The Startup Phase

- Joseph C. Wilson (Founder)
- Chester Carlson (Co-Founder)

Xerox Corporation, with headquarters in Stamford, Connecticut, was founded in 1906 as "The Haloid Photographic Company" manufacturing photographic paper & equipment.
First Xerographic Copying Machine

- Perfected and marketing the first xerographic copying machine
- Invented a new industry with the introduction of plain-paper copier
The Growth Phase

Palo Alto Research Centre (PARC)

- A division of Xerox Corporation
- Research & Development Company in California

Responsible for:
- Laser printing
- Graphical User Interface (GUI)
- Personal Computer
- Ethernet

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The Stability Phase

David T. Kearns (President & CEO)

- Competitors (Canon & Ricoh) - low-end market; (IBM) middle; (Kodak) - high-end market: Xerox's market share fell to 50%
- No new products - Company fight hard to cut costs & reclaim market share
Changes

- Diversify business - Bought Crum & Forster and moved company into Insurance & Financial services on large scale
- Company Restructuring - "Leadership Through Quality (LTQ)" program (Benchmarking, Employee involvement)
- Shorten product development cycle by 30%, reduced amount of labor by 40%, reduced number of parts vendors from 5000 to 400
- Hierarchical organization structure was reduced - Cross functional "Team Xerox" established

Results

- Higher quality standard
- Better pricing
- 99.2% parts are defect-free
- Save as much as $2 billion in document-processing business
Results

- Improve Overall Efficiency & Effectiveness
- Enhance Quality
- Reduce Waste

"Our success in Lean Six Sigma has become another defining competitive advantage for Xerox,"
Xerox and the Vision Quest Case Solution

Changes
- Introduction of the first xerographic process
- Development of the Xerox 914 copier
- Expansion into the digital imaging market
- Acquisition of DocuTech

Results
- Significant increase in market share
- Expansion into new markets
- Leadership in digital imaging technology

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