



# GHX Operational Description

Version: October, 2019

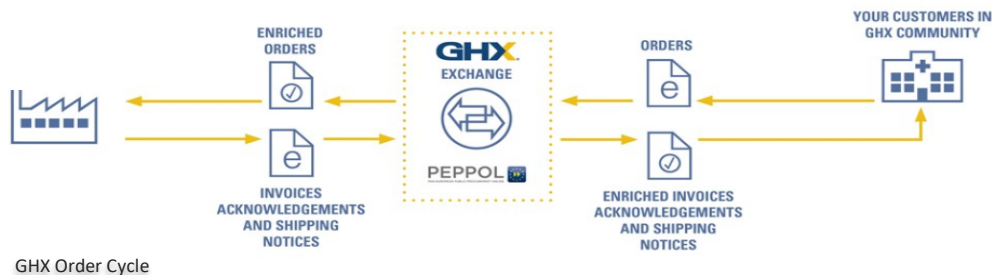
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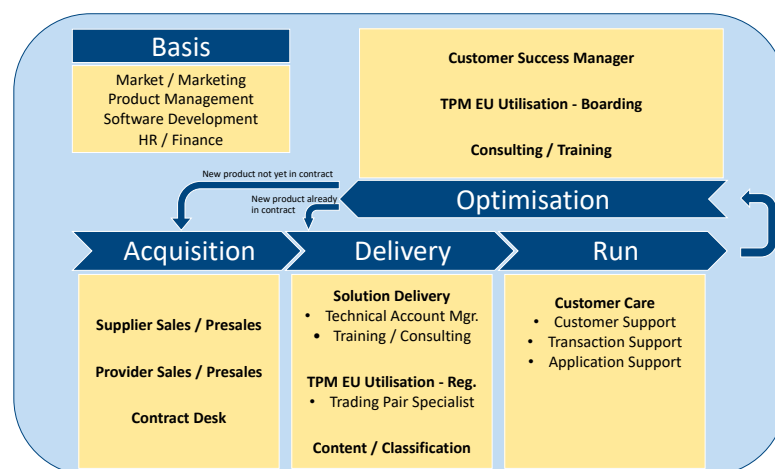
# 1. Introduction

GHX was originally founded in 2000 as a collaboration of multinational medical device suppliers which were looking for technology to enhance the speed, accuracy and effectiveness of order to cash processes between suppliers and hospitals. GHX has since evolved into an independent organisation using its many years of order management knowledge and expertise to support suppliers, providers, and other healthcare industry participants throughout North America and Europe.

GHX has a global mission to empower healthcare organizations to enable better patient care and maximize industry savings using our world class cloud-based supply chain technology exchange platform, solutions, analytics and services. By enabling hospitals and suppliers to trade seamlessly using EDI, GHX helps them minimise manual order processing errors and processing time, while maximizing efficiency. This helps our customers keep patients' health, safety and wellbeing as the main priority and enables patients to receive hospital treatment with the right products at the right time and place. Healthcare and technology have evolved and can appear complex, due to the different EDI systems used by different hospitals and suppliers. GHX assists with streamlining processes so that the healthcare provider and supplier customers can transact a high volume of 'perfect' orders and 'touchless' documents electronically with minimum manual intervention from their respective customer service teams.



Technology is the core of GHX's business. However, there are several departments that work closely with suppliers and providers. These departments can be broadly grouped into four functional areas: Acquisition, Delivery, Run and Optimization. The following pages will provide more insight to these GHX departments, which are: Supplier Sales, Solution Delivery, Trading Pair Management, Customer Care and Customer Success Management.



GHX Business Cycle

## 2. Supplier Sales Europe Overview

### Department Summary

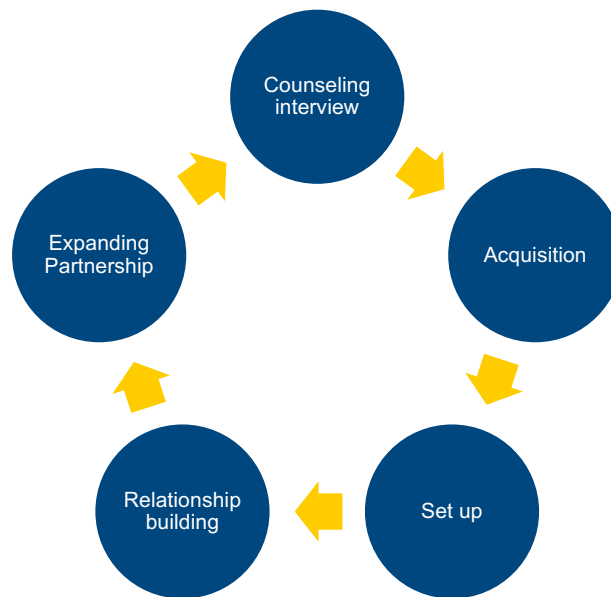
GHX Supplier Sales Europe represent the Account Management Team responsible for the acquisition of prospects as well as the maintenance and growth of contractual and commercial relationships with existing customers. In the GHX business cycle the Account Manager (AM) is the first point of contact for GHX customers. The AM provides the necessary product information, sets up the contractual design, supports in the product set-up process and remains a key contact to maintain the customer engagement matrix for the relationship.

### Key areas of engagement

Additionally, the Account Manager engages with:

- **Customer relationship**  
The GHX Account Manager is the central point of contact regarding any topic within the customer relationship. Besides establishing an engagement matrix, the Account Manager aligns with, and involves as necessary, related GHX departments to best serve the customer. Periodic joint business reviews provide regular alignment between the customer and GHX.
- **Customer evolution**  
The GHX Account Manager manages and monitors the customer's journey from the beginning to serve and solve the customer's current and future requirements. The AM engages the GHX Solution Specialists to validate potential solution optimizations or to capture new business requirements. The AM helps with frequent information exchange around GHX's solutions and abilities supported by the GHX departments.

## Process Overview



Account Management Process

### Counseling Interview

The relationship between a supplier and GHX starts with a counseling interview between the Account Manager and the supplier's counterpart. The needs and requirements of the supplier are discussed and potential GHX solutions are presented. The AM helps ensure alignment of the scope of services, building a common foundation for initial engagement.

### Acquisition

Once the scope of services and commercial terms are agreed, the Account Manager creates the necessary contract frameworks (User Agreement and Statements of Work), joint contractual reviews and the contract agreement finalization.

### Set up

After the contract and the SOW (Statement of Work) are complete and signed, and a kick-off meeting has been set, the responsibility moves to the Solution Delivery Team (explained in chapter 3) to coordinate the project directly with the supplier and implement the solutions. The Account Manager initiates the process and follows the progress and is available to follow up or intervene at any time as needed.

### Relationship building

One of the key components of the Account Management role at GHX is creating and maintaining a mutually valuable business relationship. Regular communication, understanding the supplier's business needs and challenges, and proactively verifying how new market requirements are captured help to develop that relationship. Moreover, the Account Manager should also be contacted in case of escalation, as he/she can check on the issue and provide a

solution. If there is a Customer Success Manager (CSM), explained in chapter 6), assigned to the supplier, then both departments, AM and CSM, work closely together.

### **Expanding the relationship (“Evolution”)**

The Account Manager also focuses on the joint business relationship – the evolution of the relationship. Based on available data and company and market information, the AM identifies obstacles or opportunities to expand the relationship further with additional geographic coverage, new value-added solutions and coverage of specific market and/or regulatory requirements. These are discussed internally and shared with the supplier. If needed, a new SOW is created and the cycle continues.

## **Communication Tools & Time Frames**

Every GHX supplier has a dedicated Account Manager who can be reached via phone or email, face-to-face meeting or by video or phone conference. If needed, the AM also invites other GHX departments to join meetings to share their expertise and provide updates. The AM also organizes quarterly business reviews where the current business progress and the future strategy and roadmap are jointly reviewed, discussed in detail and further developed.

## **Customer’s Responsibility**

Suppliers should never hesitate to reach out to their Account Manager. This could include general questions regarding GHX, new product needs and business development enquiries, obstacles facing open projects and customer service issues. The Account Manager supports resolutions, optimizations and responses to maintain the business relationship.

To have a clear understanding of the suppliers’ goals and priorities, and adjust our cooperation accordingly, it is important that the supplier share their requirements, business goals and upcoming business changes in advance. Transparent communication on both sides is key to a successful relationship.

## 3. MNS Solution Delivery Overview

### Department Summary

The MNS (Multi-National Supplier) Solution Delivery Team is responsible for European EDI implementations for all GHX suppliers. The team consists of TAMs (Technical Account Managers) who cover the implementation of GHX EDI solutions including Supplier Exchange, Business Rules, Clearing on Process, G-FAX®, Catalogue Management, PEPPOL, WebDirect, Transact and Compliant and Standard eInvoicing. The team members have deep technical expertise, and strong project management and customer engagement skills.

The MNS Solution Delivery team members are based in Brussels, Cambridge and Düsseldorf and can communicate in English, French, German and Dutch.

The MNS Team has two main objectives:

- **Implement EDI projects**

A TAM takes ownership of the end-to-end delivery of a new project, which can vary in scale from a small custom development (e.g., the creation of a new Business Rule) that may take a few days, to the implementation of a completely new electronic trading capability within a single or multiple country/countries. The trading capability includes several documents within scope: PO (Purchase Order), POA (Purchase Order Acknowledgement), ASN (Advance Shipping Notice), and INV (Invoice). A team of TAMs may lead the implementation of a larger effort such as a programme, containing multiple projects to cover several countries with differing needs, project management, on-boarding and data cleansing.

Each project will be taken through distinct stages to clearly define the project scope, develop functionality, perform system and user testing, and finally to deploy to production with support after go live. All this is done within a joint project team alongside the customer with clear and regular communication.

- **Resolve customer cases**

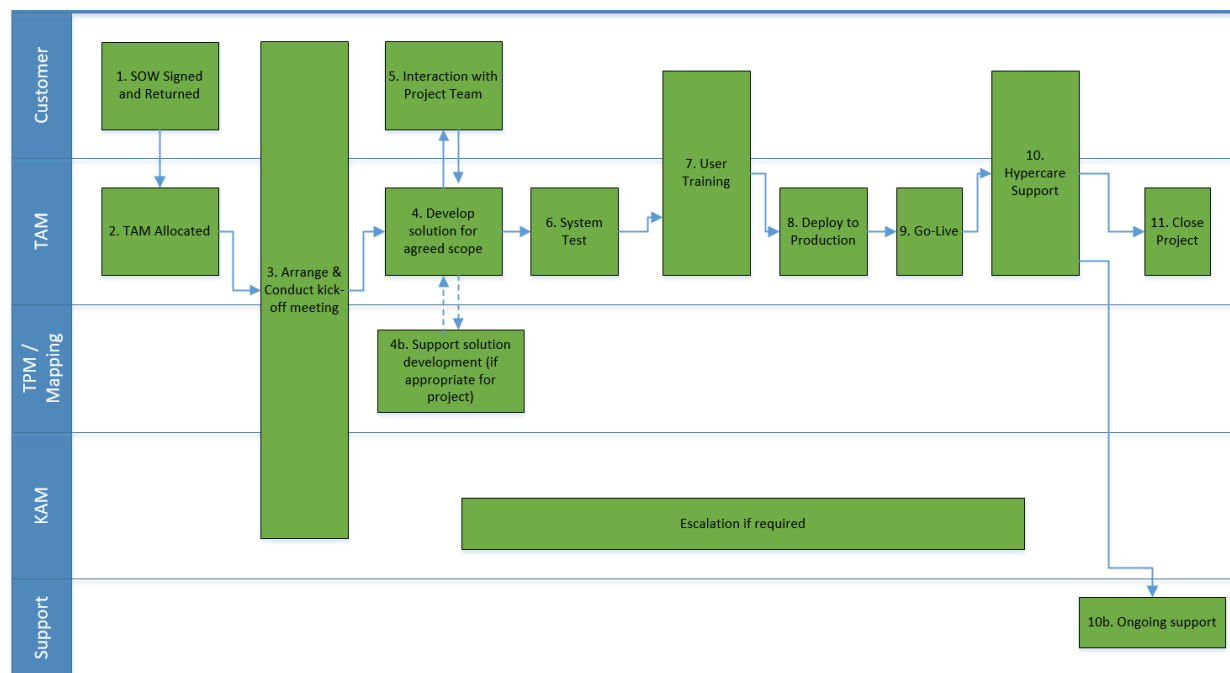
Once a project is live, a customer can raise a ticket to notify GHX of a potential failure in the expected functionality. This ticket will be investigated by the Customer Support Teams. In case it cannot be resolved at the first level, it gets passed to the MNS Solution Delivery Team, if it requires technical setup changes and testing. The team will review the ticket and seek to resolve the issue with a defined fix or the establishment of a new project, if the fix requires significant changes and testing.

### Process Overview

Once a project Statement of Work (SOW) has been agreed on and signed by the customer, the internal GHX processes will be initiated and a TAM will be allocated to the project. This TAM will review the SOW alongside the Key Account Manager and will agree on a suitable project kick-off date. The project kick-off will help ensure the correct project team is assembled, the project implementation approach is clear to everyone, the project scope is clear and agreed, high-level timelines are set, and initial technical questions are answered.

A well-executed kick-off will help ensure that all core project stakeholders understand what will happen, when and why throughout the upcoming weeks, which is essential to the success of a project delivery.

Once underway, the project will follow the agreed project execution cycle with regular and ongoing communication between core stakeholders (see below).



Implementation Process

## Time Frames

Once a signed SOW is received by GHX, the target for a TAM is to be allocated to the project within 4-6 weeks. The TAM will then work with the Key Account Manager and the customer to arrange a formal project kick-off meeting, which could take another 4 weeks.

The allocation time frame may be extended during peak periods or during holiday periods (for example during August). This time allows GHX to prepare for the project and the customer to ensure key project (IT and Business) resources are made available. The length of the overall project is then dependent on the scope of the project and needs to be identified on an individual basis (e.g. a standard EDI project for one country may take 8-10 weeks, provided that there is a smooth and continuous cooperation between both parties). A smaller project such as a WebDirect implementation or a Business Rule change may take between 2-3 weeks.



## Communication Tools

There are 2 main streams of communication:

- **Project Delivery**

During a live project, regular weekly project meetings will be held to discuss key topics and actions noted. Alongside this formal touchpoint, there will be more frequent contact e.g., via email or phone as demanded by the project. This interaction is mainly between the GHX TAM and the named EDI/IT contacts at the customer (as agreed at the project kick-off).

For projects that include the implementation of new EDI set-up, the TAM will provide regular communication with the GHX Trading Partner Management Team (TPM), explained in Chapter 4, and the Mapping Team. A TPM Lead will be engaged as part of the Project Team and will manage registration of the new connections between supplier and customer.

- **Customer Programme Review**

For larger customers who have multiple ongoing projects, the MNS Solution Delivery Manager will conduct a review on a periodic basis with the Key Account Manager and core stakeholders from the customer, where the progress and relevancy of projects is discussed.

## Customer's Responsibility

It is essential that the customer is aware and understands that a project cannot be delivered in isolation by the GHX team. For a successful project completion, a good level of cooperation and exchange of information is needed. Therefore, the customer needs to ensure that adequate and appropriately skilled resources – both IT and business leads - are made available on time and throughout the duration of the project. A single project lead on the customer side is best practice as this ensures clear communication, planning and ownership can be achieved. GHX also advises customers to have a process in place, where project requests are first internally approved by relevant stakeholders / decision makers within the business, before opening a project with GHX. A realistic and pragmatic approach is also required – for example, achievable timelines need to be set and respected by all parties, a fit-for-purpose testing approach agreed to reflect the project size and complexity, and clear responsiveness expectations agreed to help ensure any queries or issues are dealt with rapidly.

The best approach for a project is to make sure that both sides are fully prepared and ready before commencing a project. This way we can all minimize delays and increase satisfaction and help ensure on-time completion of the project.

## 4. Trading Pair Management Overview

### Department Summary

The Trading Pair Management (TPM) Team, also known as the Utilisation Team, works with GHX's suppliers and providers and, in conjunction with other GHX teams, enables and supports the electronic interchange of business documents between trading partners.

TPM is responsible for

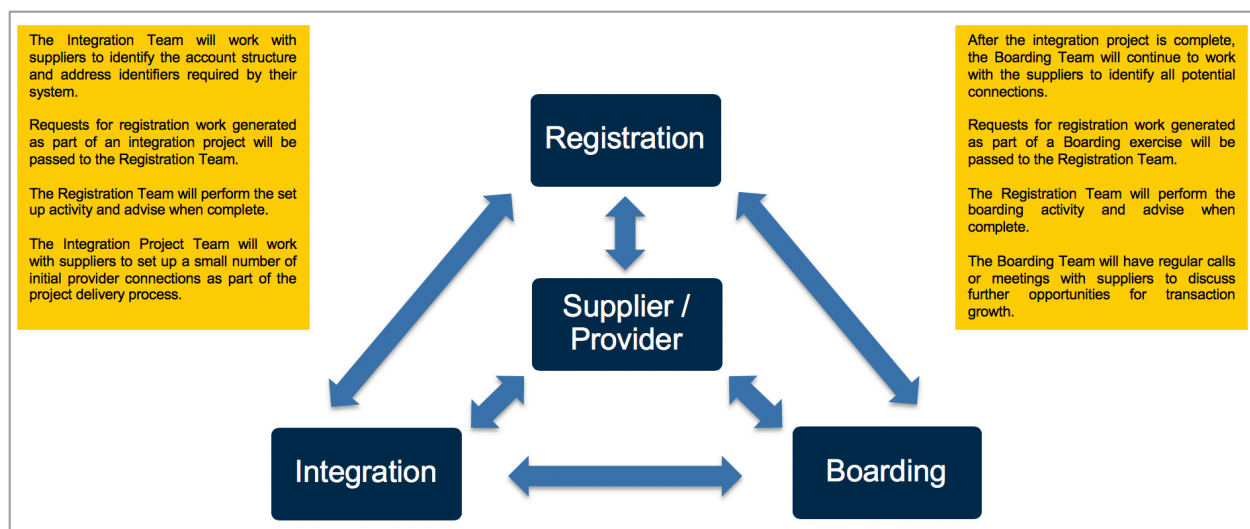
- Maintaining the accuracy of the account data
- Specifying the data types used as identifiers between trading partners
- The distribution of this information between trading partners

TPM also works with suppliers to monitor, measure and grow the number of provider connections and the volume of electronic documents.

The TPM Department has team members based in Brussels, Cambridge and Düsseldorf supporting the markets in Belgium, Denmark, Finland, France, Spain, Sweden, The Netherlands, Norway, The UK, The Republic of Ireland, Germany, Austria, Italy, Portugal and Switzerland.

### Process Overview

The TPM Department has three main functions:



TPM Process Overview

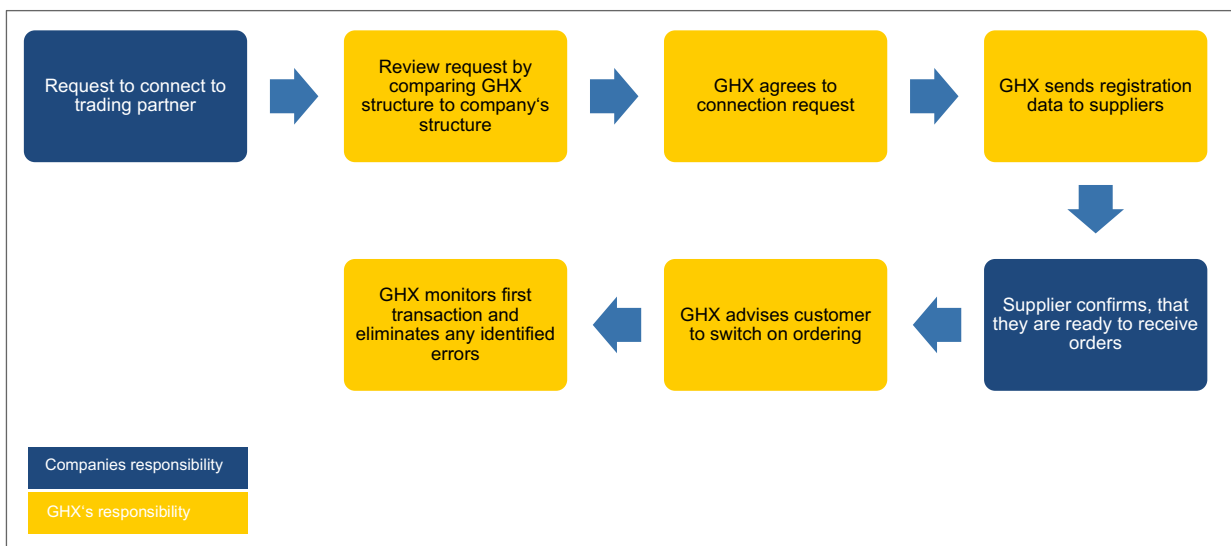
Please note that some processes may vary by country depending on regulatory and market requirements.

- **Integration**

Work on integration projects with technical colleagues (TAM – Technical Account Manager) to help ensure the registration data is set-up with the correct structure and data types. Furthermore, they are setting up initial connections between suppliers and providers during the integration projects and building relationships with the suppliers to continue the boarding process when the project ends.

- **Registration**

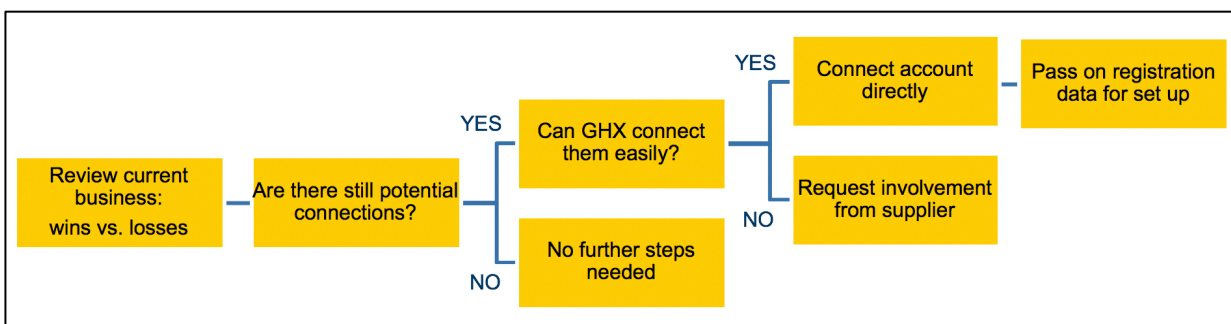
Work on the creation and maintenance of account address data and the distribution of provider account address data to suppliers, as well as the distribution of trading partner identifiers (GLN, DUNS, EID, etc) to both providers and suppliers. Data received from external sources will be reviewed for inconsistencies prior to entry on the GHX system. The data can be entered manually either by the TPM Team or outsourced to a 3<sup>rd</sup> party service partner or imported by automatic system processes depending on the volume of records and the quality of data.



Registration Process

- **Boarding**

Work with suppliers on the continuous identification of potential new connections between suppliers and providers and converting GFax and email orders to EDI orders. Any registration requirements arising from boarding activity will be passed to the Registration Team members to action.



Boarding Process

## Time Frames

TPM response and process times vary depending on the task.

- **Integration**  
The response times are governed by the project delivery time and are defined by the Technical Account Manager responsible for the integration project.
- **Registration**  
The TPM Team aims to have registration requests completed within 48 hours, but this is dependent on the accuracy and quality of the data and the number of records to be registered. The work is either handled by the TPM Registration Team or outsourced to our third-party service provider.
- **Boarding**  
There is no time limit to boarding work, it is an ongoing process that requires a lot of interaction between GHX and the suppliers and providers. The team works with the partners to arrange the boarding activity based on their individual priorities and resourcing constraints.

## Communication Tools

The TPM Team interacts with the other functional areas in GHX using a variety of communication methods (email, phone, internal messaging system, case management system, online or face-to-face meetings). TPM works with the following departments:

- **Solution Delivery:**  
To support the delivery of integration projects by providing registration expertise
- **Customer Success Management:**  
To support the improvement of customer satisfaction
- **Supplier & Provider Sales:**  
To provide information on the TPM processes
- **Transaction Support:**  
To support registration-related transaction errors
- **Customer Support:**  
To handle registration-related support cases

External communications with suppliers and providers are usually with named contacts who specialize in e-commerce using email (tpm@ghxeurope.com), telephone, online meetings (zoom, Skype, WebEx) and face-to-face meetings.

## Customer's Responsibility

The TPM processes require regular communication with suppliers and providers: dedicated resources, accurate information and quick turnaround times. Any hospital with an electronic data interface (EDI) with GHX or any GHX-VAN-Partner who would like to exchange orders and return documents electronically, needs to be enabled at GHX (and the VAN) and within the supplier's ERP system to allow electronic process.

For Registration, GHX is dependent on complete, accurate information supplied by the providers on the GHX standard template and they need the suppliers to complete their registration processes within an agreed timescale.

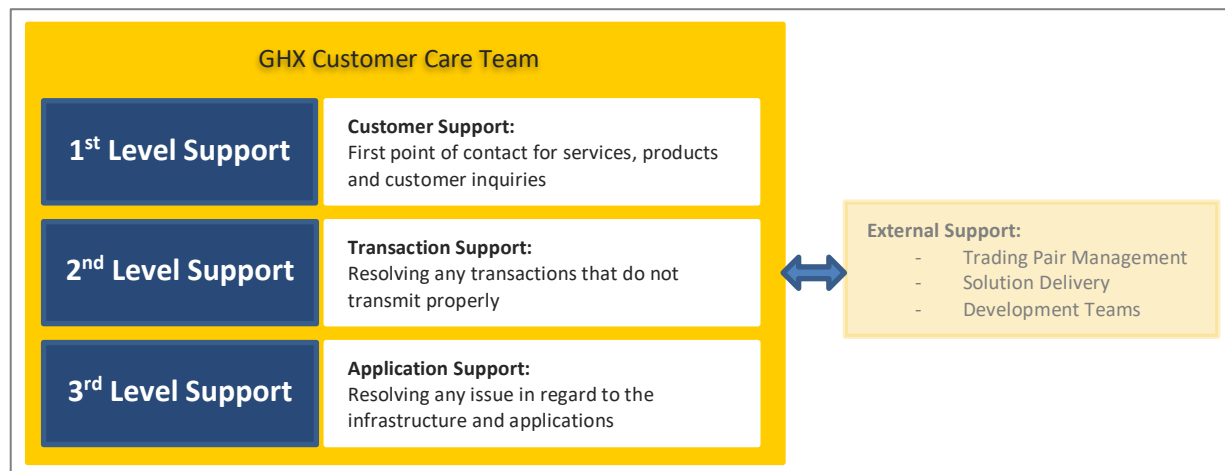
For Boarding, the suppliers need to collaborate with GHX to identify potential connections with providers. GHX provides potential boarding lists on a regular basis. Boarding lists should be reviewed by the supplier regularly to identify any potential providers already listed in the supplier's ERP system and well established for electronic process. Together the supplier and GHX prioritise the activity that the TPM Team needs to undertake. Where the supplier has a good relationship with a provider, a quicker connection set-up can be achieved when the suppliers liaise directly with the providers to encourage them to engage in setting up electronic trading.

If the supplier identifies a potential new customer, they should inform the GHX TPM Team which will then provide a full list of data needed to complete the boarding process. Once, the boarding is complete in the supplier's systems, the TPM Team should be notified. GHX will then enable the trading pair (customer-supplier-relationship) in the system and the next order should be transmitted electronically.

## 5. Customer Care Overview

### Department Summary

GHX's Customer Care Team is available for suppliers and providers in case there are any questions, enquiries, requests or issues regarding all GHX solutions. Customer Care within GHX consists of 3 sub-department/support levels, with the overall goal to support the suppliers and providers after the set-up of GHX solution is completed and the product is running. Whenever a customer has an issue or a question, the team will work diligently to provide a timely answer or make sure an existing issue gets resolved. In some cases, support is also needed from a department outside Customer Care in order to achieve a successful issue fix.



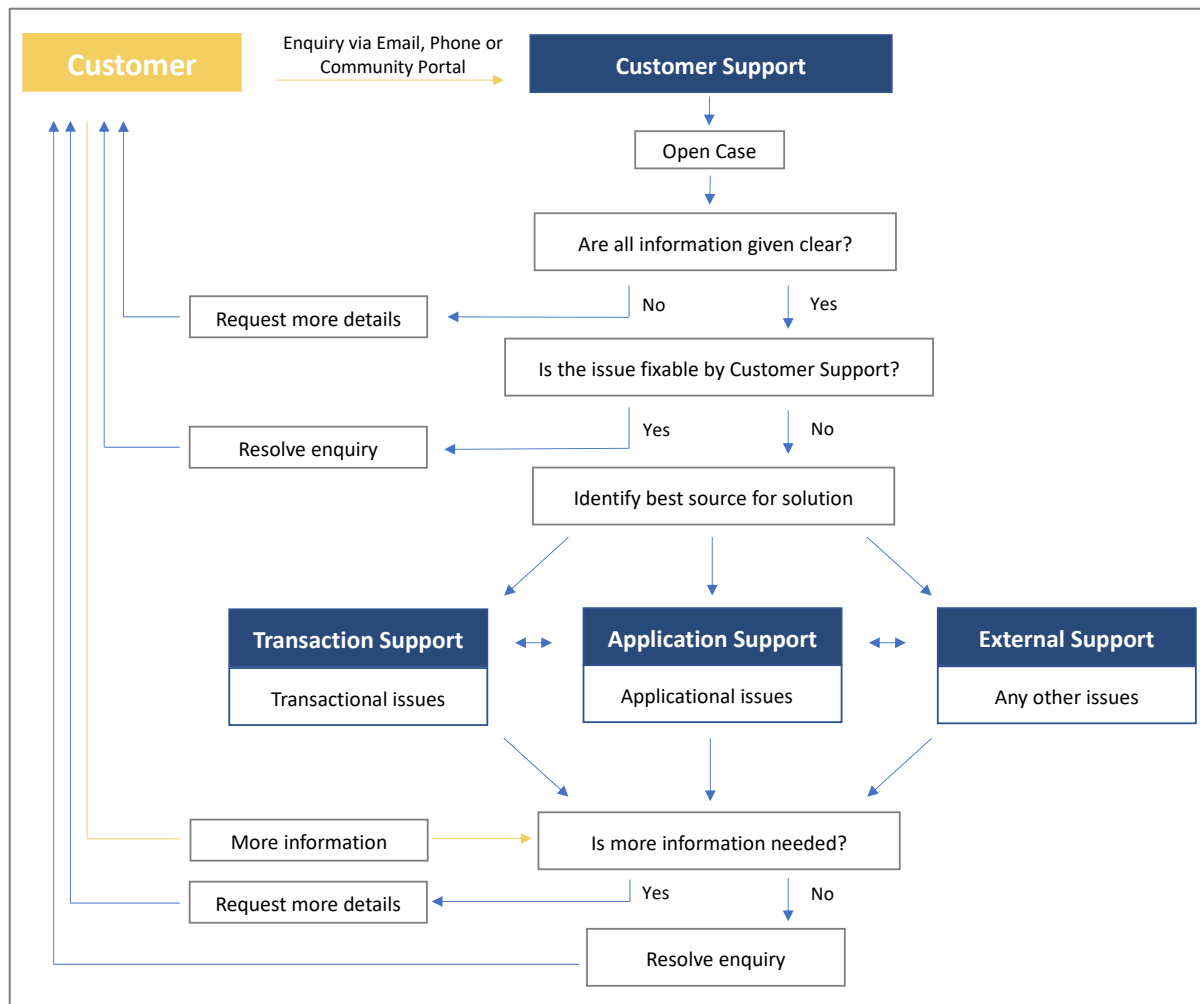
Levels of Customer Care

The EU Customer Care Department's team members are based in Brussels, Cambridge and Düsseldorf and are able to provide service to the customers in English, German and French.

### Process Overview

The process starts with the customer issue, a request or simply a question, which is directed in the first instance to the 1<sup>st</sup> Level of Customer Care, also called Customer Support via phone, email or the community portal. Whatever form of communication was chosen, a case gets opened in GHX's internal ticket system. Afterwards, the team will make sure all required information is provided, otherwise a request for more details will be sent back to the customer. Depending on the issue and the technical severity, the issue may be forwarded to the responsible support level, either Transaction Support or Application Support. Cases that are not resolved by one of the three Customer Care levels will be forwarded and completed by teams with specific knowledge, such as the Trading Pair Management or Solution Delivery Team. With reoccurring and very severe incidents, GHX has also a process in place

to engage a Problem Management Team, that will prioritise issues and bring them to the Development Team for a long-term fix.



Customer Care Process Overview

In an EDI world, technical issues can happen at any time. To ensure a smooth workflow and a quick fix when a technical issue occurs GHX has aligned the EU Application Support Team with the US to provide close to 24 hour system monitoring.

## Time Frames

GHX aims to resolve all enquiries as quickly as possible. The Customer Care Team is aware that every order must be treated as if it potentially saves a life. GHX is constantly monitoring and improving its processes to help make sure that any incoming enquiry can be solved quickly and to the customer's and their customers' satisfaction.

## Communication Tools

GHX Customer Care Team can be reached from Monday till Friday 8.00 – 18.00 during working days via:

- **Phone:** +49 211 30 188 222
- **Email:** ghxservice@ghxeurope.com
- **Communication Portal:** <https://ghxcommunity.force.com/community>
  - User needs to be registered and can then:
    - Create cases and add attachments
    - Track and trace open cases either on EU level or on market level

When a supplier user contacts the GHX Customer Care Team in writing, the following information is needed for a smooth communication:

- **Subject line:** Supplier name, supplier entity, PO Number and short description of issue e.g. Order not received
- **Description:** Supplier user should describe the issue or failure and what was the expectation. In case you have a positive sample, please also provide it.

This helps the GHX support team to review and assign the requests correctly and faster, especially, when the supplier has multiple markets and services implemented at GHX.

## Customer's Responsibility

Any information coming from the customer, especially concerning the functionality of GHX's solutions, is valuable and allows GHX to constantly improve its processes and tools. It is important that customers report all types of issues and make sure that the Customer Support Team receives the right information to open a case. To avoid any back and forth communication, and save time, a detailed description of the issue is needed. This includes information like:

- Different examples of correct and incorrect processes
- Order number / Invoice number
- Description of the issue
- Relevant Screenshots



## 6. Customer Success Management Overview

### Department Summary

The purpose of the Customer Success Manager (CSM) is to improve the customer satisfaction experience within an assigned account base, resulting in increased utilization of GHX products and services and a better customer experience. In Europe, the CSM function was established mid-2018 and currently the role is focusing on the top multinational suppliers. In the near future, the department will be expanded to cover more suppliers, as well as the provider community.

Once the products are sold by Supplier Sales, implemented by the Solution Delivery Team and the connections are set-up by the Trading Pair Management Team, the CSM steps in to understand the adoption and to drive further optimisation in the customer business. The overall goal is to better understand the customer, their needs and wants, help them develop successfully and support them in all kinds of matters, e.g. incident communication.

The CSM can also be described as the customer's advocate within GHX. That is why the CSM's mission is "to have 100% happy and successful customers".

In addition to its customers, the CSM works closely with their sales counterpart, but also with other departments such as Solution Delivery, Market Management, Marketing, Utilisation and Customer Care to drive overall customer satisfaction.

### Process Overview

In addition to the daily business, like:

- Supporting in the optimization of product and service utilization
- Understanding customer's short-term and long-term goals and aligning those with GHX
- Capturing customer dependencies, business challenges and priorities
- Representing customer specific needs and processes (order intake, invoice issuing, cut-off times, critical products, deliveries...) within GHX to increase awareness
- Monitoring support issues and open tickets as appropriate to address quality concerns and to increase responsiveness to customer issues
- Participating in the major incident process and following incident communications, providing customer follow-up afterwards and understanding business impact

The CSM actively looks at GHX's improvement opportunities. Therefore, a customer satisfaction survey is created and conducted. Through this, the CSM can get a better feeling and understanding of the customers and their level of satisfaction. With the given feedback, the CSM can represent customer specific needs and processes within GHX, to increase awareness and drive the solutions and improvements internally. After conducting the survey, the results and the defined action points are shared with all stakeholders involved.

## Communication Tools & Time Frames

GHX customers with an assigned CSM are introduced to their contact person and can reach out to him/her for advice or support at any time via email or phone. The CSM also participates in quarterly business reviews and in other meetings scheduled between various GHX departments and the customer counterparts in order to stay on track with projects.

The CSM requires regular interaction with their contacts to have a better understanding of the customer's business and order processing flows. For this purpose, onsite shadowing sessions at the customer's operational centres can be very useful.

## Customer's Responsibility

The customer can support the CSM and its work by providing regular honest and constructive feedback by participating in surveys or using any other provided communication tool. Transparency is key to enabling the CSM to support the customer in getting the most out of GHX's products and services.

## 7. Important Definitions & Abbreviations

**ASN (Advanced Shipping Notice)** – is an abbreviation for an electronic document sent by a supplier to inform the provider of an order in route; contains list of items, shipping method and carrier information.

**Boarding** – is another definition at GHX to enable a supplier / customer relationship for electronic data exchange. GHX must enable the relationship and link the locations for ShipTo / BillTo. The supplier must enable the e-relationship in its ERP-system too.

**BRP (Business Rules Portal)** - is a service at GHX used for electronic Orders sent by a customer or converted by G-Fax to implement workarounds or change values based on supplier's business needs. BRP contains rules, which are set-up by GHX in collaboration with the supplier in a project. Rule data per rule must be maintained by the supplier.

**CC (Customer Care)** - is a team within GHX. Their responsibility is to be the first point of contact in case of questions, order errors and system issues.

**COP (Clearing on Process)** - is an application which enables real-time maintenance of supplier product master data before the order is provided to supplier's ERP-system.

**CSM (Customer Success Manager)** – is a team within GHX. A customer facing resource responsible for increasing customer satisfaction and utilisation.

**DUNS (Data Universal Numbering System)** – is a unique number that can identify an organisation.

**EDI (Electronic Data Interchange)** - is the computer-to-computer exchange of business documents in a standard electronic format between business partners.

**Exchange / EDI orders** – are all orders placed electronically by a customer and sent to GHX directly or via VAN.

**GHX (Global Healthcare Exchange)** – is the name of the company.

**GHX eID (GHX Exchange Identifier)** – is also known as eID, is a digital solution for proof of identity of organizations.

**GLN (Global Location Number)** – is a unique number of a location created out of 14 digits.

**GTIN (Global Trading Item Code)** – is a unique item code given by GS1 organisation.

**ILN (Internal Location Number)** – is not an official GLN, however, within GHX, ILN and GLN are treated the same way.

**INV (Invoice)** – is an abbreviation for an electronic document sent from the vendor to the purchaser requesting payment for a purchase.

**KAM (Key Account Manager)** - is a role within GHX's Sales Team. They are the customer facing GHX resources responsible for facilitating the support a customer needs for GHX services and solutions.

**MNS (Multi National Supplier)** – suppliers that have divisions in several countries.

**PO (Purchase Order)** – is an abbreviation for an electronic document sent from a purchaser to a vendor that authorises a purchase.

**POA (Purchase Order Acknowledgement)** – is an abbreviation for an electronic document used by sellers to confirm the receipt of a purchase order.

**Provider** – are hospitals or buying organisations e.g.

- GPO = Group Purchasing Organization
- EKG = German abbreviation for Generic Purchase Organization = Einkaufsgemeinschaft

**Registration** here for G-Fax - is the setup of customers on the GHX database to enable the supplier to use COP for reported G-Fax providers. This task is done by GHX's TPM team.

**Roaming** – not all customers are connected at the same service provider (or VAN) but suppliers / customers would like to reach multiple business partners electronically. Therefore, service provider such as GHX or EDICOM or Hospitalis “roam” electronic data to full fill this requirement.

**SD (Solution Delivery)** - is a department at GHX Europe. This team is responsible for resourcing the technical and project manpower to deliver a solution or service as outlined in the statement of work.

**SOW (Statement of Work)** – Is a contract that identifies the scope and scale of a project and the responsibilities for both parties.

**SPN (Supplier Part Number)** – Is an item code provided in the EDI-catalogue by the supplier (per market) and ideally used by the customer in placing orders.

**TAM (Technical Account Manager)** - at GHX Europe, they are the team members within the Solution Delivery team.

**Trading Pair** – is an electronic business relationship set-up in GHX between an integrated supplier and customer (e.g. hospital).

**TPM (Trading Pair Management)** - is a department within GHX Europe. This team is responsible to enable / disable electronic business processes between supplier and customer for electronic Orders and return documents (Purchase Order Acknowledgement, Advanced Shipping Note, Invoice and other).

**UOM (Unit of Measure)** – in the EDI-world, we use only 2 digit EDIFACT codes in Order transmission and EDI- catalogues e.g. PACK vs PK or BOX vs BX.

**VAN (Value Added Network)** - a GHX partner which has providers integrated at its end and transmits documents to GHX for GHX connected suppliers. This interface is also used for return documents.