

Industry Insider

FALL 2013



SPECIAL EDITION

Men vs. Machine

Meet the three forces of nature behind the development of the first plain paper copier.

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Time Capsule

Go step-by-step on the Xerox® Standard Equipment.

PAGE 14

Selling Xerography

As Chester Carlson learned early on, there's no easy sell.

PAGE 30



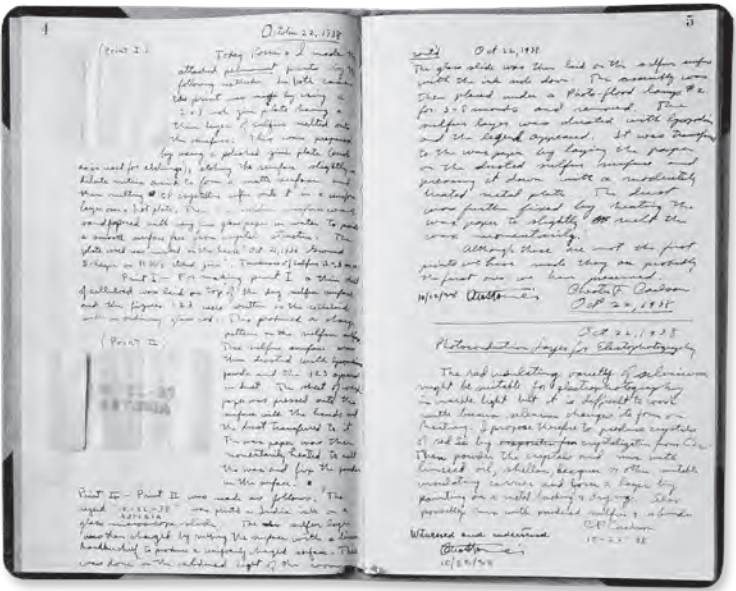
INVENTOR

Chester F. Carlson



A Man, a Mission.

Today, it's hard to imagine that xerography inventor Chester Carlson spent years trying to convince the world there was a practical need for xerography in the workplace. His genius was to believe, when no one else did, that his invention was something needed and necessary. The road from his first successful back-room experiment to the connected, communications-driven world we know today is a long one, and it's paved with trillions of plain paper copies.



It can be argued that the digital age, and the easy access to information it enables, began with the xerographic process. The primary transformative power of the Internet, for example, is its ability to propagate, duplicate and deliver information on a massive scale, on demand and cheaply, to anyone who wants it. Contrast that to a medieval monk painstakingly hand-copying a manuscript and you'll have a suitable metaphor to describe the difference between the world before "10-22-38 Astoria" and the world today.

This special publication of "IndustryInsider" is dedicated to Chester Carlson, and to the transformative power of the process he invented.

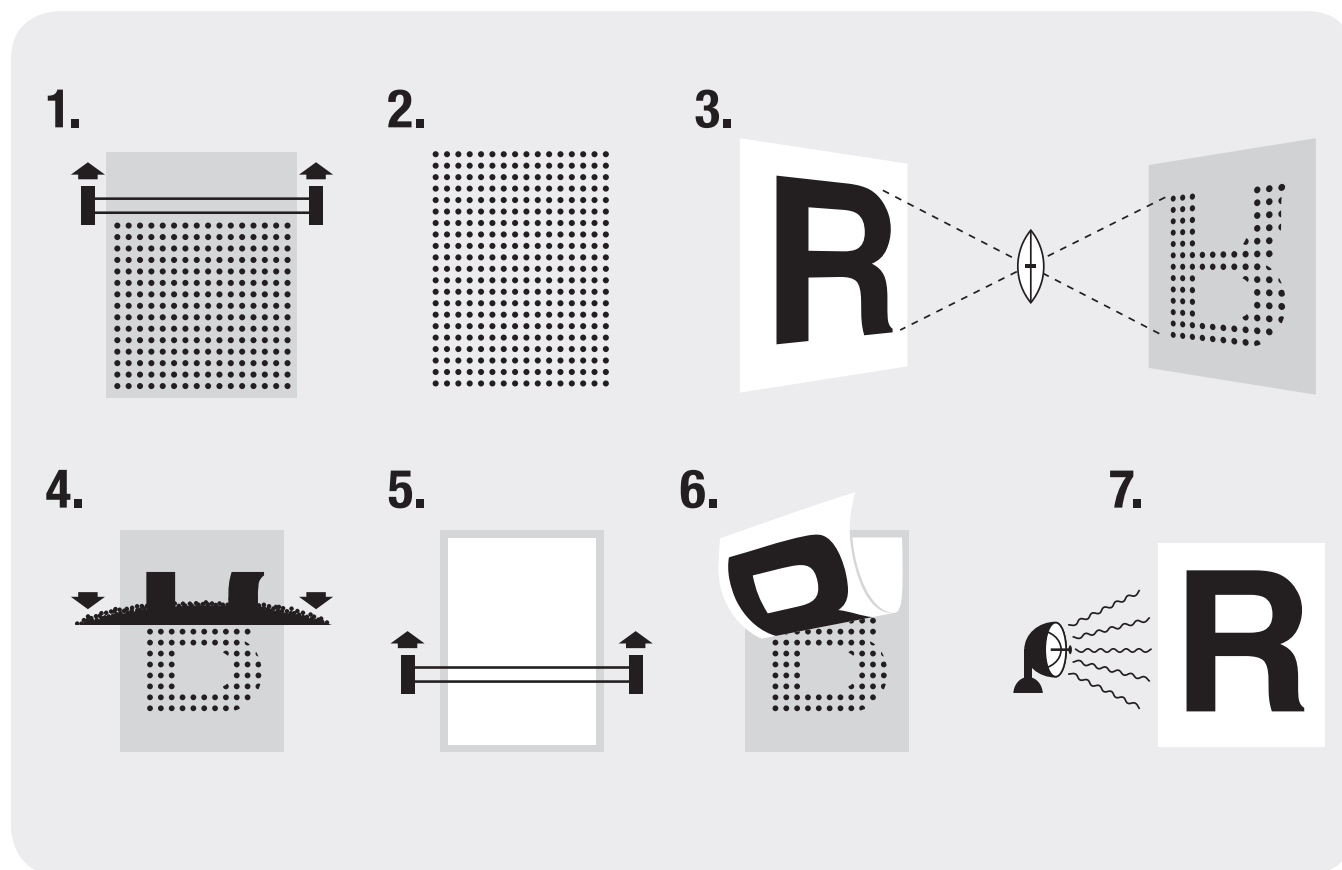


Left: Plaque presented to Chester Carlson in 1968 commemorating the invention of xerography.

On this page: Chester Carlson was known for keeping detailed journals. This one (above), wherein he first recorded the basics of the xerographic process, is now a part of the Smithsonian collection. Also housed in the Smithsonian is his first, rudimentary xerographic copy (right), produced on October 22, 1938.

How Xerography Works

1. The surface of a selenium-coated plate is electrically charged as it passes under wires.
2. The dots represent positive charges on the plate.
3. The original document is projected through a camera lens onto the plate. The charge is drained away in areas of the plate that are exposed to light. The dots retained here are the positive charges representing the latent image.
4. Negatively charged powder is cascaded over the plate and adheres to the positive image. The latent image now becomes visible.
5. A sheet of paper (or a paper offset master) is placed over the plate, and the paper is given a positive charge.
6. The positively charged paper attracts powder from the plate, forming a direct positive image.
7. The print or offset master is fused by heat for permanency.



IndustryInsider

SPECIAL EDITION

Part 1: Before the Boom

From Chester Carlson's initial inspiration to the development of a practical process for plain paper copies, this behind-the-scenes story is first and foremost about people, and a "make it happen" attitude.

Page 6

Part 2: Ground Zero The Birth of Modern Xerography

Although the Xerox® 914 was the first self-contained, fully automated plain paper copier, its technology benefited from a series of early attempts to put the xerographic process to work.

Page 14

Part 3: Documenting Success

The Xerox Historical Archives on the Webster, NY campus opens its doors for an inside look at some of the most important milestones in xerographic history, including a working example of the Xerox® 914, and commentary on how they transformed the business landscape.

Page 21

Part 4: Epilogue

A final tribute to the man who started it all, xerography inventor Chester Carlson.

Page 34

Special Insert: 75 Years of Xerography—A Timeline

See the full lineup of revolutionary products that drove the industry forward from early years to present day.

C. F. CARLSON

**Celebrating
75 Years
of Xerography**

A nostalgic look
back at the people
and ground-breaking
products that built
an industry.

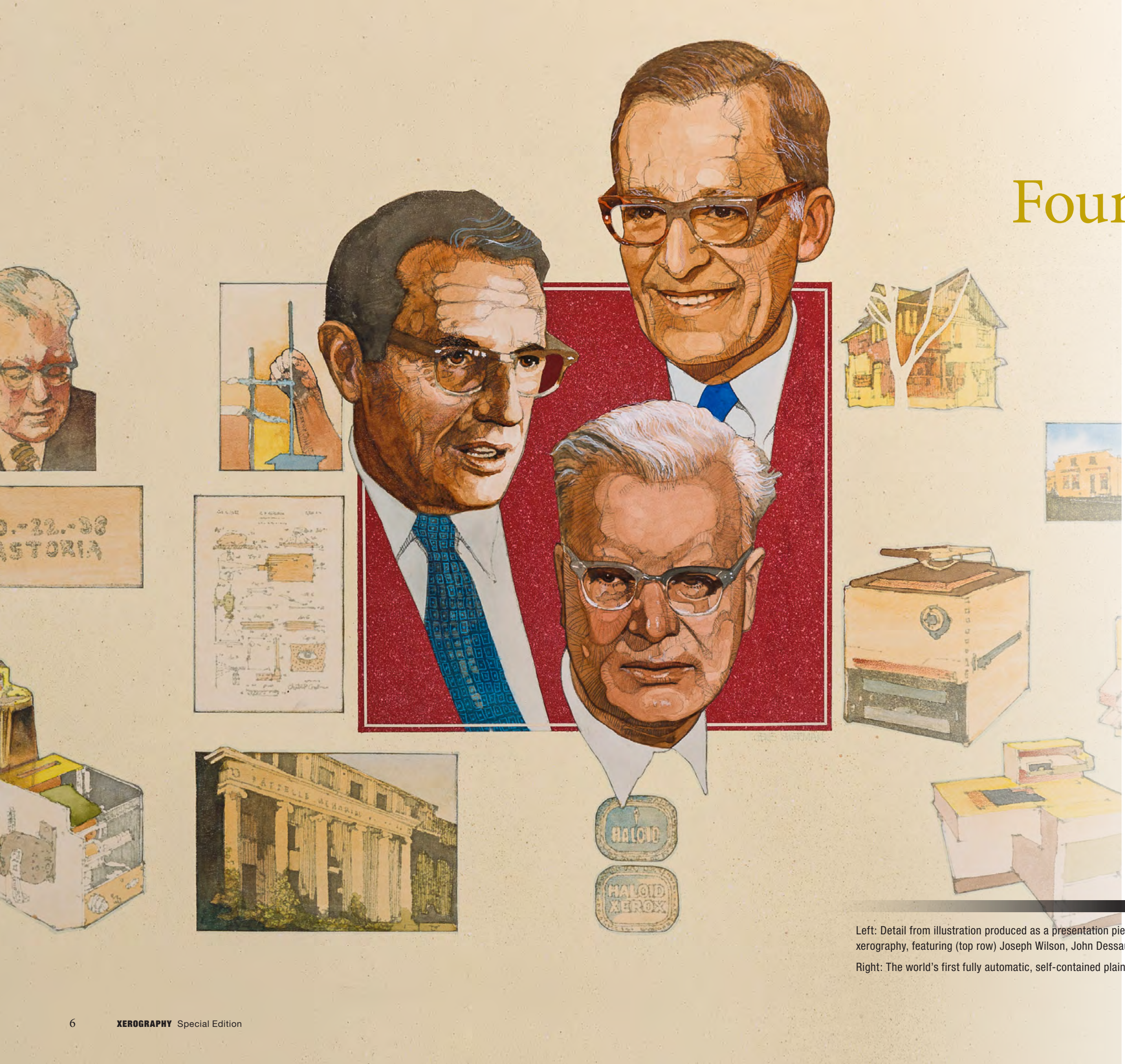


Founders, Keepers

The story of xerography is a story of passion and perseverance. Between Chester Carlson's 1938 breakthrough and the eventual introduction of the Xerox® 914—the world's first “modern” copier—in 1959, more than 20 years had passed. The story of xerography, decades in the making, is a story of passion, persuasion, persistence and partnership. Although many would contribute along the way, three men of extraordinary vision, foresight and determination earn the definitive title as the founders of xerography.



Left: Detail from illustration produced as a presentation piece commemorating 50 years of xerography, featuring (top row) Joseph Wilson, John Dessauer, and (bottom) Chester Carls
Right: The world's first fully automatic, self-contained plain paper office copier—the Xerox® 914.



Legacy Makers

Decades in the making, the story of xerography's pivotal moment, the introduction of the Xerox® 914 plain paper copier, is one of three unstoppable forces of nature.



Chester Carlson: Inventor

Inspiration

They say that necessity is the mother of invention. While working his way through law school in a busy patent office, Chester Carlson was constantly frustrated by the difficulty of obtaining carbon copies of patent specifications. Out of that frustration came inspiration and the idea that offices might benefit from a device that would easily and quickly make copies of important documents. At the time, options were limited, cumbersome and time consuming, requiring carbon paper or chemicals.

In the history of invention, inspiration is a key ingredient, but without ambition and determination, a good idea remains just that. Fortunately for the world, Carlson had both. Through force of will, the modern information age was born but it didn't happen overnight.

Ambition

It's telling that even as a boy, Carlson was driven to make a difference. "Someday, I'm going to make a big invention," he wrote in one of the many journals he kept throughout his life. By doing so, he later reasoned, he'd be able to "do some good," not just for himself, but for the world. Ironically, though, when his "big invention" finally succeeded, Carlson chose to remain in the background, preferring anonymity despite the fame, wealth and honor he earned through his achievements.

The obvious result of Carlson's ambition—his desire to make a difference—today, is easy to appreciate in the overwhelming success of the copy industry and its ancillary technologies. But what's not so often discussed is the result of his desire to do good in the world. That ambition was fulfilled as well, and is underscored by the fact that by the end of his life, he had given away the better part of his fortune to various foundations and causes, including education, civil rights and science. His final ambition, he once told his wife, was to die a poor man.

Early publicity photograph of Chester Carlson demonstrating prototype equipment.

"I knew I had a very big idea by the tail, but could I tame it?"

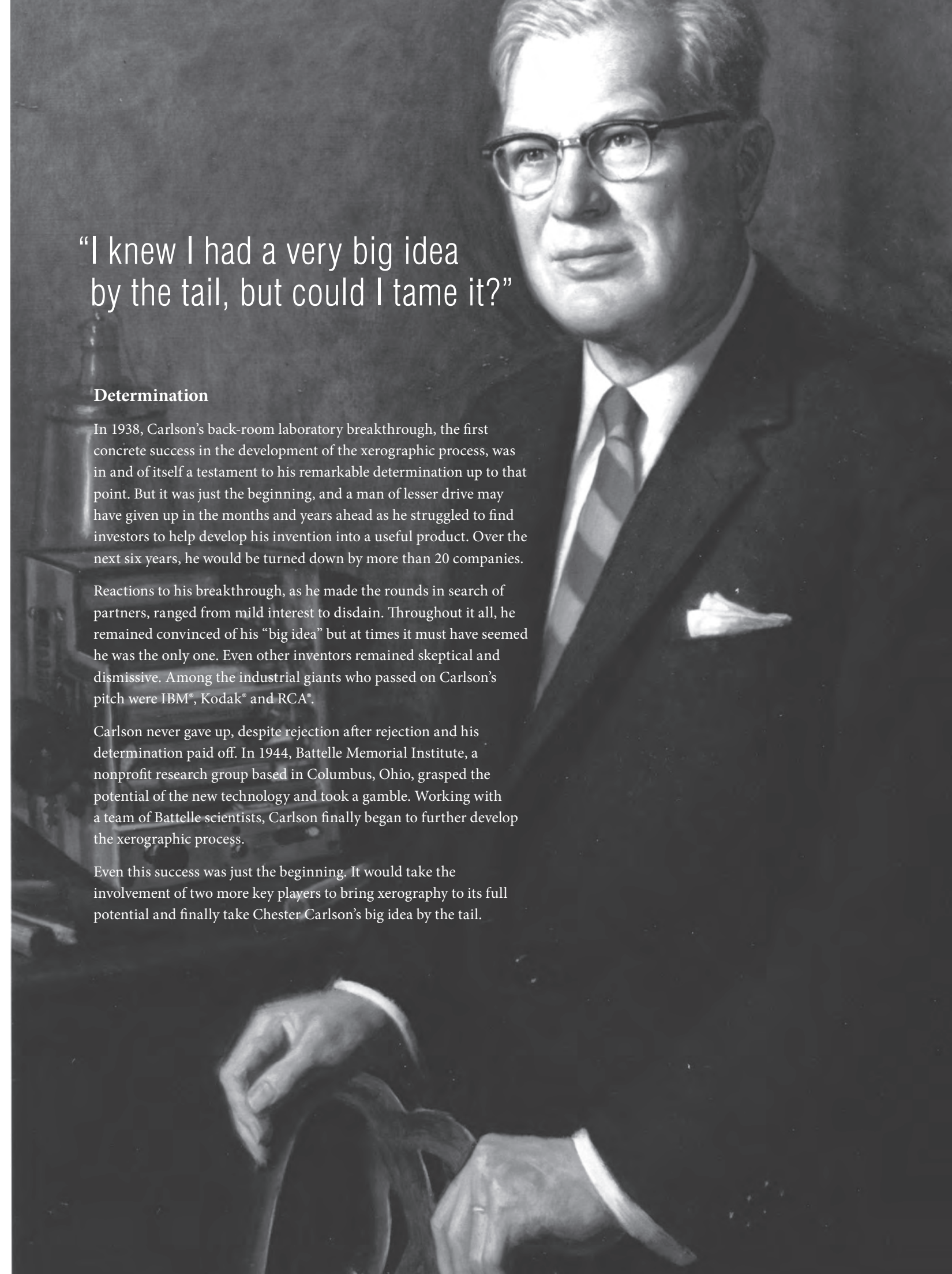
Determination

In 1938, Carlson's back-room laboratory breakthrough, the first concrete success in the development of the xerographic process, was in and of itself a testament to his remarkable determination up to that point. But it was just the beginning, and a man of lesser drive may have given up in the months and years ahead as he struggled to find investors to help develop his invention into a useful product. Over the next six years, he would be turned down by more than 20 companies.

Reactions to his breakthrough, as he made the rounds in search of partners, ranged from mild interest to disdain. Throughout it all, he remained convinced of his "big idea" but at times it must have seemed he was the only one. Even other inventors remained skeptical and dismissive. Among the industrial giants who passed on Carlson's pitch were IBM®, Kodak® and RCA®.

Carlson never gave up, despite rejection after rejection and his determination paid off. In 1944, Battelle Memorial Institute, a nonprofit research group based in Columbus, Ohio, grasped the potential of the new technology and took a gamble. Working with a team of Battelle scientists, Carlson finally began to further develop the xerographic process.

Even this success was just the beginning. It would take the involvement of two more key players to bring xerography to its full potential and finally take Chester Carlson's big idea by the tail.





John Dessauer: Inducer

In 1945, John Dessauer, head of research at Rochester's Haloid Company, found himself scouring trade journals and scientific papers looking for new product opportunities. His goal was to diversify Haloid's product offerings, which at the time were mainly focused on providing photographic papers and supplies to companies, competing with Rochester's Eastman Kodak. He realized, along with Haloid's new President Joseph Wilson, that they needed something with breakthrough potential to open new markets if they were ever to grow beyond "supplier" status.

Dessauer came across a year-old article about Carlson's xerography. "It was as if lightning struck when I read that article." Haloid had been involved in producing and marketing a high-contrast photo paper specifically for reproducing documents and letters, and Dessauer immediately grasped the implications of Carlson's process.

"It was as if lightning struck." The post-war industrial machine was gearing up to find new ways of incorporating a slew of new technologies into marketable products and, in many ways, Haloid was like other companies in their commitment to research and development. But few companies had the equal of Dessauer when it came to his innate ability to balance the creative, technical and business needs in play.

"It's got a million miles to go before it's marketable."

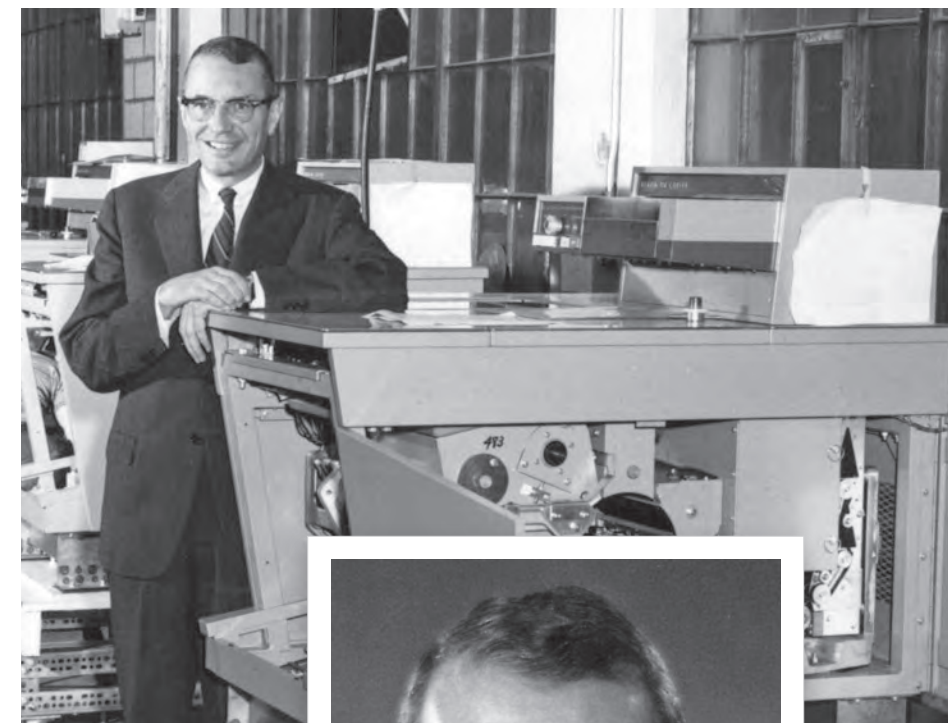
As a self-described "inducer" between the scientific and business communities within Haloid, Dessauer was uniquely positioned and qualified to harness the potential latent in Chester Carlson's discovery and, as such, he played a key role as a founder of xerography.

If Chester Carlson was the inventor and John Dessauer the inducer, Joseph Wilson was the impresario of xerography. Filling the top leadership position at Haloid and then Xerox from 1945 until his death in 1971, Wilson's role as the "face" and driving force behind xerography can't be overstated.

Upon witnessing, along with Dessauer, a messy manual demonstration of Carlson's xerographic process at Battelle in 1946, Wilson concurred that there was great potential in the fledgling technology. Although he knew there would be a long road to hoe in getting the technology market, he was determined from that first demonstration. "When it does become marketable," he said, "we've got to be in the picture."

One of Wilson's extraordinary qualities was his ability to keep the big picture in view while focusing on short-term objectives. He recognized the importance of generating and nurturing energy and excitement, whether in the workplace, in the media or in the business world at large. In addition to developing xerography into technology that would change the world, as a business leader he actively sought to change the world in other ways. Under his guidance, Xerox became one of the first companies to aggressively recruit and hire minorities.

Well-read, urbane and an inveterate marketer, Wilson's decision to "risk everything" on an untried, new idea—and his career-long dedication to building the company and industry it engendered—earns him his place as one of the three founding forces behind xerography.



Joseph C. Wilson: Impresario



Scan to watch
Joe Wilson's
Innovation
Science Video

All Hail Haloid

The little company that could, and would, risk everything to develop the world's first plain paper copier.



Founded in 1906 to make and sell photographic paper, The Haloid Company enjoyed modest but consistent success even through the depression years. As market share began to slip after World War II, company leadership began looking for a way to differentiate and diversify their product line. The thought was, if they remained in the photographic paper business, they would never be anything much more than a minor competitor to Rochester's neighbor Kodak®.

Haloid leadership found what they were looking for in 1946, after research head John Dessauer and President Joseph C. Wilson met with Chester Carlson. Seeing potential where no one else dared to go, a contract was executed on January 1, 1947, and the race to develop xerography into a viable, paradigm-shifting technology began.

Haloid would eventually experience unprecedented growth, but it would take more than a decade of trial and error before the game-changing Xerox® 914 was born and Haloid would become Haloid Xerox, and then simply Xerox, taking the name of the technology that earned their place in history.

Haloid Photographic Paper Samples

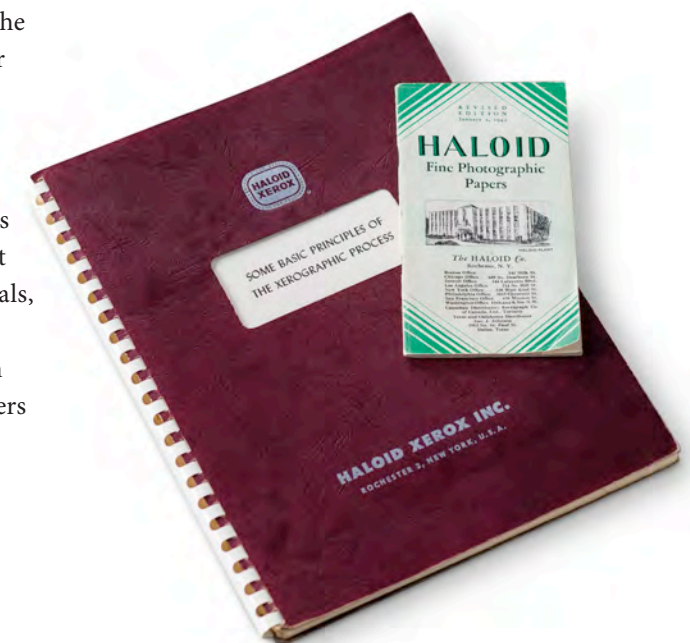
As the Xerox Historical Archives items above demonstrate, even historically, sex sells. These leave-behind samples in the form of risqué calendars, complete with flirtatious calendar girls, remind us that business-to-business sales practices have come a long way since the early 20th century. Or have they?

Haloid Lab Coats

When The Haloid Company became Haloid Xerox in 1958, hundreds of researchers led by John Dessauer were engaged in the development of the Xerox® 914 and other applications of Xerox® technology. Despite taking nearly a decade to perfect their seminal masterpiece, many of the research team shared in the risks by taking pay cuts, stock options in lieu of pay and sacrificed free time by spending long hours in the lab. Such was the strength of their dedication and belief that their efforts would change the world.

Haloid High Contrast Photo Paper

The quest to find a fast and easy way to make copies of documents didn't start with xerography. Many different processes existed but all had their drawbacks, including the use of malodorous chemicals, the need to produce copy "masters" and the need for bulky and hazardous equipment. As a producer of photographic paper, even Haloid had entered the fray with special high contrast photo papers intended for photographic reproduction of documents.



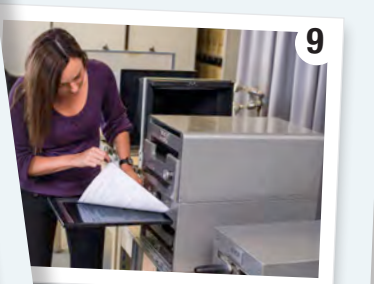
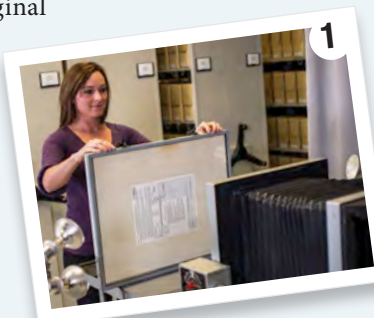
Step-By-Step with the Standard Equipment

A trip down messy, manual memory lane.

Prior to the introduction of the Xerox® 914 in 1959, the simple act of copying a document was a time consuming, multistep process. While still an improvement over other copy processes in that it required no chemical development, special paper or a copy master, going from original document to crisp copy took a little patience.

Here's a step-by-step demonstration, using the fully functional setup, known simply as the Xerox® Standard Equipment, housed at the Xerox Historical Archives in Webster, NY.

1. The original document is placed on a camera stand and the camera is aligned.
2. The image is focused and the light source is turned off. At this point, the room would be darkened.
3. A photoconductive plate (in this case, coated with selenium) is charged (not shown) and placed at the image focal point.
4. The document is exposed to light, and the image is projected onto the photoconductive plate.
5. The exposed plate is inserted into a developing box. The room lights could now be turned back on.
6. The developing box is tilted repeatedly to cascade oppositely-charged toner over the surface of the plate. A perfect reverse image of the document is now visible on the plate.
7. A sheet of plain paper is removed from the electrically neutral supply area and carefully placed over the toner image.
8. The paper/toner/plate sandwich is placed back into a special chamber where polarities are reversed to attract the toner from the plate and onto the paper.
9. The paper is carefully removed from the plate. At this point, the image is held to the paper by static electricity alone.
10. The paper is briefly heated to a specific temperature to fuse the toner permanently to the paper.
11. The process is complete. Repeat if necessary.



Advancing the Technology

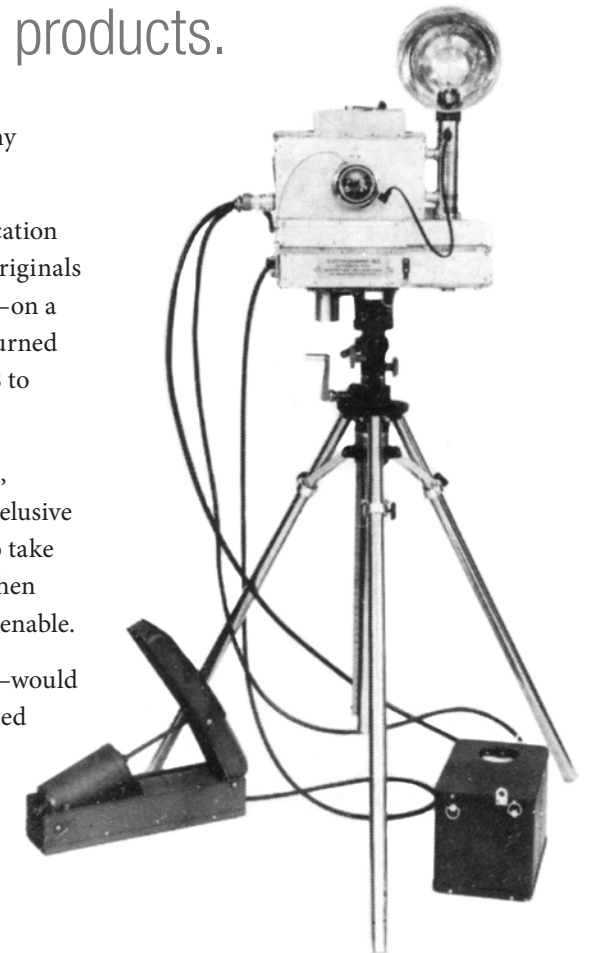
In its quest for the plain paper copier, Haloid applied xerography to a number of pre-914 products.

During the period spanning 1948–1959, Haloid applied xerography to many products in an attempt to monetize its new technology.

The Copyflo, introduced in 1955, was the first completely automated application of xerographic technology. It produced enlarged prints from microfilm—originals of which were mounted on cardboard “aperture” cards or microfilm reels—on a continuous roll. Although of limited use, it was a successful product and turned enough profit to induce Haloid to change its name to Haloid Xerox in 1958 to more closely associate itself with the new technology.

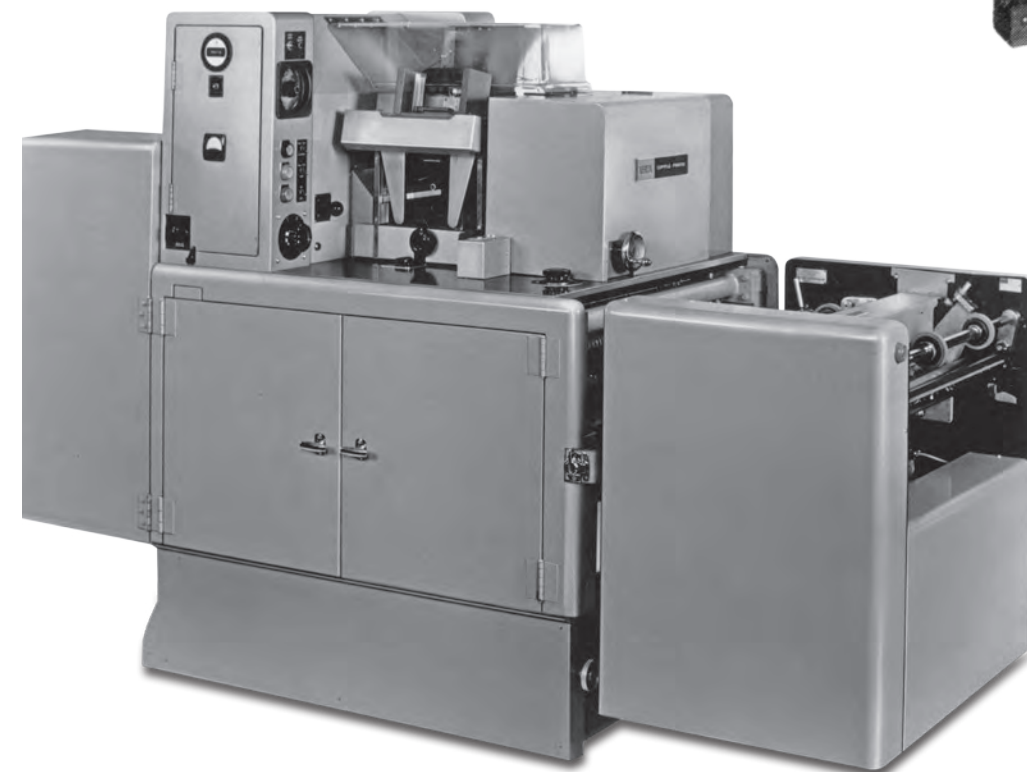
Even more interesting are the products developed for military applications, many of which were classified top secret at the time. Among them was the elusive “Two-Minute Mini”, a highly specialized xerographic camera developed to take “electro-photographs” in the immediate aftermath of atomic bomb tests when gamma ray activity would make the use of ordinary photographic film untenable.

Every product developed—while not the holy grail of a plain paper copier—would advance the technology in a way that would manifest itself in more advanced future products.



Copyflo

This revolutionary machine, while extremely bulky, was one of the first products to turn xerography into a money maker. It was also the first xerographic machine to use a rotating drum in place of a platen, significantly increasing the speed at which copies could be reproduced. That technology was integral to the success of the Xerox® 914.



Tenacious Toner— The *Superhero* of Xerography

One of Chester Carlson's greatest challenges was finding a way to bring out the latent photoelectric image created on the surface of the sulfur-coated slides in his early experiments. He found an early winner in lycopodium powder, a yellow-tan dust-like substance manufactured from moss spores. Used traditionally in fireworks and as an early flash powder, when negatively charged, the fine particles adhere to the positively charged image created by exposing the sulfur-coated slide to light.

In his first experiments, Carlson needed to fix the image by using heat to transfer it to wax paper. By the time the first working xerographic equipment made its way to the office setting, toner technology had advanced to include first waxes, and then polymers, which were able to be fused to plain paper by a heating element as a final step of the xerographic process.

Toner has come a long way since then. From carbon black to a multitude of colors, advances in toner have been one of the major drivers of increased copy quality over the decades since the "10-22-38 Astoria" copy.

Today, in addition to pigment, toner technology includes additives that increase adhesion, hold a better charge and move through the machine more efficiently. There are also new methods of producing the toner particles, for example, Xerox® exclusive emulsion aggregation (EA) technology. EA toner saves energy while improving copy quality with an extremely small, uniform size for less toner mass per page and lower fusing temperatures.

SPECIAL INSERT

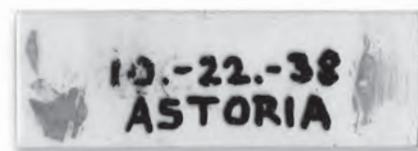


75 Years of Xerography: Unduplicated Success

Filing of Chester Carlson's First Patent

Technically outside of the 75-year timeline, but it captured the process that led to the following year's breakthrough.

1938



1938

"10-22-38 Astoria"

Chester Carlson, working with assistant Otto Kornei, produces the first rudimentary xerographic copy. The process, though refined, remains the same to this day and is the technology behind most modern copiers, laser printers, fax machines and more. Some products, like the Xerox® ColorCube® do not use xerography.

Otto Kornei

Otto Kornei parts ways with Chester Carlson, not convinced his invention is practical or marketable. He wouldn't be the last to doubt.

Battelle Institute enters into a partnership with Chester Carlson

After years of pounding the pavement, Chester Carlson finally finds true believers in the Ohio-based research facility.

1944



1946

Haloid obtains a license to develop xerography

Joseph Wilson and John Dessauer meet with Carlson at the Battelle Institute and are impressed enough with the fledgling technology to commit to its commercial development.

The word "Xerox" is trademarked

Taken from Chester's name for his process, "xerography"—with Greek roots meaning "dry writing"—lays claim to the word for future use.

1948



1959



Xerox® 914 is introduced

The world's first plain paper copier is introduced to a dubious public and, in short order, revolutionizes the way we work with documents. It triggers what we now call the Information Age.

1949



The Model A OX Box

The first manually operated commercial xerographic printer is developed.

1963



Xerox® 813 is introduced

The world's first desktop copier is a miracle of engineering and weighs about 200 pounds.

Xerox® 2400 is introduced

The world's first high-volume, plain-paper duplicator was capable of producing 2,400 copies an hour and was equipped with the first automatic document feeder.

1964



1977



Xerox® 9700 is introduced

Based on xerographic technology, it's the world's first commercially available laser printer.

2002



Xerox® iGen3® Digital Production Press is introduced

Capable of full-color, personalized marketing materials, direct-mail pieces and short-run books—all on plain paper and produced in one machine—it revolutionizes short-run publishing and production high-volume, high-quality marketing materials and transactional printing.

1973



Xerox® 6500 is introduced

The world's first plain-paper, color copier begins the next revolution in office technology.

Alto Personal Computer

Although never brought to market, the Alto is the first personal computer to use a mouse with graphical interface. The technology used to develop it later evolved and played a significant role in the development of advanced digital printing systems such as the Xerox® DocuTech® Production Publishing series. In the meantime, a little "fruit-forward" Silicon Valley startup gains inspiration from the unique technology.

1990



Xerox® DocuTech® Series is introduced

This was the world's first electronic production publishing system, complete with document finishing, digitally controlled dual-beam laser and sophisticated user interface.

Scan these QR codes® for videos of the history of Xerox.



Joe Wilson: Xerox Historical Innovation Science Video



Classic commercial—1963—Xerox® 914 and Xerography



Steve Jobs visits Xerox PARC



The First Xerox Commercial—Xerox® 914



Xerox Monk Commercial

Collective Wisdom

A pictorial peek at the world's largest collection of xerographic memorabilia.

Tucked away in a corner of the sprawling Xerox campus in Webster, NY, the Xerox Historical Archives contains some 100,000 documents, items of historical significance, and devices depicting the 75 years between Chester Carlson's first breakthrough to the latest advances in xerographic technology. Collectively, these items tell a tale of determination and teamwork, and remind us that the journey from inspiration to invention is a long and storied one.



These Haloid lab coats are a reminder of men and women who toiled endlessly in the years leading up to the development of the first plain paper copier. The challenges they faced and conquered were many, and would transform an industry.



The Xerox® 914 becomes an unlikely pop culture icon.

The ease and simplicity of plain paper copies transformed the way we shared information almost immediately. When the Xerox® 914 began appearing in offices across America early in 1960, the hulking, 650-lb machine was sometimes greeted with skepticism. Never having had access to easy, instant copies, the business world didn't know what it was missing. The business world changed, virtually overnight. The world at large followed.

AMC's popular TV series, *Mad Men*, perfectly captures the era, and early reaction to the Xerox® 914, with a storyline dedicated to the delivery and installation of the copier to the fictitious advertising firm Sterling-Cooper-Draper-Pryce.

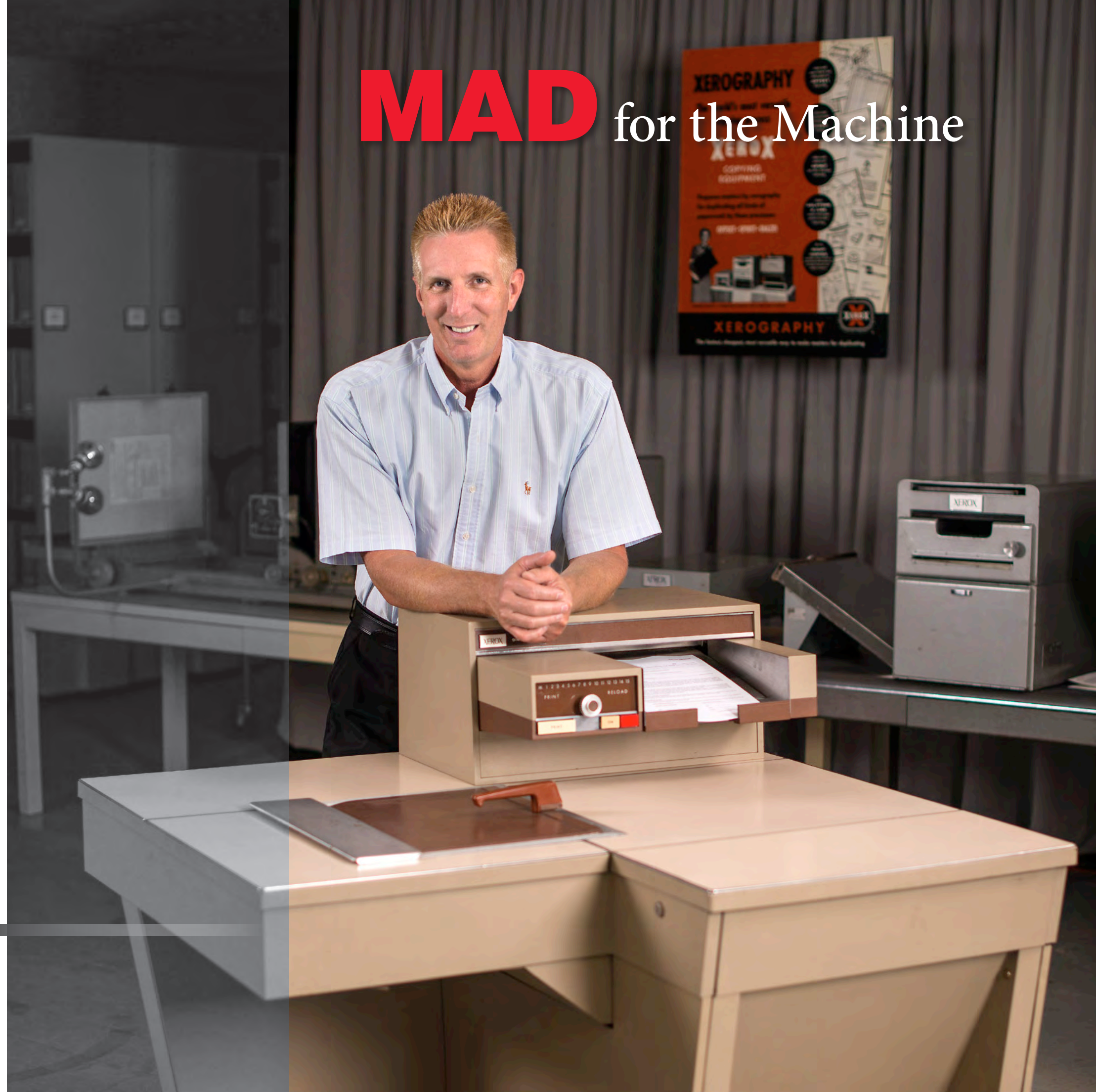
Scan to watch
the *Mad Men* clip.



The machine on set, identical to the one housed in the Xerox Historical Archives (and in the Smithsonian), even has its own Twitter feed. You can follow it @Xerox914. One recent tweet: "I tell you, it's shocking, the things I've seen."

Ray Brewer, Xerox Historical Archives
Manager, poses with the Xerox® 914.

MAD for the Machine



A hundred copies a day? Ridiculous!

How times have changed.

Just a year before the Xerox® 914 made its 1959 debut, IBM® consultants dismissed it as having no future in the office copying market. They weren't the only ones. The prevailing sentiment was that the large, expensive machine would only be practical for offices with a need to produce a hundred or more copies daily. According to those in the know, that was a ridiculously large numbers of copies.

There were dozens of competing processes on the market at the time, but the 914 was different.

Given the simplicity of use, the elimination of the need for a copy master, the lack of chemicals, and most importantly, the ability to make copies on plain paper, the Xerox® 914 was a sensation.

When the first unit was shipped in 1960, predictions were that 5,000 units would ship in the first three years. By the end of the second year, more than 10,000 machines had been placed in offices worldwide. And that was just the beginning.

Today, it's possible to attribute the birth of the modern information age, desktop publishing, laser printers, fax machines and any number of ancillary technologies to the demand created by the Xerox® 914.

Watch this classic 1963 TV commercial of the Xerox® 914 and Xerography



The Xerox® 813—The Copier that Could Fit on Anyone's Desktop

The first desktop plain paper copier was a miracle of miniaturization.



When the Xerox® 813 was introduced in 1963, it weighed in at about 200 pounds—scant, when compared to the size and heft of the 914—and sat comfortably atop the sturdy desks of the day. Impressively, the world's first desktop, plain paper copier was able to do everything its big brother was able to do. That was quite an engineering coup, given that all of the processes needed to be wrapped around one another in order to maintain the desktop footprint.

The Xerox® 813 leased for about a dollar a day, billed quarterly, with additional charges based on usage, bringing the promise and convenience of xerography to small businesses everywhere. It was the fulfillment of Chester Carlson's original vision—a copier that could fit on anyone's desktop.

From Zero to Xerox



The success of xerography spawned an industry, and explosive growth for Xerox.

If success is proven by numbers, witness the growth of Xerox revenues in the three years immediately following the introduction of the Xerox® 914. In 1959, Xerox (then Haloid Xerox) had a net income totaling \$2 million, thanks to the success of Copyflo and other products based on xerography. By 1963, Haloid Xerox became Xerox, and net income topped out at \$22.6 million.

To cope with demand, the company began work on a sprawling, 1,100 acre industrial and research campus just outside the village of Webster, NY. Simultaneously, a global sales force of nearly 4,000 was hired and trained. By 1963, one in three employees was a new hire.

Xerox took the onboarding process seriously and each new employee was treated to a comprehensive training and orientation process that included a filmed address from Joseph Wilson, as well as what were, at the time, state-of-the-art educational aides.

Scan to watch
Joseph Wilson's
Innovation
Science Video



Now, groundbreaking products would arrive in rapid succession over the next few years, including the Xerox® 813 (first desktop plain paper copier) and the Xerox® 2400, which was able to produce 2,400 copies an hour.

Xerox Webster, NY Campus, circa 1961

Color Me Copied Copied Copied

In the psychedelic seventies,
the first color copier hits the scene...



Today, it's tough to imagine a time when the typical business presentation wasn't bursting with color. But in 1973, when the Xerox® 6500—the first color copier—was introduced, the science of color and its effect on how humans process and retain information was in its infancy. In fact, Xerox needed to conduct its own research to establish that the use of color in a presentation increased attention by up to 30%, and increased retention by up to 260%.

The ability to make instant, easy color copies on plain paper was so novel, at first Xerox sales people had to go the extra mile to convince customers of its value. And without ubiquitous PowerPoint® or desktop publishing, presenters had no simple way of producing exciting color originals.

By the time the Xerox® 6500 was introduced, xerography had remade the document workflow, as well as the way documents were created, used and distributed in the workplace and educational institutions. With the ability for anyone—from preschooler to executive—to produce color copies on plain paper, it was time to get out the crayon box and exhibit a little creativity. Easy in the classroom, but what about the boardroom?

In an innovative burst of marketing genius, the first color copiers were distributed with a color layout kit, complete with colored tapes, pens, markers and stickers, to encourage the use of color in presentations. Early adopters, of course, included cool-cat designers, ad agency types, architects and engineers—but soon, self-professed squares everywhere were grooving to the full-color connection.

Right: Before PowerPoint, there was a color layout kit, provided by Xerox as a companion to the Xerox® 6500. Intended to encourage the use of color in the production of original documents, any presenter today knows it does the trick.



...and makes a rainbow connection.

Sale of the Century

One of the greatest technological advances of the 20th century wasn't necessarily an easy sell.

Despite the success of xerography, like any new technology, it wasn't necessarily an easy sell, especially when you consider the proliferation of groundbreaking products—each with new and previously unheard of capabilities—introduced in the decades following the 914 launch.

Keeping the sales force trained in the benefits of each new model and motivated to bring those benefits to the widest possible audience led Xerox to create one of the first modern motivational training programs for its sales employees. The Xerox Historical Archives contains many artifacts that document the various techniques used to keep the sellers selling. Here are just a few.



The letter from the back of the LP cover reads:

Office of the President
December 10, 1963

To Xerox People:

This album has been prepared so that we will never forget a happy occasion of great significance to Xerox—the introduction of the 813.

On September 16 to 17, field managers of the Marketing division from all over the country were called to Rochester for their first glimpse of the 813. The meeting centered around a musical production with the theme, "Take It From Here." We believe the music, especially written for this important event, tells the Xerox story, and we believe that you, our co-workers at Xerox, will be delighted with this tribute to the history and growth of the company.

Really, it is a tribute to you because you have taken a "dream of destiny" and helped make it a reality. We hope you enjoy this album and will "Take It From Here."

Cordially,
J C Wilson

From the LP, "Take It From Here" (1963)

Sell the Song

Don't just sell it—sing it. This album of specially written and recorded custom ditties represents the time and effort applied to keeping the troops motivated and upbeat as they built an industry.

Mug Shots

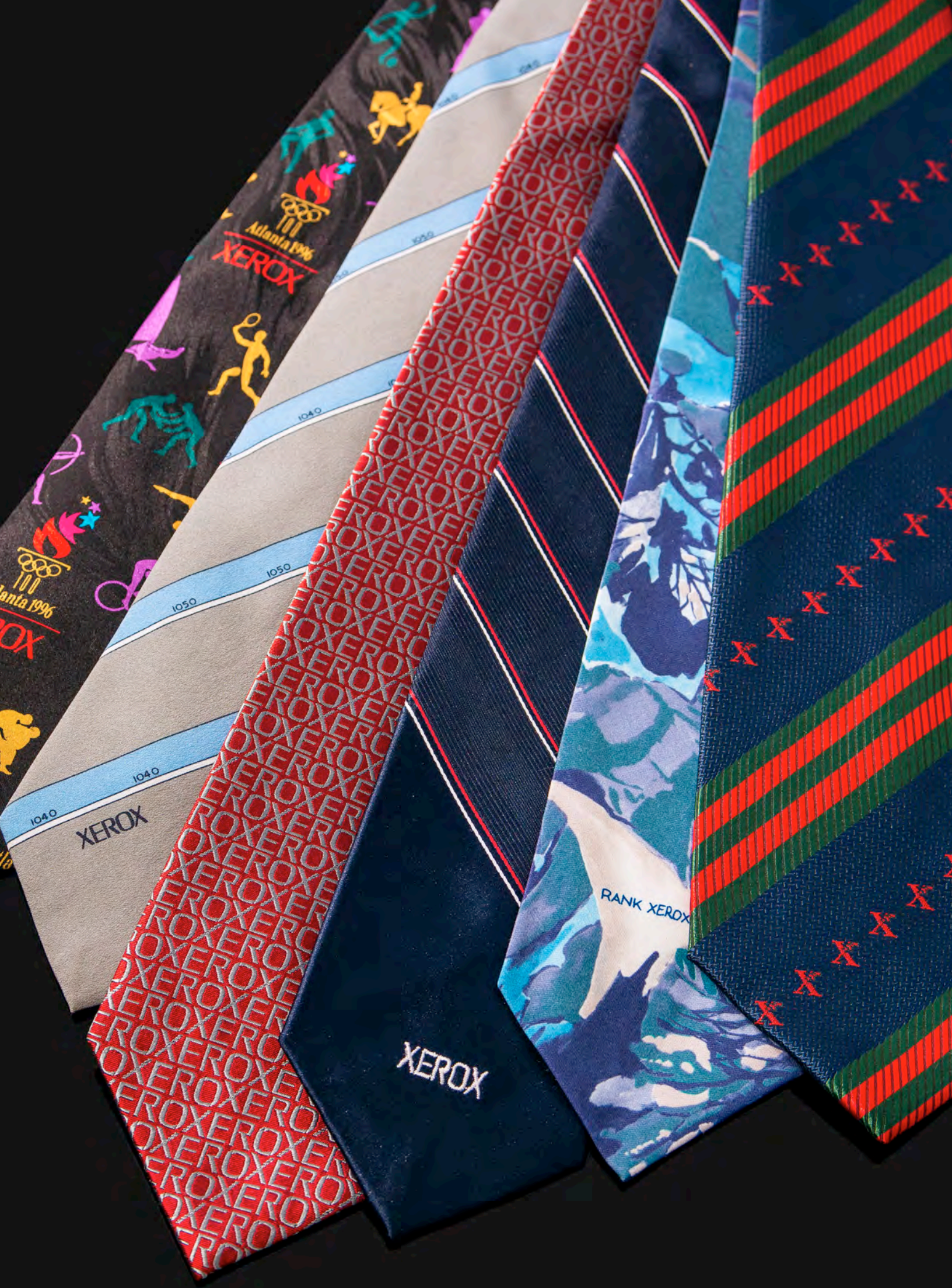
Nothing says "energize" like a steaming cup of coffee. There are hundreds of coffee mugs in the Xerox Historical Archives collection used to rally the sales force and as leave-behinds on sales visits. Common practice today, but a somewhat new idea at the time.

Scan to listen to the song "Miracle"

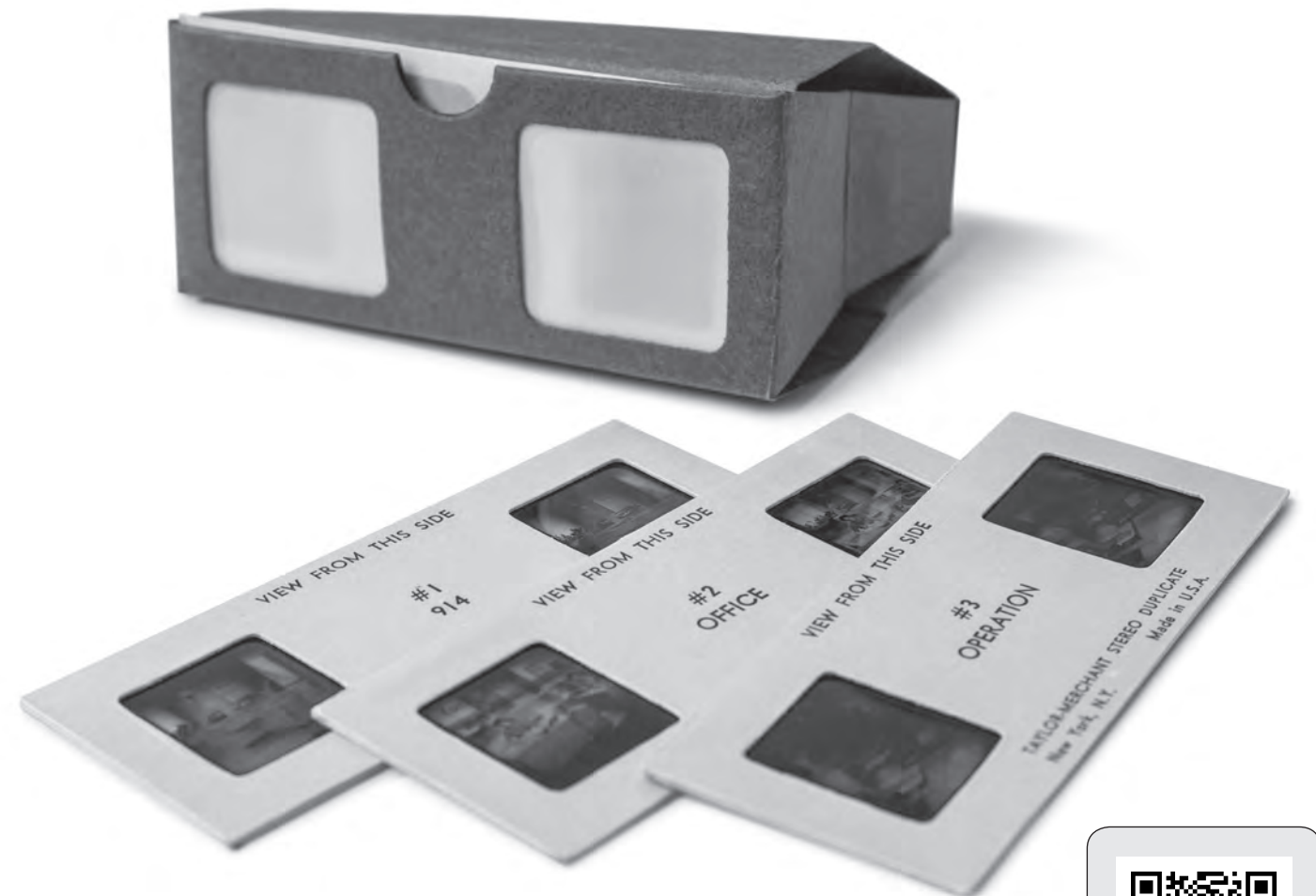


Xerox: "Take It From Here" Album





Pop Goes the Promo, Xerox® 914 Stereo Viewer Promo



Novelty items have always had a special place in promotions—and the boys’ club of potential buyers that dominated the business-to-business milieu in the 60s and 70s never shirked an opportunity to ogle a lovely lady—whether on a logood calendar or a set of custom cards.

Presumably a trade show giveaway, this pop-up 3D viewer featured a “beauty” shot of the latest Xerox® model, always flanked by a comely model of another sort. It was a sure way to get a prospective customer to take a close look at what you had to offer, and the novelty of the 3D experience made this item a keeper.



Scan to watch
the first TV
commercial of
the Xerox® 914

**Check out our replica of this retro
marketing piece on the back cover.**



Left: Selling in Europe required some cultural adjustments. There, ties were the traditional way to tout one’s university affiliation, employer, clan or political affiliation—so why not tie one on for the latest product offering?

An American Original

“I’m going to make a big invention.”

Driven from an early age to “do the world some good,” Chester Carlson’s success can be attributed to determination, ambition and an abundance of ideas. Never a genius by strict definition, the astounding transformation he engendered in the world could, most accurately, be described as the direct result of his force of will. “Someday,” the teenaged Carlson wrote, “I’m going to make a big invention.” By the time he set his laser focus on what was to become xerography, he’d run through hundreds of ideas—all meticulously recorded in one of the pocket journals he was never without.

Many people are surprised to learn that Carlson was never a formal employee of Xerox. True to his character, he preferred anonymity. Upon visiting the Rank Xerox pavilion at the World’s Fair in Brussels one year, he stood transfixed as a young tour guide breathlessly told the story of Carlson’s “10-22-38 ASTORIA” breakthrough. Later, when asked why he hadn’t identified himself to the boy, the famous—yet anonymous—inventor shrugged and said he hadn’t wanted to steal the boy’s light by diverting attention to himself.

In the end, Chester Carlson did profit from his invention, having earned more than \$150 million (the equivalent of \$1.1 billion in today’s dollars) in royalties. True to his unassuming character though, he lived in the same, unpretentious three-bedroom house with his wife, Dorris, until the day he died.



Chester and his wife, Dorris, in the garden

By the time of his death, he’d anonymously donated the vast majority of his fortune, more than two-thirds of it, to charities. Although his list of beneficiaries was long, he favored civil rights organizations, and even purchased apartment buildings in Washington, DC and New York City to have them racially integrated. He also supported educational institutions, pacifist organizations, libraries and international relief organizations.

Through his invention, through his charitable activities, and even through his everyday interactions with his fellow human beings, Chester Carlson created a legacy that might be copied, but never duplicated.



Ray Brewer
Xerox® Historian



Xerox® D136 Video



Printed on a Xerox® D Series Copier/Printer or Xerox® D Series Printer and Xerox® 560/570 Printer. Finished using a PlockMatic Pro 50/35™ Booklet Maker.
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