

# XEROX Canada

'X-pands' North American e-commerce & telecoverage business from Saint John



"These are exciting times for Xerox, New Brunswick and Saint John," heralded Kevin Francis, a former Sydney, Cape Breton native, now Xerox Canada's president and CEO. He spoke the words last summer during the ground-breaking for the new \$13 million high-tech, knowledge center constructed to house Xerox's **expanding** Saint John operations.

Since then, Xerox has been substantially increasing its New Brunswick telebusiness by diversifying the programs, processes and projects it delivers to customers: it added 300 highly-skilled and progressive sales positions to its existing customer support service division. The Xerox Knowledge Center now encompasses 450 employees. And the results from these telesales employees are proving impressive!

## Simply The Best

During fourth-quarter of '99, Francis delivered cross-Canada praise about how many of the new business and e-commerce practices are outperforming expectations in some regards. For instance, last November saw sales and marketing process records set which contributed to the company's phenomenal writing of 106 per cent of Total Order Revenues, calculated as 24 per cent Year-Over-Year growth. Performance in the field resulted in excellent growth in financial services, graphic arts, as well as in Eastern- and Central- CBU (customer buying unit) market segments. "This was the highest monthly increase in Xerox Canada history... which speaks well of our momentum entering the first quarter of 2000.

In his 28-year rise to the top with Xerox Canada, Francis has made some shrewd observations about Xerox's business philos-

ophy and how that philosophy has contributed to the company's success. "Xerox is a people company: we simply hire better people than anybody else in the industry... and we have a more empowering and nurturing environment. But mostly, Xerox has an environment where people have fun.... People like working here." He continues by saying that the Xerox culture is a wholly pervasive experience. "Per square inch, per



Service Telesales representatives achieved phenomenal results in 1999, increasing expectations for 2000 and beyond.

brain cell, we just have extraordinary people, who perform extraordinary things.... They are high-risk takers, with high energy... and we believe in reward and recognition."

## David Helps Goliath

Francis also credits external forces for their respective roles in Xerox's successful expansion into North American telebusiness initiatives. He says there are three factors for

the company's stellar performances from its NB-call center processes: great people, great government, great telephone company. He acknowledges former premier Frank McKenna for approaching him initially (back in the early-1990s) and convincing Xerox of New Brunswick's potential as a pro-active environment from which to do business. He also recognizes successive government cooperation, particularly in providing the necessary labor market information within a phenomenal time frame during the winter of 1998/99 when the decision to determine a location for expanded processes was in the final stages.

Xerox has also received "exemplary" performance and cooperation from NBTel. By offering leading-edge services, the extremely telecompetent, full-service communications and multi-media provider delivers the professional commitment and relationships Xerox requires in doing business. Plus, it doesn't hurt that NBTel's corporate culture parallels the corporate culture of 'The Document Company'. It has been a positive relationship enabling Xerox and NBTel to mutually grow their businesses. Jack Travis, COO and president of NBTel, concurs with Francis' assessment of the supportive relationship between Xerox and NBTel. When Xerox took the risk with NBTel "and on New Brunswick," it enabled solid business channels to develop,



explains Travis. "In fact, Xerox was the first multi-national corporation that located here...and that helped us considerably in attracting others into our region."

It's a case where David is helping Goliath battle other document management giants. Through an executive-on-loan arrangement, NBTel has placed telebusiness executives on-site within expanded telecoverage and virtual sales divisions (working side-by-side with Xerox managers) to ensure NBTel's telephony processes, tracking systems, and innovative web-based solutions are meeting the requirements of the new telesales force. "We're continuously

investing: helping to solve technological challenges together... keeping us both leading-edge in technology." Travis cites an example of how NBTel invested \$3 million "to change its entire switching network to meet Xerox's needs to help it service US markets." Xerox also invested in the joint technology venture. This symbiotic relationship has benefited NBTel financially - increasing its revenue significantly - while ensuring Xerox's costs remained at the lowest competitive advantage.

## Riding The Tele-Wave

Marty Galligan is Xerox Canada vice-presi-

dent and general manager for North American Telebusiness. He states that Xerox had been considering developing telesales channel processes to sell solutions since the early-half of the '90s. Based on a study by Oxford Associates, a leading Washington, D.C. consulting firm, Xerox senior corporate strategists decided "to reorganize the ways we go to market" by building a telebusiness competency that delivers a re-envisioned business strategy. Similar telesales and telecoverage models proved successful for leviathans Dell and IBM. So, why not Xerox? "It's really a bit of the way of the (changing consumer) world," he confesses. Moreover, e-commerce and virtual shopping is becoming an increased buyer preference in general. For example, U.S. customers are five-times more likely to shop via e-commerce than Canadians; but trends in Canada are steadily changing. Yet, he acknowledges from a business-to-business position, e-commerce as "a customer requested touch-point" still has a ways to evolve compared to the retail industry.

Xerox's tele-web business philosophy is to better enable customer's buying preferences. Telebusiness is meant to be a partnership between the virtual sales executives and "direct-rep" sales force, adding to the level of sales service "a direct rep or agent can offer." Offering multiple sales channels addresses the changing marketplace, which translates into improved customer satisfaction, loyalty, market penetration, and revenue growth. And "let's face it, e-commerce is mushrooming... and it's especially being utilized as a buying source in the small office equipment segments marketplace."

Vice-president for Global Tele-Web Business Operations, Xerox Corporation, Angel Garcia is fully aware of the wide-open benefits of globally expanding e-commerce and virtual sales. Though New Brunswick's telesales business center, and the state-side, (Irving) Dallas, Texas telesales center "were the first two out of the gate," Xerox is strategically cloning other telesales divisions globally - aggressively developing telesales centers in the UK, Europe, South America, Southeast- and Central- Asia. The Saint John and Irving, Texas centers are maturing and setting international telesales standards.

## Local Spin-Offs

It's a reputation others in the port city's business community can't help but grin from ear-to-ear about. Steve Carson, general manager of Enterprise Saint John

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(ESJ), is one of those grinning faces. "Despite previous up-and-downs, finally Saint John has developed a very healthy, diversified economy. Through NBTel's leading-edge, telecommunication, multimedia, e-commerce initiatives combined with Xerox's aggressive utilization and implementation of these processes," the oldest city in Canada is becoming a leader in the knowledge-based economy. Xerox's expansion combined with other businesses in the remote customer services sector has created thousands of new jobs for the region. The region's unemployment rate is now only 6.1 per cent. Estimates are that customer service sector jobs alone generated an annual payroll well in excess of \$100 million by 1999's end, with equivalent direct spin-offs. Real Estate is booming in residential as well as commercial areas. Plus retail, food service and hospitality sectors are also thriving, and construction growth is up significantly.

Taking a moment amidst busy activities of the U.S. Telecoverage Sales division, Martin Chiasson, director of the Xerox North American Telebusiness Unit in Saint John, explains much has been happening since Xerox first started its original, customer service facility from the New Brunswick Call Center in 1995. "Our new \$13 million Knowledge Center really is a facility to house the tremendous growth and diversification that's been happening within our organization for some time now." Chiasson proudly cites the NB Call Center's previous accomplishments as key selling points that resulted in Saint John's gaining Xerox's major expansion. "Our outstanding results from the services we'd been providing since '95... our highly competent workforce... and the comfort of knowing we had good business partners to expand with" enabled the port city to win out over many other larger metropolitan centers, who were also lobbying for the Xerox expansion. In his view, those partnerships include ESJ, the New Brunswick government, NBTel, and the region's education communities (University New Brunswick - Saint John and the NB Community College).

Observing the mushrooming processes from ground zero, Chiasson notes: "We're showing interesting results... and revealing that we're cracking the code as customers show greater acceptance for telecoverage, virtual sales, and e-commerce processes as a way of buying from Xerox." Specific industry markets and accounts have been identified and

appointed to each e-commerce and virtual sales representative. "We'll be developing continuously... launching some exciting new processes and programs in the first quarter of 2000," he states. Consequently, he expects that U.S. Telecoverage and Virtual Sales will metamorphose to new levels this year.

Chiasson is a proud Cape Breton native of Acadian descent. He feels the tremendous achievements and progressive competencies of the Saint John center, coupled with Atlantic Canada's labor talents - along with "our commitment to prove our-

selves" on the international scale - bodes well of the region's ability "to play a critical role on the Xerox stage, North America wide." And since "we've accomplished so much in five years... wouldn't it be neat if we could expand this to the world over the next decade?" So, from the Y2K-starting line, this decade looks to be bright and exciting for Xerox, New Brunswick and Saint John. Especially since word from on-Xerox-high is that plans are on the drawing board to build a second complex to strengthen previous expansions - and further develop the Xerox Knowledge Center site into a fully integrated campus! •

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