

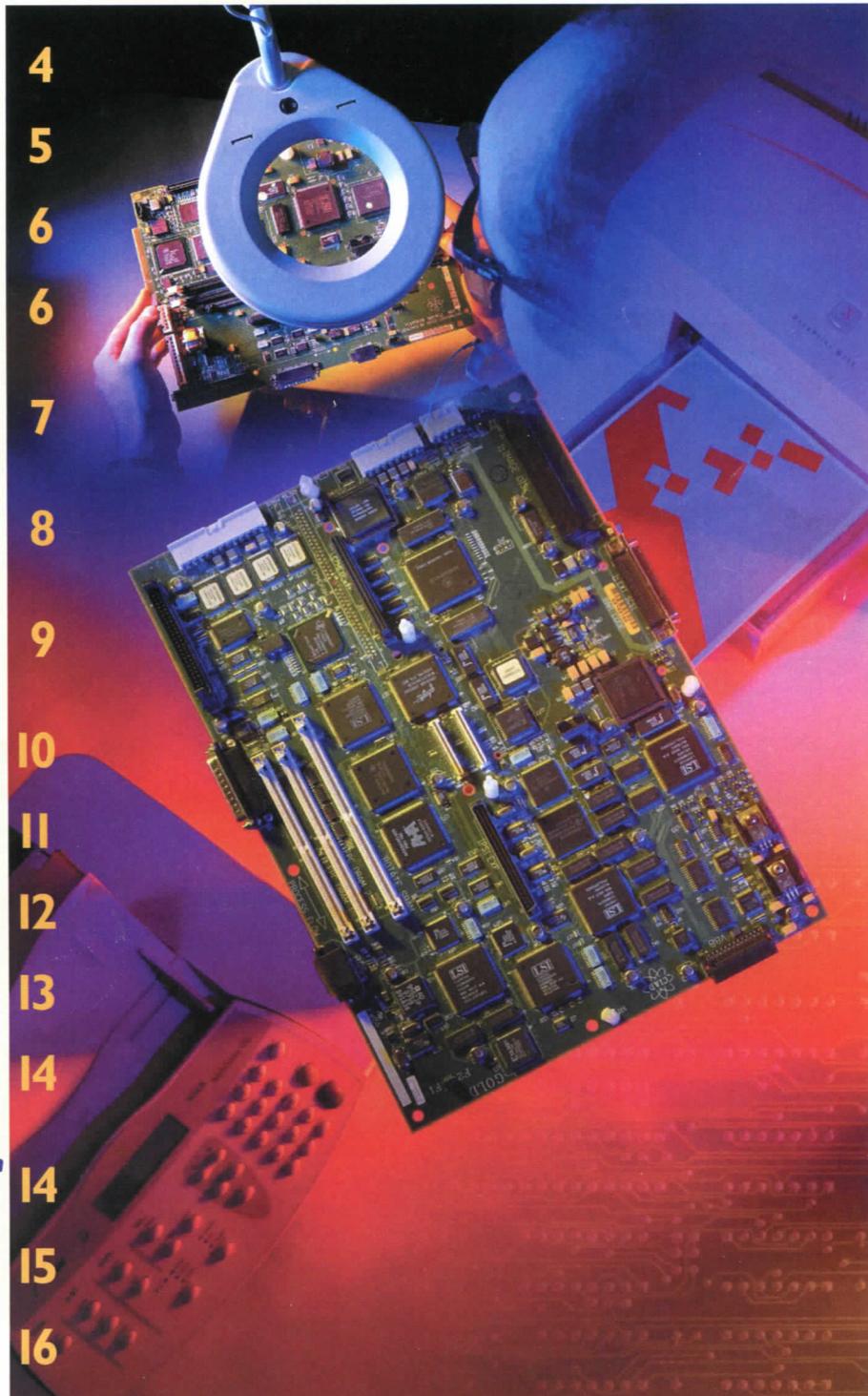
M&SC magazine



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New Product development adding value



From the editors

Just a little while longer and then the holiday period starts. Whether your holiday destination is the top of Kilimanjaro, a Norwegian fjord, sunbathing in the South of France or just staying at home, have a great time.

This third edition of the M&SC magazine should hopefully provide some light holiday reading. Just as with the first two editions, we have tried to provide you with a look behind the scenes in M&SC, but also, in particular, your own departments.

Not only is there an article about the Sup-

plies Delivery Unit, but there are also stories about Groundhog, the experiences of Venray Finance 'Motorbike Club' and 2 people's passion for their unique hobbies. We would also like to bring to your attention two special awards – the Earth Day Award and, for the first time, the M&SC Balanced Achievement Award. Addition-

ally Paul Hermans has put pen to paper and his column can be found at the back of this edition. Go ahead and read what he has to say about a completely new 'management tool'.

You can, of course, read this magazine at once, or alternatively you can take it home with you. Whether you are on Kilimanjaro, by a Norwegian fjord, in the South of France or at home – happy reading.

On behalf of the editorial team, I hope you all have a happy holiday.

Hanneke Hermans

New incentive by M&SC

French logistics team wins the first Balanced Achievement Award

As their logistics achievements were better than planned in the first quarter, Xerox France Logistics, under the leadership of Jean Durand, have won the first ever Xerox Balanced Achievement Award (BAA). This award was the idea of M&SC's integration manager, Rob Mellon. We asked Rob to explain the background to the award.



What is the meaning of this award?

One of our major priorities is the control and improvement of logistics in all countries. The main priorities are lower costs, stock control of equipment as well as spare parts and consumables, encouragement of teamwork and the strengthening of ties between M&SC and the Supply Chain.

All these tasks should be kept in context



Perry Buenen with Jean Durand, Marie Laure Collas, Eric Barraud, Loic Lecam (CS Director) and Jacques Guers (GM).

with each other. We looked for a way to reward the logistics team which achieved the best results each quarter. The result of this is the BAA.

Which teams can win?

All logistics managers, in any country and their teams can win.

Who judges?

At the beginning of each quarter I present

the last quarterly results to the M&SC senior management team. Using these figures we can compare actual results against planned results. We also study the progress each country has achieved each quarter. Using this information, a short list of potential winners is drawn up. An open discussion follows regarding how each individual team has interacted with M&SC and within the Supply Chain. For example, project support, or exchanging of information with other countries to share knowledge. Eventually, a winner is chosen.

What do the winners receive?

The winning logistics team receives a piece of art especially commissioned by

M&SC (for more information see the article about Liesbeth Rutten). A very unique, distinctive and heavy piece of art! On top of this, the winners also receive an all expenses paid meal. For quarter 1, this will be hosted by Jean Durand together with several team members. Jacques Guers (France GM) and Perry Buenen will also be present.

What are the advantages for Xerox?

The goals are high this year, but reachable. If this incentive only makes a small difference in reaching our target, then it has been worthwhile. I also hope that the BA-Award will encourage even more team work in the future.

France is of course planning on winning again...

Naturally, but I am already convinced that there will be some very tough competition from logistics teams in all the other countries.

Winners of the BA-Award will receive a piece of art produced by Liesbeth Rutten

"A multi-sided piece of art reflecting clarity and dynamism"

Liesbeth Rutten, an artist from Venray, is a well-known personality at Xerox. The head office in Amstelveen displays a wall plaque by Liesbeth and a similar piece was also commissioned for Frans Maas in Oostrum. There have also been other pieces of art presented to employees for long service awards and other special occasions. Liesbeth was therefore the obvious person to be asked to create a special piece for presentation to the winner of the Balanced Achievement Award.

Liesbeth Rutten attended the Arts Academy in Amersfoort where she initially worked with ceramics, but since 1990 she has mainly created pieces of art in bronze. More often than not this has been commissioned work. Liesbeth has also regularly held exhibitions in many galleries and architectural gardens and in the near future, there will be a chance to see her work at the Weefhuis in Nuenen.

When describing the piece of art created for the Balanced Achievement Award, Liesbeth said: "The bronze unusually incorporates coloured glass set in a geometric pattern. It is very distinctive and was designed by Marcel Frielinck. Although I have never worked with bronze and glass before, I am very pleased with the result. The end result, a multi-sided, clear and dynamic piece of work is perfect. This can also be said about the achievements which have been honoured with this award."



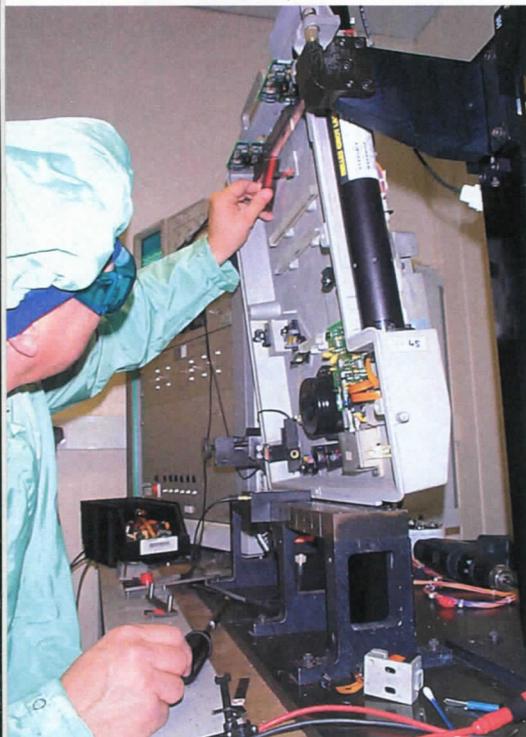
ARC moving on

The last six months have seen major achievements and changes at Mitcheldean's Asset Recycling Centre (ARC) as it has become an efficient stand-alone operation, meeting the needs of its customers and focussing on profit, flexibility and growth.

ARC's team has developed new recycling methods, successfully met all the requirements of ISO 9001: 2000, and built up Hodaka remanufacture to more than 130 units a week.

ARC manager John Evans has a high regard for his team. "Along with Fusers, we have now taken centre stage at Mitcheldean, rather than being a bolt on activity. This has meant developing new processes, integrating full service functions such as purchasing and configuration, and adding an import/export function. These are real achievements in a totally changed business environment."

Laser systems being checked in ARC's clean room facility.



Today, ARC at Mitcheldean provides three main customer services; remanufacture and refurbishment, parts supply, and ROS (Rastor Output Scanner) repair and re-build.

Activities

"Our team is working well," says John. "We have a good order book, but more importantly we have met all our customer supply requirements so far this year, not only from Europe, but also from other parts of the global business such as Argentina and India. Much of our work has concentrated on ensuring that we can provide 100 per cent support to the Bids and Tenders team as they develop more UK and European business. And we have recently extended our service by offering the same service for Silverstone. The first products were supplied in May."

ARC provides light remanufacture services for the UK on a wide range of products, including DC 12, DC 40 and other high volume products such as 5900/5995 and their accessories.

Parts business is also important to ARC at Mitcheldean. Here ARC takes all returns, and sorts and assesses the condition. Products are classified as live, or dead strip, or scrap; parts are stripped, checked and boxed for supply to service teams. Already ARC is on target to achieve more than \$600,000 in cost avoidance benefits in 2003.

Growth

Perhaps ARC's most technically demanding task is ROS repair. The ROS team takes laser assemblies from the full Xerox product range for repair and remanufacture to 'as new' standards. This activity requires

Working on laser assemblies for the Docutech.



skilled work and high-level technical facilities, such as clean rooms.

"All in all," says John, "this first half of 2003 has been a very challenging experience for us all. We have achieved a very tight focus on profitability and flexibility, and are well positioned to support the bids and tenders business. We are also achieving good results in environmental and safety areas, but our main commitment is to provide a really efficient and competitive product supply to help the sales teams achieve the growth the whole business needs in 2003."

From left to right: Dino Nardecchia, Steve Foxwell, Nick Farr, Hugh Cromie and Graham Mansell.



From good to great

Responsibility for investigating these work practices to the full are the aptly named blackbelts – project managers who have proved themselves as leaders of project teams and in doing so have shown that they have the qualities to undertake the blackbelt training. A few months ago, in M&SC Europe, our blackbelt candidates commenced their training and in order to obtain their certificates, they must lead at least two projects and realise a reduction in costs of \$0.5 million. Within M&SC Europe there are currently 5 people following the blackbelt training. An introduction from each blackbelt trainee follows:

Name: Ton van Esch.

Organisation: Strategy Integration, Uxbridge.

Training: I started in May and will finish the course at the end of August. I am doing the training with a team from XE Countries and its very exciting to be a part of this cross country/cross functional team.

Project: To improve Spare Parts availability at the Venray ELC.

Personal thoughts about blackbelt training: I have been using the Six Sigma tools for several years now and strongly believe this new approach, using dedicated blackbelts and integrating the Lean and Six Sigma tools will create a great opportunity for Xerox, XE-M&SC and me personally.

Name: Mark Stewart.

Organisation: Global Purchasing, Uxbridge.

Training: In Rochester and Leesburg (USA) from March to the end of June.

Project: Leander PFM/MSI Resource to Rosti (China).

Personal thoughts about blackbelt training: I think that Xerox Lean Six Sigma will be a solid contributor to Xerox in taking it from good to great. I think it is being done at the right time and with the speed that the company has in its implementation strategy. The training is good and it's exciting being in the early wave. I think we need to ensure that sponsors keep a steady flow of value added projects as we develop from being trained in the tools into experienced practitioners.

Name: Erina Murphy.

Organisation: PSG, Dundalk.

Training: From May to August in Europe.

Project: PSG Dundalk, Inventory Optimization.

Personal thoughts about blackbelt training:

Under the flag Xerox Lean Six Sigma (XLSS), Xerox is continuously seeking worldwide improvements in results. Improvement and streamlining of work practices and concentration on the delivery of quality products within a strict time schedule are under particularly focus. This efficient way of working should result in a noticeable reduction in costs.

Xerox Lean Six Sigma is reported to deliver superior market value by helping your company get to market faster, improve customer satisfaction, reduce costs, and generate revenue; in summary and as Anne Mulcahy declared, a necessity for Xerox - 'Going from Good to Great!' The training to date, which includes 'Team Accelerator' and 'Week 1 DMAIC' has certainly focused on improvement metrics, which will inevitably arm the blackbelt with the appropriate toolkit to introduce and develop a structured approach to tackling business improvement needs. This should ensure the company makes that all essential step from good to great. We have a challenge on our hands and we are certainly moving in the right direction by introducing Xerox Lean Six Sigma. I am proud to be part of this new and exciting Xerox.



Name: Vincent Withagen.

Organisation: M&SC Equipment Supply Chain, Venray.

Training: From March until the end of June in Leesburg and Rochester (USA).

Project: Inventory Optimization.

Personal thoughts about blackbelt training: Very interesting training with a good mix of theory (lot of statistics) and practical examples. It is great to meet colleagues from other parts of the Xerox organisation. This mixed programme approach is providing a very good platform for networking and exchanging ideas across the business. A recent example was that I was able to discuss a critical aspect of this (inventory) project with a US-based colleague, who was working on a similar project. So... two heads are better than one.

Name: Nic Beech.

Organisation: DMO ISC (Developing Market Operations), Uxbridge.

Training: I started in Europe on the 5th May and the final training week is in August.

Project: DMO Unique Product Purchasing Process

Personal thoughts about blackbelt training: The training is very interesting, powerful and brings another set of critical tools to Xerox in order to inject a disciplined and ongoing re-design of our processes to focus on our customers and bring about a critical cultural evolution.

DMAIC step-by-step

The XLSS training programme is made up of 6 modules. In the first module blackbelts learn how they can realise the best results for certain projects. The following 5 modules form the kernel of the XLSS training programme, called the DMAIC step-by-step plan. D stands for Define (project selection and listing of problem issues); M stands for Measure (what is the current status of the project and how can it be improved); A stands for Analyse (how can we reach our goal); I stands for Improve (pin point what needs to be improved and ensure that improvements are carried out); C stands for Control (make sure that improvements actually lead to better results).

Earth Day Awards M&SC

Xerox announced 13 Earth Awards worldwide of which 6 go to M&SC. Together the 6 initiatives significantly reduce Xerox impact on the environment while netting over \$870,000 in cost savings proving that being environmentally friendly makes good business sense.

Annual benefits worth £150,000 won an Earth Day Award for Mitcheldean's cross-functional environmental team, including team members from both FDU and ARC, including Dave Bufton, Chris Clarke and John Evans, John Matthews of Dean Metals and Dave Carter of Facility Care Services.

Full closed-loop cycle

More than £68,500 of these benefits came from an innovative closed-loop ABS recycling process, developed in co-operation with local plastics processors Sigma Polymers and Sytek Polymers, and waste processors Dean Metals. The process identifies ABS plastics during the strip process, currently yielding 10 tonnes per month. After granulation and other processes developed by Sigma and Sytek, the recycled ABS plastic is remoulded into air intake assemblies for the Brunel Series.

This development of a full closed-loop cycle places XEM&SC in a strong position to meet the targets of the Waste Electrical & Electronic Equipment Directive, due to be enforced during 2005.

Dundalk

Five separate teams in Dundalk submitted projects with annual cost savings in excess of \$670,000. The PSU Re-use and Recycle Team worked with customers to implement a process where ESD bags could be returned and re-used and introduced new recycling streams resulting in savings of \$36,200. Team members were Pdraig Kelly, David Gray, John McBride, Debbie Gray, Mary O'Hare and Tracey Cluskey.

The European Repair Center in PSU recognised the value in OEM parts that were being sent to landfill with savings in excess of \$330,000. Team members were Jim Reilly, Raymond Grace, John McBride, Anne

Woods, Debbie Gray, Jos Hagebols and Hans Drumen.

The PSG Manufacturing Engineering Team and Dundalk Environmental Awareness Team achieved savings in excess of \$300,000 through their efforts. The team members were Mike Payne, Brendan Carragher, Noel Woods, Adrienne Carroll, Dave Townsend and Andrew Browne. Finally the Toner Recycling /Re-use Team in Dundalk set out to reduce the level of toner power being disposed of to landfill and in the process saved \$9,000. Team members were Joe McKenna, Desmond Connolly, Maure Conlon and Barry Grennan.



From left to right:
Pdraig Kelly,
Leona Donohoe,
Andy Cosgrove
and Barry Grennan.

Roger's fine Forest craft

In his role as Senior Engineer for FDU, part of the Fuser Business Centre at Mitcheldean, Roger Imm is involved in the manufacture of Fuser rolls and Fuser module assemblies, but in his spare time he forsakes the world of metal and plastics technology for the traditional skill of furniture making.

What started as a DIY 'necessity' when Roger bought his first home has now become a labour of love, making fine furniture. The material Roger uses most is local Forest of Dean oak, up to two hundred years old, though he also works with pine, ash and other timbers.

Roger specifies and selects trees for preparation by the saw mill, then seasons the wood in his own kiln before creating fine furniture, including a complete oak kitchen suite, display cabinets, tables, beds and other choice items such as 'shaker' seats and Welsh dressers.



Computer Aided Design

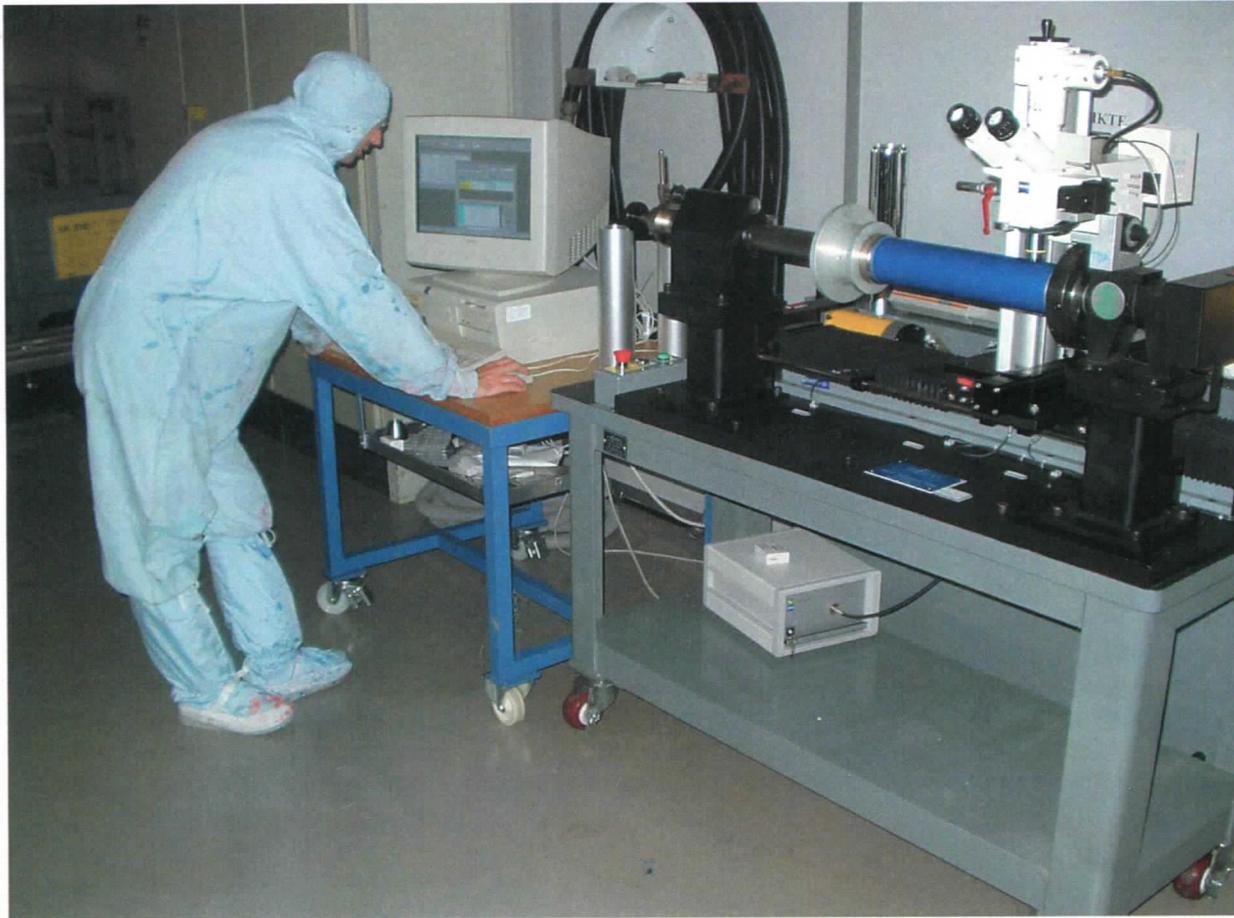
Often Roger's work is in co-operation with a local artist, who adds painted illustrations to some of Roger's designs, but there is another designer in the family, his wife Alison, who comes up with the concepts with which Roger creates the finished design. He does this using CAD, so he hasn't totally escaped from modern technology!

"I really enjoy the manual skills of working with fine wood," says Roger. "The colours, texture and feel of real wood add a level of satisfaction to my work".

This work is now considerable. Roger's complete oak kitchen at home took more than four months to complete, and there are many other projects on the horizon, not at least because his eldest daughter is in the process of extending her house. It looks as though Roger has a long and fruitful furniture-making career ahead of him!

Roger Imm with his own high quality fitted kitchen.

Production of DC12 Drums also goes to Venray



OPC operator checking a DC12 drum.

SDU (Supplies Delivery Unit) are doing well. Recently the Photoreceptor department managed to bring the production of DC12 drums from Fuji Xerox to Venray. With a planned production of 100,000 units in 2003, Xerox should realise a saving of about 800,000 euros.

Nahit Berk, OPC process engineer and project coordinator says: "The saving could possibly be higher. The demand for DC12 drums is enormous. I believe that we could even reach a total of 120-130,000 units this year. A very positive development."

Remanufacturing

"For CRU's the same applies as the DC12 drums", explains Bianca Spijkers, project leader for cartridge recycling.

"Venray also remanufactures DC12 CRU's, work which used to be carried out by Flextronics Aguas. We have recently started using the same system as Flextronics Aguas and this has resulted in Flextronics Venray remanufacturing DC12 CRU's for the whole of the European market".

Cooperation

In the meantime, the first DC12 CRU's have been delivered to the SSC (Service Support Channel) and Flextronics Aguas and Venray have installed the first photoreceptors. The manufacturing of CRU's and photoreceptors has become more complex due to more precise system requirements. Nevertheless, according to Bianca and Nahit, the supple and speedy implementation of the project is due to the cooperation between the design department at

Webster and the manufacturing organisation of Flextronics.

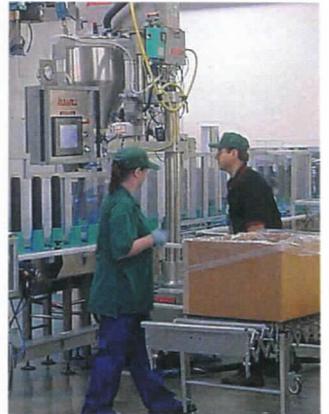
Flextronics operator assembling a DC12 reman CRU.



Small history, big future

Dundalk Colour Toner Plant, part of the Supplies Delivery Unit, manufactures and fills the four colours of FC02 digital colour toner (Cyan, Magenta, Yellow and Black) into cartridges in the DC12 and DC20 production colour ranges. The cartridges are packaged for both European and American Markets.

People working on the filling line.



Currently employing 86 people, DCTP is a state of the art high volume colour toner manufacturing plant. People are the core of DCTP operational success – despite its short history there is a shared sense of pride among all personnel in their achievements, transforming from a green field start-up to a now fully fledged, customer focused, ISO9000/14000 manufacturing plant. The Dundalk plant opened

in April 2000 and is now producing some 3 million pounds of toner replenisher per annum in a highly automated manufacturing and packaging operation.

Everyone in the plant is committed to delivering on their objectives and everybody plays their part in the continuous improvement process to ensure that DCTP persists in delivering customer quality and value

to the corporation. DCTP has demonstrated the ability to:

- Be flexible and responsive while maintaining 100% shipment to order and reducing finished goods inventory to zero.
- Maintain a quality focus through utilisation of Statistical Process Control and Xerox Improvement Processes to fine-tune and continually improve operations toward ever tightening right first time metrics.
- Achieve performance excellence through delivery of objectives and challenging Six Sigma programmes designed to reduce cost and improve efficiency.
- Energise people living their values through encouraging teamwork, empowerment and openness in a challenging environment that motivates all our people to do great work.



Safety culture

Building a better safety culture underlines all toner activities at DCTP. Using effective coaching and individual personal commitments, DCTP actively promotes a safety culture within the plant, winning a Xerox 2003 Safety Award for our innovative and interactive approach to safety training. Their commitment to safety was further exemplified by the excellent performance of their teams in recent national safety quizzes. Toner are award winners in environmental efforts also, recently obtaining an Earth Award for their Toner Waste Recycling initiative. Future plans for Dundalk Colour Toner Plant include the transfer of igen3 production which will maintain Dundalk as Xerox's high volume manufacturing digital colour toner plant.

Still at the heart of quality

Copy quality is, and always has been, crucial to Xerox, and the fuser system in the product still plays a major role, even more so today with the advent of multiple layers of colour toner.

Mitcheldeans's Fuser Delivery Unit (FDU) takes fuser assembly designs and engineers them for production, as well as making and recycling fuser rolls for the vast majority of Xerox products, including those built at Venray and Dundalk.

The Brunel product line features Customer Replaceable Units (CRU's) engineered by FDU at Mitcheldean. Service teams throughout Europe and other markets depend on fuser rolls made at Mitcheldean for both high and low volume products.

"Much of our business," explains FDU Manager Chris Clarke, "depends on Xerox proprietary technology. Our Viton coating plant is unique in Europe, and it runs 'round the clock' to meet Europe's needs."



Left to right: Dave Williams, Neil Barnard and Neale Wozencroft.

Forecasting

Today more than 60 percent of FDU's business is directly related to service and, accordingly, a high value is placed on customer information and satisfaction. FDU's Jonathon Minton takes a leading role in monthly meetings with the Service Support Channel, to align FDU production with the Entities' requirements.



Chris Clarke and Kerrie Jenkins.

While much of the production goes straight to SSC (Service Support Centre) at Venray, the variety of Xerox products in the field makes forecasting customer needs a vital activity. Kerrie Jenkins uses a forecasting process, working with service contacts to match production to demand. This also allows FDU to maximise use of re-manufacturing resources, to reduce total costs and help the environment.

Targets

"Of course," continues Chris, "cost down is vital, and we are also continuing to achieve direct productivity gains. May saw one of our teams hitting an all-time record for production of PFA (perfluoroalkoxy)-coated rolls used in Hodaka, Silverstone and Lakes. Gains here on unit production time effectively reduce unit costs, so improve profitability. It is significant that the team met all our targets in 2002 despite all the changes here at Mitcheldean, and so far this year we are ahead of plan."

Tony McNally and coated fuser rolls ready for final cure.



Ideal position

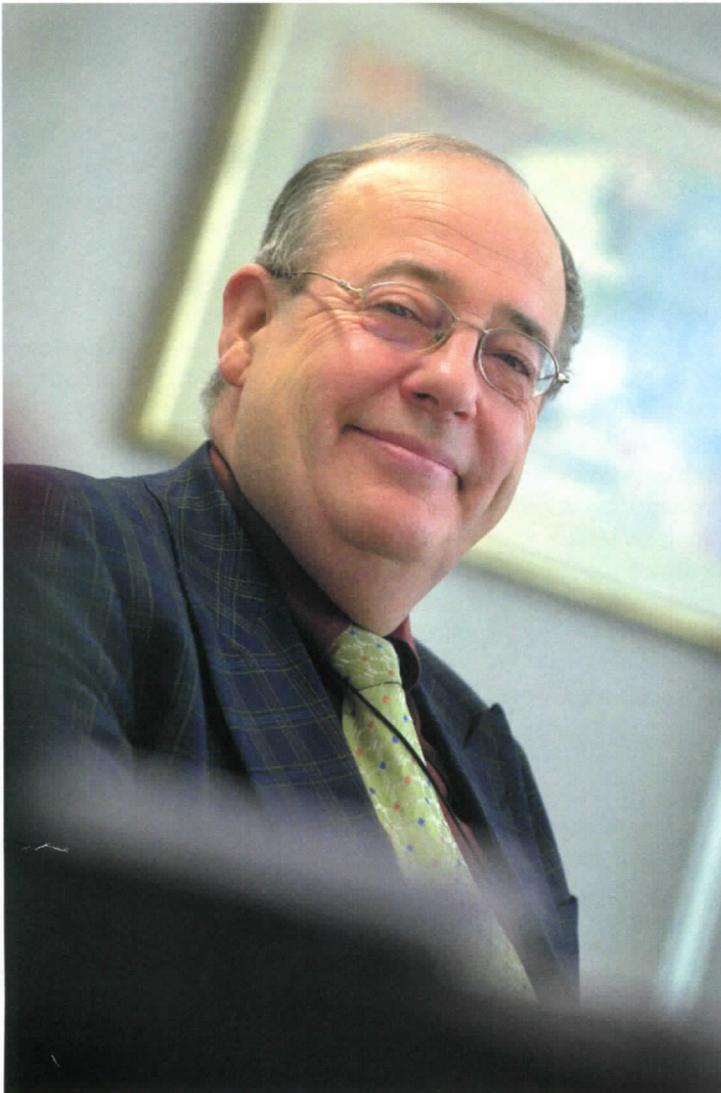
FDU at Mitcheldean is also developing strong relationships with the product development teams at Welwyn. Chris concludes, "We can't ignore the fact that our customers and users expect very high standards of reliability, combined with low costs. Efficient production engineering and process development is central to competitiveness. Our engineering team is making a major contribution to new programmes here, working with the FDU design centre in Webster and the Welwyn system designers.

"Yes, our customers will still want fuser rolls, but the long term future for us depends on total fuser systems and efficient production engineering of those systems. Our experience with Brunel and the CRU fuser development places FDU at Mitcheldean in an ideal position to develop this side of our business."

Ashley Meek running the 5090 finishing cell.



'Continuously an eye on the ball'



Several days after an interview with Frans Vola over his Supplies Delivery Unit, we received an e-mail from his secretary, Leonie Siebers. Frans has thought of an appropriate header for the article: *Continuously an eye on the ball.*

What exactly does he mean? A phone call was made and we asked Frans to explain this slogan. "Surely it's obvious", he laughed, "at SDU we are always looking for new markets".

For Frans Vola's SDU, the transfer of production to Flextronics made a major impact. Frans explains: "at the beginning of 2002 we completely reorganised the unit after the production of CRU's was transferred to Flextronics. Only 23 personnel remained from the original 500. With these 23 colleagues, we were able to support Flextronics on a supply and demand basis. We also worked on production improvements and at the same time were able to keep in touch with market trends.

Meanwhile our design team continued with production design for the Brunel Family CRU's. As you can imagine, even after the transfer of production to Flextronics, we had more than enough to do".

Great enthusiasm

Since the production of CRU's was contracted out to Venray, SDU was now able to focus on the management of CRU's and the production of Developer Materials, OPC and AMAT photoreceptors. The SDU is taking this work on with great enthusiasm and Frans Vola says that this year the planned turnover is \$200 million – not a bad result!

When asked to sum up the characteristics

of SDU, Frans replies: "we have become very adept in the way that we do business. I believe that we are now an effective and productive organisation, an organisation which does its best to be as competitive as possible. One example is the OPC plant, which after a large investment, was bailed out of financial difficulty in 1992. This investment needs to be returned by 2005 and at the moment there is still a considerable amount outstanding. As a result of the sharp decrease in OPC sales in previous years, it is vital that new markets are found. With much hard work and team work we will succeed. The future now looks very positive".

Electronics Business Centre:

New Product development adding value and technical excellence to the Xerox portfolio

The Electronics Business is responsible for the design and manufacture of Xerox Power Supply Units (PSU's) and the repair / re-manufacture of PSU's & Printed Wire Board Assemblies (PWBA's).



involves the design & manufacture of 9 new PSU's plus a number of peripheral assemblies. The achievements to date have involved a dedicated team effort with the Design & Manufacturing Groups in Europe working in close partnership with the Product Development Team (PDT) in Webster, USA.

Fast & Flexible

Using the expertise and Intellectual Property that exists within the Electronics Group, the team has successfully delivered to agreed schedules incorporating the key deliverables of a fast, flexible and predictable service at an affordable price.

Building on this success, Electronics has recently been awarded further new business to design & manufacture PSU's for the Sorrento programme, and in addition to this the team is also working on a number of other new programmes.

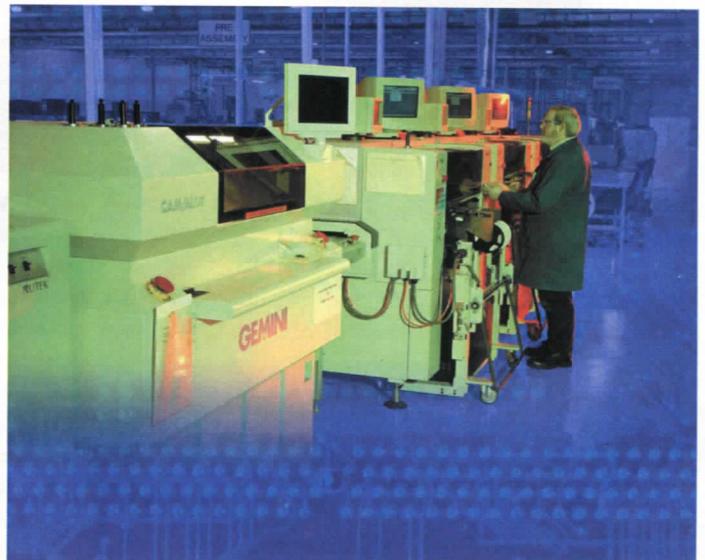
Over the past year the business has expanded to include a number of new customers including EFI, Creo Citex, Irish and UK Opco & Quantum and continues develop further opportunities.

The Business comprises three main functions – the Design Centre in Venray, and in Dundalk the European Repair Centre and New Build Manufacturing.

The New Build operation currently manufactures approx. 20 PSU's for Xerox, with the Repair Centre offering over 500 assemblies for which they provide a repair/upgrade service. The Electronics business serves the geographical areas of Europe, North & Central America and Asia.

New product

The Electronics Group is currently engaged in their largest ever New Programme Development – a 120 prints per minute PSG monochrome machine. The programme



Finance on the road



Left to right: Ria Swinkels, Fons Merken, Rodica Stefan, Ruud Lommen, Marcel Frielinck and Sonja Poels.

Materials: motorbike, helmet, leathers.
Extras: boots, fun, free time, gloves and,
every so often, petrol. Instructions: start
engine, foot down and off you go!
This is the perfect recipe for a day of touring with
the motorbike mad personnel of Finance.

Ruud Lommen, Fons Merken, Marcel Frielinck, Sonja Poels and Ria Swinkels were delighted when they realised that they all enjoyed days out on motorbikes. The most difficult thing about arranging a day touring is setting a date. It would seem that enjoying your hobby has to be well planned!

Although the weather can always cause an upset, rain could not stop us. Each one of us has their own style of riding and a favourite model of motorbike. Ruud has a Honda VT1100 and enjoys revving up the engine as he passes terraces full of people. Marcel rides a BMW 1100RT and does not hang about. Fons, on his Bandit 1200cc, likes to potter along country roads in Belgium, Sonja, on her Kawasaki ZR7S, loves to manoeuvre around corners. And finally, Ria's choice of bike is a Yamaha, which normally comes out of storage when the weather is good.

Pressure

As already mentioned, planning a day out

is not easy. Choosing a suitable date is like darts for beginners; throwing a bulls eye could take a while. After a few false starts it was finally D-day.

Having finally settled on a date, it was now important to ensure that the motorbikes were in tiptop condition. For some people this means more than just a quick clean, the chrome should be shining, although the right tyre pressure and a full tank is a good start.

Rookie

The next decision is: where should we go? As with any good leader, Marcel has had a lot of touring experience which could be put to good use, and just like sheep, we followed however, maybe not always in a line and within the speed limit! Riding his BMW, Marcel enjoyed showing the rest of us the way, and as with any good 'rookie' you do not want to hold the boss up, so we rode behind as fast as possible. It felt like we had been riding together forever, but this was just the second time. The rea-

son we had not been out more often was lack of time. Finance people believe that the world would stop turning if they were not behind their desks, not entirely true!

Wonderful

When the sound of rumbling tummies could finally be heard above the noise of the engines, it was time to stop for refreshments. A suitable place was found where the company of other motorbike riders could be enjoyed and, of course, where an eye could be kept on the bike. Halfway through the day it was time to turn back and begin the journey home. However, if you have gone further than you thought and time is pressing, taking the motorway home is a good option. A day touring is a wonderful day out but unfortunately every day has to come to an end. The next chance of a day out could be a while, however, all good things come to those who wait.

Start of operation Groundhog in Europe

A month after the start of operation Groundhog in America, Xerox has also begun the re-marketing of its office product package in Europe. Groundhog is probably the most important event in Xerox's history since the "Marathon-launch" twenty years ago.

The Groundhog operation covers the re-marketing of products within the office environment, which is divided into Copy-Centre, WorkCentre and WorkCentre Pro. Moreover Xerox is focussing, in particular, on the sale of her new programmes, such as Leander, Spode, Mohican and Seabreeze. At the same time current programmes, such as Hana, Allagash and Carrera will be incorporated into the new strategy.

Operation Groundhog will affect all Xerox companies throughout the world, from product development, manufacturing, marketing and logistics, through to sales and service. Sales will also be supported by a major marketing offensive.

Unique and affordable

Miranda Swinkels and Selma Tak (Launch Management) are responsible for Groundhog at Venray and explain the background of the re-marketing vision.

"The way in which Xerox wants to make a difference to its current clients – and of course new clients – can be broken down into four different categories. Xerox has the perfect product for every office, be it big or small and offers a unique and distinctive product in comparison to its competitors. These products are, above all, affordable and compare favourably with market prices. Ultimately, Xerox wants its clients to understand that we can supply the right product for each individual of office and can advise each client which product best meets their needs."

The Groundhog team explains, the basis of the re-marketing is made up from five categories: re-brand; re-design; re-price; re-launch; re-birth.

Re-brand means that our products are displayed in such a way that the clients can easily see and decide which product is most suited to their office.

Re-design is the transformation to the new 'look and feel' concept, for example the use of different colours.

With the re-pricing category, a difference is made between basic, standard and premium products.

Re-launch is the actual introduction of the new programmes and re-birth stands for the changes made to some of the current products.

Training

During the last few months, departments affected by operation Groundhog have been extremely busy, ensuring that the products will be available worldwide. So far a good and basic start has been made in the re-marketing of the new and current programmes. Miranda Swinkels says, however, that the summer months will be used for training and instruction of the sales departments as they have an important role in operation Groundhog. They have to put theory – the vision behind this operation – into practice, and that includes selling!



The Beautiful Game of Hurling

When the Celts came to Ireland as the last ice age was receding, they brought with them their own language, music, script and unique pastimes. One of these pastimes was the game of hurling.

It is Europe's oldest field game and it is one of the fastest and most skilful games in the world. Played long before the coming of Christianity it is chronicled as a distinct Irish pastime for at least 2,000 years. To get an idea of what hurling is like, first think hockey – then think stronger, different, better.

Highlight

Jim Reilly, Repair Manager PSU is an exponent of the wonderful game of hurling. Having played the game since he was nine years old he has been fortunate enough to win Antrim County Hurling Championships at Junior, Intermediate and Senior levels for



his club, O'Donovan Rossa, Belfast. The highlight of his career was playing in the 1988 All Ireland Club Final Hurlings equivalent.

Mitcheldean Long Service Association 50th Anniversary



The Mitcheldean Long Service Association (LSA) started its life back in the days of Bell & Howell cinema cameras, when they were built in the old Mitcheldean Brewery in 1953. Since those early days the LSA has continued to grow, reaching a total membership of close to 1,000. During 2003 more than 30 employed members of the LSA qualified for significant service awards.

In 2003 the LSA celebrates its 50th anniversary, which made this year's annual dinner an extra special event. Over 260 members, a mixture of employed or ex-Xerox employees, retired or otherwise, attended the dinner, which was held at the Chase Hotel in Ross-on-Wye. It was an occasion for everyone to meet up and reminisce.

To mark the anniversary a celebration cake was baked by Nora Powell, who is also the LSA treasurer. Each member who attend-

ed was also presented with a gift of a specially engraved pen.

At this year's event, held in May, LSA members enjoyed a superb five-course meal with wine, followed by presentations of bottles of champagne to 25, 30 and 35-year service award recipients this year. In addition, a raffle was held, and an excellent comedian provided entertainment.

It was surprising how quickly the evening passed, and everyone attending had a very good time. The one clear message

that came across from everyone is that we must do this again next year!



lent of the Champion's League Final.

Pride

When he moved from his native Belfast to take charge of the European Repair Center in Dundalk he also took on the challenge of joining and playing for a new club in his adopted town of Carrickmacross.

"Relocating to a new town was very daunting," said Jim, "but the beauty of participating in a team sport like hurling is that you can become immediately intertwined with the community spirit and local pride that surrounds the game". Although his heart will always belong in Belfast, he intends to help Carrickmacross in their effort to win the Monaghan Senior Hurling Championship for the first time in 25 years.



Meet ...

Site

Welwyn Garden City.

Fell in love, got engaged or got married to:

Married to Stephanie for 10 years, (girl who lived next door in the village where I grew up). 2 children, both who (unfortunately for them) look like me.

Education:

Degree in Engineering from Warwick University, Chartered Engineer.

Position:

MRT Manager, WGC.

Company history:

Joined in 1997, working in Technical & Quality role across 3 M&SC sites, then ran Assembly Operations in Mitcheldean & Venray, prior to moving into MRT role this year

Hobbies:

Cooking & eating great food. Drinking wine of quality and price that I cannot afford. Playing Daddy to my 2 children at weekends. Making movies (not dodgy stuff) using my digital camcorder & PC.

Alan Knowlton

39 years of age

How I feel on Monday mornings:

Refreshed. Missing the children but at same time glad to be away from them fighting!

Character:

Generous (although my wife might not agree), tenacious, say what I think.

I hate:

Caravans, also the commercial side to Christmas.

I wish that:

I had a money tree at the bottom of the garden, (and my wife didn't know about it).

My motto:

There's always an answer to the problem.

At Xerox, I would like to walk his/her shoes for a day:

Someone who works for me (so I can see what I'm like to work for!).

Favourite food:

Anything from Nigel Slater's cook books (he's definitely the best food writer in the UK today).



For me, Xerox is:

Much better than a lot of people think.

Holiday country:

Cyprus & Wales (the latter when we haven't got any money).

Most recent book or movie:

The Flintstones and Bob the Builder (reading to my children).

What should they do a bit more of at Xerox:

Move people to provide greater work experience.

Paul's pitch...

Human attention management

Before I write an article, I always check the 'proverbs' which are written in my calendar. This time I noticed the following: 'I refuse to work myself to death, just to keep myself alive'.

For a while now we have undertaken steps to change the way in which we work within the European market. The intention is to allow more flexibility within the work place. The main idea behind these changes can be described in one sentence: 'it is not about how many hours you work, but how much you enjoy the work and the advantages that it brings'.

Slowly but surely the changes are making a difference to the organisation. I recently made a note of the important points for 2003-2004. When I looked at them I suddenly thought of a new HR discipline 'human attention management'. In everyday language it means that more attention should be given to the human resources of the company.

Now that the reorganisation of the company has been completed, we need to focus on the personal and organisational development of the company. We need to learn to utilise this new way of working both within the company as well as in the market place. One of our main aims is to improve M&SC's profile within Xerox, as well as with the press, other media organisations and sponsors. A big help here

is you. I feel that every member of staff is an ambassador for the company, we must use this 'ambassadorship' to the full.

From my office window in Venray I can see a billboard on the Maasheseweg (roadway). On that billboard is a wonderful Xerox poster.



It is great, we are there for everyone to see. I have also heard from other colleagues that they have seen the same poster in Venlo. They were very proud to see this and that can only be good for the company. You are, after all, part of a club that can only get better.

I hope that you all have a wonderful holiday.

Paul Hermans

M&SC magazine

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