

# Vision

HOUSE MAGAZINE OF XEROX MITCHELDEAN

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THE DOCUMENT COMPANY

XEROX

Cover picture: Print On Demand team wins XE President's Award - Page 7

# Service... above and beyond



■ Our photograph shows Frans Stollman with some of the Customer Hero award winners, left to right (back row), John Iemboli, Paul Weaver, John Sterry; (Frans Stollman), Phil Didcote, Robert Holbutt and Jason Moses, and (front row) Gareth Clowes, Keith Tarry, Steve Boseley, Andre Titmuss, Dave Ireland and John Bush. George Carpenter and Pete Phelps were not available for the photocall.

Everyone was at full stretch early in 1999 when large numbers of digital products were being installed throughout the UK, which led to a backlog of service calls at a time when the company was receiving about 60,000 every month. This led to some customer dissatisfaction, which the UK company decided to address as a matter of urgency.

After discussions with Manufacturing, fourteen Mitcheldean

people volunteered to support UK service for a period of three months from March. Volunteers included Andre Titmuss, Phil Didcote, George Carpenter, John Iemboli and Gareth Clowes from DCBC, Steve Boseley, John Bush and Pete Phelps from Light Lens, John Sterry, Jason Moses, Paul Weaver and Keith Tarry from AMBC, and Robert Holbutt and Dave Ireland from Electronics.

Service calls continued to climb and this initial three-month period

gradually extended to eight months. Suddenly these team members' lives were transformed. All travelled vast distances - the length and breadth of the country, from Scotland to West London, and Wales to East Anglia. Often this meant staying away from home during the week, missing college sessions and making all kinds of personal sacrifice to provide customer support.

"This was a tremendous achievement," said Frans Stollman when he presented the whole team with Customer Hero awards on 12th April, "and a marvellous demonstration of these Mitcheldean employees' skills and flexibility."

"One of the best features of their performance," said Digital Colour Business Centre human resources manager Brian Fowler, "was that they made three to four calls a day on average, and made over 4,000 visits to customer premises. We received excellent feedback from the UK company - who measured them against the same metrics as for the full time service team in terms of productivity, reliability, cost and contribution."

As Frans said, "They really did experience the 'real customer environment', and made a tangible difference to customer satisfaction. Our congratulations go to them all."

## Closing the gap between data in and out

Only one per cent of UK customers would consider purchasing an analogue light lens copier today, according to a survey of UK office workers released in March by Xerox (UK) Limited.

This finding underlines the massive transition we have all experienced at Mitcheldean as production has moved from light lens to digital products, although, of course, light lens products are still in demand in many overseas markets, and our Light Lens team still has a substantial number to build each day.

The survey revealed a considerable market for both networked equipment and printed documents. Seventy-five per cent of the UK respondents still prefer to

proof-check using a (hard) paper copy. One third of all respondents print 'e-mail' messages and Web pages before reading them. All in all, 79 per cent of UK office workers prefer to work with paper documents, despite having the option to work-share and archive documents electronically. While indicating a consistent market for printers, consumables and allied equipment, it leaves Britain behind in Europe.

Tracy Mudge, director & general manager of Office Systems Group, Xerox (UK) Ltd, commented, "We must adopt a knowledge management culture that naturally captures information and allows it to be shared."

This is the rationale behind the alliance between Xerox, Microsoft,

Lotus, Compaq and RightFax, which provides a complete solution to bringing the paper and electronic worlds together - enabled for the customer by the latest products being produced at Mitcheldean today. Using DC 340 or DC 12 or similar multifunction products, and a computer, the user can easily move between printed paper and electronic document, using whichever is preferred for the task. When these products are linked to a digital network, documents can then be shared with customers and colleagues worldwide. Linked to these multifunction products and a computer, users can use Microsoft or Lotus and RightFax programmes to share information and e-mail, fax, scan or print to suit the requirement for work in the office.

# Everyone a winner!

*The huge effort made by Production Systems Group/Asset Management Business Centre (PSG/AMBC) to meet the demand placed upon the Low Volume Remanufacturing (LVR) team for DocuColor 40 Finishers received its reward at the Team Excellence event at Leesburg in April. The team was one of the three joint top teams worldwide within Corporate Strategic Services (CSS) to be nominated as the 'best of the best'. The team, led by Terry Peates and including Hazel Pescatore, Kerry Mapps, John Lewis, Tony Gazzard, John Overbury, Steve Dolton, Paul Davis and Tricia Croudace, was one of three entered from Mitcheldean.*

Brian Reeves, AMBC/PSG manager at Mitcheldean, said, "I was really pleased that the team's work, which

was way beyond the 'call of duty', was recognised. Many of the team went on, using a similar approach, to support the 4890 second user start-up, which was also extremely impressive and set new standards for Time to Market."

A total of five teams from Xerox Europe Manufacturing & Supply Chain (XEM&SC) went to Leesburg and presented their projects to Al Monahan and his CSS management team. The other four teams were the Y2K team from EDC-E, led by Dave Bufton, the Colour Roll Manufacturing team from Fuser & Frames, led by Allan Edwards, the SSC Local Purchasing team from Venray, led by Rein Thijssen, and the PTA team, also from Venray, led by Ger Hagens.



■ The DC 40 Finisher team, seen here with the last unit built in Building 12 before production moved to Building 13 in April. When the picture was taken the team had produced 560 units, compared with the original forecast of 323, and had just seen a six-week period of 'defect-free' production. From left: Paul Davis, Hazel Pescatore, Trish Croudace, Kerry Mapps, Tony Gazzard, John Lewis, Steve Dolton, Terry Peates and John Overbury.

## Colourful performance from FFBC



■ Members of the Fuser & Frames team, left to right: Steve Batcock, Gary Dade, Matthew Whittingham, Roger Imm, Mike Jackson, Dennis Pick, Shane Parry, Helen Kear, Lionel Smith, Chris Hale, Rob Parkinson, Mike Williams and Allan Edwards.

*Mitcheldean's Colour Roll Development team pioneered colour roll manufacturing capability for Europe in less than 12 months during 1999. Along the way the team achieved potential cost savings for the year 2000 valued at more than \$500,000, avoided an investment cost of \$5 million and developed a dual source facility for worldwide colour roll production. This achievement won the team*

*selection as one of the five XEM&SC teams to go to this year's Team Excellence event at Leesburg.*

The project started in February 1999 with a visit to Fuji Xerox, who gave valuable support to the whole European process. The Colour Roll Development project was a large one, involving all aspects of design, production, maintenance, quality and related materials. It included a team

of 20, co-ordinated by Allan Edwards and including Mike Jackson of Materials and Matthew Whittington from the Technical Development Centre (TDC) at Mitcheldean.

Allan Edwards explained, "The whole process is complex and involves meeting tough standards of machining and coating. A finished roll comprises a precision machined aluminium core, a silicon intermediate coating and a final Viton coating, so many different technologies are involved to achieve a good result. We had to benchmark all these areas and achieve new technology transfer, developing the existing technologies and finding new ways of evaluation to ensure that our production would meet the stringent new requirements of digital colour, especially in terms of the extended life required from the new generation of products."

By March a first run of the new rolls had been produced, and it was discussed in May when there was a second visit to Suzuka. By July rolls were fitted to a DC 12 for life and copy quality tests, and by February 2000 the new rolls had qualified for production and fitting to DC 12 products in Building 1 at Mitcheldean.



# Earth Awards



■ The FFBC Swarf Compaction team, left to right, Graham Howard (forklift driver), Andy Gibb (setter operator), Martyn Gunter (production engineer) and Alan Hughes (cell manager), seen here with uncompacted aluminium swarf behind them, and holding a sample of compacted swarf in the foreground.

Once again, Mitcheldean Environmental team members achieved worldwide recognition for sterling performance. Reinforcing Mitcheldean's commitment to high environmental standards, the action they took, especially in reducing the impact of transport on site, generated annual business savings valued at almost \$130,000.

Four of the six Mitcheldean teams entered for this year's awards achieved valuable benefits from compacting waste in various forms to reduce transport and handling costs. Two of the three teams from Building 1, the team from Building 12 and the team from Building 5 all achieved their results in this way - for cardboard, plastics and aluminium swarf.

Recognising the value of the work on waste compacting, the Xerox Earth Awards committee decided to give Mitcheldean a single joint award - to the 'Mitcheldean Environmental Review' team.

Digital Colour Business Centre (DCBC) in Building 1 benefited more than most in 1999. One team, including Steffan Jones, Norman Rudge, Dave Carter, Alan Cobb, Mike Pegler and John Lewis, and led by Darren Higgins, managed three major projects - as the Cardboard Baler team, the Energy Management team and the Plastic Shredding team.



■ Cardboard baling in Building 1.

#### Cardboard Baler team

This team recommended the installation of a vertical baler, which freed factory floor space for production, gave better compaction and reduced HGV vehicle movements by 76 per cent, to save \$19,500 each year.

#### Energy Management team

Space heating in large areas with high roof space is always very difficult to manage, but after a careful analysis of building usage and improving space heating controls, the Building 1 Energy Management team reduced energy consumption by 4.3 per cent, to cut energy costs last year (1999) by \$10,000.

#### Plastic Shredding team

Plastic waste tends to be lightweight yet bulky, and comes in

EIC's (Electronics Integration Centre) User Interface X team has had a very successful start. "In the past nine months the team has met every target set for it," says Dave Adams, the team sponsor. "It was good to see the team gain confidence as the year progressed, building on strengths and using them to achieve results in the workplace. I was pleased to see team members gaining excellent assessment results and watch them working towards team, business centre and organisational results."

The EIC User Interface team achieved Level 4 X team status in February, and has now set its own target of achieving progress towards Level 5 by the end of this year.

Our picture shows team members with their certificates, from the left: (back row) Kim Toombs, Sharon Drew, team sponsor Dave Adams, Ann Saunders, Gordon Davis, Linda Heathcote, David Phillips and Emily Parry, and (front row) Jan Wakefield, Clare Wilson, EIC & Interconnects Business Centre manager Rob Harris, Tonia Phillips and Wenda Stacey.

## X Team success for EIC



# ards 2000



awkward shapes. This means that waste skips fill up very quickly while carrying relatively little plastic waste. After investigating the economics of waste shredding, the team specified and installed a shredding machine. This enables skips to be packed tightly and efficiently so that each one holds much more waste, radically reducing both the number of MN Box skips and the number of transport trips, saving \$80,000 each year.

### Aluminium Recycling team

Manufacture of fuser rolls and other aluminium rolls in Fuser and Frames Business Centre produces high volumes of aluminium swarf. This is difficult to handle, creates a lot of bulk and results in large volume, but low weight loads in collection stillages, and scrap is purchased by weight. The team, including Alan Hughes, Andy Gibb and Martyn Gunter, decided that compaction was the answer, and found a supplier who could compress the swarf to a 'solid block'. The subsequent introduction of a 'solid block' aluminium swarf compactor reduced collection of stillages from 12 to 2 each week, resulting in improved transport efficiency and giving annual savings valued at \$11,000.

### Building 12 Toner Waste Bag team

Virtually every one of the thousands of products returned to Asset Management each year carries quantities of unused toner, which can often be a source of contamination, not to mention clean-up costs and unpleasant working conditions. Terry Peates and the Building 12 team, including Dave Carter, Gilbert Meek, Roger Rose and Mike Hopkins, decided the best solution was to bag toner-contaminated waste materials. After many investigations, the team located a source of impervious drawstring bags which contain the waste securely. This made toner waste handling much easier and reduced environmental exposure risks, to save \$5,000 by eliminating MN boxes from the process.

### Building 12 Cardboard Recycling team

Terry Peates, Roger Rose and Mike Hopkins, this time supported by Steffan Jones and Dennis Cozens, saved \$6,000 per annum by introducing a cardboard baler to reduce actual waste, improve handling processes and achieve a reduction in cross-site traffic.



■ Moving toner safely and cleanly.



■ Some of the Earth Day teams' members with their awards.

## Logistics winners

*Three people from the Mitcheldean Export team have been recognised for their outstanding support to the customer during the hectic year-end of 1999. Export manager Les Lewis, and Neil Williams and Tim Price of Export Administration were presented with Customer Hero awards for their exceptional contribution in meeting end-customer requirements.*

Presenting the awards, Tony Murrell, director of Customer Supply Chain Operations, also gave recognition to the

whole Logistics team for members' efforts and personal dedication shown during a very demanding period. The end result from the team was that every piece of equipment available was shipped, maximising the revenue potential for the Entities and enabling customer satisfaction.

Our photograph show Neil Williams, Tony Murrell and Les Lewis (Tim Price was not available for the photocall).



# 'Engineers don't always get dirty'

*In October 1999 Vicki Clay, IP (Industrial Placement) in the Skills Partnership at Mitcheldean, had the task of organising the annual 'Take Our Daughters to Work' day, the aim of which is to create an awareness of the opportunities available to young women in industry. Feedback from this, and from various meetings and discussions on site, indicated that although the event worked well, it could be far more effective if it formed part of a larger programme.*

Since the event in December, featured in the last issue of Vision, Vicki has built upon the initiative with local schools and created a programme aimed at secondary school students. Together with DCBC (Digital Colour Business Centre) section manager Christine Francis, NPDT (New Programme Delivery Team) manager Siân James, engineering apprentice Mikaela Hall, and Purchasing IP Chris Watts, Vicki has visited a number of local schools.

Each visit began with a game, where the students had to guess the work that each of the visitors carried out at Xerox. At the end of each session students were asked about any lessons they had learned as a result of the visit. There were many positive responses, such as 'There are a lot of different jobs in a business like Xerox', 'Engineers don't always get dirty', and 'Girls can get engineering jobs'.

Vicki, Christine, Siân, Mikaela and Chris have followed up each visit with their own discussion of events, and are agreed that although girls seem very well informed about entry into professions such as medicine and veterinary science, they have little or no idea of the range of careers available in industry. They are equally sure that the whole experience of informing others about jobs at Xerox was a complete success, with some of the students beginning to rethink future career options.

Vicki has now taken this project one step further by organising site tours for parents and children, involving some of the parents of local students in Year 10 (14/15 years) involved in work experience at Xerox. Vicki hopes that in the process they will gain a better insight into the scope and variety of careers available to women in industry.



■ Our picture shows, from left to right, Mikaela Hall, Chris Watts, Christine Francis, Siân James and Vicki Clay.

## The Guardian and Xerox make news 'on-demand'

*Traditional newspapers react to growth of on-line news with a little help from Xerox.*

A pilot programme to print newspapers 'on-demand' could lead to the biggest shake-up in the newspaper industry since the advent of Web-based news services. Xerox and the Guardian Media Group, publishers of The Guardian, will produce daily issues of the paper locally, in time for breakfast, in Denmark and Greece, with plans to extend the programme to all major European cities.

Today The Guardian is produced in London and transmitted electronically to Germany for printing and distribution across Europe. However, this process means that the newspaper is often not available in

many European cities until mid-morning.

Says David Owen, circulation director at The Guardian, "This programme has the potential to revolutionise the way newspapers are printed and distributed, and gives conventional newsprint the opportunity to compete with on-line services over the Web. It also creates the opportunity for The Guardian to capture new readers from among the many UK business travellers, tourists and ex-pats who today take alternative publications while in mainland Europe. This is an important 'first' for Xerox, for The Guardian and for the newspaper industry."

Commenting on the programme, Lois Niland, manager of Publishing

Market Development at Xerox, says, "While many believe that the Internet will eliminate the need for 'hard copy' news sources, research by Xerox shows that the opposite is true - as the Internet grows, so too does the use of paper. Readers still prefer to read their newspapers over breakfast."

Lois Niland believes that the next generation of the technology will lead to customised newspapers for all. "Software is available today that allows publishers to select our daily news based on topics we have identified as of interest to us. On-demand newspaper printing technology may soon be able to produce our daily newspaper customised for each and every one of us."

# President's Award for Print on Demand team

*The Xerox Europe Manufacturing & Supply Chain (XEM&SC) Print On Demand (POD) team, led by Brian Reeves, has been recognised by a Xerox Europe (XE) President's Award. The award was recognition of the team's pioneering work supporting the DC 220/230 and DC 332/340 family of products with a 'print on demand' facility for manuals, documentation and accessory kits for many different products.*

When the team implemented Print On Demand at Mitcheldean, it reduced overall inventory costs by more than 70 per cent. With other benefits the project produced annual savings valued at more than £750,000. It also improved flexibility and customer satisfaction by raising service levels to more than 98 per cent. The team achieved full implementation within four months with no impact on production.

The new Print On Demand system was developed with XEM&SC input from both Mitcheldean and Venray, and with the help of Xerox Limited Technical Centre (XLTC), XL Multinational Professional Services and XBS - who operate the facilities at both sites as a service provider to Digital Colour Business Centre (DCBC). The facility, built around DocuTech systems produced at Mitcheldean, also provides a

technology 'showcase' for customers for Xerox products and software systems. The team recognised by the XE President's Award for Team Excellence included Brian Reeves, Jonathan Rees, Mark Ingram, Keith Jones, Chris Burford, David Jenner, Richard Bons, Patrick Leppers, John Jarman, Stuart Shaw, Brian Hudson, David Seymour, Michael Roschewski, Ralf Resch and Bob Gaskell.

At Mitcheldean print orders come in to a PC 'front-end', then to DocuXenter POD software running on Sun Ultra workstations. Print-ready masters are developed and electronically distributed by XLTC, to be stored on two external 19 Gigabyte hard disks for each print line, with tape back-up, all protected by an uninterruptible power supply to guard against electricity supply failure.

Print instructions and document content are then sent electronically to Xerox DocuTech production printers. These are particularly suited to short-run POD applications with automated finishing. The DocuTech printers are linked on-line to a perfect binder for continuous automatic production of most documents.

Continuous roll feeders are used for the main paper supply, instead of feeding cut sheets from a

conventional paper tray. This provides the equivalent of 40,000 sheets - enough to last a complete shift before the roll needs changing. It also provides flexibility of format and binding by allowing several different document sizes to be trimmed out of one paper supply.

At Mitcheldean there are two print lines, with spare capacity used to produce other documents, to cover downtime and to provide extra resource to cope with peaks in demand.

A relatively small stock of kit components provides the assurance of continuity of supply so that valuable shipments of completed products are not held up by the lack of some low cost, but vital, documentation or accessory kit. A similar system was installed at Venray.

DCBC's (Digital Colour Business Centre) Jonathan Rees commented, "The Print On Demand system continues to give us major benefits, and improves our flexibility and customer response - inventory declined at Mitcheldean from 40 days' supply in 1997 to 4 days in 1999. Just this one benefit alone generated savings valued at more than \$400,000."

Keith Jones, who managed the 'showcase' programme to demonstrate the system to Xerox customers, added, "We were able to demonstrate a system which paid for itself in 12 months, improved DCBC flexibility and radically reduced logistics costs, purchasing costs and potential obsolescence costs. Since its completion Sales & Marketing have made considerable use of the facility to support knowledge sharing and customer visit programmes."

AMBC/PSG manager Brian Reeves said, "We all gained real-life experience of manufacturing solutions. It is important to note that not only did the project give us first hand experience of product applications, but it also gave the Xerox digital programmes a major benefit in terms of reduced production costs."



■ The Print On Demand facility in Building 1.

# EIC - 2 years old and still going strong



■ Louise Ball, Post Telephone and Telegraph testing

*Electronics Integration Centre's (EIC) second birthday sees tremendous achievements for everyone in the EIC team in Building 6/1. Sales are running at a rate of more than £50 million, and annual production is now more than 200,000 units. The product range extends from touch screens to digital modules which include microprocessors and hard disks to manage all types of network operation.*

"This is a real tribute to the flexibility, enthusiasm and old fashioned, real hard work contributed by the EIC team," said EIC manager Kim Toombs, "and I am hoping for this growth to continue, albeit at a reduced rate, throughout 2000."

Today EIC has more than 1,900 square metres (20,000 sq. ft.) of production space - twice what the business started with in 1998 - and already employs 65 people, with more to start soon. "Naturally, business growth like this has set us major challenges," said Kim. "Today we make the touch screen user interface and four major modules (sub-assemblies) for DC 220/250 and DC 352/340 production, and a stapler unit for the DC 12 colour machines, as well as assembling upgrade kits for digital printer/copiers."

Much of EIC's work is assembling various modules for supply to the main Mitcheldean customer, DCBC (Digital Colour Business Centre) in Building 1, but the team is already building an international reputation for high standards of customer service and quality.

Perhaps EIC's major challenge has been logistics. Since production has grown so rapidly, the stores requirement is substantial, and the main stores are housed in Building 1 North. "We have a JIT (Just In Time) store



■ Wendy Edey, programming disk drives



■ Alistair Wadley, functional testing for ESS units

in Building 6 which holds about half a day's supply," explained Kim. "This means that our planning has to be really tight to meet our commitments."

Much of EIC's growth has been supported by the activities of EDC-E's (Electronics Delivery Centre - Europe) engineering design team, which has made substantial contributions to new product development for EIC, as well as the innovative testing methods for the DC 220/250 user interface and the EIC/EMC drive, to achieve BABT approval and ISO 9001. One key feature of the EIC operation is the flexible manufacturing set-up, which allows efficient build of single units to meet customer requirements precisely.

Training has also been a high priority. Many of the new teams include staff who have moved from Interconnects as production prepares to transfer to Dundalk. The new products, many of them essentially computer and networking systems and sub-systems, require IT (Information Technology) skills. This has involved a substantial investment in workplace training, initiated by Kevin Graham and followed through by Brian Long and Lisa Barnard, to extend personal skills for the new technologies. Many of EIC team members are now participating in Skills for Life projects or attending various Further Education IT courses to prepare themselves for the challenges they will face later this year as the operation continues to grow.

Kim Toombs concluded, "This positive attitude to training and personal development is key to our success so far, and we have many good business opportunities to go for in the next year."

# Xerox ranked No.1 in European and US digital copier market

*Xerox retains leadership in the European digital black and white copier market, with a share of 21.9 per cent, ahead of Canon at 15.6 per cent. Given the increased number of digital 'players', this is an excellent result, and defence of this leadership position is a key 2000 objective.*

Xerox also ranked No. 1 in digital copier sales in the US market for the second consecutive year, accounting for more than 35 per cent of all units placed in 1999.

## Kevin Horrobin retires

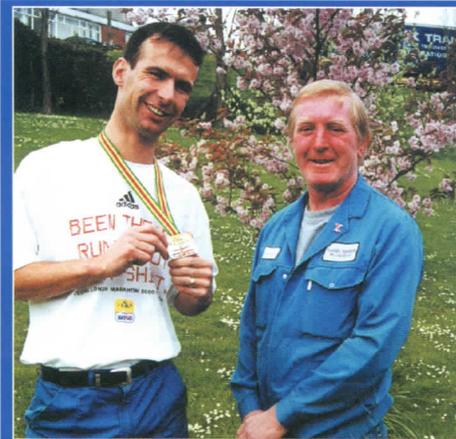
*Mitcheldean said farewell to Kevin Horrobin at the end of March. Kevin joined the business in September 1964, starting as an apprentice and working at Lydney and Venray as well as Mitcheldean. He spent most of his career in assembly operations until 1987, when he became Materials manager, also taking a major role in 1990 to manage the transition of Electronics from Welwyn Garden City to Mitcheldean.*

From 1993 Kevin spent nearly three years in Venray as manager of Asset Recycling and ELC. After returning to Mitcheldean in 1996 to continue his career in systems assembly, he later headed up the Digital Colour Value Chain business to successfully bring digital and colour products to Mitcheldean.

We all wish Kevin a long and happy retirement.



■ Kevin planting a commemorative 'Millennium tree' close to Building 1.



■ Chris Davis (left) with Alan Whitney.

## A Marathon effort

*"It wasn't my fastest time, but I did achieve my aim to complete the course in under three hours," said runner Chris Davis (Low Volume Remanufacturing). The Flora London Marathon held on Sunday 16th April was his fourth attempt and he made it from Blackheath to The Mall in 2hrs 55mins 30secs, gaining a position of 856 out of a record field of 32,619 entrants.*

Sponsored by the company, and thanks to people's support, Chris was also successful in another aim - raising funds

as part of the Xerathon 2000 challenge to benefit five local charities. Of the £160 collected, £20 went to Alan Whitney (Low Volume Remanufacturing) for coming closest to guessing Chris's time in what was a rather special event - the 20th London Marathon and the first in the new millennium.

The last time Chris took part, achieving a personal best time of 2hrs 55mins 25secs, was in 1996 when the whole Davis family - including sister Joanne (Configuration Control), mother Pauline and father, veteran champion runner Les - completed the course.

## Busy time for fundraisers

*Xerathon 2000 funds passed the £3,000 mark in April, following a variety of events including a Grand National and Cheltenham Gold Cup sweepstake, a London Marathon sponsored run, a 'Forest Vets' rugby match, the Iron Man event with Paddy Weir, and a draw at the LSA '60s Night.*

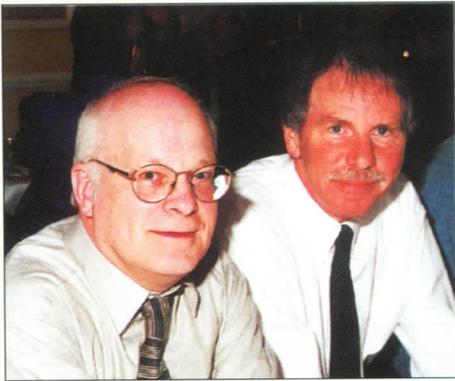
The pace continued in May, with the Fashion Show and the 'Big Gig' at the Sports & Social Club on 26th May.

Of course, there are many other individual fundraising events taking place throughout the year. One cutting edge event was the great 'EMC head shave', where Neil Waplington's commitment to a clean-cut appearance raised £507 for the Dilke Memorial Hospital. Well done, Neil!



■ Angela Jones seen here carrying out Neil Waplington's head shave, which raised over £300 for the Dilke Memorial Hospital.

# 'A super year' for M&SC



■ *Mitcheldean's longest server Gerald Cooke (left) seen with Norman Rudge. There was a bottle of champagne for all those achieving 30, 35 and 40 years' service this year.*

*The 47th annual dinner of Mitcheldean's Long Service Association, held on 5th May at the Chase Hotel, Ross-on-Wye, provided an opportunity to get to know, or renew acquaintance with Tony Murrell. As director of Customer Supply Chain Operations he is now responsible for product assembly and supply across Mitcheldean, Venray and Dundalk plants, following the merger of European Manufacturing Operations and Supply Chain Operations.*



■ *The lucky people who found yellow stickers on their wine glasses and won a bottle of wine, pictured with (centre) Chris Lane, who also presented the draw prizes.*

With our guest of honour was his wife Jan Powell, who, as transition manager for the European Information Management Organisation, has been tasked with the creation of a single European Information Technology Organisation covering all Entities.

Steve Tiede, who recently joined M&SC as controller, was there too. So was Bernard Morris and his wife Janet; recently retired as European Resources director for M&SC, he has been succeeded by John Xerri.

Other guests welcomed by LSA chairman Robin Fyffe (Mitcheldean Site Services & Resources manager) included representatives from Welwyn Garden City and Rank Strand LSA.

In detailing the LSA's activities, Robin thanked all involved in arranging this highly successful dinner (there were over 300 people) and he made special mention of Janet Hart, June Pinfold and Sally Meek.

Proposing a toast to the success of Mitcheldean and the LSA, Tony Murrell said that, although 1999 had proved a very challenging year, Xerox is now well into its 'Change for Growth' programme, and its reorganisation will open up exciting opportunities both for revenue and profit growth. Recent strategic acquisitions "will truly challenge our competition in the high-volume printing sector."

It had been "a super year" for Manufacturing & Supply Chain. The site shipped some 115,000 units, representing 62 per cent of M&SC's total output. The Digital Colour Business (Mitcheldean/Venray) supported this 69 per cent demand increase and also received the prestigious Corporate Strategic Services Customer First Site Award.

The Fuser Delivery Centre and Electronics Delivery Unit are now well established as Full Service Suppliers and the Electronics Integration Centre is providing employment opportunities, he said.

On the 'people front' it was interesting to learn that the average length of service for core Mitcheldeaners is 18½ years. Well exceeding that figure, Gerald Cooke, John Court and Dave Evans have each clocked up 40 years' service!

Both our new products - the DC 352/540, a multifunctional printer/copier/fax, and the DC 12, a completely new networked colour copier - are doing extremely well in the market, Tony reported.

He spoke about the company's entry into the highly competitive inkjet printer

market and the investment being made in the Dundalk plant. He also referred to the relocation of the UK Regional Distribution Centre from Radlett to Mitcheldean, the redesign of the XE logistics network and our outstanding job in ensuring there were no Millennium Bug disasters!

Our Corporate Team Excellence results, our site safety performance ("We had fewer accidents on site than in any other year since we started operations here"), and our flexibility in responding to ever changing customer requirements had earned well-deserved recognition.

Numerous other successes which he highlighted ranged from the MEWs and Skills for Life Centre to our support for local good causes.

He reminded everyone that our number one priority was the customer. "If we don't look after our customers, someone else will. We have to deliver year-on-year manufacturing productivity in line with our digital competition - in fact, we have committed a further reduction of 16 per cent in our product prices. We will position M&SC as the key link between supplier and customer, delivering the customer requirements at the right time, the right cost and with quality."

LSA president Gerry Lane (now director, European Full Service Suppliers) presented the 25-year service awards and received one himself from Tony. He reaches that milestone next August when he leaves the company, and he thanked people for the support they had given him.

The evening's programme was expertly steered by MC Charlie Walker in his usual entertaining style, assisted officially by Richard Shanahan, and unofficially by Julian Gwilliam whose impromptu contribution looks like becoming a tradition!



■ *From left: Tony Murrell with 25-year award people Kim Toombs (with his wife Linda), Trevor Knight, Gail Hicks, Chris Osborne, Gwynneth Davis and Gerry Lane, and far right, Robin Fyffe.*

# Committed to Club improvements

*Five years ago the Sports & Social Club committee made a commitment to upgrade the premises where necessary, and when affordable, and they have kept to that course.*

In that time, they have fitted three new bars, modernised and extended the kitchen, refurbished the snooker room and provided a new stage, complete with changing facilities. "Last year it was the turn of the lounge," reported chairman John Gurney at the annual general meeting held on 4th April. "We have also fitted double-glazing all round and improved the patio and play area outside."

Next on the list is the redecoration of the bar and function room, to be followed by a general upgrade of the 'ladies' room. A more ambitious project being costed concerns the dance floor and will involve new carpeting - "We'll keep you posted."

All this has meant considerable outlay and treasurer Dave Lea reported a loss of £3,381 "which is not what we like to see at the end of the financial year."

He explained that £10,000 had been transferred from the deposit account to pay for the refurbishment of the lounge; after completion the total bill came to £16,000 - "so we had to

use £6,000 of our 1999 trading money for this."

Taking this into consideration along with the depreciation of fixtures and fittings estimated at £9,645 (included in the overheads but not actually spent), trading figures for last year were acceptable, Dave felt.

However, turnover was down by £3,000 whilst salaries and wages rose by £3,386 - a state of affairs which was causing concern and would require close monitoring in the current year.

With many taking early retirement, the main membership had dropped slightly but still stood at about 700, reported secretary Nora Powell, and "we have various types of membership - associated, affiliated and honorary - so we are able to attract others into the club to use the facilities."

The monthly Bonanza Draw cash prizes remained at the same value as last year, and the club continued to support many local charities by hosting events or supplying raffle prizes.

The club is still looking for darts and pool teams. "The facilities are here, we are prepared to pay league fees, so come along, folks - what are you waiting for?" said John.

Various amendments to the rules, details of which had previously been posted on the notice boards, were agreed. These concerned the various types of membership plus entitlements, a change to the quorum (15 instead of 25) for all general meetings and to the required number of committee members, and matters concerning the auditing of the accounts.

Life membership was accorded to Mo Reed and Rene Histed and the following officers and committee were elected with John Gurney continuing as chairman, John Howls as vice chairman, Dave Lea as treasurer and Nora Powell as secretary.

Trustees are John Howls, Richard Morgan and Graham Whitaker, whilst Bernie Gibbs and John Phelps complete the committee. "And if anyone would care to help by joining them in trying to arrange and organise various functions to suit all types of people - not an easy job - they will be very welcome," says Nora.

A well-earned vote of thanks goes to the committee members, to Christine Davies and her staff, and to the company for their valued and continuing support.

## Any news for Vision?

If you have, then please -

- Mail it to Vision at The Mews
- or leave it at main reception for collection
- or ring Ewart Woolley on Ext 1496 or Dean (01594) 544314.

## 2000 LSA Diary

Date	Event	Venue
15 September	Ostend trip	
28 October	Millennium Night	Sports & Social Club

For more information, contact Janet Hart on 01594 542421 Ext. 2615.

# Profile - Jerry Hatch

*An outsize barometer clock dominates the desk of Jerry Hatch, Global Purchasing commodity manager for electronics/electrical assemblies in Europe, and knight extraordinary.*

Also on display are a plaque for Team Excellence and a framed document certifying that 'Sir Jerry Hatch is a Friend of Laphroaig and, accordingly, has become the lifetime leaseholder of an unregistered plot recorded at Laphroaig Distillery on the Isle of Islay'.

As a condition of this award, Jerry will receive a yearly ground rent of one dram of the malt whisky if he turns up to claim the plot in person (protective headgear against low-flying geese and a ball of string for securing trouser legs from inquisitive stoats are available for the journey)!

The ability to laugh at oneself, to work hard and play hard gear Jerry's outlook on life. His motto is 'carpe diem', or 'seize the day', which he says he borrowed from the film 'Dead Poets Society'. "I'd have that on display too - if I could spell it."

His progress to the top of our buying tree stopped almost before it had started.

Forest-born and bred, he arrived at Mitcheldean as a technical apprentice in 1982 and, with company sponsorship, went on to study for a degree in electrical engineering at what is now the University of Wales.

Always an extrovert, he participated in the punk scene, sporting a yellow and purple hairdo, green leopard-skin shirt and red tartan trousers with red suede Doc Martens. Little wonder that Brian Fowler from training department didn't recognise him when he called at the college.

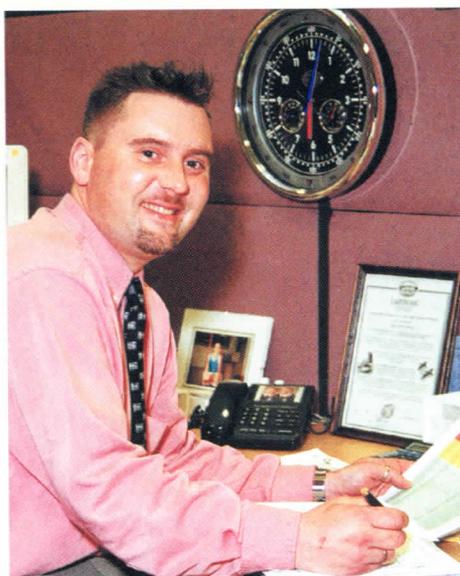
As our picture shows, he's still a colourful character - he turns up in Doc Martens on dress-down Fridays and retains a somewhat spiky hairdo.

It was during his second year at college that he had a medical crisis involving five operations which made him decide that studying wasn't a priority any more.

But he got back on course when, having failed to get employment as a BBC camera technician ("I ruined my chances when I admitted to using an Instamatic"), he was taken on as a mechanical technician on 1025 Series final run and test.

After a year at the Welwyn pilot plant during 5046 development, he returned to work on in-house test machines prior to launch, and he recalls being involved in a 'design scramble' to fix a Viton elastomer problem, which introduced him to the fuser and frames scene.

He progressed into quality engineering, at one time working as part of the



■ Jerry Hatch

Corrective Action Team under Jeff Beavan (now a GP colleague), and spent four years in SQA, primarily supporting the plastics commodity. "It gave me a good understanding of plastic injection moulding," he says.

He was then recruited into Global Purchasing as a commodity specialist, utilising his mechanical and electrical experience, and spent two years working with Sarah Robinson, now Global Purchasing EACT (Electrical Assembly Commodity Team) manager based in Webster.

Promoted to operations support manager in FFBC, he says "I gained very good experience not only on the operational side, but also in materials management, people management and the difficult job of keeping customers happy as well as driving new business opportunities. It was a tremendous three years of learning and developing."

In 1998 Jerry was a member of the first management team in FFBC to win a Team Excellence award. "That same year we became part of the global FDU team, working closely with colleagues in the USA, and I made several trips over there."

Later his job title changed to customer services manager which meant greater emphasis on sales and marketing.

A year ago he was promoted to his current post in Global Purchasing. "We are carrying out several new procurement strategies to achieve double digit productivity in electrical and electronic assembly, working closely with colleagues in Webster," he told us. "In particular, we are concentrating on the development and growth of component/assembly sourcing in low cost regions such as China, Taiwan and Eastern Europe.

"Another aspect of the role is supporting the Electronics Delivery Unit as a full service supplier, ensuring they get competitive prices and continuity of supply during very difficult market conditions.

"Like our competitors, we are affected by the huge growth in the mobile 'phone business and the demand for electronic

components which has outstripped supply. We are trying to form strategic partnerships with certain suppliers and are having to extend purchase orders. That means having to move away from JIT and carry out some 'risk' procurement to ensure we have continuity of supply. It's a situation that takes a lot of time to manage."

Jerry likes to spend his leisure time with his family. His wife Hazel, whom he met at a Xerox party, is currently a data capture operator on European patent contracts in XBS.

Their elder son Joe, aged 11, and Jack, who is 8, attend St White's School. Jack plays for the under-9s in Cinderford RFC. Joe is a county gymnast and has collected quite a few medals including a gold, which means that Jerry is kept busy ferrying him to events.

His own main sporting interest is mountain biking in and around the Forest with his sons, and he enjoys the odd game of golf.

He's also a collector - of knives, fountain pens and watches of all sorts. "I would dearly love a Rolex but I certainly can't afford one," he said. We doubted this at first, having noticed pinned above his desk an uncashed cheque for one million dollars, kindly donated by his friend Sean Mills (New Programmes manager). "But," confided Jerry, "apparently there's only seven dollars in the account!"

## Obituaries

*We regret to report the deaths of the following pensioners:*

**Jack Smart**  
(83) 28th January

**Dave Addis**  
(56) 23rd February

**Fred Kear**  
(75) 29th February

**Keith Deller**  
(83) 3rd March

**Gladys Collins**  
(70) 6th March

**William Stokes**  
(87) 6th March

**Herbert Fellowes**  
(84) 13th March

**Brian Moore**  
(58) 14th March

**Rodney Pensom**  
(49) 27th March

**Len Drinkwater**  
(71) 31st March

**Maurice Duffy**  
(87) 2nd April

**Kenneth Byett**  
(72) 15th April

**Florence Harper**  
(79) 22nd April