

After many military projects with displays and analog circuitry at GSG Fullerton and moving to Hughes Avicom and IFE was a natural transition for me. During 1995 the IFE business was in its infancy for personal seat back displays. The LCD flat panel development was ready for mass production and Sharp Electronics had a vision to replace the world's then bulky and heavy CRT (Cathode Ray Tube) TVs with flat panel LCD TVs.

My trips to Japan to visit Panasonic, Hitachi, Sony and NEC for color CRTs and Color Monitors for military applications was a good background to visit Sharp and Panasonic for LCD flat panels.

I had to travel to Siena Italy for a business and design review for an airworthy CRT video monitor. The company with origins from Olivetti had a product and become a qualified supplier for Hughes Avicom. This gave me an opportunity to visit Florence and Pisa. These video monitors were for group viewing and would later be replaced with seat back personal displays.

Technical Marketing support at trade shows in Montréal, Amsterdam and Hamburg were exciting. However, meetings in Auckland, Melbourne and Bangkok on one trip was exhausting. There are many airline customers all over the world because most countries have a national airline.

To see a product from contract signing to installation in 18 months was rewarding. A Boeing 747 with every seat with an LCD display was quite a sight. To be able to select one of 10 first run movies was always awesome. To keep it working 100% of the time was challenging. To deliver tens of thousands of seat back displays was quite different than low quantity military display consoles over several years. A multidiscipline team was **used**, where everyone from the design, procurement, production, test and support people were **involved** in the development of a successful product.