

New Benefits

See page 2

Santa Clara Open House

See pages 10 & 11.

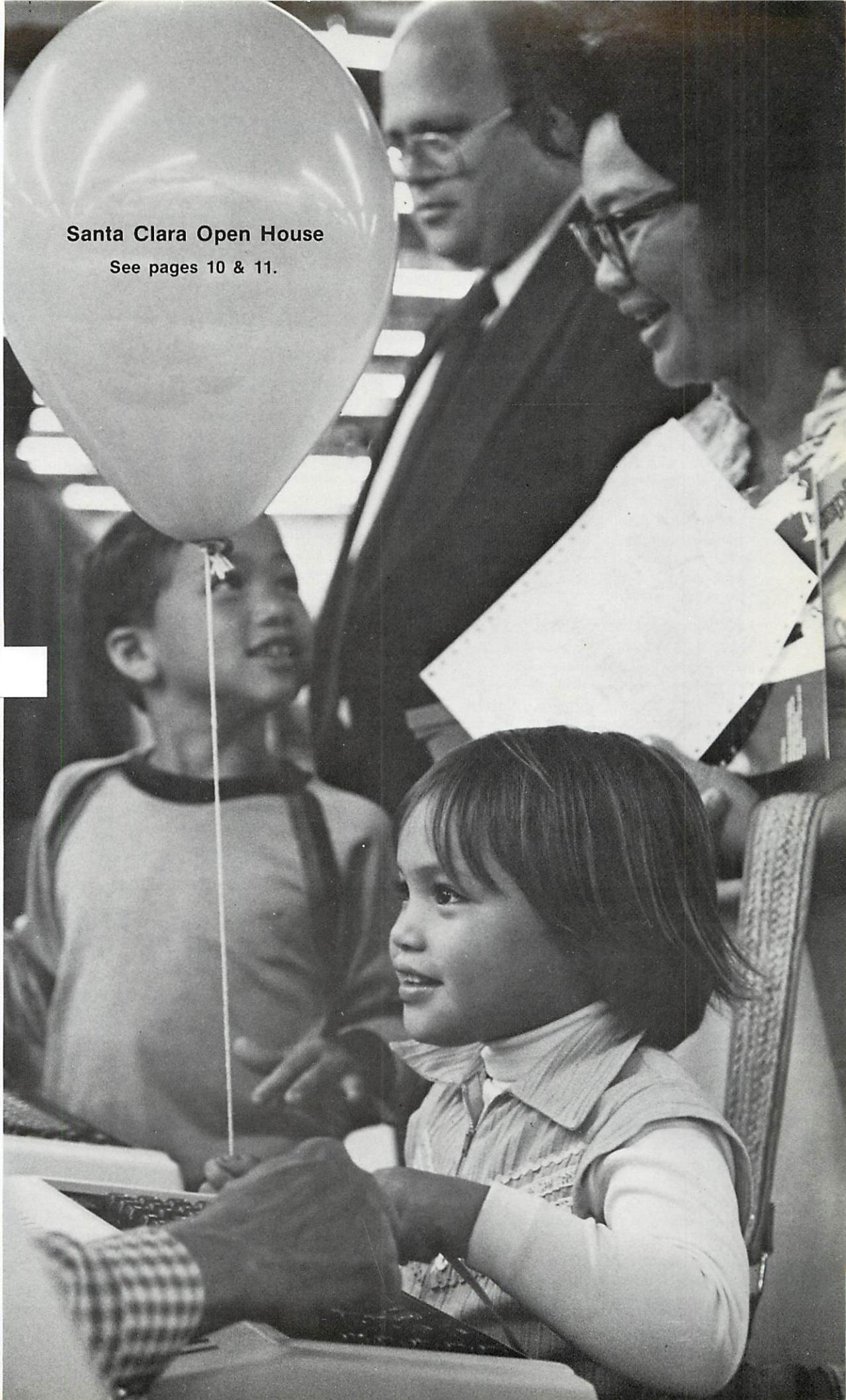
THE COMPUTER HISTORY MUSEUM



1 027 4529 5

INTERCOM

A newsmagazine for Memorex people everywhere
November 1977 Volume 14 Number 6



Your Memorex future

Share plan heads list of new company benefits for '78

Benefits are getting a big boost on January 1, 1978. That's the date a revised pension plan, a brand new "share plan," and an expanded educational reimbursement program go into effect for the company's 6,000 full-time U.S. employees. The benefits were outlined in an information packet recently mailed to employees' homes.

"We want Memorex to be the best company to work for, for all people, regardless of what our individual jobs may be," said Robert Malcolm, Vice President of Industrial Relations, in announcing the new program. "The most important thing is enjoying our jobs. But compensation and benefits are obviously important, too. We want Memorex to be the clear choice for career commitment."

Malcolm pointed out that the new share plan "gives employees an opportunity to become part owners of the company and at the same time accumulate some savings. It offers a chance to participate directly in the company's success. From our survey of other companies in the Bay Area, we know we offer a better overall benefits program than most. We have a very competitive package."

The pension plan, the share plan, the educational reimbursement program, and a tax-related benefit called TRASOP will be explained fully in employee meetings the first week of December in Santa Clara. There will be similar meetings at other U.S. locations about the same time. Memorex managers have been briefed on the new benefits and will be able to answer many questions now, however.

Employees who did not receive the benefits information in the mail can pick up extra packets at all Industrial Relations offices.

The following articles summarize the outstanding features of the new program.

Share plan

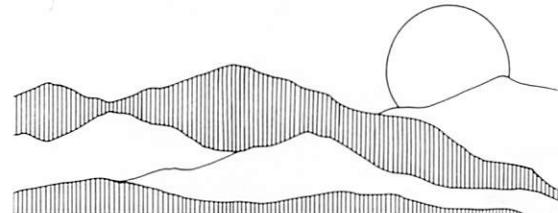
The new Memorex Share Plan will permit each participating employee to become a part owner of Memorex. It means you work for a company in which you can acquire a piece of the business at no direct cost to you. Each employee who has completed one year of employment will automatically become a participant.

The company will contribute shares of its stock to a trust to be held for you in an amount equal to two percent of your salary up to the Social Security wage base, and four percent of your earnings above that. There is no deduction from your salary; the company pays the entire cost of the program.

Your personal participation can be determined by multiplying your annual salary up to the Social Security wage base by two percent, and by multiplying your annual salary in excess of the Social Security wage base by four percent. The current Social Security wage base is \$16,500.

Company contributions will depend upon profits remaining above a certain level specified in the plan.

This plan begins on January 1, 1978. If you have one year or more of service with the company at that time, you become a participant. After four



years in the plan, you are 100 percent vested—in this example, on December 31, 1981. Vesting means your right of ownership.

Pension plan

Starting January 1, the Memorex Pension Plan will be totally paid by the company.

At present, pension plan members contribute one percent of their salary toward this benefit. If you are a member earning \$12,000 a year, the change will mean an extra \$120 in income in 1978.

All current employees who are members of the plan will have their contributions refunded plus interest. Refunds will total about \$1 million.

Not only will the company pay the total cost of the pension plan, but enrollment will be automatic once an employee has completed a year of service. Participation by employees of Business Systems Technology, Inc. and CFI Memories, Inc. will be based on their years of service with those companies during 1977 and thereafter.

INTERCOM

Editor: Louise Burton
Staff: Kevin Burr

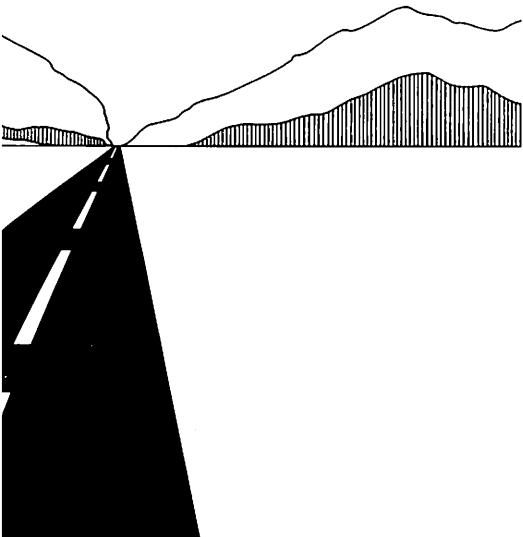
Published by the Corporate
Public Relations Department

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



ON THE COVER:

Santa Clara's recent open house gave nearly 4,000 visitors a first-hand look at Memorex products. There were equipment demonstrations and "please touch" messages throughout the manufacturing areas. Here, a Memorex youngster tries out a 1377 display station. For more pictures, turn to page 10.



Other provisions of the pension plan — including the formula for calculating your retirement income — are included in the existing Memorex pension booklet.

TRASOP

(Tax Reduction Act Stock Ownership Plan)

The company's TRASOP is a stock ownership plan open to employees who have completed three years of service. A government program, which benefits both the company and its employees, a TRASOP allows a corporation to claim a tax credit if the amount of that credit is contributed to a trust for the benefit of employees in the form of company stock, or cash

used to purchase company stock.

You are automatically enrolled in the TRASOP as soon as you have completed three years of service. The first participants are those who completed three years of service by January 1, 1976. Participation by employees of Business Systems Technology, Inc. and CFI Memories, Inc. will be based on their years of service with those companies during 1977 and thereafter. If the company continues to elect to take the 1977 additional investment tax credit, contributions will be made by October 15, 1978, for those participating in 1977.

Eligible employees participating in the TRASOP are already fully vested in the amount credited to their account, and do not require additional years of service. The present law runs until 1980, when Congress will vote to cancel, revise, or continue to permit TRASOPs.

The above is intended to provide you with only a brief outline of these new benefits, not to cover all of their provisions. Each of these benefits, as well as the refund of pension plan contributions, is subject to Internal Revenue Service approval; the company may decline to implement any benefit which is not so approved or may make changes necessary to obtain approval. In addition, the company intends to submit the share plan to the shareholders for their concurrence.

Tuition refunds

For Memorex students, the good news is increased tuition coverage.

The refund limit under the Educational Reimbursement Program will go from \$600 to \$1,200 per year starting January 1. In addition, more courses will qualify for refunds.

Educational reimbursement is a company benefit available to all full-time U.S. employees who have been with Memorex at least three months.

In the past, only courses relating to an employee's job have been covered. Now, you can also get full reimbursement for courses that might qualify you for different work within the company.

"We're not only interested in your present skills, but also in your long-range development," said Rich Silton, who coordinates the company's education and training programs. "We're broadening tuition coverage to include courses that could help you move into another position."

To get a refund for such training, however, you must have a definite job in mind—and be able to describe your "development objective" on the educational reimbursement application. The application requires the signature of your manager and your group's Industrial Relations representative.

The educational reimbursement program covers accredited college classes, trade school courses, technical training programs, correspondence courses, and job-related graduate work.

You can obtain reimbursement forms at all Industrial Relations offices.

Profits up 37 percent over 3rd quarter of '76

Memorex profits are up 37 percent over the third quarter last year. In results released October 17, the company announced significant third quarter gains in all areas.

Income before extraordinary credit totaled \$8.4 million, or \$1.28 per share. This compares to income before extraordinary credit of \$6.4 million, or \$1.11 per share, in the third quarter of 1976. Income before extraordinary credit increased by 31 percent.

Net income for the third quarter of 1977 was \$14.1 million, or \$2.19 per share. This includes an extraordinary credit of \$5.7 million, or \$.91 per share, from utilizing tax loss carryforwards. Net income for the comparable period of 1976 was \$10.3 million, or \$1.80 per share, which

included an extraordinary credit of \$3.9 million, or \$.69 per share, from utilizing tax loss carryforwards. Net income increased by 37 percent.

Revenue in the third quarter totaled \$114.1 million, a gain of 35 percent, or \$29.8 million above 1976 third quarter revenue of \$84.3 million. Revenue for the first nine months came to \$326.1 million, 33 percent or \$81.5 million greater than the \$244.6 million achieved in the similar period last year.

For the first nine months of 1977, income before extraordinary credit was \$24.6 million, or \$3.83 per share, an increase of 39 percent over the comparable period of 1976. Net income for the period, including an extraordinary credit of \$16.3 million, or \$2.66 per share, from utilizing tax loss carryforwards, was \$40.9 million,

or \$6.49 per share. Net income increased by 43 percent over the comparable 1976 period.

For the first nine months of 1976, income before extraordinary credit was \$17.7 million, or \$3.10 per share. The extraordinary credit from the utilization of tax loss carryforwards was \$10.8 million, or \$1.95 per share, and brought net income to \$28.5 million, or \$5.05 per share.

Cash and temporary investment balances at September 30, 1977, were \$35.8 million, compared to \$40.2 million at September 30, 1976. Cash and temporary investments at June 30, 1977, were \$37.6 million. Total debt was reduced by \$5.5 million in the quarter, from \$148.9 million to \$143.4 million.



President Wilson addressed San Tomas employees as they picnicked on the grass.

Box lunches and president's address

Wilson urges dedication to 'product leadership'

It was a perfect California autumn day, sunny and cool, clouds scudding across a blue sky, eucalyptuses rustling in the breeze—one of those afternoons when it's great to be outside. For nearly 1,100 day shift employees from Memorex Drive, that was the scene on October 24 when they gathered to hear President Wilson's annual state-of-the-company speech. Sitting at long tables set up in the Consumer Products parking lot, they enjoyed soft rock music, free box lunches, and then a report on what their company had accomplished in the last year.

The next day Mr. Wilson repeated his address for San Tomas employees, as more than 2,400 of them picnicked on the lawn between Buildings 10 and 12. The sky was overcast, but the mood was just as relaxed as the day before.

Later in the week, there was a breakfast gathering for all graveyard employees and an evening "lunch" for everyone who works swing. Employees outside Santa Clara will

have a chance to see a videotape of one of the sessions.

As he began his talk, Mr. Wilson, said, "There is a sign in my office that reads: 'There is no such thing as a free meal.' Today's meal was not free, either—it was earned. It is a small way to say thank you for your efforts in making September an excellent month and the third quarter a good quarter. At the end of August, it was doubtful that we would have a good September. However, the people of Memorex throughout the world really came through. It was a magnificent, heartwarming effort by wonderful people, and I thank you for it."

Commenting on long hours and heavy workloads, Mr. Wilson said, "These are exciting times, but they are also strenuous times. Most of our problems are good problems. Although we are working hard, we are generally working hard for the right reasons. Our revenue growth has stretched our ability to produce—and a great deal of overtime has been required to keep our customers

satisfied. During the past year our employment in Santa Clara has grown by 20 percent, which means that there are 1,400 more jobs at Memorex today than there were at the beginning of the year.

"In addition to the revenue growth, our workload has increased with the addition of new products. In 1977 we have started production on more significant new products than in the three previous years put together. This speaks well for the future, but it surely places a strain on the present."

Looking outside Santa Clara, Mr. Wilson said that the acquisition of Business Systems Technology and CFI Memories is "a significant step forward into the rapidly growing small systems business. These are both highly successful growth companies. In some respects they outperformed Memorex in recent years. It is important for us to welcome them to Memorex and to help them understand our way of doing business. At the same time, we must recognize that it took talented people to start a

business and to make it grow. In other words, we can learn a lot from them, and those of us who work with them should try to do so. But it does add to our complexity and workload in the near-term."

The president went on to cite the litigation with IBM as being another demanding area. "Our case is scheduled to go to trial in a little less than three months. The tempo is accelerating as the January date draws closer. There is much to be done before we are fully ready for trial.

'Although we are working hard, we are generally working hard for the right reasons.'

"In addition to all of these good problems that cause unusual stress and strain, we also have problems that can be avoided. These are the unnecessary strains that are caused by errors, omissions, indecisions, or lack of planning. It's our objective to eliminate those problems.

"The net result of our good problems and our unnecessary problems is an unusual amount of current pressure. I am most appreciative of your willingness to cope with this pressure and to rise above it in delivering good results. Each of us can help to reduce the pressure by going out of our way to help and encourage our fellow employees."

Heading the list of the year's major achievements, said Mr. Wilson, was the return to the New York Stock



Employees gathered around Mr. Wilson to talk to him after his speech.

Exchange, "a very tangible recognition of our strength and vitality." He also noted that Memorex became one of the 500 largest industrial companies in the U.S. this year.

"Our most important progress has been people progress," he said. "In the past year, there have been over 600 internal promotions, not including up-grades. In addition, so far in 1977, more than 1,800 Memorex people have taken internal training programs, and 700 more have taken external courses."

Moving on to 1978 goals, Mr. Wilson talked in terms of "the priorities that have served us so well in the past: attitude, revenue, profit, and cash." To this group he added a new priority: product leadership.

"To our customers, Memorex is our products. Their decision to buy or not to buy is based on how they think our products compare to competitive offerings."

He pointed out that "product leadership is more than product design—it is total value over the life of the product. Thus, we must also invest in manufacturing processes, quality assurance, and field engineering. Above all, our future—and our product leadership—will be determined by the pride and attention we build into our products."

Summing up, Mr. Wilson said, "The future opportunities are excellent. How well we do will depend on the individual efforts of Memorex people throughout the world. I pledge to you the best efforts of a talented management team. In the final analysis, however, the future depends upon, and belongs to, the individual efforts of all employees. It can be very good indeed."

At the conclusion of the speech, a number of employees took Mr. Wilson up on his invitation to ask questions. The topics ranged from company benefits to future expansion.



Mr. Wilson and Bob Jaunich, Executive Vice President, Media (left), chatted with members of the Memorex Drive audience following the meeting.

New names, new structure for Equipment group

Product responsibility split for better service

To better serve Memorex customers, the former Equipment Products Group was divided into three separate product organizations last month: Large Storage Systems, General Systems, and Communications.

Marcelo Gumucio, former Vice



Keith Plant, VP
General Systems Group

President of the Americas & Asia Group, was named Vice President and General Manager of the new Large Storage Systems Group. The Small Systems Division, headed by A. Keith Plant, was elevated to Group status and designated the General Systems Group, with Plant promoted to Vice President and General Manager. Communications continues as a division, with Richard Allen as General Manager.

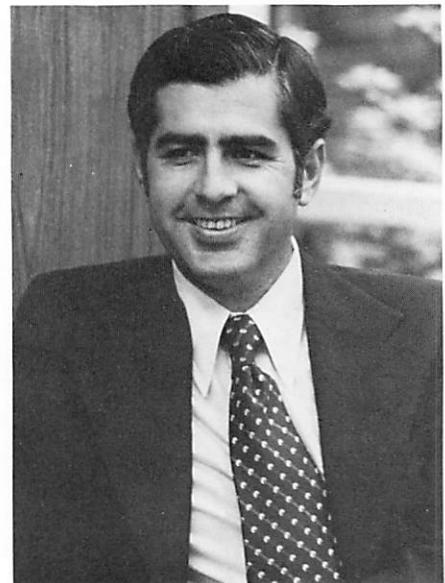
"Creating three separate organizations, each with product responsibility, will enable Memorex to continue dynamic leadership in these fast-growing markets," said James Dobbie, Executive Vice President, Equipment.

Each organization will have a full business team, with marketing, engineering, manufacturing, finance, and industrial relations staffs. The new groups will have functional responsibility on a worldwide basis for their products.

Large Storage Systems will be responsible for the 3650, the 3670, and 3675 disc drives and their controllers; the 3220 tape storage system;

and the add-on memory line for System/370 computers.

General Systems products include the 677 and 601 OEM disc drives; the 660 and 3640 drives for end-users; the 550 and 552 flexible drives; a flexible disc reader/writer; a semiconductor



Marcelo Gumucio, VP
Large Storage Systems Group

Is there a tenor in the house?

A&A's Dick Martin knows the territory—and his music

Moving from computer tape operations to international marketing might seem like quite a switch. But for Dick Martin, his new assignment as Vice President and General Manager of the Americas & Asia Group, means a return to old haunts.

Before joining Memorex in March, 1976, as General Manager of the Computer Tape Division, Martin headed operations in Hong Kong and Latin America for Fairchild Camera & Instrument. He knows A&A territory well.

In his new job, Martin will be responsible for Memorex business in Canada, Latin America, Australia, and the Far East. He will report to the Office of the President and will serve on the Corporate Operating Committee.

Overseeing such far-flung operations requires travel, and Martin has already hit the airways. Last month he made get-acquainted visits to offices in Canada and Latin

America; this month he will make his first A&A swing through the Far East.

When he talks about the challenges facing his group, Latin America is near the top of the list. "We've made delightful progress in Canada; Japan has been doing well for some time; and our Australian operation is back on its feet. Now it's Latin America's turn. We'll really be working on building up the business there, and it's going to be a demanding job, with political power shifting in country after country."

Martin lived in Hong Kong during the time he headed Fairchild operations there, and when he was general manager of the Latin American division, Mexico City was home. It was during his Mexican sojourn that he became fluent in Spanish and reached the high point in the development of his avocation: opera. He took lessons every day and sang with a professional company.

He doesn't hesitate when asked

his favorite operatic role. "It's Otello, for sure. It's the gutsiest, the toughest, simply the role for any dramatic tenor."

Martin began appearing in musical productions while at Stanford (he received his bachelor's degree in

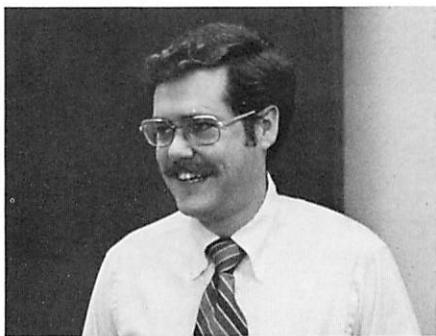


Richard Martin, VP
Americas & Asia Group

memory; and a high-speed line printer.

Communications is responsible for the 1270 terminal control unit, the 1380 communications processor, and the 1377 display station.

The reorganization created several new positions for Memorex people. Dick Martin, former General Manager of the Computer Tape Division, was promoted to Vice President and General Manager of the Americas & Asia Group, replacing Gumucio. Neal Rayborn, former Manufacturing Manager for Audio, stepped up to Martin's job at Computer Tape, with Audio QA Manager Chuck Levdar succeeding Rayborn as Manufacturing Manager, and Les McClane, Manager of Quality Engineering, being promoted to Levdar's former post.



Neal Rayborn, General Manager
Computer Tape Division

electronic engineering in 1959) and has sung everything from musical comedy to opera since. Until recently he was active in the West Bay Opera Company in Palo Alto.

"It's staggering—the amount of time that goes into preparing a production, particularly in the final weeks," says Martin. "That's why I'm pretty much retired from music. Now I only sing when the spirit moves me."

Besides, A&A is taking most of his energy reserves at the moment. He says he's extremely impressed with the group formerly led by Marcelo Gumucio. "It's a tight-knit, effective, high-spirited organization. It's good to be a part of it, and I have great hopes for where we can go together."

How's your Intercom supply?

Are you getting too many copies of Intercom at your mail stop or not enough? If there should be a change in the number delivered to your department, please give us a call on ext. 2201.

Field Operations unites sales, service; Splaine named VP

Memorex's equipment sales and service teams were organized into a Field Operations Group on November 1. Charles Splaine, formerly Vice President, Sales, was promoted to head the new group. As Vice President, Field Operations, he will serve on the Corporate Operating Committee and report to the Office of the President.

"This will continue the progress in providing increasingly effective sales and service support to Memorex customers at a time when all of our markets are expanding rapidly," said James Dobbie, Executive Vice President, Equipment.

Field Operations will bring together the sales and field engineering organizations for Large Storage Systems, General Systems, and Communications; it will incorporate the field customer service, national sales support, and sales administration staffs. The regional distribution centers will also come under the new group.

Reporting to Splaine are nine regional managers. Each manager will be responsible for all of the company's field activities within his region, with the exception of Consumer and Business Media; he will have functional responsibility for CBM Sales in his role as Mr. Memorex, however.

The regional managers will have the full authority to make whatever

decisions are necessary for prompt customer support in their respective territories.

Computer Media sales will be fully incorporated into Field Operations by the end of 1978; in the meantime, in order to optimize distribution patterns and to facilitate integration with CFI, the Computer Media sales force will continue to report to Gary Fisher, National Sales Manager for Computer Media. The only exception is the Federal Region, where Media sales were transferred to the new structure on November 1.

Heading the regional management teams are Al Kennedy, Regional Vice President, Mid-Atlantic Region, King of Prussia, Pa.; Jere Werton, Regional Vice President, Midwest Region, Chicago; Bill Koenig, Vice President, Federal Operations, Federal Region, McLean, Va.; Bob Berry, Manager, Field Operations, Northeast Region, Boston; Bill Etheredge, Manager, Field Operations, Western Region, San Francisco; John Ryan, Manager, Field Operations, Great Lakes Region, Detroit; Dave Tobin, Manager, Field Operations, New York Region, New York City; Jim Welch, Manager, Field Operations, Southwest Region, Dallas; and Bill Whitaker, Manager, Field Operations, Southeast Region, Birmingham, Ala.



Charlie Splaine, newly named Vice President of Field Operations, chats with Bob Berry, Manager of the Northeast Region.

Company exceeds goal, sets pace for United Way

Memorex led 37 Pacesetter firms in contributions to the Santa Clara County United Way this year. The company exceeded its goal of \$75,000 by more than \$2,000. It was also the first Pacesetter firm to complete its campaign.

During the week-long effort in August, Memorex raised \$77,220, compared to \$55,449 last year, an increase of 38 percent. More than 1,900 employees made contributions. Roger Stabile of Industrial Relations was Memorex campaign coordinator; in addition, he co-authored the training guide used by Pacesetter volunteers at other companies.

The Pacesetter program is the kickoff to United Way's general fund drive, which ends this month. Memorex President Robert Wilson is vice chairman of the Santa Clara County campaign.

"It just goes to show what a well organized program can do," said Ed Rivera, of the United Way staff. "It is an effort that each Memorex employee can be proud of."



1380, HURRAH!—When the Communications Division shipped its first Memorex-built 1380 on Oct. 28, some 200 people who were involved with the project gathered in the cafeteria to celebrate. They enjoyed cake and coffee and a lot of reminiscing about what they had done to pull it off on time. (top) President Robert Wilson joined General Manager Dick Allen in congratulating the group. (above) After the formal meeting, all the members of the 1380 team picked up individualized coffee mugs. The "first ship" went to Multiple Access Corporation in Los Angeles, a data processing bureau.

BST given warm welcome at 'launch' meeting

An enthusiastic gathering the weekend of October 8 marked the merger of Business Systems Technology into the Memorex family.

Officially termed a "launch," the two-day conference in Newport Beach brought together people from Memorex and BST for discussions and a chance, for most, to meet each other for the first time.

BST, now a division of the General Systems Group (previously the Small Systems Group), was formally merged with Memorex in July. As an independent company, the Orange County firm had earned an outstanding reputation for its storage and communications products designed specifically for System/3 and other small computer systems.

Robert Wilson, Chairman and President, was the keynoter, presenting a comprehensive overview of Memorex.

He praised the considerable achievements of BST in its short, five-year history.

Other speakers were James Dobbie, Executive Vice President, Equipment; A. Keith Plant, Vice President and General Manager, General Systems Group; Del Elder, co-founder and General Manager of BST; Charles Splaine, Vice President, Field Operations; William Lennartz, General Manager, CFI Memories; Bob Grote, Marketing Manager, BST; Tom Edwards, Manager, National Field Service; and Clark Buch, Midwest Regional Sales Manager, BST.

In general, the speakers described the operations of their particular organizations and identified opportunities for continued growth.

The conference capped a week-long training program for the BST field sales and service organization. A

number of products new to the field organization were introduced and demonstrated. They were the 1377 display station, the 3640 disc drive, the BST 41-II flexible disc reader/writer, and a new 1200 LPM line printer. Dan Gomez, BST's Manager of Product Marketing, coordinated the week's events and BST's participation in the conference.

"By all measures, the launch was a success," said Plant. "It brought Memorex and BST professionals together in a cohesive operation, organized to serve our customers more effectively."

"In addition to the training and other work accomplished at the conference, the face-to-face meetings and exchanges among people who had communicated previously mainly by memo or telephone, was very productive," he said.

Computer Media VP seeks international unity for group

"One reason for the company's success is our responsiveness. As a small company, we were able to meet our customer needs worldwide while providing high quality products," said Jim Simpson, newly appointed Vice President and General Manager of Computer Media. "To retain this flexibility as Memorex grows requires a worldwide integration of our resources."

Simpson, who is transferring to Santa Clara from Liege, Belgium, is

responsible for the Computer Tape, Disc Pack, Comdata, CFI, and Liege Divisions. He is a member of the Corporate Operating Committee and reports to the Office of the President.

In Simpson's view, the worldwide integration of computer media resources will provide better communication between these diverse groups and will improve customer service. It also allows the company to allocate products or technologies wherever the need is greatest.

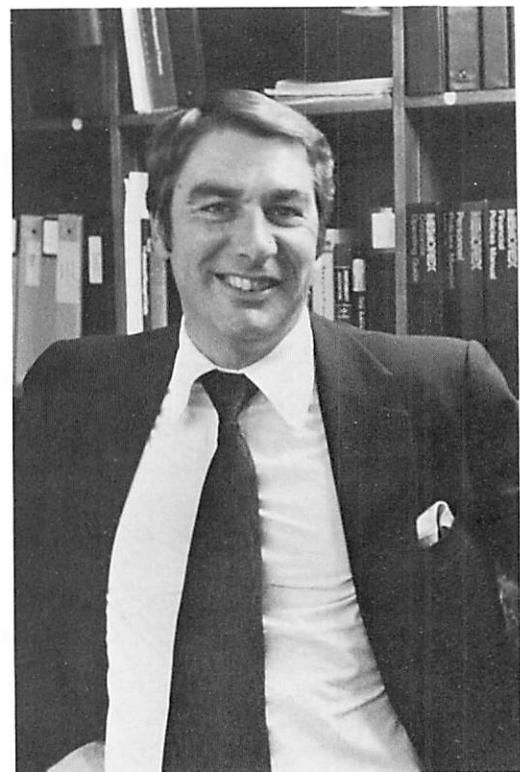
"Sometimes we'll be focusing our attention on a particular product area; other times we'll be putting as much energy and talent as we can into one geographic region. It's this kind of approach that will give us the most flexibility and will allow us to address opportunities in rapidly growing new markets such as the geophysical industry and life support systems in the medical industry."

Uniting the company's worldwide computer media operations is possible, said Simpson, "because Memorex employees everywhere have demonstrated that they work well together as a team."

Simpson's most recent position was Vice President of Operations Support for EUMEA, where he spent more than seven years in computer media, equipment, and marketing positions. Although this is Simpson's first assignment in the United States, he thinks the adjustment won't be as difficult as it would be to someone new to Memorex, "since I'm already familiar with the company, its products, and the goals we want to achieve."

Born and raised in Scotland, Simpson studied medicine at the University of Edinburgh. He served six years in the British Army, initially as an accountancy officer in the Royal Army Pay Corps — "the equivalent of your army's financial corps" — and then worked as a computer programmer, systems analyst, and project manager, both for the Army and the British Ministry of Defense.

In civilian life, he held management positions in systems and programming for Burmah Oil Ltd. and was



Jim Simpson

also general manager of its computer division. Prior to joining Memorex in 1970, he was an applications analyst manager and sales manager for Control Data in the United Kingdom.

Simpson, who is in the process of moving his wife and daughters into a new home in Saratoga, said, "We're all looking forward to California's famous good weather. In August of 1976, when the family joined me here for a short vacation, it rained or was foggy every day. It was their first visit to the States and probably the only time it's rained here in two years."

Co-founder Noon dies after brief illness

William L. Noon, one of four founders of Memorex, died Sept. 12 after a brief illness. He was 52.

Noon founded the company in 1961 along with Arnold Challman, Donald Eldridge, and Laurence Spitters. He served as executive vice president.

In 1968 Noon retired from Memorex and became a cattle rancher east of Mount Hamilton. He was a member of the Society of Chemical Engineers, the Sierra Club, and the Alpine Club. He received his bachelor's and master's degrees in chemical engineering at Caltech in Pasadena.

Puthuff named new Vice President of Engineering

Steve Puthuff has stepped up to the position of Vice President of Engineering, succeeding Richard Allen, who is now General Manager of the Communications Division. Puthuff formerly served on the Corporate Engineering staff.

In his new position, Puthuff is responsible for applying new and improved technologies to the company's existing markets as well as working on possible future applications. He will oversee engineering activities throughout the company.

Since joining Memorex in April, Puthuff has become a familiar figure around the engineering departments. He coordinated the Vendor Technology Conference in July, and has worked closely with Equipment and Media engineers to establish software programs and testing methods for the 3650. He has also coordinated technology discussions with other corporations.

Puthuff began his technical career with IBM and later worked for Aerojet General Corporation. He has held engineering management positions with both Wavetek Data Communications and Digital Development Corporation.

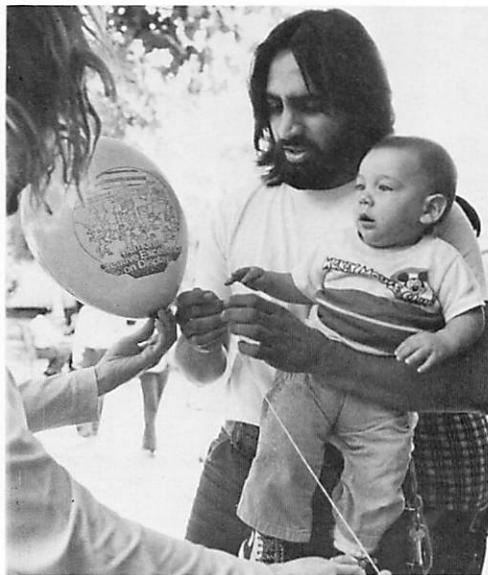
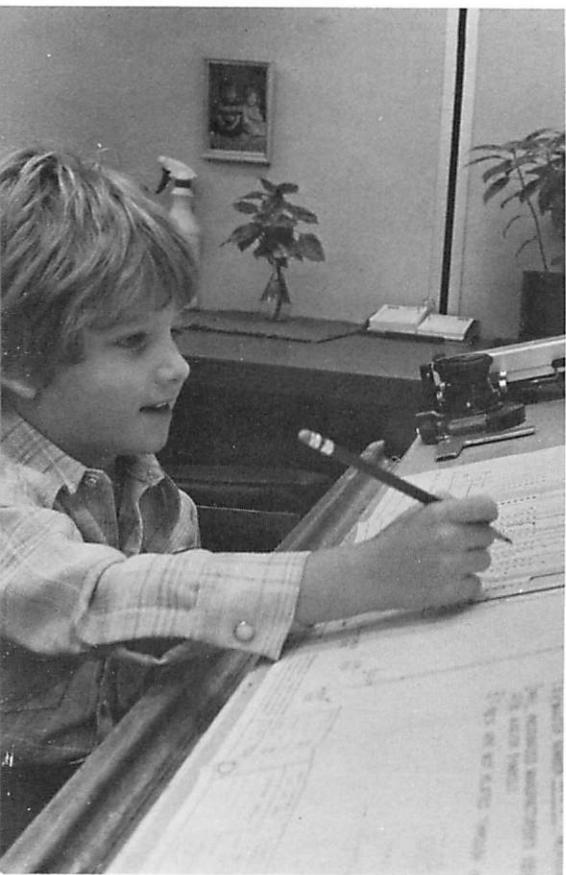
In 1963, he received a degree in electrical engineering from Arizona State University. Puthuff will share his ideas on the future of Corporate Engineering in the next issue of *Intercom*.

Please touch! It's Open House.

Everybody needs a chance to brag about his work a little. And for Memorex Santa Clara people, September 17 was the day to do it. Proud employees trooped through the plant with families in tow, making many stops along the way. Dads explained the inner mysteries of the disc drives they help build; tykes barely tall enough to reach a keyboard tapped out messages on a 1377; big sisters tried their luck at computerized blackjack games.

At the audio plant there were listening tests to take ("Is it a record, or is it a Memorex tape?") and nimble-fingered cassette loaders to watch. Clowns wandered through the crowd, executives in blue jeans handed out balloons, and the artists of the company exhibited their wares.

Many Memorex youngsters were seeing it all for the first time. They were obviously impressed.





Fathers of invention

They said it could be done— & have the patents to prove it

While necessity may be the mother of invention, creativity is the father of technological progress. Memorex's technological leadership is no better than the creativity of its people. To protect that creativity, the company often applies for patents. Hundreds of patents, both domestic and foreign, have been granted to Memorex employees since the company began 16 years ago. They cover inventions ranging from an improved chemical formulation for audio tape to a simpler mechanism on a disc drive. Many of them were the result of a team effort, and each has contributed to the success the company enjoys today.

The four engineers featured on these pages represent the many Memorex people who, faced with the challenge of developing a better product, have worked and experimented until they found a solution.

In 1976, in a small lab on the third floor of the Tape Plant, Roy Hurtig and Stan Rojo started working on a way to improve flexible discs. A year later, the veteran engineers came up with two inventions that have proved so successful they are also being applied to other computer media products. Patents are pending on both inventions.

The first is a device used to test abrasiveness. "All media, including flexible discs, have a certain degree of abrasiveness which causes head wear," said Hurtig, Computer Media's Manager of New Product Technology. "You can think of it in terms of different grades of sandpaper. Some discs are more abrasive than others and wear out the heads much faster."

With the cost of heads running from \$200 to \$1,500 each, customers were becoming increasingly concerned. Both Hurtig and Rojo realized that before they could improve the quality of discs, there had to be a better way to measure abrasiveness. "The previous method was time-consuming and costly since it required a new head for each test," said Engineering Specialist Rojo.

As a result of their experiments, the men learned they could substitute a metal "button" for the actual head, and by using fiber optics instrumentation, they could measure the amount of abrasion the media caused. "It's faster, less expensive, and easier to use than anything we had before," said Hurtig.

It was while working on the tester that Hurtig and Rojo came up with their second invention. With the data obtained from the tester, the two engineers developed an improved burnishing method which makes the

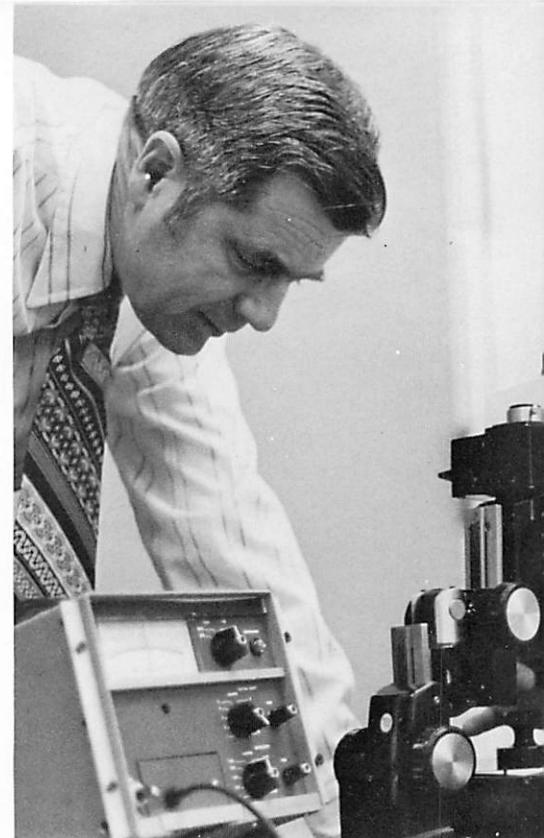
discs smoother and more uniform. "It's not unusual to be working on one idea and come up with another," said Rojo.

'To be successful in this job, you have to continually feed that computer in your head with ideas, and somewhere along the line you come up with a solution.'

Both men agree that the need to find something better is the driving force behind most inventions in a company. "Unless there's a valid need for something new, and a market to apply it in, an idea will never get off the drawing board," said Hurtig, who has two other patents at Memorex and four more at other companies he's worked for. "You also have to be enthusiastic about the idea if you're going to sell it. If you can't communicate to people what it's going to cost versus what they're going to get in return, you're lost."

Although many of their ideas come about while working in the lab on Memorex Drive, neither man limits the creative process to working hours. Rojo, for example, spends much of his free time doing metal sculpting. It's while relaxing at home that many of his ideas surface. "You'll find that most people who are involved with problem-solving don't shut their minds off once they leave work," he said. "To be successful in this job, you have to continually feed that computer in your head with ideas, and somewhere along the line you come up with a solution."

Like most inventors in the elec-



Roy Hurtig and Stan Rojo demonstrate

tronics industry, Hurtig and Rojo are part of a team effort. "It takes a whole string of people with different talents and abilities to get an idea from the concept stage to the final product," said Hurtig. "For Stan and myself, the fun part is to get the ball rolling."

Wherever Carl Ackerman goes in engineering circles, there's always something preceding him: a reputation as a man whose ideas have a way of turning plastic into gold.

Ackerman, who joined Memorex last spring as a Product Engineer in Word Processing, has taken an early fascination with plastics and developed it into an impressive history of inventions.

It began in 1941, when Ackerman, fresh out of the University of Cincinnati and working for the Crosley Division of AVCO Corp., was one of eight scientists and engineers assigned to a top-secret project. Their job was to find a way to stop Germany's devastating V-2 rockets.

Four years later, after working 12 to 18 hours a day, seven days a week, the team finally came up with the solution. Called the proximity fuze, it was a highly sensitive electronic device that could detonate a projectile within 100 yards of a target.

With an 80 percent hit ratio, it was an invention that historians would later credit with changing the course of World War II. "It was a very diffi-



their invention for testing abrasiveness.

cult time in the world," remembers Ackerman. "I had a great feeling of responsibility. I wanted to contribute."

For Ackerman, the opportunity to contribute almost didn't happen. An excellent baseball prospect, who once pitched four consecutive no-hitters in semi-pro ball, he was offered \$75 a month in 1938 to pitch for the Cincinnati Reds farm club. That offer proved to be the turning point in his career. "I

remember my mother telling me that there was only one real strength in life, and that came from knowledge," he says. "So I decided to go to college, and to this day I think she was right."

After being decorated by the U.S. Navy for his role in developing the proximity fuze, Ackerman set his sights on new challenges. With television about to come into homes of millions of Americans, Ackerman went to work developing the first thin-line TV set. Designing the chassis vertically greatly reduced the size and weight. As the first portable TV, it revolutionized the industry and sent Crosley sales zooming.

'I'll invent something just because I get irritated when I see something that doesn't work right.'

It was while working at Crosley that he met Lew Clement, a former RCA vice president, to whom he credits much of his success. "He was one cut below an Edison, a tough taskmaster. He taught me discipline," recalls Ackerman. "Combine discipline with a firm commitment to see the job through, the right atmosphere to work in, and a little luck, and you have the necessary ingredients to succeed."

From Crosley, he went to work for C. G. Conn Ltd., where he was named chief mechanical engineer for its band instruments and electronic organs. At Conn, he invented the first plastic sousaphone, and once again his idea proved to be a winner.

"My idea was to develop a sousaphone that was light enough so that a small kid in a band could carry it and one that was more durable than brass so that it wouldn't ding," he says. "It was less expensive to manufacture, and there was a big market for it. Those, of course, are two of the most important factors from a company's standpoint." He also came up with a new formulation for plastic, patented under the name Ackertex, which gave the originally white instruments a colorful sparkle. (That's just one of the seven patents to his credit.)

Now, in his Memorex job, Ackerman is putting his ingenuity to work on better ways to design and manufacture the company's line of word processing supplies. In addition to trying to improve existing products,

he's also working on some new ones to strengthen the company's market position.

In Ackerman's opinion, there's no set mold that distinguishes inventors. "Good ideas know no home," he says matter-of-factly. "They could just as easily come from the guys who sweep up after work as people whose degrees say they're engineers. In my case, I'll invent something just because I get irritated when I see something that doesn't work right. Take supermarkets, for example. One of these days I'm going to come up with a better idea for buying groceries than standing in line all day."

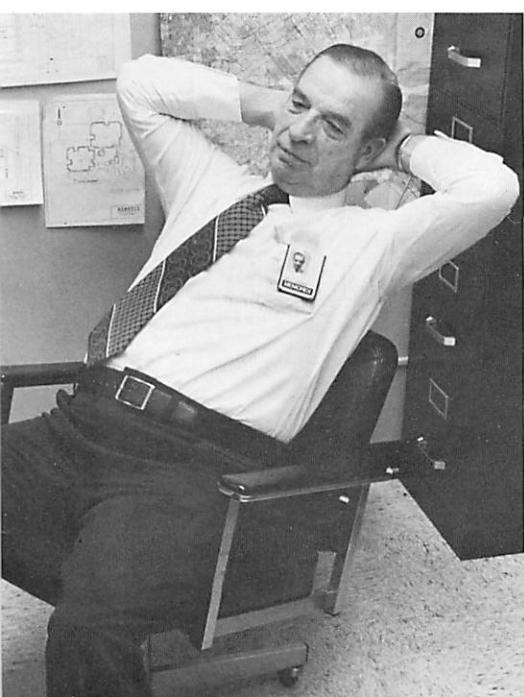
When Don Rolph came to Memorex a little less than two years ago, he had already earned 11 patents. Since then he's applied for two more. Rolph's first assignment as a mechanical engineer in what is now the General Systems Group was to find a fool-proof way to handle flexible discs in a 550 drive. It was a tough one, but the kind of challenge he'd tackled many times in his 31-year career.

"With the old design, it was sometimes difficult for the operator to get the inner hole of the disc to match up with the equipment hub that rotates the disc," said Rolph. "Unless it's well aligned when the operator closes the door, the hub clamp can come down off center and damage the disc."

Rolph's first invention, an interlocking latch mechanism, provides customers with two key features. It prevents the operator from closing the door until the disc has been seated and clicked into place, and it automatically ejects the disc when the door is opened. The second invention was a larger hub clamp; this distributed pressure more evenly and decreased the amount of wear.

In this instance, Rolph was a one-man team. He came up with the ideas, drafted the initial designs, tested the parts, debugged them, and made a number of refinements. When he was through, he had created two sets of plastic parts that, although simple in concept and design, greatly enhanced the product.

"It's been my experience that there is a direct correlation between the value of an invention and its simplicity," said Rolph. "The simplest



Carl Ackerman ponders yet another approach to a problem.

(continued on page 14)

Inventors

(continued from page 13)

things are always the most valuable from a patent standpoint because they usually meet the primary objectives of being low in cost and easy to manufacture. In our business, if you can't meet the cost targets, then the invention doesn't do you any good."

For Rolph, the satisfaction of being an inventor comes from "the whole process of being presented with a problem, coming up with an idea that you feel is the solution, and taking that solution into the final production stage."

Rolph got his first taste of success as an inventor while working for the Friden Calculator Company. It was here, as a young engineer, that he received a joint patent for the first machine to provide an automatic square root function. "The additional mechanism cost about \$50 to manufacture and increased the selling price about \$500," he remembers. "It also sold like hotcakes for 11 or 12 years."

'It's been my experience that there is a direct correlation between the value of an invention and its simplicity.'

As Rolph sees it, the first step toward a successful invention is selling the idea to yourself. "You have to ask: Will it solve the problem or provide new features? Then you have to sell it to your boss," he says. "If you make it past this stage, then you have to be diligent. Have a clear definition of the goal you're trying to achieve, and go at it with everything you've got to bring it to a successful conclusion."



Once he has a definite idea in mind, Don Rolph tries it out on the drawing board.

The hows and whys of patents

Since George Washington signed the first patent in 1790, more than four million inventions have been patented in the United States. Each of these is classified according to subject matter and issued after an examination by the Patent and Trademark Office in Washington, D.C. To be patentable, an invention must be both "novel" and "non-obvious."

According to Dave Heid, the company's Patent Counsel, a patent is a contract between the inventor and the Federal Government. In return for disclosing his invention to the public in sufficient detail to allow those persons skilled in "the relevant art" to practice the invention, the government grants the inventor a limited monopoly. This monopoly allows the inventor to exclude others from making, using, or selling his

invention for a period of 17 years—or allows him to license others to do the same.

Of course, there may be situations in which a company prefers to keep an invention a trade secret rather than obtain a patent on it.

At Memorex, inventions are evaluated on the basis of a patent disclosure which is submitted to the Patent Counsel. Equipment has its own committee, composed of the Patent Counsel and members of the engineering staff.

Inventions which are determined to be patentable are filed by the company in the Patent and Trademark Office, where the invention becomes patent pending. It takes from one to two years for the Patent Office to either grant or refuse the application.

Field service team helps keep BASS tickets rolling

When BASS Worldwide (Best Available Seating Service) was looking for an organization to maintain its computer equipment, just about every major company that offered third party maintenance services tried to get the account.

Founded in 1975, BASS is already recognized as being one of the most advanced computerized ticket agencies in the world. Its systems have the capacity of handling up to 25 million reserved seats, and its list of clients runs the gamut from Bill Graham's FM

Productions to the San Francisco Giants. When BASS made its decision, Memorex got the nod.

Under the two-year agreement, Memorex will install and maintain BASS's ticket systems in the Bay Area, Houston, and Australia. It's estimated that BASS will be installing two new systems a month during the contract period.

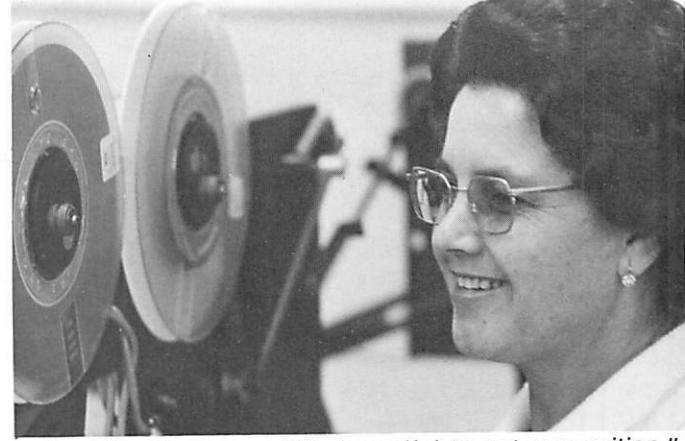
A system typically services a large geographic area and is comprised of a DEC PDP/1134 computer, Memorex 601 disc drives, a ticket printer, a Lear

Siebler ADM3A CTR, a Printronix printer, and a Pertec Tape Drive T1000. Field Engineers involved in the account are attending special classes to familiarize themselves with the non-Memorex equipment.

BASS tickets are sold in a number of department stores and audio equipment outlets. Each has at least one terminal tied to computer via ordinary telephone lines. The terminal includes a visual display screen, an electronic keyboard, and a ticket printer.



Corrine Adams—"Now I have to live up to the award."



Angelina Sanzone—"It's beautiful to get recognition."

Welcome to Equipment's quality hall of fame!

Judging from the expression on their faces, five Equipment employees were taken by complete surprise on the morning of September 26. That was the day the first Quality Performers of the Month were announced, and the response they got from their co-workers proved they were a popular choice.

As the awards committee made the rounds and stopped at the



Mary Martinez—"It provides the stimulus for everyone to give a better performance."

departments of the winners, the same thing happened each time.

"It's my pleasure to present this award to Tony Fernandes," said Tony LaPine, Director of Quality Assurance, at the first stop, and with that, the crowd which had gathered burst into applause.

In addition to Electronic Subassembler Fernandes, the four other employees who were recognized for "showing outstanding attention to quality in their work" were: Angelina Sanzone, Senior Ferrite Assembler; Mary Martinez, Inprocess Inspector; Corrine Adams, Head Assembler; and Don Pedrazzi, Quality Control Engineer.

According to LaPine, "The initial response to the program has been

tremendous. The five winners were chosen from 86 employees who were singled out by their supervisors for their individual contribution toward ensuring quality products."

Among the remarks made by supervisors about the winning employees were:

"It takes extreme caution, great concentration, self-confidence and pride in yourself to build a good carriage assembly, and **Corky Adams** excels in these areas. She has been praised many times by production and engineering people for her extra effort."

Don Pedrazzi performed exceptionally well under great stress during the 1377 problem period. He devoted much personal time to working with the manufacturing line, giving on-the-job training and providing visual aids."

Tony Fernandes has been working on very difficult assignments during the past month and has had a zero reject rate. This is a record anyone can be proud of and is a particular personal achievement for Tony, who is completely blind."



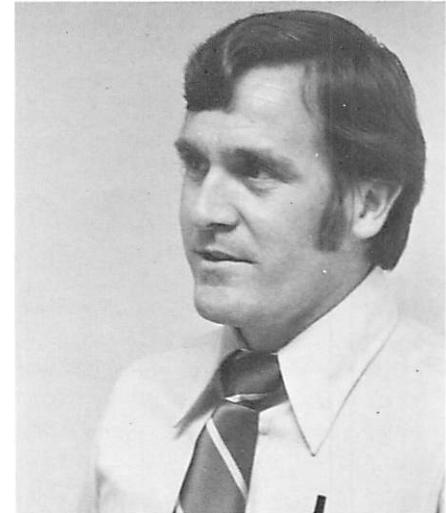
Tony Fernandes—"It lets you know that your effort is not in vain."

Mary Martinez has a very positive attitude toward quality and passes this on to her co-workers. Her Spanish background was particularly helpful when two inspectors from Nogales came here for training. She was able to translate our quality standards to them very effectively and made them feel more comfortable."

Angie Sanzone is a perfectionist, and this attribute helps her keep her machines in tip-top shape. In this drive for excellence, Angie is carrying a 160 percent to standard."

Joining LaPine at the awards presentations were: Henry Tinker, Director of Manufacturing; Bob Erickson, Manager, Quality Systems; Jim Ferenz, Manager, Production Operations; and Dick Burris, Staff Quality Engineer.

Each person nominated as a quality performer received a blue ribbon acknowledging his or her contribution. The five winners received pen sets and certificates. Their names are engraved on plaques, and their pictures are on posters displayed at the San Tomas facilities.



Don Pedrazzi—"A lot of people are enthused about it."

Newsmakers

Those fleet-footed executives are at it again. Running for their lives and a little Memorex glory. Four of the company's top joggers — President **Robert Wilson**, Executive Vice Presidents **Bob Jaunich** and **Jim Dobbie**, and Vice President **Marcelo Gumucio** — returned to Dallas last month for their third appearance in the Tyler Cup Race.

Each ran two miles in the annual event for business leaders over the age of 35. As a team, they whipped off eight miles in 53 minutes, 51 seconds, shaving nearly two minutes off their combined time of a year ago. Once again, Bob Jaunich led the group, finishing in just 11 minutes, 32 seconds.

More than 160 executives from 15 states participated in the race, and the runners ranged in age from 40 to 70. Memorex finished 15th out of 28 teams.

The Tyler Cup was started to promote aerobic exercise programs and to encourage interest in physical fitness among business leaders and the people at their companies.

While the Memorex team was in town, President Wilson and two other chief executives were interviewed by Channel 4, the Dallas CBS affiliate. The story on the executive runners appeared on the Saturday evening news.

• • •

Memorex reached a milestone in September when the 30,000th 651 flexible disc drive rolled off the assembly line. To mark the occasion, everyone involved with the 651, from manufacturing to marketing, got together for cake and coffee in the cafeteria. **Keith Plant**, Vice President of the General Systems Group, and **Wayne Lettiere**, OEM Manufacturing Manager, congratulated the team and handed out 651 coffee mugs as mementos.

The 651, Memorex's first flexible disc drive, was introduced in 1972, and has been a big seller ever since.

• • •

That familiar get-together of yesteryear, the town meeting, is alive

and well in Cupertino, California, thanks in part to an energetic Memorex manager, **Bob Rafalovich**.

Rafalovich, who heads Field Customer Service, handled all publici-



JAYCEES' THANK-YOU — Bob Rafalovich (r), Memorex manager and town meeting organizer, receives a plaque from Dennis Whittaker of the Cupertino Jaycees.

ty for the latest Cupertino town meeting, and in appreciation, the Cupertino Jaycees presented him with a plaque and certificate.

The town meeting brings members of the community together to discuss projects and goals for the coming year.

• • •

There's silver to be mined in them thar throwaways. And all it takes is a little ingenuity to find it. That's what members of Computer Tape's Raw Materials department discovered a few months ago. Under the direction of Manager **Dick Halverson**, they began extracting silver from used photochemicals and scrap parts. When they were through, they had a bar of silver weighing 185 troy ounces. After presenting the bar to **Dick Martin**, then General Manager of Computer Tape, the department sold the silver to a precious metal dealer for \$828.

His team, the Dodgers, lost the World Series that night, but for **Clarence Hamm**, it was just a minor flaw in an otherwise outstanding October 18. That was the day he celebrated his 15th anniversary with Memorex — and joined a very elite group of old-timers; only seven people have reached that mark in the 16-year-old company.

Now a Planner in Computer Media's Maintenance Department, Hamm has worked in a number of areas during his Memorex career. He's been in the warehouse, on the coating line, in quality control, in cost analysis, and in the storeroom. Asked to name the job he enjoyed most, Hamm shook his head. "It's all been interesting," he said. "I just can't say which was best . . . There were good parts to each one."

• • •

As Product Planning Manager for Disc Pack, **Phil Ricketts** knows the ins and outs of computer media selection as well as anyone. When *Computer World* called Memorex and asked if there was someone in the company who could write an article on how to choose magnetic media, Ricketts was a natural for the job.

What resulted was an 1,100-word story in which Ricketts tackled the relative merits of tape, disc packs, floppy discs, and cassettes/cartridges for a variety of applications, comparing them on cost and access time. When Ricketts submitted the piece, *Computer World* snapped it right up. The editors only changed a few words and ran the article in the September 26 issue; it was the lead item in a special section titled "Stretching the DP Dollar."

The article brought Ricketts a \$100 check from Memorex under the new engineering publications program (see June issue of *Intercom*). Said the



Clarence Hamm



Author Phil Ricketts and Dick Allen, General Manager, Communications Division, talk over Ricketts' article in **Computer World**.

pleased author, "When I wrote it, I didn't expect to get a byline, much less \$100!" He admits that he'd thought about writing on price performance of disc packs for some time but until the assignment, just never got around to it. Now that he's been published and knows the ropes, he's ready to write some more.

• • •

Phil Ricketts isn't the only recent Memorex byline. Once again, QA Staff Engineer **John Heldt** (Large Storage Systems) is getting his work in print, this time in the August issue of *Quality Progress*, publication of the American Society for Quality Control, and in the September issue of the trade publication, *Quality*.

Heldt's first article, "Learning By Doing," tells how he and co-author Robert Pinschmidt of Lockheed Missiles and Space Company got students actively involved in their De Anza College course, "Quality Systems Audit," by presenting scenarios about hypothetical companies. The second article, "Vendor Rating-Quick and Easy," explains Heldt's formula for comparing vendors who sell similar products.

Over the past seven years, Heldt has had eight articles published on quality.

• • •

Elsewhere in the publishing world . . . *Intercom* took top honors in a recent competition sponsored by the Pacific Industrial Communicators Association (PICA). Memorex's employee publication was named best in the newsletter category, winning out over two dozen other entries. The judging was based on three issues: September, 1976; December, 1976;

and February, 1977.

PICA members edit publications for a wide variety of businesses and organizations in ten Western states. Judges for the annual contest are other corporate editors.

According to the chairman of the awards program, this year's contest was the largest in PICA history, drawing 289 entries from about 100 organizations.

• • •

"How do you write off the paper monster?" "How do you sack the communications mongrel?" "How do you punch out computer waste?"

For most employees these questions probably don't mean much, but to finance people in Santa Clara, they've become as familiar as credits, debits, and double-entry bookkeeping. They're part of Finance's four-month cost reduction program: "Can Waste Improve Profits."

Each month, a poster asking a question has set the theme for cost-saving suggestions. In July, it was paper, printing, report and storage costs; in August, it was data processing costs; in September, telephone, telex and mail costs, and in October, it was linearity and overtime.

During the month, employees send in suggestions for cutting costs in these areas. They are later judged according to the amount of savings, timeliness, appropriateness, and ease of implementation.

The best suggestion earns a cash award of \$50, with \$25 going to the second best entry. And each person who submits a feasible idea receives a coffee mug with the program's slogan on it.

At the end of the program, a "Grand Award Weekend" worth \$200

will be given to the individual whose idea(s) had the most impact in improving profitability and reducing waste.

In the July contest, first place honors were shared by six people who submitted similar suggestions for cutting paper costs. They were **Chuck McCue, Winnie St. John, Jim Kane, Karen Trevisan, Cheryl Fellows, and Janice MacKanin**. Each suggested independently that departments or individuals who receive company reports or memos justify whether or not they required them; if people didn't use the reports, their names should be eliminated from the list.

The top award for August, which sought suggestions for reducing data processing costs, went to **Janice MacKanin** for her idea to purge old data on the master file system so that it was not run daily.

Other ideas submitted during the first two months of the program included using "Write it—Don't say it" forms for short memos, putting large, frequently referenced reports on microfilm instead of paper, and Xeroxing paper on both sides.

• • •

The Santa Clara Girl Scout Council thinks Memorex is pretty special. And three Girl Scout representatives stopped by corporate headquarters to tell President **Robert Wilson** that last month. They talked of the company's contribution of time and money to the council, in particular, Mr. Wilson's work on behalf of United Way, which benefits the Girl Scouts, and the volunteer efforts of **Neal Campbell**, Manager of Materials, Purchasing, and Planning for Disc Pack. Campbell serves on the council's board of directors and assists with financial development.



President Robert Wilson chats with representatives of the Santa Clara County Girl Scout Council (l-r): Carolyn Nystrom, Cathy Klein, and Jane Commann.

Step on out! Rock or swing at holiday party

December is the time for Santa Clarans to dust off their dancing shoes and get ready for a night on the town. On December 3 and 10, the Memorex Activity Group (MAG) is sponsoring three separate holiday parties, each designed to accommodate a different mood.

On December 3, employees have a choice of attending two distinctly different events: a casual rock-and-roll dance and dinner at Rickey's Hyatt House in Palo Alto, or a formal dinner dance at the Airport Hilton in San Francisco, featuring music from the big band era. If neither of these suits your fancy, there will also be a formal dinner dance on December 10 at the Cabana Hotel in Palo Alto, with big band music as well as hits of the 70s. You can only attend one of the three dances, however.

Tickets for each event are \$6 apiece, with a limit of two per employee; tickets will go on sale November 15 at the San Tomas and Memorex Drive cafeterias. In addition



Memorex couple swings with the beat at 1975 MAG holiday party

to dinner and dancing, the price of the ticket includes a chance to win such door prizes as a color television set and a Pong game.

According to MAG coordinator Kathleen Campbell, each dance begins with no-host cocktails from 6:30 to 8 p.m., followed by dinner from 8 to 9 p.m., and dancing from 9 p.m. to 1 a.m. "The reason for having three separate dances is to accommodate the growing number of employees, and because these were the three top choices in our recent MAG survey," she said.

Kay Young promoted to assistant treasurer

Kay Young, former Manager of Treasury Planning, has been promoted to Assistant Treasurer. She is responsible for cash management, bank relations, foreign currency exposure management, and subsidiary capital structures, and reports to Robert Coo, company Treasurer.

Before joining Memorex in April, Young was employed by Bendix Corporation, where her most recent position was Manager of Foreign Exchange and Finance. She has held professional finance positions with Utah International in San Francisco and Haskins & Sells in Tulsa.



Kay Young

A licensed California CPA, Young received a degree in accounting from the University of Corpus Christi in 1969. She has also participated in a Harvard executive program.

New assignments

(Because of space limitations, we list only organizational promotions, not transfers, in *Intercom*. Industrial Relations defines the organizational promotion as "characterized by an immediate, significant change in an individual's assigned job duties." The appointments are in Santa Clara unless otherwise noted.)

COMPUTER MEDIA

Deborah Backes to Chemical Lab Assistant B
Janet Benzinger to Accounting Specialist, Comdata, Irvine
Paulette Doo to Word Processing Center Coordinator
Dennis Garlington to Manager, Customer Service
Helen Gordon to Associate Accountant
Wayne Hague to Engineering Specialist
Michael Hodel to Returned Product Analyst
Arthur Launder to Manager, Flexible Disc and New Products
Donna O'Donnell to Inprocess Inspector C
Sharon Oliveira to Senior Traffic Clerk
Regina Palmer to Inprocess Inspector C
Arnold Robinson to Manager, Shift Operations
Charles Strother to Associate Product Test Technician
James Swent III to Manager, Budgets and Measurements
Rick Williams to Senior Financial Analyst

CONSUMER AND BUSINESS MEDIA

G. Greg Bakeberg to Manager, Zone Sales, Minneapolis
Mary Conant to Inprocess Inspector C
Ken Dobbs to Manager, Zone Sales, Memphis
Jeff Higgins to Manager, Zone Sales, Houston
Ray Luevano to Associate Technician
David Pacheco to Dept. Technician, Assembly
James Plymale to Manager, Industrial/Plant Engineering
Kenneth Quye to Coating Operator
William Robinson to Chemist I

CORPORATE

Carolyn Carr to Supervisor, Customer Service, Chicago
Ralph Carter to Manager, Cost Accounting, CFI, Anaheim
Paula Clingan to Senior Industrial Relations Specialist
Jerry Cooper to Supervisor, Systems and Programming
Elizabeth Cramer to Secretary B, Buffalo
Kathleen Dodrill to Secretary B, Chicago
Jeffery Egan to Director, Corporate Customer Service
Joseph Frisia to Branch Admin. Manager, Customer Service, L.A.
Alice Gentry to Secretary A, Decatur, Georgia
Diane Gonsalves to Supervisor, Customer Service, Houston
Victoria Griverts to Supervisor, Customer Service, Philadelphia
Julie Henning to Field Order Administrator, Atlanta
Hanne Holm to Associate Accountant
Virginia Jantzer to Associate Accountant
Emile Kerba to Supervisor, Systems and Programming
Robert Latin to Supervisor, Systems and Programming
Henry Loher to Regional Manager, Customer Service, Philadelphia
James Mosley to Manager, Treasury Programs
Janice Pinza to Associate Industrial Relations Representative
Robert Reid to Supervisor, Systems and Programming
Joanne Schwab to Field Order Administrator, New York
Veronica Williams to Associate Accountant
Kay Yeaman to Supervisor, Systems and Programming

EQUIPMENT

Margaret Alvarez to Inprocess Inspector C
Gregory Anderson to Manager, PCB Operations
Leona Armstrong to Inprocess Inspector C
John Bannon to Senior Engineer, Manufacturing
Carroll Barber to Senior Engineer, Quality Control
Debbie Belgin to Associate Accountant
Susan Bickar to Head Assembler Trainee
Ralph Bicksler to Engineer I, Quality Control
Karla Bolander to Production Control Expeditor

A century of service



Ching



McMaken



Boesch



Allard



Andersen



Prosser



Garcia

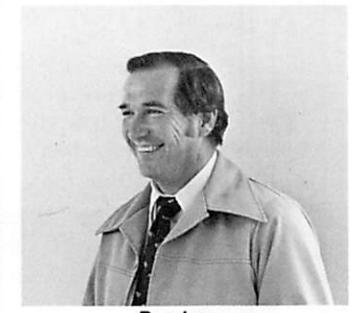
Though 10-Year Anniversaries are flying thick and fast these days, they're just as important as ever—a good cause for celebration. Consider the smiles on this group that recently joined the Memorex old guard. New 10-year people from Computer Tape were: **Al Ching**, Engineering Manager, and **Howard Gedde**, Chemical Technician; from Flexible Disc: Finishing Operators **Nancy Prosser** and **Patricia Allard**; from Video: **Ellnor Andersen**, Finishing Operator; **Lionel McMaken**, Department Technician; **Sharon Garcia**, Senior Production Clerk; from Audio: **Ruth Boesch**, Production Supervisor for the graveyard shift; **Donna Kolstad**, Cassette Loader; and **LeRoy Borders**, Engineering Specialist.



Gedde



Kolstad



Borders

Kenneth Broadbent to Manager, Mfg. Engr., Mech. Parts
 Benita Brown to Secretary B
 Wendy Burns to Associate Marketing Systems Analyst
 Alfonso Callejo to Warehouse Coordinator
 Felipe Cervanes, Jr. to Manager, Field Support, Los Angeles
 Ed Conrad to Manager, Technical Writing
 Paul Cook to Dept. Technician, Fabrication/Test
 Martin Cooper to Production Control Specialist
 Geoffrey Davies to Product Test Technician
 Ira Davis to Product Tester
 Kenneth Dobbs to Dept. Technician, Fabrication/Test
 Barbara Doyle to Sales Administrator, Winchester, Massachusetts
 Robert Erdman to Manager, OEM Product Sales Support
 Kathryn Felton to Senior Document Control Clerk
 Cherie Focha to Manufacturing Dispatcher
 Barbara Fox to Manager, Communications Software Support
 Jacqueline Getek to Order Administrator
 Pamela Glovan to Associate Field Support Representative
 John Greer, Jr. to Territory Supervisor, Dallas
 Louis Guada to Staff Engineer, Manufacturing
 Armando Guajardo to Associate Accountant
 Stuart Haigh to Staff Engineer
 Robert Hall to Staff Engineer, Manufacturing
 Howard Hansell to Product Test Technician
 Bernard Harrison to Territory Supervisor, Detroit
 Paul Herbig to Staff Engineer, Mechanical Engineering
 Alfonso Hernandez to Cost Engineer I
 David Hogan to Dept. Technician, Fabrication/Test
 Eugene Hurtig to Project Engineering Change Analyst
 Gail James to Manager, OEM Sales
 Walter Jeide to Manager, Budgets & Measurements & Gen. Acct.
 Frederick Johnson to Manager, Electrical Engineering
 Vern Johnson to Manager, Manufacturing Accounting
 Jonathan Jones to Production Control Analyst
 Nile Jones to Manager, Equip. Daily Activity Reports & Features
 Linda Kendall to Inprocess Inspector C
 Karole Kirkish to Engineering Aide I
 Thomas Kottman to Territory Supervisor, Lexington, Kentucky
 Dennis Lambright to Supervisor, Manufacturing Control

James Lawrence to Manager, Budgets and Measurements
 G. Ken Lowe to Manager, 3650 Drive Engineering
 Perry Mark to Senior Sales Representative
 Patrick McInnis to Manufacturing Dispatcher
 Linda McMains to Sales Administrator
 Eugene Meyer to Manager, Small Systems Finance
 William Montero to Manager, Storage Products, Small Systems
 Yvette Namek to Manager, Spares Inventory
 Sandra Neumann to Product Test Technician
 Lavarn Nolf to Product Test Technician
 Jennie Noriega to Product Tester
 John O'Connell to Field Support Engineer, Boston
 Frank Olds to Manager, OEM Customer Service
 Barbara Olenczuk to Equipment Order Correspondent B
 Peter Orlando to Engineer II
 Patrick Pare to Receiving Inspector B
 David Perry to Production Control Analyst
 Tazz Pettebone to Manager, OEM Marketing
 Leonardo Pimentel to Senior Accountant
 William Protzmann to Senior Chemical Staff Engineer
 Phyllis Rankin to Manager, Publications Services
 Douglas Revis to Manager, 1377 Assembly Test Engineering
 Lydia Rubio to Accounting Specialist
 Joseph Ryan to Manager, Branch Sales, Philadelphia
 Elfrie Satterlee to Inprocess Inspector C
 Sharon Scott to Inprocess Inspector C
 Raymond Shaw to Manufacturing Dispatcher
 Michael Spolini to Manager, Manufacturing Assembly
 Robert Stenger to Engineering Change Analyst
 Ronald Terry to Production Control Specialist
 Ronald Tilly to Inprocess Inspector C
 Juan Tobias to Inprocess Inspector C
 Maryellen Valczar to Head Assembler
 Tim Walker to Inprocess Inspector C
 Charles Weber to Field Support Specialist, St. Louis
 Viola Westbrook to Associate Marketing Systems Analyst
 George Wikle to Manager, Finance, Communications Division
 Robert Wilson to Senior Systems Engineer
 Susan Zachow to Manufacturing Dispatcher

The 3650 is on its way!

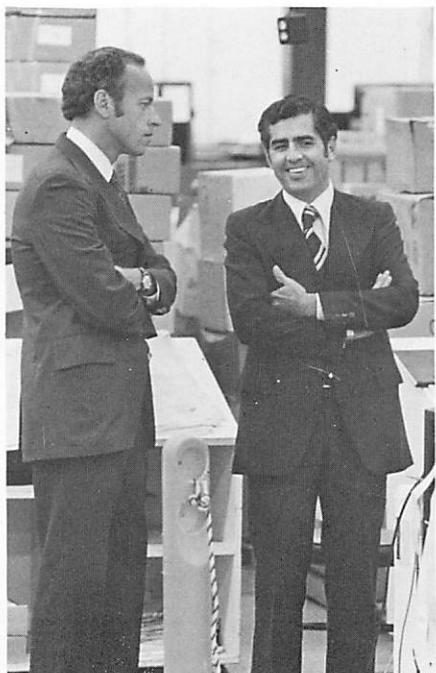
For two years, the 3650 has been the company's "top priority production program." Hundreds of employees have worked on the design, testing, and manufacture of the 317.5 megabyte disc drive, which has the fastest access time and largest storage capacity of any drive Memorex makes.

On September 29, a very happy team rolled the first 3650 production units out to the loading dock behind Building 10. From there, the drives were shipped to Texas, where they are being used in the data processing center for Dallas County.

On the day of the first customer ship, there were speeches and refreshments and congratulations for all Santa Clarans who had worked on the project.



Rolling the first 3650 production unit out to the dock are three key members of the team: Al Wilson, 3650 Program Manager; Rudy Kuhn, Production Team Coordinator; and Henry Tinker, Director of Manufacturing.



Admiring an installed 3650 at Dallas County are Director of Data Services Charles Collier and Memorex Field Service Engineer John Lewandowsky.