

# MEMOREXPRESS

A newspaper for Memorex employees

Volume II Number 6 June 1984



DR. PHILIP DAUBER



C. W. SPANGLE

## Dauber joins Spangle in newly-formed Memorex Executive Office

**DR. PHILIP S. DAUBER** has joined **C. W. SPANGLE**, chairman and chief executive officer, in the position of president and chief operating officer in the newly-formed Memorex Executive Office.

Dr. Dauber has been president of Burroughs' System Products Group since May 1982. He joined Burroughs in May 1981 as senior vice president, Technical Operations.

The announcement was made on May 30 by Burroughs' president DR. PAUL STERN who said, "We are extremely pleased that someone of Dr. Dauber's strong technical and management background was available for this job. He will help us continue to build on the successes we have had since the companies merged three years ago."

Prior to joining Burroughs, Dr. Dauber was with IBM for 16 years in various positions and was director of Organization and secretary of the Corporate Management Committee when he left.

He holds a BSE in engineering, an MA in communication science and a Ph.D. in communication science, all from the **University of Michigan**.

Mr. Spangle, who has headed Memorex since 1980, also serves on the

boards of directors of the Gelco Corporation in Eden Prairie, Minnesota, the First Bank System, Inc. in Minneapolis, and LFE Corporation in Clinton, Massachusetts. He is a trustee of the Charles Babbage Institute in Minneapolis. Mr. Spangle has announced his intention to retire at the end of 1984.

## On the run with Dr. Dauber...

*On his second day on the job, Phil Dauber's hair was rumpled. He was a man in a hurry. We set him down for five minutes to ask him what he would like employees to know about him, and about what he sees for our company, his new company.*

*"I'm really happy to be here — this is the job I've wanted. I want to know about everything, get into everything. There is tremendous potential here in every business segment, both for revenue growth and for continuing profit improvement in the total business.*

***"But this potential can only be realized through our people, every person in our***

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## Course explores essentials of superb management ability

MEMOREXPRESS is committed to providing Memorex employees with news and information about educational opportunities offered by the Company. Our various training groups offer a wide variety of courses for all Memorex employees, including management. One of the newest programs available to assist managers in enhancing their management skills is *The Effective Management Program* which, among other things, attempts to define what good management is.

While it is generally agreed that management is a process of accomplishing work through others, it is difficult to reach an agreement on what is good management and on what qualities are shared by all good managers.

"Well," you might say, "it all depends on what types of problems a manager is dealing with and what resources are available to solve problems. It depends on the attitudes and skills of the people working for that manager. It depends on the manager's ability to manage people, and so on."

All that is true, but does not define good managers or good management. Good managers get the job done, certainly. But, among the main qualities shared by excellent managers are superb decision-making abilities, a high regard for the human consideration factors inherent in every situation, and high self-esteem.

Memorex is offering the intensive week-long course to managers and supervisors including discussion and practice of what good management entails. While the course is highly participative and class members learn mostly by experience, trainers also give the latest findings in the on-going search for excellence in management and the basic qualities required. That includes data on decision-making and the qualities of superior executives.

According to the course workbook, some people have the unusual ability to quickly reduce complex situations to their

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## Editorial...

MEMOREXPRESS is a medium, a means of communicating a message, and is not the message itself. Because of that, it requires regular "feeding" by employees. How do you think we find out what's going on at Memorex? Employees tell us. You call and write with ideas, comments, and suggestions, taking advantage of the opportunity to communicate your particular message or story through this medium, the PRESS.

When considering whether some piece of information is NEWS, you should ask yourself the following questions. If the answer is yes to two or more, please contact me right away. We may just have a story for the PRESS.

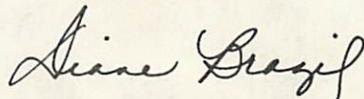
1. Is it new?
2. Is it information that people want and/or need?
3. Will it have a positive affect on employee morale?
4. Are any unusual circumstances involved?
5. Does it reward the reader in any way? (For example, does it motivate, teach, offer an explanation, inspire, reassure, warn, alert, or offer a reason to laugh or cry at no one's expense?)
6. Is it practical or useful information? That

is, can the reader build it, buy it, use it, wear it, or go see it? If so, does anybody care?

7. Is action involved? That is, has money been saved or spent, blood been spilled, papers filed, speeches delivered, organizations built, changed or eliminated?
8. Does it entertain? If so, is it the appropriate type of entertainment to be provided by the company?

Since the PRESS does not have a team of reporters to get out there every day and snoop around for stories, it's up to you to let us know what's going on.

MEMOREXPRESS is of, for, and by the people of Memorex Corporation. As the editor, I am responsible for producing the final product, with the parts supplied by you. Please contact me at any time with your contribution to better communication at Memorex. Thank you.



Diane Brazil  
Editor, MEMOREXPRESS

## Effective Management...

*continued from page 1*

essentials, discern the specific problems and opportunities from them, then go straight to the obvious courses of action. Other people instinctively go to these superior decision-makers for confirmation of their own judgment.

The coursework also blows up the myth that "good managers are born, not made." *The Effective Management Program* contends that management development requires personal development and growth on the part of the individual. The highly successful executive is continually undergoing self-motivated personal growth and evaluation, acquiring more knowledge, using new problem-solving techniques, redefining personal and professional goals, and finding fulfillment by discovering and unfolding their potential throughout life.

These people find their satisfaction not so much in achieving professional goals, but in leading lives of quality and value. They inspire themselves with a sense of adventure that carries over into every area of their lives. And, finally, the measure of success, from their own viewpoints, is how close they come to realizing their own potential.

The 40-hour course includes participation in management simulations enabling

class members to resolve real-life issues. In one case, class members in small groups are given the task of solving the many administrative problems of a small company, including the adoption of new products, long-range planning, and new marketing techniques. Each group of class participants attacks the management problems of this company in their own distinctive style, preparing and presenting their findings to the other groups in the class, each of which has tackled the problems of the same small company. In that way, class members learn from each other.

While *The Effective Management Program* provides a week of valuable educational experiences, the coursebook itself is excellent reading, providing up-to-the-minute information on excellence in management in today's world and specific advice on management growth and development for the individual.

The course will be offered several times this year by Corporate Development and Training. If you are a Memorex manager or supervisor with three or more people reporting to you and would like more information about *The Effective Management Program*, contact **JIM McKNIGHT** at 987-9919.

## Avoid the fate of Spaztek — think energy conservation

If you would like information on how you can participate in the Energy Conservation Program at Memorex, contact the Energy Conservation Coordinator for your division or group or call **GREG FISCHER**, Corporate Manager of Environment and Energy, at (408) 987-1138.

**RYAN CURTIS**  
San Tomas Complex

**FRED HIGGINS**  
Rigid Media and Components Division

**HAROLD RUNDBERG**  
Communications Group

**BOB GARRETT**  
Westlake Village

**PAT HEAVISIDE**  
Flexible Disc Media Division

**CHUCK ELDERTON**  
Corporate Energy Engineer

**BRAD HAWKES**  
Memorex DIC

**BETTY MILLER**  
Corporate Facilities

**TERRY ETTNER**  
Memorex/Mexico

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Computer Tape Division

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**Editor, DIANE BRAZIL**  
**Graphics, APRIL BISHOP**

Memorex Corporation is a Burroughs Company.



Memorex employees who have voluntarily served as Red Cross Blood Drive coordinators within the Company, were recently honored for their contributions. Shown above are Lee Fort (from the American Red Cross), and Memorex Blood Drive coordinators, left to right, Sheila Staton, Regina Alix, Phyllis Wallace, Julie Shear, and Gene Robles. Not pictured are: Sharon Maiden, Sue Stevens, Susan Morissette and Tony Heptig. Julie Shear serves as chairperson of the on-going campaign at Memorex. For information on how you can donate blood, contact Employee Services and Activities at 987-2357.

## Dacus wins award for frequent blood donations

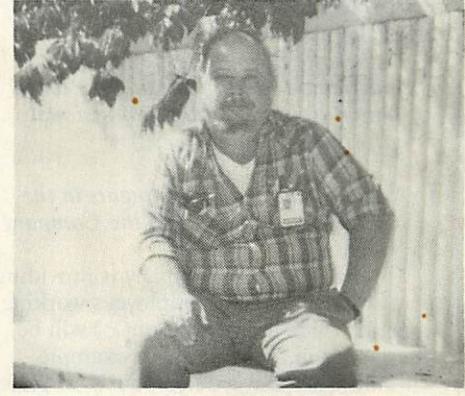
**JIM DACUS**, an electronic maintenance technician in the Computer Tape Division, has won an award from the American Red Cross for his donation of more than 10 gallons of blood. Fortunately, he donated it one pint at a time over a period of many years.

With a rare blood type (0 negative), Dacus' blood is very much in need and, in some cases, he has been summoned to hospitals for emergency donations. At times, his rare blood was transferred directly through tubes connected to both Dacus and the injured party.

While the American Red Cross has credited him with more than 10 gallons "on the record," his emergency donations have brought his real total up to nearly 20 gallons. He gives regularly at the Memorex Blood Drives, coordinated by the Employee Services and Activities Department, and also gives through a blood drive at his Moose Lodge.

He plans to continue to donate blood the rest of his life because, he says, "Other people need it."

If you would like to join Jim Dacus in donating blood because other people need it (sometimes just to stay alive), contact Employee Services and Activities at 987-2357 for more information.



## 2178 offers Memorex customers a variety of options

by LIZ BILLINGS

Memorex recently introduced the 2178 Display Station, a "third generation" display in our line of compatible products for IBM 3270 terminal systems.

Designed with attention to improving productivity and ease of usage, the 2178 offers space-saving configuration, tilt and swivel monitor, sub-profile keyboard and interchangeable components. The display module, logic module (containing the logic and power supply), and keyboard module may be interchanged with those of other 2178's for simplified diagnostics and maintenance.

The unit's compact design includes a 12-inch green phosphor screen, and a key-

board less than 2.2 inches in height. Total weight of all three component modules is less than 25 pounds.

Memorex offers three keyboard styles for the 2178: typewriter, data entry, and typewriter with numeric keypad configurations. These keyboards may also be ordered in a choice of 10 different languages.

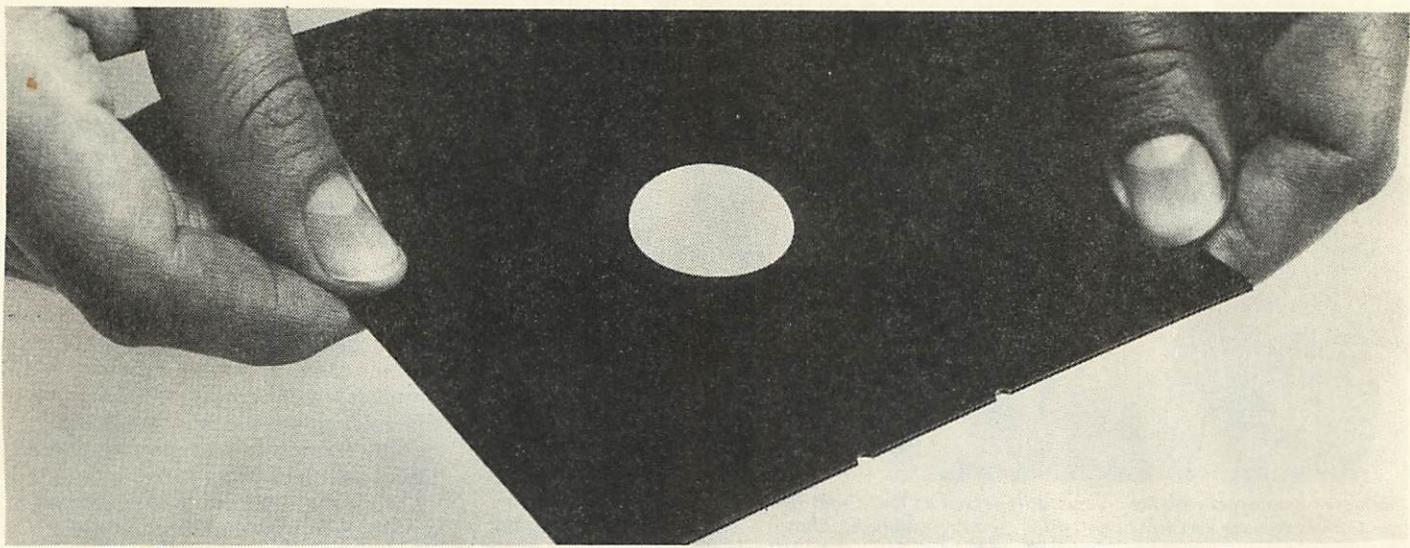
A plug-compatible replacement for the IBM 3178 Display Station, the Memorex 2178 connects to Memorex 2076 or 2074 Cluster Controllers, or the IBM 3276 or 3274 Cluster Controllers, for communication with IBM or IBM-compatible hosts.

The new Memorex display station is also fully compatible with the Memorex

PC Attach, an attached processor that provides personal computing capabilities.

Like its companion displays — the Memorex 2078 Display Station and the Memorex 2079 Color Display Station — the 2178 provides users with automatic screen dimming after 20 minutes of inactivity; non-glare screen; audible alarm; cursor position indicator at the bottom of the screen; and automatic diagnostics at power-on.

"Our three displays complement one another by filling many needs in our customers' diverse environments," said **DENNIS FLANAGAN**, vice president of Marketing for the Communications Group.



## This one sloppy floppy can ruin your \$400 disc drive.

### THE SLOPPY FLOPPY

Most companies seal their discs with a spot here, a spot there. Leaving most of each seam not sealed at all.

Sooner or later, the seams might do what comes naturally: they bulge. Warp. Pucker. Open up. You can prove it to yourself. Just take a floppy and twist it.

See those wide open spaces? That's sloppy. And dangerous. Because if you put a sloppy floppy into your disc drive, it can jam the drive. Lose your data. Or ruin the drive head.

And there goes \$400.

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### THE MEMOREX® SOLID-SEAM BONDED FLOPPY

Memorex seals its floppy discs with a process it developed, called Solid-Seam Bonding.

Solid-Seam Bonding seals shut every inch of every seam of every Memorex floppy disc. Tight as a drum. That makes the Memorex floppy stiffer. Stronger. And your data safer.

You can prove it to yourself. Just take a Memorex floppy and twist it. You'll see no wide open spaces.

No wide open spaces that can jam your drive. Lose your data. Or ruin your drive head.

Which could cost you \$400.  
So why risk it?

Protect your drive. And your data. Ask for Memorex floppy discs, with Solid-Seam Bonding.

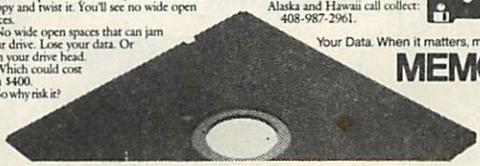
It's always better to be safe than sloppy.

For more information on the full line of Memorex quality computer media products, call toll-free: 800-222-1150. In Alaska and Hawaii call collect: 408-987-2961.



Your Data. When it matters, make it Memorex.™

**MEMOREX**



In the **MEMOREX MANAGEMENT PRINCIPLES**, Memorex management has stated its intentions to:

- "...treating people respectfully as individuals and to fostering the long-term development and professional growth of its employees;" and
- "...continuing its investments in the technologies essential to the Company's success."

To that end, the Company is providing new opportunities for employees working in areas which are phased out or will be phased out in the future. For example, with the Company's de-emphasis on plated media research and development, and a stronger emphasis on sputtered media development, approximately 17 employees have been shifted (or "re-absorbed") into work involving sputtered media at Westlake, DMI and RMCD.

Besides avoiding a R.I.F. (reduction in force), the re-absorption of those employees into other areas of the Company will provide them with new job opportunities and, in many cases, new job training.

Additionally, due to a change in our requirements in the optical media development activity, several of the employees working in that area have been transferred to new jobs at either Westlake or Santa Clara facilities.

These and other related moves are being taken by management to ensure optimization of our resources in new areas of research, development and manufacturing.

## MEMOREX MANAGEMENT PRINCIPLES

- **MEMOREX IS COMMITTED TO PRODUCING SUFFICIENT PROFIT TO FINANCE OUR GROWTH AND PROVIDE A COMPETITIVE RETURN ON INVESTMENT.**
- **MEMOREX IS COMMITTED TO PROVIDING THE HIGHEST QUALITY, COMPETITIVELY PRICED PRODUCTS AND SERVICES THAT CONSISTENTLY MEET CUSTOMER REQUIREMENTS.**
- **MEMOREX IS COMMITTED TO MAINTAINING THE HIGHEST STANDARDS OF ETHICS AND INTEGRITY IN MEETING ITS COMMITMENTS AND IN THE CONDUCT OF ITS BUSINESS.**
- **MEMOREX IS COMMITTED TO CONTINUING ITS INVESTMENTS IN THE TECHNOLOGIES ESSENTIAL TO THE COMPANY'S SUCCESS.**
- **MEMOREX IS COMMITTED TO TREATING PEOPLE RESPECTFULLY AS INDIVIDUALS AND TO FOSTERING THE LONG-TERM DEVELOPMENT AND PROFESSIONAL GROWTH OF ITS EMPLOYEES.**
- **MEMOREX IS COMMITTED TO MANAGING STRATEGICALLY TO ENSURE THE PROPER BALANCE BETWEEN SHORT-TERM OPERATING PERFORMANCE AND LONG-TERM PROFITABILITY OF ITS BUSINESS UNITS.**



## Herbie Briggs has just destroyed the myth that all floppy discs are created equal.

They seem equal. Until you look at the seams.

That's where equality ends.

Most companies seal their discs with a spot here, a spot there. Leaving most of each seam not sealed at all.

Sooner or later, the seams might do what comes naturally: they bulge. Warp. Pucker. Open up.

Pins, pencils, fingernails—even a four-year-old, like Herbie—can catch and snag in those wide open spaces.

That's sloppy. And dangerous. Because if you put a sloppy floppy into your disc drive, it can jam your drive. Ruin your drive head. Lose your data.

So much for their seams. Ours are different.

**THE SLOPPY FLOPPY:**  
Sealed with a spot here,  
a spot there. Leaving  
unsealed seams  
everywhere.



Memorex uses a process we developed, called Solid-Seam Bonding.

Solid-Seam Bonding seals shut every inch of every seam of every Memorex floppy disc. Tight as a drum. That makes the Memorex

floppy stiffer. Stronger. And your data safer. To resist bulging, warping, puckering, or opening up.

**MEMOREX SOLID-SEAM BONDING:**  
Every inch of every seam  
is sealed shut. Tight  
as a drum.



To resist all the things that can jam your drive, ruin your drive head, or lose your data.

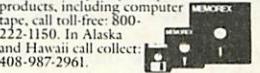
Which proves that a Memorex floppy disc isn't equal to all the others. It's better.

Solid-Seam Bonding is just one example of the extra care that goes into every Memorex floppy disc. Be it 8" 5 1/4" or the new 3 1/2". Extra care that lets us guarantee every Memorex disc to be 100% error-free.

The next time you're buying a floppy disc—or a few hundred of them—just remember this:

It's always better to be safe than sloppy.

For more information on the full line of Memorex quality computer media products, including computer media tape, call toll-free: 800-222-1150. In Alaska and Hawaii call collect: 408-987-2961.



Your Data. When it matters, make it Memorex®

## MEMOREX

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## Ad campaign stresses superiority of Memorex flexible discs

Because consumers need to know the difference between various types of floppy discs, and the superiority of Memorex floppies, the Media Products Group has launched an advertising campaign to warn flexible disc users about "sloppy floppies."

When you consider all the complex hardware and software that go into the operation of a computer, and all the things that could go wrong, it might never occur to you that a poorly-made floppy disc could do a tremendous amount of damage all by itself. One way to ruin an expensive disc drive is with the insertion of a poorly-made ("sloppy") floppy that can jam up the works and do permanent damage to both hardware and software.

Memorex uses an unique bonding process called "Solid-Seam Bonding" that resists warping, opening up, puckering and bulging. The process seals shut every inch of every seam of every Memorex flexible disc, making it a truly superior product.

The ad campaign is designed to highlight Memorex's Solid-Seam Bonding process which produces a more technologically-advanced disc. The campaign was developed after extensive research into consumer awareness and attitudes in the

flexible disc market. In the study, flexible disc users rated numerous product attributes they want from a disc.

Research also showed that advertising in the flexible disc marketplace really did not distinguish one disc supplier from another. But, obviously, there is a difference, and Memorex intends to make sure customers know it.

"We are the only leading manufacturer of flexible discs to come out with ads which emphasize a benefit that really makes a difference to the end user," said CHUCK COMISO, Media Products Group vice president of Marketing and Sales. "Using a 'packaged-goods' approach, we're making side-by-side comparisons with our competitors which clearly visualize our disc's superiority."

The creative strategy was developed by DOYLE DANE BERNBACH (DDB), Memorex's advertising agency in San Francisco. The direction and support for the advertising campaign evolved from the flexible disc advertising research report, which was also conducted by DDB.

The important thing for flexible disc users to remember is: BETTER SAFE THAN SLOPPY.

## Dr. Dauber...

*continued from page 1*

**company. Each of you has a unique and really important impact on how well we realize our huge potential.**

**"I don't think our continued success requires any massive changes. We know what needs to be done, and we're doing it. Our success does, however, require that we meet our commitments, obviously on the 3680 program, and also on the financial goals which measure our performance as a company.**

**"I am really pleased to have this chance to put my talents, energy, and experience into this exciting effort and I ask for the help of every employee to do the same.**

**"Personally, I want to get my family moved out here this summer. Like anyone new, Elayne and I have to find a house and get the kids settled for school in the Fall. My son Steven is at Stanford. Jeff starts college in the Fall, and my 11-year-old daughter, Deborah, is going into sixth grade. Anyone with a family knows what that involves. We're going to be busy."**

**"Then he was off, traces of a satisfied smile remaining. Phil Dauber likes where he is.**



**VORBAUER** leads the hunt on his gelding, "Sir Henry"



**KARIN BOFINGER** and "Zarah" taking a jump

*The Memorex hunting team left to right: HANS KOSSMANN, product support manager; ERWIN VORBAUER; KAREN BOFINGER, secretary; a houndsman; ALFRED KRAPF, logistics and warehouse manager; WERNER OTTO, field support manager; JOHANN SEIFART, finance director; and another houndsman. In front are the beagles, still fit and ready for more after the long run.*



## CTD puts SPC to the test — results remarkable!

Memorex's Computer Tape Division is using Statistical Process Control (SPC) in very effective ways since the introduction of the methods at Memorex last year. It has been only a short time since SPC classes have been generally available to CTD employees, but results from application of the methods in several areas of the plant are already obvious.

SPC principles were used for isolating then prioritizing the different causes of downtime for the coating lines. Then efforts were concentrated on the primary causes and progress was continually monitored. SPC management methods were used to format complex data used

by the Mix Department into a more understandable form. The same methods were also used to reduce the consumption of an expensive solvent by 50%.

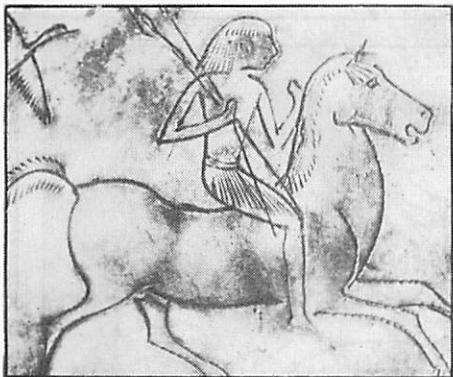
The multi-year program in CTD first requires training of managers and supervisors in SPC methods, coupled with the establishment of interdepartmental process teams chartered to take on major projects using SPC principles.

Benefits are in both short-term and long-term cost savings, higher volume production, higher quality of product, more consistency in products (by reducing variables in process steps), and opportunities for operators to have more control

over their jobs and more participation in problem-solving.

Training CTD employees in SPC will continue throughout 1984, even though the methods will be used far into the future. **FRED LEUSCHNER, JEFF RIGGS** and **CRAIG MACKLEY** are currently responsible for training employees. **TOM STOIBER** serves as chairperson of the SPC Committee.

SPC does not solve problems, but provides tools to people who solve problems. The people in the Computer Tape Division have used the SPC tools to resolve some major problems in a very brief period of time.



"HUNTING ON HORSE BACK IS A MAJOR CONTRIBUTING FACTOR IN THE SPIRITUAL AND BODILY DEVELOPMENT OF OUR YOUTH. IT STRENGTHENS THE MUSCLES AND SHARPENS THE MIND AND KEEPS VITALITY AND FLEXIBILITY OF THE MIND INTO OLD AGE."

XENOPHON, 400 B.C.



HANS KOSSMANN takes a jump on his nine year old gelding "Lugano". In the background are the spectators who are taken along the route in tractors and trailers by local farmers.



ERWIN VORBAUER

## German CE's enjoy annual "Foxhunt"

by H. J. KOSSMANN

Memorex customer engineers in Germany perform the demanding task of hunting customers' data processing problems all year round, but every September, the buglers sound the start of a "Foxhunt" organized annually by Memorex Customer Engineering manager for Germany, ERWIN VORBAUER, a well-known figure in the German foxhunting scene.

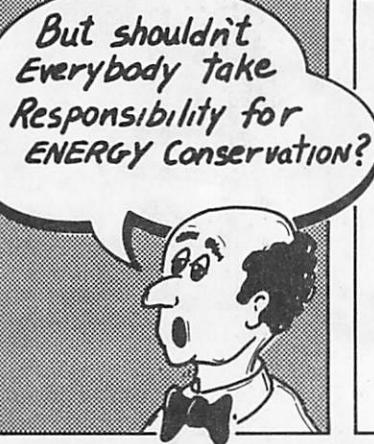
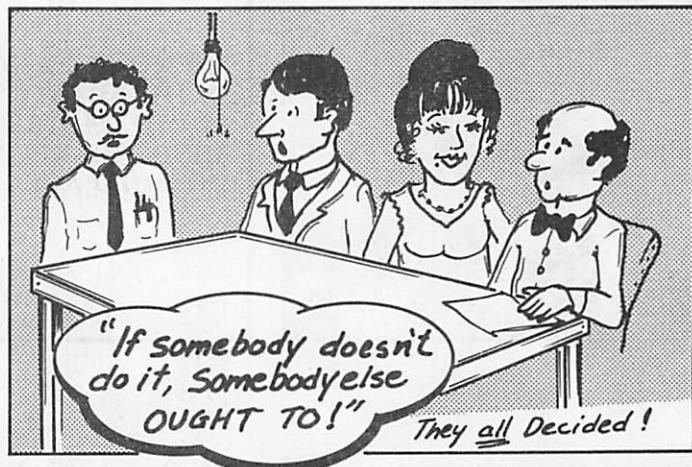
Since the hunting of live animals on horseback is not allowed in Germany, the hunt is a social event following an age-old German tradition. The hounds no longer track down live animals, but are trained to follow only the scent of an animal, usually a mink scent laid down by the leading Houndsman from a drip-feeder behind his saddle.

It must not be the scent of any animal which lives anywhere near the area of the hunt. Otherwise, the whole pack of Beagle hounds could disappear, following a real animal trail leading away from the carefully prepared route.

The total route through the beautiful German countryside is about 15 miles long. At the conclusion, all participants gather in a barn (graciously provided by one of the local farmers) to celebrate into the wee hours.

## Once Upon A Time . . .

not too long ago in a company called SPAZTEK, well-known for its caring and conscientious employees, Everybody decided that Somebody should save energy by turning out the lights, but Somebody thought it was Everybody's responsibility. So they formed a committee to talk about it.



"Yes, indeed," came the reply, "but Everybody is much too busy and, besides, we've got more important problems to solve today. It really should be delegated to Somebody Else, maybe Everybody Else or Nobody Else, depending on who's got the time."

"But if Nobody Else does it, how can Everybody Else do it?" Somebody asked.

"Somebody should, for sure," said Everybody Else. "No way," said Somebody, "It's got to be Somebody Else or Anybody!"

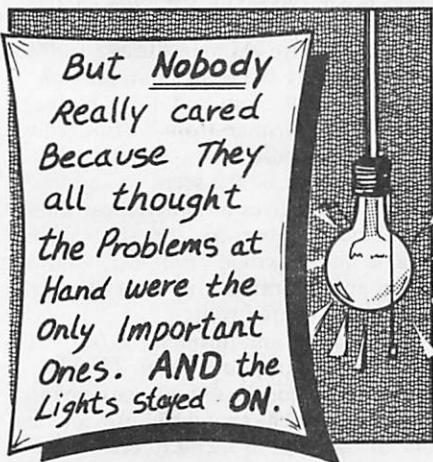
"Yeah, but if Anybody cared, Everybody would already be doing it."



**So...**

Everybody left and went back to the things they thought were more important. And the lights stayed on, even in the room where they had their meeting.

Then Everybody started to hear about the importance of energy conservation and how we would run out of energy if we didn't use it wisely, but the committee met again with the same results and ended it with, "It's okay, we've got plenty of time. Let's have another meeting sometime and talk about it some more." And the lights stayed on, even in the room where they had their meeting.



Before too long, there was no more power left and the lights wouldn't go on if you wanted them to and neither would anything else. So Everybody lost their jobs (and so did Everybody Else) because Nobody took responsibility for energy conservation.

**NEXT MEETING...**

**EVERYBODY decided that if Anybody did take Responsibility for Energy Conservation The Problem would SOLVE itself...**

**the end**

art by MIKE FERNANDEZ