



Anne M. Mulcahy,
chair and CEO

Editor's note: This department features Six Sigma related content excerpted from the annual reports and other communications produced by a variety of the world's most successful companies.

FEATURED COMPANY:

Xerox


Xerox Online Fact Book, 2003-2004: In 2000, Xerox rededicated itself to quality, a longtime core value at Xerox, and updated its set of quality principles and resources to be faster and more focused. Xerox began an enterprisewide effort integrating Six Sigma and lean manufacturing tools and processes into a comprehensive strategy called Xerox Lean Six Sigma. It is a disciplined, data driven method of reducing waste and variation in processes so they consistently deliver products and services at the quality levels, speeds and prices customers value—and therefore improve Xerox business results.

Xerox manufacturing and distribution facilities are managed to the highest quality and environmental standards; all manufacturing factories are ISO 9000 and 14001 certified.

From Xerox's Online Fact Book (undated): The goal of Xerox Lean Six Sigma is to help the company become more focused, faster and flexible with lean work processes capable of building and sustaining both profits and revenue growth. The organization helps select projects based on their economic value to Xerox, track overall financial results, provide a program framework and resources and identify and train the Black Belts (BBs) who lead projects. By the end of 2003, Xerox

had 25 full-time deployment managers, more than 300 BB candidates and 900 people in Green Belt training. By the end of 2004, Xerox expects to have 1% of its employee population working as BBs, integrating lean Six Sigma tools into daily operations and into the services and solutions Xerox offers to its customers.

From Xerox's white paper, February 2004: Xerox Global Services relies on lean Six Sigma methodologies to help make the enterprise publishing process measurable and manageable. Xerox knows lean Six Sigma is a powerful tool to add value and simplify business. Over 250 projects are currently underway as project selection is integrated into the management process; 2,300 managers have been trained with lean Six Sigma.

From BusinessWeek, May 3, 2004: Xerox kicked into high gear in late 2002 with training for top executives, including CEO Anne M. Mulcahy, who has spearheaded the effort. The company has since launched about 250 projects, both for itself and its customers. "We've gone at it with a vengeance," says Mulcahy. And the results are already rolling in: Xerox claims a \$6 million return in 2003 on a \$14 million investment in lean Six Sigma. It expects an even bigger payoff this year. 

FROM XEROX AND MEDIA SOURCES