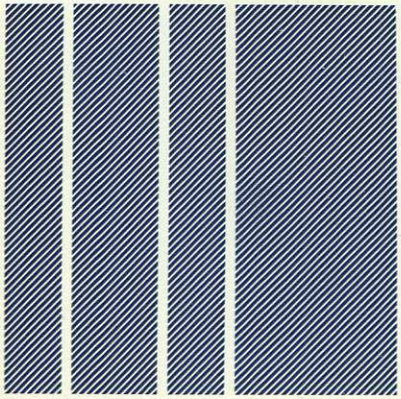
Conference Programme



UK Management Conference

Robinson College, Cambridge

30 September — 2 October 1984

The Butler Cox Foundation

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Contents

Introduction

A conference for the UK members of the Butler Cox Foundation will be held at Robinson College, Cambridge, between 30 September and 2 October 1984. This document describes the overall conference programme that we have organised. It also provides a synopsis of each presentation to be made and a biography of each speaker.

Conference theme

Starting from where we are now, how do we plan for systems over the next two to ten years?

The major data processing systems we use today have been built up over a period of 20 years of more. Their foundations were laid down at a time when processing power and storage were costly and limited, when interactive systems were strictly for the airlines and when our understanding of the potential impact of systems on the organisation was limited by lack of experience.

Since then technology has changed. Skills have fought to keep pace. Users have become far more sophisticated in their demands. The environment has changed.

However, as we have gone through these changes and successive waves of technological advance, we have seldom had the privilege of being able to start afresh: we have usually had to graft the limbs of new technology onto the trunk of our old systems. The (initially quite unforeseen) demands of 'maintenance' have also meant that we could only ever devote part of our available expertise to the wholly new. The larger the organisation — and the earlier its commitment to systems — the greater the problem.

As a consequence, few large organisations today have the type of systems, or the overall basis for their systems, that they would have if they could start afresh and instantly apply today's available technology, skills and facilities.

There is little point in bemoaning this situation: it is an inevitable consequence of operating in a world of continuous development. However, given that we now understand this environment better, how can we now plan for the future? What are the decisions we can take which will link our future systems with the likely future demands of the organisation? How do we shake free of the inertia of many of our existing systems without writing-off past investment? How do we plan to use not just today's technology, but the technology which will be available in five to ten years' time — without taking undue risk?

For many, an important aspect of this theme is communications: how to deliver information from many sources to the desks of users. This aspect will be covered in the context of different approaches to the establishment of networks which are transparent to the user and are supported by information centres and the use of timesharing. However, the broader network issues of OSI and SNA in themselves merit separate consideration and will be the subject of future Foundation meetings.

This conference will address primarily the applications issues and will concentrate on experience of modern tools and techniques and experience of making data available to end users. It will also examine ways in which appropriate frameworks can be developed for constructing tomorrow's systems.

Essentially the conference is to be given by practitioners for practitioners. Most of the sessions are to be presented by senior managers responsible for implementing systems in their companies — many of them are Foundation members. The emphasis is on practical experience of modern tools and techniques.

The conference will be of value to senior management services personnel in member organisations.

The Conference Programme

Sunday 30 September 1984

1700-1800	Registration
1800-1930	**Keynote address** George Cox Butler Cox
1930-2000	Cocktails
2000	Dinner at Robinson College

Monday 1 October

0850-0900	Conference introduction
Theme:	***Investing in tomorrow's systems***
Session A 0900-0945	**Justification of IS investment** Hugh Norton BP International
0945-1015	Coffee
Session B 1015-1115	**Methodologies for systems development** Valerie Downes STC Idec
Session C 1115-1230	**The role of timesharing** Ian McNaught-Davis Comshare
1230-1400	Lunch
Theme:	***Making data available***
Session D 1400-1500	**Organising to exploit tomorrow's opportunities** Tony Hanrahan Brooke Bond Oxo
1500-1530	Tea
Session E 1530-1630	**Making data available via information centres** David Williamson IMI Computing
Session F 1630-1730	**Fitting micro power into a mixed mainframe environment** Colin Davies ICI
1945-2015	Reception at King's College
2015	Dinner at King's College

Tuesday 2 October

Theme:	***Utilising today's tools***
Session G 0845-0945	**Automating the DP office** Mike Baxter Cadbury Schweppes
0945-1015	Coffee
Session H 1015-1115	**Adopting a fourth generation language to support prototyping** Mike Hyldon Pilkington Brothers
Session I 1115-1230	**Managing data and abandoning Cobol** Scott G Abbey Morgan Stanley
1230-1400	Lunch
Theme:	***Discarding yesterday's systems***
Session J 1400-1515	**A clean break with the past** Ian Wilson Plessey Major Systems
1515-1530	**Conference conclusion** George Cox Butler Cox
1530-1600	Tea

Session A, Monday 1 October: 0900-0945
Justification of IS investment

In order to ensure that IS spending is channelled towards the most effective applications, an approach to IS planning and control is required across a broad front. In this session, Mr Norton will outline how BP has developed an approach which aims to provide an appropriate balance across its many businesses and operating locations. He will discuss the relative benefits of identifying common approaches to problem-solving and the corporate desire for business responsibility and accountability to be decentralised to the operating units.

Hugh Norton BP International

Hugh Norton is BP's Director of Administration and Regional Director for the Near East, Middle East and Indian Sub-continent. He is also a member of the Board of BP Exploration Limited.

Mr Norton joined the company in 1959, entered the Exploration Department in the following year, and spent the years 1962-70 in Abu Dhabi, Lebanon and Libya.

Returning to London in 1970, he held, in the years 1970-78, appointments in Supply, Central Planning, Policy Planning, Regional Directorate, Middle East, and International and Government Affairs Departments. In 1978, he became Managing Director of BP's associate companies in Singapore, Malaysia and Hong Kong, and BP's Senior Representative in South-East Asia. He returned to London to take up the post of Director of Planning and Regional Director for Near East, Middle East and Indian Sub-continent, the position he held until his current appointment in October, 1983.

His current responsibilities for administration include Group Information Systems policy, and the provision of Information Systems Services to the Group's London headquarters.

Session B, Monday 1 October: 1015-1115
Methodologies for systems development

Valerie Downes STC Idec

It has long been recognised that two major problems exist with the production of computer software. First, software frequently does not do the job its user expects of it. Secondly, software is far too expensive to develop and maintain.

These two problems are linked in the following way. The mismatch with the user's expectations often stems from imprecise specification. Many errors which are introduced in the early stages of the software cycle are not detected until the final stages of testing. The correction of such errors entails fundamental rework of large parts of the software — right from the beginning — at enormous cost.

To overcome these problems a method of software specification and development is needed which provides a sufficiently formal basis for proving the correctness of specifications whilst at the same time being acceptable for use by the analysts and programmers of today.

In this session, Valerie Downes will argue that VDM is such a method. The presentation will explain the background to formal methods and discuss the need for an underlying theoretical base to guarantee the viability of such methods. Valerie Downes will illustrate her talk by describing the way in which STC is introducing VDM into a variety of applications.

As manager, Software Engineering Methods, Valerie Downes is responsible for ensuring that the most advanced software development technology is available to support the work of STC Idec Limited.

She has has nearly twenty years experience in computing, covering research, teaching and applications.

After graduating in mathematics Valerie Downes joined an operations research group in a major oil company. She subsequently returned to the academic world, took a masters degree in computer science and then pursued a career of teaching and research, concentrating on aspects of program design and software engineering. For the five years before joining Idec she was assistant director of the department of computing at Imperial College where she achieved a worldwide reputation for her work on ADA and the ADA programming support environment. Throughout her university career Valerie has acted as a consultant to a number of major UK companies and is a technical expert on ADA for the CEC.

Valerie is a member of the British Computer Society (MBCS) and an Associate Fellow of the Institute of Mathematics and its applications (AFIMA).

Session C, Monday 1 October: 1115-1230
The role of timesharing

Ian McNaught-Davis Comshare

A recent Comshare television advertisement depicted a board of directors of a company as unable to respond fast enough because they were unable to access their company's information direct from a terminal. Many Foundation members feel that this type of advertisement gives rise to unrealistic expectations which cannot be met in practice.

In this session Ian McNaught-Davis will show the ways in which decision support systems can be used in large organisations:

— Decision support systems in practice.

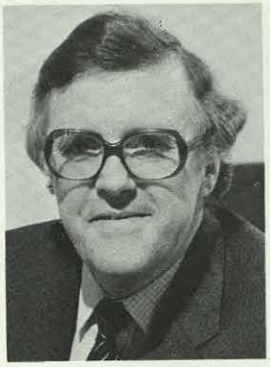
— The role of the micro.

— Problems with telecommunications.

— Are online information systems inevitable?

— Who will use them?

— Are they financially justifiable?



Ian McNaught-Davis graduated from Manchester University in 1953 with a degree in Maths. From there he joined BP as a Geophysicist, and in 1961 became their Data Processing Manager, giving him an early start in computers. After gaining valuable experience as Sales and Marketing Director for De la Rue, he set up Comshare's UK operation in 1970.

Ian McNaught-Davis has become a familiar television personality as a presenter of 'The Computer Programme' in which he aims to demystify computers and is quoted as saying: "What we want to do is to take the computers away from the men in white jackets and make them as understandable to ordinary people as televisions or cars".

Session D, Monday 1 October: 1400-1500
Organising to exploit tomorrow's opportunities

Tony Hanrahan Brooke Bond Oxo

The development of information systems during the past ten years has provided the DP professional with a challenge to be envied by many of his contemporaries in other professions. However, he has often failed in the task of effectively relating and interfacing this development with the end user and his business objectives.

Many companies embarked on ambitious and expensive programmes developing 'in-house' or 'packaged' solutions which took full advantage of the technology on offer but only paid token attention to the detailed business needs and abilities of the user. This, coupled with high development costs and lead times, and the traditional DP problem of failing to recognise the need to market central DP services, led to the confused situation which exists in the industry today.

Tony Hanrahan's session will outline how BBO addressed the problems of the '70s and how, through this experience, it is now able to meet the current demands of the user and the challenge that the latter half of the decade will certainly offer.

The session will be divided into four segments. In the first, he will briefly describe how the bulk of BBO's development of operational systems took place in the early 1970s. The second segment will identify the problems which were experienced by BBO in the late 1970s as it tried to build information systems on top of the early systems. In the third segment he will discuss the way that BBO has organised its management services structure in order to cope with increased demands for computer resources. One of the central aspects of this organisation is the development of a user support group (or information centre). This group is responsible for the definition and support of the company's system development plans as well as providing direct end-user support. In the final segment of his presentation, Tony Hanrahan will argue that the organisational framework which has now been established at BBO will allow the company to exploit the systems opportunities arising during the latter half of the 1980s.

Tony Hanrahan joined Brooke Bond Oxo in 1972.

Initially, he was involved with a major rationalisation programme affecting the Sales and Distribution areas of the company.

In 1975 he was seconded to the Sales Division where he was given the responsibility for defining and developing the company's first major 'On Line' information system.

In 1981 Tony Hanrahan successfully installed the company's order entry system (VRS) which linked a sales force of 250 representatives to the Data Processing Centre.

In 1982 he was appointed User Support Group Manager. His current responsibilities include the management of the company's 'Information Centre' services, Office Systems developments and the management of an internal systems consultancy group responsible for the formation and support of the company's system development plans.

The BBO approach to information centres is considered by many in the industry to be the model on which most companies will base their strategy and Tony has lectured extensively on this and related topics.

Session E, Monday 1 October: 1530-1630
Making data available via information centres

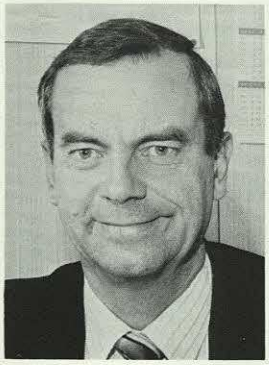
David Williamson IMI Computing

In this session, David Williamson will provide a management perspective on the wide range of computer developments within IMI. A key element in his approach is the management of the applications/data interface. The intention is to make the user/manager more effective in his working environment through use of the appropriate facilities. He will argue that a well-run information centre is essential for the achievement of this objective and that a prime requirement for the successful operation of a centrally supported system is a transparent link between the man and the computer facility.

Mr Williamson will describe how to match the diversity of its products and to serve the wide range of business systems required by its companies, IMI has developed advanced computer facilities. These computer systems serve users in process industries, assembly manufacture, capital intensive operation, distribution and high technology. With the ability to serve such wide-ranging requirements from different product backgrounds, IMI's computer facilities are not only advanced but arguably unique.

To provide this service, IMI operates a large IBM mainframe which supports 350 terminals linked to it via a SNA communications network. In addition, over 50 applications have been installed on IBM 8100s. As well as the mainframe, IMI has installed more than 50 Datapoint processors over 150 microcomputers.

Mr Williamson will describe IMI Computing's information centre operation. The essence of a successful information centre is transparent communication, and IMI Computing has developed the Host Interface Manager. This interface enables IBM PC users with limited DP knowledge to make their own connections through to various applications on the mainframe. Major benefits from this approach have been derived in decision support, data analysis and problem solving. As part of his session, Mr Williamson will present a case study to illustrate the significant changes that have occurred throughout the organisation.



David Williamson has been with IMI plc, one of the UK's largest manufacturing companies, since 1970 and for the past ten years has been responsible for the strategic direction of computing within the Group. To match the diversity of IMI's products and to serve the wide range of business systems required by its subsidiaries, IMI has developed advanced computing facilities. In addition to his strategic role for IMI, he has been Managing Director of IMI Computing Ltd since its formation in January 1983.

Prior to joining IMI, Mr Williamson worked with another large UK engineering group, Tube Investments, where he held a number of positions in their computer unit after being recruited as a graduate trainee. He graduated in 1959 from Hatfield College, Durham University.

Session F, Monday 1 October: 1630-1730
Fitting micro power into a mixed mainframe environment

Colin Davies Imperial Chemical Industries

Few people would argue that desktop computing power will play an increasingly important part in the computing scene over the next decade but opinions still vary widely as to what the end effect will be.

In this session Colin Davies describes ICI's thinking in arriving at a firm policy concerning the use of microcomputers as part of the corporate computing scene.

The establishment of clear selection criteria which recognise where a company is and where it wants to go is the first essential. The ICI computing environment is a mixed one involving DEC and IBM plus several smaller suppliers. This environment will be described and the selection criteria arrived at will be outlined.

Once a selection has been made it is necessary to decide how and to what extent to enforce it and to establish the mechanisms to support the agreed policy.

The IBM PC was chosen as the standard multifunction workstation to be used in ICI, the key reason behind the choice being the support it has attracted from third-party hardware and software developers and hence its emergence as a de-facto standard. A firm policy of standardisation was decided upon and an organisation established to perform the necessary developments and support end users.

The first year's experience within ICI has validated the choice of the IBM PC and a wide range of applications has been implemented. The most significant of these involve the use of the PC in conjunction with mainframe systems. The use of the PC in this mode will be discussed and, "Conductor", a system for providing the necessary links to both data and text sources will be described.

Although his basic degree is in Chemical Engineering, Colin Davies has spent most of his career in leading edge computing developments.

As far back as 1964 he was involved in some of the earliest work on Process Control and then headed a group which pioneered the use of computerised techniques in Process Design. This activity developed to take in CAD and the group now has responsibility for the development and support of all ICI's engineering software.

Recognising the potential of computers in the less technical areas of ICI's business he moved out of Engineering in 1977 to develop and manage ICI's Interactive Computing Service — an internal 'bureau' providing DEC and IBM computing facilities to some 4000 staff across ICI. This activity involved him extensively in data communications and developed his belief in 'open systems' tempered by a practical need to live in an IBM-dominated environment.

The concept of a multifunction workstation became fundamental to his plan for the development of interactive computing and he began experimenting with intelligent workstations in 1981. This work culminated in the acceptance by ICI of his proposal to adopt the IBM PC as a standard on the basis of its potential as an 'open systems' device.

His responsibilities as ICI Interactive Computing Manager now include the development and support of workstations plus the technical support of integrated office developments. This latter area includes viewdata and word processing.

His current pre-occupation is the integration of micro and mainframe and Colin confidently expects to see ICI playing a leading role in the introduction of systems that combine the best features of both to produce a new generation of facilities to end users.

Session G, Tuesday 2 October: 0845-0945
Automating the DP Office

Mike Baxter Techniques & Standards Manager
Cadbury Schweppes plc

In 1982, the Systems Development function within Cadbury Schweppes acknowledged the company budgetary pressures on DP spending, and initiated a search for a 'quantum jump' in productivity. An order of magnitude increase was required to enable user departments to continue to afford the systems needed to effectively manage the business. Having considered a number of widely different alternatives, a decision was made to evaluate the analyst/programmer workstation approach with the Philips/Softlab Maestro system.

A successful trial of Maestro was followed by extending its installation to the whole of the Systems Development function. It is now in full use providing all the features that one would associate with office automation. Through the use of the integral procedure language, the basic system has been enhanced to provide a full 'toolbox' of utilities to support the working methods and standards that were already in place in the department.

The system is now being used to great effect to front-end the whole spectrum of development and maintenance project work, from investigation and analysis, through programming and testing, to system implementation.

During the presentation, Mr Baxter will describe his company's experiences with Maestro and discuss:

— the background of the Cadbury Schweppes environment

— a brief description of the main features of Maestro

— some elements of the case put forward for purchasing the system

— the metrics considered for productivity measurement

— some management aspects of the installation and use of the system

— an overview of some of the main areas where the system has been developed and extended in-house to provide further facilities and maximise benefits.

Mike Baxter graduated from Birmingham University with a degree in Mathematics and Computer Science. He joined Cadbury Schweppes in 1973, working initially on an end-user enquiry desk (the then-equivalent of an Information Centre). He subsequently became involved in several support and development projects before assuming responsibility for the Techniques & Standards department in 1980. Since then he has been concerned primarily with the methods of working and productivity of the DP function, but has also managed a number of projects to produce tools for end-user computing. These tools have included an interactive package to build and transparently maintain JCL for batch job submission, and a front-end preprocessor for an English-style database enquiry language. In 1982 he initiated an investigation into the Maestro system, and then justified and managed its installation. He is also now responsible for the Database Administration function within the company.

Session H, Tuesday 2 October: 1015-1115
Adopting a fourth generation language to support prototyping

Dr Michael Hyldon Pilkington Brothers plc

In this session, Mike Hyldon will describe how over the last 18 months, one of the Data Systems Groups in Pilkington's Management Services has radically altered its approach to systems development. The method adopted depends heavily on the use of prototyping and this has really only been made possible with the availability of a fourth generation language (FOCUS).

When the Group decided on the prototyping approach, it had little knowledge of how easy it would be to use a fourth generation language. Experience has shown that it is in fact relatively easy to use such a language for prototyping but it does raise a whole range of issues which have resulted in fundamental re-evaluation of traditional values and methods.

The main management questions about adopting a fourth generation language are:

— What are the benefits?

— Are the benefits realisable?

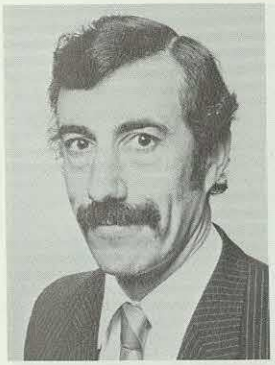
— What are the disadvantages?

— What are the changes it causes in the DP department?

— What does it mean for the users?

— How should the old standards and procedures be modified?

Following the experiences to-date with one of the systems teams, Pilkingtons are now carrying out a review and debating the pros and cons of wholeheartedly embracing the new methodology for all their systems development. In this presentation, Mike Hyldon will relate the Pilkington experience and will examine all the associated management issues.



After reading Mathematics at University College, London, Mike Hyldon carried out research work for a PhD in Operational Research at Cambridge University. He joined the Operational Research Department of Pilkington Brothers in 1973 and undertook projects in most areas of the Company's business.

In 1980, Dr Hyldon was seconded to a South African subsidiary (Pilkington Safety Glass SA) on a three year contract as Management Services Manager. He was responsible for all industrial engineering, work study, organisation and methods, computer operations and information systems in the company. He returned to the UK in December 1983 as Deputy Head of Group Management Services, with similar responsibilities to those in the South African subsidiary, but providing a central service to the two major UK divisions of Pilkington Brothers.

He was appointed Head of Group Management Services in September 1984.

Session I, Tuesday October 2: 1115-1230
Managing data and abandoning Cobol

Scott G Abbey Morgan Stanley & Co. Inc.

Scott Abbey will discuss how Morgan Stanley tackled major problems associated with applications development. The company has addressed the problems of applications backlog and maintenance overheads with a combination of fourth generation languages, intensive management training and a set of policies to encourage productivity.

Since the late 1970s several initiatives have been taken:

— use of fourth generation languages for all systems development

— significant hardware upgrades

— design and implementation of a management training programme

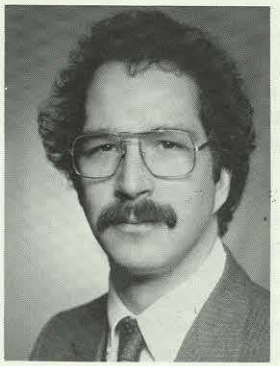
— stabilisation of existing processing systems

— implementation of new online systems.

The decision to do all systems development in a fourth generation language was not an easy one and was only taken after a protracted evaluation exercise. Initial pilot applications were successful however and the company soon decided to use Natural for all database and transaction processing systems — both online and batch.

The two major obstacles to the implementation of the policy were potential resistance from programming staff and insufficient hardware performance and capacity. Dr Abbey will describe how the staff problems were resolved and the hardware issues were addressed.

Dr Abbey will conclude by discussing the changing role of the DP department with the increased use of fourth generation languages. In the future, he expects the prime role to become that of data administration and operations organisation. He will argue that the information centre is not just a small component of a DP organisation but is the essence of what DP should become.



Scott G Abbey is Vice President of Data Administration for Morgan Stanley & Co. Inc. As such, he is responsible for the design and operation of the Company's databases. In addition to the traditional transaction processing databases which Morgan Stanley uses to support its trading activities, Dr. Abbey is responsible for building and operating databases which contain a variety of public information ranging from the up-to-the-minute, real-time, prices from major Stock Exchanges to extended historical data on the markets and major corporations. A portion of Data Administration at Morgan Stanley is devoted to providing access to the Company's database via host-based and microcomputer-based tools.

Prior to joining Morgan Stanley, Dr Abbey was Director of Computing at the Rockland Research Institute in New York, where he managed a nationwide bureau and software development organisation. He holds a Bachelor of Science in Mathematics, and Master of Science and Doctorate degrees in Computer Science from the State University of New York at Stoney Brook.

Morgan Stanley & Co. is one of the world's leading investment banks. It serves major corporations, public organisations and governments around the world in raising and managing capital in the world's financial markets.

Session J, Tuesday 2 October: 1400-1515
A clean break with the past

Ian Wilson Plessey Major Systems

In this session, Ian Wilson will describe how Plessey Major Systems Limited have managed a radical change in systems support for the company's principal systems. The change from batch based computer systems to a network of online computers was effected in a two-week period during a works' holiday shut-down. The company now utilises a sophisticated network of online computers which support the complex requirements of a multi-site business.

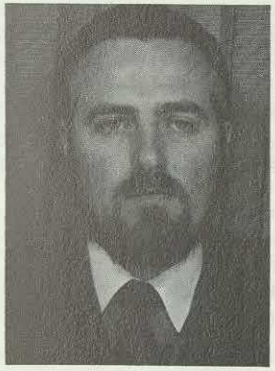
Mr Wilson will begin by briefly discussing the business and systems background which existed in the late '70s. A combination of outmoded products supported by inadequate systems appeared to have locked the company into a downward spiral.

He will describe how, in a period of 14 months, these main problems were identified and proposals generated for their solution. During this period, a detailed plan for action was produced. Ian Wilson will then describe how in 1979 the plan was implemented through the installation of an online system utilising packaged software. As mentioned above, this fundamental solution was imposed on the company during the two-week works' holiday.

This systems-driven initiative had a traumatic effect on the business. Major changes in management attitudes and business procedures were required in order to align business practices with the systems requirements.

The company has now emerged from this period with a reliable core system and database from which its other systems have been grown. With the confidence generated by this successful coup, the company has expanded its systems approach to all areas of its activities. The original Microdata equipment has been enhanced and other equipment has been linked into an integrated network.

The session will conclude with an analysis of the experience gained over this five-year period and identify how these experiences have shaped current plans for systems expansion into other fundamental business support facilities utilising a variety of computer hardware and software.



Ian Wilson was educated at Robert Gordon's College, Aberdeen, and Aberdeen University, graduating in 1966.

He then joined Plessey in Liverpool as an electronic design engineer and quickly moved into the new computer department as a trainee analyst/programmer.

During the late 1960s and early 1970s he was concerned with engineering support for electro-mechanical telephony equipment and by 1975 was technical systems manager. In 1976 he moved into manufacturing as consultant analyst advising on computerisation of manufacturing support information.

In the late 1970s he became involved as a business user in analysing, assessing and implementing online business support systems. As a result of this he moved back into the computer department and set up and expanded dp facilities over a wide range of business activities.

Ian Wilson is currently Management Services Executive for Plessey Major Systems.

Conference accommodation

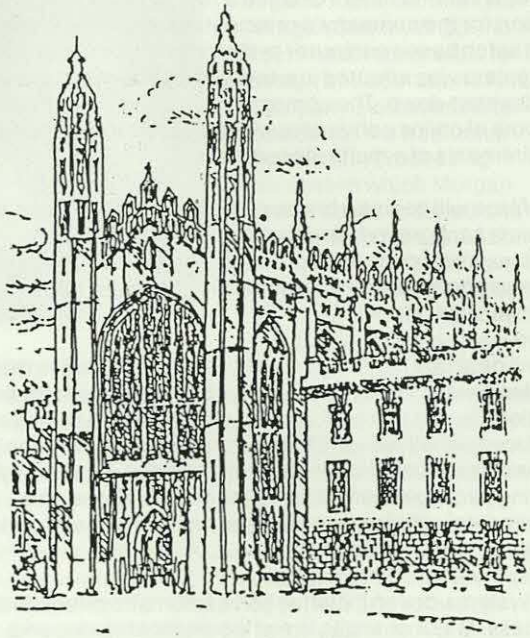
To give delegates the maximum opportunity of meeting each other to discuss their own experience in relation to the formal presentations, we have chosen the closed environment of a Cambridge college rather than an hotel.

Robinson College was built in 1981 and offers perhaps the most comfortable accommodation available to undergraduates in the UK. However, delegates are forewarned that the accommodation is designed for students and whilst all rooms have private bathrooms they are not equipped with the facilities of an hotel such as telephones and colour TVs. Public telephones are however installed on most landings.

The college is a pleasant five minutes' walk from the centre of Cambridge. To give delegates the experience of visiting one of the older colleges, we have arranged for the conference dinner on the Monday evening to be held in the Dining Hall of King's College, founded in 1441.

Whilst there is no fee for participating in Foundation conferences, delegates are normally required to pay for their accommodation and meals. The cost for the two days, including all meals and wine, will be £90 exclusive of VAT which should be paid to Butler Cox.

Please complete the registration form at the back of the brochure if you wish to attend the conference.



KING'S COLLEGE:
Conference dinner venue

Registration form

Please complete and return by Friday 21 September 1984.

Please register me for the management conference and book accommodation on my behalf to cover the period commencing the evening of 30 September and ending after tea on 2 October 1984.

I understand that if this booking is cancelled any resulting costs incurred by Butler Cox & Partners Limited will be invoiced to my organisation.

Member Organisation _____

Delegate Surname _____ Forename _____

Position _____

Address _____

_____

_____

_____

_____

Telephone _____

Telex _____

Signature _____

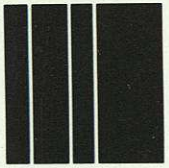
Please return this form to:

Eilidh Murray
Butler Cox Foundation
Butler Cox House
12 Bloomsbury Square
London WC1A 2LL

The accommodation package is £90.00 (+ 15% VAT) which covers all meals and wine for the duration of the conference.

☐ I enclose a cheque payable to Butler Cox & Partners Limited for **£103.50** to cover the cost of my accommodation.

☐ Please invoice me for **£103.50** to cover the cost of my accommodation.



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