



With more than 120,000 customers worldwide, including 99% of Fortune 500 firms, Citrix is one of the most trusted names in enterprise access.

Meeting the demand for high-quality, just-in-time training on Citrix products

Founded in 1989, Citrix Systems, Inc. is a worldwide leader in the drive to simplify information access for businesses. Citrix MetaFrame Access Suite is an infrastructure designed to give workers in the on-demand enterprise secure, easy, and instant access to enterprise applications and information resources from any location, device, or connection. With more than 120,000 customers worldwide, including 99% of Fortune 500 firms, Citrix is one of the most trusted names in enterprise access.



In salary surveys, Citrix professional certifications are ranked among the most desirable in the industry. As Citrix expands its product set, its customers and partners are flocking to the company's 350 worldwide Citrix Authorized Learning Centers (CALCs) in increasing numbers to be trained in the company's technologies and in the new MetaFrame Access Suite products. The MetaFrame Access Suite first launched in early 2003 with Citrix's flagship product, MetaFrame Presentation Server, as its foundation.

For the busy Education Resources group at Citrix, generating high-quality courseware for these products is essential to customer satisfaction and success. Preparing new training materials timed with each new product release and duplicating, kitting, and shipping them on demand to learning centers worldwide is a supply-chain challenge for a company whose core competency is software development. Citrix depends on the global HP Software Publishing Services for efficient and cost-effective management of product fulfillment, from manufacturing and inventory control to order administration and distribution.

Using the resources of its Software Publishing Services facilities in Nashua, New Hampshire and Galway, Ireland, HP manages the printing of Citrix course materials; CD replication; procuring and assembling of material such as binders, pens, certificates, and name tents; kitting; and shipping of kits to CALCs or distribution centers worldwide. HP ships 13,000 training products annually for Citrix in North America and 18,000 products to 43 countries in Europe, the Middle East, and Africa (EMEA) and the Asia Pacific region.

Weak links in the supply chain

Though Citrix's courseware distribution models differ in the Americas, Europe, and Asia Pacific, the demands are the same: producing a high-quality educational product, managing inventory, and delivering courseware on time. Before outsourcing to HP, Citrix faced challenges in all three areas.

"Quality standards must be higher in courseware than in standard software documentation," said Michael Martin, Citrix senior manager for manufacturing services in North America. "In the classroom, students review the books carefully, and errors are obvious. Some of our books are 600 pages long, so if quality controls aren't in place, there are going to be problems. We were getting lots of complaints of poor printing and packaging."

Inventory management presented other challenges. In both North America and EMEA, Citrix struggled to meet training center orders with a fast turnaround while not piling up excess inventory.

"In this business, lead times are very demanding," said Robert Gessner, Citrix director of manufacturing and operations in EMEA. "The training centers order at the last minute because they don't know how many people will attend a course. To ensure availability, we held lots of inventory, and we were always running the risk of obsolescence."

In the Americas, Citrix owned the entire inventory, including both components and finished goods, after their vendor had assembled the product. "If we had to scrap a finished product, we ended up paying for both the components and the labor to produce the finished product," Martin said.

In 2000, with the demand for training products growing every year, Citrix decided it needed a better model than the one it had been using for eight years with its current vendor. Choosing a new global partner was a three-year phased process for Citrix in which 42 different firms were interviewed.

"It was a big step for us," Martin said. "Our entire executive team was involved. But choosing HP was one of the easiest things I ever had to justify. It just made sense."

The best track record

HP offered a proven track record in software publishing, extensive in-house capabilities, rigorous processes and quality control, a flexible attitude, and the IT skills to integrate Citrix's SAP R/3 enterprise resource planning (ERP) systems with HP's system.

HP has also built a long and fruitful alliance with Citrix. As a Premiere Plus member of the Citrix Business Alliance,



HP resells Citrix products and offers Citrix solutions across the entire line of industry-standard HP ProLiant servers. With a growing cadre of Citrix Certified Professionals, HP Services provides consulting, systems integration, and support services to help customers integrate and optimize Citrix products in their environments.

The alliance provided a foundation for trust, but it was the selection team's visits to HP Software Publishing Services facilities at Nashua and Galway that sealed the decision.

"At Galway, we saw that HP has a mature operation with good business concepts. We were very impressed with the people who run the business. Our entire team came away saying, these are the people we want to work with," Gessner said.

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A monumental improvement

HP put in place a disciplined process with quality measurements for courseware production and distribution. New models for inventory control were developed and tailored to meet the different needs of the Americas and Europe, with HP assuming more of the responsibility and risk of inventory management. HP also provided proactive feedback to Citrix on how to make changes in its courseware to enhance design and manufacturing—and reduce costs.

Every quarter, HP meets with Citrix to review performance against service-level agreements (SLAs). “We’ve had a 98% success rate in terms of quality measurements,” Martin said. “Product quality and delivery times are what they should be. It’s a monumental improvement over what we were experiencing in the past.”

In the Americas, HP maintains an inventory of the product components based on Citrix forecasts. For the first 90 days, Citrix is billed only for what is shipped. After that, Citrix is invoiced for the parts, but “we’ve been managing it so well together that we’ve basically been paying only for finished goods,” Martin said.

For beta courses, HP builds to order. “That’s one thing we really like about working with HP. They can support different models to accommodate our specific needs,” Martin said.

In Europe, HP holds a minimum inventory and builds the product according to demand, not forecast—a different model from the past. “Our inventory position is now much more favorable,” Gessner said. “We’ve reduced the inventory more than 100% from a year ago while maintaining product availability. HP gives us a fast turnaround, with same-day order fulfillment.”

For Gessner, HP’s efficiency has resulted in lower overhead and peace of mind. “Inventory management is invisible to us now. I can maintain a lean team and focus on high-level planning, while trusting HP to meet our needs.”

The next step

With Citrix Education Resources, CALCs, and end-user customers better served, Citrix is working with HP to explore new routes to fast, efficient software publishing. HP and Citrix have designed a pilot for electronic delivery of Citrix software products. Citrix may eventually take advantage of the HP Software Publishing Services facility in Singapore to serve Asia Pacific. And HP offers value-added services that Citrix can leverage at any time, such as a total cost of ownership assessment followed by guaranteed savings.

“HP offers scalability of services,” Gessner said. “We are continually changing and coming up with new requirements. HP is a partner who can take us to the next step.”

Challenges

- Deliver high-quality, just-in-time educational products to training centers worldwide
- Manage inventory to meet demand while reducing obsolescence

Solutions

- Outsource to HP Software Publishing Services in the U.S. and EMEA to manage printing, CD replication, procuring kit materials, kitting, and shipping
- Introduce efficient models for inventory control and order administration
- Implement quality measurements and rigorous business processes

Results

- Over 98% success rate in quality measurements
- Reduced inventory more than 100% while maintaining product availability
- Fast turnaround for order fulfillment

At a glance

Company: Citrix Systems, Inc.

Founded: 1989

Headquarters: Fort Lauderdale, Florida

Customers: 120,000+ worldwide

URL: www.citrix.com

Business: the global leader in access infrastructure solutions

Main products: Citrix MetaFrame Access Suite, including MetaFrame Presentation Servers for Windows® and UNIX®; MetaFrame Secure Access Manager, MetaFrame Conferencing Manager, and MetaFrame Password Manager

Industry

Independent software vendor

HP Software Publishing Services

- **Part of:** managed services portfolio from HP Services
- **Centers:** Galway, Ireland; Nashua, New Hampshire; Fremont, California; Singapore
- **Services:** software lifecycle, including media replication, e-commerce, new product introduction, physical and electronic distribution, account management, materials procurement, inventory/order management, documentation, value-added services
- **Strengths:** solid track record with proven processes based on best-in-class business systems, technology, and execution; flexible philosophy

For more information

To learn more about HP software supply chain services and other managed services, visit HP at www.hp.com/hps/supply or e-mail software.publishing2@hp.com.

To learn more, visit www.hp.com.

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