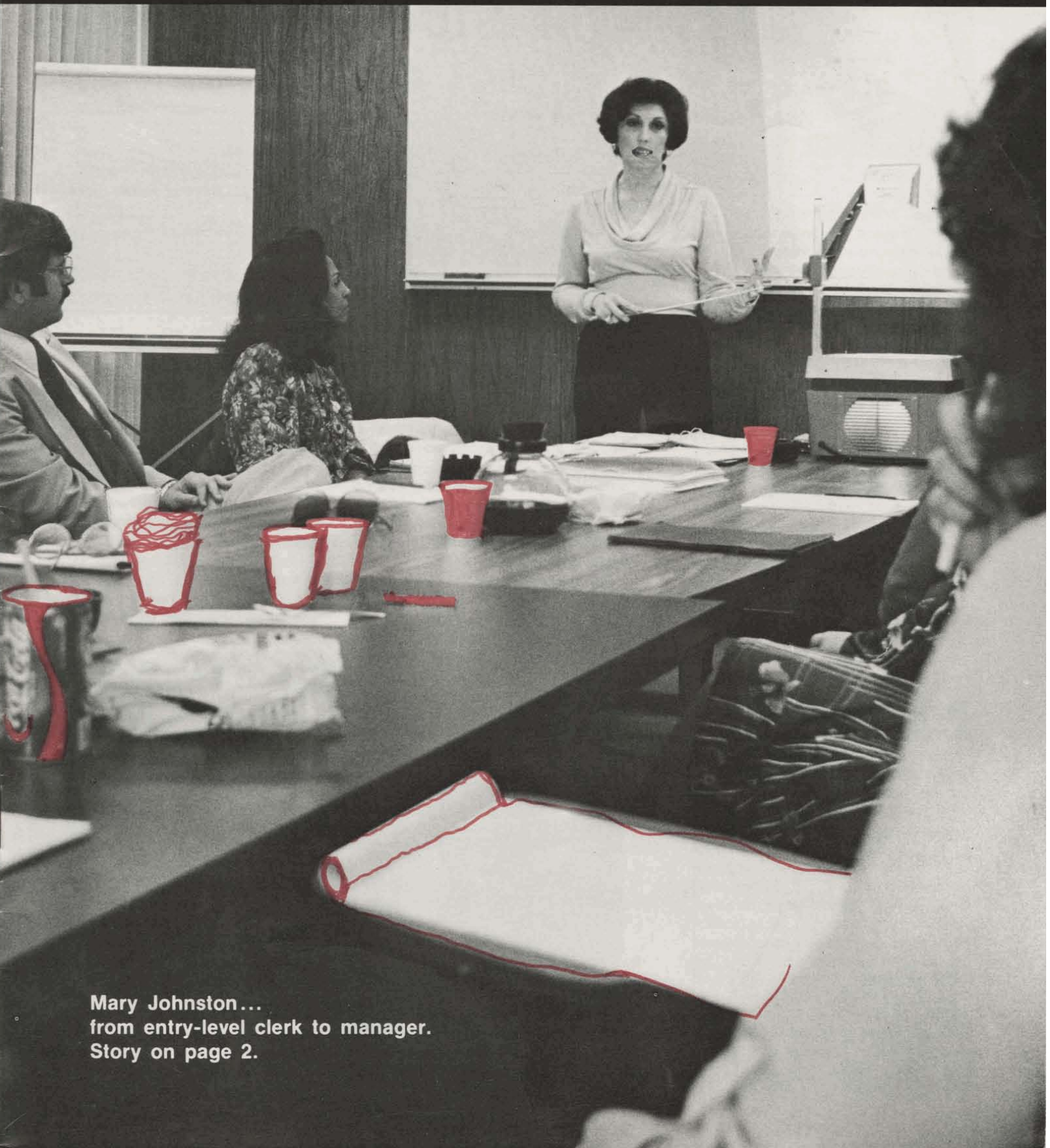


# INTERCOM

A newsmagazine for Memorex people everywhere  
Vol. 15 No. 3 April 1978



Mary Johnston...  
from entry-level clerk to manager.  
Story on page 2.



**On the cover:** Four-thirty and still going strong! Equipment Billing Manager Mary Johnston conducts afternoon briefings during all-day meeting in building 23 in Santa Clara. Meeting was held to familiarize Western Sales Region personnel with company's billing and other paperwork procedures.

## INTERCOM

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# Lady manager hopes her rise from clerk will encourage others

*As one means of encouraging and rewarding the professional development of company personnel, Memorex follows a policy of promoting employees whenever possible. In 1977 alone, this practice resulted in 1,714 promotions and job upgrades among a work force grown to 8,826 at year's end. The story of Mary Johnston's rise from clerk to manager is one example of the professional growth which this policy has fostered among hundreds of employees.*

**W**hen Mary Johnston started working for Memorex in 1969 as an entry-level, \$90-a-week clerk in what is now the production control department for Large Storage Systems Manufacturing, she had no idea that six years later she would be promoted to manager of a 13-person department with an annual budget of nearly \$200,000.

Today, as equipment billing manager for Large Storage Systems, Communications and Field Operations, she

is responsible for customer billing totaling more than \$200 million a year.

Sitting behind her desk in the office she occupies in building 10 in Santa Clara, she recalls her first years with the company. Gesturing with her hands, sometimes touching the miniature gold horn she wears on a chain about her neck, she says:

"In 1969, I'd lost my job as office manager with an area meat packing company when the firm went out of business. I decided to try to land a job



*"I worked for managers who always gave me a chance to try myself out."*





"I didn't know how much responsibility she has," says Steve Alvarez during visit with his mother, Mary Johnston, in

building 10 in Santa Clara. A new employe, Alvarez works as packaging specialist with 677 disc drives shown in picture.

with a bigger company, Memorex, hoping I'd have a future here."

Born of Mexican-American parents in Watrouz, N.M., Johnston had moved to San Jose at age five. After graduating from Campbell High School, she had worked for a number of small area businesses besides the meat packing firm. The jobs included: office manager for a jewelry store, credit manager for an electronics wholesale house, bookkeeper for a bank and head cashier for a finance company.

"I don't feel I've ever been discriminated against, wherever I worked, because I'm a woman or a member of a minority group. Of course, many people don't realize that my maiden name, Duran, is a Mexican name.

"At Memorex, I was very fortunate in that I was in on the ground floor when a lot of important things were developing, and I worked for managers who always gave me a chance to try myself out. Also, along the way I learned to have more confidence in myself and to be a little more aggressive.

"For instance, I know I wasn't thinking of being a manager when I started, but it wasn't too long after, I remember, I told my husband I'd like to be the first woman manager at Memorex. Well, I wasn't the first, but I was one of the first.

"There's another thing, too. People say I've come a long way at Memorex,

from clerk to manager in six years. But I was 37 in 1975 when I became a manager, and I had been working in the business world since I was 18. That means I had almost 20 years' experience at the time."

Describing her introduction to the Memorex of 1969, Johnston says, "The whole environment was dynamic. Everyone was moving and doing things. At least once a year I was involved in some major new organization or reorganization."

In early 1970, her department was moved from Manufacturing to Marketing, and its title was changed to order control. Having started as a clerk manually logging in orders, she found herself working with programmers in the initial computerization of the order control system.

Later in 1970, product control was again reorganized, and Johnston was working in a new asset control department balancing field inventory and billing for 660s, 630s and 1600s. It was here that she became involved in her most important work — the development of the DAR, the daily activity report.

These daily reports, made to headquarters by persons in the field, are the latest record of who owes the company how much and exactly where each piece of Memorex equipment is. Sales commissions are based on these reports, and they provide management with latest revenue in-

formation needed to determine the company's exact financial position.

Pat Coan, who was Johnston's manager until late 1977 and who has worked with her on and off for seven years, says, "Mary recognized the importance of the DAR system quicker than some of her superiors. She started that system as a one-person operation, and today it has grown into an entire department.

"What's more," continues Coan, who is now finance manager for Large Storage Systems' semiconductor memories division, "Mary had accounting and credit experience prior to coming to Memorex. This plus her early work here with computerizing inventory control enabled her to make major contributions to the development of two other important inventory programs, features tracking and our field transfer request system.

"Features tracking, a part of our field asset tracking system, means keeping track of all the various features or capabilities of a given piece of equipment, a 1270 terminal for instance. This facilitates billing by making sure a customer is charged for exactly the features he receives. There are additional charges for some features, so the tracking system maximizes company revenue by making sure these features are paid for.

"Mary also is the one who designed our field transfer request form, which

*(Continued on next page)*

# 1,500 attend training classes

About 1,500 employees have attended one or more of 31 courses offered through the company's year-old management and professional training program. Included are 16 courses presented by Industrial Relations' corporate training and development department plus 15 offered by West Valley and DeAnza colleges.

All courses are taught at Memorex. The ones presented by corporate training and development are short, ranging from one to five days. Some of these are: Grammar and Writing, Effective Presentation Techniques, Introduction to Data Processing, the Job of the Supervisor, Management for Supervisors, Interviewing Skills and Finance for the Non-Finance Manager.

Richard Silton, corporate training and development manager, says the



**Employees attend three-day finance course for non-financial managers at Marriott Hotel in Santa Clara. Course is one of 31 offered.**

program has three primary objectives:

- To communicate the company's corporate philosophy in terms of what is expected from managers, supervisors and employees.
- To develop professional skills in such areas as speaking and making presentations, writing, interviewing

and budgeting.

- To provide a forum for sharing experiences and ideas and for promoting a closer-knit working relationship.

Schedules providing details and registration requirements for the program's courses are available in all Industrial Relations offices.

## 'People like Mary kept the company together'

*(Continued from page 3)*

allows us to keep track of all off-rent leased equipment. This reduces the chance of losing equipment, and it also contributes to maximizing that important revenue figure. If you lose a piece of equipment, it isn't making money for you.

"The company's financial people and others recognized the importance of the DAR and these other things," says Coan. "But we were in the company's difficult years, 1971 through 1974, and the financial personnel had to be occupied with many other things. I really believe it was dedicated, extremely hard working people like Mary—and there were many others like her—who kept the company together through those times. I can remember Mary putting in long days, from 6 a.m. to 8 p.m., and working on Saturdays and Sundays during those years."

Having been promoted several times, Johnston was DAR supervisor in 1975 when the equipment and maintenance billing manager left the company, leaving the manager's job open. It was her big chance.

"I wanted it, and I felt I was the most qualified person for the job," she says. "But at the same time I was afraid. I knew I'd be competing for it

with people who had college educations, something I didn't have.

"As I said, my personality was changing. I'm not an aggressive person, and up to this point I had relied on others seeing the quality of my work and pointing it out. This time I spoke out myself. I asked to be considered for the job—and I got it."

The new job brought increased responsibilities. In 1977, she had 20 persons reporting to her. "I had more serious personnel problems to deal with than I'd had as a supervisor. And the first time I had to prepare a departmental budget, I thought I'd die." Later, in October 1977, maintenance billing was moved to another department, and she remained in her present post as manager of equipment billing.

Johnston, who took accounting and management courses at DeAnza and West Valley colleges while at Memorex, says she also benefited a great deal from management training courses offered by the company.

"I've taken about 10 of the courses, and they've really been useful, especially the ones dealing with managing the poor performer and delegating responsibility. Having spent so much time in a non-supervisory role, I had difficulty at first delegating work

to others. I'd try to do it all myself. The courses involve a lot of group problem solving, and you get to find out how persons from different Memorex areas use different approaches to common management problems."

Asked if she feels she is part of the current women's rights movement, Johnston says, "Well, I guess I am part of it. That is, I hope I've opened some doors for other women at Memorex. But I never really identified with it. I never thought much about it. I've been too busy working. The one philosophy I have, if it is a philosophy, is that I always take whatever job I'm given, even if it's something no one else wants to do, and I make it interesting. I think of it as important, no matter what it is, and I convince my bosses that it's important."

To other personnel at Memorex who aspire to be managers, she offers this advice: "Take whatever courses are offered to you by the company. Ask your Industrial Relations office about them and find out which ones are available. Then take a couple of courses at area colleges at night if you can. I often feel that if I had had more college training I would have had much more confidence in myself a lot earlier."



# IBM expected to make vicious attack on 'old Memorex' during antitrust trial

The defense IBM Corporation will make to charges in Memorex's billion-dollar antitrust suit is expected to include a "vicious, vindictive and one-sided" attack on the leadership and people of what IBM calls "the old Memorex." The attack is part of IBM's strategy to appeal to the jury by portraying the Memorex of the early 1970s as a grossly mismanaged company.

That was the message Robert L. Erickson, vice-president, legal, delivered in a speech made last month at the national meeting of Field Operations' top sales reps.

Because of the anticipated attack, "I consider it only fair to put some events of the past and present into perspective," he told his audience.

"We have to acknowledge that in 1974 Memorex was on the verge of bankruptcy. All the company's creditors had to do was turn off the life support system, cash, and it was all over. The only question is what would the coroner have established as the cause of death. IBM says suicide. We say murder—or at least assault with intent to commit murder."

To demonstrate that in its early years Memorex was following a well conceived plan rather than a suicidal course, Erickson pointed out that the company had bested IBM on at least two occasions—in computer tape and in disc packs.

In 1968, he said, the Memorex plan called for taking on IBM where it would really hurt—in the place its profits were centered—the peripherals, those disc drives. "In and of themselves, disc drives represented a multibillion-dollar market to IBM.

"Memorex's decision to enter the fray, while ambitious, did not mean that it was suicidal. The stock market, customers, creditors and employees did not see the plan as suicidal. At the time, IBM did not either.

"Had it seen Memorex as suicidal, IBM would not have devoted two years of intense planning and three years of sustained, deliberate and focused attack—using all the power of an entrenched monopolist—to methodically eliminate what IBM now would have us believe was a company running hell-bent on self destruction.

"IBM recognized Memorex for precisely what it was, a company with quality excellence. Its studies describe Memorex in 1969 as a superbly managed and well run company.



*"IBM became obsessed with destroying Memorex," says Robert L. Erickson, vice-president, legal.*

"IBM became obsessed with destroying Memorex. But for the enlightened view of essentially one financial institution, it would have succeeded."

As amazing as the survival, said Erickson, was the fact that Memorex responded so quickly to the creditors' rescue operation. "It responded with all the vigor of a superbly conditioned athlete.

"There was new leadership, yes. But it was not a new Memorex. It was the same old Memorex. The same people, products and facilities.

"We do not have to judge whether or not the new leadership could have survived IBM's attack in 1970, or whether or not that leadership could have started and built the Memorex which it inherited in 1974.

"What we do know is that by using the resources that were put into place and developed by the old Memorex, the present Memorex was able to survive and to begin to prosper. The common thread that made this possible, and that ran through both the 'old Memorex' and the 'new Memorex,' was quality excellence in people, plans and products."

## *First significant suit to go to jury*

### **Federal judge's ruling means jury will decide IBM case**

Memorex has won an important round in its billion-dollar lawsuit against IBM. An April 5 ruling by Judge Samuel Conti in U.S. District Court in San Francisco means the case will be the first significant antitrust suit against IBM to go to a jury for determination.

IBM has either settled all other significant private cases or, as in the cases brought by Greyhound and

Calcomp, obtained dismissals by directed verdicts from the judges involved.

In his ruling, Judge Conti denied all except one of IBM's motions asking that the case be dismissed. Conti did grant IBM's motion to dismiss Memorex's claim that IBM tied the sale of its head disc assembly to the sale of its 3650 model disc drive.

"Although we believe the judge

erred in the tying decision, the worst result that decision could produce is a reduction of the Memorex claim before trebling from \$333 million to approximately \$305 million," says Robert L. Erickson, vice-president, legal.

"IBM will now be required to put on its defense, and it seems certain that the case then will go to the jury for its determination."



## Allen heads new Communications Group as V-P

The company has elevated its Communications Division to group status with Richard C. Allen, the division's general manager, being promoted to vice-president.

Chairman Robert C. Wilson says the new Communications Group was formed to accommodate the organization's rapid growth over the past eight months and to better serve the increasingly important data communications market.

"The formation of this new group, and the appointment of Dick Allen to head it, reflects our determination to expand our capabilities to provide high quality communications products and software to our growing, worldwide customer base," Mr. Wilson says.

As Communications vice-president and general manager, Allen serves on the Corporate Operating Committee and reports to the Office of the President. Allen joined Memorex as vice-president of Engineering in July 1976. He was named general manager of



Richard C. Allen

the Communications Division in August.

The Communications Group, which recently moved to new quarters in Cupertino, is responsible for engineering, manufacturing and servicing the 1270 terminal control unit, 1377 display station, 1380 communications processor and a number of new products, including the 2089 line printer, 1371 remote controller and 1372 local controller.

## Word Processing expands facilities, increases manufacturing staff by 30

On March 27, the Word Processing Division dedicated its \$600,000 expansion project in building Q in Santa Clara. Building Q, also called the toner plant, is located on DiGuilio Street, a few blocks from the tape plant.

The expansion will enable the division to substantially reduce the manufacturing cost of its typewriter ribbon products. By 1979, this product line will be the division's largest and most profitable.

"This expansion represents the first significant investment in the Word Processing Division since it was established as the toner and developer manufacturing plant in 1971," says Jim Ottinger, division general manager. "The typewriter ribbon market, which is large and fast growing, presents an excellent opportunity for future profitable growth."

Building Q now serves as the manufacturing facility for the division's three product lines: toner and developer for use in copier machines,

magnetic cards and floppy discs for text editing and automatic typing operations and typewriter ribbons and correcting accessories for Selectric typewriters.

The expansion is part of an overall Word Processing products program expected to substantially increase revenue this year. The division's manufacturing staff will double from 30 to 60 employees.

Besides converting some 4,700 square feet of warehouse space into office and production facilities, the expansion involved moving the magnetic card operation from building 23 into building Q. New equipment also was installed including a tape slitter and packager for both lift-off tapes and correctable ribbons.

During dedication ceremonies, Carl Ackerman and Larry Martinelli, the project managers responsible for completing the expansion on time and under budget, received plaques in recognition of their work.

## Planning high-quality products: The risks are great, the competition's tough, and the stakes can reach millions

Promising new products such as the 2089 line printer are the very lifeblood of companies in the highly competitive computer industry. During 1977 alone, Memorex made 26 of these important additions to its product line — including its new large disc drive, the 3650.

However, before any of those products ever reached the manufacturing stage, dozens of employees spent months working on them. In some cases, millions of dollars were invested in their development.

The vital task of coordinating the work of these employees and the investment of this money is the job of the company's product planners. It is also the product planners who make sure that the original design of every product includes the incorporation of Memorex's high quality standards, which then serve as goals for all the others involved in the process of manufacturing, marketing and servicing the product.

"In most cases, once a new product is approved, a product planner lives with it until it becomes obsolete," says Fred Jakolat, one of Large Storage Systems' four product planning managers.

Because the computer industry is so highly competitive, new product decisions are not only among the most important a company has to make, they're among the riskiest as well.

The risks are especially evident with consumer products like audio and video tapes. According to a consulting firm's 1971 survey of 200 leading packaged-goods manufacturers, 80 percent of the new products introduced by those companies failed.

"Fortunately, our record is much better than that," says Al Pepper, Consumer and Business Media's audio products manager. "However, with products that tend to have a high failure rate, we become extremely market conscious. At the bottom line, a company must not only offer products that the market wants, it must also provide products that are in some way more desirable than those of its competitors. If the company

can't do this, its chances for survival are slim."

Although each division handles its product planning cycle somewhat differently, the basic approach is similar. In each case, product planners consider a number of factors before deciding what products to market.

"First, the product must fit into the corporate strategy," notes Art Anderson, Computer Tape's manager of New Business Development. "Then we have to ask a number of basic marketing questions: Is there a market for the product, and how long will the market last? Do we have the technological capabilities to manufacture the product? How much will it cost to manufacture, and what will be the return on our investment?"

To answer these questions, a product planner from the appropriate division organizes a business team comprised of Engineering, Marketing, Manufacturing, Finance, Sales and Quality Assurance personnel. He also gets input from A&A and EUMEA staffs.

"By bringing together individual expertise from each of these areas, we're able to put together a comprehensive business plan," says Anderson. "This plan lets us know where we stand with a particular product before we decide to market it."

To further ensure a product's success, Memorex product planners use questionnaires and small panel discussions to find out which features most interest the customer.

"Knowing what customers want in advance helps us determine what marketing strategy will be most effective," says Phil Ricketts, Disc Pack's product planner. "We also ask our sales people the same questions and compare the responses to get a more accurate picture."

Although new products take up most of the product planner's time, his job doesn't end there. "You can't overlook the profit potential of existing products," says Ricketts. "On the average, we expect a product to have a five-year life cycle, but there



"It's the small but significant features of a product that often sell the customer," says Phil Ricketts as he explains the balance features of a disc pack.

are a number of ways to extend that period."

Adding new features, lowering unit cost or increasing service may extend product life. Also, existing products can be modified to an OEM (original equipment manufacturer) or end user's specifications. This opens up a new market years after the original product is introduced.

Whether it's extending the life of an existing product or introducing a com-

pletely new one, product planners will have invested months of work in the project before anyone sees the first tangible results.

As Fred Jakolat puts it, "The decision to manufacture a new product requires the cooperation of the entire business team. Product success in the highly competitive computer industry takes not only talent, time and money, but a great deal of team work — and a little luck."

### Prints 8,000 words a minute

## 2089 printer makes debut at Interface '78

Memorex's 2089 line printer headed the company's product line-up at Interface '78, the largest trade show in the communications products industry. The four-day show, held in March in Las Vegas, drew potential customers from throughout the United States.

The line printer, a machine capable of printing about 8,000 words a minute, was displayed with two other new products—the 1372 local controller, which attaches directly to a CPU, and the 1371 remote controller, which links the CPU to distant locations. When combined with the 1377 terminal display station, the three new products provide customers with a complete communications terminal system.

Other Memorex products intro-

duced in recent months include:

- Large Storage Systems' 3644 disc drive, a dual-spindle module with a 280-megabyte-per-spindle capacity, and the 3220 magnetic tape subsystem, the company's initial entry into the tape drive market.

- General Systems' 552 dual-headed flexible disc drive, an addition to the company's 550 product family. The 552 allows recording or reading on both sides of the disc.

- Consumer and Business Media's record and audio tape care kits.

- Word Processing Division's complete line of digital cassettes for use on small computers and data terminals.

- Disc Pack's Mark XIII and Mark XV models. Both are 300-megabyte disc packs.



## Wilson tells managers:

# Product availability key to '78 revenue

The company's opportunity for revenue growth in 1978 is "truly remarkable," Chairman Robert C. Wilson told some 180 Memorex men and women attending the annual management conference held in Silverado in February.

"Our backlogs are high, our markets are growing," he said. "New products have been well received, and our ability to sell is stronger than ever. To top it off, Telex Europe brings us substantial additional selling capability.

"What does it all add up to? It means that our revenues in 1978 will be limited almost entirely by our ability to produce and obtain product." Citing the company's average revenue growth from 1961 to 1977 of about 25 percent, he said. "We can do better in 1978."

In discussing the international economic situation, he said, "The information storage and communication markets we serve will continue to grow."

Listing examples of the company's investments in growth, he said, "Large Storage Systems added major new products such as our 3650 disc drive system—and tape drives. General Systems added OEM products such as the 601 disc drive and the 550 advanced floppy disc.

"Business Systems added advanced printers, tape drives and data entry



**Quality Excellence** was theme for this year's Fourth Annual Management Conference held in Silverado. Managers are shown picking up conference notebooks during one of many business meetings.

products. Communications is in the process of moving into an excellent new facility. It has added software for our communications controllers and a printer and controller to go with our display terminal.

"Computer Media has new Markettes, the SuperReel, Mark III F cartridges, head disc assemblies for the 3650 and a data cartridge. Consumer and Business Media has an outstanding one-inch video tape and has a successful launch program well under way in Europe.

"Domestically we have our new

Field Operations Group, which will assure improved support to our customers. These nine regions added to our 23 countries now gives us a total of 32 geographic business teams around the world."

Turning to the area of investments in futures, he said the 1978 budget in this area is nearly three-quarters larger than the previous year, and the money will be spent for:

- Developing and recruiting people.
- Acquisitions and adding to the company's lease base.
- Technology development projects such as the company's Center of Excellence for Chemistry and Center for Recording Technology.
- Products like advanced disc files and home video tapes.
- Facilities for communications and printed circuit boards.
- Decentralization by product and by geography.
- Winning the IBM jury trial.

Addressing himself to the meeting's theme, Quality Excellence, Mr. Wilson said, "It is our continuing objective to earn recognition as a quality company. The only sure way to earn that title is through sustained quality excellence in all of our actions. This applies to product design, customer relationships, delivery commitments, field engineering — in fact, to everything we do."

## Receive Quality Excellence awards

# Nine outstanding managers honored

Nine Quality Excellence awards were presented during the annual meeting to managers whose specific contributions best represented the dedication to quality found among all Memorex employees. Winners in each of the areas were:

- Profitability — Giorgio Ronchi, area manager for Italy.
- Attitude—Tony LaPine, Quality Assurance director for Large Storage Systems.
- Public responsibility — John C. Rohrer, audio division marketing manager for Consumer and Business Media.

- Futures investments—John C. Scott, Disc Pack's manager for research and engineering.
- Asset management — Brian Molloy, A&A's country manager for Australia.
- Product leadership—Richard C. Allen, Communications vice-president.
- Personnel development—Al Montgomery, headquarters manager for Field Operations.
- Market position — Michael A. Kelly, area manager for EUMEA's Brussels office.
- Productivity—Harry G. Hensman, video division general manager for Consumer and Business Media.

## Special T-shirts for four-mile finishers

# Employees shape up (Puff, puff!) for Fitness Run

Some 250 Memorex men and women are expected to wend their way over a scenic four-mile course during the first company-sponsored Fitness Run to be held at 9 a.m. on May 13 at West Valley College in Saratoga. The purpose of the event is to get employees involved in individual fitness programs, says run coordinator Dave Branning, who is urging people to participate whether they run, jog or walk the distance.

Branning, who is sales training manager for Field Operations, started running seven years ago to lose weight. Since then, his interest in the sport has grown, and he has participated in such famous races as the Boston Marathon and San Francisco's Bay-to-Breakers Race.

"The hardest thing about starting a running program is that first step," says Branning. "That's why the Fitness Run is aimed at the beginner. As an incentive, everyone who finishes the run will receive a colored T-shirt with a Fitness Run logo printed across it."

For those who enjoy competing, medals will be awarded to the top three male and female runners in each of five age groups: under 23, 23 to 29, 30 to 37, 38 to 44 and over 44. There also will be a team competition with a trophy for the team with the best combined time for its top five finishers.

Teams and their directors are: Consumer and Business Media, Paul Mahoney; Computer Media, Tim Morrison; General Systems, Donna Heise; Communications, Chuck McCormack; Field Operations, Dave Branning; and Corporate, Mike Paradis. Large Stor-



**"I run because it makes me feel good,"** says Large Storage Systems' Veronica Patlan, shown leading the pack during run near building 23 in Santa Clara. Other Memorex runners preparing for upcoming Fitness Run are, from left: Word Processing's Steve Solomon, LSS Vice-President Marcelo Gumucio and General Systems' Donna Heise.

age Systems has two teams. Gary Weitz is director for LSS manufacturing and Ed Ray for the rest of the LSS group.

Beginners are advised to have a medical check-up before starting their training. "After that, all you need are running shorts, a T-shirt and running shoes," says Branning. Running shoes provide more support than tennis shoes, and they hold up better.

"First-timers should start slowly," he says. "You'll probably have to walk some. Measure your distance with telephone poles. Walk one, then jog one, gradually cutting down on the walking.

"Your beginning distance depends

on your physical condition. Run a few blocks away from home, then return. If the distance is comfortable, you've paced yourself correctly. Don't try to increase this comfortable distance too much too soon. Increase it about 10 percent after running the same course for a week or two." For extra motivation, Branning suggests running with a friend, choosing a pleasant, scenic course and keeping a daily log of your progress.

"The first few weeks are the hardest," he says. "But if you stick to it, your body will adjust rapidly. Once you get into shape, the rewards will be obvious. You'll not only feel better, you'll even look better."

## Valle named CFI general manager

Raymond E. Valle has been named general manager of the company's CFI Division in Anaheim. He succeeds CFI founder William Lennartz.

The division, acquired in April 1977, manufactures and markets computer media products, including disc packs and disc cartridges.

Valle moves up from his job as marketing manager for the Comdata Division in Irvine, a post he has held since joining Memorex in 1976.

The new general manager came to Memorex from Data Technology Corporation, where he was vice-president for memory products marketing. Before that, he spent eight years with BASF Systems Inc. in various sales and marketing positions.

A 1957 business administration graduate of Miami University in Oxford, Ohio, Valle lives in Santa Ana with his wife Irene and their four daughters.



Raymond E. Valle



# News**makers**

When Disc Pack's Senior Staff Engineer **John Newman** decided to help raise money for the March of Dimes last month by walking through the streets of San Jose, he faced a special kind of challenge. Stricken with polio when he was 15, Newman walks with the aid of arm braces.

In spite of this handicap, the Memorex engineer walked 16 kilometers, or 10 miles, in the annual walkathon.



*"You have to find out what your limitations are," says John Newman, who hiked 10 miles during March of Dimes walkathon.*

held to raise money for research aimed at preventing birth defects.

Newman's effort, sponsored by several company managers who agreed to donate \$14 for each kilometer he walked, raised \$224 for the cause.

Although he had never walked that far before, Newman decided to try after his two sons and several members of his Scouting troop entered the walkathon.

The farthest he had walked with the arm braces was two or three miles, so he tried to get in as much practice as possible during the three days before the event. On the day of the walkathon, he decided to take the regular route rather than an easier one which

had been selected for handicapped persons.

"After I had found people to sponsor me, it was too late to back out," he says. "I knew it would be difficult, especially walking up those damn highway overpasses.

"I wouldn't recommend that all handicapped people try it. Everyone has to make up his own mind. But you have to find out what your limitations really are, because oftentimes you discover you're not as bad off as you thought."

• • •

Computer Tape Marketing Manager **Bill Adair** has been presented with a certificate proclaiming Memorex's SuperReel sales presentation kit "the best sales promotion program on the West Coast for 1977."

The award was part of a program sponsored by Western Art Directors which drew some 200 entries from advertising agencies throughout the western half of the United States.

The art directors judging the entries chose the kit, which was aimed at an industrial audience, over more elaborate and expensive entries aimed at consumer audiences. Besides a new SuperReel, the kit contains cross sections of a SuperReel and standard reel with a brochure explaining the advantages of the new reel.

The kit proved to be an effective part of a direct mail campaign to industrial customers.

• • •

Memorex engineers are at it again, writing technical articles for presentation and publication under the company's engineering writers program.

The program contributes to the company's reputation as a quality organization by establishing Memorex as an authority in the industry.

In May, five Memorex engineers will travel to Florence, Italy, to present technical papers at Intermag '78, this year's annual conference sponsored by the Institute of Electronic and Electrical Engineers (IEEE). The four-day conference, the largest of its kind, will draw professionals from all over the world.

Four of the five engineers are members of Large Storage Systems'

Recording Technology Department: **Art Withop**, manager of recording technology; **Robert Tsui**, manager of thin-film technology; and staff engineers **Eric Katz** and **Thomas Campbell**. Disc Pack Staff Engineer **John Newman** also will present a paper.

Withop's paper, "Manganese-Zinc Ferrite: Processing Properties and Recording Performance," discusses the technology which led to Memorex's development of the core material used in the recording heads of 3670 series products.

Tsui's paper, "Reduction in Average Access Time with Thin-Film Head Analysis," deals with the development of multiple head arrays using thin-film technology to reduce average access time on disc drives.

Katz will present two papers, the first, co-authored with Campbell, is titled, "Effect of Bit Shift Distribution on Error Rate in Magnetic Recording." In it, the authors discuss the relationship of channel limitations in disc drives to the determination of error rates. Katz' second article, "Finite Element Analysis of the Vertical Multi-Turn in Thin-Film," explains the equations used to develop thin-film heads in Memorex products.

In his paper, "Orientation of Magnetic Particle Assemblages," Newman discusses the distribution of magnetic particles on disc media and the testing of discs for error rate data.

The institute will publish the five papers in September, along with other papers presented at the conference.

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At a March awards banquet sponsored by the northern California division of the Public Relations Society of America (PRSA), **Robert Spelleri**, manager of Corporate Public Relations, was honored by his colleagues with two awards for outstanding public relations efforts.

He received a plaque for "Best Financial/Investor Relations Program," and an honorable achievement certificate for Memorex's employee relations/communications program.

Competing for awards in 17 categories were public relations professionals from the San Francisco, Sacramento and Peninsula chapters of the PRSA.



**Howard Earhart**  
10 years  
General Manager  
Audio



**Mas Kawamoto**  
10 years  
Finishing Supervisor  
Computer Tape



**Jim Robertson**  
10 years  
Systems Analyst  
Computer Tape



**Denie Burgstrom**  
15 years  
Production Analyst  
Computer Tape

**4 receive  
service  
awards**

## New Assignments

Because of space limitations, Intercom lists only organizational promotions, not transfers or upgrades. Industrial Relations defines the organizational promotion as "characterized by an immediate, significant change in an individual's assigned job duties." Appointments are in Santa Clara unless otherwise noted.

### AMERICAS & ASIA GROUP

Aileen Amabisca to Sales Development Specialist  
Richard Morrow to Export Area Manager

### COMMUNICATIONS GROUP

Dan Broome to Production Control Expeditor  
John Murphy to Manager, Recondition Test  
Richard Therrell to Sr. Statistical Clerk  
James Ulrich to Manager, Recondition Assembly  
William Yee to Manager, Manufacturing

### COMPUTER MEDIA GROUP

Susan Alberti to Telephone Sales Representative, Chicago  
John Campbell to Manager, Applied & Development Engineering  
Thomas Deffina to Supervisor, Coating & Finishing  
Brian Gardner to Technical Analyst A  
Sharon Kolstad to Export Traffic Coordinator  
Dalia Vasquez to Associate Product Test Technician

### CONSUMER & BUSINESS MEDIA GROUP

Larry Bowman to District Manager, Dallas  
Manuel Garcia to Inprocess Inspector C  
Maria Grivas to Sales Person, McLean, Virginia  
Roger Hammond to Manager, Technical Process  
Patricia Harris to Inprocess Inspector C  
John Rossi Jr. to Manager, Zone Sales, Hartford, Conn.

### CORPORATE

Jim Chatman to EEO Coordinator  
Don D'Andrea to Sr. Industrial Relations Representative  
Dan Deckman to Supervisor, Office Services  
James Dulgur to EUMEA Sales Coordinator, London  
Robert Fisch to Manager, Industrial Relations  
Kim Hart to Recreation Administrator  
Terry Hostek to Product Manager, Word Processing  
Rick Klain to Manager, Advertising & Promotion, Equipment  
Katty Lin to Associate Systems Programmer Analyst  
Kristell Mazzuco to Associate Advertising/Sales Specialist  
Charlene McClish to Supervisor, PBX Operations  
Larry Nelson to Supervisor, Office Services  
Debbie Renteria to Administrative Secretary B

### FIELD OPERATIONS GROUP

Michael Barnes to Associate Field Support Representative  
James Coulter to Sr. Sales Representative, Dallas  
Dennis Cronin to Manager, Regional Sales, San Francisco  
Lyle Davis to Field Support Engineer, Detroit  
Anne Doherty to Inventory Clerk, King of Prussia

Greg Goodere to Manager, Industrial Relations  
John Greer Jr. to Manager, Field Support, Dallas  
Greg Grodhaus to Manager, Regional Sales, Dallas  
Robert Krueger to Manager, Field Support, San Francisco  
Robert Latin to Manager, Data Processing-Finance  
Denise Pincolini to Inventory Clerk  
Robert Simpson to Field Support Specialist, Los Angeles  
James Vignola to Associate Systems Analyst, San Francisco

### GENERAL SYSTEMS GROUP

Donald Carlson to Manager, Manufacturing-Finance  
Thomas Carroll to Manager, Mechanical Engineering  
David Danfelt to Manager, OEM Purchasing  
Lorna Draper to Supervisor, Equipment Manufacturing  
Merle Hackett to Manager, 660/1800 Production  
Mae Jenkins to Accounting Associate  
Lupe Palomo to Inprocess Inspector C  
Mike Popovici to Manager, 601 Product Line  
Gregory Preston to Manager, Budgets & Measures  
Bonnie Rich to Order Administrator

### LARGE STORAGE SYSTEMS GROUP

Rick Barlow to Physicist II  
Diane Beers to Supervisor, Engineering Document Control  
Georgia Bringino to Accountant  
Rita Brunner to Chemical Lab Assistant B, Eau Claire  
Cynthia Campista to Head Assembler  
David Christiansen to Sr. Product Test Technician  
Paula Clingan to Assoc. Industrial Relations Representative  
Michael Cooper to Manager, Marketing  
Mona Dixon to Production Control Clerk  
Magdalena Donato to Receiving Inspector A  
Robert Edrington to Manager, General Accounting  
Lee Ellak to Supervisor, Production Test  
Shirley Evans to Inprocess Inspector C  
Barbara Freel to Engineering Specialist  
Bonnie Freezy to Manager, Accounting, Eau Claire  
John Geddes to Head Assembler  
Patricia Hesselgrave to Associate Accountant  
David Hogan to Department Technician-Fab/Test  
Bruce Johnson to Silk Screen Operator I, Eau Claire  
Sue Langlo to Production Control Clerk  
Kevin Lecznar to Manager, Recondition Test  
Robert Loudon to Corporate Lease Base Planning Specialist  
Anthony Newell to Manufacturing Engineering Aide II  
Vicki Ophaug to Production Control Clerk  
Joe Ramirez to Warehouse Coordinator  
Marsha Rassai to Supervisor, Equipment Manufacturing  
Glory Tan to Receiving Inspector C  
Craig Thomas to Manager, Manufacturing Assembly  
Michael Trader to Sr. Production Control Clerk  
Donna Warford to Inprocess Inspector C  
George Weakley to Manager, Material Control  
Phyllis Wong to Manufacturing Clerk





Monthly production of 3650 disc drives continues to increase at smooth and rapid pace, due in part to employee suggestions made during Memorexpedite contest. Survey-

ing finished products in building 10 in Santa Clara are three of contest's 14 winners, from left: Len Andes, Yvonne Olzewski and Bert Sammercelli.

Prizes total \$2,550

## 3650 contest winners receive cash awards

Fourteen employees have received cash awards totaling \$2,550 for their part in helping to meet the deadline for the first customer shipment of the company's most important new storage system—the 3650 disc drive.

The 14 are winners of Memorexpedite 3650, an employee suggestion contest begun in September 1976 and ended some 12 months later when the first 3650 was shipped, on time, to Dallas County.

The program drew nearly 100 different suggestions from General Systems, Communications, Large Storage Systems and Disc Pack employees. Each of the ideas was aimed at expediting production to bring the 317.5-megabyte system to market at the earliest possible date. Suggestions could not apply to an employee's own area of responsibility.

In February, program judges chose the suggestions which played the greatest role in meeting the production goal, and persons making those suggestions received cash awards during a luncheon at the Marriott Hotel in Santa Clara.

First-place winner Len Andes, LSS production control manager, received a \$500 check. His idea, which sped up the supply of printed circuit board

materials by cutting paper work time, shaved eight days off the production schedule.

Five second-place winners each received \$250. They are:

- John Agee, LSS test engineer, for suggesting that solder masks be used in PCB testing to prevent shorts and to eliminate reworking.

- Howard Charney, staff attorney in litigation, for his idea to cut material purchasing time by centralizing Disc Pack's purchasing department.

- Alton Cristman, LSS senior electrical engineer, for cutting time by introducing an engineering problem-solving form in preproduction.

- Vincent Marine, LSS product test technician, for suggesting final test technicians be cross trained.

- Bert Sammarcelli, LSS engineering analyst, for shortening engineering change process time by extending the period for submitting manufacturing control forms.

Eight employees received third-place awards of \$100 each. They are:

- John Bannon, LSS mechanical subassembly manager, for his "Memorexpress" idea to promote awareness of the importance of the 3650 program.

- Mike Eberle, LSS staff engineer,

for suggesting a product action quality assurance team be formed to speed up solving of part discrepancy problems.

- Albert Guerini, LSS senior designer, for setting up a cross-reference file, enabling engineers to reply immediately to customer and vendor questions.

- Dennis Lowe, Disc Pack product test technician, for his idea to set up head/disc-assembly training to speed up manufacturing and ensure high-quality HDAs.

- Yvonne Olzewski, LSS manufacturing dispatcher, for suggesting a test engineer be added to work with early PCB testing, thus reducing rework.

- Harold Silver, Disc Pack equipment development manager, for eliminating steps in the HDA procurement cycle.

- George Toldi, LSS staff engineer, for suggesting that the solar head on the HDA be adjusted to eliminate costly machining of four different parts.

- Dale Vinnedge, LSS production test supervisor, for his idea that each 3650 employee be made aware of the importance of his job to the entire production process.