WASC 2060 WAI 535

Fighting Five with the latest technology - back in 1906' Article in Siemeers neurspaper April 2004





Siemens Automation and Drives has completed work on a project to upgrade a power supply system at the BBC's Television Centre in White City, west London. The building houses several large studios where thousands of TV programmes including Blue Peter and Top Of The Pops are produced each year, and is home to the BBC's main news centre and 1,200 journalists.

# Healthcare Services named preferred supplier for Stoke PFI project

Siemens Healthcare Services has been chosen as the preferred supplier of managed technology services for a major project to build two new hospitals in Stoke-on-Trent. The contract is due to be completed later this year and will run for 30 years following construction of the new facilities.

The business is part of a

equipment, operating tables and microscopes. The business is also providing an electronic picture archive and communications (PACS) system that allows digital clinical images to be viewed on computers anywhere in the building.

Peter Whitfield, PACS solutions manager for Siemens Healthcare Services, says: "Patient x-rays and scans are produced digitally, allowfor a new hospital being built in Romford, Essex. The business is also working on PFI contracts at hospitals in Lanarkshire, West Yorkshire, Blackburn, Worcester, Dudley and Barnet, in north London.

The NHS has awarded Siemens Medical Solutions contracts worth a total of £6 million to provide new cardiovascular imaging and monitoring equipment for eight hospitals across the UK.

# HSBC extends IT services contract in £9 million deal

and successful relationship with

HSBC that extends over a 21-year

period, firstly as Nixdorf

Computers and then as Siemens

Nixdorf before Siemens Business

Services was established in 1995.

banking and financial services

organisations in the world. In

1992 it took full ownership of

Midland Bank in the UK and now

has more than 1,700 branches

across the country.

HSBC is one of the largest

HSBC Bank has extended its IT services contract with Siemens Business Services in a deal worth £9 million.

The contract means Siemens will continue to provide IT support at HSBC branches and processing sites across the UK for a further three years, helping to maintain around 30,000 desktop PCs and 20,000 other items of IT equipment.

Siemens has enjoyed a long



# UK Passport Service places £6.3 million order for e-applications solution

The UK Passport Service has awarded Siemens Business Services a £6.3 million contract for an IT solution that will let people make passport applications online from next year.

Siemens has been working with the UK Passport Service since 1998, when it was awarded a 10-year contract worth more than £100 million to develop, implement and operate an automated system for processing passport applications.

The new system will cut the volume of applications processed manually by Siemens staff, helping to reduce costs and speeding up the time it takes to obtain a new passport.

John Boylan, account director, says: "Two years ago our customer challenged us to come up with an innovative way of improving the service we provide. Our solution not only meets their requirements but is also approved by the government in its drive to make more use of electronic processing systems."

## Electrical switching capabilities strengthened

The Automation and Drives Group is to acquire the busbar trunking division of Moeller, a German company specialising in industrial automation and low-voltage power distribution solutions.

The deal includes a manufacturing facility employing around 90 people at Aylesbury, in Bucking-hamshire, and three other factories in Germany, Spain and China.

consortium formed by Equion, an investment and management company that specialises in Private Finance Initiative (PFI) work.

Equion is the preferred supplier for a £350 million scheme to build and operate a new acute care hospital for the University Hospital of North Staffordshire NHS Trust and a new 160-bed community hospital for the North Stoke Primary Care Trust.

Siemens will maintain all the major medical equipment at the new hospitals, including radiology

ing hospitals to operate in a 'filmless' environment. It means staff can store and retrieve patient records quickly and display them easily on a range of workstations simultaneously, so improving the hospital's workflow and efficiency and in turn enhancing patient care." Siemens Healthcare Services has won several PFI deals to provide a range of IT and managed technology solutions in recent years, the latest being a 33-year deal worth £276 million to provide medical equipment and services

The equipment allows doctors to capture high-quality x-ray images of the heart and surrounding blood vessels to help diagnose and prevent heart disease. The deal will see the systems installed at two hospitals in London and six others in Durham, Eastbourne, Medway, Scunthorpe, Wigan and Leicester. Kevin Dand, product manager for x-ray systems, says: "This is a terrific result for Siemens in a strategically important area of business for us."

Approximately 600 employees work for the division worldwide, which recorded a turnover of around €95 million (£63 million) in the last financial year. The move strengthens the market position of the Automation and Drives Group for busbar trunking in Europe, the Middle East and Asia.





#### **Technology showcase at CeBIT**

Siemens businesses were out in force at CeBIT in Hanover, the world's largest information and communication technology trade fair. Siemens Mobile launched several new handsets at the event, including a pen-shaped mobile phone that recognises handwriting for dialling numbers and writing text messages, and a digital cordless phone with integrated camera (pictured), the first to be able to send images from a fixed line to a mobile handset.

### IT solution for analysing medical trends

The American Medical Group Association has asked Siemens Medical Solutions to supply IT infrastructure and support services for a ground-breaking data warehouse that will initially store information from more than four million patients across the USA. The solution will allow US healthcare providers to analyse anonymous patient records and data on healthcare products to help them make better strategic decisions on policy making and purchasing.

### **US Postal Service to update its sorting systems**

The United States Postal Service has awarded Siemens Dematic a \$370 million contract to upgrade its mail sorting systems. The new systems, which will increase the speed that mail is read and sorted by around 20 per cent, will be designed and tested before being installed at 300 offices across the country from January 2006.

#### **Siemens Mobile to sponsor Asian Cup 2004**

Siemens Mobile has announced it will be an official sponsor of this year's Asian Cup, the continent's equivalent of the European football championships being held in Portugal in June. Sixteen nations from Bahrain to Indonesia will compete for the title in China this summer.

### **EDITORIAL TEAM**

Siemens UK is produced by Corporate Communications and edited by Rosemary Eatherden. Each of the UK businesses has a Siemens UK contact who suggests stories to the editor that fit within the content and style of the newspaper. If you know of something your business is doing which you feel would interest Siemens employees in the UK, why not suggest it to your business representative?

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### UK NEWS UPDATE

# **Redundancies announced at Oxford Magnet Technology**

Oxford Magnet Technology is to make up to 80 redundancies at its factory in Eynsham as part of a restructuring programme aimed at restoring the business to profitability.

The business employs 700 people at the Oxfordshire plant, where it manufactures superconducting magnets for magnetic resonance imaging (MRI) body scanners. All Siemens MRI scanners and more than a third of all MRI scanners worldwide are fitted with magnets designed and manufactured by Oxford Magnet Technology.

Arthur Kaindl, managing director, says: "The global MRI market faces increased pressure on pricing that has affected our profitability. We therefore need to focus on our core competencies and reduce costs, which unfortunately means we have had to make some job losses to safeguard the future success of the business."

Last December Siemens took

# Siemens Communications acquires full ownership of Insight Consulting

Ciemens Communications Shas taken full ownership of Insight Consulting, having acquired a 51 per cent controlling stake in the business in 2001.

Insight provides information security, business continuity and risk management solutions for

Ciemens Information and

with technology specialist

Connexion 2, which has developed

an alarm that looks like a normal ID

card. Called Identicom, the device

contains a Siemens wireless mod-

ule that allows workers to raise a

distress signal if threatened. It also

lets third parties listen to or record

what is happening, should evi-

on NHS staff.

the banking, insurance, retail, telecommunications, NHS, police and government sectors. The business employs 55 people at its offices in Walton-on-Thames in Surrey and will continue to operate under its current name.

"Security is a business-critical factor in the design and

full ownership of Oxford Magnet Technology, acquiring the 49 per cent share previously owned by Oxford Instruments.

Arthur adds: "We are fully committed to the future of the business and invested £9 million last year to extend the factory at Eynsham so we can take advantage of expected growth in the longer term. We have new products and developments in the pipeline and a strong strategy to build a solid base for the future."

implementation of communica-

tions networks," says Graham

Walker, managing director of

"Bringing Insight into the fold

completely means we can contin-

ue to deliver the most compre-

hensive and effective security

solutions to our customers."

Communications.

Siemens

to be created at Blackpool call centre

Ciemens Business Services is **J**to create 80 new jobs in Blackpool in the next six months as part of an expansion of its operations on the Savings National and Investments account.

80 new jobs

Alan Wood, chief executive of Siemens plc, officially opened an extension to the customer service centre in the seaside town with John Prout, sales director of National Savings and Investments, in March. Around 170 operators currently work at the centre, which took more than two million calls from National Savings and Investments customers in 2002-03.

Siemens Business Services employs a total of 800 people in Blackpool as part of a £1 billion, 10-year contract awarded in 1999 to run the operations and administration of National Savings and Investments.

The team working on the account was rewarded for its commitment to customer service last year when it was named a finalist in the Unisys/ Management Today Service Excellence Awards.

Alan says: "This new extension is another milestone in five years of working in partnership to develop National Savings and Investments into a leading financial services provider that prides itself on customer service."

New grooms put Porsche kettle at top of wedding wish list

Communication Mobile is criminal or civil proceedings. The neckstrap hides a 'rip providing wireless modules for trials of a new personal alarm' function which is triggered alarm that could help reduce if the unit is forcibly removed, and the number of violent attacks concealed emergency buttons allow it to open up a voice call to The business has teamed up a third party whilst covertly alert-

**NHS tests wireless solution** 

ing the wearer that the alarm has been raised and is active. It can also pinpoint their location via GSM technology, allowing users to notify someone when they know they are entering a potentially hazardous situation.

Arthur Woode, sales director for Siemens wireless modules,

### Helping Glenfiddich put whisky in the jar

**C**iemens Automation and ODrives is helping Glenfiddich produce its famous range of whisky at its distillery in the Highlands of Scotland.

to increasing staff safety dence be needed in subsequent

intends to issue the units to lone working staff."

says: "There were 116,000 incidents of violence and aggression reported against NHS staff in 2003 - an increase of 4,000 on the previous year. Should the trials prove successful, the NHS

He adds: "Other major employers of lone workers in vulnerable situations have committed to extensive trials of the units, including social workers, tax inspectors, traffic wardens, teachers and estate agents. We think there's great potential

for expanding its use to provide adequate protection for staff."

Did you know . . . you can search on the UK intranet portal for stories that have appeared in past issues of Siemens UK. Go to 'Our Company' and scroll down to 'Siemens UK online'.

The business is supplying measurement equipment and two variable speed drives manufactured at Congleton to control the pumps that bring in water from the nearby River Fiddich to condense the vapour to spirit during the distillation process.

Bill Robertson, account manager, explains: "The spirit is clear at this point - the brown colouring develops during the ageing process.

"Our equipment ensures the correct amount of water needed to condense the vapour is pumped from the river. It saves Glenfiddich energy costs by making sure the pumps aren't bringing in water when they don't have to."





Preferred partner: grooms are going for the Porsche kettle.

The stylish Siemens kettle designed by FA Porsche is raising the temperature of grooms-to-be, according to a recent survey.

Wrapit, a London-based wedding list provider, conducted a poll among its male customers. It found that most had placed the kettle at the top of their wish list as their must-have wedding present, ahead of fine wines, a professional cook's blowtorch and a deluxe Screwpull corkscrew.

# Trafficmaster places £3.3 million wireless modules order

Wireless modules from Siemens Information and Communication Mobile will be helping more motorists avoid traffic jams after the business secured a £3.3 million order from Trafficmaster for 100,000 units for its latest satellite navigation system.

Siemens has been supplying wireless modules to Trafficmaster since 2000, when it won a £3.8 million order to provide 100,000 wireless modules for an earlier version of the system.

The units allow drivers to connect in real time to an operator at Trafficmaster's control centre in Milton Keynes for directions to their intended destination. The operators enter the details according to any preferences stated by the driver into a computer and at the end of the call the module receives automated directions via a loudspeaker mounted on the windscreen, leaving them free to concentrate on driving. The module also links to a GPS satellite tracking system, so Trafficmaster always knows where the car is. If a driver becomes lost or if there's a traffic jam on the route ahead, a fresh set of directions can be sent to them.

Sophie Kipps, distribution account manager, says: "The new modules we are providing are smaller than the previous version and allow data to be transferred to and from the car at much higher speeds than before. They are also compatible with the mobile networks in Europe and the USA, which means Trafficmaster can expand sales of the system to these parts of the world.

"We already provide wireless modules for similar satellite navigation and tracking systems produced by Siemens VDO Automotive. We had some stiff competition for this new deal with Trafficmaster and are delighted they have chosen our modules again."



**Siemens helps BT trial new** 

BT's new flexible bandwidth service will allow internet users to quadruple their surfing speed at the click of a mouse.

Siemens Communications is Shelping BT trial a new broadband internet service that allows users to quadruple their surfing speed at the click of a mouse.

BT's flexible bandwidth service lets users temporarily boost their usual broadband speed from 512 kilobytes per second to around 2 megabytes per second, giving them easy access to premium content such as DVD-quality streamed videos, online gaming or music downloads.

The new service is part of BT's strategy to increase broadband connections in the UK from the current two million mark to five million by 2006. The trial begins this month and the service is due to be launched commercially later this year.

Siemens Communications is providing software to store user information and log usage data during the pilot phase, and is coordinating the supply of other networking systems and software applications that support the service from other third-party providers.

The business is also managing the trial for BT, which includes recruiting participants, handling queries and faults and producing usage statistics to gauge acceptance levels for the new service. Graham Walker, managing director of Siemens Communications, says: "This work demonstrates the strength of our relationship with BT and our ability to provide wholly managed solutions for our customers.

"It also shows we are capable of delivering cutting-edge solutions to meet the increasing demand for real-time communications. BT has been very happy with the way we have handled the trial to date, and is confident its new service will demonstrate how broadband technology can transform the way people communicate to each other using the internet."

# National Grid extends service contract

Siemens Power Transmission and Distribution has won a £1.6 million extension to a fiveyear contract to service control and protection systems installed for National Grid at more than 40 electricity substations across the UK. The systems feed substation data to National Grid's main control centre, allowing operators to manage the transmission of electricity around the UK more effectively.

### Security systems to protect new Manchester school

Siemens Building Technologies has won a contract to install CCTV, access control and intruder alarm systems for buildings under construction at a new school in the Moss Side area of Manchester. The City Academy, which opened its doors to pupils last September, shares its state-of-the-art facilities with other local schools and the community.

### 'Walkie-talkie' mobile tests get under way

Mobile technology from Siemens is being used by MM02 in a UK trial of 'push-to-talk' functionality, which allows mobile phone users to talk to one or more people in short bursts by pushing a button on the handset, like a walkie-talkie. Siemens recently announced plans to begin joint compatibility tests of the technology with Ericsson and Motorola.

# Challenge teams required

This year's Sir William Siemens Challenge Tournament is to take place on Saturday 24 July in Nottingham. The event, hosted by Siemens Energy Services, will consist of a men's 11-a-side football tournament and a women's hockey competition. If you are interested in entering a team, please contact Gregg Stuart on 0115 906 6757 or at gregg.stuart@siemens.co.uk.

### **Rail industry honour**



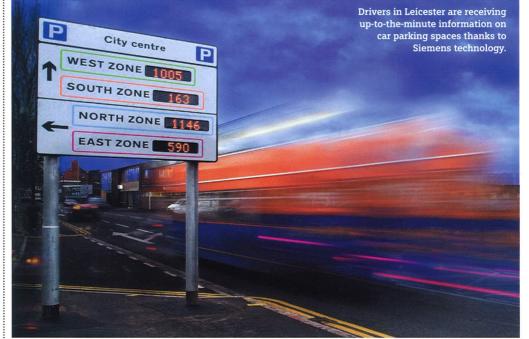
The Desiro trains operating on the South West Trains network are serviced at a state-of-the-art maintenance facility near Southampton.

Medical scanner helps slash

Siemens Transportation Systems has been named rail business of the year at one of the industry's major annual awards ceremonies.

Judges selected Siemens as the overall winner of the HSBC Rail Business Awards after the business won the rolling stock category for its Desiro trains, which entered passenger service on the South West Trains and First Great Eastern networks last year. Kevin Tutton, managing director of Siemens Transportation Systems, says: "These awards represent the tremendous efforts we've made to get the Desiro into service.

"They also demonstrate the innovation, quality and reliability of our entire portfolio, from rolling stock and signalling to electrification, rail communications and service." Colourful car park displays point the way to spaces in Leicester



Wythenshawe Hospital in Manchester has cut its waiting list for computed tomography scans from six months to six weeks after introducing a Siemens CT scanner at its radiology department last year.

hospital waiting list

The scanner produces 3-D cross-sectional images of the body's organs to detect any abnormalities that may not show up on an ordinary x-ray. The speed of the Siemens machine and the quality

of images it produces means hospital staff are able to scan more patients faster than before, so reducing waiting times.

Nick Bond, radiology manager at Wythenshawe Hospital, says: "CT scanning is a key element in supporting the wide range of general health services for people living in south Manchester and specialist services for those from further afield. It also means emergency patients are spending less time in radiology than before." Car park guidance signs from Siemens Traffic Controls are playing a central role in an innovative scheme that helps drivers find a parking space in Leicester.

The business has installed 30 new digital signs to provide directions and information on available spaces for all 10 multi-storey car parks in the city centre. The new scheme, which has been funded by the Department of Transport, is thought to be the first in the UK to use colour coding to identify different car park locations.

The technology gathers traffic information from a variety of sources, including integrated urban traffic control systems, and displays it on the signs, to give motorists real-time news on road conditions and car parks. They also help reduce congestion and

pollution caused by cars queuing or looking for a space.

Essex County Council recently ordered 19 new signs to cover 13 car parks in Chelmsford, while Hampshire County Council has also asked for eight new signs for car parks in Fareham. Siemens is also providing 13 traffic information signs as part of a £40 million project to redevelop the busy A500 trunk road in Stoke-on-Trent.

# Phone habits revealed

Brits are more likely than Germans to hang up the phone mid-conversation, according to a poll commissioned by Siemens Information and Communication Mobile. The survey of 13 countries also revealed that UK residents use the phone more than anyone else in Europe, with 18 per cent spending more than eight hours a week on home phones - five per cent more than secondplaced Italians.

### What Siemens did for us

### Tell us about your organisation and what you do.

National Savings and Investments is one of the UK's largest savings institutions. We're similar to any other investment organisation, except that we're owned by the Government. We have to provide two things: a safe haven for our customers' investments, and cost-effective funding for the Government.

NS&I started life in 1861 as the Post Office Savings Bank. Today we have 30 million customers - more than any other financial services organisation in the UK - and together they've invested £65 billion with us.

Our image has changed a lot in the last few years. In the past we were seen as staid, perhaps dull, but we've undergone a period of significant development and are fundamentally changing what our business is about. Today our customers can buy from us over the telephone and internet, and we're offering more innovative products alongside the old favourites like Savings Certificates and Premium Bonds. We now sell Guaranteed Equity Bonds, for example, a secure savings option but one that has the excitement of being linked to the FTSE 100 index.

I've been with NS&I for 10 years. A key element of my role is to manage the partnership we have with Siemens and ensure it delivers good value to NS&I and excellent service to our customers.

SIEMEN

Comet

### What sort of relationship do you have with Siemens?

Back in the mid-1990s, NS&I was losing market share and had to do something radical. We needed to be slicker, more efficient and more customer-focused, and we recognised our expertise wasn't in the operational side of the business. We therefore decided to outsource all our back office processes to Siemens Business Services - resulting in the transfer of 4,000 staff - and to focus our attention on strategy, policy, product design and pricing. We now have just 120 people directly employed by NS&I.

Siemens put in the most aggressive bid, but more importantly its vision of the business NS&I could become closely matched ours, and that's what really swung it. Other companies were much less ambitious than Siemens, and the cultural fit was not as strong.

### What are we helping you to do?

Essentially you're modernising the operations of a financial services organisation, and that's a very wide-ranging remit. You're making it easier for people to do business with us, you're improving turnaround times, you're reducing costs, and you're making us more customer focused. Our staff have always cared very much about our customers, but to lead the field we have to go even further and strive for excellence in all areas. I believe we're delivering a better



**Steve Owen** Partnerships and Operations Director

# National Savings and Investments



customer service today than ever before, and that's what Siemens has helped us to achieve.

Our relationship with Siemens is now six years old but it's still developing. Both of us have learnt a great deal about how to manage a partnership that is both big and complex. Everything one of us does impacts on the other. We can't just make decisions based upon what's best for NS&I, we have to think what's best for Siemens, and it's the same the other way around. We have to build everything together. That's easy to say but not so easy to do. I'm not sure there's a business relationship like it anywhere in the world.

The modernisation of NS&I that we originally envisaged is now largely complete, and while there will always be further development the challenge today is to build on what we've achieved and become the UK's leading and most trusted savings organisation. The only way we'll do that is together with Siemens. We have to create something that's better than the rest - the best web site, the most efficient call centre, the smoothest distribution channels, the products that best meet customer needs, and excellent customer service.

We've already made big inroads as a result of the capability we've built with Siemens. Our premium bond business, for example, grew by £1.5 billion in just a few month last year, a dramatic increase in volume that Siemens managed seamlessly. We've introduced a new IT system that means we're delivering a quicker and slicker service to our customers, we've opened a new call centre, and our products can now be bought over the internet. We've also created a data warehouse that is giving us better customer information than we've ever had before.

### What do you like about working with Siemens?

What I like most about Siemens is that you've delivered what you promised. It's taken us a while to get where we are today, but you've met the original objectives and that's a real strength. I also like your ability, desire and willingness to work with us to find better solutions. You're really ambitious for NS&I.

### So nobody's perfect what could we do better?

That's a tough question. As soon as we recognise something isn't working, we set about fixing it together. If I had any issues, I'd have raised them with you and they'd be sorted by now.

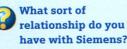
But I guess one area where we could both still improve is in understanding each other's business. Siemens could continue to develop its knowledge of what makes a financial services organisation tick, and at NSBI we need to better understand how a processing business works.

### Jason Greenwood Business Solutions Manager

Comet is one of the UK's leading electrical retailers, with a product range that extends from the latest in televisions and laptops to builtin ovens and dishwashers. We have over 245 stores in the UK and employ around 10,000 staff, and our sales last year totalled £1,406 million.

In 1999 we launched comet.co.uk, which is now the UK's leading electrical website and fourth largest online retailer. Customers can buy over 3,000 products online and have access to an additional 250 multimedia and 1000 white goods products that are not available in store.

My role is to ensure that our internal business users have the information systems they need. That might mean implementing a minor system enhancement or managing a multi-million pound project.



have with Siemens? Back in 1999, we were looking per cent of callers were now coming through to the right person first time, we made huge cost savings and greatly improved the productivity of our people.

### What are we helping you to do?

Two years on, with increasing numbers of customers contacting us by email and through the web, we saw an opportunity to exploit more up to date technology. What started out as a call centre had evolved into a customer information centre with over 400 employees responsible for customer service, home shopping, general

information and internet sales. To deliver further efficiencies we decided to break down the silos of expertise and cross-train our staff: it would give us more flexibility and enable us to handle the call load more effectively. To help us achieve our goal, Siemens installed new skills-based routing software - overnight - which means that when one team is very busy, calls are sent through to other appropriately skilled agents. As the systems integrator, Siemens also installed new workforce optimisation software to help us resource the centre as effectively as possible: with three shifts a day, we need to ensure staffing works smoothly. One benefit of the system is that it allows supervisors to take into account an individual's working preferences, which makes Comet a much more

### accommodating employer.

The new system means we've improved the service we offer to customers without increasing our costs or resources, it's brought our staff greater job satisfaction, and it's helped us to cope better with peaks and troughs. We're now more proactive rather than reactive. And for the first time, we can track the life of an inbound call and really see how we are performing.

### What do you like about working with Siemens? The people we work with at Siemens Communications have

The people we work with at Siemens Communications have made a real effort to understand our business, and that's very refreshing. You really feel they want to make things work and that they'll go the extra mile to make things happen. Some suppliers follow the letter of the contract, rather than the spirit as Siemens does, and that can be very frustrating.



for ways to provide our customers with an improved telephone service. At that time, customers with queries rang through to their nearest outlet, and staff often had to leave the sales floor to deal with a variety of incoming calls. We felt that diverting calls to a single call centre would mean sales staff could concentrate on offering a better service to customers in store, as well as ensure phone enquiries were handled more consistently. With everyone now calling in on a single number, we used intelligent voice routing technology provided by Siemens to identify the main reason for their call and direct them to the most appropriately skilled member of the team. Because 70

### So nobody's perfect what could we do better?

You offered us a finance deal for our latest project, as an alternative to an outright purchase, and flexible packages like that are part of the appeal of working with Siemens. But unfortunately, six months on, there are still a few issues to be resolved with Siemens Financial Services. I'm sure we'll get there in the end, but it has been a slightly fraught process.

### working as

**One Siemens** 

Siemens Financial Services and Siemens Medical Solutions consider what Siemens has to gain from presenting a single face to the customer - and how their own partnership has evolved.

# We have to do what's best for Siemens overall, not just what's best for our own business.

Dod Barthet, sales director at Siemens Financial Ser-Nvices, needs no convincing of the prizes that are there for the taking when Siemens businesses start working as one. In the last year, he's assigned five of his team to focus solely on building partnerships with other parts of Siemens; as a result, Siemens Financial Services is doing substantially more business with its fellow UK companies than before.

tions across Europe visited us last week to talk about finance solutions. They buy their laptops, networking and communication systems from someone, but is it Siemens? We've now opened up a dialogue with them on a Siemenswide basis. We could all benefit from thinking more laterally."

The Siemens business with which Financial Services has worked most closely to date is Medical Solutions. As general manager Paul Hunter explains, it's a partnership

people can be very protective we've now got a common identity."

He knows that on his own he can't hope to meet all the customers of Medical Solutions who might be interested in a financing deal. "The Medical sales team are effectively our sales people too - so we need to make it easy for them to work on our behalf," says Chris. "That means we have to respond to quotes within their deadlines, which can be very tight."

Paul agrees and makes no

tomer a leasing deal, but their customer is a company that we would not normally work with, then we must think about what's best for Siemens, not simply what's best for Siemens Financial Services. We can't just look out for our own interests; we have to put together an offer that considers the profitability of Siemens overall."

For Rod Barthet, incentives have a major part to play. "If executives are only rewarded for the profit made by their own business, then



Chris Wilkinson (left) and Paul Hunter. "All the time we're stuck in our silo mentality, there are business opportunities passing us by," says Paul.

"We want very strong relationships with other Siemens businesses and we're committing serious resources to achieve that goal," he says. "It's already reaping significant dividends."

Siemens Financial Services has of course always looked to Siemens as a customer and partner, but it's doing so with renewed enthusiasm since Siemens - both globally and in the UK - has put more emphasis than ever before on the need for its businesses to collaborate more

which was initially customer driven. "Our customers started demanding financial solutions. The power base in the NHS was shifting - the decision maker had become the finance director rather than the radiologist and we had to evolve too and speak the same language. Forming a partnership with Financial Services was the obvious answer."

Both Rod and Paul admit the partnership went through some troubled times before it was able to work as successfully as it does today "Early on, I don't think Financial Services understood enough about our business and the way our customers work, and that was damaging for everyone," says Paul. "But they've worked very hard to turn the situation around. They're now giving our customers what they want and doing fantastically well." Chris Wilkinson, who was recruited by Siemens Financial Services 18 months ago to look after the relationship with Medical Solutions, knows it's hard to get two businesses to understand each other's processes. "We both had our own way of preparing quotes and our own style of literature, and that's not good news when you're trying to present one face to the customer. After a lot of effort -

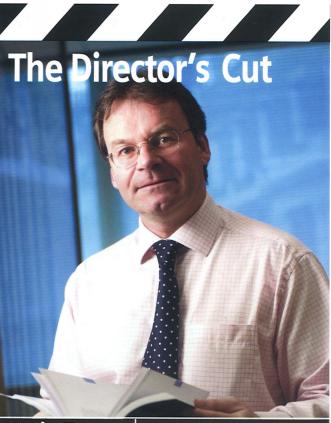
apologies. "Our customers can be very last minute - they might want to spend the final £300k of their budget within five days - and we're driven by that. If they want a quote tomorrow and we take three weeks, we've lost a sales opportunity."

Gary King, who has overall responsibility for the business Siemens Financial Services does with other parts of Siemens, currently devotes three days a week to

#### "If executives are

we can't expect anything other than parochial thinking," he argues. "We must have mechanisms for rewarding people who demonstrate the thinking and behaviours we need, and there should be consequences for those that don't."

Paul Hunter is reminded of the 'XY' game that was a part of the induction programme for Siemens managers several years ago, "The whole purpose of the exercise was to prove to people that although we can do well in our individual teams.



### Kevin Tutton | Managing Director Siemens Transportation Systems

### The Good what should your business be proud of?

ast year was another very about cenerating cash and ima successful year for Siemens Superior Street The ught in orders tatalling £450 the busi million, more than any atter praite ens business in the UK. ing the £350 million Trans ness - covering telecommunica- focus on improving perfor to strength.

course is local to the UK - is also Siemens to succeed' said one cuslooking very healthy: by the end of tomer during a recent customer this year, our rolling stack sérvice survey. That's an excellent pasiorder book will stand at over £800 tion to be in; now we must make million. But success can't just be sure we earn it. If we are the best, measured by order intake: it's also then our future is guaranteed.

ing profitability. We should be we aroud that we haven't just arown eren, libutt liberare contine

(Thur munitorments horse spent) or clear signed threast the surrower nine deal was a great achieve- welve conducted that they want ment, and our infrastructure busi- to work with us. There's a huge tions, signalling and electrifica- and cost control in the rail industion - is also going from strength try, which is looking for long term partners that won't disappear Our service business - which of tomorrow. 'Everyone wants

### The Bad where do you need to imp

he reason we failed to win a £250 million signalling contract with Tubelines last year was that we didn't totally understand the customer's needs. Our customers see us as very strong performers when it comes to our people and their expertise, and also product technology and quality, but we score less well on flexibility, price and responsiveness. Existing customers want

reassurance that, given haw rap idly the business has grown, we have the resources to continue to be attentive to their needs.

We also know we need to get better at communicating - within our own business, with other Siemens businesses in the UK and with our colleagues in Germany. That's a message we've had from our customers as well as our employees.

closely in order to increase overall market share and profitability.

"All of the UK businesses have customer relationships from which other businesses could benefit, but until now we've not looked seriously at linking it all together," believes Rod. "It all comes down to mindset. When we talk to customers we have to think we're representing Siemens, not just our own individual business.

"We need to get the balance right - I'm not saying I want my sales team to start selling mobile phones or lose focus on our own business - but keeping in mind the wider Siemens portfolio should be second nature for all of us, and it isn't at the moment.

"A major customer with opera-

only rewarded for the profit made by their own business, then we can't expect anything other than parochial thinking,"

the UK 'sector board' initiative, which brings together businesses interested in offering combined solutions to industry-specific customers. He believes passionately that Siemens businesses must work less as silos and look to the bigger picture, but knows it's a much more complex way of working.

"If we can help Automation and Drives, for example, to win a major order by offering their cusif we pool our resources and knowledge we can achieve far, far more. Very few managers in Siemens practice that. We still have too many barriers between business divisions, let alone between businesses.

"That culture has to change. We can each only go so far alone, and all the time we're stuck in our silo mentality there are business opportunities passing us by."

If we're serious about working as 'One Siemens', argues Paul, then we have to invest in it - and accept that for a time we won't get any real returns. Another imperative is a resolute senior management team and the commitment of managers at all levels. "Breaking down those barriers," he says, "is not going to be easy."

he success of our business comes down to delivery: we are only as good as the last delivery we made. Alstom moved from success to disaster in three years because they failed to deliver on their promises, and that's a very humbling lesson. Of course we have to win more business - and there are many opportunities on the horizon - but delivering against our commitments is a top priority. But getting trains or signalling

systems into service when we say we will is only half the battle: our reputation also rests on reliability. If they do not perform as required, the train operating companies and Network Rail will struggle to meet their performance targets. And in the UK - unlike most other countries - we don't just hand over the trains and walk away: we're responsible for maintaining them for the next 20 years. So it's essential we play close attention to the complete life cvcle.

Managing our growth is another key focus. We've doubled our headcount in the last couple of years to 500 staff, and that's set to grow to 600 by the end of 2004. The number of people who work on the service side of the business has risen from 25 in the late 90s to 200 today. When you grow that quickly, you can neglect some of the softer issues, like staff induction and management development. That's something we need to devote more time and energy to.

### THINK CUSTOMER, ACT CUSTO

# Geople don't just want technology. They want technology that looks good J



f you're in the mobile phone business, style matters. Research shows that most people looking to buy a mobile put design before function. It also reveals that if your mobile is less than three months old, you're likely to put it on the desk when you arrive at a meeting; older than three months, and it stays in your pocket. But do you care as much what your phone at home looks like?

Almost certainly not, says Simon Robinson, PR and advertising manager for Siemens' mobile business. Chances are your home phone will be older than the wallpaper and you're only likely to throw it out if it stops working. And that's an attitude he needs to change if a range of cordless phones just launched by Siemens in the UK is to really take off. "To stimulate demand, we must give people more reasons to change their phone," he says. "That means offering phones that have extra features, but it's also about selling cutting edge design. People don't just want technology. They want technology that looks good." You might not know it, but digital cordless phones made by Siemens have been on sale in the UK for many years. They were sold solely through BT, and carried the BT logo. But last year Siemens decided it was time to sell direct to the market, as Gordon Carmichael,

head of Siemens Information and Communication Mobile, explains.

"BT offers a relatively small selection of our cordless phones, and we wanted to be able to sell a much wider range and so bring to the UK market the innovative new products that are being sold by Siemens in the rest of the world," he says. "The Siemens brand is very strong in the UK today and we want to leverage that, not hide our name away."

He stresses his determination not to jeopardise the important strategic relationship Siemens has with BT. "We're taking a complementary portfolio to the marketplace, so there shouldn't be any conflict," says Gordon. "In other countries, Siemens sells its products via both the public telecoms network provider and retailers very successfully. If it's proven to work well elsewhere, we're sure it can work here too." But selling to UK retailers, as he observes, "is not a trivial enterprise". It's the job of account director Yawar Sajjad, who joined the business in October after spending two years building from scratch Siemens' retail cordless phone business across nine Middle Eastern countries. The initial focus of Yawar's UK campaign was Argos, whose latest one-inch thick catalogue has a page devoted to Siemens cordless phones.

other UK retailer and prints 19 million catalogues twice a year." Carphone Warehouse and Comet - already sellers of Siemens mobiles - were the next to agree to stock Siemens cordless phones, and now he's battling for shelf space at other key retailers like Dixons, Currys and Phones4U.

"We have to make retailers an offer they can't refuse," says Yawar. "That means presenting them with an attractive package: the right products, at the right price, at the right time and with excellent customer service guaranteed." Even then, it's not easy. "We're effectively asking them to take a competitor's phone off their Style connection: the Alessi cordless phone, designed for Siemens by leading Italian designer Stefano Giovannoni, with a few of the many different household items he has put his name to.

While many think nothing of upgrading

their mobile every few

months, home phones

rarely get replaced.

That's something

Siemens hopes to

change - by tempting

consumers with digital

cordless phones that

are packed full of new

features and irresistible

to the style conscious.

the industry, and superior call quality too. And we have a very extensive range, from entry-level mass-market phones to the highend premium phones that you can use to send and receive text messages."

The Alessi phone, launched in December, is very much at the top-end of the market. Designed for Siemens by one of Italy's most admired designers, Stefano Giovannoni, it retails at around £219 and is available at the bigger Carphone Warehouse outlets, Harrods and Selfridges. Its features are impressive - it reacts to voice commands, it allows for hands-free talking, and it can be used with up to six handsets - but above all, believes Simon Robinson, it speaks style. "This isn't a phone you want to hide away in the corner," he says. "It's a phone that's asking to be looked at."

While the home phone market, though growing, is a long way off the size of the mobile market - around five million digital cordless phones were sold in the UK last year, compared to 22 million mobiles - it's still very much a market worth pursuing, argues Gordon.

"Even a modest slice of the market - we'd like to have 10 per cent in three years - equates to a sizeable chunk of turnover, and of course it's another way of getting the Siemens name into people's homes," he says. "It also means we're now offering end-to-end solutions - both the phones and the network infrastructure - and that stands us in good stead for the future, when the various technologies coming into our houses will become fully integrated."

Just as there's a striking resemblance between some of the cordless and mobile phones offered by Siemens - the SL100 home phone, announced in March, has a colour screen, polyphonic ring tones and synchronises with a PC, like top of the range mobiles - so success in both markets calls for fundamentally the same strategy.

"We need the right retail partners, the right marketing message, and a superb after sales service team - that's especially important for consumers," says Gordon. "Our supply chain management has also got to be spot on. Just as with our mobile business, we don't have a warehouse full of stock. We're building to order, so we need to be clever at **Congleton designs and** manufactures drives the electronic devices used to control electric motors - and exports 98 per cent of them to countries round the world. It has a deserved reputation for producing high quality products, says technical service and support manager Ian Trow, but to protect its market position it's had to radically re-think the way it supports products out in the field.

an Trow isn't one to shy away from the truth. When Siemens launched its latest generation of drives to the world four years ago, he says it gave far too little thought to how it would service and support them. "Looking back it seems astounding we found ourselves in such a position," he reflects. "These are very complex electronic products and yet we had no real infrastructure to support them out in the field or the means of measuring how they were performing. The service team was simply fire fighting, trying to keep the telephone quiet and flying round the world in response to each new crisis. They had masses of experience. but there was no strategy.

It wasn't a problem for only the Congleton site, but for the global Automation and Drives business. The fourth generation Micromaster drives, while made in the UK, have been jointly designed by engineers in Congleton and in Erlangen in Germany, and both countries also share responsibility for product support. "It was at first thought that service issues could simply be dealt with by a hotline in Germany," says lan. "That clearly wasn't the answer."

He was asked three years ago having project managed the launch of the drives, if he would take on the task of radically rethinking the approach to service and support. He accepted the challenge, and set about implementing his plan of campaign. It's involved setting up three regional service and support hubs - in Germany, China and the United States that provide hotline and online support, and establishing 35 field repair centres worldwide. "The idea that a team based in Congleton could do all the worth themselves was doomed to failure," says lan. "We needed instead to be managing a global infrastructure and for the work to be done locally. We had to transfer our expertise. Our service team once spent 50 per cent of their time travelling the world to sort problems at customer sites. Now they spend that time rotating through the service hubs, bringing their knowledge to the regions." Much of lan's time, and that of his team, is spent on global online conferences. He cites a recent example when colleagues

"You can't afford not be in the Argos catalogue," he says. "Argos sells more home phones than any shelves to make room for ours. It's difficult for them to give us that space unless they see a really big potential for our products."

Competition at the low-end of the market has got fierce in recent years: a flood of products from the Far East means you can now buy a digital cordless phone for under £25. Most Siemens products start at twice that, but then it's never pretended its phones are the cheapest and nor does it believe that price is all that matters to consumers.

"The reason we're the biggest seller of home phones in Europe and that's something we need to shout about - is that we offer very high quality products," says Gordon Carmichael. "We can boast the lowest failure rates in

### forecasting."

But the biggest challenge, he says, is reinventing the way people think of their home phones. Alessi designer Stefano Giovannoni says he's designed a phone to appeal "to the emotions and senses" and Gordon, while based in Bracknell rather than Milan, is of a like mind. "Mobile phones have become style statements," he says, "and we need home phones to be seen in the same way. These are phones for people with a love of design, not just technology."

You can now get 20 per cent off all cordless home phones and mobiles. Visit the 'Offers' page of the Siemens in the UK intranet for more details.

### BUSINESS EXCELLENCE

in the UK, Germany, China, America and Australia worked simultaneously online to resolve a customer problem. "When we do hit difficulties, we're now able to resolve them much earlier," he says. "We're viewing data in real time, we can do remote diagnosis and we're bringing experts together at the same time to fix issues."

While customers are seeing a speedier resolution to their problems, Congleton is saving serious money. "Warranty costs were having a big impact on our bottom line," says lan. "We've completely reversed that trend and have reduced post-sales costs by a third."

But the financial dividends are not solely due to slicker problem

of our drives are sold. But China now takes 20 per cent and regions like Asia and South America are the big growth markets. We can't assume products designed for Europe are right for the rest of the world."

Dave Buckley, a customer support executive based at Congleton, spent six months in China helping local technicians and engineers who work in a Beijing repair centre to improve their processes and reduce the backlog of equipment waiting to be fixed.

"Their knowledge was very limited to begin with and there was a lot of best practice for us to share," says Dave. "They've now got a much more structured approach to solving problems." He adds that twice-weekly Oxford Magnet Technology, the Siemens business that designs and manufactures the magnets that are at the heart of a third of the world's body scanners, is working hard to improve its profitability. Steve Loach, director of manufacturing, explains how five-day productivity projects are getting people to question and change the way they work. Paul Spink (second left), co-ordinator of the five-day productivity projects, with Colin Greenwood, Mark Bresnan, Pat Fitzgibbon and Brian Greenhalgh.



xford Magnet Technology has seen a lot of change in recent months, some of it painful. It's expanded and relaid out its factory in order to double output within three years; it's restructured and appointed a new man at the top; it has new products about to hit the market; and it's been forced to make 80 employees redundant following a fall in profitability. You might think there's little time for business improvement projects that take people away from their jobs for five days, but manufacturing director Steve Loach sees it differently.

"The factory has been turned upside down and we're all under a lot of pressure," he says. "But to get the business back in shape we have to improve our efficiency, reduce our costs, and solve problems more quickly. We also need to change our culture and our way of working. These projects are a platform for doing all of that. We have to make the time."

Steve joined the business one year ago, when Six Sigma - an improvement tool used by many organisations worldwide, includ ing GE - was still in favour at Oxford Magnet Technology. He argues Six Sigma worked well at one level and is still the right approach for tackling the most complex problems, but that it failed to engage the entire workforce. "A small number of bright people got heavily into the statistical analysis that underpins the Six Sigma approach, but it was too complex to involve the majority," says Steve. "We had all sorts of graphs pinned up in the factory but they weren't much more than high quality wallpaper to most. We weren't harnessing the contribution of enough people."

We're giving people the freedom to change the way they work within days rather than months.

sations, he decided not to throw don't get around to the simple problems that can be solved out Six Sigma and launch a new guickly and have an immediate productivity programme in a blaze of glory, but to quietly introimpact. "In most factories, it's the guys on the line who know what duce a new approach to driving improvement. Essentially, teams needs fixing first," he says. "These of typically four people are given people have heaps of energy and enthusiasm and we need to tap five days to 'blitz' a specific prointo that." ductivity project. There are five

Paul Spink left his life as a

And the fact senior management has taken a continuing interest fires people up too."

Roland Neal, a production engineer, is one of the 65 employees who has worked on a five-day project. "I liked the focus, and the fact the reward came through quickly," he says. "Some of the Six Sigma projects went on for so long they ran out steam or became too unwieldy. With our five-day project we could see clearly where we had to get to."

Welder Lucy Whitlock, whose project saved 10 per cent process time by improving the flow of systems through the department, makes a similar point. "There's nothing drawn out about these projects: you get to implement your solution straight away," she explains. "They also force you to question why you do things a certain way, and help you see the bigger picture."

Richard Cartwright, an assembler, agrees. "My project gave me a much better understanding of the requirements of other departments on the shop floor - my 'supplier' and my 'customer'. We're now better at communicating and see where each other are coming from."

We have to listen to our service teams. They are closest to the customer.

solving: there are now much stronger relationships between the service, sales and product development teams. "We're learning from what's happening in the field and using that information further up the chain, so other parts of the business benefit. It's a much more cohesive approach to solving problems.

"In the past, if a product hit problems when it was out in the field, there was a tendency to either answer that it met the specification or to assume the

"Warranty costs were having a big

conference calls between the UK and China are used to talk through outstanding issues and monitor progress. "We've made some good friends in China and they now come to us to share problems - that would never have happened before." Perhaps most importantly, feedback from China has helped shape the next generation of products. "We're no longer just manufacturing for Europe," says Dave.

It's a message that Gordon Wakeford, managing director of the Congleton business, is also keen to get across. "It took Automation and Drives too long to realise that what works well in Europe won't necessarily work well in China," he says. "If products are transported down bumpier roads, or have to work in more polluted environments, they need to be more robust." It's still up for debate, says Gordon, whether the answer is to raise the spec of all products or to design different variants for different markets. "One size doesn't always fit all," he observes. "We have to listen to our service teams - they're the voice of the customer - and act on what they tell us when designing the next generation of drives. That's the only way we'll be number one in the emerging markets of China, Africa, India and South America."

impact on our bottom line. We've completely reversed that trend and have reduced post-sales costs by a third."

customer was misusing it. Today, we ask ourselves how we can design products that better fit the customers' needs and the challenges of their environment. It's a very different culture and way of thinking."

He readily accepts his own outlook has changed in the last couple of years. "We've regarded Germany as our lead market in the past - it's where 28 per cent

Conscious of the initiative fatigue that besets many organi-

steps to follow - define, measure, analyse, improve and control each taking a day.

"The attraction of these fiveday projects is that they're about changing people's working environments," says Steve. "That change could be as simple as rethinking the way components are presented on the production line, or it could mean altering the work flow within a department. The important point is that we're giving people the freedom to change the way they work, and that changes are being processed in days not months."

He learnt in a previous job, when given the task of restructuring a telecommunications plant, that engineers like tackling technically complex issues but often

touring musician to join the production team at Oxford Magnet Technology six years ago. He got involved in the Six Sigma programme two years back and is now responsible for co-ordinating all of the five-day projects - there have been 20 so far, in as many weeks - as well as training people in problem solving techniques.

"People seem to really enjoy working on these projects. You can see by the middle of the week they've reached a breakthrough point and are hooked," says Paul. A lot of them, he adds, come back within days of completing one project to ask when they can start work on the next. "When you have a few early enthusiasts, the momentum soon starts to build. \_\_\_\_\_

For Steve, though much encouraged by the progress to date, there's still a lot more to be done. "We're probably 20 per cent there," he says. "The shoots are coming through, but it'll be a while before we reach the whole business."

He estimates the projects have saved £75,000 so far, and sees the potential to save 10 times that. "But money's not the only measure," he stresses. "The real goal is changing our culture, questioning our way of working and harnessing the skills of all our people. On average, companies tap into the potential of only 40 per cent of their employees. In our business we want to do all we can to make that 100 per cent."

7

ot long after arriving in China to begin a threeyear secondment, Toby Peyton-Jones went shopping in a Beijing superstore. Before leaving he asked - in his best Mandarin - for directions to the nearest toilet. After trailing behind an assistant for many minutes, he was finally shown an impressive display of bicycle padlocks. "The word for toilet is one of the first you're taught before you come to China," says Toby. "What they don't tell you is that it sounds very like bicycle padlock."

For the first six months, linguistic misunderstandings were commonplace. "My wife and I were forever saying 'You won't believe what happened to me today'. But fortunately China is set up to welcome people who don't speak the language and know little about the culture."

Although a keen traveller, Toby had never explored China. "When I landed I wasn't even sure what the landscape would look like. China today has a very fragmented culture: surrounded by skyscrapers in the cities, you could be in New York, and then two streets away you find a pig and a donkey tied to a lamppost. It's like being in the midst of an industrial revolution."

Toby left his job as Siemens plc's head of training and development in 2000 to take charge of the Siemens Management Institute in Beijing, its 30 staff provide training for the 23,000 Siemens employees working in China, and they also sell their services to external customers.

"I wanted a new challenge, something totally different, and considered leaving Siemens," he admits. "Then this opportunity came up and it seemed exactly what I'd been looking for."

A big part of the appeal was the chance to introduce new approaches to leadership and management, and to turn the Institute into a profitable organisation. "It's also great to run a training business in a country that sees education as a critical priority," says Toby.

There are currently 173 UK employees on international secondments, ranging in duration from six months to four years. Siemens has made clear that those hoping to land top UK jobs will increase their chances by spending time overseas, and that's certainly the aim of most who decide to uproot and start

### Toby Peyton-Jones

spent three years in China, heading up the Siemens Management Institute which is responsible for training 23,000 local employees. He travelled with his wife and three children, then aged two, five and seven. "I'd prepared myself for a Chinese culture shock, but in fact it was being the only Brit in a German dominated management team that called for the biggest adjustment."

Brits



**Neil McCarron** 

spent two years in Greece

manufacturing plant. His job

involved regular commutes

to Switzerland. "The two

cultures couldn't be more

different. In Switzerland,

the road can be empty but

everyone still patiently waits

at a crossing until the green

where he headed up a

is currently on a three-year secondment in the United States. "What do I miss most? A good curry, a pint of bitter and chatting with colleagues about the weekend's football. But the quality of life in Atlanta is just fantastic. You get much more for your money when it comes to property our furniture doesn't come close to filling the house we

have here. But don't make

Scott Macdonald

it sound too good."

how to survive and thrive

**Robin Phillips** 

left Manchester to take on an

international role in Germany.

world to explore outside the

UK. I'm travelling to countries

I never thought I'd visit." And

"Speaking German all day. I'm

pretty fluent, but for the first

communicating in another

language still gave me a

headache by three in the

afternoon."

abroad:

the biggest adjustment?

six months the effort of

"I've learnt there's a huge

If you're after a top job in Siemens, you may like to pack your bags and spend two or three years overseas: getting a broader perspective on life will almost

certainly boost your

a fluent German speaker may have helped him settle quickly -"you know you've cracked it when you can make a German laugh, in German" - but leaving behind his wife and four children has been tough. "We were all set to move out together, but had to change our plans because of illness in the family. It's not ideal, but I get back every couple of weeks, and they've had some great holidays over here."

Robin is convinced that anyone with a key job in the UK will benefit enormously from having worked in Germany, and it wasn't hard to tempt him from his position as finance director for Automation and Drives into taking on a global commercial role within the same business.

"Being at the centre and having the power to make things happen is very stimulating," he says. "I think understanding the way headquarters think is invaluable, but equally it's vital that the needs and views of the regional companies - and their customers are understood in Germany, and that's very much my role. I've found people here are keen to learn and very receptive. There's not the resistance I expected."

He's especially enjoying the international aspect of the role. "In recent weeks I've travelled to Portugal, America, Malaysia, South Korea and China. I just walked out of my office and met a Brazilian and an Indian talking in English. We're pulling people in from all over the world."

The downsides, he says, are coping with German bureaucracy - "it's ingrained in the culture, though the government's trying to do something about it" - and being apart from family and friends. "They send me DVDs of *The Office* and *Phoenix Nights*, so I'm still in touch with British culture. But I'm also determined to cram in as much German culture as I can. Time's rushing by and it's all too easy to be too tired to take advantage of what's here."

What most who have been on an international delegation will tell you is that it's a roller coaster ride. "There's a great sense of euphoria at first," says Toby Peyton-Jones, who left China last year to begin another secondment, this time in Germany, "and then a real down when you start missing family and friends. But that passes after a couple of months. The key thing is to go with an open mind and treat it as a great adventure, which it is."

director at Siemens Business Services," says Neil. "I was in India last week and it's not unlike Greece. You find very bright people doing a lower level of job than they would in the UK, and a culture that doesn't challenge authority. You have to tap into that resource and encourage people to use their creativity."

helping in my new role as operators

He says his two young daughters thrived at the British Embassy school in Athens and that the whole family quickly warmed to the Greek way of life. "Swimming in the sea before work was a novelty that never wore off," he adds wistfully. to America with his wife and two children last June, just weeks after being offered the job of director of customer relationship management for the Energy and Automation business.

"The US saw what we'd done in the UK to improve the way we managed customer relationships, and they wanted to do something similar," he explains. "But although the principles of what I'm doing here are same, the scale, complexity and the different sub-cultures - Energy and Automation has 9,500 employees - make it far more demanding." He quickly learnt, he says, that communication skills need to be much sharper when your employees are so many miles apart that face-to-face meetings are rarely viable. "You don't get away with being a bad communicator in a country this size," says Scott. "You can't just call your senior managers in for a chat. You have to learn to communicate like never before." His new corporate role is giving him an insight into many more aspects of the business than was possible in the UK. "I'm learning like crazy, which is why I came," he says. "I wanted a job that would stretch me." But he's well aware he has to deliver. "It costs twice as much to hire someone from outside the States, so you have to bring something to the party. This is a competitive culture. People's expectations are pretty big, but that's only fair."

He's had no trouble adjusting to a better climate, a bigger house for less money, regular barbecues or making good use of the nearby pool, tennis courts and golf course: "Don't make it sound too good." He likes the directness of Americans, and was amused to get a 'Dear Scott' letter from George Bush, though he won't be taking up the invite to contribute to the President's election campaign despite being advised he can give \$4,000 tax-free. Robin Phillips, who's half way through a three-year secondment to Germany, is yet to be approached by Chancellor Schroeder but says he's in with the local mafia: "I rent my apartment from the village baker and I live opposite a pub," he explains. "That's made me part of the community and it's given me street credibility."

life afresh in a different country.

"I saw it as a way of opening doors," says Neil McCarron, who completed a two-year stint in Greece last year. "I knew when I returned to the UK that more options would be open to me and I'd be a more rounded person. I'm a lot more tolerant now; I've a broader perspective."

Having run a meter manufacturing plant in Oldham, he was asked to set up a similar facility in Corinth - the first task was clearing an olive grove to make way for the new building - and then to transfer meter production from the UK, Switzerland and Italy to Greece.

" soon learnt how important it is to understand different cultures and ways of working, and that's already

The discovery of a shopping web site for ex-pats gave access to comforts from home - "though we ended up taking back with us most of the cans of Ambrosia creamed rice we ordered" - but tracking down a good curry proved more problematic. "We finally found an Indian restaurant in the centre of Athens, but I wasn't ready for goat's brain madras." Scott Macdonald is another man who's missing his curry, but says it's a small price to pay for the many attractions of living and working in Atlanta. He left Automation and Drives to move

The fact he spent an undergraduate year in Germany and is career prospects. Four UK employees reflect on what they've gained from working in China, Greece, America and Germany.

•

His own adventure included coping with the threat of the Sars virus. "That had a big impact on business, because everything shut down - schools, restaurants, all public places. You could sense the fear all around you and a lot of people sent their families home." He refused to panic, though, and remained philosophical. "We felt pretty safe, and it didn't stop my brother's family coming to visit. At least the roads were empty when we went sightseeing."

When the time did come to leave China, there were mixed emotions. "We were excited to be coming home, but at the same time very sad to be leaving," recalls Toby. "And that's the way it should be." ook through the '100 Best Companies to Work For' list published by the Sunday Times, says Trevor Bromelow, and you'll see most of the UK's top employers give their staff the chance to pick and choose the benefits that best suit their lifestyle.

"There's much more emphasis today on flexible working arrangements, so why not flexible benefits?" he asks. "People are used to having choices and increasingly expect them."

When Trevor took on the role of personnel director at Siemens Business Services two years ago, he drew up a plan that defined what the organisation must do to become an 'employer of choice'. One of the 42 items on his list was a flexible benefits scheme.

"Our employee opinion survey told us that people wanted greater influence over their pay and benefits package, and we also knew that recruiting the best people would be easier if we could offer them a flexible benefits scheme," he explains.

"But another big driver is our determination to build a common company culture. Contract wins last year resulted in the transfer of employees from 20 different organisations into Siemens Business Services, with 22 different sets of terms and conditions between them.

"People will always compare their benefits, and that can be divisive. With the flexible benefits policy we're planning, those differences will still exist but become less important, because each individual chooses their own personal package - holiday entitlement, healthcare cover or retail vouch-

# Pick. 'n' Mixe choosing the benefits that best suit your lifestyle

ers, for example - from a list of options," says Trevor.

"One important message to get across is that people's original terms and conditions - the salary and benefits they currently have will always be protected. They can try the flexible benefits scheme but still opt to go back to their current position, and of course they don't have to select any of the options at all unless it appeals to them."

Building a unifying culture and a strong employee brand is also a top priority for Jane Williams, head of personnel at Siemens Building Technologies. She joined the business 18 months ago and is well aware of the need to get its various divisions - once owned by five different companies - thinking and behaving as one organisation.

"We currently have many different terms and conditions,

Would you prefer slightly less pay in return for a few more days' holiday? Or are childcare vouchers more useful to you than private healthcare insurance? Three Siemens businesses are planning to give their employees the chance to choose from a menu of benefit options. when what we need is a common framework for everyone, and that's what a flexible benefits scheme will give us," says Jane. Another big plus, she adds, is that it should help attract and retain the best in the industry.

"Retention is a big issue for us at the moment: our staff turnover rate is too high. We've spoken to other companies who say introducing flexible benefits has reduced turnover by four per cent. We believe we'll be the first in our industry to offer it, which should give us an advantage over our competitors."

Siemens Building Technologies sent out questionnaires and ran focus groups last year to gauge how its employees viewed the concept of flexible benefits. "Essentially they told us that as long as there was no question of their existing terms and conditions being eroded - which there certainly isn't - then they were interested."

She and her team are designing a scheme that she hopes will have broad appeal. "The focus groups made clear that it's not generally your seniority in the business that determines the sort of benefits you want, but your age. People of 25 think they're immortal: they're not excited by healthcare provision, but the idea of a few extra days' holiday, or retail vouchers, does appeal. People have different priorities at different stages of their life."

The flexible benefits schemes that both Siemens Business Services and Siemens Building Technologies are looking at follow the same basic principle of 'salary sacrifice': employees can choose to give up part of their salary in return for other rewards.

Some of those rewards - like health screens and childcare vouchers - are similar to the Siemens 'Let's Connect' scheme, through which staff have bought subsidised PCs, in that there are tax and national insurance savings for both employee and employer. Other benefits - such as retail vouchers - are an example of Siemens using its collective buying power to negotiate discounts for employees at high street stores and supermarkets.

Both Jane and Trevor, once their schemes are underway, will be seeking early feedback from employees before deciding how to refine and enhance them. "In the first year we'll offer an interesting but limited mix of options to see what most appeals," says Trevor. "But we hope to design a scheme that 100 per cent of our employees will want to take up."

Peter Merrick, Siemens plc's director of corporate personnel, is another flexible benefits enthusiast. When Siemens Business Services and Siemens Building Technologies, along with Siemens Shared Services, launch their flexible benefits schemes he hopes other Siemens businesses will soon follow suit.

"It's time we moved away from a paternalistic culture - where the company decides what's best for its employees - to a more modern approach which allows people to make choices according to their individual circumstances," says Peter.

He also knows that many employees seriously undervalue their rewards package: a survey of Siemens Building Technologies employees revealed most assume

WASC

their benefits to be worth less than 10 per cent of their salary, when the real figure is closer to 25 per cent.

"Some employees leave Siemens for a higher salary, only to find that if they'd taken into account the complete benefits package they were getting - holiday entitlement, pension, healthcare cover and perhaps company car - then they're actually worse off. We need to be better at making people aware of the benefits of working for Siemens, and one advantage of flexible schemes is that they provide greater visibility of benefits."

Before the schemes can be launched, much work is being done to set up the all-essential IT infrastructure. Siemens Business Services is leading the consortium responsible for the total project, which includes PriceWaterhouseCoopers and 4th Contact.

"Managing a project this size is very challenging," cautions Jane Williams, who introduced a flexible benefits scheme in her last job, at Hitachi. "You need very slick IT processes to be able to model all of the benefit options that each of your employees may be interested in. There are so many variables and calculations to be made for each individual."

But she also knows from experience that introducing a flexible benefits scheme could be hugely beneficial to her business. "After the scheme had been up and running at Hitachi for six months, I did a telephone survey of our employees to see what they thought of it. It turned out to be the most positive initiative we'd ever introduced."

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### PAST TIMES

# Fighting fire with the latest technology - back in 1906

Enthusiasts who are restoring a 1906 fire alarm system manufactured by Siemens have been delighted to discover that a manual giving detailed descriptions of its operation is kept in the company's archive in Munich.

Andrew Morgan, national serv-

by the sophistication of the 100year-old system. "What's fascinating is that this is an 'addressable' fire alarm system. In other words, it didn't just tell you that there was a fire somewhere on the site,



The fire alarm would have been raised by pulling a brass handle on one of the ornate red 'pillars' situated around the Royal Gunpowder Mills site. That action triggered a clockwork mechanism within the alarm box which automatically sent a morse signal back to the central control station. There, a series of dots and dashes were printed that identified the location of the fire, each alarm having its own unique sequence. One of the cast iron pillars - several more are still in store - has been lovingly restored by volunteers Gerald Miller and Brian Clements. The first task was to strip off the many layers of paint that had been added over the years, to reveal the intricacy of the casting. "It's a truly beautiful object," says Gerald. "The last thing you'd call it is functional."

get the control unit working too," says Brian, who had come across Siemens from his career in radiography but hadn't realised in quite how many other fields the company was involved.

Having a reliable and effective fire alarm system at a site dedicated to the production of gunpowder and explosives was clearly essential. The Royal Gunpowder Mills employed 5,000 people at its height during the First World War and used a network of railways and waterways to transport materials around the 175-acre site. The



ice sales manager at Siemens Building Technologies, was contacted last year by a team of restoration volunteers working at the Royal Gunpowder Mills, a historic site in Waltham Abbey now open to the public.

The team had uncovered parts of the fire alarm system hidden in disused buildings, and were keen to lay their hands on any information that would help to get it working. "I spoke to the Siemens archivists in Germany," says Andrew, "and was amazed to receive a copy of 24-page manual, including photographs and wiring diagrams, three days later."

He's been equally impressed

but where the fire was. Addressable systems are thought to be quite modern, so Siemens was clearly well ahead of its time."

They then went on to master the workings of the internal mechanism. "We're hopeful we'll buildings were all designed to prevent the rapid spread of fire and to be resilient in the event of explosions.

The cost of installing the fire alarm system - which is thought to have been in use until the 1950s - at the Royal Gunpowder Mills is not known, but as the 1906 Siemens manual wisely concludes: "In view of the advantage of an alarm system, the cost should be of no great importance; one great fire will destroy more than many times the first cost."

The Royal Gunpowder Mills is open at weekends and bank holidays from 24 April. To find out more, visit www.royalgunpowdermills.com

Gerald Miller and Brian Clements with the 100-year-old Siemens fire pillar they have restored to its former glory.

### IN THE COMMUNITY

# The pensioner who can't quite retire

It's seven years since Dave Jesinger took early retirement from his job as a research manager at Roke Manor Research and sailed into the sunset on a 44-foot ocean cruiser, fulfilling a lifetime's ambition. But half way round the world on a remote Fijian island, he's found his engineering skills are still much in demand.

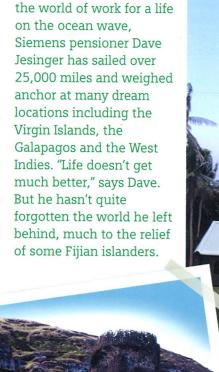
Dave and his wife Di have covered over 25,000 miles since taking to the seas in their cutter rigged sloop and are now firmly locked into life in the South Pacific. They spend their days cruising between some of the world's most beautiful tropical islands - wisely taking refuge in New Zealand during the cyclone

season - enjoying not just the exotic landscapes but the chance to mix with local people and learn about their culture.

Last year they spent several weeks on the Fijian island of Vanua Balavu, which a few months before their arrival had suffered serious cyclone damage. "Many houses had been destroyed and the almost complete defoliation of trees and crops left the people with little to eat," says Dave.

"By the time we arrived, the recovery was well underway, but one major problem still remained: they had lost contact with the outside world. The cyclone had taken out the VHF telephone system that linked up the remote islands through a series of repeaters."

Armed with a couple of multimeters and a directional RF power meter, Dave set about rekindling some of his old techni-



Since waving goodbye to

cal skills and within a couple of days had restored the communications link. A queue of people, anxious to exchange news with friends and family that they'd been unable to contact for five months, quickly formed.

"To see the look of delight on their faces made it well worth the

effort," says Dave, "though I still don't know how such a poor community found the funds to pay the phone charges."

News of the arrival of a tame engineer spread rapidly and within days a growing collection of out-of-action televisions, videos and DVD players was heading

was lending equipment.

> "It was certainly good to be they had no other source of technical support, but it did get rather

the boat was exhausted more rapidly than it might have been, he adds ruefully, due to the fact the school's headmistress

Dave's way.

Eventually

the stock of

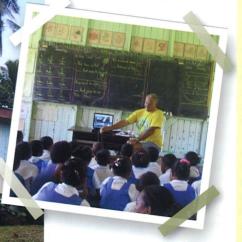
components

he carried on

out her faulty portable generator which was overloading and blowing up

able to help the community when

Siemens pensioner Dave Jesinger and his wife Di, with residents of a Fijian island whose communications link he helped restore. The radio telephone is housed in the only shop in the village of Bavatu, known as the Sometimes Store, "Sometimes it's open, and sometimes there's something to buy," explains Dave.



out of hand," says Dave. "When virtually every broken item that had expired over the last few vears started to appear, we said our fond farewells."

Dave and Di's aim is eventually to circumnavigate the globe, but they're in no hurry. "After 25 years of sailing to a timetable dictated by work commitments, there's nothing rushed about this voyage. We're deviating as the whim takes us." They'll be sailing around the South Seas for at least another two years, but haven't begun to plan further ahead. "Who knows," says Dave, "whether we'll be seduced by a tropical island paradise and make it our home, or swallow the anchor, pack it all in, and return to gardening in the New Forest."

You can follow Dave's voyage on his web site. http://members.aol.com/amonitas

### Congleton fundraisers make national television

Hundreds of local people turned out to support a Bring and Buy sale organised by Congleton employees, raising £3,500 for this year's Blue Peter Appeal. Mencap will use the money to train those who run after-school activities - like cubs, brownies and sports clubs so that they can involve children with learning difficulties too.

It was the daughter of Congleton employee Andrea Jones who had the idea of supporting the Blue Peter Appeal. "The cause is very close to our hearts as both my sister and sister-in-law each have a child with learning disabilities. Megan said she wanted to do something that would help her cousins enjoy all the after-school activities that other children enjoy."

Children around the country have been fundraising for the appeal, but the amount that nine-year-old Megan helped raise was so impressive that Blue Peter presenter Connie Hug rang her live on air while the show was being broadcast to say thank you.

"A researcher called us at home half an hour beforehand to go through the questions, so we had a little time to prepare," says Andrea, who admits she's been stunned by all the media interest. "I was pretty nervous but Megan was brilliant. I'm really proud of her."



**One of the latest Employees in the Community Awards** is being used to upgrade the lights at a theatre company that provides acting and directing opportunities for young people. "It seemed especially fitting to ask Siemens for help, given the part the company played in lighting the Savoy Theatre in 1881, the first theatre in the country to be lit by electric light," says Lynn Johnstone.

# **Spotlight shines on the** stage stars of the future

A£250 donation from Siemens is helping a theatre company for young

used to buy cabling, sockets and connectors. Our old system isn't compatible with modern lighting team and it's just very satisfying to see everything gradually come together in time for the opening

people replace its outdated lighting equipment with a much more flexible and reliable system.

The Green Theatre Company, based in New Malden in Surrey, operates from a former village cricket pavilion. Although picturesque to look at, it requires regular love and attention if it's to host six or seven productions a year.

Lynn Johnstone, a translator at Siemens Shared Services, is the theatre's fundraising officer. "We've been raising money for a new lighting system for the last two years, and hope to have reached our target in a few months," she explains. "The £250 from Siemens has

made a real difference and will be

equipment, and that means we can't hire in extra kit to create special effects when we want to. Once we've got a new up-to-date system we'll have that flexibility."

The charity creates opportunities for young people to gain experience in all aspects of the theatre, from acting and directing to set design and stage management. Lynn got involved four years ago after seeing an advertisement in her local paper seeking back stage helpers for a forthcoming musical. She's since been stage manager for a number of productions.

"I used to help organise revue nights at university and getting back into the theatre again has been really rewarding," she says. "We all work really well as a

night.'

When stage managing, her task is to ensure that every part of the show runs smoothly. "I'm responsible for the props, the set changes, making sure all the actors are in the right place at the right time, and liaising with front of house. There's a lot of co-ordination involved, but nothing as stressful as appearing on stage." A number of the 50 acting members, all aged between

14 and 25, plan to go on to drama school or would like a career back stage. "It's so much better for them to learn to operate a modern lighting system," says Lynn. "And it'll be better for all of us not to have the lights flickering at inopportune moments during performances."

# Springtime deals on power tools, security systems and lawnmowers

As thoughts turn to some Aspringtime DIY both indoors and outdoors, why not check out the latest offers from Bosch on its range of power tools, security systems and these great offers on **Bosch, Atco and Qualcast** lawnmowers?

#### How to order

Bosch has a dedicated staff sales team ready to answer any product-related questions you may have and to confirm availability for all products featured

To enquire about the power tools and security system featured, simply call 01895 878181, fax 01895 839661 or send an e-mail to interbosch.de@uk.bosch.com

To enquire about the garden products featured and other garden offers available to staff, call 01449 742025, fax 01449 742217 or e-mail

interbosch.stw@uk.bosch.com To place an order, you will need to complete a special order form and fax or e-mail it to Bosch. The form is available by contacting Bosch as above or you can download it from the Policies and Benefits section of the Corporate Personnel intranet

All Bosch offers featured are subject to availability and expire on 30 May 2004. Lawnmower offers are valid until 31 July 2004. All offers are also open to your friends and family.

COMPETITION

**Bosch 8-pack home alarm system** Control panel with 8 reless zones and digi-modem 3 wireless infrared detectors giving 12m x 12m coverage 2 wireless door The Bosch contacts 2 remote controls Bosch White/blue strobe light bell box - 110 12v 2.2 amp battery Inter **Easy DIY installation** Additional accessories also available Bosch *lêr* Bosch saving £28 on normal staff price and £223 on high street prices



### **Dremel multi-purpose tool**



### Great deals on lawnmowers

Save up to on all Atco, Qualcast and Bosch \* Save up to £1000 on Atto lawmmowers, up to £184 on Qualcast models and up to £67 on lawnmowers from th Bosch range

Petrol 35 mov 150 off us h street pric

To enter the competition, simply answer the following questions correctly and return your entry by Monday 17 May to: Rosemary Eatherden, Siemens UK, Siemens House, Oldbury, Bracknell, Berkshire RG12 8FZ.

1. At which site in Essex is a 1906 Siemens fire alarm system being restored?

2. Which bank has extended its IT contract with Siemens Business Services?

3. Name one of the three businesses looking at a flexible benefits scheme

4. Which Manchester hospital has cut its waiting lists thanks to Siemens technology?

5. Who's not quite ready to face goat's brain madras?

### **During February** and March, the

following employees

WWWERSARES

### 25 years' service

completed . . .

Gladys Ball, team member at Siemens Business Services, Blackpool

Christine Cook, secretary at Siemens Power Generation, Newcastle

Julie Carney, team member at Siemens Business Services. Blackpool

Michael Finlay, engineer at Siemens Traffic Controls, Belfast

Steven Forbes, polisher at Siemens Power Generation, Newcastle

Cecilia Folan, team member at Siemens Business Services, Glasgow

lan Griffin, chief technical analyst at Siemens Communications, Beeston

Clive Harmsworth, data collector at Siemens Energy Services, Croydon

David Holmes, product executive at Siemens Automation and Drives, Manchester

Stephen Holt, team leader at Siemens Business Services. Blackpool

Peter Johnson, commercial manager at Siemens Communications, Wellingborough

Julie Johnston, trade business unit manager at Osram, Langley

Terry Johnston, maintenance engineer at Siemens Power Generation, Newcastle

Yola Kolendo, project engineer at Siemens Building Technologies, Uxbridge

Terence Lynch, process administrator at Siemens Business Services, Glasgow

Graham Moore, goods inwards manager at Siemens VDO Trading, Birmingham

Keith Moore, metering operative at Siemens Energy Services, Leicester

Kenneth Purvis, polisher at Siemens Power Generation, Newcastle

Glyn Roberts, regional sales manager at Demag Delaval Industrial Turbomachinery, Lincoln

Tony Steele, central volume allocation manager at Siemens Energy Services, Dartford

Albert Thompson, level two engineer at Siemens

Communications, home-based Lorraine Thompson, trade commercial manager at Osram,

# Win a stylish Siemens cordless phone

facility







classy digital cordless phone, Adesigned exclusively for Siemens by the leading Italian homeware specialist Alessi, is the first prize in this issue's competition.

A host of features are packed into the £250 handset, including a digital answering machine, voice dialling, hands-free and text-messaging functionality, and several ringer melodies and screensavers. Four runners-up will each receive a set of stylish Alessi kitchenware items worth £50, comprising of the Cico Egg Cup, the Bunny Toothpick Holder and the Ship Butter Dish.

#### Business and site

#### Daytime telephone number

The winners will be notified on Tuesday 18 May and prizes delivered by Friday 21 May. All entrants must be current employees of Siemens in the UK, both at the time of entering the competition and when the competition is drawn. Only one entry per employee is permitted.

### **Competition winners**

The winner of the last issue's competition to win a trip to Melbourne, Australia, was Gordon McCall of Siemens Medical Solutions, based in East Kilbride. Gordon answered all three questions correctly and his tie-break answer to guess the total number of Siemens UK competition entries in 2003 was closest to the correct figure of 3,777 entries

The two runners-up, who each won a digital camera worth £250, were Mel Lievesley of Siemens Standard Drives, based in Congleton, and Piers Wood of Siemens Transportation Systems, based in London. The competition raised a grand total of £596 for the Railway Children charity. St Helens

Peter Thompson, buyer at Siemens Power Generation, Newcastle

Louise Turnock, team member at Siemens Business Services, Blackpool

Melvyn Wagstaff, service engineer at Siemens Power Generation, Beeston

lanette Watkinson, team member at Siemens Business Services, Blackpool

Margaret Wilson, process administrator at Siemens Business Services, Glasgow

### 40 years' service

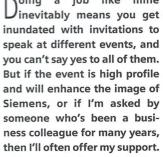
Barry Law, stores person at Siemens Automation and Drives, Hitchin

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# Inside the mind of ...

**Kevin Edwards** started his Siemens career with Automotive Systems, heading up manufacturing plants in Canada and the UK, before joining **Siemens Business** Services as operations director of the **National Savings** and Investments account.

One day I'll always remember was the opening of a new Siemens Automotive manufacturing facility in Windsor, Ontario. Everyone brought their families on site to celebrate and you saw real pride in what weld activewed. Im just 7/8 months manefili constant dieti titter filmtitures and a second sec of equipment, why first's get to spend that much money very often. Most employees were in their 20s - real young gun engineers, a third of them women - and their commitment and aptitude were remarkable.





Most people get fired because they pretend problems don't exist. The best policy is to deal with problems head on, accept things can happen that are outside your control, and not beat yourself up about it. I used to worry more; now I take

inas iin mw stride.

and the second sent lines presentative wert ling to let their staff suffer for their own mistakes. I like people without hidden agendas, who tell it as it is. I spent a lot of years in the automotive industry, which is pretty brutal and unforgiving, and that toughens you up. The world I'm in now isn't so different.

I tend to talk like a machine gun. I should take the time to explain things in more detail to people, and then they wouldn't sometimes come back to me with something I don't

I liked numbers and technology at school but writting. I couldn't wait to start earning: money's always been a big motivator. I came from a council estate and I wasn't going to be poor.

I've never stayed in a job for more than three years or long enough to fill up a filing cabinet. Just when I've started to get

bored, another opportunity in Siemens has always come along. I was all set to go the States when my current job came up, and it was too tempting a challenge to turn down. I tend to follow my nose a lot - with people and busimess. It doesn't take me long to make a decision.

The toughest challenge I've taken on was turning the **Telford automotive factory** into a profitable business. After I arrived we reduced the workforce by 40 per cent in nine months. It's best to get through the pain quickly and then start to build again -

I'm not a believer in Chinese water torture. You have to get everyone believing you can win, and communicate to everyone - whether they're managers, or operators on the shop floor - exactly the same harsh truths.

Kevin Edwards

I first earned money at the age of 10, singing in the church choir. I've not got a voice but I could stand at the back and play the part. It was sixpence a service, two shillings for weddings and another sixpence for bell ringing or carrying the cross. I made £3 one summer - an absolute fortune in 1970. By the age of 13 I'd picked up all the paper rounds no-one else wanted and bought my first motorbike.

I admire people who are meticulous, like Ron Dennis at McLaren, and creative engineers like the founder of Lotus, Colin Chapman. Sir John Harvey Jones is another hero he's so insightful, with a natural ability to sniff out what's good and bad. I'd like to think I've got some of those qualities. I'm also a fan of 'can do' people - not those who give you 101 reasons why something isn't possible - and of people who deliver. And I admire resilient people who are knocked down but get back up again.

I always said I wanted to be a supervisor at 25, a manager at 30, a director at 35 and an MD at 40. I made the last goal two years ahead of schedule, and now I take life as it comes. I don't know where I want to go next. My last five jobs have all been about turning struggling businesses around and I'm not so sure I'd want to join a role model business.

At this stage in my career, I feel I'm living dog years. You survive one year but it feels like seven and your sell by date is speeding towards you.

I didn't always believe in myself, but I do now. It's not individuals that turn around a crisis, though: you need a talented team around you. You have to know your own weaknesses.

> Don't ask me to write a report, but I can read numbers like tea leaves. People have different gifts.

When the going gets tough and I'm up against deadlines, I'll revert to command and control if I have to. In a crisis, you can have a debate and take input from others, but the time comes when you have to say 'this is the way we're going'. I don't see anything wrong in that. People want to know which direction they're headed in when the future looks doubtful.

Danger and speed have always held an attraction. If I won the lottery, I'd get a bigger power boat, buy a marina in Florida Keys and mend race boats for a living. I first got into boats when I worked in North America - it's not flash there, lots of people have them and petrol's so cheap. I've always liked boys' toys. And the big plus of boats is there's no speed camera at sea: your speed is only limited by your skill and the amount of horsepower you can afford.

Doing a job like mine inevitably means you get

I recently took up an invitation to attend an event organised by Lancaster University's Manage-



impression that they went away feeling they'd picked up ideas that they might be able to apply in their own businesses.

I and the same MDs who spoke at the Forum have addressed a further tier of 600 managers, explaining what we plan to do to

explained how they have applied the 'lean' principles traditionally used in manufacturing environments to streamline administrative processes. There's been a lot of focus in the last 20 years on driving out waste on the shop floor, and it's excellent to see the same approach delivering benefits to administrative functions too.

The ongoing search for increased efficiency is not just a message we need to communicate within Siemens, but to our suppliers. Siemens Shared Services recently invited me to give the keynote speech at a supplier conference to which they had invited companies that between them supply half a billion pounds worth of goods to Siemens annually. We wanted to bring home to them how important they are to our overall success - and how together we must find slicker processes and ways of working that will enable both of us to save money and increase our efficiency.



ment School, where I was asked to speak about broad business themes such as strategy and competitiveness, as well as the development of Siemens in the UK.

I talked about our decentralised structure - how it has helped fuel our growth over the last decade, and how it now needs to evolve - and how, whilst we've a strong manufacturing base and export products around the world, the services industry is of growing importance to us.

An hour-long Q&A session then gave the audience - who came from the local business community - the chance to debate issues that were especially pertinent to them. I certainly got the

It goes without saying that however brilliant your ideas are, or your business strategy, you'll fail unless you take your people with you. Companies that don't communicate effectively with their employees will never realise their potential.

I agreed at our Management Forum in November, where the UK's senior managers heard about the priorities for the company in the coming year, that those messages - as well as being communicated here in Siemens UK - should be heard face to face by a wider audience.

We've now held four roadshows around the UK - one more is to come, in Nottingham - at which increase market share and improve our profitability.

We've had a very positive response to the roadshows and I'd say from the feedback people like the messages they're hearing. What they now need to do, of course, is go back to their own teams and communicate what they've learnt, so that we reach the entire organisation.

We've always tried to foster a culture of sharing best practice within Siemens, and the top+ day I attended at Warwick in March was an opportunity to do just that. The presentation that particularly stood out for me was given by the team from the National Savings and Investments account, who

email

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