

IMMEDIATE ATTENTION

Effective Date: June 24, 1968
Expiration Date: None

TO: All Field Sales, All Internal Marketing,
All Department and Section Heads

FROM: Jerry Sanders

SUBJECT: PRODUCT SUPPORT REALIGNMENT

In order to develop a more closely integrated Product Support/Product Marketing effort to improve service to salesmen and be more responsive to customers, as well as combine all forecasting responsibilities, both short and long term, under a single department, Product Support is being realigned as shown on the attached organization charts.

Jack Harris will be the Product Support Manager, reporting directly to ~~Ben Anixter~~, and be responsible for all Integrated Circuits with the exception of Linear. He will incorporate in his function the Aerospace and Defense Product Support sections as shown to insure total consideration of our customers' needs in all marketplaces.

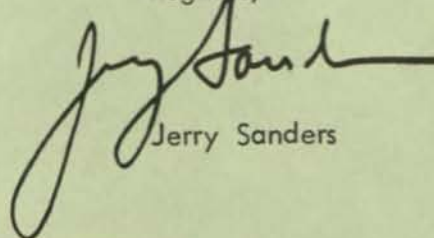
Similarly, ~~Dick Martin~~ will be Product Support Manager for Analogue and Discrete Devices and reports directly to ~~John Bosch~~. Aerospace and Defense Product Support sections in these product areas will also be integrated into Dick Martin's responsibility as shown.

~~Jack Cooper~~ will be on temporary assignment to me to recommend improvements in the Marketing interface with customers. He will act as Northwest Regional Manager for Aerospace and Defense from June 23 to July 2 during the Regional Managers Training Session.

The effective date of this realignment is Monday, June 24.

This product line organization should significantly improve our forecasting accuracy to the operating groups, as well as provide better service and support to our salesmen and sales representatives worldwide.

Regards,



Jerry Sanders

ANALOG & DISCRETE
PRODUCT SUPPORT MANAGER
RICHARD MARTIN

Dorothy Burch, Secretary

STD. REL. SMALL SIGNAL METAL PRODUCT SUPPORT	STD. REL. SMALL SIGNAL EPOXY PRODUCT SUPPORT	HI. REL. SMALL SIGNAL PRODUCT SUPPORT	STD. REL. RF, MICROWAVE, SCR, POWER, FETS PRODUCT SPT.	DIODE PRODUCT SUPPORT	HI. REL. LINEAR PRODUCT SUPPORT	STD. REL. LINEAR PRODUCT SUPPORT
PSE	PSE	PSE	PSE	PSE	PSE	PSE
Jim Lagodzinski* Bill Clark Andy Holms Charles Thomson Art Croes Jim Keller	Ed Krumwiede* Bill Walton Iraj Mojtehed Roger Wentzel	Bill Fockleman * Jim Ostendorf Andy Withol Ray Rabell	Mike Feldtman** Al Frugletti	Frank Kloss* Dave Hall Bob Cosel Aki Tanaka	Randy Olsen* Joel Scheinberg Ered Brown	(Open)* Jerry Zis Al Sprowl Sheldon Schumaker
CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY
Dick Jones (Open) (Open)	Phil Jurs Chris Clark	(Open)	John Strinic	Brooks Hamilton Jim Dixon Camille Machado (Distr.)	Earl Lane	(Open)
SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER
D. Gallagher B. Kemper N. Tao	P. Caswell H. Basford	G. Arena V. Barrett U. Devries J. McNeal C. Tanaka	A. Martin E. Howell F. DeLosSantos	J. Bianchi S. McPartlan M. Milham D. Rule B. Sousa	M. Chappell B. Hawkins T. Roseborough	M. Hendrix L. Micke
SECRETARY	SECRETARY	CLERK	SECRETARY	SECRETARY	TYPIST	SECRETARY
R. Conley	C. Gummow	K. Litteer L. Meyer M. Morton	C. Buchannan	P. White	C. Schoenfeld	R. Martin
TYPIST	TYPIST	TYPIST		CLERK	CLERK	
M. Alvarez	M. Gandall	M. Linen		(Open) (Open)	S. Hockstaff	
CLERK						
C. Pantano S. Gurlich						

*SECTION HEAD

**ACTING

DIGITAL INTEGRATED CIRCUIT
PRODUCT SUPPORT MANAGER
JACK R. HARRIS

Anita Grissom, Secretary

HI. REL. DIGITAL DEVICES PRODUCT SUPPORT	STD. REL. DIGITAL DEVICES PRODUCT SUPPORT	HYBRIDS PRODUCT SUPPORT	SPECIAL ACCOUNTS PRODUCT SUPPORT	SOUTH PORTLAND CUSTOMER SERVICE	MOS/MEMORY PRODUCT SUPPORT
PSE	PSE	PSE	PSE	CUSTOMER INQUIRY	PSE
Donald Thorn * Nick Phillon Boug Smith (Open)	Richard Barry * John Barton Tom Egan Joe Stanisic Francis Azariah	Don Tompkins * Duke Castle Madhu Desai (Open)	Bill Simone * Herb Perry Doug Matt Red Smith Nick Goldey	Gene Pelletier * Dick Beebe Dave Wolfe (Open)	Richard Barry ** Doug Usher
CUSTOMER INQUIRY	CUSTOMER INQUIRY	CUSTOMER INQUIRY	Office Support	SECRETARY	SPEC DESIGNER
Bill Bell	Bill McMillan	Jack Stampalia		JoAnn Gerry	Esther Durden **
SPEC DESIGNER	SPEC DESIGNER	SPEC DESIGNER		CLERKS	
J. Howard J. Sopko D. Stidham R. Vennes M. Wilkinson	J. Barrett L. Laidlaw E. Durden	N. Hovey R. Lovelace	P. Hickok G. Tygret L. Borges G. Ivy	V. Hinds M. Pruneau L. Marshall D. Clark V. Wakem J. Matthews	
CLERK	CLERKS	CLERK			
J. Worden (LOA)	P. Correll G. Johnson K. Smith	B. Cuilla (LOA)			
TYPIST		STENO			
F. Taylor		P. Donoho			

*SECTION HEAD

**ACTING

11/70

1/6/72

TO All Employees

DATE August 14, 1968

FROM Les Hogan

CC:

SUBJECT: Reorganization

It is with extreme pleasure that I take the opportunity of communicating with my new employees through this first memorandum on the job. I hope all of the employees will be as pleased with my recent change of affiliation as I am. I expect before long to take the opportunity of meeting every employee personally, but the pressure of the first few weeks I feel will keep me bound relatively close to my office in conferences with the key directors of the Semiconductor Division.

It is with extreme regret that I am forced to announce the resignation of Tom Bay as General Manager of the Semiconductor Division and I know each of you join me in wishing Tom the greatest success in his future endeavors. He has served Fairchild faithfully and well for many years. For the time being I shall act in the position of General Manager of the Semiconductor Division in addition to my duties as President of the Corporation.

In this position as General Manager of the Semiconductor Division, I would like to announce the following appointments:

Mr. George Scalise is appointed as Group Director of Manufacturing Services and will have reporting to him Bob Allen, Pat O'Haren, and Don Koller. In addition to the functions represented by these organizations, George Scalise will organize a centralized production scheduling operation for the Semiconductor Division.

Andy Procassini is appointed as Group Director, Reliability and Quality Assurance. In this position he will be responsible for all policies and procedures related to these activities in all locations of the Division. Effective immediately, the following people are reporting to Andy: Gil Bowers, Steve Carmichael, Jim Corzine, Frank Durand, and Dick Staffieri.

Gene Blanchette is appointed Group Director, Integrated Circuits and will have reporting to him Jack Magarian, John Sentous, Paul Malloy, and Len Ornik.

Wilf Corrigan is appointed Group Director, Discrete Devices and will have reporting to him Ed Pausa, Trevor Law and John Schuck.

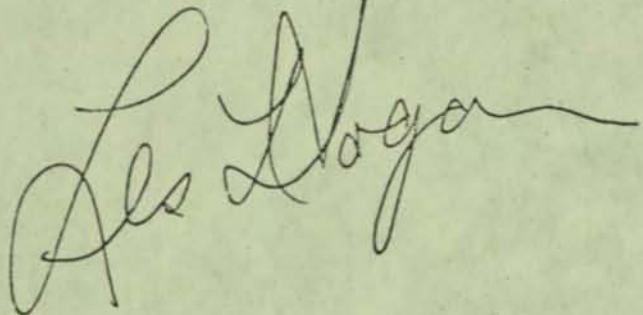
Page 2
August 14, 1968

Bill Lehner is appointed Group Director, Equipment Engineering and Facilities and will have reporting to him Dick Fouquet.

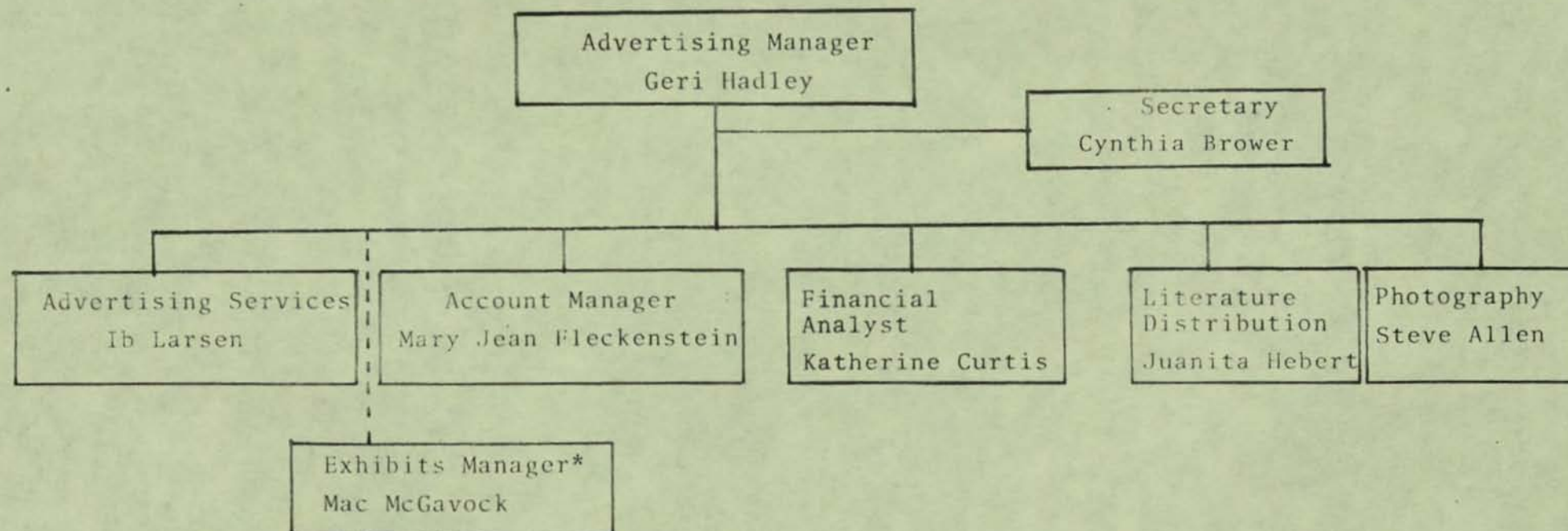
Jerry Sanders is promoted to Group Director of Marketing reporting to the General Manager.

Harry Eser, John Ready, Paul Hwoschinsky and Julie Blank will continue to report to the General Manager.

I believe we now have the team which is capable of putting us in first place in the semiconductor industry within the next three years. We have a big job ahead of us and one that will require the complete dedication and effort of every person on the team. I personally am very proud to head such a team and I hope each of you are able to share this pride with me.

A handwritten signature in cursive script, reading "Les Hogan". The signature is written in dark ink and is positioned to the right of the main body of text.

ANALOG & COMPONENTS ADVERTISING & PROMOTION DEPARTMENT



* Reports to LSI Advertising Manager
and dotted line to Analog & Components Advertising Manager.
This position requires working closely with both departments.

May 12, 1981

TO: All Employees
FROM: Les Hogan
SUBJECT: Reorganization

DATE: August 14, 1968

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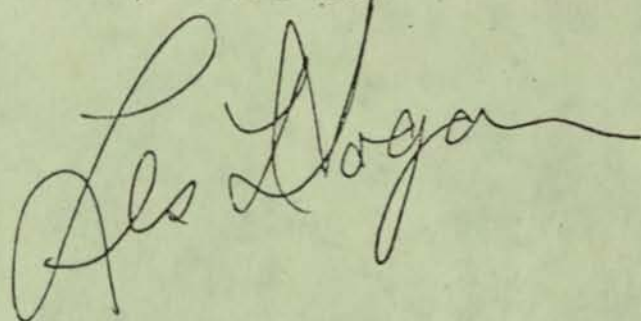
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A handwritten signature in cursive script, reading "Les Hagan". The signature is written in dark ink and is positioned to the right of the main body of text.

TO: Group Directors, Product Managers
Department Managers, Section Heads

FROM: Profit Planning *MP*

SUBJECT: Department/Section Organization and Planning

DATE: August 26, 1968

CC:

Good planning is a management tool, not a financial exercise. Planning is built upon the organizational structure. For each level of organization where costs need to be detailed for visibility and resulting control, corresponding operating plans need to be developed.

The organizational unit is often too small or functionally is not broadly enough defined. This unnecessarily results in the need for constant reorganization at the lowest levels, transferring of personnel between sections, and added confusion in the development and maintenance of operating plans.

Operational Audit of the Finance Department has just completed a study of Fairchild's Department/Section codes and the costs incurred by constant changing of section code numbers due to reorganizations. I'll summarize a few of the details reported.

1. At the time of the study there were 465 sections.
2. 38% of these sections have 4 or fewer employees.
3. 65% have 9 or fewer employees.
4. Section size varies from 1 to 903 employees.
5. For the past 8 months, the Division has averaged 38.7 section additions and 38.5 deletions per month, for a change rate equalling 100% of the section numbers changed every 12 months.
6. A section code change requires 139 steps and the efforts of 34 people.
7. 35 documents, logs, reports, etc., are required: one report requires 400 copies reproduced and distributed.
8. A minimum of two weeks lapsed time is required.
9. At the current rate of section code changes, the soft dollar cost to the Division is in excess of \$5,000 a month.

You are now entering into your planning for 1969. Is your organization functionally sound or do you have more sections than really needed? Can't you really improve your control, due to greater flexibility and faster response, by having fewer organizational boundaries?

Finance will use these broad guidelines when giving final approval to new or changes of section code numbers.

- Guidelines: No section having less than 9 people, except:
- a. The sections costs are allocated independently and thus must be collected separately.
 - b. Adequate justification can be given for the need of a smaller section.

Please feel free to ask Profit Planning or Finance for any additional information or assistance you might desire in planning or cost distribution.

JAN 12 1970

R. GENTLES

TO GROUP DIRECTORS, DIRECTORS,
OPERATIONS & PLANT MANAGERS

FROM F. J. Van Poppelen, Jr.

SUBJECT ORGANIZATION ANNOUNCEMENT

DATE 12 January 1970

CC: Field Sales (by TWX)
Foreign Plants " "

During the past year we have made monumental gains in improving our production capabilities. At the same time, we have made even greater strides in restructuring our Marketing organization. However, as we look ahead to the next several years, I believe that our real opportunity and challenge lies in the marketing area on a world-wide basis. If we are to achieve our ambitious goals, we must not only devote strong management attention to the development of our domestic marketing organization, but also determine and implement a world-wide marketing strategy that encompasses our product plans.

To achieve this, Doug O'Connor is appointed Group Director, Marketing - World Wide, and Andy Proccassini is appointed Group Director, Marketing - U.S. Both Andy and Doug will report to me.

Doug will have responsibility for determining our world-wide market strategy and business development. In addition, he will implement this strategy outside the U.S. Reporting to Doug will be Terry Jones, Director of Marketing - Far East, Dedy Saban, Director of Marketing - Europe, Hank Carbajal, Manager, International Support, and Andy Liersch, Manager, Market Research and Planning. Doug will also have marketing cognizance over Mexico, South America, and Australia. Norm Miller will also report to Doug as Plant Manager - Wiesbaden, thereby centralizing the overall direction of European marketing and manufacturing.

Reporting to Andy will be Bernie Marren, Larry Scaglione, Art Heller, Reed Neddermeyer, Harry Neil, Bob Gentles, Bob Ulrickson, George Perris and Jim Johnson.

Until a replacement is named for the Group Director, Reliability and Q.A., I will be acting in that position.

All changes are effective immediately and I am sure that all of you will offer your personal cooperation in making our realigned organization capture more business on a world-wide basis.

FJVP:rb

JAN 12 1970

R. GENTLES

TO: GROUP DIRECTORS, DIRECTORS,
OPERATIONS & PLANT MANAGERS

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
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FJVP:rb

February 5, 1970

TO: Field Sales/Internal Marketing

FROM: Tom Branch 

SUBJECT: INTEGRATED MICROSYSTEMS MARKETING PROMOTIONS

I am pleased to announce two promotions in Integrated Microsystems Marketing. Effective February 16, 1970 Duke Castle will assume the duties of Assistant Product Marketing Manager for subsystems. Duke will be responsible for implementing the Marketing Plan for increasing our subsystems/complex hybrid business. His tasks will include researching potential Microsystems, devising strategies, and establishing priorities. In addition to this, Duke will also be responsible for product planning and training (both internal and external), and will be acting Product Marketing Manager when I am absent.

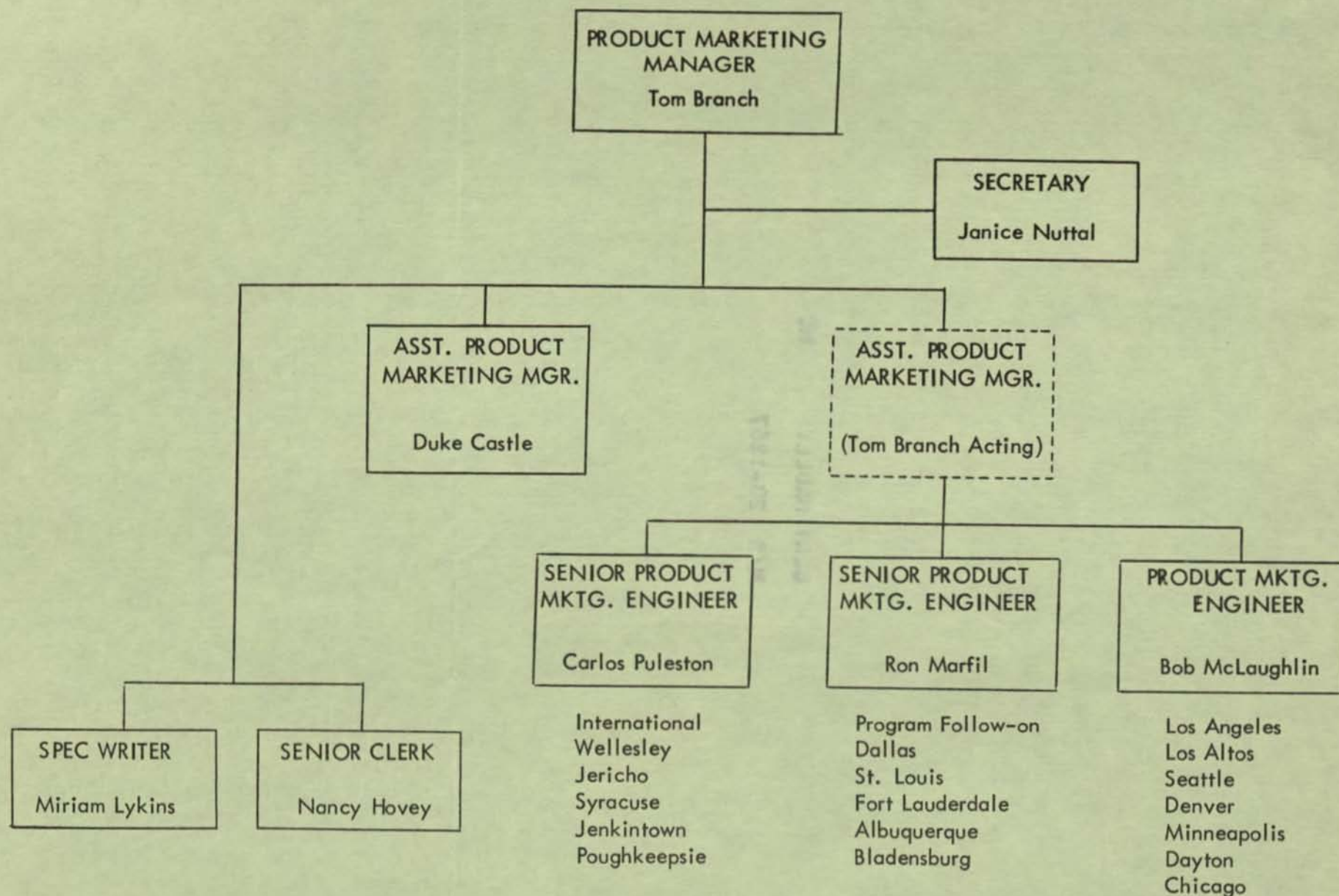
Also effective February 16, Ron Marfil is promoted to Senior Product Marketing Engineer. Ron's new duties include coordinating follow-on business proposals for major programs. Ron will also retain Product Marketing responsibility for selected Field Sales offices.

The attention required by subsystems business means that each member of the group is taking on additional responsibilities. Carlos Puleston, whose excellent work was recognized at La Costa by his selection as one of the three outstanding sales support individuals, will be responsible for greatly increasing Integrated Microsystems' market penetration in Europe, as well as the Northeast. Bob McLaughlin, although new at Fairchild, has indicated the ability and desire for added responsibility.

The attached organization chart lists Integrated Microsystems Marketing responsibilities. This organization is the nucleus needed that will help us achieve our goal - Number One!!

TB:JM

Attachment



GERI HADLEY NC

M/S 20-1267

TO GENERAL DISTRIBUTION
FROM F. J. Van Poppelen, Jr. *Joe*
SUBJECT ORGANIZATION ANNOUNCEMENT

DATE 13 March 1970

CC: All Locations Worldwide

Over the preceding eighteen months, the management structure in our division has served us well in building our production capability and in tying all of us together in a common effort. It is now time to modify and augment our organization to accomplish the next phase of our growth, emphasizing three key areas, namely:

1. INTERNATIONAL

The international area is a marketplace that is expanding more rapidly than the United States. To respond to this expansion, I have assigned Doug O'Connor as European General Manager, reporting to me, with the following organization:

EUROPE	GENERAL MANAGER	DOUG O'CONNOR
Wiesbaden	Plant Manager	Norman Miller
Marketing	Director	Dedy Saban
Controller		Rolf Hess
(reports on dotted line to Division Controller)		

All other International Operations will report to George Scalise as Vice-President, International Operations, with the following organization:

INTERNATIONAL OPERATIONS	VICE PRESIDENT	GEORGE SCALISE
Far East Operations	Director	Chuck Smith
Korea	Plant Manager	Dave Heck
Singapore	Plant Manager	Art Francis
Okinawa	Plant Manager	Jim Perry
Australia	Plant Manager	John Baldwin
Mexico	Plant Manager	Lew Silverstein
Central Production Control	Manager	Warren Davis
Far East Marketing	Director	Terry Jones
International Support	Manager	Hank Carbajal

2. NEW PRODUCTS AND BUSINESSES

To effectively maximize our future growth, increasing emphasis must be placed on new technologies, new processes, and new products. With this in mind, I am reorganizing these areas under Gene Blanchette and Tom Longo.

OPERATIONS	VICE PRESIDENT	GENE BLANCHETTE
LIC New Products	Director	Len Ornik
LIC Production	Director	Gene Ladomato
MOS and Memory Operations	Director	Jack Gates
Bipolar Arrays	Manager	Dave Rosprim
Technical Support Group		John Lawrence, Len Bernstein
San Diego	Plant Manager	Buck Rogers

OPERATIONS	GROUP DIRECTOR	TOM LONGO
DIC, Mtn. View	Director	Paul Reagan
Integrated Microsystems	Director	Geoff Winkler
Shiprock	Plant Manager	Paul Driscoll
Integrated Circuits Production Control	Manager	Jim Lynch
Engineering	Manager (Acting)	Tom Longo
Central Engrg. Specifications		Colin Knight, Bill Sievers

3. HIGH VOLUME STANDARD PRODUCTS

In our current and future marketplace, we will continue to respond to the demand for high volume products at ever-decreasing prices. To this end, I am consolidating the high volume standard products group under Wilf Corrigan as Vice President, Operations, with the following organization.

OPERATIONS	VICE PRESIDENT	WILF CORRIGAN
Plastic Transistor Operations	Director	Dick Bohnet
Small Signal Metal Transistors	Director	Greg Reyes
Silicon Materials	Director	John Crosby
Power Transistors	Director	Joe Bailey

(Continued on next page...)

13 March 1970

South Portland Integrated Circuits Operation	Director	John Sussenberger
Integrated Circuit Support and Engineering, World Wide	Director	John Husher
Procurement	Director	Connie Pasqua
Production Control	Manager	Hank Mahler
Diode Operations	Director	Dave Marriott

To support and sustain the new organization, certain other functions have been redefined as follows.

CONTROLLER		JIM HAZLE
Management Information and Logistics	Director	Pat O'Haren
Logistics	Director	Will Willis

The balance of the controller function will remain the same.

PLANNING	GROUP DIRECTOR	BILL BERG
Market Research	Manager	Andy Liersch

The balance of the planning function will remain the same.

MARKETING	GROUP DIRECTOR	ANDY PROCASSINI
No Change		

EQUIPMENT & FACILITIES	GROUP DIRECTOR	BILL LEHNER
No Change		

QUALITY ASSURANCE QUALITY CONTROL	GROUP DIRECTOR (Acting)	JOE VAN POPPELEN
No change.		

INDUSTRIAL RELATIONS	GROUP DIRECTOR	DAVE HAYNES
No Change.		

FAR EAST AFFAIRS	DIRECTOR	BOB FRIEDMAN
No Change.		

TO: GENERAL DISTRIBUTION
FROM: F. J. Van Poppelen, *FJVP*
SUBJECT: ORGANIZATION ANNOUNCEMENT

DATE: 13 March 1970

CC: All Locations World Wide

I am pleased to announce that Dr. Thomas A. Longo is joining us as Group Director, Operations, effective March 16, 1970, and will be elected a Vice President of Fairchild Camera and Instrument Corporation at the next Board of Directors meeting.

For the past six years, Tom has been with Transitron Electronic Corporation of Wakefield, Mass., most recently as Vice President and General Manager of Semiconductor World Wide Operations, where he pioneered both bipolar memories and high-input impedance operational amplifiers. From 1958 to 1964, he served with General Telephone and Electronics Corporation, his last position being Director of Research and Engineering for the Sylvania Semiconductor Division in Woburn, Mass. At Sylvania, he was responsible for the development of TTL integrated circuits as well as the elimination of purple plague with the introduction of aluminum to aluminum wire bonding systems in planar transistors and integrated circuits.

Tom received his PhD in Semiconductor Physics from Purdue and served as Assistant Professor of Physics there during 1957 and 1958. While at Purdue, he pioneered research on the effects of nuclear radiation on silicon and was active in tunnel diode research.

I am sure you join me in extending him a warm welcome.

FJVP:rb

TO GENERAL DISTRIBUTION
 FROM F. J. Van Poppelen, Jr.
 SUBJECT ORGANIZATION ANNOUNCEMENT

DATE 13 March 1970

CC: All Locations Worldwide

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1. INTERNATIONAL

The international area is a marketplace that is expanding more rapidly than the United States. To respond to this expansion, I have assigned Doug O'Connor as European General Manager, reporting to me, with the following organization:

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13 March 1970

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No Change

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GROUP DIRECTOR

BILL LEHNER

No Change

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QUALITY CONTROL

GROUP DIRECTOR
(Acting)

JOE VAN POPPELEN

No change.

INDUSTRIAL RELATIONS

GROUP DIRECTOR

DAVE HAYNES

No Change.

FAR EAST AFFAIRS

DIRECTOR

BOB FRIEDMAN

No Change.

TO: GENERAL DISTRIBUTION
FROM: F. J. Van Poppelen, Jr. *[Signature]*
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LIC New Products	Director	Len Ornik
LIC Production	Director	Gene Ladomato
MOS and Memory Operations	Director	Jack Gates
Bipolar Arrays	Manager	Dave Rosprim
Technical Support Group		John Lawrence, Len Bernstein
San Diego	Plant Manager	Buck Rogers
OPERATIONS	GROUP DIRECTOR	TOM LONGO
DIC, Mtn. View	Director	Paul Reagan
Integrated Microsystems	Director	Geoff Winkler
Shiprock	Plant Manager	Paul Driscoll
Integrated Circuits Production Control	Manager	Jim Lynch
Engineering	Manager (Acting)	Tom Longo
Central Engrg. Specifications		Colin Knight, Bill Sievers

3. HIGH VOLUME STANDARD PRODUCTS

In our current and future marketplace, we will continue to respond to the demand for high volume products at ever-decreasing prices. To this end, I am consolidating the high volume standard products group under Wilf Corrigan as Vice President, Operations, with the following organization.

OPERATIONS	VICE PRESIDENT	WILF CORRIGAN
Plastic Transistor Operations	Director	Dick Bohnet
Small Signal Metal Transistors	Director	Greg Reyes
Silicon Materials	Director	John Crosby
Power Transistors	Director	Joe Bailey

(Continued on next page...)

13 March 1970

South Portland Integrated Circuits Operation	Director	John Sussenberger
Integrated Circuit Support and Engineering, World Wide	Director	John Husher
Procurement	Director	Connie Pasqua
Production Control	Manager	Hank Mahler
Diode Operations	Director	Dave Marriott

To support and sustain the new organization, certain other functions have been redefined as follows.

CONTROLLER		JIM HAZLE
Management Information and Logistics	Director	Pat O'Haren
Logistics	Director	Will Willis

The balance of the controller function will remain the same.

PLANNING	GROUP DIRECTOR	BILL BERG
Market Research	Manager	Andy Liersch

The balance of the planning function will remain the same.

MARKETING	GROUP DIRECTOR	ANDY PROCASSINI
No Change		

EQUIPMENT & FACILITIES	GROUP DIRECTOR	BILL LEHNER
No Change		

QUALITY ASSURANCE QUALITY CONTROL	GROUP DIRECTOR (Acting)	JOE VAN POPPELEN
No change.		

INDUSTRIAL RELATIONS	GROUP DIRECTOR	DAVE HAYNES
No Change.		

FAR EAST AFFAIRS	DIRECTOR	BOB FRIEDMAN
No Change.		

FAIRCHILD
SEMICONDUCTOR
A DIVISION OF FAIRCHILD CAMERA
AND INSTRUMENT CORPORATION

INTERNAL CORRESPONDENCE

Jack
HARRY NEIL

APR 6 1970

TO All Department/Section Heads
Mountain View and R & D

FROM R. W. Ulrickson

SUBJECT BASIC LOGIC DESIGN COURSE

DATE: March 30, 1970

CC: G. Lampner
R. Panholzer
A. Procassini
C. Serafini

The next series of the Basic Logic Design Course will begin Friday, April 17, 1970, 3:00 - 5:00 p.m. in Conference Room A-1, Building #20 (464 Ellis Street).

The course is aimed for technicians and engineers who have not previously worked with digital circuits and also for those who feel the need for a "refresher" course to bring them up to date on new developments.

It will cover the basic topics listed below and run for two quarters (minimum). There will be regular homework assignments and examinations. Attendees should have high school algebra plus common sense and willingness to work and keep up with the class on a regular basis.

Basic Logic Design Course - Proposed Main Topics

1. Number Systems
2. Boolean Algebra
3. Combinational Logic
4. Sequential Logic
5. Special Topics

Since the number of students per class must be limited only those who could benefit most from the course should register. You are invited to submit the names of persons in your organization to Grace Cole, Mail Stop 20-220 (Extension 2361). Please list in order of priority. Selection will be mainly on a "first come, first served" basis.

R. W. Ulrickson
R. W. Ulrickson
Department Manager
Systems & Applications Engineering

RWU/gc

RECEIVED

APR 09 1970

JACK BALLETO

Geri Hadley

TO: PRODUCT MARKETING PERSONNEL
FROM: Jerry Sanders
SUBJECT: IMPROVED OPERATING PROCEDURES

DATE: June 12, 1967

CC:

The Division recognizes that implementation of an arrangement permitting the adjacent physical location of Planning & Distribution, Customer Service, Spec Review, Product Marketing and Applications Engineering is mandatory to optimize doing business. Space limitations seemed to preclude this arrangement until movement into our new Administration Headquarters on Ellis Street, scheduled for completion next year.

I am delighted to say that immediate action will be taken toward the aforementioned idealized situation:

1. Commercial Test and Finish will move to 505 Ellis Street on August 5, 1967.
2. Accounting (except Accts. Rec.) will move to 505 Ellis Street on August 6, 1967.
3. Customer Service and Planning & Distribution will then move to our present Administration Building, into the space vacated by Accounting, on August 13, 1967.
4. Spec Control will move into this Building on October 1, 1967.

I firmly believe that this time scale is consistent with the best solution to our problem. The proximity of Customer Service and Planning & Distribution should significantly improve your ability to get a job done. Further definition of responsibility should significantly reduce difficulties on spec reviews.

I would like to encourage all of you to do your utmost toward improving our service to the customer through maintenance of the proper attitude while we rearrange ourselves.

Jerry Sanders

JS:lm

April 20, 1970

TO: Distribution

FROM: Harry Neil

SUBJECT: REORGANIZATION OF SUBSYSTEMS MARKETING

Effective Monday, April 20, Jack Balletto will be Product Marketing Manager for all MOS products, standard as well as custom, except Random Access Memories. All random access memory products, MOS and Bi-Polar, will be organized as a separate product marketing group called Memory Products Marketing. For the present, I will fill in as the Product Marketing Manager.

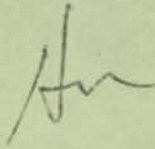
Fran Krch will report to me as Memory Systems Product Marketing Manager and will have responsibility for the marketing of memory systems being built by Rex Rice. Madhu Desai will report to me as Assistant Product Marketing Manager for memory products. All other people working on the MOS products, custom or standard, will report to Jack Balletto.

The new subsystems organization chart reflects these changes. These changes are made at this time to accomplish three things:

1. Simplify administration of the MOS programs and consolidate MOS product planning.
2. Emphasize promotion of memory systems and take advantage of our unique capability realized as a result of the Illiac memory development.

3. Develop a strong market position in the area of random access memory products now that we have established a strong technological base in R & D and Operations.

Integrated Microsystems Marketing is not affected by this reorganization.

HN:JM 

Attachment

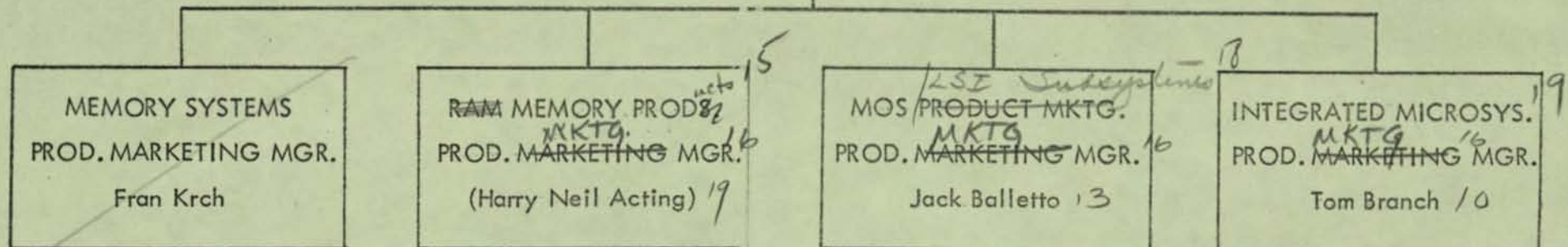
Distribution:

All Division V. P.'s, Group Directors and Directors
All Field Sales
All MOS/Memory Operations Management
All Product Marketing
J. Early and R & D Directorate
L. Hogan and Corporate Staff
J. VanToppelen

INTEGRATED SUBSYSTEMS²¹
PRODUCT MARKETING¹⁷

DIRECTOR⁸
Harry Neil¹⁰

SECRETARY
Judi Matlack



M. Desai - Asst. PMM

B. Cushman - Sr. PME
B. Mattern - PME
N. Phillon - Sr. PME
R. Bennett - PME

G. Hadley - Sr. Spec Des.
B. Hawkins - Eng. Aide Spec.
M. Shaffer - Clerk Typist
N. Summerfield - Secretary

D. Castle - Section Head
R. McLaughlin - PME
R. Marfil - Sr. PME
C. Puleston - Sr. PME
N. Hovey - Sr. Clerk
M. Lykins - Spec Des.
J. Nuttal - Secretary

J. Breitmeyer - Secretary

- COMPANY PRIVATE -
Not to be Reproduced

April 20, 1970

RECEIVED

SEP 25 1970

T. S. KNIGHT

September 23, 1970

Mr. Tom Knight
Director Distributor Sales
Fairchild Semiconductors
464 Ellis Street
Mountain View, California

Dear Tom:

Thanks very much for the meeting with you, Andy and Wilf.
(Sounds like a radio serial).

Attached is something I wrote several months ago with the intention of further refining it. I apologize for the rough draft and if the tone is too "pro-distributor".

The prime requirement for expanding distributor effectiveness on "commodities" is to let him sell and service from inventory at competitive prices. By transferring more of this responsibility to distributors the manufacturer can use his prime skills more effectively and avoid building a duplicate high overhead, inefficient operation.

The other key things to make us mutually effective are

- Training and Technical Support
- Communications (OEM, Management, etc.)
- Pressure (Constructive not harassment)
- Profits (good programs)

Contests, etc., may contribute some good but it is really the basics that count.

Over the long range we'd like to see realistic and firm price schedules. It may not be totally possible in today's market but unrealistic prices should be eliminated and a constructive trend started.

We believe the percent of business through the best distributors will increase at a significant rate. I'm certain this has been very true on semiconductors this year. The top manufacturers

Continued . . .

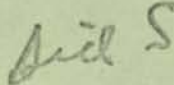
Mr. Tom Knight
Fairchild Semiconductors
Mountain View, California

with strong technical leadership plus competitive commodity lines
should have the strongest distribution. T.I. is not trying to get
the strongest distribution and other leaders have let lesser com-
panies steal a lot of the commodity business by lack of flexibility.

.

So that we do not live in a dream world we do want to know
your views of the direction of the industry, how we can improve, etc.

Very truly yours,



Sid Spiegel
President
LIBERTY ELECTRONICS

SS:dm

cc: M. Chirone

The electronic components industry is undergoing a radical change - at least through our viewpoint as a distributor of components.

The change has been going on but it has been dramatically demonstrated by the decline in the military-aerospace business and the rapid growth of the computer and peripheral industry.

We believe the old definitions of distributor quantities must be discarded and new rules on the distributors role must be defined with realistic programs.

The component manufacturers must recognize this change because they have encouraged us to develop these new accounts. However, no one has given us a truly profitable long range program. We are dealing with temporary, shifting programs that result in little or no profit to us. That was alright as an experiment but we believe the experimental stage has passed.

We should not serve sometimes as a "rep or agent" and sometimes as a distributor. We can not build our organizations on no profit business.

Our mutual goal is to build sales and profits. No program will succeed in the long range unless it serves the manufacturer and distributor in both ways.

What has happened

- 1) The breadth of market has expanded dramatically in the past few years. In our West Coast area we are not aware of any manufacturer who believes he can effectively cover the market. If cost of sales was not a limit there would still be a limit in the availability of good trained personnel. Your own internal ability to serve this wide customer base would create problems for most if not all companies.
- 2) Most components are competitive commodities sold on the basis of price, service, delivery and quality. Good distributors contribute greatly to your sales success.
- 3) The large growth in electronics is in the computer and peripheral field. Even the smallest companies buy the majority of their requirements in quantities beyond the old conventional distributor protection. These companies are commercial and quickly establish designs around competitive standard products.

This is our growth market - we must have programs which allow us to do business with our customers.

Continued

What has happened - con't.

- 4) Component prices have fallen (and fallen) and arbitrarily defined "distributor quantities" established in 1950 have no meaning. Yet these have been treated as sacred rules to be only modestly reviewed and on an exception basis. A 1000 piece order at \$.10 is only \$100.
- 5) The quality of distribution has vastly improved. There is more sophistication, better marketing and more financial strength. I also believe there have been major changes in the relative strength of distributors. I don't know if the number of distributors will change radically but the percent of business through the best distributors will increase significantly.

Where Do We go from here

Whether you agree or disagree with all or part of this presentation I think you have to try looking at the future without being committed to the past.

I'd like to start with the proposition that the distributor should service up to the quantity level that will be profitable for the customer (competitive that is), manufacturer and distributor. This should be based on purchasing and selling from inventory not as a rep.

- 1) Not all of your products would fit the same quantity breaks. There are really very large differences based on product maturity, price level, your own margins, customer purchasing habits, etc.
- 2) Quantity price breaks should be sensible and related to cost savings. I think this may be the most significant step toward a sensible program. If list prices are \$5.00 and competitive prices are 20¢ we are both in trouble.

If quantity price breaks are intelligent I believe it will be possible to define programs that are profitable to all parties - because then the distributor pays his way to the customer and manufacturer.

- 3) If quantity price breaks are realistic - and somewhere in the future they must be (I think?) -- then it will be clearly profitable for the manufacturer to increase his sales through distribution.

The manufacturer can significantly reduce these costs.

- a) Inventory
- b) Receivables
- c) Service - scheduling - stores
- d) Selling expense.

Continued

3) Continued

I think you can calculate these costs yourself - but all too often people relate it to the cost of a rep or another salesman in the field - that's not true.

Look at the large amount of capital you could release for manufacturing functions.

4) Customer Selection

The quantity a distributor sells should not be a function of who the customer is. If pricing and discounts are realistic the discrimination on accounts should disappear.

In order to visualize the potential economics let me make up an example:

	<u>1-24</u>	<u>25-99</u>	<u>100-999</u>	<u>1000-9999</u>	<u>10,000-49,999</u>	<u>- 50,000</u>
Resale	1.75	1.55	1.15	1.05	1.00	.95
Dist. Cost.	.95	.95	.95	.85	.85	.85

If the price breaks are of this magnitude the customer is not encouraged to overstate his requirements. The limited discount above 100 pieces will not encourage him to exaggerate his needs, create unnecessary schedules or add to his own inventories to get a 5% purchase discount. At least it should have that effect.

The manufacturer is not reducing his profit through distribution since the lower price should be offset by savings to the manufacturer.

The distributor has the opportunity to maintain good profit levels if he has a good total sales mix.

5) Improved Sales Effort and Lower Cost

Many people will disagree. Consider the increased time available to your sales people if they were relieved of many service activities that the distributor would undertake.

Many people assume their customer control would decrease - but does this have to be true. Why have 20% of the accounts with heavy coverage and 80% with no OEM coverage - almost by rule! Allowing the distributor to participate in volume orders does not have to mean loss of control.

.....

Conclusions

While we are aware of potential problems we believe the components industry should go in this direction. Concepts of distributor quantities are 20 years old and do not reflect the tremendous changes over the past 20 years. For us to grow profitably there must be new concepts. We believe there are benefits for the customer, manufacturer and distributor. We do not believe that being part distributor and part agent is a long range solution.

Conclusions - continued

We ask you to consider this proposal. Don't just look at generalities but look at your various product lines. If the long range solution is difficult what steps can be taken now. Must we as distributors change to make this a viable program.

It's time to establish realistic programs - we as distributors are encouraged to seek out the business while offered little or no profit and no certainty that when the order is placed we will not be eliminated as a source.

FAIRCHILD
SEMICONDUCTOR
A DIVISION OF FAIRCHILD CAMERA
AND INSTRUMENT CORPORATION

INTERNAL CORRESPONDENCE

DISTRIBUTOR & AREA SALES

RECEIVED *Geri*
OCT 02 1970
JACK BALLETO

TO: Messrs. W. Corrigan and A. Procassini
FROM: Thomas S. Knight, Jr.
SUBJECT: Attached letter from Sid Spiegel
- President, Liberty Electronics

DATE: September 28, 1970
CC: Les Hogan
Group Directors
Gene Selven
John Duffy
Product Managers
Distributor Area Mgrs.
OEM Area Managers

Wilf Corrigan, Andy Procassini and I have been meeting with a number of our key Distributors. These meetings have been most beneficial to all of us - including the Distributors.

These discussions have concerned themselves with the future of our business and what course Fairchild should take.

The attached letter from Sid Spiegel, President of the Wylie Distribution Organization, is a provoking insight into the future from one of the real Statesmen of the Distribution Business. I thought you might appreciate reading it.

TSK/vns

*TO: ALL
FYI*

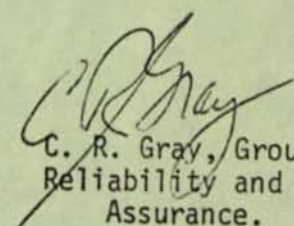
TO Distribution
FROM C. R. Gray
SUBJECT ORGANIZATION CHANGE

DATE: December 3, 1970

CC:

Effective immediately, Dave Yeaton will assume the position of Mt. View Product Assurance Manager. In this position, Dave will be responsible for the outgoing Quality Assurance of all Mt. View Integrated Circuits, both Standard Rel and Hi-Rel. He also will be responsible for In-Process Quality Control for all Mt. View Integrated Circuits. Giorgio Riga will report to Dave and be directly responsible for Linear and Digital In-Process Q.C. and all Mt. View I.C. Customer Returns, both Standard Rel and Hi-Rel.

Frank Durand remains in his present position of Manager of I.C. Reliability Engineering and Jim Corzine as R&QA Manager for IMS. Frank, Dave and Jim will report directly to me. Please give these men your continued cooperation in these new functions.


C. R. Gray, Group Director
Reliability and Quality
Assurance.

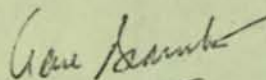
CRG:p

TO: All Exempt, Salaried Non Exempt and Hourly Employees
MOS/Memory Operations

DATE: February 2, 1971

FROM:

GENE BLANCHETTE



CC: Leo Dwork
Les Hogan

During the course of the last six months, we have made enormous strides in penetrating the MOS and Memory market places. All of our major equipment is now in place and functioning and we will be telling our story to the world through the medium of advertising, the technical press and the sales force.

While we have been naturally hesitant in inviting the world to beat a path to our door until we were capable of delivering, we have also fallen down in the job of keeping you, upon whom our success depends, sufficiently informed of our progress (or lack of it!) .

I would like to take this opportunity, first, to thank you for your long hours of dedicated work during a very difficult year, and secondly, to tell you that I will be holding a meeting approximately every two months for all employees in an attempt to be as explicit as possible about our past performance, future plans and the challenges ahead.

Chuck Bivenour is presently handling the detailed scheduling and will be communicating with you on timing and location.

ob

RECEIVED
APR 26 1971
JACK BALLETO

TO All Marketing Directors, Managers
and Supervisors
FROM Dick Henderson
SUBJECT PROGRESS REPORT AND DIRECTION

DATE April 22, 1971

CC: W. Corrigan
B. Strickland

Last month, our team succeeded in booking more business than in any of the preceding 12 months. I feel our people did an excellent job. Please thank them again for me. Also remind them of our second quarter "In the Black" objective.

I encourage you as members of the marketing management team to implement our goal of all exempt people on management by objectives by April 30, 1971. We must provide an environment in which the individual is knowingly evaluated on how well he performs to an agreed upon set of goals and not just on subjective opinions.

As you are aware, we have some approved positions available in marketing. Those of us who have these openings should seek to fill them first from within our company. This approach will provide career opportunities for us and our people.

Many of you have commented to me about the frequency of change historically in marketing. As managers, we will be more successful if we have a stable and secure environment. Thus, changes we do make should move an employee toward his longer term goal or contribute substantially to the success of an organization.

Your top management team intends to place a greater, positive emphasis on semiconductor marketing than our industry has seen in the past. Please join me in accepting both this challenge and opportunity.

Finally, I can report to you that the first month has been an excellent one for me personally. I look forward to the continued building of a professional relationship with each of you.

RH/alg

Dick

TO: DISTRIBUTION

FROM: Wilf Corrigan

SUBJECT: MOS/MEMORY OPERATIONS

DATE: March 2, 1971

CC: Les Hogan

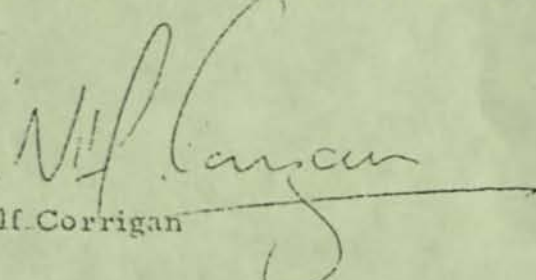
As a follow-up to the announcement made last week regarding the consolidation of MOS and Memory activities with Domestic Operations, the following organization changes are to take effect immediately.

A new MOS Operation is established, reporting to me. I will serve as Acting Group Director of this operation. Reporting to the Group Director/MOS will be Gene Ladomato as Manager, MOS/Manufacturing; and Jim Downey as Manager, MOS Design Engineering.

Other functions and individuals will be assigned as follows. Bob Schreiner as Manager MOS Marketing will report directly to Dick Henderson. Jim Koford is appointed Manager, CAD Engineering and will report to Jim Downey. The Bipolar Memory Operation under Bill Baker will now report to Tom Longo, Vice President and Group Director, Operations. The Memory Systems component under Rex Rice will transfer to the Systems Technology Division, and will report directly to Eugene R. White, General Manager of that Division. Colin Knight will now report to Gene Ladomato.

The managers of the support function, and their people are assigned to the director of the appropriate support function in Domestic Operations. Accordingly, Jim Lynch will report to Hank Mahler, Director of Production Control. Maurice O'Shea and Jerry Hutchinson will report to Jack Bogan, Group Director of Equipment Engineering and Facilities Operations.

Dr. Robert Seeds will report to me directly as Technical Director of the division. In this capacity he will have staff responsibility for our Divisional Engineering strategy in all product areas. Dr. Hugh Mays will report to Bob Seeds.


Wilf Corrigan

WJC:btc

DISTRIBUTION:

Corporate Vice Presidents
Division General Managers
Group Directors, Directors

INTER-OFFICE CORRESPONDENCE



JB
K4 I
mu

To: Corporate Vice Presidents
Division General Managers
Group Directors, Semiconductor Operations

From: C. Lester Hogan

Subject: Organization Announcement

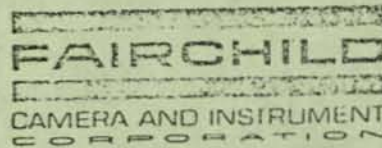
March 2, 1971

I am pleased to announce the promotion of Dick Henderson from Vice President and Director of Market Development to Vice President and Director of Marketing for the Corporation.

In this new capacity, Dick will report to Wilf Corrigan, Vice President and General Manager, Semiconductor Domestic Operations, and will also have direct responsibility for Semiconductor Marketing.

Lester Hogan
Lester Hogan

CLHC
CLH:mb
JOHN
CUSH
PHIL
Bob B
Nick
Gen
Betty
BB
NP
CLH
BB



JB R4I
JH

Corporate Vice Presidents
Division General Managers
Group Directors, Semiconductor Operations

March 2, 1971

C. Lester Hogan

Organization Announcement

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to Vice President and Director of Market Development to
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In his new capacity, Dick will report to Wilf Corrigan, Vice
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Semiconductor Marketing.

C. Lester Hogan
C. Lester Hogan

JOHN
CUSH
PHIL
J.B.
Nick
Geri
Betty
JML
P.L.
BB
MR
C.H.
B.D.

CORPORATE HEADQUARTERS
464 Ellis Street
Mountain View, California 94042
Frederick M. Hoar: (415) 962-2452

FOR IMMEDIATE RELEASE

FAIRCHILD CONSOLIDATES TOP MANAGEMENT ORGANIZATION;
ESTABLISHES CENTRAL PLANNING AND TECHNOLOGY GROUP

MOUNTAIN VIEW, Calif., Oct. 4 - - Fairchild Camera & Instrument Corporation today announced a realignment of its top management organization, consolidating 15 product divisions into two operating groups and creating a corporate office of planning and technology.

The action reduces from 14 to seven the number of executives reporting directly to Wilfred J. Corrigan, chairman and president.

Named senior vice president in charge of the Semiconductor Products Group is George D. Wells, previously vice president and general manager - Components Group. Mr. Wells will be responsible for the existing Components and LSI (Large-scale Integration) Groups as well as the Time Products Division.

The Systems and Equipment Group, under Mr. Corrigan as acting manager, will encompass the present Federal Systems and Instrumentation Systems Groups, and the Industrial Products and Video Products Divisions. A senior vice president will be named to head this group in the near future.

The Strategic Planning and Technology Group, under Dr. C. Lester Hogan, vice chairman of the board, will have direct responsibility for long-range planning and business development, company-wide technical research, and advanced product programs.

Corporate vice presidents Warren J. Bowles - Industrial Relations, A. James Hazle - Finance, Frederick M. Hoar - Communications, and Nelson Stone - General Counsel and Secretary will report to Mr. Corrigan, in addition to the above.

Within the Semiconductor Products Group, John A. Duffy, Jr., previously vice president and general manager - International Division, was named to the new post of vice president - Worldwide Semiconductor Marketing, reporting to George Wells.

- more -

RECEIVED
APR 26 1971
JACK BALLETO

TO All Marketing Directors, Managers
and Supervisors
FROM Dick Henderson
SUBJECT PROGRESS REPORT AND DIRECTION

DATE April 22, 1971
CC: W. Corrigan
B. Strickland

Last month, our team succeeded in booking more business than in any of the preceding 12 months. I feel our people did an excellent job. Please thank them again for me. Also remind them of our second quarter "In the Black" objective.

I encourage you as members of the marketing management team to implement our goal of all exempt people on management by objectives by April 30, 1971. We must provide an environment in which the individual is knowingly evaluated on how well he performs to an agreed upon set of goals and not just on subjective opinions.

As you are aware, we have some approved positions available in marketing. Those of us who have these openings should seek to fill them first from within our company. This approach will provide career opportunities for us and our people.

Many of you have commented to me about the frequency of change historically in marketing. As managers, we will be more successful if we have a stable and secure environment. Thus, changes we do make should move an employee toward his longer term goal or contribute substantially to the success of an organization.

Your top management team intends to place a greater, positive emphasis on semiconductor marketing than our industry has seen in the past. Please join me in accepting both this challenge and opportunity.

Finally, I can report to you that the first month has been an excellent one for me personally. I look forward to the continued building of a professional relationship with each of you.

RH/alg

Dick

TO ALL LOCATIONS: SEMICONDUCTOR DIVISION
FROM F. J. Van Poppelen, Jr. *FJVP*
SUBJECT ORGANIZATION ANNOUNCEMENT

DATE 12 March 1970

CC: C. L. Hogan
Corporate Staff

It is my pleasure to announce that at the last Board of Directors meeting, Gene Blanchette, Wilf Corrigan, and George Scalise were elected vice presidents of the corporation. I am sure you all join me in congratulating Gene, Wilf and George.

FJVP:rb

RECEIVED

APR 26 1971

JACK RALLETTO

TO All Marketing Directors, Managers
and Supervisors
FROM Dick Henderson
SUBJECT PROGRESS REPORT AND DIRECTION

DATE April 22, 1971

CC: W. Corrigan
B. Strickland

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RH/alg

Dick

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FJVP:rb