

10 Series ushers in a new era



The Xerox 1035 is put through its paces for site director Ron Morfee and (right) David Springett, director of product marketing, at the 10 Series launch. This desk-top machine has the widest range of features so far available to the low-volume user.

On 1 March, the curtain went up on an entirely new generation of copiers – the 'Marathon' 10 Series – at the Lyric Theatre in London's Shaftesbury Avenue.

It was a unique occasion in Rank Xerox history. Never before had the company announced, all on the same day, such a wide range of products.

They were the stars in an audio-visual spectacular, and over its two-week run some 6,000 company employees, potential customers, dealers and distributors came to see the show, and hear of Rank Xerox's future plans for their copier business.

'First-nighters' were representatives of the British and European press, and chairman Hamish Orr-Ewing and managing director Paul Allaire sketched for them the scenario of the industry into which the 10 Series is entering.

While major developments could be expected in electronic office equipment, this would not stop the continuing increased use and application of plain paper copiers. Said Mr Allaire: "I think we can confidently say that the 1980s, far from seeing the end of large-scale copying, will see a new beginning."

Document handling and finishing, improved modularity, wider availability of two-sided copying and the use of more sophisticated electronics were critical areas of development, and the company had responded to these with its 10 Series.

The latter ranged from the Xerox 1020 and 1035 desk-top copiers (being built at Mitcheldean) to the mid-volume 1045 and high-volume 1075 machines, and further products would be added later this year.

They set new standards of copy quality, performance and reliability which would be enjoyed by small single machine users as well as by large, pointed out Donald Wilson, managing director of Rank Xerox (UK).

Major savings in our costs and increased productivity at every level of the organisation have meant that we will be offering these products at extremely competitive prices and "we are serving notice that Rank Xerox intends to play the leadership role against tough entries from Japan in the low and mid-volume market, and against American competition in the high volume market."

Mitcheldean's turn

On 10 March (an auspicious date!) it was Mitcheldean's turn and some 300 people (including all from bld. 32 where the new desk-top copiers are being built) were taken to see the show.

It was introduced on this occasion by site director Ron Morfee and presented by David Springett, director of product marketing, and we describe the event on pages 2 and 3 for those who could not be in the audience.

10 SERIES

Dramatic development



The whole 10 Series on stage at the Lyric Theatre launch show, presented by David Springett, director of product marketing.

COMPETITIVE COUNTERBLAST!

It wasn't listed in the theatre columns of the dailies. But, for sheer spectacle, originality and entertainment value, it compared favourably with many a West End show.

As soon as the coaches swung into Shaftesbury Avenue on that sunny March afternoon, we caught sight of the sign outside the Lyric Theatre.

'Rank Xerox 10 Series – Breakthrough '83' glowed in vivid green on a black background – and the significance of the colours became obvious later.

A 'lavish audio-visual entertainment' said a sticker across the entrance doors, quoting the *Financial Times* – a publication not given to making incautious statements.

An 'electronic dazzler' was how another newspaper put it; and one weekly was so impressed after attending the press launch that it slanted the whole of its review to the technological wizardry, not of our machines, but of the show itself!

Mitcheldean matinee

For us the experience was yet to come. Clutching our theatre tickets, we enjoyed a cuppa in the crush bar, then were ushered into our seats in the dress and upper circles.

Looking down to where the stalls should have been, we saw various box shapes – the new models were still 'under wraps'.

Suddenly the lights dimmed. The music started up. The Mitcheldean matinee had begun.

As a curtain raiser, the vast extent of Rank Xerox activities and its markets was

conveyed by slide and sound. Then director Ron Morfee came to the footlights to deliver a prologue.

"The 10 Series is the most dramatic advance in copier technology for many years," he said.

"Rank Xerox pioneered the plain paper copier and we have led the industry for decades. As the office communications explosion has taken place, we have been at the forefront, responding to the ever-increasing demands of the customer with new technology."

Growing market

Predicting a continued high level of growth, he went on: "Copy volume is a useful and rather accurate indication of market size. In 1982, an estimated 124 billion plain paper copies were made in the countries where Rank Xerox operates and over half were made on our machines.

"By 1990 we estimate the comparable figure will be over 300 billion.

"So we have the market opportunity, and we have the experience to make the most of it."

The 10 Series, he said, heralded a new dimension in copier technology – a breakthrough which resulted from years of painstaking and difficult research to find a fresh answer to the customer's needs.

"It is the fruit of 7,000 man years of development and well over half a billion dollars in R&D.

"We have placed the full weight of our international resources behind the new

series and it is vital that we use it to maintain our position as number one in the world copier market."

There followed an overview on screen of the company's capabilities in terms of manufacturing (some familiar faces here), distribution (in over 30 countries), workforce, research and development facilities, and engineering reprographics, and its emergence as a leader in office automation with the introduction of the 8000 system network.

Now there was a new breakthrough in the Rank Xerox success story.

That was the cue for David Springett, director of product marketing, to present the 10 Series: not just a development of new hardware but a whole new dimension in office productivity. We had responded to our customers' requests, he said, not only for features but also for quality, flexibility, responsiveness and, above all, friendliness, as the four 'star performers' then proved.

Child's play

Act I was in child's storybook style: "Once upon a desk-top there was a Xerox 1020 – a beautiful sight, compact and portable." A (very) young executive showed his diminutive and adorable secretary that using the copier was as simple as ABC (its modular design made it easy for servicing too).

And with the 'happy ending' of the story, on stage glided the machine itself as if by magic.

Shades of K9

Act 2 featured a solo performance by the Xerox 1035 – a more sophisticated desk-top machine – which came on stage to talk to the audience, its outline lighting up with pride as it enthused about all its various attractive features demonstrated on screen.

The widest range so far available to the low-volume user, they included four reduction ratios, two enlargements plus a high degree of automation. "And occasionally I need to form attachments" – the 1035 almost blushed as it spoke of its optional sorter.

A most communicative copier – it could convey a total of 80 different messages to the user in plain language through an alpha-numeric display (in green on a black background – remember?).

Modular mode

Modularity was the key to the following acts which featured two most sophisticated and flexible copiers; the mid-volume Xerox 1045 and the high-volume Xerox 1075, both of which can be tailored to a customer's needs.

Obviously a member of the Magic Circle, the Xerox 1045 did a multiple performance in Act 3, juggling with a variety of inputs and outputs.

Now we saw it with a semi-automatic document feeder, then suddenly a 15-bin sorter was added. Now it had a recirculating document handler, then, with amazing sleight of engineering, an automatic stapler, and offsetting catch tray.

And at the end of the screen show, to prove it was no illusion, the 1045 model came on stage in five different configurations, each lit up in different colours!

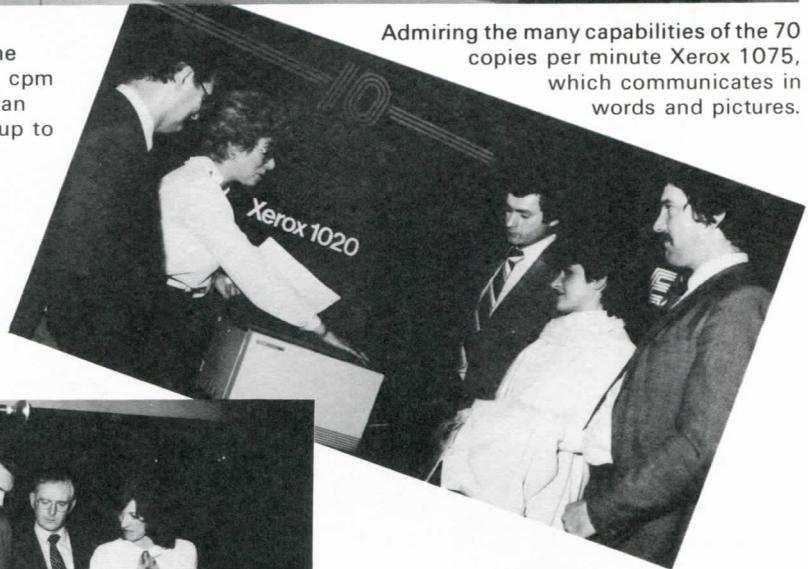
Extra terrestrial

The show hit a new high in Act 4. A myriad stars twinkled and planets slowly revolved in outer space as the high-volume Xerox 1075 travelled into a new dimension.

A dress-circle view of the audience meeting the 'cast' after the show. Look closely and you'll see another (video) show in the making!



Smallest in the range, the 11 cpm Xerox 1020 can make copies up to B4 size.



Admiring the many capabilities of the 70 copies per minute Xerox 1075, which communicates in words and pictures.



A highly advanced desk-top copier, the 21 cpm Xerox 1035 offers four reduction and two enlargement ratios and will produce same size A3 copies. It also features an alpha-numeric display.

We heard of 'passengers embarking on the platen'; there was talk of different departure points (recirculating document handler or SADH with continuous forms feeder); of arrival areas (offset stacking tray, stitcher or sorter); and full international

facilities. Flying high above all was its superb copy quality, described by some as 'just heavenly!'

Marathon campaign

Down to earth again, we learned from David Springett that, in promoting the new range, a link is being forged between the endurance of marathon runners and the dependability of the copiers.

Some £2½ million is being spent on the campaign, with advertising, exhibitions around the country, and a new concept in sporting sponsorship (see page 12).

"The Xerox family of marathon runners will take us into an exciting future," he assured us.

Curtain call

In true theatrical tradition, the show finished with a curtain call for all the products in their various roles. As they appeared on stage, the sound and light effects built up to a finale of Star Wars proportions.

It's been said that Rank Xerox intends to play the leadership role in the copier business. The company is pretty good at the impresario role too, was the general opinion of the Mitcheldean audience!

Testing the testers

Don Southey (ME electronics) tells

How calibration helps our quality drive

Have you ever wondered how this strange little triangle comes to be stuck on the back of our machines?

Or, if you are a supervisor or manager, why you should get computerised notes through the mail telling you that a tool is due for calibration?

Well, the two are closely linked.

We pride ourselves on making copying machines to the highest standards of quality and safety. But then, anyone could claim that. The question is: how do you measure it?

Well, you probably know already that the 'safety mark' is an indication, applied only by express permission of the British Standards Institution, that a piece of equipment complies with a published standard of safety. It is nationally, and even internationally, accepted as an independent seal of approval.

To be allowed to use that mark, a company must satisfy the BSI inspector (who every so often arrives unannounced!) that they take all reasonable steps to ensure that every copier, or whatever, will meet or better the published standard.

Mostly, this is done by a programme of 100 per cent. testing of vital areas.

The problem here is: how accurate is my test equipment? When my meter says 20 volts, is it *really* 20 volts?

Foolproof method

Nearly all of us have a certain blind faith in instruments, but, like us, they get old, or damaged by jolting, or just stop working! So the BSI insist that we have some foolproof method of checking that a volt really is a volt, and so on.

And this, of course, is where calibration comes in – and those little messages. In the calibration laboratory, senior engineer Martin Jones keeps standards which are 'traceable' to National Standards – that is, they are regularly checked in a Government-authorized laboratory which in turn checks its standards against the national ones, and the 'chain' is fully documented.

To keep test equipment in line with



Senior engineer Martin Jones calibrates a calibrator in the lab.



CALIBRATION

Due / /
B&P /

reality – the true value of a volt, or whatever – it must be regularly checked against our standards.

With the number of tools out all around the factory, you can imagine that just keeping track of them all, and how long it has been since their last check-up, is no small task.

Until recently, this was done manually on big wall boards with a system of moving pegs, which was easy to update as tools came in for calibration. But it was not so easy to check over and so keep managers or supervisors regularly informed of which equipment was due for calibration (or shortly would be due).

"Even using lists of tools held in each area and starring the ones we wanted for calibration, it was a big task," says Martin, "and the workload was growing."

So, some while ago, electric tooling manager Monty Russell suggested a computerised system, and Debbie Lowen was given the job of creating a complete tracking system on a Xerox 820 micro-computer.

After a few months' preliminary work, CALTRAC 1 was ready for the big test – loading in all the relevant information of about 1,000 tools. Tracy Kear (here on the work experience scheme) helped to type it all in, and it took just over four days!



Debbie Lowen using a Xerox 820 micro to load data into CALTRAC 1. The original manual system is seen right.

CALTRAC 1 went live in February, and introduced at the same time was the new calibration label shown above, which clearly links calibration with quality.

Many benefits

What are the advantages of the new system?

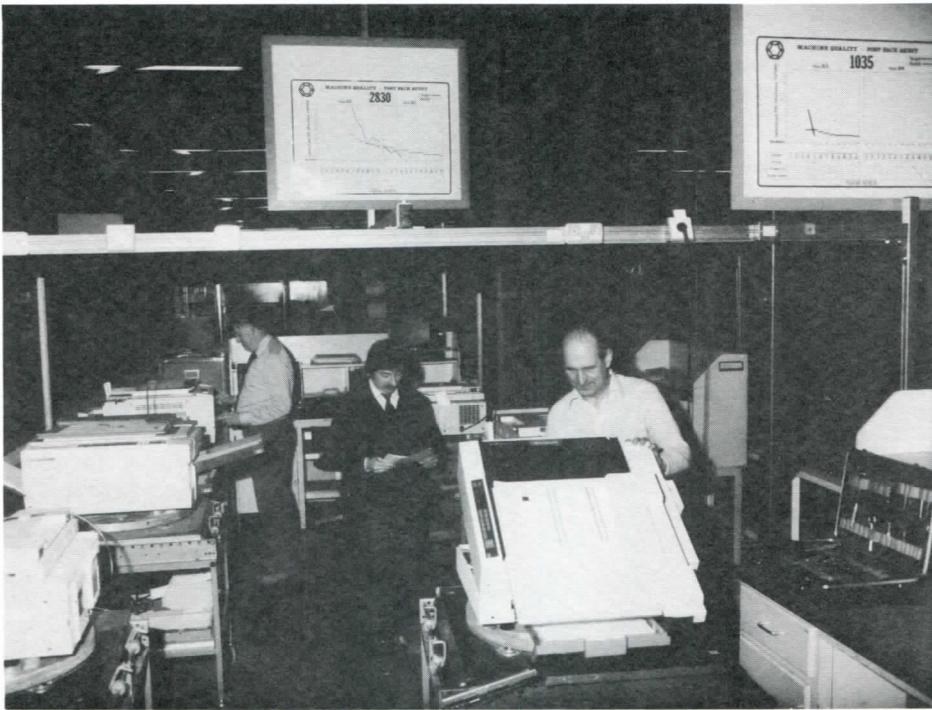
"Firstly," says Martin, "it only takes a short time to prepare and mail all the reports; and secondly, there's so much information you can get out of it."

Reports can be selected by manager, by department, or by test equipment type – for instance, a report on all the flash testers, or all the Taylor meters.

'Overdues' and 'dues' can be differentiated. Records are automatically updated. Letters and labels can be printed out by the computer, and there will shortly be a facility to link the system to a word processor for upper management reports.

CALTRAC 1 was picked recently as an example for demonstration of a database system to the 820 users group here at Mitcheldean, and people on the receiving end of the reports are becoming interested too.

Now CALTRAC 2 is in the pipeline for mechanical tools – but then that's another story!



The right-hand chart at the quality audit station in bld. 32 shows the first results on the new Xerox 1035 machine while the downward diving line on the left-hand chart demonstrates how well the Xerox 2830 has progressed since start-up a year ago. Carrying out audits are (from right to left) John Robertson, Ian Laskey and Darell Timms.

Quality scores go down on the charts

'It's all very public, and that's a good thing', said Clive Betts, product quality and reliability audit manager.

He was referring to the quality charts for each machine assembly operation which are now being displayed around the site. They show last year's achievements together with present performance and this year's targets.

The information displayed is the result of post pack audits conducted on site. As a measure of outgoing quality, our audit people take sample machines at the end of the line and carry out a simulated customer installation, checking that each conforms to product specifications. Does the copy quality meet requirements? Is the machine aesthetically acceptable? (Not even a scratch on the cover escapes their notice!)

They also make sure that the machine conforms to the required safety standards.

Any defects found, however small, go down in the records, the tiny defects being rated the same as the big ones.

The results are fed daily into a computer at Webster and this feeds back information weekly telling us where we are relative to targets.

Available to all

Such data has been available to management and supervision for many years, but in the drive towards improved quality and communications it was decided that it should be made available to everyone on site.

It is this data which is used when assessing overall plant quality improvement (the quality audit function, by the way, is independent of plant management).

It was used during last year's 'Charity

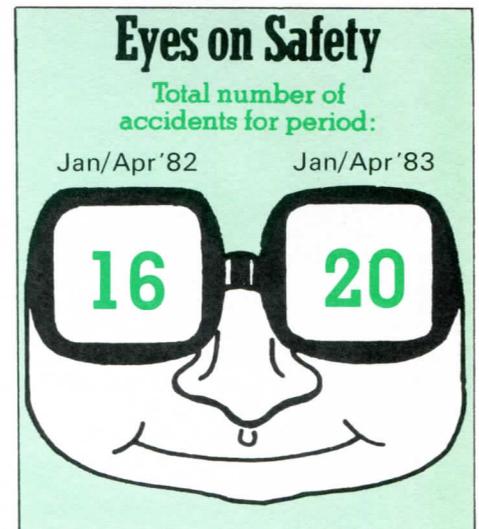
Challenge'; and it is being used today for the 'Quality Counts' posters we see around the place which show how the site quality improvement drive is progressing from week to week and which models have achieved the desired 'zero defects' status.

Large, red-bordered charts, produced manually from the computerised results, have been set up in the various audit stations so that all involved can see clearly how well their particular assembly area is doing. (It must be remembered that, in common with inflation, these graphs show improvement when the trend is downwards!)

The aim, of course, is to reach, and stay, on the bottom line which indicates zero defects. That is coming closer all the time, even with such complex products as the 9500 which, incidentally, has been averaging a fantastic 1½ defects per machine, compared with five only two years ago.

While all manufacturing sites have to achieve targets, the way they go about it is up to them and Mitcheldean can be proud of its track record.

When we asked him how our site results showed up against those of NAMD (North American Manufacturing Division), Clive replied: 'We compare very favourably – and that is a conservative estimate.'



Product quality and reliability audit manager Clive Betts (centre) discusses the latest post pack audit results with section leaders Bob Reid (left) and Dave Smith.

Less paper, more productivity

OFFICES GO 'ON THE ETHER'



Ron Barnett, personnel director, EMSD/RXEG, comments:

"There is little doubt in my mind that the use of high technology equipment, and, in particular, computers, has become part of our everyday lives.

At work, as in the home, we are rapidly learning that the microchip can help us to get more out of life, both in terms of our job performance and satisfaction as well as in our contribution to the competitiveness of our business.

It is the absolute necessity to achieve a position of competitive superiority that has led to the introduction of the very latest office automation equipment in the personnel function.

The equipment of course is only a tool – it is still the people that matter most, and I am very encouraged by the response of my staff to the challenges of the new environment, and the support we have received from site and divisional staff.

Where do we go from here?

We are learning all the time of the benefits the network can bring. Already an extension into the site personnel area is being installed and with it a link into the control function; other areas are also being studied for possible applications.

Rank Xerox is a world leader and pioneer in this field, and an added benefit of the new installation here at Mitcheldean is that for the first time in the UK we have the means to show our potential customers that we 'practise' in our own business what we 'preach' for theirs."

Our 'switched-on' manager enters his modular office and surveys his desk-top. Some mail has arrived. He opens it and puts the documents into folders for later attention – he has an urgent report to prepare.

He starts on his draft, emboldening the text in certain places or putting it in italics.

Up-to-the-minute statistics are required and he gets these from computerised records held in another building. For the sake of clarity he converts them instantly into suitably shaded bar charts.

How about a histogram? Or a pie chart for better assimilation of facts?

No problem – he adds them effortlessly, and rearranges some text to make room on the relevant pages.

Then he calls for some additional data, prepared in similar format by colleagues in other offices, and incorporates these, editing them to fit into his report.

As well as hard copies of the final draft, he requires some slides of the graphic material, all of which he orders from a rather special kind of copier.

The remarkable thing is, he achieves all this on his own, without leaving his desk. Or lifting a 'phone. And so far he hasn't touched a single sheet of paper!

In a few minutes he will collect the prints and will have, ready for presentation to senior management, a very professional-looking report, completed in a fraction of the normal time and with a fraction of the normal effort.

Too futuristic? Not at all – it's simply the new way of working in divisional personnel department. For here, on the top floor of bld. 44, the first electronic office in the whole of EMSD has been installed.

A prestigious project, certainly. But it was put in primarily to meet the needs of the business.

The less-paper office

The department is responsible for a wide range of services, from personnel research to organisational planning within EMSD/RXEG. To carry out its job effectively, it has to have accurate, up-to-the-minute information that is highly responsive to day-to-day occurrences.

Until recently, all the necessary filing, searching in files, re-formatting, revising and otherwise processing information had to be done manually. A long and laborious affair involving masses of paper and much re-typing.

To continue to provide the required service in today's climate called for a faster, more productive way of working – in other words, doing the right things, and doing them in the right way.

So business systems consultant John King of BP & C was called on to carry out an office automation study. "My terms of reference," says John, "included utilising Xerox office products where necessary and considering interface with other EMSD locations."

The tools for the task already existed in the shape of the Xerox 8000 Ethernet network system; and with John's analysis proving that the cost would be well justified, it was decided to go ahead.

As soon as the business proposal was signed off, John was joined by office productivity analyst Neil Forrest from divisional IS.

Large boxes of equipment from the UK Co. arrived, along with installation experts and electricians.

Between them they handled the hardware, sorted out the software and its applications and generally got the project off the ground – and Ethernet cable into the ceiling.

The right connections

At intervals special junction boxes (transceivers) and drop-lines are attached to the cable, connecting up the various items of electronic equipment such as the 8010 workstations, 860 information processors, file and printer servers, making it possible for information to flow between them in high-speed electronic form.

With ever increasing packets of digitised data darting from place to place 'on the ether' at 500 pages a second, you might expect some collisions or cross-talk.

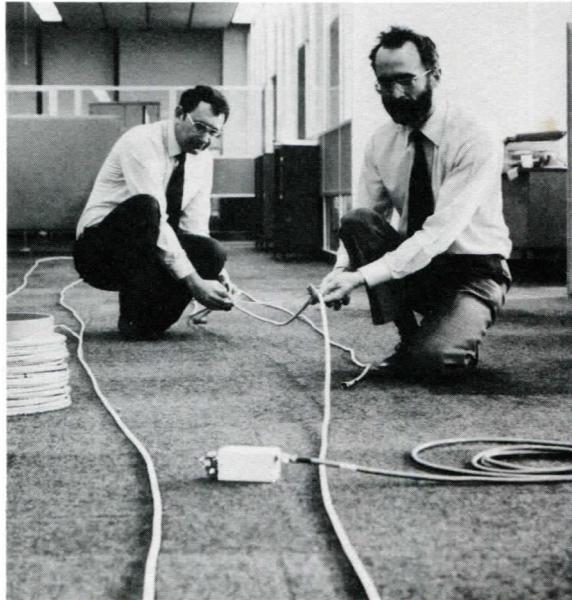
But the transceivers are vigilant traffic wardens. Before popping a package into the network, they check if the line is busy; if it is, they wait – for a microsecond or so – until the line is free.

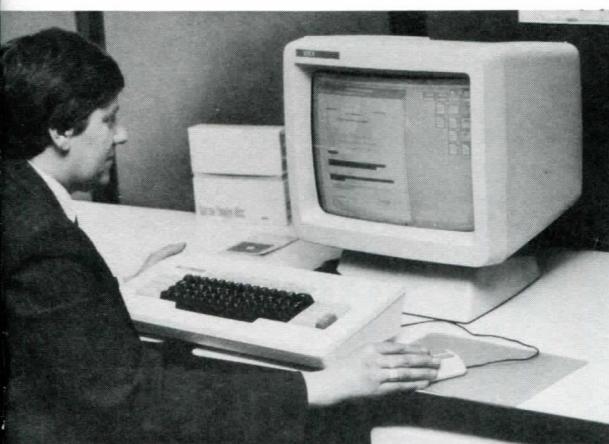
They also constantly scan passing messages and, when they recognise one intended for their own unit (each packet carries the address of the sending and receiving units), they divert it down the drop-line.

Messages can go further afield via a communications server – a kind of exchange which enables Ethernets at different locations to communicate with each other through telecommunications lines.

It also enables the workstations to act as terminals by giving access to local and remote computers, from the department's 820 micros and the mainframe in IS, to

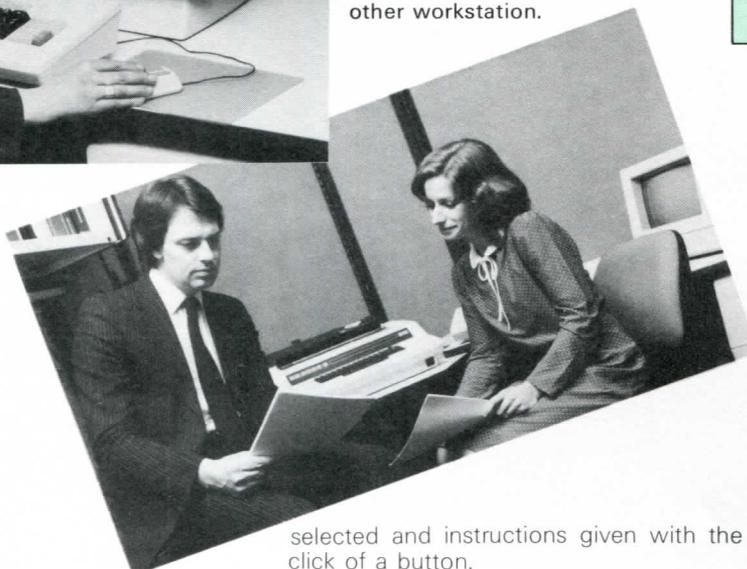
Business systems consultant John King (left) of BP & C lends a hand to Neil Forrest (office productivity analyst from divisional IS) in measuring out the metres of Ethernet; a transceiver with drop-line attached is seen in the foreground. Both men are now involved in development work and helping to spread the electronic office message, both internally and externally.





Dave Monaghan, manager personnel research, uses the mouse in creating a document. His electronic desk-top appears in the top right corner of the screen; he leaves a 'clean desk' by putting it on disk in the file server. 'Nomads' can take their desk-tops away in disk form and use them on any other workstation.

Manager Richard Sullivan uses workstation in connection with his compensation and employee relations support work. In addition to her workstation, Jill Hopkinson operates an 820 micro-computer which, together with her electronic typewriter, is tied into the Ethernet system.



VAX at Aylesbury and the EMSD computer network.

Even the 625 electronic typewriter, which has teletype capability, can join the communications club.

Key Performers

While Ethernet delivers the data, it's the 8010 workstations that put greater productivity at the users' fingertips.

But despite being such advanced processors of information, their friendliness rapidly overcomes any 'techno fear'. In fact, they can be so fascinating you can even get hooked on them!

Once you've signed on with your own special password, the 8010 displays your personal 'electronic desk-top' - a cluster of images called icons which represent files, copier, in and out trays and other familiar office equipment.

To make things happen, you use a keyboard with a number of function keys, and a hand-held device called a mouse which, as it is rolled on the desk, drives a pointer on the screen, enabling items to be

selected and instructions given with the click of a button.

And while the workstation rapidly digests a command, the pointer picturesquely turns into an hour-glass!

Inevitably, the system has prompted its own jargon. The word for 'printer' has become 'chapel'; electronic mail is 'pigeon'; and should the software crash out, it's a case of 'squirrel's fallen over!'

The processor will tweet away while sorting itself out; but "if squirrel can't get up again, or there is any other serious system problem, the UK Co. at Bristol are very prompt in coming to put things right," says Dave Monaghan, the project user manager.

Mastering the mouse

Having rapidly taught themselves to master the mouse and other aspects of the system with a minimum of formal training, divisional personnel staff have become adept at opening their electronic mail; sending documents to be copied; creating documents and modifying all or part of them in various ways; and introducing graphics from a set of basic shapes.

IT'S ATTRACTING ATTENTION

Having successfully gone 'on the ether', Mitcheldean was pleased to welcome last February some 60 members of the Institute of Management Services and other guests who came to see the 8000 network system operating in its modern office setting.

Our visitors included representatives from such well-known concerns as Rolls Royce, W.H. Smith, Cadbury Schweppes, CEGB and British Rail, and follow-up visits have taken place.



Personnel officer Ruth Morgan looks pleased with the print of a bar chart which she created on, and ordered from, her workstation. (The VDU seen here is a dumb terminal used to control the laser printer server.)

"You can stretch, shrink, texture, shade or magnify them, and move them around, or copy them, on the screen. It all helps to give greater impact," says Jill Hopkinson, who looks after the day-to-day operation of the system.

"You can do an organisation chart in a fraction of the time it used to take," adds Ruth Morgan, "and it's so easy to do revisions."

The graphics have proved invaluable in the preparation of training material. If users really want to let themselves go, they can even do an outline of the British Isles!

Various other options are available too, like the preparation of forms and the automatic setting of equations and formulae.

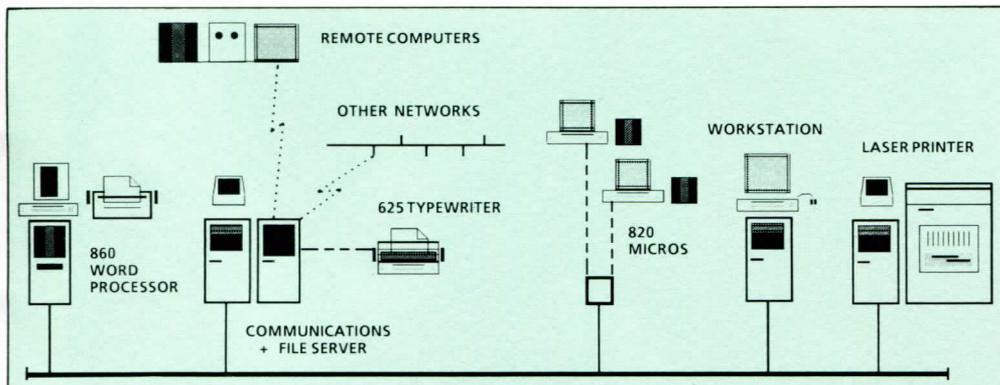
Expanding

Obviously, benefits from the installation will increase along with the growth of information in electronic form and the expansion of the network.

The system has already been installed in the manpower analysis section of BP & C in bld. 23 (John Hockett, in fact, has the distinction of being the first executive manager to use a workstation) and, as we went to press, it was being extended to site personnel which was recently re-sited alongside the divisional department.

The complete network has now been linked up, with BP & C becoming fully operational this May and site personnel applications following in June.

In addition, executive management secretarial services have been tied in for electronic mail and information retrieval.



This example of an 8000 network system shows the sort of graphics that can be created on an 8010 workstation, and demonstrates the high quality of the laser printing.

A Bulgarian challenge

Delivery times slashed

Mitcheldean's supply centre can now get emergency orders delivered to opcos 24 hours or more faster than before, thanks to the setting up of a new freight service which started at Staverton Airport last February.

Using the services of XP Express Parcel Systems (UK), emergency orders for a number of countries are now being shipped from Staverton and delivered the next day.

The consignments go via the XP hub in Maastricht in Holland and continue on their way by air and road, with deliveries being made, for example, to Düsseldorf between 09.00 – 09.30 hrs or Milan between 11.00 – 12.00 hrs.

Says Gerald Cooke, manager, international traffic: "We have been looking for some time for such a service, which is unique in its speed and cost.

"The implementation of our on-line computer system SWORD, coupled with an XP flight out of Staverton at 21.00 hrs, will enable us to receive European customers' orders up to 18.00 – 19.00 hrs at Mitcheldean for delivery next day.

"It makes a significant difference that, from the time the goods arrive at Staverton until the time they reach the opco, they are in the care of a single agent who can cure any bottlenecks."

XP (who are modelled on the US Federal Express system, although much smaller) have come to Staverton principally to meet the needs of Rank Xerox – we're good customers of theirs – and we were happy to hear that Michel Dallemagne, who worked in the supply centre until being made redundant last October, has been appointed manager for the XP Staverton operation.

Business prospect

In addition to processing emergency orders in this way, the supply centre are aiming to 'buy' more business from technical service & distribution. Says Gerald: "A current TS&D strategy is to reduce stocks of slow-moving items within the opcos and stock only at international level with fast distribution. This offers significant potential inventory savings."



Richard Williams gives one of the visitors some tips on bowling.

Visitors v. Voresters

On two occasions this last winter the white, green and red flag of Bulgaria has fluttered from our flagpoles.

A January visit of VIPs from that country resulted in an order for 90 of our 2830 machines; this was followed by a further visit a few weeks later when they discussed a possible development – and issued a challenge.

"Instead of entertaining us to a 'stuffy', work-orientated dinner at some posh hotel, take us to a local inn and we will play you at skittles."

Never ones (especially we Voresters) to refuse a challenge, a bld. 40/1 assembly foremen team was hastily arranged and the teams duly met at the Victoria Hotel, Newnham, on Thursday, 24 February.

To give them a clue as to how the game should be played, the Voresters bowled

first and, thanks to several 'spares', had by the end of the second leg built up, to say the least, a useful lead.

Now, against our better nature, we felt we had to be a bit diplomatic and allow our guests an advantage which would give them a bit of a chance.

By a small majority we agreed to double their individual scores. Too late, we realised our error – we had been too generous, for at the end of the fourth and final leg, they had pipped us by some 40 pins.

Never mind, we had a good evening and we saw them under the table at the end.

We are now waiting the date for the return leg in Bulgaria when we will beat them at whatever they want to play!

Roy Powell

Man of quality

'Near enough is not good enough' has been the motto for many years of quality man Darell Timms, who retired recently after 34 years' service. Darell joined QA after some 12 years on assembly work, and was most recently employed in the audit section in bld. 32. His contribution to our quality improvement programme was acknowledged by product quality and reliability audit manager Clive Betts when he presented him with a handsome carriage clock from colleagues. There was also a presentation by LSA chairman Dennis Cook. Darell wouldn't commit himself to any firm plans for the future, but we're pretty sure much of his new leisure time will be spent in his garden, and that he'll maintain his interest in rugby and soccer (he's known to be an ardent Aston Villa fan).



SOLAR cuts costs by going daily

Systems come and systems go, but SOLAR seems to go on for ever!

Since it first dawned on our systems scene over 10 years ago SOLAR has been modified a number of times; past changes, however, have not fully matched changing business conditions.

Competition in the copier business has never been keener and we have to use every technique available to us to keep operating costs down.

One way to do this is by reducing the amount of stock we hold. The company has to pay for storage space in various ways – in rates and insurance, in heating and lighting; and the parts themselves are liable to damage and so may not be available when required.

But, as materials systems manager John Eastwood explains: 'Although we have progressively reduced our levels of stock, our planning system has made it difficult to get them below about two months of stock.

'We have had parts sitting around longer than necessary. This is because SOLAR has always planned on a weekly basis.

Day dating

Something had to be done about it and that something developed into the 'material systems project', the first and major phase of which went live on 19/20 February.

'What we have done,' says project leader John, 'is to make SOLAR less inflexible and bring it more in line with real life requirements on the shop floor by enabling it to plan on a daily basis.

'This ability to work to specific days is expected to achieve inventory savings of \$1–2 million by the end of 1983.

'From now on we shall be able to bring in material later than has been the case and still meet the same shipment dates. We shall also be able to reduce our surplus inventory for which we have no demand in the near future.

'Materials will flow more evenly and speedily through the plant and unplanned changes to schedule cause fewer problems.'



Above: Viewing the communications video which went out to users prior to the system change are project team members (from left) Geoff Jones, Julian Hazell, Maurice Pask, Les Bullock, Andrew Bentley-Taylor, Roger Smith and team leader John Eastwood.



Users and IS personnel carrying out the crucial base case testing – (from left) Sandra Lee (senior programmer), Sandy Gaylard (mfg planning), Dave Crabbe (materials planning), Brian Whittington (assembly planning), Mike Bradley (systems analyst), Ian Nelson (programmer) and Alan Davis (stock control).

Holiday logic

One Scrooge-like aspect of SOLAR's inflexibility was that, until this modification, it refused to recognise the planned national or plant holiday periods.

However, because it can now work to specific days, the system will no longer 'expect' manufacturing or build activities on non-working days, nor will it 'ask' for deliveries during a holiday period – a trait which has caused us, and our suppliers, some trouble in the past!

Another effect of the change, Dave Crabbe of materials planning told us, was that "we have to be more accurate than

ever now, and no one can be allowed to nibble at inventory regardless."

Collaborating with John on the project have been managers Andrew Bentley-Taylor (inventory control), Julian Hazell (production stores), Les Bullock (manufacturing planning), Roger Smith (CBA assembly PC), Maurice Pask (commodity operations systems admin.) and Geoff Jones of IS.

It took a great deal of effort all round to knock the system into better shape and particular mention must be made of the long hours put in by our programmers/analysts and the tremendous back-up they received from computer operations staff.

One project helps another

The new SOLAR on-line enquiry facility – getting SOLAR information out of the system – came in very handy during base case testing.

The ability to call up business information conveniently and quickly is already well established in supporting production material control.

This same ability, applied to the base case database, overcame much of the need to wait for hard copy reports when testing.

Still more improvements are being planned – in fact, the total material project is scheduled to last between two and three years, and phase 2 follows towards the end of 1983.



Dave Sanderson,
manager,
materials planning
department,
comments:

"The improved systems facility provided by the IS and user team gives the Mitcheldean materials staff a capability which is better in many ways than any other available within the Xerox world.

"Although we are not immune from the effects of the economic recession, maintaining our competitive position in all aspects of the business is the only way forward to success in the future."



The look of determination belongs to Jim Ahern, secretary and captain of the table tennis section, who has been selected to play for Herefordshire v. Huntingdonshire in the county league.

Honours for TT players

After several seasons in the doldrums, the Rank Xerox table tennis teams have achieved noteworthy success this year, picking up honours at both team and individual level.

In the Gloucester league, our 'B' team of Robert Knight, Les Barrett, Steve Thomas, Philip Mace, Paul Bridges and Tim Harris took the fourth division title, while the 'A' team comprising brothers Bill and Jim Ahern, Dennis Wadley, Richard Lee and Tony Green improved their position in the first division.

The most notable success, however, for both teams was when they fought their way through a field of some 50 entrants to meet each other in the final of the Gloucester team handicap knock-out cup. A close-fought match resulted in the 'B' team lifting the trophy.

Individual successes were scored by Philip Mace, who won the fourth division singles title when he beat team-mate Paul Bridges in the final, and Bill Ahern who reached the semi-final of the Gloucester 'open' singles.

Births

Ross Daniel, a son for Barrie Lewis (2370 assembly) and his wife Carole, on 22 February. Rachel Marie, a daughter for Keith Wilding (manufacturing support) and his wife Patricia, on 2 March.

Obituary

We record with regret the deaths of the following:— Lionel Little (supply centre) at the age of 59 — he joined us at the beginning of 1967; and pensioners Alfred Meek on 17 February aged 69, Ivor Roberts on 7 March aged 61, James Thom on 1 April aged 59, James Pitt on 16 April, aged 65, Tom Bennett on 17 April aged 73, and Albert Matthews also on 17 April aged 63.

Good financial year— but what of the future?

The resignation of six committee members, including the chairman and vice-chairman, shortly before the S&SC annual general meeting fell due, led one to expect considerable fireworks on that occasion.

In fact, the fireworks were let off at a special, and lengthy, general meeting held immediately prior to the AGM.

The varied reasons given for the resignations were read out, personal grievances were aired, and rumours circulating in the plant concerning the allocation of bar wages were looked into.

Eventually the situation was de-fused with the agreement that the steward and stewardess should not be given membership, and that in future people with close personal relationships should not serve on the finance committee.

Members were united, however, when it came to discussing the future of the club.

Chairman Dennis Beard explained that, in order to stabilise membership, they had introduced a new rule which would enable full members of the club of not less than five years' standing to retain their membership if made redundant.

This had been opposed by the company, who regarded it as breaking the lease and mortgage agreements.

Various alternative proposals had gone back and forth and, at the time of going to press, a deputation consisting of club members Dave Bunday, Bill Jones and Tony Sharpe were meeting with the company in an endeavour to find a solution that would be satisfactory to both sides.

Exceptionally good

At the AGM which followed, the chairman had little to report since he had stepped in when a crisis had arisen and had agreed to hold the position for a month until this meeting. He was, however, able to say that it had been an exceptionally good year financially for the club, and he thanked those whose efforts had made this possible.

Betty Ellway echoed his remarks, having similarly stepped into the position of secretary only two weeks earlier.

The greater part of the meeting was given over to treasurer Mike Keen's report, the main points of which were as follows:

Bar revenue had once again increased though percentage dropped from 32.67 per cent to 31.89 per cent.

Fruit machine profits had increased, even allowing for the fact that the licence for each machine was now £750.

Bonanza income had increased considerably, due to the increase in deduction from 10p. to 25p. (prizes too had increased), and the present weekly profit amounted to £200 per week.

After the disastrous year in 1981, *social activities* had shown a vast change with much of the income now coming from discos.

Both *snooker* and *juke box* profits maintained last year's level, while income from *videos* had dropped because the club had decided to keep only one video game machine and have a pool table.

With a decrease in membership, the *subscription* income had been expected to drop, but due to the introduction of family membership, the total for the year had, in fact, increased.

Outgoings

On the expenditure side, the main item was wages, which had increased slightly from last year; club staff had been given varying rises and the hours of office staff had been reduced.

In the last year the company had given £3,750 towards the wage bill and the treasurer confirmed that without that subsidy the bar revenue would have shown a deficit.

Other items of expenditure had remained constant, the main items being those of printing and stationery, and committee and staff expenses which included travel allowances and payment for duties at the club by committee members.

Summarising, Mike said that "over the year we have made a profit of £33,026.

"During the year repayments of £35,104 were made to the company (this is the first time we have been up to date with the mortgage repayment) and we now have only two years' payments to make in order to discharge the total debt."

During the discussion that followed the report, it was agreed that the committee should look into the possibility of taking on one or two full-time bar staff.

Elections

The following officers and committee were elected: *chairman* — Reg Taylor; *vice-chairman* — Graham Meek; *committee* — Brian Aitken, John Beard, Thora Brown, Philip Burns, Sandy Gaylard, Robin Hale, Mike Higgins, Bill Walters, Jim White.

Margaret Cale is a *trustee* for a further year and two additional *trustees* — Bill Walters and John Weaver — were elected at a subsequent meeting on 22 March.

Mike Keen continues as *treasurer* and Harlene Denning has agreed to carry out the duties of *secretary* on a temporary basis.

Stop press:

The new committee has since been affected by recent job losses and at the time of writing no further news was available.



Y-CIDERS posing with their trophies are (standing, l. to r.) Richard Cooke, John Parry, Chris Warren, Richard Matthews, John George, Ken Townsend, Bill Constable, Roger Preece, Roy Taylor, Keith Bradley; (seated) Gerry Merchant (left) and Ralph Brain; (inset) John Harding.

Y-CIDERS are champs

The Y-CIDERS, one of the teams making up the Skittles Section of the Sports and Social Club, have just completed what is probably their most successful year.

In the last 12 months, they were Forest division 1 winners in the 1982 summer season, winners of the Labour Party and Victoria Cup KO's, and front pin champions in the winter season that has just finished. Indeed, in the Front Pin Championship they lost only one game all season, and that by one pin.

Y-CIDERS' captain, John George, attributes the team's success to the good all-round performance by the whole team. "We don't have any individual star players", he says, "any member of the team could be the one to set the game alight with a high scoring performance".

However, the rest of the team will readily acknowledge their debt to John who regularly takes the 'pressure' position at last man, and who was pipped by only a few pins for the team's highest average by Chris Warren.

The other teams in the Skittles Section of the club have had much more mixed

results. Sadly, the MISFITS team folded up at the end of the summer season. Formed about eight years ago, it drew its players almost exclusively from MIS dept., and fought its way from the bottom division to division 3 where it 'consolidated its position'.

However, as members of its stalwarts either left the company or were transferred to Aylesbury, it became increasingly difficult to raise a team each Friday. Eventually it was disbanded and remaining skittlers joined other sides, as Ray Watkins, the captain, joined the NOMADS.

After a few seasons in the doldrums, the RX 'B' team is showing signs of coming good. Says secretary Jan Sologub, "In recent seasons we have been knocking on the door to relegation, but in the last two seasons we have finished 4th, and are now aiming for promotion this summer to division 1."

Perhaps in a season or two they will be the team to challenge the Y-CIDERS for the Front Pin Championship??

Bill Constable

Long shot at Salzburg

The annual three-way battle between our own Photographic Club and those of Hereford and Ross took place on 7 April.

The Mitcheldean entry consisted of the best 20 out of 84 submitted at an earlier selection meeting, when those participating brought along between five and 15 slides each.

Though our club was beaten by both Ross (who were first with 316) and Hereford (302), it was only five marks behind the latter with a total of 297.

There was further consolation in the fact that club member Terry Darrington's slide of 'Crossroads' was among those which tied for individual marks of 18 out of 20 (the highest score of all was 19).

This long shot, in the old part of Salzburg (Mozart's birthplace in Austria), was taken with a Canon A1 camera with zoom lens, Terry told us.

At the time of going to press, the club annual general meeting was about to take place and we'll report back on that next time.

ANY NEWS FOR VISION?

If you have, then please —
 mail it to me c/o Corporate Affairs, Bld 44/4,
 or leave it at any Gate House for collection by me,
 or post it to me at Tree Tops, Plump Hill, Mitcheldean,
 or ring me — ext 566 or Dean 542415.
Myrtle Fowler, Editor

They're stepping up the frequency

The upsurge of interest in home computers is having its effect on the Computer Club. People have said they want to get together more often and it was therefore decided at the AGM held on 23 March that, instead of being monthly, meetings should be held fortnightly and be alternately formal and informal.

The formal ones continue to have a set programme while the informal are workshop affairs where people can carry out projects while enjoying the company of fellow enthusiasts.

If you're one of those who are thinking of acquiring a home computer but don't

know which of the many types now available would be right for you, then you can't do better than come along to one of these informal meetings; there are always a wide variety of machines to be seen, and you can talk to their owners and pick up some useful information before lashing out on an Apple or a Sinclair, a Radio Shack or a Lynx.

Meetings are held at the Berry Hill Social Club starting at 8 p.m., and you can become a paid-up member or simply pay on the night. Further details can be had from president Keith Jones, secretary Vernon Dancey, treasurer Geoff Barnes, or

committee members Tony Churcher and Ian Britten.

It was Tony who, at the club's February meeting, introduced the RD digital tracer—a device which enables pictures to be drawn or copied on to the screen of a Spectrum.

MITCHELDEAN PENSIONERS REUNION LUNCH — 1983

The Management regrets that it will not be possible to arrange a reunion this year, but hopes to revive the occasion during 1984. In the meantime, it has to content itself with wishing pensioners continued good health and good fortune.

Sporting initiative

The 10 Series Races ahead

The biggest and most ambitious international sports sponsorship ever mounted by Rank Xerox got off the marks in April.

As part of the corporate promotional campaign for the 10 Series copiers, the company is sponsoring ten European city marathons this year.

The programme started with the Rotterdam event on 9 April, followed by the London (17 April) and Rome (24 April) events, and continues with marathons in Paris, Copenhagen, Stockholm, Helsinki, Oslo, Berlin and, finally, Athens (8 October).

There is a business team trophy for each marathon, the winners of which are invited to go to Greece in October to compete for the international business team trophy in the Athens marathon, and the first RX men and women past the post also win a trip to Greece (with spouse) to race for the managing director's challenge trophy.

Individual operating companies are developing support programmes and Rank Xerox (UK), in co-operation with the Amateur Athletic Association, has devised a wide-ranging package of sponsored athletic events involving not just trained athletes but the whole community.

Marathons

This programme of races sets off with Rank Xerox 10 Series Marathons at four regional venues: Swindon, Wilts., on 29 May, with Hambro Life Assurance PLC as a supporting sponsor; Richmond, Surrey, on 5 June as part of the Richmond Festival Fortnight; Wear Valley (Cumbria/Durham border to Crook) on 4 September – one of the toughest marathons in the country; and North Kent (Gravesend) on 11 September, incorporating the Kent County AAA Marathon Championship.

All these events are in aid of good causes and are expected to involve between 1,000 and 3,000 runners.

Double success

Our first-year apprentices, together with two NTI (New Training Initiative) lads, have been demonstrating their skills – in football and table tennis – at recent events organised by the Gloucestershire Association of Boys' Clubs.

Two sides were entered by the training school in the five-a-side football (senior section) at Bishop's Cleeve on 6 March and, against stiff competition, the side captained by Matthew Sykes, with Jeremy Hatch, Paul Gaylard, Andrew Parry and Nick Butler, were narrowly beaten into second place. They lost in extra time in the finals to the Lucas Bryce team who subsequently made it to the national finals.

"Our lads were one of the youngest sides there, and it is hoped to enter them again next year with a good chance of getting to the national final themselves," said instructor Dave Matthews.

Road races

The innovative nature of the 10 Series has prompted a tie-in with one of the fastest growing development areas in athletics – 10 kilometres (six miles plus) road races – and five major city events have been arranged: at Bristol (18 September), Liverpool (30 October), London (4 December), Nottingham (18 March, 1984) and Glasgow (8 April).

The final event, the Rank Xerox 10 Series AAA Championship, will take place on the last weekend in April next year at Cannon Hill Park, Birmingham. This will be open to the whole world and will be televised by the BBC.

There will be substantial awards for both individuals and clubs, the total amounts involved being £2,000 for each city race, and £5,000 for the AAA Championship.

The Amateur Athletic Association will be supporting the first six individuals and the first three teams in each city event to take part in the AAA Championship.

Involving the public

In each day's programme, including that of the championship itself, there will be a City Community Run which it is hoped will attract local organisations. Participants will be able to raise funds for charitable purposes and all entrants at each location will be entered into a Grand Draw with substantial prizes.

There will also be City Corporate Runs open to business houses and administrative organisations, again over 10 kilometres, with sports goods and equipment awards for individuals and teams to the value of £1,000 for each of the six events.

Youngsters too can join in; for those between 11 and 15 years, there will be City Young People's Runs of three to five kilometres, with £500 worth of individual



Doing a bit of promotion for the 10 Series are finance department's Mike Stone (left) and Roger Simmonds. The gold medallions commemorate their taking part in the London marathon on 17 April. Mike did the course in 3hrs 10 mins, a 13 mins. improvement on his time last year, but missed winning (by a minute!) the company's prize of a Greek trip for the fastest runner from Mitcheldean/Welwyn. First-timer Roger (3 hrs 27 mins.) ran for MENCAP, the charity for the mentally handicapped, and raised £250, thanks to the sponsorship of friends, colleagues and the company. Congratulations, runners, on a splendid performance!

and team awards for each event.

Said Mike Farrell, former Olympic 800 metres finalist and secretary of the AAA: "This is a new opportunity for the Amateur Athletic Association to involve recreational runners in major events. We are as much concerned with the development of grass roots athletics as we are with athletics at the top. The Rank Xerox 10 Series programme gives us an excellent chance to combine the two."

Included in the total programme of athletic sponsorship will be the Rank Xerox 10 Series Games at Gateshead on 31 July, the final track and field meeting before the World Championships in Helsinki.

Rank Xerox will also be sponsoring a 10 kilometres International Cross Country Race in December.

The youthful footballers. Matthew Sykes and Jeremy Hatch, who later won the table tennis doubles, are seen in the back row, far right and third from right respectively.



Greater success followed on 20 March when a singles and a doubles team were entered in the table tennis tournament (senior section) held at Cheltenham College.

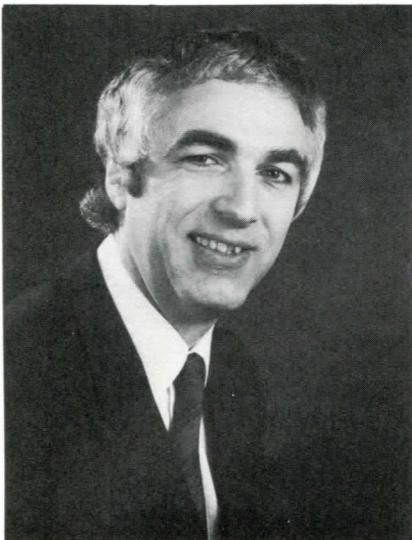
Matthew and Jeremy won the doubles and went on to represent the GABC in the regional finals at Poole, Dorset, in April.

VISION **EXTRA**

Newsletter for Rank Xerox Mitcheldean

Number 54, May 1983

New site director for Mitcheldean



Chris Wood

It was announced on 9 May that site director Ron Morfee is resigning from the company to take up a managing director's appointment within the GEC group.

He will be succeeded as director of Mitcheldean Manufacturing Operations by Chris Wood, with effect from 13 June.

Mr Wood has held a number of senior management positions within the company, most recently as manager, technical services. He has been 14 years with the company, serving at our Welwyn Garden City and Venray plants before coming to Mitcheldean some six years ago.

A Kentish man by birth, he has for the past five years lived in Monmouth with his wife and three children — a son of 17 years and two daughters aged 15 and 12.

Encouraging news

Mr Wood takes over at a difficult time when Mitcheldean is undergoing significant changes. "It is certainly a challenge," he says. "I would like to continue the initiative we have already taken on communications and keep up the effort to maintain our commitments on production, cost and quality requirements.

"Our performance in this respect is largely responsible for the fact that we have been asked to build 5,800 of the 1035 desk-top machines for the Business Systems Group of Xerox Corporation, starting in December this year.

"It is good to know that in the USA, where they are further developed in their launch path, the new 10 Series range is going extremely well.

"I am personally committed to the long-term success of Mitcheldean both in its business performance and as a place of sound employment. I know we can continue to be a major contributor to the drive within the company as a whole to achieve a competitive edge in all we do."

On behalf of the readers of 'Vision' we would like to wish both Mr Wood and Mr Morfee well in their new appointments.