



Lean Six Sigma
Delivering measureable
results our customers value.



Achieve breakthrough results using Lean Six Sigma.

We're using Lean Six Sigma to find and leverage new value for our customers and ourselves—delivering results you can see and measure.



"We will continue to use tools like Lean Six Sigma to bring great value to our customers. Now is time to take Lean Six Sigma to a place of greatness within Xerox and on behalf of our customers."

— Ursula Burns
Chairman and Chief Executive Officer
Xerox Corporation

Finding better ways to work.

In today's competitive business environment, success depends on constantly finding ways to work smarter, quicker and better. That's why we have made a major, company-wide commitment to Lean Six Sigma.

This disciplined methodology—which builds on our award-winning quality tradition—is driving dramatic improvements in every aspect of our business.

Building a powerful engine for continuous improvement.

Lean Six Sigma is a rigorous, data-driven, results-oriented approach to process improvement. It combines two industry-recognized management methodologies evolved by companies like GE, Toyota, Motorola and Bank of America, as well as ourselves.

By integrating the tools and processes of Lean Six Sigma, we're creating a powerful engine for improving quality, efficiency and speed in every aspect of our business.

Accelerating and expanding progress.

Embedding a rigorous methodology like Lean Six Sigma into our company's culture isn't a short journey. It's a deep commitment not only to near-term results but also to long-term, continuous, even breakthrough improvements.

The latest example is Design for Lean Six Sigma, which has now launched in our product development and delivery value chain. Customers have seen even greater value from our new technology and solutions.

As a result, more enterprises in more industries are seeing more reasons to become our customers.

Helping our customers achieve breakthrough results.

Lean Six Sigma is helping us make major improvements inside our company. Now we're putting that growing expertise directly at the service of our customers.

Our Black Belts are helping deliver expert business process consulting and assessment services. They help find ways to save up to 35% of our customers' total document costs and leverage their IT and infrastructure investments. That can have a big impact on the bottom line, since document management costs usually consume between 5 to 15% of a company's total revenue.*

Other Black Belts and Green Belts collaborate with customers at our managed services sites to generate ongoing improvements and provide measurable advantages for our customers' businesses.

* Source: Research based on assessment work with over 300 of our customers.

Lean + Six Sigma

Speed + Low Cost	Culture + Quality
Lean SPEED enables Six Sigma Quality (faster cycles of experimentation/learning)	Six Sigma QUALITY enables Lean Speed (fewer defects means less time spent on rework)

The customer value of our Lean Six Sigma capability. We help our customers identify and leverage measurable advantages using our rigorous improvement process. Together, we establish what counts. Then we measure what matters. Finally, we deliver and sustain results. Here are some examples:

American Red Cross

As part of the Rapid Cycle Project, Xerox was able to help the American Red Cross Rochester Chapter streamline processes to increase their reach into the community. The Rapid Cycle Project identifies a challenge within a local organization and uses Lean Six Sigma methodologies to implement a solution. In this case, the project was focused on decreasing the time that the American Red Cross sales staff spent on paperwork to increase the time they could spend with potential customers. As part of the organization's community outreach, sales consultants visit area businesses to offer customizable health and safety training sessions to employers. Not only does this bring a valuable service to the community, but it provides a stream of revenue for the Red Cross.

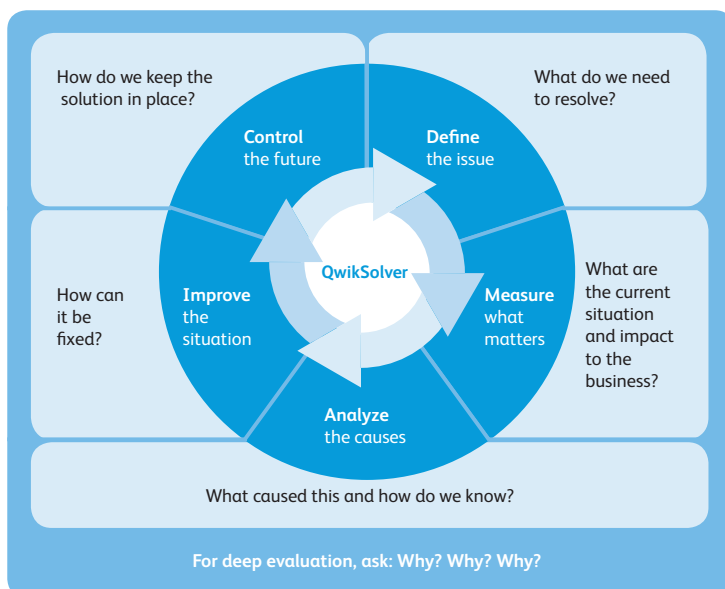
Medtronic Leans the Mail

Medtronic, a global leader in medical technology, was receiving an excessive amount of unwanted mail at its Tempe campus. The influx was resulting in wasted time retrieving, sorting and delivering junk mail. The company led a Lean Six Sigma-based project to reduce the overwhelming, non-essential mail coming into the campus with the goals of cost savings and productivity improvements. The successful collaboration and partnership resulted in the elimination of non-value add activities by 78 percent for administrative support and 80 percent for mail center support, as well as an 88.5 percent reduction in non-essential mail over the course of 13 months.

QwikSolver™ Brings Lean Six Sigma to Everyone

QwikSolver is bringing the power of data-driven decision-making to the masses, helping employees who are not trained as Lean Six Sigma belts to access the tools and apply the methodologies in day-to-day real business. Since it was launched early this year, 5,800 employees have been QwikSolver trained, while 3,100 have gone on to complete a plus one project where they use QwikSolver in their jobs.

How does QwikSolver work?



Disciplined methodologies that yield results.

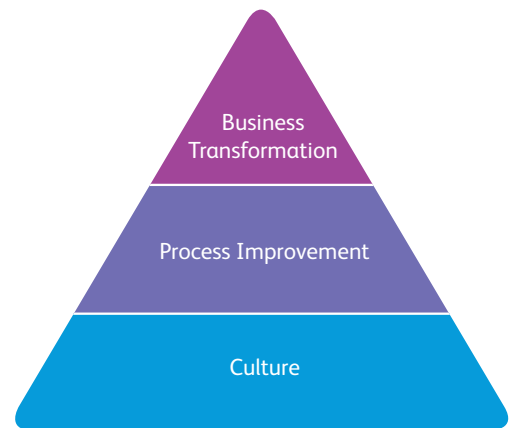
We employ a variety of Lean Six Sigma methodologies, including:

- DMAIC (Define, Measure, Analyze, Improve, Control): A standard approach for re-engineering existing processes. Overview examples are shown below.
- DMEDI (Define, Measure, Explore, Develop, Implement): Ideal for optimizing new processes.
- DfLSS (Design for Lean Six Sigma): Used, with specialized tools, for customer-driven design of new technologies and services.

Lean Six Sigma Phases	Define	Measure	Analyze	Improve	Control
Description	<ul style="list-style-type: none"> Establish problem statement Establish success criteria 	<ul style="list-style-type: none"> Establish current state, identify where a process can be streamlined 	<ul style="list-style-type: none"> Identify root causes Identify time-intensive activities of a process Identify how to eliminate non-value-added steps 	<ul style="list-style-type: none"> Develop, plan solutions Run pilot Failure analysis 	<ul style="list-style-type: none"> Implement solution Monitor success of solutions Develop process controls and mistake proofing
Tools and Methods (examples)	SIPOC <ul style="list-style-type: none"> Capture voice of customer, business, and process Document success criteria 	Value Stream Mapping <ul style="list-style-type: none"> Non-value-added steps Business value-added steps Customer value-added steps 	Pareto/ Regression/ Bar Charts	Solution Selection <ul style="list-style-type: none"> People, process and technologies 	Dashboards <ul style="list-style-type: none"> Solution replication Visual process controls
Value	<ul style="list-style-type: none"> Provides single-minded focus for the entire process improvement engagement 	<ul style="list-style-type: none"> Allows all stakeholders to agree on objective process metrics 	<ul style="list-style-type: none"> Provides an opportunity to formulate key insights that will drive implementation of the solution 	<ul style="list-style-type: none"> Gives participants a clear roadmap for executing the appropriate process changes 	<ul style="list-style-type: none"> Allows for process control and continuous improvement based on metrics defined earlier in the process

Fast facts about Lean Six Sigma at Xerox

- 1,300 Black Belts trained or certified and active or back in operations
- 9,000 Green Belts trained or certified
- 70+ percent Senior Executives Green Belt trained
- 45,000 Yellow Belts
- >7,500 projects completed in every area of the business



Lean Six Sigma 2.0
Process Excellence

To learn more about how Xerox is using Lean Six Sigma, contact your Xerox representative or call 1-800-ASK-XEROX (275-9376).

