



NEWSLETTER

OCTOBER, 1967

HOLLYWOOD, CALIFORNIA



President Bill Putnam and Vice-president Bud Morris review final plans for Waveforms move to North Hollywood plant.

WAVEFORMS ACQUIRED

The proprietary product designs and assets of Waveforms, Inc., have been purchased and added to the growing enterprises of United and Affiliates. Negotiations for the acquisition were completed on August 1, 1967 and the New York manufacturing facility moved to North Hollywood to become our Waveforms Instrument Division.

This is a significant step in our planned program of expansion which, in addition to bringing a substantial increase in business volume, marks our first sizable venture into other than audio components. Waveforms manufactures precision low frequency test instruments which for over 15 years have had an outstanding reputation for quality and performance. This family of instrumentation products not only is a perfect complement to our existing audio line but also affords diversification for our manufacturing division.

Some of the key personnel, with knowledge of the product design and the marketing techniques of the newly acquired company, have made the move to Los Angeles. Mr. A. E. Byers, formerly President of Waveforms, Inc. in New York, has been appointed Product Manager of the newly formed Instrument Division, and Mr. Hugh McDonald, formerly Chief Engineer of Waveforms has accepted the appointment of Manufacturing Engineer. Availability of this trained manpower will make the transition and integration of the operation a great deal easier.

United's manufacturing subsidiary, North Hollywood plant, is being expanded to accommodate the needs of the Instrument Division by the addition of new production lines, test and calibration facilities, and a specially designed

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RECORDING STUDIOS PROGRESS REPORT

Over fifteen hundred people a day come to the recording studios of United Recording, Western Recorders and Coast Recorders. They come because they want and get the best facilities, services and quality the industry affords. And because our clients want these things, we are constantly working and spending money for equipment, services and materials.

Pleasing and comfortable surroundings are a very important ingredient in generating good will among our customers. To enhance these conditions, the premises at United have recently had:

- ★ A complete repainting inside and out
- ★ All air conditioning has been put in A-1 condition and reinforced with additional cooling capacity
- ★ Main corridor walls have been completely resurfaced to afford a new look and easier cleaning
- ★ A completely new roof installed to guard against the rains that come each year.

Western has had a thorough repainting, reinforcement of air conditioning, replacement of worn out floor tile, opening of a new and better canteen room and improved lighting in most work areas.

Coast Recorders in San Francisco has not been neglected as it too has been repainted, new acoustical and floor tile installed, carpeting replaced in the entrance way, electrical and heating systems elaborately updated, and a brand new sign put up over the reception desk assuring people that this is indeed Coast Recorders, Inc.

This has all been mostly for good looks, but the making of the good sound has not been neglected. In fact, this area has been of first importance and has received the largest share of the effort and money budgeted for the progress of the recording studios.

At Studio A and B at United, a major overhaul and redesigning has been accomplished with the recording consoles in the control room. It is now easier to do 4- and 8-track recording and monitoring in these facilities. Further, both studios have been augmented by the construction in each of an isolation booth

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New vocal booth in Studio A gets final inspection by Studio Manager Bob Doherty and Contractor Hal Halvorsen.

MANUFACTURING DIVISION REORGANIZED

Expansion — Acquisition. — New Product Development. These and other happenings in the progress of the manufacturing entity of the corporate complex have brought with them problems that cry for solution as loud as the growing infant cries for the satisfaction of its needs.

The first significant impetus given to the enlargement of Studio Electronics Corp. happened about eighteen months ago with the move to a separate building with greatly enlarged quarters that afforded plenty of room in which to grow. At that time the operation was still small enough to dictate that key employees perform duties in diverse areas of activity.

Chief among those playing more than one role has been the head of the manufacturing company, D. F. "Bud" Morris, Vice-president. He acted as general manager, marketing manager, expeditor and field sales representative to name a few of the most significant areas of his involvement. Only through the application of Bud's indefatigable efforts and tenacity has this method of operation been able to keep the wheels grinding.

Now, with the internal growth and the infusion of new products and the assimilation of the Waveforms' product line, each of the several main areas of Bud's responsibilities has grown to a proportion that needs more than part time attention. Further with the projected involvement of

the policy planning executives of the whole corporate family in pursuit of other acquisitions and modes of growth and the means for financing this expansion, a need arises to have an administrative official of top rank who can implement the policy decisions of management. All of these factors have for a period of time been pointing to the necessity for a reorganization of the manufacturing company. As a consequence, a plan has been evolved which is far-reaching in its effects and lengthy in detail, but we can present some of the most significant moves that will be effectuated in the near future.

The prime step will be the elevation of Bud Morris to the position of top rank administrative officer who will be a part of all the policy making apparatus. But equally as important, he will have the responsibility of seeing that the policies adopted are disseminated to the people involved, and that these policies are promptly implemented. The performance of these functions reaches into all areas of corporate activity, both the recording companies and the manufacturing company.

Mr. Morris is uniquely qualified to assume the functions of this critical position since he is schooled, experienced and highly capable in the recording field and the electronic manufacturing field, having occupied important administrative posts in both areas. Part of his duties will consist of gathering information on the efficiency in all

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Waveforms and Universal Audio Products Exhibit at New York Show

The newly acquired Waveforms instrument line and the Universal Audio product line will be jointly displayed for the first time at the Professional Equipment Exhibit in connection with the 33rd Convention of the Audio Engineering Society this month, at the Barbizon-Plaza Hotel, New York.

The Waveforms display will feature our exciting new 610/620 series of Audio Sweep Frequency Generators and Frequency Response Meters. Universal Audio will stress its new 930 Test Oscillator and 1176 Solid-state Limiter.

Manning the combined exhibit will be Vice-president Bud Morris, Marketing Manager Raymond J. McKinnon, and Waveforms Product Manager Al Byers.

The five day convention, opening October 16, annually brings together leading world experts in all phases of audio research, design and manufacturing. It is an excellent showcase for our products since it attracts prospective buyers and users of professional audio equipment from many countries to attend the technical sessions and inspect the new product exhibits.

STUDIOS

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that can accommodate groups as well as individual performers. These booths have ready access from both the auditorium and the control room, affording much convenience to the artists, producers, and engineers.

Additional echo chambers have been built for the use of United and Western to service the growing requirements for such facilities by the advent and increase in 8-track recording. To service the client's needs and demands in the 8-track recording area, several 3M Company 8-track recording machines have been purchased and put into service. In addition, other similar equipment is on order and will be delivered soon.

The expansion of 4- and 8-track recording has consistently increased the use and need of microphone equipment. Augmenting the mike complement is a continual process. However, 36 additional microphones of various types have very recently been added to eliminate any probability of not having the right mike at the right time.

These are some of the main things that have been done to serve the needs and the comfort of the 1500 visitors we have each day.



Chief Engineer Jerry Ferree and Engineer Frank de Medio collaborated on console modernization.



Renovation of studios included complete resurfacing of main corridor walls.

COAST LINES

Butch Engle of the STYX, Bay Sound Records' newest group, has our vote for "Studio Personality." From the minute his impish grin is seen coming through the red front door until his blond head disappears, you can be sure things won't be dull. Incidentally, he's also a terrific vocalist and the group should be in for a great success story soon.

Walt Kraemer is easy to detect in our studio. One can always hear the engineer on his session laughing and then you know the Wyman Co. is going to have another clever radio commercial on the air soon.

Working almost day and night to get out the Pacific Airlines spots was Sally Lowry of J. Walter Thompson. But did they really have to play "craps" to get a true gambling sound? Before that she had us all singing "Pony Express Bread."

Two interesting groups, "The Second Coming" and the "New Age" were brought in by Warner Bros. to cut demo. Everyone was intrigued with a beautiful instrument called the Indian Sarod that was used on the "New Age" session.

American Conservatory Theater was in recently and we're still out of breath. They cut 50 music cues in the record-breaking time of 3 hours!

The Levi commercials produced by Honig-Cooper-Harrington were done here in our Studio A. Besides the Sopwith Camel spots such as: "Ode to by Old and Dirty Jeans," "Levi Strauss Waltz," "Funny Fabric" and "Work Song" there will be another coming out entitled "Rivets."



Vince Guoraldi, Director of San Francisco Boys' Choir, during session with the 50-voice group at Coast.

TED PHILLIPS JOINS THE TEAM



There's a newcomer in the accounting and financial area of United and Affiliates. In July the talents of Ted Phillips were acquired as Controller for the United company group.

Ted brings with him a firm knowledge of finance and accounting in service oriented operations and the specialized electronics field, having served with the large advertising service combine of Foster and Kleiser and with Spectral Dynamics, a San Diego based electronics firm.

Ted's arrival at United coincides with the current expansion of the Studio Electronics operation and the refurbishing and updating of Coast, United and Western. He's very enthusiastic about his new duties and feels that United and Affiliates represents a "well-established, quality organization which, because of its proven capabilities for diversity, can go nowhere but forward."

In off-business hours Ted can frequently be found on the golf course for he admits a business man's inherent love of the game. However, he has an even deeper empathy with the competitive sport of football. A fan today, other years saw him on the gridiron itself - moving downfield, working for a first down. In fact, if it weren't for an untimely illness, he might be out on a field today, competing or coaching.

But his necessary change of plans has not left him out of the game completely. As a controller, there's still the four quarters, there's still a goal, still other teams and there's always that big game of the year - with the Internal Revenue Service - except you know who is going to win!

Welcome to the team, Ted!



Secretary-Treasurer A. M. Parri discusses plans for financing latest expansion moves with auditor George Gottfried and legal counsel Guy Hunt.

Expansion Through Acquisition, Internal Growth, Merger

Corporate expansion through internal growth and acquisition has been the continuous aim of United Recording Corporation and its affiliated companies. One of the very first steps taken upon the organization of the parent company was the buying of "Master Recorders" and its assimilation in United's operations. Later, via the purchase of a controlling interest in Western Recorders, Inc., Coast Recorders, Inc., Studio Electronics Corp. and the establishment of Universal Audio, Inc., this trend of enlargement continued. The latter two companies were merged about two years ago with Studio Electronics being the surviving entity.

Recently, with the acquisition of the Teletromix Limiter, the C.M. Power Amplifier and now bringing into the fold the Waveforms product line, the unceasing efforts in the program of expansion have been accelerated. A further impetus to increased activity is being furnished by the new products coming out of the research and development effort. These new products are now beginning to come off the assembly line. Additional new and updated products will continue to come out of R & D to augment the line of units fabricated and marketed by the manufacturing subsidiary.

As significant as this growth and diversification has been, the pattern of engrossment of the multi-corporate operations does not end here. Other potential areas of expansion are being considered. Indeed this is a constant process. Much time is spent by the executive group in the planning, pursuit and effectuation of the expansion goals. What has been accomplished to date is in the nature of prologue. Obviously much more is to be anticipated.

Be that as it may, what has preceded leads to the logical question of why the need or the desire for so much expansion? The corporate family has had better than average growth, it has made reasonable profits, it has paid interest and dividends to its investors and has established a solid financial foundation. Is this a game for the sake of the excitement of pursuit and the satisfaction of capture? Of course these intangibles furnish the fuel upon which the vehicle of acquisition and internal growth operates, but there is a great deal more to it than that, and the added reasons are more tangible and vital.

It needs to be said first, that if the past achievements had not been realized and if the corporate complex were not on a firm financial base, no serious consideration could be given to further significant growth. The existence of the multiplicity and

diversity of corporate operation and the sound fiscal position serve as the catapult or launching pad for the expansion of the future. While we are not ready to shoot for the moon, we are ready for a few suborbital flights.

In the consideration of the reasons for growth, a basic observation should be made about the life cycle of viable entities, be they biological or institutional. Growth is a sign of increased health, vigor and strength. Except for temporary breathing spells, when growth ceases deterioration, decline and possible expiration set in. In the institutional fields, this is true of countries, governments, societies, cultures and is equally true of corporate enterprises. To put it succinctly, when something stops growing, it begins to die. It is obvious then that growth is essential to the survival of the corporate complex.

Without question, the quest for survival would be reason enough for expansion. However, it is not enough merely to grow as Topsy did. Growth must have direction and fulfill a need as defined in some over-all plan. Again as an example, a country that sought growth merely by territorial acquisition, would eventually collapse if its development of population, political structure, social structure, etc., did not keep pace with the annexation of real estate. This dictates that growth be channeled along many lines at the same time.

Consequently, we arrive at another conclusion that the most vigorous growth is diversified. And so in the expansion of the United corporate family, we have sought growth in different areas. The two most prominent spheres of growth have been in the recording or service business and in the manufacturing or electronic business. But within each broad area, a further diversification exists. In the service area, the variation exists geographically and in the multiplicity of services offered. In the manufacturing area variety exists through fabrication for the audio field and the instrumentation field, for both foreign and domestic consumption. The internal growth of all areas is fostered while also achieving growth through additional diversification.

Diversification lends security to the corporate investor by spreading the business risk. It also adds to the enhancement of the investor's interest in the corporation by increasing the value of his investment and providing opportunity for greater return on the investment.

In summary, expansion of a business enterprise is necessary and desirable to sustain viability, to afford opportunity for the increase in the investor's equity value and the return thereon.

"Where the Money Goes!" That is the heading of a chapter in a leading book dealing with corporate financing. But, as one harassed business man said, "I know pretty well where the money goes; what I want to know is where is the money going to come from."

Thus, in a program of expansion and acquisition, it is relatively easy to define where the funds are being directed. We are going to defer into the more complex matter of the source of the capital for these activities that promote growth. In a discussion of limited length it is obvious that only the highlights can be singled out and examined. However, even with this limitation, the essence of the problems of capitalizing expanding business ventures can be reviewed, albeit that this particular review is slanted in the direction of the enlargement of the operations of United Recording Corp. and its affiliated companies.

Since the United complex already has a nine year history of successful operation and has achieved a very firm financial foundation, the first source of money to pay for growth is the earnings or profits from its business operations. Most of the expansion of the past few years has actually been underwritten from this source. However, not all of the funds arising out of profits can be committed to this program. Some of the earnings are used to pay stockholders a dividend and some must be retained as a reserve against unforeseen contingencies. Enlarging the scope of the business activities by the route of reinvesting profits is somewhat akin to lifting yourself by your own bootstraps. This source of capital can carry the burden of the cost of expansion to a limited degree and any spectacular growth via this method is not to be expected.

Another area of securing funds for enlarging operations is that of borrowing from commercial sources, mainly banks, on some long term basis. This phase is more involved and sophisticated in that elaborate documentation must be assembled and presented to a bank in order to even get consideration for risk loans of this nature. And, of course, a premium in the form of interest on loaned funds must be paid. Assuming the bank is satisfied that the proposed expansion has a reasonable chance of success, they are then concerned about the capability of the borrower to repay the loan. This ability to repay is based largely on the cash flow which will be generated by the corporate complex from its business activities with some margin of safety provided. Consequently, the amount of capital that can be raised from commercial sources is limited by the corporate ability to repay so that this source of funds is not infinite or open-ended. But it can provide an important source of cash for a program of growth and is being used as circumstances dictate its advisability.

A further potential source of capital is through the sale of additional stock in one or all of the corporate entities. This can be done only after proper documentation is presented to state and/or federal agencies. While this type of capital funding may have the immediate effect of watering down the value of stockholders' equities, it is done with the aim and prospect that the investment of funds so raised would add substantially to the corporate values so that within a reasonable period of time the equity value of the shareholders would return to its former level and then increase beyond that point. While this type of fund raising is a standard and frequently used tool of corporation financing, it has not been deemed necessary to resort to this mode of capital funding up to the present time. However, it should not be and has not been ruled out as a method of raising risk capital where the circumstances would indicate this to be the most desirable avenue.

Today, an old device for raising expansion capital has become almost a fad. That is the offering of corporate interest bearing bonds to the public. This is actually a form of borrowing with the bond itself representing a claim against the corporation under the terms specified on the bond. It is usually very long term borrowing with the repayment of the bonds scheduled for as long as 25 years in the future. In addition to interest on the bond, there are various other inducements or combinations of inducements offered to make the bond attractive to the bond buyer. One of the common attractions offered now is that of convertibility, whereby the bondholder is given the option to convert the value of the bond into stock of the issuing company under certain specified conditions. Again, this type of fund raising has not seemed to be appropriate, but will certainly be considered under the proper conditions.

Acquisitions are many times made by the issuance of stock by the acquiring company to the shareholders of the corporation that is selling out. Besides some personal tax benefits that may accrue to the individual shareholders, the principal aim in this type of merger is to attempt to make two plus two equal five. Strange as it may seem, it is entirely possible to do this in a figurative and fiscal sense. The plus feature derives from several areas. First, the combination of the two (or more) companies immediately creates a much larger entity with gross sales enlarged by combining the two and the capital structure is similarly expanded. As can be gleaned in the accompanying article on corporate expansion, the larger the fiscal base and operational base of a corporate complex becomes, the greater is the security afforded to all investors. Further, in many instances, correlating programs can result in effectuating significant savings which would result in a greater combined profit. Such programs as marketing, purchasing, accounting and even plant facilities can be merged with a resulting reduction in the combined costs of these services and facilities. Mergers

FINANCING THE GROWTH

and acquisitions through the vehicle of exchange of stock is one of the most common means of accomplishing corporate growth.

The means recited above are by far the most frequently used sources of funds or mechanics for achieving expansion of corporate entities. Hardly any company with a significant program for increasing its diversity of operations limits itself to only one or two of these means. Most likely a diverse combination of these is employed at different times. Which combination is used depends on the circumstances of the expansion move, the prevailing trends in corporate finance and the limitations or rules prescribed by assorted governmental agencies.

This does not exhaust the methods used or created to finance corporate growth. However, many others, such as S.B.A. or S.B.I.C. represent another means of borrowing money under a specifically unique set of circumstances prescribed by law. These are highly specialized fields in themselves and would require a special treatment to define them in a reasonably comprehensive manner.

This, then, is a condensed answer to "Where does the money come from?" However, if a rich relative should suddenly become an angel and leave you a few hundred million dollars, forget everything you've just read. You are now at the other end of the capitalistic scale. You are looking for someplace to invest your money with reasonable security and a good return on it. If so — have I got a deal for you!



President Bill Putnam stresses the importance of long range planning for continued growth and expansion.

REORGANIZATION

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areas or problems needing attention, and to report these to the executive group with recommendations. He will act as the eyes and ears of the management team.

The functions previously performed by Bud in the manufacturing operation are being divided into several jobs, one of which has already been assigned. Mr. Raymond J. McKinnon joined the firm on October 1st as "Marketing Manager." His responsibilities include the creation of a marketing program, control of all

distributors and representatives, creation of catalog material, advertising in magazines and other media and the direction of all field sales efforts. Mr. McKinnon is outstandingly qualified in these areas with a rich background of marketing experience gained at RCA, Stromberg-Carlson Division of General Dynamics and, most recently, as Western Regional Sales Manager for White Electromagnetics, Inc., Rockville, Maryland.

The second of these jobs to be delegated will bear the title of "Manufacturing Manager." His duties will be the administration of the purchasing, inventory, production, quality control and other related functions. He will have people under him executing the detail duties of these responsibilities.

Both the manufacturing and marketing manager will report to the management group through Mr. Morris. Of course these specialists will maintain liaison between each other since the activities are inter-related and complementary.

The remainder of the plans for the reorganization will be spelled out as the time comes to put them into effect. But with the institution of the phases of the new plan of operation that have been defined, we will have taken the key steps around which other details of the plan actually revolve.



Vice-president Bud Morris charts new Table of Organization for growing manufacturing companies.

WAVEFORMS

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"Screen Room" for highly critical calibration of precision meters

Concurrent with the physical move of the operation, the Putnam R & D Division has undertaken an extensive program to implement new product development as well as assure maintenance of an advanced "state-of-the-art" position for the present products of the Instrument Division.

The product line consists of electronic test equipment which has a potentially broad market. Practically any operation which uses or manufactures electronic equipment needs and uses test gear of this type. Waveforms has enjoyed an excellent reputation for precision and reliability. Both of these are absolutely essential, as this test equipment must be capable of a high degree of accuracy since it constitutes standards against which the performance of other electronic equipment is measured. The high industry acclaim which Waveforms products already enjoy will aid greatly in the promotion of this line of equipment to a more significant position in the market.

Negotiations for this acquisition were conducted by M. T. Putnam, President, Vice-president D. F. Morris and A. M. Parri, Treasurer.



Two of the newest and most exciting Waveforms products. Above, the 610B Audio Sweep Generator, at right the 620A Frequency Response Meter. Together these solid-state miniature modules perform fast, accurate, automatic testing of complex audio systems.



BABY... THIS IS YOUR ERA

A turned-on record producer, who wishes to remain anonymous, gives us his impression of the new creative sound, what it means to him and how it is affecting the world of music.

"Have you ever heard something in a song, I mean maybe a complete passage, or perhaps a certain chord change at just the right time, that made you tingle just a bit, or made you feel — not told you how it is — but made you *feel* lonely, or glad, just a breezy, light sense of happiness? Man, that's what I want to put across. I want to bypass the instrument-music bit. I want to put across a sound so when the song talks about how lonely a night sky is, you get the feeling of being out there in that universe — just you and that loneliness.

"Rock 'n Roll? Man, that's about the *only* place you can do anything you want to get that guy out from in front of his stereo and into that big universe up there. There's no limitations in Rock, and by the way, it isn't Rock anymore — it's sound — no rules to hang you up.

"When you're in a studio, I mean one that has all its stuff, the engineer doesn't have to just move dials and push buttons anymore and he knows it. Some of these cats are really getting into their work. I worked with a guy about a month ago and I was getting hung-up trying to put across the sound of 'moving away from' — like leaving what you're in — well, it's hard to explain. Anyway, I asked the engineer if he had any ideas on how to get it. Well, he nearly went crazy. He started letting me in on almost 6,000 engineering ideas that could give me that scene — like he's

been carrying these things around in his head for all his life but nobody ever asked him. So, now I know I can get this 'feeling' into sound because there's every device available to use in making sounds, plus you've got a studio that can do just about anything but milk cows.

"They say it was the Beatles who started this thing, creative sound, but I think everyone who's been serious about Rock 'n Roll over the past few years has been ready for it. The Beatles could afford to try it seriously because the public would give them an ear no matter what they did. And in doing so, they opened up the door for all of us who have itched to get into it ourselves. Sure, it takes more time in the studio to get what you want because in many cases the arranger, the producer *and* the engineer are the creators and the studio is where they create.

"Actually, I'm not sure where it will all end up and I don't think anyone can say. But, in reflecting a bit, I would say that music, per se, has too long been a stronghold for a sort of nationalism, where certain societies or groups have kept a distinct style which has remained more or less within their own society — for example Japanese, Indian, or Greek. Even classical music has remained largely within a cultural area. There are exceptions, of course, but even these, such as standard popular, have remained in a limited state. They change or vary somewhat, but always within a defined framework. What's happening now, or what is beginning to happen, is a form of free style which can borrow from any form of music, be it Oriental, Russian — you name it — and use it to create an entirely different kind of sound.

"In planning a recording from now on, the producer has the whole world from which to find the sound he wants. And believe me, *sound* is the word, not music. If the sound of a door closing is what you really need to put across the feeling you have in mind — then baby, this is your era."



Popular Petula Clark and Producer-Arranger Tony Hatch are a winning combination.



Talented producer, arranger and conductor Perry Bolkin, Jr. adds an air of polish to recent United session.

DAVID DIGS DOWNBEATS *and* DECIBELS



Photo by Jasper Dailey

To become a recording engineer at United, Western or Coast studios, there is no set pattern, no pre-determined course to follow. Some of our engineering talent comes to us from the radio station, other engineers began their careers in television or related fields. Bowen David, a recording mixer at United and Western studios, began his career in college, although he admits that his music and electronics major was chosen out of personal interest in the subjects rather than as a means to an end.

The violin was his first love so after college he moved to the symphony orchestra circuit, traveling to Kansas City and the Kansas City Symphony, and then the Chicago Theater Orchestra, the Chicago Opera Company and finally the ABC radio and TV network staff orchestra. In his quiet way, he concedes that his crowning moment was when he was chosen to conduct the 60-piece Park Forest Symphony Orchestra.

About this time, to satisfy his growing interest in electronics, he joined Magnachord Tape Recorders as sales service manager. It was here that he gained valuable experience in the field of audio electronics. Later he was to combine both music and electronics at Universal Recording in Chicago. From there, in 1959, he moved to Hollywood where his particular skills were an important asset in the organization and establishment of United Recording Corporation.

In the ensuing years Bowen has been one of our busiest engineers, working with clients such as The Righteous Brothers, Lou Adler, Johnny Rivers, The Mamas and the Papas and many others. In addition, there's hardly an hour of the night that hasn't found him filling a last minute dub-down request or a late hour mastering order for a next day rush release.

We feel that Bowen typifies the successful recording engineer who represents an interesting combination of artistic talent and scientific knowledge, plus an undefined "know-how" that seems to be inherent.

ARMY MEETS NAVY

There's no two ways about it! There's something, maybe the hats they wear, that makes a Navy man have slightly less than praise for the Army — and vice versa.

No one is more aware of this than retired Commander Jim McKenzie, now Customer Service Manager for United, Western and Coast, who is Navy all the way. For 30 years it was his life and he can spin tales of his Navy experiences until you feel you're no longer sitting next to him, you're "alongside."

But the seafaring life didn't appeal to his son Gary, who joined the Army. It didn't matter, according to Jim, who has respect for the Army life too. All he wants is for his son to do his best for the Army and the Army to do its best for his son. In his own mind Jim is sure it will happen that way.

Just to make sure, however, he recently hopped down to Louisiana to take a look-see at Fort Polk, where Gary is going through advanced training in the Finance Division. Fort Polk is also the locale for what the press has tagged "Tiger Land," where Viet Nam jungle combat conditions have been simulated for use in training infantry troops. Ordinarily this restricted area is closed to visitors, and we suspect Jim had to use his old Navy know-how to get in. At any rate, he reports it's a rugged course that leaves very little to the imagination.

Jim claims his visit to Fort Polk wasn't really to check up on Gary. He just wanted to see for himself that the Army was "squared away."

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