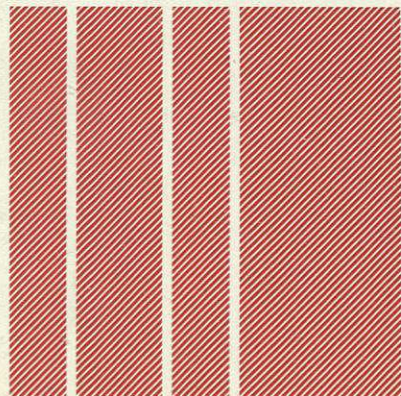# Conference Programme

Management Conference

Torquay

30 November–3 December 1981

The Butler Cox Foundation

Management Conference
Imperial Hotel, Torquay
30 November — 3 December 1981

Contents

Introduction

The tenth Butler Cox Foundation management conference will be held at the Imperial Hotel, Torquay, between 30 November and 3 December 1981. This document describes the overall conference programme that we have organised. It also provides a synopsis of each presentation that will be made and a biography of each speaker.

The purpose of this conference is to enable member organisations to explore in more detail the findings of two Foundation reports. At this conference we shall focus on the management implications of:

Report No. 25 **System development methods**
Report No. 26 **Voice communication systems**

Both reports will be distributed to members before the conference.

The conference will consist of two full days of presentations, with the first day being devoted to voice communications systems and the second day being devoted to systems development methods. David Butler, the author of Report No. 26, will make the keynote presentation on the first day, and Elisabeth Somogyi, the author of Report No. 25 will make the keynote presentation on the second day. Other personnel from Butler Cox & Partners who were involved in the research work for the two reports will also be at the conference, and they will be available to answer any detailed questions about the reports.

Following the two days of presentations, several workshop sessions will be held during the morning of the final day of the conference. These sessions will enable delegates to meet the report authors and researchers and the speakers in an informal environment that will enable delegates to explore the issues raised by the reports and the presentations in greater detail.

From the programme set out in this document you will see that we have arranged for several well-known experts from the fields of voice communications and system development methods to participate in the conference. We are confident that the programme will be of value both to senior executives responsible for your organisation's information systems function, and to those with detailed responsibility for the areas covered by the two reports.

Each member organisation is entitled to send up to five delegates to the conference. Each delegate pays only for the accommodation and meals at the Imperial Hotel, and we have arranged a special conference package with the hotel which covers all of these items for the duration of the conference. At the back of this document you will find details of the package and a registration form for the conference. Please complete this form and return it to us as soon as possible.

The Conference Programme

Monday 30 November

1800-1900	Registration
1930-2030	Cocktail party
Dinner	No formal arrangements have been made for dinner. The conference package includes table d'hôte dinner at the Imperial Hotel.

Tuesday 1 December

0830-0900	Registration	
Session A 0900-0945	Conference opening **Voice communication systems**	David Butler, Butler Cox & Partners Limited
Session B 0945-1045	**The state of the digit**	Alex Reid, British Telecom
1045-1115	Coffee	
Session C 1115-1230	**Communications in the home of the future**	Mike Aysan, Manitoba Telephone System
12.30-1400	Lunch	
Session D 1400-1500	**Developments in voice communications**	Karl Kozarsky, Butler Cox & Partners Limited
1500-1530	Tea	
Session E 1530-1615	**Integrated telecommunications networks**	Bill Sherratt, Shell (UK) Limited
Session F 1615-1730	**Information technology and management patterns**	Herb Grosch, Independent Consultant
Dinner	No formal arrangements have been made for dinner. The conference package includes table d'hôte dinner at the Imperial Hotel.	

Wednesday 2 December

Session G 0900-0945	**System development methods**	Elisabeth Somogyi, Butler Cox & Partners Limited
Session H 0945-1045	**The ISAC approach**	Marilyn Mehlmann, Statskonsult AB
1045-1115	Coffee	
Session I 1115-1230	**System prototyping**	James Sharkey, CSS International (UK) Limited
1230-1400	Lunch	
Session J 1400-1500	**Socio-technical approach to systems analysis and design**	Frank Land, London School of Economics
1500-1530	Tea	
Session K 1530-1615	**Promoting radical change in the systems development process**	George Murray, Pilkington Brothers Limited
Session L 1615-1730	**A structured approach**	Edward Yourdon, Yourdon Inc.
1730-1740	Conference conclusion	David Butler, Butler Cox & Partners Limited
2000 for 2030	Conference dinner	

Thursday 3 December

0900-1030	Workshop sessions*	*Three workshop sessions will run concurrently. The actual workshop sessions will be determined by the preference of delegates attending the conference.
1030-1100	Coffee	
1100-1230	Workshop sessions*	
1230-1400	Lunch	
1400	Delegates depart	

Session A Tuesday 1 December: 0900-0945
Voice communication systems

David Butler Butler Cox & Partners Limited

The telephone industry is experiencing a phenomenon which might be described as 'senile adolescence'. Over 100 years old, it nevertheless manifests a high degree of instability as a result of profound changes in its technology, market structure and regulatory environment. During this session examples will be given of the new products and services currently on offer and just about to reach the customer. Applications of optical fibre links, communication satellites, stored program control switches and intelligent telephones will be described. The experience of some prime users of such systems will also be evaluated. Meantime, the regulatory authorities in a number of countries are trying to strike a delicate balance: how can the flow of new products and services from competing suppliers be encouraged without creating total anarchy on the public networks of the world?

The shape of the global market for voice and other services has already been forecast (for example by AT&T) for the remainder of the present decade. But how accurate will this forecast prove? The answer will be the sum of all the purchasing decisions taken by customers. The session will close with a consideration of the factors influencing such decisions.

David Butler is Chairman and co-founder of Butler Cox & Partners Limited and of its research group the Butler Cox Foundation.

After attending Mill Hill School Mr Butler won an open scholarship to Keble College, Oxford, where he read Greats.

He entered data processing in 1962 as a trainee programmer. After working as a systems analyst and programmer he joined the Urwick Group as a consultant/researcher. From 1970 to 1976 he filled a number of senior posts with a well-known American consulting firm. Butler Cox was set up in early 1977.

He is a Vice-President of the British Computer Society and has won two national prizes for essays on computing. He has published over a hundred articles in magazines and newspapers and is an occasional radio and TV broadcaster. He has lectured widely in Britain and abroad and led the UK team which presented viewdata at the White House, Washington D.C. He is the author of "Britain and the Information Society", to be published shortly.

Session B Tuesday 1 December: 0945-1045
The state of the digit

Alex Reid British Telecom

In this session, Dr. Alex Reid will examine the forces which shape the UK telecommunications environment. Prospective developments in UK telecommunications spring from historical, political, technological, social, and industrial factors. Historically, the traditional telecommunications industry has built up a massive workforce, but faces shrinking manpower requirements as a result of increasing productivity and market saturation. Politically, the British Government is pursuing a US-style policy of de-regulation and competition. The technology continues to offer scope for great increases in office productivity. Socially, there is resistance to change at the level of the individual, the firm, and the community of interest. The telecommunciations industry is inter-mingling with the industries of computing, office equipment, and consumer electronics. For firms in the industry, these factors combine to produce an unusual degree of opportunity and threat. This session will contend that for users, the news is good.

Alex Reid (40) is Director of Business Systems for British Telecom. His responsibilities include the marketing of telephone services to medium and large firms, the marketing of data networks, and the provision of Telex, PABXs, modems and teleprinters.

From 1970 to 1972 he was Director of the Communications Studies Group at University College London. He joined the Post Office in 1972 as Head of Long Range Studies, and was Director of Prestel (the Post Office viewdata system) from 1977 to 1980.

A graduate of Cambridge University, he obtained his PhD (in telecommunications studies) from University College London. He is a Companion of the Institution of Electrical Engineers.

Session C Tuesday 1 December: 1115-1230
Communications in the home of the future

Mike Aysan Manitoba Telephone System

The Manitoba Telephone System has several projects currently underway that address the "new services" needs of the home, farm and office of the future. In this session Mr Aysan will describe the facilities offered by each of these projects.

The Ida Project involved the building of a coaxial cable network for 100 residents in South Headingley (a suburb of Winnipeg). The project integrates digital telephone, television, videotex, meter reading and alarm reporting services over a single cable.

The Elie St. Eustache Fibre Optics Field Trial will link 150 homes, farms and businesses with a fibre optic network — not just trunking, but all the way to the home. The cost of the project is $9.3 million and its sponsorship is shared by the Federal Department of Communications, Canadian Telecommunications Carriers Association and Manitoba Telephone System, in co-operation with Northern Telecom and Infomart. Telephone, television, Telidon and FM radio services will be offered over the fibre optic network.

Grassroots is the world's first commercial Telidon service, now available in Manitoba. Telidon sets can be leased from Manitoba Telephone System and users pay a flat rate of 5c per minute to access the data base via the telephone network. The data base includes thousands of pages of agricultural information including up-to-the-minute world weather and market reports — and it is growing rapidly.

FAST is a recently announced alarm signal carrier service that uses the existing paired wire telephone network. FAST is an acronym for Fast Action Safety Team. The service is available from MTS to alarm companies who in turn offer alarm services to homes and businesses. FAST promises to save lives, reduce property losses, cut insurance premiums and change the way we think about public safety.

Mr Aysan will stress that MTS involvement in "new services" is not driven by the technology, but by the need to generate greater revenue as an alternative to raising the basic telephone rate. Manitobans currently enjoy one of the lowest telephone rates in North America.

Mr. Aysan came to the Manitoba Telephone System in 1974 as its Manager of Data Processing. In that position, he introduced a number of administrative systems which continued to support the operations of the company.

Mr. Aysan has served as Manager of Product Development of the Manitoba Telephone System since 1979 in generating marketing opportunities through new products and services. He is also responsible for MTS's international marketing efforts which presently include activities in the Middle East and South America.

Session D Tuesday 1 December: 1400-1500
Developments in voice communications

Karl Kozarsky Butler Cox & Partners Limited

During this session, Karl Kozarsky will review the three most significant aspects of the voice/telecommunications markets of the 1980s. First, there will be a renewed emphasis on voice communications after a decade of concentration on data communications. This change is heralded by the proliferating voice message offerings, including centralised systems directed either to the business or to the residential market, and distributed systems with the prime capability lodged within terminals. In addition, voice recognition and voice response sub-systems are becoming standard elements in configuring man/system interfaces.

Second, the scope of the private switching exchange is being substantially broadened via a variety of architectures built into integrated voice/data exchanges. Those architectures that are retrofits to existing exchanges contrast poorly with some of the flexible new products appearing in the marketplace which promise to penetrate deeply into the data terminal interconnection market.

The third aspect will be the emergence of a huge, competitive enterprise out of AT&T — the Bell Unregulated Subsidiary. The BUS is taking a very broad view of the markets it will pursue, both from a product as well as a geographic perspective. "Convergence" may be nowhere more evident than in this BUS with its mixture of telephone company personnel and ex-data processing industry personnel.

Karl Kozarsky is a senior consultant, normally resident in the United States. He specialises in market research, and business and product planning for major telecommunications companies. Assignment areas have included integrated voice/data communications systems, acquisition analyses, and studies of the implications of the forthcoming Bell Unregulated Subsidiary.

Non-proprietary activities include seminars on future PBX characteristics, voice processing, executive work stations, and contributing editor to a monthly newsletter on competition and strategy in the telecommunications industry.

Prior experience includes Director of telecommunications for RCA, product planning manager for RCA's computer division, and Vice-President, business and product planning of Formation Inc.

Session E Tuesday 1 December: 1530-1615
Integrated telecommunications networks

Bill Sherratt Shell (UK) Limited

The developments of integrated telecommunications networks to handle voice, data, text and image traffic is one of the main challenges facing companies of all sizes. One approach is to assume that a very high proportion of people who work in offices will in future "drive their desks" using integrated terminals so that they can achieve essential improvements in effectiveness. These terminals will need to communicate with each other, and with computer-based information systems of all types, with the same ease of connectivity that today we expect from the telephone.

In this session Bill Sherratt will provide a personal view of the managerial issues which have to be addressed in developing modern integrated telecommunications networks.

Bill Sherratt has been a member of the Shell UK Information and Computing Services management team for the past 7 years. His current responsibilities include office automation and telecommunications. Before joining Shell in 1974 he served in the Army for 31 years and held a number of senior telecommunications posts including Director of Telecommunications in the Ministry of Defence (Army). He has a BSc degree in Physics from Birmingham University and is a Member of the Institution of Electrical Engineers.

Session F Tuesday 1 December: 1615-1730
Information technology and
## management patterns

Herb Grosch Independent Consultant

It is predicted that the next decade will see extensive growth of computer usage both in business and in the home. Technological developments are forcing management to re-evaluate their approaches and strategies so that these new developments can be encompassed. The developments in information technology in the 1980s will have a significant impact on the ways in which business is conducted. Systems' users and systems' suppliers must be aware of and prepared for these changes, so that they can exploit the opportunities for economic and commercial progress presented by these changes.

This session will examine how the trends in information technology will affect company management.

The trend to new, more powerful and cheaper hardware continues, but is counterbalanced by the continuing software problem. The proliferation of systems will require the recruitment training and upgrading of personnel, whilst encouraging the integration of other information functions with systems' management.

External stimuli are also likely to be significant. Such external influences will include the interaction of information technology with government and social pressures, and, increasingly, the movement away from United States to Japanese management techniques.
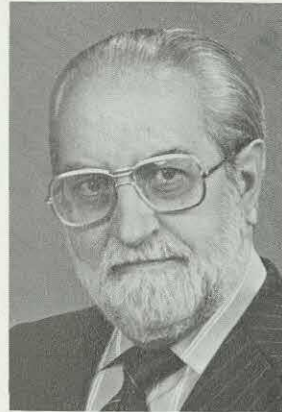
A computer pioneer still active at the policy level, and very much concerned about futures in the computer field, Dr. Grosch is known for the relationship between speed and cost which he discovered in the early '50s. He has worked twice for IBM, twice for GE, and twice for the federal government — most recently as director of the Bureau of Standards Institute which attempted to improve the effectiveness of government data processing.

He lives and works in Europe, and consults for companies there, in North America and in Japan. Many years ago he was active in celestial mechanics and in optical design; later, before becoming manager of IBM's space program, he was national president of the major aerospace society. He was a charter member of the Association for Computing Machinery, and is a former president of that 52,000-member organization.

Dr. Grosch has been a consulting editor of both the domestic and international editions of *Datamation*, and for some years was editorial director of *Computer World*, and has also been a regular contributor to the British *Computing*. He travels and speaks widely, both to technical and to popular audiences. In his speeches as well as in his writings, he is famous for his insights and notorious for his frankness.

Session G Wednesday 2 December: 0900-0945
System development methods

Elisabeth Somogyi Butler Cox & Partners Limited

In this session Elisabeth Somogyi will discuss some of the basic principles underlying the system development process. The session will argue that managers must understand these basic principles if they are to effectively utilise the various system development methods.

Ms. Somogyi recognises that the important characteristic of information and data processing systems is that they work in close co-operation with people. These complex technological systems are deeply embedded in the human organisation. Their functions are performed within the wider work system of a department or a company.

The session will argue that the view or perception developers have about the nature of these systems profoundly influences their attitude towards all aspects of system development and the use of technology.

In this session, Ms. Somogyi will identify the two very different views that can be held about technological systems: a technology centred, closed view, and the opposite less constrained, open view. The speaker will address the likely consequence of holding either of these views and the resulting differences in attitudes towards the system life cycle (including systems development and systems maintenance) and the use of technology in systems.

Elisabeth Somogyi is a senior consultant with Butler Cox & Partners specialising in computer systems design and the management of systems development. Having graduated in chemical engineering from the Technical University of Budapest, she started her career in 1963 as a design engineer for the Hungarian chemical process industry. In 1967 she acquired a further degree in applied mathematics at the University of Sciences, Budapest. After moving to the UK, she entered commercial data processing in 1968 with Barclays Bank. She then joined the Bentley Group (Engineering) as programming manager and later became systems manager for a merchant bank.

Ms Somogyi entered consultancy in 1975. In this capacity she has worked on a number of technical assignments in banking, commodity broking, manufacturing and the holiday/travel business. She has been involved in feasibility studies and hardware evaluation, negotiated hardware/software contracts on behalf of customers, investigated flaws in various systems and designed both clerical and computerised systems. She has acted as adviser to clients on strategic planning and DP management issues.

She has carried out research in project management, new system development and design methods and techniques, and has lectured on these subjects in the UK and Europe. She is co-author of the book 'A Management Guide to the Structured Methodology' (Langton Information System Series, 1978) and has contributed to the Infotech State of the Art Reports.

Elisabeth Somogyi is a committee member of the British Computer Society's Business Information Systems Specialist Group, a member of the Institute of Bankers and a member of the BIM.

Session H Wednesday 2 December: 0945-1045
The ISAC approach

Marilyn Mehlmann Statskonsult AB

In this session, Marilyn Mehlmann will describe her work on the development of "MT", which is a Swedish model for developing interactive computer systems, based on a top-down development approach. The MT model builds on two related methods developed at the University of Stockholm, known under the collective name of ISAC.

Activity analysis is an ISAC method for charting high-level object flow and information flow.

Information analysis uses a similar technique to describe information sets and their mutual relationships.

These methods use documentation techniques which are formalized, hierarchical (an important requirement with a top-down approach), and non-procedural. That is, they describe objects and their relationships but not the transformation processes involved. This is an important quality of the methods because it enforces concentration on the durable aspects (objects and their relations) and prevents a premature interest in the more ephemeral processes.

A top-down approach also ensures that all requirements really have been identified before major design work is carried out — a significant contribution to planning and control.

In the MT model users actively participate in all phases of development, and important aspects of the user dialogue are decided by them in the analysis phase as part of the input to information analysis and thereby to database design and program design.

Marilyn Mehlmann is employed by the Swedish Company Statskonsult ProjeketStyrning AB as a consultant working in the field of project management. Most of her consultancy work is in the area of computer projects, and it encompasses user participation issues and the effects of introducing computerised systems. Prior to joining Statskonsult she was employed by IBM Sweden.

Her recent publications in English include *When People Use Computers* (published by Prentice-Hall) and *Computer Power to the People: computer-resource centres or home terminals?* (presented as a paper (with Bo Hedberg) to the Nordic computer conference Norddata, and published by the Swedish Centre for Working Life).

Session I Wednesday 2 December: 1115-1230
System prototyping

**James Sharkey** CSS International (UK) Limited

During the last five years there has been a dramatic change in the relationship between computer hardware and computer software. The cost of hardware has fallen considerably during this period broadening the scope of potential applications for computers. As a result, demand for computer software has increased together with its associated costs.

At the same time improvements in hardware technology have greatly increased speed and reliability, yet, software has not undergone significant changes. The programming languages being used today are the same as those used ten years ago and, with some exceptions, programs still take as long to develop as they did then.

The traditional approach to developing computer applications is fast becoming inappropriate for today's dynamic business environment, and, in particular, for middle and upper management. The DP department is under increasing pressure from these levels of management to provide sophisticated, flexible systems which are capable of answering the "what if" question and responding to the rapidly changing needs of the users. In most cases the DP department is simply not equipped to deal with such demands.

This presentation focuses on a new approach to application development known as "prototyping"; a methodology which attempts to alleviate the problems associated with the traditional approach. In particular, the presentation will examine the causes of the "software crisis", the weakness of the traditional approach, the benefits of the prototyping approach, the resources needed for prototyping, and the associated management issues.
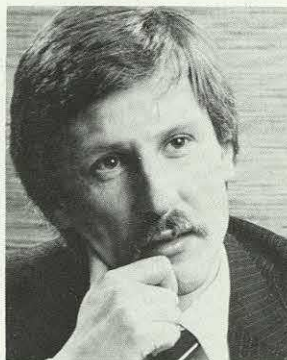
Jim Sharkey is European Marketing Manager for CSS International, one of the leading companies in the remote computing services industry.

Having obtained a M.Sc. in Operations Research and Management Studies at Imperial College, London, he joined Laporte Industries in 1968 as an O.R. Analyst and worked on a variety of operational problems associated with the Chemical Industry. In 1969, he joined the Tunnel Cement Company and became responsible for the development of a company-wide linear programming model.

In 1971 he moved into the field of computer timesharing by joining LEASCO RESPONSE as a technical consultant. During his stay with LEASCO he designed and developed an interactive statistical analysis system and an investment analysis system, both of which are still in use today.

Since 1973 he has been an employee of CSS International and has held the positions of Systems Consultant, Senior Systems Consultant and UK Technical Manager before moving to his current position in 1979.

His responsibilities cover such areas as market research and planning, product marketing and public relations.

Session J Wednesday 2 December: 1400-1500
Socio-technical approach to systems analysis and design

Frank Land London School of Economics

Computer-based systems have been with us for nearly thirty years. Over the past decade management has noted that the success of systems owes as much to the way users perceive the system as to its technical elegance or even excellence.

The socio-technical approach to the analysis of an organisation's information needs, and to the design of the information system, explicitly recognises that, if the system is to be effective, there is a need to explore social issues (for example, work organisation or job satisfaction), as well as the more commonly assessed technical and economic objectives, if the system is to be effective.

The issues discussed in the session will include a review of the socio-technical and related approaches, and indicate their strong points and the way they differ from more conventional methods. The methods and tools that support the approach will be outlined, and the key role of the user in the approach will be emphasised.
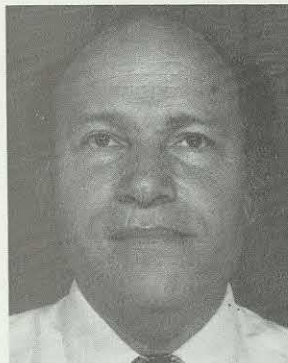
Frank Land is Professor of systems analysis at the London School of Economics, where he helped to establish teaching and research into systems analysis and information systems. Before he joined the London School of Economics in 1967 he had spent fifteen years in the computer industry, starting with the pioneering LEO (J. Lyons & Co.) in 1953 and remaining with them and their successors until 1967. Frank Land was born in Berlin, Germany, but emigrated to England in 1939. He studied economics at the LSE.

Session K Wednesday 2 December: 1530-1615
**Promoting radical change in the
systems development process**

George Murray Pilkington Brothers Limited

In this session, George Murray will discuss the wide range of systems' problems currently being examined within his own department. He will argue that in order to successfully tackle these problems, there is a need to broaden the traditional DP approach and attitude so that an adequate range of solutions can be provided.

The session will draw attention to the developing trend for DP not to provide users with 'total' solutions but rather to be facilitators in a process by which many people reach a solution. This development calls for radical changes in departmental and personal attitudes. Such attitudes are already held by managers in other areas and Mr Murray will discuss the reasons why proven approaches used by others in management have had less success in DP.

Mr Murray will examine the issues with particular reference to the experience within his own department. He will describe the major steps in his department's attempt to establish more flexible and appropriate attitudes. The session will identify the possible range of new DP responses to current managerial and operational problems. These responses must take account of such factors as the improved cost/performance ratio of computer technology and the changing attitudes of users towards DP.

Mr Murray will conclude by identifying the criteria by which the relevant approaches can be chosen to solve the different types of problem.

George Murray joined Pilkington in 1957 and after appointments in Production and Production Planning and Control in several plants, he was appointed to the position of Operational Research Manager in 1970. After a spell in charge of Operational Research and Data Processing, he became Deputy Head of Management Services in 1977 before taking over his present position as Head of Group Management Services. His department includes a large data processing section.

Session L Wednesday 2 December: 1615-1730
A structured approach

Edward Yourdon Yourdon Inc.

Structured analysis . . . structured design . . . structured programming. These terms are being heard more and more frequently as DP professionals worry about increasing demands for productivity, reliability, and maintainability in the development of their computer systems. The new "structured" technologies have generally doubled the productivity of programmers and analysts, and have frequently increased maintainability and reliability by a factor of ten.

Mr. Yourdon's talk will discuss the use of structured analysis, structured design, and structured programming in system development activity. The talk will examine the historical development of these techniques, their present usage and how these techniques will continue to evolve. Mr. Yourdon will also present some of his ideas on future trends in software development.

Edward Yourdon is President of Yourdon Inc. He is an authority on program design and on-line computer systems, having lectured and consulted throughout Europe, Canada, Australia, South America and the United States. His first book, *Real-Time Systems Design*, was published by Information & Systems Press in 1967. *Design of On-Line Computer Systems* was published by Prentice-Hall in 1972, and has been translated into three foreign languages. *Techniques of Program Structure and Design*, published by Prentice-Hall, has been used as a course textbook in numerous universities around the world.

Yourdon Inc. now publishes his more recent works: *How To Manage Structured Programming*, published in 1976; *Structured Walkthroughs*, published in 1977; *Structured Design*, co-authored with Larry Constantine; *Learning to Program in Structured COBOL, Part I*, co-authored with Chris Gane and Trish Sarson; and *Learning to Program in Structured COBOL, Part II*, co-authored with Tim Lister.

Mr. Yourdon began his career with DEC, where he developed the PAL III assembler for the PDP-8, the Fortran IV Executive for the PDP-6, and the math library for the PDP-5 and PDP-6. At General Electric he was responsible for developing the operating system for a large, on-line, virtual memory hospital information system on a modified GE-435 computer. He was Director of Research and Development at ELI Computer Time-Sharing, where he was responsible for developing on-line proprietary packages on the Burroughs B5500 computer.

As a private consultant and in his current position at Yourdon Inc., he has advised a number of clients on the design of on-line and real-time systems; he has also helped a number of organizations improve the quality of their computer systems using techniques of structured design and structured programming.

Registration for the conference

To register for the conference please complete the form opposite and return it to Butler Cox & Partners Limited, preferably by Friday 20th November 1981.

We will acknowledge receipt of each registration.

Accommodation

The conference is to be held at the Imperial Hotel, Torquay. We have negotiated an accommodation package on behalf of conference delegates which includes accommodation and breakfast for the nights of 30th November, 1st and 2nd December. It also includes dinner on the evenings of 30th November and 1st December (the conference dinner will be held in the evening of 2nd December).

The conference cocktail party on 30th November, refreshments during the two and half days of the conference and the conference dinner, are provided by the Butler Cox Foundation as part of the conference.

The total cost of the accommodation package is £163 (including VAT). This amount (together with any additional charges incurred by the delegate) should be paid direct to the Imperial Hotel at the end of the conference.

Companions

We have also made arrangements for husbands or wives accompanying delegates to the conference. The cost of the companion's package, which covers shared accommodation, breakfast and dinner for the duration of the conference will be £115.00 (including VAT). This amount should also be paid direct to the Imperial Hotel.

Companions are invited to join the delegates as the guests of Butler Cox & Partners for the cocktail party on 30th November, for lunch each day of the conference, and for the conference dinner (on 2nd December).

In addition, if there is sufficient demand, we will ensure that a programme of activities is organised for companions.

Registration form

Please register me for the management conference and book hotel accommodation on my behalf to cover the period commencing in the evening of 30th November and ending after lunch on 3rd December.

Please book the companion's package on his/her behalf.

I understand that if this booking is not cancelled on or before 23rd November 1981, any resulting costs incurred by Butler Cox & Partners Limited will be invoiced to my organisation.

Member Organisation _____

Delegate Name _____

Position _____

Address _____

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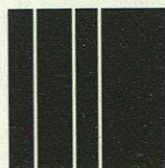
Telephone _____

Telex _____

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I will be accompanied by: _____

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_____

Signature _____

Please return this form to your local address of the Butler Cox Foundation shown on the back cover of this document.

The Butler Cox Foundation

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