In today’s knowledge driven economy, a company’s value is increasingly based on its intellectual assets. The challenge of creating knowledge and using it effectively is pervasive.

Paradoxically, we live in a world saturated with information – but just having information does not guarantee success. It needs to be marshaled and organized. Some information is structured - in databases, in documents, on the web or in a multitude of digital forms. The remainder is unstructured; vested in people it acts as the foundation for their knowledge.

For an enterprise to thrive, it has to optimize its use of all of these resources. It has to provide timely access to relevant information and knowledge, distributing it to the people who need it, re-using it whenever possible, realizing opportunities and removing overhead. This means re-inventing business processes and changing work practices.

It also means re-examining the way technology is used. Companies are finding that traditional IT investments are delivering diminishing returns; there’s only so much efficiency such systems can deliver. The real opportunity is to help people work together effectively, leveraging their knowledge and skills to create new value.

With proven skills in process innovation and enabling change, Xerox Global Services works with clients to identify and execute process improvements, design supporting systems and implement and manage them. As a result, XGS clients work smarter, achieve their objectives and stay ahead of the competition.

They also benefit from programs at our world-renowned research centers. These provide us with an unparalleled understanding of how people work – how they create and share knowledge - and the role that technology can play in helping them. Our thought leadership in these areas helps organizations absorb and exploit change and introduce innovative systems that enhance the way they work.

Optimizing the return from intellectual assets has become key to survival and success. With 6000 clients in 60 countries, XGS delivers services and solutions around the world to help companies do just that.

THE KNOWLEDGE OPPORTUNITY

Although everyone is familiar with the implications of the knowledge economy, many organizations still find it hard to exploit the knowledge they have – and to know what they need. In most environments knowledge is shared through personal exchange – highly effective when it happens, but generally unplanned, unpredictable and inefficient.

But if you put some method into this, then the results can be startling. At Xerox, we practice what we preach. We developed a system to help thousands of field engineers share knowledge and know-how. By solving customer problems more quickly and efficiently, we’re saving over $10 million every year.

Companies everywhere recognize that managing their knowledge base is one of their most pressing priorities. But they’re also finding it can be an elusive one. Our research staff were among the first to realize that you can’t manage knowledge through technology alone. There are social and cultural issues that are vital to understand and help effect change. XGS leverages such results from our research centers in Palo Alto and Europe to create and deliver tangible benefits for our clients.

For an international pharmaceutical company XGS consultants investigated the way patent research staff searched all available information sources to validate new drug developments and possible patent filing activities. We proposed an information search and sharing solution based on software from our research laboratories that would significantly increase search ease and effectiveness. The client’s research staff in Europe, the US and Japan can now easily share the most recent available information and speed up new drug development and registration.
PROCESS INNOVATION

Achieving these benefits requires changing the way work is done. The XGS approach – Process Innovation - recognizes the key role people play in the knowledge economy. It focuses on building awareness of content and knowledge and optimizing its use. This leverages growth and return from an organization’s intellectual and information assets.

With a wider perspective than conventional process re-engineering, Process Innovation is not constrained by old economy drivers or focused on simply improving the operation of existing approaches.

We employ advanced methodologies to work with clients and discover opportunities. By blending the key ingredients of people, work practice and technology we deliver tangible and sustainable business benefits.

CONVENTIONAL BPR

“Don’t Automate – Obliterate”

Technology is the solution to business problems

The best results come from areas with well-defined processes such as procurement, fulfillment and billing

Focused on linear thinking and hierarchical information flows

Top-down: command & control

Systems designed independently of users

Resistance to change is futile. Change should be driven though by ‘re-engineering Czars’

Ignores the social relationships between employees in the workplace

Separates thinking and execution

Designed for the traditional economy – a focus on white collar efficiency and Taylor’s management principles

XEROX PROCESS INNOVATION

We take the time to understand work practices – not to perpetuate them but so we can help people change

Technology is only part of the equation

We recognize that most work is messy and not uniform. Sometimes the most valuable work is the most messy – and offers the greatest opportunity

Key communication lines and knowledge sharing are lateral and networked

Real change only comes with the participation of the people involved

Systems that exploit user skills and knowledge to the benefit of the business

Change is inevitable. But you only reap the rewards when it’s well managed, with staff understanding the rationale for it

Exploits connections and communities of practice

Recognizes that the two are closely linked

Designed for the knowledge economy – a focus on people, their effectiveness and the value they add
CONTENT IS CRITICAL

The foundations of knowledge lie in experience and content — in the form of reports, web pages, presentations and even audio and video. These document forms represent the structured material that knowledge workers use. By capturing knowledge they facilitate its use, support business processes and act as tools for communication and collaboration. They organize information to build understanding. They act as the human interface to knowledge.

Improving the way in which different document forms are managed is a key part of process innovation. Their content links people, supports communities of practice, transports ideas and acts as a source for information use and re-use. If an organization improves the way it manages this content then it can not only reduce costs but also build knowledge — enabling people to innovate, create new value and drive business growth. And that’s true productivity.

XGS SERVICES

XGS enables its clients to capture the benefits of knowledge and process innovation by providing a set of enterprise services across a wide range of disciplines and skills.

- Through Consulting Services, we work with clients to identify the opportunity for performance improvement, assess and measure existing practices and analyze information management issues. Together, we develop innovative approaches, manage change and implement processes that deliver tangible business results.

- We provide Implementation Services that identify appropriate best of breed systems and technologies to deliver process innovation. Through comprehensive program management we plan, design and deliver the chosen system or solution on behalf of our clients, and offer a full range of subsequent support services.

- Through Managed Services, we operate a complete system or a business process on a client’s behalf. The system may be one we have designed, or may be one the client is already operating.
XGS delivers results through a series of service disciplines where our experience and skills allow us to add real value for our clients. They are all part of the framework for process innovation.

**DISCIPLINES AND SKILLS**

**KNOWLEDGE AND WORK PRACTICE MANAGEMENT**

**WHAT WE DO**
Recognizing the growing importance of human capital, Knowledge Management intensifies and improves the use of a company’s most valuable asset. We prefer to describe it as Managing for Knowledge - developing an environment that fosters the continuous creation, collection, transfer, use and re-use of knowledge in support of business value and performance.

**HOW WE DO IT**
- Establish knowledge initiatives by defining the vision, strategy, competencies and the knowledge culture.
- Assess existing knowledge resources, map knowledge flows and identify communities of practice.
- Design processes for efficient and effective knowledge protection, transfer and re-use across organizational boundaries.
- Design and implement technology architectures for knowledge management that include portals, search facilities and information mining capabilities.

**PROCESS CHANGE AND DEPLOYMENT**

**WHAT WE DO**
As organizations continually seek more effective ways of doing business, process change has become a way of life. But, however labeled, it often fails to deliver on its promise. Achieving successful change and realizing real business benefit depends on many factors. XGS helps clients through this exercise by focusing on areas that are essential for success.

**HOW WE DO IT**
- Employ skills from disciplines such as anthropology to observe and survey current processes and practices.
- Involve the people directly affected by process change and designing systems that exploit their skills.
- Implement and run change management programs to enable new ways of working.
- Deploy processes that ensure goal congruence across the organization and establishing performance measurements against agreed change objectives.

**ENTERPRISE CONTENT MANAGEMENT**

**WHAT WE DO**
Enterprise content management enables process innovation and change by focusing on the automated production and distribution of information across multiple media and networks. It provides for immediate personalized content delivery to targeted users.

To this, XGS links sets of processes and tools that support collaborative working and information maintenance. These include technologies such as XML, digital rights management, multi-lingual translation, Internet portals, web infrastructure and collaborative filtering.

**HOW WE DO IT**
- Optimize the management of documents and their components and provide context dependent delivery with dynamic content assembly.
- Support the activities of content contributors and users.
- Re-purpose existing content and re-use existing work products.
- Enforce consistent terminologies that facilitate usage and translation.
**DISCIPLINES AND SKILLS**

**INFRASTRUCTURE AND IT MANAGEMENT**

**WHAT WE DO**
Technology plays a key role in supporting people and executing processes. XGS works with clients and partners to design, implement and manage enterprise-wide connectivity solutions that handle complex communications requirements and minimize risks of penetration and disruption.

**HOW WE DO IT**
- Provide technology assessment, selection and deployment.
- Design and implement internetworking capabilities.
- Develop network applications and training.
- Supply network management and help-desk support.

**PUBLISHING AND OUTPUT MANAGEMENT**

**WHAT WE DO**
Publishing is vital to disseminating information. Involving much more than putting a print stream onto paper, it embraces technologies such as electronic submission, the web and other digital media. Our unique skills help companies integrate the ways they manage and share information – whether through paper, presented on digital media – or both.

**HOW WE DO IT**
- Enhance a client’s document infrastructure through technologies such as scanning, digital submission, web presentment and state-of-the-art printing.
- Handle the design and layout - and translation - of published material.
- Design distribution processes for multiple media (the web, paper, CD ROM etc.).
- Establish links with the client’s current infrastructure and systems.
- Exploit opportunities for personalizing output and building relationships.

**COLLABORATIVE WORKING AND PUBLISHING**

For a worldwide engineering company, Xerox worked as part of a process innovation team to help the client react more coherently to large bids and tenders. We codesigned an enterprise-wide content management solution to manage the creation, maintenance, distribution and publishing of large complex bids. We then built the application and integrated the document and content life cycle process with other core applications in the client, supporting teams working around the world. Today we provide the client with 24-hour application change and help desk support in 13 countries.
Our practice staff combine business knowledge and experience with technical skills and ability. Market areas in which we operate include:

- Pharmaceutical
- Life Sciences
- High Tech Manufacturing
- Government and Public Sector
- Health Care
- Utilities and Energy Providers
- Insurance & Financial Services
- Aerospace and Transport
- Engineering
- Retail & Investment Banking

We work with partners around the world to ensure effective service and solution delivery. Such partners include developers of leading-edge software technology whose products we integrate into our solutions, specialty consulting firms and systems integrators whose offerings complement ours.

XGS combines these offerings with our own unique capabilities. Continuing innovation from PARC and other Xerox research centers in areas such as work practice study, knowledge management, linguistics and advanced web and document technologies is a source of exceptional advantage. The overall result is that we deliver effective and comprehensive solutions that meet the specific needs of each of our clients.

A major national health insurer wanted to provide customers with instant access to claim status while lowering their overall administrative expenses. Having successfully re-engineered their complex Explanation of Benefits application, XGS was selected to develop a system for the electronic posting of this material. Now, providers and consumers have 24-hour secure internet access to their claims, eliminating costly reprints and cutting costs by dramatically reducing the number and duration of calls into the customer service center.
The XGS client portfolio provides many examples of the business benefits we help companies achieve. The following vignettes provide an overview of the wide variety of assignments we perform across the disciplines and services we have described.

**The Value XGS Delivers**

**Transactional Systems**
A major international payment services provider was experiencing problems in connecting paper intensive processes with an SAP financial management system. XGS analyzed the surrounding issues and designed and implemented an integrated electronic document management system. Paper documents are now scanned at remote locations and stored in a digital repository. They are then linked to SAP transactions and used to support their progress through the system.

**Supply Chain Management**
To automate the supply chain for a major prestige automobile manufacturer in the United States, XGS designed an optimal workflow system and implemented supporting applications such as Lotus Notes and Domino.Doc. The result was improved efficiency in the supplier order and delivery processes and reduced inventory-carrying costs.

**Customer & Knowledge Management**
A company supplying parts to the automotive industry wanted to improve communications between themselves, their suppliers and their customers, as well as making better use of existing knowledge. XGS developed a complete knowledge management project plan based on the client’s strategy. It addressed issues including the creation of profiles and personalized portals, covered cultural topics such as incentives and monitoring systems, and recommended KM tools. Other client benefits included improved quality, ergonomics and security of their Intranet-based knowledge system.

**Information Management and Mining**
For an international pharmaceutical company XGS consultants investigated the way patent research staff searched all available information sources to validate new drug developments and possible patent filing activities. We proposed an information search and sharing solution based on software from our research laboratories that would significantly increase search ease and effectiveness. The client’s research staff in Europe, the US and Japan can now easily share the most recent available information and speed up new drug development and registration.

**Enterprise Infrastructure**
For a major telecommunications company XGS consultants analyzed the processes in the purchasing department. This included the legacy applications being used and the flow of data and documents that supported the purchasing and invoicing processes. As a result of the analysis we proposed and built an integrated imaging, workflow and data exchange application. We now operate and maintain this invoice and purchasing application on behalf of the client.
Collaborative Working and Publishing

For a worldwide engineering company, XGS worked as part of a process innovation team to help the client react more coherently to large bids and tenders. We co-designed an enterprise-wide content management solution to manage the creation, maintenance, distribution and publishing of large complex bids. We then built the application and integrated the document and content life cycle process with other core applications in the client, supporting teams working around the world. The client is experiencing enhanced win rates and improved profit margins.

Enhancing Time to Market

A leading supplier of mobile phones outsourced the entire process of producing and distributing user manuals for their mobile and cordless systems. In a worldwide agreement, XGS manages the data handling, printing, packaging, logistics and distribution of this material. By moving away from dozens of local contracts, the client is seeing improved time to market, as well as guaranteed global standards that ensure consistent quality across all publications.

Performance Enhancement through IT Outsourcing

An electric power provider, facing increased competitive pressure from deregulation, wanted to prevent network and end-user downtime—an unaffordable expense in a high-value transaction environment. They chose XGS to provide a total outsourcing solution, including help desk, network management, desktop and infrastructure support, asset tracking and procurement. The client now experiences exceptionally high up-time per network device, vital deskside response for mission-critical support, improved network performance - and reduced costs.

Content and Output Management

A major national health insurer wanted to provide customers with instant access to claim status while lowering their overall administrative expenses. Having successfully re-engineered their complex Explanation of Benefits application, XGS was selected to develop a system for the electronic posting of this material. Now, providers and consumers have 24 hour secure internet access to their claims, eliminating costly reprints and cutting costs by dramatically reducing the number and duration of calls into the customer service center.
Today’s world is a complex place in which to do business – and an even more complex one in which to succeed.

For an organization to change and develop successfully in response to the many pressures and demands upon it, it must recognize the human and cultural aspects of work and understand how people use systems and processes. Achieving the balance between this social perspective and the opportunities afforded by technology is key to designing and implementing successful systems.

At Xerox Global Services, we focus on the artful integration of people, process and technology. Our consultants and technical experts work with clients to understand current practices, agree longer-term objectives and the changes needed to achieve them. Our socio-technical perspective helps identify where and how we can implement technology effectively. Through process innovation we both simplify and enrich work, deliver sustainable business results, enhance productivity and help our clients achieve new levels of organizational performance.

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