

DIGITAL DIALOGUE



Vol. 3, No. 1

Employee Newsletter of Digital Research® Inc.

First Quarter 1984

DRI aligns with top manufacturers



Cartoon by Rik Olson. Reprinted with permission of artist and InfoWorld magazine.

In keeping with its strategy to align itself with the major players in the field of microcomputers, Digital Research has formed several long-term agreements for languages and operating systems. Three agreements -- with AT&T Technologies, Motorola and Intel -- directly affect the strength and future growth of Digital Research.

AT&T Technologies, formerly Western Electric, has asked Digital Research to help develop UNIX™ System V as a standard. The arrangement calls for the development of a UNIX Applications Library and also requires Digital Research to port its popular languages to UNIX System V.

According to Allen Beebe, the director of the Systems Software Division, porting the languages represents an important step toward the goal of increasing the number of applications available.

"The AT&T agreement puts Digital Research in a central position to provide the marketplace with powerful applications for personal computers. We were chosen to help in this effort because of our experience in the retail market and our track record for quality products delivered on schedule. Along with AT&T, we intend to grow with the market and maintain our position of leadership," said Allen. The agreement was announced in January at Uniform, a UNIX users convention in Washington, D.C. Jack Scanlon, vice president of AT&T

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Concurrent CP/M™ ships early in response to team effort

Working in a fast paced field such as the software industry, you learn to be flexible. It's a matter of staying competitive in an environment where timing is the key to success. Just ask the people who worked on Concurrent CP/M Release 3.1, an operating system sent to OEMs.

Everyone involved in shipping the product -- from manufacturing to engineering -- collectively rolled up their sleeves and delivered it more than a month ahead of schedule. In doing so they received the personal thanks of John Rowley.

"They did a hell of a job. The cooperation between every department was incredible," said John. "We needed to present the product as early as possible while interest in it remained high. Already Concurrent CP/M Release 3.1 has been well accepted. The effort has contributed to the health of the company and impressed our customers."

One of the main features provided on Concurrent CP/M Release 3.1 is PC-Mode. It allows users

to run either PC-DOS or CP/M-86 applications. In addition, the new release includes support for multiusers, DR Soft/Net™, windows and GSX™.

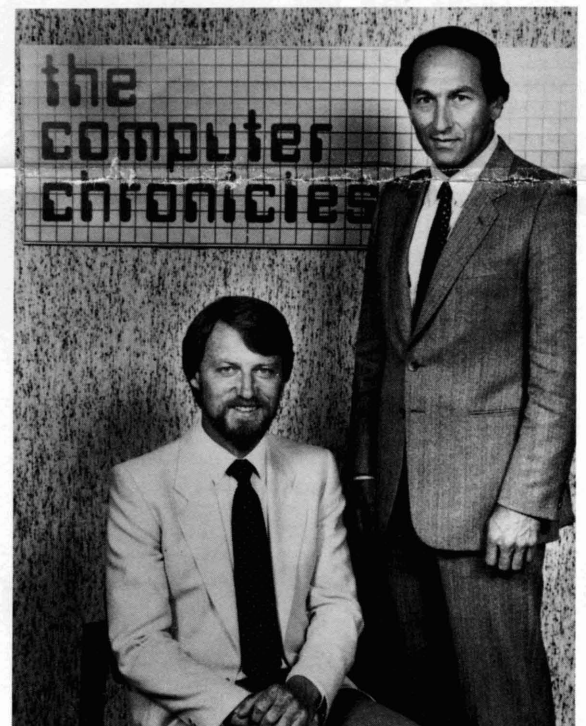
The product originally was scheduled to ship March 24. It was actually delivered Feb. 21.

"A lot of people have misconceptions about what it takes to get a product out the door," said Kevin Wandryk, the product marketing manager who oversaw the entire process. "The manufacturing group did an outstanding job. Normally it takes three weeks for the manufacturing steps alone. They cut that down to four days."

It wasn't easy. Consider this: The manufacturing form for Concurrent CP/M Release 3.1 contained the largest bill of materials in the history of the company. There were 49 line items to be included in the product. Add to that a shorter deadline, and you get an idea of why a stir was created.

Nine diskettes, numerous packa-

See Concurrent, page 11



Kildall hosts series

Gary Kildall cohosts a series of specials called The Computer Chronicles. The series is broadcast on Thursday at 9 p.m. and Sunday at 7:30 p.m. by KCSM-TV 60 in San Mateo. The half-hour segments focus on a variety of topics from chips to computer security and provide a weekly update of the latest news. The Computer Chronicles is a PBS program produced in the Silicon Valley and oriented toward knowledgeable users. Stewart Cheifet, Silicon Valley Correspondent for the PBS series Nightly Business Report anchors the weekly program.

Consumer division eyes end user market

The diversification of Digital Research has taken the company into markets it has never competed in before. This is especially true of the Consumer Products Division, an enterprising assemblage of devoted engineers and marketing experts.

In their aerie on the third floor of Building A at Garden Court, they have mapped out a series of ambitious campaigns. Ken Harkness, a former General Foods and Pepsico Division president and helmsman for the fast-paced division, has focused attention on products for home

management and home education.

"Our mission is to make a carefully planned diversification into the consumer marketplace," said Ken. "It's a market where one hit product can reap millions of dollars in revenue."

"It's not just a roll of the dice. We are carefully consid-

ering different ways to build sales for Digital Research," Harkness continued. "The company started out in operating systems, then diversified into languages. Consumer products is the next logical step."

Harkness constructed the foundation of his division. He selected a staff of creative engineers and top-notch marketing strategists, a talented group that reads like an all-star team of the software world. Here's just part of the lineup:

*Fred Cutler, formerly vice

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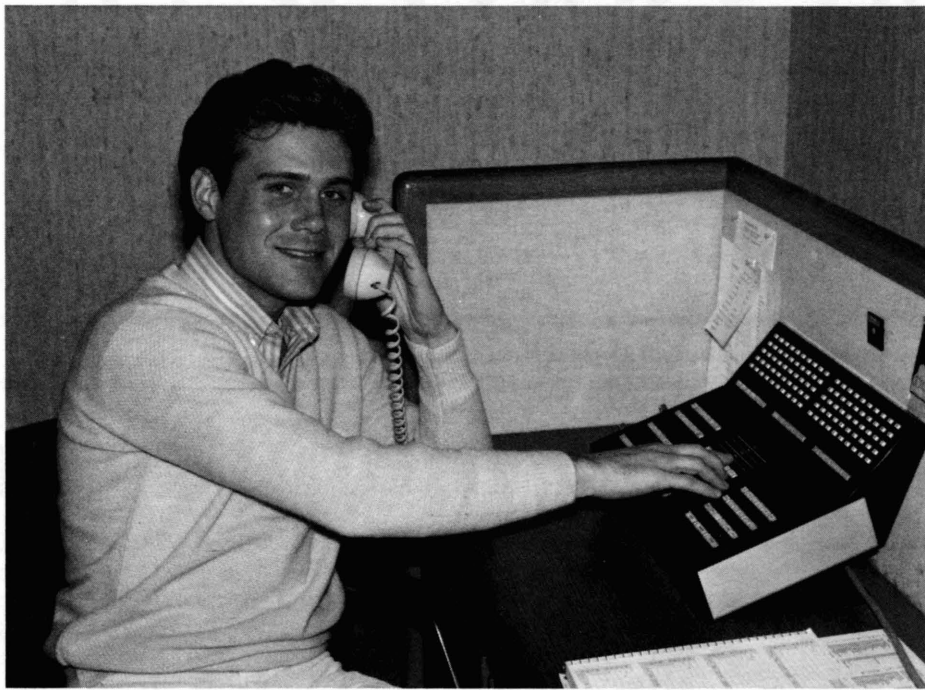
Quarterly meeting

Monday, March 26, 4:00 to 5:30 p.m.

Steinbeck Forum

Monterey Conference Center

The man behind the phone at DRI



By Peggy Munn

We are proud to have as our chief switchboard operator a man of such ingenuity and guts as Brian Suwada, who once got through to Mayor Feinstein of San Francisco just to see if it could be done. (Startled to be actually speaking to her, he told her she was doing a great job and hung up).

Q: Can you offer us some tips on getting through to VIPs such as Mayor Feinstein?

A: "One: Never say you are with the IRS. Two: Joke with the secretaries. Three: Be inventive, imaginative, creative, and -- this is off the record -- make something up."

Brian is well known for the breadth of his DRI insights and his reluctance to discuss them. Brian knows what really goes on around here, but Brian ain't talking. (For those who wonder who gets the sexiest phone calls and most winsome visitors here at DRI, Brian's lips are sealed.)

Strategically stationed between the front door and Personnel, Brian commands a vantage point on the Digital scene that even such gossip luminaries as Cathy Murphy and Marina Telford can only envy. I tried to weasel a tidbit from him but to no avail. Says Brian, "I value my job." Pressed further, Brian stated, "Seriously,

it is imperative for me as a man of integrity to keep strict confidence in these matters." (Q: "Do you take bribes?" A: "How much?")

As a switchboard operator, Brian is the central nervous system or, shall we say, CP/M® of DRI. His day is hectic. From a trickle at eight o'clock, the number of calls increases to a deluge by noon, when everyone but Brian is out to lunch.

Besides receiving and routing hundreds of calls a day, answering questions, tracking down callees and taking messages, Brian acts as unofficial host for visitors. He directs them to the lounge for refreshments and helps them feel at ease. "I treat them as people not just clients."

Brian likes talking to foreign guests, though his difficulty understanding accents sometimes proves embarrassing. His co-operator, Renee Perry, helps translate when she is available. He remembers one time when she wasn't.

A group of Japanese businessmen walked through the door. Brian tried to seat them and inquire their business, but hit a language barrier. Meanwhile they milled uncomfortably around the reception area. Recalls Brian, "Suddenly they whipped out their cameras and started taking pic-

Brian Suwada is situated strategically between Personnel and the front door — a viewpoint that provides considerable insight into goings-on at Digital Research.

tures of the reception room, the walls, the switchboard and me. I didn't know what to do. I said 'tea' and pointed towards the lounge. They hurried along upstairs, quite satisfied." Another coup for DRI-Japanese relations.

Brian gets an occasional seared ear from cranks and malcontents venting their spleens, but he patiently smooths their feathers if he can before passing along their calls. Says Brian, "I represent the company to them. I let them get their gripes out on me, unless they get insufferable." On the other hand, he gets calls from people who are absolutely jazzed to be in direct contact with DRI -- or perhaps more precisely, with him. "I make friends with the people who call." For instance, he used to talk with Deanne from the Dallas office without ever having seen her. "One day I was on the phone and suddenly this woman comes charging in and starts hugging me. I thought, my God, who is this woman? It was Deanne. The job has its benefits."

Brian's voice is apparently well known. Once even the outside 411 operator shocked him by bursting out, "Is this Brian?" Brian takes it all in stride.

The Voice was born in Sacramento as a Pisces and moved to Carmel as a teen. He came to Digital Research from Cambridge in March 1983. Off duty he enjoys select parties, collecting (things like coins, art, deco, buddhas, foo dogs and ivory), swimming, garage sales, and massage (reflexology a specialty). His variety of friends "helps me as an operator to talk comfortably with a wide range of people." He has a Rhode Island Red rooster a cat and, until recently, a billygoat, now deceased.

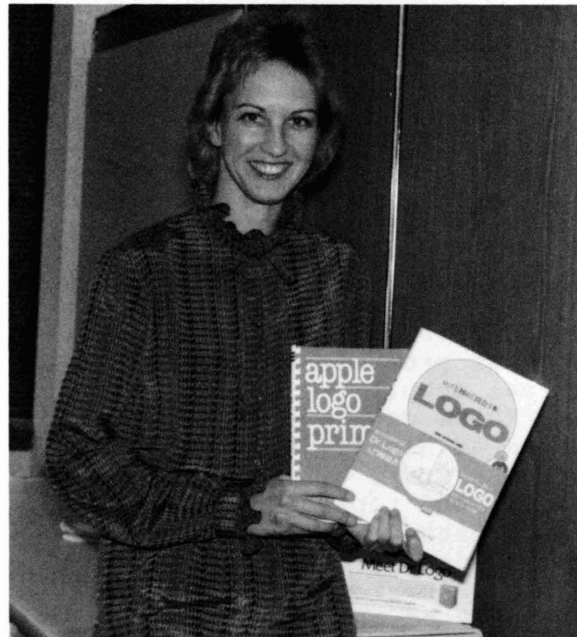
Brian's parting shot: "Without Renee to help me, I'd never make it. I'd go nuts." Thanks to Brian and Renee; without them answering phones all day, we'd all go nuts.

Dr. Logo™ team tackles tough deadlines

As the popularity of Dr. Logo increases so have the work orders that flood the desk of Steve Schmidt.

Steve has been Digital Research's man on Logo for the past year. He works closely with Gary Kildall, who developed Dr. Logo, and he has played an important role in the expanding popularity of this language.

During the past few months



The expanding Dr. Logo line as shown by Ms. Logo, Marketing Specialist Becky Jones.

Steve worked intensely to complete a version of Dr. Logo for 8-bit computers. Shipped in February to OEMs, it retains the most important details provided in its 16-bit counterpart for the IBM PC.

It was Steve's second assignment to produce a Dr. Logo for 8-bit computers. The first time he produced an 8-bit version specifically for Sony. The huge Japanese corporation submitted their request during the rush to ship Dr. Logo for the IBM PC.

Sony wanted the product quickly and requested an engineer to work directly with their programmers in Tokyo. Steve was summoned and stayed several days in Tokyo, working under a tight deadline. "They took our documentation and translated it in a week," said Steve, who taught computer science at the University of Michigan. The Japanese were so impressed with Steve's work that they used his name in one example found in the manual.

After he returned to Pacific Grove from Japan, Steve was asked to develop an improved version for the IBM PC. Meanwhile he began the painstaking work of squeezing the IBM PC version into the workspace provided on smaller 8-bit computer.

Also, Steve took the time to recruit a Dr. Logo team. It includes: Joe Power and Tim Orin, both programmers, and Barbara Benedict and Sheila Scroggins, both technical writers. Working together, they met the February deadline for shipping the generic version.

"We didn't panic," said Steve simply. "We took one project at a time."

DIGITAL DIALOGUE

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Dave Brown: A tribute



When I walk into 160 I almost expect to see Dave Brown crossing the courtyard. It is very hard to believe he is gone.

Someone said, "Dave was one of those people who made it worth coming to work." It is true. He will be missed very much. It isn't only his technical ability and knowledge or his willingness to help or his ability to have a good time. It is that Dave was special. For me he really was the salt of the earth.

Dave died suddenly Saturday, Feb. 4. He was 43. He is survived by his wife Linh and three daughters.

Dave had worked at DRI almost two years. He was one of the founding members of the Technical Support Department and after that of the QA Department. He not only had a strong technical understanding of our products, but he also could explain them. He was a wonderful teacher.

Prior to coming to DRI, Dave

had done a wide variety of things. He was a farmer in Costa Rica, a vintner for Bargetto Wineries, a carpenter contractor and a teacher. (At least two of his former students now work for DRI.)

Though the diversity of his background helped make Dave a very interesting person, it was his personal qualities that will make us miss him most. If Dave said he would do something, he did it. He could be counted on. He was willing to help whenever he could. The Technical Support Department often called on him for assistance and questions and he always helped if he could.

It is not easy to stop talking about Dave. He was sincere, honest, fun, funny and a wonderfully warm person. I'm sure everyone has his own way of remembering Dave. He will not be forgotten soon.

Marion Brown,
(not a relative, but a friend)

PC-Mode bridges CP/M and PC-DOS

Some projects within the company require more than just hard work. They require the singular dedication of different groups who must work together the way an ant colony builds its nest, each complementing the other in a common goal.

Take the groups of highly motivated engineers and technical specialists who participated in the development of PC-MODE. According to those who witnessed the effort during the past several months, everyone involved can take credit for a job well done.

Bruce Skidmore, a 26-year-old computer engineer from Cal Poly, led the group. He and his fellow engineers developed a bridge that allows computers to run either PC-DOS or CP/M applications. In effect, it means that buyers of the popular IBM PC can run applications software regardless of whether it is for PC-DOS or CP/M. And if you think that sounds like simple stuff, read on.

At the beginning of the project there was only Bruce. He summed up his attitude at the start of the project in August: "I was going to do it and get it over with." By the time it was released in January, developing PC-MODE had required the best efforts of nine people. There were four engineers (Ray Pedrizetti, Dave Brown, Cal Poly intern Gordon Edmonds and Bruce), three quality assurance specialists (Carol Joynson, Jon Swanson and Dallas Brown), two technical writers (Terry Gibson and Catherine Murphy) and one product manager (Kathy Strutynski).

They worked feverishly. Each group was linked to the other in a paradox typical of the engineering field. They were required to work independently yet together. All aspects of the effort were coordinated so one part of the group didn't keep the others waiting. For example, technical writing needed feedback from engineers so that manuals were ready by project completion.

Engineers depended on quality assurance technicians to locate and describe bugs in software. Quality assurance became increasingly important as a method of



Bruce Skidmore, Catherine Murphy and Ray Pedrizetti helped make PC-Mode a reality. The innovative extension to the Concurrent CP/M operating system allows it to run either PC-DOS or CP/M applications. Already it has earned high praise within the industry as backorders for Concurrent CP/M Release 3.1 are now being filled.

testing a wide variety of applications software.

"Our first break came in early November when we were able to load a PC-DOS program. At the time, we could not read data directly from PC-DOS disks. Instead we used Move-it," Bruce said, referring to the Digital Research Library product which transfers files from one machine to another. "We copied the file from PC-DOS format to CP/M format and ran MASM, the assembler and linker for PC-DOS. The moment of truth came when we successfully ran our test program."

The test program itself was simple. If it was working correctly, the word "Hello" would print on the CRT. It did. Then Bruce and Co. mopped up the glitches in the system so that more and more applications ran under PC-MODE.

The group's greatest compliment came in January from the sales force. The product was shown to manufacturers and received high praise for its ability to run both CP/M and PC-DOS without error.

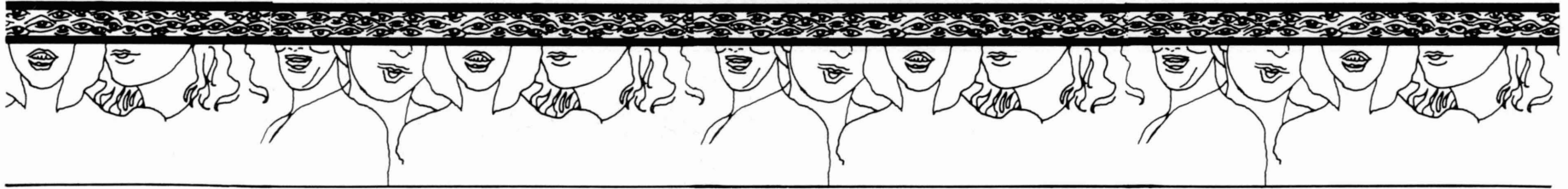
"All of us tried to get this

product out to the sales force as soon as possible," Bruce said.

More than a few lunch hours were spent debating, ironing out rough spots and keeping schedules in sync. "The engineers would go out to lunch, decide on a solution and come back having decided how to approach a problem," said Kathy Strutynski, product manager for PC-MODE. "There were also a lot of long, long nights spent at the terminal. They worked literally 18 hours a day to bring this product to market."

Kathy, who worked with and studied under Gary Kildall at the Naval Post Graduate School, played an integral role in making sure deadlines were met. She coordinated the effort with the sales force and marketing departments to give PC-MODE a proper send off in December at COMDEX.

"It's a very exciting project," Kathy said. "They nearly built an entirely new operating system. It runs on Concurrent CP/M so that you can pick up an application from PC-DOS and use it as if you were running CP/M. In effect, the operating system becomes transparent to the user."



People in the News

By Marina Telford and Cathy Murphy

How can you tell when Mark Staggs is lying? When his lips are moving! . . . Now that we have your attention, remember the October move to Garden Court to be made by Systems Software Division? Well, on 6 February they finally moved . . . "Right on schedule," according to Mr. Staggs. (Fortunately for all concerned, Mark sees the humor of this item.)

As usual, we are thinking about going into dentistry. We are definitely qualified. Getting information out of DRI employees for this column is like pulling teeth!! Therefore, if this column is not quite true, tough! It wasn't meant to be.

So, on to the subject of this quarter's in-house romances . . . you know who you are . . . we don't! Hal Elgie (aka Hal 1) is not looking for a wife, but is accepting applications this month only.

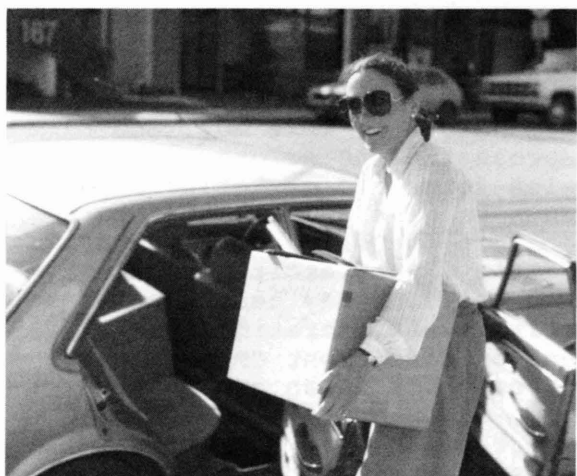
TIDBIT COLUMN

(Some of this may even be true.)

Palo Alto office received a telex from Japan requesting accommodations be made for their group at the Andrea Davis Hotel. (Good going, Andrea.) . . . Curt Geske wrote a letter to a potential user group on Dec. 18, 1980. It must have been either a very difficult request or a very boring letter. He received a response dated May 6, 1983 . . .

Susan Wren ran into a man outside Holman's who wanted to know the time. He explained, rather discontentedly, that recently he took his broken watch to that company on Central Avenue and they wouldn't fix his watch. He couldn't believe that that company could call themselves a digital company when they couldn't even fix a watch!

Cathy Murphy was asked by her waiter at a Carmel restaurant whom he should see at Digital Research for a management position. It seems he took a business class at MPC and heard we were hiring for top management positions. She, of course, agreed he was well qualified and gave him JR's number. That's Okay, isn't it? . . . It's a shame the collection for JR's fourth suit hadn't come through before his road show trip to the East Coast. Rumor has it that right in the middle of a financial presentation he exposed



Elisabeth Wechsler turns her car into a moving van.

our entire back-end strategy when his trousers split. Stan, as usual, had to "patch" things up . . . Carmen Governale was asked to join the National Association for Female executives. . . Publications has a new dark room -- visitation by invitation only. We haven't been invited. Have you? . . . 50 per cent of Registration is pregnant. The other 50 per cent already had their babies . . . Pete DiCorti now moonlight as a raccoon trainer since his house was invaded one night by a pack of vicious raccoons. Dressed only in his shorts and aided only by a broom, our local hero managed to save house and family. What a man!!! . . . Congrats to Carl Hamana who is now a full-fledged CPA . . . Mike Franusich is looking for Blue Grass Pickers. Persons not knowing Bill Monroe need not apply (Does Bill work here?) . . . We recently received a resume from A. Tari. (Groan. Well, can you do better?)

A new weekly meeting has been scheduled from 7 to 8 p.m. on Tuesday nights called Meetings Anonymous. It is strongly recommended that all upper management



Kay Kwon looks forward to the spacious offices at Garden Court.



Curt Geske, quality assurance specialist, receives his workout for the day.

attend; middle and lower management might consider going now before it's too late. Of course, this has to be approved at Allen Beebe's next Monday staff meeting (joke). Meeting manager position TBH.

Recruiting was certainly interesting for the group who forfeited the 70 degree (or was it 80) weather of Monterey to go to the freezing temperatures of Boston. Upon arrival, though, it seems it wasn't such a forfeit since the rooms scheduled for DRI were next to the American Face '84 beauty pageant. Marina has now gone into the business of career counseling beauty pageant rejects (specializing in 20-year old males!!!) Through great loyalty to her comrades, she refuses to comment on recruiting objectives of Alan Hower, Rick Rosenbaum, Chuck Spitz, Dave Brown, Paul Lancaster, Jim Wiggit, Lucy Aragon and Bill Tyler, but commendable mention must be made of their incredible restraint from offering open positions to unqualified, but cute, applicants.

Status changes announced

EMPLOYEE

Gary Croom
Rick Rosenbaum
Pauline Collard
Steve Cavender
Dick Dixon
Mandy Drury
Karen Herron
Steve Johnson
Fred Langhorst
Shirley James
Laurie Jones
Barbara Norman
Tom LaFleur
James Soper
Ron Powell
Greg Tarola
Robert Becker
John Alexander
Mel Holmes
Beverly Wang
Susan Alcott
Mitchell Smith
Kathleen Barrett
John Stevens
Steve Schmitt
Chuck Spitz
Mike Bailey
Craig Conway

Sally Sawyer
Dan Simchuk
Dave Smoot
Susan Schwantes
Linda Bassett
Beatrice Bui
Gary Gysin
William Schwegler

NEW JOB TITLE

Tech Sup. Analyst
Project Manager
Admin. Serv. Mgr.
Project Manager
Ass't. to President
Admin. Assistant
Pubs. Assistant
Mktg. Specialist
Dir., Bus. & Dev.
SW Inventory Leader
Personnel Ass't.
Senior Coordinator
Acting MIS/DP Mgr.
Tech Writer
Lead Assembler
Supervis. Trainee
Tech Sup. OS Mgr.
Assembler
SW Inventory Clerk
Software Engineer
Reg, same position
Reg, same position
SW Librarian
DP Op. Sup. Tech
Staff Engineer
Project Manager
QA Engineer
Director of Sales
No. Am. Retail Sales
Branch Sales Manager
Tech Sup. Mgr.
Director, Cent. Ops.
Supervisor
Reg Secretary
Secretary
Prod. Line Mgr.
West Ops. Sys. Mgr.

OLD JOB TITLE

Tech Comm. Rep
Engineering Manager
Personnel Admin.
Staff Engineer
Acting Mktg. Dir.
Temp Secretary
Secretary
Sales Sup. Coord.
Director, Graphics
SW Inventory Clerk
Senior Secretary
Coordinator
Project Manager
Cust. Trng. Inst.
Assembler
Acting Lead
Tech Sup. Analyst
Facilities
Assembler
Appl. Programmer
Temp, Prod. Inventory
Temp, Tech Com. Rep
Production Operator
Electronic Tech
Software Engineer
SW Engineer
Tech Support Analyst
National Sales Mgr.
Retail Operations
Senior Sales Mgr.
Natl. Tech Sup. Mgr.
Regional Manager
Lead Mail Clerk
Temp Secretary
Reception/Sect.
Mktg. Specialist
Tech Sup. Specialist



Employees settle into new quarters

The move to Garden Court is progressing with the relocation of the Systems Software Division to Building B, top left. Graphics, Languages and marketing personnel are on the first floor. A spacious and attractive boardroom is located at the entrance to the first floor, also. Meanwhile, the Quality Assurance Department has relocated to the first floor of Building A, right. A secured area for special projects has been constructed on the west wing of the third floor. The remainder of the company will inhabit Building C, upper right. Scheduled for completion in summer, it will house a complex computer facility on the ground floor. The three buildings at 60 Garden Court provide enough space for 1,200 employees.

Engineers head list of new DRI employees

William L. Bradford, Software Engineer, Consumer.
Judith M. Alingsangan, AP Coord./Accountant, Accounting.
Gail Odom, Technical Writer, Systems Software.
Wanda Lee Downing, Administrative Assistant, Commercial.
Fred G. Cutler, Senior Marketing Director, Consumer.
Susan A. Lynch, Sales Promotion Coordinator, Marketing Communications.
Lita Arnaldo, Secretary, Marketing Communications.
Joseph M. Byrd, Technical Communications Senior Editor, Technical Support.
Rene Ramon, Assembler I, Manufacturing.
Gregory A. Miller, Software Engineer, Consumer.
Jeremy L. Hayes, National Accounts Sales Manager, Sales.
Lathan T. Hooper, Applications Programmer, Data Processing.
Adair M. Takikawa, Receptionist/Secretary, Administration.
William S. Wobber, Technical Communications Rep, Technical Support.
Mark A. Duchesne, Director of Marketing.
Angela P. Irvine, Lonestar Program Manager, Systems Software.
Karl T. Braun, Senior Software Engineer, Operating Systems.
Craig R. Pires, Junior Accountant, Accounting.
Andrew M. Rutherford, QA Tester, Systems Software.
Lois E. McKivergan, QA Tester, Systems Software.
Patrick Doolittle, QA Tester, Systems Software.
James P. Carwin, QA Tester, Systems Software.
Julie E. Lightner, Clerical, Production Control.
Andrew P. Sharpe, Staff Engineer, Systems Software.
Patricia J. Buckles, Clerk I, Technical Support.
Barbara Bush, Accountant, Accounting.

Stephanie Horoszko, Secretary/Receptionist, Customer Support.
Connie M. Paul, Receptionist/Secretary, Customer Support.
Larry L. Roth, Senior Software Engineer, Operating Systems.
Cynthia J. Tenney, Sales Support Rep, Customer Support.
Barbara G. Benedict, Staff Technical Writer, Consumer.
Joseph F. Lima, Production Operator, Manufacturing.
William F. Haygood Jr., Software Engineer, Languages.
Donna C. Kolodzieski, Senior Secretary, Marketing Communications.
Andrea R. Foley, QA Tester, Systems Software.
Kathie M. Moore, QA Tester, Systems Software.
Kevin S. Sezen, QA Tester, Systems Software.
Jeffrey I. Weill, QA Tester, Systems Software.
Randall P. Scott, QA Tester, Systems Software.
John L. Yu, Engineering Manager, Systems Software.
Patricia I. Cassidy, Paste-up Artist, Technical Publications.
Alan R. Fergusson, SW Engineer, Systems Software.
Joseph D. Mackenzie, Technical Communications Rep, Technical Publications.

Karyn Anthony, Executive Secretary, Consumer.
Gabriel Baum, Senior Engineering Director, Consumer.
Mark A. Borofka, Process Inspector, Manufacturing.
Theresa K. Brown, QA Engineer, Systems Software.
Patricia Cassidy, Paste-up Artist, Publications.
Geoffrey A. Daniels, Branch Manager-Retail Operations, Sales.
Ajit V. Dongre, Project Manager, Operating Systems.
Janos Gereben, Senior Technical Writer, Systems Software.
James A. Lawson, Engineering Manager, Consumer.
Dolores Linde, Data Entry Clerk, Order Administration.
Lynne Moore, Paste-up Artist, Publications.
Barbara J. Moorish, Senior Secretary, Publications.
Barbara J. O'Donnell, Executive Secretary, Sales.
Timothy R. Oren, Senior Software Engineer, Consumer.
Robert Patten, Senior Technical Writer, Systems Software.
Austin Ladd Roberts III, Retail Branch Manager, Sales.
Richard M. Sippel, Purchasing Manager, Manufacturing.
Denise Tinsley, Data Entry Clerk, Technical Support.

Rodents dying to get documentation

Sales Support, via Sylvia Gardner, sends us a sample of some of their Calls of the Month:

1) The receptionist at Sales Support received a call that began, "Now I've already called my exterminator. . ." Apparently rats had invaded his home and eaten the binder on his documentation and wanted us to supply a new binder. (We did, but we hope the rats are gone by now.)

2) A caller, looking for a

digital tachometer for his Porsche, was asked what he thought Digital Research sold. He explained that he simply looked in the phone book under digital and assumed we were in the tachometer business.

3) In contacting dealers for our referral program, several very gung-ho participants have been found. One reports that he regularly puts his 8-year old to sleep with stories of CP/M and DRI.

Agreements

from page 1

Technologies, presented the agreement to more than 100 members of the press who packed one of the convention's rooms.

A few hours later, Uniform participants were told of an agreement between Digital Research and Motorola. The announcement concerned Concurrent DOS, a new operating system which will be ported to the Motorola 68000 family of microprocessors. The contract specifically calls for Digital Research to implement Concurrent DOS on Motorola's VME/10, a desktop computer that uses a 68000 microprocessor.

Concurrent DOS is a multitasking operating system offered to manufacturers. Besides bridging PC-DOS and CP/M, it provides a number of advanced features not found on other microcomputer operating systems. The Digital Research implementation on the VME/10 includes windows, hierarchical file support and GSX, the graphics extension.

Since all of Digital Research's operating systems are written in

C, there is an upgrade path from one Digital Research operating system to the next. Applications from Concurrent DOS may be ported from CP/M to UNIX System V regardless of the microprocessor, computer or operating system. For example, applications written in a high level language for Concurrent DOS on the Motorola 68000 may be transferred to the UNIX System V on the Intel 80286 chip.

Further, Intel has contracted with Digital Research to port UNIX System V to the 80286 chip. The project began in December 1983 and is scheduled for completion by the end of 1984.

"UNIX System V is a powerful and flexible operating system," Allen explained. "For the first time, end users will have the opportunity to use UNIX System V, which is the latest and most advanced version of UNIX."

AT&T Technologies retains exclusive rights to the product upon completion of the engineering. Intel and Digital Research have been granted the non-exclu-



John Rowley and Jack Scanlon, vice president of AT&T Technologies, agreed to promote UNIX System V. The agreement includes development of a UNIX Applications Library and the selection of products is well underway.

sive right to market object code versions of UNIX System V.

Said Allen, "The three agreements -- between Intel, Motorola and AT&T -- help Digital Research stay at the forefront of technological development."

DRI takes its recruiting effort across the nation

Lucy Aragon's desk is covered with manila folders detailing the Personnel Department's latest effort to attract top-notch employees for hard-to-fill technical positions. The program is a traveling road show that spreads the word on Digital Research and provides a convenient open house for potential employees.

This method of attracting employees was begun at the start of 1984 and has provided an added dimension to the Personnel Department's strategy. The department is flooded with applications every week for technical and non-technical jobs. In one week alone, Lucy received a stack of applications and resumes six inches thick. That's a lot of

reading, and Lucy admitted that keeping up with the flow has eaten into her free time on weekends.

Some of the inquiries Lucy receives are immediately sent on for further evaluation by hiring managers. The others are kept on file until the applicant can be matched with the job opening. Initially, all inquiries receive a postcard of acknowledgement. Later personalized letters may be sent. All of that takes time from the Personnel Department's staff.

Until the beginning of the year Lucy typically sifted about 50 applications a week. Why the recent flood of inquiries? Interest in Digital Research apparently was sparked by adver-

tising and announcements in major industry periodicals.

The solution: Hold an open house that shows off Digital Research and its unique combination of talent, environment and challenge. The program has received good feedback from hiring managers and, most importantly, potential employees. Lucy described the effort as a more efficient way of finding employees than scanning stacks of resumes.

The open houses have been presented in major cities. Lucy and Laurie Jones tackled the sizable task of setting up hotel suites, coordinating schedules, arranging for catering and handling the other details, expected and unexpected, that are part of such complex efforts. After the success of the first two in Palo Alto and Sunnyvale, open houses were scheduled in Boston, Seattle, Los Angeles, Chicago, Dallas, Atlanta and San Diego.

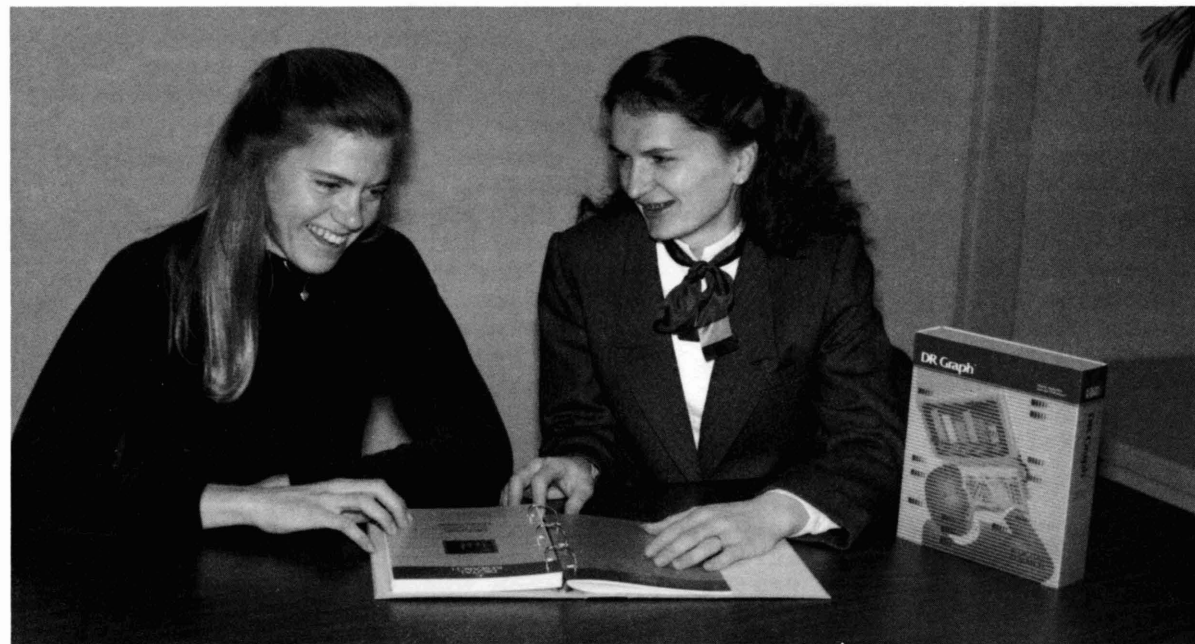
Said Alan Hower, hiring manager in the Systems Software Division, "Having an open house is a good way to tell people about Digital Research because it's a personalized situation. In Sunnyvale we received a turnout of more than 100 candidates in two days. About 20 percent of those were qualified for present openings. I think a lot of people like to talk personally to a representative who does the hiring instead of mailing in a resume."

Advertising heralded the arrival of Digital Research's troupe. Candidates viewed Digital Research's orientation film and then were given brief interviews.

"The open houses are a good way to get Digital Research's name out in front of the public and introduce potential employees to the company," explained Lucy. "It is a cost effective way to locate potential employees."

London Times nominates DRI product for award

Concurrent CP/M has been nominated for a "British Microcomputer Award" in a competition sponsored jointly by the London Sunday Times and VNU Productions. Winners will be announced the end of March.



Alix Oliver, left, and Ruth Driscoll helped produce an award-winning manual, the *DR Graph User's Guide*. The Award for Excellence was presented by

the western region of the Society for Technical Communication, and the entry has been sent on to international competition.

Technical Publications receives award for DR Graph™

The DR Graph User's Guide and supplement has received an Award for Excellence from the Society of Technical Communication.

The manual, which was produced by the Technical Publications Department, was judged against entries from Region Eight (Hawaii, California, Nevada and Arizona). It has been forwarded for further consideration in the International Technical Publications Competition.

The 172-page manual was completed in less than a month by a

well coordinated effort. Drawings were produced by Alix Oliver; the manual was edited by Barbara Morrison and pasted up by Joe DiMaggio. It was written by Ruth Driscoll.

"The DR Graph manual is interesting because it is the first four-color document produced by Digital Research," Ruth said. The manual provides a generic format that was emulated by other departments. There are sections for beginners and advanced users and an index.

Tech writing at DRI: A fond look back

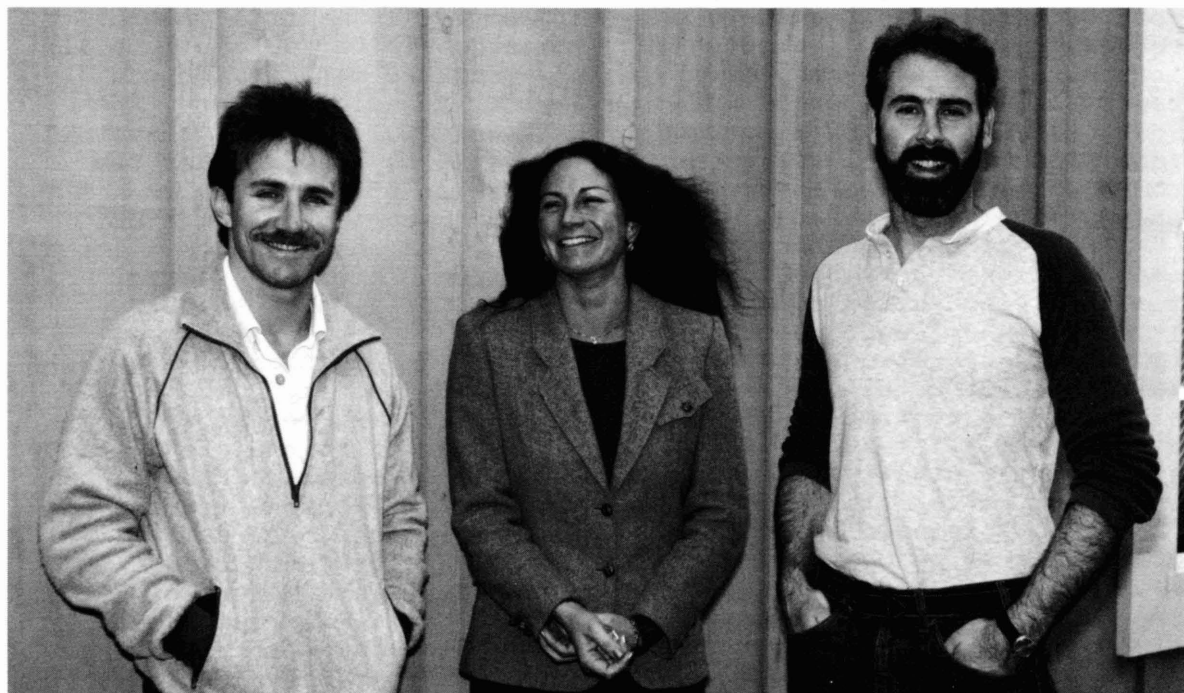
By Meryle Sachs

There once was a small software company in Pacific Grove. It had grown to 25 employees, all housed in two Victorians. "Dig (Didge) Senior", headed by Dorothy McEwen at 801 Lighthouse, was the bustling site of the company's business operations. "Dig Junior," at 734 Lighthouse, contained a bevy of programmers captained by Gary Kildall, commonly called our Leerless Feeder by John Pierce. Although the engineering part of the company consisted entirely of programmers, it had become well known enough in the microcomputer marketplace to have attracted the inquiries of a number of technical writers. Alas, there were no openings for technical writers at Digital Research.

It happened that a pilot named Frank Raab was relocating to Monterey. Frank's wife was a technical writer at Zilog in Silicon Valley. There was, of course, only one place she could think of working on the Monterey Peninsula. Susan applied to Digital Research. At her first interview she met the programmers, whom she thought seemed pleased at the possibility of not having to write documentation. Gary gave Susan some books to peruse.

She returned the marked-up books at her second interview, and fervently told Gary how to improve them. Oops. Susan hadn't realized that Gary had written every one of them! Well, it seemed there was no immediate need for technical writers, but CP/M-86 would soon need documentation, and Susan certainly needed a job, so, noticing the large doorstep at 734 Lighthouse, she declared she was going to sit on it until she was hired! She started in November 1980, and the CP/M-86 preliminary documentation was the first big project. Kathy Strutynski was the first engineer to work with Susan, and they put in many all-nighters to ensure the documentation was correct. Susan developed a Standard Format and Style Guide, and Bob Silberstein was the first programmer to use it to document DDT-86. The product shipped in January. After CP/M-86, Gary said Susan could hire an assistant, and Ellen Haley came on board. March saw the final CP/M-86 documentation, and the great MP/M episode began.

Tom Rolander was in Florida busily coding MP/M II and corre-



The technical publications department has grown impressively since its early days. Steve D'Annolfo, Meryle Sachs and Larry Scroggins (left to right) were some of the first tech writers at Digital Research.

sponding with Pacific Grove via the VAX. MP/M II needed writers and, in spite of his trepidations about the tremendous deadline pressures, Susan coaxed Larry Scroggins to Digital Research in April 1981. It became evident that Larry could not do three books for MP/M in the three months allotted him.

Auspiciously, an application programmer named Meryle Sachs called Digital Research to inquire about openings in technical writing. In May of 1981 Susan decided that Meryle was the ideal resource for DRI's first user guide. This is the same user guide in which Ellen developed her relationship with ED - ED.COM, that is. Larry worked on the MP/M Programmer and System Guides, soon to be followed by the PL/I language manuals.

Tom, who had finally arrived from Florida, requested a command summary for programmers. Meryle developed the Command Summary Booklets, from which she later created the text for the first DRI HELP file with Bruce Skidmore coding.

At that time the policy was, "if the code is ready, the product must ship." To make distribution diskettes, Tom had only to insert his master in the Intel MDS 800 development machine, operated in the basement by Beverly Wang and Lucy Diaz. Tom had finished his final review of the MP/M II manuals and was anxious to ship his product to the OEMs.

Susan reinstalled the door on her office, closed it, and listed

the tasks she and Ellen had to complete before the door could be opened again: create the table of contents, appendices, and index; put in page breaks, fill in the bullets and print the camera ready copy. There was certainly no time to line tables or include typeset titles. Jean Angley of Commercial Press Monterey performed a miracle and delivered 50 bound copies of each of the three manuals within 48 hours -- a manufacturing feat that is still unsurpassed! While the books were being copied, Meryle noticed Tom staring intently at his computer and asked, "Tom, what are you doing?" "Oh," he said, "I'm adding some new features while I'm waiting for the documentation."

The style at the time was informal. Many people worked through the night. Frank Holsworth, who was commuting from Watsonville to develop MP/M-86, could often be found with his tall thermos of coffee and his cot, on which he napped during all-nighters. Meryle frequently worked late into the night, accompanied in the basement by the Vax, her dog Phoebe and her daughter Simone in a sleeping bag on the floor. Kathy Strutynski, Dan Davis, Dave Brown, Doug Huskey, Bruce Skidmore, Danny Horovitz and others were around at all hours. John Pierce supplied the writers with an inexhaustible well of technical information. Space was at a premium and the writing staff actually reviewed a

See Technical writers, page 10

Users full of tips for Technical Publications

As we at Digital Research strive to increase our rapport with the end user, the Technical Publications Department wants to share with you some feedback received on reader comment cards attached to all manuals.

Hard to believe, but most comment cards are not full of curses -- and some are most gratifying. For example, here is one we received from a young programmer concerning "Meet Dr. Logo." Notice that this youngster knows how to operate a computer but has yet to learn how to spell.

1. WHAT SECTIONS OF THIS MANUAL ARE ESPECIALLY HELPFUL?

"How to program is very useful. I like the color pages onto move the turtle. I think the trail marks alot. Not many books have that. I really think it is usefull."

2. WHAT SUGGESTIONS DO YOU HAVE FOR IMPROVING THIS MANUAL? WHAT INFORMATION IS MISSING OR INCOMPLETE? WHERE ARE EXAMPLES NEEDED?

"More color pages and more on what keys to use. Other than that I think it is very well explained and easy to understand. It is a very well written book."

3. DID YOU FIND ERRORS IN THIS MANUAL? (SPECIFY SECTION AND PAGE NUMBER.)

"No! I found this manual very usefull. I knew 'Apple II ' Logo but Dr. Logo for IBM is more interesting. It is more of a challenge to learn. I like that."

Here is another Reader Comment Card about Dr. Logo. At first we didn't know whether it was serious. But who could make up a

story such as this one:

"As director of a Language Res. Lab, funded by NICHD, I find it especially difficult to have only 2 copies of Dr. Logo. I write the programs at home, but am hesitant to take the disks to the lab to run them since my subjects are apes and profoundly retarded children. They are somewhat unpredictable, as are the graduate students who help run the programs and a disk could easily get damaged. I feel cheated that I can't use these disks in my lab, especially since I could never justify to NICHD (gov. agency) 2 copies of the same program -- it would be struck from my budget as 'padding.'"

Watch out for those unpredictable grad students!!

New managers, directors hired at DRI

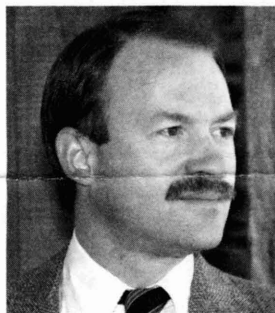
Bruce Vanda brings a strong, broad background to the newly created position of director of finance. He works closely with Stan McKee, chief financial officer, to provide a well managed transition of Digital Research from a small software house to an international corporation.

"We have to anticipate what the needs will be," said Bruce, who is a certified public accountant. "It's always difficult to manage high growth situations such as at Digital Research. We must maintain adequate control of the business and yet insure that we do not stifle creativity and entrepreneurial spirit."

Bruce is responsible for the departments of accounting, data processing, taxation and facilities. He said one of his highest priorities is the implementation of the newly purchased management information system which includes financial, marketing and manufacturing applications.

Bruce hails from the prestigious accounting firm of Arthur Young & Co. for whom he has worked since 1971. While at Arthur Young & Co., Bruce was responsible for providing audit, tax and consulting services to numerous clients, many of whom are in hi-tech industries.

Bruce received a B.A. degree in French and Russian from Princeton University and an MBA from the Harvard Business School.



Bruce Vanda



Angela Irvine

While Digital Research beefs up its consumer-oriented programs, the Systems Software Division continues to build strength in the arena of languages. Several projects are underway to develop our languages and tools for different operating systems and microprocessors. Top-notch program managers have been hired to oversee this development.

Angela Irvine brings a strong engineering background and ability to direct people to her job as a program manager. She supervises a technical staff of 22 people.

From Southern California, Angela has built an impressive and interesting resume. Most recently, she supervised software development at COMTAL, a subsidiary of 3M. Before that she was program manager of data processing for the Deep Space Network at the Jet Propulsion Laboratory, the highly regarded research and think-tank which played a critical role in the development of space exploration. Also, she has worked as a senior field analyst for Xerox Data Systems.

Angela received degrees in English and mathematics from the University of California at Berkeley. She continued her formal education at the University of California at Los Angeles, where she received a master of engineering degree.

Quality assurance is critical to the success of a product, especially at a company selling to mass merchandisers. David Scott was hired by Digital Research to make sure products we support are worthy of the Digital

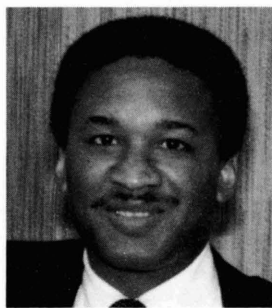
Research stamp of approval.

"We want to maintain a quality image," said David, who is quality assurance manager for the Digital Research Library. "We sell only well tested products."

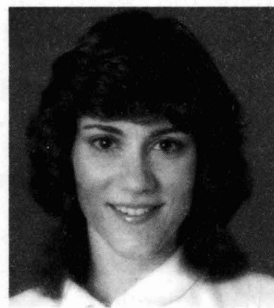
He said he also manages the evaluation of new software products submitted to the DRI Library and that he gets a lot of help from his colleagues Hal Steger, Chris Ubick and Caren Kelman.

David came to Digital Research from Avalanche Products, a software development house where he was assistant to the president. Before that he was part of a software development team at Digital Equipment Corp. He also has worked as a product design engineer at Ford Motor Co.

David received a degree in mathematics and electrical engineering at Dartmouth College, and he has a masters in business administration from Stanford University.



David Scott



Judy Mervis

The computer arena has become something of a three ring circus. There are so many innovations, products and pronouncements that it's hard for any one company to stand out in the crowd.

Judy Mervis has a plan to elevate Digital Research above the highfalutin whine. Recently promoted to director of Corporate Communications, Judy said it comes down to having a consistent and positive image.

"It's a challenge to take an editor or analyst who may have a negative opinion or neutral opinion about you and, through a series of programs and sheer tenacity, change that opinion. It's fun. It's an educational process," said Judy, who had been manager of Marketing Communications since November 1982.

The process begins internally, especially for those who act as official contacts to publications and the public in general. Judy works with managers and directors to position Digital Research and its products.

"It's important that we position Digital Research as a multi-dimensional company with several strong leaders," Judy explained. "Our strategies must be placed accurately with the business and trade press and also with industry analysts."

Judy is accustomed to selling ideas. Before coming to Digital Research, she worked in Hillsboro, Ore. as an account manager at Intel Corp. One product she helped promote was a new 32-bit microprocessor. It received a number of laudatory reviews in the business trade press, she said. In turn the reviews contributed to the perception of a company on the leading edge of technology.

One of the talented persons acquired by Digital Research for its entry into the consumer market is Dr. Fred Cutler. Fred is a senior marketing director in the Consumer Products Division, responsible for the development of future products.

"We're embarking on a whole new field of opportunities," Fred said enthusiastically. "In fact, there are so many that they can't be counted."

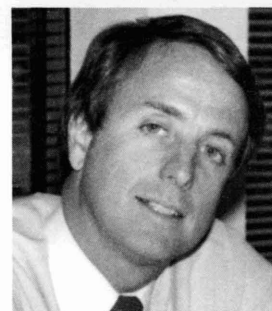
Fred is focusing his effort on a few of the most lucrative projects, however. Although he can't reveal the nature of these future endeavors, Fred said they are designed to make computers more useful in day-to-day operations of the home.

"Digital Research has such a strong image of quality engineering that we can use this perception to our benefit in the consumer marketplace," Cutler explained. "As a company, we have to learn more about that marketplace, where there is high volume and low profit per item. This is opposite our current strategy, so we must learn to adapt and be constantly in touch with the end users."

Fred is familiar with the requirements of entering the rapidly changing consumer market. He earned a doctorate in marketing and social psychology from the University of Southern California. Before that he received a masters in business administration from Western Michigan University.

In 1979, Fred was hired as a manager by the management consulting firm of Booz Allen & Hamilton. He joined Mattel Electronics in 1982 as the vice president of marketing.

"We are developing an in house capability for marketing research," said Fred. The pulse of end users will be measured through the use of direct methods such as phone interviews and customer surveys, he explained.



Fred Cutler



Mark Duchesne

Mark Duchesne is the kind of energetic and personable character people like to work with. He's friendly, astute, articulate, witty and well informed. Little wonder that John Rowley hired him as director of marketing for Digital Research.

Mark's goal: Make Digital Research a household word. He wants Digital Research to be the General Motors of software.

"One of my tasks is to help launch Digital Research into the commercial marketplace primarily through retail channels and secondarily with large volume end users," said Mark, who began his new position at the start of 1984. "Another one of my duties is to manage the corporate image through advertising and public relations."

Mark has accumulated an impressive track record since he graduated in marketing from the University of Santa Clara. He has contributed to the growth of several companies that became billion dollar successes.

Commodore International hired Mark out of college as a finance manager. Meanwhile, he continued his formal business education as a part-time graduate student at the University of Santa Clara. Two years later Mark became a

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Sessions answer employee questions

In an effort to provide information about Digital Research, questions and answers from a session between President John Rowley and employees will be published. In some cases, the answers have been amplified beyond those given in the sessions in order to clarify important issues. Sessions are scheduled Wednesday noons and employees are invited on a rotating basis. Here are some of the highlights of recent sessions.

What are the criteria used for the Key Incentive Stock Option Program?

Stock is issued each September. To be eligible, you must have completed at least one full year of employment by the end of the fiscal year, Aug. 31. The total value of the grant package available to employees as a group is determined by a stock option committee each year. Then the president's staff provide recommendations on options offered to individual employees based on each employee's potential long-term contribution to the company.

The president reviews all of the staff recommendations to assure equity between different departments and makes a complete recommendation to the stock option committee. After review and approval of the stock option committee, the board of directors

makes the final approval of the grant.

The defined benefit pension plan was replaced in 1983 with a deferred profit sharing plan program that offers quicker vestment. When will funds from the previous plan be released?

The distribution of funds to participants in the former pension plan is pending approval from the IRS. Until this approval is received, funds continue to earn interest to the date of distribution and will be added to each participant's account. We cannot accurately predict when the IRS will give approval for distribution. It could be several months.

Does Digital Research have written policies?

Yes. According to John Rowley, "We have many written policies. Simplifying and clarifying policies and procedures is an ongoing project, however. Policies are meant as guidelines, and they do not cover every problem encountered. When there is a grey area, discuss it with your manager. For examples, refer to the Employee Handbook for questions about salary, evaluations, vacation, sick leave, insurance and benefits and general personnel guidelines. Other departments also have operating guidelines or are in the

process of developing them.

What are the goals and objectives of Digital Research?

Simply stated, we are striving to become the leading independent software company. Our principal path to that goal is to leverage the popularity of our products through sponsorship from market leaders such as IBM, AT&T, Intel and Motorola. To date, Digital Research has earned its keep by selling the best languages, graphics products and operating systems in the business. Typically, these are not the sort of products that receive the attention of general trade publications. But as Digital Research expands into the newer areas, you can expect to see our name in print more often.

How is the exempt or non-exempt status determined?

Policy for status is written in the Fair Labor Standards Act which is reproduced in the manager's manual. Basically, four types of employees qualify for exempt status: executives, administrators, professionals and outside salespeople. All others are non-exempt and must be compensated for overtime. For a complete explanation, refer to the manager's manual of Personnel Guidelines, section P-300.

Managers

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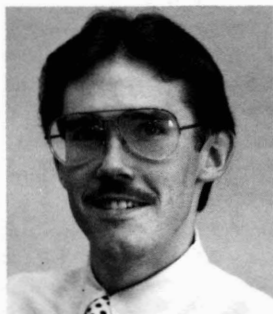
regional manager at Texas Instruments, which at the time a little-known firm of bright engineers.

Mark completed his masters while working at Texas Instruments and then became marketing manager for Dataquest, a marketing research firm based in San Jose. "That was the only position I've had that was not directly related to retail sales," Mark pointed out. But the experience he earned provided him with a broad understanding of the micro-computer industry, and it benefited him in 1982 when he became vice president of marketing and sales for Koala Technologies.

"One of our major challenges here at Digital Research is to set up an organization and strategy to produce quality products that provide our customers with significant benefits," Mark explained. "This is a dynamic field that requires us to remain flexible and opportunistic. Fortunately, Digital Research has the kind of dedicated and talented personnel to make this happen."



Gabriel Baum



Mike Loftus

Gabriel Baum lived in six countries before he came to Digital Research as senior director of engineering in the Consumer Products Division. Working with 11 talented engineers, including Dr. Gary Kildall and Tom Roland-er, he is responsible for the development of products and acts as a bridge from engineering to marketing.

Fate has sent Gabriel to lands others dream of visiting. He was born in England and moved to

Spain as a young boy when his parents accepted positions as overseas English instructors. A job with Xerox sent him to program in France, Germany and finally Australia. Then he was employed by Honeywell in Finland as a programmer and consultant technician for real-time banking operating systems. He moved back to England in 1978 to build a group to maintain and enhance Honeywell mainframe operating systems for Thorn-EMI and later to develop software for the growing consumer personal computer market.

In 1981 Gabriel headed west to Los Angeles where he worked as manager engineer for the new Mattel Electronics software group. In 1982, he became vice president of Applications Software, a division that produced videogames and pc software for Intellivision, Coleco, Atari and other hardware. Some 400 programmers worldwide reported to him before he left Mattel in January to join Digital Research.

The consumer push is continuing on several fronts, including the production of coprocessor boards for computers. The CP/M Gold Card™ is the most recent example of this exciting effort by Digital Research. To successfully introduce these add-ons, Digital Research has summoned the help of Mike Loftus.

Mike is involved in negotiating contracts with outside vendors to mass produce the boards. He also is charged with developing a marketing plan, sales strategy, packaging and advertising programs. Those are functions he's familiar with since his days with New City Telecom Corp., a company he and several friends started in 1978 to install and market telephone switches.

Mike turned his experience with telephone switches into a consulting job at Coradian Corp., the largest privately owned telephone company in New York City. By 1982

he had moved into the position of product manager at Sykes Electronics where he met John Meyers, his current boss. At Sykes he was in charge of \$14 million worth of business.

"I understand the needs and problems of small business," Mike said. "One of my main tasks at Digital Research is to develop various marketing plans for where we want to direct our efforts, then implement those plans to meet the needs of end users."

As the newest national accounts manager of retail operations to join the growing Digital Research sales team, Jerry Hayes has developed a keen sense of how to mount a successful consumer campaign.



Jerry Hayes

Consumer software is a market of hit and run, according to Jerry. For the last 10 years he lived in the fast lane of the consumer electronics world, and Jerry said he learned a simple truth: The winners stay at least one speed and two steps ahead of the competition.

Jerry hob-knobbed with the shakers and movers of this mobile industry, representatives of successful enterprises such as Macy's and KMART and Toys-R-Us. He intends to parlay his knowledge of mass merchandising into a roaring success for Digital Research.

Jerry emphasized the need for brand recognition. He faced a similar problem five years ago at Atari. "Atari was unknown and within five years became a leader in consumer electronics," said Jerry. He developed a string of accounts that increased from zero revenues to sales worth \$300 million, and he intends to duplicate his success at Digital Research.

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Technical writers

from page 7

book lying on the basement floor at 734 Lighthouse.

In July the big red sign went up on John Pierce's office: "Secured Area, Authorized Personnel Only." The door was locked. Big Blue had arrived in the life of DRI and CP/M-86 for the IBM Personal Computer began.

About this time a technical writer in Silicon Valley read an article about DRI and wrote a letter to Gary stating he was tired of the valley and would like a job. Mike Robison, who worked on the Concurrent CP/M manual sets, arrived to join the ranks in the basement of 734.

During that summer there were 13 people in the basement of 734: Larry Scroggins, Meryle Sachs and Mike Robison writing manuals; Ray Pedrizetti, Bruce Skidmore, Chuck Spitz and three students from U.C. Santa Cruz, including Gregg Morris, programming; and Beverly Wang, Lucy Diaz, Roxanne Landaker and Robbie Howard producing distribution diskettes. Fortunately all were amicable.

In the fall of 1981, DRI acquired CBASIC® and Pascal/MT+™. The documentation needed to be revised into standard DRI format. This was the impetus to develop an editing group. Catherine Murphy was the first editor, and she squeezed into the office with Susan and Ellen. After the move to 160 Central, the Publications Production group grew to include Catherine and Suzanne Ferry for editing, Alix Oliver for illustrating and word processing, and Kay Kwon for word processing. Ellen formally described what the editors do, and the familiar levels of edit appeared.

The first IBM PC project, CP/M-86, was in full swing and Vincent Alia, a quality assurance engineer for IBM in Florida, called the product team every day about problems with the software and documents. This was to be our first hardware specific manual and our first typeset manual. We worked with Dwan Typesetters in Nevada City from October through Christmas. At the end, Meryle had to call in revisions to the typeset index over the phone.

Finally, on a Friday afternoon Susan received the master typeset galleys. They needed to be proofread and returned by Saturday morning. This was one of those Fridays when there was an employee party. However, Susan, Ellen, and Meryle had to spend the evening in the former conference room next to the Vax, proofing the galleys. Loud music and banging of feet emanated from the kitchen upstairs. They consoled themselves by eating chocolate kisses and trying not to get chocolate on the galleys.



Susan Raab, the first technical writer hired, and Mike Robison now work on technical publications for the Consumer Products division.



The Digital Research staff was a littler smaller when this "Family Portrait" was taken at 801 Lighthouse. Most of these people are still with the company.

Their concentration was broken by a scraping noise overhead. One of the ceiling panels moved aside and revealed Chuck Spitz, who had climbed through the ceiling to add some cheer. Undaunted, they finished the work and the book was printed in February, shipped in March, and shortly afterward received good reviews in the computer magazines. CP/M-86 was the first project to have a HELP file, and the first to cause an IBM employee to defect to DRI!

In January 1982, Steve D'Annolfo arrived in the Technical Support Department to sort and polish the huge volume of patches and application notes into professional product reference guides. To reward his efforts, work on documentation lured him away to work on CBASIC.

In February 1982 Rob Burton and John Stephens joined Facilities. Because they unfailingly heeded every call of distress at any given hour, Technical Publications had functional equipment on which to produce the manuals.

A technical writer from DEC in Massachusetts was visiting a friend at DRI and Meryle asked, "Why don't you apply for a job here?" She did, and in June 1982, Susan hired Ruth Driscoll.

Managers

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Before Atari, Jerry worked with Marx Toys Inc. as a regional sales manager and earlier as a district sales manager at Fisher-Price Toys. He graduated from Northwestern University with a degree in business and marketing.

John Yu can't seem to find enough things to fill his time. The busier he is the better. That's one of the of the reasons John leaped at the chance to work for Digital Research.

A manager in the Systems Software Division, he leads a team of engineers developing languages. It's a position that allows him to stay involved in the actual engineering and still utilize his managerial talents.

"Here I can work on a number of projects at the same time," John said. "They are the kinds of projects in which results may be seen within a year. And if the products are successful in the marketplace, then I am gratified in knowing I took part in their success."

Her first office was the former conference room next to the VAX, and, after seeing the product schedules, she strung a bright yellow banner across her office door stating: "FIRE LINE- DO NOT CROSS".

Susan then hired Tim McCormick and Mike Franusich to oversee documentation for Operating Systems and Languages Departments. Presently the groups are recombined under Bob Morrisette, and Susan manages documentation in the Consumer Division. At the time of this writing, DRI has 25 direct technical writers and seven contract writers, with distinguished members who have written magazine articles and books for commercial publishers. One of our newest writers, Rob Patten, co-authored a book for Hayden Book Company entitled "Getting Started With CP/M."

The Society for Technical Communications (STC) now has a Monterey chapter, and several DRI writers are members. Anyone who has any connection with the production of technical literature or art is welcome to attend meetings or join the society. The chapter meets bi-monthly, and Bob Morrisette can give you more information.

John is an accomplished engineer and has held management positions at some of the biggest names in the computer business. He worked for Control Data Corp. for five years as a senior systems programmer, at Hewlett-Packard for five years as project manager, at Intel Corp. as a project manager, at Bell Telephone Laboratories as a supervisor of the data network group, at Communications Satellite Corp. as director of systems software and at Olivetti Advanced Technical Center as director of data communications.

Even his educational background underscores John's desire to lead a busy life. He received a bachelor's degree at National Taiwan University. Then he earned a masters in applied statistics and another in electrical engineering and computer science from the University of California at Berkeley. At the University of Santa Clara he completed his post graduate work with a masters in business administration.



MEDIA QUOTES

"But the mounting popularity of UNIX as an operating system hasn't yet translated into corresponding profit for AT&T. As a result, the company turned to Digital Research, an experienced microcomputer software firm, for help in producing and marketing applications software to work with the UNIX system."

Wall Street Journal, Jan. 19, 1984

"The applications library will include a line of applications and systems software designed to operate on several different microprocessors that run UNIX System V. For Digital Research, the agreement represents another step into the UNIX marketplace since it comes hot on the heels of the company's recently announced agreement with Motorola, Inc. That agreement calls for Digital Research to implement its Concurrent DOS operating system on Motorola's VME/10 microcomputer."

COMPUTERWORLD, Jan. 23, 1984

"There is finally a concrete deal to put a standard operating system in silicon, a significant future trend to which industry observers have been paying lip service for more than a year... Zilog Inc. and Digital Research have agreed to combine CP/M on a single chip with Zilog's Z-80 8-bit microprocessor."

Computer Systems News, Dec. 6, 1983

"However if you own an Apple or a TRS system which has another chip (other than Zilog Z-80 or Intel 8080) for its central processor, you can buy a circuit board that will allow you to run CP/M. It is a strong comment on the power of CP/M when you realize that about a third of the Apples in use today have CP/M boards on them."

Computer Dealer, November 1983

"Dr. Logo is a fine version of Logo for the IBM Personal Computer. It provides many functions not found in any other languages and allows easy creation of graphics using a clever turtle. The program is easy to use and learn. The documentation is above average, and we hope other companies follow Digital Research's style."

InfoWorld, Feb. 13, 1984

Concurrent CP/M

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ging materials and documentation are included in the kit sent to manufacturers. Pat Sterling, the engineer who dupliates and serializes diskettes, received the master copies late Friday afternoon of Feb. 17. He worked closely with design engineers during the next two days to remove bugs in the product and serialize the disk copies.

Documentation for product was rolling off the presses at Commercial Press on the morning of Tuesday, Feb. 21. Pages were still damp when they were placed

Burroughs, Zenith sign new agreements with DRI

Burroughs Corporation of Detroit, Mich., one of the world's oldest and largest computer manufacturers, and Zenith Data Systems of Glenview, Ill. have both signed large agreements with Digital Research Inc.

"The agreements are both significant within their own rights," says Dave Smoot, director of central operations for DRI. "Burroughs has a highly visible, very large installed base of computer users," Dave explains. "Digital Research is in a position to offer Burroughs mainframe and microcomputer compatibility, thus taking advantage of the market areas and expertise of both companies."

"The agreement calls for all languages under a "mix & match" approach, CP/M, CP/M-86 Plus and Concurrent CP/M-86. "Eventually we will add GSX and Graphics," Dave said.

"A special mention has to be made of our Legal Department," Dave notes. "Polly Sloane received many compliments on her

willingness to cooperate and ability to perform. She represented Digital Research in a way that made my job easier -- very professional and willing to assist in every detailed area.

"Peter Gallanis, technical support out of Chicago, and Dan Simchuck, national technical support out of Palo Alto, played key rolls in obtaining this contract. My thanks to them both," he added.

"Our agreement with Zenith Data Systems, a division of Zenith Radio Corporation, is substantial. The agreement calls for Concurrent CP/M-86, MP/M-86 and Pascal/MT+. Again, Peter Gallanis, Dan Simchuck and Carmen Governale all helped win this agreement. Thanks, guys."

"I owe Legal a lot of thanks," Dave said. "Glenn Halstead was on the phone for what seemed like hours with the president of Zenith, a vice president, their corporate attorney and myself trying to complete this deal. At the 11th hour closing of the fiscal year, it happened!"

How to answer questions about programmer support

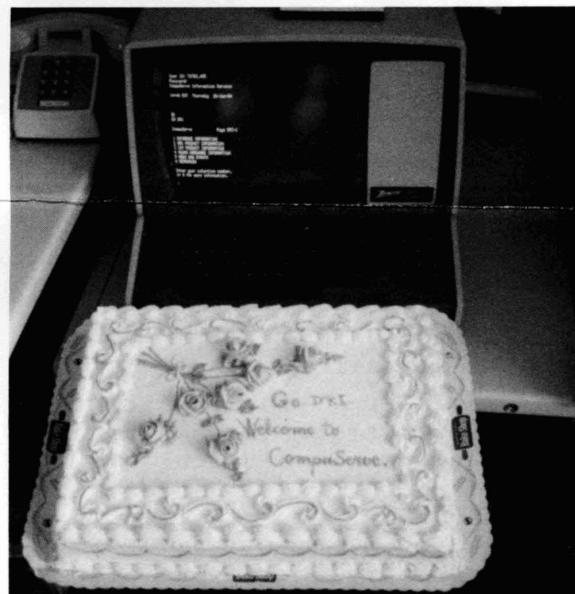
The Technical Support Department is continuing to provide Professional Programmers Support, a subscriber service for DRI customers who require technical support. The Technical Support Department asks employees to follow these simple procedures if they receive calls from customers who want technical support.

--Explain that Digital Research now has a subscriber service for technical support. It provides toll-free hot lines that are guaranteed not to be busy. A technical and experienced staff handle questions.

--Do not transfer the call to the Technical Support Department. For exceptional cases, call the Technical Communications Group at extension 4930 to discuss the exception.

--Take the caller's name and address. The Technical Support Department will send a Professional Programmer Support information package.

--Encourage the caller to submit written reports on bugs to



Digital Research provides CompuServe with a data base on microcomputers. It offers information about Digital Research products and news.

Technical Support Department, Digital Research, P.O. Box 579, Pacific Grove, Calif. 93950.

--If there are any problems, inform the Technical Support Department and say what action was taken.

in sleeves late that morning. Last minute additions to documentation were included on photocopied sheets.

Final packaging was completed by 4 p.m. Tuesday. The Federal Express carrier waited patiently by so he could whisk it to Rubicon Systems Inc., a Florida company that became the first to receive the product.

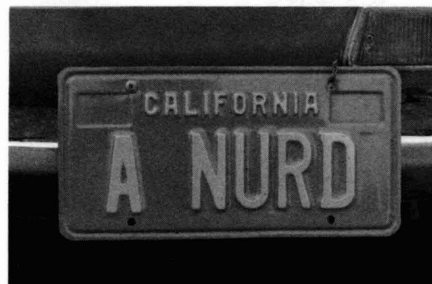
"Everybody pulled together," Kevin emphasized. "There's just no other way we could have achieved such an impressive turnaround time."

Although it's impossible to list the names of all those involved in the project, some of those who helped are:

On the design of the operating system: Fran Borda, Greg Pachner and engineering manager Steve Williams.

On GSX: Bill Hertzling and manager Don Heiskell.

Technical writer: Larry Roth. In manufacturing: Andrea Smith, Nancy Stewart, Carelyn Chistian-sen, Pat Sterling and Ellen Haley. In technical publications: Gary Engel.



Consumer Products

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president of marketing at Mattel Electronics and now director of marketing in the Consumer Products Division. He holds a doctorate in marketing and social psychology from the University of Southern California.

*Richard Monnard, formerly vice president and director of the electronics division for Addison-Wesley Publishing Co. He is director of school education programs at Digital Research.

*Tom Rolander, a very creative engineer who is vice president of software development for advanced technical products. Tom was the first programmer hired by Gary Kildall and is concentrating his creativity on a shell that simplifies operating a computer.

*Beth Newburger, former director of marketing for Washington Post. She is president of the



Where there's an Owlcat, Beth Newburger says, there's a way to study for SAT tests.

Owlcat subsidiary, which produces a line of educational software.

*Jeff Sun, a product marketing specialist concentrating on long-range planning. Sun came from Proctor & Gamble where his responsibilities included product planning and marketing.

*Gabriel Baum, who was director of the Applications Software for Mattel and now is director of engineering for the Consumer Products Division.

*Alan Lawson, engineering manager who previously was product development manager for Texas Instruments.

*Lou Tarney, an engineering manager who was vice president of product development for Fox Video Games, a subsidiary of Twentieth Century Fox.

In all, 26 people comprise the Consumer Products Division and contribute to its development. All of them have the dual responsibilities of defining their role in the new division and producing hit products. What follows is a glimpse into some of the products that have been introduced.

Personal CP/M

Personal CP/M grew out of Digital Research's technology in operating systems. Designed for home computers, Personal CP/M is a simple guide to the operation of the machine. It is menu driven -- providing lists of options from which users may select. The menus replace cryptic commands for printing, opening a file and so on.

American Microsystems Inc., a subsidiary of Gould Inc., and Zilog Corp. have agreed to put Personal CP/M in ROM on a chip based on the industry standard Z-80 microprocessor. This is expected to reduce the cost of a personal computer because the operating system is placed on an inexpensive ROM chip. End users will benefit also because there



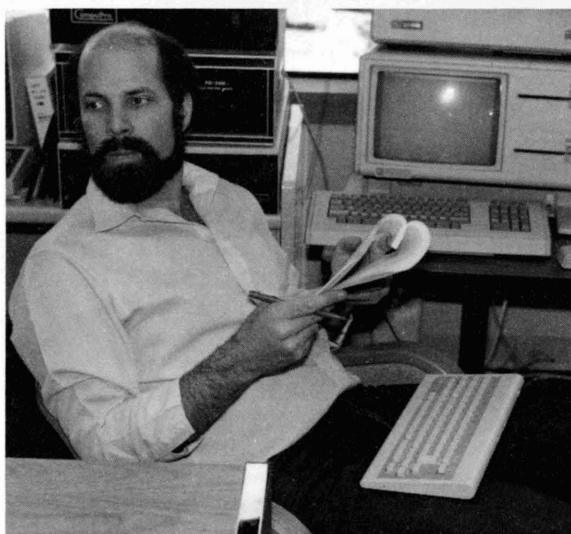
Planning strategy to enter the Consumer Products Division into the home and school marketplace are: (from left), Gabriel Baum, director of engineering; Beth Newburger, president of the Owlcat subsidiary; Jeff Sun, product marketing specialist; Fred Cutler, marketing director for the division; and Ken Harkness, general manager.

is no need to reload the operating system from a peripheral device.

In addition, Personal CP/M is compatible with CP/M 2.2, its programs and disk formats. Coleco and Sord have requested Personal CP/M for their low-end computers.

One of the unique features introduced in Personal CP/M is the Visual Console Command Processor. Developed by Tom Rolander, it forms a shell around the operating system. End users operate the computer with visual menus and icons instead of "Programmer" commands.

The shell communicates to users with pictures and menus. If you want to erase a disk file or copy information from one disk to another, it walks you through the procedure. Personal CP/M is still compatible with other versions of CP/M, however, so anyone familiar with CP/M syntax may continue to use traditional commands rather than the menus.



The wizard at work: Tom Rolander brainstorms on his latest project, the Visual Console Command Processor.

Dr. Logo

Dr. Logo, the easy to learn programming language written by Gary Kildall, has become a stalwart product from the Consumer Products Division. Released in the fall of 1983 for the IBM PC and compatible computers, it quickly climbed to the top of the SoftSel Hot List.

The language became so popular within the academic profession that requests for copies rolled in from teachers. According to Becky Jones, product marketing specialist, teachers like Dr. Logo because it requires no previous knowledge of programming. Yet its advanced design make Dr. Logo a versatile tool for experienced programmers. And it offered "Turtle" graphics, a triangular pointer displayed on the video screen which helps users visualize cursor position and movement.

Becky initiated a program to

provide Dr. Logo to the first 1,000 high schools or universities requesting it. For \$15 a copy, the schools receive the diskette and "Meet Dr. Logo Tutorial." Some of the most prestigious colleges in the country including Stanford and Pepperdine are taking part in the program.

Owlcat™

The Owlcat company was started by a brother-sister team with wide ranging interests and experience in education. Both had taught, and were seeking ways to help high school students prepare for SAT examinations. What developed was a line of products that may be used as learning aids at home or in school.

Dr. Ronald S. Weinstein and his sister Beth Newburger formed the idea for the Owlcat learning series. Ron has been involved in computer aided teaching for 10 years and is a member of the prestigious National Review Board for Pathologists. Beth earned her teaching credentials from Cornell and most recently was director of marketing for the Washington Post.

A team of educators from New Trier High School in suburban Chicago helped develop the Owlcat series to meet specific math and English needs.

Tutorials help students concentrate on their weaknesses and reinforce their strengths. Three courses are offered: P.S.A.T. diagnostic course for \$19.95, a 15-hour short course for \$89.95, and a 60-hour course for \$249.95.

"It's being placed into a proven market for SAT preparatory courses," Ken Harkness explained.



Dick Monard is director of school education programs including kits which teach the uses of Dr. Logo.