

INTERCOM

A newsmagazine for Memorex people everywhere

Volume No. 13 / December 1976



MEMOREX

1976 at Memorex:
a year of "remarkable
progress." See page 2.

After President Robert Wilson spoke to Santa Clara employees, some members of the audience stopped by to chat.

'The most important factor in producing quality results is the attitude of people at Memorex.'



Wilson calls '76 a year of 'collective success'

In 1976, "a lot of good things happened at Memorex. Collectively, we made them happen," said President Robert Wilson in his annual speech to Santa Clara employees.

Noting that there were 1,000 more Memorex people than at the same time last year, Mr. Wilson welcomed the newcomers and congratulated everyone for an "outstanding performance." He met with employees in seven sessions last month.

Looking back, Mr. Wilson said, "Memorex has really made remarkable progress in the past year, even though the recent stock market action doesn't seem to recognize it. However, to put that in perspective, our stock was selling at \$8½ a year ago, and it's selling for \$18 now

(Nov. 18). More than double in one year isn't too bad."

Comparing this third quarter's results to the third quarter of 1975, Mr. Wilson pointed out that:

- Annualized revenues were up 26 percent, from \$270 million to \$340 million.
- Annualized profits on a fully taxed basis were up substantially, from \$10 million to \$25 million.
- Cash increased by \$11 million, from \$29 million to \$40 million.

"The most important factor in producing quality results," said Mr. Wilson, "is the attitudes of the people at Memorex. During the year, we made a lot of progress at improving attitudes, not only inside the company,

but outside as well. Inside the company, we improved our compensation and benefits. The dental plan was particularly popular—and a little more costly than planned. And I'm pleased to confirm that starting this year, we will have an extra paid holiday. This year it will fall on December 23."

Mr. Wilson said that because of "our collective success" there had been opportunities for advancement throughout the company. "Our objective will be to fill promotional opportunities from within," he said. "Throughout the year, virtually all supervisors participated in training programs. As the result of our growth and the internal opportunity program, nearly 550 Memorex employees were promoted. If you include upgrade promotions, the total was 1,200."

Memorexpedite 3650!

Got a bright idea? You could be a very big winner

"Memorexpedite 3650!" If you don't know that slogan now, it will be second nature soon. That's the name of a new company-wide program designed to advance the first customer shipment of the 3650 disc drive.

Memorexpedite means ideas — *your* ideas — on how to get the company's most important new storage system to market at the earliest date—and at a quality level second to none. It is a suggestion campaign that will run from now until the first customer shipment.

Substantial cash prizes will go to the three best suggestions made during

the course of the program. There will be smaller cash awards for all suggestions that are put into effect. And, upon receipt, every suggestion that is considered feasible will be recognized with a "Memorexpedite 3650" coffee mug.

All employees with the exception of vice presidents and their immediate staffs can participate in the contest. Suggestion forms will be sent to major company offices in addition to being available next to "Memorexpedite 3650" posters in Santa Clara.

Suggestions may or may not concern an individual's own job, but they

should go beyond what is expected as a part of one's regular responsibilities. The ideas can relate to any work area as long as they would bring forward the delivery date of the 3650.

Al Wilson, 3650 Program Manager, John Scott, Manager of Research and Engineering for Disc Pack, and Art Carlson, Manufacturing Manager for the 3650, will be the final judges for the program. *Intercom* will report the awards as they are made.

The message is: start thinking of ideas to speed the 3650 on its way. You could be a big winner.

Turning to a different area, Mr. Wilson said, "One very important attitude that is frequently overlooked is the attitude of the general public and the government. I am deeply concerned at the hostility being expressed toward industry. Memorex is part of industry. All of us should help to sell the benefits of industry to our society."

"Two of the most important problems facing our country are unemployment and inflation. During the past year, Memorex has contributed to the solution of both problems. Nearly 1,000 new jobs were created, and our cost improvement efforts made it possible to hold our price increases well below the inflation rate."

Looking to the future, Mr. Wilson said, "One of the limiting factors in our

growth has been product availability. During the year, new distribution centers have been added in Philadelphia and Chicago. A distribution center for Dallas is in the planning stage. Capacity has been added both in Santa Clara and Liege."

Noting that the investment in new products is at a very high level, Mr. Wilson said, "Every profit center will be involved in major product development and introduction. On a corporate front, the most important single product program is our 3650 disc drive. And the 1380 communications controller is not far behind. It is essential that we introduce quality products on time—and that we produce as many as we can while maintaining product integrity. With improved product availability and a host of new products, the pressure

will really be on our sales and service organization. In anticipation of these future requirements, we are investing heavily in sales and service.

"No discussion of futures is complete without covering our IBM litigation. Our case is now expected to go to trial about June of next year. A lot of excellent people are working full time on the case. It is a major futures investment—and one that we believe will have a substantial benefit.

"Many other futures investments are being made or planned," Mr. Wilson continued. "These include such items as our lease base, the repurchase of the land under our San Tomas buildings, the repurchase of company debentures, and a number of affiliations and acquisitions."

Turning to the outlook for 1977, Mr. Wilson said that, "Next year can be a very good year for Memorex, but like other good things, we've got to make it happen. The national economies around the world range from questionable good to probable bad. Our old competition will be increasingly tough, and we're seeing some new competitors. Memorex must simultaneously clean up some old problems, compete successfully on current operations, offset rising costs, launch new programs, and win our litigation with IBM."

Summing up, Mr. Wilson said, "This has been quite a year. Although there have been problems, irritations, and frustrations, they fade away in the splendor of our accomplishments. Memorex has earned a lot of respect and is emerging as a quality company. The strengths that have been added will stand us in good stead as we face the challenges of 1977. Next year won't be an easy year but it can be an excellent year."



UNDEFEATED—At press-time, the Memorex Santa Clara basketball team was heading straight for a championship, with a season record of 5-0. Here, center Jim Jones (white jersey), team captain and leading scorer, takes the toss. "It's pretty incredible what we've done, considering this is our first year in the city league," said manager John Vieira. Games are played every Wednesday night at Wilcox High gym in Santa Clara; game time can be checked with Vieira, ext. 2675. Team members are Jim Jones, Dexter Garner, Buck Bondura, Ray Valdez, Mark Staggs, Doug Clemens, Jonathan Jones, Jeff Cranny, Mike Podielski, Mike Cunningham, and Terry Pule.

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ON THE COVER:

The moon is full, the season is winter, the place is company headquarters in Santa Clara. This nighttime view is *Intercom's* way of wishing a beautiful, peaceful New Year to its readers everywhere. The photo is by Ray Rodriguez and Richard Martinez.

Putting it all together

Cassettes—there's LOTS more than meets the eye

You can't always tell a product by its package. With a cassette tape, however, the "wrapping" — the small plastic box that holds the tape in place — tells almost everything.



Les McClane shows what it's like when the parts pile up. Here's just one box-worth — 1,260 cassette halves.

The empty shell is called a C-Zero (as opposed to a C-60 or C-90, which is loaded with tape), and it looks simple. But it isn't. More than a dozen parts go into it, and the smooth assembly of these parts is critical to the performance of the cassette bought by the consumer.

Cassettes, along with the rest of the audio line, devour about a million and a half components a day. "With numbers like that, quality control becomes a real challenge," said Chuck Levdar, QC Manager for the Audio Division. "In the manufacture of audio products, we're dealing with a continuous flow of materials. If we shut down the process, it's like derailing a freight train. The demand for our tapes is so great, we have to keep things moving. There's no time for work stoppages because of defective parts."

Les McClane, Supervisor of Quality Engineering, is the man directly responsible for the quality of the incoming materials. "If you really look at a cassette," McClane said, as he opened one up to show its parts — shell, window, roller, wafer, hub, shield — "you realize how critical it is. If there's a defect in any one of these components, it may cause production downtime and/or a product reliability problem."

Audio's Receiving Inspection department is located in Building 14 in Santa Clara. The three-man team of Stan Compton, Tom Barber, and Morris Matthews handles dozens of different products; in the course of a day, the inspectors check everything from the thickness of cassette windows to the quality of printing on eight-track labels to the cardboard packaging on record-care kits.

"Quality Control, along with the Product Engineering and Materials departments, has worked diligently to improve relations with our vendors," said McClane. "Good vendors make our job easier by supplying quality parts on time—and at a good price."

McClane said that his group makes thorough surveys before choosing vendors. "And once they're chosen, we really work on communication. That means putting the vendors directly in touch with the Receiving In-

spection group, bringing the vendors into the plant so they can actually see the manufacturing processes, and having the Receiving Inspectors visit the vendors so that we can understand *their* manufacturing processes. Most important, we let the vendors know exactly what is expected of them. This is crucial, since our quality standards are unusually stringent for the industry."

While McClane was talking, a co-worker stopped by and dumped a few parts on his desk. There was a hitch in the cassette assembly process, and it was McClane's job to determine if the parts were at fault.

Then there are the non-routine matters, like the time a vendor accidentally packed some fleas in with the components. The fleas arrived in Santa Clara alive—and biting. Fortunately, through the vendor's lot coding system (a standard requirement of Quality Control), McClane was able to trace the offending shipment and debug it.

About 30 pallets of material are delivered to the Receiving Inspection department every day. That's 2,000 cubic feet of supplies, enough to carpet the typical suburban house a foot and a half deep in components. "You've got to admit, that's volume," said Levdar. "Our challenge is to continuously put it all together while maintaining our quality levels."

Company buys back San Tomas land

On November 29, Memorex announced that it was buying back the 55 acres of land on which the Santa Clara headquarters complex is located.

In 1972, the company participated in a "sale and lease-back" transaction in which the San Tomas property was sold, and the buildings, which are not being repurchased, were then leased back under a long-term occupancy agreement. Memorex owns its other facilities in Santa Clara—the buildings on Memorex Drive and also Building 23 on Kifer Road.

"We are delighted that our renewed financial strength enables us to make a variety of investments in the future," said President Robert Wilson. "The purchase of this land is one indication of that strength and our

commitment to future growth. In addition, the buy-back will reduce our operating expenses and will permit us to consider our options to purchase the buildings on the property."

Medical benefits to be available to retirees

An optional benefits program for U.S. Memorex retirees goes into effect January 1, 1977. The program will include medical benefits, paid for in part by Memorex, and a company-paid life insurance policy on the retiree. It is available to both present and future retirees, provided they retire under the conditions of the company pension plan. Letters and enrollment material explaining the program will be distributed soon.

'Is it live or is it Memorex?'

Melissa joins Ella in new tape commercial

It was coined five years ago to launch an advertising campaign for the company's audio tape. Now, the catch-phrase, "Is it live or is it Memorex?," is as familiar to television audiences as "good to the last drop," or "you deserve a break today."

Jake Rohrer, the company's Audio Marketing Manager, says, "Ella Fitzgerald, the shattering glass and the listening tests with Count Basie and Nelson Riddle have worked well in positioning our product and its benefits in the public's mind."

Now, the company is teaming Ella with Melissa Manchester. The 30-second spot debuts this month and will be aired during such prime time television programs as "Midnight Special" and major sporting events.

Melissa, popular singer, songwriter and composer, has cut four albums and, according to Rohrer, "will help capture the attention of the younger tape users who are just learning to appreciate premium cassettes."

In the commercial, Melissa is seen seated at a piano alongside Ella, with members of her band and the recording crew in the background. Melissa recounts the critical listening test:



Melissa Manchester rehearses with Ella Fitzgerald for the new commercial.

"I was so sure I could pass the Memorex test ... you know, 'Is it Ella live, or on Memorex cassette tape?', that I bet this whole crazy crew lunch." In flashback, Melissa is then seen listening to — but not seeing — Ella playing a recording of herself on a Memorex cassette. "I can't tell if it's recorded or not," Melissa concludes. "All I can say now is—who ordered the ham and cheese?" And she holds up a delicatessen bag as the crew breaks up in laughter.

There is never a guarantee that a slogan will make a hit with the public, but as an astonished Ella Fitzgerald says, "Everybody calls me

the Memorex lady. They all want to know if it's me or Memorex that breaks the glasses ... but I'm not supposed to tell." And the awareness of Memorex's quality name does not end here in the United States. *Sounds*, a London music newspaper, recently carried an interview with Moon, the newest smash British rock group.

As the reporter told it in his column, the interview began like this: "'Are you using Memorex?' asked Moon's Noel McCalla, leaning quizzically over my cassette machine. 'You gotta use Memorex for us, you know. Only the best, eh?'"

COM sells large order to Quantor

Memorex has received a major order for its 1603 Computer-Output-Microfilm printers and its model 1620 film duplicators from Quantor Corporation of Mountain View, Calif. Quantor is a leading manufacturer of COM equipment.

Under the contract signed in November, Memorex agreed to sell Quantor up to 70 Model 1603 printers and 70 Model 1620 duplicators over the next 30 months.

The equipment will be marketed under the Quantor label, as part of the company's total COM line, with Memorex's field engineering force providing maintenance for units installed in the U.S.



Don Kelley, Manager, COM Products, and V. "Buck" Pieters, Quantor's Marketing Vice President, look over the 1603 Printer being sold under the Quantor label.

Quantor President Charles Askanas said his company chose the Memorex products because they plug directly into System/360 and 370 computers and the Quantor 115 mini-front-ended COM device.

Don Kelley, Manager, COM Products, emphasized that the large order from Quantor would not affect Memorex's own COM business. He said that the EPG sales force would continue to have the entire 1600 product line available.

'Intercom,' PR move offices to Building 12

Intercom has moved. The office is now in Building 12 in Santa Clara. *Intercom*, along with the rest of Corporate Public Relations, has taken up residence on the third floor, south wing of Building 12, rooms 371-383. The PR phone numbers remain the same: 2200, 2201, 2202, 2203. The department's new mail stop is 12-39.

Going back to school with a little help from Memorex

"If I had it to do over again, I definitely would have finished college. I certainly can't afford it now."

Sound familiar? Well, there is a way to get that degree — and at minimum expense. It's called the Memorex Educational Reimbursement Program.

In the past year, more than 100 employees have taken advantage of the plan, studying everything from calculus to shorthand, from the principles of management to the technology of semiconductors. Some employees are using the program to complete college degrees; others are taking single courses that relate to their jobs.

The hows and whys of tuition refunds

The purpose of the educational reimbursement program, according to Coordinator Rich Silton, is "to encourage people to develop skills that will help them advance in their Memorex jobs.

"When your performance review comes along, if your manager says you need to work on a certain area — your organizational ability, for instance—one avenue is to take an appropriate course."

It's important to remember that you don't have to be working toward a degree to take advantage of the program. "We're just as interested in the production worker who wants to go back to school to learn a technical skill as we are in the manager who's aiming for an M.B.A.," Silton emphasized.

The first step in taking part in the program is to talk to your manager and get his approval for the course you're interested in. The next step is to fill out an educational reimbursement application. Forms are available from Industrial Relations or by calling Silton's office, ext. 1153.

The tuition refund program includes trade school courses, community college classes, technical training seminars, correspondence courses, graduate programs in business. Memorex people have taken courses at dozens of schools, from San Jose State to the University of South Florida.

If it's a course that you and your manager agree will benefit your job, it will probably qualify for educational reimbursement. "About the only thing we exclude are the get-rich-quick wonder sort of self-improvement courses," said Rich Silton, Manpower Development Specialist, who supervises the program.

Like medical insurance and the pension plan, educational reimbursement is a company benefit. It is available to all full-time U.S. employees who have been with Memorex at least three months. Under the plan, you can be reimbursed 100 percent for accredited courses that apply directly to your job. For "indirectly" related courses, such as a fine arts course required for a bachelor's degree, coverage is 50 percent. The refund limit is \$600 per year.

There are as many ways to use educational reimbursement as there are jobs at Memorex, judging by *Intercom's* informal survey in Santa Clara. Suzanne Weir, a secretary in Computer Media, decided on shorthand for her first course (she's thinking of accounting next). "I looked at my career and decided that shorthand was something I needed in order to advance." Sandy Foss, Phone Power Supervisor in Computer Media, who spends about 90 percent of her time dealing with the public, took two communications workshops in the UC Berkeley Extension program last spring. Shirley Prouty boned up for her job as Industrial Security Specialist with a security course at DeAnza College.

When Dexter Garner joined Memorex as a chemical technician two years ago, he had a degree in biology, with a minor in chemistry. Now he's back at San Jose State part-time, aiming



Greg Anderson, Norm Descoteaux

for a degree in chemistry, too. Combining work and school is, he admits, "kind of tough. You have to make a few sacrifices."

For Fay Chong, an engineer in EPG's Microprogramming Department, going to college is almost a way of life. He has a B.S. in physics from Washington State University and an M.S. in electrical engineering and computer science from UC Berkeley. The master's tuition was partially paid by Memorex, and he's now taking advantage of educational reimbursement while working on his Ph.D.



Fannie Starks often studies on her lunch hour at Memorex.



on campus at San Jose State.

Greg Anderson, Manager for PCB Manufacturing, and Norm Descoteaux, a Warehouseman in Computer Media, are both studying for their bachelor's degrees in business at San Jose State. Now a senior, Anderson has been going to college off and on since 1965. "School's become sort of an obsession by now. I've just always had my heart set on getting a degree, and this program applies directly to my work. Management in this day and age is pretty complex. It requires study."

Descoteaux, who will be getting his diploma this month at SJS, has been working full-time on the swing shift ever since he started school. In the last year and a half, while carrying 16-17 units a semester, he's maintained a 3.62 grade point average. How does he work 40 hours a week and go to school, too? "It's called willpower," says Descoteaux. "You set your goals and then achieve them. Luckily, my wife knows that on Dec. 21 things will ease up."

Going back to school after being away from the academic routine for a number of years can be a bit intimidating, but that doesn't dissuade those Memorex people who are in-

tent on moving ahead. Fannie Starks, an engineer in EPG's Equipment Standards Department, received her bachelor's degree in math and science from Alabama State in 1960. Last year she started the M.B.A. program at the University of Santa Clara. "I've wanted to go back to school for a long time, and now I finally can," she says.

With three children at home (ages 14, 12, and 11), Starks often has to study at lunch or after they've gone to bed. "Actually they're pretty independent and whatever doesn't get done, we don't worry about. Also, they're enthusiastic about what I'm doing. One of them said to me recently, 'Now that you're working on your

master's, why don't you get your Ph.D.?!'"

Something I've always wanted to do. That's the reason given by most Memorex students to explain their decision to hit the books. Having tuition assistance from the company makes some of the sacrifices a little easier.

As Norm Descoteaux said, "It's really great to know that the company is behind you in something you want to do. It's helped my morale a lot."

And when you're coming home from work late to sit down and write a term paper, any little morale boost goes a long, long ways.

Six-and-a-half gallon man

Blood donor looks ahead to 1986

It's one of those serious achievements that people tend to joke about. And he does. "Sure, I give blood. After all, you get a free cup of coffee and a handful of cookies...Well, I guess my blood's OK. They've never turned it down."

But then, giving blood is such a routine matter for Senior Engineer Claude Drew, the joshing comes naturally. During the semi-annual blood drive in Santa Clara in October, Drew of EPG gave his 52nd pint to the Red Cross. For him, it was just one more roll-up-the-sleeve-and-let-them-tap-it session.

According to company records, Drew is the number one blood donor at

Memorex headquarters. And as a six-and-a-half-gallon man, he ranks in the top four percent of all blood donors in Santa Clara County.

His giving career began in 1950, during the Korean War. "I was in the National Guard, and the Red Cross came by. They suggested that since we weren't shedding blood, maybe we could give it."

In addition to participating in the Memorex blood drives, he's on call at the Red Cross Blood Center. Drew knows that some of his donations have been used for patients in open heart surgery and also for hemophiliacs needing transfusions. Before he joined Memorex in 1969 he was at Westinghouse, where he was a regular participant in the blood donor program.

Drew's right arm is slightly scarred from the many vein probings. But he still keeps giving. "I thought I'd retire after I hit five gallons, but then the Red Cross asked me again, so I kept on. My son, who's only 26, is eventually going to outdo me, though. He gave his 25th pint the same day I gave my 50th."

A native Texan, Drew still thinks and talks in Texas terms. "Six-and-a-half gallons — why, that's just a drop in the bucket. I know several donors who've given 10 gallons. I'll hit that point in about 1986. Now *that* will be worth talking about."



Claude Drew

News**makers**

Recycling \$3 million-worth of printed circuit boards in two and a half years is no small achievement. And in October the people responsible for that record — the 19 members of EPG's Component Return and Repair Department — were honored at a prime rib luncheon in the San Tomas cafeteria.

EPG Vice President **Roger Johnson**, who spoke briefly at the luncheon, said, "Putting this accomplishment into perspective, we can think of it as \$3 million in the bank that we wouldn't have if you people hadn't done the job. Or enough money to pay the salaries for the whole corporation — 6,000 people — for one week." **Henry Tinker**, Director of Manufacturing, noted that, "Many times this group has provided us with critical spares and helped us meet a shipment on time."

The PCB recovery program began in February, 1974, with just four people working on the project. At the time, there were some 67,000 PCBs stockpiled in the warehouse—boards that had been returned to Santa Clara because they had malfunctioned, suffered damage, or were obsolete. In 13 months, the group was able to repair and restore \$1 million-worth of boards; nine months later, the PCB salvage crew reached the second million; and in another seven months, the third.

According to **Bill Yee**, Manager of Recon Operations, the purpose of the project initially was to help meet production schedules; now the pri-

mary goal is cash conservation. Although the group reached the third million in just seven months, Yee says, "It will probably take us a little longer to reach the fourth million. That's because we've done such a good job of recovery, we're now scraping the bottom of the gold mine."

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While some accomplishments take months of work, others are the result of intense short-term efforts — like the recent EPG "save" of a major Dallas account.

On October 6, the Dallas field force called Santa Clara for help. There was trouble with a new installation of seven strings of 3675 disc drives (50 spindles), and the customer was unhappy. For **Chuck Anderson**, Field Service Engineer, and **Adnan Kandah**, Drive Technician, that news meant catching the next flight to Dallas.

Later, **Bob Lloyd**, Manager of Production Engineering, and **Tore Larsen**, Manager of Control Unit Development for the 3650 Program, were summoned to Texas. The Santa Clara delegation and the local field team went to work, first isolating a problem with scratched packs, then, several bugs in the software.

Meanwhile, back in Santa Clara, Development Engineers **Andy Leon** and **Ray Herrera** headed a team to investigate an underlying problem discovered in Dallas: a design change was needed in the printed circuit



The oyster champs: (standing) Gene Robles, Emile Kerba, Chuck McCue, John Pew; (sitting) Sherri Dent and Mary Reed.

boards involved in the malfunctioning string. Once this investigation was underway, a group gathered every morning at 7:30 to place a conference call to Dallas — to report on engineering progress in Santa Clara and to find out what was happening at the installation site.

"It was that impressive display of teamwork that put the customer's system back in business in short order," said Lloyd. "To get the system going, we pulled together people from Manufacturing, Quality Assurance, Development Engineering, Field Engineering, and even the 3650 Project. Everybody just said, 'OK, we have a problem, let's go fix it.' And we did. It's really encouraging to see this kind of attitude."

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Dallas had another contingent of Santa Clara visitors in October — runners in the annual Tyler Cup Invitational race. Hitting the track for Memorex were Vice Presidents **James Dobbie**, **Robert Jaunich**, **Marcelo Gumucio**, and **Dick Allen**. Each ran two miles in the national event for business executives over the age of 35; their combined eight-mile time was 55 minutes, 38 seconds, an improvement of more than two minutes over their time in 1975.

Team speedster was Jaunich, VP of Consumer and Business Media. Jaunich, who broke the tape at 12:20 last year, returned to Dallas to clock an impressive 11:41.

"The competition was a lot tougher this time," said VP Gumucio. "More companies sent teams, and virtually all the teams improved their times over 1975." The runners, who represented 16 states, ranged in age from



Tyler Cup runners (l-r) R. Jaunich, M. Gumucio, R.C. Willson, D. Allen, J. Dobbie

36 to 69. Memorex finished 19th in a field of 28.

President **Robert Wilson** took part in a Tyler Cup exhibition race. He and nine other executives each ran a half-mile stretch against Frank Shorter, two-time Olympic Marathon medalist.

While the Memorex executives were in Dallas for the Tyler Cup, they called on customers and prospects and also met with local employees.

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When it comes to other kinds of contests, Memorex people don't do badly, either. They excel at competitive eating, for instance. Even when the fare is as slippery as raw oysters. In November, six Memorex employees out-gulped a team from Fairchild Camera & Instrument, 286 to 218. That means they consumed 286 raw oysters in just six minutes.

The oyster feed was held to benefit the HOPE Workshop of San Jose, a rehabilitation agency for retarded

children and adults. Santa Clara's Marriott Hotel gave \$1 to HOPE for every oyster downed by the winning eaters. Those who swallowed hard (and fast) for the love of HOPE, Memorex, and oysters were **John Pew**, Finance; **Chuck McCue**, Cost Engineering; **Sherri Dent**, Public Relations; **Mary Reed**, Industrial Relations; **Gene Robles**, Security; and **Emile Kerba**, Finance.

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A three-man art show came to the Consumer Products Building in October. And the artists were all members of Audio's Process Engineering Department — **Arne Fladager**, **Bill Olivas**, and **Lionel Ashcroft**. Fifteen paintings and drawings were hung in the lobby and along the stairway, much to the delight of both employees and visitors to the building. Olivas was represented by pencil drawings and Fladager by watercolors; Ashcroft had oils, pencils, and one acrylic on display.

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Enjoying art show at Consumer Products.

For those who haven't noticed, there's a new flag fluttering in front of Memorex headquarters. It's a white banner with a big blue "E." It was awarded by the U.S. Department of Commerce in recognition of the company's "significant growth in export sales." **Bill Koenig** and **Gene Douglas** of Memorex's Washington, D.C., staff presented the flag to President Robert Wilson.

15-year veterans recall company's early days

Al Delman studied the 15-year-old photo for a few seconds. "I can name everyone there," he said.

He was looking at an early Memorex family portrait, taken in front of the building where it all began — on El Camino in Mountain View. Delman was one of 17 employees pictured.

Now a Senior Instrument Technician in Computer Media, Delman has been with Memorex from the very first year, through "a lot of ups and downs." Only three employees have been around that long: Elisabeth Herzfeld, who marked 15 years in August; Delman, whose anniversary was in October; and Roland Gallegos, who celebrates this month.

Delman and Gallegos knew each other from the beginning, and a few weeks ago they got together in the Tape Plant cafeteria to reminisce. "I started the day after the company opened its new headquarters on Shulman Avenue, now Memorex Drive," recalled Gallegos. "There were only 24 employees, and I went to work in maintenance — for Al. But as soon

as tape production began, I was put on the line."

Later, he was a slitter operator, then a receiving inspector for Quality Control. "I've probably run every piece of equipment in the Clean Room at one time or another," Gallegos said.



Roland Gallegos and Al Delman look through old Intercoms.

And Delman has probably repaired every piece of equipment involved in tape production. "I've been in this line of work about 25 years, and it's still interesting to me."

Gallegos, who's now supervisor of the Reclaim Department for Videotape in Consumer and Business Media, says

in looking back on his career, "What I like about what I've done is that I've moved. I've been a supervisor for the last four years, but in different areas. Change is important to me, and that's one thing that's kept me here."

As they talked of the pioneering years at Memorex, they flipped through old issues of *Intercom*, stopping each other with: "Oh, I remember him — wasn't too easy to get along with." Or — "Didn't know she had been here that long." They also ran across several pictures of themselves — Delman as company fire chief in 1965 and Gallegos as a "man-on-the-street" in an *Intercom* poll on the Vietnam War in 1966.

As for what they miss about the good old days, they say it's the camaraderie that's possible only in a small company. But they think some of that spirit is possible still. "I'd like to see people crossing lines more often to help someone in another department with a problem," said Gallegos. "It's that kind of give-and-take that can really change people's attitude toward work."

Going it alone: sailing champ finds challenge in a Banshee

Remember seeing a sailboat on top of a car in Building 12's parking lot? That boat didn't belong to just any sailor, but to John Navas, 1976 Banshee National Racing Champion.

Navas, who is a professional advisor to Memorex's litigation staff in Santa Clara, won the title last summer at Lake Huntington in California — for the second year in a row.

That isn't the only trophy on Navas' shelf. He has won several West Coast and Bay Area Banshee championships in the last few years, in addition to winning a New England inter-collegiate championship while attending M.I.T.

Even with these trophies behind him, Navas thinks sailing is more exciting than the prize at the end of the race. "In how many other sports do you run the risk of getting lost and dying of thirst or starvation?" he asks. "Here it is, man against the sea ... and man's always at the mercy of the wind and water."

There is not a lot of protection from the wind and water in a Banshee Class sailboat. The Banshee is a "single-handed planing centerboard"

sailboat; in other words, it's raced by only one person and is capable of very high speed as it skims over the water. A Banshee is just 13 feet long and has a 22-foot mast. In one-design class competition, only Banshees are allowed to race, so their size isn't a factor in winning.

Navas believes that single-handed, one-design racing is the purest form of competition. Since everybody else in the race has essentially the same boat, Navas says it is body conditioning and boat preparation that separates the winners from the losers. To stay in shape, Navas spends his spare time exercising, or practicing his sailing in South San Francisco Bay.

To balance the boat, racers must lean over the side, or "hike out," as in the picture of Navas above. This taxes stomach and leg muscles, since races can last from one to three hours.

"With the Banshee capable of traveling over 20 mph when the wind is blowing 25-30 mph, there is definitely a premium on a racer's ability to hang outside the boat," said Navas. "When wind howls around the mast and water crashes over the bow,



John Navas "hikes out" in his

sometimes I have to bail like mad just to survive."

The elements aren't Navas' only danger at sea. "I've actually rammed a few sharks while sailing in Monterey. After I saw the sharks out there, I hiked back in fast."

Navas thinks people don't take the hazards of sailing seriously. He has a very different view of the sport. "Many people think yachting isn't too exciting. They think all you do is sail around visiting friends and drinking. If that were true, I wouldn't

New assignments

(The following organizational promotions are in Santa Clara unless otherwise noted.)

COMPUTER MEDIA

Bob Appoloney to Materials Manager, Comdata, Irvine
Rudy Archuleta to Mix Operator
Marilyn Balke to Statistical Clerk
Patricia Bendorf to Secretary B
Jay Benedict to N.E. Regional Sales Manager, Boston
Diana Briggs to Accounting Specialist
John Bullard to Customer Services Manager
Art Burt to Maintenance Supervisor
Neil Campbell to Material, Purchasing and Planning manager
Ros Crisp to OEM/Distributor Product Sales Manager
Carida Escolano to Production Operator
Jan Fichera to Assistant Media Order Administrator
Sarah Hood to Maintenance Planner
James Jones to Chemical Technician C
Mark Kallin to Flexible Disc Product Sales Manager
James Mooreland to Computer Tape Products Sales Manager
Timothy Morrison to Sales Planning and Administration Manager
Dawn Muceniks to Corporate Fleet Administrator
David O'Connor to District Sales Manager, New York City

Barbara Poreda to Purchasing Expeditor
Robert Reynolds to Maintenance Technician I
Eugene Roadhs to Warehouseman B, Comdata, Irvine
Jack Sanders to Maintenance Supervisor
Terri Strong to Customer Service Specialist A
Richard Thompson to Engineering Technician A
Marian Whitfield to Associate Inventory Analyst

CONSUMER & BUSINESS MEDIA

James Aldrich to Product Manager, Audio
Kenneth Bean to Inprocess Inspector C
Ruth Boesch to Test Lab Technician B
Jerry Bohleen to Buyer
Mellie Boyce to Test Lab Technician B
David Conway to Test Lab Technician B
Roger Dunn to Inprocess Inspector C
Nancy Hardin to Associate Inventory Analyst
Richard Kruger to Supervisor, Production
Ronald McGuire to Product Engineering Supervisor
James Plymale to Staff Engineer
Robert Ray to Engineering Specialist
Thomas Sabo to Test Lab Technician C
Linda Talatzko to Material Handler
Dennis Wenzel to Chemical Technician C



speeding Banshee.

be out there. I have no patience for spectator or social sports. Oh sure, I watch football and play tennis in dribs and drabs, but not very enthusiastically."

Skiing, riding dirt bikes, and sports car racing are some of Navas' other hobbies. This may be because he has taken these sports out of the realm of leisure activities. "Even though I do some really wild stunts, I've never been hurt. Of course, I have driven my bike over a couple of cliffs."

— Judy Christiansen,
Litigation Support Staff

It all adds up — a century of service

Leading off the 10-year anniversary celebrations this time around were three Consumer & Business Media people — **Chuck Rogers** of Video Processing, **Manuel Yrigollen** of Consumer Products, and **Bob Ray** of Video Test Engineering. Computer Media, which has the largest share of company veterans, honored six 10-year employees in November. They were **Angie Tanner**, **Lena Salerno**, **Reason Guilbeaux**, **George Roberts**, **Jeff Riggs**, and **Larry Mullins**. EPG was represented by **Kenneth Lee** of the OEM Division; during his 10 years at Memorex, Lee has earned two degrees at San Jose State.



Mullins



Lee



Yrigollen



Ray



Rogers



Tanner



Salerno



Guilbeaux



Roberts



Riggs

CORPORATE

Glenda Allen to Associate Credit Representative, Houston
Debora Baker to Data Processing Clerk B
Donna Certo to Accounting Clerk B
Carol Chabra to Manager, Regional Admin., Washington, D.C.
Maxine Derisco to Associate Accountant
Kimberly Gresham to Administrative Secretary B
Sandra McMullen to Commission Specialist A
Raymond Radcliffe to Manager,
Distribution Center Warehouse, King of Prussia, Pa.
Diane Salyers to Credit Correspondent B, Chicago
Paul Shapiro to Business Development Specialist
Rita Ware to Senior Document Coder/Screeners
Toni Weightman to Administrative Secretary B

EQUIPMENT PRODUCTS

Victor Ambegia to Product Tester
Greg Anderson to Manager, PCB Manufacturing
Elena Artil to Product Tester
Robert Baughman to Field Support Engineer, Detroit
Chrystal Bennett to Associate Asset Control Analyst
Geoffrey Davies to Manufacturing Dispatcher
William Eaton to Field Support Specialist, Atlanta
David Emmitt to Senior Sales Rep, Detroit
Mark French to Product Control Expeditor
Jeffrey Hanley to Senior Product Control Clerk

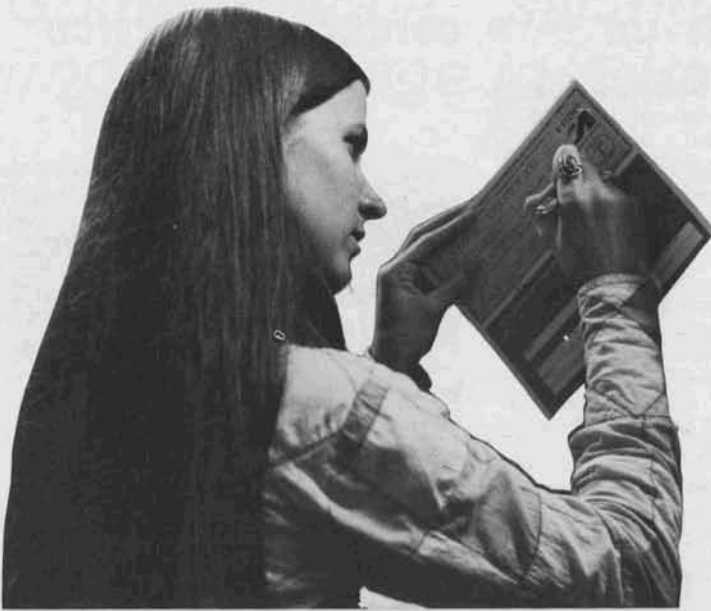
Vaclav Hoffmeister to Manager, Storage Programming
Raymond Johnson to Manager, PCB Manufacturing
Reed Johnson to Field Support Engineer, Houston
Elsie Jordan to Engineering Technician B
Dennis Kaufman to Supervisor, Production Control
Fred Locario to Senior Spare Parts Planner, Chicago
Michael Marshall to Field Support Engineer, Milwaukee
Jeanie Mitchell to Secretary B
Lou Martin to Senior Final Assembler
James Mastro to Manager, Branch Sales, Chicago
Thomas McNamara to Manager, Field Support
William Morones, Jr. to Department Technician, Fab Shop
Dana Nelson to Manager, Field Support, Houston
Ronald O'Toole to Traffic Coordinator
Phyllis Paolino to Customer Service Specialist
Karen Pettibone to Materials/Process Technician B
Edilia Reyes to Sales Administrator
Thomas Roach to Ferrite Assembler
Gregory Rodoni to Department Technician, Fab Shop
Romeo Ronquillo to Associate Engineer
Paul Sherman to Field Support Specialist, Los Angeles
Chris Sisco to Traffic Analyst
David Slater to Field Support Engineer, Boston
Joyce Thomas to Department Technician, Quality Assurance/Quality Control
Colleen Wilson to Order Correspondent B
Robert S. Wilson to Senior Systems Programmer
Susan Zachow to Secretary B
James Ziola to Supervisor, Traffic

You can rely on it if it's Standex

The name is a spin-off from Memorex: Standex. And as far as Memorex is concerned, that bit of imitation from the fledgling manufacturer of wooden calculator stands is just fine. Standex was incorporated two months ago as a Junior Achievement company — the first one ever sponsored by Memorex.

In the weekly JA business sessions, the Santa Clara high school students hear financial reports, plan sales strategy, set manufacturing quotas, and then get the production line moving. At the beginning they relied heavily on their JA advisers: Memorex people Mike Rebmann, John King, Bob Lloyd, and Joe Mikelonis, all of EPG. Now, the advisers function more as business consultants.

On November 8, Standex held open house for parents and Memorex employees. These pictures were taken that night. In the photo at left, Standex President Diana Longmire issues the first share of stock, purchased by President Robert Wilson.



(left) That's adviser Mike Rebmann talking about strategy before the group breaks up to (right) assemble calculator stands and (below) reconcile the books.

