



DIGITAL DIALOGUE



Vol. 4, No. 2

Employee Newsletter of Digital Research

February 1985

Intel, Digital Research sponsor forum



Reporters, industry luminaries and manufacturers' representatives attended the Intel and Digital Research forum (top photo). On the panel were, from left, Will Zachmann, vice president of research at International Data Corp.; David House, vice president of the Microcomputer Group at Intel; Digital Research President John Rowley; Harvey Jeane, vice president of software development at Ashton-Tate; and Bruce LaBoss, representative of Regis McKenna public relations firm.

A series of international forums were sponsored by Digital Research and Intel Corp. to discuss trends in microcomputer technology, including a general introduction of Concurrent DOS™286.

Entitled "Microcomputers/Directions '85," speakers from both companies talked about the latest technology in operating systems and microprocessors. The forums were conducted during January in New York, London and Tokyo.

"This is the first time Digital Research has discussed its upcoming products through multinational forums," said Judy Mervis, director of Corporate Communications. "Implementing plans for the forums required extensive cooperation and coordination between two companies on three continents. The success of all these events is evidence that microcomputer market trends are of worldwide concern."

In New York, President John Rowley discussed Concurrent DOS for Intel 80286 and Motorola MC68000 chips. Other speakers accompanying Rowley were David House, vice president of the Microcomputer Group at Intel; Will Zachmann, vice president of research at International Data Corp.; and Harvey Jeane, vice president of software development at Ashton-Tate.

In London the speakers included Martin Healey of the University of Cardiff; Jean-Claude Cornet,

See Forum, page 3

How two companies worked together on GEM™ software

Bright and early one morning last July a tractor-trailer rig drove up at the doorstep of Digital Research in Monterey.

The 18-wheeler carried a load of furniture, computer equipment and the like. It was dispatched from Atari in Sunnyvale just a few hours after agreement was reached on the most ambitious engineering contract in the history of Digital Research.

The truck's arrival signaled the beginning of an important and comprehensive undertaking by dedicated engineers from Atari and Digital Research. They worked for six solid months to help develop the ST line of Atari computers, machines based on Digital Research's GEM software.

A small but talented group of engineers was assembled under the guidance of Lou Tarnay, engineering project manager at Digital Research. Named to his team were Steve Schmitt (Dr. Logo™), Steve Cavender (GSX™ and operating systems), Lowell Webster (GEM services and the GEM Desktop™) and Rich Greco (project architect). Each of the engineers was assigned a group of Atari engineers who moved to the Monterey Peninsula for the duration of the project.

Their mission: Create software so impressive, so dazzling, so useful that Atari could regain its lead as pre-eminent supplier of personal computers.

Lou and his hard-working group of engineers set their sights on

January and the Computer Electronics Show in Las Vegas. He had wrestled with these kinds of projects before when he was vice president of software development at Twentieth Century Fox and later as director of software development at Atari. Lou anticipated a demanding workload.

"It was an aggressive project from the beginning," Lou later said matter-of-factly. By that he meant that it required dedication of body and soul. Working through weekends. Late nights.

"The team was under incredible demands to perform difficult engineering feats on tight schedules," Lou said. "We started by training the Atari team on Digital Research software."

For their part, the Atari engineers were eager to get started. First, they learned the ins and outs of CP/M-68K™, which was used as the basis of a proprietary operating system for the ST computers. Then they began the time-consuming task of porting code for Digital Research's GEM software and Dr. Logo.

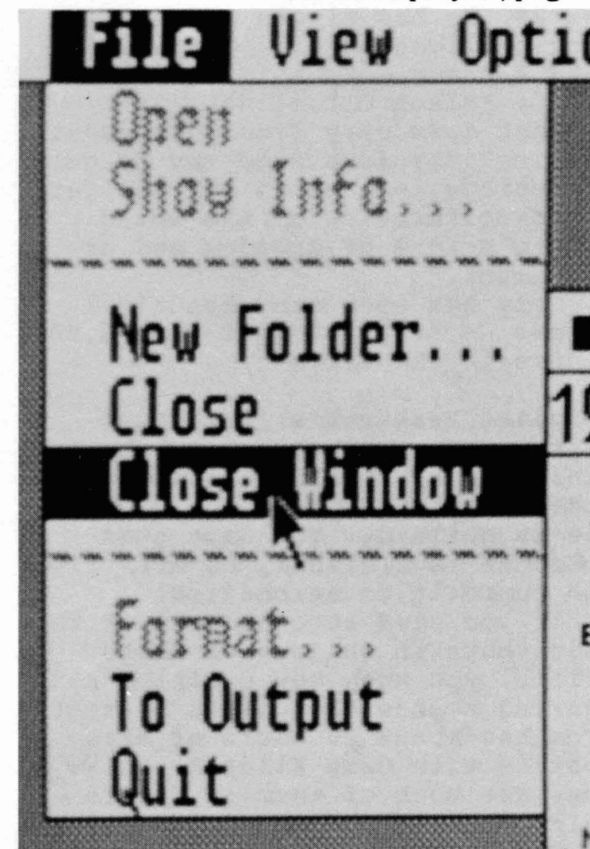
Under the direction of Steve Schmitt, the team created a version of Dr. Logo that uses graphic icons and may be placed into windows. It marks the first time a Logo product has offered these advanced features.

Not until after completion of the project did the engineers actually see the prototype hardware. Instead, they worked from

specifications, staying in close contact with hardware engineers from Atari.

Meanwhile, the hardware was being produced at an equally frenetic pace at Atari headquarters in Sunnyvale. The computer required specially designed chips

See Atari project, page 4



GEM software simplifies the operation of personal computers by offering a series of choices from pull-down menus.

Employees who get a lift out of flying

by Bob Morrisette

The next time you hear a private airplane overhead, look up to the sky -- it may be piloted by one of the fearless Digital Research flyboys. Each of the Digital Research pilots and student pilots has some interesting facts and stories. Here are some of their tales.

Getting lost in the clouds

Steve D'Annolfo started flying in the Spring of 1981 in Monterey. He took lessons for a few months and then started again in 1983 with the goal of obtaining his license. He now flies by permit out of Salinas.

Steve's longest flight was from Salinas to Paso Robles and back, using VOR stations and Highway 1 for guidance. His next goal is to license before spring. He would like to organize a Digital Research flying club.

Steve's closest call came when he became euphoric about the nice day and view as he came in for a landing. Suddenly, he found that he was almost ready to stall and had to make some quick corrections. His airplane skidded in on two wheels (it had three), but he landed in one piece. The lesson learned: always concentrate on what the airplane is doing.

A carp on wings

Gregg Morris, affectionately known as "Carp Man," started flying in 1977 and was licensed in 1978. He thinks he is fortunate in that his parents are co-owners of an airplane. Since he lives in Santa Cruz, most of his flying is out of Watsonville.

When asked what he likes most about flying, Gregg replied, "The sense of freedom -- you can go anywhere you want -- you don't have to follow a road or take a specific route."

He has made two long flights: to Tucson, Ariz., and Coeur de 'Alaine, Idaho. For all that flying, he has had few problems. One time he had to turn around from a flight to Lake Tahoe because of an electrical failure. Gregg has spent 160 hours up in the blue.

A chair in the air

Chairman of the Board and Founder Gary Kildall first flew when he was 15 and was licensed at 29. He has single and multi-engine licenses and owns a Pitts S2B 2 place aerobatic airplane and a Falcon Ultralight.

What does Gary like most about flying? "It is a good way to get someplace in a hurry and you get a beautiful view of the world. There's lots of freedom and excitement."

Gary has seen many beautiful views -- he has logged over 2,500 hours in the air!

Digital Research's 'Fall Guy'

You may remember an article in this paper about Tom Rolander and the Christen Eagle stunt biplane he is building. Tom says that when it is finished, he will fly in competition aerobatics!

If you have attended any of the air shows in Salinas or Watsonville, you know how exciting and daring a show the pilots present. Tom has about 20 hours of aerobatics with Gary Kildall, so we may see both of them in future air shows.

Tom started to fly in 1965 and is still very active in the air. His answer to what he likes most about flying - "I enjoy just



Richard Bennett is one of several Digital Research employees who are licensed pilots. An adventurous flyer, Richard has pursued his hobby over the past 20 years and enjoys traveling to out of the way stopovers such as Columbia, Calif., an airstrip next to a restored gold mining town.

getting up in the air. It is an incredible feeling, the perspective you get from what you see. It is a high-tech sport."

His longest flight was with Gary. They flew from Monterey to Boston in just 13 hours. Tom also flies ultra-lights, the lightest thing in the air with a motor. He has recorded around 600 hours in the air and expects to log many more.

Close encounter of worst kind

Richard Bennett, project manager in languages, has flown more than 450 hours in the past 20 years. He has been to several little-known airstrips which allow one to taxi directly to the destination -- a beach or other attraction.

He recommends the airstrip at Columbia, Calif., which is a short walk to the restored gold mining town. He also was able to land at strips on the East and West coast that allow you to taxi to the beach. Examples are Shelter Cove along Highway 1 in Northern California and Martha's Vineyard on the East Coast.

The strip at Catalina Island is convex, so when you land you can't see the end of the runway, Richard said.

Dick was flying through the Sierra range a few years ago and suddenly an Air Force jet flying at his altitude zoomed by, barely missing him. "I didn't have time to be scared, he appeared and disappeared so fast."

Taking a back seat to flying

Bill Tyler describes himself as a former flyer. He does have a license, but hasn't flown in about 10 years. He thinks that flying commercially is more practical. His longest flight is from Los Angeles to Northern California.

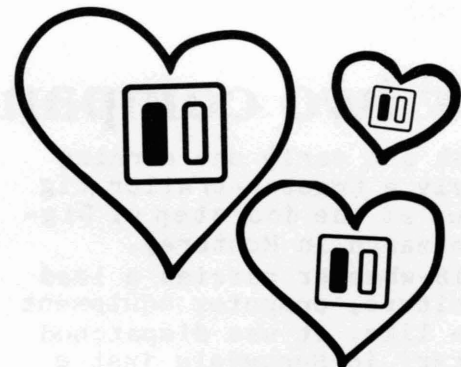
Riding the wind

My own experience in the air has been in gliders, without the benefit of a motor. Soaring silently with the birds is real flying. The challenge of finding thermals and ridge currents to take you up is very satisfying. My experience was at the Sky Sailing Airport in Fremont, the most active gliding spot in this country. It takes about 20 to 30 hours of instruction to solo and then another seven hours for a license.

Ridge soaring along the hills parallel to Highway 680 is really fun. On many days, you can stay up for hours, if the airport will let you rent your glider that long. The next time you drive up 680, look for the gliders.

Soaring is very safe. Sky Sailing gives about 10,000 tows a year and accidents are very rare. Of course, you must remember when to head back to the airport if you run out of lift.

Sky Sailing offers sample lessons and rides for two people. It is an experience you won't forget. I haven't had any close calls but the first time I entered a "gaggle" of six other gliders all riding a thermal upwards was very unnerving.



DIGITAL DIALOGUE

Digital Dialogue is published by and for employees of Digital Research Inc., Box DRI, 60 Garden Court, Monterey, CA 93942. February, April, June, August, October and December issues are produced by the Corporate Communications Department, Mail Stop A3E. January, March, May, July, September and November issues are produced by the Personnel Department, Mail Stop C-22.

Founder and CEO: Gary Kildall
 President and COO: John Rowley
 Corporate Communications Director:
 Judy Mervis
 Managing Editor: Nan Borreson
 Writer: Jay Alling
 Production: Terril Neely
 Photographers: Tom O'Neal, Jay Alling
 Printing: Commercial Press of Monterey

Digital Research, CP/M and CP/M-86 are registered trademarks of Digital Research Inc. Graphic Environment Manager, GEM Desktop, Concurrent, GSX, Dr. Logo, GEM Programmer's Toolkit are trademarks of Digital Research Inc. Other product names contained in this issue may be the trademarks and registered trademarks of the companies indicated. NWS 103-008

MIS Department expands training service

Big things are happening at the computer facility for Digital Research.

To reflect the change, the Data Processing Department has changed its name to the Management Information Services Department -- a name which emphasizes its commitment to provide support and computer services throughout the company.

The name change also reflects the growth of the computer facility, which now operates four VAXes and is planning for more. The five gigabytes of storage space -- about 16,000 double density floppy disks for an IBM PC -- are nearly filled to capacity.

"We want to make sure that employees can sit at their terminal and call on the information they need to get their work done," said Ed Mooney, the department's manager of systems and operations.

The MIS Department is responsible for providing adding users to the VAX network and providing service to those who already use the system. The MIS Department processes computer printouts, provides users with personal identification numbers and upgrades the software on the VAX system.

Under the restructured system, MIS also serves as a center for support to engineering, manufacturing, accounting and management by providing a library of systems tools and documentation.

One room adjacent to the computer facility has been dedicated to retrieving printouts. Users may retrieve copy at any hour since the room is left unlocked 24 hours a day. A desk and two terminals are provided as a convenience to all employees who would rather work in the computer facility.

Here are some of the latest changes and expanded services provided by the MIS Department:

Forum

From page 1

general manager of Intel's High-Performance Microcomputer Group; Ninian Eadie, director of the Office Systems Products Division for International Computers Ltd.; and Dr. Peter Eichhorst, president of Software Products International.

Speakers in Tokyo were: Stephen Maysonave, senior vice president and director of Digital Research's World Trade Division; Masahiro Morimoto, general manager of Digital Research Japan; Tom Kamo, president of Intel Japan; Bob Greene, technical marketing director for Intel; Takashi Ezaki, senior engineer for the Technology Division of Ricoh Co.; and Hasuhisa Ishida, professor at Tokyo University.

"The forums proved to be an excellent spotlight on both companies, and they were well-attended by industry luminaries, financial analysts and members of the business and trade press," Judy said. "In Japan, a growing market for Digital Research, several key OEMs expressed their interest in Concurrent™ DOS."

The forums were arranged by the Corporate Communications Department, Operating Systems Marketing and Digital Research's public relations firm, Regis McKenna Inc. and its worldwide counterparts.

February 1985

MIS Hotline

Dial extension 6399 for emergency calls to the computer facility or for any information regarding VAX services. The hotline is available at nights and on weekend as well as during regular business hours.

Management Services

Spreadsheet, data processing and other portions of the Management Information System software was first provided on line to the Accounting and Manufacturing Departments in mid-1984. Other branches of the company such as manufacturing came on line afterward, and the system is expanding to include the entire company.

The MIS Department is responsible for the maintenance and development of systems software as well as business applications. Direct any questions to the MIS Hotline.

Communications services

Communications links have been established between Digital Research's headquarters in Monterey and Manufacturing in Salinas. Also, personnel in field offices may access the VAX network via Telenet telephone service or through direct dialing. Call the hotline for more information.

VAX lines may be extended within or among departments as necessary. Please make appointments with the MIS Department.

Back up copies

As part of a new disaster recovery plan, the MIS Department creates back up copies of data. The information is stored off-site on magnetic tape and may be

retrieved in case of an emergency. The tapes also protect against the accidental deletion of information from a file.

Documentation

A library of VAX documentation is kept on hand inside the computer facility. These documents are available as loans. Call the VAX hotline for more information.

New operating system

The VAXes have been outfitted with the latest edition of VAX VMS, Release 4.0. The new operating system provides a number of changes including:

- *Enhanced terminal and screen management facilities
- *New commands and qualifiers
- *Security enhancements (See the MIS Department for specific changes)
- *A new format for logical names

The MIS Department is studying what affect, if any, the new operating system has on applications used by company engineers.

Training

Call Sandra Galuppo, systems administrator and newest addition to the MIS Department, if you are interested in learning about VAX operations or applications. Sessions are provide to groups of at least three. Sandra may be reached at ext. 6292.

Information requested

VAX information and questions may be sent to Sandra in the MIS Department. They will be published in the monthly VAX Facts section of the Digital Dialogue.



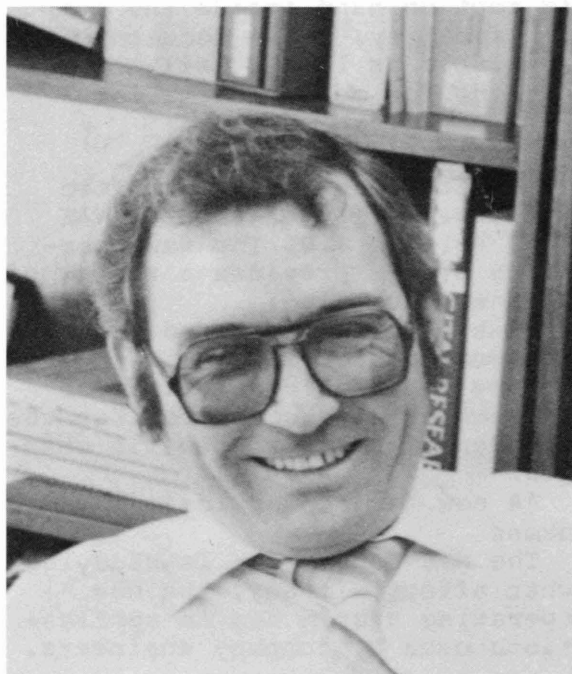
Little wonder engineers in the Languages Department always look so busy. The group will complete 40 language products and software tools during 1985, says Languages Department Manager John Yu. The department is: (Front row, from left) Rudy Martin, Kitty Teeters, Bob Prince, Chip Chapin, Geoff Nicholls, Bill Fidler, Rick Rosenbaum; (Second row) Alok Singhania, Art Kulakow, Bill Haygood, Joan Cragun, Mike Middaugh, Herbert Yuen, Lou Garavaglia; (Third row) David Pan, Roy Morris, John Yu, Nancy Zentner, Vida Ghodssi, Jonathan Yang; (Fourth row) Frank Klotz, Rich Bielsker, Brad Trusso, Dan Jones, G.M. Harding, Clint Woeltjen; (Back row) Mike Fransich, Jeffrey Newman, Eric Felischman, Richard Bennett, James Hou, Doug Smith and Geoffrey Peterson. Missing from the picture were: Doug Landauer, Jane Sun, Harvey Weaver, Mike Jalkut, Kin-Man Chung and Mei Chung.

Atari project

From page 1

sited to graphics software.

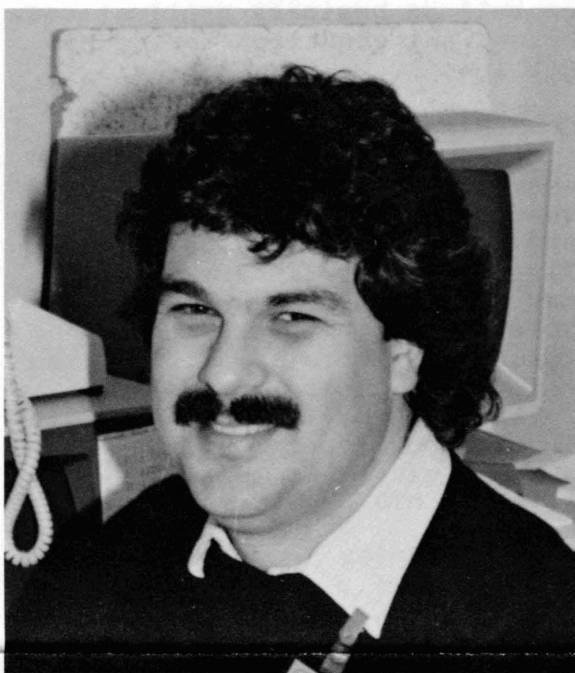
In December, the critical paths of the hardware and software merged. The Atari engineers who had been in Monterey were transferred back to Atari's headquarters where they completed work



Lou Tarnay, engineering project leader



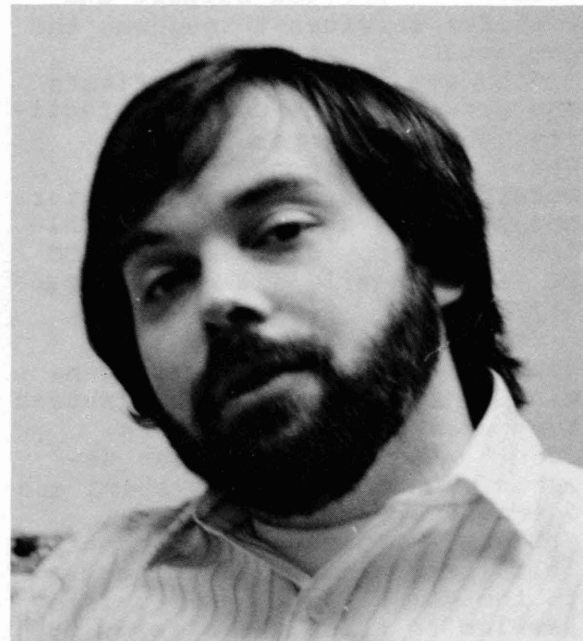
Lowell Webster, GEM software engineer



Steve Cavender, operating systems engineer

day CES began," Lou remembered. Lou and Steve Schmitt arrived in Las Vegas shortly before the Atari booth opened to the public. Atari built anticipation for its products by delaying the booth opening for two hours after the official start of the trade show.

Amid much fanfare, the governor of Nevada arrived to officially



Rich Greco, project software architect

with the software and made sure it ran properly with the new hardware.

"It was a major effort that called for long days," Lou explained. "We spent the Christmas holidays away from our families while we completed the work."

To make matters worse some members of the team fought bouts with the flu. Others carried on, never losing sight of their CES deadline -- Jan. 4, 1985.

"We worked right up until the

open the booth. Jack Tramiel, the chairman of Atari Corp., was on hand. Each made formal announcements. Anticipation built. Then something happened that rejuvenated the exhausted engineers.

According to Lou, "It was incredible. People were lined up three and four deep to get a glimpse inside the booth. When the Nevada governor cut the ribbon surrounding the booth, people mobbed the new machines. That in itself is a reward."

One artist's contribution to GEM software

The effort to develop and market GEM software has touched nearly every corner of the company and dozens of people. Wendy Crockett is one of them.

Since last summer Wendy has worked behind the scenes. A graphic artist in the Publications Department, she laboriously produced a majority of the icons -- computer generated symbols -- used in GEM software.

The icons represent one of the major selling points of GEM prod-

ucts. They allow users to operate their computers visually rather than through traditional computer commands. Users simply select the appropriate icons for opening files, starting and stopping applications and for performing other functions.

Wendy worked under strict deadlines. Her first task was to help produce icons for GEM Desktop and a demonstration used at COMDEX-Fall '84. Working with Rob LaTulipe, product line manager for

GEM products, she turned conceptual images into designs.

"Coming up with ideas for the images was the hardest part," said Wendy, a Cal Poly graduate who joined Digital Research in June. "Ideally, you want all of the drawings to be simple."

For instance, applications for accounting were represented by a dollar sign. Word processing applications were represented by a typewriter. Communications by telephone.

In all, she produced 200 prototypes. Of those, 80 were selected and refined. Consider the task: Each drawing is produced with the GEM icon editor, a rectangular grid displayed on the computer screen. Images are created by blackening squares of the grid. Then the grid is reduced to actual size for icons, about an inch tall and half an inch wide.

All of the GEM icons were included with the GEM Programmer's Toolkit™, a product sold to OEMs and software writers throughout the world. Software writers may incorporate the GEM icons in their GEM applications or use them as a guide for producing unique icons.

Meanwhile, Wendy has moved on to other projects involved with GEM software. Currently, she is creating graphics for documentation used for GEM products.

Said Wendy, "I never used a computer until I came to Digital Research. Working with GEM software gave me the opportunity to learn about computers and at the same time be part of an important project."



Wendy Crockett created GEM icons that were provided in software being shipped to hundreds of software vendors throughout the country. Her icons were featured during demonstrations of GEM software at COMDEX/Fall '84 in November and at the Computer Electronics Show in January.

Conversation with the President ...

...on GEM products, graphics software

Ever since COMDEX/Fall'84, GEM software has gained support from a variety of manufacturers and Independent Software Vendors. President John Rowley talks about this hot product, its potential and its competition.

What are Digital Research's expectations (i.e. goals) for GEM products?

The goals fall into two categories -- the financial goals and the strategic goals. Originally, the financial goals for GEM environment and the GEM Desktop were rather modest. Now, however, the success of the GEM products is expected to exceed early expectations dramatically.

GEM offers Digital Research an opportunity to regain its leadership role in the industry, a position it lost as operating systems based on CP/M gave way to MS-DOS-based systems through support from IBM. I anticipate a groundswell of support among Independent Software Vendors and a tremendous groundswell of support among large end users. That will help pull manufacturers toward the GEM environment.

GEM products are the result of our engineering investment during the past year. Credit for the enthusiasm created by GEM software goes to engineering for developing an outstanding line of new products and to marketing for a very successful product launch.

How do the GEM products stack up in the marketplace?

The GEM tools and GEM™ Desktop are quite unique. The performance is extremely impressive. In the IBM PC marketplace, where an Intel 8088 microprocessor is used, GEM and GEM Desktop perform

outstanding.

For the emerging line of personal computers based on the 80186 microprocessor, the performance of GEM software is excellent. On the Tandy 2000, for example, GEM products provide full color implementation and exceptional performance. These type of machines will be coming into full blossom during the next 12 months or so.

What competition do GEM products face?

GEM products are being introduced at the ideal time. It satisfies all of the current market requirements and is entering the market well ahead of its competitors. GEM products have a four to six months head start without any significant competition.

The competition eventually will come from implementations that have focused on integrating several applications in the graphics environment. That includes products like Microsoft Windows and possibly a graphics version of TopView from IBM.

The integration of GEM into Concurrent DOS 286 and 68000 will allow us to compete through multitasking implementations of GEM software. These implementations will help us maintain a leading role in the market. By the time competitors arrive, we will have established support for GEM software among OEMs and ISVs.

What is our relationship with Atari and why is it important to GEM software?

During 1985, Atari intends to distribute more than one million personal computers that are tightly integrated GEM machines and has launched a full-scale ISV

program for their recently announced computer. That helps the GEM environment draw support from software houses before the actual shipment of personal computers.

The relationship with Atari helps us advance the GEM technology rapidly. Atari believes in innovation, and it is providing capital for us to move the technology forward.

Which other manufacturers and ISVs have announced support for Graphics Environment Manager, and what significance does that have on GEM software?

In the European marketplace, we have major commitments to the GEM environment from the leading manufacturers including ICL, ACT and Acorn Systems. Among ISVs, several of the top software suppliers in the United Kingdom have committed to GEM applications such as Peachtree and the Pulsar Library.

In the U.S. marketplace, we are taking advantage of our strategic partnerships. For instance, Northern Telecom is fully committed to the GEM environment across its broad range of products. Separately, we will be introducing GEM products across the entire IBM personal computer series.

We have scheduled a major ISV conference for GEM software writers. It looks as though the mainstream of the commercial marketplace, from Macintosh software vendors to IBM Personal Computer software vendors, will quickly move their products into the GEM environment. Specifically, we have commitments from many vendors including Lifetree (Volkswriter).

Support Center brings GEM service on-line

by Joe Byrd

What do you do if you have an exciting new product and need to educate people on its use?

That was the problem that confronted Tom Byers and Rob LaTulipe when they planned marketing activities for the Graphics Environment Manager™ (GEM) Programmer's Toolkit. Their solution had significant ramifications for the Support Center staff.

The GEM Programmer's Toolkit is a set of software and documentation that enables Independent Software Vendors (ISVs) to write GEM software. What makes this product unique for Digital Research products is that the product is bundled with a support contract.

"The GEM Programmer Support (GPS) service is a program built around the concept of combining support with a product," said Lynda Haigh, languages and graphics support manager. "The purpose of GPS is to provide ISVs and others with a focal point for assistance in developing their GEM application programs."

GPS includes subscriptions to MicroNotes and CompuServe along with toll free telephone access to the Support Center. GPS subscribers will be encouraged to use the DR SIG data base on CompuServe to access technical information about GEM software and to communicate with the Support Center engineers.

Jim Needham, senior support engineer for graphics, will soon be joined on the GPS program by

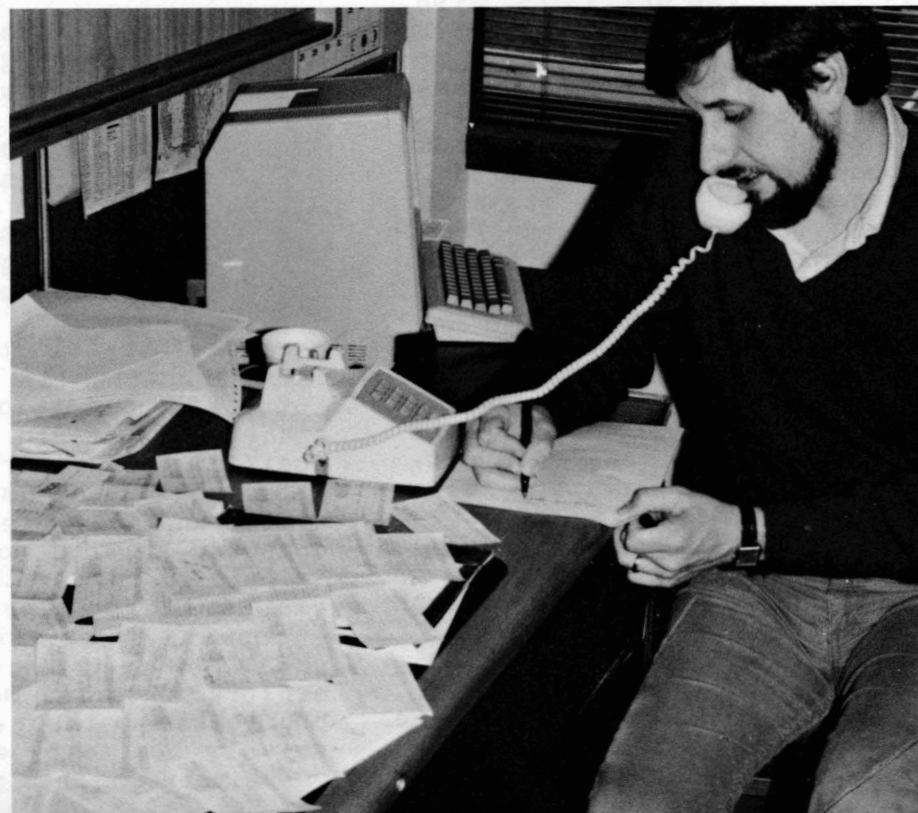
another support engineer and an analyst.

"The GPS program is essential to creating a pool of applications for GEM software," Jim explained. "Experience has taught us that if a microcomputer product is to be successful it must have a large number of available applications. The more ISVs we can help create applications for the GEM extension, the more successful GEM products will become."

The Professional Programmer Support (PPS) program served as a

model for the GPS service.

According to Marion Brown, manager of the Support Center, "PPS achieved tremendous customer satisfaction and we feel that GPS can be even better because we are limiting our support to one product -- the GEM environment -- rather than trying to handle questions about all Digital Research products as we do with PPS. If the customer response to GPS at COMDEX/Fall'84 is any indication, this program should be extremely successful."



A desk full of inquiries about GEM software await responses from Rob LaTulipe, product line manager for GEM software.

New v.p., directors and managers



Bruce Cohen, formerly director of North American OEM sales at Digital Research, has been promoted to vice president and director of commercial operations.

"The new position represents a vote of confidence in the entire OEM Sales team," Bruce said. "They have performed extremely well under adverse market conditions."

Since joining Digital Research in 1982, Bruce has helped align the company with major manufacturers throughout the United States. He has worked directly with companies such as Northern Telecom, Intel, Motorola, AT&T and IBM.

"Digital Research is poised to regain its leading position among independent software suppliers," Cohen said. "Our new line of products -- GEM software, Concurrent™ DOS 286 and Concurrent DOS 68000 -- are gaining momentum. We expect 1985 to be a banner year."

Bruce spent 12 years in various sales-related positions for IBM and became marketing manager for the General Systems Division. Later, he managed 150 sales representatives as the northeastern retail director for Datapoint. He earned his bachelor's and master's degrees in mechanical engineering from Cornell University.



Ed Mooney is a man with a mission. His goals are simple: To help everyone in the company become familiar with the power and utility of the VAX computer systems.

As manager of systems and operations in the department of Management Information Systems, Ed is responsible for the day-to-day maintenance and long-term planning for computer facilities. He also has plans to train employees in the use of the sophisticated minicomputers.

Ed joined Digital Research from Digital Equipment Corp., which created the VAX line of computers. At DEC, he became familiar with the VAX system and developed specialized training programs for employees. The courses covered everything from VAX systems management to VAX utilities. Also, he has developed and managed the curriculum for Computer Applications in earth sciences at the University of Denver.

The new MIS manager received a bachelor's degree in earth sciences from Montana State University and a master's degree in physical geography from the University of California, Riverside.

The introduction of GEM software has pointed up the need for strong support for OEMs and ISVs who license the products. Enter **Bill Schwegler**, manager of consulting and engineering services for Digital Research.

"The challenge I face is to establish consulting services as a self-supporting business center within the company," Bill said.

Bill joined Digital Research more than two years ago as a technical support specialist. He was promoted to senior support specialist and systems manager who handled technical support for

Western Operations before moving into his new job.

"I'm looking forward to working closely with the sales team to support GEM software and help make it a success," said Bill, who played a central role in organizing the GEM seminar for Independent Software Vendors.

Before coming to Digital Research, Bill was the manager of publications and customer support for Altos Computer Systems. Part of his responsibilities at Altos included field repairs and managing the company's technical support hot line. He received a bachelor's degree in electrical engineering with a minor in computer science from U.C. Davis.



The recent move of Manufacturing to Salinas has simplified the job of locating and storing goods. Everything can be kept under one roof, so it is easier to find and easier to ship. Moreover, the

company can install a long-awaited Manufacturing control system.

Fred Nezos has been assigned the task of completing and operating the control system. As production control manager for manufacturing, he works closely with Thom Getchell of the MIS Department to define the system and link it to VAX network.

Eventually, Fred and the others in Manufacturing who work closely with production will be able to accurately estimate the types and quantities of materials needed for any level of demand. Several modules are provided in the system including inventory control, capacity planning, shop floor control and master scheduling.

Spreadsheet analysis may be performed automatically to gauge the demand for any product. Everything from wrappers to software diskettes is included in the planning analysis, and cost is automatically calculated.

Fred has worked as a production control manager for Parker-Hannifin Corp., Poly Optics, Dana Laboratories, GTI engineering, Varco International, Basic Four Corp. Most recently he was the manager of machine planning at Storage Technology Corp. He graduated from the University of Utah.



The interesting thing about GEM software is how many spin-off opportunities it has created. Take the case of **Bob Morrissette**, formerly manager of Documentation Development and now manager of Tutorial Engineering.

Bob's charter is to create tutorial applications that run under GEM software. In his new position Bob can draw on his experience as documentation writer and as college teacher for computer-related courses.

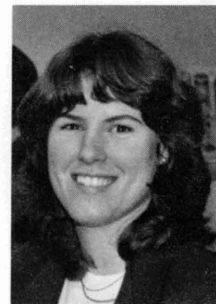
"This is really the ultimate assignment for a person of my interests," Bob said. "And it's a whole new area for the company to explore. Tutorial software is a profitable market with a comparatively low entry cost."

Bob sees endless possibilities for tutorial software on how to

use a computer, how to use certain types of applications products and numerous other computer-related subjects and even the industrial market. He thinks Digital Research has the right expertise to make it a success.

Moreover, the software will be produced under the GEM extension, so novices can use it in a snap.

Bob joined Digital Research two years ago after working as a free-lance documentation writer for IBM. He received a bachelor's degree in industrial arts from Montana State University and a master's degree in business administration from San Jose State University.



Ellen Haley, formerly manager of Technical Publications, has been promoted to manager of the Publications Department. Under the new structure Ellen supervises every phase of docu-

mentation -- from writing to editing to paste up.

"We are trying to increase efficiency and improve communication between the groups," Ellen said. "This is especially important because Digital Research deals with so many audiences, from technical to non-technical buyers. Working as an efficient team, the Publications Department will improve documentation and get meaningful information to the audience who needs it."

Ellen has worked with Digital Research for four years. She started as a publications assistant whose responsibilities ranged from editing to graphic design. She later was promoted to production manager.

Ellen has taught English courses at Marygrove College and at the University of Detroit. She earned a bachelor's degree in English from Marygrove College and a master's in English from the University of Detroit.



Digital Research has strengthened its retail marketing team with the hiring of **Eileen Stroud**, who was promoted from director of retail sales in Northern Europe to director of distribution

marketing at corporate headquarters.

Already Eileen is developing plans to expand retail marketing efforts and launch GEM products into the retail channels.

"The software retail market is extremely competitive because buyers can select from so many products," Eileen said. "Our objective is to build excellent name recognition for GEM software by offering quality products that are simple to operate."

Eileen helped develop successful distribution channels during her year as director of retail sales in Northern Europe. Before joining Digital Research, she spent two years as the manager of new business development at Commodore Business Machines and four years as the top salesperson for IBM UK Limited. She also worked as a technical consultant for the Recruitment Division of PE Consultant Group and was responsible for the marketing of business reports for the Financial Times.



Susan Klusman



Alice Pfeiffer



Vida Ghodssi



Flavia de Miranda

Employees who came from foreign lands

Susan Klusman, technical/warranty support representative, born in Rio de Janeiro:

"My maternal grandfather was one of the first American lawyers in Brazil to help major corporations set up facilities in Brazil. He acted as a liaison between the Brazilian government and American corporations. At the time, he was one of the few American lawyers allowed to participate in Brazilian courts.

Later, my father moved from Ohio to work for the American embassy in Rio de Janeiro and joined my grandfather's law firm. We stayed in Rio de Janeiro until I was six years old when part of my family moved to Marin County.

I attended the Dominican School in San Rafael. Later, I went to George Washington University in Washington D.C. and then settled on the Monterey Peninsula. In early 1983, I joined the Sales Support Department and was transferred into the Technical Support Center.

Although I still speak some Portuguese, I am forgetting it quickly. Every so often, Flavia Miranda (Technical Support), Victor Ruiz (Order Processing) and I get together to brush up on our Portuguese."

Flavia de Miranda, warranty support senior coordinator, born in Rio de Janeiro:

"In 1973, some friends of my mother who worked as professors at Monterey Peninsula College

invited me to live with them and study English.

I enjoyed attending MPC and decided to continue my education at San Francisco State University, where I earned a degree in psychology. After college, I settled on the Monterey Peninsula and kept my eye on Digital Research. I lived in Pacific Grove when the company opened its first office on Lighthouse Avenue in Pacific Grove.

At the time I was taking programming classes at MPC and most of my school work was done on an Apple. My first taste of CP/M and Digital Research came when some teachers at school asked me to translate programs from one version of BASIC to another version. I realized that the company which created CP/M was located down the street from me. After college, I joined Digital Research because it was a growing company that offered the opportunity to work in the microcomputer industry.

Incidentally, I don't use my full name at Digital Research because it is too cumbersome: Flavia de Miranda Amaral. Miranda is my mother's name. Amaral is my father's name."

Alice Pfeiffer, senior secretary in Technical Support, born in Bad Homburg, Germany:

"A lot of people were adopting orphaned German children after World War II ended. I was adopted along with another girl and boy and flown to Southern California. During the next few years my new parents adopted two more boys and

so had a family of five adopted children.

I grew up in Hollywood and studied commercial art at L.A. City College. At 21, I decided to move out of Southern California. My brother was living in San Francisco, and he suggested that I move there. On the way I stopped in Monterey, found a job and stayed in the area. I began working with Digital Research about one and a half years ago as temporary help and was eventually hired into a regular position one month later."

Vida Ghodssi, staff engineer in the Languages Department, born in Iran:

"When I was 14, my parents sent me from Iran to attend high school in England. Then I attended the Polytechnical Central of London where I received a bachelor's degree in computer science.

Computer education and the computer industry are more advanced in the United States than anywhere else in the world, so I continued my education at the University of Central Florida. After I completed a master's degree and doctorate in computer science, Digital Research offered me a job and moved me to Monterey.

Currently I am working on optimizing compilers, products that help reduce the size of object code and execution time. I am helping develop the machine independent portion of that optimization, which can be used for all languages products with emphasis on portability."

Administrative Services asks help to safeguard premises

Several new security measures have been introduced by Administrative Services to help protect employees and the Garden Court premises.

"We need everyone's help to safeguard the work areas," said Pauline Collard, manager of Administrative Services.

Among the latest security measures are:

*Guards patrol the Garden Court buildings during all non-working hours.

*Guests must receive visitors' passes from the security recep-

tionist stationed at the front desk in Building B.

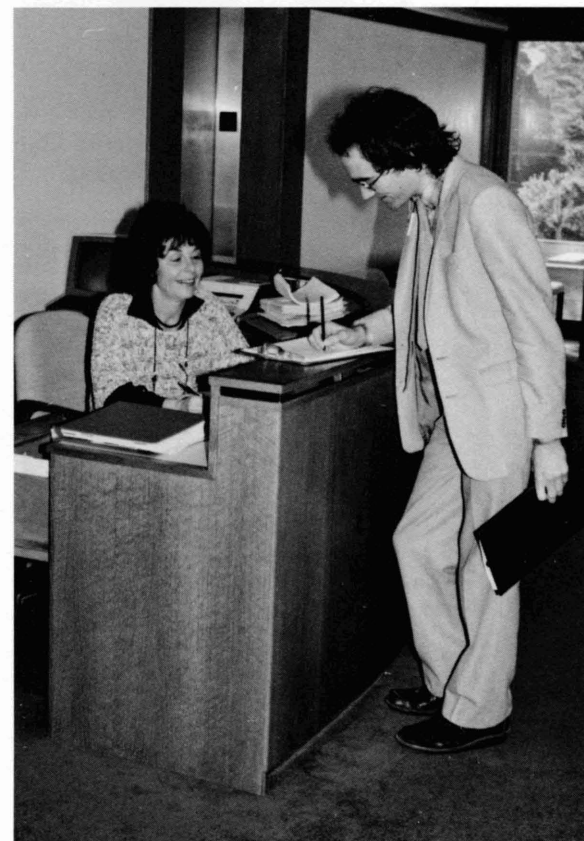
*The main entrance doors to all buildings are locked at 7 p.m. and unlocked at 7 a.m. See the security guards stationed in Building B for access to buildings during those hours.

Additionally, Pauline suggests these precautions:

*Park cars in the courtyard between Building A and Building C during non-working hours.

*Lock valuables in your desk.

*Report suspicious activities to security guards or to the receptionist in Building B.



Paul Roddick, technical specialist from Digital Research UK, applies for a visitor's pass provided by Valerie Sumners, receptionist at the front desk of Building B. The requirement is one of several new security measures installed by Administrative Services.

Calendar of Events

Holiday (Washington's Birthday)
Regional manager's sales meeting

Quarterly Review
Board of Directors meeting
Regional manager's sales meeting

Monday, Feb. 18
Thursday/Friday, March 7 and 8
Monday, March 25
Friday, March 29
Thursday/Friday, April 4 and 5



For the first time, all materials kept in the Manufacturing warehouse are stored on pallets, such as the one being unloaded by Mo Ruffins.



A series of cameras allows Theresa Seidel and night watchmen to monitor outside the Manufacturing building.

Manufacturing settles into its Salinas home

Frank Herold has one less thing to worry about these days.

Ever since Manufacturing moved into its new headquarters at 1441 Schilling, Salinas, Frank and the 60 member crew have plenty of room for building and storing manufactured goods.

"Everybody, including myself, had apprehensions about moving from our previous Manufacturing location in Monterey to the new one in Salinas," Frank remembered. "But we like our new facility."

Little wonder. The Salinas fa-

cility provides three times the space of the Ice House on Del Monte Avenue, and it takes the place of four separate locations used for manufacturing and storage.

Until now, Frank wrestled with problems created when goods were stored at sites in Monterey and Castroville while products were assembled at the Ice House. The upshot: Crews sometimes had to wait while goods were transported from one place to another. And keeping inventory at all of the sites became a nightmare. Then there was the problem of finding storage space for finished goods.

Now everything -- including finished goods -- is housed in the hanger-like confines of the Salinas facility. However, most of the space in the Salinas building is already being used. The departments of Software Duplication, Production Control, Scheduling and Finished Goods, Shipping and Receiving, Packaging, Purchasing and Quality Control have been provided with separate work areas larger than those at the Ice House. Moreover, employees have their own first aid station, lunch room and conference rooms.

A fireproof room stores master copies of software on site. Previously, Digital Research kept most of its software at separate banks for safekeeping. Although banks will still be used for some



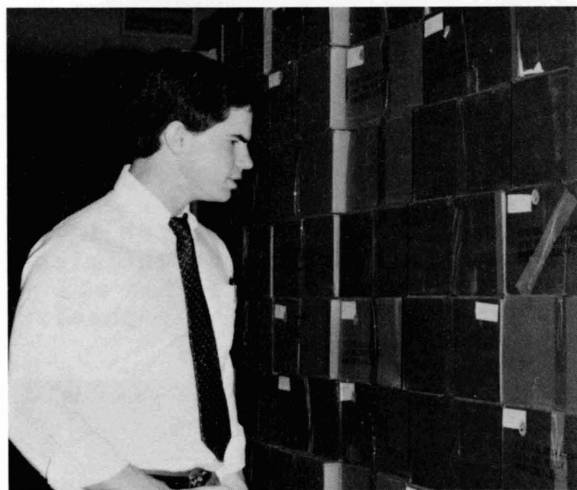
Gilda Palmer files software diskettes for future reference in the product library.

types of permanent storage, most software will be kept on hand in secured rooms on site.

Security measures are being followed throughout the building. Special passes prevent unauthorized access to the department of Software Duplication.

"Cameras monitor the outside of the building," Frank continued. "Security guards working during non-working hours can keep their eyes on the entire building from a central station."

Frank continued, "The Salinas facility allows me to improve our ability to produce and ship products. It is a nice environment to work in, and it provides plenty of room for future growth."



Brian Pope, a student employee, helped Digital Research complete inventory during January.



Conveyor belts installed at the Manufacturing plant speed the packaging and shipping of products, according to Mel Holmes.



Shirley James, left, helped organize the software diskette library being used by Gilda Palmer.