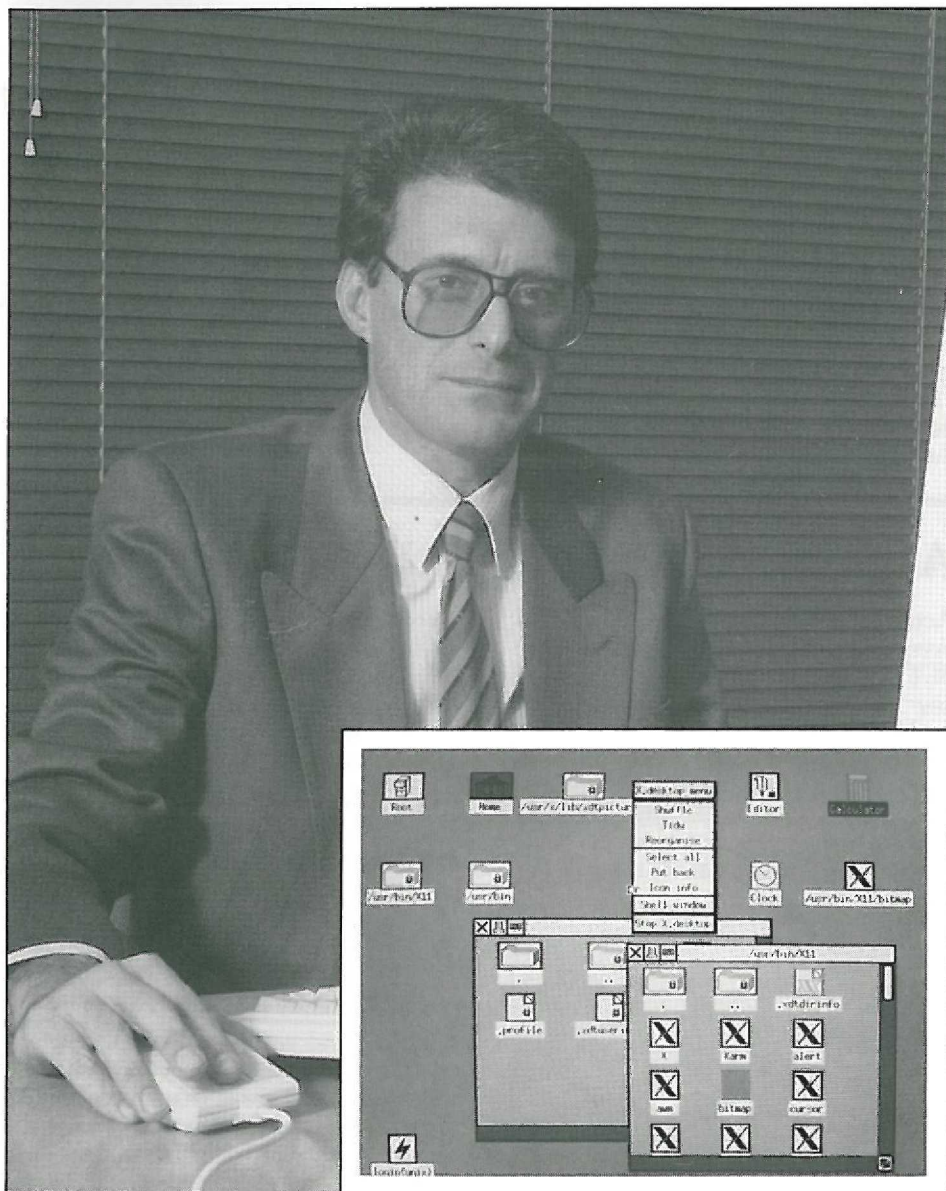


LET'S MAKE THE MOST OF 1989



1988 seems to have rushed past in a whirl of activity. The Archimedes range is selling well; RISC OS will take the computer into a different class. The R140 has been enthu-

siastically previewed and is now poised for a successful launch. Sales targets for the year were achieved on schedule, and profitability is looking good.

The challenges facing us in 1989 are:

- to build on our position as the No. 1 supplier to schools, and become the No. 1 supplier to universities and higher education.
- to use the R140 UNIX workstation to establish Acorn in the mainstream of the computer marketplace.
- to promote the superlative nature of RISC OS.
- to gain competitive advantage by adopting 'The Quality Edge' process.

Let me take this opportunity to remind you of our mission statement.

The mission of Acorn is to **design and market high technology products, profitably**, focussed on the **workstation market**, particularly in **education**, and normally sold and supported through **third parties**.

And now all that remains is to wish you a happy and successful New Year.

Harvey Coleman

1989: THE START OF 'THE QUALITY EDGE' PROCESS

In the November 1988 issue of the Staff Newsletter Harvey Coleman spoke of his desire to establish a quality programme within the company. His desires have since been transformed into deeds — just such a programme is being launched this year under the banner 'The Quality Edge'. In fact, it has already got off the ground with a survey of the attitudes key customers and suppliers hold towards Acorn.

Continued overleaf ►

Christmas party raises nearly £600 for charity
Acorn's computers draw the crowds at BETT
Customer services beyond the call of duty

Acorn's place in the restructured Olivetti
News for the world — from our news releases
Still friends — Acorn vs GST
All your hard work was right on target

Acorn 
The choice of experience.

Continued from front page

Experienced Consultant called in

John Hammond of Management Dynamics Cambridge has been appointed as facilitator and consultant for the process. 'The Quality Edge is more than just a programme,' he explained, 'it is a continuous transition towards better working practices. However, this process will be initiated and sustained by a one-year programme of training modules to equip all employees with the concepts and skills they will need to carry out its precepts.'

'Acorn already has an excellent reputation for high quality products,' John continued, 'but it is important not to focus on product quality alone. For example, unless Acorn is remarkably different from other organisations, some 25% of the paperwork will be redone at least once just to put right errors that could have been avoided in the first place.'

If you get it right first time, you have an enormous increase in productivity.'

Everyone is involved

The process will involve everyone in the company, starting at the top with Harvey and the other directors: they will soon spend two full days together critically appraising their jobs in terms of 'The Quality Edge' process, as well as helping to define and refine their aims. They will continue to be heavily involved after that in their own departments through further training modules until every member of the company has experienced the training process.

In this way everyone in the company will, by the end of the year, be equipped with the tools they need to help them improve their job and their performance; they will also have the chance to describe the snags and hiccups they meet in their job and use their own valuable experience to suggest how these can be smoothed out.

This is just the beginning

John ended by summing up the process: 'This is no two-day wonder; it's the beginning of a journey. Once you start there is no turning back. But in my many years of experience I have discovered that people generally find such a process a genuinely exciting initiative. It will be a wonderful opportunity for consolidating and advancing Acorn's recent gains.'

Quality wins

In 1984 IBM made a profit of \$5 bn. It is estimated that \$2 bn of those \$5 bn were attributable to improvements in quality - of machines, service, backup, documentation, administrative efficiency - in fact, everything.

Christmas party raises nearly £600 for charity



Friday 13 January was a lucky day for two local good causes: on that day the money raised by donations at the Christmas Party was given to the Rosie Special Care Baby Unit at Addenbrookes Hospital and the Cambridge Childrens Hospice at

Milton. The photo shows Sam Wauchope presenting the cheques, each for £296, to Valerie Kilner of the Hospice and to Chris Whitby from Addenbrookes.

Acorn's computers draw the crowds at BETT

Acorn computers were on view in nearly every corner of the Barbican during the BETT Show in January (there weren't any on RM's stand, of course). They could be seen in control of weaving looms, Lego models, and vacuum-forming equipment; they were running programs for school administration, software for handicapped children, and many new packages for schools. This year there

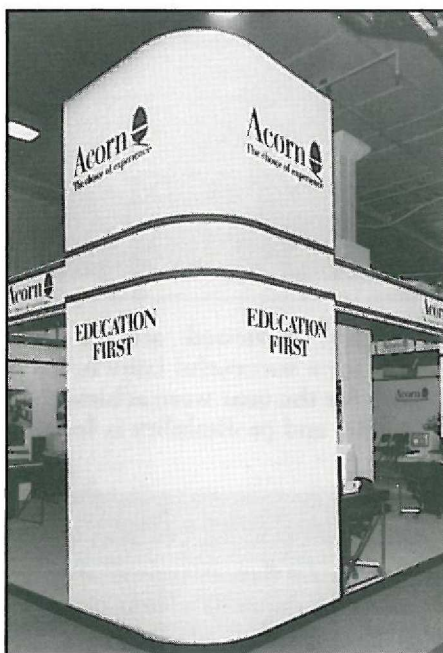
were almost as many Archimedes machines as Masters, demonstrating that the Archimedes system is widely accepted as the product that meets education's needs today - and will continue to satisfy these needs in the future.

The unassuming star of the crowded Acorn stand was the R140, out for its first public preview. Tucked into a corner and constantly attended by a member of the Unix Product Group, it was surrounded by a mass of onlookers, patiently waiting until they could get close enough to see the multi-tasking machine in action.

Primary and secondary school teachers were eager to find out about UNIX; many were delighted to see that Acorn was, as ever, looking to the future. For some the machine could provide links to their local authority computer, and would be invaluable for school administration.

Visitors involved in higher education, most of whom are familiar with the UNIX world, left the stand astounded by the machine's low price and by the simplicity with which it could be added to their existing networks.

The R140 will make an even bigger impact at the Which Computer? Show in February, where it will take centre stage before an audience of business users and the general public.





Customer services beyond the call of duty

There were happy faces at the Acorn Playgroup when Father Christmas handed each child a parcel from his bulging sack. Practised Santa Jeff Gorton still looks forward to his rôle despite having sweltered inside the costume on three successive years. 'The wonder and awe on the faces of the children is always stirring, though some of the little ones show as much fear as pleasure.' Jeff then praised the skill of his two little elves in Corporate Communications who selected and wrapped the thirty presents.

Acorn's place in the restructured Olivetti

The restructuring of Olivetti, effective from 1 January 1989, has partitioned the company into three divisions:

- Olivetti Systems and Networks
- Olivetti Office Products
- Olivetti Information Systems

Acorn Computer Limited lies within the Olivetti Systems and Networks division, and reports to Alessandro Uboldi di Capei. The Olivetti Systems and Networks division is headed by Luigi Mercurio who reports directly to Chief Executive Officer Vittorio Cassoni.

News for the world – from our news releases

A Monumental Success

Theresa Elliott's raffle ticket won her an Archimedes computer (donated by Acorn) in the Great Monument Grand Draw, organised by the Muscular Dystrophy Group as part of the Great Monument Fun Day last October.

Theresa, a mother of three girls, was presented with her computer in front of the Monument in the middle of London. The Fun Day raised a total of £20,000, and all proceeds are going to fund research into this as yet incurable disease.

ARM RISC Manual published

Prentice Hall, one of the world's largest publishers, has signed a contract with VLSI to publish and market a family data manual on the ARM RISC chipset. This

will help establish the chipset as an industry standard.

Keeping the turbines turning

Engineers from Farnham-based ACI Consultants use a portable system based on the Archimedes computer to calibrate and adjust the turbine monitoring system at CEGB's Didcot Power Station, considered to be one of the most efficient power stations in western Europe. With their in-house-developed hardware and software they can carry out on-site calibration efficiently and accurately anywhere on the plant, reducing the time taken for fault diagnosis, rectification and calibration.

A.C.I. Consultants using the Acorn Archimedes computer to test monitoring systems at Didcot Power Station.



New names, new faces

We welcome the following people who have joined Acorn since the last issue of the newsletter:

Name	Department	Job title
Ian Johnson	Programming Languages Group	Senior Programmer
Graham MacFarlane	Systems Technology	CAD Systems Manager
Peter Dunn	Customer Services	Software Specialist
Paul Twinn	Manufacturing	Production Engineer
Bill Von Anrep	Customer Services	New Product Introduction Manager
John Barnes	Facilities	Maintenance Assistant
Melanie Young	Customer Services	Clerical Support Assistant
Lisa Waterfield	Facilities	Receptionist,
		Newmarket Road
John Dukes	Sales	Area Sales Manager

Ten Oaks for Acorn

The Chappel Conservation Volunteers, organisers of the Acorn-sponsored 'Find A Slogan' competition, have sent Acorn a thank-you present of ten little English oak trees to commemorate the company's 10th anniversary.

The saplings, now just above knee-height, were grown by the volunteers as part of their 1988 Festival of the Natural World. These have been planted around the car park at the back of the Fulbourn Road office.

Putting his Mind of the Year to good use

Malcolm Girling, winner of the 1988 Mind of the Year Award in a competition run jointly by Mensa and The Times, found his BBC Master computer invaluable for answering such questions as: 'Find three letters that make a 7-letter word when added to the end of PLUMB, and make a 6-letter word when added to the beginning of AGE.' (See if you can work it out!) He has also used his ingenuity to help the blind and partially sighted. His Microdot program takes either Braille or alphanumeric input and displays large-size characters on the screen, again in either Braille or Roman characters. The text can then be sent to a

Snaps & Snippets

modified daisy-wheel printer and printed out in Braille. Malcolm will modify the printers, too.



Competition winners

Linda Storr's winning entry for the caption competition is printed below. Her prize is a lunch date with Harvey and Ian (no ferrets allowed).

No-one managed to pinpoint the football in the 'spot the ball' competition - well, the Acorn Computers football team has some unorthodox passing techniques. Try harder next time, folks. You can send in as many entries as you like.

Still friends — Acorn vs GST

On 11 December the Acorn Football team donned their kit for the first time this season for a friendly against GST Professional Services. After an evenly matched start, Acorn piled on the pressure and were rewarded with a goal to relieve their mounting frustration. But GST capitalised on Acorn's resultant disarray, and equalised swiftly. Acorn's persistent probing of the GST defences caused many goalmouth scrambles; during one such melee Alan Fournier kicked a deceptive ball that looped over the GST goalie's head and bounced into the back of the net.

In the second half Acorn produced some intelligent football and all the players worked well together as a team. Midfield men Jim Fallon and Mike Hunt linked neatly to provide many chances. GST had their chances too, forcing Acorn keeper Barry Carter to display his acrobatic abilities to the full. Both teams squeezed in one more goal before the final whistle, when the score stood at Acorn 3, GST 2.

The game was enjoyed by all players and seemed highly entertaining for the crowd of spectators.

All your hard work was right on target

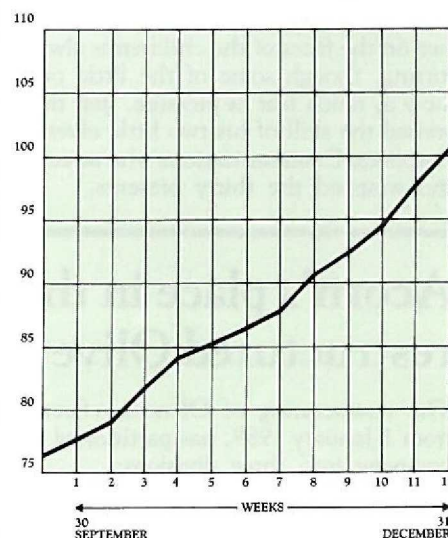
After spending the few weeks before Christmas closely watching the progress of our charts of sales achieved against the sales targets for 1988, you will have seen the good news — the sales targets have been reached. Moreover, sales of our mainstream products accounted for an encouraging 90% of the total.

Sales of the Master series were very strong in 1988; the number shipped during the year was 20% higher than the original sales estimate. Rushing to meeting these demands in the summer limited our shipments towards the end of the year, and we have entered 1989 with a healthy backlog of Master orders waiting to be fulfilled.

The value of the Archimedes systems sold in 1988 exceeded the value of all the Masters we sold. This demonstrates the importance to the company's achievements of the higher unit value of the Archimedes machine; its contribution to the company's results will further increase over the coming year.

Other notable successes in 1988 included steady sales of Master Compacts and the sale of most of our remaining Domesday stocks.

% OF TARGET ACHIEVED



Each and every person in the company has contributed to our success in attaining the 1988 sales targets, and the effect of your hard work cannot be overestimated. With further such effort throughout 1989 the aggressive targets for the year can certainly be met.

Sam Wauchope