

# Developments In Business Simulation & Experiential Exercises, Volume 17, 1990

## TOTAL QUALITY AFTER THE AWARD - THE XEROX STORY SPEAKERS AND AFFILIATION

SPEAKERS: JOHN COONEY, Manager, National Quality Communications and Promotion Office  
MIKE HARAVITCH, Manager, Corporate Quality Office

Outline: The Baldrige Award - A Beginning  
Addressing the "Warts"  
Certification Process  
Policy Deployment  
Xerox Quality 2000

This session tracks the learnings of the Baldrige application process to the vision of Quality into the year 2000. It focuses on the implementation of total quality across the operating companies and districts within Xerox. Further it defines the measures and plans of continuous improvement on the Xerox Total Quality Journey.

### COMPANY PROFILE

Xerox Corporation consists of two businesses: Business Product and Systems (BP&S) and Xerox Financial Services. BP&S employs 50,200 people in the United States and accounts for over 50% of about \$18 billion in revenue. The multinational corporation is the world's largest provider of copiers, duplicators, and electronic printers with a range from low volume copiers to high-performance integrated systems for handling every aspect of document creation, storage, and reproduction.

In 1983 Xerox initiated Leadership Through Quality which focuses on quality as the company's basic business principle. On November 2, 1989, Xerox Business Product and Systems was awarded the Malcolm Baldrige National Quality Award.

### PERSONAL DESCRIPTION

Mr. Cooney is Manager of the National Quality Communications and Promotion Office for the United States Marketing Group, Xerox Corporation in Rochester, New York.

During the past year he has facilitated the sharing of the *Xerox Quest for Quality* with over 42,000 people across America. The primary interface being Presidents and CEO's of Fortune 500 companies and leaders of medium and small businesses. John is also on the Governor's Committee for a "Quality at Work" Award for the state of New York.

Mr. Cooney was Vice President of Customer Services in Dallas, Texas prior to his selection to the National Quality Award Team, which prepared the Xerox Application for the Malcolm Baldrige National Quality Award. He has also held Vice Presidential posts in Finance and Administration. He has been responsible for implementing many of the Quality initiatives at Xerox over the last 10 years.

Mr. Cooney has an undergraduate degree in Industrial Management and a Master's in Business Administration from the University of Detroit. He resides in Fairport, New York with his wife Brenda and two children.

Mr. Haravitch is Manager of the Corporate Quality Office of Xerox Corporation, Stamford, Connecticut.

During the past 27 years with Xerox, Mr. Haravitch has held positions in Design Engineering, Service Planning, Product Planning and Strategic Planning. Most recently, he has been focused on the Development and Application of Leadership Through Quality throughout the Corporation.

Mr. Haravitch has an undergraduate degree in Electronic Engineering and a Master's degree in Business Administration. He is a member of the adjunct faculty at the Rochester Institute of Technology where he teaches Mathematics and Statistics.