

Evaluation of Business Policies: Xerox Blue Book

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Background: Business policy is generally adopted by a governance body within an organization to guide decisions and achieve rational outcomes. It encompasses system of principles. Policy Making involves a number of stages: 1) Problem identification; 2) Policy formulation that involves alternative courses of action; 3) Making a decision about the policy – positive, negative, or no-action; 4) Implementation of a policy to be put into practice; 5) Evaluation which involves assessment of the effectiveness of applied policy in terms of its results. Critics always arise when there is a gap between the intended implementation of a policy and the assessment of effectiveness – especially when there is a failure by examining its impact and outcomes.

Research Problem: Usually international organisations have well-defined business policies to enable them working successfully in different countries. However, are there any gaps between identified code of practice (as outlined in business policy) and the application? To answer this question, I chose Xerox as case study for this research.

Case Study: Xerox is an American global corporation that sells document printing products and services in more than 120 countries. Xerox employs more than 40000 worldwide divided into sales professionals, technical service employees and the majority are employees directly serving the clients through on-site / off-site operations. Xerox has a regional branch in Egypt – and its head office in Cairo. Xerox Policy is commonly known by its employees in Cairo office the “Blue Book”.

Research Methods:

1) Policy / Document Analysis

Xerox Mission Statement: Help people find better ways to do great work – by constantly leading in document technologies, products and services that improve our customers' work processes and business results. This mission is reflected in a number of core business values – and one of these is “we value our employees”.

2) Field Study

I did a visit to Xerox Cairo Office – and I a number of interviews with a number of managers and employees – and had enquired about how Xerox, practically, value their employees. Responses were around benefits that Xerox provides to employees such as health insurance, salary package, 40 working hours per week, respect and equity to all regardless of age, gender, religion and colour. Employees are heard – through Employee Survey. Thematic analysis of responses revealed a number of domains – including financial benefits, social benefits, job security, career development, and employee satisfaction. Observation, when I walked across offices, revealed that most of employees are men and especially in on-site service operations. Moreover, the organisational chart, provided during the visit, all managers were men. I left the office late, around 7 pm. This means that Xerox does not follow the 40 hours / week – as I was told.

Conclusion: An Application of business policy can differ from the intended written policy. The important phase of a policy development is the evaluation phase – it defines corrective actions to be taken to ensure the adequate application of the policy – and it involves employing certain measures, and perhaps the employee survey would tell the managing board of Xerox whether employees are satisfied or not.