

June 1977

INTERCOM

Volume 14 • Number 3

A newsmagazine for Memorex people everywhere

THE COMPUTER HISTORY MUSEUM
1 027 4529 3

What makes a number one sales rep run? See page 8.





Following his speech at the San Jose Hyatt House, President Wilson answered questions from the audience.

CFI acquisition heads annual meeting news

Shareholders attending the Memorex annual meeting April 28 heard some very good news. Just the day before, the company reached positive common shareholders' equity of \$3.4 million.

President Robert C. Wilson told his audience that the acquisition of CFI Memories, completed April 27, had added approximately \$5 million to common shareholders' equity, which is the company's assets minus its liabilities and preferred stock.

Mr. Wilson pointed out that in less than three years, from the second quarter of 1974, when common shareholder equity was a negative \$94 million, to the present, the improvement has totaled more than \$97 million.

CFI, principally a computer media company with headquarters in Anaheim, California, had sales

of approximately \$14.5 million and net income of \$432,000 in its latest fiscal year ended March 31.

"All of us have great respect for CFI and are pleased to welcome it to Memorex. CFI is highly regarded by its customers and has an excellent operating record," said Mr. Wilson.

He also discussed Memorex's previously announced proposal to acquire Business Systems Technology (BST) of Santa Ana, California, a manufacturer of equipment for the small computer systems market. BST, whose shareholders will act on the proposal before the end of the second quarter, reported revenue of \$11 million and net income of \$1 million for its latest fiscal year ended September 30, 1976.

"Memorex has been marketing BST products internationally for many months and has obtained a

first-hand appreciation of their excellence," Mr. Wilson said. "Together, CFI and BST represent a major step forward in our ability to serve the small system user."

Memorex has a continuing program to develop acquisitions and other types of affiliations, he explained. "The objective is to support our basic strategy of serving information storage and communications markets."

Among the accomplishments of 1976 he cited were the 31 percent increase in annual revenue, to \$345 million from \$264 million; nearly a tripling of pretax profit to slightly more than \$50 million from \$18 million in 1975; and a year-to-year reduction of total debt of \$28 million, to \$158 million from \$186 million.

"The company's 1976 progress," Mr. Wilson said, "enabled us to unveil

INTERCOM

Editor: Louise Burton
Staff: Kevin Burr

Published by the Corporate
Public Relations Department

Memorex Corporation
Mail Stop 12-39
San Tomas at Central Expressway
Santa Clara, California 95052
Telephone: 987-2201



ON THE COVER:

Sales reps don't have "typical" days. Variety is the rule as they travel from customer to customer, making presentations, checking on technical problems, delivering products, building contacts, closing orders. They operate from the car and pay telephones, scribbling dozens of notes as they go. Here, two number one Memorex reps, Carol Slifka (top) of Computer Media and Jo Humble (below) of Word Processing, offer a glimpse of their jobs. For more on Slifka and Humble, turn to page 8.

the new Memorex—a large, diversified, high-technology, growth company serving information storage and communications needs on a worldwide basis. But most important of all, we are earning a reputation as a quality company."

"In summary," said Mr. Wilson, "we were able to finance rapid growth, pay off some old obligations, and invest in our future without borrowing a dime. By continuing to pay our way as we go, we will rapidly improve our balance sheet and our ability to obtain even more cash if we need it."

Regarding the possibility of relisting on the New York Stock Exchange, the president noted that although there are no specific criteria for relisting, the company's return to positive common shareholder equity will be very helpful. "With continuing good performance, we expect to be relisted this year," he said.

There were two management resolutions, both passed by shareholder vote. One allowed for the expansion of the Board of Directors from nine members up to 12; the other re-elected the present board. Directors are: Robert L. Chambers, Alger Chaney, Philip J. Gomez, Vester T. Hughes, Jr., Alvin C. Rice, T. Robert Sandberg, Benno C. Schmidt, Theodore Vermeulen, and Robert C. Wilson.

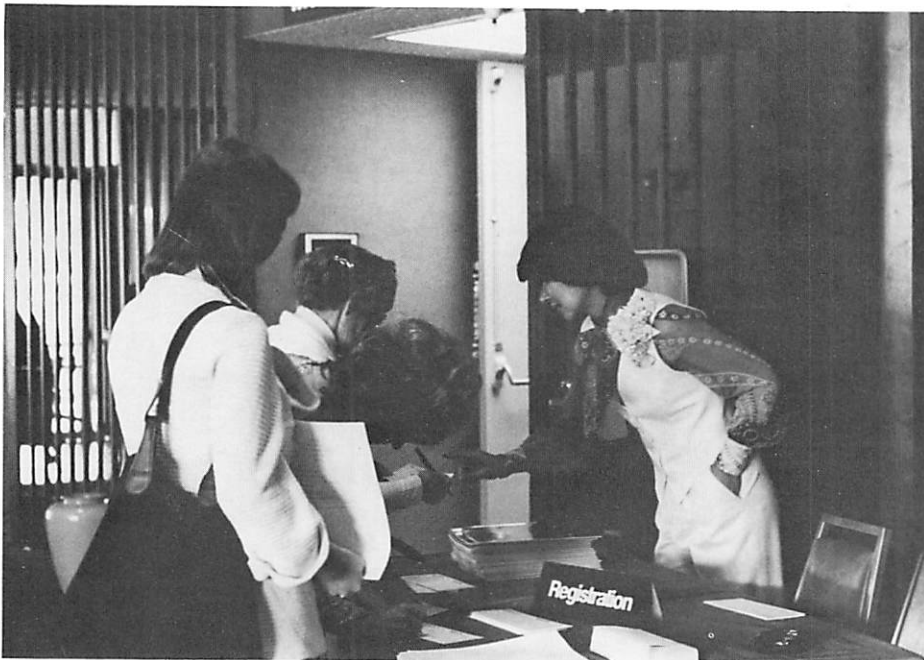
The meeting was held at the San Jose Hyatt House.

Possible merger with STC explored

On May 26, Memorex confirmed a statement made earlier that day by Storage Technology Corporation that Memorex and STC were holding exploratory discussions looking toward a possible merger of the two companies.

According to Memorex President Robert C. Wilson, no agreements, commitments, or undertakings have been made, however, and there is no assurance that the discussions will result in an agreement or merger.

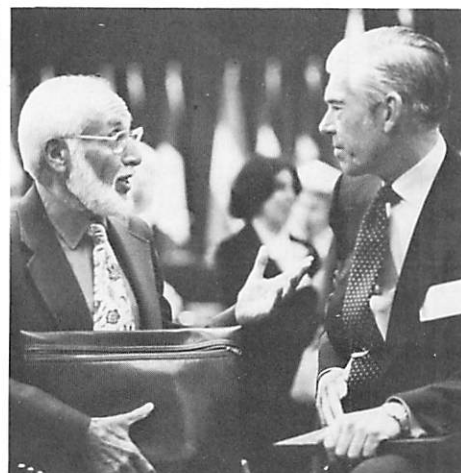
STC, which is headquartered in Louisville, Colorado, is engaged primarily in the marketing of tape drives and related controllers, although it also sells disc drives and add-on memories. STC revenues in 1976 were \$122 million.



Pat Mitra helped register shareholders before the meeting.



Marcelo Gumucio, Vice President of A&A, described Memorex equipment.



After the annual meeting, Mr. Wilson chatted with shareholders.

Go, Memorex, go!

Company cracks Fortune 500

Memorex has made the Big List: the Fortune 500.

For the first time, Memorex has appeared in the annual directory of the 500 largest U.S. industrial corporations. The May issue of *Fortune Magazine*, which ranks corporations on 1976 revenue, shows Memorex as number 481. In 1975, Memorex was 541st in the nation in revenue, so the company made an impressive jump of 60 places.

In addition to revenue, *Fortune* ranks companies in other key areas of performance. Memorex was number 1 in return on stockholders' equity, which is the sum of stock, surplus, and retained earnings, and

number 2 out of 500 in total return to investors, which is the price appreciation of the stock. The company ranked 16th in its earnings per share growth rate (1966 to 1976), and in the category of return on sales, it was 19th.

In their introduction to the directory, *Fortune* editors mentioned Memorex's showing in the return-on-stockholders'-equity category, saying, "Memorex, a computer-equipment company new to the 500, led the field with a remarkable 84.4 percent."

Well-known companies which were close to Memorex on the revenue list include Bausch & Lomb (475), Beech Aircraft (477), Varian Associates (485), and Mattel (486).

CFI becomes part of Media organization

"The integration of CFI into Memorex is proceeding smoothly, although there are still a number of details to be worked out," said Robert Jaunich, Executive Vice President, Media. "We're very pleased to have this innovative organization join the Memorex team." CFI officially became part of Memorex on April 27, when shareholders of the Southern California media company voted their approval of the acquisition.

CFI will function as a division within Computer Media, and the company's founder and chief executive, Bill Lennartz, will report to Jaunich. Manufacturing, engineering, and sales operations will continue at CFI headquarters in Anaheim.

Lennartz attended the Memorex shareholders' meeting April 28 and met a number of Memorex people then. He also spoke at the Computer Media conference in San Diego in May, giving the sales force an introduction to the young company that had revenues of \$14.5 million last year on computer tapes, disc packs, disc cartridges, digital cassettes, and semiconductor memories.

The Computer Media sales organization has been restructured, with Santa Clara's Gary Fisher continuing to manage end-user sales and Bruce Colegrove, formerly of CFI, transferring to Santa Clara to head the OEM team. Bob Miller of CFI will manage distributor sales and will remain in Anaheim.

"We are trying to consolidate the CFI and Computer Media sales forces so that we don't have overlap," said Jaunich. "The result should be an efficient marketing network, since CFI has had distributors in more remote sections of the country than Memorex. It does not appear that we will be cutting back the number of sales people."

CFI Memories was founded in 1968 as a subsidiary of Lencor International. It started with 15 employees and today has 220. Nearly 200 independent distributors and dealers market the CFI line worldwide.



After the annual meeting April 28, Bill Lennartz of CFI (right) talked with Memorex employees and shareholders about the CFI product line.

Biggest sale in A&A history

Striking it big Down Under

They have been whooping it up Down Under since Memorex Pty. Ltd., the company's Australian subsidiary, signed the largest single order in the history of the Americas & Asia Group.

The contract calls for Memorex supplying the Australian Department of Social Security with disc drives, memories, controllers, printers, and tape drives (the newest addition to the Memorex equipment line). The equipment will be installed at Social Security offices in five cities: Brisbane, Adelaide, Perth, Sydney, and Melbourne.

Brian Molloy, Managing Director of Memorex Australia, called the order "a real breakthrough in the government area. Our market is now widening significantly," he said. "Sales to date are running at 40 to

50 percent better than last year's results."

For Equipment Rep Warren Bolton, the signing ended six months of hard work. He admitted that "it was tough and go there for a while, with the competition running wild."

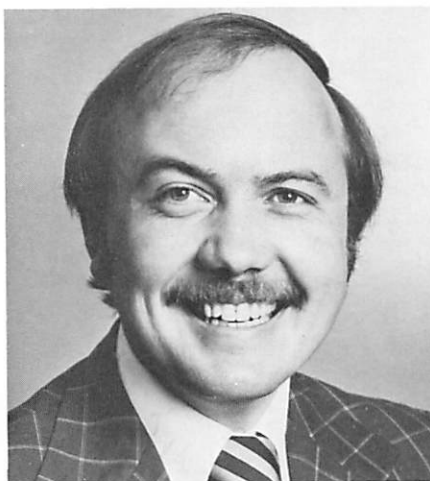
Within 10 days of closing the Social Security order, Memorex Australia also signed seven other major contracts.

Ride the Big Dipper, build a sand castle at annual MAG picnic

June 18-19 is the date, and Santa Cruz is the place for this year's Memorex picnic. Some 5,000 people—employees and their families—are expected to hit the Santa Cruz Beach and Boardwalk that weekend.

Picnic tickets must be purchased in advance, and they'll be available through June 15 in the San Tomas and Tape Plant cafeterias. The \$2 price includes parking, unlimited Boardwalk rides, a barbecue beef lunch, and dancing in the Cocoanut Grove to the music of "Starfire." For the competitors in the crowd, there will be volleyball games and a sand castle-building contest.

The Memorex Activity Group's first two-day picnic was designed "to accommodate a growing company," said MAG Coordinator Kathleen Campbell. "You can attend either day, but not both."



Warren Bolton



Memorex broke ground and planted trees last month in a ceremony launching the new regional distribution center in Dallas, Texas. The shovel wielders were (l-r) J.D. Sims of the J.L. Williams Company, the contractor; Bob Bradshaw of Los Colinas Corporation, the developer; Ray Cook, Regional Computer Media Manager; and Paul McRea of Coldwell Banker, the real estate broker.

Dallas site of new distribution facility

Ground broken for Southwest center

Ground was broken last month for a Memorex distribution center in Dallas, Texas. It will serve as the company's Southwest Regional headquarters in addition to being that area's warehouse for media products and spare equipment parts.

The Dallas Distribution Center, Memorex's third such facility, will provide one-day delivery of products to customers in five Southwestern states — New Mexico, Oklahoma, Texas, Arkansas, and Louisiana — and two-day service to many Southeast Region locations. It will also mean faster maintenance; equipment can be repaired and refurbished there instead of being returned to Santa Clara.

"With sales, service, warehouse, and refurbishing operations in a central location, we can be more responsive to customer needs," said Ray Cook, Mr. Memorex for the Southwest and Regional Computer Media Manager. "The Southwest, particularly the Dallas area, is one of the most rapidly growing markets for the computer industry, and with this kind of center we'll really be prepared to serve it."

The 54,000-square-foot facility is being built in a parklike business-residential community near the Dallas-Fort Worth International Airport. Some 60 employees will start work

at the center when it opens this fall. The 35 members of the Dallas branch office will relocate there, and some regional staff members will transfer from Houston. The remaining positions are to be filled by new employees.

According to Jerry Sweeney, Manager of Corporate Real Estate, plans call for office space of about 20,000 square feet, with the rest of the facility being devoted to warehouse and refurbishing operations. The warehouse has been designed with sophisticated environmental controls to protect highly sensitive media products.

"Perhaps the most important thing about this center is its expandability," said Sweeney. "We have room to more than double the building's initial size. Possible future needs have been incorporated in the plans. For instance, if we should ever need to install a computer there, we have the place for it. The center was designed with a growing company in mind."

Relocating people and planning their office space "is quite a job," admitted Janice Kirkland, Manager, Regional Customer Service, who is coordinating the move. "But we are looking forward to the new center. The five-acre site is on a small rise — you might call it a Texas hill. It is a beautiful location."

Chroma 90 line curtailed; people offered new jobs

Memorex is cutting back domestic activities in Chroma 90, a two-inch video tape used in television broadcasting. Although Chroma 90 was highly regarded by the broadcast industry, "we are curtailing our participation in the U.S. market in order to concentrate resources on our faster growing and more rewarding lines," said Robert Jaunich, Executive Vice President, Media.

Jaunich said that Chroma 90 "would continue to be produced in support of our international business opportunities."

The reduced Chroma 90 operations affected nearly 60 employees, but at *Intercom* press time, almost all of them had been offered comparable jobs within the company. "We are working with each of these employees to find jobs that fit their experience and interest," said Harry Hensman, General Manager of the Video Division.

Memorex will continue to manufacture and market its five other video lines for broadcast, industrial, and educational uses. According to Hensman, "The restructuring will allow us to better meet the fast-growing demands for our products."



TWO-MILERS—On a sweltering Sunday afternoon, this Memorex crew steamed across the DeAnza College campus in a two-mile race for Santa Clara County business people. Seventeen cross country teams participated, with Memorex finishing fifth overall. The Memorex runners were: (kneeling) Drew Lance of EPG, 12:24; Enrique Jiminez, Corporate, 11:18; (standing) Rich Therrell, Corporate, 13:10; Sally Branning, 15:31, and Dave Branning of EPG, 12:07.

Selling to Uncle Sam

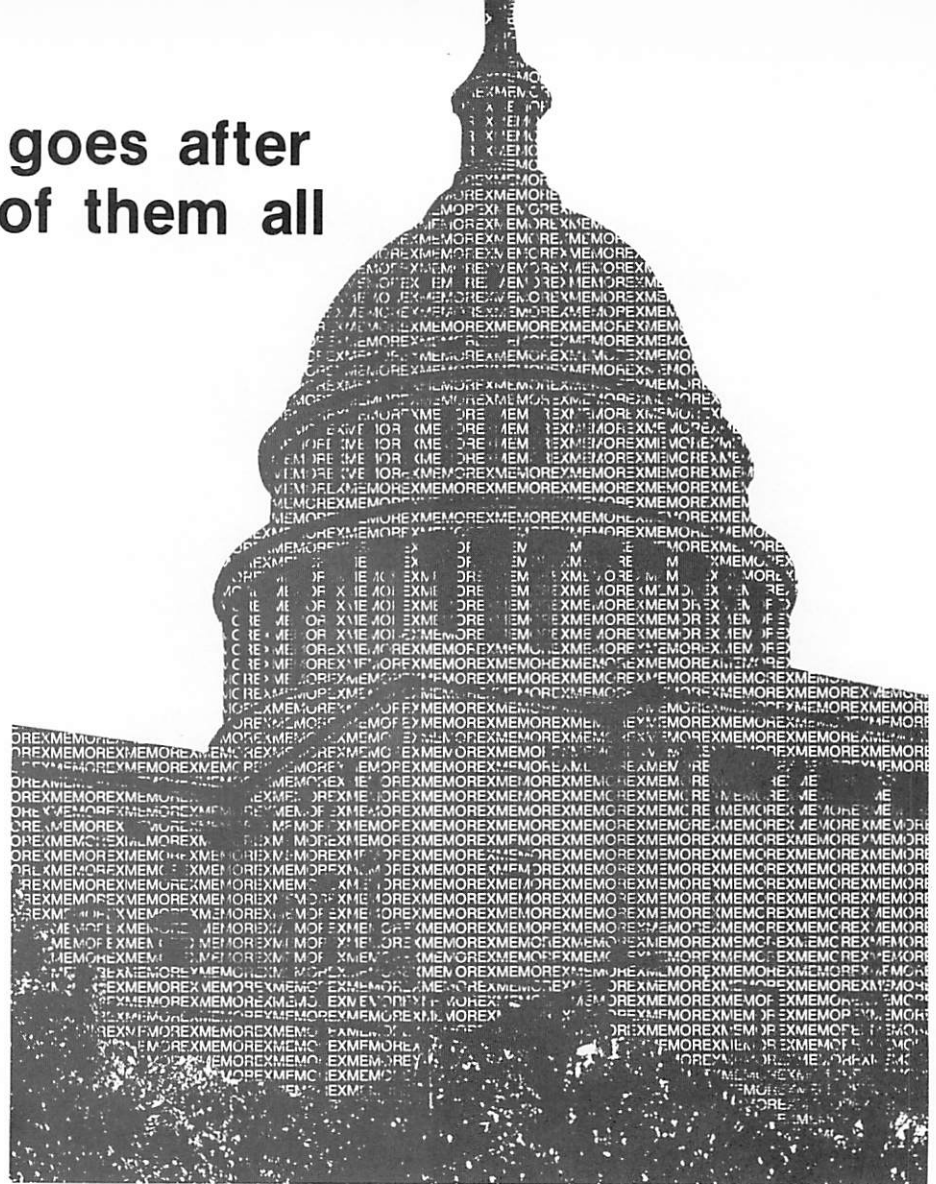
Federal Region goes after biggest market of them all

With more than 8,600 computers in its current inventory, the federal government is the largest user of computers in the world. This year alone the government is expected to spend \$75 million just on the kind of hardware Memorex markets. Servicing a customer as large and diverse as this requires a special marketing organization. That's why, in 1975, Memorex formed its Federal Region.

Located in McLean, Virginia (a few miles outside Washington, D.C.), Federal is unique. Its staff of 50 includes sales and service people from each Memorex product group, and it is the only company marketing unit devoted to a single customer.

"To successfully deal with the government you need an organization that's integrated and centralized," notes Federal Region Manager Bill Koenig. "That's the only way to effectively market our entire product line and provide the kind of service the government needs."

Competition for government business in the computer industry is keen. As the largest user of computers, the government also is the largest consumer of computer tape and disc



The Federal Region makes its home in this building in McLean, Virginia.

packs and a heavy user of audio tape, video tape, and word processing supplies.

"The Federal Government isn't just an influential customer in terms of buying power," says Koenig. "Its high standards for performance and service make it an excellent reference in dealing with commercial customers."

The government doesn't buy things the way commercial customers do, however. There are numerous regulations and procurement procedures which must be met. "While we sell the same products we do in our commercial regions, they are sold differently because they must meet government specifications," said Koenig.

To assure they are getting the best available products for their needs, government agencies use a sophisticated bid system for each product or service they buy. Each year, companies interested in doing business with the government must negotiate

contracts with the General Services Administration (GSA). These contracts include prices, government terms, conditions, and specifications.

The government doesn't base its decisions on price alone. Before specification lists are made, Memorex sales reps meet with government purchasing agents to convince them that Memorex product features should be included in government specs. (Sales reps from other companies, of course, do the same thing.)

"We've been very successful in demonstrating that our products offer advantages that our competitors' don't," said Federal Marketing Manager Dave Miles. "As a result, we have government contracts throughout the country."

One of the largest contracts recently awarded came from the Department of Justice and typifies Federal's unity as a marketing organization. According to Leo Miller, Federal Equipment Branch Manager, the contract calls for 14-3675 disc storage subsystems and 112 Mark XI

disc packs. They will be used in a criminal justice data base for law enforcement agencies across the United States. Federal also sells word processing supplies to the Department, including toners and magnetic cards.

Other contracts for both equipment and media products include the Federal Reserve System, U.S. Postal Service, NASA, Department of Interior, and the Naval Federal Credit Union.

The Federal Government's operations aren't limited to the geographic region of Washington, D.C., however, and neither is the Federal Region. Federal is responsible for servicing U.S. government agencies throughout the world. Domestically, Federal representatives work with regional branch managers and sales people to bring in government accounts.

The Region also has an international responsibility. Gene Douglas, Memorex Manager for International Affairs, who is based at Federal, supervises the securing of export licenses for A&A and EUMEA. "Each product shipped overseas requires an export license," said Douglas. "One of my jobs is to see that Memorex's export operations are in full compliance with all U.S. and foreign regulations."

Maintaining a solid reputation with the government is an important function of the Federal Region. "In government, marketing requires a positive, high visibility image," said Koenig. "Otherwise you might get lost in the crowd."

One of the ways that Federal stays visible is through trade shows. Recently, Federal participated in a two-day data processing exposition in Washington, D.C. It gave Federal an opportunity to demonstrate Memorex equipment and media products to many government employees who make purchasing decisions.

"We specifically featured the new 1377 Model-4 and the 1380—products they were particularly interested in because they had never seen them before," said Koenig.

Thinking about the future, Koenig believes the Federal Government represents an unlimited market potential for all Memorex products. "The government might be the toughest customer there is," he said. "But when you're selling Memorex products, those demanding standards work to your advantage. We're committed to quality and our customer knows it."



Installation team—Hans Olaf Jensen, Sonja Lysne, and Robert Bryn-Jensen.

EUMEA combines forces to bring in major disc system account in Norway

When Memorex landed the order for the largest disc system in Norway, it was the result of "real European teamwork," said Country Manager Harald Gullerud. Memorex people from five countries have been involved in the account, from the first customer presentation through the final test period.

Twelve 3675 disc modules are now operating at Integrert Databehandling A/S (IDA) of Oslo, the service bureau for Norway's major commercial banks. IDA was a prize contract, won in the face of heavy competition, according to Gullerud.

In addition to Gullerud's long-term work on the account, there were customer calls from Phil Dean of Customer Support in Stockholm, Eric Christensson, Area Manager for Scandinavia, and John Baarns, Technical Director of EUMEA, who is based in Liege. Memorex also arranged for IDA managers to visit a reference account in Sweden. The persistent selling campaign worked, and on Christmas Eve, 1976, the contract was signed.

When the equipment arrived in February, the Norway field engineering force took over. Technical Manager Robert Bryn-Jensen worked with Field Engineers Sonja Lysne and Hans Olaf Jensen to install the drives over three weekends; they

also had field engineering support from Germany and Holland.

What impressed Gullerud most about the whole operation was "the quality of our field engineering people. IDA did not experience any kind of disturbance or reduced capacity during the installation period and acceptance test," he said. "After 14 days with 24-hour service, the acceptance test was concluded with an effective level of 99.944 percent. It is believed that this is the best result ever obtained for this kind of equipment in Norway."



Norway Country Manager Harald Gullerud (right) and Tommy Braaen of IDA congratulate each other on a flawless installation.

There's no gender to success

Newcomers to sales find room at the top

It is 6 a.m. and she is already on the road: Montague Expressway to State-17 to I-580 to I-5 and on to Sacramento. She drives with the ease of a native Californian, one who clocks 3,000 miles a month, who knows "every pay phone in the state and every place *not* to eat hamburgers."

She observes that traffic is light—"People always run late on Mondays"—and as she pulls up to a stop sign 15 minutes ahead of schedule, checks the "to visit" list in the notebook beside her. She sits up

straighter and smiles. "You know, this really is a plum territory."

It may be a plum, but Jo Humble could probably make any territory produce. As an Area Sales Manager for Word Processing, she brought in 200 percent of quota in 1976 and shared honors as WP's sales rep of the year with Ron Cordek of Washington, D.C.

About the time that Humble is arriving in Sacramento, another Memorex rep is jockeying for a parking place near a Burlingame office building. Ten minutes later, having delivered a box of computer tapes, she's inside a data processing manager's office. He's talking price, and she's explaining coming increases:

"Every petrochemically-based product has gone up—the film we get from suppliers, the solvents we use in our manufacturing process. When you're dependent on petrochemicals—and everybody in computer tape is—you're going to face rising costs." She says she'll submit a proposal the next day and moves on to another subject. "Have you heard much about our new Mark VIII disc packs?" The customer says he hasn't and would like some specifics. She pulls a data sheet from her folder, then makes a note to herself to check later on several questions with Ed Sutter, Disc Pack's Technical Support Manager.

It is the first call of half a dozen Carol Slifka will make that day on Computer Media users on the San Francisco Peninsula. Some will be "check-up" calls; others will be to close orders; some will be on prospects—companies she's never visited before. She does her research well and approaches each call with a definite strategy in mind. Her methods obviously work, since Slifka was the number one rep on the 75-member Computer Media sales team last year.

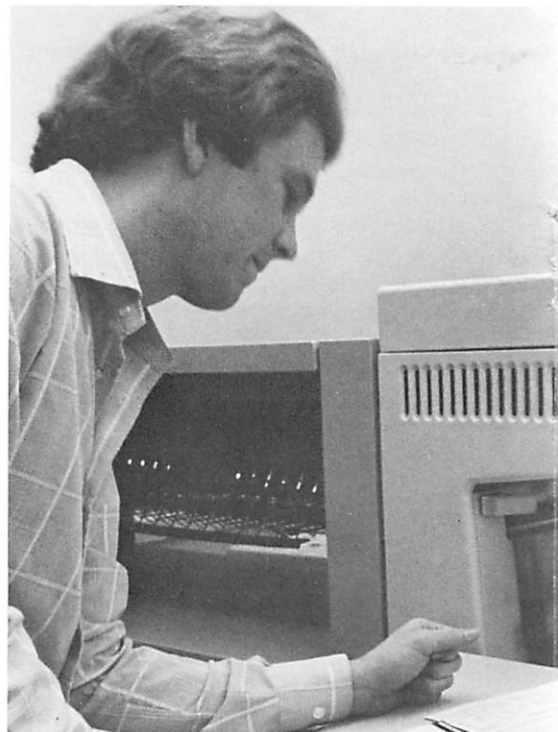
It would be easy to compare Humble and Slifka simply on the basis of their being women doing traditionally male jobs. There are those who would like to attribute their success to being female and attractive. But as Humble puts it succinctly, "Looks only make one sale. Being a woman may get you in the door the first time, but after that you're on the same footing as anyone else."

It's true that a woman in sales faces some problems that a man doesn't, but beyond that, Humble and Slifka are as individual in approach as any two men. Perhaps the strongest parallel is that they have each reached the top after selling less than two years.

For both of them, the secret is hard work and an intense determination to succeed. They are ambitious and, contrary to female myth, they enjoy winning. It didn't surprise either of them that they came out at the head of their groups.

Jo Humble wanted a sales career long before she got there. The first three and a half years she was with Memorex, she headed sales and service administration for Word Processing. She learned the product line, picked up management skills, and, in her contact with sales reps, got a pretty good idea of life in the field. She knew that's where she wanted to be.

When an opening developed in northern California, Humble pushed hard for the job. Memorex had never had a woman Word Processing rep before, and she was asking for the Bay Area, the most sophisticated WP market in the country. The "yes" didn't come immediately, but she persisted and won. Her prize was a territory that takes her from the



Oregon border south to San Luis Obispo and from the coast to Reno. (Today there are three women reps on the 20-member Word Processing sales team.)

"Selling is a lot more demanding than being inside," Humble says. "When you're in the field, you establish your own priorities. When things fall apart, you have no one to blame but yourself."

Humble is the kind of sales person known as a factory representative. This means that, with the exception of major accounts, she doesn't deal directly with the end users of Memorex products. Instead, she sells to suppliers—large stationery stores or paper companies, for instance—that service hundreds of businesses throughout an area. She trains their staffs to sell the Memorex line, showing them how to demonstrate and display typewriter ribbons, mag cards, toners, floppy discs, dictation cassettes. She has a slick slide presentation and a variety of speeches. "One of the most important things I've learned in this job is how to get up in front of a group of complete strangers and talk for three or four hours."

On a recent visit to the San Leandro office of H.S. Crocker Company (the number one distributor of Memorex Word Processing products in the country last year), Humble went out with Sales Specialist Denise Cook to check on on a customer complaint about Memorex toner. After chatting with the customer's print shop supervisor, she checked

the toner supply on the sophisticated copying machine, ran several copies, and found nothing wrong. Then she gave her standard pitch: "This is a complex piece of machinery. It has more than 4,000 moving parts. The toner is only one element. It's no more logical to blame the toner for bad copies every time than it would be to blame it on the gasoline if your car didn't start in the morning."

On their way back to the office, Humble coached Cook about dealing with a new customer: "Remember to stress service. That competitor's rep only comes around every four or five months . . . By the way, have you thought of calling on that new medical complex? You know everyone with an electric typewriter is a potential Word Processing customer."

Ask Humble what it takes to succeed in sales, and she reels off a long list: being a self-starter and a diplomat; having the will to work hard and a dramatic flair (you have to be something of a ham at times); disciplining yourself to go even when you don't feel like it; managing your time well; building a Rolldex in your mind of names and connections; having a tough skin and the ability to bounce back after losing an account.

What's the most fun about the job? "Well, I love it when, initially, managers sit there cold as ice, and within 15 minutes I have them smiling, asking questions. It's great to watch that resistance break down as you



Sales Rep Carol Slifka

talk about the company and its products."

Carol Slifka knows a lot about talking to the tough ones, too. She did it first on Computer Media's Phone Power team, selling computer tape and disc packs long distance. Seven months after she started with Phone Power, she was approached about going to the field. She had an excellent record on "inside" selling; there was no reason she shouldn't move "out."

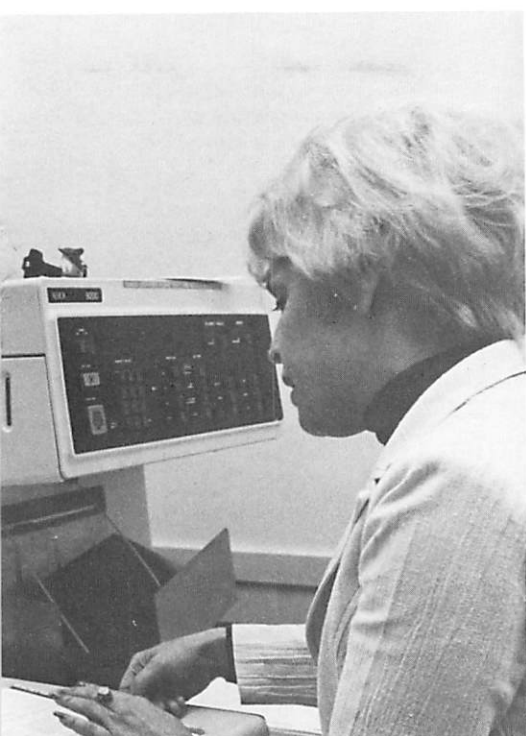
Although sales wasn't Slifka's goal when she was majoring in history at the University of Santa Clara, she now sees it as a totally involving career. "The only limit you have on what you can do in sales is yourself. I can't think of any job which would demand more of me as a professional."

Slifka admits that her first three months in the field, "I spent absolutely buried. I kept asking myself, 'Can I keep this pace up?' But success helps. Pretty soon you think you can sell anything to anybody."

Watching Slifka work gives you some idea of what the word detail means. Making half a dozen calls may require visiting half a dozen different industries, from clothing manufacturers to hardware suppliers, from insurance companies to airlines. She has to know a little of the trade lingo in each business and a lot about each customer's or prospect's media needs.

She may talk to a data processing manager for a small System/3 instal-

(continued on page 10)



(left) Jo Humble examines copy quality with a customer and (above) tells how toner supply can be adjusted.

Winning requires ability to rebound

(continued from page 9)

lation one hour and a vice president in charge of a large corporate center the next. She appears to shift gears effortlessly. As one customer remarked, "Carol's one of the best sales people around. She never flounders. She always has the answer."

Standing in a customer's tape library, she listens intently while noticing something out of the corner of her eye—an operator stacking reels. When there's a break in the conversation, she reminds the customer gently, "By the way, stacking tapes isn't a good idea. That's one of the first rules of tape handling." Then they're back to the problem at hand—which type of tape would be

best to order for the new system.

Like any successful rep, Slifka "works smart," using the telephone to prospect and qualify ("My Phone Power experience has been invaluable to me"), studying annual reports for leads such as acquisitions, dropping by to check on how products are performing, not just when she thinks customers might want to place an order, responding quickly to requests for proposals or technical information. Sometimes, if she's in the area, she'll return a phone call in person.

She believes in paying special attention to purchasing agents, a group she feels is sometimes neglected by sales reps. "Too often the attitude is, 'Win the data processing manager, and you're in.' That's not so. If you make a point to meet the purchasing people and educate them a little about the technical aspects of computer media—let them know the significance of BPI (bits per inch) or skew propensity—then they will think more about quality when they're selecting a vendor. And they'll know what quality means."

In the bulging notebook she carries everywhere, Slifka keeps track of nuggets of information that may serve her well in the future: the rumor of a bigger computer system being added, the opening of a new office, the names of key people in dozens of



Humble describes Bay Area selling patterns to one of her distributors.

companies. If she knows a DP manager is thinking about expanding his operation, one of her routine questions is: "Have you talked to Memorex about hardware? Mike Miller is the guy to contact."

Pro that she is, Slifka knows that she can't be "up" all the time. "There are days when I feel like saying to myself, 'Get off the street, Carol. Go home. Relax.' But one of the things you learn very quickly in selling is how to rebound. And so I say, 'Go on, Carol, try it. Visit that System/370 user around the corner. Today may be the day he finally decides on Memorex.'"

It's that kind of drive that makes a sales rep number one.



Slifka makes a technical point in customer's DP center.

Women in sales: a look at the record

In a speech at the Computer Media sales conference in San Diego in May, National Sales Manager Gary Fisher had a few observations about the women on the Memorex team:

"Create is an active verb, and activity begins with organization—with people. And while *create* is an active verb, *creator* is not a masculine noun. We now have 15 females in our sales organization, the leader in this respect, not only in our company, but in the Computer Media industry.

"Lest you think this stems from altruism, or a desire to employ females for the sake of minority employment, let me review some cold, hard facts with you:

- Our top salesperson in both 1975 and 1976 was a woman.
- Half of our top ten performers in 1976 were female.
- And 10 of the 11 women on quota for the full year 1976 achieved their objective."

Hiring women, said Fisher, is "surely not altruistic nor a desire for minority quotas, but a proven, effective investment in sales productivity. In the sincerest form of flattery, our competitors have seen this success and are gradually adding females to their selling organizations.

"In order to capitalize not on novelty, but a novel opportunity, we must not only extend this program, but focus in 1977 on career path opportunities for women in line and staff management, thus keeping Memorex the leader as the most attractive alternative for career-oriented women."

Five-year awards

SANTA CLARA

Glenn Bender
Aaron Choate, Jr.
John Christoferson
Robert Contreras
Maxine Danielson
John De Lasaux
Dan Devou
John Gilleland
Arthur Gohmann
Elmer Goings
Joseph Gourd
Rosemary Grady
Sharon Henry
Jan Hidalgo
Dimitri Holban

Sarah Hood
Marilyn Jones
Barbara Karp
Don Kelley
Elizabeth Lajocies
Carole La Fave
Edward Lick
Daniel Mayberry
Kenneth Nance
Cathy Olson
Phyllis Paolino
John Pizzola
Mona Winslow
Walter Zemaitis
Joe Zingale

OTHER LOCATIONS

Eric Anderson, Comdata, Irvine
Judy Andros, New York
Ronald Bulin, Chicago
James Casto, Portland
Stephen Huffman, Minneapolis
James LaTorre, New York
Jane Menchaca, Comdata, Irvine
Ruth Rhoads, Comdata, Irvine
Elaine Vetter, Los Angeles
David Wallestad, Chicago

Video division introduces new tapes at NAB

Memorex introduced several new video tape products at the National Association of Broadcasters Meeting in Washington, D.C., the largest trade show in the video industry.

"The people who attend this show are professional video users, and they expect something new every year in tape and equipment," said Mike Skelton, Video Product Manager. "They usually base their orders on what catches their attention at the NAB."

Heading the new product line at the Memorex exhibit was MRX 716 Quantum, a one-inch tape designed for the new generation of video recorders. Used in the production of TV programs and commercials, the new tape offers better color performance, still-frame and slow-motion capability, and longer tape life.

Another product introduced to the NAB audience was Memorex's new three-quarter-inch video cassette. This format is widely used in industrial training, educational programming, and electronic TV news gathering. According to Skelton, "The cassette format has brought video within the price range and technical capabilities of such users as schools and small businesses. It's easy to see why it's our fastest growing video product."



Team's small ideas add up to large cost reduction for Computer Tape

To the casual observer, 40 cents might seem insignificant in terms of reducing the operating costs of a large manufacturing division like Computer Tape. But when multiplied 12,000 times over a year, it results in nearly \$5,000 saved.

The 40 cents in this instance is the resale value of a large wooden hub from a reel of polyester film. The film manufacturer was willing to buy back the hubs when Memorex proposed the idea. It's just one of the simple, but significant, suggestions originating with Computer Tape's first-quarter cost reduction team.

Formed last January to identify areas of potential savings, the eight-

member team represented each of the division's major areas. The team used several ideas from last year's BUMP (Bring Up Media Profits) program and came up with a number of others on its own.

"The team operated under liberal guidelines," said Dick Martin, General Manager, Computer Tape Division. "Any area or cost element, from materials to production methods, was fair game."

The results surprised everyone. Not only did team members meet the goal of \$100,000 in savings, but their ideas have the potential of exceeding that goal almost 10 times.

"We didn't discover anything earth-shattering," noted team coordinator Marty Jenkins. "Instead, the ideas represent a lot of small things that one individual might overlook, but that a team could identify."

In addition to the hubs, immediate savings have been realized from the resale of wooden pallets used in shipping and from a new coating roll inspection procedure. Other ideas being considered include in-house label manufacturing and using cardboard instead of Styrofoam for packaging tape.

Looking back on the three-month effort, Jenkins said, "One of the main things that we learned from our experience is that we have a tremendous resource in our own people. Bill Hiegel, for example, has been involved in purchasing for 25 years, and Winnie Coddington wrote her master's thesis on cost benefit analysis. With their talents and those of others on the team, we were really able to make this program work."

Engineers, start your typewriters!

If you've ever read an article in a technical magazine and thought, "I could have done that — and better," then Memorex's new engineering publications program may be for you. It offers recognition, remuneration, and a streamlined publications process.

The purpose of the program, according to Dick Allen, Vice President of Engineering, is "to establish the company as an authority in areas of high technology, which will assist in selling our products and in recruiting technical talent. It will also mean recognition for individual engineers."

To help Memorex people get their work in print, there's now a set of guidelines for preparing technical articles. "The purpose of the guidelines," emphasized Allen, "is to stand-

ardize and simplify, not to create red tape. We want to make it easier for Memorex engineers to publish by having a system for doing it."

The guidelines call for: 1) writers proposing articles on an official form; 2) getting initial management approvals; 3) meeting with a member of the Corporate Public Relations staff to discuss article placement and illustrations; 4) drafting the article according to the selected publication's requirements; and 5) obtaining final approvals before the article is released for publication.

In addition to the honorarium paid by most technical and trade publications, the company will award \$100 for any article published.

Copies of the guidelines and proposal forms are available from Public Relations, ext. 2200.



Living in the new secretarial age

Word Processing staff speeds paper on its way

In a machine-oriented world it's hard to imagine a secretary being able to do his or her job efficiently without a typewriter close to the in-basket. At the Santa Clara Computer Media Plant, however, secretaries are proving that they not only can do their jobs without a typewriter; they can do them more efficiently and economically.

The key to their success is Computer Media's new Word Processing Center—the operation that separates the typewriter from the telephone and enables a secretary to work with fewer interruptions and distractions.

Patterned after the successful Word Processing Center established by the Finance Department in 1975, the Memorex Drive Center began last August. The 34 secretaries working there are divided into two categories—correspondence and administrative secretaries. The administrative secretaries have desks near their managers and assist them with the phones, files, and project work. Correspondence secretaries sit in the actual Word Processing Center and handle dictation, transcription, and typing assignments.

Sidney Duggan has been supervisor of the center since its beginning and played a major part in planning it. Initially, she recalls, there was some resistance to the idea. "Word Processing, after all, was causing a dramatic change in work procedures and relationships. Many managers were reluctant to let their secretaries' typewriters go."

But with ever-multiplying paperwork, a set-up like this was inevitable. "We adopted the center so we could effectively handle the work in

a systematic, efficient way," said Duggan. "For example, each correspondence secretary is responsible for the typing assignments of certain departments. By always working with the same people and departments, she becomes more familiar with their style. She can establish a rapport and feel part of a team."

According to Duggan, it took a lot of conditioning to get people to dictate their letters and memos over the phone (which hooks up to dictation recording equipment) or hand in drafts for the center to type letter-perfect on automatic magnetic card typewriters. Eventually, people discovered that Word Processing was not just a synonym for a typing pool.

Judy Evans, now an Industrial

Relations Specialist, was one of the center's first administrative secretaries. She recalled her feelings about giving up her typewriter: "I was working on the third floor of the Tape Plant and was very removed from the center. It seemed strange to be sending my typing assignments to someone so far away."

After a while, however, Evans, like other administrative secretaries and managers, got used to farming out typing to the center. "By having someone else do the typing I was much freer to work on budgets and projects. I didn't have to be interrupted to dash off a memo to someone as I was before."

While the principal aim of the center is to manage the flood of paper-



Supervisor Duggan shares a light moment with Secretary Karen Teu.

work in the office in the most efficient manner, management is also concerned about the secretary's new role and tasks. To bolster career development, members of the department have been attending a series of skill-building seminars.

"We're covering a real variety of topics, from confidentiality and document handling to writing clearly and dealing with people effectively," said Duggan. "Too often people think word processing positions are dead-end jobs. There is a definite growth pattern in this business for anyone who wishes to pursue a career. We encourage employees to think about where they want to go professionally. As a matter of fact, there have been 14 promotions from our department in the last seven months."

Supervisor Duggan admitted that it's taken time for people to feel comfortable with the center — and for employees working there to hit their stride. But productivity is now up 30 percent over what was originally predicted. "Our goal is to guarantee a four-hour turnaround time on almost any document we receive."

One correspondence secretary, Debbie Wilkerson, observed that "it's a little like having your own business. I consider people who need typing

done to be customers. Every day I check my work load and establish priorities which will bring my customer the best service possible. If I find I'll need extra help to do that, the center has the resources to bring in additional people."

A courier makes the rounds of Memorex Drive offices four times a day and stops twice a day at San Tomas locations to pick up Word Processing work. Another convenience is that field employees (or traveling Santa Clara people) can call the center from anywhere in the U.S. at any time and dictate a letter. "This is a real help to the field engineer, say, who finishes an installation after hours and wants to file his report. Not only does it save him the time of having to go into the office, but the Santa Clara staff will have the information the next day rather than having to wait for the mail," said Duggan.

Perhaps the most important fact about the center is that it's turning out an average of 335 typed pages per day. That's a number that's hard for any system to beat. "We've come a long way," said Duggan, "and we are looking for more people to convert to using our system. Our biggest objective is to provide the best possible service to our group."



Maggie Retz coordinates the work of the correspondence secretaries.



Edie Ignacio was the center's first correspondence secretary.

New assignments

COMPUTER MEDIA

Celia Alvares to Engineering Technician B
John Aubuchon to Manager, Corporate Purchasing
Pamela Bosco to Purchasing Expediter
Helen Cieslak to Material Handler
Lucher Eckford to Material Handler
Fred Egelston to Supervisor, Facilities Maintenance
Allan Gaudet to Manager, District Sales, Boston
Melody Gonsalves to General Clerk A
Michael Hailey to Coating Operator
Pamela Inman to Statistical Clerk
Gwain Kelly to Maintenance Technician I
Marilo Koller to Telephone Sales Representative, Chicago
Otto Kralicek to Manager, Shift Operations
Donald Kucera to Purchasing Agent, Disc Pack
Judy Larkins to Supervisor, Customer Service
Marcel Morado to Inprocess Inspector B
Marilyn Nicholas to Supervisor, Lease Administration
Sandra Peralta to Associate Product Test Technician
Blair Pritchard to Senior Traffic Clerk
M. Andy Ray to Associate Product Test Technician
Kay Riker to Sub-Assembler
Robert Talamantez to Maintenance Technician I
Daryl Tilley III to Manager, Inventory Control, Disc Pack
Robert Tsutsui to Supervisor, Slitting
Virginia Valentine to Accounting Specialist
Sharon Vercammen to Material Handler
Cynthia Von Kaenel to Senior Traffic Clerk
Monte Watson to Manager, Regional Sales, Cleveland
Mary Watts to Associate Product Test Technician

CONSUMER & BUSINESS MEDIA

Virginia Anderson to Supervisor, Order Processing
Larry Andresen to Department Technician, Assembly
Rodney Asano to Supervisor, Audio Production
Stephen Belgin to Engineer I
Ruth Boesch to Supervisor, Audio Production
Julie Chandler to Supervisor, Administrative Services
James Crowther to Manager, Sales Planning & Administration
Terry Dukes to Supervisor, Audio Production
Malcolm Gray to Department Technician, Assembly
Ronald Haskins to Department Technician, Assembly
Beth Kirkpatrick to Manager, Customer Service, Video
John Marks III to Department Technician, Assembly
Gerald Martinez to Material Handler
Donald Mausling to Supervisor, Production Control
Martin McGowan to Manager, Zone Sales, Edmonds, Wash.
Peggy Silva to Slitter Operator
Bryan Uyeda to Engineer I
Denise Vanleemput to Video Test Operator
Kismet Williams to Material Handler

CORPORATE

Dixie Blanchard to Manager, Customer Service
Rita Foglia to Supervisor, Accounts Receivable, Finance
L. Goff to Associate Accountant
Darrel Gorr to Legal Analyst
Judith Hester to Associate Credit Representative, Atlanta
Jerry Jenkins to Senior Customer Service Specialist

(continued on page 16)

News**makers**

If Memorex could do it, so can we. That's the way officers of Standex Corporation reasoned when they found themselves in financial trouble five months ago. To the Junior Achievement company sponsored by Memorex, it was "turn-around or bust."

In January the young company, which sought its fortune in the manufacture and sale of wooden calculator stands, was operating at a loss of \$188 on sales of \$145. "Morale was low and sales were declining," recalled Standex President Diana Longmire. "But," she said, "I was inspired by the example of my counterpart, **Robert C. Wilson**, Chairman and President of Memorex."

Standex went on to turn it around in style. On May 16 it was named Comeback Company of the Year at the annual Santa Clara Valley Junior Achievement awards ceremony at Flint Center, Cupertino. Eighty JA companies, whose "employees" came from high schools throughout the Valley, were involved in the awards program.

As at the Academy Awards, the big prizes were announced last, and Standex officers, who knew they had been nominated for the award, were kept in suspense through the two-and-a-half hour long program. But the agonizing wait was instantly forgotten when the Standex name was called. President Longmire termed it

the high point of her corporate career.

On stage with her when she accepted the award was Memorex adviser **Mike Rebmann**, who was once a JAer himself. The other Memorex advisers who have worked with Standex throughout this school year are **Bob Lloyd**, **Joe Mikelonis**, and **John King**, all of EPG.

The week before the awards ceremony, President Longmire stopped by Memorex to give President Wilson an annual report and a dividend check. She told Mr. Wilson that his initial investment of \$1 a share was now worth \$1.64. He called the 64 percent return "the best investment I've made all year."

• • •

Driving more than one million freeway miles without having so much as a fender bender sounds tough, but it was all in a year's work for the nine long-haul truck drivers who deliver Memorex products throughout the country. In recognition of their one-year accident-free record, the company's truck lessor, Ryder, presented them with the Fleet Safety Award for 1976. Winning team members are **Carl Childs**, **Wayne McKenzie**, **Wayne Kendall**, **Reldon Gifford**, **Bob Melloy**, **Enos Jones**, **Al Thomas**, **Mike Davis**, and **Bill Howard**.

During the year, the Memorex



Wayne McKenzie, District Driver of the Year, checks itinerary with Manager John Coakley before departing on another long haul.

drivers competed with 300 others and five times a Memorex man won Driver of the Month honors. To top it off, McKenzie also won Ryder's District Driver of the Year Award.

According to **John Coakley**, Manager of Transportation Services, the achievement was particularly significant because of the extraordinary hazards created by weather conditions this past winter. "Driving across country this year was like going through a wrecking yard," he said. "The high winds, snow and ice combined to create a lot of accidents, but we got through without a mishap, met our schedules, and continued to provide effective and timely service."

• • •

Providing customers with quality service doesn't end once the shipment arrives. Just ask EPG's customer support team in Santa Clara. After making a sale to Indiana Bell



Standex President Diana Longmire presents dividend check to Memorex President Robert C. Wilson; (right) she accepts Comeback Company of the Year Award at Junior Achievement ceremony. JA adviser Mike Rebmann looks on.



for 30-3675 and 12-3650 disc drives, each employee involved in the order, from Manufacturing to Finance, signed a "commitment to quality," pledge which was framed and presented to the customer. **Tom O'Keefe**, Manager, Customer Services, and **Hal Krauter**, Director of Finance for EPG, also set up hot lines in their offices in case any problems develop with the account. According to Krauter, "We want to show Indiana Bell that we mean business when we say that Memorex is the standard of value."

There were a number of Memorex faces in the mob of 12,000 runners surging through the streets of San Francisco May 15. Among those who hit the pavement for the grueling 7.8-mile Bay to Breakers race across the city were **Bob Jaunich**, Executive Vice President, Media; **Charlie Splaine**, Vice President, Sales, EPG; **Dennis Garlington** and **Randy Thompson** of Computer Media; **Al Pepper** of Consumer & Business Media; **Karl Hawkins** and **Len Perrone** of Corporate Finance; **Bob Spelleri** of Public Relations; and **Dave Branning** of EPG and his wife, Sally. A half-mile-long hill took its toll on many runners, but all the Memorex people made it across the finish line, as did Spelleri's 10-year-old son, Christopher, and Hawkins' 10-year-old son, Karl.

Meanwhile (that same day), back down on the Peninsula, two Memorex women — **Eve Burns** of the Americas & Asia Group and **Pat Hesselgrave** of EPG Accounting — were officiating at a Bike-a-thon to benefit the Diabetes Society of Santa Clara Valley. More than 750 riders took to five different bike routes in the area, each having recruited sponsors to pay for the number of miles completed. One of the hardy pedalers was Mary Jean Velez, a Saga employee who works in the Memorex cafeteria. Burns reports that more than \$30,000 was raised for educational programs and other projects of the Diabetes Society.

It was a nonstop schedule when Memorex President **Robert C. Wilson** and Americas & Asia Vice President **Marcelo Gumucio** visited the Far East in April. The executives met with Memorex employees, customers, suppliers, and prospects, as well as press representatives on their two-

and-a-half week trip.

During their stay in Japan they toured the facilities of four Memorex suppliers: Fujitsu, Nippon Peripherals Limited, Teijin Limited, and Toda Kogo. They also talked with executives of leading electronics firms. At Memorex Japan Limited, Mr. Wilson reviewed operations with MJL officers and spoke to all employees.

The Santa Clara executives followed a similar schedule on the remainder of their trip, which included stops in Hong Kong, the Philippines, and Australia.

As a relatively new employee, **John Heldt** probably isn't familiar to most Memorex people, but mention his name around quality assurance circles and you'll almost certainly get a response. That's because Heldt has been involved in quality work for more than 20 years.

When he's not working as a Product Assurance Engineer on the 3650 team in Santa Clara, Heldt spends his free time either teaching quality or writing about it. He teaches a course on quality at DeAnza College and over the years has published a number of articles in *Quality Magazine*. Just last month, Heldt presented a paper on methods of teaching reliability at the annual meeting of the American Society for Quality Control in Philadelphia.

The OEM Collections team set a record for itself in March. The group brought in more than \$4 million in accounts receivable that month, which was well above the previous high. Regional Sales managers **Mike Weinstein**, **Tazz Pettebone**, **Gail James**, and **Carl Burke** competed to see who could collect the most. Weinstein was the winner, but the whole group celebrated over dinner at the Marriott Hotel in Santa Clara.

The company's improved safety performance paid off recently in the form of a \$67,000 check from the Home Insurance Company. The check was based on a reduced accident loss ratio, which is the difference between the insurance premiums paid by Memorex and the losses paid by the insurance carrier.



EPG people involved in the Indiana Bell account sign a Commitment to Quality pledge.

According to **Gene Gilman**, Manager of Corporate Safety and Health Services, this is the second consecutive year that the company has shown improvement. "The active support of every Memorex employee in playing it safe was the key to the success of last year's safety record," he said.

It took a while to get back, but for 601 Project Manager **Bill Montero**, visiting his alma mater after 19 years was like a delayed homecoming. Montero, who graduated with San Jose State's class of '58, was invited to return to campus as a guest speaker.

Addressing engineering seniors on what to expect in their transition from the academic to the business world, Montero said it reminded him of when he was in their position. "Many students still know very little about the practical issues of business," he said. "It's important for professionals to do what they can to make the students' transition a little easier."

EPG Traffic Manager **Jim Ziola** has been elected to a one-year term as secretary of the Shippers National Freight Claim Council, an organization dedicated to reducing traffic losses and improving freight claim procedures. According to Ziola, the position will "give us an opportunity to share ideas about shipping methods with some of the best traffic people in the country."



3650 MILESTONE—When the first 3650 disc storage subsystem built by EPG Manufacturing was completed, the team held a small celebration. (above) Jim Dobbie, Executive Vice President, Equipment, was one of those who addressed the group. The company's new large-capacity disc drive is currently in test runs at a user location.

New assignments

(continued from page 13)

Suzanne Masterson to Sr. Field Order Adm., King of Prussia, Pa.
James Ottinger to Director, Corporate Customer Services
Lynda Pickering to Senior Customer Services Specialist
Irene Roberts to Customer Service Data Control Specialist

EQUIPMENT PRODUCTS

Kenneth Abbott to Production Control Planner/Scheduler
William Andrews to Ferrite Assembler
Vicki Baldinger to Associate Marketing Systems Analyst
Dorothy Bellew to Production Control Analyst
Ernest Bernal to Department Technician, QA/QC
Nathan Cammack to Sales Support Specialist
Felipe Cervantes, Jr. to Territory Supervisor, Los Angeles
Harvey Dalmadge to Senior Engineer
John DeLeo to Field Support Engineer, New York
Larry Elliott to Senior Engineering Technician
Steve Feely to Production Control Expediter
Charles Freeman to Senior Field Support Representative
Stanley Gang to Manager, Branch Field Service, New York
Sandra Garcia to Systems Engineer
Deborah Garringer to Senior Document Coder/Screenner
John Gaye to Technical Instructor, San Francisco
Sydney Goodyear to Engineer I
John Green to Packaging Specialist, King of Prussia, Pa.
Arthur Hazard to Manager, Production Control
Harold Hoffman to Product Tester
David Hogan to Department Technician, QA/QC
Abdul Jaka to Engineer II
Adnan Kandah to Department Technician, Fabrication/Test

Loren Lauderback to Supervisor, Head Manufacturing
Chris Layton to Territory Supervisor, Boston
Kevin Lecznar to Supervisor, Manufacturing
Lee Little to Production Control Expediter
Darrel Mattila to Manager, Final Disc Drive
Johnny Meadows to Territory Supervisor, San Diego
Cyril Motichka to Technical Instructor, Denver
John Nabrynski to Senior Field Support Representative, Boston
Frank Navarro to Department Technician, Maintenance
Thomas Neblett Jr. to Manager, Branch Sales, San Francisco
John Ochoa to Senior Customer Services Specialist
Robert Patterson to Engineering Change Release Planner
Jan Peer to Manager, Quality Engineering, Heads
Albert Perales to Production Control Expediter
Barbara Poreda to Associate Buyer
Raymond Proulx to Associate Field Support Rep., Dallas
Thomas Quinn to Department Technician, Fabrication/Test
David Ruck to Production Control Expediter
Joe Schneider to Manager, Field Support, King of Prussia, Pa.
William Schroeder to Manager, Product Planning
Perry Segal to Senior Systems Programmer
Richard Short to Receiving Inspector C
Jesse Stamnes to Senior Staff Engineer
Robert Stenger to Production Control Planner/Scheduler
Lawrence Swick to Territory Supervisor, San Francisco
Ronald Terry to Engineering Release Change Planner
Gerald Thacker to Senior Systems Programmer
A. David Tobin to Manager, Regional Sales, New York City
Patrick Verrier to Department Technician, QA/QC
John Vieira to Engineering Release Change Planner
Lawrence Vollweiler to Head Assembler
Duncan Waldrop to Supervisor, Manufacturing
Ruel Yarnell to Final Assembler