



The Independent Journal

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News and Views of the Memorex Equipment Sales and Service Team

1977

SPLAINE, EDWARDS TAKE HELMS FOR SALES AND SERVICE GROUPS

Editor's note: In January two key positions within the EPG Sales and Service organizations were filled. Charlie Splaine was promoted from Western Regional Sales Manager, and Tom Edwards was promoted from Manager of Field Engineering. Both men report directly to James Dobbie. The following article highlights some of the 1977 goals and priorities these two see for the field sales and service organizations.



Charlie Splaine, Tom Edwards — professionalism will keep Memorex ahead of its competition in 1977

The Memorex careers of **Charlie Splaine** and **Tom Edwards** seem almost a mirror image of each other. Both joined Memorex in 1970 as Sales Reps — Charlie in Philadelphia and Tom in Houston. Each was promoted to branch manager and then regional manager — Charlie for Western Region and Tom for Southwest. And in January, 1977 Charlie became Vice President of Sales and Tom became National Field Service Manager.

These two key figures for the EPG sales and service organization make an impressive pair. As men who have "risen through the ranks" of Memorex, they are keenly aware of the environment and needs of field personnel. When it comes down to philosophy they both agree that education and professionalism will keep Memorex ahead of its competition in 1977.

For field engineering, 1977 will be a year for third party maintenance. The

service base will broaden to include new products related and not related to Memorex lines. Plans are being made to establish Memorex as a mini-computer service organization. "We have demonstrated the ability to generate revenue from sources outside the company," states Tom. "With our established staff in the field and good service reputation, we have become a corporate revenue resource. We will capitalize on our expertise."

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Attention Pilots

MAKING KILLS? YOU MAY BECOME A HIGH FLYER

"Pilot Clancy Cronin, 101st Aiborne Division, was surrounded by the enemy. He knew his timing was crucial. Although his French Newport was faster and more reliable than IBM's Fokker D-7, he couldn't yet maneuver into target position. CDC's Albatross was closing in and the pressure mounted rapidly. His complete being was absorbed in the drama unfolding around him.

"Just ahead, 2,000 feet below, lay his target, waiting and vulnerable. If only he could dive past the enemy for a clear shot! His hand gripped the machine gun. Wait! The Fokker was faltering! Without losing a second, Clancy zoomed in on his target. His bravery was awesome, his skill breath-taking. As CDC and IBM helplessly watched, Clancy fired a round precisely on target, scoring a kill...."

If you're an EPG Sales Rep you no longer are selling equipment—you're making "kills." Your sales strategy is now your "flight orders," and the "enemy" is any Memorex competitor. Branch and Regional Managers are now Wing and Squadron Commanders, respectively, and field and systems engineers comprise the Squadron Support personnel.

This new nomenclature is part of an equipment sales contest named after the highest of high flyers — The Screaming Eagles Air Corps. Its purpose is specifically to sell and install 3673, 1270, 1380 and 6258/6268 equipment during the second and third quarters.

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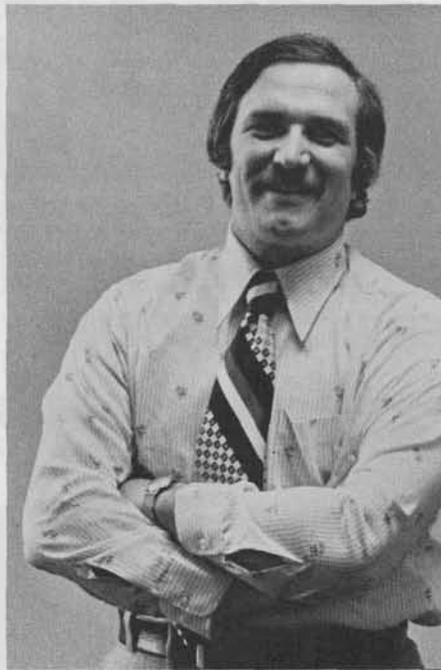
Salesrep of The Month

The position of Philadelphia Branch Manager must be a lucky one. In October **Hugh Graham**, then Philadelphia Branch Manager, was named Sales Representative of the month. When Hugh was promoted to Mid-Atlantic Regional Manager (**Al Kennedy** is now Eastern Regional Manager) **Joe Ryan** not only filled his shoes but literally followed in his footsteps. In November he was named Sales Rep of the Month.

Joe previously was a Sales Rep in Allentown, PA. Several accounts near that city were instrumental in making his November quota soar to first place.

One of them was Brierwood Shoe, Inc., a manufacturer of shoes for Sears department stores. It signed a package lease for 1 x 8 spindles of 3670 and half a megabyte of 6145 memory.

Pentamation, a data processing service bureau headquartered in Bethlehem,



J. Ryan—thick skinned

signed an outright purchase for 1 x 8 spindles of 3670 and 1 x 6 of 3660. This account is particularly significant because Memorex replaced CDC's 3330-type drives. "The company liked our service, the way we did business, and was just happier with Memorex," explains Joe.

"A lot of credit for my success with these accounts has to go to the field service team," he volunteered. "**Ken Hobbie**, Field manager, **Bruce Caton**, FE, **Bob Werley**, FE and **Paul Fink**, FE, all from Allentown, were very supportive. Once in a while they complain, but they always roll up their sleeves for work and go out of their way to cooperate with sales. They're great."

Joe joined Memorex's Allentown staff in 1974. Through his years of sales experience, he has learned that developing a "thick skin" is important to being successful. "You've got to be able to ride the humps," he says. "You can't give up because you're having a few hard knocks. Ride them out and keep trying. It's the only way you'll go anywhere." □

Splaine/Edwards

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Memorex already has third party maintenance agreements with several companies including BST, Micro Computer Systems Corp., Quantor and Logicon. To support further broadening of the service base in 1977, the number of hours spent on FE education and training will triple over 1976. Actual hands-on training classes will be taught both in Santa Clara and the field. A mini-computer is being installed in Santa Clara specifically for FE training purposes.

For sales, education will also be an ongoing area of emphasis. "The complexity of our marketplace is growing tremendously," explains Charlie. "To provide sales reps with the knowledge necessary to deal with this growth, many classes will be taught throughout the year. They will include a revised version of PSS (Professional Selling Skills) and training on new products.

We are not only aiming to exceed 1977 goals and objectives, but also to make sales technically prepared for market changes in late 1970s and early 1980s."

In addition to education, personal growth and professional development of field employees will be a focus in 1977. Points out Charlie, "I want to promote an atmosphere of employing people who can move up through the ranks. We're growing so quickly we really need this resource."

Tom and Charlie are responsible for similar field and Santa Clara functions. All regional field engineering managers report to Tom, as well as the technical support, spares operations, and education departments. Sales administration, education, planning and all regional sales managers report to Charlie.

Promoting constant cooperation and support between sales and service is an objective both men acknowledge. Says Charlie, "You can't sell a product without FE support, and you can't service an account without an order. It takes teamwork."

As a man who has been both a sales rep and a field engineer, Tom sees the relationship between the two organizations as one of checks and balances. "The two professions seem to attract people of opposite personalities," he explained. "But it's a good mixture which results in positive interaction and stability for the group as a whole, and that's what counts."

For both men, making Memorex the standard by which other companies are measured is a priority for 1977. "To quote a familiar phrase," says Tom, "we want to be the 'Standard of Excellence.'" Chips in Charlie, "There are tremendous opportunities for our products, both today and in the future. With the right attitude, hard work, persistence and teamwork, we'll become that standard."

Bill Etheredge, former Branch Sales Manager, Pittsburgh, has been named to replace Charlie as Western Regional Sales Manager. Details of this appointment will be in the next issue of the IJ.

Dobbie Fills Chief Equipment Post

In January **James Dobbie** was named Executive Vice President, Equipment Products Group, reporting directly to President **Robert C. Wilson** in a newly created office of the President.

Mr. Dobbie previously was Vice President of the Computer Media Group. He joined Memorex in 1975 from Varian Data Machines, where he was Executive Vice President.

Reporting to him are **Keith Plant**, General Manager, OEM Division; **Henry Tinker**, Director, Manufacturing; **Richard DuBridge**, Director, Marketing; **Jack Clemens**, Director, Engineering; **Tony LaPine**, Director, Quality Assurance; **Charlie Splaine**, Vice President, Sales; and **Tom Edwards**, National Field Service Manager. **Hal Krauter** functionally reports as Director, Finance, along with **Mike Klapperich**, Manager, Industrial Relations for Equipment.

Mr. Dobbie replaces Roger Johnson, who left Memorex to accept a position as Executive Vice President and Chief Operating Officer of Measurex Corp. A detailed account of how Mr. Dobbie views the future of the Equipment Products Group, some of its goals and his priorities will be included in the next issue of this newsletter.

CUSTOMER SERVICE GIVES EXTRA INCH; SECURES MEMORY ORDER

It was the kind of letter that makes a manager doubly proud of his employees. Written to **Tom O'Keefe**, Manager, Customer Service, by **Dave Tobin**, New York Branch Sales Manager, it said:

"Tom, during my two-mile run this morning it occurred to me that you may not really know how IMPORTANT **Rex Elder** and **Joan Schmalz** are to our operation in the New York Region. Rex and Joan were most cooperative and instrumental in getting half a megabyte of 6258 memory out the door, together with spares, and on site at Western

Electric in time to beat out heavy competition from STC and ITEL."

When news was telephoned to headquarters that Western Electric needed the memory immediately, Rex and Joan wasted no time tracking one down. Rex, a Customer Service Specialist, was able to cut through some red tape and get contract and credit approval

right away. Meanwhile Joan, a Memory Order Scheduler, located the memory system, plus spares, and helped Rex process the order. Together they had the shipment ready for New York in just four hours.

It's giving the extra inch like Rex and Joan did that puts Memorex ahead of its competition and keeps it there. □

NEW APPROACH IN AFE TRAINING EMPHASIZES CUSTOMER RELATIONS AND SALES SKILLS

What can a new FE do to improve relations with a particular account? What are some of the problems commonly encountered at a customer site and how should they be handled? What is the interaction between field engineers and sales as far as customer service goes?

These and many more questions are being answered in Memorex's revised field engineering program for the AFE (Associate Field Engineer), the "New Hire" class. Officially launched on January 10, it marks the beginning of a new philosophy for AFE training.

According to **Bob Beckett**, Manager of FE education, the program covers

several areas not previously included in AFE classes. "Unlike courses in the past," he says, "where the emphasis was on rapid training and quick productivity, this class stresses the basic skills of our business and, just as important, the environment an FE works in."

Part of learning about that work environment includes practicing customer relations skills, learning some sales techniques, and developing customer management capabilities. Says Beckett, "Training in these areas helps strengthen the FE force as a whole by giving each individual the necessary skills to do his job with confidence and professionalism."

Broadening the FEs identification with the company is another new goal of the program. Many guest speakers are invited to the class to talk about the different areas of the company, including technical support, sales, finance, marketing and administration. In addition, class members are given complete plant tours. "This phase of training has never been included before," says Beckett. "It's vital to building a spirit of teamwork and identification with Memorex as a whole."

Basic FE skills taught in the class include the operation and use of Memorex diagnostics, the CPU console, and various tools and test equipment. The students get a very thorough introduction to systems concepts and architecture with emphasis placed on channel operations.

The New Hire class is part of what's called an Advance Hire program. Because it takes approximately nine

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B. Beckett—broadening FEs identification with Memorex.

