



M&SC magazine

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'We achieved all of our objectives in 2002'



Of a Dutchman transplanted from the Peel region to Ireland:

'Not just me, but all of us together'

In the Direct Sales Channel they already miss him, and in Ireland they're already happy that he's arrived. "It only rains in Ireland when you leave," his staff have told him and during the last few months, he's been away quite a bit: making sure that everything in Oostrum was in first-class shape for his departure, as well as preparing for his family's move to Ireland.

We are talking, of course, about Leon Jeuken, Xerox's new site manager in Dundalk: "I hope to prove to my colleagues that my blue eyes are not the only reason I'm here."

'Our people are quick learners'

When Leon Jeuken talks about his new job, he tends to get rather enthusiastic: "In spite of all the difficulties that Dundalk has had to cope with in the recent past, we are managing to achieve great results. As far as that goes, my predecessor Mike Bendall, and everyone who helped set up Dundalk, left behind a fantastic organisation. That's the foundation we are building on, not just me, but all of us together."

Diversity

Leon Jeuken is a man with plans. Besides being site manager, he's also responsible for the Production Systems Group (PSG) and the Electronics Business Centre (PSU), and he argues for more diversity in Dundalk: "We want to bring Dundalk, which is often regarded as an island, closer to the customer, closer to the PSG organisation in the US, and also to the other partners in M & SC. It has to become better integrated as a whole, people here can sometimes feel a bit isolated. However, Dundalk has been established as a Center of Competence for PSG, and carries out unique PSU and toner related activities. That is something we need to focus and build upon."

Own it!

"I want to make sure that people in Dundalk feel more involved in what's happening in Europe as a whole. One way to do this is by hosting a sales event in Ireland that will generate a lot of excitement. At a more structural level, I want to introduce the concept of ownership throughout the Supply Chain. Under the motto, PSG Supply Chain - Own it! we want to make it clear to everyone that their responsibility continues up to the point where the customer is totally satisfied.

Another example is the recent introduction of the logo Solutions m@de simple. Our aim is to make ownership second nature for everyone, and it's already become clear to me that our people are quick learners."



'This is Xerox's Magnum ice cream'



From the left: Miranda Swinkels, Lucien Willems, Stephan Bonekamp, Koen van Mameren and Sraar Derks.

Since the product launch in July, Carrera's have been selling like hotcakes. The original prediction of 2500 units for delivery in 2002 turned out to be a very conservative estimate of the actual impact of Xerox's new baby. More than double that number have now found their way to customers, primarily small printing businesses and print shops. Miranda Swinkels, Stephan Bonekamp and Sraar Derks know why...

"In the first place," says launch manager Miranda, "Carrera is of course a fantastic product. Due to the use of a new type of toner, the quality of the prints is comparable to that of the Sfida, but it costs less than a third! How is that possible?

We offer it in only one configuration, whereas normally, we build the other colour products to customer specifications, with all the related bells and whistles. By opting for one standard, it's possible to keep costs down. As a result, we can offer Carrera for a super price."

Unique logistics

"That makes Carrera so unique," adds operations support manager Stephan, "As it is offered to the customer in only one configuration, its characteristics resemble those of an Office product, but because of its capacity, we are able to sell this product via the Production Systems Group (PSG) channel, in other words via Xerox's own sales units in the various countries.

That's been quite a success and, due to the

standard nature of the product, we can, for the first time, outsource the assembly of a PSG machine to Frans Maas. The only elements that Xerox covers in house are troubleshooting, engineering and colour validation, all of which involve very specialised work."

Pushing boxes

Sraar Derks puts it simply: "In contrast to other PSG products, Carrera requires much less work. For most PSG products, we need to customise for the country concerned as well as pre-install it. Pre-installation alone often takes eight hours. With Carrera, we don't have to build a unit to the customer's specifications, but deliver from stock. However, make no mistake about it, I am also very happy with the success of Carrera."

"It's not for nothing," concludes Miranda, "that we often refer to Carrera internally as Xerox's Magnum ice cream.

Put that in the title above your story."

'We offer it in only one configuration'

Former snooker professional John Mc Bride:

'Someday I hope to be able to play against my son'

If John Mc Bride should challenge you to a game of snooker, with part of your salary riding on the outcome, you'd better watch out! In a former life he was a professional and displayed his skills against the absolute top in England, and not without success...



"I was," relates the stores manager for Electronics in Dundalk, "twenty-seven years old when I started as a professional but I became interested in the game much earlier. When I was about fourteen, I began to play, purely for fun, in clubs in London, where I was born. It quickly became clear that I had talent. After about two years, I became captain of our snooker team, the British Railways Club. For me, this was the beginning of an exciting career that took me all over England."

I won against Steve Davis in front of 2600 people in the Wembley Conference Centre. I still dream of it sometimes."

Love

In his heyday, John played seven days a week: "I was mad about the game and everything surrounding it. I was also able

Patrick (5) in Ireland. When asked if he sometimes doesn't miss his former life, he answers: "I still play now and then, although there are fewer snooker clubs in Ireland. But I'm actually very happy here. And I'm already looking forward, once he's old enough, to playing against Seán at the snooker table..."



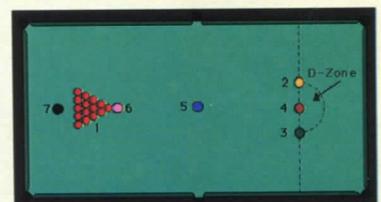
A passion

At first, John played for paper bags full of English liquorice, chinaware and cutlery. But he soon found out that he could make a living playing the game he was so crazy about: "Those were the days when I had the opportunity of competing against snooker legends like Jimmy White, Steve Davis and John Higgins. The crowning success of that period for me was the match

to make a reasonable living with my cue, partly via my own sponsor. Then suddenly, there came a time when love crossed my path. She was Irish, and I decided to go with her. That meant the end of my professional career."

Once he's old enough

John Mc Bride, an Englishman by origin, now lives with Cathy and their son Seán



Jannie van Gemert talks about the Venray Self Development Group:

'By actively participating, you expand your own internal network'

About three years ago, quite a number of new people joined SSC in Venray. There wasn't much money available to provide them with an expensive training programme, but there was lots of enthusiasm and creativity. Several enthusiastic employees took the initiative and started a Self Development Group, which was meant to give interested newcomers the opportunity to learn more about each other as well as the company. This group is now up and running within all the business centres.

Human Resource-manager Jannie van Gemert gives us an inside look...

The name of the group might make you think of floating gurus and long beards. Nothing could be further from the truth. The members of the Venray Self Development Group are, without exception, hands-on people with both feet solidly on the ground.

Jannie van Gemert is one of them: "We are open to anyone who wants to learn more about Xerox and wants to invest in their own development. About 20 people already take part in our activities, including permanent and temporary staff. We organise and plan the activities ourselves. It's not as if you can just join our group, relax, sit back and expect to be entertained. We expect everyone to participate, so the team members take turns to organise a gathering devoted to a particular topic."

From the left: Karin Blonde, Yvonne Groot, Sonja Poels, Erik Wester, Bianca Spijkers, Carolien Peeters, Evelien van de Venn, Guus Brugman, Alexander Pelzer, Laurent Steijns, Maurice van den Berg, Joost van Mechelen.

Following people were not present: Stephan Bonekamp, Jannie van Gemert, Jowin Gijsbers, Raymond van den Hengel, Ruud Lommen, Joop Peterse, Niek van Reth, Marc Rottink and Erwin Smeets.



Both feet solidly on the ground

Motivation

The gatherings take place about once every two months. Jannie: "Since we started the group in July this year, we've had a few meetings. Development Consultant Leon Keiren came to the first meeting, where we talked about various topics that motivate all of us, and analysed the role of an individual within a team. This session was completed with a barbecue at one of

our homes. At the next meeting, Paul Hermans, Director Human Resources & Quality, was present. We had a chance to get to know him and to discuss personnel-related policy.

Recently, we had a guided tour of the toner facility and the Organic Photoreceptor Centre (OPC). These kinds of gatherings really help you to get to know the company a lot better."

New possibilities

"From my own perspective," continues Jannie van Gemert, "building a network is one of the major advantages. It's a great way of meeting people outside your own business centre. It not only helps broaden your own horizon, but also creates new possibilities within the company."

Vantage Point Business Village, Mitcheldean:

The business place to be

Since May 2002, when the Xerox Business Park at Mitcheldean was acquired by BMJ International, some new tenants have come to the site, now Vantage Point Business Village, notably the Royal Forest of Dean College.

More than 50 businesses, that were tenants of Xerox, are already located at the Vantage Point Business Village.



BMJ International is working with local and regional government to attract more new tenants, and has some exciting plans to develop the site as a high quality business environment to maximise new employment opportunities.

The company is currently developing plans that include high quality, air conditioned office facilities suitable for call centres, data handling operations or business recovery centres, as well as serviced offices, suitable for smaller businesses and start-up enterprises.

Xerox on site

2003 sees two principal manufacturing operations at Mitcheldean. The Fuser Delivery Unit (FDU) provides fuser modules, sub-assemblies, and associated critical components.

The Asset Recycling Centre (ARC) provides remanufactured products for the UK market, and other recycling, refurbishment and asset management support. In addition, Xerox Business Services, which provides complete services for translating paper records to manageable digital form, is also located on site.

Also located in Mitcheldean is the European M&SC Customer Supply Assurance (CSA) team, the European Purchasing organisation and other functions including HR and Finance.

Operations

Xerox continues to occupy some 400,000 square feet of office and industrial premises on site. The Xerox operations are now concentrated in Building 8/2 for office and administrative work, while ARC is now located in Building 3 and FDU continues to operate from Building 5.

'This work is really very rewarding...'

If a company wants to show that it is part of the wider society around it, it can do so in various ways. Xerox Dundalk decided to actively support Junior Achievement Ireland. This organisation serves as a bridge between the classroom and the shop floor. It encourages many, often disadvantaged, kids to continue school, and improves their chances of finding a job.

Since 2001, Rita Mathews (Electronics) and Nicola Patten (HR) have been investing time and effort on behalf of Xerox Dundalk in supporting Junior Achievement, which in addition to Ireland, has 110 branches elsewhere in the world. For several weeks each year they act as volunteer teachers for classes in primary and secondary schools. They tell the pupils about their own work experience and serve as a guide during tours of the Xerox site. As a result, pupils not only become more familiar, in an enjoyable way, with the concept of work, but also gradually come to understand the importance of a school diploma.

Nicola Patten: "By working in the classroom, we get to see what kind of problems some of the pupils face. Junior Achievement focuses on these pupils and tries to give them the best possible start. Both Rita and I are very happy to do it. This work is really very rewarding."

Becoming more familiar with the concept of work



'We achieved all of our objectives



For Manufacturing & Supply Chain Europe, 2002 was a turning point marked by the most far-reaching reorganization in the history of the business unit. Before Wim Appelo hands over to his replacement, Perry Buenen, on January 1st and takes on his new responsibility for M&SC operations worldwide, he reviews the past year: "It was obviously a very difficult year for us, but we achieved all of our objectives in 2002."

"When, at the end of October 2001 we announced our plans for 2002," says Wim Appelo, "almost no one thought we could achieve them. For a start, we had to reduce our workforce from around 4125 employees to 1500 by the end of this year. In addition to the enormous impact of such a move on the people as well as the business, the transition to Flextronics was also imminent.

As if that was not enough, the Mitcheldean site also had to be downsized quite substantially, and the launch of the Brunel, a very important product for Xerox, was also on the agenda. The fact that we were able to maintain production, logistics, and realize our financial targets was due

to teamwork and especially the loyal attitude demonstrated by all those people involved in the process."

A struggle

According to Wim, a critical factor in the success of the operation was the transparent and forthright manner in which the expectations for the new organization were presented in October 2001.

"One of the things we wanted to do differently was to break with the old habit of communicating bad news piece by piece. That is why, with regard to the reorganization, we made one announcement. That was it and we had to stick to it. 2002 will go down as the year in which we turned

a lot of things upside down. Starting in 2003, we want to finally get back to focusing on the business and the people. Of course, there are still problems that we are struggling to overcome, but these no longer relate to the reorganization and restructuring, but simply to the question of how best to run the business.

We have done what we promised; we have become considerably smaller, and have significantly improved our network of relationships. This includes the wider internal organisation within Europe and the USA, and also our customers in the field. Working together during the last year, we have created a healthy environment, within which we will again be able

tives in 2002'

to focus primarily on our customers and employees."

House back in order

Now that, speaking in Wim's terminology, the house is back in order and the costs are in line with what M&SC Europe can afford, the important thing, according to him, is to keep it that way during the coming years.

ers doesn't always come naturally to us, but its customers who generate our revenue. It's critical that growth is increased. Each order that is not accompanied by delivery on time should concern us and drive us to do better next time."

Opportunity to develop

The last priority but definitely not the least important one on the list that Wim

ees – quite a bit less formal. In addition, employees are again being given the opportunity and space they deserve. Recent job moves are a sign of this. People again have the opportunity to grow within the company. During the last few years, people changed jobs because the organization considered it necessary. Now, we can again focus more on the wishes of the employees themselves. People who wish to develop themselves further within the organization are now being given all the opportunity they need to do so."

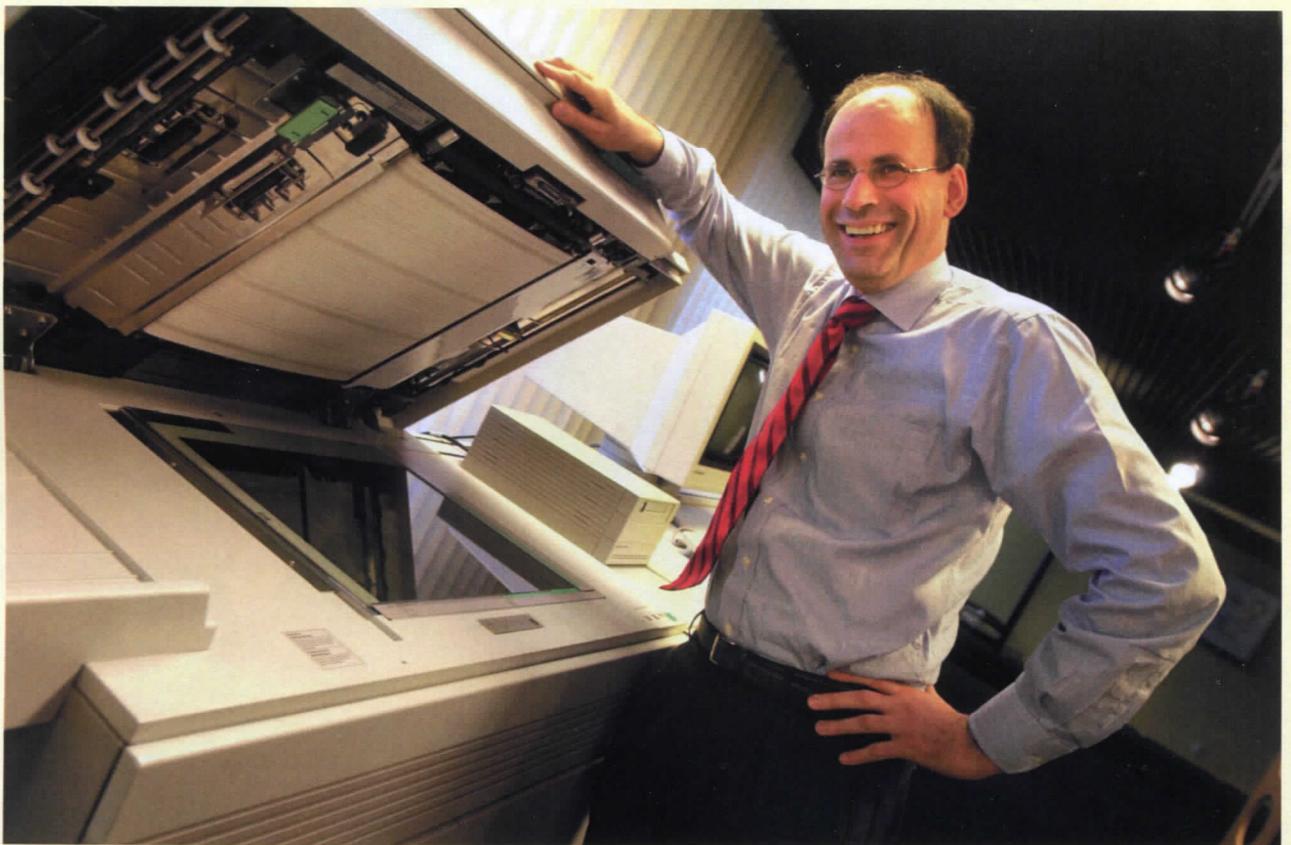
'Act in accordance with our new role'

"For me, that is a basic element we must hold on to. In addition, and at least as important, we must learn to act in accordance with our new role. Since manufacturing is no longer one of our core activities, we have increasingly become managers of an integrated supply chain. That is a role that we still need to get a bit more used to. As production people, relating to custom-

Appelo will be leaving for Perry Buenen, is investing in our employees: "Together, we went through a hectic year. Now we have to work to make sure that people regain confidence in the future of the company. We have already succeeded in laying down a good basis for that. For example, the organization has become more flexible in the way it relates to employ-

Essential

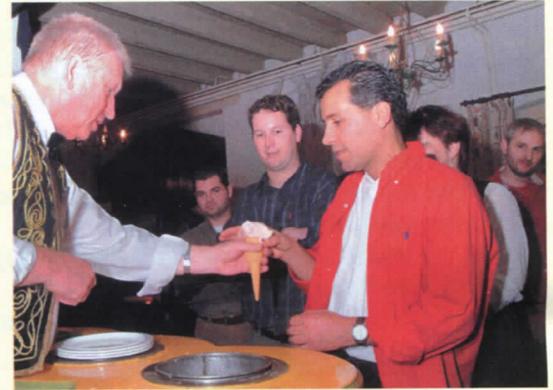
"If Xerox wishes to achieve the aim of becoming a truly customer-focused organization", Wim concludes, "an effective Supply Chain is of critical importance. In my opinion, during the last year, we have together in Europe, taken a big step in that direction. And that's why I think we all have the right to be quite proud of ourselves."



An evening full of surprises and hilarious goings-on

Jubilee party for Xerox Venray in Italian setting

I hope we do this again", was the most frequently heard comment after the Venray long service jubilee party on Saturday evening 23 November in the Castle Gardens in Arcen, and with good reason. In contrast to previous award ceremonies, which were more formal in style, the festivities this year took place in a more relaxed and informal atmosphere. Of course, Paul Hermans personally congratulated each of the jubilee candidates, and there was a small gift for each one of them. But everything else was different, in an Italian manner of speaking...



An Italian family, headed by father Umberto Trappatoni, welcomed the Xerox party-goers with a glass of Asti Spumante to a very special wedding celebration. From



that moment on, everyone had a role, and one surprise followed the next. In between all the various goings-on, everyone had the opportunity to follow an old Mediterranean custom and enjoy a fantastic buffet, and of course, as we were in Italy, there was also music. The swinging tunes served up by DJ Mariano were so inspiring that everybody's feet were soon beating on the dance floor. The day after, Hanneke Hermans, who was responsible for the arrangements, let it be known that, as far as she was concerned, the evening's success deserved a follow-up: "This was a perfect jubilee party. It was obvious that everyone felt comfortable with the informal approach."



Focus on inventions

Inventions and patents are Xerox's lifeblood and are, to a large extent, the basis for its success in the market. During the week of 15 October, Invention Proposal days took place in Dundalk, Venray and Welwyn Garden City. During the workshops, intensive discussions took place on the importance of good ideas, processes and designs. Attention was also paid to the criteria that are used to judge the IPs, and the participants were able to set out various ideas.



In Venray in particular, the IP day also took place in a festival atmosphere. People who had submitted various valuable IPs in the past received an honourable mention in that regard. Jos Gubbels and Geert Nas, for example, were presented with an 'Inventor of the Year' award. In addition, Organic Photoreceptor Centre (OPC) engineer Geert Nas received a patent, and development engineer Yvonne Groot received special praise for two approved patents.

Yvonne: "I developed a new type of coating for the developer roll, a component in the CRU that transports the toner from the supply reservoir to the OPC. A new aspect is that the coating is water-based,

making it safe for the environment. I see the patent as a sign of appreciation for my work, but of course we are continuing to work on other new projects..."



Meet...



Leon Jeuken

35 years

Malahide, co Dublin, Ireland

Fell in love, got engaged, got married:

Married to Angelique, with two sons: Jasper 2 years and Stan 4 months.

Education:

Transportation College.

Position:

Since last September, I've been working as site manager in Dundalk and operations manager PSG (Production Systems Group) and PSU (Power Supplies Unit).

Company history:

Since 1991, I have held various positions in the area of logistics. In recent years, I was responsible for the Indirect Sales Channel (IDSC), now European Fulfillment Operations.

Hobbies:

Hockey, playing with the children, reading and riding my motorcycle. During the last few months, relocating has also become a kind of hobby for me. As golf is so popular here in Ireland, maybe I will be able to add it to this list as well.

How I feel on Monday mornings:

Not really much different from other mornings, but according to insiders in Ireland, this could easily change in the near future.

Character:

Open and honest but also impatient.

I hate:

Street litter.

Favourite wish:

A trip around the world with the entire family – after I have first learned French and Spanish, and for the rest, just staying healthy.

My motto:

Don't worry, be happy.

At Xerox, I would like to walk for a day in the shoes of:

Somebody from Sales, to allow me to get closer to the end customer and find out more about what he/she really finds important.

Favourite food:

A few months from now, probably chips with a minced meat hotdog. At present, I don't really have a favourite; I like trying everything...

For me, Xerox is:

A fascinating company, which, in spite of the difficult times, remains a fun and challenging place to be. At any rate, there is never a dull moment.

Holiday country:

Ireland of course. Until now, I haven't had much opportunity, but I definitely want to see a lot more of the country.

Most recent book or film:

The last film I saw was Lord of the Rings. I found the book fantastic as well. As I've been very busy recently, I haven't been able to read much except for a few detectives novels, so there's a big pile of books waiting for the dark days around Christmas and New Year.

What should they do a bit more of at Xerox:

Have more fun!

ECSA manager John Guyver:

'We face big challenges'

2002 for Customer Supply Assurance (CSA) was a massive challenge. This comprised a heavy programme of new product introductions, and many changes resulting from the XEM&SC reorganisation with more than half the staff new to the work of the team.

"Essentially," says John Guyver, European Customer Supply Assurance manager, "CSA's core role hasn't changed. We still ensure that our customers, the operating companies throughout Europe, get the products on time, in the right place and in the right mix to meet end-user requirements."

Despite the challenges, CSA has continued to meet demand within process capability to help OpCos achieve their results. The team has managed the changes, overcoming a number of difficulties, and has met all key targets, having beaten some so far in 2002.



CSA from the left: Hilary Bradley, Martin Ellis, Cheryl Smith, Karen Morris, Jacky Hughes, Keith Woodward, Faith Neville, Marilou Waage, Sue Moore, John Guyver, Chris Rawlings, Barry Watkins, Louise West, Audrey Lynch, Cindy Gazzard, Bob Helm, Jackie Meek, Joy Joyce, Katherine Gazzard, Julian Andrew.

Hectic

The new product introduction programme has been hectic. CSA works with all three European locations in managing demand, forecasting and inventory levels. CSA's role includes procurement for the Regional Distribution Centres for the UK and Belgium.

Improve responsiveness

Both demand planning and inventory management pose a big challenge in 2003. During 2002 CSA has been working with its US counterparts to implement the VMI/Kanban process, which provides Fuji Xerox with a rolling 12-month global forecast to help everyone improve responsiveness,

build better relationships with Fuji Xerox manufacturing, and achieve major gains in reduced inventory levels.

Benefits

"The processes are in place," says John, "Ultimately, the transition to full VMI will

lead to Fuji Xerox retaining ownership of all products until they are called off by the OpCos, to give substantial benefits by reducing inventory costs. Implementing this will be a major challenge for both 2003 and 2004."

'The processes are in place'



We can and must do better!



For years, other business units were envious of Xerox Manufacturing's Health & Safety record. This unit was one of the first to embrace the 'zero accidents' concept, and it acted accordingly. During the last two years however, the accidents curve in manufacturing has been rising. Does this mean that people are getting hurt on a large scale? Of course not. But other units in the organisation are catching up with the best pupil in the class.

Health & Safety manager Kieran Phelan: "We can and must work more safely."

European Safety Week a great success

Stress was the central theme of European Safety Week, which was held from 14 to 18 October at each of M&SC's three sites. Thanks to the efforts of the organisation as well as the participants, the event was a great success.

As well as presentations on how to recognise and prevent stress, there were also very practical sessions. Visitors could enjoy a manicure or massage and even had the opportunity of getting some aromatherapy. Stress balls were a very popular item, and for those who wanted to completely relax, there were special chill out rooms. The results of a detailed stress examination showed that the average M&SC employee is fairly relaxed and happy with himself/herself.

"We recently noticed a rising trend in accidents", says Kieran. "To reverse this trend, several actions have recently been put in place. For example, at various levels, including the senior management level, a thorough evaluation of the present procedures and processes was carried out. We also implemented a new safety standard, OHSAS 18001, and started an intensive communication exercise."

However you, the reader, can also do a lot to reverse the trend and reduce the risks. In all your actions, ask yourself if you are doing it safely. During your work, try to be as alert as possible to anything that might happen. Report anything and everything that might put you or your colleagues in danger. By working together, we can make sure that M&SC regains its former position on safety.



Xerox Technology Park Dundalk wins national safety prize

As a result of its achievement of accidents in 2001, Xerox Technology Park was recently awarded the Ireland National Safety Award.

The award was even more striking in view of the fact that it was the first year that XTP was fully operational. In spite of very tough competition, the jury decided that safety had top priority on XTP's agenda.

'We now have a completely different view of the world'

Like many other parts of XEM&SC, European Purchasing has achieved a massive transition in 2002. "We now have a completely different view of the world," says European Global Purchasing manager Paul Dean. "Different skill sets, a dedication to new methods and processes, and a new daily management practice will all be our emphasis in 2003."

As part of Global Purchasing, with its responsibility for the Xerox supplier base worldwide, Paul's European Group covers Production Purchasing, which includes Forward Product Procurements (FPP) (based in Welwyn Garden City), Supplier Quality Assurance (SQA), Product Cost Engineering (PCE) and Materials Finance.

Best Areas

SQA is no longer a matter of looking at individual parts, its prime responsibility is to work with partners and ensure that they have the processes in place to pro-

duce quality modules, every time. Similarly, PCE has changed emphasis to build benchmarks against which supplier costs are measured, and develop commodity maps to show the best areas in the world to source product parts and modules.

Emphasis

Not that the emphasis is just on the Extended Enterprise Model, the role of Production Purchasing and, within it, the FPP

Working to establish the best standards



Purchasing Welwyn GC. Van links naar rechts: Simon Hanson, Paul Marshall, Dave Barby, Dave Stephens, Wayne Pask, Ray Harvey, Paul Cummings, Emma Twomey. Kort na het nemen van deze foto is Dave Stephens na een auto-ongeluk overleden. Onze gedachten gaan uit naar zijn familie en echtgenote Alison, die ons toestond deze foto te gebruiken.



From the left: Wim Frerichs, Tim Donald, Simon Payne, Daan van Breen, Mark Amijs, Lambert van Stiphout, Paul Dean, Wiek Joosten, Harry Dekkers, Jan Poker, Dick Rozema, Fiona Price, Jan Hermans, Herbert Ottevanger, Sonja Poels, Paul de Vries, Gerrit Lensen.

operation, has also changed radically to engage a series of partners to develop complete modules for each product family. These partners include both Xerox businesses and external suppliers. The critical responsibility of Production Purchasing and FPP is to build effective and efficient partnerships with these module suppliers (design and manufacture), such as Fuser Delivery Unit (FDU) in Mitcheldean, Imager Delivery Centre (IDC) in El Segundo, and CRU with Flextronics in Venray.

Critical

Now that most 'Office' production has been outsourced to Flextronics, the team has been working to achieve component productivities and agree on the best sourcing processes and suppliers. "Of course," says Paul, "We haven't forgotten our traditional supplier base, and we are working to maintain our spares capability for all our continuing products. In our dealings with Flextronics, the effective maintenance of the established supplier partnership is critical, and we are working with them to establish the best standards of quality and delivery."

"All in all," concludes Paul, "we have achieved significant progress in a very difficult year for all of us. Our critical task is now to change our role from an executive one to a management role, and to make the move from individual component contracts with multiple suppliers to complex design and build module contracts with our extended enterprise partners."

Purchasing Mitcheldean. From the left: Gordon Grey, Paul Marshall, Tim Tarby-Donald, Richard Beacon, Paul Dean en Jonathan Rees.



Changes...

It's no secret that in the 'good old days' there was healthy competition between our Manufacturing sites.

How different things look in 2003. Within the overall framework of the Manufacturing & Supply Chain, the three different sites, Mitcheldean, Venray and Dundalk, are now working together on an equal footing within one European organisation. A good example of this spirit of co-operation is the new **M&SC magazine**. The magazine replaces the separate publications that previously appeared in Venray and Mitcheldean.

Four times a year, this magazine will report on developments and background information within the entire European M&SC organisation. More specific local site news will continue to be brought to you locally via MITCH (Mitcheldean), Newsbites (Dundalk) and Xerokrant (Venray).

The **M&SC magazine** reflects the integrated approach we now aim for. Of course, one thing will not change. Individually, we will remain Irish, English or Dutch, but as a mix, our overall efforts will yield more added value than just the sum of the different pieces. Our motto is simple: think European, but act local. I hope you will enjoy reading this first issue.

Paul Hermans



Colophon

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