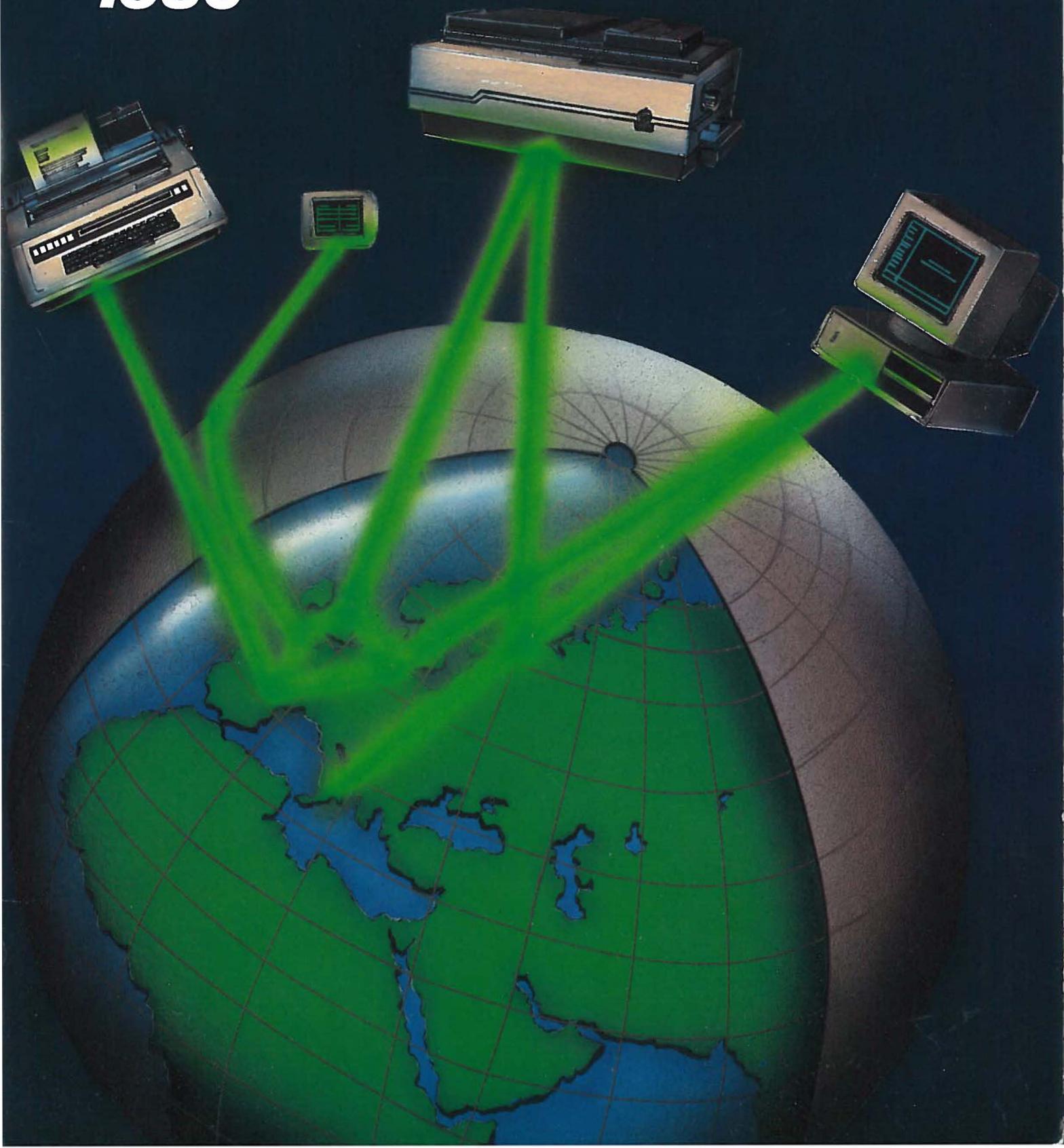
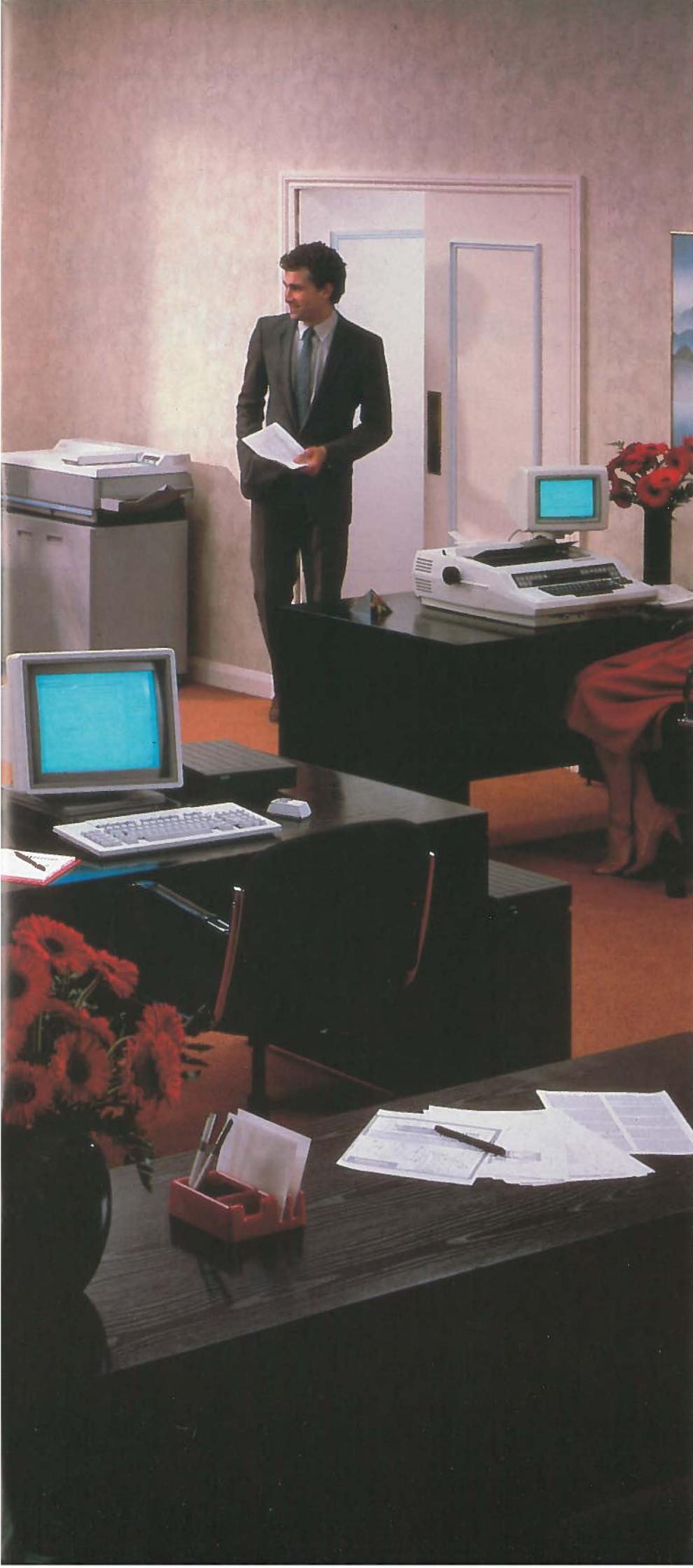


***International  
Report  
1986***







Integrated systems for the office—this is our future business direction. The first phase is document management—that is the wholly integrated process of creating, storing, printing and distributing a business document. Rank Xerox—providing solutions to the problems of today and the challenges of tomorrow.

This picture shows the office publishing solution, a workgroup approach to publishing office documents introduced at the "Directions" event in London in November, 1985.

# Rank Xerox International Report 1986

**R**ank Xerox is a leading supplier of office equipment in over 80 countries in the Eastern Hemisphere. Five factories in Europe and four factories in Japan produce the widest range of copiers and duplicators in the industry.

A comprehensive range of office information products—ranging from electronic typewriters to laser printers

and integrated communications systems—is developed by our parent company, Xerox Corporation, in the US, and manufactured in Europe, the US and Japan. Rank Xerox has one of the largest sales and service organisations in any industry, operating in 26 marketing subsidiaries and complemented by numerous distributors, agents and dealers.

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# Chairman's Statement

Since joining Rank Xerox in 1965 I have seen many changes in the business climate, in our industry and in the way that our company has reacted and adapted to accommodate those changes.

Those who joined Rank Xerox in the 1960s and early 1970s will remember the period of explosive growth in revenues, profits, machine population and the number of people we employed.

These were the tangible benefits of vigorously creating a new market in plain paper copiers, invented by Xerox—an invention which helped transform office productivity around the world.

Inevitably our success attracted formidable competitors to the plain paper copier market and therefore during the 1970s Rank Xerox prepared itself for the all-out market place battle of the 1980s.

The way that Rank Xerox adapted to the new environment and met the challenge from competition testifies to the strength of our organisation.

The end of 1985 sees us with a product range without parallel in our history in both systems and copiers, with an organisation which is fully capable of succeeding in the marketplace at every level. Not only have our products been improved progressively, we have changed the way we sell, service and distribute them.

Moreover, the office systems market presents us with a great new opportunity for growth and one that we are now fully equipped to exploit.

Through all the business challenges we have faced, Rank Xerox has always attached great importance to social responsibility—supporting training and education, helping the disadvantaged and most importantly striving to

encourage the youth of the world.

After more than 20 eventful years with the company I shall be retiring from Rank Xerox at the end of March 1986. I shall go with mixed feelings: sadness at leaving so many friends and the stimulating climate of a great business,

but happy to have played some part in building a company, unfalteringly committed to quality of product, service to customers and high standards of business conduct.

I wish my colleagues around the world continuing success in the future.

Hamish Orr-Ewing  
Chairman

February 1986



# Review of the Year

**T**he recovery which started in 1984 continued in 1985. Turnover for the year ended October 31, 1985 increased by 5 per cent to £1,806 million. Profits before taxation (and before our share of Xerox research and development and central overhead costs) amounted to £201 million against £189 million in 1984, an increase of 6 per cent. In 1984 our results benefited from a gain related to the disposal of our shareholding in an overseas subsidiary. Excluding this, pretax profits grew by approximately 10 per cent.

## Copy volume growth

These results were achieved in an environment of slow economic growth in many of the Eastern Hemisphere countries, our copy volume growth of 6 per cent, and higher costs of components and machines sourced in

the US and Japan resulting from the strength of the dollar and the yen.

The recovery in market share over the past two years is most evident in mid volume reprographics. Our net placements in this sector were at the same high level as in 1984 and our new core product, the Xerox 1040, designed in the UK and made in The Netherlands for worldwide supply, was successfully launched towards the end of last year.

In August 1985 the worldwide centre for the Mid Volume Business Unit—responsible for designing new copiers for the critical mid volume sector—was moved from the United States to our unit at Welwyn Garden City in England. This is an enhanced role and means more work for our engineers who have started a new development programme. There is a bigger role, too, for our Spanish plant at Coslada

which is now responsible for the assembly for Rank Xerox of Xerox 4045 laser printers. Both these developments indicate the increasingly important role of Rank Xerox in the worldwide strategy of Xerox Corporation.

## Best products ever

With the recent introduction of four successor models to the world beating 10 Series copiers and duplicators and no less than ten new document creation machines, our product offerings are the best we have had in our history.

Moreover, since the introduction of our Leadership Through Quality programme in 1984, the reliability of our products—as measured by customer satisfaction surveys—has increased markedly. All of our 29,651 people have been, or will soon be, involved in the intensive training sessions to make quality an integral way of doing business at Rank Xerox.

There was a recovery, too, in our balance sheet—from a conservative, healthy balance sheet to a cash-rich one. This resulted from the many actions we took to manage our assets better and to bolster return on assets by holding or increasing prices. Some of the £177 million cash generated in 1985 will go towards expanding our new leasing business. With the trend towards outright sale rather than rental, many of our customers prefer to finance their purchases through us, the vendor, rather than a third party.

Our policy of maintaining or increasing our gross margin even at the low end of the market, where the industry price level is still falling, had its effect on copier placements. In addition, we deliberately delayed the launch of the Xerox 1025 desk top copier—in spite of the temporary resultant loss of market share—until the product met all our internal performance requirements developed as part of our Leadership Through Quality programme. As a result of this delay and our pricing actions, we placed fewer machines in the low volume sector than in 1984. Because of this, total net placements of



copiers and duplicators were 23 per cent lower than in 1984. I am pleased to say that the Xerox 1025 has now been successfully launched and I am confident will prove to be a best-selling copier.

### Systems Business

Our Systems Business Division had another record year where turnover rose by 31 per cent. SBD presently accounts for 13 per cent of total turnover. Our target is to make this 50 per cent by 1990. The "Directions" launch in November, to address the area of office automation we call document management, was an important step towards this goal. Our objective is to provide a range of products and modular systems solutions which covers the entire field of creating, storing, reproducing and distributing documents. We believe that the document—electronic or paper—will remain a cornerstone of the office for the foreseeable future.

### Spirit to compete

Looking forward into 1986 I am confident that the recovery started in 1984 will continue, subject again to exchange rate effects. After all, the most important recovery of all is in our spirit to compete—and to win again against all comers.

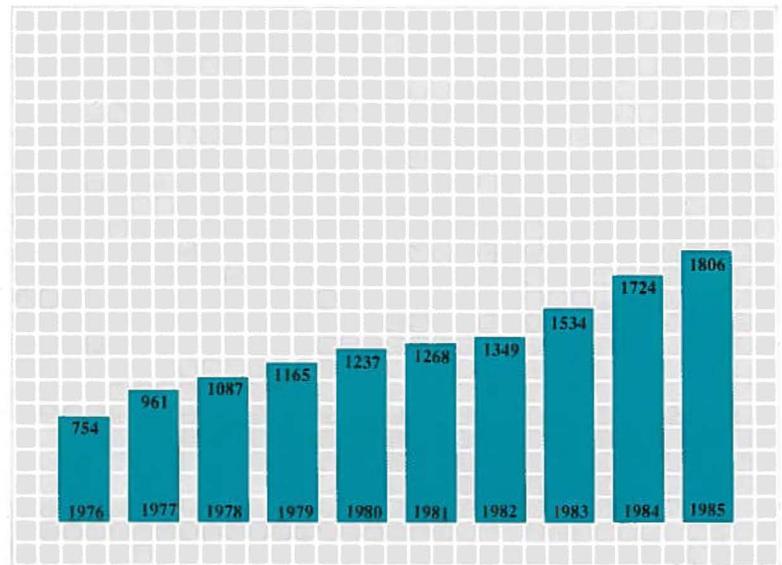
We are leaner and fitter today than for a long time past and the results are beginning to show. The move to our new, automated head office in Marlow towards the end of 1986 will be a suitable reflection of the tighter, more efficient Rank Xerox.



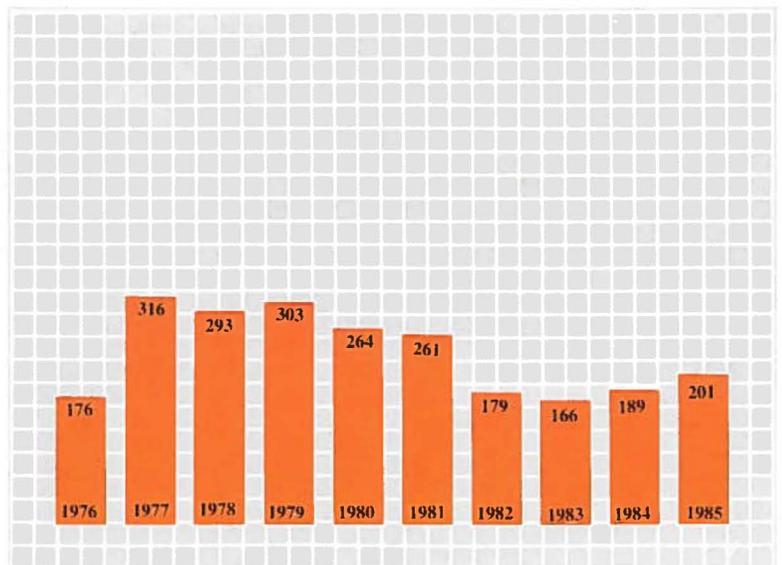
Roland Magnin  
Managing Director

February 1986

### REVENUES (£ms)



### PROFITS (£ms) before tax and Xerox recharges



Since Rank Xerox Business Equipment Inc. was acquired in full by Xerox, its results are excluded in 1985 and 1984.

# Operational Review

## Reprographics...an added dimension

Rank Xerox launched the 10 Series of copier and duplicator products in 1983, and followed the initial wave of introductions with the Xerox 1025, 1038, 1040 and 1090 in 1985 as part of "New Dimensions." These products represent the total revitalisation of the Rank Xerox copier range in two years—an operation of unprecedented scale. The 10 Series products have proved to be the most successful in the history of the company.

The reprographics market is increasingly characterised by the replacement of existing equipment by new, better featured machines—it is reaching full maturity. Up to two thirds of all copier placements replace existing machines, and by the 1990s, this activity will predominate. For 1985, therefore, the key strategic objectives have been to upgrade our customers'

machines to the latest levels of features, technology and reliability offered by the new 10 Series machines. This provides a significant improvement in customer satisfaction, a priority for Rank Xerox. Of course, we have been using the competitiveness of the 10 Series to make market share gains since 1983, particularly in the critical mid volume sector which represents half reprographic revenues.

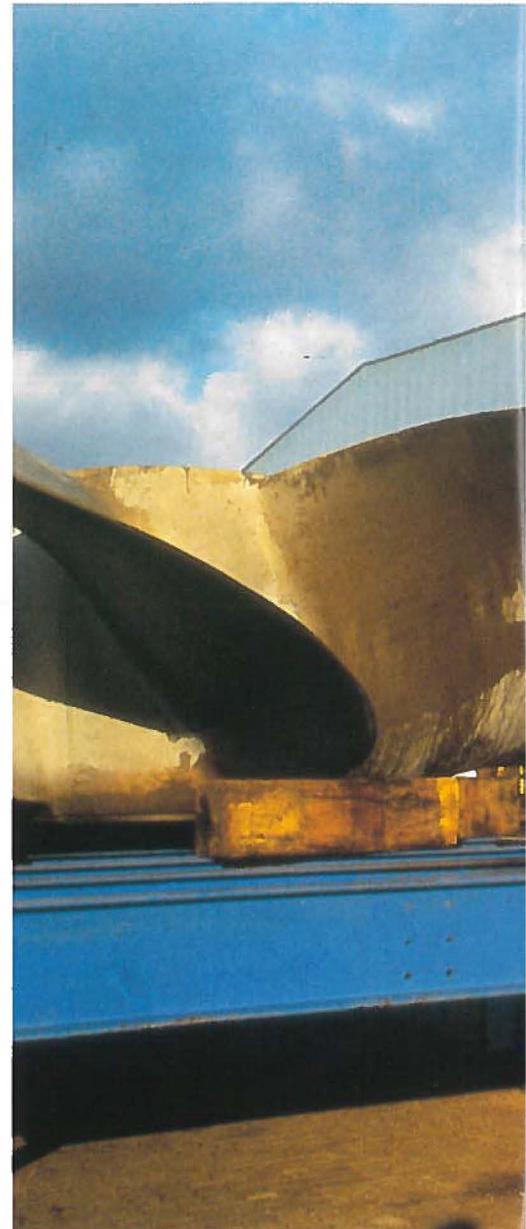
These marketing objectives have been balanced by a closer control of the financial parameters that underly any fiercely competitive business. Rank Xerox has maintained the financial margin on these new products with the result that profit levels have been maintained.

As part of the financial focus, the assets used in the copier business have been reduced significantly via the more efficient use of the machines in the

distribution chain and a lower level of stocks. This has allowed the return on assets to be maintained in 1985.

Net placements in the mid volume segment of the business were at the same high level as in 1984 reflecting the Rank Xerox focus on this, the heartland of the business. The Xerox 1045 has been the core product in this segment, and during 1985, the launch of the Xerox 1040 ensured continued leadership in product design and performance.

Moving into 1986, Rank Xerox is



planning continued growth in placements and revenues.

**Office Supplies continues to grow**  
Office Supplies Division (OSD) has continued its unbroken line of profit growth with an increase in direct profit of 11 per cent. The 242 copy shops have achieved a profit increase of 35 per cent.

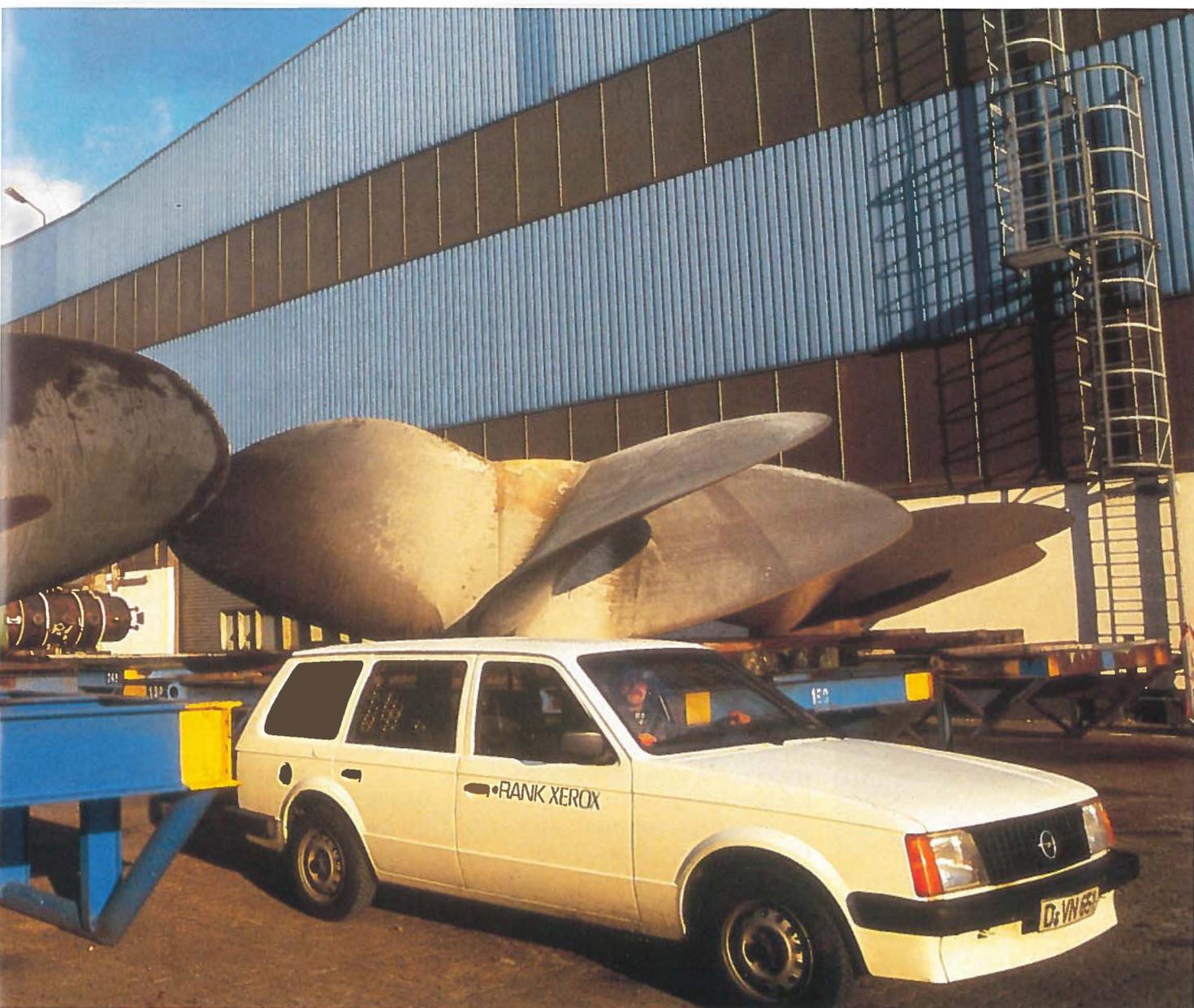
Office supplies fall into three distinct areas. The first is paper. The second is throughput materials, such as transparencies and labels. And the third

is Office Automation: that is, typewriter ribbons, discs and print wheels which are being established as a "brand name" in their own right with a push towards sales to non-Xerox equipment in addition to supporting Xerox printers and typewriters.

OSD is gradually reducing its dependency on paper and rapidly adopting the customer service concept promoted by the Quality Programme — providing supplies in response to customer demand and stressing

*Left. The Xerox 1090, the most advanced duplicator in the high volume sector.*

*Below. Rank Xerox machines help to make the HDW shipyard in Kiel, Germany, an efficient organisation.*



customised services in a market which tends to be commodity based.

For example, a pilot project in the UK is the development of a tailored service approach for customers with Xerox 9700 electronic printing systems — meeting individual delivery requirements and developing new products for specific customer needs.

The Division will also experiment with a new programme for 1986: the Facilities Management Programme which has been so successful with Xerox in the United States. This programme will offer major customers the opportunity to contract out the running of their print room to Rank Xerox — allowing the experts to handle all print requirements and removing the worry of organising and running the print function from the customer.

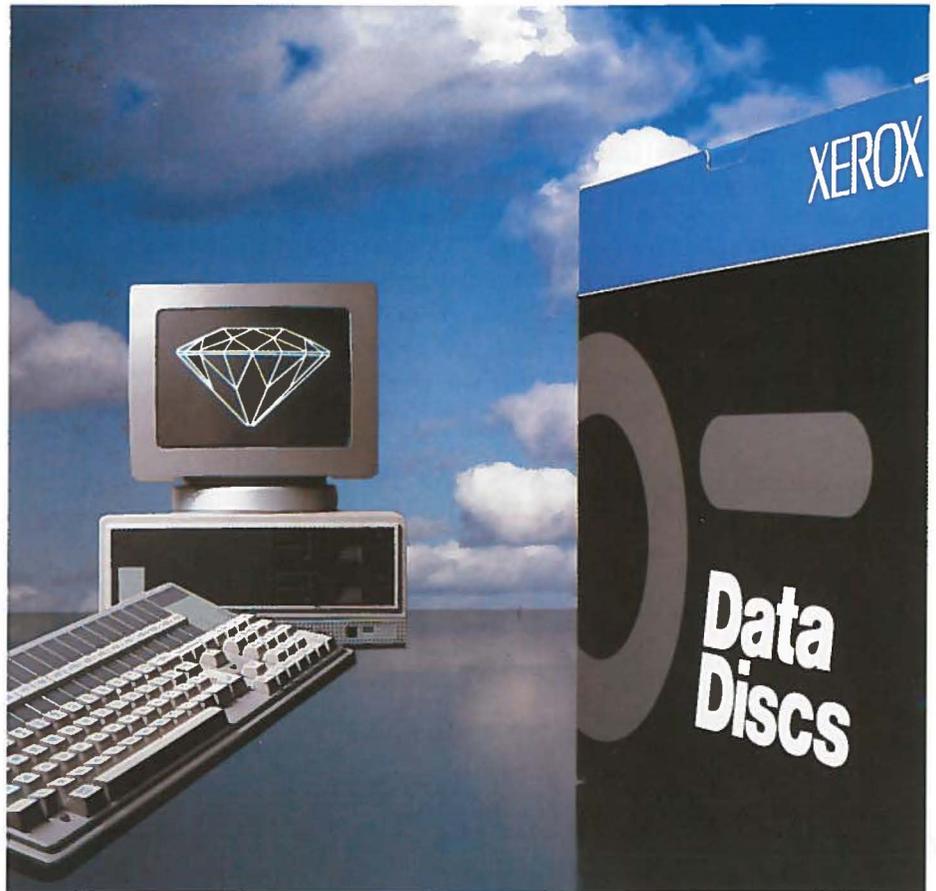
### Improved Results from Service and Distribution

In 1985 Technical Service and Distribution (TSD) improved its revenues by 17 per cent to provide 24 per cent of the total turnover of the company.

The focus is customer orientation for TSD. "Service the customer, not just the machine," says David Horn, Manager, TSD in headquarters. Service and Distribution uses a customer satisfaction survey system which has resulted in several initiatives designed to further improve the quality of service which the company provides.

Early in 1985, "advanced customer training" was introduced, led by the UK operating company. Four courses held at the UK's training centre at Newport Pagnell taught dedicated machine operators from key account customers how to look after their machines, and perform some very elementary maintenance. "We are trying to help the customers help themselves," says David Horn. This successful pilot scheme has been followed up in several other companies, including France, Germany and Austria.

Again, piloted in the UK and France, and now implemented in many countries, including Spain, TSD is



changing the emphasis of maintenance from emergency to scheduled, improving the service to the customer and enabling the engineer to plan his time more efficiently.

The customer surveys revealed in some cases a degree of dissatisfaction with copy quality on the machines as well as too long a waiting time. Measures introduced have ensured that a higher standard of copy quality is maintained on all of our machines, and that the customer is given an "ETA" — estimated time of arrival, which gives the customer an undertaking that an engineer will arrive to service the machine at a specific time, which the customer finds much more satisfactory than "I'll come as soon as I can."

"Perhaps we should change our name," says David Horn, "from TSD to Customer Service!"

### Manufacturing

"For us 1985 was an excellent year," says

*Rank Xerox Data Discs, a quality product from Office Supplies Division.*

Dick Holmes, Director of European Manufacturing and Supply Division. "Our manufacturing locations at Welwyn Garden City, Mitcheldean, Lille, Venray and Coslada significantly improved the quality of product, whilst at the same time consistently achieved the agreed output schedule. Our task for 1986 must be to hold and improve upon these gains by continuing to provide an even higher quality product."

Welwyn Garden City is one of the largest electronic facilities in Europe, with a production capability of 10,000 circuit boards per day. It achieved a six fold increase in output over the last three years with a 15 per cent decline in manpower. This achievement has been brought about through the wholesale adoption of Business Quality procedures.

The competitive benchmarking process undertaken as part of Leadership Through Quality indicated that Welwyn was competitive with the Far East and should, therefore, offer to manufacture products for other companies. Thus the third party business venture has come into being. Third party business was the first Leadership Through Quality project and has already gained two major contracts.

"We are in the forefront of surface



*Joe Marino, Vice-President and General Manager of the Mid Volume Business Unit at Welwyn Garden City in England.*

mounted device technology," asserts Jim Lawler, Financial Controller, "with such a potential advantage, establishing the third party business venture seemed the most logical step."

Welwyn Garden City achieved its financial plan for 1985, and has managed to reduce costs by 13 per cent year over year. It has adopted Leadership Through Quality in all aspects of the plant life. For example, a nine person team on the shop floor has taken electronic test (a key quality and cost driver) from eight per cent below to five per cent above plan levels. Thus the boards achieve 93-94 per cent first time pass rates (an excellent standard for the industry) freeing up 50 people to build more boards, as opposed to diagnosing or reworking test failures.

During the first half of 1984 a review of the Rank Xerox central supply and

distribution business was undertaken. It indicated that consolidation of spares, supplies and special markets distribution in one place would lead to substantial productivity benefits and thus a more cost effective operation for the customer. Venray in Holland was judged the best location for such a centralisation — to be known as the European Logistics Centre (ELC). It was chosen primarily because of its mainland position and resulting proximity to 70 per cent of the company's customer base.

The business proposal putting this action forward was approved by Rank Xerox and Xerox management at the end of 1984. Installation work on the ELC began in January 1985 and was finally completed by November 1985.

The ELC provides services to Technical Service and Distribution, which places orders on behalf of operating companies; to Special Markets — incorporating Eastern Europe, the Middle East, India and West Africa, and to Manufacturing. All spares and consumables for products marketed and maintained by Rank Xerox are held for distribution through the ELC. Some 614,000 orders were despatched to more than 100 different countries during 1985 which is an average of 2,370 every day.

"With all spares being held in one location, instead of three," comments Richard van Wijk, Manager ELC, "further opportunities for improvement are easier to identify. ELC looks forward to providing a continually improving service through applying the quality improvement process for spares quality, costs and delivery time."

### **A Year of Change for Engineering**

1985 has been a year of change for Rank Xerox Engineering Group, the group responsible for design of mid volume copier products, perhaps the most obvious change being that of name — to the Mid Volume Business Unit (MVBU).

In August, 1985 Joe Marino was appointed Vice-President and General Manager of the Mid Volume Business Unit and the decision was made to

relocate the headquarters for this integral part of the Reprographics Business Group from Webster (USA) to Welwyn Garden City.

This major reorganisation did not prevent the MVBU from sending three team representatives, chosen by the Welwyn Garden City employee teams involved, to the Xerox Teamwork 85 exhibition in Webster. Each team had successfully demonstrated the use of Leadership Through Quality processes in problem solving, quality improvement and team integration. The teams had worked problems through and provided quality improvements on emission testing, fusing and copier emulation using their newly acquired Quality training which provided tangible benefits to Xerox.

The Mid Volume Business Unit is thriving with a mission statement that clearly indicates its intention of defining, developing and delivering leadership products and support to the operating companies.

New product launches are planned for 1986, a new development programme is transferring into the Unit and concept work is underway at Welwyn Garden City.



*The Xerox 1040 mid volume copier designed in the UK and made in The Netherlands for worldwide distribution.*

# Rank Xerox takes off in New Directions

**I**n November, 1985, our Managing Director announced a long term systems and communications strategy for the office at an international event in London. This strategy, called "Directions," was first announced by Xerox in April, 1985.

"Directions" is a two year programme designed to make Rank Xerox a full service supplier of business systems. Our Systems Business Division formed in 1978 will market a new set of co-ordinated products and office systems capable of providing solutions to information management problems.

*Below. David Kearns, Chairman and Chief Executive Officer of Xerox Corporation opening the "Directions" show in London in November 1985.*

*Bottom. Part of the "Directions" audio visual show.*

*Right. Rank Xerox electronic printing systems in use at the Spanish Ministry of Finance.*

The first step is document management — that is managing and controlling all the steps involved in preparing and producing a business document—from creation through editing to reproduction, distribution and storage.

In announcing the strategy, Roland Magnin stated, "Xerox remains the

world leader in reprographic technology, and two years ago we reasserted this leadership with the launch of our highly successful 10 Series range of copiers. We have utilised that experience and combined it with our knowledge of laser printing, office systems and publishing to produce a range of products and systems to address the area of office automation which we will call document management."

Our document management strategy will allow us to meet customers needs, develop the organisation and manage growth in a controlled and disciplined way.



"The implementation of that strategy is clearly demonstrated in the new products we have launched," says Carlos Pascual, Director, Systems Business Division. These new products, announced in November, are described below:

- Low cost local area network for personal computers
- The Xerox 4045 Laser CP—a low cost laser printer for computer sharing
- The Xerox 4060 Computer Printing System—our first commercial ion deposition computer printing system
- The Xerox 4010—a new mid-range daisy wheel printer
- New software, FPS, which allows the Xerox high-speed 8700 and 9700 electronic printers to produce text and graphics through the Ethernet local area network
- The Xerox 6085—a multi-function desktop professional computer
- ViewPoint—a series of integrated software modules for the Xerox 6085
- The Xerox 6060 family of word processing and personal computer workstations
- The Xerox 6015 electronic typewriter—smaller and quieter with additional automatic features
- The Xerox 1185 and 1186—low-cost artificial intelligence workstations
- The Host-Based Publishing Solution—a publishing system for computer centres
- The Technical Publishing Solution—a system to simplify technical publishing

- Office Publishing Solutions—a workgroup approach to office document management
  - The Xerox Laser Printing Solution—a solution which addresses data centre, network and office workgroup needs
- "1985 and 1986 are critical years for SBD," says Carlos Pascual. "We are laying the foundation for the future of the company and dedicating a great deal of time and effort to making systems a success. 1986 will see bigger growth and the introduction of many more products.
- "We are really selling solutions," he continues. "Our range of products is designed to solve our customers' information management problems, however large or small."

One of the outstanding examples of systems success has occurred in our operating company in Spain, which is described below.

### SBD in Spain

En el mercado nacional, Rank Xerox Española es líder en el alto y medio volumen del mercado reprográfico, así como el suministrador principal de reprografía de la Administración y de las más importantes sociedades del país. Por otro lado, se la considera como tercer suministrador de sistemas de oficina y como una compañía con una sólida posición financiera y con buena imagen ante los medios de comunicación.

En 1984, el Gobierno español inició una nueva legislación en el sector electrónico, con objeto de potenciar la investigación y el desarrollo, así como la producción, de tan importante y estratégico sector. En este contexto, se han ofrecido determinados incentivos a las compañías transnacionales que deseen contribuir al desarrollo del sector, mediante las actividades de investigación y desarrollo, producción y exportación. Rank Xerox es una de las compañías que se ha comprometido en este programa conocido como PEIN.

En este sentido, la División de Fabricación de Rank Xerox (EMSD) ha iniciado las gestiones para la producción de la impresora láser Xerox 4045 en la Fábrica que RX tiene en Coslada, cerca de Madrid.



Mediante este proyecto, Rank Xerox ha contribuido a la introducción en España de una tecnología de vanguardia como es la impresión láser, además de colaborar al crecimiento de los proveedores nacionales a través del programa de suministro nacional de determinados componentes para sus equipos.

Hace dos años, Rank Xerox Española inició un programa de cambio de imagen de compañía de copiadoras a compañía suministradora de sistemas de oficina. Este programa incluía una campaña de publicidad intensa, promoviendo los productos de sistemas, al mismo tiempo que se iniciaban programas de colaboración con segmentos claves del mercado, como Gobierno y Universidades.

La compañía ha patrocinado distintos Simposiums internacionales sobre la tecnología de la información y la inteligencia artificial, que han contribuido a aumentar el cambio de imagen de Rank Xerox en el mercado.

Emilio Haase, Director General de Rank Xerox Española, S.A. comenta, también, que "Si la Administración no nos reconoce como suministradores, perderemos el mercado, ya que es importante como cliente y como creador de opinión. Muchos funcionarios se cambian al sector privado y, naturalmente, transplantan la opinión que llevan consigo. Por ello, la Administración es de importancia clave

para nosotros".

El personal de Rank Xerox, comprometido con la nueva estrategia de sistemas, está realizando un gran esfuerzo para formarse, a propia iniciativa, y cambiar su forma de pensar sobre el rumbo que la Compañía está acometiendo. "Los esfuerzos que han realizado en su tiempo libre y las altas calificaciones que han obtenido en las pruebas me han maravillado" dice el Sr. Haase.

El éxito en sistemas de la Compañía española tiene su mejor exponente en los logros del equipo de personas que comercializan las impresoras electrónicas. Este sector de mercado ha crecido enormemente en los tres últimos años. En 1983, Rank Xerox vendió tres impresoras electrónicas de alto volumen, en 1984 diez y en 1985 quince. En el mismo período, el más directo competidor, sólo vendió cuatro. El equipo de personas ha crecido de tres a 40, entre vendedores y analistas. En equipos de bajo volumen, se ha partido de vender una máquina en 1984 a 114 en 1985.

Rank Xerox Española ha tenido éxito satisfaciendo las necesidades de los clientes. Por ejemplo, SEAT, el gigante de la industria automovilística española, necesitaba enviar una carta personalizada a cada uno de sus clientes; la Xerox 9700 era la única impresora electrónica capaz de hacer ese trabajo con el alto grado de calidad

exigido. De modo similar, el Ministerio de Hacienda utilizó un equipo Rank Xerox para producir en el tiempo solicitado el Presupuesto Nacional.

Los ingresos de Rank Xerox Española generados por los productos de sistemas en 1985 crecieron en un 53% cifra que supone el 13% de los ingresos totales de la Compañía. Para 1986 se espera alcanzar un crecimiento adicional de un 36% superior a lo conseguido en 1985 que equivaldrá al 16% de los ingresos totales. De forma clara, en la impresión electrónica Rank Xerox es líder del mercado, pero también en las máquinas electrónicas de escribir y sistemas de oficina se ha incrementado la participación de mercado, estando los micros en proceso de cambio, con una buena perspectiva de crecimiento.

"El Lanzamiento de "Directions" nos ayudará enormemente, interna y externamente", comenta el Sr. Haase "nuestra gente comprenderá que para Rank Xerox el futuro está en los sistemas y el mundo exterior verá un afianzamiento de los pasos que ya hemos dado".

"Las oportunidades están ahí", dice el Jefe de Marketing de Sistemas" y tenemos los recursos para tomarlas. La posición de la Compañía en el mercado es buena, somos más competitivos, tenemos mejores productos, buenos precios y muy buena gente, sin ningún coste adicional".

In Spain, Rank Xerox is viewed as the leading company in the important high/mid volume reprographics market; as the predominant major accounts and government reprographics supplier; as the third largest vendor in the systems business; and as a company with a solid financial position and positive media profile.

Rank Xerox European Manufacturing and Supply Division (EMSD) has started assembly of the Xerox 4045 laser printer in the Rank Xerox plant at Coslada, near Madrid. Through this assembly project Rank Xerox has achieved the successful introduction of state of the art laser printer technology to Spain.

Spain's systems success can be demonstrated in the achievement of the electronic printing marketing team. The team has grown from three to forty people,

and has increased sales of machines from three in 1983 to fifteen in 1985. By comparison, our leading competitor has sold only four machines in that entire period.

Spain's systems revenue grew by 53 per cent in 1985 to represent 13 per cent of total revenue. In 1986 systems revenue growth is planned to be 36 per cent higher than 1985 to a level of 16 per cent of total revenue.

"The Directions launch will help us enormously," asserts Emilio Haase, General Manager, Rank Xerox Spain. "Our people are able to see that for Rank Xerox the future *will* be systems and the outside world will see a reinforcement of the steps we have already taken."



*Above. The Xerox 600 Series of communicating typewriters have a wide range of applications including high quality, low volume printing for personal computers, telex distribution and electronic mail.*

*Left. The Xerox 1186 Artificial Intelligence workstation, introduced at the international "Directions" launch in London.*



# Quality leads the Way

**L**eadership Through Quality represents the most significant and exciting challenge we have had as an organisation. I want to ask you for your personal commitment and support in making it work. You have mine.

Roland Magnin, *Managing Director*

Leadership Through Quality is a strategy which was developed in Xerox during 1983 and has been cascading through the Xerox world since early 1984. The Leadership Through Quality strategy was introduced in almost all the Rank Xerox operating companies by the end of 1985.

"Leadership Through Quality is a strategy of change which may very well be the most significant that Xerox has ever embarked upon," asserts David Mercer, Director of Quality. "In a very real sense, it will fundamentally change the Corporation's approach to doing business."

This strategy of change was undertaken for very fundamental business reasons. The principles of focusing on the customer and developing a supportive management style using the Quality tools and processes will enable the company to meet the objectives it has set, namely return on assets, customer satisfaction and market share.

## What is Quality?

"Quality, as it is defined by Rank Xerox," explains David Mercer, "means conforming to customer requirements, in other words, giving the customer what he wants, not what we think he ought to have."

"The implementation of Leadership Through Quality in Rank Xerox has been a complex challenge, since rather than a single large structure, 26 distinct operating company groups had to be

inducted, each with its own culture," he says.

The wave pattern approach was judged as the most appropriate. Implementation of the Leadership Through Quality strategy in the operating companies was divided into three phases. France, Holland, Sweden, Finland, Greece and the UK as well as IHQ were the first wave to embark upon the quality process.

"Training is important," asserts David Mercer, "but I don't want to over-emphasise it. It is a way of achieving a shared perspective of what we want to do, but it cannot bring about a total change by itself. All it can do is provide people with the relevant knowledge and skills to perform well; it cannot take the place of a supportive environment in which to practice those skills and that knowledge. Results will not follow unless changes in job performance are related to real needs in the company."

## Quality at work

Examples of the application of Leadership Through Quality have emerged since the training processes have been adopted which clearly show the value and acceptance of this strategy.

Quality Conventions have taken place in both the UK and France—in the UK, the convention was held at the Mitcheldean plant, in France it was held in Paris.

Distinguished guests, including several customers and members of parliament were present at the Mitcheldean convention, which, in common with France, included presentations by "Top Teams"—teams of employees from all departments who had used the quality processes to improve some aspect of their function, with very successful results.

In November, 1985, Mr Magnin

held a senior management meeting in Lisbon, Portugal at which he adopted Quality procedures to work through the issues presented at the meeting. He has said of this meeting that "It was the most successful we have ever had—the use of the Quality process was clearly a powerful contributor to this outcome."

One of the most successful implementations of quality has been in the Swedish operating company.

## Quality in Sweden

Rank Xerox i Sverige hör till dom som först påbörjade utbildningen i Leadership Through Quality.

Utbildningen påbörjades 1 maj 1984 och har sakta fortsatt enligt "Kaskad modellen". Prioritet nummer ett för Sveriges Quality team är att vid mitten av 1986 skall alla anställda ha fått utbildning i problemlösning. Prioritet nummer två är att stödja dom kvalitetsförbättringsprojekt som påbörjats inom företaget. Antalet projekt har ökat väsentligt den sista tiden vilket Quality team tror beror på en förändring i attityderna förstärkt av företagets förbättrade vinstnivå under 1985.

K-funktionen har kommit längst i sin utbildning kanske beroende på att dom alltid arbetar tillsammans med våra externa kunder och genom detta har väldigt lätt att acceptera filosofin att kundens förväntningar skall uppfyllas.

Glenn Persson teknisk direktör och tidigare Quality direktör har 20 års erfarenhet av Rank Xerox. Han började som serviceingenjör och har haft dom flesta befattningar inom K-funktionen fram till sin nuvarande position, vilket innebär att han var mycket medveten om behovet av en bra kundservice när beslutet att Leadership Through Quality är strategin för framtiden togs.

Rank Xerox i Sverige har nu 28 kundorienterade program i gång som ett resultat av Leadership Through Quality utbildningen. Dom spänner över ett stort område från kundundersökningar till serviceingenjörernas image hos kunderna.

"Det är mycket viktigt att vi inte



David Mercer, Director of Quality.

underskattar den tid det tar för processen att mogna” säger Glenn, “och jag vill betona vikten av att cheferna verkligen hänger kvar och fortsätter sina försök att tillämpa processen och inte ger upp för att kasta sig över något nytt”.

### Björn Bergman

Björn Bergman började på Rank Xerox 1964. Han startade som serviceingenjör och är nu regionservicechef.

Björn genomförde sin Qualityutbildning i oktober 1984. Han är en av dom som stöder Leadership Through Quality strategin mest.

“Från början trodde jag att det innebar chefs ledarskap, sedan tänkte jag ‘okej det är ytterligare ett utbildningsprogram’, men efter introduktionen insåg både jag och dom flesta andra att vi inte kan överleva utan det här säger Björn.

Björn tycker att problemet är att kortsiktiga mål ibland tar överhanden och motverkar strävan mot total kvalitetsuppfyllnad. Men kortsiktiga mål måste också uppfyllas och realistiskt sett så måste ibland Qualityprocessen sättas på spårlaga men den får inte glömmas bort vid sådana tillfällen.

“Det är inget hokus pokus i det här

säger Björn, “Leadership Through Quality är bara kalla fakta och sunt förnuft. Det finns alltså inga alternativ till Quality. Innan Qualityprocessen påbörjades sa tyckte Björn precis som Glenn att företaget var mycket inälvant med interna mål och uppfattningen att kunden var något obestämbar “där ute”. Den stora skillnaden är att företaget nu har börjat arbeta för kunden.

K-funktionen har infört ett system för mätning av kvalitet som består av en kundundersökning. Tjugo enkäter i veckan skickas till slumpvis utvalda kunder som haft servicebesök den sista tiden. Svartfrekvensen är ungefär 80 procent. Undersökningen mäter hur kunderna har upplevt vårt servicebesök. Resultatet visar att viförbättrar oss med ungefär en halv procent per månad.

“Kunderna ser att vi är intresserade av vad dom tycker och uppskattar att vi

försöker förbättra oss’ säger Björn, “Vi besöker dom kunder som klagat och försöker på alla sätt att lösa problemet. Vart sätt att sätta mål har verkligen ändrats. 30 procent av våra mål mäts nu på helt kundinriktade aktiviteter—det är en direkt följd av Quality, av att tänka mera på var externa kund”.

“Vi talar nu om kundproblem och sätt att förbättra var kundtillfredsställelse” fortsätter han, “vi har lärt oss genom var Qualityutbildning att koncentrera oss på externa problem och frågor, att hela tiden komma ihåg världen utanför Rank Xerox!”

“Alla inser behovet av Quality nu”, säger Björn.

“Vi trodde ett tag att vi var dom enda på marknaden tills vi plötsligt insåg att det fanns duktiga konkurrenter där ute”.

“Det viktigaste”, säger Björn, precis som Glenn, “är att inse att Leadership

Stockholm, Sweden.



Through Quality är långsiktig strategi. Vi kommer inte att lyckas på 6 månader kanske kommer vi att efter 36 månader se tecken på förändring och några resultat. Vi måste ändra vårt sätt att tänka på, allt kan inte ske på en vecka."

Den största utmaningen är att tillämpa Leadership Through Quality efter utbildningen. Cheferna har börjat arbeta med kvalite tycker Björn. Omgivningens stöd för kvalite är lika viktigt om inte viktigare än själva utbildningen. Chefernas stöd och förstärkning av kvalitetsutbildningen är det som kommer att hålla strategin levande.

#### Ake Lundsten

Åke Lundsten är teknisk distriktschef och rapporterar till Björn. Han har varit anställd på Rank Xerox i 15 år varav 12 år som serviceingenjör.

Som många andra så trodde Åke att Leadership Through Quality var bara ytterligare ett program i mängden och han medger att han undrade över strategin för införandet. Han är mycket övertygad om att det skulle ha varit svårare för honom utan stöd av en chef som verkligen trodde på Leadership

Through Quality. "Bjorn har alltid varit en bra chef, men jag uppskattade honom ännu mer efter hans Qualityutbildning. Han har tillämpat mycket av det vi lärt oss.

Åke tillbringar nu mycket mera tid hos sina kunder—tre eller fyra dagar i veckan används för att besöka kunder och diskutera deras behov och problem. Ett resultat av Leadership Through Quality är att ett projekt har startats där varje teknisk distriktschef är ansvarig för namngivna storkunder. Detta har införts som reaktion på att våra kunder upplevde oss som flera olika företag—maskinförsäljning, tillbehörsförsäljning service kopiering, service ordbehandling, m.m.—där alla inte använde samma språk. Storkundsprogrammet har gett en bättre samordning och undersökningar visar på en positiv förändring i attityden mot Rank Xerox som resultat.

Åke tillbringar också mera tid tillsammans med sina serviceingenjörer och Quality-utbildningen har hjälpt honom att lättare kunna diskutera dom externa och interna utmaningarna med teamet. Han anser att Leadership Through Quality har gjort företaget mera medveten om sin personal. "Alla är

mera engagerade nu", säger han, "det finns en större förståelse för nya idéer när man gått igenom sin Qualityutbildning".

Den sista kommentaren ger vi till Björn Bergman, "Quality är inte en fem dagars utbildning som Du sedan glömmer, det är ett sätt att leva"!

#### Rank Xerox in Sweden—A Quality Company

The Swedish operating company was one of the first trained in the Leadership Through Quality process. This training began in October 1984 and has continued to cascade slowly through the company. The first priority in the Quality Team's 1986 plan is to achieve, by the middle of 1986, the training of every employee in the initial problem solving phase. The second priority is to support quality improvement projects initiated by employees. The number of projects has increased, due, the team believes, to a genuine change in attitude accompanied by a lift in morale boosted by the company's improved profit levels in 1985.

Rank Xerox Sweden now has 28 customer orientated action programmes in operation as a result of Leadership Through Quality training. These range from customer satisfaction surveys to a smarter image for Service Engineers.

The TSD function has gone furthest in the training programme, due perhaps to its constant interaction

with external customers, and thus its early acceptance of the philosophy of putting the customer first.

TSD has instituted a precise Quality measurement programme, comprising customer satisfaction surveying. Twenty surveys go out to randomly selected customers each week. The surveys achieve an 80 per cent response rate. They are designed to measure the customer's perception of the service. The results of the surveys show that TSD is achieving one half per cent improvement every month.

"The most important thing is to remember that Leadership Through Quality is a long term strategy," says Bjorn Bergman. "The greatest challenge is using Leadership Through Quality after the training is over. The quality environment is as important, if not more important than the training. Management support and reinforcement of the quality training is what will keep the strategy alive."

As Branch Service Manager, Bjorn Bergman says, "Quality isn't a three week training course then you forget it, it's a way of living."

# International Exchange

**T**hroughout the year, there are many achievements in the 26 operating companies which make up Rank Xerox. We have introduced this feature, International Exchange so that we can all share in the news from around the Rank Xerox world.

## Region A Turnaround

A clear message emerged at the start of 1985 for the Region A companies spread around Europe—improve profit margins and realise the value of assets in terms of cash generation—quickly.

With this focus, return on net assets has grown by 150 per cent over 1984 performance, and profit margins have doubled! A profit growth in excess of 100 per cent has accompanied those not inconsiderable achievements.

"This year the region has made the vital transition," asserts Luis G-Camino, Director, Region A, "from a net borrower to a generator of over £120 million in cash. And we achieved it thanks to the quality of our management and employees and concentrating on profitable revenue growth." All of the Region A operating companies have contributed positively to the region's overall profitability. In fact, with one exception, all companies have returned significantly improved profit margins and five are achieving return on net assets employed in excess of 20 per cent.

After this fine performance in 1985, the emphasis will be different in 1986. In 1986, the primary thrust will be to capture market share in reprographics and to develop further our systems business.

Region A includes the following countries: Austria, Belgium, Denmark, Finland, Greece, The Netherlands, Norway, Portugal, Spain, Sweden and Switzerland.

## Swiss Contract

Rank Xerox in Switzerland has won a contract to supply integrated office automation equipment to chemical industry giant Ciba-Geigy. This pilot installation was worth over £700,000 in 1985. This first phase has been viewed as a test for the whole of Ciba-Geigy so clearly the potential business is huge, both within Ciba-Geigy and in other areas of the Swiss chemical industry.

The American division of Ciba-Geigy sent an observer to Switzerland during the installation work with a view to future similar installations in the United States.

## Finnish Contract

Rank Xerox in Finland has signed a contract with leading Finnish insurance company AKAPO to supply 135 low cost, feature rich Xerox 4045 laser printers. Existing branch office terminals

and line printers were replaced with a new decentralised system designed to improve their customer service. A key role in this system is played by the 4045 laser printers fitted with a unique copier option. Customers entering a branch office far from the Helsinki head office can have a personalised proposal composed on the head office computer and printed in the branch while they wait!

## ΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑ ΜΕ ΠΝΕΥΜΑ ΟΜΑΔΑΣ

### Αποτελέσματα μίας Συλλογικής Προσπάθειας

Εν αρχή ή ο λόγος..... και ο λόγος ήταν ότι αισθανθήκαμε την ανάγκη να αυξήσουμε το επίπεδο εξυπηρέτησης, που πάντα προσφέραμε, στους πελάτες μας. Ιδιαίτερα σε εκείνους τους πελάτες που βρίσκονται διασκορπισμένοι σε απομακρυσμένες περιοχές της Ελλάδας, όπου η RANK XEROX Ελλάδος δίνει και το δικό της παρόν.

Ο περισσότερο αποτελεσματικός τρόπος για να επιτύχουμε στην προσπάθειά μας αυτή φαίνονταν να είναι η ανάθεση πολλαπλών

*Rank Xerox products are used in this highly skilled glass blowing factory in Mainz, Germany.*





*Rank Xerox Australia provided the facsimile machine which enabled the yacht designer and boat builder to communicate and produce the America's Cup winning yacht, Australia II.*

αρμοδιοτήτων στο προσωπικό μας που εξυπηρετούσε τις περιοχές αυτές. Αυτό υπονούσε ότι οι ειδικές γνώσεις που ο καθένας είχε στην συγκεκριμένη δουλειά που έκανε μέχρι τώρα, θάπρεπε να χρησιμοποιηθούν περισσότερο αποτελεσματικά ούτως ώστε να μεγιστοποιήσουν την απόδοση. Η ειδική γνώση ενός τεχνικού, για παράδειγμα, θα μπορούσε να χρησιμοποιηθεί για την προώθηση πωλήσεων Συμβολαίων Πλήρους Τεχνικής Εξυπηρέτησης (F.S.M.A.), χαρτιού, αναλωσίμων κλπ., άμεσα ή έμμεσα να επηρεάσει τα επιχειρηματικά αποτελέσματα (πωλήσεις). Η λύση που έδωσε η

**RANK XEROX Ελλάδος ήταν η δημιουργία της έννοιας «Επιχειρηματική Ομάδα» (BUSINESS TEAM)**

Σύμφωνα με αυτήν την έννοια, στους υπαλλήλους εκτός του τμήματος Πωλήσεων δόθηκαν στόχοι για την αύξηση του αριθμού παραγομένων αντιγράφων, του βαθμού πώλησης F.S.M.A. την αύξηση των εσόδων από πωλήσεις μηχανημάτων, χαρτιού, υπηρεσιών Φωτοαντιγραφικών κέντρων κλπ., για την συγκεκριμένη περιοχή στην οποία εργάζονταν. Για την επίτευξη αυτών των στόχων υπήρχε μία ανάλογη ανταμοιβή (BONUS). Έτσι, η προσοχή τους μεταφέρθηκε από την επίτευξη των συγκεκριμένων δραστηριοτήτων του τμήματός τους στην επίτευξη των στόχων της ομάδας.

Η έννοια της Επιχειρηματικής Ομάδας εφαρμόστηκε στην Βόρεια και Νότια Ελλάδα την 1η Μαΐου 1985 και με εντυπωσιακά αποτελέσματα. Σαν παράδειγμα και μόνον αναφέρεται η αύξηση των πωλήσεων μηχανημάτων κατά 29% στην Βόρεια και κατά 68% στην Νότια Ελλάδα το δεύτερο εξάμηνο του 1985 σε σχέση με το πρώτο. Οι πωλήσεις χαρτιού αυξήθηκαν για την ίδια περίοδο κατά 59% και 78% αντίστοιχα. Παρόμοιες βελτιώσεις παρατηρήθηκαν και σε άλλους τομείς πωλήσεων. Απ' την άλλη πλευρά το κόστος πωλήσεων για την ίδια χρονική περίοδο έμεινε ανεπηρέαστο.

Επιπλέον, παρατηρήθηκε η ανάπτυξη ενός δυνατού «πνεύματος οικογενείας» μεταξύ των υπαλλήλων μας στην προσπάθειά τους να επηρεάσουν τα αποτελέσματα της ομάδας. Αυτό το πνεύμα αποδεικνύεται από το γεγονός ότι στην προετοιμασία προγραμματισμένων επιδείξεων (PACSETTERS) στις περιοχές αυτές συμμετείχαν και μέλη των οικογενειών των αωθρών μας εκεί. Ασχολήθηκαν με την αποστολή των προσκλήσεων, ετοίμασαν τους χώρους υποδοχής των πελατών μας και σε μία - δύο περιπτώσεις, μετέφεραν και μηχανές στην προσπάθεια και αυτοί να βοηθήσουν τους δικούς τους.

Έτσι σήμερα μπορούμε όχι να μιλάμε για πνεύμα ομάδας, αλλά για πνεύμα οικογένειας της δυναμικής Οικογένειας της RANK XEROX Ελλάδος. Η φωτογραφία που παρατίθεται αποτελεί απόδειξη μιάς τέτοιας ευχάριστης εμπειρίας.

### Team Work Pays off in Greece

When Rank Xerox Greece SA was founded in 1972 its activities were primarily concentrated in the main urban areas. However, the recent economic growth in rural areas forced Rank Xerox to move into these areas more intensively. This has been an extremely challenging and difficult task given the peculiarities of the Greek geography and consequent customer dispersion. Yet, the prime objective of customer satisfaction has been attained by using a team approach. This was achieved by integrating the activities of all

personnel serving these customer areas. The key was that the specific skills of each person should be effectively utilised to maximise returns.

This Business Team concept was introduced in northern and southern branches on May 1, 1985 and led to impressive sales results. Sales grew by 29 per cent in northern and 68 per cent in southern branches in the second half of the year, compared with the first half of 1985.

Moreover, a strong family spirit has developed among the staff in their efforts to improve team results even further.

### Xerox Middle East and North Africa Operations

Xerox Middle East and North Africa Operations (XMN), until November 1985 known as Distributor Market Operations, covers countries, mostly in and around the Middle East and Mediterranean, where Rank Xerox is able to operate more effectively through a distributor than by means of an operating company. The distributor has the local market knowledge and XMN provides central logistical support, training and technical help to the distributor. XMN covers countries as widespread as Iceland, Tunisia, Malta, Cyprus, Turkey and Oman.

The operations are managed and supported from XMN's head office in Westbourne House, London and orders are despatched by the Special Market Group in Venray, Holland. XMN also has a branch office in Algiers to service the important Algerian market.

During 1985 XMN has been able to set up in Bahrain and the United Arab Emirates, and is in the process of establishing new operations in Syria, Saudi Arabia, Kuwait, Jordan, Qatar, and Mauritania. Clearly XMN is entering a phase of rapid growth.

### Eastern Export Operations (EEO)

Rank Xerox Eastern Export Operations is responsible for ten countries in the Eastern Bloc. The operation is run from a London HQ with offices in each country. Rank Xerox is in a very strong position in each of these countries, with a market share for copiers in excess of 50 per cent in many of them.

The company has a high profile sponsoring many major cultural and sporting events. "We are seen by the governments as *the* desirable company to do business with," says Ralph Land, General Manager of EEO.

EEO was formed in 1968 and has the largest office of any British company in Moscow. It has recently signed a one-year contract with the Soviet Union worth £7.85 million.

In partnership with Modi in India,



*Rank Xerox delivery at the Sonnblick observatory at the peak of the highest mountain in Germany.*



*Rank Xerox has installed in the Australian Bureau of Criminal Intelligence, the Xerox 8010 workstations which help analysts identify and combat criminals involved in drug traffic. The installation represents a major breakthrough for Rank Xerox into the "Security Industry". Tony Goodman, Special Project Manager, Rank Xerox Australia.*

Rank Xerox has established a plant to assemble Xerox 1075, 1045, 1035 and 1025 copiers solely for export to the Eastern Bloc which has significantly increased the volume of business for EEO.

"The secret of our success," says Ralph Land, "is that we have been able to solve currency problems and surmount the problems of import restrictions."

*The Jerindustriens Fortlag Educational Publishing house in Denmark now produces books electronically using Xerox systems.*



This has been achieved through the practice of counter trade, that is exchanging Xerox products for Eastern European goods, and through co-operative agreements.

Rank Xerox is also unique among multi-national corporations in that it has established two International Training Schools, one in Romania and another in Czechoslovakia to train service engineers.

# Rank Xerox in Society

## Bridging the Information Technology Gap

Rank Xerox places a high priority on community action. The Portfolio of Social Action covers three main areas: research into work and society, emphasising jobs, education and social values; schemes to help young people find work; and industrial/educational liaison. The Portfolio also contains participation in the arts, particularly where young people are involved—for example the Royal Court Theatre Young Writers Festival sponsorship in the UK and the Chamber Orchestra of Europe.

The Rank Xerox Trust, which provides funds internationally in these areas, has contributed £120,000 to projects in 1985.

In South Africa, Rank Xerox supports a wide range of social, educational and cultural charities. The majority of the contributions are directed towards those groups which are helping those sectors of society disadvantaged by apartheid, for example the South African Institute of Race Relations, the Urban Foundation, the Legal Resources Trust and the African Self-Help Association.

Rank Xerox has instituted a grant programme for universities in the UK, Spain, Sweden, Switzerland, France, Italy, Germany and Australia. The Rank Xerox University Grant Programme will gift computer equipment worth £2.1 million to selected universities in the operating companies mentioned in order to promote computer science research using the Xerox Development Environment. This programme is part of a worldwide initiative worth over £17 million. Equipment has already been made available in some operating companies, notably Scandinavia,

Holland, France, Spain and the UK.

The focus of community activities in 1985 was to bridge the information technology (IT) skills gap for young people. "There is an acute lack of IT know-how amongst young people in Europe," asserts Paul Kibbey, Manager, Social Policy, International Headquarters. "The skills gap is ever widening and we feel that our efforts can do the most good in supporting a range of youth training initiatives in information technology education and awareness."

Innovation '85, organised by the UK company at Cranfield Institute of Technology in April 1985, is an example. The four-day event focussed on encouraging the development of skills in the young to meet the needs of the European economy over the next ten years.

The event provided an overview of information technology and document handling as well as demonstrating the practical benefits of its usage in the business environment of the modern world.

Rank Xerox will invest £1 million in the UK over the next two or three years in a combination of schemes instituted at school level right through to the boardroom. The programme aims to encourage excellence in the practice and applications of information technology.

On announcing the programme, Derek Hornby, Chairman of Rank Xerox UK said, "The large investment we are making in these schemes is evidence of the seriousness we attach to the issue of education and training in information technology."



*Expedite (South West) Limited is managed and run by former Rank Xerox employees, and is a winner of one of the Rank Xerox Mitcheldean Vendor Quality Awards for 1985. Expedite, in addition to outside contracts, provides a mail and stationery service to the Mitcheldean site and MEWS' tenants.*

## Mitcheldean Enterprise Workshops

The Rank Xerox Community Support Programme led to the founding of the MEWS in 1984. The enterprise workshops comprise 91 units in four buildings on the site of the Mitcheldean plant in Gloucestershire.

Seventy five of the units have been let so far to 45 businesses. The objective of these managed workshops is to foster the growth and development of small business and thus create employment. The tenancy agreement is of the "easy in, easy out" variety, making it easy for the tenants to expand or contract without incurring a heavy financial penalty. A counsellor from the Gloucestershire Enterprise Agency (itself largely created through the support of Rank Xerox) is available on the site and the businesses receive support through Xanadu. Thus the main burdens which are common to new business start ups are lifted, and the entrepreneurs are free to get on with building up their businesses. The workshops house a wide variety of businesses, from crystal glass engraving to a meat pie manufacturer to a video club. The workshops provide employment for about 170 people directly, and 70 more are indirectly employed by the tenants. One quarter of the businesses have been set up by ex Rank Xerox employees, and 40 per cent of the people employed in the workshops worked previously for Rank Xerox.

# Worldwide locations

## INTERNATIONAL HEADQUARTERS

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London NW1 3BH

## MANUFACTURING AND ENGINEERING

### France Lille

Societe Industrielle Rank Xerox SA  
Zone Industrielle, Route de Reckham  
59960 Neuville en Ferrain

### The Netherlands Venray

Rank Xerox Manufacturing  
(Nederland) BV PO Box 43  
5800 MA Venray

### Spain Coslada

Rank Xerox Espanola SA  
Fabricacion  
Avenida de Fuentemar  
No 20 Poligono  
Industrial de Coslada, Madrid

### UK Mitcheldean

Rank Xerox Ltd  
Mitcheldean  
Gloucestershire GL17 0DD

### UK Welwyn Garden City

Rank Xerox Ltd  
PO Box 17  
Bessemer Road  
Welwyn Garden City  
Herts AL7 1HE

## MARKETING OPERATIONS

### Australia

Rank Xerox (Australia) Pty Ltd  
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Pymble, Sydney, NSW 2073

### Austria

Rank Xerox Austria GmbH  
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PO Box 300  
A-1191 Vienna

### Belgium

NV Rank Xerox SA  
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B-1930 Zaventem

### Denmark

Rank Xerox A/S  
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DK-2750 Ballerup

### Eastern Export Operations

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Eastern Export Operations  
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London W2

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El Giza  
Cairo

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### India

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98 Hemkunt Tower  
Nehru Place  
New Delhi

### Republic of Ireland

Rank Xerox (Ireland) Ltd  
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### Italy

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I-20100 Milan

### Ivory Coast

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### Kenya

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### Malaysia

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Casablanca 01

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