

I N F O R E M *infocus*

June 88
Issue 1

Inforem moves into Leisure Systems Market

In a bid to seize the new opportunities provided by the booming leisure industry, Inforem has acquired International Guest Systems (IGS), a leading supplier of hotel computer systems.

IGS' main product is Innstar, a complete management system for hotels with 20 to 500 bedrooms, which can be used for a variety of functions including bookings, billings, house-keeping, payroll, and food and drink stock control.

Its customers include the Churchill and the Beaufort hotels in London, the Old Bridge Hotel, Huntingdon, the George at Stamford, and the Haycock Hotel in Wansford.

In addition, IGS has been appointed both as an IBM Hotel and Catering Industry Centre, and as an authorised dealer for the IBM 4691 Programm-



able Cash Terminal for licensed premises, and for the IBM PC and PS/2.

Announcing the acquisition, Dr Sohail Amer, Chairman of Inforem said, "The synergy of the acquisition will directly benefit Inforem, IGS, and all our clients. Leisure is going to be the

next high-growth business area, and with this acquisition we will be ideally placed to take advantage of the opportunities offered".

Mike Gadbury, Chief Executive of IGS said, "The merger with Inforem is just the boost we need to establish IGS as the leading supplier of hotel systems to the UK".

IGS, which started in 1984 was previously owned by the Wakebourne Group. All employees will transfer from IGS' West London offices to Inforem's headquarters in Weybridge, Surrey.

Inforem signed up by Bradford & Bingley

Inforem has won an important contract to implement the Inforem Method at Bradford & Bingley. The well-known building society is adopting a completely new approach to systems development, and appointed Inforem to assist them, after evaluating a number of consultancies and Methods.

Under the terms of the contract, which started in January, Inforem will introduce the Method into Bradford and Bingley's central data processing department in Bingley, Yorkshire. The Method will be integrated with current working practices, and Inforem will carry out the associated training and on-site consultancy. The project is due to finish in October.

The incorporation of the Inforem Method is expected to provide major productivity gains, and most importantly, will provide the means for DP systems to be 'driven' by business objectives, thereby providing greater synergy between DP activities and the Society's business as a whole.

In their bid to keep ahead in the new markets which have opened up over the last two years, Bradford & Bingley realised the need for improved computer systems to cope with a wider range of business activities, and also to provide better customer care and service.

Inforem was selected for two main reasons. The first was the completeness and integration of the techniques provided by the Inforem Method — covering the entire systems development process from business analysis through to implementation. The second reason lay in the quality and thoroughness of the support provided by Inforem. In addition, Bradford and Bingley were impressed by what they perceived as Inforem's commitment to tailoring the Method to their particular needs, rather than simply imposing it on them.

Ali Athar, Managing Director of Inforem said: "We are very pleased by the prospect of working with such a highly respected company as Bradford and Bingley. Our considerable business systems expertise should make this an ideal partnership".

STOP PRESS

Inforem appointed IBM Systems Centre - see back page

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Growing and still Growing

Inforem celebrated its 5th birthday in 1987. In these five short years it has grown from 4 employees and 200 sq foot of office space in Covent Garden to over 130 employees with more than 25,000 sq ft of office space in four locations.

During the financial year ending March 1988 we achieved our £7.0 million turnover target. We have come of age financially, changing our status from Ltd to Plc and offering a share option scheme to many of our employees.

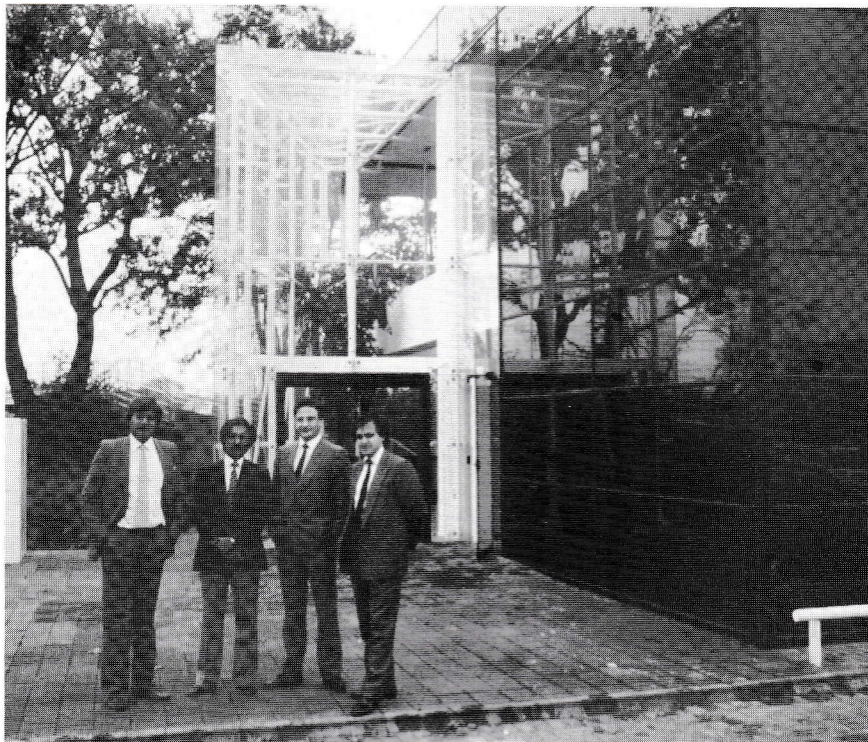
In our growth, we have never swerved from our first objective of helping organisations bridge the gap between business and technology. We have been committed in our strategy of becoming an information delivery company. We have recognised that to achieve this we need conceptually strong consultancy services, industry knowledge, good business analysis experience, strong methodologies and the ability to take concepts through to implementation.

1987 was the year that changed us from a pure consultancy to a consultancy, delivery and implementation organisation. The Method came of age, we developed an infrastructure and an organisation for building bespoke application systems and implementing and maintaining these systems along with their appropriate hardware solutions. We also embarked on building and marketing a number of software products as enabling mechanisms in the process of going from concept to implementation. These products are helping us deliver better quality systems faster.

As an organisation our aim is to become the one stop total Solutions Supplier to our customers. We have achieved this in the retail sector and our next challenge is to provide that same service to other industry sectors.

Our challenge for 1988 is to broaden our consultancy services and industry expertise and to enhance our implementation capability to mid-range systems.

Another of our key objectives is to remain at the forefront of technology. To this end we have another achievement which must not go unmentioned. We have established during 1987 a section which is second to none in the UK in the application of AI and expert systems technology to the solution of business problems. The IDS group has been extremely successful and innovative in harnessing this technology for building active decision support systems of great benefit for the financial sector. In so doing they have developed



*Inforem's Weybridge headquarters, with four of the directors.
Left to right:- Sohail Amer, Chairman, Athar Shareef, Vice Chairman
John Ghabemian, Director, Ali Athar, Managing Director.*

methodologies and platforms for both knowledge engineering and intelligent decision support applications. Again, during 1988 we will see them broadening their services to other industry sectors.

So what does all this add up to? Inforem is totally committed to help you deliver information technology solutions to your business problems. All organisations rely on information, and most organisations have a problem with the timely and accurate delivery of it. Inforem helps them solve this problem.

We can do this by either helping you in the process or by providing complete solutions ourselves. In either case our philosophy entails the fostering of an ongoing partnership with our clients. In this relationship we can play a variety of roles such as consultant, problem solvers, catalysts for ideas, providers of methodologies and tools, extensions of the client's own resources. In so doing we can use our business and technology experience to provide quality solutions for our customers.

All our work is underpinned by the discipline of our Method and the philosophy it embraces — that business knowledge should be incorporated in the design of information systems.

Ali Athar, Managing Director

Editorial

I am pleased to introduce the first issue of Infocus. It is designed to provide an informal medium for keeping you abreast of events at Inforem, as well as to acquaint you with the wide spectrum of the company's business.

The newsletter has regular pages allocated to each division of the company. In this issue a case history is featured on page 7. Our work with Texas Homecare has been very exciting and is an interesting example of our consultancy work in action.

On the back page you will find news of the people who make up Inforem — changes and appointments we feel you should know about.

I hope you will enjoy this and subsequent issues, and also find it useful and informative.

We intend, in future issues, to publish readers' letters — so please drop me a line, either with comments on the newsletter, or about Inforem in general.

Michael Gray



Applying solutions to your Problems

The Applied Systems Division focusses Inforem's range of products, services and methods into specific industry sectors.

It is Inforem's largest division with over fifty staff. It operates in several sectors: Retail — currently the largest industry sector within Inforem; Finance — a new and very fast growing area; Leisure — recently strengthened by the take-

over of International Guest Systems; and Distributions — an area currently being developed.

To support these industry focuses, Applied systems has a large development team specialising in bespoke software development using Inforem's methods, tools and techniques. In addition, the Technical Services Division provides software support, hard-

ware and software maintenance and a full cabling and installation service for a wide range of computer equipment.

The division has an ambitious growth rate planned for 1988, aimed at consolidating the Retail, Finance and Leisure sectors, and further developing the Distribution sector.

A Fresh Start

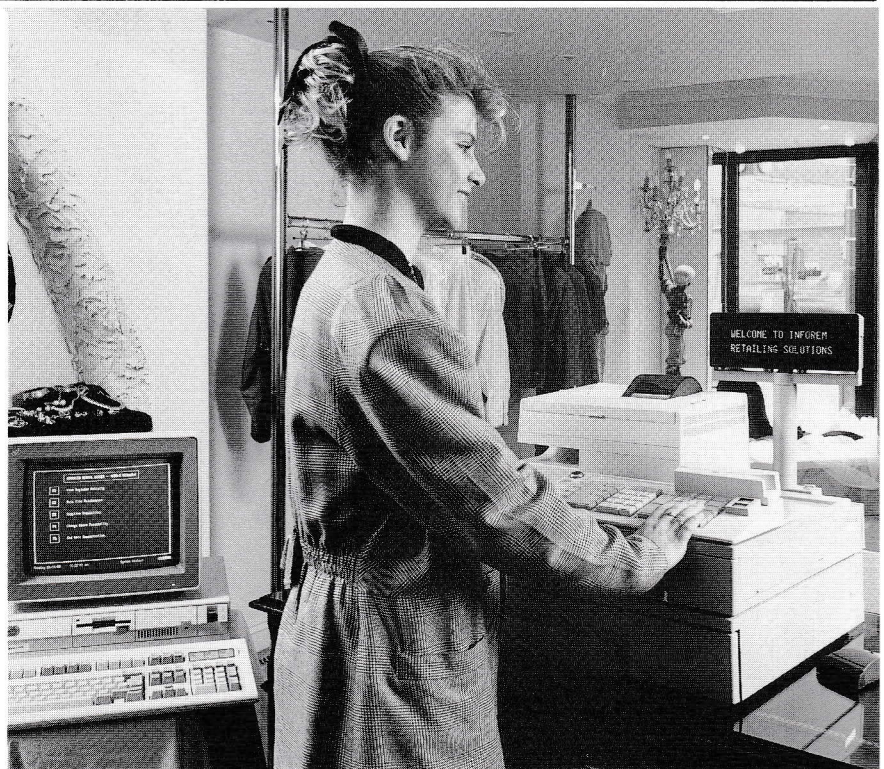
At the end of March, Inforem launched START — a new retail software package designed specially for small outlets of multiple retailers.

Until now, the benefits of EPOS (electronic point of sale) have not been available to small retail outlets — the technology has only been cost-effective in large stores.

But with the advent of START, the situation looks set to change. The package is one of the first designed to run on the new IBM Retail Personal System (RPS), and specifically caters for stores with up to four tills, offering the facilities and stock management advantages of large-scale systems but at greatly reduced cost.

The package enables communication not only between tills within a retail outlet but also between the shops and the retailer's main computer, and with credit and banking networks. It runs on an IBM PS/2 Model 30 with IBM 4683/2 tills controlled by a plug-in venture card.

START can be tailored to the specific requirements of each retailer, with additional facilities being built into the 'core' package by Applied Systems consultants. Inforem also provides full support in the form of training and in-store hardware and software maintenance.



Maria Hill, Marketing Assistant, using START

Features of START include:

- * multiple tenders
- * refund and void accountability
- * full auditability
- * transaction logging
- * full price look-up

Administrative functions include:

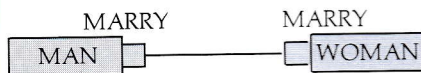
- * merchandise transfer and receipt
- * merchandise markdown
- * bank deposits
- * petty cash
- * full sales reporting
- * employee file maintenance
- * training

Method Tips and Hints

Here are some helpful hints for all you Method users out there!

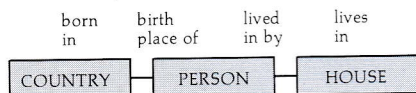
TIP 1 — Many non-transferable relationships

These relationships are supported in the Method and by PAGE. They rarely occur in the real world; however, it is useful to know of them should the need arise. Here is an example:

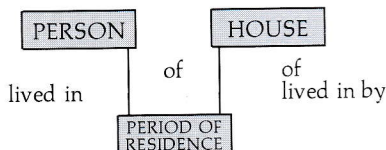


TIP 2 — Logical horizons and history

There are a number of occasions where screen design can be simplified by extending the definition of entities on the logical horizon as being 'uniquely accessible' from the target entity. The most common occasion is history entities where the model shows 'many' but the business is only interested in the current entity. The following shows what can happen. During business analysis the following relationships are identified:



The many to many relationship is resolved and becomes:



where PERIOD-OF-RESIDENCE has start and end dates.

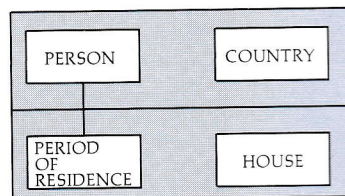
The function logic to display a person, his birthplace and residence on a given date would be:

Start Function — OBTAIN PERSONAL DETAILS

```

I Ask Person — id
  · Get PERSON given ID
  O Inform PERSON
  · Get COUNTRY which is 'birthplace of' PERSON
  O Inform COUNTRY
  · I Ask Enquiry-date
  · For Each PERIOD-OF-RESIDENCE 'of' PERSON
  O Inform PERIOD OF RESIDENCE
  · · If PERIOD-OF-RESIDENCE start-date < Enquiry-date AND PERIOD-OF-RESIDENCE End-date < Enquiry-date
  · · · Get HOUSE 'lived-in-by' PERIOD-OF-RESIDENCE
  · · · Inform HOUSE
  · · · Exit
  · Endif
  · Endfor
End Function
  
```

Simply following the rules gives the logical AB screen:

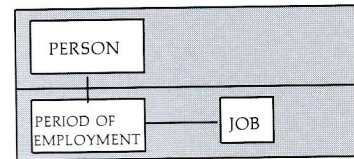


However reading the Function Logic it is apparent that only one period of residence is ever output. In effect the business rule has made it a 'one to one' relationship for this functions and the screen can be simplified for a type A.

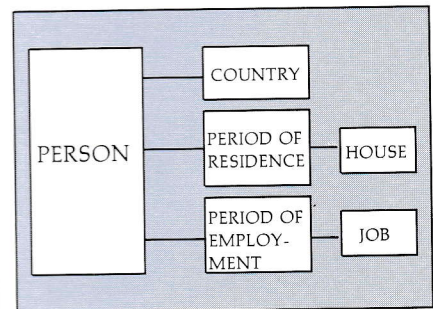
This becomes more important when other 'one to many' relationships of a similar nature occur in the same function because then the actual number of screens can be

Mark McLellan

reduced. For example if the function also showed current job the second screen would look like this.



Using this extended logical horizon idea the two screens can be combined into one A style screen:



The fact that only one period is needed could also be reflected in the original function logic by removing the FOR EACH loop and using get with selection criteria:

Get period-of-employment of person

where period-of-employment . start-date < enquiry date
and period-of-employment . end-date < enquiry date

This will then be explicitly identified as a type I user step and the above screen design will automatically follow.

Inforem Training 1988

Over the last eight months we have been extending our training programme to include tailored courses to meet our customers' individual needs. We are now running several courses addressing areas of the Method which you the clients have decided need more explanation and practice, such as interview and feedback, project management and project control.

For the coming year, we have converted several of our customer and internal courses into Open courses.

Details of course content, dates and prices are available in the new training brochure, which you should now have.

If you have any queries, or want to discuss training plans for your organisation, please contact me at Weybridge and I will be more than happy to help you.

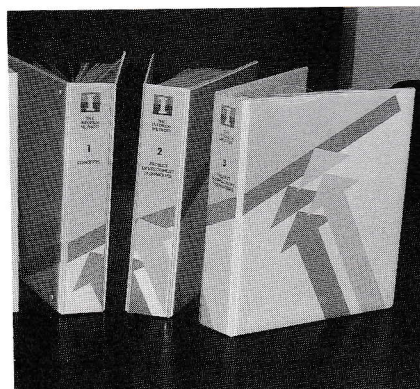
Jon Yerrell — Head of Training

New Method Manuals

The new Method manuals are now available, and we will be providing a full updating service to all registered copy holders. The manuals contain all the documented aspects of the Inforem Method together with tips and hints on how to apply some of the techniques.

If you have not received your full copy by May 1988 or you don't know who in your organisation is holding the copies, contact Bob Carlsen or Mike Baines at Weybridge and they will be able to answer your questions and arrange supply. They will also be happy to receive your comments on style and content so that future revisions can be made more meaningful and helpful.

We will be featuring various aspects of the manuals in later editions of this newsletter to bring out points and help to answer questions raised when using the Inforem Method in a live situation.



Page the Inforem Case Tool

November last year saw Inforem's entry into the Computer Aided Software Engineering (CASE) marketplace with the launch of its CASE tool, PAGE.

PAGE stands for Professional Application Generation Environment and the PAGE Modeller, launched in November, is the first component in what will eventually be a complete CASE solution.

CASE is an exciting new marketplace, committed to automating major mainframe and networked PC development, and reducing manual error.

A large number of Inforem's clients are now using PAGE, and interest is growing all the time.

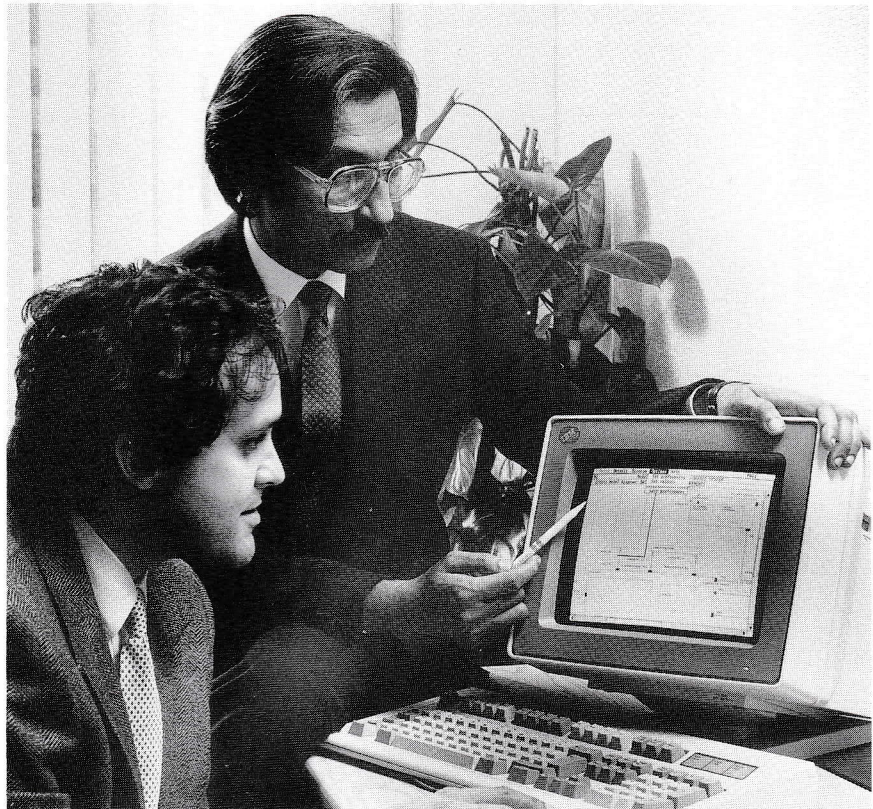
Update

The latest release of PAGE — version 1, Release 1.3 is now available. If you haven't got the latest version please contact the Inforem PAGE team and they will ensure that your versions are updated.

PAGE is already proving its worth as a modelling tool (see the write-ups in the March issue of Informatics and the 6th April issue of IBM Computer Today), while much of what will become the final product is still under development to provide a fully integrated and flexible CASE tool.

The current version of PAGE Modeller operates under GEM in a single user DOS environment. It has many features not available in competing products. For example, it has the facilities to handle entity sub-types, and can draw entity boxes of different sizes. It has a powerful import/export capability with merging of models in the encyclopaedia.

All these features result in better business models, greater flexibility to incorporate changing business information, and the ability to operate in a controlled and well managed environment.



Ali Athar, Managing Director, Inforem Plc, (left) and Athar Shareef, Director, Inforem Plc, with a screen displaying a PAGE model

By the third quarter of this year, PAGE will be available in a multi-user version giving more power and facilities to control multi-project developments. This will enable all the different roles in the business — the data administrator, the project manager and the project team members — to develop their business models in a co-ordinated fashion taking account of each other's needs and inputs.

In addition, there will be more features in systems design; these will include better representation of functions in the Functional Model, with the inclusion of Function Logic, Business Dynamics Models and Organisation Models. There will also be improved representation and control of Domain usage.

For yet more developments on the PAGE front, watch this space!

Forthcoming Seminars — For your diary

June 20th: A CASE for the future: the Inforem Method and PAGE

Venue: Inforem House, Weybridge

For: IS directors/senior IS managers

July 19th: CASE: Inforem PAGE and the Inforem Method

Venue: Inforem House, Weybridge

For: DP management

Please note — these seminars are FREE. For further information, or to reserve a place, please contact Hazel Collinson on 0932-859011.

Winning and Keeping Customers

An organisation's business success is crucially dependent on winning and keeping customers and markets. Firms in the financial world are finding that an effective and reliable intelligent decision support system is a valuable tool in achieving this.

Intelligent decision support systems have a number of features that differentiate them from other decision support systems. These features include captured expertise and know-how, and user-friendliness.

Benefits include:

- * Increased Revenues
- * Accelerated Revenues (Time Value of Money)
- * Reduced Costs
- * Increased odds of a quantifiable gain (Expected Value)
- * Reduced risk of a quantifiable loss (Expected Value)

Success

We have successfully implemented intelligent decision support systems for City traders in Long Gilt Futures and Foreign Exchange. As a result, they have increased their profits (typically in excess of 100% APR) and the effectiveness of their risk control.

Many of our implementations have included innovative features such as the ability to perform unstructured tasks and decision making, to learn, and even to interpret loosely structured text.



The dealing room of Kleinwort Grieveson Securities Limited, a member of the Kleinwort Benson Group.

The success of these projects has been due to the wide experience within the division, and the development of a structured framework for decision support which takes account of business needs. In addition, we are currently developing a Decision Support Methodology to discipline our procedures even further.

Do please get in touch if you would like to know more about the work of IDS.

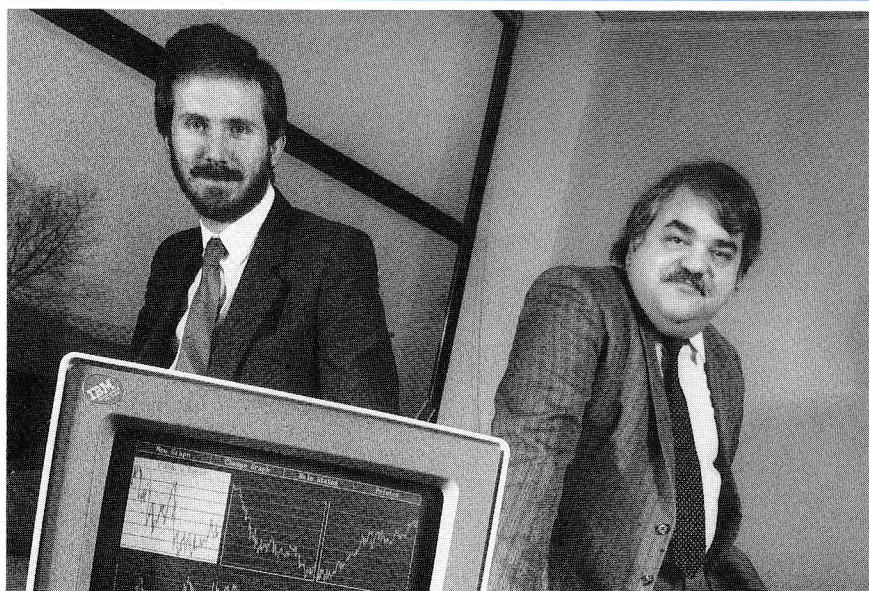
John Matthews
Senior Consultant

Position Trader

IDS' first product, Position Trader, was launched at the Computers in the City exhibition in London last November.

Position Trader is one of the fastest and most effective decision support systems currently available for chartist traders in the City dealing in, for example, Foreign Exchange or Gilt futures.

It was developed by the Division in conjunction with leading international trading houses, and uses state-of-the-art artificial intelligence techniques to predict market movements, recommend the most effective trading strategy, and then guide the trader through to the optimum decision. Position Trader currently operates on ADP and LIFFE data feeds — adapting rapidly to changes in market conditions — and has achieved high levels of performance.



Inforem's financial market trader 'expert system'

Texas Homecare caters for DIY Explosion

The explosion in DIY sales in recent years has radically changed DIY stores from small corner shops to the giant warehouses which provide a Sunday outing for many families bent on the growing hobby of home improvement.

Larger quantities of stock, innovative products, new ranges and growing numbers of outlets are leading to a demand for retail systems which can provide staff and customers with an efficient service and give stores a competitive edge.

One of the first actions of the Ladbroke Group on taking over DIY specialist Texas Homecare was to ask Inforem to review Texas' information system strategy in the light of their growth plans which necessitated an IT strategy which took account of business needs.

Ladbroke reviewed a number of consultancies and finally chose Inforem on account of their Method with its top-down, business-driven approach to IT. In July 1986 Inforem was invited to undertake the strategy study despite being one of the smaller consultancies in the field.

Dr Sohail Amer, Chairman of Inforem, states that one of the major attractions of the Method to clients like Texas is its ability to speed up the development process and deliver better designed and constructed systems to the end users.

If speed and accuracy are coupled together, major financial benefits ensue. Accordingly, Texas spent a substantial part of the effort in the analysis stage.

The Inforem Method involves breaking down each part of a business operation and scrutinising it in detail, and only then recommending the most appropriate computer system. The Method makes extensive use of fourth generation language techniques.

Athar Shareef, director of Inforem and the architect of the Inforem CASE tool, PAGE (Professional Application Generation Environment) underlines the fact that fast development of systems is the key to giving a business its competitive edge.

PAGE is "as near as you can get to a software robot" says Peter Murray the Texas User Manager. The first phase of PAGE is already installed at Texas. "It helped develop the instore systems quickly and our back office systems will also use the technology".

"In the final analysis" says Andy Kinell, Management Service Controller at Texas, we will complete in four years what would normally take up to fifteen years. The speed of development which the Inforem Method allows means that Texas will move rapidly to the leading edge of retail technology.

Hardware

Texas has been using DEC equipment since 1980 and only last year installed a VAX 11/750 and 785 for warehouse operation and price files management.

Inforem examined Texas' business plans which included commitment to an EPOS programme, and recommended the installation of a new system based on a central IBM mainframe. The proposal was accepted, and in August 1986 implementation began.

The IBM mainframe will cover a wide range of activities, and the IBM software and type of communication interaction is more suited to Texas' requirements. Stores will be linked by a network which will support distributed point of sale (POS) and PC applications.

Texas' three phase store system strategy was based on the experience of many EPOS system trials elsewhere in the industry as well as Texas. 'Pilots' have always proved expensive, time consuming, problematic and of little real benefit. Therefore it was decided that there would be no pilots. What Texas needed was an implementation strategy which gave early benefits of EPOS.

Over a five year period, all new stores would install IBM 4680 EPOS equipment with scanning which would give line item information. In the meantime an IBM PC was planned for every store, so that there would be an information communication channel for the whole of Texas. This project which was based on an interim system known as 'Quick Start' was the first phase of the store system strategy.

November 1986 saw the installation of PC systems in the first group of 60 stores. This permitted product group sales analysis data to be obtained for the first time, and allowed Texas fast access to detailed sales information.

Peter Murray said that the installation allowed a culture change to take place at store level within the organisation. "Procedures and practices inherent in the introduction of technology are vital to the success of any computerisation project—in this respect both the information systems department and Inforem have played a vital role" says Peter.

By December 1987, all stores had an IBM PC for Quickstart and Texmail (an electronic mailing system, linking the head office at Wellingborough to all stores) as part of the second phase. The thirty new stores opened by Texas in 1987 all have IBM 4680 equipment. The first store to implement full scanning was Milton Keynes. Having the largest square footage of selling space and the fullest product line it was chosen to lead the way into the new technological era at Texas. The use of hand-held terminals for stock taking was also initiated at Milton Keynes before release to other stores.

"Nowadays the implementation of technology is implicit in any new store opening as seen in our store at Southampton" says Andy Kinnell. "Some problems inevitably occur when there is such rapid change. People need time to get used to new ways of working. One potential problem was acceptance of, and familiarity with, the new systems on the part of the Texas staff".

Inforem overcame this by training a number of Texas employees so that they could train their colleagues — there are currently 10 supervisors. This has worked extremely well, and there is a high level of satisfaction with the new systems."

For any organisation contemplating IT in a big way, the commitment of senior management is of prime importance. "For example, one of the potential problem areas is that historical or manual systems have to co-reside with the new technology" says Richard Dicketts, Director of Applied Systems at Inforem. Barcoding and the central product data was one such area. He continues: "Here Texas management really came out on top, with Ron Trenter, the Texas Managing Director, publicly pushing Texas suppliers to completely barcode their stock."

The new system is already offering the stores a number of benefits. Prior to installation of the system, sales information could be up to four weeks out of date. Texas' planning meetings can now use up-to-date sales information, improving efficiency and reducing costs. Details of component sales are now available, in addition to unit sales, allowing Texas to make more informed decision about special offers and discounts.

The new systems have also been able to solve the problem of the reading of barcodes on bulky equipment such as ladders. Handheld equipment, recommended by Inforem and which is not part of a standard IBM package, proved to be the answer.

Inforem also recommended the use of Texmail, which enables head office to make enquiries to each outlet regarding stock and sales. Andy Kinnell is enthusiastic about the system:

"Texmail is helping reduce telephone bills and cut down the amount of time it takes to obtain information. Instant responses are keyed back, which means decisions can be taken in hours and minutes instead of days or months. The network should reduce costs by 25% over two years".

The introduction of any new system is unlikely to be all plain sailing. Texas Homecare, however, believes that, with the new equipment on board, it is well placed to face the rapidly-growing competition with increased efficiency and reduced costs.

The Texas store in Wimbledon, south west London

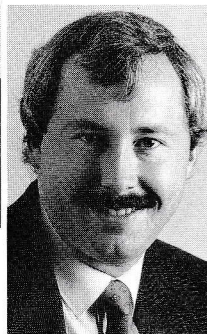


Two New Board Directors

Maddy Sundaram joins Inforem as Sales & Marketing Director after a successful ten years at IBM UK. In 1987 she was IBM's Retail Sector Manager.

Maddy will be responsible for setting up a corporate sales team to develop and strengthen the company's marketing strategy in a number of sectors, including finance and leisure.

She will also be focussing on Inforem's planned expansion overseas, capitalising in particular on a number of opportunities in Europe.

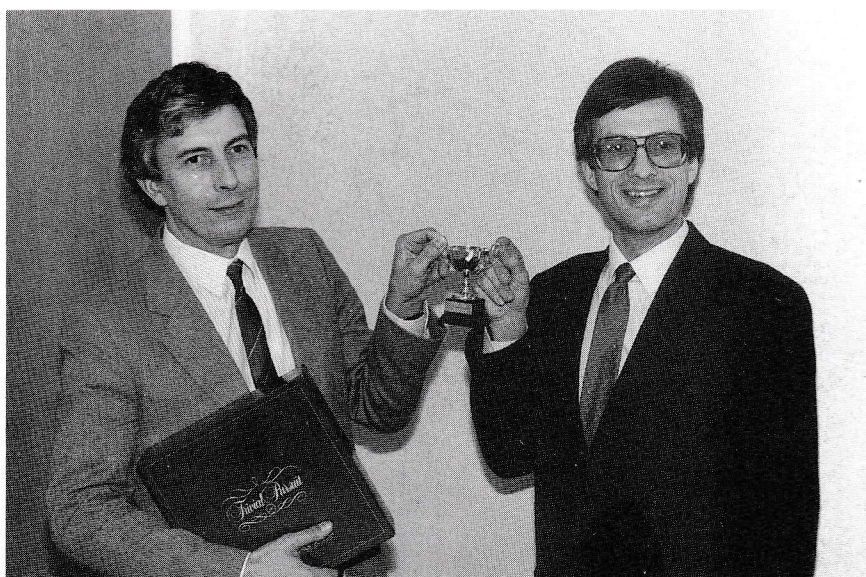


Richard Dicketts has also been appointed to the main board. Richard left Woolworths to join Inforem in October 1986 and was one of the original members of the operational board.

As director of the Applied Systems Division, Richard is responsible for key operational activities in support of Inforem's marketing strategy. 'Applied Systems' now incorporates the Technical Services group and the newly acquired International Guest Systems.

The Division will be concentrating on the expansion of Inforem's customer base and offerings in the finance, retail and leisure sectors.

Inforem Plc Versus Coutts and Co



Early last year the first Customer v Inforem Trivial Pursuit Competition was held between Coutts and Inforem, in which the triumphant winners were Coutts.

Still smarting from the defeat and unable to accept the result, the Inforem team called a rematch, which took place in November 1987. Their prior defeat encouraged them to take the challenge more seriously and this time they walked away the winners.

Inforem decided to formalise the competition, and inaugurated THE TRIVIA TROPHY.

The Teams:

INFOREM

Steve Thomas & Mick Fullwood

Nigel Bennington & Hugh Miles

Bob Carlsen & Mark McLellan

COUTTS & CO

Amanda Baxter & Don Lindskog

Keith Woodgate & Vanessa Young

Gatu Vasani & Chris Parramore

After a hard fought competition Bob Carlsen and Mark McLellan walked away with the Trophy and bottles of champagne, while the others struggled to get the other prizes. The eventual runners up were Keith Woodgate and Vanessa Young of Coutts & Co who each won the wooden spoon and a book: 'Spy Thatcher - An Insult to British Intelligence' edited by William Rushton, and 'Do-it-Yourself Brain Surgery'.

Now that the competition is fully established, it is envisaged that regular challenges will be made. If you would like to take part, raise a team of three pairs, and then contact me at the Weybridge Office.

Michael Gray

STOP PRESS Inforem appointed IBM Systems Centre

Inforem has just been appointed IBM Systems Centre. This is a prestigious form of dealership conferred on only the cream of IBM personal computer dealers - currently only 48 out of 440.

The accolade is awarded to dealers who supply corporations with a fully integrated IBM solution to their business needs. IBM Systems Centres must be able to take account of requirements such as networking, minisystems, and mainframes, and not just supply PCs.

Inforem's appointment to this dealership is a recognition of their expertise and quality of staff. To attain the Systems Centre status they had to show a high standard of sales and technical skills, for example knowledge of all aspects of the IBM personal computer range, connectivity, local area networking, communications and office systems products. The process took three months, culminating in a 2 day intensive examination course - the Systems Academy - a gruelling trial out of which Inforem emerged with flying colours!

Competition

Submit the most original and practical idea for a new program or feature that you would most like to have on your Computer or Personal Computer, and a bottle of prime champagne could be yours! The best entries will be featured in the next newsletter.

STARTER IDEAS

- * A prediction program that will display the next most likely fault that will occur in your PC.
- * An integral C.D. player in your PC so that you can listen to music through your personal headphone whilst working.
- * A temperature key to show how cold or hot either you, your PC, your room or the outside is getting.

Send your entries to Michael Gray at Weybridge, to arrive no later than June 30th.