

M&SC Magazine

In this issue:

- ▶ *From the editors* 2
- ▶ *Going to great physical lengths for Charity* 2
- ▶ *Looking forward to 2005...* 3
- ▶ *The science of cycling* 4
- ▶ *'Enabling revenue, in HighLight Colour'* 5
- ▶ *Balanced Achievement Award* 6
- ▶ *Meet...* 6
- ▶ *Lester's passion for the puck* 7
- ▶ *Green Belts talk about Lean Six Sigma* 8
- ▶ *Jan Lensen talks about the OMAF Ili projects* 10
- ▶ *Meet...* 11
- ▶ *Paul-Peter Feld talks about XVLE* 12
- ▶ *Meet...* 13
- ▶ *Dundalk Sports & Social club in 2004* 14
- ▶ *The company fire brigade in Venray* 15
- ▶ *Talent* 16



From the Editors.....

The Christmas holidays are now another distant memory, Personal Excellence Plans have been cascaded and we are all back at work refreshed and busy working towards the challenges that face us in 2005.

Whilst mentioning the topic of personal excellence, the magazine would like to further recognise an M&SC recipient of the Joseph C. Wilson Award for 2004.

The award was created in June last year, to recognise BGO employees Worldwide

who have made significant individual contributions towards achieving our business objectives and who demonstrated role-model leadership values and behaviors as it relates to the Xerox Core Values.

In 2004, eight Business Group Operations (BGO) employees were selected to receive this award and as communicated separately, Richard Beacon from our European Global Purchasing team is a proud recipient. Richard is pictured on our front cover and we would like to further congratulate

him on his achievement. Well-done Richard!

In this issue, our European Senior Management Team share their thoughts on Direction 2005 and we have endeavored to provide another good blend of articles about M&SC and its people. You will hopefully find it another interesting read.

Good Luck for 2005 from the editorial team.

Mark. A. Barnard

Going to great physical lengths for Charity

Two Dundalk Employees took on extreme challenges to raise money for good causes in 2004. Shane Kelly (Oracle Applications Team Manager) completed the Carlingford Lough Endurance Challenge. Stephanie Malone (PSG Finance Analyst) participated in the Border Trek, a two hundred mile cycle across the west coast of Ireland, organised by Co-operation Ireland.

As Stephanie explained, the weather lived up to its reputation on the first day of the two day event: "By the time we arrived at the starting line, I decided it might have been a good idea to have worn flippers and goggles. There was so much water

pouring down on us we were soaked from head to toe and our feet felt numb, but despite the bad weather, we soldiered on feeling positive that it could only improve."

Delighted

Although the two-day event took Stephanie's team through some of the most spectacular scenery in Ireland, the highlight of the trip was a surprise visit from her two little girls Jessica and Deborah en route. "I was so delighted to see them, it gave me the encouragement I needed to ensure I would finish in Enniskillen." Despite the contrary weather, Stephanie's enthusiasm has not waned: "Even with the extreme weather conditions, we succeeded and I'd recommend doing it again, maybe not this year as I'm due a new baby in April, but I would hope to be back for the 2006 Border Trek...."

High energy bars

Shane also showed tremendous energy and enthusiasm participating in the fourth annual Carlingford Lough Endurance Challenge in July 2004. Carling-



Stephanie Malone

ford was to be the starting point for this 53k endurance, consisting of a 10k run; 29k road/mountain bike; 3k peak run; 10k mountain bike; with a 2k road race around the streets of Carlingford to the finish line. Shane recounts the difficulties of the mountain stages: "The long steep climb took its toll and sapped the energy from leg and limb, but the team were well stocked with high energy bars and drinks. It was a grueling event but it was worth it and I will be there next year for sure".

The money collected from both events was donated to the following charities: Cross Cause Romanian Orphanage Fund, Cooley Community Playgroup and North Louth Hospice.

Shane Kelly



Looking Forward to 2005...

A message from your M & SC Senior Management Team.

Before looking forward, it is appropriate to reflect on our achievements over the last year.

In 2004, our emphasis was on further developing the relationships we have with the business teams, the countries and the service organisation, and using these relationships to drive improved business performance. We had a very successful year....our contribution to supporting revenue growth was widely recognised as excellent; our spares service level showed good improvement and ended the year with a well balanced performance; our P&L performance was really good; we delivered equipment and spares productivity in line with expectations; and the Non Production Purchasing group delivered record savings.

As we said before, each year can be seen as a transitional year into the next one,

and with that in mind we are indeed well positioned to enter 2005.

2005 will be a year with increasing challenges. We need to continue our drive for productivity and improved 'clock speed' in everything we do - delivering machines, spare parts and consumables to our customers directly and indirectly, enabling product introduction, supporting development of new markets and so on. In addition, with an increased focus on cost competitiveness throughout the company, we will have additional tasks placed on our organisation.

The key enabler to respond to these challenges is our people and their development. In this respect, deployment of Lean Six Sigma is well underway. Yellow Belt training is 100% complete; we have certified a good number of Green Belts and we were the first organisation in Europe to have a qualified Black Belt (and we now have two). What is really important, is the productivity improvements that have been achieved from the Lean Six Sigma approach. It is helping us take a more structured approach to our work and in doing so we are better serving our customers.

With respect to Personal Deve-

lopment, we saw a number of organisational changes where we exchanged people between and across locations. Although only modest in number we will be looking to do more as the WM&SC organisation continues to evolve.

We must also renew our focus to create and maintain a safe work environment.

The challenges for all the groups in our organisation are tough, but, it is clear that by responding to these challenges, we are making a difference Proud to be Xerox. Great people, great customers, great workplace.

Our Annual Objectives:
Improve customer experience
Grow revenue
Improve profitability and cash flow
Create a great employee experience
Live our values

Direction 2005

Proud to be Xerox
Great people, great customers, great work place

Our Enduring Values:
We succeed through satisfied customers.
We value and empower our employees.
We deliver quality and excellence in all we do.
We require premium return on assets.
We use technology to develop market leadership.
We behave responsibly as a corporate citizen.

XEROX

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XEROX

The science of cycling

On 16th January more than 50 cyclists set off from Littledean in the Forest of Dean to raise more than £500 for the Tsunami Appeal. Among them was Paul McKenzie, who has previously featured in the magazine as the 'creative cardboard' engineer responsible for packaging solutions for Xerox products.

Paul takes an equally committed attitude to his cycling and has invested substantially in time, energy and money to achieve a reasonable level of skill and performance in his chosen hobby. Paul's main road bike (Giant TCR) weighs less than 8kg, but still has the strength and resilience to take

du Glandon, 1,924 metres, and the Col du Galibier, 2,645 metres; mountains almost 6,500 metres in all.

Of course, you can't just go out and achieve these high levels of performance without any preparation. "You need to do a lot of training," says Paul, "to give the required level of performance." Not easy when you're travelling around Europe, the Far East and other locations as part of the global Xerox business! Paul often takes his bike with him on business. "It beats sitting in the hotel," he says.

Paul also has a road bike located on a bike simulator frame (known as a turbo trainer) at home in his garage, complete with TV (so he doesn't get bored staring at the garage walls!), and often after returning from work at the end of the day he can cycle for two hours or more.

He also has a cycle computer on his main bike that stores data to be downloaded to PC to give accurate data on things like altitude, temperature and wind chill, as well as 50 'other' data readings.

"Today," says Paul, "we can get an accurate picture of actual routes and gradients, and some of the club members also invest in GPS to aid routing. Whichever way, I really enjoy it; it helps keep me fit, and every now and then it throws up a real engineering challenge!"



on hundreds of miles of training and the stresses and strains of pedalling up steep, if not precipitous, Alpine and Pyrenean gradients.

Paul and his brother Tom and friend Kev Scott are all keen followers of the sport, and try to make the Tour de France as supporters as often as possible. Sometimes they complete sections of the course before or after the main event. They were lucky enough to race the final 30km of the last stage during the TDF in 2003 around the streets of Paris. Paul has also completed an impressive list of climbs. During last year's Tour de France he spent a week in the Alpes watching the race and riding the L'Alpe d'Huez, 1,839 metres, the Col

Paul, Tom and Kev at the Arc de Triumph



'Enabling revenue, in HighLight Colour'

The award winning DocuPrint 180 is a market leader of High End cut sheet printing and in 2004, Xerox brought to the market the DocuPrint 128/155/180 HighLight Colour Printing System – Sorrento, which is based on the same print engine. The new product's introduction during the 4th quarter would pose challenges for the supply chain; PSG New Programmes Manager Tom O'Brien describes how great teamwork, with the helping hand of a temporary assignment, helped to deliver an incredible result.

On December 1st 2004, Dundalk had delivered only a few internal "own use" Sorrento systems in Europe. With the IOT module for the system, supplied from the Webster manufacturing plant, in desperate constraint; Dundalk's target of delivering 48 complete systems in the month of December was extremely aggressive. The role of the SITCO (System Integration to Customer Order) process within PSG Dundalk is to fully integrate the system, including modules built in Dundalk and in Webster, and carry out a complete system test. The system must deliver required levels of reliability and quality before passing the 'Bond Release' process for New Programmes. The M&SC Global Team combined efforts to tackle the challenge, with members of the Webster team travelling to Dundalk to help deliver the systems in Europe.

Help from an old friend:

Tony McQuillan, PSG Business Manager and Campus Manager in Dundalk, while on temporary assignment in the Webster Manufacturing plant as Plant Manager 5090/Sorrento/DP92C/Nuvera Mfg, had responsibility for delivery of the Sorrento IOT to Dundalk. This common link between the two plants immediately helped to strengthen communication and cohesiveness and soon Sorrento equipment was flowing into the European PSG manufacturing plant at Dundalk.

The Dundalk team faced the challenge to enable revenue with their usual vigour. Long hours coupled with an inherent fast and flexible approach, saw a ramp up in the delivery of revenue systems into XE operating companies. As the order book continued to grow and country cut off's drew nearer, the Dundalk team continued to deliver quality systems and by the end of December, a total of 33 complete systems had been delivered, a number that would not have been comprehended at the start of the month.

Working outside of the box:

With the systems now delivered into country, the pressure switched to the service organisation to install the systems in time for year-end. Two technicians from



The Dundalk team, which supported the Sorrento activity.

the Dundalk team, having worked throughout December in delivering the systems, now turned their attentions to supporting their colleagues in service. Noel Carpenter and Gerry Woods travelled to France and Spain respectively between Christmas and the New Year and were instrumental in the installation of several systems in customer locations. This final act summed up the teamwork and willingness to succeed which made Sorrento a success story in December.

Jonathon Edwards, the Xerox Europe Business Team and GTM Team Manager - Monochrome, whilst reflecting on the achievement wrote;

'December 2004 saw a remarkable demonstration of teamwork, dedication and goodwill from Dundalk. Sorrento was a particular challenge this December, which required some incredibly fast learning to develop processes to accelerate the movement of machines from zero to 4 a day - in time for the field to install 33 Sorrento's in December'.

Balanced Achievement Award Quarters 3 and 4, 2004

As we look back on 2004, we can do so with some pride and in the knowledge that many of the country logistics teams delivered some truly fantastic performances.

As you will know from previous publications of our magazine, just one of the ways M&SC recognises individual country logistics performance, is by the quarterly presentation of the M&SC Balanced Achievement Award

The award, cast in bronze with glass inserts, has fast become a coveted prize among logistics teams, not to mention a few General Managers!

Cast your minds back to the beginning of the year and you may recall

that Jose Manuel Santiago and the Xerox Spain logistics team were the worthy quarter one winners.

As if not to be outdone, in quarter two, the bronze sculpture passed back to the very first winners of the award (is it really two years since its launch?), when Jean Durand and the Xerox France logistics team delivered another great performance and were recognised when the sculpture spent another three months in the French boardroom.

Fast forward to quarter 3.... and for the very first time Robert Dyrseth along with the Nordic logistics teams of Norway, Finland, Sweden and Denmark received the award.

And so to quarter 4 and to finish the year



The Nordic Logistics Team, Fltr: Ketil Blomseth, Aslaug K. Berg, Else S. Rasch, Robert Dyrseth.

off in style, Xerox Germany were the winners.

Whilst this was the first occasion during 2004 that Germany has won the award, it does complete a hat trick of victories since the programmes launch.

As with all of the 2004 winners, Germany delivered fantastic results in inventory and cost management, with benchmark ratings on teamwork with M&SC.

Thanks to all of our colleagues in country logistics for your contribution in 2004 and remember the 2005 competition is already underway...



Meet...

Age:
39 Years Young.

Fell in love, got engaged, got married:
Single.

Education:
Various computer courses, City & Guilds English, Lean Six Sigma Yellow Belt, Trained First Aider.

Position:
Administration Assistant – Imports & Exports. Trade Union shop steward for the GMB union.

Company History:
Started in Assembly in 1990 and worked in various positions including temporary Leading Hand. For the last 2 years I have been working in Imports/Exports and enjoying my role as an Administration Assistant. I would like to further my career in administration.

Tracey Evans



Hobbies:
Music, crossword puzzles, keeping fit but most of all spending time with my two sons.

How I feel on Monday mornings:
After a manic weekend with my children, Monday mornings appear very welcoming.

Character:
Thoughtful, modest and I like to have a laugh.

I hate:
Selfish people.

Favourite wish:
To meet Robbie Williams.

My Motto:
What will be will be.

At Xerox, I would like to walk for a day in the shoes of:
The top European Director & place some new work at the Mitcheldean plant, to keep manufacturing alive in the UK.

Favourite food:
Mexican.

For me, Xerox is:
A company with good career prospects and learning opportunities. It's helped me to focus on a new career.

Holiday country:
United States.

Most recent book or film:
Robbie Williams - The Biography.

What should they do a bit more in Xerox:
Expand into other products.

Lester's passion for the puck:

'The team spirit, wow!'

What football is for many European kids, ice hockey is for Canadian children. Before you know it your Dad has given you a stick and a pair of skates, put you on the ice and you can begin your dream. If your name is Lester Arts, then your dream has also come true. At least almost. With a bit more luck, the project coordinator from Office Logistics, together with the Dutch ice hockey team, would have qualified for the Winter Olympics in 2006...

Before Lester (37 years old) started work at Xerox Heerenveen (formerly Tektronics) he was a professional ice hockey player. As the son of a Dutch father and a Canadian mother, he grew up with pucks and boards and soon showed a special talent for ice hockey. After playing for several Canadian college teams, Lester ended up, via the Streatham Redskins in England, playing for the Heerenveen Flyers. "Dutch coaches were constantly looking for boys who played hockey in Canada, but who also had a second nationality. That is how Heerenveen found me and offered me a

contract. As a result I quite quickly earned a place in the Dutch team."

An understanding girlfriend

Until last season, Lester remained with the Flyers. A difference of opinion with the club chairman resulted in Lester leaving the Flyers and signing for Amsterdam. Asked how he is able to combine his sporting passion with his function at Xerox, Lester



answers: "I always assumed that I would start working when my hockey career stopped, but during the transition from Tektronics to Xerox, things moved quickly. A function in the company crossed my path, which I could not refuse to accept. Fortunately, I have always managed to combine my work with my sport. It has however not always been easy, especially as I have also had the added training and matches for the Dutch team. We have had the World Championships, the Olympic qualifications and more. I work between 50 and 60 hours a week for Xerox and go straight to training every evening. The last six months have definitely been mad, but I would not have it any other way. And luckily I have a very understanding girlfriend."

Team spirit

As long as his body allows him, Lester will keep playing ice hockey at the highest level. "Of course as the years go on, you have to put more effort into

keeping your body fit and avoiding injuries. So far I have succeeded. Above all I cannot do without the speed, the physical contact and the team spirit you get from a sport, which for me, you could call an addiction."

Green Belts talk about Lean Six Sigma:

'You understand the clients much better'

In 2003 Xerox introduced Lean Six Sigma and over the last 12 months all indirect staff in M&SC completed a Yellow Belt training course, mostly via XVLE. Some classroom style awareness sessions have also been run for direct staff. 14 people have achieved Green Belt certification and Anne Mulcahy presented Vincent Withagen with Europe's first Black Belt certificate (Mark Stewart has also recently qualified). During 2004, LSS became an essential part of our thinking and this year, our challenge will be to share our experiences and insights with each other and in doing so, make it second nature. A few of our prospective Green Belts from Dundalk, Mitcheldean and Venray look back on their own LSS experience.



A. Mulcahy and V. Withagen

Peter Smits,

Business Analyst EFO Venray

"My Green Belt project was to shorten the lead time of client credit ratings, to lower the actual amount of stock in-house and to reduce scrap costs. I personally believed that the client would be interested in how quickly we were able to restock. The LSS way of doing things taught me otherwise. It seemed the client was much more interested in the content, rather than the actual process. LSS forces you to back-up each phase of the project with the appropriate data. You don't just go off at right angles and you should be able to show statistically that the way you have chosen is the best and most effective way. A lot of time and energy has been put into this process and as a result, the lead-time for credit rating has gone from 40 hours down to less than 16 hours. The project has produced an economic profit of about 400,000Euros gross and this has been achieved by the whole team."



Michiel Hermans,

Project Manager SSC Venray

"My project, carried out within the Service Supply Chain, is called Improved Planning Processes and came about because we do not have our planning process a hundred percent under control. You are able to see this, for example, by the amount of dues-out (orders that are unable to be delivered because we are out of stock) and specifically because of the great fluctuations in demand in dues-out throughout the month. Using the LSS system for this project, we tried to keep better control of these fluctuations. By doing so we are able, amongst other things, to make savings on freight costs, which are incurred when we have to have stock specially flown in. The expected savings the project will make are around 120,000 Euros gross. Because I mainly work on projects, I am able to continuously make use of the LSS system. The biggest plus point of the LSS system for me is the DMAIC method, which demands a certain quality of work, which means with every phase of a project, certain activities have to be carried out. Notably the fact based approach and prioritising the clients wishes are for me, the most important parts."



Niek von Reth,

Project Manager EFO Venray

"First of all LSS helps you to clarify what the problem is. If you don't do that to start off with, then you potter along and run the risk of being in the same position eight months later by which time the project will ultimately end in a silent death. By creating definite phases and structuring the project properly, you know exactly what the results will be. At the moment, using this method, we are busy with a re-labelling project for Frans Maas. In the past, suppliers have sometimes sent products with missing or wrong labels. When this eventually became too frequent, we informed all the suppliers and thought this would put an end to the problem however this wasn't the case. We have since met this problem head-on using the LSS method, which has resulted in our suppliers correctly labelling the products and saving 450,000 Euros gross per year."



Padraig Mathews,

Materials Analyst Dundalk

"Although the online training programme was interesting, it was the week-long training course that I found most rewarding. It was extremely well structured throughout the five days, covering all aspects of the DMAIC process, with details of various quality tools and their application to process. There was a lot of interaction and feedback between the instructors and fellow Green Belts, with simulations and tasks that enabled us to put into action the tools/skills that were covered during the course. I feel that my time on the Green Belt training course was very well spent and helped my project progress in a significant way."



Nessa Brophy,

Manufacturing Engineer Toner Dundalk

"I successfully completed my Green Belt Certification on 29 April 2003, becoming one of the first Green Belts in Dundalk. After this I took a leave of absence to travel around the world, and thoroughly enjoyed myself for a year. I returned to Dundalk in August 2004 and my project was entitled "Fill Pack Optimisation", which saved the Toner business approx 1,000,000 Euros gross between 2003 and 2004. I have found the Green belt experience enjoyable and enriching."



Richard Pudge,

Production Engineer ARC Mitcheldean

"My project is dealing with output productivity in the IOT/IIT preparation area within the Asset Recycling Centre, Mitcheldean. The most important part of the project for me is initially mapping the process and value stream, which allows everyone in the area to see what is actually happening. Communication is important and throughout, the voice of the customer must be heard. We have already made some quick wins in the early "Define" stage, achieving approximately £50K gross of savings and we are now in the "Measure" phase of the project where we're looking at the capacities of the abeyance area and the cleanliness of the product being delivered internally and externally, using Pareto charts for problem prioritisation. What I really like with LSS is that all the templates used in training are available on-line and can be downloaded and modified for use in your project. Support is available from my sponsor and designated Black belt but one thing that would be really useful would be a library of previous greenbelt projects, which could be used as examples for new greenbelts starting out with LSS."



Paul Marshall,

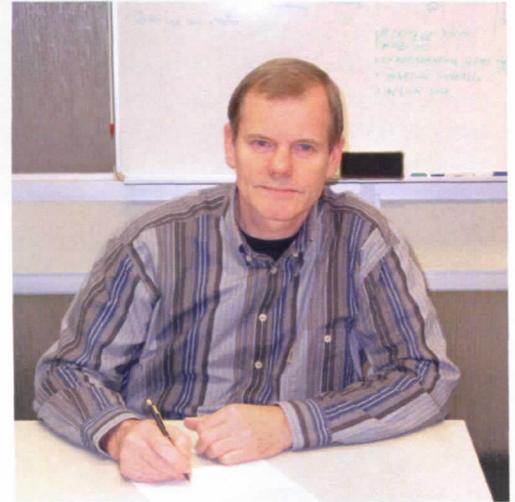
Lead Planner ECSA Mitcheldean

"My project is to improve the accuracy of order forecasts we create of expected orders from our Customers. The forecast is provided to our supply partners so we can ensure we have the correct products available when orders materialize. It sounds simple but in reality it isn't. There are approximately 180 distribution points in Xerox Europe and 150 different models, with over 600 configurations, which gives a good idea of complexity involved. Inaccurate forecasting is costly; too high and we hold excess inventory tying up money and storage space. Too low and we can't support customer's needs, potentially resulting in lost customers, at best unhappy ones. The advantage I see in Lean Six Sigma is that it uses tools we may have used before and together with new ones, combines it into a framework which enables significant customer focused improvements to be made. Black belt support ensures there is always experience at hand if help is needed. I can see Lean Six Sigma making a huge difference to the future of Xerox."



'This is the tool which will further improve business processes'

Everyone knows MS Windows. First there was the 3.11 version, then 95, 98 and so on and so on. The Oracle Manufacturing and Finance (OMAF) supplier also continues to come up with updates, which offer more and more possibilities. Since 1997 we have worked with the 10.7 version, which is now old fashioned and keeps us from improving our business processes and in doing so keeps us from reducing our costs. The new version, 11i, is the tool which will enable us to improve business processes.



Jan Lensen.

This is keeping Project Manager Jan Lensen very busy. Since senior management gave the go ahead for the project, Jan Lensen has been doing everything in his power to ensure a smooth change over to OMAF 11i during the weekend of 22 April. Of course he is not working alone. Jan: "An OMAF upgrade takes longer to implement than a Windows upgrade. Within the 3 sites there are an average of 80 people who have been working on this project for about 10 months. OMAF 11i is one of the biggest projects which the 3 sites within M&SC have ever been involved in."

Communication

How has the project actually been tackled? Jan puts us in the picture: "Essentially there are 2 projects. On one side you have technology, where many technical points have been discussed. Alongside this you have the projects, which involve the social success. The 11i project is a very good example as it covers three different sites which all have a common goal, but different working cultures. A great deal of time was spent coming up with the right approach and from the begin-

ning, communication and cooperation were important points. How can you clearly show testers and users which direction you want to go and what the advantages are for themselves and the company? As we want the processes between the sites to be as identical as possible, it is important that we work well together and that the understanding between each site is as good as it can be. Thankfully this has been the case."

Key users and super users

As the right communication at the right moment was vitally important, the project organisation looks a bit like a Christmas tree. As project leader, Jan is regularly in contact with three business program managers from each site; Joanne Russell in Dundalk, Tony McNally in Mitcheldean and Tiny Hendriks in Venray. They in turn, coordinate communication between Jan and the people who are testing the updated system. Jan: "When we go live in April about 400 employees will use 11i. As we want the changeover from the old to the new version to go as smoothly as possible, we are allowing the major users, the

key users and super users, to get to know the system well in advance. These are the people who either through experience, or through their function, have a view of all of the processes in their specific business. They are testing all the new 11i applications and processes."

Hat off

"We have," Jan continues "daily conference calls. Not only between the project leaders, but also with all of the business process managers. Furthermore, I meet up with Joanne, Tony and Tiny, together with the team leaders who are responsible for the software and planning, every two months in Venray. This really works well, even more so because you are working with people who know the people on site and they know how to motivate these people. This is important as the changeover to the new system will affect a lot of people. I take my hat off to these people. They are putting a lot of hard work into this project to make it a success."



Business Program Manager

Tony McNally
Mitcheldean

"OMAF 11i has improved standard functionality and once the initial transfer is complete, we will be able to explore business process opportunities. The look and feel of OMAF has changed, but I'm confident users will quickly feel comfortable with version 11i. It's good to be able to eliminate a large number of customisations including BPA, with standard functionality. The team at Mitcheldean are working hard managing 11i testing and carrying on performing their normal job functions."



Business Program Manager

Joanne Russell
Dundalk

'In addition to my current role in Xerox I am delighted to be a part of the team responsible for the upgrade of OMAF from version 10.7 to 11i. This project has given me an invaluable insight into the processes within OMAF, which will assist me in fully utilising the benefits of OMAF in the future'.

Business Process Manager

Tiny Hendriks
Venray



"In principle, each site has its own specific product however, if you take a good look you will see that there are many common processes between the sites. Mitcheldean makes fusers, Dundalk electronics and Venray toners. All sites are suppliers of products for our machines and sell to companies. Above all, all three sites are also experienced in non-production, from buying pencils and pens to maintaining their buildings. All this information is included in OMAF. Everyone uses the same system, but each site has put in their own information. It is just like a new car. Does it have air conditioning, the one person will always know where to find it, another will wonder what the A/C button does, another will use it to keep cool in the summer and the fourth person will use it in the winter to quickly defrost the windscreen. Together we are trying to ensure that in OMAF 11i, we do things the same way and that we use all the possibilities to our best advantage."

Meet...

Age:
37 years old.

Lives in:
Melderslo.

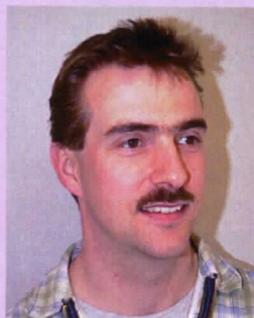
In love, engaged, married?
Happily married for 10 years to Miranda. We have 3 wonderful children, Roy (7), Jeffrey (5) and Sven (2).

Education:
HAVO, MTS Mechanical Engineering, topped up with various courses, including EMBI (can be compared to MTS-electro).

Function:
Maintenance and Repair Mechanic (Technical Department).

How long employed:
about 15 years.

Hobbies:
This year we moved house so my hobby for the time being is working in and around the house. If there is any time



Eric Jeuken

left over, I like riding motorbikes and cycling.

On Monday morning I feel:
The same as every other morning, with the occasional exception.

Character:
Perseverance, quiet, a little bit opinionated or determined, helpful, cannot say no.

Dislikes:
Unnecessary violence, underhand and arrogant people.

Dream wish:
To stay healthy, together with my wife and children.

At Xerox I would like to put on the shoes of:
No-one, it would be too troublesome.

Favourite food:
Chinese/Indonesian, Greek, but a BBQ is also not bad.

Xerox is for me:
An employer for whom I enjoy working each day, with only one disadvantage, it takes up so much free time.

Holiday destination:
It does not matter where we go, so long as the children enjoy themselves and the weather is good. Then the holiday is a success for us. The actual country is less important.

Last book or film:
I can't remember. We have been so busy renovating the house there is barely any time left over to read the newspaper, let alone a book. When it comes to films, I normally miss the beginning and more often than not, the end as well.

What Xerox should do is:
Shut down during Carnival. I would then have some very happy colleagues.

'E-learning is becoming more and more popular'

In the past when you wanted to study you went to school. When you wanted to learn extra skills you were often offered courses by colleges. Not anymore! For those Xerox employees who want to further improve their education, Xerox has made available Xerox Virtual Learning Environment (XVLE). For a while now, learning where and when you want, is just a question of logging in and beginning. Paul-Peter Feld gives us a glimpse into the how and why



"E-learning", begins Paul-Peter, "is becoming more and more popular. So far, many people in the company have got to know E-learning during the Lean Six Sigma Yellow Belt training. Also the Business Ethics Refresher Training (BERT), which a

large number of our employees completed in January, was via XVLE. It is a wonderful tool. Whether you are at the end of the World, or at work, you can login whenever and wherever you want to, and put in whatever time you can, into your educa-

tion. As a result, learning and developing skills is your own responsibility. This is very important.

Ten years ago, your immediate manager influenced what course was best suited to you. Because the market is constantly de-

15 E-learning requirements

1. Plan the training in your agenda (make the time to study) and choose a quiet moment.
2. Make definite goals of what you want to achieve within a certain time period.
3. Make definite arrangements with your manager over the amount of time you are going to put into the training.
4. Ensure that you have a quiet place to study and that there are no distractions in the area.
5. Switch your telephone through to a colleague or, if that is not possible, use an answer machine.
6. Let the people around you clearly know that you are studying, shut your door for example, or put up a sign 'do not disturb, studying'.
7. After 1.5 hours of E-learning take a break and do something else.
8. Contact other people who are also studying so that you can learn from each other and exchange experiences.
9. Use the head phones in order to avoid distractions.
10. Use the extra information in order to personalise your course.
11. Use the exams, which belong to the course in order to test your knowledge and to streamline your course.
12. Do not start with other work, focus first on learning.
13. E learning is a different experience than traditional education. The content is the same, but the way it works is not.
14. Choose someone who will motivate and coach you if necessary.
15. Just do it! There are always excuses not to start.

veloping, you cannot allow yourself to be dependant on the person who gives you your directions. You need to take the initiative yourself."

Savings

Traditional education and training programmes can, according to Paul-Peter, no longer be seen as the life long way to learn. "Courses are often general, not very quick or flexible and are unable to quickly pick up on new ideas.

In XVLE we are able to quickly change or add new ideas. In doing so the choice of which course to follow is much larger. As the course can easily be changed to suit your own specific needs, the costs incurred are substantially lower. Above all you also save a lot of time."

E-Learning and Classroom activities

Does XVLE make traditional education and training course obsolete? "Of course not," ensures Paul-Peter, "I believe fully in a mixture of E-learning and classroom-learning. The theoretical part of many courses work perfectly well via XVLE. However if you want to put it into practice, then interaction with your teacher or fellow students is of course very important. Take for example the Green Belt training. A substantial part of the training was via XVLE however there were also workshops and you can't do workshops virtually."

Quick, good and efficient

Paul-Peter does add that 'you have to learn to E-learn': "For example, are you used to sitting in a classroom or in a train-

ing centre outside of the company, then you need to change your way of thinking and learning if you want to start with XVLE. You have to find your own course and motivate yourself to start. There is no interaction, there is in fact no one talking to you. Once you have seen the advantages of learning this way you will not have it any other way. In this respect you can compare E-learning to the way in which you use mobile phones. It is easy, quick and gives another dimension to time and distance. You need to use E-learning a few times to see the advantages of such a tool. It is not the idea to do everything via XVLE, but it is a very reliable, quick, good and efficient way to develop in the direction you want to go.

Meet...



Darren Kenny

Age:
33

Fell in love, got married:

Married to Karen for 13 years and still in love.
We have three children; Amy (14), Rhys (12) and Glyn (4).

Education:

Not much. Left school without completing exams and went to work from a young age.

Position:

Technical Operator, Toner.

Company History:

Joined Inkjet Business in May 2000. Then moved to the Print-head Business

but I was made redundant in August 2001. Rejoined Inkjet as a Manpower temp in April 2002 until the business finally wound down. Transferred to Toner, as a Manpower Temp in October 2002. Made full-time permanent Xerox employee in the Toner Business on 1st January 2005.

Hobbies:

Art. I enjoyed doing Christmas artwork for the Toner Business and also designing and painting Santa's Grotto for the Xerox Kids Christmas Party. This year, I'm looking forward to doing caricatures of some of the Toner "characters", so be afraid, be very afraid!!!!

I also work voluntarily for the Drogheda Underwater Unit and the Irish Coast Guard. It involves patrolling the Drogheda Coastline and River Rescue. I also love music.

How I feel on a Monday:

OK. I don't mind Mondays!

Character:

Outgoing, good and easy to get on with.

I Hate:

Having to pick up all the little ear-plugs that are thrown on the floor in the Toner Process Area.

Favourite wish:

Nothing. I am very happy as is!

My Motto:

No Motto.

At Xerox I would like to walk in the shoes of:

Nobody, my own shoes are big enough to fill and whatever I want to achieve, I will get there myself.

Favourite Food:

Italian.

For me, Xerox is:

An enjoyable place to work with good people working as a team.

Holiday Country:

This year, as a family we are going to Tunisia.

Most recent book or film:

I cannot remember the last movie I saw. Anyway, I always end up losing track of the film's plot because I ask too many questions trying to figure out who's done what!

What should they do a bit more of at Xerox:

Nothing. The people are good and it is a good place to work.

Activities all around

2004 was a very successful year for the Sports & Social club in Dundalk. Nevertheless our motto is Do It Again But Do It Better. So for 2005 we hope to have more input from members and for members to organize their own events for the S&S club to support.

Public Relations Officer Derek Ward, looks back on a busy but satisfying year for the Sports & Social Club: "Initially a survey was sent out asking all members what activities and events they wanted to see in 2004. Based on the return rate of 54%, we organized events around the results. We started with the bi-monthly draw on Valentines Day and the prizes of a dinner for two and champagne & roses went down a treat. Also popular last year were the post office gift certificates, that we now have at every draw."

Shrek

The year kicked off with the opening of the Dogs Track in Dundalk. Derek: "Our first trip to the dogs was in February and the second followed in October. Everybody had a great time. Many enjoyed ice-skating in Dundonald in May and the cinema events organized throughout the year. Children and adults went to Bringing Down the House, Haunted Mansion, Finding Nemo, Shrek2 and Shark Tail"

"We were", Derek continues, "lucky with the weather on the Easter Egg Hunt in April. This year promises to be even better as long as the March weather holds. The summer event "BBQ in the Fairways" was a complete success, with a great turn out and everybody enjoying the evening summer sun in the Fairways Hotel garden..... great food and plenty of refreshments.... cant wait for this summer!"

Mulled wine

The golf event supported by the S&S club saw the trophy returned to PSG. Derek: "Some events were cancelled due to lack of numbers but that's business as usual. The

5th Annual Christmas Party in the Fairways Hotel, with bigger and better spot prizes on the night was a great evening for everyone attending, as the glass of mulled wine at the door warmed you up on that cold December evening. The final event of the year, the Children's Christmas party on



Childrens Christmas Party 2004 - Jamie Ryan (son of Yvonne Myers HR Department) age 6

Childrens Christmas Party 2004 - Derek Ward PSG Engineer and his daughters Kayleigh (8) and Aoife (6)



site, saw Santa give presents to over 420 children. With his new grotto and scenery, it was a real Christmas event enjoyed by the adults too."

The start of the year saw the (re)-election of the committee members: Michelle Kinsella, Gerry Sheehy, Derek Ward, Andrew Browne, Fergus Gonnely, Aidan Walsh, Dave Farrell, Yvonne Myers and AA Narasimham.

Summer BBQ 2004 - from left to right Sinead O'Shea, Anna-marie McKeown, Debbie Gray, Linda Zidani all from Electronics



2004 Christmas Party - from left to right: Colin Smyth, Rita Carroll, Paddy Dunne and his wife Bernie

The company fire brigade in Venray:

'We would go through fire for each other!'

In the garage of the Xerox Venray fire station is a bright red fire engine, silent but ready. One floor up via a steel staircase is the brigade's waiting room and your editors are met by Captain Wim Felder, Deputy Captain Theo Groenen and Commander Pieter Lamers, who are going to help us paint a picture about, what can easily be referred to as an institute; the company fire brigade...

The reason behind this story can be traced back to about three years after the transition of Flextronics and what happened to Phoenix, as the fire brigade in Venray is also known. We can put your minds at rest, as it is alive and kicking. Theo, who now earns a living as a Flextronics employee: "After the transition, we are the only group which has remained the same as both organisations believed in the fire brigade. The support in the last few years has only got stronger. We can see that we are very much appreciated."

Much quicker

As opposed to Mitcheldean, where the fire brigade was unfortunately disbanded when the site was sold, in Venray the Phoenix rose from the ashes. Wim: "We also came under discussion, at least a couple of times and that we are still here is thanks to the fact that the people in Venray were convinced of our fire prevention value. If you look at what it costs to keep the company fire brigade going, then it is not very much. Expressed rather ironically, if we deal with a small fire on site then we have easily paid for ourselves. Apart from this, the alternative is very simple. As a company we are obliged to employ a health and safety expert. These people do a very good job, but they cannot do anything to protect the company's actual property. You are therefore reliant on the local fire brigade. If anything ever happened here, we would be first on the scene."

One of the arguments used in the past to review shutting down the company fire brigade was that we have never had to deal with a fire incident in Venray. Pieter easily gives the reason why: "We put a lot of time and effort into prevention. Every Tuesday evening the brigade, which is now a force of 23 people, comes toge-

ther to practice. We try to do this as realistically as possible. It could be in a computer room, the canteen or the production floor. Of course this happens after discussing the plan with the appropriate manager and we base the exercises on what could happen. When carrying out the exercises in the past we would come across such things as blocked fire exits. As the fire brigade, we have changed this and the result is that everybody is more aware of safety."

Tight control

When asked if the average employee at Flextronics and Xerox is aware of the company fire brigade, Theo answers: "They see us exercising, but we are also there when a job, which could be hazardous, has to be carried out. For example, if any roof contractors come onto site there is always a member of our team accompanying them. You know from experience and also from articles in the fire brigade magazine, that this sort of work, just like welding and grinding, can be very dangerous. We learn from accidents that have happened elsewhere and we therefore make sure that everything is tightly controlled during and after the work has been carried out."

It might seem that in every fireman is a hidden pyromaniac, but you would be wrong. Although adventure is not strange to these three gentlemen (Theo: "Fire is attractive to everybody, just like water"), it is being an active part of the fire brigade, which really attracts them. Pieter: "I have been a member of the Gennep fire brigade for 17 years. I was asked to join the Xerox fire brigade and of course, I was delighted to do this. Not for the money, you would be better off doing overtime, but for the community and the company". Theo and Wim share this reasoning: "You



Standing f.l.t.r. Wim Felder (chief fire officer), Guus Troisfontaine, Thom Voesten, Paul Pluijm, Wiet Sijmons, Jos Creemers, Cees Vousten, Aykan Orel, Frans Gloudemans and Toon van Osch.
Sitting f.l.t.r. Pieter Lamers, Hans Cremers, Cherry Wierinussa, Claus Vinckenburg, Jan Janssen, Theo Groenen and Lambert Alaerds.
Not in picture: Cees van Schaaik, Juan van Helden, Janet van Helden, Henk Baltessen, Hassan Sebbar.

want to be able to play a part in the safety of the company and your colleagues and not just come to work to earn money."

A touch warm

Apart from the exercises on site, the team also goes to Boxmeer, where one of the seven national fire brigade training centres is based and it can sometimes get a little bit hot. Pieter: "Here we try to keep everyone on their toes. Realistic exercises are a must and we cannot set fire to actual buildings on site in Venray, but in Boxmeer they have special buildings just for this purpose. Last year we had training, which was aimed at getting us used to extreme heat. This meant that we had to stay calm in temperatures between 600 and 700 degrees Celsius. It was a touch warm!"

Within Flextronics and Xerox, Phoenix is a close-knit team. Captain Felder: "Apart from the fact that we are prepared for anything and everything to the point that we trust each other totally, we also get on extremely well as a team. A couple of times a year we organize a fire brigade competition, where company brigades throughout Limburg come to Venray and compete against each other. Alongside this we also have a special Christmas get together and at least once a year a barbecue is organized. If one of us is celebrating a birthday then, of course, a cake is produced. You could say that whatever the situation, we would go through fire for each other."

Talent

Mozart had it with music, Cruiff for football and Einstein for almost everything. Barney and Hankey have it for 180's and Britney, Robbie and Justin for vocal art. Talent is a phenomenon, which differentiates you from everybody else, and – assuming it is well used – is of great value to yourself and surroundings.

The best thing about it is that everybody has his or her own qualities. Perhaps not enough to ensure numerous newspaper articles, but still: each individual possesses a speciality, which makes him or her valuable to their environment.

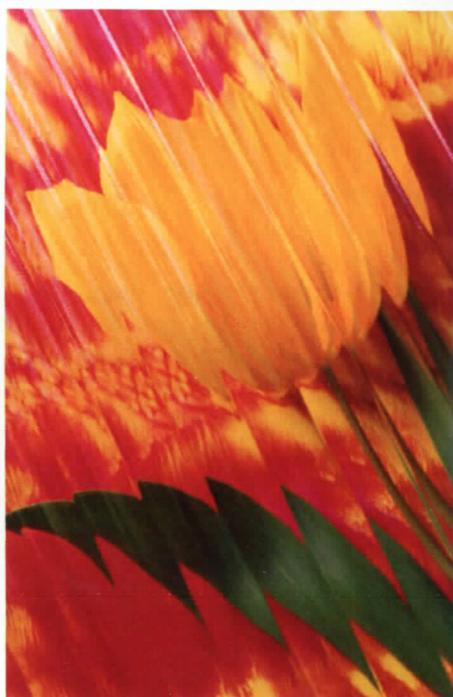
At Xerox you have the chance to develop your talents and colourful characteristics. Via training and courses, talks with your manager and colleagues, you can without much effort discover where your skills lie, what you like about your work, what your biggest successes are, where your enthusiasm lies and your heart. You are offered every opportunity to tap into your positive

energy and use it to your own advantage and the company's. Talent actually begins with your own qualities and your ability to recognize and, therefore, use it in the best possible way.

What is just as important is your ability to recognize talent in other people. Whether it is a colleague, a client or a supplier. In doing so we unconsciously make each other conscious of our qualities and as a result can use them to make work more enjoyable, to become more efficient and together we can make a difference.

As there is no 'to be used before' date on good wishes, we wish you and your families a fantastic and healthy 2005. And do not forget to use your talents. Xerox in general and M&SC in particular can make good use of them.

M&SC European HR Team



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Editorial Board:

Editor:

Mark Barnard
(HR, +44 (0)1594 591800)

Venray:

Hanneke Smits-Hermans
(Communications and Co-ordination,
+31 (0)478 52 5802)

Ingrid Renjaän

(EFO, +31 (0)478 52 5502)

Gonny Sniijders

(HR&Q, +31 (0)478 52 5407)

Leonie Siebers

(SDU, +31 (0)478 52 5831)

Eveline van den Beuken-van Well

Wilma Saamena-Verstraaten

(SSC, +31 (0)478 52 5200)

Mitcheldean:

Brian Fowler

(HR/ARC, +44 (0)1594 591126)

Sally Meek

(HR, +44 (0)1594 591301)

Dundalk:

Nicola Patten (HR, + 353 (0)42 938 7257)

Editorial Board Secretary:

Postbus 43, 5800 MA Venray

Tel. +31 (0)478 52 58 02

Fax +31 (0)478 52 50 56

Editors:

Derix*Hammerslag

CMPR Ltd.

Paul Peijnenburg

Ewart Woolley

Photography:

Own archive

Graphics:

Yvonne Arts and Ton Penterman (XGS)

Printing:

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