

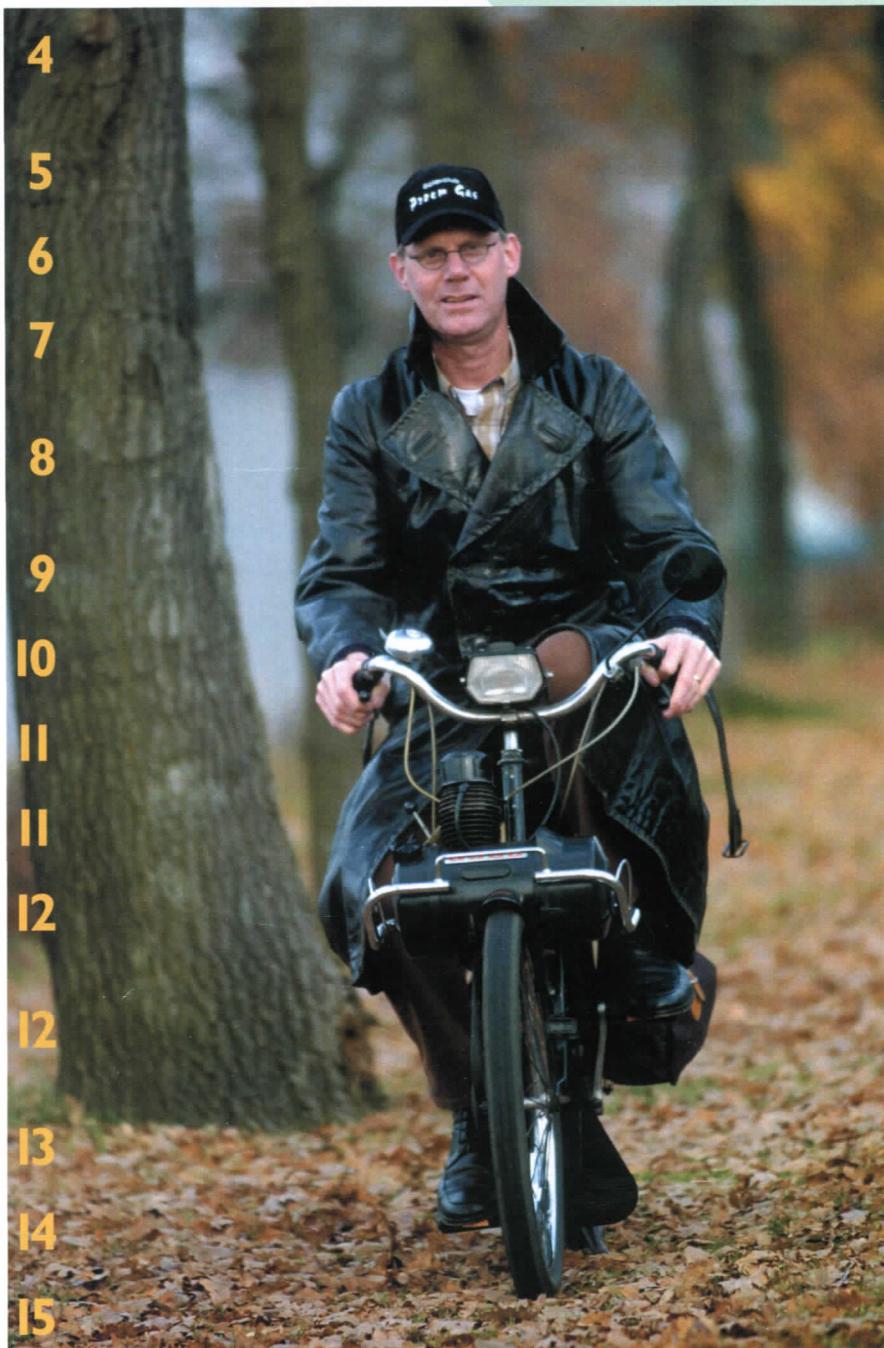


M&SC magazine

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'A hankering for the past'



From the editors

When the M&SC Magazine interviewed Perry Buenen, he answered the question of what he thought of the year 2003 as follows: "With a very good feeling and that should also apply to everyone in our organization.

In 2003 we gave ourselves the target of ensuring our clients and colleagues received more attention. We put a lot of effort into this goal and have laid a solid basis for the future."

This would also be the answer if you would ask the editors how they look back on the first year of the M&SC magazine. With

one difference; we concentrated purely on you, our readers, our clients.

Once again, in this first issue of the year, a lot of attention is given to the development and background of our organization. And of course, getting to know the person behind the colleague. Therefore Mark Heffernan, Wim Felder and Dave Batts will introduce themselves, but there is also time for Roel van Groesen and his club in Oostrum's big year.

In this edition the packing artists Paul McKenzie and Barry Saggars also have their say and Paul-Peter Feld and Paul Hermans

talk about the colourful sides of Xerox in general and in particular M&SC.

We hope you have a good 2004 and much pleasure reading the magazine. And, not to forget, congratulations to our editorial team member Hanneke, on the birth of your daughter Guusje!

Yvonne Pluk

Balanced Achievement Award

Balanced Achievement Award Winners – Quarters 2 & 3

In the July edition of the M&SC magazine, we announced details of the Balanced Achievement Award, aimed at recognising balanced performance by Country Logistics. Since then, competition for the Award has been intense (but friendly!), with two different countries winning the coveted prize. We asked Rob Mellon for an update....

In recognition of their better than plan performance on cost management and impressive 38% reduction in equipment inventory over three months, Xerox Germany were the worthy quarter two winners.



from left to right: S. Cronin, P. Buenen, S. Menzies, P. Roberts, D. Hughes, B. Munroe, F. Mooney and S. Bill

Despite Germany's best intentions to hold on to the award and impressive results from Xerox Italy, after much deliberation, Xerox UK were declared the quarter 3 winners.

In presenting the award to the UK, Perry Buenen acknowledged the UK's strong quarter 3 performance and excellent teamwork with M&SC.

In particular, Perry noted the UK's achievement of their lowest equipment inventory results for several years and strong collaboration with the Service Supply Chain



Norbert Rippegather and Christoph Henrix from Germany

on a number of wide-ranging service and cost improvement projects.

The balance of 2003 will have been very interesting, as country logistics teams across Europe have vied to be the quarter 4 winners.

Watch for the official result in the next magazine.

Marc Rottink about Office Project at SSC: 'Different, but more efficient'

2 Tier Distribution is hot within XE. The Service Supply Chain has also adapted this business model. Not only will the service organization be able to work cheaper and more efficiently using this model, but the level of service will increase. SCC Operations Manager Marc Rottink shines a light on the Office Project, which is the foundation of the changes.



Simply explained, 2 Tier Distribution means that mid volume copiers and printers (office) will be sold via dealers and distributors, and the machines in the higher segment (PSG) via direct Xerox channels. Marc explains, "For us, as a service organization, it means that we will offer our clients two different kinds of service. In practice this means that the service of low and middle segments will differ slightly from the service of the higher segment. This will be realized by the use of 3 different sorts of service contracts: page pack, service pack and Euro click.

In this way the service organization will be able to work at considerably lower costs. In parallel with this, we also want to offer our clients Pan European services contracts.

In the past all service administration and contracts were done by each individual country, which will now be centralized."

Shadow System

Marc adds, "Because the Office organization makes use of other IT systems, besides the PSG system, about a year ago we began a project to incorporate a system into our warehouse management system AWACS and our planning system Xelus Plan, which Office also uses (OUT, which

includes OMAR and QAD). This means that our I.T. gurus, received and returns personnel, order management and shipping, have had to deal with a new system. They are being trained at the moment. As the day-to-day work has to continue – from here we supply about 5000 fitters – we created a shadow system. This is a copy of the production system which we will use to train personnel and test the changes."

If everything goes to plan, the Office Project will be up and running on 13 April 2004. Marc says: "It is a tough job. So many systems have to be coupled to each other, but they also rely on each other.

I can however assure you that our people and the project organization are working very hard to ensure a success."

Extra work opportunities

A result of this operation, the Office Printing Business warehouse in Venray will close and the activity will be taken over by the computerized AWACS warehouse. This will not only improve efficiency, but also the level of service to customers. The AWACS warehouse works 16 hours a day and the OPB warehouse only 10 hours a day. The permanent employees from

OPB can expect a new challenge. Marc explains: "The client orders in the Office organization for toners and CRU's, will be centralized in the European Logistics Centre (ELC) in Venray. This will mean more work opportunities as the new order system will begin in May.

Some of the OPB employees will be able to start work there, whilst others will be integrated into the AWACS operation.

Some find this a shame, because as a manual order picker, you have more of an influence on the output, however others realize that the changes are for the good of the company.

Spotlight on Xerox Oracle Applications Support Team:

'Always a step ahead of any system problems'

From Rochester to Venray we provide 24x7 technical support to mission critical Xerox Oracle Databases and Applications. We are a step ahead of any system problems our customers might have and thereby allowing them to focus on getting the product out the door. The Oracle Applications Support Team are an unknown entity in Dundalk but we are a highly professional, technical support team with a small but significant role to play in Xerox.

So explains Shane Kelly, the Oracle Team Manager. So what are Oracle Databases and Applications used for?

"In simple terms an Oracle database is a structured collection of data, which is accessed via on-line screens or forms. These screens or forms provide an interface to the Application which allows a user to perform specific tasks, such as, entering purchase orders, playing transactions and running queries/reports, etc".

Humble Beginnings

The group started in August 2000 when Shane was first recruited. Shane was responsible for building a team of professional Oracle Database Administrators and Developers.

However, the difficulty at the start in trying to win contracts was that it was not possible to win a contract without having the skilled staff and it was not possible to recruit the skilled staff without the contracts.

As Shane explained it was the real "chicken and egg situation so initially we could only hire three people".

Major contract

However, in March 2001 the new team landed its first major contract.

This contract was to support the Oracle

and is now part of the day-to-day support provided by the team.

The success of this ensured that the group landed an even bigger contract in February 2002. The DBA and Development

Teams went "global" to provide 24x7 support for the Oracle Manufacturing and Finance System in North America (Rochester, N.Y.) At present the team support databases for U.K OpCo and Flextronics. The most recent projects supported by the Team include the "XLinX Consolation Project" (which went live in September 2003), the Office R11i Upgrade Project, (which went live in August 2003) and the Office Service Logistics Project in Venray.

The Team

As we can see the Team is indeed a multicultural group. Apart from Shane it consists of Rajesh Seshan, Appala Aryasomaya-

jula and Hema Kumar (all India), Dejan Jovanovic (Yugoslavia), Olugbenga Oluwasanya (Nigeria), Ciaran Doyle, Adrian Flynn and Derek Farrell.



From left to right, Olugbenga Oluwasanya, Appala Aryasomayajula, Ciaran Doyle, Shane Kelly, Derek Farrell, Hema Kumar, Adrian Flynn, Dejan Jovanovic, Rajesh Seshan and Colm Gartlan M&SC and Office Europe IM Manager

Manufacturing and Finance (OMAF) Production Databases for M&SC in Europe. This covered all the main manufacturing databases for Dundalk, Mitcheldean and Venray where everything from part numbers to invoices and shipping documents etc are stored.

This project was launched very successfully

Temporary Assignments at Xerox Venray

'We will only know if we have picked up some Dutch habits when we get home'

Clement Magniez (Aged 27, from France) has worked for 18 months in the SDU department at Xerox Venray. Amy Gamble (Aged 38, from America), a member of the Global Purchasing department and Natalia Fokina (Aged 32, from Russia), a member of the DMO department, are also temporarily seconded to Xerox Venray. It is now high time to ask them what they think about working and living in the Netherlands.

How do you find working at Xerox?

Clement: "I get a lot of feedback. At Xerox, they always try to work out why something goes wrong and then they always share the answer with you. That does not happen in France, where everything goes through a hierarchy. You cannot just ask someone a question and you have to go through certain channels."

Natalia: "What stands out for me is that everyone at Xerox is very helpful. If necessary they will explain something a hundred times. I have also noticed that everything goes according to rules and processes and

there is never a mess or confusion."

Amy: "What I really like is that Xerox has a lot less employees than I am used to. This means that you are given responsibility for jobs a lot quicker and that every day the work is different."

What do you miss most about your own country?

Amy: "The shops are open until late. In the Netherlands everything is shut at 6 o'clock and I have to organize myself a lot better than in America."

Clement: "I mostly miss the French food.

The French invest more time and money in food and the quality of Dutch food is a lot less. I also miss dinners and lunches with friends. In the Netherlands, you only get invited for a cup of coffee at 9.30 in the evening."

Amy: "I actually find the quality of food higher than in America, where everything is in tins. The freshness of Dutch food is wonderful."

What do you like most about the Netherlands?

Amy: "The Dutch are animal lovers. Dogs do not have to go into quarantine before they enter the country and you can take your dog into most restaurants. I think our dog has adapted to the Dutch way of life the best."
Natalia: "Russians are very volatile. The Dutch are more stable and calmer and do not change their minds too quickly. It makes life more relaxed."

Which Dutch habits will you take home?

Natalia: "We have not been in the Netherlands long enough to understand everything. We try to adapt to the Dutch way of life as much as possible. You choose the things you like the most and that way you create your own culture."
Clement: "I will probably only realize which Dutch habits I have picked up when I am back in France."



From left to right: Natalie Fokina, Clement Magniez and Amy Gamble

'Keeping fuser development flowing'



From left to right - Richard Wood, Roger Imm, John Murrell, Matthew Whittington, Roger Niblett, Ian Fishburn & Allan Edwards

Fuser systems are core technologies for Xerox. Two teams within the Fuser Business Centre at Mitcheldean support production engineering for fuser systems and ensure that they meet all the requirements placed upon them.

The teams, the Manufacturing Resource Team and the Development Shop Team, led by Kim Toombs, have a challenging task. "We take design concepts and prototypes produced by our Fuser Design Team colleagues in Webster and then work to ensure that they can be produced in a cost-effective way and give a stable and reliable performance on customer premises," says Kim. "This is easy to say, but it's a long term task requiring a vast array of technical and commercial skills to succeed."

However, the team's many achievements prove they do succeed! They designed the first Customer Replaceable Unit (CRU), de-

ployed as part of the Brunel development programme, and they are working with the teams at Welwyn Garden City to ensure that the next generation of products has efficient, effective and economic fuser modules.

"It's important to remember," continues Kim, "that not only must the fuser modules be easy to produce, but they must also be easy to test and install. The development of CRUs places new responsibilities upon us."

One example of this was a high 'camming force' on the fuser assembly. Our customer indicated that some users found this difficult because of the effort involved. FBC re-engineered the unit to allow a lower force to uncam the module for paper jam clearance. This was a simple issue, but a crucial one, and when solved it made life easier for the user.

The MRT team at Mitcheldean FBC includes three engineers, Roger Imm, Allan Edwards and Dave Pudge (currently the FDU resident at Welwyn Garden City), who work with Mark Jones.

Mark looks after parts sourcing and commercial activities. This group works with

the Development Shop team of John Davies, Ian Fishburn, John Murrell, Roger Niblett, Matthew Whittington and Richard Wood to produce pre-production units and collaborate with assembly suppliers, who produce finished fuser modules for delivery to assembly operations.

"This work is crucial," explains Kim. "Our aim is to work towards Zero Defect Assembly, and we not only work on the detail design of production units, but also on the assembly methods. This may, for instance, include special locking methods to ensure that a component can only fit one way - the correct way."

Naturally, we rely heavily on the rest of the business for feedback.

"This feedback is essential," says Kim. "Everyone who gives us that feedback helps us in our goal of achieving Zero Defect Assembly."

Combined with safety and ease-of-use by our customers, it allows us to build-in that extra element of customer satisfaction that is vital to achieve continued success for Xerox."

'Origami cuts the costs'

Paul McKenzie and Barry Sagers are cardboard engineers. Lest this seems a lighthearted comment, we must remember that packaging is a serious and critical business process for Xerox, vital for quality performance in the last logistics step before our product reaches the end customer.

Packaging is also a crucial stage in many of our suppliers' processes during assembly. Efficient packaging often makes the difference between smooth, effective processes and poor, costly processes.

Barry and Paul, both based at Mitchel-dean, have spent most of their working lives in packaging, receiving many national awards for their work in engineering packaging. Notably, much of their work has covered the replacement or substitu-

throughout. Designed to fit into the network controller area of the product from a single piece of flat board, the designs achieved a significant cost saving (\$900K per year) whilst still ensuring that the products arrive in perfect condition.

Day-to-day work for Paul and Barry involves testing all new products to ensure that they are properly packed to survive the full rigours of road transport, warehousing and final location in the office. This

is no mean task. Transient acceleration of 50g is not uncommon.

They also contribute to packaging design specifications worldwide, advise suppliers and third party vendors, and work with production teams to minimise pack and unpack times, all vital actions that influence costs.

Paul says, "Our biggest hurdle is that everyone needs packaging and no-one wants to pay for it. We recognise that we are right at the end of the process. All the value has been added right through the supply chain, and our job is to ensure that value is there when the user switches on."

"Today's requirement for 'plug and play'," adds Barry, "is adding its own pressure. The move to channels distribution means that we no longer have direct control of delivery to the user. This means we have to take a hard look at our packaging process to allow for a much greater variety of experience and delivery methods."

So, Barry and Paul's 'origami' skills are again being put to the test.



tion of environmentally unfriendly materials with completely recyclable materials such as pulp mouldings and multi-wall cardboard. Barry is especially proud of the fact that he has never used non-recyclable materials in any packaging designs and has still met quality, cost and delivery targets.

Paul and Barry's latest achievement is to redesign the 'ramp' used for moving freestanding machines on delivery to the end customer. This project involved a new design that supports the full 160 kg weight of the Brunel family of products using a 3mm cardboard structure



Barry Sagers and Paul McKenzie

'This organization has the best people'

For Perry Buenen it is not just being proud of the company, but a clinical fact: M&SC have the very best people. "Look ", he says, "at the responsibilities of this organization and what we achieve, then you can see that with less people we have achieved more. Above all we are, more than ever before, part of XE and our doors are wide open to the public. In opening our doors, as an organization, you are vulnerable, but you do get a much better picture of what the client actually wants."



How do you look back on 2003?

"With a very good feeling and that should apply to everyone in this organization. We made it our aim this year, to give more thought to our clients and colleagues. We have put a lot of energy into this and as a consequence have formed a solid basis for the future."

In which way have you put more energy into the clients?

"M&SC serve three different client groups, the countries, the business groups and the service organization. This year, for the first time ever, representatives from these groups were invited to our quarterly communication meetings, in Dundalk, Mitcheldean as well as Venray. In doing so we allowed them to have their say. In this way we were able to have a good idea of what they expect from M&SC.

Basically we learnt to look at ourselves, through the eyes of our clients. Alongside this, we also held staff to staff meetings with representatives from the country and business teams, in order to understand each other and to work things out together.

At the end of each quarter I speak at least once a week via conference calls, with all countries, to find out what the problems are, what we can do about them and where the problems lie. More than ever before, together with the client, we look at how we can maximize the results in Europe.

We keep everyone up-to-date on what is happening and if there are problems, we solve them or talk about them. In doing so we are able to prevent unnecessary surprises and become a predictable and trustworthy organization."

How do the clients appreciate this?

"Good. Predictability and trustworthiness are, for a client, the number one priorities. This is appreciated and we profit from it. When we talk about costs the client appreciates that we show him where we think money can be saved. Only, we do need their cooperation with this. Our role is, in any event, to offer possibilities, explain the consequences and to make the decision together, as managers of a partnership. This will also be one of the main points for 2004."

In 2003 Xerox also invested greatly in its employees.....

"Yes, and we have not yet finished by a long way. In the past year, we have made some important steps, which the employees will recognize.

After years of changes, the organization is not only more relaxed and stable, but we also showed that we are prepared to invest in people and their development. You can see this by the amount of training and introduction programmes, which have been made available. Moreover, we are actually rotating people within Venray and also seconding them to different European organizations.

Only if our people develop, will the organization also develop. Therefore we have been very busy this year with this particular project."

In 2003, M&SC has clearly thought about its role within Xerox Europe....

"There was of course, a great need for this. If for two or three years you severely re-

organize, cut costs and become smaller, then you begin to doubt if there really is a future. Where will it end, what is our real value within the corporation? In the meantime it has become clear that M&SC, within the organization, has helped reach the sales targets via our distribution of Equipment, Spares and Consumables.

Now that this is clear and people recognize exactly what their contribution to the turnover has been, the atmosphere within the company is fantastic. Even more so if you hear from your clients that they need you, then you belong to a team which does its best and can make a difference."

How did that translate into results?

M&SC have had a fantastic year. Look at our financial performance report; we have just had a very successful year. In addition we have of course, taken advantage of the dollar exchange rate. However, put that to one side, we have still performed above expectations.

Look at the sales reached by our sales department, greatly supported by us.

We also managed to realize a reduction in costs in non production spend, a topic which fell within M&SC boundaries."

What are the tasks for 2004?

"To put it concisely, we will continue working at our relationship with clients: the sales, the service and the product & marketing organizations.

We will also continue thinking about each other, mutual communication and development of employees and the organization. In addition, we will be bringing our European logistics infrastructure in line

with the business model, whereby we will be going from a direct to an indirect distribution system. Naturally we will support the sales target by cleverly working with lower costs and building on our enormous client friendly M&SC organization, which for clients is affordable, quick, flexible and predictable and ensure that our employees enjoy their work. Last but not least, we will also give more thought to our employees by our HR approach to further strengthen, with the help of Human Attention Management, the development of people, the development of our organization and communication."

In 2004 will the organization grab all chances with both hands?

"Yes. The strong relationship that has been built between M&SC and our clients

is I believe, only the foundation for the next steps. Let me give you a couple of examples. It is now known that within Europe a radical change to the business model for Office products is happening.

As a result our current supply chain in Europe will be used in a different way. In February we have a logistics workshop where, together with the countries, we will decide how best to proceed. Furthermore, look at the goal of this organization enabling a profit to be made; you can see that in 2003, we have been completely focused on this point. Sometimes faced with enormous costs.

Together with our partners, we would like to see how we can generate even more profit in 2004 and at the same time limit extra costs."

You must then learn to understand the processes better?

The organization is constantly changing. We have to concentrate on the client. We have to do more and more with less people. Therefore it is important that we have a better understanding of our processes. Lean Six Sigma helps with this.

We will therefore greatly invest in Green and Black Belts, basically employees, who understand the principles and approach of a concept and look practically at the underlying processes.

In so doing we will have a better understanding, we will be able to work more efficiently and be even more reliable.

All this, together with our partners and clients.

I cannot think of any target which we can reach without them."

Optimum Logistics project begins in the SDU

'That team spirit; we could bend iron with our bare hands!'

You do not have to tell the employees in SDU that you need to throw a sprat to catch a mackerel. Seeking optimum logistics and reorganization of the warehouse cost a one off investment of 60,000 euros, but has resulted in a yearly saving of 6 times that amount. Project leader Hassan Najja looks back on a team effort, which paid off: "We felt we could bend iron with our bare hands."

Lets go back in time a little. In 1998 the Printer Cartridge Delivery Centre Europe (PCDC-E) and the Supply Delivery Unit (SDU) moved their complete logistics and also the connected infrastructure, from Frans Maas in Venlo to ND Logistics (formerly Van Mierlo) in Venray. When PCDC-E moved over to Flextronics in 2002, the storage facility also moved.

SDU decided to see if it would be profitable to look after their own storage and move it away from ND Logistics. Hassan comments: "It was immediately obvious that we could save a lot of money.

The real work began with the implementation of the project and luckily we had previously learned a lot in 1998. Initially, we held meetings with our clients Flextronics, Toner, OPC and AMAT. What were the requirements from optimizing logistics? There was a lot of involvement from all parties, straight away.

Where we were a little short on people and means, they jumped in with both feet to help. Wonderful."

More interesting and diverse

The project was delayed when it became clear that the layout of the warehouse had to be changed. A new sprinkler system had to be installed and the lighting had to be adapted.

Hassan adds: "Within the reorganization we had to reorganize a couple of times, but in doing so you were sure that everything would work out straight away. Together with the fantastic cooperation of our own warehouse employees, we received enormous support from Industrial Engineer Jan Ewals (layout) and Jeroen Bekkers (IT). The latter worked on the implementation of the so-called shop floor system. With the help of this system, we have managed to automate much of the



warehouse work.

There was a bit of unrest amongst our colleagues, as they were afraid they may lose their jobs, but as we had also taken back our work from ND Logistics, there was more than enough to do. In addition, the extra work is more interesting and diverse for everyone."

Looking further

With this project, SDU has changed from a temporary parking place for products, to a warehouse. "As a warehouse, we are able to be more flexible with our work. We are closer to the client, the product turnover and communication lines are shorter, but do you know what we have really learned? You have to look further than your own business.

With this sort of reorganization you experience a lot of different things. You look at business matters together. If we systematically do that in the future, I believe we can make a lot of savings for Xerox", adds Hassan.

'A hankering for the past'

Chris Lenssen (48 years old), SCC Systems Support Specialist at Xerox, wants to relive old times on his Solex D3800. "When you ride on a Solex, you find yourself back in the good old days."

Chris Lenssen has been a member of the Solexclub Proem Gas in Horst, since 2001. Every week the boys take a ride on their mopeds. "Riding along the lanes on the old bangers is relaxing and good fun. Sometimes a moped will break down, but we all muck in together to fix it." Good weather is essential.

"It is all about having fun", Lenssen says, "and good weather makes it that much



better. And of course, there are more people out and about if the sun is shining and the wonderful reactions from the public are great, a good reason for going out."

Technology

Technology freak Lenssen was infected with the Solex virus when he was just 15 years old. "I bought my first Solex for 7.50 guilders. Together with my father, I completely renovated it.

I made an insurance disk and secretly rode around the streets, as long as there were no police about.

After a year, I sold the moped for 25 guilders – not a bad profit."

Virus

About three years ago the Solex became popular in Horst. Lenssen: "Suddenly it seemed as though everyone had a Solex, whilst I had had one 30 years ago. I began to get a bit nostalgic." Lenssen bought two Solex's, one in South Germany and one in Switzerland.

Since then he has once again been completely caught by the Solex virus. "You

still get a nostalgic feeling when you ride on a Solex - you seem to revert back to the good old days.

Above all you do not have to wear a helmet and you can potter along at 30-40 kilometers an hour through the most beautiful scenery."

Spare parts

Each year in Utrecht a Vehicle Exhibition is held. Lenssen: "This year, four of five of us are going.

Riding a Solex is great fun of course, but tinkering about is and will always be, my biggest passion. I am therefore, constantly on the look out for spare parts for my Solex.

At the moment, I am looking for an original rear light from Southern Germany, as well as a long leather coat.

Years ago, every Solex rider wore such a coat. Hankering for the past will always be a part of me."

Pete Sladen

'Rocking on the Viton line'

Like many others, Mitcheldean's Pete Sladen spent New Year singing out the old and in the new. Pete however, a rock and pop fan all his life, has made it to the footlights, and was entertaining the regulars at the New Inn, Ruspidge, (in the Forest of Dean) with his own personal brand of music.

Pete started in music when he was at school, but decided to complete an apprenticeship in woodworking, later moving into engineering with Rolls Royce at Bristol. It wasn't until his family was growing up that he again took up his music seriously.

It all started when Pete's family persuaded him to enter a talent competition while on holiday, and his first attempt got him to the Haven Holidays national finals; an achievement he has repeated three times so far. With this encouragement he entered Star Quest 2001, to become a local heat winner, and the publicity from this started to bring him local work in and

around Gloucestershire under his stage name, Peter Ash. He has also appeared at the local Ross-on-Wye International Music Festival and makes regular appearances at local entertainment venues.

As an Equity member, Pete has also appeared on television in walk-on parts, notably in the Welsh TV programme, Pobely Cwm. His leading fans are his wife Jayne, daughters Charlotte and Joanne, and son Sean, and he is steadily building up a strong local fan base. A great personal fan of the BeeGees, Pete often sings their songs, but is now also writing songs of his own, mostly in Country Rock and Pop.



At work Pete supports the Viton line in Fuser Business Centre at Mitcheldean, which supplies high performance coatings for FBC fuser roll production. This has given him some opportunity to break into the US market but as it was Kareoke with his team during a visit to Xerox, Pete is not expecting a US tour just yet!

As well as his work as an FBC setter operator, Pete is also a First Aider, so his life can be very busy, especially during the festive season.

So next time you see 'Peter Ash' up in lights, remember it is one of our very own Xerox stars.

Andrea O'Rourke

'Running to Stand Still and to Shop'

A Marathon, leg waxing, head-shaving, ice baths and blisters all sounds like methods of torture at a beauty salon or a scene from a Quentin Tarantino movie. These were in fact just some of the methods used by Andrea O'Rourke and her close friend Tara Mundow to raise over € 20,000 for Our Lady's Hospital for Sick Children in Crumlin, Dublin.



Andrea O'Rourke was until recently the Supply Planning Team Leader for PSG, but has moved into Global Purchasing in the UK. On Sunday 2nd November 2003 Andrea completed the New York City Marathon in a very respectable time of 5 hours and 46 seconds. This was only Andrea's second marathon having completed the Dublin City Marathon in 2002. Running the marathon was the final fundraising event that herself and Tara had organised to raise over € 20K for the Crumlin Hospital.

Tough

So what was it like to run one of the biggest marathons in the World? "The start

of the marathon itself was spectacular", Andrea explained. "There were over 30,000 runners at the starting point on the Verazanno Narrows Bridge between Staten Island and Brooklyn.

The marathon itself is a great way to see the City as it goes through all five Boro's of New York City, from Staten Island to Brooklyn to Queens, up to the Bronx and finishing in Manhattan in Central Park. The steep bridges however between the different Boro's are very tough.

Bargains

So where did the ice-baths come in? Andrea explained "having completed the marathon on Sunday afternoon, I took an ice-cold bath back at the hotel. By doing this it enabled the muscles in my legs to recover quickly and I was right as rain by Tuesday and walking, not running, the streets of New York looking for bargains in all the great shops".

4th Quarter EFO Oostrum: the best quarter ever.

'Here, we only work flat out'

Xerox European Fulfilment Operations (EFO) in Oostrum is responsible for the distribution of equipment and supplies. In 2003, the organization had a turnover of \$1,035 billion. Fifty percent of this was achieved in the last quarter. In December the "mad house" was complete. Every week, 4 extra Boeings were chartered to transport products from the Far East, whilst 35-40 lorries left Oostrum daily for clients, full of equipment and supplies. EFO manager Roel van Groesen says: "Here, we only work flat out."



"At EFO", Roel explains, "we have 3 different departments. The first is called inbound logistics and planning where there are 15 employees who are responsible for goods arriving from the supplier on time. The added value operations and returns department (70 employees) is responsible for ensuring that products meet the client's wishes.

It has to be taken into account that the correct software, speed and languages are supplied. At outbound logistics and service (25 employees), client orders are taken. As well as the contact with the client, this department ensures that the client receives their goods.

That could just as easily be the distributors or the country organizations. In 2004 the distributors will account for at least 70% of the sales."

Quarterly pressure

"Traditionally", explains Roel, "we are very busy in the second half of the year, with the peaks happening in September, No-

vember and December.

An important factor is that Xerox is very well represented at large authorities and multinationals, which work to a budget. A printer, fax or scanner is a nice extra at the end of the year. So you can understand that at the end of the year it gets a bit hectic."

Team spirit

EFO relies enormously on team spirit and joint responsibility, especially in the busy periods. As a result of this, employees are limited to the amount of holiday they can take. Additionally, most people also work on the Saturdays before and after Christmas.

Roel: "On the one hand we all realize it is crazy, but on the other hand we enjoy ourselves.

We all pull together and of course, there is always someone who goes a step further. For example Maurice Janssen – he is always the last one to leave. But it is not all work. In order to support the team spirit,

we arrange for extra treats during these busy months: refreshments with St. Nicholas and a Christmas drink."

"2004", Roel resolves, "is a year in which EFO will come of age. This will happen because the amount of units of equipment will increase from 225,000 in 2003 to 286,000 in 2004.

As an organization we can show that we are able to cope with this increase because we have the best workforce."



'Paul Kools swaps EFO for Procurement Operations'

The most successful quarter for EFO will also be the last for Paul Kools, formerly the manager of Outbound logistics & service. After 4 years he has decided to leave EFO to become the manager of Procurement Operations. In this position he will not only be responsible for buy-

ing, but also for the European Transport Operation (ETO).

"The biggest strength of EFO", according to Paul, "is the wonderful atmosphere, the informal culture and the team spirit which make it a pleasure to go to work. It

took some time before I decided to leave the team, however at least in my new function, I will still have some contact with EFO."

Paul Hermans and Paul-Peter Feld throw some light on the new HR&Q strategy:

'Xerox's most distinguishing ability is its people'

Appreciating every individual's colourful aspect, their unique talents and the opportunity to allow creativity to flourish, could give our organization an important advantage in the market place. Paul Hermans and Paul-Peter Feld talk about Human Attention Management, colourful people, pride and the switch the company is making from do, to think and do, also perceived as energizing people.

"Let me give you an example", begins Paul-Peter, development manager EM&SC. "I was recently asked if I would look and see if one of our employees was capable of taking over a management position. According to his CV, most of his work experience was on the shop floor. It was not clear if he had the experience and capability to fulfill the vacancy, so I read on and saw what the man did in his free time. A member of the school council, chairman of the local crèche and father of four. If you only looked at the man's work experience then you would doubt if he was up to the job. But if you look further at what else he does and where his talents lie... He is



Paul-Peter Feld

now a very good and enthusiastic manager! Learning to discover and using the colourful side of yourself is the spearhead of Human Resources & Quality's policy for 2004."

Pleasure with work

The Human Resources & Quality strategy for 2004 has given the strategic vision of the worldwide M&SC organization the form of a house.

How this model differs from the building columns of customer focus is that the HR&Q strategy uses building bricks to win the hearts of Xerox personnel. Paul Hermans: "You can only concentrate fully on the clients if you enjoy the work you do and can lose yourself completely in your work. Our people are full of talent, but sometimes they need a helping hand to discover them. HR&Q want of course, to offer that helping hand."

Colourful people create colourful value & service, so goes the slogan for the path HR&Q want to follow. Paul-Peter: "A lot of thought has gone into this slogan. Xerox's growth and profitability lies in colour products and service to the clients. But colour is not only to be seen in our products and services. It is also to be found in our people, in discovering yourself and the way you communicate with your colleagues. We are all human and understand that a kind word or a pat on the back makes a big difference. What we at Human Attention Management have in mind, is nothing more or less than well meaning attention for our colleagues, clients and suppliers."



More open, more straightforward, more agreeable

For a company that was seen as a hardcore production and research organization, which only looked at technology and the best interests of shareholders, this is a remarkable about face. Paul-Peter: "The focus has shifted from not only shareholders, but also to stakeholders value. Your input into the success of the Xerox organization is just as important as your colleagues at Dundalk, Mitcheldean and Venray. Whoever you are or whatever you do, you make a difference."

What Xerox is trying to do worldwide is to change attitudes of managers just giving instructions, to allowing people to think together, to work together and to change together in a new Xerox organization. Not only because they have to, but also because they want to, to be proud of themselves and proud of their company. Not only can it be seen that this approach is profit making, but also the way in which it is happening is more open, more straightforward and more agreeable."

It is not said, but you can see it is being thought. In the future, as a company we will not only differ in our product specs, but also in the way we communicate with our clients. Service and carrying out actual work differs according to the employees. Paul Hermans: "In the future the difference between the abilities of companies will be down to the people who work for that company. In the sense that they go and carry out work by the client and are representing the company."

Alongside our service industry, soon, superior technology will also make a difference. This trend will also be seen in the shops. Shopping will be an adventure; it will be a gut feeling.

What Xerox want to achieve with the HR&Q strategy is that our employees using their colourful sides (hidden depths), will develop and as a result share their experiences in order to allow others to learn."

Finally

That the seed is germinating is, according to Paul-Peter, to be seen at every level throughout the organization. "I am able to see it in the way in which people in Venray, Mitcheldean and Dundalk work together.

I also noticed it when I was giving presentations about HR strategy and people development to different management teams and departments. And finally if I look at the senior management, then I can see a will and a focus to develop and improve our organization.

The HR team is also convinced that the new strategy will deliver great things in 2004. Employees, managers and HR have to work together to create a different, stronger and better M&SC organization. Not only by talking, but by getting our hands dirty."

The fact that a lot of focus is put on general costs, Paul Hermans answers: "Absolutely. Therefore it is also important to

manage processes as cleverly as possible. Xerox Lean Six Sigma plays an important role here. On the other hand it is not only about costs.

The profits that can be achieved are very interesting. Therefore we are investing a great deal now in the organization and the people who work here. And that, I am totally convinced, will eventually pay for itself. Therefore as a company we shall continue to develop and to stand out amongst others - stronger, different, better!"

Meet Wim Felder, Dave Batts and Mark Heffernan

Meet...

In love, engaged, married:

Married for quite a while. The exact number of years will remain secret.

Education:

Too many to name. Originally I was a chemical analyst. Then during the evenings, I have studied amongst other things, statistics, a master's degree in Total Quality Management and more recently a master's degree in Business Administration.

Position:

Plant manager, photo operations in SDU Venray.

How many years at Xerox:

12 years. I joined on 2nd January 1992.

Hobbies:

Singing, the family, archeology, nature and, if there is time, work.

On Monday mornings I feel.....:

All depends on what has happened over the weekend. I can feel fed-up or be full of energy. You can decide for yourself.

Character:

Always ready for a joke, open and above all honest.

Wim Felder



Annoyed by.....:

Dishonesty and political gossip.

Dream wish:

To be happy and healthy with what I am (I am that already).

Life's motto:

Live for today, because tomorrow you might be dead.

At Xerox I would like to step into the shoes of

I am not actually interested in stepping into anyone's shoes.

Xerox means to me

Everyday, a new challenge.

Holiday destination:

Nowhere in particular. I love going everywhere. It is only what you make it yourself.

Last book/film:

The last two books were medical essays.

I cannot remember when I last went to the cinema, but the last film I probably saw was Flatfoot and His Friends on one of the children's birthdays. The last video I saw was The Longest Day, because we visited the D-Day beaches during our last holiday and therefore wanted to see the film. It is great to see places where you have been yourself, although trying to picture what happened there is not easy.

What should they do a bit more in Xerox:

Just carry on as they are and allow everyone to get on with their work, as best they can.



Meet... Dave Batts

Fell in love, got engaged, got married:

To Veronica for 33 years. Two sons, Andrew and Jonathan and two Daughters-in-law, Jane and Jude. One Grand Daughter, Jessica-May.

Education:

Left school at 15 and did a 5 year Apprenticeship as a Fitter/Turner in heavy engineering, completing a City & Guilds course at the local technical college.

Position:

Fuser Business Centre Manufacturing Technician.

Company History:

Joined the company as a machinist in 1969. I've held various machinist and setting jobs, all within Building 5 Fusers, with the exception of working in Venray for 5 months in 1983, making 1045 pressure rolls.

Hobbies:

Motor cycling, gardening, digital photography and walking.

How I feel on Monday mornings:

Ready for Friday !

Character:

Honest and reliable.

I hate:

Coming and going, to and from work, in the dark during winter.

Favourite wish:

To be at my Grand daughter's wedding (she's only four months old!).

My Motto:

Live for today.

At Xerox, I would like to step into the shoes of:

My own are comfortable, Thank You.

Favourite food:

Anything Veronica cooks, but we both enjoy eating out.

For me, Xerox is:

After almost 35 years, Xerox has been an important way of life, which I must admit, I've quite enjoyed.

Holiday country:

Spain, the Mediterranean and holidays in the U.K.

Most recent book or film:

SeaBiscuit.

What should they do a bit more in Xerox:

Recognise people for their value.

Meet... Mark Heffernan

Fell in love, got married:

Currently has a girlfriend called Donna.

Education:

Completed my Leaving Certificate, St Joseph's Christian Brothers School in Drogheda and completed my National Certificate in Technology from Dundalk Institute of Technology.

Position:

Toner Team Coach, currently in the Packing Area.

Company History:

Joined Xerox as a Technical Operator in January 2000 having completed the National Certificate in Technology. I was made a Team Coach in March 2001. I previously worked as a Deep Sea Fisherman for 11 years spending 3 years fishing in the North Sea on a Dutch based trawler, and 2 years on the southern ocean, on Tasmania and New Zealand based Trawlers. I am a certified trawler skipper.

Hobbies:

Angling is my passion, as well as going to football matches, and watching reality TV shows.

How I feel on a Monday:

Numb.

Character:

Honest and Diplomatic, moody and fond of a few social drinks.

I Hate:

Winter weather and being stuck behind tractors while driving too work.

Favourite wish:

Stay healthy and content.

My Motto:

Never leave anything until it is too late.

At Xerox I would like to step into the shoes of:

The person who sanctions the pay-rises.

Favourite Food:

Chinese.

For me, Xerox is:

A great place to work and develop my career.

Holiday Country:

New Zealand's South Island. It is a pity it is so far away.

Most recent book or film:

The movie Veronica Guerin.

What should they do a bit more in Xerox:

Engage more with community groups and organisations.



'Recognizing colour'

Henry Ford once said: "With Ford you can order any colour car you want, as long as it's black." Nowadays, good old Henry would not get away with it. People want colour, people are colourful.... Xerox 's worldwide Manufacturing & Supply Chain has realized this and in 2004 is going to use the slogan: "colourful people create colourful value and service".

The world is changing rapidly and M&SC is changing with it. In order to keep up, or get stronger still, to set the tempo ourselves by leading, we have to use our talent. Difficult? No. Challenging? Yes. You will not be alone.

We are going to work together, in a different way. Therefore HR is offering you all sorts of opportunities to contribute to the growth of the Xerox organization by calling on your individual talents.

And do not think that you do not have any hidden qualities. Everyone does.

In order to tap into these qualities M&SC are setting up, in 2004, a learning and developing environment which allows you to actively look for new possibilities to better yourself. Alongside this, there is a mee-

ting place to get to know and share experiences with others.

In principle, as I have already said during my New Year speech, we are all the same. We all have two eyes, two ears, a nose and a mouth. At the same time we are as different as chalk and cheese. This makes us, as individuals, interesting. Not only for our immediate colleagues but also for the organization.

This year, just like last year, will be characterized by big ambitions. And just like last year I am hopeful that we will realize these ambitions.

Through hard work, of course, but also by stimulating each other and making use of our many different sides. Through, to be exact, recognizing colour.

Happy 2004.

Paul Hermans



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