



M&SC magazine

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'Looking ahead with confidence'



From the editors ...

What do Lean Six Sigma, iGen3 and the Special Olympics have in common and what connection is there between the Royal Auxiliary Air Force, business ethics and Nigel Bainsfair's Monday morning moods? You can find the answers to these and many other questions in Xerox's M&SC magazine, the quarterly magazine that informs you on a broad range of interesting, light-hearted, serious and less serious matters concerning Xerox sites at Dundalk, Mitcheldean and Venray. Who exactly is responsible for producing this magazine? In the first place - you! Without the efforts made by all of you each and every day, there would be very little to report. In the photo, you can see colleagues at each of the three sites who are responsible for the contents of the magazine.



The editors; standing from the left: Gonny Snijders, Leonie Siebers, Ingrid Renjaän, Eveline van den Beuken-van Well, Hanneke Hermans and Paul Peijnenburg. Sitting from the left: Ton Penterman, Mark Barnard, Robin Fyffe and Matt Walsh.

Please feel free to approach your local contact if you have a topic you feel might be interesting to readers. You can find their telephone numbers on page 16. So if you have any suggestions that might be

of interest to the magazine, please contact us! By coming together, we can make sure that M&SC magazine provides the widest coverage.

Hanneke Hermans

Pat Taaffe iGen3 Customer Focus Tiger:

'This new production press is a very important product for Xerox'



Pat Taaffe together with Dean Hughes, Sue Moore, Alistair Balharrie, Graham Rough, Martin O'Donogh, Emma McCarra and Frans Huijs, is a key figure in the iGen3 launchteam. For Pat and his colleagues, the coming months will be exciting and very busy. Pat says, 'iGen 3 is a very important product for Xerox.'

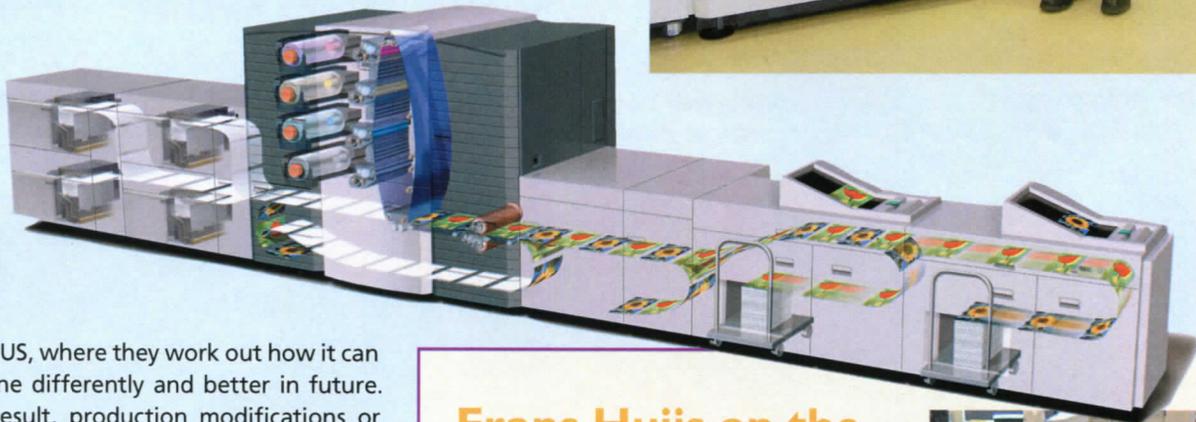
The Xerox DocuColor iGen3 Digital Production Press, iGen3 for short, was developed in response to customer demand for volume, speed, full-colour and personalised printing, and the launch team is responsible for the installation process at the customer site.

Fault-free

Internally, Pat is referred to as the customer focus tiger for the iGen3. His role consists primarily of assisting with and supervising installation at the customer's premises. "I make sure everything goes smoothly. If something happens that can be improved upon, I report it immediately



Pat Taaffe



to the US, where they work out how it can be done differently and better in future. As a result, production modifications or adjustments in design, documentation and software may be implemented. Every two weeks, I participate in a conference call with our team in America in order to ensure fault-free installation."

Installation observer

Pat is present at every first installation of an iGen3 in each European country. He says that's the only way he can be sure that everything goes smoothly. "To prepare myself for this role, I followed a two-month training course in the engineering and manufacture of the iGen3. So now I can officially call myself an installation observer for the iGen3 in Europe." Pat already had the same title for the SFIDA, DC12 and XEN1010.

Frans Huijs on the first installation of an iGen3:

'Oostrum again makes a great impression'



When it comes to providing support for a logistics route and then installing the product for a customer, it's all in reliable hands at Oostrum. A good example is the way they took care of everything when it came to iGen3. Frans Huijs co-ordinated the job for his team. He looks back with a feeling of satisfaction at a hectic but successful operation. "We have once more succeeded in making a great impression."

"From the moment that the logistics route had to be developed," explains Frans, "I was given full freedom to set up the logistics process. Most of the work went into understanding it all. After all, so many people and processes are involved. The most difficult part was translating it all into a streamlined process. A key factor in our success was the excellent co-operation we received from Dundalk, Mitcheldean and Welwyn Garden City."



Perry Buenen, who succeeded Wim Appelo as Vice President & Director of Xerox Europe Manufacturing & Supply Chain, is in his element when he is close to his team, which means he won't be spending too much time in his office at Venray.

He is more likely to be in the thick of the action, sharing his very positive views.

As he says, "Xerox has been through a very challenging time, but the patient is recovering well, and we can all look ahead with confidence."

Perry Buenen, new VP and Director of M&SC:

'Looking ahead with confidence'

Perry took over his new position as the corporate picture brightened. When, at the end of January, Xerox announced its results for 2002, Europe in particular showed a striking improvement in performance with regard to revenue growth, profit and liquidity. M&SC made a significant contribution to this improvement.

"It's very easy," says Perry, "to imagine a less favourable start. During the last two years in Europe, we have made enormous progress in improving our financial health and reorganising the company. What's important now is that our people regain confidence in the future of Xerox. That's why the focus will primarily be on people. Recently Wim noted, quite correctly, that the organisation has become less formal. People can now interact more freely, and that is the right direction for us. Our employees must again be given the opportunities they deserve."

Revenue growth

"In the last 18 months, much has been done to ensure that M&SC is better suited, both qualitatively and quantitatively, to the new situation. Affordability was the point of departure, and the M&SC team, led by Wim, laid down a good foundation. A number of priorities have been set out for 2003, with revenue growth at the top of the list.

This presents an extra challenge for the M&SC management team. Now that inventory and costs have been reduced, it's time for us to also help drive the necessary growth. In our role as manager of the logistics and production processes within Xerox Europe, M&SC can make an important contribution to achieving revenue growth targets.

Streamlining

"In order to realise this growth, our re-

lationships with our customers must be strengthened as much as possible. Both the M&SC team and the various countries must soon speak the same language," continues Perry. "We must do more than significantly shorten the lines of communication to our customers. It is also important for us to critically examine all our individual and group processes. Many areas are progressing well, but there is still much to improve upon."

One of the tools we can use to streamline these processes is Lean Six Sigma (LSS) [reported on further elsewhere in this magazine]. Process optimisation using LSS has been co-ordinated with our partners within XE and the US, and we can therefore count on a broad level of support. In this way, we expect to serve our customers better, and manage costs and inventory much more efficiently."

Common sense

Perry and his management team are working hard to make sure that M&SC is recognised by the businesses in each of the European countries as their preferred partner. The team spends an average of three days a week flying from one place to another to identify any obstacles to achieving maximum customer satisfaction.

"Input from our customers," says Perry, "is crucial for us. That's why we visit them regularly. In addition, members of my management team will be assigned to specific countries, so that each country is represented within M&SC, and M&SC is represented in that country. It's still too early to quantify the success of this approach, but we all believe the road we have chosen is the right one..... which is not that surprising, since our approach is

Within Xerox, we refer to this as 're-energising the company'.

Our point of departure is to achieve our goals with all the teams working for M&SC. This also means that there will

Leisure time

As a husband and father, Perry Buenen values his family life. Although often on the road, he does his best to spend his 'free evenings' with his family in Leunen.

'We must continue to work within our means'

be more opportunities for exchange and training/development programmes for our people. For some time now, the difficult financial climate has meant that we often had no choice but to put these opportunities 'on hold'.

It was essential for us to first improve our financial position. Our improved financial position now allows us to again provide

His weekends are sacrosanct.

"My wife, Desirée, and our children, Sjors, Felix and Pleun, are no strangers to this kind of schedule. In my previous posts, I also often spent time outside the country."

When asked if he also manages to find time for himself, Perry says simply, "Time for myself also means time for my wife,



based on simple common sense. In the end, we all have the same goal."

Re-energising

Paul Hermans described it perfectly in his New Year's address for Venray: 'Harmony in the organisation, energy in its employees'. Perry confirms this view. "We know what we have to do, and we're ready to do it, but there will be a shift in focus.

more opportunities for personal development.

We also have very definite targets for 2003 with regard to costs and inventory. We must continue to work within our means. However, we all also need personal satisfaction from our work, and I believe we will realise these goals by working hard together in an enjoyable atmosphere."

daughter and two sons. We also feel it's important to maintain our friendships."

And that says quite a bit about M&SC's new boss.

Xerox at the Town Hall

Mitcheldean's part in the Xerox Corporation is now chronicled in a new, permanent exhibition in Mitcheldean Town Hall. Built in 1730 and now a listed building, Mitcheldean's Town Hall was purchased by Xerox as the plant developed operations in the 1960's, at its peak employing more than 5,000 people and dominating the industrial economy of the Forest of Dean. Later Xerox donated the Town Hall to the local community, and it now houses the Mitcheldean Parish Council.

Many of the successes of Xerox Mitcheldean are recorded, including the first European manufacture of the 914 and other pioneering Xerox products. The exhibits on show include a reproduction of the original 'Chester Carlson' machine, and take visitors from the days of Bell & Howell, which preceded Rank Xerox at Mitcheldean, right up to the latest colour and multifunction products made in 2001. Of course, the Parish Council has a Xerox product in regular operation for Council minutes and other administrative support.

The Xerox 914, a highly durable product that copied at six prints per minute, was first produced at the rate of one a week. Compare this with the Hodaka/Silverstone product family, also featured, made at rates of more than 100,000 a year, and you get an idea of the changes shown in the museum. The display also includes a refurbished 813, the first real volume production unit, which helped secure the market growth for later products at Mitcheldean so successfully that the business achieved a number of the Queen's Awards to In-



dustry over the years. The achievements in quality and customer satisfaction of Mitcheldean products and people are also recognised in the exhibition.

Millions of Xerox products were produced at Mitcheldean. Group resources manager Robin Fyffe commented, "Our long history in the community, and the continuation of our manufacturing, recycling and support activities at Mitcheldean, makes this initiative a welcome one, and reminds us all of how much Xerox meant to Mitcheldean and how much Mitcheldean contributed to Xerox over the years."

The Town Hall exhibition was the brainchild of Tony Pickthall, both a Xerox employee and Chairman of Mitcheldean Parish Council. Tony said, "Naturally we all want to acknowledge the part played by everyone in the Forest in the growth of Xerox to the massive business it is today. Many of the exhibits were the work of Xerox apprentices, who lovingly restored and refurbished the older products over the years. We hope this exhibition will remind our community for generations to come of the vital contribution Xerox made to the Forest of Dean, and the equally important role Forest people played in Xerox."



From the left:
Tony Pickthall, Chairman,
Mitcheldean Parish Council;
Diana Organ, Member of
Parliament for the Forest of Dean;
Robin Fyffe, Xerox Mitcheldean;
Mike Bennett, Vantage Point
Business Village.



CEO Anne Mulcahy

Ethics ... a real business asset

People are always talking about business ethics these days, but how many of us really understand what they mean?

Business is tough; we all know that. Last year Xerox people faced and overcame the toughest business challenge the company had ever experienced. This was solely due to our people and to our business culture, one we guard jealously and which makes a key contribution towards the Xerox core value of 'behaving as a good corporate citizen'.

Xerox business ethics policy defines our corporate culture, and with our recently issued 'code of conduct' provides guidelines to help us treat our fellow employees, customers and suppliers with respect, as well as effectively managing our financial, legal and commercial relationships.

We all face daily decisions ... about the way we work, issues such as privacy, equal opportunity, non-discrimination ... which may create conflicts of interest between our personal world and business world.

We all recognise that in today's difficult, fast moving and rapidly changing business world it is all too easy to allow a minor health & safety breach to go unrecorded. But how minor is minor? The Health & Safety team will tell you that NO risk can be ignored, however minor. But what if that risk is being persistently and willfully ignored by an otherwise responsible person?

Many people in the business know technical or financial facts that are valuable to the company. But when does passing on that information, inside or outside

the business, become a commercial risk? When does it become confidential? When does it affect insider trading legislation?

There are many questions like these where the decision making is difficult, but decisions form a vital part of maintaining good relationships, and our future depends on them.

To protect this crucial element of our business lives, all staff will receive training to give them a better understanding of business ethics and the Xerox corporate culture.

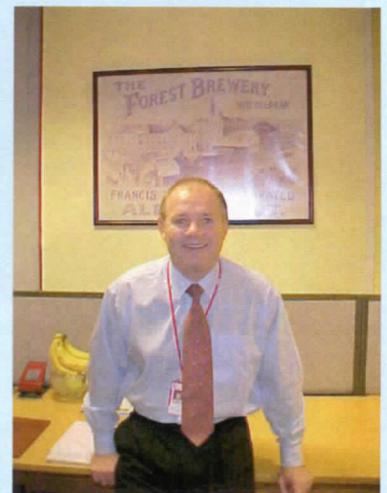
No-one pretends all decision making in this area is easy, and a new Corporate Ethics Helpline has been introduced to help anyone facing a difficult ethical decision. It is totally confidential; no names are required. Any employee can use the service at any time, anywhere, to obtain advice or report any incident they believe to be in breach of the Xerox Code of Conduct.

If you have any immediate concerns or questions you can ask any manager for

help, contact your local human resources team, or call the Helpline on the numbers posted on the notice boards. There is only one maxim in this area: if you have any concerns, ask - anytime, 24 hours a day, seven days a week.

Robin Fyffe

Robin Fyffe, Group Resources Manager



Xerox Europe Forum increasingly important as communications channel

Twice a year, senior management and employee representatives from Xerox units in Europe come together at the Xerox Europe Forum. Last February, the meeting was held in Paris. Paul Hermans was there: "Xerox sees this as an important strategic tool for improving communication with employees and getting them more closely involved in the operations of Xerox Europe. If one thing is clear, it's that everyone benefits from these activities."

The first Xerox Europe Forum was held in 1995. The Forum provides XE employee representatives from all the European entities and senior management with an excellent opportunity to discuss how the European organisation is doing. It is also an ideal place to discuss matters that concern Xerox's European employees.

The meetings deal not only with financial/economic matters and personnel trends, but also include policy matters, special achievements, new initiatives and any reorganisation plans that may be in the pipeline. Paul Hermans said, "The Forum complements communication channels used by the company, but does not replace them. It should be emphasised that matters such as salary developments and terms of employment continued to be topics discussed in the consultations held with local parties such as Works Councils and Trade Unions."

Participation

The Forum is attended by 22 representatives from 16 European countries. Three of them (who are introduced to you elsewhere in these pages) represent Manufacturing & Supply Chain employees. They have been elected by their colleagues at the Mitcheldean, Dundalk and Venray sites for a period of four years.

Importance

The importance attached to the Forum by Xerox is made clear, according to Paul, by the level of company investment involved. "Each meeting takes two full days and is attended by Jean Noel-Machon, President of XE Europe, and Richard Sullivan, the Group Resources Executive Director. The directors of the operational business units are also present in order to exchange views with employee representatives. During the previous two meetings, M&SC

received quite a lot of attention. This was not all that surprising in light of the major changes taking place. Last year, Wim Appelo represented us. This time, M&SC was again on the agenda, and it goes without saying that we focussed attention on our strategy for the future of M&SC."

Europe Forum and M&SC; about the members

Mitcheldean

Name: Allan Edwards

Position: Development Engineer working on Fuser CRU's.

Member of the Europe Forum since: November 2002

What is your own motive for representing Mitcheldean in the Europe Forum? To make sure that Mitcheldean continues to be recognised as a major player within Xerox Europe and Xerox worldwide.

How does the Europe Forum contribute to the improvement of processes within M&SC? That's difficult to answer, as this is only the second meeting I have attended. The majority of the participants are from the Service & Sales teams. But you do get to hear of various quality and supply problems and successes for both parts and machines. If applicable these will be fed back to the Business Centres concerned to help improve our processes.

We do get to know the wider picture of Xerox European countries' performance in terms of revenue and sales and how Xerox in general is performing in the market place.



Dundalk

Name: Fergus Gonnely

Position: PSG Technician

Member of the Europe Forum since: April 2002

What is your own motive for representing Dundalk in the Europe Forum? I want to contribute to the success of our organisation, and I believe the best way to do that is to also contribute in other areas within the company. On a personal level, I think I can do that by representing my colleagues at Dundalk in the Europe Forum.

How does the Europe Forum contribute to the improvement of processes within M&SC? It provides all European entities the opportunity on a long-term basis to exchange ideas and learn from each other.



Venray

Name: Ray Bradley

Position: Shift Leader, Toner Manufacturing

Member of Europe Forum since: 1996. Re-elected last year. I am, by the way, also a member of the Venray Works Council.

What is your own motive for representing Venray in the Europe Forum? We are continuing to move in the direction of a single European organisation. The Forum provides an excellent opportunity to talk with management at the highest level and to bring attention to matters concerning Venray.

What is the benefit of this? You can make your voice heard directly to those who determine policy. The feedback from our yearly survey of employee satisfaction is brought directly to the attention of the 'highest boss'. That can have a positive effect.

What can you tell us about the discussions in Paris? The Forum lasts two days. There was a general session in which Jean Noel-Machon discussed and explained the annual results. He then led a question-and-answer session. On the second day, three branches of XE Europe, including M&SC, gave a presentation.

What specific issues were presented on behalf of M&SC? We were interested to find out about plans for the future at M&SC and about the expectations people have of us for the coming year. We also wanted to know how the company plans to re-motivate employees after the difficult period behind us. We received answers to all these kinds of questions.



A 360° view of safety at Mitcheldean

Risk assessment is the key to planning Health & Safety and 'zero injury' objectives. Applying risk assessment processes in 2002 during the exit period of the Electronics and ESIC businesses at Mitcheldean enabled us to meet significant challenges as our teams completed non-repetitive, non-process oriented tasks. Effective implementation of risk assessments for all decommissioning and removal tasks identified precautionary measures and extra training requirements, both of which made a major contribution to reducing our accident rate. We are now planning to apply these processes to all operations, tasks and issues at Mitcheldean.



Left Simon Brookes, on the right Dave Bufton.

Already, with Xerox Uxbridge, we are now conducting a risk assessment of fleet car drivers, journeys and vehicles to reduce accidents and improve occupational road safety. This concentration helps us to apply a 360° view on the Health & Safety culture, with the main focus on vigilance by both managers and employees as a key priority. This underpins our actions to provide a safe working environment and ensure safe methods of work. More importantly, we must ensure that we all take safety seriously, thinking 'safety' before we act, not cutting corners, working to process, reporting hazards and making Health & Safety the number one priority.



Andy Cosgrove H&S-man in Dundalk

For a short time, Andy Cosgrove, BU-manager for Electronics in Dundalk and for Design in Venray, has been responsible for Health & Safety at the Xerox Technology Park in Dundalk.

As such, he is busy developing an integrated strategy regarding Environmental Health & Safety. The direct aim of the strategy is to reduce the number of accidents and rate of absenteeism at the site to benchmark level. He is also setting ambitious goals with respect to environmental management.

Rob Smeets on Health & Safety in Venray: 'Working together to improve safety even further'

"In Venray, accident reduction is also getting lots of attention. Our approach is to create safe situations. At present, we are completing the Risk Inventories & Evaluations (RIE). The next step is to tackle unsafe situations at the source. Our aim is to prevent unsafe situations from occurring. An important tool in this respect is providing adequate information."

The above quote is by Rob Smeets, Head of Arbo & Environment in Venray. A RIE from Equipment Fulfillment Operations was recently approved by Arbo-services, with SDU and SSC to follow in the near future. Rob says, "By the middle of this year, we want to have covered the entire site. At the moment, I am still quite busy encouraging all departments to again take a long hard look at their Health & Safety documents, and we are already making good progress in that area."

The slight increase in the number of accidents at the site in 2002 is unfortunate and was undoubtedly related to all the changes taking place. "Fortunately, Health & Safety is getting a lot of attention here," says Rob. "For example, we have monthly safety meetings in which near accidents are also discussed. I think staff here respond very well in this area. Employees are becoming increasingly conscious of the importance of working in a safe environment, and also feel personally responsible. That's why I think it's safe to hope that the number of incidents this year will decrease sharply."



Dundalk set to welcome Greece

There were cheers of delight on 18 November 2001 in Dublin, as each town heard which delegation it will be hosting during the 2003 Special Olympics World Summer Games.

The Games, which begin on 21st June, will be an unparalleled sporting and cultural experience for the athletes taking part and for the people of Ireland. Dundalk is set to share in that experience in a very special way as one of the 177 Host Towns, from both north and south of Ireland, hosting 166 international delegations from all over the world. Dundalk will host the Greek team and is looking forward to

offering them a traditional Irish welcome. The delegation from the Netherlands will be hosted in Enniskillen, Co. Fermanagh, and the UK delegation will be hosted by Galway City, Co. Galway

Whole community

The Host Town Programme is one of the most important elements of the 2003 Special Olympics World Summer Games, when

communities from around the island invite our international guests to avail of good old-fashioned Irish hospitality. Barry Grennan, Business Unit Manager for Toner is a member of the Dundalk Host Town Committee. The Programme involves the whole community. Civic leaders, politicians, the business community, schools, sports and youth groups as well as other local community groups will share in organising and funding the Programme. Xerox is looking forward to playing its part and Leon Jeuken has offered the Host Committee our support. Running a successful games depends on the large numbers of volunteers giving of their time to work at the games. Xerox will facilitate as many people as possible who wish to volunteer.

ARC's Paul Dummett

A man of many parts



Asset Recovery Centre's (ARC) Paul Dummett, a member of the 'clean team', which is responsible for cleaning all components before recycling, is a 'man of many parts'. As a member of the RAAF (Royal Auxiliary Air Force), Paul can be called upon at any time to support Britain's armed services in time of need.

Paul first became a reservist ten years ago after talking to other Xerox people, and there are a number at Mitcheldean, who willingly support the regular services. "It is exciting and challenging," said Paul, "when you support the RAF in action, and you do get the opportunity to travel, though not quite as much as some people may imagine."

In his RAF role, Paul is a movement operator, loading Hercules and other aircraft with a huge variety of safe ... and danger-

ous ... goods. The key part of the job is 'trimming' or balancing the load to ensure that everything on the aircraft is safely restrained and correctly 'trimmed' for flight. Already Paul has seen service in many active areas supporting RAF teams.

"Yes," says Paul, "it makes life interesting, and it's very useful to be fit." He spends many weekend hours keeping fit at the gym, running and, as he lives in the Forest, mountain biking.

More opportunities for personal career development

Now Xerox has reinvented the business, training and development is now once again high on our list of priorities. Now, real financial progress is being made, there are more opportunities for personal development. As Paul Hermans says, "Our focus is now increasingly on people, and we are developing more support systems for personal development."

The driving force behind this new focus is the Human Resource Development Committee (HRDC). The HRDC goal is to map the development needs of the M&SC organisation and match these needs to those of its employees.

As Programme & Development manager Jill Bennett says, "We need to understand and define both the new organisation and our people's tasks within it. We can then work together to develop training and development solutions so that both Xerox and its people can benefit, and fit all the

requirements together in an integrated and efficient way."

Understanding the needs

"We see development," says Paul Hermans, "as sharing training and development responsibility in three ways: with the employ-

pieces of the personal development jigsaw in place."

More training opportunities

Much of the work has been ongoing, but additional initiatives are still needed with the provision of more manager training courses at each site. As Jill has mentioned, more effort is needed to understand employee training needs.

"Where possible," added Paul "we will provide employees with more external training opportunities, but we are already considering new initiatives in this area with 'development centres' at each site. Here, additional tools will be available to help people work on their own personal self-development plans. However, we should remember that plans alone are not enough. In the end, everyone has to experience the process and take his or her own plan 'on board'. Part of this must be to discuss the issues with management, so that we can take responsibility for facilitating this essential part of Human Resources."

Discussing the issues with management



ee, the manager and the Xerox organisation. Our aim is to help our people become masters of their own destinies, supporting them with personal development plans, tools and training programmes."

Tools to provide answers

When he was asked what tools he has in mind, Paul replied, "For example personal tests, either via the internet or with the help of the Human Resources team, can help define personal development needs. This can help people to identify their development needs in terms of, 'What can I do?' and 'What do I want to do?' Our main goal is to give people the opportunity for personal career development, and we are working hard to put all the



Less than a year after product launch ...

... 50,000th Brunel about to be shipped!

With Brunel, Xerox has another real winner. Barely eleven months after the launch in New York, 50,000 will roll off the assembly line at Flextronics. "The reason for the success," says Theon Sanders, project manager for the New Product Delivery Team, "is simple. We succeeded in offering our customers a better and more versatile product for less money. That is a very attractive proposition, and strengthens Xerox's market position."



From the left:
Theon Sanders, Steve Pomeroy, Henk Cremers,
Gary Sladen, Jamie Sanderson, Wiljan Kornuijt,
Helen Kirby, Tom Clarke, Terry Skeels,
Nigel Wilson, Harry van Zutphen, Rien Bouwmans,
Geert Bongers, Ton Janssen, Wim Claessens,
Jan Simons, Fiona Price and Simon Payne.

So is it just a success story then, pure and simple? Well, in part. Before the 50,000 units leave the gates of the Flextronics manufacturing facility, there were a number of hurdles to be overcome.

Theon continued, "At first we had to deal with several last minute changes, while at the same time demand increased. The DC 500 is a clean sheet design, where suppliers manage the design as well as production of modules.

A second hurdle we had to clear was ensuring suppliers were 'up to speed' more quickly, while at the same time maintaining quality. In order to identify possible problems, we used an extensive start up protection process. As a result, we were able, with the help of various supplier rep-

resentatives, to take quick corrective actions in Venray. Brunel is the first product start-up at Flextronics, and they are, quite correctly, keeping a close watch on inventory. At the same time they are also helping us realise our goal of enabling material suppliers to deliver sufficient numbers of modules and components during the initial start-up phase."

Focus on costs

Theon is very positive about outsourcing the production to Flextronics. "We've never been this focussed on costs before. Every request made, each and every day, has a price ticket. In the 'old days', this was not so evident; all the various costs 'disappeared' into the sum total at Xerox. Now

it's much easier to see exactly where the bottlenecks are. First came the start-up phase, with 'all hands on deck' and a focus on completing the required volume. This was followed by process stabilisation, with the focus shifting more towards improved quality management. Now we're at the stage when we're focussing more heavily on better cost control."

Start-up team

Market demand determines how many people at Flextronics are busy assembling Brunel. On average, about 200 employees, mostly from staffing agencies, work two shifts a day to assemble almost 350 units a day in a modular process. At first, they received help from a team of engineers, who were responsible for the overall development of the product. Theon concluded, "Initially, Xerox was in the driver's seat, and Flextronics made use of the expertise of the design team from Welwyn Garden City. The co-operation between both sides was excellent. Flextronics has now acquired enough expertise to manage the process with reduced support from the Xerox New Product Delivery Team."

'More structure better results'

LSS ... Lean Six Sigma is a hot topic throughout Xerox. This new view of business processes uses a highly structured approach for working methods to improve the key operational results within the organisation. Training programmes are already in place for this new approach, and Yvonne Groot, responsible for LSS deployment co-ordination, gives us an inside view.



From the top downwards:
Jody Nielsen (trainer), Peter de Saegher,
Peter Otten, Bianca Spijkers,
Evelyn Dorssers, Paul van Woerkens,
Hans Pollaart

From the top downwards:
Nahit Berk, Maurice van den Berg,
Ronan McElroy (Dundalk), John Cotter
(Dundalk), Yvonne Groot (trainer),
Steve Yahoodik (trainer), Erwin Achten

"Traditionally," explains Yvonne, "Xerox concentrated on quality improvement. As the emphasis in the organisation moves steadily towards being a service provider, the focus is moving to streamlining business processes. LSS is an excellent tool to achieve this. It enables us, after all our reorganisation, to be a business that not only delivers quality, but does it on time and as quickly as possible."

LSS stems from the key objective of customer satisfaction. Not only does the LSS method aim to eliminate mistakes, but it is also designed to remove unnecessary, wasteful and time-consuming

steps in the process. It does this by closely defining the organisational role and by setting strict time lines in project management.

Practically-orientated

Simple as this sounds, it requires considerable investment in terms of training and coaching. M&SC training courses are under way, and senior staff have already taken part in Leadership Workshops. Yvonne continued, "LSS training programmes are very practically-orientated and are linked to active projects where people have their own responsibilities. Depending on the content of the project, you can earn a 'green belt' or 'black belt' certificate. Already, 11 Xerox people, nine in Venray and 2 in Dundalk, are taking 'green belt' training."

Yvonne explains, "To become a certified green belt, you must realise a cash saving of at least \$200,000 or a time improvement of 30 per cent for your project. When you have gained your certificate, you are also authorised to assist and supervise other colleagues making the LSS journey.

"While training is a specific responsibility of 'black belts', we also call in green belts to help increase the pool of qualified people. In 2003 we are training four black belts, who will work on projects from the 2003 M&SC Performance Excellence Plan to make a direct contribution to our specified goals."

Result

Yvonne has already worked on various LSS projects to achieve her green belt certificate. She continues, "One of these projects involved starting up production on a magnet for a product made in Mexico. An injection moulding process was involved, and we looked very carefully at the results of this process. When we started the project, the results were very poor. Only 10 per cent of the magnets passed the test. By the end of the project, the figure had increased to 95 per cent or more. We were also able to drastically reduce the amount of time involved in the injection moulding process."

Lean Six Sigma also started in Mitcheldean

The first Lean Six Sigma training courses have started in Mitcheldean, led by coaches Martyn Gunter, from the Fuser Business Centre (FBC), and John Gwilt, from the Asset Recycling Centre (ARC). Jackie Beard and Steve Batcock, both from FBC, are their first trainees.



From left to right:
Steve Batcock,
Martyn Gunter, John Gwilt
and Jackie Beard

"We used many of the Lean Six Sigma principles in the redevelopment and production layouts for ARC in Building 3, and we expect this trend to continue this year," according to John Gwilt. Martyn sees an important role for LSS in the future at FBC: "One of the most important elements of LSS is tackling our customer feedback, especially when it comes to the upcoming development of Customer Replaceable Units (CRU's) for the fuser module. I see that as an enormous challenge."

'Teamwork as a basis of successful operation'

Just like helping your 'ex' move house, that was the image conveyed during the transfer of Lynx from Mitcheldean to Oostrum. However, throughout the operation the Oostrum team was able to count on a remarkable level of support from the Mitcheldean team, including knowledge transfer, engineer training and re-routing of components. Project coordinator Ralph Gootzen said, "Teamwork was the basis of this successful operation."

From the left: Leon Janssen, Inge Dirx, Mathijs van der Vight, Ralph Gootzen, Stephan Bonekamp, Astrid van Roy, Marcel Emonts and Sraar Derks.



Professional and loyal to the end

The transfer was the result of steps taken in 2001 to restore Xerox to financial health. On that basis, the Mitcheldean production site was restructured, while build-out of Hodaka and Silverstone moved to Aguascalientes in Mexico, Lynx moved to Oostrum. Ralph commented, "We had to fit Lynx into our existing Equipment Fulfillment Operations organisation. To enable this, we first simplified the build structure. It wasn't possible to replicate the systems used at Mitcheldean in Oostrum on a one-on-one basis, as we had to make use of a different, but well functioning system. We also have about 200 nationalisation kits. So after a brief comparison and with the help of Global Purchasing, we outsourced language-specific components to XBS in Venray. Frans Maas was responsible for product nationalisation and customisation."

Lorries

"In addition," continued Ralph, "several departments had to change the way they worked. Besides setting up configuration management, there was extra work involved in purchasing, as well, of course, as setting up a new line. The project preparations took around six months. Then everything headed our way loaded on a large number of lorries. Now, between 12 and 20 products leave the assembly line each day, which is fewer than in Mitcheldean, but this is related to the product life cycle. My guess is that Lynx will last about another year and a half, after which it will become outdated and be replaced."

Team loyalty

At the end of the interview, Ralph showed his admiration for the motivation of the Mitcheldean team. "For them, this was obviously not an enjoyable situation, but they remained professional and loyal to the end. The Venray teams also delivered a fantastic performance by enabling an existing production concept to work in a storage and distribution environment. We were even working on the day before New Year."

Meet ...

Nigel Bainsfair

34 years of age

SSC Venray



Fell in love, got engaged or got married to: Married to Kirsty for nearly five months, no children.

Education: Degrees in Electrical Engineering & European Business Studies at University of East London

Position: Service Supply Chain Manager

Company history: I joined the Company in 1990, and held several positions in the Customer Service Organisation and Xerox Business Services, recent roles being European Product Productivity Manager, and prior to that National Service Manager for the UK.

Hobbies: Playing golf when time permits. I'm also a West Ham Season ticket holder, which is bad news at the moment as they can't win a game to save their lives!!

How I feel on Monday mornings: Marvellous! I would recommend an early morning flight from Heathrow to Dusseldorf to anyone. Seriously, tough leaving my wife, friends and family behind, but I look forward to the week's challenges within SSC.

Character: Happy, friendly, but sometimes impatient.

I hate: People with Hair.

I wish that: My football team was top of the premiership not bottom!

My motto: Life is too short to be miserable.

At Xerox, I would like to walk in his/her shoes for a day: One of the Research and Development people, to get a view of what Xerox will be about 10 years from now.

Favourite food: All sorts, although I like Indian food.

For me, Xerox is: An interesting and rewarding place to work, where people typically take time to talk and build relationships to do business. It certainly isn't like that in all companies.

Holiday country: Apparently I should have bought my first caravan by now and be planning on touring Europe, for me though, somewhere warm and exotic works just fine.

Most recent book or movie: Latest film was Gangs of New York, extremely long (3hrs) and pretty gruesome. It was great. Not a big reader, although I did read a book on the origin and history of Chinese proverbs. It sounds incredibly dull, but I have to say it was fascinating.

What should they do a bit more of at Xerox: (1) Smile, it costs nothing. (2) Recognise M&SC for the outstanding performance it delivers, year-in, year-out.

M&SC magazine

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