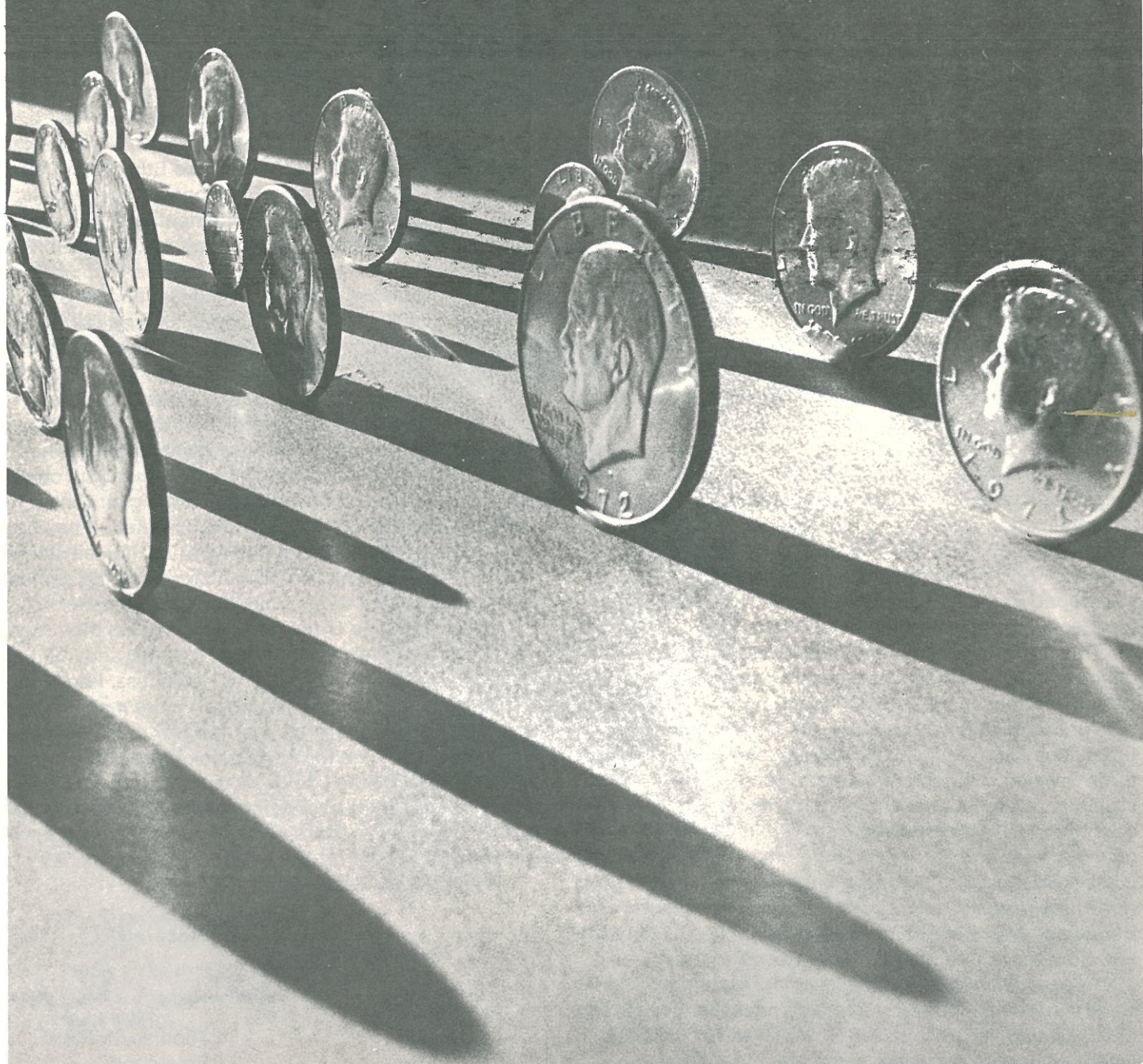


CincomWorld

January 1979

Where the Money Goes...

An in-depth look at the Cincom dollar.





The President Comments

When CINCOM SYSTEMS, INC. was in its infancy, communications did not present a problem. You simply tapped one of the handful of Cincomers on the shoulder and asked questions, or you held a "corporate meeting" around someone's desk to elaborate on ideas and suggestions.

But now that Cincom's proportions have grown to encompass forty-two offices in eleven countries, on every continent except Antarctica, these methods are no longer practical or possible. With our rapid growth, there has developed an increasing difficulty in internal communications. At the same time, the need for effective communication is increasing —and will become ever more important as time goes on.

Over the years, psychologists have done countless studies on the factors that people "want and need." One of the strongest "needs" was found to be a person's need to feel "in the know" — his need to understand the "whys" of his life and his job. We all need to be part of this communication process. What we often forget is that we, personally, may not be doing our share toward keeping others "in the know".

Naturally, upper management must inform middle and lower management, and it is equally important that communication flow back in the reverse direction — so communication must travel "down to up" as well as "up to down". And even more vital — it must travel sideways — interdepartmentally. Each division, and each department must communicate with all the others to best cooperate.

This "sideways" communication seems to be the most difficult for us — indeed, at times it is nearly impossible. This is one reason we've been experimenting with a new type of organizational structure, the DIVISIONAL structure, as opposed to the FUNCTIONAL structure. The Ventures Division is a good example of such a DIVISIONAL structure. All functional components necessary to the operation of Ventures are present within the division (development, marketing, support, etc.). It is virtually an independent entity. Of course, sideways communications remain imperative, and other support services (such as Personnel, Accounting) are still utilized. The DIVISIONAL structure tends to engender higher comradery and stronger social bonds. Profits have increased and Ventures is running efficiently. In effect, necessary communications seem to be operating very well within divisions where all necessary components are under common

direction. The recently organized Applied Systems group under Mike Ehrensberger follows this organizational mode. Applied Systems will not only develop application packages, but will also have primary responsibility for sales and support of those packages.

Where this structure is not yet possible, the FUNCTIONAL structure in which all departments have only their specialized function (i.e. Sales, Development, etc.), is still used within Cincom. Most of the "Service" oriented departments are FUNCTIONAL. A good example of this FUNCTIONAL structure is the Education Department. It is dependent upon Development for technical input, Technical Writing for documentation, Graphics for instructional materials. Unlike Ventures, Education is not so completely independent. As it requires support from other departments, (indeed, wholly dependent upon Marketing as a source of "students", for example) it is "interdependent". It is the communication across these FUNCTIONAL departments that seems most difficult for us.

As Cincom has developed from a handful of enterprising individuals to an established world-wide corporation, our need for more effective communication has grown. As one response to this need to meet the challenge for more effective communication among all Cincom people, CINCOMWORLD has been created. It has been designed to offer something to all of us. If used skillfully, it can convey information from all levels of the company and act as a multi-directional communicative tool.

And that is one of the objectives behind the creation of this column. Each month it will appear, and in it I hope to comment on the "whys" of our business. I hope to communicate to you the progress we are making in all facets of the company, all over the world. In this way I hope to supplement the normal communicative channels.

At the same time I do hope that I will also be able to convey some of my own personal thoughts and observations, as well as to share some of my feelings about where we can and should be going as a business, and why.

With my very best wishes . . .

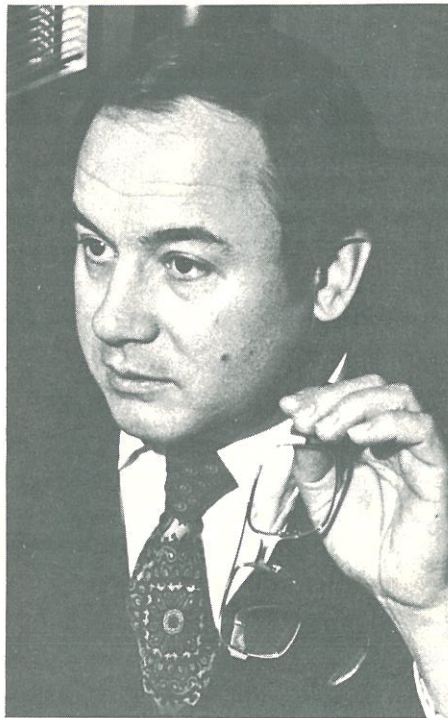
Sincerely,

Thomas M. Nies
President

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Where the Money Goes . . .

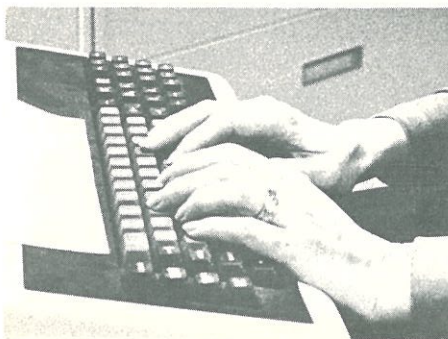
Finance and Accounting make it their job to know. The "money cycle" at Cincom is carefully monitored, and it pays off.



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Marketing Close-Ups

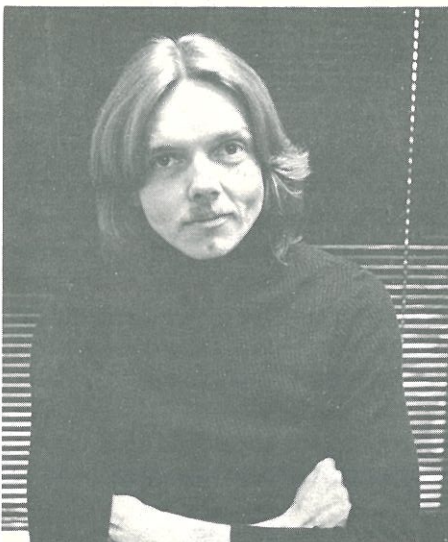
TIS prepares for a Los Angeles demonstration.



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People

Bill Jones, an award-winning Big Brother.



CincomWorld

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Where The Money Goes...

The Cincom Success Story. All Cincom employees and associates, even competitors are familiar with this phrase and its connotations. But how is such success measured? Some measure success in business by the physical size of the company and its growth rate; others by the expansion of its product lines. Or is business success directly related to an increasing number of customers? All of these factors can be success indicators to a certain degree, but the most common indicator of success in the business world is money.

At Cincom, money is the primary interest of the Finance and Accounting department of the Finance and Administration Division (which also includes Graphic Services, Corporate Services, Legal Services, Travel Services, Computer Services, Administrative Services and Facilities Management). The individuals who work in Finance and Accounting are responsible for keeping track of the Cincom dollar all over the world. The U.S. is responsible for the overall policy formulation which is then implemented by branches of Finance and Accounting in Europe (directed by Allan Stark), Canada (supervised by Janice Dineley), Australia (by Paul Hargreaves) and Japan (by Chieko Fidel). It's to these offices that the money comes . . . and goes, before it goes on to all the factions it's been promised to.



Al Penter, Director of Finance and Administration World-wide

Finance and Accounting also serves as a measuring stick by which company profits are judged. Al Penter, Director of Finance and Administration World-wide, sees Finance and Accounting as providing what he calls "the measurement function." "In a market-controlled economy, profit is the name of the game. But in our efforts to do those things which will assure that we continue to earn a profit, measurement is a primary contributor."

So it is the measurement of corporate funds that Finance and Accounting is responsible for. They must trace the "comings and goings" of Cincom capital from the time it arrives from paying customers, till it is disbursed to employees, vendors, taxes, etc. Money's circulation through this department and into all designated coffers proves to be a somewhat enigmatic process to a majority of Cincomers whose only contact with Accounting is the welcomed paycheck.

Actually, the flow of dollars is not too difficult to trace. But before any money can be distributed — its movement must be methodically planned.

Financial Planning is carried out at the Operating Committee level. Tom Nies, the executive directors, and other Operating Committee members



Allan Stark directs Finance and Administration operations in Europe.

meet to discuss overall corporate plans — both long-range and immediate. These include financial plans. Revenue expectations for the next one to two years are analyzed; expenses and profitability are considered. Together, these individuals decide on a company budget for the upcoming year.

All company managers then submit their proposed budget to the Operating Committee. These budgets inform the Operating Committee of the managers' planned spending and projected revenue. All of these budgeted figures are consolidated, and the total sum is examined by the Operating Committee.

Will Hansen of corporate planning indicates that at this stage "the figures are reviewed with the managers involved, and then adjusted to fit the operational targets — finally a compromise is reached." Will "outlines the variances" in the two budgets, and assists the Operating Committee in arriving at this final compromise. Once the budget has been decided upon, the movement of Cincom money has been mapped out. The responsibilities of Finance and Accounting begin.

The Budgeting function is coordinated by Lonnie Fields. Budgeting puts into action the plans made by the Operating Committee. Lonnie



Will Hansen of Corporate Planning

makes sure the money gets where it's supposed to go. He conducts monthly reviews of the operating budgets. When a division or department needs more money than was originally allocated, Lonnie "gets the request . . . with the exact reason for the need. It is then passed through the proper channels . . . and it usually gets allocated."

Before the money can be disbursed properly through Budgeting, the cash must first be present in the Cincom bank account. Accounts Receivable makes sure it is there.

The Accounts Receivable function includes invoicing, posting customer payments, and processing product cancellations. Donna Casey (in the U.S.), and Mila Biner (in Europe) are responsible for sending out customer invoices. Once these have been paid by Cincom customers, the checks go directly to The Southern Ohio Bank. A courier brings copies of the checks and vouchers to Accounts Receivable, where the figures are recorded.

When a customer is slow or delinquent in payment, John Jacobs and the Credit and Collection function take over. John's responsible for settling such accounts, and seeing that the unpaid dollar gets paid. He's assisted by Wendy Wolf and Sue Broxterman. John observes that "most people delay in payment — it's almost accepted." John attributes this to the "high rate of inflation."

At this point in "the money cycle", all expected finances are present in Cincom's account, ready to be disbursed to their proper recipients. But just how this money is disbursed can make quite a difference. The Cash Management function of Finance and Accounting exists to guarantee the most efficient allocation of funds possible.

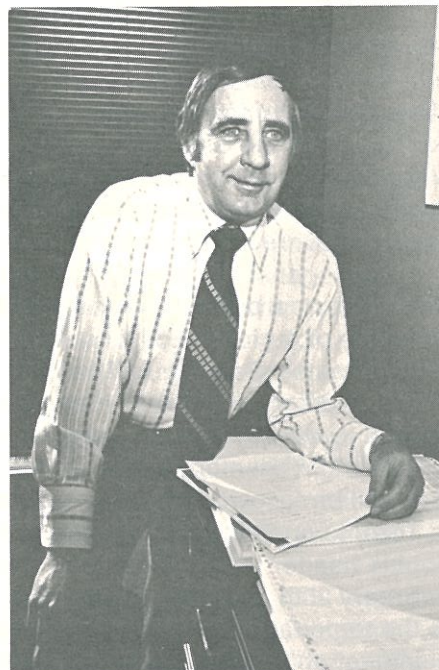
Cash Management is carried out by a team consisting of Al Penter, John Jacobs, Jack Reifschneider (Manager of Financial Analysis and Tax), and Jim Bothen (Controller of the Western Hemisphere); with Allan



Jim Bothen, Controller, Western Hemisphere



Jack Reifschneider, Manager of Financial Analysis and Tax



John Jacobs of Credit and Collection

Stark coordinating international.

As Jim Bothen describes it, cash management involves "accelerating the conversion of receivables into cash, controlling of account balances to maintain minimum cash necessary to meet company needs for cash, and investing excess funds for maximum company benefits." In other words, the team investigates ways to get the most out of the Cincom dollar for as long as it's in Cincom's account.

Acceleration of cash is accomplished by establishing post office "lock boxes" in certain cities where cash moves quickly and the customer base is high. When a customer sends a check to Cincom, it is sent to a local post office box and deposited in a nearby bank. The sum of a check can then be transferred from that bank to The Southern Ohio Bank, almost immediately. The customer's payment is placed in Cincom's account a few days earlier than it would have been had it gone through the mail. This technique gets money to Cincom more quickly. Money is also kept in the account for as long as possible to allow it to collect interest. This is accomplished through a common delaying tactic. Checks paid by Cincom are paid from a bank account that is distant from its destination, so it will take longer for the check to clear the bank. In this way, Jack Reifschneider, explains, "Cincom invests cash for a longer period of time."

Excess funds are invested to insure maximum return on the dollar. The team studies investment plans, and makes recommendations after carefully considering risk factors in relation to potential profit. Assisting in the implementation of these plans are Tom O'Brien (U.S.) and Detlef Mohrle (Europe).

The team endeavors to practice the techniques of cash management in all four of the disbursements made in Finance and Accounting: Payroll, Expenses, Taxes and Investments.

(continued on page 7)

MARKETING CLOSE UPS

ADVERTISING

Over the past six months, the "Consider Cincom" ad campaign has been introduced. Exciting photographs that capture reader's interest have been an important feature of these ads.

The newest ad in the campaign is "The Surfer." The image of the surfer depicts skill and leadership, which Cincom exhibits in the mini software marketplace. The ad copy lists Cincom software offerings to the mini computer market, and discusses the necessity of Cincom's DBMS software for mini users.

The Surfer ad will appear in all major trade publications in January, February and March. It will run in Infosystems in January and February, in Datamation in February, in the January/February issue of Government Data Systems, the March issues of Small Systems World, Mini-Micro and ICP's Mini Small Business News.

This extensive media program will reach approximately 475,958 readers.



Consider Cincom

We lead the wave in providing DBMS software to the mini computer industry.

We pioneered the introduction of DBMS software to the fledgling, commercial, mini computer environment in 1973. It was a logical extension of our position as forerunners in the information system software industry, with over 2,500 installations worldwide.

Today, we offer DBMS-oriented software for all of the mini computer requirements: stand alone, data base machines and distributed processing networks. You can select from offerings for DEC, INTERDATA, IIS, L.A., MICROCOM, IBM System 3.34 and many more. Or risk us for a tailor-made system for any other equipment.

If your mini DBMS application requires:
• Complex interrelations between data items,
• Rapid access to data for on-line processing through CRT's,
• Multi-key access to data for queries,
• Data independence of the field level,
• Comprehensive check point recovery for the data file,
• Integrated co-ordination between correlated host and distributed processing parties,
• Manufacturing application solutions,
Shouldn't you consider Cincom?

U.S.A.: 2200 Marland Avenue, Cincinnati, Ohio 45211
(513) 662-2300
International: 17 Rue Montoyer, 1040 Brussels, Belgium
(02) 511-65-48

Cincom Systems, Inc.
The TOTAL Information Systems People.

The most recent "Consider Cincom" Ad — "The Surfer."

TIS

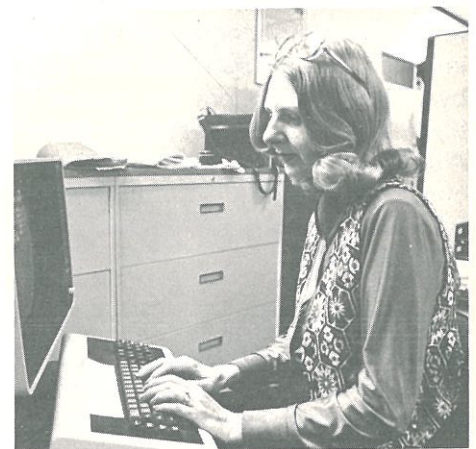
The Second TIS Seminar was held in Chicago at the Ramada Inn on January 11th. Despite weather forecasts of severe snowstorm conditions, over 140 prospects, consultants and customers registered to attend the Seminar.

The complete Seminar features a 2 hour multi-media show complete with special effects, music and dynamic presentations. The audio visual element is controlled by a mini computer called the Eagle. The Eagle, operating 18 slide projectors simultaneously, showed over 2500 slides which were coordinated to music. The TIS slides featured interviews with several of our key accounts across the nation. During the two hour show several speeches were delivered by Walt Muir, Jerry Myers, Bill Dorece, Steve Whiteman and Neil Clarke. The content centered on Cincom's direction, and how TIS plays an integral role in Cincom's future and the future of data processing.

The guests were favorably impressed with the TIS Seminar. One attendee placed an order for TIS at the conclusion of the Seminar and two other customers expressed a strong desire to install TIS as soon as it can be delivered.

Cincom is now pursuing an enlarged schedule of regional TIS presentations. The next Seminar will be held in Los Angeles on February 5th. A special feature of the L.A. Seminar will be a LIVE demonstration of TIS. This will be followed by a Seminar in Toronto on February 21st and a double header in Cincinnati on February 25th and 26th. In addition to the regional TIS Seminar in Cincinnati on the 26th, Cincom will be hosting a special Cincom family Seminar on the 25th. The Cincom family Seminar will be by invitation

only. Each Cincomer, their spouse and family are invited to view the Seminar in the Netherlands Hall of Mirrors on Sunday at 3:00 P.M. Following the Seminar will be a Cincom cocktail party. The next stop after the Cincinnati marathon will be Washington D.C.; this is tentatively scheduled for April 17th. From there, the Seminar makes the trip across the Atlantic to London where it will be the highlight of the Annual European Knock-About.



Carol Thomas will be at the terminal when the L.A. seminar features a live demonstration of TIS.

TIS TODAY

TIS is not just flashing lights and futuristic sounding statements. Rather, today TIS is taking a tangible form through prototype test installations at Johns-Manville in Colorado, and Coast Community College in California. Through these test installations, we will be able to gain feedback on the human factor aspects and incorporate them into the product. The net result is a TIS release for April this year.

USA

● ICP invited Walt Muir to address Cincom's marketing philosophy in the governmental marketplace. His comments were published in the exclusive ICP Insider newsletter which is distributed to executives within the computer software industry.

● In the December issue of Data-mation, TIS was selected to be profiled as the Data Base of the future.

● Mr. Ronald Ross, of Performance Development Corporation, wrote a 20 page article on TIS in which he analyzes the TIS components and its impact on the DP industry. He states that "TIS is fresh and impressive evidence of continued vigor and innovation in the now solidly — based software industry. Comprehensive in scope, TIS promises to solidify the Cincom software offerings

and to invision what for many users will certainly amount to a comfortable mainstream for data management."

● Presented introduction to T I S to DBD Systems January 5, 1979 in Fairfax. Would like to thank Al Beezley, Nick Wessel and Dennis Yablonsky for their efforts. Received a call from DBD Systems the following week. They expressed their excitement with T I S and were pleased with our very professional presentation.

● The Fairfax office will be hosting a T I S Seminar on April 17, 1979. Location to be forthcoming.

● Fairfax office will be involved in the DP Expo on March 20-22.

INTERNATIONAL

● The first installation of T-ASK in Europe will be made in Germany by customer Ciba-Geigy. The installation has proved very successful — the only problem is the DBA spends all his time playing with the system and not getting on with daily chores!

● Alcan, in Nurnberg, is Germany's first TOTAL 8.0 and ENVIRON/1 8.0 user. The result of the changeover is a 100 percent reduction in response time (from 7 sec. to 3 sec.). Further work with the system should provide additional benefits.

● TOTAL 8.0 has been installed in Belgium at NATO and Sligos, and also in Switzerland at GSI and Ciba-Geigy with ENVIRON/D1 8.0. There, on a 370/115, performance improved dramatically over 7.7. (See last Technical Bulletin for more details).■

Where The Money Goes... (continued from page 5)

Payroll takes the first chunk of the Cincom dollar. Forty percent of the revenue dollar is paid out to payroll. Velma Moore and Zola Begley distribute paychecks, and make sure all U.S. employees are paid accurately. European payroll supervision is conducted by Ivan Lovibond.

An additional forty percent of the revenue dollar pays for expenses. These expenses include travel advances and reimbursements for expense reports. Accounts Payable, which pays vendor invoices, also comes under this category. Sandy Maddux supervises expenses and accounts payable (which is handled by Bonnie Amshoff). Peter Frost takes on these responsibilities for European Operations.

Eleven percent of Cincom's dollar is paid in taxes. Dan Larsen (U.S.) and Ivan Lovibond (Europe) are responsible for filing all required tax returns, and participating in tax planning. They also must be aware of changing tax laws, and be capable of finding

all possible deductions.

The remaining nine percent of the dollar is net profit. This money is "reinvested into operations." Jack Reifschneider points out that "Cincom funds its own growth internally . . . and these dollars build Cincom's operations for the future."

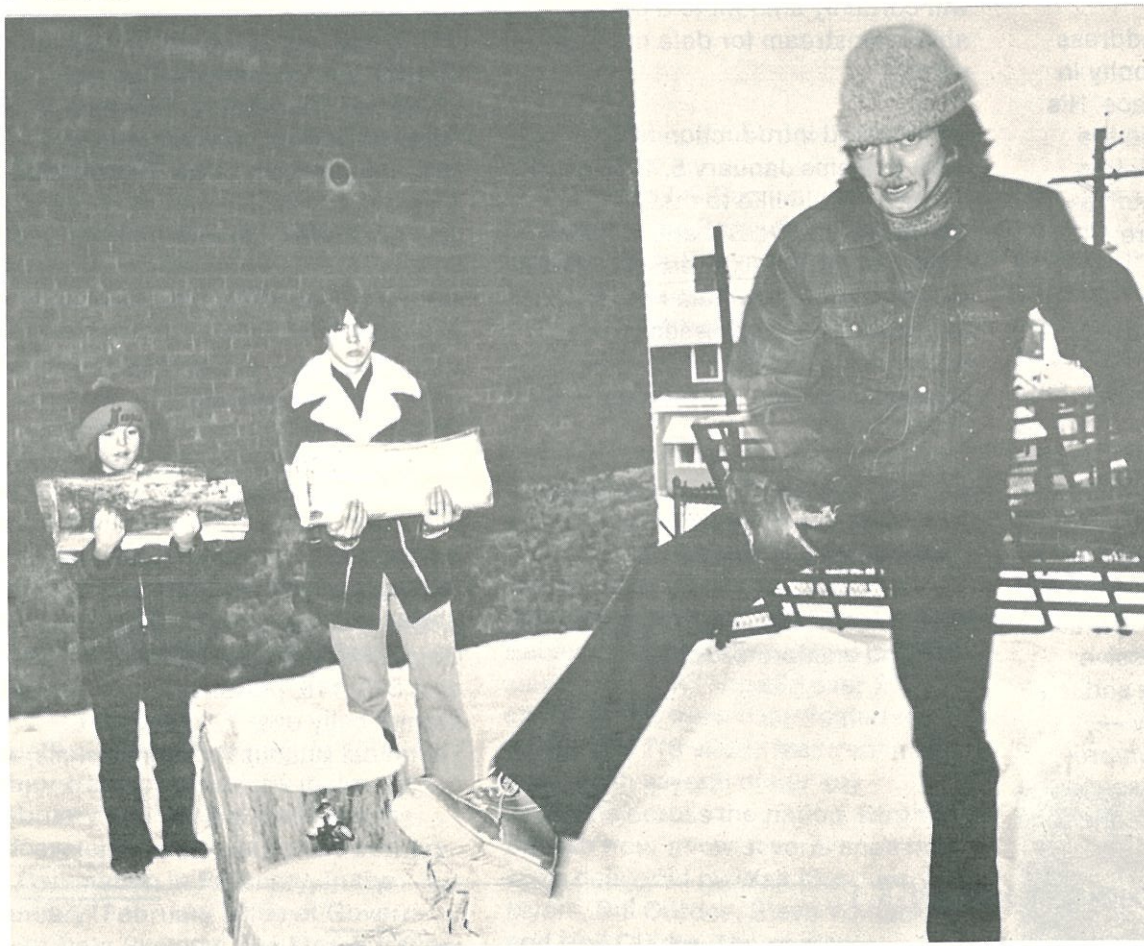
In dispatching these monetary allotments, some problems do arise. Of particular relevance to Cincom is the problem of currency management. Allan Stark, who is in charge of Finance and Accounting for European Operations, works with his manager, Al Penter, to practice "formal exchange risk management." Al Penter explains, "we try to anticipate net exposure to currency devaluations . . . try to be aware of and manage that risk."

Basically, that's how the Cincom dollar travels, and where it goes. It's helped along by all Cincom Accounting Personnel, but particularly by secretaries like Margaret Gordon,

Marilyn Ruberg, Jane White, Isabel Ortega, Betty Bruce and Tony Vazquez. Now the dollar has been distributed — all budgets fulfilled, debts paid. Finance and Accounting takes one more look to see how well the carefully designed plans are working by preparing world-wide monthly financial statements. These are coordinated by Tim Jones.

Jim Bothen describes this function of the department as "providing a service to upper management . . . providing financial information, performance analysis of how the dollars were actually spent compared to the budgeted projections." In effect, they're "measuring" the success of prior and current financial plans. And according to Al Penter's measurements, everyone's efforts in such planning have been paying off. "Revenue increased 33% over the past year . . . there's a respectable increase in profitability, and the company continues to use its own working capital to fund its expanding operations." ■

PEOPLE



Bill Jones chops firewood with some help from his little brothers, Steve (left) and Larry (right).

Bill Jones, Supervisor of Systems Software Technical Documentation, recently received an award for ten years of service to the Big Brother's Organization of Cincinnati. He takes time out once a week to be a Big Brother to Larry and Steve Anders of Newport, Kentucky.

Bill first became involved with the program in 1967. He had a Little Brother for six years, until the boy reached the maximum age of eighteen. He enjoyed the program — so he began making inquiries about finding another Little Brother.

Bill says it's fairly simple to get involved in the program, "you just call the office and make arrangements to come in for an interview." Applications must be filled out, and prospective Big Brothers are screened to insure "good character and high moral standards." Once a profile of the applicant is attained, it is "matched" to eligible boys with

similar interests. The applicant is then given the resume of those boys, and allowed to choose. After the applicant has chosen his little brother, the organization arranges for the Big Brother to meet the boy and his mother to make sure the arrangement is satisfactory. It is then up to the Big Brother to see his Little Brother regularly.

Bill feels that the mother's attitude is vital to the success of the program. "If she doesn't cooperate, things just don't work out. Both of the mothers I've dealt with have been great. Mrs. Anders lets us do what we want to — it works out well."

Bill is fortunate in having two little brothers now. Larry, 17, has been with Bill six years. He became involved with the Big Brothers Organization when his mother "talked to the priest, then decided to put me in the program." He was all for the idea right from the beginning.

In fact, Larry would like to be a Big Brother himself someday. Right now, he's busy with his first job as a busboy at a local restaurant.

Larry's twelve year old brother, Steve, has been with the program for two years, and looks forward to the upcoming years with Bill. Steve says the three of them spend most of their time together "going to movies, going fishing and helping Bill out with chores around the house." They also frequent Steve's basketball games to cheer him on. He's a guard and averages nine points a game. Steve's quite a sensation on the Corpus Cristi Basketball Team.

The boys both feel they've benefited from being in Big Brothers. Larry explains, "we've got someone who's willing to be a father figure to us . . . and that's important." Steve agrees, and adds, "... besides, we all just have a lot of fun together." ■



Frank Pollard posing with two troop members.

Frank Pollard, Manager of Education, spends his Friday nights with eleven lively boys in Burlington, Kentucky. He's the scoutmaster of Boy Scout Troop 712.

Frank's been a scout leader "on and off for the past twenty years." As a boy, Frank "grew up in the slums . . . and scouting was the only fun I had." He feels that it "gives boys a chance to get out of the city and into the country . . . a chance to have some fun."

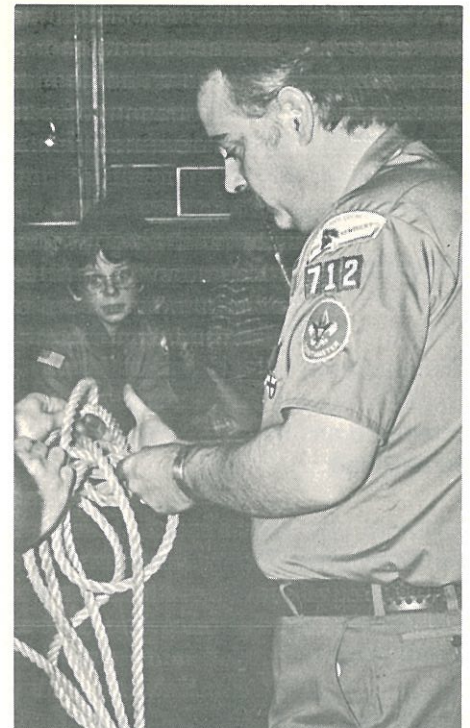
The weekly meetings are filled with activity. The leaders have the boys race in relays, play games, work with crafts, and they also instruct them in outdoor skills. During winter months, if the snowfall cooperates, a snowball fight is almost inevitable.

In addition to weekly meetings, the troop also attends monthly campouts at nearby state parks. Their camping activities are educational as well as

fun. Frank and the other leaders "take them out on hikes . . . they can pitch a tent, make a fire, cook a meal . . . they can survive better than we do."

All the boys are enthusiastic about scouting. Matt Stogsdill, 12, feels that "it's a good sport," and Ronnie Feldhaus, 10, thinks "it's cool." Matthew Arnett likes being a boy scout, and especially likes Frank, "He's real nice . . . but sometimes he's mean, too."

Each meeting ends with a gathering of the troop, and a quiet moment while they recite The Scout Law. Then Frank dismisses the troop — and promptly gets a snowball tossed at his head. ■



A knot-tying demonstration was an instructive segment of the evening meeting.

UPDATE

PERSONNEL

All U. S. employees have the ability to participate in a forced savings plan (payroll deduction) through the Provident Bank. This option has always been available, but many employees are unaware of it.

The process is quite simple. If you already have a savings account with Provident and wish to participate in the savings plan, you simply fill out a payroll deduction card with Velma Moore in Accounting.

For those of you who bank elsewhere, but would still like to participate in the savings plan at Provident, you fill out a signature card in addition to the payroll deduction card. This allows you to have a second savings account with Provident.

Employees in the field are also able to participate.

Provident is currently paying 5½ % per annum.

● As of December 31, 1978, Cincom edged over the five hundred employee mark. There are now 148 international and 356 domestic employees — a grand total of 504.

EDUCATION

Education is now staffed to provide classes at Ed-Centers or any branch office location with adequate facilities. Such a class can be scheduled as long as ten students are enrolled.

Customer site instruction is also a new alternative. Price structure of customer site education will begin at \$750.00/day plus expenses for existing courses. (In order to introduce this service, a special rate of 500.00/day will be charged to first time users).

If a customer will commit to use education's services at least once

per quarter for any available courses, the price of 500.00/day + expenses will be retained.

Plans are also underway for holding classes in Europe. More details forthcoming.

● Special mention should be made of Frank Fella's recent successful assignment. He returned from a two week class in Hartford with the Hartford Insurance Group with a promise of an additional \$20,000 in educational business.

ACCOUNTING

All individuals who are non-residents of the City of Cincinnati are entitled to a City of Cincinnati Income Tax refund for periods of time which were worked outside the city limits of Cincinnati.

The following formula can be utilized in order to determine the percentage of salary which was earned outside the city limits.

Total days paid for XXX

Deduct

Vacation XX

Holidays XX

Sick Days XX XXX
XXX (A)

Work Days out
of Cincinnati XXX (B)

(B ÷ A) XX Percentage

In order to expedite the refund claim with the City of Cincinnati, it would be helpful if a statement signed by an immediate supervisor or manager, and reviewed and signed by the Accounting Department, was included with the return. This statement would merely verify the percentage of time that was actually worked outside the city limits of Cincinnati and utilized in computing the income tax refund.

1978 City of Cincinnati Income Tax Returns are available in the Tax Department.

● There is a new office in the Midwest Region — West Des Moines, Iowa, now has a fully staffed office consisting of Steve Stauffacher, MSR; Merle Parks, MTR; and Jeannette Tharrington, secretary. Welcome to Jeannette and Merle who just began their Cincom careers!

● The Technical Support Center is now open for business in the Midwest Region. Mel Tungate heads up the operation which is staffed by Merle Butler, Jim Ott and Zach Friese. Preliminary reports from both Midwest Regional MTR's and customers indicate the Center is a great success. ■

Letter from the Editor

As Cincom has grown, our need for effective internal communications has grown. Cincom World has been created to help fill this need.

As editor of Cincom World, I hope to make it a news magazine that not only informs, but one that unites all Cincom employees through the development of a clear, internal "image" of the company — an image which is a shared perception of Cincom and its people. Since Cincom World will be written for, and distributed to all Cincomers, internationally; this image will become consistent — world-wide.

This one, unified image will then be projected externally — to Cincom users, other businesses, and all people who come in contact with Cincom, its products, and its employees.

Cincom World is a totally new publication, editorially, when compared to anything Cincom has produced before. The "look" of the newsmagazine is also quite different from that of its predecessor. To make the paper more visually interesting and professional in appearance, its designer, Nancy Smyth, has employed a greater use of photography and sophisticated design.

The photo editor, Tony Walsh, contributes to the overall appearance of the magazine by shooting and selecting the photographs used to illustrate the articles.

Gathering news on an international level requires assistance from contributing editors. One editor from each office reports on the events and changes that occur in their office. These editors are: Diana Langley, Atlanta; Meredith Spear, Boston; Carol Roma, Buffalo; Diana Zucco, Chicago; Dick Kleinberg, Denver; Joan Hand, Detroit; Mike Foster, Greensboro; John Halsell, Houston; Hazel Whittaker, Irvine; Vickie Duffin, Kansas City; Marilyn Robinson, Los Angeles; Vicki Gold, Miami; Nanci Boisjolie, Minneapolis; Vi

Johnson, New York; Dolores Procopio, Philadelphia; Karol Kearns, Pittsburgh; Pat Gibbens, San Francisco; Lori Suon, Washington D.C.; Ginny Reed, Lake St. Louis; Don Campbell, European Editor, Betty Bruce, Australia.

I hope Cincom World will serve to strengthen communications among all Cincom employees, all over the world.

Betsy Horn
Editor

What's Your Opinion. . .

Of Cincom World? Any comments or suggestions? Questions and criticisms? The news magazine staff would really like to know how you feel about this new publication. Send your opinions to, Editor, Cincom World, 2300 Montana Ave., Cincinnati, Ohio 45211.

NOTE

The deadline date for submitting articles or letters to Cincom World is the 9th of each month. If contributions are not received by that date, they cannot appear in that month's issue.

Next Month...

In upcoming issues of CincomWorld, additional features will be included.

A "Viewpoint" section will be reserved for guest editorials. Anyone wishing to expound on his views about any topic of interest to Cincom people, may submit such an editorial to the CincomWorld staff for consideration.

Letters sent to the newsmagazine will be published in a "Letters" column. Questions about Cincom

activities, policy, benefits, etc. will be directed to the individual who can best answer them. The question and response will both appear in this column.

Future issues of CincomWorld will also include a "Reference" section. This feature will list new books, pamphlets and classes that may be of interest.

THE EDITOR