

Times-Advocate

Business

Sunday, March 19, 1989

Team of 8 creates power chip

The computer's a SCAMP

By Pam Krugger

RANCHO BERNARDO — It was tough enough to squeeze the brains of a big computer into a tiny 2-inch chip. But the team of engineers who performed the feat had more than the usual share of headaches. They first had to learn to understand each other.

The team of Scottish, English, Vietnamese and Sardinian engineers spent months haggling through accents, slang and "fully language problems" before coming up with SCAMP, the 2-by-2.5-centimeter chip that has turned the computer industry on its ear.

Squeezed into the 10-ber chip, which can fit on the palm of a hand, are the equivalent of 10.5 million transistors — devices that control the flow of electrical current without the use of a vacuum. In comparison, a radio has about 10 transistors.

The SCAMP, short for Single Chip A-Series Mainframe Processor, can perform tasks that in 1980 required a 4-to-6-foot mainframe computer with 333 printed circuit boards, said Nick Haddock, an Englishman who supervised the SCAMP team and serves as Univis vice president of microprocessor design.

SCAMP was unveiled about eight weeks ago on the team's head Univis' new Micro A computer. Thanks to SCAMP, the \$30,000 Micro A is the first desktop computer with the power of a mainframe, according to Electronic Design magazine.

The idea for SCAMP was born in early 1986 when Univis formed about 200 people to meet with Sherry Corp. that year — decided to market a successor to the frame of several processors in a single chip. The chip was to be used in a computer then being built at a plant in Cumberland, Scotland.

Univis took in eight best engineers from Scotland and temporarily assigned them to Rancho Bernardo, where they could work with local engineers on the job. Although the SCAMP team was well qualified, it was too small to take on such a massive project, Haddock said.

Haddock had to devise a way to get more people involved — but without spending any more mon-

ey. So, rather than house SCAMP team members in one room at the Rancho Bernardo plant, Haddock asked them to work around the office. This way, the SCAMP team could get to know other semiconductor designers and probe them for ideas.

"I intentionally spread them out because it created a camaraderie with the rest of the employees and probe them for ideas," Haddock said.

"People sitting next to them spent months haggling through accents, slang and 'fully language problems' before coming up with SCAMP, the 2-by-2.5-centimeter chip that has turned the computer industry on its ear.

Once they returned home, team members had to make a tough decision: whether to move permanently to Rancho Bernardo or leave Univis to stay in their native land.

The project suffered its biggest setback in mid-1987 when Univis closed its Cumberland plant and called the SCAMP team back to Scotland to close up their old offices.

Once they returned home, team members had to make a tough decision: whether to move permanently to Rancho Bernardo or leave Univis to stay in their native land.

After weeks of deliberation, team members chose to remain in Scotland. The rest of the team came back. These are — Peter Paterson, Jim Robertson, Stuart Ross, Colin Sharma, Brian Ferguson and John Meikle — were then joined by Peter Tinsley, who is from Vietnam, and Milton Lee of Sardinia.

The new team members not only had to orient themselves with a project already underway, but they had to figure out under what conditions they could work with local engineers on the job.

"Sometimes I still don't understand them," said Lee. "The closure of the Scottish plant also meant reorganizing the computer originally planned for some people involved — but without spending any more mon-

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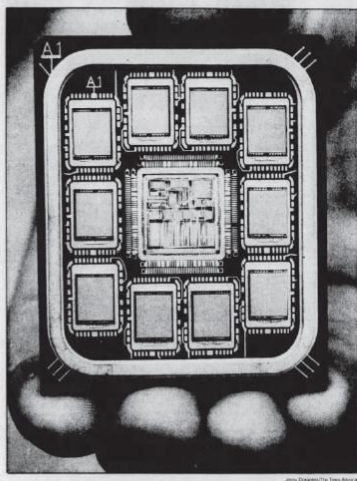
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The SCAMP packs the power of a mainframe computer in a desktop package.

The SCAMP champs

The eight Univis engineers who worked together on the SCAMP — the Single Chip A-Series Mainframe Processor — are an international bunch who enjoy a good laugh — when they can understand each other. The group includes five from Scotland and one each from England, Vietnam and Sardinia. Here's an introduction to the team:

■ Peter Paterson
Project leader, age 34
Home: San Diego
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The transition to life at Univis in Rancho Bernardo wasn't quite as smooth.

Paterson said there were a lot of ongoing problems during the SCAMP project. When the team came from Scotland, it was originally planned as a nine-month stint. It kept getting extended. Now, Paterson says he's committed to staying.

Paterson also had to keep the team on track when two members chose to go back to Scotland in 1987. Two local engineers were found to take their places.

Paterson's short stay has made him the target of gossip from some of the team members, who call him a "micro" engineer.

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Financial Adviser



By Michael J. Cotter/Special to the T.A.

For results, try using the write stuff

"You write letters, you get letters back."

—Linda Tush

When was the last time you got something in the mail that wasn't a bill, a bank statement or an advertisement?

Few people take the time to write personal letters anymore. And this has really increased the power of those who still do.

Take the Midwest housemaker who was recently outgated while writing letters to the National "Married With Children" on the Fox Network. The full parts of the show were in bad taste, and wrote a letter to each of the sitcom's sponsors.

"I had to send the children out of the room," she grumbled.

Three or four major sponsors have complained pulling the spots off the show. And in personal letters to the complaining viewer, corporate bigwigs attempted to placate the viewer by having sponsored a show with questionable family values.

"Married With Children" is admittedly pretty outrageous sometimes, with its satirical, bawdy, and unmanageable kids. A heavy backlash to "viewer's" whodunnit "Letter It To Bureaucracy" ("Father Knows Best").

Let me give you an example of "Married With Children" in their No. 1 show. They don't just get a letter, they get a letter. They also show the particular complaining homemaker doesn't represent them typical viewer, who loves the show.

Love the show or hate it, I know one thing: This time, the housemaker was able to hit a nerve because she was the one, rather than the phone.

How to get a corporate bigwig on the telephone?

A few years back, comedian Don Novis — last recognized as "Sunday Night Live's" "Father Guido Sordani" — published a book titled "The Write Stuff." This was nothing more than a collection of letters he had written, under the pen name Linda Tush, to various corporations, American and foreign, heads of state, and other VIPs.

Linda's tongue-in-cheek letters were pretty funny to begin with, but the result letters were mind-bogglingly hilarious. I remember a copy of "The Write Stuff" was mailed to me good as a defective M&M's. Linda had sent to him through his mail.

Linda would have gotten nowhere over the telephone. By using letters, she got results. And a lucrative book.

Unhappy customers are routinely ignored, put on hold, cut off, and otherwise held in contempt when they try to use the telephone. The same customers are treated with kid gloves when they use the mail. Why?

Lots of reasons. With everyone in the habit of using the telephone, incoming complaints are a dime a dozen. You may have noticed that many discount retail operations provide no personal telephone service whatsoever. A recorded message tells unhappy customers to come to the store and wait in line.

On the other hand, a personal letter to a business is a unexpected. These days, so different from the usual bills and junk mail — it's welcomed with awe. Does a letter complainant letter gets right to the top immediately.

Also, written letters make good tangible legal evidence. If it ever comes that "Business respond quickly" — in writing — because their lawyers had to call. All letters can be copied, read, and leaked to the press or the competition.

Telephone conversations vanish into the air.

Michael J. Cotter is an analyst, vice president for Merrill Lynch, Pierce, Fenner & Smith, Inc. of Escondido and San Diego.

Hormone-free beef provides a healthy choice

By Wendy E. Lane

CHILDRESS, Texas — Mary Lou Bradley, fourth generation of a cattle ranching family, is breaking new ground by producing beef the way her forefathers did — nothing artificial added.

Bradley's beef, raised in the Texas Panhandle, is certified by the U.S. Department of Agriculture to be free of hormones, steroids, preservatives or antibiotics.

Why many other beef producers have not followed her lead is because of state Agriculture Secretary Jim Hightower calls for Texas to sell hormone-free beef to Europe. Bradley welcomes the idea.

Her company, BRH Country Meats Inc., could begin to supply the thousands of tons of U.S. beef that the European Economic Community historically has consumed annually.

But interest in a hormone-free beef has grown among consumers and retailers, said Bradley, president and part owner of the company.

"The opportunity is here for us to do what we're trying to make the most of it," said the 37-year-old ranchwoman, who began selling beef from the family herd after guests commented on the richly flavored beef she served.

A divorced beef embargo has exploded between the United States and Europe since Jan. 1 when the European Economic Community kept U.S. beef that contained artificial growth hormones. Beef industry officials have angrily disputed the EEC's claim, based on some scientific studies, that hormone-treated beef is unhealthy.

Careful to avoid that controversy, BRH doesn't take a stand on the potential of hormones as a health

risk, saying it just wants to offer an alternative.

"By no means are we out to change the industry," said BRH General Manager Col Hurman. "But there's a market for people who want as clean a product as possible."

BRH, with more than \$2 million in sales in 1988, supplies all-natural grocery stores and specialty markets.

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Weekly Wall Street

Ghosts of double-digit inflation scare away buyers

Financial Snapshot

FINANCIAL SNAPSHOT			
INTEREST	March 18	March 17	Year ago
90-day Treasury bill yield	6.50%	6.40%	5.75%
30-day Treasury bill yield	6.05%	6.05%	5.65%
90-day Treasury bond	9.30%	9.14%	8.55%

PRICES			
Commodity Research Index 1981-1988	248.12	244.00	227.50
Associated Press Commodity Index	613.18	615.51	593.84

STOCKS			
Dow Jones 30	2,282.14	2,282.14	2,207.37
S&P 500	292.70	292.88	271.32
Nasdaq 1000 (inc. value of \$200 stocks)	\$2,864,855	\$2,903,269	\$2,626,476
	\$654	\$638	\$658

NEW YORK — A benign winter for stock market investors is approaching its end with some increasingly chilling worries about inflation.

In their strongest sustained performance since the great bull market of 1982-7, stock prices began to rally late in November, gathered strength in January and established new post-crash highs in early February.

After a modest pullback, they came on strong again and nearly equaled their February highs this past week.

But the upshot mood in the financial world suddenly took an anxious turn on Friday, when the Labor Department reported that the producer price index of finished goods rose a full percentage point in February for the second straight month.

Two months' figures don't make a trend. But anyone who projected the figures over a full year was bound to stir memories of the dread phenomenon of a decade ago, double-digit inflation.

Few economists on Wall Street had considered that as even a remote possibility. Even after the data were in, investors believe there is little chance of an economic replay of the soaring prices seen in the late 1970s.

But the widely held belief that the Federal Reserve would moderate the effort to bring inflation to heel without much economic gain has suffered a serious challenge.

And some leading figures took on a new urgency: In a deregulated economy that operates on huge international flows of money, how much power does the Fed have to

achieve its anti-inflationary goals?

Assuming that the mission can be accomplished, what dose of credit tightening will be needed, and how high will that drive interest rates?

Lately, wall the central bank has to engineer the economy to the point of recession before it sees any evidence that it is getting inflation under control.

As traders faced those issues, stocks fell sharply on Friday, giving up nearly all of a strong gain they had amassed earlier in the week, when it looked as though the strains on the economy might be easing.

The Dow Jones average of 30 industrials, down 48.57 on Friday, finished the week with a net gain of 10.00 at 2,282.14.

The New York Stock Exchange composite index slipped 19 to 164.66, the NASDAQ composite index for the over-the-counter market dropped 7.71 to 402.10, and the American Stock Exchange market value index was down 4.16 at 228.26.

Volume on the Big Board averaged 177.78 million shares a day, up from 159.88 million the week before.

The core inflation rate (including food and energy), which is now about 1 percent, has been inching up consistently since mid-1985, "observed Sarah Blinn, chief investment strategist at Oppenheimer & Co.

"As further increases, either in food commodity prices or crude oil prices, would only worsen inflationary fears. The fact that inventories have been consistently low will only result in further inflationary pressure as reordering may prove to be costly for most businesses.

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The SCAMP team from left: Peter Trinh, Stuart Ross, Iain Mackie, Sunit Sharma, Jim Robertson (holding a SCAMP), Brian Ferguson, Milton Lee, project secretary Lisa Salcedo and Peter Paterson.

Chip

Continued from page H1

to house SCAMP. The chip the team had labored over for months was now homeless, Ruddle said.

Convinced the chip was more important than its housing, Ruddle proposed creating a computer to put it in. The answer turned out to be the Micro A, a desktop-mainframe computer which a team in Mission Viejo was already working on.

With Ruddle's promise of a lobster dinner if the five computer designers in Mission Viejo

could come up with the Micro A by Christmas 1987, the race was on.

In October of that year, the SCAMP design was complete. All that remained was to test it. The team took the chip to Pasadena, where it was run through a 25-hour simulation. After 24 hours and 30 minutes, a problem surfaced.

After an anxious three days, the team found a tiny short in the chip and fixed it. Another simulation, on Oct. 20, succeeded.

"That was the day after the stock market crash, so I was probably the only happy guy in

the U.S. that day," Ruddle said. Six weeks later, the Micro A — complete with the SCAMP chip — was assembled. Ruddle had arranged to carry a beeper with him so the team could buzz him a coded message the moment Micro A was up and running.

While sitting in a meeting at a Rancho Bernardo restaurant on Dec. 22, Ruddle got the code — "9999."

"I was a bit bored sitting here at this meeting, when I looked down and saw the four 9s come up on the screen of the paper. It was a thrilling moment," he said.

The Micro A was finished and the Mission Viejo team was

treated to a sumptuous dinner of 30 two-pound Australian lobster tails at Ruddle's home.

The Micro A was introduced to the public two months ago. Ruddle said the first 300 Micro As have been selling well, and the SCAMP chip will probably be used in several other computers.

Ruddle said it was fun building a chip and computer that no one thought was possible. The secret, he says, is innovation and trusting in what people can accomplish.

"The talent is abundant within the corporation but it needs to be challenged," he said.

On the move



Miller Rollins Ely

Robert Miller of Rancho Penasquitos was recently named serial technician at National University's Law Library. He will be assist in acquiring books and journals for the library.

Jim Threadgill of Carlsbad has been named the top office broker of Grubb & Ellis' North San Diego County district office for 1988. Threadgill has been with the office since 1986.

Clint Wilde has been named administrator for Escondido's Grand View Residence — formerly the Hotel Escondido — in Escondido. Wilde will be responsible for planning, organizing and budgeting at the retirement facility.

Don Goldberg has joined WestMar Commercial Brokerage in Rancho California. Goldberg, who was formerly with Churchill Commercial Brokerage, will specialize in industrial real estate.

James Taylor has been promoted to vice president of landscape architecture at The Lightfoot Planning Group in Oceanside. The division was established in

1986. **Robert Kiah** was recently awarded the "CREA" (Certified Real Estate Appraiser) Designation from the National Association of Real Estate Appraisers. Kiah is an appraiser at Live Oak Real Estate in Escondido.

Roger Sommer, a Calavo staff officer, has been installed as 1989 president of the 3,000-member Personnel and Industrial Relations Association. Sommer, vice president of human resources at the Tustin-based avocado-marketing organization, has held a number of leadership positions since joining the board of directors in 1983.

Tammy Rollins of Escondido will join the accounting firm of DeLotte, Haskins and Sells as a staff accountant in August. Rollins is currently an accounting major at San Diego State University.

Phillip Ely of Poway has been appointed first vice president of Robert F. Driver Co. Before joining Robert F. Driver in 1977, Ely was a manager with Safeco Insurance.

Champs

Continued from page H1

■ **Jim Robertson**

Age: 24
Home: Encinitas



Robertson is the team's youngest member. He was just 21 when he left his native Scotland to come to Rancho Bernardo for what he thought would be a six-month stay.

Although he doesn't know for sure if he'll stay in the United States permanently, he says he enjoys the lifestyle and warm weather here. Robertson has even taken up surfing.

He's also tried to adapt to the "laid-back" way of speaking in Southern California. In the past few years he's learned that he has to slow down his speech for locals to understand him.

■ **Stuart Ross**

Age: 25
Home: Mira Mesa



Ross' transition to life in Southern California was made easier by his hobby. As a longtime player of the bippies, Ross was able to hook up with a Scottish band in San Diego. That enabled him to meet a lot of other Scottish transplants, he says.

But moving here was difficult. The upheaval and uncertainty about whether his relocation was temporary or permanent made it difficult to settle in.

Now, though, Ross is enjoying the weather and lifestyle here so much, he wants to live here permanently.

■ **Sunit Sharma**

Age: 25
Home: Del Mar



Sharma — whose parents hail from India — was born in Kenya, raised in England and schooled in Scotland. Going to the United States was not difficult.

The transition of working with an international team wasn't tough either, Sharma said, because most engineers tend to think alike. One difference Sharma has come across is that the clients and offices in the United States are so much newer — and richer — than those in Scotland.

■ **Iain Mackie**

Age: 26
Home: Vista



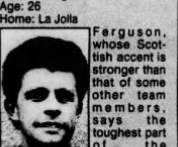
Mackie, another Scotsman, is the other married member of the team. He and his wife live in the Shadowridge area of Vista and enjoy the

San Diego lifestyle. Mackie says his wife especially likes the climate here. Because of this, the Mackies are considering making San Diego County their permanent home.

Mackie says the most difficult part of his move here was the uncertainty of whether the relocation was temporary or permanent. "Only in the past year have I come to see this as a more or less permanent relocation," he said.

■ **Brian Ferguson**

Age: 26
Home: La Jolla



Ferguson, whose Scottish accent is stronger than that of some other team members, says the toughest part of the project was the cultural and language differences, which made it difficult to communicate with the local engineering team.

"We made a lot of silly language mistakes early on," he said.

Although the transition was bit difficult, Ferguson now enjoys the lifestyle and climate here.

■ **Peter Trinh**

Age: 25
Home: Mira Mesa



When Trinh joined the SCAMP team in mid-1987 he was hit with a double whammy. Originally from Vietnam, Trinh had spent years mastering the English language. Now he had to understand the thick Scottish accents of his new colleagues.

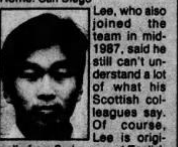
"I had to keep begging them to talk slower," he said.

One of the most frustrating parts of the SCAMP project was the testing stage. When the chip was being run through its first 25-hour simulation, a bug was discovered after 24 hours, 30 minutes.

"It was a tough couple of days finding the bug and fixing it."

■ **Milton Lee**

Age: 29
Home: San Diego



Lee, who also joined the team in mid-1987, said he still can't understand a lot of what his Scottish colleagues say. Of course, Lee is originally from Surinam, and English is his second language.

Lee joined the team fresh out of college. Learning the engineering trade while he worked on the SCAMP project was a trial by fire.

The most rewarding part of the project was seeing SCAMP operate after all of the hard work the team put into it, he said.

Beer giant urges students to use restraint

By R.B. Fallstrom

The Associated Press

ST. LOUIS — Spring break has arrived and college kids are rolling out the barrels.

But Anheuser-Busch Cos. Inc., parent of the world's largest brewery, is urging restraint. The company spends millions of dollars each year promoting what it calls "responsible-drinking" programs.

"Here it's someone selling alcohol and saying 'Don't abuse it and don't get carried away,'" Bono said. "I like it."

The St. Louis-based brewing giant says it is committed to keeping customers from over indulging. The number of responsible-drinking programs sponsored by the company nearly equals the number of its brands.

Choices include Budweiser, Bud Light, Busch, Natural Light, Michelob, Michelob Dry and I.A. To keep thirsty drinkers in line,

the company offers programs such as the Your Alcohol IQ videotape, Knud When to Say When, The Buddy System, Good Sport, TIPS, I'm Driving and Alert Cab.

Anheuser-Busch sold 78.5 million barrels of beer last year, 41.1 percent of the total brewing industry sales nationwide. But for more than a decade, the brewery hasn't been content to simply sell beer in record quantities.

According to a recent *Fortune* Magazine survey, Anheuser-Busch ranks first among beverage companies in responsibility to the community and environment.

"I don't know if social conscience is the right word," said Stephen K. Lambright, vice president and group executive at Anheuser-Busch, who oversees the company's responsible-drinking programs. "It's a social commitment. We hope to be part of the solution. Hopefully, what we're doing is

something that's more than just a PR piece."

At first glance, Anheuser-Busch's sobriety theme in the spring break pilgrimage south by winter-weary college kids might have the unwanted side effect of forfeiting part of this lucrative market. But it appears far more successful than the sophomore partying theme by rival Miller Brewing Co.

Miller recently scrapped what it now concedes was a poor-taste ad campaign for spring break that always after college students complained it was sexist and they threatened to boycott Miller products. The brewer's supplements its college newspapers last month featured pictures of bikini clad coeds clutching Miller bottles and tips for men on "sure fire ways to scam babes."

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Please see Beer, page H8

FOCUS ON REAL ESTATE

By Barratt Realty

Unmarried Homeownership Increases

As you might expect, according to a recent survey, the number one reason people buy a home is because they are tired of paying rent.

Desire for a larger home is second and a more desirable location was third. The survey pointed out that Californians change residences an average of every six years.

The percentage of married households with children has continued to decline. This segment makes up 41% of the home buyers. The groups that are on the increase are single women buyers and two or more unrelated people teaming up to be homeowners. This latter trend has prompted an increased interest in "co-buying" and "equity sharing" as a viable alternative for single homeownership.

Trends indicate the unmarried household market will continue to grow. This is prompted by the increasing divorce rates and aging of the population. These shifting trends make real estate marketing more challenging for the home seller. Choose a really professional who truly understands today's changing market.

Our real estate services are personalized to your needs. If you have any questions or need professional advice please call us personally. Barratt Realty, Resale Division of Barratt Homes at (619) 487-7111. Ask us about a FREE MARKET ANALYSIS of your home.

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1. Guaranteed price for advance pay periods.	2. Accurate records and computerized billing.	6 May 10 - June 6 1988	4 Mar. 14 - Apr 10
3. Write fewer checks.	4. Safety and convenience for your carrier.	7 June 7 - July 4	5 Apr. 11 - May 8
5. Safety at your home because you have no interruptions at your door.		8 July 5 - Aug 1	6 May 9 - June 5
		9 Aug 2 - Aug 29	7 Jun 6 - July 3
		10 Aug 30 - Sept. 26	8 July 4 - Aug 28
		11 Sept. 27 - Oct. 24	9 Aug 1 - Aug 28
		12 Oct 25 - Nov 21	10 Aug 29 - Sept. 25
		13 Nov 22 - Dec 19	11 Sept. 26 - Oct. 23
		1 Dec 20 - Jan 16, 1989	12 Oct 24 - Nov 20
		2 Jan 17 - Feb 13	13 Nov 21 - Dec 18
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