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STANFORD BUSINESS SCHOOL

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Professor Robert T. Davis

Robert Davis
On Marketing in
Emerging Companies
Arbuckle Award Winner:
Ford Chairman Petersen
on People-Centered
Management

These days, it seems that more MBAs tend to jump around from company to company. What are the pros and cons of the two approaches?

Petersen: A positive aspect to being a one-company person is that I have a sense of loyalty and personal association with the Ford family of employees. My feelings toward the community of employees is very strong and personal, and I like that very much. I have to assume this is something that is missing for an individual who goes from company to company. Under that approach, I find it a little hard to understand how you develop a sense of loyalty for a group of people united in a common effort.

Magazine: Have you had any mentors who had a particularly strong influence on your career at Ford?

Petersen: No, not really. I've been kind of a loner. In my very early career, I did not like the management approach of some of the people for whom I worked. I was fearful I would be associated with them, and my career could be easily hurt. Maybe that caused me to decide that I just wanted to be me. So I've been me.

ENCORE award honors Quantum's leaps

Quantum Corp. of Milpitas has been named "Entrepreneurial Company of the Year" for 1985 by the Peninsula Chapter of the Stanford Business School Alumni Association. Quantum President and CEO James L. Patterson received the Alumni Association's ENCORE (ENTrepreneurial COMPANY REcognition) award at a dinner in honor of the firm in May.

The ENCORE award is given annually by the chapter to a Bay Area-based firm that has demonstrated the "risk-taking, creative, and success-oriented qualities that distinguish outstanding entrepreneurial companies." Other criteria for the award winner include proven financial success, growing profitability and strong financial prospects, and a positive environment for employees, customers, and society.

Brook Byers, MBA '70, chairman of the ENCORE selection committee, said Quantum is outstanding in all ways. "Quantum is considered the best-managed company in the disk drive industry," Byers said. "Its employee culture is a model for Silicon Valley."

Quantum manufactures 8-inch and 5¼-inch disk drives, which it sells primarily to original equipment manufacturers of computer systems. The firm was founded in February 1980 and now employs over 600 people.

Industry analysts have projected \$120 million in sales for this financial year, almost doubling last year's sales figures of \$67 million. Morgan Stanley's investment research analysis of the company in November 1984 concluded: "Amidst disasters and disappointments in the Winchester disk drive industry, Quantum has an excellent strategy for continuing its growth into next year and beyond. . . . It is well managed, has positioned its manufacturing in a low-cost area (Puerto Rico), and continues to develop an industry reputation for delivery and quality."

Quantum has also embarked on a joint venture with a Japanese company, Matsushita Kotobuki Electronics (MKE), through its subsidiary QEW.

Quantum officials say that the firm's most valuable asset is the quality of its employees. Quantum President Patterson emphasized this in his annual report message: "Most important of all to our continuing success is the conviction we've shared from the beginning that the quality of our products is a direct result of the quality of our people."

Quantum is the ninth company to be honored for entrepreneurship by the Peninsula Chapter. Previous award recipients include ROLM Corp., Tandem Computer, Genentech, and Apple Computer.



Entrepreneurial Acclaim: James L. Patterson, president and CEO of Quantum Corp., a manufacturer of disk drives in Milpitas, Calif., holds the plaque presented to the firm after being named the 1985 winner of the Entrepreneurial Company Recognition Award (ENCORE). The award is sponsored by the Peninsula Chapter of the Stanford Business School Alumni Association. With Patterson are company officials David Brown, executive vice president (left), and Joel Harrison, vice president of engineering.

Mais oui! Paris to be setting for alumni gathering

Paris, France, will be the location for the Business School's Spring Alumni Conference in 1986, alumni officials have announced. To be held March 21-22, the conference will be the School's first-ever international alumni event and represents an ambitious new programming thrust by the Stanford Business School Alumni Association and the Alumni Office, said Margaret King, director of alumni relations for the School.

"We think the time has come to reach out to our alumni in Europe," said King. "As a world-class institution, operating on a global basis, the Alumni Association is pleased to have an opportunity to focus on its European alumni."

The Business School's conference will be held in conjunction with the Stanford Alumni Association. Although details of the joint program have not been completed, the conference will feature a series of presentations by prominent faculty members from the GSB and the University. A gala dinner and a number of other special events are also being planned.

European alumni and a sizable delegation of alumni from other parts of the world are expected to attend. Said King: "Although the conference seems a long way off, we hope that alumni will circle March 21 and 22, 1986, on their calendars and try to attend. With Paris as the locale, many alumni may want to plan a business trip or special holiday around this event."

King said SBSAA and School officials were convinced of the feasibility of an international event after the enormous success of the Business School's first off-campus spring alumni conference, which was held in New York City in April 1984. The international event got a further boost after enthusiastic support for a similar, though less extensive, spring alumni conference in Los Angeles this past March.

During the Los Angeles Conference, SBSAA President Gary Steele, MBA '75, announced the Paris event to an audience that literally gasped with delight. He said: "We want to make this a very special event that actively involves our European alumni. The Business School has considerable prestige and a reputation for excellence and we want to increase that visibility with this European conference."

The SBSAA has an active alumni chapter in Paris, as well as European chapters in Belgium, Denmark, and England. Other international chapters are located in Argentina; Brazil; Mexico City and Monterrey, Mexico; and Tokyo, Japan.