

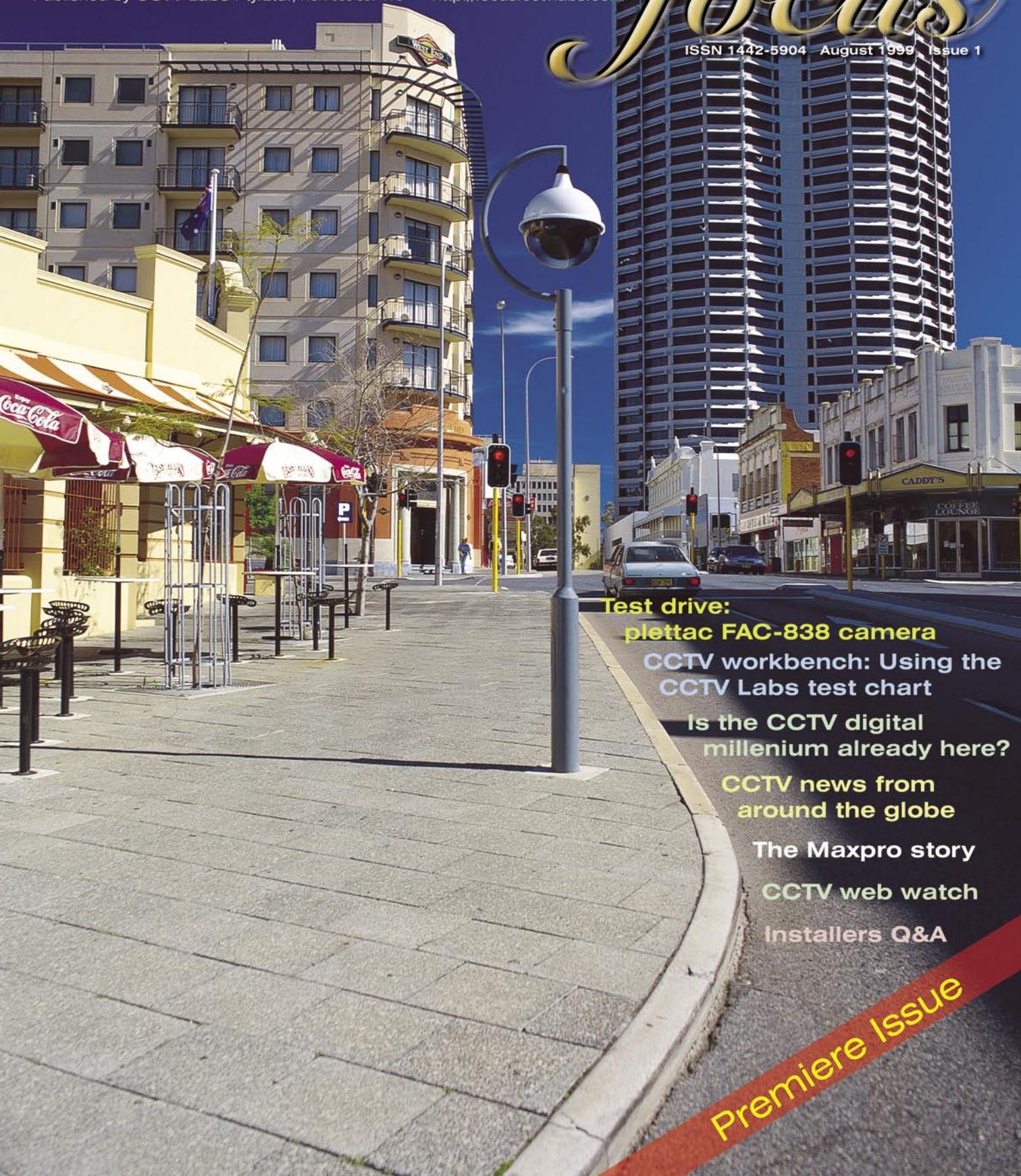
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Test drive:

pletac FAC-838 camera

**CCTV workbench: Using the
CCTV Labs test chart**

**Is the CCTV digital
millenium already here?**

**CCTV news from
around the globe**

The Maxpro story

CCTV web watch

Installers Q&A

Premiere Issue



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THE MAXPRO STORY

an interview by Vlado Damjanovski

I have known Kim Rhodes, Chris Davies and Scott Rhodes from R&D Systems, since 1989. Then, they were at the beginning of their bright careers as designers and manufacturers of their matrix switcher, the MAX-1000 CCTV Management System. I am proud to say that I was probably one of the first persons to foresee the potential of this product and the concept behind it. Their matrix switcher was one of the main reasons I got interested in working for National Fire and Security, a company that was the first distributor of the MAX-1000, back in 1989.

Many things have happened since 1989, R&D Systems evolved in Maxpro Systems and today they are a part of Ultrak, one of the largest multinational CCTV companies. The Maxpro boys have always been clever, innovative, but down to earth people. I followed their global success and felt proud to be associated with the boys. I believed in their success and they proved it right. Many years later, I have done this interview, which is a very interesting introduction to our series of company biographies. It proves that success doesn't come by accident...

When this interview was made, Kim Rhodes was in UK and I am talking to Chris Davies and Scott Rhodes.

Vlado- who are Maxpro systems and what do you do in CCTV ?

Chris- Maxpro Systems is the leading closed circuit television management system manufacturer in the world, we have the most advanced products and we are now part of a very large CCTV organisation, ULTRAK Inc. We manufacture the MAX-1000 CCTV Management System. In our own State we do turn-key CCTV projects such as high security prisons, city centre systems and casinos. Outside our State we support our distributors. Companies such as Honeywell and Chubb in this country. We have our own offices throughout the World in Europe, Singapore, China, Australia, U.K. and the USA. Perth is the manufacturing centre for the MAXPRO product with the ULTRAK head office in Dallas.

Vlado- Scott, what would you add to this?

Scott- Really I'd just like to re-enforce that for Maxpro Systems, I think, a large part of our success is the fact that we began in the projecting side in Western Australia. It's having very close contact with clients and current projects that allows the Company to maintain its technical edge because the product does always continue to move.

Without having that close contact I think that we'd probably become very much like other companies, we'd just become another "meta" manufacturer because you've slipped behind and been directed purely by sales or market feedback which is really not fast enough for the industry. Even though we only try and do turn-key projects in our own State, we still do a lot of commissioning work. Projects such as Sydney Casino, where Honeywell are using MAX-1000 equipment for the casino with Maxpro doing all of the installation in the control room and system commissioning. That gives us hands-on our own product with our own people so we are getting direct feedback rather than second-hand feedback and that's what we always want to try and maintain. That's not just in this country, we are doing that in the UK, in the US, in China and Singapore so we've got direct feedback from many clients of many different nationalities.

Vlado- I guess it would be interesting for the readers to know how you started in the CCTV industry. How did you start in the industry and what made you start?

Chris- I actually used to work for the Broadcasts section of Telstra which included Telstra's CCTV

system maintenance and installation. There wasn't a lot of CCTV around then as we're talking the late-70's early-80's. When I left Telstra along with Kim Rhodes, Kim was mainly doing two-way radio equipment which I had also worked on. We started doing a bit of both, CCTV and two-way radio.

The test equipment for two-way radio was very expensive while the test equipment for CCTV was a lot less expensive, so really we went toward the CCTV although at that time we would do anything electronic. We began as an electronic service company. We did everything electronic that nobody wanted to do whether it was motor-speed controls for pie factories or electronic weighing machines for bakeries.

Vlado- Was it as a sub-contractor that you were there or were you employed by them?

Chris- It was all sub-contracted, most of it through an electrical company. Their involvement with electronics was minimal so they had to bring us in and basically we would do anything.

Scott- We were the problem solvers, we were the ones to come in and to fix something that had no documentation. People didn't even understand how it was supposed to work and we would get in there

and firstly understand the principles involved in what it was and what it needed to do. Then we would work out where its deficiencies were and rectify that, whether it be through repairs or that it was badly designed in the first place and we'd recommend it to be replaced by something new that we would engineer.

Vlado- How did you then from there start to get more involved in CCTV?

Chris- Basically Scott and Kim were working on data transfer over HF radio, that's the way it started.

Scott- We had an interest in radio communications, myself and Kim. I had a very serious interest in computers and microprocessors and we decided that a good way of marrying that together would be to design a better radio data transmission system. At that stage there wasn't a lot around. The sorts of systems that were in place were very primitive, maybe ship-to-shore type systems, and I felt that we could do it better. So we set about investigating the problems of data transmission on the radio and then looked at the ways of dealing with those through both hardware and software.

Chris- We ended up actually patenting different methods of modulation and demodulation in twenty-three countries including the US.

Vlado- Is that still valid?

Scott- Oh yes it's still there, it's still valid.

Vlado- Is anyone using it at the moment, apart from what you get done?

Chris- That product was the basis of a public company, which is still public and it now has offices in Hong Kong and the Middle East. We ran with that company for about two years and then really decided that public companies were not for us. It was a hard game

Scott- We were losing touch with the industry.

Chris- Spending our time in suits and ties, getting our photo taken, ...laughing...

Scott- For where we were and the

sort of people we were technically it wasn't where we wanted to go, at that point in time anyway. We're talking ten or eleven years ago now.

Chris- We were the largest shareholder in that company. We ended up leaving and we set up R & D Systems which was the basis for Maxpro.

Vlado- For the readers who are not familiar with R&D Systems name, it does not necessarily stand for research and development, although it may imply that, but it's also for



Scott Rhodes and Chris Davies

Rhodes and Davies, right?

Scott- The original company name was Rhodes, Davies and Associates trading as R&D Systems. We chose the name, firstly because it was the acronym for Rhodes Davies but secondly it would conjure up the second concept of research and development, which from a marketing point of view I thought would be a good thing because that's like two hits you make psychologically on someone, with a name which makes it remembered.

Chris- Maxpro actually dates back to our very first company which was Radcom and that was incorporated around 1983, whereas R&D Systems was incorporated on the 8-8-88, and we actually sold the company to ULTRAK exactly eight years later on the 8-8-96.

Vlado- Is there any meaning behind those eights?

Scott- For a lot of Chinese eight is a very powerful number. On the CCTV side we were working with everyone else's equipment whether it be cameras, monitors or video switchers and could see back then the need for a much smarter CCTV switcher than what was available. At that stage of course the XT-PC computer was just starting to emerge and becoming popular. We thought that there was a huge avenue there to develop switching hardware that was under the control of the PC. So we had discussions about that, even discussions about using a mouse to actually do the pan/tilt control. We actually ruled that out on the basis that it was just going to be too new for people to accept. So we did some preliminary planning there but really we decided to take the radio data product forward and that was put on the shelf, so to speak.

Chris- When we were working in the public company with the data product, a lot of our business, in fact the bulk of the business still ended up using the radio data product to control CCTV equipment.

Scott- We tailored the data product to everything from water flow management for pump control in Kalgoolie, to sending out camera selection and control information to a remotely distributed video switching network that was spread around a mine site. That's the sort of work we were applying radio data to. Again, it came back to the fact that obviously our focus really was in introducing new technologies into CCTV.

Vlado- So is that how you came to the idea of making the MAX-1000?

Scott- Well after leaving the public company we decided to go back into CCTV as our core industry. We started to do a proprietary limited company called Rhodes Davies and Associates trading as R&D Systems.

Chris- We really continued on from the early work.

Scott- We picked up the work that we'd let lapse and moved forward with the quoting of projects. At that stage we still didn't have any product of our own and we relied on buying the products from people

Company biography

like yourself at the time, through National Fire and Security and doing installation work. It was through that process that we were forced into a position where we had to manufacture our own products, and I say that because we could not get the support through pricing or availability of a video switching system to allow us to be competitive on these projects. We always said we could make a better video switching system anyway so let's do it and we did.

Chris- We had actually made computer video switchers prior to that, before going public, for nightclubs and hotels.

Vlado- That wasn't PC based was it?

Scott- Not PC. It was actually designed around the Vic 20 computer. That was in the days when the Vic 20 was becoming obsolete and we used to buy up large boxes of Vic 20's for about \$50 each and pull the motherboard out of them.

Scott- I wrote new control software for the Vic 20. You actually pull the Eprom out of the Vic 20 and throw it away and plug in a video management system. It was all written in machine code and the Vic 20 powers up as a nightclub video switching system that does chasing and video management. Video library was one of the options that was available through it as well.

Vlado- So we're getting to the point now where you have developed that new product which is the core of the current Maxpro Systems. And this is happening roughly when?

Chris- 1988-89. The earliest computer switchers and video switchers we were looking at were really back in 1984-85. Everything went on hold for a few years. Even back then we were looking at building cameras back in probably 85, when Philips put out camera chip sets, and then in 88-89 we actually did build cameras.

Chris- The first MAX-1000 that was sold was delivered in February 1989.

Scott- I might just highlight there that the company started on the 8-8-88 and the product was

designed, engineered, manufactured and delivered in February 89. We also had to deal with the fact that most of the support companies around Australia closed for two weeks over Christmas which caused us great grief.

Vlado- You are talking about the first MAX-1000 you have made, correct ?

Scott- Yes. The first equipment that was installed in an Iron Ore Mine, back in February 1989, is still running today. The only difference is that it was installed as a version one MAX-1000 and today it's running as a version four.

Vlado- So it's still running, obviously with upgraded software.

Scott- Everything we designed back then, well at least 90%, is still in use and is still compatible with the current control systems. Although we've evolved, because of the concept of being able to evolve so much within a software environment it means that the hardware can be utilised in so many different ways.

Chris- By the way, those cameras that we manufactured and installed in 89 are still running, monitoring conveyor belts in an area that runs up to 50 degrees centigrade.

Vlado- Were they CCD cameras?

Chris- Yes, Philips CCD modules. The Philips module in R&D Systems packaging. As I said those cameras are still running today and that job, that was one of the key jobs that Argyle Diamonds looked at before they gave us their CCTV contract.

Scott- I think one of the important things there is that anything we've ever produced has always been designed to run forever. All of our backgrounds come from the service industry, and there's nothing worse to a service person than to encounter a problem within a product that is a design defect. When we came to design all of our products, having this insight that I believe we still have, we're designing products that go beyond what the client may even understand the product to be, to make it a better product, to maintain the product, and make it a reliable

product.

Vlado- We've come to the stage where you've got your first product, you have installed it, and as you say it's still running. Do you still keep contacts with this customer ?

Chris- Yes, and that mining company has given us every CCTV contract at every mine they've opened since 1989.

Scott- We did not negotiate any maintenance agreement with that company, and we've been back over recent years to try to negotiate maintenance agreements we're in a very bad position because the product doesn't fail, and they're not prepared to provide a maintenance agreement. So from a Q-A point of view we'd have to say we've been very successful.

Chris- From that first project, that company has given us a \$4million turn-key project. That same company went back and looked at that very first installation and spoke to the engineers that were involved, without our knowledge, and it was on that basis that we were selected to provide the CCTV system for their most prestigious site.

Vlado- Well okay, I think you may have in part answered the next question, but what do you think makes your products different from others?

Chris- One of the keys is Scott's background. Scott had worked on oil rigs for Philips, everything from climbing oil rigs out at sea, to fixing antennas, Kim and I had worked in our harsh North-West fixing and installing telecommunications and broadcast equipment. Basically we had all worked in that harsh mining environment and we understood what was necessary for equipment to survive.

Scott- Through all that experience we encountered all the environmental-related problems that happen to electronic equipment. The do's and the don'ts of equipment design.

Chris- Reliability is the key and our reliability is certainly what has got us established, not only in this country but also in the UK in particular, where the reliability of

the local product was questionable. That's got us into the nuclear power stations, the atomic research facilities, the plutonium re-processing plants, the Heathrow Airports. It's got us into the UK, into the highest security areas instantly.

Vlado- So would you say that the Australian products, such as your products for instance, are more advanced than the products that come out of the UK and even the US?

Scott- The word advanced is an interesting word because advanced in what form? Is the software more intuitive with the client's requirements, is the hardware designed in a way that deals with both the environmental and also the human problems that are created through installation, or is it advanced in the fact that we always use the expensive current technologies to achieve a goal which made it difficult to buy spare parts and to maintain? I think the word advanced has to be a collection of all these things because yes we've designed a product that is very advanced in the way the product can be applied to a project or a job, it's very advanced in what you can do with that product once it's installed from an operation point of view, it's very advanced in the way that it deals with the environmental problems from the maintenance point of view and the way it works with maintenance personnel in achieving any repairs that may be necessary for the product.

Chris- Although the equipment is reliable you're always going to have the odd lightning strike or whatever.

Scott- There are things that occur or even if it's through maybe mishandling or bad installation or load, there's quite a few considerations made in the product from that point of view as well.

Chris- It's the experience of the company in working in a harsh environment and taking that into the design of the equipment where components are not running at their maximum, everything's idling, and when things idle they last a lot

longer.

Vlado- What was the hardest part in your development as a company and what in your product design?

Scott- I think the biggest decision in company development was when we made that right at the beginning, when we came out of the public company, was the fact that one of the big differences is that we would remain the managers and the directors of the company. We would never put someone above us, we'd always make sure that we had the ultimate control over where the company would go. We decided that although we didn't have the expertise of actually dealing with all the corporate issues, we could



Kim Rhodes and a casino matrix

make the mistakes as easily as anyone else and from the process we would learn. I think that's evident now.

Chris- We never had any external funding, it was our own houses on the line, this makes for careful decision making.

Scott- There was a lot of financial management that we had to do because I think for many years we were financially undercapitalised for some of the things we were trying to achieve, but in reality if you look in hindsight we still managed to succeed with the projects through the planning that we did actually do. There were some very hard decisions made there, and I think even arguments to a certain degree as to what we should and shouldn't do, but in hindsight I think they were still the right decisions that were made.

Chris- We had a good bank manager. We actually got a lot of support from the ANZ Bank.

Scott- Actually that's an important point. I think the bank support and the trust that the bank manager had

in us as people and the business was also another very significant factor in it succeeding.

Chris- We had a bank that was prepared, and a manager in particular that was prepared to give the company some worth rather than just look at what we physically had to be taken, if things went bad.

Scott- They actually brought managers over from Melbourne, who came to visit us because we've been so successful working with the ANZ and they were interested in our comments about our relationship over the last eight years with the bank. But it is people, not the bank, the individuals. I think any business regardless of what it is must always stay focused on the people aspect. If you put yourself up on a pedestal, someone will knock you off, and take great pleasure doing so. Really the best thing to do is to work with everyone and to try and make everyone feel like they're part of the team.

Chris- We have done every job in this company from installing cameras and designing equipment to cleaning the factory. We have done everything. So no one can say you asked me to do that but you won't do it yourself. We have done it all ourselves.

Vlado- I think that's something that I've noticed as an observer from the outside let's say, knowing you for so long, one of the differences in your attitude to people is exactly in that, that you make everybody in your company feel you are on the same level as them and they feel they are part of the team.

Scott- We still take the jacket and tie off and actually get in there. The attitude is you're working with people, you must always work every job at a personal level. Generally people respond to that equality. Things become easier to achieve and problems are no longer problems because you can deal with them easily and responsibly like human beings not like machines.

Chris- Things we try to avoid, certainly in the early days is to run jobs to the letter of the contract. Companies that ran to the letter

of the contract, and contracts were necessary especially with the big mining companies, they would always have a complex contract, but we would never run to the letter of it. We would always give the client more than they asked for and we stayed flexible.

Scott- Our goal was not to fulfil a contract, it was to give the client exactly what he asked for, and what was necessary for the client to achieve his goal.

Chris- In the contracts we did for companies we wanted their business for life. The companies we dealt with back in the early 80's I can honestly say we have not lost one of those to this date.

Vlado- That really is some achievement.

Scott- Even as those people move onto other companies, it just gives us new clients.

Chris- It's been the right way for us, and as our solicitor said we've been one company in a million that has succeeded and got to this level, attracted the American partner by applying all these attitudes and principles.

Chris- I think the American partner that we've aligned ourselves with, the Chairman and founder of that company, George Broady, is not dissimilar to us in the way that he set up ULTRAK. Sure it's a huge organisation but he's a guy who has done and will do anything in the company.

Vlado- It's interesting how that coincides with your own experience.

Scott- Well that's part of the selection process. When we came in contact with Ultrak, prior to that we had spoken to several groups both Australian and also international, about financially boosting the company to a level where it could accelerate. The introduction to Ultrak was actually made when Ultrak was approached to be a distributor of the Maxpro product and as they leaned more and more about the product they wanted to know more and more about the company. I think a large part of it was timing as well, we

happened to approach Ultrak at a very good time for them, when they were very financially pretty strong. They had also quite an ambitious plan already in place in their minds about where Ultrak was going as a company. The people involved in Ultrak as well, the sorts of people that Chris just touched on, they're in a lot of ways so similar to ourselves. So when we came together, within the matter of a four or five hour meeting that we had with them we walked out of the meeting and I still remember saying to Chris isn't it such a pleasant surprise to meet with people you trust.

Chris- We actually cancelled all our other meetings in the US based on that meeting.

Scott- We knew that this was the company we had to work with, because everything was right.

Chris- There was no dead wood in their company, there was no inter-personnel struggles for power. It was a tight group.

Scott- A tight group that were focused on where they were going.

Vlado- Well then, I can ask you the next question, which I don't know whether you feel you've in part answered, but was the Ultrak acquisition of Maxpro Systems necessary?

Scott- Yes most definitely. As you already know, about a year and a half prior to the Ultrak acquisition, we sold what amounted to about 25% of the company, to a group out of Perth. The injection of funds was necessary so that Maxpro Systems could continue to expand. We had a product which was already proven to be very successful and very marketable. We had a market which was providing us with the rewards, but there were so many more and so much larger markets in the World that Maxpro Systems could not attack effectively. So our approach was to take a quantum leap forward and to achieve a position where we could have the financial strength to work in those regions and not be pushed around by the big players. The initial selling of the 25% for the injection of capital, allowed us to make huge changes

to our manufacturing. It gave us considerable cash to be able to do major production runs which then cut costs. The other side of it was to give us the financial liquidity to open up other offices and to place personnel in those offices and to start expanding in new markets and to get into marketing more instead of sales. What ended up happening was through the expansion of our manufacturing our sales immediately expanded and we found that we simply took another run on the spiral. We spent a long time, many months of discussion about what we wanted as the current owners, what our objectives were, what our long-term plans were and what we wanted from the company. We made a decision that the only way that we could foresee the company achieving the market position that it should have in the timeframe that was available in the life cycle of the products, was to actually get someone to completely financially back the company and the only way we could see that was to pass ownership of the company only to a degree that we'd be able to achieve that role.

Vlado- Which obviously doesn't stop your research and development involvement.

Scott- Making that decision to sell was the hardest thing we ever did. But in actual fact that was the easier part, the hardest part was finding the right person to partner with. That's when we came across Ultrak and it was like a dream come true. Before that there were different people we'd come across and then we'd spend a month negotiating and then we'd come down to the bottom line - the closer we got the harder it got. You know we came to realise that the people we were working with were the wrong people and regardless of how much we wanted them to be the right people they just weren't and we had to walk away from it. Now we're in a very strong position with a public listed company. Our philosophy now is that we're not so much Maxpro Systems we're now really Ultrak. Our whole approach now is more from a global point of view with a

global objective and we're playing what I believe to be a very important part within the Ultrak group being the CCTV management system supplier for the group and it opens up so many avenues now that we had to have the support to achieve it. It's like everything that we've been dreaming of really.

Vlado- Chris, what would you add to Scott?

Chris- Really we explored the US market probably almost two and a half years ago now and we realised that the demand was there but the market was too big for us. We did not have the capital to go into that market. So we pulled back for a year. The best way we thought to get the injection of capital was to go with one of the existing major players in the CCTV industry. We could've stayed as we were and certainly made a good living, but we really had a wish, if you like, to get our products out into the world market. We knew we had the best product.

Scott- Our focus has always been to improve the quality of the CCTV industry, both here and also in the rest of the world, because it has such a low level of expertise. The reality of that is the fact that when you're getting to the very large scale systems, all these little problems, these little inaccuracies all compound. So the industry is a technology and our involvement has always been that we wanted to transform CCTV into a true field, a true professional field that we could be proud to be part of. It's taking a long time.

Vlado- I can definitely say that you're achieving your goal.

Scott- I think we're having a lot of influence just with distributors you work with, when you run training courses and when you visit sites that other companies have installed using MAX-1000. And you see the level of achievement they've managed to get with the product and the level of enthusiasm they've developed at the same time. They're becoming part of the CCTV industry, they're actually being drawn into the product, and into the industry in a way that they will provide commitment and

through commitment there will be professionalism.

Vlado- So in how many places and where is your equipment installed?

Chris- We have a full list with pages on just the key projects, but the ones that stick in my mind, the ones I consider the achievements are Heathrow Airports, Hong Kong Air Cargo Terminal, Bank of China, Star City Casino, Casuarina Prison and Genting Highlands Resort Casino.

Vlado- What are the hardest systems, or jobs you have done and why?

Chris- I think maybe it would be the first major casino we did, the Genting Highlands, we had literally thousands of inputs.

So we were put in the position, that if we wanted to work with them, we'd have to do so through Sensormatic. And that was one of the most difficult things to manage.

Vlado- But in the end that system was completed ?

Chris- Genting is now a customer for life, they have given us a maintenance contract, where we go there every six months where we basically work on the operation system there. We've had their technicians down here for training. So once again as I said, they're a customer for life. As for the most complex system we've done, well, one of the most complex hardware installation we've done was for the police in China. There we had



The design team: Paul, Nigel and Scott

Scott- The problem with that was because we were under a supply contract with Sensormatic, and then on-supplied to Genting casino. Our initial discussions were with the casino, yet the order, and our true customer, was Sensormatic. And there were certain aspects of the climate of the casino that were new to us, and the implementation of the equipment through this commissioning process was a difficult thing to achieve because of the politics in dealing through a competitor. Sensormatic could not achieve it, American Dynamics could not achieve it, which is why the customer came to us. But because of their present time commitment with American Dynamics products, they wanted to maintain that relationship.

about 8, 10, maybe more, individual MAX-1000 systems, doing local CCTV management, which are then networked back through several stations before getting to a central point. Then there is back to back trunking, so that from any location, from any keyboard, from any of these remote switches, you can access and control any camera anywhere in the system.

Vlado- And what is the size of the system over there?

Scott- It isn't very big in size, but what makes them so interesting, is the way the equipment has been applied, which is in the way it was originally designed to be, but until very recently, there hasn't been the level of understanding in a lot of distributors to work the product

to this degree. The number of cameras in the system, would be as few as maybe 200, number as video output channels, each node may have as few as 10 video output channels. And the central monitoring would have somewhere between 30 and 64. I would say, in terms of hardware, they are the most innovative and complex installations I've seen, certainly with some of the peripherals used.

Vlado- You said earlier you were quite pleasantly surprised at the technical understanding of the Chinese engineers.

Scott- The technical understanding of the Chinese engineers I would say leaves a lot of the Australian and European engineers far behind. Considering that they are working through language barriers, it's not just a different language but a different written language, and they are absorbing technical information very, very easily, and that's evident by the sorts of information we get back through training, it's a real pleasure to work with such companies. From an operational point of view, I would have to rate the casino installations as being some of the most complex operation scenarios. Initially the Genting, but I think that's probably been surpassed now by Sydney or Caesars Palace. It's very hard to say, because every different casino operates in a different way. They have similar problems but often different ways that they want to solve them. And again, MAX-1000 can be tailored for this way or that way, based on the actual operators requirements. I don't even know where to start on some of that integration of dedicated video recording, video recorder control, video control management, and tape management. The integration of all the variety of equipment that is used in the control room and around the casino, and bringing it all back together so that the whole system can be controlled

reliable and effectively from a single keyboard, and doing it in a way that is very intuitive and very automatic, so that the operators training time is shortened.

Vlado- So, how many cameras and video recorders are used in these casino systems?

Scott- Genting for example was approaching 2000 cameras when we were there and dedicated recorders I believe was in the order of 1200. Of which every recorder was under full management and control. To use an example, they could be looking at a live camera, and without actually having to select the video recorder, because video recorder video path comes into the matrix differently to a live camera image, it's not looped through anything. By pushing the stop key, it can automatically select the recorded image from the correct VCR to be selected back on to the current monitor that you were observing that camera with. So you've just saved ten or more key presses for the operator, just by pushing a key. Then he wants to review, so he goes, play, rewind, and as soon as he does that, the unit goes into play review mode. And now he can watch what is going on. Speeding up the whole process of reviewing a dispute. And of course, time is money in a casino, the quicker you resolve a dispute, the quicker the table can be generating revenue, and the happier the client. It's all to do with the efficiency in the casino. Making a very complex environment from a hardware point of view, into something that is very simple to control from an operator point of view.

Vlado- What would you like to see Maxpro develop in the near future?

Scott- I think, digital cameras, will be one of the biggest changes that will occur in our industry. We will have a new technology of camera, there will be new transmission medium. We do not need to conform to a raster

format anymore, there's no need, as a matter of fact, just within the computer industry alone, there are so many alternatives that we could be choosing. Whether it be firewire as a transmission medium, and the fact that video transmission derived for firewire, is completely independent of the actual destination device, or the creation device. It will change, and it will be so fast and rapid. And in terms of video switching, it will evolve to adapt to these technological changes.

Vlado- Is there anything you would like to add.? A message to the readers or the CCTV enthusiast, or even the CCTV industry?

Scott- I said earlier that CCTV is a developing industry, our personal goals within the industry is to see it grow, and see develop into something very professional. Some people might say it's already there, but I think personally if you look at other professional areas, and other of technology, I think CCTV has a long way to go, to be professional, not just the product design and development, but right through to the installation. There's a lot of work there requiring a lot of help from companies, we should take a very active role in training, whether it be through TAFE or universities, or whatever, I think we should be having input into the course. I know that here in Western Australia that for the last 12 months they have been formulating such courses for the security industry, and really, we're in control of our industry. There's a lot of influence, out of design companies out of Asia, and ultimately, we, whether we're one company out of thousands of companies, we all control the industry's direction, and we all should be very active in where its going. New development by any company has to be constructive .

Vlado- Gentlemen, it has been pleasure talking to you, thank you for your time. ■