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Xerox, known as Rank Xerox at that time, was extremely proud of winning the first EFQM Excellence Award in 1992 for our European Operations. We can still remember the tremendous excitement and motivation of our 26,000 employees in our 19 Operating Companies, our various Manufacturing Units and our European Headquarters. We were working together in an effort to demonstrate the way the company had fully embraced the Quality Process and Management, overcoming serious competitive threats and recovering a leadership position on the market place.

Winning the Award confirmed the strength of our Company and, thanks to the valuable feedback we received from the EFQM assessors, gave the whole team a comprehensive range of improvement suggestions to continue the journey towards reaching world class performance.

Looking backwards, we may reflect on what made us decide to run for the Award.

Firstly, it appeared that our Management principles, which were pervasive in most parts of the Company, were perfectly matching the nine criteria of the EFQM Excellence Model :

- « Quality is the responsibility of everyone in the organisation » (Leadership)

- « A clear vision of the future is a pre-requisite for success » (Strategy)
- « The barriers which prevent people from doing a good job must be removed » (People)
- « Innovating solutions, properly managed, will bring success » (Partnerships & Resources)
- « Processes are controlled by people » (Processes, Products & Services)
- « Unshakable commitment to Quality will result in satisfied customers » (Customer Results)
- « People are our most valuable asset » (People Results)
- « We must take responsibility for what happens in the world in which we live » (Society Results)
- « Constancy of purpose towards improvement of product and service will ensure long term results » (Business Results)

Secondly, we had started implementation of our "Leadership through Quality strategy" almost a decade before, in support of a cultural

About Xerox

Since the invention of Xerography more than 75 years ago, the people of Xerox have helped businesses simplify the way work gets done.

Today, we are the global leader in business process and document management, helping organisations of any size be more efficient so they can focus on their real business.

Headquartered in Norwalk, Conn., United States, more than 140,000 Xerox employees serve clients in 160 countries, providing business services, printing equipment and software for commercial and government organisations.

change of the Company, leading to outstanding business results on all four priorities: Customer satisfaction, People satisfaction, Market share leadership and Financial strength. We wanted to secure longer term success and build future strength through a more integrated process.

Thirdly, but not the least, we learned that second only to Customer Satisfaction, comes motivation and satisfaction of the employees. The Management remains convinced that performance depends on the excellence of the people. This is why we have invested in training all our people in the principles, tools, processes of Quality, involving them in thousands of Quality Improvement Teams.

Applying for the EFQM Excellence Award was a fantastic way to involve all our people and teams. It provided them with external and very credible feedback on the impact of their efforts. We started implementing a very powerful approach to progress: self-assessment, performed at all levels of the organisation.

Winning the Excellence Award had a very positive impact on all our stakeholders in particular on our Customers. The impact on our people was extraordinary and had a long lasting effect. It provided the

evidence of an external recognition for their efforts. As we know, employees have different levels of experience, different qualifications and different hopes and aspirations. Moreover, they were brought up in different educational backgrounds and languages. Leadership through Quality became their common culture, their unique method of working, business language and customer values. Appropriate surveys led us to develop and implement a company-wide approach to Employee Satisfaction and Engagement.

Self-assessment became the way to holistically manage progress from an existing status (today) towards a desired state (future), made of a vision and quantitative goals. We adapted it over the years and called it the "Business Excellence" model, the "Xerox Management" model, the "Managing for Results" model, the "Performance Excellence" process. All are based on a solid backbone of deployment and commitment. This is still the way of unifying the diverse parts of the organisation: countries, functions, specialised teams, various technologies and services channels.

Our sustained Journey towards Excellence has shown how Quality management can bring out the strengths of each part of our organisation and focus on a single goal.

Whether in marketing, manufacturing or research and development, sales or services, it has allowed improvements not just to parts but to the whole. Quality Management has also proved how to bring out the strengths of the individuals and of the team. Doing so, decision making and action increasingly take place at the level where it can best exercised to meet the requirements of the Customer.

Consequently, no doubt that the Company is in a position of force to address today's challenges such as worldwide management structures, remote teams a long way from their bosses, accelerated transition to service businesses, acquisitions of new companies with different cultures, offerings and customers, new and different competitors, very diverse multinational teams, extended organisations such as outsourced activities, remote and outsourced back offices, virtual teams, etc.

Quality, Excellence, an endless journey? That is what we have learned.

SUCCEEDING THROUGH THE TALENT OF PEOPLE