

White Paper

Xerox Office Services Value Proposition

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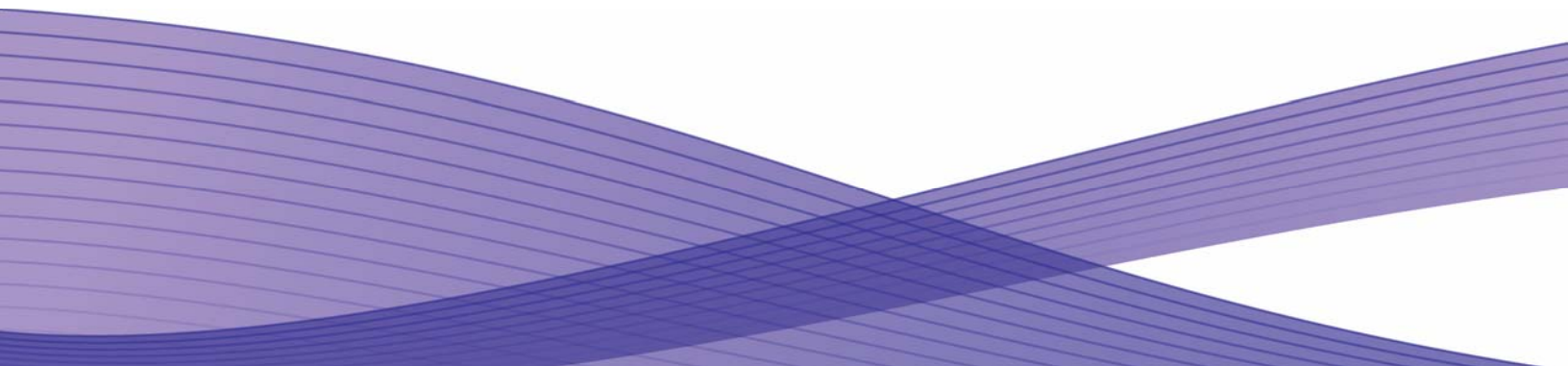
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White Paper

Xerox Office Services Value Proposition

“The opportunity for cost cutting and operations improvement is so great, modern enterprises must have a document strategy.”

Angele Boyd, IDC Group VP, Image Capture and Output
Improving Office Workflow to Reduce Costs and Increase Productivity

Introduction

In an economy where organizations face challenges on revenue and margins, businesses must look for opportunities to drive their cost base down, grow revenues and increase shareholder value.

There is a tremendous opportunity for business improvement that is going largely untapped. Many industry experts consider it the “low-hanging fruit” for significant cost savings and productivity gains.

“The document area is one of the last frontiers for easy cost savings ...”

Lehman Bros., “Implications of MFDs in the Office

— A Case Study,” July 17, 2002

According to IDC, 90 percent of companies can’t estimate their document costs, yet they spend as much as 15 percent of their revenue on document-related activities (1 to 3 percent on output costs alone).

Why are documents not on the radar screen of most organizations? First, they are enterprise-wide. Not many organizations have senior executives with “Documents” in their title. The result is fragmented responsibility, little or no tracking of total costs and little hope for successfully dealing with the situation.

The same IDC study revealed that of those organizations that can’t estimate their document costs, 60 percent have started initiatives to reduce those costs.

We believe most of those initiatives will probably fail because they will be based strictly on procurement strategies. That’s why it has become increasingly important for companies to partner with document management experts who can help capture financial savings and deliver operational efficiencies beyond merely reducing the cost of acquisition and cost per page.

Although Xerox is typically known for its technological innovation, we have a wealth of proven expertise in improving document and business processes. This expertise and our advanced technology enable us to deliver highly focused services and solutions.

To be successful, a document output management strategy needs to be championed within the organization. Companies that have been most successful in this area have identified champions at senior levels to bring focus to, and ownership of, results.

In planning for success, we work with our clients to establish a vision of their end state. Setting clear goals and defining priorities are key to establishing a comprehensive enterprise strategy.

We think total office optimization requires a five-step strategy:

1. Right-sizing the document infrastructure
2. Compliance with regulatory standards and infrastructure security
3. Preemptive organizational support
4. Continuous process improvements
5. Business process integration

Each step is a building block that provides a measurable value to the organization when built on a solid foundation. That foundation must take into account the inherent resistance to change in any organization, the ability to scale solutions to meet volume and geographic needs, and do so in a way that is sustainable over time. Therefore, organizations must be careful to choose a vendor that offers the stability and depth of:

- Change Management—to support the workforce transition to new ways of working.
- Global Scope—to service the needs of the business wherever it operates.
- Sustainability—to ensure the long-term viability of the business from a human, natural and economic resources standpoint

When taken together, these five steps and foundation principles constitute a renewable source of cost savings, productivity gains and competitive advantage.

This position paper describes each step, the foundation principles and the value Xerox delivers to our customers.

Step One: Right-Sizing the Document Output Infrastructure

Today's highly complex and diverse mix of office technologies can add significant cost, complexity and inefficiency to any business. Here are some startling statistics we've compiled from thousands of on-site visits and interviews with more than 100,000 people:

- On average, companies have one device for every 2.2 workers.
- The average age of devices is 5.6 years.
- On average, devices are used only 2 percent (about 15 minutes) of a typical day.
- Our findings show that companies can face output costs of nearly \$800–\$1,000 per office-based-employee per year.

The good news is that companies who implement effective device management can save 10 to 30 percent on their printing costs. However, such savings cannot be achieved through traditional procurement bidding procedures alone.

By taking a more holistic view of the output environment, a document output champion can see many opportunities beyond reducing costs. A comprehensive assessment to baseline the current state and provide a strategic foundation for improvement is the logical place to begin.

Office Document Assessment Process

Xerox Global Services utilizes one of the most comprehensive assessment methodologies and tools in the industry, the Office Document Assessment (ODA).

The Office Document Assessment methodology utilizes Lean Six Sigma as its foundation. We focus on three key areas to gain a comprehensive understanding of the current state environment:

1. Voice of the Customer

We gather voice-of-the-customer data to identify specific requirements, Critical to Quality Function Deployments (QFDs) that enable us to identify unique requirements associated with applications, software or workflow processes. The process includes customer surveys, interviews and Knowledge Extraction Workshops to gain a complete understanding of the environment and valuable knowledge about the impact of nonconformance on end-user productivity.

2. Voice of the Process

We analyze the environment and overall infrastructure to support the current and optimal operational state. We develop tools such as process maps and workflow diagrams for functional areas such as the Help Desk, and processes such as maintenance escalation and supplies ordering and replenishment.

3. Voice of the Environment

Our methodology utilizes actual customer data gathered from users, procurement, finance, accounting, etc. We don't use implied costs or averages. This enables us to compile a complete set of data metrics that compares your organizational performance to that of others in your industry. These metrics are the foundation for understanding your opportunities.

Key metrics include:

- Employees per device and device utilization
- Cost per page and device age
- Hard output and infrastructure costs
- Total cost per employee

We provide fact-based detail on end-user behaviors, document jobs, sizes, output volumes, and costs per device. The information is presented utilizing Lean Six Sigma tools such as Pareto diagrams, Critical to Quality (CTQ) trees, functional dashboards, etc.

We align our recommendations for operational efficiencies and overall process improvements to your goals and priorities. The bottom line is fact based strategies for delivering measurable results.

“The ODA pinpointed areas of overlap in our print and output infrastructure and the inefficiencies they created. The results were important to the design and implementation of an improved, streamlined digital office environment.”

Director of Enterprise Operations, Global Technology Services Company

Right-Sizing Your Document Output Infrastructure ...Balanced Deployment

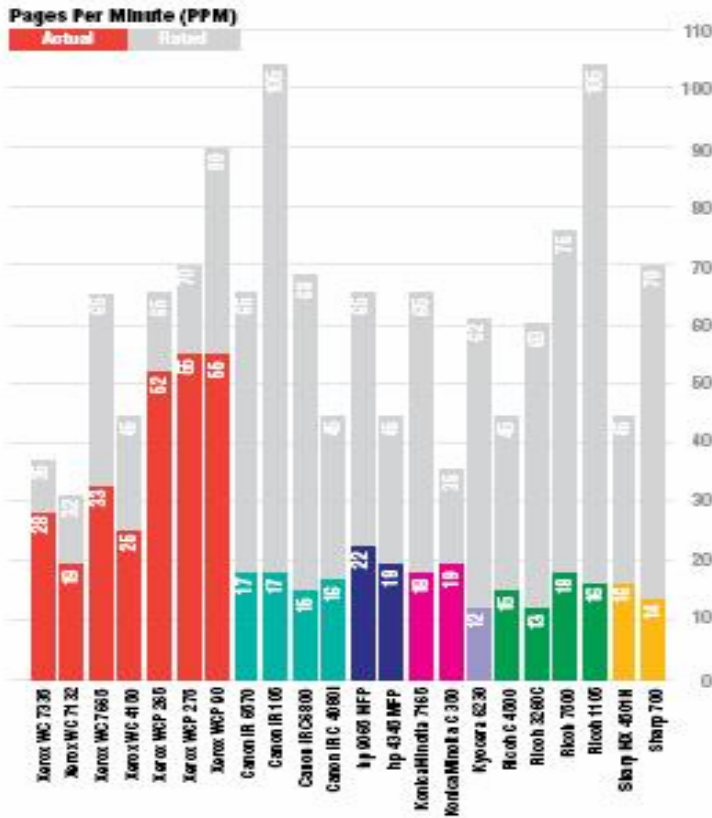
Once your office environment baseline is established, we work together to develop a plan which maximizes savings through right-sizing while delivering optimal operational efficiencies.

To achieve balanced deployment, it is important to choose the right technology to fit each specific situation regardless of manufacturer and vendor. In a world of analog technology, speed, image quality and price were the primary criteria for decision making. However, in a networked environment, the performance criteria are very different.

Software and technological design determine how devices process files and impact the effective print speed. Xerox multifunction systems provide true multitasking performance, a productivity advantage. The Buyers Laboratory, Inc. (BLI) chart above illustrates how Xerox significantly outperforms the competition in delivering effective network print efficiency.

Understanding the impact of print efficiency helps you achieve the right formula for employees, devices, and daily volume.

Figure 1: BLI Rated vs. Tested Speed Comparison

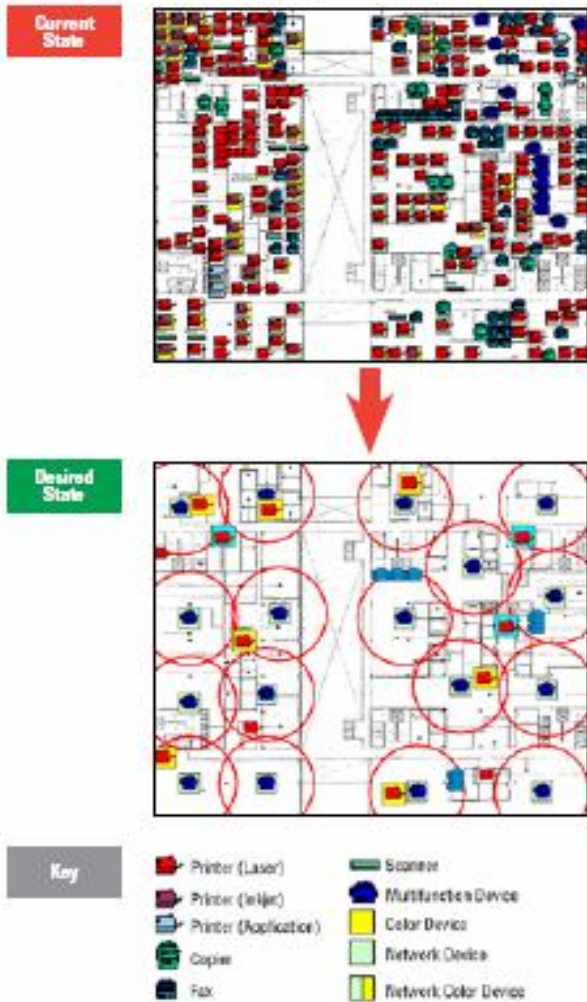


Another area to consider when right-sizing your document output infrastructure is the type of work being done. For example, some groups may require high-volume scanning, HR and Finance may need secure printing and Marketing may want graphic arts quality color output.

Running costs and speed are important, but network performance and user productivity are far more important when trying to optimize your document infrastructure.

Only when you have fact-based knowledge of the current state, a broad portfolio to draw on, and a clear vision of an optimal office environment can you realize significant savings and increased productivity.

Figure 2: Floor Mapping Example, Before and After Balanced Deployment



Step 2: Regulatory Compliance and Security

Information at Risk

The enhanced business speed and global reach of a connected world come at a price. Through malicious viruses, bots and worms, we have learned firsthand that random attacks and orchestrated cyber crime can have worldwide impact in a short period of time. Current trends indicate that the variety and level of sophistication of network attacks is increasing. The threat is real and the stakes are high.

According to a recent Computer Security Institute/FBI study, the cost of a successful attack on a corporation is over \$200,000!

Digital Output Devices Can Be an Open Gateway to the Network

Did you know that hackers can use Page Description Languages (PDLs) to enter your network via a printer and present a risk to your entire IT infrastructure?

Multifunction and digital hard-copy devices are highly intelligent machines complete with their own operating systems, hard drives and supporting subsystems. From a network perspective, these devices look no different than other powerful computer nodes—and, if not managed like other computing devices, can be a weak link to security and an open gateway for attackers to compromise, steal and destroy critical assets.

A successful intrusion could compromise private and confidential information. Such attacks could result in civil or criminal penalties associated with non-compliance to regulatory laws pursuant to federal sentencing guidelines. Security incidences of this nature could jeopardize reputation, credibility, and competitive advantage.

So how can you be sure that your networked output devices are safe?

Securing the Digital Output Device Environment Enterprise-wide

Just as network procedures require a user to enter an ID and password to access a desktop computer on the network, users accessing network output devices must similarly identify and authenticate to the device. Without this system, the organization is vulnerable to activities that could result in civil action and enormous liability.

Xerox's Holistic Approach to Security and Compliance

So, knowing the risk—both IT and financial—you take action. But what action makes sense?

Consider a “normal” Request for Proposal for updating your output devices. Perhaps you need devices in four volume bands and receive bids from five vendors. Do the math and you find that you (or your IT organization) will need to test 20 different devices, which would require an investment in dollars and IT time, not to mention the specialized knowledge of each component.

A far more reliable and efficient method is to select a product that has been certified by a credible organization, to known criteria, such as the Common Criteria for Information Technology Security Evaluation, or in short, “The Common Criteria.”

Xerox's approach is to certify the entire device under the Common Criteria, ISO 15408, for IT Security Evaluation by the National Information Assurance Partnership or NIAP.

As you can see on this chart, some companies focus on the controller or image overwrite and provide security on that feature only and don't take an overall system view. An analogy would be locking the doors of a house with triple deadbolts, but leaving the side doors and windows open.

Xerox's full system approach with third-party certification is the foundation for giving you total control over your information environment.

Regulatory Compliance and Your Document Infrastructure

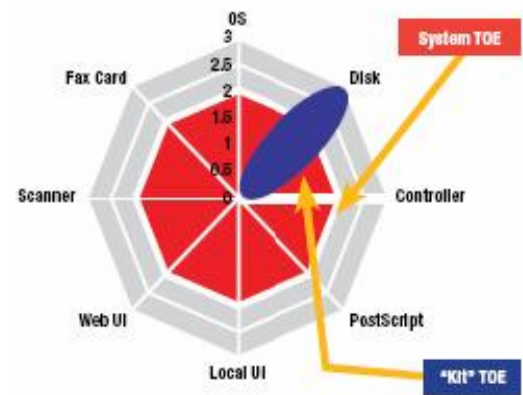
Regulatory law is having a profound effect on the security practices of organizations, and on the information technology and security personnel tasked with ensuring compliance. HIPAA and Sarbanes-Oxley are perhaps the best known. Practices and procedures of the covered enterprises are the main focus of these laws.

There are, however, some technical requirements that are common to all the laws. For example, they require that there be an authentication mechanism in place to mutually verify both sides of the transmission when Personally Identifiable Information (PII) is involved.

What is important here is that the office equipment in the organization should have capabilities that support and enable compliance. Equipment should be designed to provide smooth interaction with typical compliance protocols and procedures.

The most obvious example of vulnerability is the device's output tray and the sensitive information that is printed on your devices every day. Does your output device enable users to print that information securely? Xerox Secure Access and Secure Print are two features that allow users to send a print job to the device, which then holds it in the queue until the sender arrives at the device and enters a password or swipes a user ID card to release the job.

Figure 3: TOE=Target of Evaluation



On a more technical level, IT systems administrators need tools to provide security “outside the box.” Xerox Office Services provides security-focused software suite with capabilities that discover, track, configure, control, report on and manage multi-vendor fleets. These services can prevent intrusions and provide detailed activity logs and audit trails for a secure and compliant document infrastructure.

Step 3: Preemptive Support

A New Service and Support Paradigm

With your infrastructure right-sized, secure and compliant, the next step toward total office optimization is availability and productivity.

A Platform for Operational Efficiency

When engaging a partner to manage your document output infrastructure, it is important to consider the importance of both the device and device management platform in enabling operational efficiencies and employee productivity. Some key attributes to provide standardization and automation of routine tasks and removing the end-user from the support model include:

- A tightly integrated platform that enables communications, tracking and analysis of device data including service and supply history, financial information and call escalation to Help Desks
- Automated discovery of network-enabled devices with the ability to monitor and manage usage information and job tracking
- Proactive detailed alerts and automated escalation to Help Desks when devices fail
- End-to-end incident management and closed-loop problem resolution and reporting
- A database that maintains online resource information for ongoing infrastructure support requirements, e.g., print drivers, user documentation IP addresses and customer surveys
- Consolidated financial information associated with devices, including asset values, depreciation, cost tracking, inventory attributes, device usage and supplies consumption
- A real-time metrics reporting system that provides key operational data to support fact based decision making

Xerox Office Services Powered by an Exclusive Software Suite

The software used to manage your infrastructure is as important as the infrastructure itself. The Xerox Office Services technology suite provides a platform which combines leading-edge technologies, proven processes and infrastructure tools to effectively manage your output assets, on site or in a hosted environment in a proactive and preemptive manner.

It is a robust suite of services tightly integrated into a system to support all aspects of your operation.

Managing Your Assets

Effective asset management is crucial. From device discovery, monitoring and usage, Xerox provides a single point of contact and accountability to proactively manage all devices regardless of vendor.

Functions covered include device configuration, Move/Add/Change, print driver, queue management, user-based job tracking, software version control, etc. Financially, this includes inventory tracking, depreciation, and budget center ownership. In addition to managing the equipment assets, we also address the human assets. We support end users to ease the impact of changes to the infrastructure and smooth out the transition to new processes.

For example, a web portal provides a simple and friendly online database of information regarding the new environment and technology enablers such as print drivers, and documentation. It also engages the end user in a feedback and communications process to facilitate refinements.

In addition, for real-time problem resolution our help desk provides end-to-end incident management—much of which is done proactively. For example, an alert is automatically escalated to the Help Desk and resolved before end users are even aware a problem exists. This type of preemptive support is a significant benefit to a services-oriented partnership.

Xerox Office Services maximize productivity and also leverages the design and engineering of our devices in our preemptive support strategy.

Leveraging Device Intelligence for Preemptive Service

No matter how well designed, engineered and manufactured, all devices have parts that are commonly worn and require replacement from time to time. Xerox has an innovative way to deliver breakthrough uptime and reliability. It is a combination of advanced design and engineering, device monitoring and Smart Kit components that enable systems to predict and prevent downtime. The device monitors itself on an ongoing basis. As a Smart Kit approaches its end of life, before it reaches a point of failure, the device issues an alert to the exclusive Xerox Office Services tool suite.

Now by simply replacing the Smart Kit, the machine is available in minutes. You avoid the problem and eliminate downtime. Changing a Smart Kit is as simple as replacing a print cartridge on a desktop printer. SmartKits are an integral part of our uptime optimization strategy.

In working toward total office optimization, it is important to choose a partner that has a comprehensive platform for ensuring maximum availability and productivity. That platform must include powerful device management tools, real-time monitoring and feedback, detailed alerts, a device design that supports a preemptive service strategy, and services that enable you to focus on your core business.

Step 4: Continuous Improvements Reporting and Lean Six Sigma Engagements Drive Even Greater Measurable Results

Total office optimization is a process, not an event. A right-sized, secure, compliant environment with high availability of output technology ensures greater daily productivity. However, the long-term value is only achieved when performance is continually monitored and areas for further improvement are identified.

It Begins with Data

The assessment that provided your baseline also provides the road map for establishing critical metrics, measuring what matters most to continuously work toward an optimized state.

It is the ongoing monitoring, management and analysis that drives incremental and unexpected savings.

Core metrics are more than one-time current state desired state numbers on a chart. They are targets for incremental improvements based on the ongoing collection of actual data on a daily basis. This includes financial data, volume data and the voice of the customer.

Data Drives Lean Six Sigma Initiatives

Our metrics-driven approach identifies opportunities for further improvement and provides a management information system for strategic decision making. Utilizing Lean Six Sigma tools, we can fine-tune the overall infrastructure and deliver significant savings through process improvements. Excessive service calls and under- or over-utilization of devices are examples of issues where data can identify new opportunities to contain costs.

New application or compliance requirements may warrant technology changes or enhancements. For example, Sarbanes-Oxley limits the use of fax when transmitting confidential client information. Implementing a streamlined scan solution enables compliance with the regulation, and also eliminates fax transmission and telephone costs.

Many organizations have introduced color printers and multifunction devices into their environment. But are they being used appropriately? The first step to control color printing and printing costs is to manage and track color usage by volume, and by job type. (Are people printing their e-mail or web pages in color?)

Solutions such as rules-based printing software ensure proper use of color technology. This usage control software allows administrators to direct jobs to the appropriate device (least cost per page) and restricts color printing by job type (no e-mail or web pages in color).

A subtle shift in utilization rates may be caused by shifts in employee location, or a new reporting requirement driven by Sarbanes-Oxley. Remedies may include a dedicated device to meet the new volume requirements or the establishments of a new rule that directs the job to a more appropriate high-speed device. The important aspect of each of these examples is that it is the ongoing measurement relative to core targets and an examination of underlying causes which enable the identification of new opportunities.

Using Lean Six Sigma, these opportunities become continuous improvement initiatives that deliver measurable results on an ongoing basis for our customers and compound the value delivered over the life of the engagement.

Figure 4: Xerox Lean Six Sigma—Metrics in Action



Step 5: Business Process Integration and Workflow

Organizations that achieve the first four steps of total office optimization discover a new platform for business improvement that goes beyond the document infrastructure and beyond cost objectives:

- They can transition business processes from paper to digital and allow integration with business processes.
- They can embed intelligence in their documents to automate routing and approvals.
- They can build content repositories with information that is tagged and structured for easy search and retrieval.
- They can combine these capabilities with business process improvement initiatives to deliver even greater value to the organization.

The fact is, a document infrastructure is really the active link between IT, information work, and the people doing it. Much of that work is defined by a process that is daily, routine and repeatable. We look for processes that are document intensive and involve information in both hard copy and electronic form. In many cases, we can package that process into a highly automated workflow and reduce the amount of time, labor and steps required to complete it.

For example, Xerox SMART send is a scanning solution that allows people to predefine information workflows and reduce the distribution of scanned information down to a one-button process. This includes delivery of searchable PDF documents (with up to six fields of searchable metadata added) to e-mail distribution lists, repository folders, remote printers and user desktops for editing and repurposing in desktop publishing applications.

We're also expanding the role of the multifunction device as a workflow enabler. Through a new development platform called Extensible Interface Platform (EIP) you can adapt your multifunction system to fit the way you work. You're no longer constrained by the print, copy and scan functions of the multifunction system .

EIP is not a product—it's a software platform that allows developers to quickly and easily create applications tailored to meet specific business challenges, and deliver a personalized and customized experience for the user.

For example, SMARTsend Pro scanning software with EIP now offers new features that make finding, sharing and storing information easier.

You now have the ability to browse an online archive including Xerox DocuShare and Microsoft SharePoint, or a network folder, find the info you need and print it—all from the MFP.

Think about a hospital . . . a nurse can now walk over to the Xerox MFP, browse through DocuShare, for instance, where patient forms are stored. The nurse can then select the appropriate document and touch "Print."

Perhaps this form needs to be updated and then shared with the medical staff immediately. Now using another new feature of SMARTsend Pro—enabled by EIP—the nurse can easily do just that. The nurse updates the form, selects the scan and store icon on the MFP and selects the network folder or online archive where the document should be stored. Scanning to a repository is not new. However, before EIP, the workflow needed to be created at the nurse's computer before walking up to the MFP. Now, that workflow can be created right at the device. No need for a cover sheet or a computer.

The possibilities for EIP applications extend to virtually any industry.

Xerox business process improvement experts understand the inexorable link between information, documents, people and process, and use technology and methodologies such as Lean Six Sigma to streamline, accelerate, and automate critical business processes. This in turn can be a source of increased productivity, reduced cost and in many cases, a competitive advantage.

A Solid Foundation for Office Optimization

When organizations seek to make improvements such as the office optimization described in this paper, there are always ramifications; some are technical, some are geographic, some are cultural. If they are not taken into account, the negative consequences can outweigh any potential gains.

Therefore, it is imperative that the vendor you work with also provide a solid foundation for implementation.

We believe there are three fundamental attributes that must be an integral part of your optimization process:

- Change Management
- Global Scope
- Sustainability

Change Management: Minimize Risk, Optimize Benefits

All of the five steps to office optimization involve an element of change, and introducing change throughout an organization is a complex endeavor, even if it only involves existing document output services.

To achieve the desired state and realize the benefits of process improvement and cost savings, organizations need to have a transition plan that takes into account the technical and cultural issues that inevitably arise when companies introduce new ways to work. The goal is to speed up the adoption rate of the new process and anticipate and solve for obstacles.

Xerox recognizes that a comprehensive change management plan helps to ensure a smooth implementation and workforce transition. This plan is a collaborative process unique to each customer. Drawing on our experience and Lean Six Sigma expertise, we co-create with our customers a change management plan that addresses four critical areas:

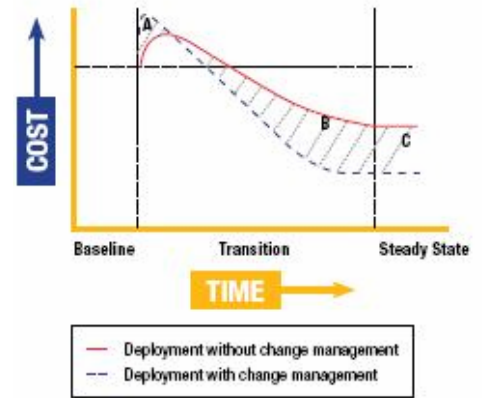
Communications—A carefully orchestrated communications strategy identifies target audiences, key messages and critical timing tailored to the customer’s workplace environment and solution stakeholders at all levels of the organization.

Configuration—Using assessment data such as Voice of the Customer, Voice of the Process and Voice of the Environment, we are able to provide a solution configuration that provides a path of least resistance to the desired state. This means wherever possible using familiar technology and ensuring that new processes are simple, straightforward and clearly superior to the old way.

Training—In addition to communicating upcoming changes in advance, it is important to give end users and technical support staff training and tools including process simulations and hands-on experience in advance of the implementation. A change management plan provides for well-timed training sessions either live or web-based with proper levels of inspection and/or certification if required.

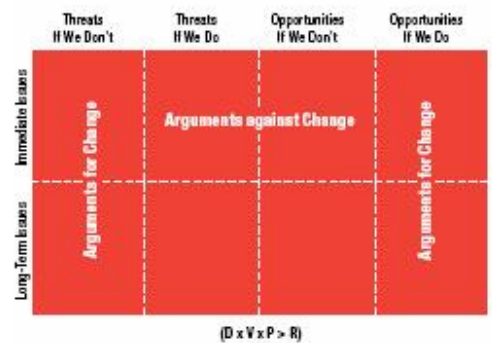
Transition Support—One of the most critical points in any change management plan is the “go live” or cutover phase. This is where the planning, communications and configuration all come together. Yet no matter how thoroughly prepared end users and organizations are, there will always be bumps in the road. During this critical phase, having support personnel standing by, either on-site or on hotlines, to resolve issues promptly builds confidence and buy-in.

Figure 5: The Value of Change Management



Based on our experience in output management, 20%–30% of the projected savings are at risk with ineffective change management. (Xerox Office Document Assessment data)

Figure 6: Making the Case for Change



To overcome the inevitable Resistance to change (R) there must be some level of Dissatisfaction with the current process (D); a clear behavior-based Vision of the desired state (V) and a simple path to get there (P).

An effective and standardized change management plan reduces disruption to day-to-day business and enables the organization to realize the benefits of the new process more rapidly, accelerates adoption rates and increases organization and end-user confidence and satisfaction in the new process.

Global Scope: Solutions That Grow with You

Office optimization is not a local problem. It is enterprise-wide. If your enterprise is global in scope, you're going to need a partner who has the resources—people, process, technology—that are global in scope. It's not just a matter of finding a big company. It's a matter of finding a company that does business in every major geography; one that has a prescribed method of engagement and delivers measurable value consistently.

Xerox has successfully implemented enterprise-wide output management solutions for global companies thanks to our worldwide presence in research and development, manufacturing and support centers, and our strict adherence to Lean Six Sigma tools and methodologies.

Add to this framework powerful strategic business alliances with leaders in complementary disciplines, and you have a company that can put together advanced solutions, implemented and maintained worldwide with a high degree of customer satisfaction and measurable results.

Sustainability: A Sound Approach for Long-Term Return on Investment

All businesses must face the realities of operating with finite resources. We who do the work, the budgets we work within, the materials we use. So as we develop solutions for an optimized office, we do so in a way that is sustainable.

We view sustainability as a race with no finish line. It is much more than being environmentally friendly. It is the only viable way for all of us to continue to do business in ways that make sense from a social, environmental and economic standpoint.

Since 1991, the foundation of our environmental program has been a Waste-Free product life cycle. This encompasses design and build, customer use and end-of-life management. The governing principles are efficient use of energy and materials. Through our Green World Alliance program, we are able to recycle or reuse 90 percent of the millions of toner cartridges and containers.

When you outsource the management of your office output assets to Xerox, we can provide greater energy savings and significantly reduce environmental impact for our customers. It is just one more way that we ensure that your optimized office environment is also a sustainable one.

Conclusion

As this paper shows, taking a focused and holistic view of your entire office output management infrastructure and appointing a strong internal champion provides opportunities to reduce costs, minimize compliance and security risks, and improve operational efficiencies throughout your office.

To get started, consider looking at your office from a fresh perspective. See your document infrastructure as Xerox does, as a means of leveraging new sources of value:

- Right-sizing the document infrastructure delivers cost savings and efficiency.
- Compliance with regulatory standards and infrastructure security protects corporate information, reduces risk associated with unwanted intruders and avoids costs of noncompliance.
- Preemptive organizational support ensures availability at time of need and reduces wasted time by your employees.
- Reporting and Lean Six Sigma engagements drive continuous improvement opportunities and idea generation.
- Business process integration and workflow analysis improve operational efficiencies.

Xerox builds an optimum state plan, on a foundation of change management, global scope and sustainability.

Xerox Global Services can help with services that span and integrate across your document management processes. From managing assets in the office, to imaging and storing records, to services for your print production centers, Xerox reduces costs while helping you grow your business in ways you can see and measure.

For more information on or about Xerox Global Services, call 1-800-ASK-XEROX ext. XGS or visit www.xerox.com/globalservices.

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