIL SHOWERS >50% • >75% • >100% • <100%

	Who's Out?	Coverage	Job Issues/ Equipment Issues	Escalations	M	T	W	Th	F
ACCOUNT MANAGERS	Andrea in 7:30								
DESIGN/WEB									
PRODUCTION	Ronch out T-Fri	Scott	bel kinte ↓ Frank Xide a.dity ↓						
COPY CENTERS									
DAWG PRINTS/MPS	Acuna								
MAILING	MARCO - 0 ALEX - 0 4/20 MIRE F. - 0 7/20 ROBERTA - 0 2-4p	Stana/ Dora Doug/Brigida/Tam							
Shipping									
Sorting & Delivery	GILBERTO - 0 TRAVIS - 0	MIKO							
Mail Processing									
Mail Prep									
UW Tower Mail & Receiving	Ima J. 7/16-27 Dore - 7/19-20	Sam, Dave Acraig							
FINANCE & ACCOUNTING									
INFORMATION SERVICES IS/IT									
ADMIN./BLDG. ISSUES	michle out								

	M	T	W	Th	F
Account Managers					
Web					
Design					
C2 Production					
iGen					
Bindery					
Envelopes					
Posters					
Copy Centers					
Sorting & Delivery					
Mail Processing					
Mail Prep					
UW Tower M/R					
IT					
Billing					
Front Desk					

**ISSUES & UPDATES**

Katy out on Thursday  
Earth Day April 20th!  
Bethany - not today - on email w/ Sue Maggie  
OPEN HOUSE - WIDE FORMAT  
4124 11-1  
New VP Brian McCartan here on 4/25



# Ideas

The board is set against a background of a snow-capped mountain peak with a flag on top. A large 'W' logo is in the top right corner. At the top left, there are five buttons: 'Exceed Customer Service Expectations', 'Provide On-Time Delivery', 'Practice Financial Stewardship', 'Increase Capacity', and 'Meet Customer Needs'. The board is divided into five vertical columns: WEEK 1, WEEK 2, WEEK 3, WEEK 4, and OVER 30 DAYS. On the left side, there are five icons of a hiker with a backpack and poles, each in a different colored square (orange, green, dark blue, yellow, light blue). Numerous small idea cards are pinned to the board, each with a 'C2' logo and a star rating. A large 'IDEACARD' form is overlaid on the bottom right, with fields for NAME, DATE, PROBLEM, IDEA, CIRCLE APPLICABLE (with five colored circles), and ASSIGNED TO, DATE COMPLETED. The 'C2' logo is also present in a speech bubble on the form.



# CREATIVE COMMUNICATIONS

THE GREATEST TEAM ON EARTH

## ACCOUNT MANAGERS

NEW IDEAS | WEEK 1 | WEEK 2 | WEEK 3 | WEEK 4 | OVER 90 DAYS | COMPLETED IDEAS

TICKET | JUST-DO-IT | PARKING LOT

# C2 Information Technology

## C2 IT LEAN - A CITY OF HEROES

NEW IDEAS | JUST DO IT | ONGOING EFFORTS | AWAITING RESPONSE | PARKING LOT | COMPLETED IDEAS

WEEK 1 | WEEK 2 | WEEK 3 | WEEK 4 | OVER 90 DAYS

CLUSTER PERFORMANCE | ACCOUNT MANAGEMENT | CUSTOMER SUPPORT | SALES MANAGEMENT

## MAILING SERVICES LEAN BOARD

NEW IDEAS | WEEK 1 | WEEK 2 | WEEK 3 | WEEK 4 | COMPLETED

JUST DO IT | NOT YET

ENHANCE CUSTOMER EXPERIENCE  
REDUCE COST / INCREASE REVENUE  
ELIMINATE ADMINISTRATIVE BURDEN  
BUILD CAPACITY  
EMPLOYEE IMPLEMENTED IDEAS

OUTREACH EVENTS  
E-MAIL OUTREACH STRATEGY GROWTH  
MAIL PRESS REVENUE

## MAIL PREP LEAN IDEA BOARD

ENERGIZE IDEA | WEEK I | WEEK II | WEEK III | WEEK IV | MISSION SUCCESS

STAR LOT | MISSION LOG

DAIMANT JIM!

AFTER | BEFORE

OCTOBER 2019



# Employee Engagement



# Everyone Huddles



	Daily	Weekly	Monthly
Account Managers	8:30	Tues. @ 11:00	1st Tues
Accounting	9:45	Wed @ 2:00	4th Wed
C2 Leaders/Mt. C2	9:00	Thurs @ 9:00	3rd Thurs
C2 Production Ctr	12:30	Wed @ 12:00	2nd Wed
IS	10:00	THURS @ 2:30	3rd THURS
Mailing Services	8:30	THURS @ 1:30	Last THURS
Web/Design	9:15	Thurs @ 3:30	3rd Thurs
Copy Centers	Varies by center	Wed @ 1:00	1st Wed
Mail Prep	8:00	Thurs @ 11:00	Last Thurs
Mail Rating	8:45	Thurs @ 11:00	Last Thurs
Cpy Ctr Supervisor	9:30	Wed @ 1:00	1st Thurs
Mail Sorting	7:30	Thurs @ 11:00	Last Thurs
iGen/Bindery/Shino	12:30	Wed @ 12:00	2nd Wed
Shipping	8:00	Wed @ 1:00	1st Wed



# Recognition at the board



# Service Awards



# Week in Review

## UW C2 | Week In Review

WEEK OF 6/3

### Congrats To Our Graduates!

A huge congratulations to all of our graduating student employees. You did it! We are so proud of you all and truly appreciate the great work and positive attitudes you bring while juggling your academic duties. Best of luck to you all and please come back to visit us!

Matt Carwin Kellan Kinney Vi Nguyen Claire Casey  
Arianna Dean Maddie Coates Matthew Rogers



## UW C2 | Week In Review

WEEK OF 3/4

### Steven Roberts, new Assistant Director

Congratulations to **Steven Roberts** for a much deserved reclassification to Assistant Director of Mailing Services. Steven has been the Manager of Mailing Services since 2004 and under his direction the department has made substantial progress such as campus mail route transformation, moving to hybrid-electric trucks and e-assist bikes, and promoting the Transit Messaging Program.



## UW C2 | Week In Review

WEEK OF 3/25

### Mailing Services Rocks It!

The Mailing Services crew was an exceptional partner to C2 Production & Account Managers this week. They went above and beyond with making many time-sensitive, unpredictable, and late-in-the-day deliveries. A special thank you to **Doug Stevens** and **Paul Stonestreet** for your dedication and professionalism, always.



### Moving Day In Client Services

A few months ago, **Kristi Walker** came up with a great idea and detailed plan to help the Account Managers better utilize their space. Last weekend, a team of four - **Jake, Patrick, Bethany and Katy**, came in and rearranged some desks to make the space much more usable for them all. It's amazing what can be done when fueled by donuts, soda, cheesecake, pizza and chicken wings.



### Fall 2019 Admit Letters Are Going Out!

The Office of Admissions entrusts C2 every year with their most important print and mail project- Admissions Packets. Over 20,000 letters will be sent out to prospective dawns all across the world during these next couple weeks. Thanks to **Kristine Arntson, David Walters, Ken Dirks, Nick MacMichael, Charlie Jones** and the **Mail Prep team** for confidential and careful handling.



### Stepping Up for the Playoffs

When the Husky Men's Basketball Team went to the big dance for the first time in 8 years, Creative Communications had our own March Madness. We had 8 hours to print and ship the post-season media guides. No problem (thanks to the hard work logged by **Corey Owendale** and **Jake Dobner**). And our team might not have won it all, but their guides looked amazing.

### Pace Training In Progress

The last elements of Pace are rolling out by July 1 to all service and production areas of C2. All of this training has been created by **Sam Sompht** and **Jake Dobner**. From setting up a training room with computers to leading instruction to creating content for cheat sheets, Sam and Jake are the muscle behind the final Pace push. Account Managers trained on Tuesday. The iGen/Bindery/Prepress began training on Thursday to see what the new job tickets will look like and then dove into practicing entering their time in the data collection module.



### C2 Shipping with E-Assist Bikes

After the retirement of our truck driver **Alex Sergeeff** last year, Mailing Services took over shipping deliveries on campus. We are pleased to report that the Electric Assisted Bicycle Team is responsible for service to our copy centers on campus! Electric Assisted Bicycles have proven to be a great asset to Creative Communications with their ability to get on and off campus and the surrounding areas without the need for loading dock space.



### Retractable Banners R Us!

C2 is the primary source for retractable banners on campus; they are gorgeous, easily assembled, portable and reusable. When our supplier unexpectedly ran out of the hardware, C2 team members jumped into action to find new banner stand, resized existing customer files to fit and found new materials to work with. Thanks to our team who continually perform, even when our clients don't know about all the work that goes into our seamless operation.



Great service, great teams!

Great service, great teams!

Great service, great teams!

# Results and Impact

## Results and Impact

### Summer



**Frank Davis, C2 Director, Retires after 45 years of service**  
Frank completed 45 years of service to the UW in June, including 30 years on the C2 Senior Management team. During his long career at the UW, Frank had the distinction of holding 9 different job titles, including Offset Duplicator Operator, Press Operator, Supervisor, Manager, Assistant/Associate Director, Director of Creative Communications, and Director of Business Services Human Resources. Thank you Frank!

**New Business: C2 Accounting Takes on External Affairs**  
When External Affairs sought to streamline their accounting functions, they looked to partner with C2 Accounting. It did not take long for External Affairs to agree to the partnership once they recognized the talent of our team. C2 Accounting has received a small reimbursement for the work, while EA has saved over half the cost of an accounting position. Outstanding job from the Accounting Team!





**Husky Green Award**  
Congratulations to the C2 Mailing Services delivery team on winning the 2018 Husky Green Award for their amazing work with the electric cargo bicycle mail delivery fleet! This is the second Husky Green Award that acknowledges the innovative work all of you have done with the bike delivery program. Well done!

**C2 Shipping with E-Assist Bikes**  
After the retirement of our last delivery driver, Mailing Services took over shipping deliveries on campus. We are pleased to report that the Electric Assisted Bicycle Team is responsible for service to our copy centers on campus! Electric Assisted Bicycles have proven to be a great asset to Creative Communications with their ability to get on and off campus, and surrounding areas, without the need for loading dock space.



### Autumn



**C2 at the State Lean Conference**  
Katy Folk-Way and Steven Roberts presented at the 2018 State Lean Conference. The presentation, *A Success Story Through Engaging People*, told the story of Lean in C2 from nearly being shut down in 2010, to thriving in 2018, using Lean as the tool for continual improvement. The audience took a virtual tour of aligned Lean—starting with the Senior Leaders' board, down to Mailing Services main board, and finally to the e-Bike Team board.

**Katy Folk-Way Appointed New Director**  
From Ann Andersson I am pleased to announce that I have offered the Director of Creative Communications to Katy Folk-Way (and she has accepted!). In addition to Katy, we received additional applicants (from outside the state) and based on our requirements, Katy has remained, by a large margin, the most qualified applicant. So, in the final analysis, she is the right person for this position. I believe she has successfully led C2 in her interim role and is poised to take C2 to the next chapter in its journey. Please join me in congratulating Katy!





**Dawg Prints Expands Accessibility of Scan Fleet**  
Dawg Prints was awarded with \$56,000 to expand their scanning fleet in the UW Libraries. This update brings two new scanners, but the purpose behind the proposal was to expand Dawg Prints' ADA Accessibility. This expansion brings height adjustable tables to all scanners, scan-to-audio components, and adds foot pedals to each device. This will allow equal use of all scanners and brings an end to students having to seek out the scanner that best suits their needs.

**C2 Switched to Tree-free Paper**  
In order to bolster our already great sustainability culture, C2 has switched our standard white copier paper from 100% recycled tree-based paper to TreeZero, a paper made from sugar cane waste fiber! The sugar cane waste would otherwise be burned or put in landfills; this is a great way to go green! The paper runs smoothly in our copy center equipment and office printers, and can be recycled into our regular paper recycling stream.



### Winter

**Open House on 3/14**

### Spring

**70 Years of Service**



May  
34 yrs



Stephen  
20 yrs



DeVon  
8 yrs



Brenda  
5 yrs



Tony  
30 yrs

**Doug Stevens Wins 2019 UW Distinguished Staff Award**

# Tours in C2



# Using the voice of the customer to create focus

- Point-of-Service Survey
- TAP Survey
  - Our copy, print & mail
    - Top 10 (of 133 UW teams)
    - Have reviewed results and comments and created a plan in response
- Debriefing Issues as they arise

# We work too hard to not have fun



# Accolades and Awards

## 4 Distinguished Staff Award Winners

Including one in 2019

## Cover Story in national trade journal

(2012 In-Plant Graphics Magazine) that showcased our Lean Journey and financial turn-around

## State and Regional Lean Leaders

More than 120 Lean Tours for UW departments and external guests, including government agencies, private-sector companies, and other colleges and universities

## Two UW Husky Green Awards, 2015 and 2018

New Electric-Assist bike delivery program

## 2016 Facilities Services Partner of the Year Award

## 2019 Shingo Research Award featured C2



# Take Aways

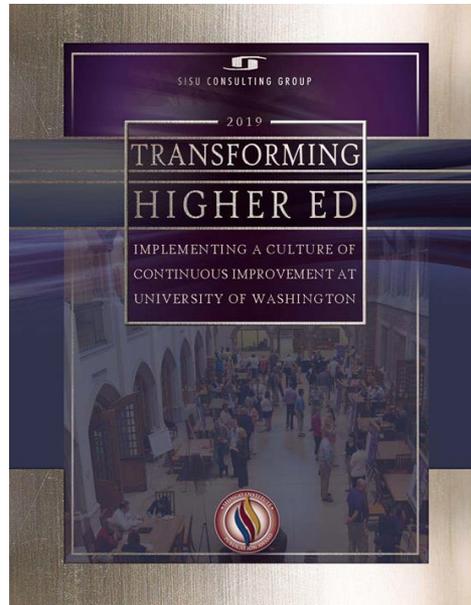
- Find a lean management system that works for your team
- It all starts with strategy
- Engage people to make a difference
- Listen to the customer and adjust
- Have fun!

# For more information

Come visit us! Sign up for the free UW Lean Tour- Washington State Employees, December 6<sup>th</sup> from 9:00 a.m. – 10:30 a.m.  
-Sign up on the website: [finance.uw.edu/lean/tours](https://finance.uw.edu/lean/tours)

UW Lean Case Study

Free download at: <https://higher-ed.sisulms.com>



# Questions?

