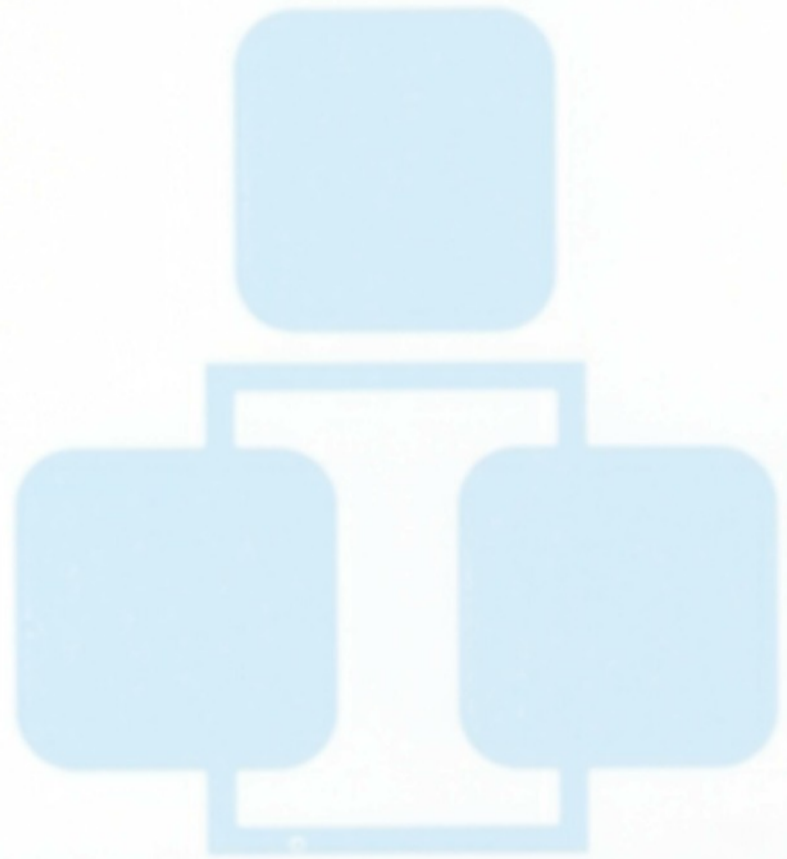


# Remembering



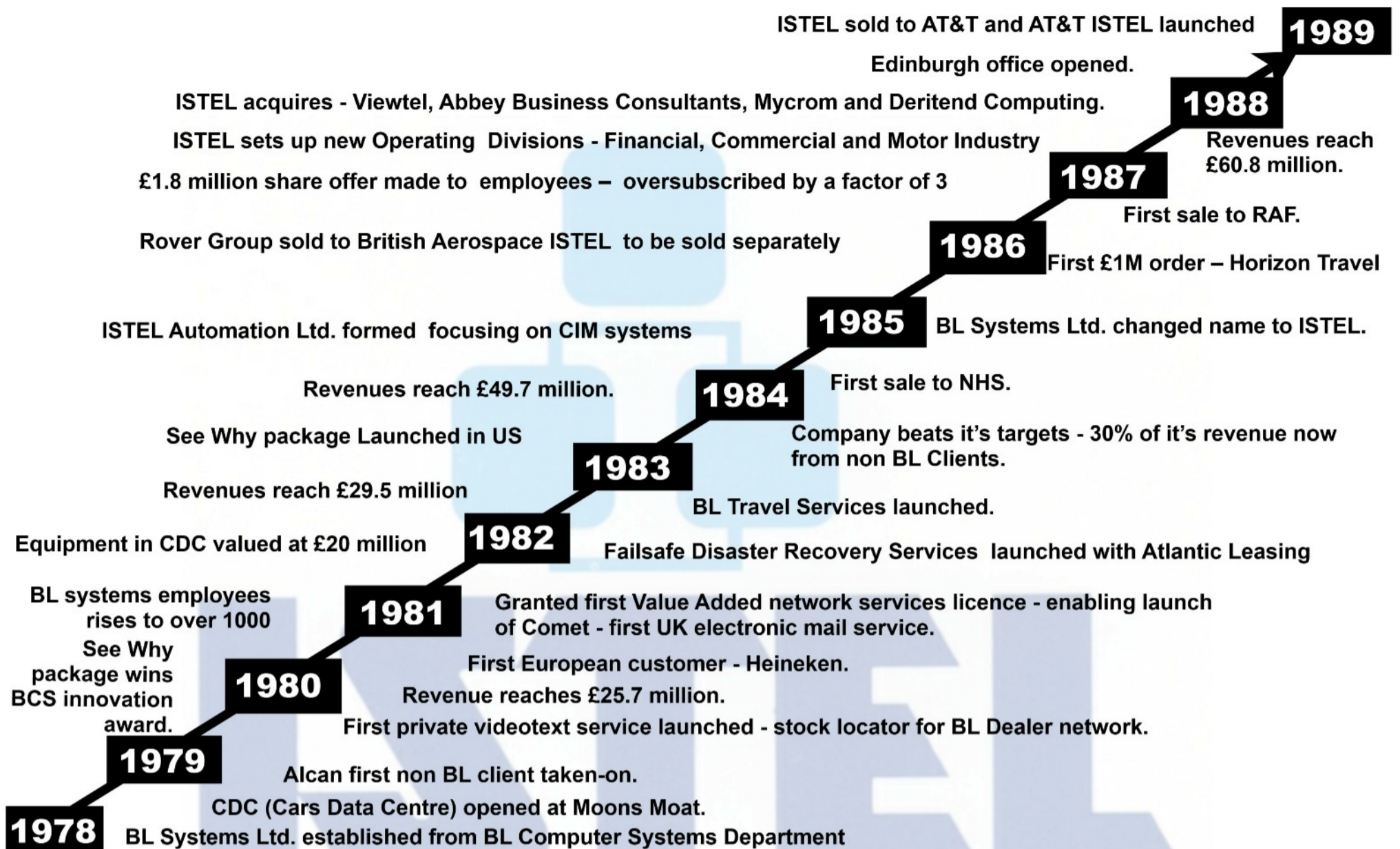


# ISTEL









## ISTEL's Achievements

From its formation as BL Systems Limited until its purchase by AT&T, ISTEL:

- Built a large state of the art data centre at Moons Moat
- Had offices in Grosvenor House, Highfield House, Springfield House, Regent's Court, Market Square and various satellite sites in Redditch
- Built a microwave tower so high that it must have lights to warn aircraft.
- In 1991 employed 1,800 in Redditch and 4,000 people in total and was the largest non-public service employer in Redditch in the 1980s
- Provided IT services to Automotive, Finance, Commerce, Travel and Healthcare market sectors.
- Built the first private data network in Europe.
- Launched Britain's first commercial e-mail Service.
- Was sold to US AT&T in 1989 for £180 million.
- Contributed significantly to the local Redditch economy.
- Invested heavily in Motor Sport sponsorship including Tourist Trophy races at Silverstone.
- Invested heavily in training their staff which resulted in a happy committed workforce with very low turnover of staff.

Remembering ISTEL seeks to ensure that ISTEL's achievements and its place as the dominant employer in Redditch in the last quarter of the 20<sup>th</sup> century are recognised as significant to Redditch Local History.







## Dealer and distributor systems

Besides the work done by Systems for a varied range of functions in BL companies, systems were also developed for use by our dealers and distributors, both to enable them to be more effective and to interlace their business Systems with ours. A range of integrated computer based systems have been developed to aid them in the management of their sales, service, parts and accounting functions and to improve their operating efficiency, customer service and individual profitability

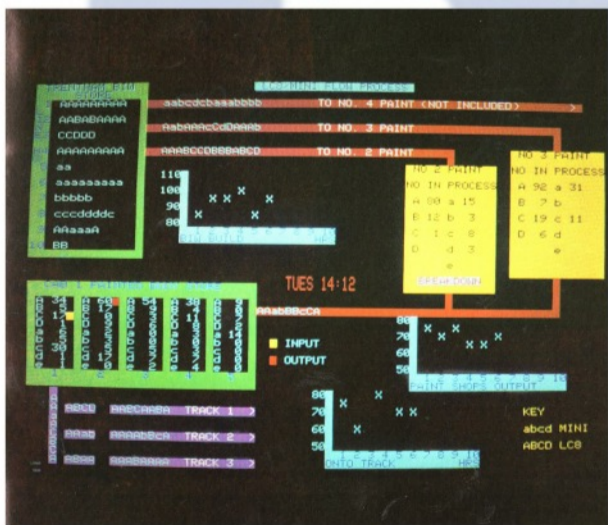
This range of systems is being progressively extended to enable us to adapt our facilities and expertise to the requirements of distributors. Small dealers can make use of our computers inside BL through a simple system which provides details of the storage locations and retail prices, with their discounts, for all the parts which they stock.



## Operational research - Visual Simulation

The Operational Research (OR) unit of BL Systems Ltd consists of people with a wide range of experience in developing and implementing solutions to problems covering a considerable area of the business. Projects covering, for example, sales forecasting, production planning, new model timing, line balancing and many others, have been successfully tackled.

One area in which OR has been very much concerned is facility simulation, working on the LC8. Allegro body in white, Castle Bromwich /Jaguar body supply, and Land Rover engine and assembly areas. Improvements of the order of 10-20% in throughput and facility utilisation are possible if modelling is used prior to laying out the facilities.



## Chips with everything ?

The Computing in general is developing very, very fast, but the area within computing which is developing fastest of all is the micro processor. These are components which can be used to construct tiny computers ranging in cost from a few hundred pounds to a few thousand. Because of their low cost yet high capability, they offer enormous potential for increasing the range of the application of computers. In the face of such rapidly changing technology, the Advanced Systems group of BL Systems is keeping up with the latest developments and exploring potential application areas — but with a very firm mandate to ensure cost effectiveness, reliability and a down to earth attitude to the application.



## International systems

As the largest net exporter of manufactured products in the UK, BL requires comprehensive systems to ensure that all exports, whether they are vehicles or parts, are produced, shipped, distributed, sold and accounted for as efficiently as possible. BL Systems have designed for the major functions of Vehicle Sales, Service and Warranty, Parts and Finance, a series of standard systems packages which can be easily adapted to cater for the local language, legal or environmental requirements of the National Sales Companies. The local adaptation and implementation of the packages is carried out by BL Systems staff in close collaboration with the staff in the respective National Sales Company

The Vehicle system includes the calculation, planning and consolidation of future sales requirements, the on-line entry and validation of orders, the matching of these against vehicles available locally or in transit and the generation of a manufacturing order on the UK when no vehicle is available. The system also monitors the status of orders and vehicles and ensures that all sales are invoiced. Orders can be passed to the UK using computer readable media and teleprocessing links.



## A microcomputer in Land-Rover

One of the early systems implemented in BL using a micro electronics 'chip' is in the production and material control function for Land-Rover. This is a micro computer based system which enables Land-Rover to control stocks of made-in parts and assemblies.

Some 1,600 different parts are pressed from steel or aluminium and fabricated into sub-assemblies at several locations or outside contractors before being returned to Solihull for assembly into the vehicle.

The previous system provided a total stock figure for each part in all conditions across all locations at weekly intervals, which was of very limited use in a rapidly changing market. By typing a part number through a computer terminal into the micro computer system parts analysts can now check the stock of any part, at any location. Warnings about high or low stocks and details of stock movements are provided daily. All in all as Dick Martin the Manager concerned says, This gives me a quick response to enquiries and a tighter control at these factories. When we have a press breakdown or assembly shortage somewhere I can quickly find out the situation and make a decision.

## Stores management in the Jaguar, Radford, plant

The computer based goods receiving and stores management system is one of the main-stays of the pre-production and material control management operation at the Jaguar Radford plant. It controls between 5,000 and 6,000 different parts and has details of each consignment of each part in the plant. All material movements amounting to some 10,000 to 12,000 per week are recorded on the system.

This was an early example of a system using dedicated in plant computers and it began operation in 1975. Since then the system has been operating continuously on-line in the various control offices and its reliability is proven by the fact that it has been available for use more than 99% of the time.



## Vehicle electrical testing (VETS)

A large proportion of all warranty claims are the result of electrical problems. A computer based vehicle electrical testing system (or VETS as it is known) has been developed jointly by Systems and Ferranti to help combat these problems.

The traditional method of testing electrical circuits in a completed car consists of pressing the appropriate switch or opening a door, pressing a button, etc., and seeing whether the electrical items associated with that particular circuit work. With complicated electrics, such as heated rear windows or bulb failure sensors and particularly as more and more electrical circuits are installed in cars these physical checks are not easy.

VETS provides a much more objective test of a car's electrical system, because it measures the actual current drawn from the battery as each individual circuit is tested. The system is linked into the car to be tested through a probe which is simply clipped around the car's battery lead. The probe makes use of an electrical phenomenon known as the Hall Effect by which a voltage is generated in the probe which is proportional to the current drawn from the battery. One of the beauties of the system is that no disconnection of leads or redesign of the car's electrical circuit is necessary to use it.





### First Issue

## The Real Times

### The Systems Company and Our Future



After many months of effort... the systems company and our future... the systems company and our future...

It is a pleasure to see... the systems company and our future... the systems company and our future...

The Real Times was the principle in-house communications channel between Management and Staff.

First published in 1978 (the first editions were not dated) and continued to edition 140 in 1994.

We are pleased to say that in the ISTEEL Archives we have 138 of the 140 editions published.

This collection is an invaluable source of information about products, people, customers and community activity. All the key events in the progress and growth of ISTEEL are document in these pages.

Many Editions had Supplements/Wall Charts such as Organisation Charts, Motivational Posters and List of Achievements during the Year.

There was always a Crossword at Christmas; a almost plausible story in April and a featured employee career history at ISTEEL.

Most of all a good read for any ex ISTEEL employee.

### Last Issue

## THE REAL TIMES

ISSUE 140 DECEMBER 1994

We bid farewell after 16 years  
Real Times SPECIAL REPORT - see centre pages

# Pan-European dream one step nearer reality

AT&T ISTEEL launches new business to sell products across Europe



Spanning the world - See pages 6 & 7

### 10th Year

## The Real Times

TENTH ANNIVERSARY ISSUE

### THE SYSTEMS COMPANY HERE'S TO THE NEXT DECADE -

TEN YEARS ON  
By John Leighfield, Chairman & Chief Executive

### 100th Issue

## THE REAL TIMES

100TH ISSUE 100TH ISSUE 100TH ISSUE

### Leisure drives Europcar's business forward...

...whilst AT&T ISTEEL changes gear!



Service managers Dave Handley, Dave Evans, Keith Tilley, John Finnegan, Anji Fraser and Graham Beck at CDC.

Have you been featured in an edition of Real Times?  
If so we would like to hear memories of why and what happened next.

## The Real Times

Issue Missing

Do you have a copy of the Real Times Issue 2 or Issue 118?  
If so we would like a copy to make our collection complete.

Board ISTEEL-Display-All-V02-all on top.ppt

Funded by UK Government RENEW

Board Display by Derek Coombes and Dave Handley

# 16 Years of The Real Times

## SPECIAL REPORT: We say farewell after 16 years with a nostalgic trip down memory lane

# The stories which hit the headlines

**1979**  
The very first issue of The Real Times was published on August 1, 1979 and announced the formation of BL Systems.  
John Leighfield wrote a front page article looking at the future, where he said, he found "an air of expectancy and enthusiasm" about the systems company.  
Another story to make the front page that year was a campaign to recruit staff to support the enormous demand for new systems in the product companies, served by BL Systems.

**1980**  
Prince Charles hit the front page in 1980 when he visited a new Mini Metro plant at Longbridge. He was shown the importance of computers in the Metro production process and the major role BL Systems played in supporting the operation of the new factory.  
This was also the year BL Systems gained the sole UK bureau and distribution rights to the Comet electronic mail package, in the face of strong competition. Life wasn't all work though, and in the run-up to Christmas staff threw a Teddy Boys Picnic - The Swinging 60s Disco.

**1981**  
The October issue reported on the launch of the Triumph Acclaim, the result of co-operation between Honda and BL Cars. Like the Metro, the paper reported, the Triumph Acclaim was an integral part of the important long-term new-model strategy, "which is revitalising the BL Cars range for the 1980s."  
The same year saw BL Systems' innovative award-winning package, See-Why, being awarded the 1981 Applications Award in the British Computer Society Annual Award scheme.

**1982**  
The year saw BL Systems' innovative award-winning package, See-Why, being awarded the 1981 Applications Award in the British Computer Society Annual Award scheme.

**1983**  
The big news in 1983 was the announcement at the end of the year that BL Systems Ltd was changing its name to ISTEEL Limited, as of the first January 1984.  
The name change signified the company's coming of age as a fully fledged member of the systems industry.  
From the outset the company had been encouraged to seek markets outside the needs of BL companies, and as the Real Times reported: "We have been successful in this, becoming recognised as a systems house in our own right."

**1984**  
The April issue featured Margaret Thatcher on the front page, during her visit to Warwick University Science Park.  
She made an unexpected stop at an ISTEEL demonstration which was running in the foyer, and had

- In this last issue of The Real Times, we take a trip down memory lane and look at who and what made the headlines over the past decade and a half.
- Much has changed in the company since the publication of the very first issue in August 1979, which featured the creation of BL Systems.
- From an impressive file of old back-copies, we have tried to feature some of the high - and sometimes low - points of the company's history.
- With so much material it has been impossible to include it all, but we hope you will find it an interesting read, perhaps bringing back your own memories of years gone by.
- The name, The Real Times, was chosen as a pun on the Times, which was not printed at the time due to a strike. It was published six times a year and remained a bimonthly until November 1985 when it became a monthly newsletter.

## Geoff looks forward and back

ONE member of staff who has not only been a reader of The Real Times from the very beginning, but also been a member of the editorial board, is director of quality, Geoff Hutt. Here he reflects his involvement with The Real Times over the years.

THIS, the final issue of The Real Times, signifies for me not the end of an era, but the coming-of-age of our company.

I have known it, read it, and from time to time been mentioned in it, for almost a decade and a half. We launched the publication, like the company, in a burst of enthusiasm.

We named it (through a competition if I remember correctly) as we worked, confidently if sometimes irreverently. We weren't afraid to draw comparisons with the Thunderer, and we intended The Real Times to shine as its equivalent among house journals, just as we intended to shine among IT companies.

The Real Times started as a completely home-produced publication, with arguments about type-faces and split infinitives. We even bought a camera for the 'editor' or the 'journalist' to use in his capacity as 'photographer'!

We soon learnt, however, that you do need professional help to produce a professional publication. We recruited, or used the services of, trained journalists, lay-out artists and people who 'painted with light'. We also changed

size, and operated in markets and geographical areas far removed from our origins. This meant we had to consciously fight against a Redditch and Rover bias, and we did so with an editorial board drawn from all over the company.

The members of the editorial staff had to tread a fine line - although I was intended for our own people, it circulated widely among our customers and to a certain extent among our competitors as well.

In its final phase, production of the paper was carried out by an editorial specialist more in name with the organisation we've become; and will develop into the future. We're leaving behind our past, moving forward as a pan-European business unit, fully integrated with AT&T.

Some issues were said, like that of our colleague killed in the Lockerbie disaster, some were harsh, like the publication of our financial results in times of difficulty.

Now The Real Times is going, but not sadly, as it will be replaced by a publication more in tune with the organisation we've become; and will develop into the future. We're leaving behind our past, moving forward as a pan-European business unit, fully integrated with AT&T.

**1979**  
Record sales of £109 million and record pre-tax profits of £11.1 million in 1989 were revealed in the May issue.  
A dramatic front page in September carried the story of a fire at Springfield House in Redditch. The fire started in the Personnel Networking warehouse and spread rapidly.  
The staff were evacuated and the warehouse was completely gutted. Fortunately no-one was seriously hurt.

**1991**  
The 100th issue of The Real Times carried a front page story on a £2 million deal with Europcar to link its 200 rental locations around the UK.  
A more subdued article on page 3 of the same issue, with the headline "AT&T ISTEEL changes gear!" focused on how the recession led to a substantial decline in profitability.  
The tough economic climate was highlighted again later on in the year, when Bob Scott, then Director of Corporate Human Resources, announced questions about redundancies in the company.  
It was not all doom and gloom, however, a major stride into Europe was made with the acquisition of the German software and services company, Infoplan GmbH.

**1992**  
The biggest news this year, however, was the announcement in the October issue that AT&T had offered to buy the entire listed share capital of ISTEEL for £180 million. The following issue reported shareholders voted unanimously for the deal to proceed.  
John Leighfield said: "Few combinations offer more exciting opportunities in the IT field worldwide."

**1994**  
The move into Europe continued in 1992, when the offer for French IT software and services company, Datadiv, was accepted.  
Back home, AT&T ISTEEL officially opened the purpose-built Global Network Management Centre based at CDC.  
A host of customers and special guests attended the ceremony at the centre - a first of its kind outside the US market.  
This year also saw the signing of a £3 million deal with Volvo Car UK; an order from London Underground worth £130,000 and the National Westminster becoming the first bank to launch a credit card validation service across the AT&T ISTEEL Vistas network.  
The end of the year included reports on the announced manage-

**1993**  
"Miracle escape for bomb blast site" read the front-page headline of the first issue of the year.  
The story told how AT&T ISTEEL staff narrowly escaped with their lives when a bomb exploded three feet away from offices at T&N PLC's, Manchester-based Data Centre offices.  
Several T&N and AT&T ISTEEL staff were in the building at the time and were blown off their feet by the force of the blast.  
A fund farewell was said to John Leighfield, retiring company chairman, in the May issue.  
He was presented with a book of messages from staff which, John said, touched him to his heart.  
The big news in the summer was the formation of the new business unit, Business Communications Services-Europe (BCS-E).  
The new unit combined the forces of AT&T ISTEEL's Managed Network Services and AT&T's International Operations Division, Business Services.  
The transition was reported on in the autumn when teams of senior managers worked flat out to make it happen as smoothly as possible.

**1990**  
Performance: It's all change!  
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Board ISTEEL-Display-All-V02-all on top.ppt

Funded by UK Government RENEW

Board Display by Derek Coombes and Dave Handley







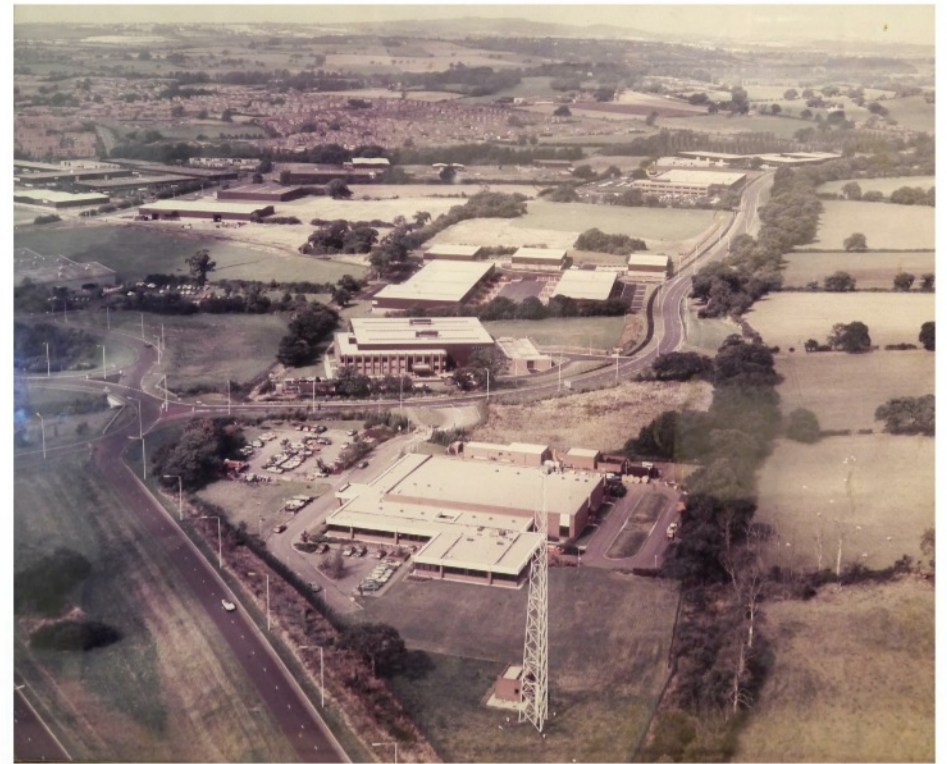
In March 1976 the decision was made to consolidate the major general purpose IBM computers in BL Cars in a purpose built centre at Redditch The reasons behind this big step were mainly to:

- Make available comprehensive computer services equally and economically to all sites, not just the larger ones.
- Achieve significant economies in computer rental costs by better utilisation
- Provide a very high level of total security for data and machines which are becoming increasingly vital to the operation of the Company
- Maximise the effective use of skilled and scarce professional computer staff

The CDC, as it is commonly called, was completed in March 1978

Progressively, with preparation starting well before the building was completed.

BL Cars computer work was transferred from the previous general purpose data centres at Solihull, Longbridge and Cowley, on to the four computers housed at the CDC.



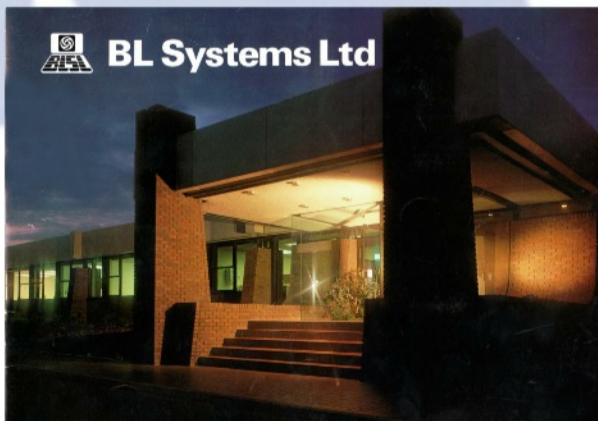
The changeover was completed at the rate of one data centre every two months and finished in December 1978. This ensured that the whole CDC project was completed on time and within budget

The CDC is the hub of a country-wide telecommunications network linking its computers to individual plants and offices. There are now several hundred computer terminals around BL from which users have access to the computer facilities including over 40 very high speed bulk terminals, which have facilities to read punched cards and magnetic tapes and to print at very high speeds. There is also a fast growing number of dedicated in plant minicomputers linked to the CDC.

One of the four computers housed at the CDC is a model 3033 - IBM's most powerful machine. This was one of the first to be installed in the country. Linked into the computers are 32 very high speed magnetic tape units and over a hundred units holding data on magnetic disks.

The sheer numbers concerning the CDC are remarkable:

- The CDC processes up to 2,500 computer jobs a day (the running of the payroll counts as a job) with as many as 40 or 50 jobs running concurrently.
- The largest computer in the Centre is capable of processing 5 million instructions per second.
- The CDC library of magnetic tapes holds over 20,000 magnetic tapes which would, if spliced together, reach from the CDC to Peking!
- A single disk drive unit can hold the data contained in a complete set of London telephone directories, and the whole of this data can be read by the computers in the centre in two minutes.
- The CDC is now recognised as one of the best designed and operated computer centres in the country, and we even had visitors from the USA collecting ideas to incorporate in centres that they were planning.





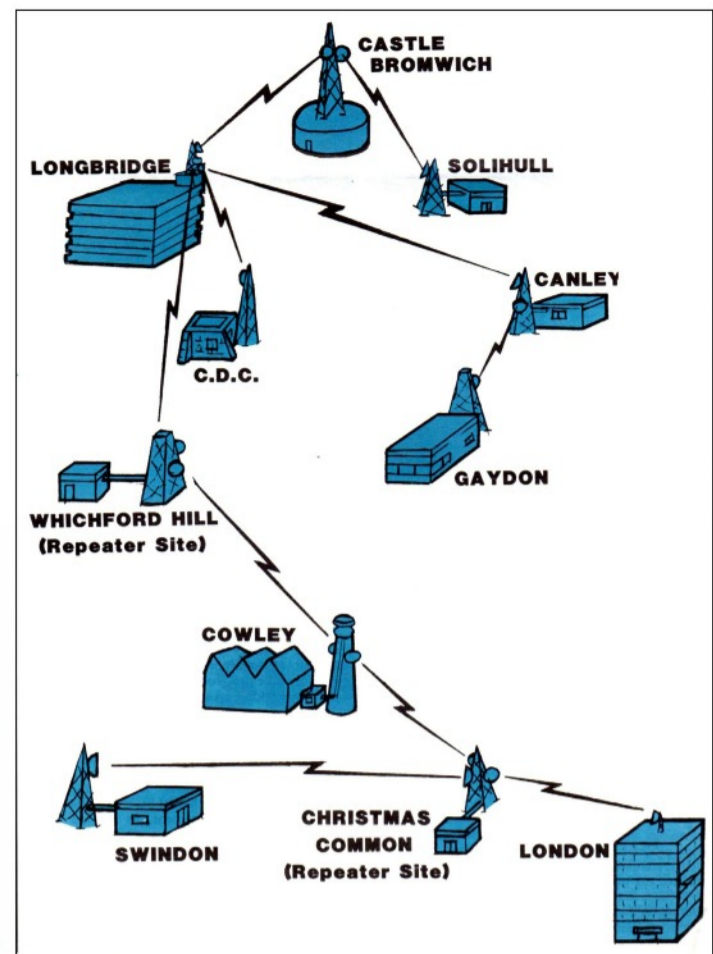
In 1968, Austin Morris realised that telephone calls between their sites, of which there were approximately twenty, were costing the company a great deal in Post Office charges and could be avoided with the a private microwave radio network.

Initially, the second option of Micro-wave radio appeared financially prohibitive, until Austin Morris were approached by Pye Telecommunications who had some suitable microwave radio equipment at a realistic price, available on the shelf after the cancellation of an overseas order. Pye also offered the use of a radio repeater site at Christmas Common, just north of Reading, which gave the opportunity to Austin Morris to connect the London Headquarters to.

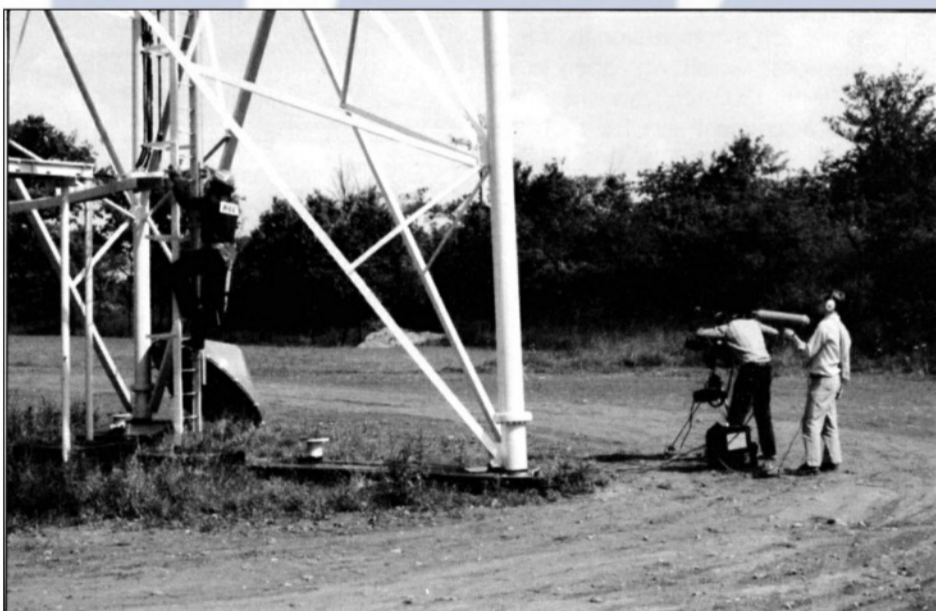
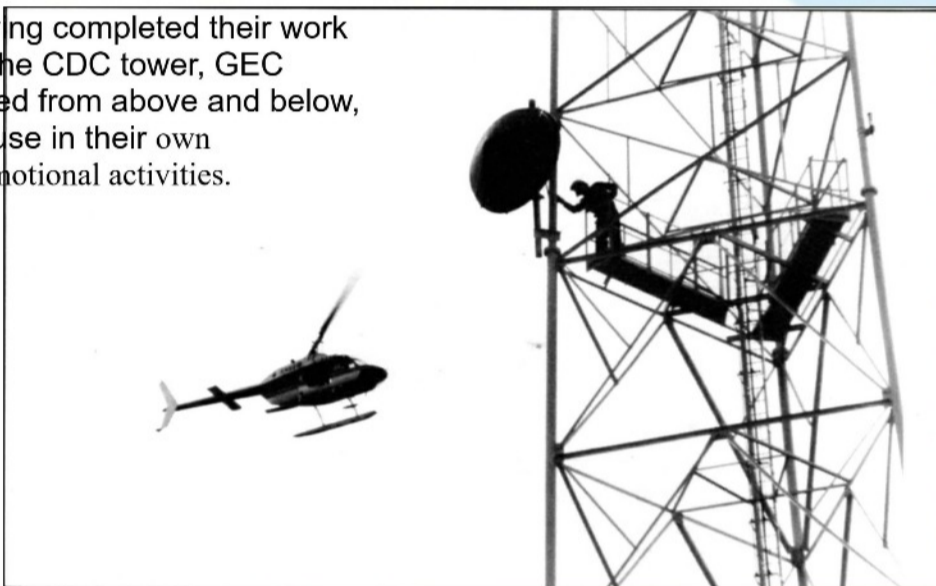
Austin Morris decided to adopt this option and established the first private microwave network in Great Britain, providing communication between London, Cowley, Longbridge and some Midland sites.

The network was switched into service in 1970 and operated unchanged until 1976 when, after the merger of the various car companies under the British Leyland banner, the microwave network became the responsibility of Corporate Headquarters London.

BL management recognised that they had a valuable asset in this microwave network, but also realised that with the changes in the BL companies, site expansions and the ever growing need for communications, the existing microwave network was not able to provide the communications they would require for the 1980s.



Having completed their work on the CDC tower, GEC filmed from above and below, for use in their own promotional activities.



Group Systems, the forerunner of BL Systems, were given the task of creating the expanded microwave network.

They had to conduct many surveys assessing the telephone and data traffic for all BL Cars sites and to design, install and have ready for service by the 1st January 1978, a communications network connecting all BL Cars sites.

After a large amount of effort, this target was met and on the 1st January 1978 the present Microwave Network went into service. The new network had four new microwave radio links but still incorporated the Austin Morris radio equipment which had undergone a very extensive upgrade. It was realised at this stage that this radio equipment was already eight years old and even with upgrades required replacing within three to four years.

The first Austin Morris microwave radio equipment to be replaced was the radio link between Longbridge and Cowley, replaced in 1980. The second phase of replacement, is that of the radio equipment linking Cowley to London and Cowley to Swindon.

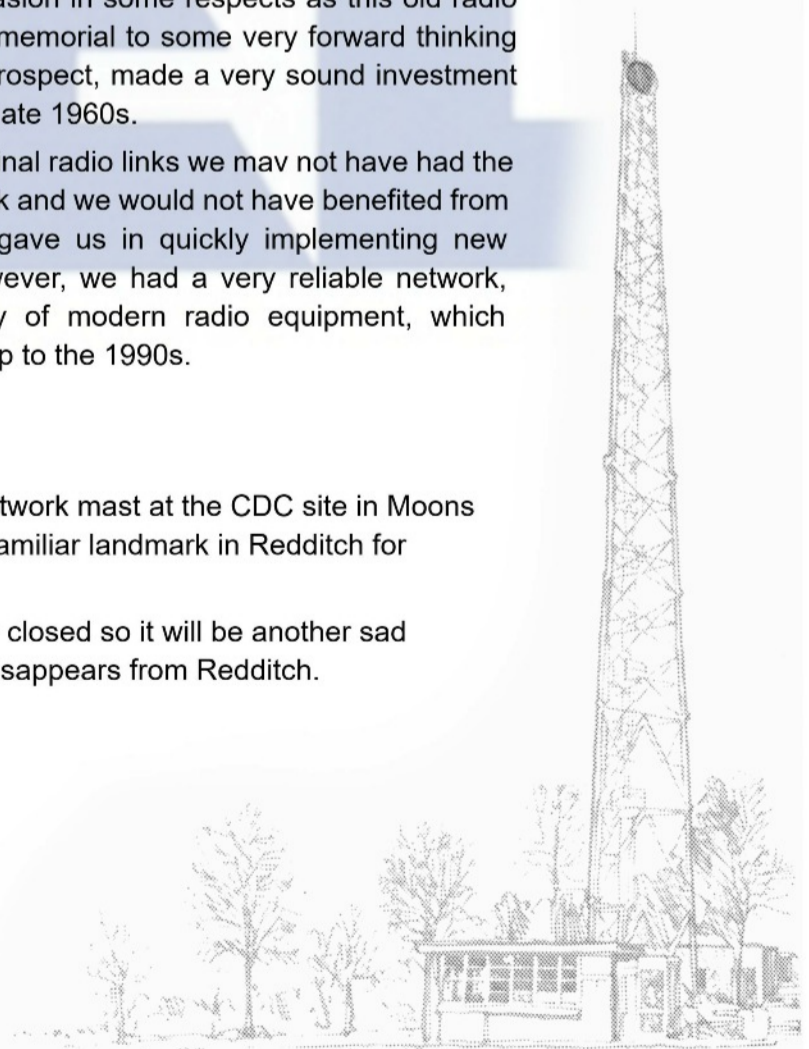
The project was approved and completed by late 1982. The third and final phase, the radio equipment used to link Longbridge to Castle Bromwich. was completed by early 1984. This final replacement marked the end of the original Austin Morris radio links.

This was sad occasion in some respects as this old radio equipment was a memorial to some very forward thinking people who, in retrospect, made a very sound investment for BL back in the late 1960s.

Without these original radio links we may not have had the microwave network and we would not have benefited from the advantage it gave us in quickly implementing new technologies. However, we had a very reliable network, comprised entirely of modern radio equipment, which provided service up to the 1990s.

The Microwave network mast at the CDC site in Moons Moat has been a familiar landmark in Redditch for around 45 years.

The CDC has now closed so it will be another sad occasion if it too disappears from Redditch.





Istel spread

Firm bytes into BT supremacy with 'superior' system. Midlands-based AT&T Istel has launched a multi-million pound expansion data communications network.

Istel aims top Euro software

A multi-million pound computer top line to provide a national link-up service for Istel and its customers will be launched in Birmingham today.

Istel launch data hot line

A multi-million pound computer top line to provide a national link-up service for Istel and its customers will be launched in Birmingham today.

SELLING ADVANCED COMPUTER SYSTEMS

Midlands Based Istel Limited is one of the fastest growing software in the UK. Enterprises and individuals, our turnover currently some £10 million.

BYOUT WORKERS MAKE £35,000 IN TWO YEARS

ITEL, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

REAL POWER TO YOUR CAREER

Micro Systems Sales Executive Up to £15,000 Basic (OTE £30,000) + Car + Benefits. ITEL, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

New role for BL uses new computer expert

Business Mail Reporter MICHAEL EDWARDS, Chairman of BL, has announced that the firm's computer system is to be expanded to provide computer services to customers as well as internally.

Key roles

South Birmingham member of the European Parliament, Miss Norvela Peltola is to serve on two key committees in the new directorate of the European Parliament.

BL USES NEW TECHNOLOGY IN FIGHT BACK

BL's reputation for innovation in automotive design is now world-wide. These skills are now matched by the Company's in-house technology.

AT&T taps into the specialist

Hugo Dixon examines the US telecommunications group's purchase of Istel. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

Arch rivals turn to BL technology

BL company which made Austin Rover and Jaguar a success among the most modern in the world is now selling its services outside the UK.

Whatever happened to the likely lads?

Are you ready for Redditch? Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Silverstone90. Istel Limited, P.O. Box 5, Grosvenor House, Prospect Hill, Redditch, Worcestershire B97 4DQ.

ISTEL Trophy Meeting. Istel Limited, P.O. Box 5, Grosvenor House, Prospect Hill, Redditch, Worcestershire B97 4DQ.

ISTEL Jaguar No 1 robot car maker. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Whatever happened to the likely lads? Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Analyst/Programmer. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Selling Advanced Computer Systems. Istel Limited, P.O. Box 5, Grosvenor House, Prospect Hill, Redditch, Worcestershire B97 4DQ.

ISTEL Computer firm in software buy-out. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL AT&T taps into the specialist. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

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ISTEL Analyst/Programmer. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Analyst/Programmer. Key support for private viewdata system. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Accommodation Manager. Engineer's role with major budget responsibilities. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Whatever happened to the likely lads? Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Net Working Specialists. up to £14K Redditch. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Pioneering Healthcare Technology. Software Developers. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL No waffle. No middlemen. Just the facts about the sophisticated, high technology environment that BL offers.

ISTEL Senior Vax Operator. South Birmingham/Solihull. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL DESIGN CONSULTANTS & SUBCONTRACT DESIGNERS. Would you like to learn more about catia? Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Istel and IBM REAL POWER TO YOUR CAREER. Micro Systems Sales Executive. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL TOP AWARD FOR BL SYSTEMS 'INSTAL BALL' COMPUTER. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Our expansion means you'll put on pounds. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Computer Operator. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL JOBS THREAT AS GIANTS STUMBLE. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL Communications Specialist. Transmission Projects. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.

ISTEL What goes up must come down, right? Wrong. Istel, one of Europe's largest and most successful software houses, has led the way in releasing business systems in all sectors of industry and commerce.



A Share Of The Actions all about the privatisation of ISTE - and the share offer that is being made to all ISTE employees.

The Real Times ISTE

The Announcement

## CHRISTMAS PRESENT FOR ISTE

### PRIVATISATION ANNOUNCED

It was just one week before Christmas when the announcement was made in Parliament that the management's bid (on behalf of all employees) for ISTE was the "preferred route" for privatisation. Eric Forth, MP for Redditch asked the Secretary of State for Trade and Industry what recommendation he had received from the Rover Group board concerning its information technology subsidiary, ISTE, and if he would make a statement. Giles Shaw replying for the Secretary of State said, "My right hon. Friend has accepted the board's recommendation that the Rover Group should proceed to detailed negotiations with the management buy-out as the preferred route for selling a majority stake in ISTE."

had been planned and was set in motion at the same time as the staff announcements were made. Before the expected date of the announcement, marketing functions checked through customer lists and these were passed, along with the purchase ledger, to the Laserlink section who printed off nearly 800 customer and more than 2,500 supplier letters. These were despatched on the announcement day. There was also a programme to contact certain large customers by telephone on the day so that they were certain to hear the news from ourselves before reading it in the press.

Also during the afternoon, radio and TV stations in the Midlands were telephoned by PR staff and given a prepared statement, which resulted in the privatisation news featuring in several news programmes during the evening and next day. The press were obviously not forgotten. A statement was hand delivered to all the quality nationals on the afternoon of the announcement. Certain important journalists were also telephoned to forewarn them of the facts before they received the printed statement. The following day the

major journals in all our markets, the wire services and the local dailies and weeklies covering the ISTE offices, nearly 450 of them, had a news release and photograph of the management team delivered. The coverage in the nationals the next day was good although their treatment of the news varied considerably. All the market and technical press had finished for the holiday but their coverage will be included in future issues of "In The News" which will be displayed on all company notice boards.



The management team behind the buy-out consists of (l to r): standing - Bill Hawkins, David Wright, Rex Smythe, Mike Grice, John Sanson, Peter Shorbot, Roger Hollingsworth, Ron Yeomans, Geoff Parr, seated - Daman Singh, Chris Chiles, John Leighfield, Peter Marchant, Mike Grant.

John Leighfield and Chris Chiles, with the rest of the management team, had been working for many months putting together the offer for ISTE which found favour with the board of the Rover Group and the government. Sometimes in the early Spring the full details of the offer will be made public but we do know that the Rover Group will retain a 25 percent stake which is a sign of their commitment to ISTE, a commitment which ISTE is pleased to see from such an important customer. A letter from chairman and chief executive John Leighfield giving the news was distributed at briefing sessions held throughout the company on the afternoon of the announcement in the house.

**FULL PUBLICITY PROGRAMME**  
The decision was so important to ISTE and raised so much interest amongst its 'public' that a full programme of publicity

The Real Times ISTE

The Result

## WE ALL WANTED A SHARE OF THE ACTION

ISTEL staff firmly declared their confidence in the company's future by applying for just over £5 million-worth of shares - making the issue a massive 2.8 times over-subscribed.

"The figure we asked from employees had to be based on as good a guess as we could make, when we had no idea that our proposals would be so enthusiastically received," said a delighted Chairman and Chief Executive John Leighfield. "We arrived at a working figure of £1.8 million, partly from looking at what had happened in other companies handling employee buy-outs, partly from what our financial advisers predicted, and partly from canvassing employees."

That survey of staff indicated that 42 per cent would be interested in putting £1.7 million into the company; in reality, around 70 per cent were prepared to raise £5 million.

"The degree of commitment to the buy-out gives me great confidence that our company will succeed and that the investments people have made will prove to be very, very worthwhile," said Mr Leighfield.

### ISTEL STAFF DEMONSTRATE COMMITMENT TO THE FUTURE

One of the consequences of such a substantial over-subscription is that many employees' expectations could not be met and scaling down was necessary. When the share-issue closed, the executive directors - John Leighfield, Chris Chiles, Peter Marchant,

Mike Grant and Peter Teague - plus Personnel Director David Wright, gathered around the board table during the following Monday and didn't surface until the allocation was decided.

They called in help from Roger Hollingsworth and Bob Jones of D55 Division, who, together with Brian Hollocks, had devised a special computer model to work out the allocation options on an IBM PC (below, right to left).

The following day, the final allocations were checked and details despatched to the registrars to enable them to send out share certificates and any balances due as quickly as possible.

In determining allocations, the directors took account of grade, making distinctions between grade groups and grades within grade groups. Length of service was also considered.

"I am sure no system of allocation would have been satisfactory to everyone," said Mr Leighfield. "However, I believe the method we used was the fairest possible under the circumstances."

When the share-issue closed, the executive directors - John Leighfield, Chris Chiles, Peter Marchant,

They called in help from Roger Hollingsworth and Bob Jones of D55 Division, who, together with Brian Hollocks, had devised a special computer model to work out the allocation options on an IBM PC (below, right to left).

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When the share-issue closed, the executive directors - John Leighfield, Chris Chiles, Peter Marchant,

The Real Times ISTE

Confirmation



## WORTH SMILING ABOUT

After weeks of delicate negotiations John Leighfield and his management team agreed the last details and signed the agreement on June 10 which allows employees to buy ISTE from the Rover Group.

John Leighfield and Chris Chiles with advisers, solicitors and investors' representatives are seen enjoying a celebratory drink.

The next step was the employee privatisation conferences which took place at Solihull Conference Centre. Details of the share offer were explained along with ISTE's track record and future prospects.

ISTEL News Release

Employees are being offered a major share in the computer services group ISTE, the former Rover Group subsidiary. The privatisation process for ISTE was completed today (10 June 1987). Kleinwort Benson Development Capital and Arthur Young have been advising the management team which has provided initial equity funding to enable the transaction to be completed. Kleinwort Benson will lead the consortium of institutional investors who will be subscribing for a stake in the new company.

The total paid to Rover was £23.1 million with a deferred consideration of £3.1 million. The Rover Group will retain a 25% interest in the company.

The 45 senior managers in ISTE have already fully taken up the shareholding offered to them, and now the company's other 1300 employees are being called to a series of special presentations in Solihull to hear full details of the share offer being made to them.

"Because ISTE is so very much a people-based business, it has always been our firm intention to give all employees the opportunity of acquiring shares", said ISTE's Chairman and Chief Executive John Leighfield in a letter sent to all staff today. "I am very pleased that we are able to offer so many shares to our employees. "We really have achieved what we set out to do."

ISTEL - set up eight years ago this month as BL Systems Limited - had, he said, "taken really enormous strides from those small beginnings and had grown from being the computer systems house of BL Cars to one of Britain's leading computer service companies with sales in 1986 of over £60 million and profits of almost £ 4 million."

"We have come a long way in the past eight years - but we have much more still to do. Our target is to get ISTE quoted on the Stock Exchange at an early opportunity."

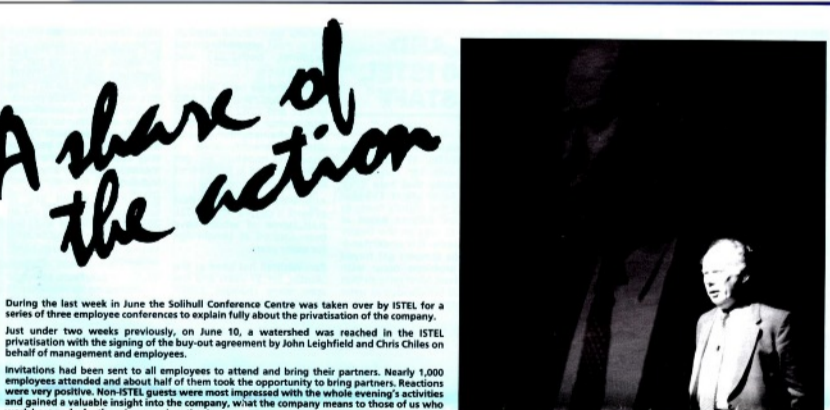
In the letter to staff, John Leighfield says "To achieve a public flotation the company must be pre-eminent in the level of service we provide to our existing customers, as well as seeking out major new areas of business at present largely untapped. Today ISTE is a major provider of IT services, especially computer-integrated manufacture and advanced telecommunications services in the fields of manufacturing, distribution, travel, health and finance."

"This year we are forecasting our sales will be around £70 million - and a target of £100 million is clearly achievable within the next few years", added Mr. Leighfield, indicating that such performance would put the company in the "very forefront" of the European information technology services industry.

June 10 1987

The Real Times ISTE

The Offer



During the last week in June the Solihull Conference Centre was taken over by ISTE for a series of three employee conferences to explain fully about the privatisation of the company. Just under two weeks previously, on June 10, a watershed was reached in the ISTE privatisation with the signing of the buy-out agreement by John Leighfield and Chris Chiles on behalf of management and employees.

Invitations had been sent to all employees to attend and bring their partners. Nearly 1,000 employees attended and about half of them took the opportunity to bring partners. Reactions were very positive. Non-ISTEL guests were most impressed with the whole evening's activities and gained a valuable insight into the company, what the company means to those of us who work here and why there is so much enthusiasm.

The Evening's Activities  
Coffee was served while everyone gathered for the main events. In the lecture theatre the proceedings began with the anonymous voice of Tom Baker introducing John Leighfield - chairman and chief executive. John welcomed everyone and introduced a video report on the history of ISTE, by Brian Widlake of BBC Television's Money Programme.

He made it clear that his remarks had not been written for him by a script writer. He had made his own investigations and arrived at his own conclusions. The video included an interview with Sir Michael Edwards about the formation of BL Systems, ISTE, and finished with an interview between Brian Widlake and John Leighfield about ISTE's track record and the implications of privatisation.

John then introduced Daman Singh, finance director (acting), who gave an easily understood presentation of ISTE's financial performance and prospects. John himself then gave a presentation about ISTE's future, and this was followed by Richard Mead of Arthur Young, the accountants who had advised ISTE during the privatisation negotiations. He went through the setting up of ISTE Group and ISTE Holdings, the way the shares were allocated between the different share holders and the reasons for the different types of allocations.

The formal sessions were rounded off by John Leighfield who introduced a video clip of Graham Day explaining why The Rover Group had invested in ISTE, and finally John invited everyone to join him as a shareholder in the company.

ers gave easy, relaxed presentations. There's also an "expert" called Hutt. Considered a bit of a nut. His wild demonstrations cause strong palpitations Or serious pains in the butt. Measurs Widlake, Edwardes and Day. Say "Privatisation can pay. Forget all our savings. And invest all your savings. There's no need to work, just make hay!"

**Creative management**  
Some of the speakers at the conference were so relaxed that they spent their time backstage writing verses to be sung to well known tunes. This one by Richard Mead is probably the funniest.  
The rate of return  
Your investment can earn It slicker than rabbits can breed."

**Postscript, by others behind the scenes**  
A suave consultant called Mead, Said: "When AT speaks, do pay heed."  
The rate of return  
Your investment can earn It slicker than rabbits can breed."

The next issue of The Real Times will carry news of the response to the share offer. Remember, your applications have to be in by August 14.  
The company is aware that some employees were on holiday at the time of the conference. Consequently, a video has been produced which is available on loan from Bob Davies.  
If you have any problems ring Bob at the Help desk - 14 4259.

And how CITICORP VENTURE CAPITAL saw it.

**BUY-OUT**

34 OF ISTE'S EMPLOYEES HELPED CEO JOHN LEIGHFIELD BUY OUT THE ROVER GROUP'S COMPUTER SERVICES SUBSIDIARY IN JUNE 1987. CITICORP VENTURE CAPITAL FUNDED EQUITY IN THE £2.6M. DEAL!

ISTEL'S EXPERTISE NOW SPREADS FAR AND WIDE FROM THEIR ORIGINAL BASE IN COMPUTER INTEGRATED MANUFACTURING...



Two years after the management led, employee buy-out ISTEL is purchased by AT&T International Inc. one of the largest communications corporations in the USA. Its new name - AT&T ISTEL. AT&T paid 180 million for ISTEL.

Real Times Issue 85 October 1989

Real Times Issue 98 November 1990

## -AT & T's offer in outline-

AT & T, one of the world's leading telecommunications companies has offered to buy the entire issued share capital of ISTEL for £180 million.

The directors of ISTEL Group have unanimously recommended the offer and shareholders accounting for 57.3% of the Group's shares have agreed to accept it. In addition, the Rover Group has agreed to sell its 25% share of ISTEL Holdings.

The final decision to go ahead now rests with the company's 1,100 employee shareholders who have to vote on changing the articles of association at an extraordinary general meeting on October 23, before the deal can go ahead.

The offer means ISTEL would become a wholly owned subsidiary of AT & T, with no change to our name or management. When the deal is finalised, ISTEL's Chairman, John Leighfield, will be honoured as the first non-American vice-president of

the massive AT & T organisation, which employs 300,000 personnel worldwide. Day to day running of ISTEL will continue to be managed by the present team. Three of AT & T's senior executives will join the ISTEL board. David Butler will remain on the board as a non-executive director.

Since December 1986, ISTEL's profits before tax have grown over three and a half times. At the time of the management-led employee buy out from the Rover Group in 1987, the company was valued at just £35 million. Profits before tax in 1985 were £1.7 million, whereas profits this year are expected to be more than £11 million.

ISTEL would be AT & T's first major acquisition in the UK, although the company already has a transmission systems development and manufacturing facility in Wiltshire which employs 500 people.

## One year on...

For the vast majority of people in ISTEL, there has been little impact on their day to day activities brought about by the company becoming AT&T ISTEL a year ago. The obvious developments—the creation of AT&T Global Messaging Services Limited and AT&T Computer Systems Limited—have clearly meant big changes for the people involved in those activities; but there has been a great deal more activity going on behind the scenes. The two new companies are commented on in pages 4 and 5 of this issue of the Real Times, but I would like to say a few words about some of the other issues.

Looking back I believe that that was a reasonable analogy to use! After the initial honeymoon period we have been getting down to adjusting to each other's ways and finding out issues that had to be resolved to make the relationship work properly. I have been impressed with the way in which the most senior people in AT&T have listened to the comments that we have made in such areas and at their commitment to resolving issues that we were not able to do our job effectively. However, I would say again that in a company of the size of AT&T and with its complex set of products and business relationships it is not easy to resolve everything quickly. But as you might imagine, we have not been hesitant about putting forward our views on issues that we think important to AT&T ISTEL's future.



"As yet, there are few visible signs of steps towards achieving our mission, but a great deal of spade-work has been done."

## Perfect Match

by John Leighfield, Chairman

I am writing this lead article for *The Real Times* late on Wednesday, September 27. The words "A perfect match" are not mine, but those of many of the people who have rung me during the day to congratulate us in our new partnership with AT&T. Predictably, the newspapers mainly accentuated the "new millionaires" theme—and you can see what the papers tended to say at the bottom of this page.

Obviously, the value that AT&T put upon ISTEL in financial terms was important in the whole transaction, but far more effort in the project went into finding a partner that matched ISTEL culturally and which would provide a really exciting future for the development of the company.

We could not possibly have done better in our choice. We went into very great detail with AT&T on cultural issues; they are moving rapidly to a style of management which encourages the separateness of organisations like ISTEL. An ISTEL/AT&T partnership offers us something we could hardly have dreamt of when we set BL Systems up at the beginning of this decade. We will

have a parent with the resources to help us put in place virtually any commercially attractive development of our business that we can conceive of; a parent with credibility and acceptability in the IT world—and I mean the world—that is unrivalled; a parent with the technological resources that measure up to the best in the world, including AT&T Bell Laboratories which invented the transistor and the laser.

AT&T will offer ISTEL a whole new world of opportunity. We already know of areas in which AT&T is working that are highly relevant to the development of existing aspects of ISTEL's business. We know that we share aspirations to develop into new

areas. On the other hand, we have not come across any areas of straight overlap which might have necessitated using a euphemism which often conceals a painful implementation process, "rationalisation". It is almost uncanny the way in which AT&T meets the needs that ISTEL defined in looking for its parent, while stopping short of the areas where ISTEL's own strengths are.

John Berndt, President of AT&T International Communications Services



John Leighfield

Key customers' suppliers and friends in the industry have all congratulated us on creating for ourselves the most exciting opportunity imaginable for all our staff. They believe, as I do, that the coming together of AT&T and ISTEL truly is a perfect match.

### KEEPING IT CONFIDENTIAL

For months leading up to the announcement, the name of ISTEL's prospective parent was one of the best kept secrets in the industry. Despite lots of speculation from both employees and the computer press, news of the AT&T connection with ISTEL didn't escape until the morning of September 26. By then, a massive communication exercise, masterminded by Bob Davies, ISTEL's Manager of Employee Communications, was underway to tell everyone exactly what was happening.

Working under a shroud of secrecy—the project was code-named Eureka and the "mystery" company known only as Quantum to all but the key players—Bob organised a series of briefings for employees at each of ISTEL's major locations. A specially made video by John Leighfield was shown at the 20 sessions held simultaneously nationwide—as John faced the press in London.

## What the papers said...

As news of AT & T's offer was being relayed to employees on October 26, John Leighfield and John Berndt were facing a barrage of questions from news reporters at a press conference in London. News of the offer had leaked out the night before and some papers had carried speculative stories—heightening interest at the press conference announcing the true story the following day. Representatives from the quality dailies, some of the tabloids and some international newspapers were there.

Most of the Press stories focused on the news that AT & T's offer for ISTEL will make some of its senior directors multi-millionaires. John Leighfield, who re-mortgaged his house to raise £90,000 for shares and who has an option on 45,000 more, stands to make over £4 million if the deal goes ahead.

An "average" ISTEL employee who invested £1,000 will find his shares are now worth £34,000.

Here are some of the comments printed in the news media on October 27:

**The Sun**—"Lucky workers hit the jackpot... The deal means workers, from secretaries to computer programmers, are in the money".

**Today**—"Daring shopfloor buy-out... AT&T bid will give ISTEL long term security".

**Daily Mail**—"Boss's act of faith earns him a fortune".

**The Birmingham Post**—"Rover will continue to be ISTEL's most precious customer".

**Daily Express**—"Boss who gambled on a dream" John Leighfield: "I knew I had to put my own neck on the block if others were risking their money... it gave me a few sleepless nights".

**The Guardian**—"US giant snaps up ISTEL... AT&T's first significant UK investment... formidable competition in the 1990's".

Real Times Issue 86 November 1989

## AT & T offer 'unconditional'

The offer by AT & T to acquire the whole of the issued share capital of ISTEL has been declared unconditional by AT & T and was announced at the EGM of ISTEL Group Limited on October 23rd. At the EGM, shareholders voted unanimously to change the company's Articles of Association to allow the deal to proceed. ISTEL's Chairman, John Leighfield told shareholders at the meeting that AT & T had received acceptance to their offer from over 90% of the company's shareholders.

Before the formal business of the meeting took place John gave a brief presentation about the background to the current events, some information about AT & T's activities worldwide and a brief look at what the future would hold for ISTEL in Partnership with AT & T.

He told shareholders that it was unusual that the decision on the ownership of a company should be in the hands, not only of its directors and external financial backers, but also such a high propor-

tion of its staff. Talking about the opportunities that the Partnership meant for the two companies he said "Few combinations offer more exciting opportunities in the IT field worldwide. The beneficiaries of this union will, I believe, be our shareholders, our customers and our employees."

Moving on to talk about reaction to the offer in the outside world he said, "Although the Press has taken great delight in sensationalising aspects of the offer, there has been virtually no negative

comment at all. The serious press has tended to point out the very advantages to both our companies that we ourselves see.

"With hardly an exception," he added, "our customers see enormous advantages to them. Many of them have written to us, congratulating us on our choice and looking forward to the exciting opportunities that the partnership with AT & T will yield."

All of ISTEL's employees will be receiving more information about the activities of AT & T at the forthcoming



Divisional Employee Communications Meetings to be held before the end of this year. We are also planning to run a series of articles in future issues of *The Real Times*.

## AT&T CHAIRMAN'S FIRST VISIT

"It was a pleasure to see the loyalty of the staff and to be assured that they are also dedicated to becoming one of the major companies in Europe and eventually other parts of the world" was the message from Bob Allen, AT&T's Chairman, on his first visit to AT&T ISTEL recently.

Although he had met John Leighfield previously in America whilst negotiating the acquisition of ISTEL, his visit on the 25th April had been his first opportunity to see the company. "It certainly lived up to my expectations," he commented at the end of the day.

Accompanied by Sam Willcoxon, AT&T President International Group Executive, his day here commenced with a discussion involving Chris Chiles, Peter Teague and Geoff Hunt, on AT&T ISTEL's business, the progress on synergy with AT&T and expansion plans.

"It's a measure of how seriously AT&T takes ISTEL that the Chairman of what is one of the largest corporations in the world should take the time in his amazingly busy schedule to visit us and meet so many people here. I am sure that all who met Bob Allen were very appreciative of his interest in us."

John Leighfield.



(l-r) Bob Allen, John Teague, Sam Willcoxon, John Leighfield, Geoff Smythe

Real Times Issue 86 November 1989

## AT&T ISTEL—IT'S OFFICIAL!

Recommended Cash Offers by Kleinwort Benson Limited on behalf of AT&T International Inc. for ISTEL

Since the period of frenetic activity which culminated in September 1989 with the announcement of the AT&T acquisition of ISTEL, it would appear on the surface that events are now moving at a more leisurely pace. For those employees operating on the outside fringe of AT&T/ISTEL activity, working life seems to have resumed normality with only a quiet buzz in the background to remind us of our new "parent"—and the market waiting in anticipation to see what the future holds now that we are part of a much larger jigsaw.

However, behind the scenes a whirlwind of change has been brewing. As those who have been more directly involved will tell you, that whirlwind has started to blow the wheels of the Synergy Programme into motion. And as it gathers momentum and starts moving with real force, so the whispers of change have become reality.

As part of the "Internal Awareness" programme put in place since the acquisition, special employee meetings have recently been held—the aim being to brief people on the progress that has been made on the working relationship between ISTEL & AT&T.

The meetings which were held at Oxford and Redditch locations, covered a whole spectrum of topics. John Leighfield, Executive Chairman of AT&T ISTEL and an officer of AT&T, opened the meetings with a welcoming video of him talking to Brian Widlake on the events since ISTEL's divestiture from the Rover Group. The audience then heard Peter Teague, AT&T ISTEL's Director, Group Finance, give an overview of the integration process. Chris Chiles, AT&T ISTEL's Group Chief Executive, followed this with a

VIDEO

John Leighfield extends a warm welcome to John Berndt.

Peter Teague explains how the integration programme will work.

talk about the Synergy Programme and the implications this held for the future. At the meetings, the AT&T

ISTEL name change, which was officially announced as taking effect from 1st March, was amongst the first notable

"We may have a lot of differences in pronunciation and spelling but I think the employee communications session proved we are all saying the same thing—and using plenty of 'leverage' to get it!"

Sarah Bird, Marketing Executive, AT&T ISTEL Global Messaging Services

Chris Chiles: "Some exciting changes as the result of some pretty fast footwork".

changes to become apparent. This followed an earlier announcement that AT&T ISTEL Global Messaging Services had become operational from January 1st and that there were others sitting in the pipeline, such as the formation of AT&T ISTEL Computer Systems Limited. "The results of some pretty fast footwork" was how Chris Chiles, described it.

EXPLAIN

To explain the AT&T view, Sam Willcoxon, AT&T President International Group Executive, spoke about AT&T's International Programme and the importance of ISTEL, while John Berndt, President International Com-

UNICATIONS SERVICES, took a look at the objectives of this part of AT&T's operation. Despite a crushing schedule, Sam Willcoxon also took the time between meetings to speak to *The Real Times* and gave the following message for AT&T ISTEL employees:

"The main purpose of the meetings was to increase the understanding of the evolving relationship between AT&T ISTEL, to create enthusiasm and excitement for what we can achieve as a team, and to emphasize what this new relationship means for potential opportunities," he said.

COUNTERPARTS

When asked what programme had been in place for the exchange of information between ourselves and our American counterparts, he replied: "Of course there's the obvious flow of written information and communications through various channels such as articles in *The Real Times*, as mentioned by John Leighfield in his speech. And there are other ways to become familiar with the products and services offered by AT&T through the readily available literature. But, I think the most important exchange of information is on a person to person basis. As we start to create history together in the IT

industry, it is the personal flow of communication and the developing of working relationships that will constitute the vital exchange of information.

METHODS

On the question of how AT&T would cope with the difference in culture, attitudes and methods of working he replied: "In the decision to acquire ISTEL we focused on similarities of attitude and differences in strengths between us that have made us compatible. As the potential parent for ISTEL we looked for a company who shared our aspirations to become a global player, who was in the same field as us and had a complementary range of products & services without being a head-on competitor. We also had the criteria that ISTEL set down, that they'd worked out with very great care. We have a very great respect for the capabilities of ISTEL's people and what we can achieve together."

BENEFITS

In terms of benefits to individuals and the opportunities which now appeared to be opening up for us he added: "Opportunities for people will be created by the

SUCCESS we create. As we actualise the promise of success this will create.

OUTSTANDING

"We will be undergoing rapid growth in the UK and intend to spread into the global European marketplace. Obviously there will be a requirement for outstanding people and provided we recognised and provided we recognised our talent for business we will establish a convergence to this end. I would say that the success and opportunities we seek, lie in our own hands as individuals."

Sam Willcoxon.





# The Power Of Facebook

We posted the picture below showing the back of Governor House on our ISTE ex employees facebook group with the question: "Can anyone point to window and say "I Sat There?" Here's a selection of the replies we got.



**Lesley Rogers**

I was the other side and regularly saw lorries and vans getting stuck under the bridge

**Pat Morgan**

That was almost a monthly occurrence ! Amazing no pedestrians were injured (or worse) with some of the debris that came off the sides

**Lesley Rogers**

I know! They had to let the tyres down

**Dave Handley**

I remember it well - a squeal of brakes, a loud crunching sound and we'd rush to the window to watch them let the tyres down and attempt to reverse out .

**Phil Coathup**

Me too - 5th Floor long wing. Good view of the hospital and dentist.

**Tracy Appleton**

Phil Coathup you may not remember me, but in 1996 I sat on 4th floor (I think ?), not sure if short or long wing with Deborah Turner, Ken Humphries & Nigel ??? etc in marketing comms. as a marketing undergrad from Coventry Poly. I have many fond memories of those early marketing years

**Phil Coathup**

Tracy - of course I remember you!! Please don't tell anyone but I had - and still have - Nigel Jones' guillotine!! Has a big sticker with his name on it. Then there was Duncan Nottage....

**Jacqueline Bird**

Ground floor on lady of picture we had switchboard room ,post room and then later on transferred to the top floor.

**Bob James**

I probably sat in half a dozen or more places on the second floor. Because of the partitions or distance from a window, often had a limited view of the outside. Looked over the ring road or at St Stephen's House mostly. Although my last desk there in the early 90's did have a view over the ring road towards some countryside! Difficult to believe that it was over 31 years ago since I worked there?

**Denise Finney**

First sat on 4th floor overlooking Prospect Hill then moved to 5th

**Scott Parker**

The Failsafe office was in the short wing (?) on the right. Can't remember which floor though. Before we moved to St. Stephen's house

**Lesley and Peter Copestake**

3rd floor facing out towards the car park? TBH it's all a distant memory!

**Wendy Noke**

4th floor short wing - finance dept, I watched the old crown being knocked down and being rebuilt, the pub was handy celebrating my 18th birthday and coming back to work slightly drunk after half a cider, Alan Denham, Mike Kite, Ian Starfield

**Pat Morgan**

Wendy Noke oh I'd completely forgotten the old Crown over the road ! Thanks for the reminder

**Dave Handley**

What really surprises me is the lack of BL cars in the car park . This seems unusual as if this was not taken in the Istel days - prior to that it was a BL Marketing HQ . I can only see one BMC 1100 and one E type Jag , other than that the car park seems to have Fords or Vauxhalls. Most strange.

**Neil Gowing**

Sat on the other side on ground floor by window overlooking the bridge..... seeing many vehicles get stuck!!

In the office with: Steve Quigley, Rodney Davis, Paul Brazier, Diane Martin, Pauline Ingleby, Sam Dee and I think Mandy was also at Grosvenor House.

**Martin Parry**

4th floor long wing

**Steve Ault**

Top floor - extreme right hand corner working for Rover Services under John Maher and Pete Hopkins

**Phil Coathup**

I think I can see John Spencer in the First Floor Stationary cupboard (by the lifts) not handing out Sellotape a Christmas and asking people to show him your pencil stub before allowing a new one...

**Neil Gowing**

Cov point was far better of course

**Graham Rainbow**

Love this photo, my desks were mostly on the ring road side of the 2nd and 3rd floors, long wings, from 1980-86, and then sporadically until 1999. The intent was always to obtain a window seat, in order to have fresh air to counter the cigarette smoke filled office, until, thankfully, smoking was discouraged at desks. I recall the RJE room, manuals cupboard and terminal room that occupied 2nd floor short wing. I think I only ever ventured up to the revered 5th floor on a couple of occasions, the view to Longbridge was fantastic.



Board ISTE-Display-All-V02-all on top.ppp

Funded by UK Government **ReNEW**

Board Display by Derek Coombes and Dave Handley



## The Future Of The ISTE Story Is Secured

AT&T ISTE were a significant sponsor of the creation of the British Motor Museum at Gaydon. We are therefore pleased that they have agreed to add the ISTE Archives to their collections. This will ensure that the future of the archives, and the ISTE story, is assured and the name ISTE will take its rightful place in British Automotive history.

### ISTEL and the British Motor Museum, Gaydon

The origins of the British Motor Museum at Gaydon parallel those of ISTE. Both emerged from British Leyland and for a time shared accommodation at Studley Castle.

AT&T ISTE were also supportive of the establishment of the Museum permanent home at Gaydon, sponsoring the initial training facilities.

We are now pleased to announce that following discussions with Gaydon that they will be hosting the long term storage of the artefacts and collected as part of the Remembering ISTE project. Project staff are also going to become volunteers at Gaydon so that, with their guidance, we can transfer the data we have to their archive system so that it will be publicised on their web side and available in their catalogue when their new Axiell Archive system goes live.

In the articles shown, you will see that ISTE is referenced as a "Significant part of British Motor Industry" so we are pleased the ISTE name will be recognised as such alongside many other household names over the last century.

### Lasting monument to the best of British

**STUNNING**... the art deco interior is impressive

**THE** new £8 million Heritage Motor Centre opened its doors to the public on Saturday, May 1, and is poised to become a major tourist attraction in the Midlands.

The stunning new art deco building has been built to preserve the cream of the British motor industry and has received immense backing from Rover, the only surviving member of a list which conjures up images of the heyday of British motoring... Austin, Morris, Riley, Wolseley, Standard, Triumph, Singer, Sunbeam, Humber and others.

The day before the museum officially opened its doors, AT&T ISTE's retiring chairman John Leighfield was one of the guests of honour at a VIP day to thank people and companies who had supported the museum.

An important part of the new complex is an Education Centre that has been built with support from AT&T. John Leighfield told The Real Times last month: "The museum will have so many people passing through and our name will be projected in a very prestigious way. It is something in which we should be very proud."

AT&T's name is, indeed, projected - on an impressive carved stone plaque at the entrance to the new Education Centre.

Trevor Lord, who is in charge of education at the museum, said interest in the new facility was growing quickly.

"People have shown a lot of interest in the facilities we have to offer," he said. "If any parent, teacher or school governor would like to know more, I would be delighted to hear from them."

Trevor can be contacted at the museum, on 0925-641188.

\* The Heritage Motor Centre is situated just off the B4100 Warwick to Gaydon road, about two miles from junction 12 of the M40. Admission charges are £5 for adults, £3 for OAPs and children aged 5 to 16. Children under 5 are admitted free.

There are discounts for families of two adults and two children (£12 admission), and for pre-booked parties of more than 20 people.

Details from Conference and Events Manager Richard Westcott.

**MAGESTIC**... the new museum is truly an impressive sight in the rolling Warwickshire countryside

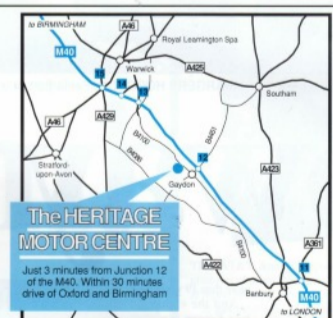
**PRESENCE**... outside the education facility is a stone plaque marking AT&T's involvement

**MOTORS**... of all types and ages



At Studley Castle the Leyland Heritage Trust vehicle collection and workshops were housed in rather charmingly named buildings such as the 'Coach House' and the 'Milking Parlour'.

## AT&T at centre of attention



The AT&T ISTE name will feature prominently as one of the most exciting museums in recent years opens its doors to the public next month.

The new Heritage Motor Centre at Gaydon in Warwickshire opens on May 1 - and a significant part of the astonishing new building is an education facility that has been built with support from AT&T.

AT&T ISTE Chairman John Leighfield said he was delighted at the company's involvement in the new centre.

"British Heritage approached all the major players in the motor industry in the UK and all the major suppliers, of which we are one."

"British Heritage and Rover approached us, and I approached AT&T. Because of our significance in the motor industry and our education funding I thought it would be a very good idea for AT&T ISTE to be associated with the project."

"They are creating something that is a monument to all who contributed to the British Motor Industry."

"The museum will have so many people passing through and our name will be projected in a very prestigious way."

"And at the same time, it's a symbol of our support to our biggest customer, Rover."

"AT&T's involvement in the museum is small in money terms; in terms of visibility it will be very significant."

"It is something in which we should be very proud."

The Education Department hopes to attract pupils of all ages from schools all over the country.

Teachers will be encouraged to meet the department's staff before their visit to plan their day; a typical programme would include an introductory slide programme, a guided tour and some hands on experience in the Activity Centre. The idea is for fun and entertainment to play a part in providing a balanced and relevant educational experience.

### Museum link 'is something to be proud of'

Trevor Lord, Academic Services Manager, told The Real Times: "Although the museum's collecting policy is restricted to companies that eventually became Rover, the Education Department is not similarly constrained. We are not so entrenched in the past, but looking ahead to the future."

Initial programmes on offer are for History KS2 Land Transport, which looks at the history of the motor car and its development during this century, with a suitable version for KS1 children which covers several of the history elements. A strong theme on offer is road safety; children will be introduced to the contribution to road safety made by many of the design features on road vehicles, including bicycles, and the concept of primary (active) and secondary (passive) safety features. The historic perspective makes the programme relevant to the History KS2 topic 'Land Transport'.

To introduce teachers to the facility, the Education Department plans to host open evenings during July.

● NEXT MONTH in The Real Times: Inside the museum - a picture special.



An early photograph of the British Motor Museum at Gaydon. Today the site is much changed with car parks and additional buildings holding both vehicle collections and workshop.

Regular events displaying vehicles make use of the car parks

Board ISTE-Display-All-V02-all on top.ppp

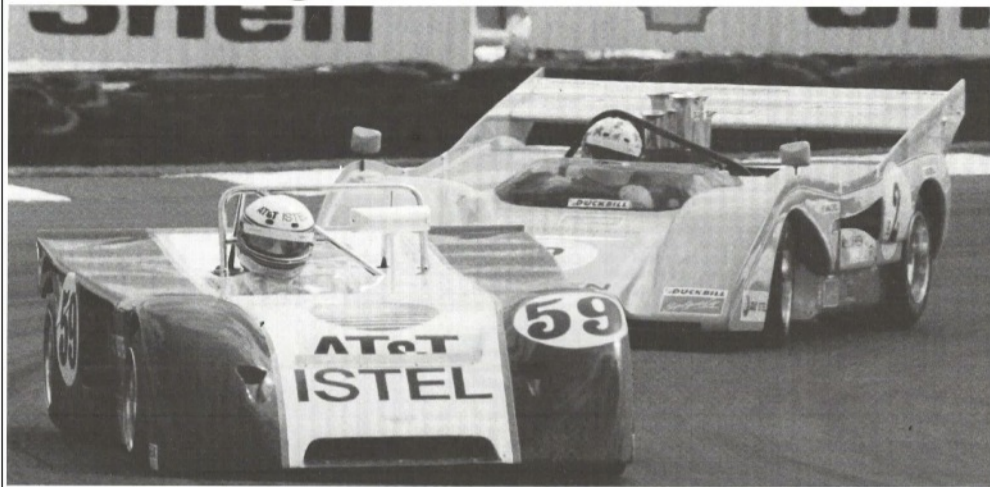
Funded by UK Government **ReNEW**

Board Display by Derek Coombes and Dave Handley



Sponsorship of Motorsport was always one of ISTEL's key promotional activities.

## Winning with AT&T ISTEL



Thanks are due to all the AT&T ISTEL sales people who have helped us make this the most successful season ever for our motorsport-based customer hospitality programme.

As I write this, we are now two-thirds through the season: nine events have been run in four countries, offering 14 days of customer hospitality for 700 AT&T ISTEL guests and support staff. Another 240 guests have been entertained by individual business units using the AT&T ISTEL suite at Silverstone.

Our event programme offers something for everyone: ranging from the prestigious British Grand Prix where our guests were able to watch Nigel Mansell add to his string of Grand Prix victories from the balcony of the AT&T ISTEL suite which is within champagne-

by Elizabeth Fynn

International Supersports Cup on the new circuit at Zandvoort. There we entertained guests of MIG's Process Industries business unit, and our German sister company Infoplan.

On 13 September, AT&T ISTEL entertains 50 guests and support staff at Donington. Then it's off to Dijon for the final round in the International Supersports Cup. Each of our three

cars is leading its respective class and AT&T ISTEL has an excellent chance of winning the championship.

At Dijon, with only a few points separating the first five cars, the battle to become 1992 Supersports Champion will provide exciting racing for our guests from Dataid and AT&T Paris.

If you would like to see the AT&T ISTEL cars in action, we have professionally edited videotapes of the Powersports programme which went out on satellite

TV throughout Europe. Twelve minutes long, the video features the team of AT&T ISTEL cars racing in the Supersports Cup at Donington on 21 June 1992. The race was won by Richard Dodkins in his McLaren M8.

Copies can be bought at cost - £5 each - from Corporate Marketing; please request by COMET with your name and location, or call me on GH 4610 or Helen Reed on GH 4203.

## ISTEL TO SPONSOR MAJOR MOTOR RACE

In a surprise announcement at Silverstone on June 6th, the management of Istel disclosed that they had entered into a sponsorship agreement with the British Racing Drivers Club subsidiary, Silverstone Circuits.

The sponsorship will be for the September 9th meeting which will be re-named the Istel RAC Tourist Trophy Meeting, where the main event will be the Istel RAC Tourist Trophy Race.

Announcing the sponsorship, Peter Marchant, Strategic Planning Director said, "We have implemented many systems for the design, manufacture and distribution of motor vehicles over the years. We see a great deal of synergy between the high performance touring cars which will be entered in the race and the services Istel provide to British manufacturing and distribution industry."

When the management of BL Systems were considering changing the name of the company, it was recognised that we would need to put a lot of effort into giving the new name a high visibility.

Sponsoring the Istel RAC Tourist Trophy Race is a good way of doing this. It will get Istel's name mentioned in all the right places and part of the agreement is a number of free passes to the Practice and Race Days.

These free passes will enable the Management of Istel to entertain VIPs and Decision Makers and put across the "Istel Message" where it can do the most good.

The salesforce will be able to entertain valued customers and prospects. Istel staff who would like tickets for the event should write to The Editor, The Real Times, Grosvenor House. The number of free tickets is limited, and they will be allocated by a draw on 1st August (maximum 2 per employee).

## ISTEL/RAC TOURIST TROPHY



SEPTEMBER 9TH

## 1988 FIA WORLD RALLY RAC Lombard RALLY



## SILVERSTONE Grand Prix Circuit SEPTEMBER 7th 1986

## SILVERSTONE TROPHY DAY LUCKY NO SEVEN

Around 600 guests attended ISTEL's annual Trophy Day at Silverstone (October 7-8) for a day's motor racing and entertainment. Lucky ISTEL employees who entered a draw in *The Real Times* for five tickets accounted for another 250 visitors.

The morning began with rides around the circuit for guests in courtesy buses driven by the Team ISTEL drivers before the racing got underway.

First event of the day was an invitation race for historic pre-1970 sports cars. Well supported by Team ISTEL, there were three ISTEL-sponsored cars and one jointly-sponsored with Blackspur. Leaving to give a distinct blue and white flavour to the grid. After an exciting start, the race quickly settled down into several smaller battles, with an ISTEL car in each.

Two Williams fought valiantly despite a misfire in his Blackspur ISTEL McLaren M8 to take third place overall. In the second battle, Richard Dodkins stormed round in his recently restored Daimler Mk 3 to take a well-deserved second in class, while in the same class John Bradley, driving the Team ISTEL BR1, came second early to a blown head gasket and headed for the pits. In the third and undoubted-

Left: Tim Harvey takes over from Lawrence Britton in a *totally 22 second half time hand over. Their best time is usually never 17 seconds, although on this occasion, their "push" time was still almost 20 seconds faster than their nearest rival.*

Right: Chris Chiles in jubilation over his Class 3 win.

Below: Chris Chiles drives the Team ISTEL Chevron B8 home to victory.

by most exciting class, Chris Chiles in the ISTEL Chevron B8 drives possibly the hardest race of his life, cheered on by ISTEL supporters and customers.

For eight laps of the race, Chris held second place behind 1989 championship leader Roly Nix, also in a B8. Then two laps from the end he powered through and extended his hard-won lead to take the chequered flag for Class A cars - and for ISTEL.

Tim Harvey and Lawrence Britton, on the other hand, needed little effort to wipe the floor with their opponents in their race in the ISTEL sponsored class. As expected, the Spies has now won every one of its races this year and holds fastest lap records at all of the major circuits.

Taking their seventh pole position, the team was their seventh race of the series and for the seventh time, took the fastest lap times. Tim taking six fastest laps and Lawrence six.

October 1/2, 1988

Official Programme £1.50

ISTEL TIGA GC 287 ROVER V64V



October 1/2, 1988

Official Programme £1.50



ATLANTIC

October 7/8, 1989

Official Programme £2.00

Silverstone Grand Prix Circuit

Sunday September 7th, 1986

Plus Esso Formula Ford 1600, Esso MG Metro International Challenge and Uniroly Tyres Production Saloons

Official Programme £1.30

Silverstone Grand Prix Circuit

SUNDAY SEPTEMBER 9

Official Programme £1.20

AT&T ISTEL

Finals Day Trophy Meeting

October 6/7, 1990

Official Programme £2.00

Silverstone Grand Prix Circuit

Sunday September 8th, 1985

Plus Esso Formula Ford 1600, British Car Auctions MG Metro Challenge and Uniroly Tyres Production Saloons

Official Programme £1.30





Tourist Trophy Vase, won outright by ISTEEL Sponsored cars and drivers.





## ISTEL Training at Studley Castle

Summarised from a 1986 Real Times Feature

The Training Department based at Studley Castle provided focused training for ISTE employees intended to improve skills to meet business and individual needs.

Over time the need for large numbers to be trained on a particular topic/course dramatically diminished except in one or two skill areas. The increasing complexity and diversity of the business reflects the nature of training needs the company was asked to service. This meant seeing smaller numbers attending courses, but with a very wide range of specialist courses to meet these needs.

Training staff therefore worked with consultant tutors and teaching companies designing and developing the content of courses. They also spend much more time with line managers, identifying training needs and more clearly the nature of the work and duties staff had to perform.

Training staff also encouraged managers and technical staff to come to Studley and help them on courses where practical on-the-job knowledge and guidance was an essential part of the course. Directors and Senior Managers also gave their wholehearted support to courses and gave up their time to assist at discussion forums.

The training focus scheme adopted was called IPCATS - ISTE Professional Career Training Scheme. The proposed scheme was based upon the production and monitoring, by management and training staff, of individual training plans. These plans were based upon a career and training profile to be prepared for specifically identified jobs from trainee entry upwards to include all staff grades. The profiles describe appropriate tasks and the training required. Progress and achievement of these training plans was monitored and validated by especially identified "mentors" - the participant's 1st or 2nd line manager. The creation and progressing of these plans formed part of a membership application to the British Computer Society. The Scheme was introduced with the 1986 Graduate and Trainee intake in September extending swiftly to include higher staff grades.

Investigation and development of self study - open learning techniques - was supported. More and more employees used the self study packages, available from Studley, year on year. This was an aspect of training the company encouraged as the appropriate learning packages become available.

Training staff also regularly steered through the introduction of new courses including Essential Senior Programmer Skills, Program Testing Workshop, Tools & Techniques for Analysts, Jackson Systems Development (JSD), JSP Workshops, Powerhouse, MUMPS. In parallel with the courses staff also investigated appropriate methods of testing validation for introduction into future courses.

Additional trainers joined the team to take over responsibility for programming skills training as work continued to update all the existing courses.

Although the courses carried the familiar titles they were by no means the same courses as first introduced. They expanded to cover the JSP Basics; JSP Workshop; IBM Computing Fundamentals, JCL (new course, June '86); JSP Advanced; COBOL Conversion. Following discussions with Senior Managers work continued on the preparation of new courses and examining teaching methods and skill standards to be achieved at the end of each course,

Time was also spent developing new important courses such as Appraisal & Counselling Skills and Recruitment & Selection which supported revisions to the Company Induction Programme together with the Legal Aspects of Business and Presentation Skills courses.

Management Training for Senior and Junior Management Programmes were run at Minster Lovell and Studley. New courses covering negotiation skills and high level selling and presentation/business speaking programmes were introduced. New courses were introduced to cover Consultancy Skills, ISTE Business Finance and Business Management.

To give further encouragement to all staff to take the opportunity of continuing their education outside normal working hours the Company had a tuition refund policy.

This policy defined the circumstances in which the company provides financial assistance on tuition, examination and registration fees for all employees who wished to study on ISTE relevant courses in their own time.

The policy was amended so applicants received payment of any costs incurred at the onset of approved studies at Colleges, Universities or Open University Centres.

Over time we saw very much larger numbers of staff studying on courses lasting from one term to several years. These courses covered secretarial, technical and managerial subjects at all levels up to and beyond degree level.

## Studley Castle - Austin Rover History



- 1968** - The British Leyland Motor Corporation Created and Studley Castle was part of its plans to create a British car giant to compete with European and Japanese manufacturers.
- 1975** - Leyland Historic Vehicles Created bringing together heritage vehicles from individual companies now part of the group
- 1978** - Leyland Heritage Trust expanded and outgrew its accommodation at the Longbridge factory and in 1978 the archive collections and vehicle workshops moved to Studley Castle. The vehicles were housed in rather charmingly named buildings such as the 'Coach House' and the 'Milking Parlour'
- 1979** - The Trust's name was changed to the BL Heritage Ltd.
- 1980** - Some vehicles were put on display at Donington Park, but at the end of 1980 a larger selection moved to a small museum in the grounds of Syon Park in London.
- 1983** - British Motor Industry Heritage Trust (BMIHT) was formed to secure the collection for the Nation.
- 1986** - ISTE Expands its Training Facilities at Studley Castle
- 1993** - The Heritage Motor Centre at Gaydon opens, As the BMIHT vehicles and archive collection grew and it was obvious that a new home was required. With help from Rover Group, in 1993 the Heritage Motor Centre at Gaydon was created.
- 2001** - BMW return Studley Castle but, it was bought back by PVH for less than £3m. Studley Castle did not return to the MG Rover nest but to the Phoenix property business.
- 2003** - ISTE Training facilities move out of Studley Castle and are re-located to Highfield House, Redditch.
- 2005** - Studley Castle Sold to a football tycoon for £4.5 million. The Grade II listed building, which is used as a hotel and conference centre, was sold by Phoenix Venture Holdings to Firoka Group, owned by millionaire Firoz Kassam, who also owned Oxford United Football Club
- 2018** - Studley Castle acquired by the Warner Leisure Group.
- 2019** - After a £50 million refurbishment it reopened in April 2019 as the 14th hotel in the Warner Leisure Hotels collection.



At Studley Castle the Leyland Heritage Trust vehicle collection and workshops were housed in rather charmingly named buildings such as the 'Coach House' and the 'Milking Parlour'

## Studley Castle Pre Austin Rover

Built between 1834 and 1837 by the same company that constructed the Houses of Parliament, Studley Castle cost the then considerable sum of £120,000 – about £8 million in today's money

Prior to the AR connection in 1968, the castle had a very checkered history most recently as a Ladies Agricultural College

This history is document in a booklet written by a former student at the college, Kay N. Sanecki.

An e-copy of the booklet is being added to the Remembering ISTE web-site.

A SHORT HISTORY  
of  
STUDLEY COLLEGE





## As Seen On Crimewatch

There was a time that Grosvenor House saw lots of car thefts and wheels of cars stolen. This included when I was in a meeting at Grosvenor House being told my company MG Maestro which I thought was in the car park had been stolen and recovered and could I go to the police station. The police had to watch it be stolen and driven onto the public road before chasing it around Redditch and many of my work colleagues witnessed the police chase and wondered what I was up to!

## Bombed by the IRA

The time when a car was destroyed in the Heathrow car park when the IRA launched a mortar attack.

## Reverse Gear

The person who when driving the XJS at 70mph down the Redditch bypass had the car throw itself into reverse and wreck the car, luckily the driver was ok.

## The Getaway

The person who had the Diesel Montego Estate that was stolen and used as a getaway car for a bank raid in Northumbria.

## Doughnuts all round

Then there was the person whose company MG Maestro was stolen from the Oxford office Isys House and later appeared on the TV national news doing doughnuts in Blackbird Leys before being set on fire.



## Jake

Highfield House staff, do you remember Jake?

He has a 'proper' home somewhere round the corner. They would feed him first thing and he would wander over to Highfield House, where he would be fed again. The real owners sent a note asking us not to feed him as he was getting too fat!

He had his own id badge and could come and go as he pleased.

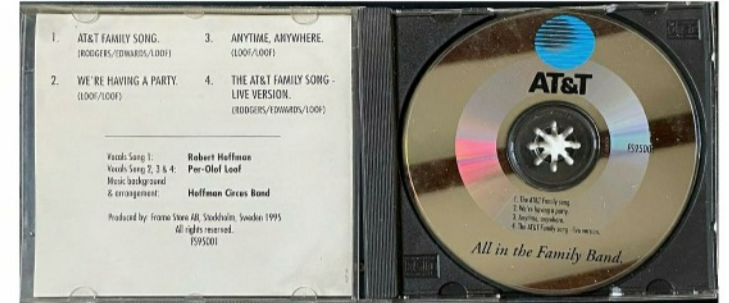
At lunchtimes he would wander over to the picnic tables.

He'd jump up, lay on his back with his legs in the air and the ladies would tickle his tummy. (other employees who tried to do this were disciplined.)

It was very sad day when Jake passed away 5th July 2012. So a note was sent out to all employees.

He was a legend and I made a mental note to come back as Jake in my next life.

## The un-official ISTEL Song

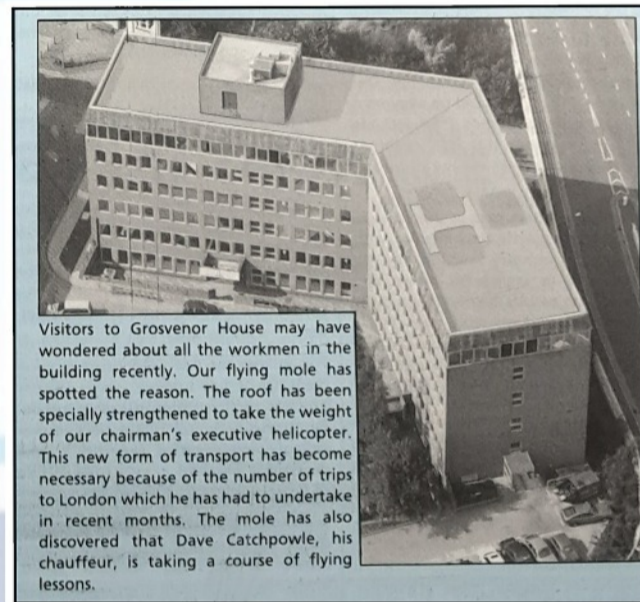


Redditch Advertiser  
6th October 1989



*'Isn't she the lady who makes the tea?'*

## A Post From April One Year



Visitors to Grosvenor House may have wondered about all the workmen in the building recently. Our flying mole has spotted the reason. The roof has been specially strengthened to take the weight of our chairman's executive helicopter. This new form of transport has become necessary because of the number of trips to London which he has had to undertake in recent months. The mole has also discovered that Dave Catchpole, his chauffeur, is taking a course of flying lessons.

## Industrial Espionage

An another film crew following up claims of Industrial Espionage ending up interviewing Chris Chiles who was taking from a forth-floor window of Grosvenor House.

## Buyout Misinformation

Yes very successful computer systems etc. spun off Rover i think, was floated on stock exchange as a separate company. I think it took off bigtime & went to around £32.00 per share overnight. Employees had been given so many shares each according to position in company and some made a lot of money!

## ISTEL Loses Its Crown

An era drew to an end on August 3 when time was called at the town's oldest public house. The Crown, opposite Grosvenor House in Redditch. The pub is to be demolished and a new Crown built on the same site.

A place of solace and source of inspiration for many an ISTEL employee. The Crown was famous for its complete lack of modern, sterile interior styling. In fact its carefully preserved non-tech atmosphere made it a popular afterhours watering hole for Grosvenor people. Its situation a mere road's width away may also have been an attraction.

The pub, which had survived previous attempts to have it removed, is now being demolished in what one tearful onlooker described as an act of corporate vandalism. "At least they'll knock it down before it falls down" he said.

At a final-night ceremony, Mike Bailey of ISTEL presented landlady Jessie Munroe with a glass bell as a token of our appreciation for her years of ever-friendly forbearance.

## The Paparazzi

There was a rumour of a TV crew following John Leighfield around the car park, asking if he could justify the amount of profit he made when AT&T took over. I seem to remember the news report mention a figure of £4 million

## ISTEL Tag Line?

Officially *'In Systems The Established Leader'* was not an official tag line but some in the company said it stood for *"I Stand To Earn Less!"*



Tape Cassette from the Mass Storage system in CDC

Health Warning - Working For ISTEL Causes Ageing



## Royalty in Redditch

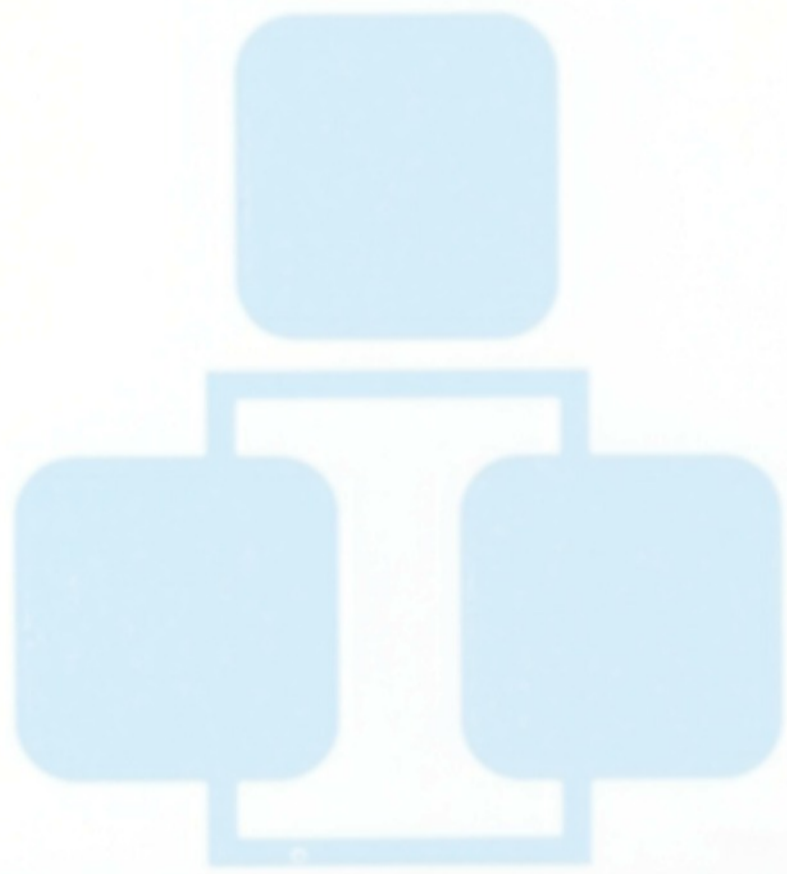


The nearest that most of us in Redditch get to Royally is a visit to "The Crown". (Before it was demolished - see above) Interrupted, apparently, during the daily migration to this BLSL annexe, the entire female population of Grosvenor House greet the Queen on her recent visit to the town.









**ISTEEL**