

LETTERS R' CVD  
1970 K. OLSEN

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- Dave Packer  
5/15/70 Bill Long  
file

COMPUTER MACHINERY CORPORATION

21 Worthen Road - Lexington, Massachusetts 02173 - 861-1160

May 13, 1970

Mr. Kenneth Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

It was a pleasure talking with you today about our respective companies. While your company has "arrived" and has written one of the major success stories in the pages of business history, Computer Machinery Corporation is filling in the early chapters of its own success story. In less than two years of operation CMC has become the leader in its segment of the data processing world.

As you and I discussed this morning CMC is now actively marketing in New England, and Digital Equipment Corporation is one of our prime prospects. This week we presented our system proposal to the Management of your Data Processing Department. They agreed that the cost savings and other benefits of the CMC System could in fact be realized. From my vantage point the facts point to one logical conclusion: Digital Equipment Corporation will make the decision to order the proposed CMC System after reviewing all the facts. I respectfully request your help in reducing the time to reach that decision. Time saved is money saved.

With your concurrence I will call you next week as a follow-up on the progress being made towards that final decision.

Thank you again for the courtesy you extended to me today. I look forward to an early decision and an opportunity to personally show you our system upon its installation at Digital Equipment.

Very truly yours,

COMPUTER MACHINERY CORPORATION

David Crago  
Branch Manager

mlm



# MARCO-OAK INDUSTRIES

207 S. HELENA ST. • P.O. BOX 4011 • ANAHEIM, CALIF. 92803

A DIVISION OF OAK ELECTRO/NETICS CORP

TWX (714) 776-6111

PHONE (714) 535-6037

May 6, 1970

*Henry Crouse  
5/11/70*

Digital Equipment Corporation  
146 Main Street  
Maynard, Mass.

Attn: Mr. Kenneth Olsen, President

Dear Sir:

We were favored with a visit by a Mr. Bill Anessi of your Purchasing Department and Mr. Al Lyons of your Engineering Department this past week, in regard to an application of our product. Visits of this type are quite common and fairly frequent, but I was so impressed with these two gentlemen that I feel it necessary to compliment your Company in selecting the calibre of people such as Mr. Anessi and Mr. Lyons. They were both very dedicated and very knowledgeable, but what I found extraordinary was the pride and enthusiasm they showed in behalf of their employer. Being involved in Marketing as I am, I am well aware of the value of pride and enthusiasm of people on behalf of their Company. My compliments are meant to make you aware of the value of these two fine young men.

Yours sincerely,

  
Beverly W. Scharf  
Vice President, Marketing

BWS/b

## RUNZHEIMER AND COMPANY, INC.

RUNZHEIMER PARK

ROCHESTER, WISCONSIN 53167

534-3121  
AREA CODE 414

May 5, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Many companies find the management of employee-owned, company owned or leased cars used for business driving a real problem.

Solving this problem is the speciality of Runzheimer and Company, with more than 36 years' experience in determining business driving costs, and privileged to serve hundreds of business clients with over 70,000 drivers on a continuing basis.

While the need in many firms is for constant control of auto costs, in some firms there is an even greater need for a one-time Corporate Study to examine, analyze and report to management on existing car programs. Such a study typically covers all aspects of business car costs, and includes our specific recommendations to improve operations. Other times, we provide an efficient analysis to answer just one or two troublesome questions. As an example, we are frequently asked to compare costs of company ownership, maintenance and finance leases.

We have been privileged to conduct business car studies for many well-known firms. Among them are IBM, Champion Papers Inc., and Deluxe Check Printers, to name a few.

Will you give us the name of the man in your firm who is most concerned with this area of company costs? We would like to contact him (by mail only unless invited to call) to explore the advantages and benefits to be gained from a careful analysis of your corporate automobile use.

His name jotted on this letter is sufficient. We thank you for your cooperation.

Nick LoRusso  
Manager, Office Services

RJR/ik  
Enc. AMC

Sincerely,

RUNZHEIMER AND COMPANY, INC.

*R. E. Runzheimer, Jr.*  
R. E. Runzheimer, Jr.  
President

*Mass. Col. 4114/176  
letter and magazine sent.*

# australian Printing World

THE JOURNAL OF THE GRAPHIC ARTS INDUSTRY

7th April, 1970.

The President,  
Digital Equipment Corporation,  
146 Main St.,  
Maynard,  
Mass. 01754, U.S.A.

Dear Sir,

You will be receiving by airmail under separate cover a copy of a recent issue 'Australian Printing World' and I have arranged for a complimentary copy to be sent to be sent to you each month by surface mail. As a supplier to the Graphic Arts Industry you will, I feel, be interested in observing through the columns of our journal what is taking place in this Australian field and I think you will be interested also to know that an industrial journal of international calibre has now been established out here.

Australia is developing apace industrially with a virtually unlimited potential and the Graphic Arts Industry has already achieved an annual turnover of \$800,000,000 (U.S. \$892,080,000) which equals the annual value of the wool clip. The important thing is that the industrial development is rapid. This means, of course, that competition is becoming fierce and the products of American suppliers already established in the market, however good they may be, are being strongly challenged from Japan, the United Kingdom and European countries. Also competition is strong between various American suppliers. In fact, no one can afford to rest on their laurels.

Some agents, representatives, and even locally-based branches of overseas companies have in the past been somewhat unsophisticated in their marketing and promotion. Journal advertising has been neglected, and perhaps with reason, as hitherto no journal of top calibre or adequate circulation has existed. However, competition is now too wide and intensive to neglect proper promotion. The market is no longer 'provincial' in calibre and importantly there is for the first time a national journal of top quality with a circulation which gives absolute saturation of the entire field, and at a cost per thousand substantially lower than any other journal in this field.

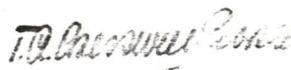
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Overseas companies marketing in Australia are more and more finding it essential to advertise their products in this field and some progressive companies - such as the substantial International Fairchild Company, are subsidising advertising of their products, either partially or fully, to assist local representatives to meet the substantial competition they now face. Trade advertising is vital for companies new to the market to establish an early foothold or for established companies to hold their present business and develop new lines.

I am sending you a brochure which details comparative circulations and space costs of journals in this field and also a rate card. If there is any further information you require in respect to 'Australian Printing World' or should you require any general or specific marketing information or indeed any assistance whatsoever in this field please do not hesitate to let me know. I would be grateful to hear from you that the advance copy of the journal has arrived safely.

With regards.

Yours sincerely,



T. A. Cresswell-George,  
Managing Director,  
AUSTRALIAN PRINTING WORLD.



City of Leominster, Massachusetts  
LEOMINSTER PUBLIC SCHOOLS  
*Martin L. Moran, Superintendent*

*Winko  
3/23/70*

March 20, 1970.

Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

I wish to thank you for your kindness in arranging a \$250.00 scholarship award to a 1970 graduate of Leominster High School and to a 1970 graduate of Leominster Trade High School.

In this era, with costs of higher education mounting annually, awards such as these make it possible for more young people who can profit from a college education to attend institutions of higher learning.

The generosity of you and the Digital Equipment Corporation is appreciated by the administrators and the teachers of the Leominster Public Schools.

Sincerely yours,

Martin L. Moran,  
Superintendent of Schools

MLM:NJ

The  
Admiralty  
Room

March 19, 1970

*act Admiralty  
original sent to  
Ad Admiralty  
3/23/70*

K. H. Olsen  
Digital Equipment Corporation  
Main Street  
Maynard, Massachusetts

Dear Mr. Olsen:

We would like to welcome you to Boston's newest luxurious restaurant, The Admiralty Room. It is located in the Sears Crescent Building, overlooking City Hall Plaza. The view is lovely.

Our dining-room will feature haute cuisine, which we feel will please your palate. We have also prepared an exciting wine list, which we hope will facilitate your selection.

For your convenience, a dinner menu in miniature is enclosed.

In order to insure fine service, reservations are required after five p.m. We are closed Sundays.

Do come and dine with us often. We're sure you'll enjoy it.

Sincerely yours,

*Bill Harrington*

William Harrington  
Executive Vice-President

Sears Crescent Building  
City Hall Plaza  
Government Center  
Boston, Massachusetts 02108  
Telephone 617 742 9595

*Copies to: Tim Wendle  
Dick Clayton  
Ted Johnson  
from Ken Olsen  
3/17/70*

March 11, 1970

Mr. Joe Monahan  
District Manager, Pittsburgh Office  
Digital Equipment Corporation  
400 Pen Center Boulevard  
Pittsburgh, Pennsylvania 15235

Dear Mr. Monahan:

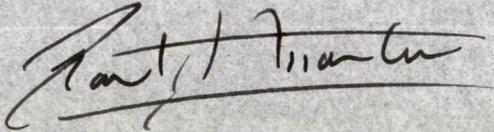
This is to express our pleasure with and satisfaction gained from the service provided by one of your Cleveland area employees, Mr. Ronald Soroachak. In spite of the gross defects in operating software accompanying our newly installed PDP-12, such software being represented to us as being fully operational when it obviously was not (I refer specifically to FOCAL 8K and PIP), he was most cooperative and willing in spending long hours of his own time (after-hours and on weekends), as well as time charged to the job, trying to get a usable system put into our hands. His efforts can certainly be classified as "above and beyond the call of duty", and they are most highly appreciated by us. Were it not for his dedication to the good image of D.E.C., we would have by this time been most unhappy and vocally vociferous about our machine (with some attendant serious reflection on the ancestry of its manufacturer) what with all the hardware and software defects we have encountered (as you may know, such hardware defects as a VR12 catching fire and ruining an expensive experiment being run in the same laboratory, defective deflection amplifiers in the "factory fresh" replacement VR 12, a faulty KW12 clock interrupt system, etc., etc.); one begins to wonder if perhaps when PDP-12 production was greatly accelerated whether quality control standards were also simultaneously sacrificed.

We also hope that a new PDP-12 User's Manual is to be soon forthcoming; the present manual is not only very difficult to follow and use as a guide (one must be an experienced programmer to use it all, it is totally useless to a novice), but more seriously, it has several out-and-out serious errors which were discovered only after a considerable amount of expensive time had been wasted. It can be said without too much fear of contradiction that your PDP-12 software support leaves a great deal to be desired. Aside from all of these aforementioned, not insignificant, problems, we are enthusiastic about our machine and see great potential for its use in our research. Perhaps the day will soon come when the machine and its

Mr. Joe Manahan  
Page 2  
March 11, 1970

software will truly live up to all your advertized pronouncements,  
and our great expectations. We look forward to that day with  
anticipation.

Sincerely,

A handwritten signature in cursive script, appearing to read "Paul J. Martin". The signature is written in dark ink and is positioned above the typed name.

Paul J. Martin, Ph. D.

cc: Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

PJM:br

ASSOCIATED INDUSTRIES  
OF MASSACHUSETTS  
4005 PRUDENTIAL TOWER  
BOSTON, MASSACHUSETTS 02199

February 17, 1970

Mr. Richard E. May  
Educational Specialist, Marketing  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

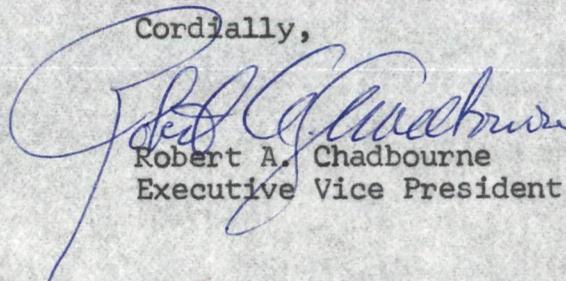
Dear Mr. May:

On behalf of Governor Sargent, and as Director of Manpower Recruitment for the Massachusetts Business Task Force for School Management, may I express our appreciation for your willingness to provide specialists in the data processing field.

The Project Manager, Don Mudgett, from the consulting firm of Warren King and Associates, will be in touch with you with more specific details.

Many thanks--

Cordially,



Robert A. Chadbourne  
Executive Vice President

RAC:MG

cc: Kenneth Olsen, President ✓

February 16, 1970

Mr. Kenneth Olsen  
Weston Road  
Lincoln, Mass.

Dear Ken:

You have no doubt been informed of the present "crisis" existing in the medical department at DEC. I hope this letter will serve to clarify and convey to you some of the factors involved in it's inception.

When I was hired by DEC in September of 1965, I came to your company as a highly skilled professionally qualified registered nurse with a much varied background in the nursing field. At this time, the medical department had a plant capacity of between 5-600+ people, and it's personnel consisted of myself and one other person in order to operate this department.

At the present time, we have grown to almost 4,000+ in-plant people, and the medical department is still functioning with myself and one other person.

Difficult to believe, but the facts speak for themselves. I have repeatedly in the past approached the personnel department with requests for more help in order to run this department efficiently and well. My requests have been either continually ignored or frustrated with "double talk"; and empty promises to alleviate the situation.

I have attempted repeatedly to try to communicate on a professional level with the personnel department, and they have always been content to let my department "run itself", since it was always handled at top efficiency, and posed no problems to them in it's operation.

The personnel department, since my employment here in September 1965, has taken on one assistant after the other, in order to keep up with the in-plant growth, but not so for the medical department. After a tremendous struggle this past spring, and with a great deal of inner frustration caused to me, I was granted a four hour clerical worker to assist in the voluminous clerical duties necessary to maintain this department. Again as in the past, I spoke to Bob Lassen in regards to some of my difficulties, especially my apparent lack of communication with the personnel department. On this subject, Bob had at one time requested, which I herewith enclose a summary of what my concept was of the role a registered nurse played in the industrial field. It is self-explanatory.

I also suggested, at this time, a drop in the "middle-man" approach, with Bob "reviewing" and "seeing" me through the eyes of others; thereby receiving "second hand" information causing a "distorted image of me, personally and professionally.

Most of my dealings with Bob Lassen have occurred when out of a sense of utter frustration, I attempted to communicate directly with him knowing full well that I would antagonize not only Bob, but the personnel assistant responsible for my communications with Bob.

Bob suggested to me last spring to come directly to him; if I thought it necessary before a situation got out of hand; but the "middle-man" concept was to be still maintained, in order to allow him to direct his time to other more pressing problems; and since I am fully aware that Bob has a tremendously responsible position within the company structure, I continued to do so against my better judgment.

Before I continue on, let me outline to you some of the duties that I have tried to maintain within the medical department in order to operate it efficiently and well.

1. First aid with the ability to meet the challenge at any time of an extreme medical emergency in a plant of 4,000+ people.
2. Responsibility for setting up and co-relating first aid programs on all shifts, many times, taking calls from supervisors and foremen from the plant at all hours of the night, and in many instances I have made myself available to come in and assist on off duty times.
3. Exercising the proper good judgment at all times in my dealings with people within the plant, as regards to referrals for medical treatments, and having the ability to evaluate a medical situation or condition be it a mental or a physical one, and channel these people to seek help through the proper sources, sometimes in itself proving to be a time consuming and extremely difficult task with the present medical structure prevalent in our society. In this area, I have had the good fortune in having the respect and full co-operation of many of the doctors and agencies in the area.
4. Constant interruptions, (I cannot just "let my phone ring".) on a two line telephone system (even at times when completely alone with an unconscious employee to care for) and this situation prevails still lacking a morning clerical assist. All of this, while being also continuously involved in trying to carry out my duties nursing of others, clerical, accidents etc., within the department.
5. The responsibility for making medical judgments well outside the scope of a registered professional nurse in regards to reviewing and evaluating each and every physical examination of pre-employment applicants, and taking full responsibility for the advice and consent to personnel as to the "medical risk" and/or liability involved in the hiring of the applicant. All applicants hired had to have the "approval" of the company nurse. This great responsibility was not shirked by me, and the services it granted to the company were invaluable.

6. All responsibilities for the filing, co-ordinating, and interpreting of claims for workmen's compensation insurance; an area which I have been advised by those who are knowledgeable in the field of the possible savings to DEC of hundreds of thousands of dollars, to say nothing of preventing possible lawsuits against DEC because of the efficient expertise utilized in handling these claims by the DEC medical department.
7. Responsibility for co-ordinating, counseling and advising the group insurance carrier on the various medical problems presented to her.
8. As the only medical representative of the company, I had the responsibility for all medical letters dictated, sent out, etc., and especially for the handling and co-ordination of retirement payments for the totally disabled worker under the group insurance plan. Also the responsibility for the interpretation on "touchy medical data" for the group handlers.
9. The responsibility for purchasing of all drug and dispensary supplies, including prescription safety glasses, etc.
10. The responsibility for dispensing drugs, an area in which in almost 5 years, under my supervision we have never had even one problem. This could have been a great one, if good judgment was not exercised at all times.
11. The responsibility for all the nursing care involved in order to make the employee more comfortable, and better equipped to continue on with his duties in the plant and in many instances doing this not only prevented a great deal of absenteeism, but served to promote much good will in employer - employee relationships due to the gratitude of the employee for the concern shown, and for such services offered by the company.
12. The responsibility for a registered professional nurse to record each and every week, 4,000+ time cards on to absentee cards. An area which I attempted many times to "discuss" with personnel. This clerical work should have been removed from this office a long time ago, but we tried to comply and keep up with it when we were given repeated "empty promises" starting 3 years ago of a computerized system to take place at any moment. At the present time, our other more important duties do not allow us to keep pace in this area. Trying to just keep abreast of our own medical problems must certainly take precedence over medical assigned clerical tasks that have no place in a medical department.
13. The responsibility for all the medical record keeping for each and every employee, including and involving many duties too numerous to outline here.

In summary, within the last couple of months, I have been assigned the task of establishing and advising personnel on setting up their dispensaries in the Leominster and Westfield areas. I have been given and made responsible to interview, and to give my professional evaluation on the hiring of nursing applicants for these plants, and then to proceed to not only guide personnel in setting up their dispensaries, but to train these nurses in all phases of their work as well as to order and to purchase for them all equipment, drug supplies, etc.; and to co-ordinate and incorporate all their present and future medical programs, and responsibilities here at Maynard. This is in itself a monumental task along with all my other outlined duties. I have attempted to do so, but felt that the time had come to make one final approach to personnel to give me the necessary staff in order for me to become in "full", the "part-time" administrator that I have always been.

At this time, I also felt that the time had come to iron out and air our many differences, and perhaps where we have now grown so big, to try to establish once and for all a better line of communication between my department and theirs. I once again attempted to have them try to understand my position not only as a professional nurse, but as a "personality" and a thoroughly responsible and good worker as well. One who has demonstrated and shown many times her valuable contributions and assets to the company.

When I met with Mr. Murphy, an extremely sensitive man, he quickly turned the conversation to personal issues, and related to me that since "Bob would never tell me to my face what he actually thought of me", that he would be forthright and do so. I will not outline that discussion except to say that I felt the attack on my character by Mr. Murphy was "grossly immature" and therefore I left the office without much comment when he completed telling me exactly what his feelings towards me were.

Two weeks previous to the above meeting I had finally approached Bob to tell him of Mr. Murphy refusal to give me more help on a temporary basis (a clerical worker for 2 hours) to assist in setting up the Bloodmobile program, while still co-ordinating my other duties. Bob advised me at this time that "he would speak to John". I also attempted at this time to discuss with Bob the decided lack of communications between Mr. Murphy and myself, as well as the extreme lack of interest, guidance, and supervision shown by him towards the medical department and its professional personnel. As a matter of fact, during the last few weeks, Mr. Murphy has been suddenly showing frantic attempts to find out just exactly how this department operates.

Mr. Murphy was supposedly my supervisor, and it would be too lengthy a task to go into detail on his lack of knowledge of the requirements necessary in order for a professional nurse to carry out her duties efficiently and well; particularly in such a sensitive area as this one. A "go between" responsibility for Mr. Murphy and this department has just recently been shifted to Mr. Paul Guzzi who requested a meeting with me in order for me to discuss my problems, if any with him. I immediately outlined the following problems and suggestions to him to alleviate what has developed at this point into "a very serious situation".

1. An additional staff nurse immediately.
2. A more equitable and suitable salary review for all nurses in the department in keeping with the vast responsibilities and duties that we assume.

3. Elimination of tedious personnel and clerical work such as the recording of 4,000+ time cards every week by a professional.
4. The setting up of definitely scheduled weekly meetings with personnel in order for them to keep abreast of and review the problems in the department as they arise. I have not had a scheduled meeting by Mr. Murphy more than 2 or 3 times this whole year as he has been "too busy".
5. The application of medical directives so necessary to all industrial nurses in order for them to properly function directly under medical supervision, and to above all meet the legal requirements of her profession. I have repeatedly submitted and requested from personnel a solution to this problem. It was ignored each and every time.
6. Additional space in keeping with our growth, as well as an area of privacy set aside where I could discuss with an employee any privileged communications (nurse-patient). This has been a source of great frustration not only to myself, but to many of the employees.

This six point program as outlined above, I felt would form a good basis in improving the rapidly deteriorating communications, such as they were, with the personnel department.

Mr. Guzzi attempted at this time to present my recommendations to John and Bob. My recommendations were all met with a negative reaction and more "double talk". This left me no recourse, but to resign my position with DEC. My professional colleagues who have worked with me chose and elected the option of also resigning rather than to continue on under these conditions. My co-workers with myself as their supervisor were a very rare and harmonious group of professionals, completely dedicated not only to our profession, but to DEC. We tried to give to you the highest qualities that the profession has to offer under extremely difficult and trying circumstances.

I wish to convey to you at this time my sincerest appreciation at having played a part in the growth of such a company as DEC. It is and always will be a unique company.

Having been a professional nurse working directly with people for some 18 years, I can say without reservation that many of the people who have been a part of your magnificent design were the best that I have met or will meet anywhere. My experiences and skills as a nurse at DEC have been invaluable to your company, and much of it has been rewarding to me. May your wonderful company continue to grow and prosper.

Sincerely yours,

*Dorothy C. Hudson*

Dorothy C. Hudson R.N.  
Supervisor, Medical Dept of DEC

cc:Bob Lassen

## The Role of the Industrial Nurse in Industry

An Industrial Nurse's role in industry requires a flexible, versatile personality. Nurse's do not consider themselves experts in the field of medicine or industrial relations, but have a concept of what nurses need from physicians and management to free them to make their best professional contributions.

Services which nurses render in a plant depend to a large extent on the background and personality of their supervisors.

A nurse working in industry is a part of management, and must give her wholehearted support to the management team. She represents management in her contacts with employees, and her actions and attitudes greatly affect their morale and efficiency. In addition, they also affect the cost of the medical program to the company. It must be recognized that in the minds of many of the employees, she is the company, and the image that she creates constitutes the impression that the employees have of the company. A nurse in industry must be very proficient as a nurse, because contingent on her good judgement the life of an employee, as well as, his attitudes toward the company can be affected. An error in nursing judgement can cause unnecessary suffering, and can increase the medical expense if an injury or illness is not properly cared for from the very beginning.

An Industrial Nurse should be able to have enough professional competence to maintain accurate records. In the adjudication of Workmen's Compensation claims, a settlement in favor of or against the company is often determined upon the information kept in her records. If she does her job well, it helps the person responsible for adjudicating the various types of claims to do a consistently better job.

An Industrial Nurse must have knowledge of laws, programs, plans and policies that relate to or govern employment. These include Workmen's Compensation, group insurance, company practices and policies. On Workmen's Compensation, she must be aware of the fact that the company is only obligated to take care of cases that arise out of, or in the course of employment, and accordingly, if there is any question that such injury occurred on company time or company business, it is her responsibility to report this to management.

A nurse working in industry should have knowledge of all company policies, especially those affecting employee absenteeism, and illness.

A nurse working in industry must at all times be mentally alert and observant, she should be aware of the development of new problems and new situations, and anything unusual that might arise. If it is in an area of employee morale, after she has thoroughly evaluated the nature of the problem, she should pass such information on to her medical supervisor without violating the confidence of the individual concerned. If it is a medical problem, a notation should be made on the record for future reference. This usually proves to be invaluable.

A nurse in industry must be outstanding, persuasive, yet pleasant, neat, courteous and tactful, yet firm and sincere. Frequently a word from her can alleviate many a fear or frustration among employees. She must represent management as a goodwill ambassador.

A nurse in industry must be ready to face any emergency situation and cope with it until medical attention is available.

A nurse in industry must be able to communicate as a member of the management team, she must be loyal to management and must be aware of the goals and objectives of the company.

Summary:

The Industrial Nurse's Role:

1. Goodwill ambassador.
2. Versatile, flexible, but firm personality.
3. Keep accurate medical records.
4. Keep abreast of new technology and/or changes in the field of occupational medicine.
5. Be responsible for dispensary appearance and adequate stock of necessary supplies at all times.
6. Have adequate knowledge of Workmen's Compensation claims and group insurance claims.
7. Assist in any company sponsored accident and illness prevention programs.
8. Have adequate knowledge of company policies in order to correlate company goals and objectives with inter-personnel relationships between employees and management.
9. Have the ability to cope with all emergency situations until medical assistance can be reached.
10. Assist in safety and accident prevention programs under the direct supervision of management.

Respectfully Submitted by:

Dorothy C. Hudson, R.N.  
Industrial-Nurse  
May, 1968

The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: 202 HUDSON 3-8919

Computer Center

February 12, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

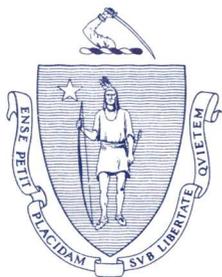
On behalf of the staff of the Brookings Institution, I would like to invite you to attend a reception and luncheon commemorating the installation of our new PDP-10 computer to be held on Thursday, February 19 at 12:15 P.M.

We have planned a luncheon meeting and computer demonstration for staff members and guests of Brookings, and we particularly hope that you can be with us. This occasion will mark continuation of a period of fruitful programs of research and education in which sophisticated equipment will help to solve some of the many and complex problems confronting our society today.

We hope that we will have the opportunity to share this occasion with you.

Sincerely yours,

George Sadowsky  
Director, Computer Center



# The Commonwealth of Massachusetts

Senate

State House • Boston

SENATOR JOSEPH D. WARD  
THIRD WORCESTER DISTRICT

*cc: Al Hanson  
Dimitri Dimancevco*

February 11, 1970

Kenneth H. Olsen, President  
Digital Equipment Corporation  
Maynard, Massachusetts

Dear Ken:

Please accept my sincere appreciation for your kind invitation to last night's affair at the "Old Mill". It was a splendid time and I enjoyed it muchly.

Please extend my best wishes to all the nice people from Digital and please be assured of my continued cooperation on matters concerning you and the company here at the State House.

With every good wish and kind personal regards,  
I am,

Sincerely,

*Joe Ward*  
Joseph D. Ward  
Senator

JDW/cma

*Committees*  
JUDICIARY — CHAIRMAN  
SOCIAL WELFARE — VICE CHAIRMAN  
COMMERCE AND LABOR — VICE CHAIRMAN  
ELECTION LAWS

*Special Commissions*  
MENTAL RETARDATION — CHAIRMAN  
JUVENILE AND FAMILY COURTS — CHAIRMAN  
WATER POLLUTION — CHAIRMAN  
CAPITAL PUNISHMENT — CHAIRMAN  
LEGISLATIVE RESEARCH COUNCIL  
CHAIRMAN

1-26  
cc: Andy Knowles

## Sundstrand Machine Tool

division of Sundstrand Corporation



BELVIDERE, ILLINOIS 61008 • PHONE 815/547-5321 • TWX 510/350-4507

January 22, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Once again, we appreciate your visiting with us on January 20. This visit served the purpose of increasing Sundstrand's confidence in D.E.C., and I have strong confidence that our business together can be profitable for both of our companies.

Naturally, we are anxious to have a PDP-11 in our facility with proper architecture in order that we may exploit the opportunity of our Omnicontrol system with a dedicated computer. During our meeting, it was mentioned that our highest priority needs are the memory map and storage protection feature and the parity on core words. The next most important requirement is the interfacing with disk files, and we trust the ranges of size would include up to a 28 mega byte disk drive. To a lesser degree, we discussed the desirability of hardware multiply and divide features; however, we can overcome this with software and it is, therefore, not a limiting factor.

We have made a decision to proceed with the PDP-11, and I trust that our near-term receipt of specifications and price and delivery will be quickly followed up with purchase commitments.

I trust our unseasonably cold weather did not hamper your travel plans after leaving Belvidere.

Very truly yours,

Allen E. Hermanson  
Vice President and General Manager  
Sundstrand Machine Tool

AEH:eg

1-21 Bill Segal to answer  
1-23 Ed Kramer called, and everything is taken care of  
OAS

OCEAN & ATMOSPHERIC SCIENCE, INC.

131 ERIE STREET  
BLAUVELT, NEW YORK 10913  
(914) 359-4105

Serial 1471-JW  
January 15, 1970

Mr. Kenneth Olson  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Ken:

Once again I wish to thank you for your assistance in putting me in touch with Miss Dorothy Rowe and the others from ARDC, since that time we have been launched, with financial backing from the Singer Company.

As you know the commercial world is a complete change of pace from a university lab. I find this an exciting and interesting change, of course on some pay days I have had some moments of panic, but we have been able to maintain our technical team and anticipate a reasonable growth.

My reason for contacting you is to once more seek your assistance. The local representatives of DEC inform us that there is a six month waiting period for a PDP 12A System. Our need is for a government agency with a high priority, hush hush requirement. At present we are going through a configuration analysis, within the next week our needs should be definitive. When I have this information I shall call to seek your assistance in a short procurement cycle.

In spite of the vagaries of business and the present financial climate, I am pleased with our performance and look forward to a successful year. The makeup of our company might be of interest to you. Under separate cover is a brief company description.

Thanks for your help.

Best wishes for the New Year,

*Julie W*

Julie Woolf

JW:mc

*John Hancock*  
MUTUAL LIFE INSURANCE COMPANY

200 BERKELEY STREET · BOSTON · MASSACHUSETTS 02117

GERHARD D. BLEICKEN  
SENIOR EXECUTIVE VICE-PRESIDENT

January 15, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
Maynard, Massachusetts

Dear Mr. Olsen:

I am sorry you feel you should withdraw as a nominee for the Board of John Hancock, although we quite understand your position.

As Tom Phillips has mentioned to you, you are certainly the caliber of man who should be on the Board of this corporation, and we will be delighted to have you reconsider at some future date.

With every good wish -

Sincerely,



Chairman of the Board

GDB/m

THE DALE CARNEGIE  
**Supervision  
&  
Management  
Seminar**

*Presented by*  
**J. Gordon MacKinnon Associates**

673 Boylston Street  
Boston, Massachusetts 02116  
Tel: COpley 7-8585

January 14, 1970

Mr. Kenneth H. Olsen  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts

Dear Mr. Olsen:

As the President and General Manager of Digital Equipment Corporation, we recognize that you are a time-conscious executive who plans his activities carefully.

In consideration of this, you are invited to a special problem-solving meeting entitled, "GETTING YOUR MANAGEMENT TEAM BETTER PREPARED FOR THE SURGING SEVENTIES." This meeting is designed to provide you with:

1. A profile to measure the current performance of your management team.
2. An analysis of the areas where you may be able to strengthen that performance.
3. An opportunity to discuss, in private, a way to improve your team's performance through a custom-tailored program designed to suit the specific needs of your organization.

This meeting will be conducted by Richard D. Morgal, who is in charge of the Management Seminar Program for Dale Carnegie and Associates, Inc. He has performed training assignments in business management and personnel development for organizations throughout the United States and Canada, as well as Hawaii, Puerto Rico, Australia, Argentina, New Zealand, Rhodesia and South Africa.

Mr. Morgal will conduct just one meeting here at the Waltham Motor Inn, Waltham, Massachusetts on January 28, 1970. There will be no public announcement of this meeting. Invitations are private and personal and not subject to substitutions. The meeting will begin promptly at 4:15 P.M. and conclude by 5:20 P.M.

Added  
7/20 1-19-70  
rc

-2-

Will you mark your calendar for January 28th. If you'll notify your secretary, we'll call her in a few days and confirm your attendance.

We'll look forward to seeing you January 28th at 4:15 P.M.

Cordially,

*J. Gordon MacKinnon*  
J. Gordon MacKinnon

P.S. Following the presentation of "Management in the Surging 70's," cocktails and hors d'oeuvres will be served to those of you who would like to visit and discuss what management faces in the future.

DEKALB COUNTY BOARD OF EDUCATION

DEKALB COUNTY COURTHOUSE

DECATUR, GA. 30030

January 14, 1970



JIM CHERRY  
SUPERINTENDENT

MEMBERS

JACK MAY  
CHAIRMAN  
GEORGE R. FELLOWS  
VICE CHAIRMAN  
WELDON SHOWS  
F. BURTON HAZLERIGS  
MARC W. BUTTRILL, JR.  
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MRS. CHARLES T. BASS

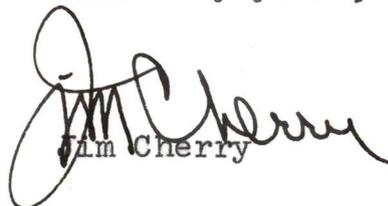
Mr. Kenneth Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

The donation from your firm to the DeKalb School System of a scientific computer system with a complete set of programs was reported to the DeKalb County Board of Education at the meeting on January 5, 1970. At this meeting the members of the Board of Education requested me to express to you their appreciation for your donation of this very useful piece of equipment. This computer will be used in data processing, electronic and mechanical technology courses at the DeKalb Area Technical School, and to some extent in the instruction programs at the Fernbank Science Center and DeKalb College.

Please let me take this opportunity to again express my personal appreciation for your interest in the DeKalb School System and for the donation of the computer. May I wish for you and your associates every good fortune in the new year.

Sincerely yours,

  
Jim Cherry

JC:jg

cc: Mr. N. J. Mazzaresse, Vice President  
Mr. Richard May  
Mr. Kenneth Stevens  
Mr. S. R. Bass

*Received  
D. B. 01-1-70*

# Sundstrand Machine Tool

division of Sundstrand Corporation 

BELVIDERE, ILLINOIS 61008 • PHONE 815/547-5321 • TWX 510/350-4507

January 8, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

*Ken visited with:  
Al DeVault  
Russ Doss  
Harry Morse*

Dear Mr. Olsen:

I was most pleased to learn that you will be visiting with Sundstrand on Tuesday, January 20. I will personally see that you get a firsthand, hand shaking acquaintance with Omnicontrol, our computerized Management Information System, and the other uses we are getting directly from computer interfaced equipment.

Yesterday, Hal Baeverstad, manager of our Data Processing operation, informed me that he was willing to take the responsibility for selecting your PDP-11 as our stand-alone choice for Omnicontrol and other computerized systems to be offered by Sundstrand. I understand he has written a letter of intent, and this will be confirmed by an initial purchase order on or before January 15. I sincerely trust this is a first purchase of many that we will make from your company for the PDP-11 computer.

We would appreciate if your company will maintain as confidential our use of the PDP-11 until such time as we can announce our use of this computer as a completed project.

Thanks again, and we will look forward to seeing you on January 20.

Very truly yours,

*Allen E. Hermanson*

Allen E. Hermanson  
Vice President and General Manager  
Sundstrand Machine Tool

AEH:eg

cc: Mr. Bruce F. Olson  
Mr. Hal Baeverstad

P.S. Attached are instructions which may aid you when driving to our plant in Belvidere from Chicago's O'Hare Field.

DIRECTIONS TO  
SUNDSTRAND MACHINE TOOL, NEWBURG ROAD, BELVIDERE, ILLINOIS  
FROM  
O'HARE FIELD, CHICAGO

- 1) I-90 West (Northwest Tollway) toward Rockford, Illinois;
- 2) Continue west and exit at the Genoa Road (Belvidere) interchange;
- 3) Turn right (north) on Genoa Road;
- 4) Proceed to Route 20 Bypass, turn left (west);
- 5) Continue on Route 20 Bypass to Stone Quarry Road exit (just before the Chrysler Corporation property);
- 6) Turn right (north) on Stone Quarry Road, cross railroad tracks, to stop sign (Stone Quarry Road and Newburg Road);
- 7) Turn left (west) on Newburg Road to Sundstrand plant.

January 8, 1970

Mr. Robert Lane  
Digital Equipment Corp.  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Lane:

O.I.C. is a job training program that provides motivational and attitudinal as well as skills training to the hard core unemployed and underemployed, primarily from minority groups.

O.I.C.'s programs are currently funded from the Pennsylvania State Department of Labor, the Concentrated Employment Program of the United States Department of Labor, Through Community Action Pittsburgh, Inc., we currently train men and women in Merchandising and Marketing, Graphic Arts, Clerical Fields and Apprenticeship Union Programs.

Since the number of opportunities in Data Processing has increased in Pittsburgh from 374 in 1965 to 1,686 in 1969, (Chamber of Commerce survey) we feel that this is an area of wide need that we could fill by training. Your small computers, the PDP8 and the PDP 5 would provide facilities for us to give laboratory experience to the trainees and we would hope that the trainees could then be employed in the many facilities that are purchasing your machines. We would begin the training with remedial educational skills, concentrating on Algebra, always providing adequate time on the computer for exercises. We would teach FOCAL and FORTRAN.

You mentioned on the phone that you feel there is also a need for Technicians and that you could employ Technicians after our training. O.I.C. would provide the basic motivational and remedial skills in such a curriculum and we would request your advice about the technical training.

The enclosed booklets should give you more information about O.I.C. and its Programs. If there is any further information you need, please let me know. I trust you will be able to honor our request.

Sincerely,



Carol Burris  
Industrial Relations Coordinator

CB/sm

cc: Mr. Kenneth Olson, President ✓  
Reverend Alfred L. Pugh

Western Union Skin  
EXTRA STRONG

RAYTHEON COMPANY

LEXINGTON, MASSACHUSETTS 02173

THOMAS L. PHILLIPS  
PRESIDENT

Ken  
said 70  
1-13-70

January 5, 1970

Dear Ken:

I recently have agreed to act as general chairman of the annual Governor's Prayer Breakfast, to be held in early spring. As you know, the occasion is designed to give business, civic, and government leaders of the Commonwealth an opportunity to meet once a year with the express purpose of rededicating themselves and their efforts to God.

As chairman, I would like to extend a personal invitation to you to join the Citizens Committee for the Breakfast. As a member of the Committee, you will be adding your endorsement to a very significant event now held each year not only in Massachusetts but in other states. When final arrangements for the 1970 event have been completed, you will be informed of the date and location.

I do hope that you will be a member of the Citizens Committee and look forward to hearing from you in the near future. For your convenience, you may wish to have your secretary telephone my office in Lexington (Mrs. Dorothy Garrity, 862-6600 Ext. 206).

Very sincerely,

Tom

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Mass. 01754

1970  
FOLLOW-UP

20

*Marcianne - to get reply for us to send*

Jonathan W. Seybold  
2721 Lake Hollywood Dr.  
Los Angeles, Calif. 90028

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen,

Back about the beginning of October I received a telephone call from Mr. Robert Barker of Gilbert Lane. He said that I had been recommended for a job that clearly had to be the one now held by Marvin Cothran.

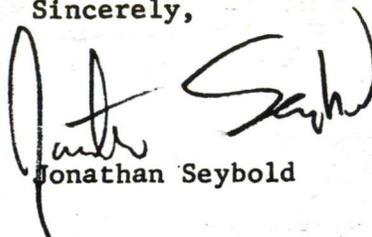
I sent him an informal resume and he told me that a Mr. McFadden of DEC would be in touch with me. When Mr. McFadden did not call, I got in touch with Mr. Barker again and he promised he would call me back to tell me where things stood. He never did. Nor did he answer a letter I wrote to him.

I presume, of course that the post has been filled, or at least that I am not being considered for it. But I would like to know for sure before I make any other plans.

If the post has been filled, I would appreciate knowing who the new typesetting manager will be as I have some ideas that I would like to discuss with DEC, but I don't know whom to approach.

Thank you very much for your consideration. I appologize for sending a letter such as this which I typed myself, but under the circumstances I am sure that you will understand.

Sincerely,

  
Jonathan Seybold

TO: Ted Johnson (make copy for file)

OCT. 30 1970



# IKEGAMI ELECTRONICS INDUSTRIES, INC. OF NEW YORK

35-27 31ST STREET, LONG ISLAND CITY, N. Y. 11106  
TELEPHONES. (212) 932-2577-8

October 27, 1970

Digital Equipment Corp.  
146 Main St., Maynard, Mass. 01754  
Att: President

Dear Sirs,

We regret that no information has been given to us for our proposition made in our letter of Aug. 2nd.

May we ask you to let us know of your interests for our proposition summing it up as under by return?

Our interests are summarized as under.

1. Supply of our CRT Display Unit made by our specifications/ or in accordance with yours.
2. Manufacture and sales of your Peripheral Equipment in Japan. Based on a certain agreement like " Technical Licency " or " Know How " with you, we would like to make and sell it in Japan.
3. Make and Supply of the equipment.

After making the equipment as per your specifications in Japan, 100% of this equipment is supplied exclusively to you.

Should you have any interest in this our proposition, we are very willing to visit you at your convenient day and time.

Hoping to hear from you without further delay, we are

Very truly yours,

IKEGAMI ELECTRONICS INDS. INC. OF NY

Hiromi Nishi

10/14 - Sent to Margaret Hand to get answer

Main St

WU001 M WULO657 DUNDEE 42 14 1646  
PRESIDENT DIGITAL EQUIP CORP  
MAYNARC MASS

AFTER MANY DELAYS KW12C CLOCK ORDERED MANCHESTER MONTHS  
AGO FINALLY PROMISED FAITHFULLY FOR DELIVERY HERE  
OCTOBER 2ND STOP STILL AWAITED AND SITUATION HINDERING  
PROGRAMME INTOLERABLY STOP PLEASE ENSURE IMMEDIATE  
DELIVERY  
GRIEW CHAIRMAN PSYCHOLOGY DEPT DUNDEE UNIVERSITY  
155 CLR PLS ACK

RECD WU1 CLM

To: Stan Olsen

OCT 16 1970

54 Little John Lane  
Stamford, Conn. 06907  
October 14, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corp.  
Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

Several years ago I developed and patented a manipulator arm for underwater use. This development now appears to have practical application in two other fields; industrial material handling and automation.

Mechanical arms now have growing acceptance as a means to increase productivity and reduce unit costs. As an example in industrial material handling, General Electric is marketing its "Man-Mate" hydraulic boom. The operator can handle bulky and heavy loads with a grasping and positioning dexterity similar to the human arm but many times more powerful.

In automation, General Motors' new Lordstown plant is making extensive use of programmed arms or "robots" to reduce costs to meet the competition of imported cars. Business Week has recently published a dramatic growth projection for devices of this type.

The manipulator arm which I have developed provides a simple and reliable means to produce a full range of manipulator motions including the complex motions analogous to the human wrist. All actuators are double-acting hydraulic cylinders so that substantial forces can be developed.

A United States patent, 3,454,169, has been issued and foreign patents have been issued or are pending.

I would like to suggest that you consider a license agreement. A demonstration of the basic design can be made here in Stamford so that you may better evaluate this development in relation to your product development program.

Sincerely yours,



Robert H. Bridges

RHB/b

To: Ted Johnson - Please answer.

OCT 19 1970

**EIE** INC.

SUKIYABASHI BLDG. NO. 4 5 CHOME GINZA-NISHI CHUO-KU, TOKYO

BOX 884 CENTRAL POST OFFICE TOKYO JAPAN

TEL: TOKYO 572-3441~5 CABLE: ELECTRIND TOKYO

October 15, 1970

Digital Equipment Corporation  
146 Main Street, Maynard, Mass. 01754

Attention: ~~Your President~~

Gentlemen:

We wish to introduce ourselves as a biggest sales organization specializing in electronic fields and doing extensive business with leading OEMs and end users in Japan, and we are much interested in your products.

We are now planning the trip to the United States, and we wish to have an opportunity to see and talk with you on the development of your business in Japan during our stay at New York Hilton (Rockefeller Center, 1335 Avenue of Americas, New York, Tel: 586-7000) for November 1 through 14.

We would appreciate your sparing some time for our meeting with you and sending in advance your reply to me at New York Hilton, since se are leaving Tokyo on October 22.

Sincerely yours,

E I E, INC.



Yoshiro Nakamatsu  
-Executive Vice President

10. Bob Lasser

73 West Bedwell Street  
Battle Creek, Michigan  
September 28, 1970

Dear Mr. Olsen,

Perhaps you will think I am very unethical writing to your home address, but I don't honestly believe you would have received this letter if I hadn't sent it there. The sole purpose of this letter is to let you know just how unethical the Digital Equipment Company is and also to keep another young man from getting the "dirty deal" my husband got from Digital.

My husband, Bruce Randall Presnell, was interviewed here in Battle Creek in December of 1969 by John Young from your Weynard, Massachusetts and Don Long of your Ann Arbor office. Mr. Young and Mr. Long seemed very impressed with Bruce's qualifications and his potential. Mr. Young promised to contact Bruce in April to see if Bruce was released from the Air Force yet. Bruce was released from the Service June 30, 1970, but he still hadn't heard a word from Mr. Young,

Mr. Long or anyone from Digital. So, Bruce wrote to your main office in Maynard, Massachusetts to find out why he had not heard any more from Digital. Several weeks later my husband received a letter from Sanford Rose, an employment agency your company apparently uses to recruit new employees. The Agency merely stated Bruce would be hearing from Digital soon. Finally, Mr. Young sent a letter saying Bruce's record from the December interview was lost and request that Bruce resubmit an application which was enclosed. Bruce did so promptly. Quite a period of time lapsed, and Bruce heard no word from your Corporation. Bruce called Sanford Rose and was told by Mr. Peck, who was supposedly in constant touch with Mr. Young that Digital was most definitely hiring new trainees. In fact, Mr. Peck said Digital were in need of about 60 men and were recruiting them. Immediately Bruce called Mr. Young to see just what the story was. Mr. Young told Bruce that Digital was still interested in employing him and even asked for Bruce's personal references. At the termination of

call Mr. Young requested Bruce to call him collect on Tuesday, September 22, 1970 unless Bruce was contacted before then. Unfortunately Mr. Young never called, so, Bruce called Mr. Young late Tuesday and Wednesday - each time Mr. Young was conveniently out of the office. On Thursday Mr. Young's secretary said Mr. Young left a message for Bruce to call Mr. Don Long in Ann Arbor. That very day Bruce called Mr. Long. However, Mr. Long knew absolutely nothing about Mr. Young's referring Bruce to him nor did he know about any job availability for Bruce. Mr. Long did promise to contact Mr. Young, and he asked Bruce to call him the following day. Bruce called the following day, Friday, September 25, 1970. Mr. Long told Bruce that there was no job for him, that there had been a misunderstanding because no new men were being hired whom had to be trained. Mr. Long was terribly sorry.

It's funny don't you think, Mr. Olsen, that they knew Bruce's qualifications before and wanted him to train with your company. After all Bruce isn't exactly unskilled. He worked as

a maintenance man on a Q7 for three years in the Air Force. Yes, indeed, I believe I would be sorry if I was Mr. Long. In fact, I am very quickly beginning to think the whole Digital Equipment Corporation is sorry. I wonder what the Digital stock holders, as well as, prospective stock holders would think of such an undependable company.

Another point, Mr. Olsen, my husband had another job lined up at the time Digital was giving him their big build up. With unemployment at its height, Bruce turned down the other job for a chance with your company because he thought Digital was an honest company he could grow with.

Like I said in the beginning of this letter, I'm writing this letter to see that some other young man starting out doesn't get the same deal. I'm not begging for Bruce a job; I don't need to do that. Bruce is a smart man with much integrity, and some lucky company will get him. Their gain will be your loss.

I just want to make clear once more I think Bruce got the "run around"

from Digital. Personally, I don't believe Mr. You  
 or anyone from Digital ever planned to contact  
 Bruce after their interview in December, nor do I believe  
 Bruce's file was lost. Furthermore, I believe Mr.  
 Young just had Bruce call Mr. Long to keep  
 from telling Bruce he had been given the  
 "run around".

If Digital didn't want Bruce, they  
 should have said so at the very beginning  
 or even at a later date. Instead, they went on  
 with their pretense of employing him. This was  
 unfair and unchristian. Of course, I realized  
 in a world such as ours that there aren't many  
 honest Christian people left. I suppose such  
 a quality in a corporation the size of  
 Digital is an impossibility.

Just as I wrote to Mr. Alden, your  
 Chairman of the Board, I hope you are one of  
 the few Christian people I mentioned, and I  
 certainly hope you see that this doesn't  
 happen to anyone else.

Sincerely,  
 (Mrs.) Janie Prinnell

SEP 21 1970

*Ted Johnson - please handle*

**mentor international**

September 18, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

We understand that Digital Equipment Corporation is participating in the U.S. Computer Solo Exhibition in Tokyo next month.

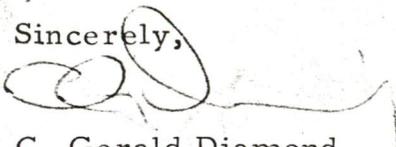
Based on our extensive experience in assisting U.S. EDP and electronics companies to successfully penetrate international markets, (with heavy emphasis on Japan), we are fully confident that we can be of service to Digital Equipment Corporation.

We are aware that you are selling in Japan through Rikei Corporation. If you are interested in broadening your penetration of the Japanese market by establishing your own sales office, by license, or by joint venture, we have the demonstrated capability to assist you.

I plan to be in Japan, October 11-30. I would welcome an opportunity to meet with you to discuss your international program and our activities and capabilities. Prior to October 11, please contact me at our office in San Francisco. While in Japan, I can be reached at our Tokyo office. Both addresses are shown on the enclosed brochure. The telephone number in Tokyo is 403-8704.

I look forward to hearing from you.

Sincerely,

  
C. Gerald Diamond  
Vice President

CGD:rc

Enc. Mentor brochure

*Stock Olsen - please handle*

SEP 21 1970



# M. PASHELINSKY & SONS

BEMERO NICKEL & ALLOY CO. - ELECTRIC FURNACE DIVISION

SPECIALIZING IN NICKEL AND NICKEL ALLOY · NON FERROUS METALS

20 CARBON PLACE · JERSEY CITY 5, N.J.

DELAWARE 3-6606-7

CABLE ADDRESS-NIPASH

September 17, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

As a Stockholder in the Company I have carefully studied the Fiscal 1970 Annual Report. Indeed it is a remarkable and successful accomplishment of Progress and Profit.

Especially I wish to send to you and the Personnel of the Company my many thanks for the wonderful outturn.

Aside my Company's specialization in Nickel and Nickel Alloys, we are the Buying Agents in America and represent one of the Worlds most outstanding European Refineries engaged in the Smelting and Refining of all kinds of PRECIOUS BEARING METAL SCRAP. My Firm currently handles tremendous quantities of Silver, Gold, Platinum, Palladium and Copper Bearing Electronic Scrap arising from the offerings of I. B. M. - Western Electric - I. T. T. and many others.

I believe that we are in a position to service your Company and especially develop a better and more profitable return on your accumulations of Precious Bearing Metal Scrap.

I would appreciate the favor of your advising the Name of your Sales People handling the disposal of your Company's Precious Metal Bearing Scrap.

Trusting that we may have the opportunity of meeting with him and the prospect of presenting our proposal which I am sure will merit his attention and consideration.

Thank you.

Respectfully yours,

MEYER PASHELINSKY

# SEMA (Métro-International)

## DIVISION DÉVELOPPEMENT INDUSTRIEL

Tour Super-Montparnasse - 9, rue Georges-Pitard, Paris-15<sup>e</sup>  
Tél. : 842.68.00 + - Télex : Semafran 20.601 F  
Adresse télégraphique : Télex 20.601 = Semafran-Paris

Paris, 16th September 1970

Mr. K.H. OLSEN  
President  
DIGITAL EQUIPEMENT CORP.  
MAYNARD  
MASS.  
U.S.A.

SEP 21 1970

JM/st/827

Object : SICOB 70 : Outlook for computer terminals on the European market

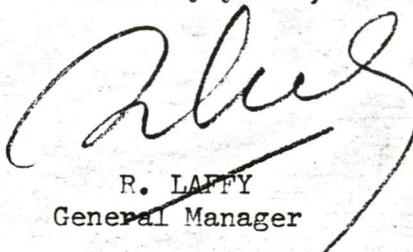
Dear Mr. Olsen,

Please find enclosed an invitation to attend a discussion on "Outlook for computer terminals on the European market" to be organized by the Industrial Development and Marketing Division of SEMA (METRA INTERNATIONAL). You will also find enclosed a brochure describing this study.

The meeting will be held on Thursday, October 1, 1970 at 11,30 a.m. at the SICOB in the Salle Fructidor, Level I, Zone A of the RER-Défense entrance hall in Paris.

Should you wish others whom you know to be interested in this subject to be invited or to have further information prior to the discussion, please write us.

Sincerely yours,

  
R. LAFFY  
General Manager

P.S. Mr. Philippe Hurbin et Mr. Philippe Bardy, project leaders for this study, will be present at the SEMA-SIA stand (Level 3, Stand B 202) at the SICOB, on Friday, September 25 and Thursday, October 1.

Encl. 5



*Alex Hensle - please handle*

SEP 21 1970



43 EAST OHIO STREET • CHICAGO, ILLINOIS 60611 • 312-467-5450

September 17, 1970

~~Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
Main Street  
Maynard, Massachusetts 01754~~

Dear Mr. Olsen:

The medical electronics field offers unusual opportunities for profits and diversification. It is a growing field and its customers -- hospitals and medical services -- are expanding.

However, it is a relatively new industry. Except for a few large, well-known companies -- Beckman, Hewlett Packard, Technicon -- the majority of companies in this field are relatively small. Their products are only now being evaluated and accepted by the medical profession.

Also, we have learned, from INTEC's past programs, that sales and profit opportunities in this field are more elusive than management might think. Entry into this field can involve considerable money and time to achieve successful technical and product development and customer acceptance.

One effective way to identify opportunities in this field, and also the position your company may wish to take, is to examine those companies who are currently successfully marketing medical electronic products. Their demonstrated ability to sell their products indicates successful product development and customer acceptance.

We believe the smaller companies in the field better reflect the newer opportunities in medical electronics and provide a good basis for a sponsoring company to identify opportunities for -- investment -- acquisition -- or new product development in this field.

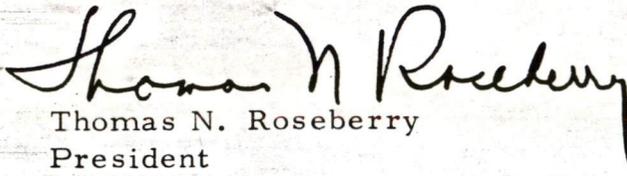
Calling on INTEC's extensive experience in market research, business evaluation, and technological forecasting in the medical electronics field, we are proposing to conduct a jointly-sponsored evaluation of the smaller and growing companies in the medical electronics field. This study is described in detail in the enclosed brochure.

The program will begin approximately December 1, 1970. Written acceptance by sponsors is requested by November 15, 1970.

If you have any questions or require any additional information about the proposed program, we would be glad to discuss them with you in more detail.

I would like to check with you in a week or so to see if you are interested in participating in this program.

With best regards,

  
Thomas N. Roseberry  
President

TNR/rh  
Encl.

Telegraphic Address:  
JOCKEY CLUB.

*Bill Long*

SEP 16 1970

*They have 3 PDP-8's  
Please handle*

Telephone:  
236101-5

# THE ROYAL HONG KONG JOCKEY CLUB.



PRINCE'S BUILDING,  
HONG KONG.

10th September, 1970.

The Manager,  
Digital Equipment Corporation,  
Maynard,  
Massachusetts,  
U. S. A.

Dear Sir,

We wish to place an order for the following stock replacement items :-

<u>Item</u>	<u>Part Number</u>	<u>Quantity</u>
Transistor	2N2683A (6534D)	3
Transistor	2N3790	11
Transistor	DEC 2894-3B	5
Diode	D662 (IN 645)	7
Diode	D664 (IN 3606)	10
Diode	D671	2
H.S.R. Light Bulbs	(OSRAM 6475)	2
Fan fold paper tape		6 Boxes

We should be grateful if you would forward the above items by air as soon as possible.

Yours faithfully,

PEAT, MARWICK, MITCHELL & CO.  
Treasurers

DWG/JHW/ct

c.c. Mr. W. Siveyer

*Bill Long - Please prepare an answer  
for this.*

203 Oak Hall  
University of Maine  
Orono, Maine 04473  
September 15, 1970

SEP 17 1970

President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Sir:

This past June, I was graduated from So. Portland High School. While at So. Portland High School, I had the opportunity of working on some of your equipment for math classes. This past spring, I began to "fool around" with PALD and the old PDP/8. Later this summer, it was returned to DEC as part of a trade-in.

It is my understanding that this piece of equipment will no longer be able to used or sold and is taking up space somewhere in a warehouse. I would like to suggest a use for this idle piece of equipment that would be beneficial to many parties concerned including DEC.

In Scarborough, Maine there is a Home for children from split families. These children range in ages from five to fifteen. I would like to propose that DEC donate this piece of machinery to the Home for use as an educational learning device. This would not only help St. Louis Home, but it would benefit DEC in that it would save money by: 1) cutting the cost of storage of the machine, and 2) it serve as a tax deductible contribution to the Home.

In talking to Miss Ann Waterhouse of the So. Portland Computer Project, she said that educational grants had be taken from the tax deductible status. In order to overcome this, you could send a tax deductible contribution to the Home who would turn around and buy this computer from you; thus saving the tax deductible status and increasing the sales.

I hope that you will seriously consider my suggestion. Please let me know as soon as possible of your decision on this matter.

Sincerely yours,

*Paul T. Bernard*  
Paul T. Bernard

cc: St. Louis Home  
Rte. # 1  
Scarboro, Maine

*Bob Fawcett - please acknowledge  
Graydon Thayer*

SEP 17 1970

EUGENE H. NICKERSON  
COUNTY EXECUTIVE



JAMES F. DEMOS  
DIRECTOR

COUNTY OF NASSAU  
EMPLOYMENT TASK FORCE  
1550 FRANKLIN AVENUE  
MINEOLA, NEW YORK 11501  
516 - 535-4466

September 15, 1970

Mr. Kenneth Olsen  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts

Dear Mr. Olsen:

Nassau County has available for employment a large and unique supply of skilled workers and professional men and women trained in a variety of industries. These people have recently become unemployed. They are good, steady workers with families to support. They have been earning salaries commensurate with their abilities. Many of them, because of their long-term employment record, are not even experienced in seeking jobs. To assist them in their efforts, I have established an Employment Task Force geared to their special needs. The Task Force's aim is to supplement the existing agencies already in this field.

We are developing an extensive listing of individuals who are fully qualified to fill jobs in various types of skilled and professional work. As an employer, you may be interested in hiring one or more of these people. We would like to refer them to you. Please write or call the Nassau County Employment Task Force, Room 220, 1550 Franklin Avenue, Mineola, New York, 11501 - Phone: (516) 535-4466.

Perhaps we can help fill your recruitment needs.

Sincerely yours,

*Eugene H. Nickerson*

Eugene H. Nickerson  
County Executive

9/15 - Dennis Burke - please take care of this

SEP 14 1970

EDWARD W. BROOKE

September 9, 1970

Mr. K. H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Recently, George Champion, member of the Board of Directors of the Chase Manhattan Bank, Bill Cosby, television personality, and I accepted the Co-Chairmanship of the Opportunities Industrialization Centers of America's 1971 Fund Drive.

The Centers, better known as O.I.C., offer a skills training program for the underprivileged and unemployed citizens in 90 cities of our nation and deserve your support.

During the past four years, I have worked closely with O.I.C. and know of the fine results achieved in the development of manpower to meet the needs of industry. Not only are O.I.C. graduates taught a skill but, equally important, each has developed a high degree of motivation and the correct attitude toward work. Further, O.I.C. makes tax payers out of tax consumers. The enclosed reprint from "Nation's Business" will furnish you with additional information.

A goal of five million dollars has been established as the need (non-government) for the 1971 O.I.C. Fund Drive. These funds will be applied to Extension and Developmental Services; the Management Training Program; Emergency Loans and Grants to local O.I.C.'s; and the National Institute as/per contracts for technical assistance, program monitoring, plus management and operational guidance.

In order that you might include this project in your 1971 schedule of giving, you will receive additional facts and will be contacted in the near future by O.I.C. representatives.

Thank you for extending your full cooperation and support.

Sincerely,



Edward W. Brooke

Enclosure

9/15/70

K. H. OLSEN

TO: Win Hindle  
Pete Kaufmann  
Brewster Kopp  
Ted Johnson  
Nick Mazzaresse  
Stan Olsen

Please forward to next on the list  
and then return it to me.

Ken

DIGITAL EQUIPMENT CORPORATION

AUG 31 1970

THE **HARWOOD** COMPANIES INC -

666 Fifth Avenue - New - York - N - Y - 10019

Phone (212) 765 - 4300

Alfred J. Marrow, Ph. D.  
Chairman of the Board

August 25, 1970

Mr. Kenneth H. Olsen  
Digital Equipment Corp.  
146 Main St.  
Maynard, Mass. 01754

Dear Mr. Olsen:

In reading the current issue of the Harvard Business Review I came across the enclosed article by Professor Harry Levinson.

Since my own company had been struggling -- not too successfully -- with a "Management By Objectives" program I found this article so helpful that I thought I would share it with other colleagues who might equally benefit from it.

Sincerely,

*Alfred J. Marrow*

Alfred J. Marrow

Please select someone to answer questions from this organization and let me know who it is so that I can refer any calls to the right person.



National Retail Merchants Association

100 West 31 Street  
New York, N.Y. 10001  
212/244-6780

Sept. 3, 1970

**Mr. Kenneth H. Olsen, President  
Digital Equipment Corp.  
146 Main St.  
Maynard, Mass.**

**Dear Mr. Olsen:**

**In order to keep the Retail Industry in the forefront of modern methodology, the Board of Directors of the National Retail Merchants Association initiated a special Systems Specifications project with the expressed purpose of developing common requirements for the long range systems needs of the Industry. These requirements would serve as recommended guidelines for manufacturers, consultants, and other companies servicing the Retail Industry.**

**The forerunner to this present effort is the NRMA Source Marking program, and its Technological Committee on Source Marking, which was established several years ago to develop suggested standards for source marking within existing technology. The Systems Specifications project will develop retail needs for the future, building upon this sound base already in existence.**

**The vendor source marking program, of course, remains in effect and continues as an ongoing successful project as more and more suppliers join in the common effort to improve the flow of accurate merchandise information for the benefit of the retailer and manufacturer.**

**As the members of the NRMA look to also include the needs of the Retail Industry for the future--specifically to the future requirements for merchandise data input and the systems that would be utilized to attain maximum effectiveness in this area--a number of working committees are being established, each to examine a particular aspect of Retailing's future needs in systems technology. One such task force will be specifically active in the merchandise identifications and marking area; another, in the field of customer identification.**

**EXECUTIVE OFFICERS**

**Chairman  
C. VIRGIL MARTIN  
Chairman of the Board  
Carter Page Scott & Co.**

**First Vice Chairman  
HERBERT E. STRAWBRIDGE  
Chairman of the Board & President  
The Retail Company**

**Second Vice Chairman  
JAMES R. WILLIAMS  
Vice President & General Manager  
Mills Furniture Co.**

Mr. Kenneth H. Olsen, President  
Page 2

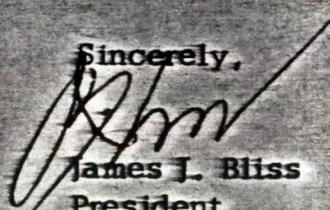
Sept. 3, 1970

The work of these task forces will be guided by the Working Committee on Systems Specifications, representing in its composition the largest retailing groups in North America, as well as representatives of the independent retailing community. The coordinator of this project in the NRMA is Irving I. Solomon, Vice President and Manager of the Information Systems Division.

The purpose of the Task Force on Merchandise Marking will be to identify common objectives and requirements that retailers would use in their marking programs over the next five to ten years. Composed of experienced merchandise systems staff, this task force (as will be the case with others to be formed) will be, through NRMA, contacting your firm concerning its plans and research in this particular area. This will provide the opportunity for maximum communications, coordination and exchange of ideas and the potential of joint efforts.

Although this letter is primarily for information purposes, we are certain that your organization stands ready to render assistance when at a future date it is called upon to do so.

Sincerely,



James J. Bliss  
President

JJB:CAB

AUG 27 1970

August 25, 1970

Digital Equipment Corp.  
Office of the President  
146 Main St.  
Maynard, Mass. 01754

Dear Sir:

The Program in Gerontology at the University of Rhode Island has become increasingly aware that the rapid increase in technological development is effecting a drastic change in the nature of work. Recent studies have shown that more and more employees are electing to retire early and future planners indicate a need to develop a comprehensive understanding of the current forces bringing change.

Because of this, the Program in Gerontology will sponsor a conference to explore the future nature of work. The conference will be held at the New England Center for Continuing Education in Durham, New Hampshire, from September 30 to October 2, 1970. We will make every effort to bring together top leaders in the business community and future planners to discuss the implication of change for the business community.

Mr. Raymond Stockard, Director of the Office of Career Planning and Placement here at the university, recommended that we contact you because of your organization's leadership role in the New England region. We are pleased to invite you to participate in the conference. A preliminary conference program is enclosed for your information.

The conference fee of fifty dollars (\$50.00) will cover room and meals for the full conference session. Because registration will be limited, we urge you to return your registration form to us as quickly as possible.

We look forward to hearing from you in the near future.

Sincerely yours,

*Tony E. McNevin*

Tony E. McNevin, Director

PGC:jeg

To Joe St. Amour - please handle

AUG 27 1970

I/O DEVICES, INC • 9 SKYLINE DRIVE • MONTVILLE, NEW JERSEY 07045 • USA • 201-335-2935



Mr. Kenneth Olsen, President  
Digital Equipment Corp.  
Main Street  
Maynard, Mass.

August 24, 1970

Dear Mr. Olsen,

We would very much appreciate having DEC review our new serial impact printer. It has excellent applications for DEC as a terminal or a stand alone mini computer printer. Our model 100 printer uses a full 96 character ASCII coded set with a removable print wheel and operates at a minimum constant speed of 30 CPS. A 50-60 CPS model is being developed.

The machine features excellent forms handling capabilities as the comparison chart shows. It has forward and reverse addressable tabulation, on line settable and resettable tabs, vertical tabulation, half line spacing, and tabs and print position visible to the operator.

It can drive one or two removable pin feed or friction platens, and the platens can be split with each side controlled independently. It uses a ribbon cartridge with re-inking rollers so that the ribbon itself is only rarely replaced.

The printing mechanism is sold either with or without electronics, and in volume the price of the printing mechanism is \$800. We would be happy to demonstrate the printer to DEC at our Montville location whenever convenient for your group.

If I can be of further help, please have the DEC people who may be interested call me.

Very Truly Yours

*Fred Carlota*

8/25 - For Smart please answer

AUG 25 1970



No 43003/ABR/PMD

LRDE

DEPARTMENT OF DEFENCE PRODUCTION - MINISTRY OF DEFENCE  
POST BOX NO 5108 - BANGALORE - INDIA  
GRAMS : DEVELECTRONICS  
PHONE : 23148

19 Aug 70

BRIGADIER SK MALHOTRA  
DIRECTOR

To

The President  
Digital Equipment Corp  
146 Main Street, Maynard  
Massachusetts 01754  
U S A

Dear Sir,

I am visiting USA as a Government Representative for a period of three weeks during Sep/Oct 70.

2. The primary objectives of my visit to States are :-
  - (a) To study the impact of latest technology in Electronics especially in the field of :-
    - (i) Data Communication and Switching, and
    - (ii) Micro-electronics.
  - (b) To explore the possibilities of technical collaboration and purchasing some of the sophisticated materials, equipment systems and components for Defence application.
3. I shall be grateful if you would kindly indicate if it would be possible to have detailed discussions with you in the field of Digital Processors and their application.
4. In view of the short time, I shall be thankful for an early reply by return of post, so that I could include the visit in my itinerary.

Yours faithfully,

(SK MALHOTRA)  
Brig  
DIRECTOR

MSG NO 1000/1324  
20 AUGUST 1970

AUG 20 1970

TO MARIANNE GENIKOS  
C C PETER PICTHALL - MANCHESTER

FR OM BOB THORLEY MANCHESTER

RE YOUR MESSAGE 6969  
-----

FDP-10 PO NUMBER 80499, LINE PRINTER LPI0B, PART NUMBER NEEDED  
IN SOME DOUBT.

PROBLEM IS THAT LPI0B IS DISCONTINUED AND FIELD SERVICES FIRST  
ATTEMPT TO GET PART PRODUCED WRONG ONE. SECOND ATTEMPT  
NOW WELL UNDERWAY.

THE PARTS LISTS ARE NOT CLEAR AND MOHAWK DATA IN UK WERE DELIBERATELY  
NOT HELPFUL. THE PRINTER HAS BEEN TEMPORARILY FIXED AND I  
HAVE REASONABLE FAITH THAT FIELD SERVICE WILL FIX IT SOON.  
I DO NOT THINK THAT INTERVENTION IN MAYNARD IS LIKELY TO  
HELP THE SITUATION AT THIS STAGE ALTHOUGH CLEARLY A NICE  
LETTER IS CALLED FOR.

REGARDS.  
\*\*\*\*\*

DIGITAL MANCH

AUG 20 10 11 AM '70

Reg,

8.20

Sent a copy to Bob Jewell also

To: Pete Kaufmann

AUG 13 1970



INDUSTRIAL AND DEVELOPMENT COMMISSION

HUDSON, MASSACHUSETTS 01749

TEL. 562-7637

August 11, 1970

Mr. Kenneth Olson, President,  
Digital Equipment Corporation,  
146 Main Street,  
Maynard, Mass. 01754

Dear Mr. Olson:

We are writing to you in the hope that when your company is planning future expansion you will consider the Town of Hudson.

At present, we have one of the finest industrial sites in New England available. This site is owned by the Raytheon Company which had to abandon their plans due to a cutback in the ABM program. It consists of 150 acres, is zoned for industry, has water, sewer and gas, and is located in the heart of central Massachusetts with easy access to all the major highways including Route 85, Route 495, Route 290, and the Massachusetts Turnpike.

Recently, we conducted a local labor survey and preliminary results indicate that there is an available labor supply in the town which of course would augment the area labor market.

There are many reasons why industry chooses to locate in Hudson, and we will be pleased to discuss them further with you or a representative of your company any time at your convenience. Please feel free to call me any time.

Very truly yours,

*Argeo R. Cellucci, Jr.*  
Argeo R. Cellucci, Jr.,  
Chairman, HIDC

arc:ny

To: *Ted Johnson*  
AUG 13 1970

**EMR** COMPUTER

52 avenue du Maréchal Foch  
91 - Bures sur Yvette  
France

ARTHUR V. RUBINO  
RÉGIONAL MANAGER

57, RUE DE PARIS  
92 - BAGNEUX - FRANCE  
253.82.00

European Marketing Division  
**Schlumberger**

Mr. Kenneth H. Olson  
President  
DIGITAL EQUIPMENT CORP  
146 Main Street  
Maynard, Mass.

Paris, August 7, 1970

Dear Mr. Olson,

I shall soon be returning home to America after four years in Europe where, as International Marketing Manager for a medium sized manufacturer of scientific computer systems, I started their international operation, and built up sales from zero to £ 3 million per year in three years time.

If your company needs an internationally oriented Marketing Executive with my training and experience, you may be interested in some of the other things which I have accomplished.

I have :

1. Developed the Corporate Plan for Marketing of Scientific computer systems and software overseas, primarily for Geophysical, Telemetry, Data acquisition, Communications, and High Energy Physics Applications.
2. Recruited, trained, and deployed a multi-national sales and service organization for the marketing of computer systems and software, principally in France, Sweden, the United Kingdom, Germany, Switzerland and Eastern Europe.
3. Built up sales in Europe to £ 3 million per year in three years time, accounting for 25 % of the total company turnover, while simultaneously maintaining Cost of Sales (expenses) below U.S.A. domestic marketing costs.

./...

8/11/70 - Ted Johnson - please handle



THE SECRETARY OF COMMERCE  
Washington, D.C. 20230

BDSAF 871 L-1 AUG 11 1970

July 31, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Public Law 90-472 authorizes the U.S. Metric Study and requires me to recommend to the Congress what action, if any, should be taken in the United States as a consequence of the increasing worldwide usage of the metric system. A copy of this Law, as well as a flyer listing the various activities in the Study and identifying the issues in brief, are enclosed.

A crucially important survey in our study concerns international trade, and we need your help to reduce the many uncertainties posed by the study with respect to this subject. Your response to the enclosed questionnaire will aid us in assessing the impact of the metric system on foreign trade, and will help me to make my recommendations to the Congress.

The enclosed questionnaire seeks three broad classes of data by major product class: (1) general information about your foreign trade; (2) information relative to those major factors currently affecting your trade; and (3) estimates on the percentage change in your trade from 1970 to 1975 using various hypotheses.

It would help us to meet the very tight schedule for the U.S. Metric Study if you could complete your questionnaire and return it to us within 30 days of date of this letter. If you cannot meet this date or if you have other questions, please call upon the International Trade Team, U.S. Metric Study, U.S. Department of Commerce, Washington, D.C. 20230 (Phone: 202-967-4356).

I want to assure you that any information provided by you will be treated as confidential. In fact, the unauthorized publication or disclosure of individual company information by government personnel is prohibited by law, and such personnel having access thereto are subject to fine and imprisonment for unauthorized disclosure.

I will greatly appreciate your cooperation in this important effort.

Sincerely,

*Maurice H. Stans*

Secretary of Commerce

Enclosures

AUG 11 1970



CUTLER • HAMMER

MILWAUKEE, WISCONSIN

August 6, 1970

EXECUTIVE OFFICES  
4201 N. 27TH STREET  
MILWAUKEE, WIS. 53216  
PHONE: 414-442-7800

Digital Equipment Corporation  
Maynard, Massachusetts 01754

Attention: President

Re: Trademark UNIBUS  
Our Ref: F. 6793

Dear Sir:

A recent magazine advertisement by your company, in which the trademark UNIBUS is used, has been called to our attention.

According to the advertisement, your company uses the UNIBUS trademark on and in connection with a ribbon of conductors, into which component systems are plugged, for use in your computers.

Our company is owner of the trademark UNI-BUS, registered on the Principal Register in U.S. Patent Office, Registration No. 624,377, April 3, 1956. This trademark has been in continuous use since March, 1955, for bus-bar distribution systems, feeder and plug-in type.

The trademark your company is using is practically identical to our trademark; and there are areas in which the respective marketing interests could overlap. However, our people see no appreciable conflict of our interests at the present time.

The primary purpose of this letter is to make sure that you are aware of our registered trademark UNI-BUS and our usage thereof.

We will appreciate acknowledgement of receipt of this letter.

Very truly yours,

  
H. R. Rather, Manager  
Patent Department

LJH:sk

Win

AUG 5 1970

information and management sciences



AUERBACH  
three center plaza  
boston, mass.  
0 2 1 0 8  
617-227-7810  
cable: auerinfo

July 31, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

As you may be aware, a major event has recently taken place within the computer industry with the announcement of IBM's "new computer system for the '70's." The significance of this announcement, particularly for the businessman concerned with optimizing the cost and profit contribution of his data processing operation, could be considerable.

As part of our continuing efforts to keep top management fully abreast of significant changes in the information and management sciences and their implications for the future, the AUERBACH Technology Evaluation Service has recently prepared for its subscribers a preliminary interpretation of IBM's announcement of the new System/370. As you will appreciate, this bulletin is based on the somewhat sketchy and incomplete preliminary information supplied by IBM, and does not constitute a formal position by our firm on System/370. However, we feel that the preliminary comparisons and conclusions developed in the bulletin may be of interest to executives concerned with achieving maximum profit contributions from their computer equipment and data processing manpower resources. We have enclosed a copy of this document for your information and review.

AUERBACH's Technology Evaluation Service is designed to provide authoritative evaluation of the technological changes taking place in various segments of the data processing community and other high-technology industries. In addition, the firm has provided since 1957 a wide range of consulting services in most areas of general management; and particularly in the fields of information sciences and technology. The firm employs approximately 200 professional personnel, representing over 2000 man-years of management consulting, information systems and computer experience. We number among our clients many of the leading commercial and governmental organizations in this country and abroad, and feel that our

philadelphia  
washington  
new york  
boston  
san francisco



Mr. Kenneth H. Olsen

- 2 -

July 31, 1970

staff is at the forefront of technology in providing consulting services and implementation assistance to clients in the general management, marketing, systems, and data processing areas.

Should you have any questions, or if we might be of service to you in any way, please do not hesitate to get in touch with me.

Very truly yours,

AUERBACH Associates, Inc.

*Richard J. Matteis*

Richard J. Matteis  
Principal Consultant

jck

Enc.

SCHOOL OF MUSIC  
COLLEGE OF FINE AND APPLIED ARTS  
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN  
URBANA, ILLINOIS 61801

*Bob Lane*  
AUG 6 1970  
*plse. answer*

July 29, 1970

Mr. Kenneth Olson, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olson:

It has come to my attention that your company has, on occasion, given gifts to non-profit organizations such as universities.

There are at present two men in the School of Music who hold a research grant from the Graduate College Research Board to use computers in application to musical compositions and sound production. Both men, Professor Benjamin Johnston and Mr. Edward Kobrin, are experienced in this area, and have published articles on related subjects. The most recent is a report on the first phase of their present project which will appear in Source, Music of the Avant-Garde this summer. Professor Johnston is a well-known composer, and Mr. Kobrin, besides being a composer, is an expert programmer.

An upcoming aspect of their research will entail development of digital control of analogue electronic music instruments (such as voltage-controlled synthesizers). The concept of voltage-controlled electronic music is not a new one. To use a computer as a control device in a performance situation would, however, be the first such application anywhere.

In order to create a "real time" production of synthesized sounds, it would be essential to have a limited amount of pre-programmed information (memory). Information such as this could easily be stored by a computer like the PDP5. This machine coupled with a teletype input/output would provide the essential hardware for live performance with both players and hardware on stage.

Through digital to analogue conversion the banks of oscillators could be both amplitude- and frequency-modulated, voltage control-filtered, and, distributed in any desired way through the acoustic space.

We are anxious to maintain the position of leadership which this university has long held in the field of new music. The first electronic music concert offered to the American public was at the University of Illinois in 1952. The Experimental Music Studio of the School of Music was one of the first of its kind in the United States, and still holds a position of leadership.

July 29, 1970

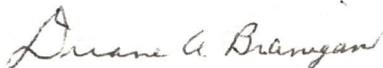
I would like on behalf of these men and others on our staff who also help to maintain the new music activity, to ask you to make a gift to the University of Illinois of one of your PDP5 computers with an I/O teletype, to assist in their research. It is our hope that new strides in the progress of electronic music may result from your assistance to our research team.

I have discussed with Mr. William Griffith of our Bursar's Office the position of the university about such gifts, and he has informed me that they would be favorably disposed should you decide to take this action.

Please give our request your sympathetic attention.

Thank you.

Sincerely yours,



Duane Branigan, Director  
School of Music

DB/lk

*Roy Gould*

**afips**

AMERICAN FEDERATION OF INFORMATION PROCESSING SOCIETIES  
HEADQUARTERS • 210 SUMMIT AVE. • MONTVALE, N.J. 07645 • 201-391-9810

Reply to:

California Computer Products, Inc.  
2411 W. La Palma Avenue  
Anaheim, California 92801

27 July 1970

TO: JCC Exhibitors

Gentlemen:

I am writing to ask for your cooperation and assistance.

As you know, the general policies governing the Joint Computer Conferences are established by the JCC Board. For a year or more, the JCC Board has been discussing the desirability of re-emphasizing certain basic concepts governing the exhibits at the Joint Computer Conferences.

We are currently in the process of drafting a policy statement. We expect that policy to be in force for the 1971 Fall Joint Computer Conference. The schedule should, therefore, permit you enough time to make any adjustments necessary (although, for many, the adjustments will be minor).

In the interim, however, I am listing some specific suggestions which are expected to guide you in your planning for the 1970 FJCC in Houston and 1971 SJCC in Atlantic City. These represent essential steps toward arriving at objectives which are in our common interest.

The overall objectives are simply stated. We wish to emphasize and maintain those attributes of the JCC Exhibits which are directly relevant to the scientific and educational purposes of the Conferences.

To a large degree, the JCC's have succeeded in attaining these objectives. The overall quality of the JCC's, equaled by no others, is a direct measure of the dedication of the participants and the organizers both.

Sponsoring Societies

Members: The Association for Computing Machinery; The Institute of Electrical and Electronics Engineers Computer Group; Simulation Councils, Inc.; American Society for Information Science. Affiliates: American Institute of Certified Public Accountants; American Statistical Association; Association for Computational Linguistics; Society for Industrial and Applied Mathematics; Society for Information Display; Special

8/4 - Ted Johnson - please handle

AUG 4 1970



Jost's Engineering Company Limited

Registered Office 60 Sir Phirozeshah Mehta Road Bombay 1  
Post Box 243 Telephone 262697 Telegrams Jost Telex 2722

Our Ref: BD:GEN:252.

28th July, 1970.

Dear Mr. Olsen,

We introduce ourselves as one of the leading Import Houses in this country and among the various Companies we represent are International Telephone and Telegraph Corporation and M.B. Electronics, U.S.A. Both these Companies build some of their equipment around your computers and recently we have been receiving some interesting literature on the range of products manufactured by you.

I write to enquire if you have any agents in this country and also to request you, if possible, to send us further literature and budgetary prices on the full range of computers and other equipment manufactured by you.

Thanking you and with regards,

Yours sincerely,

A handwritten signature in dark ink, appearing to read "B.A. Dadachanji", written over a horizontal line.

B.A. Dadachanji.

Mr. Kenneth H. Olsen,  
Digital Equipment Corporation,  
146, Main Street,  
Maynard,  
Massachusetts 01754,  
U.S.A.

BD/rmh.

*John Fulich  
to handle*



## **GUARDSMARK, INC.**

270 PARK AVENUE, NEW YORK, NEW YORK 10017, U.S.A.

August 3, 1970

**IRA A. LIPMAN**  
President

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corporation  
Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Needless to say, in these trying times, every company, no matter what field it is in, requires some type of security organization and plan for the overall protection of the facility and the safety of the employees.

We at Guardsmark have a plan that we would like to present to Digital Equipment for your consideration and for the use of our company's service.

We would like to have the opportunity to discuss this plan and these services with you during the week of August 17th in Maynard, Massachusetts and would appreciate your responding as to whether this would be a convenient time to meet with you.

Very truly yours,

  
Ira A. Lipman

IAL/en

publishers of

# N/C WORLD

*Stan Olson*  
AUG 3 1970

July 30, 1970

Mr. Ken Olson  
President  
Digital Equipment Corporation  
Maynard, Massachusetts 01754

Dear Ken:

We now have sixteen issues of N/C WORLD behind us, and we believe that we have made a significant contribution to the world of numerical control. We have never begged. We have never asked for or received subsidization by any organization or firm. N/C WORLD is an independent business venture, and we are proud of that fact.

However, except for occasional editorial material which we have presented, no message from Digital Equipment has ever appeared in the pages of N/C WORLD.

I have attached to this letter a copy of our SME Show Issue of April, 1969, which was held in Chicago in order to exemplify how we intend to cover the Show. Our September issue will be a complete Info/Guide to the Show, complete with floor plans, exhibitors' lists, and booth numbers.

If you have within your budget any advertising dollars at all to help make this a selling show for your company, N/C WORLD is the one vehicle in which your advertising message should appear.

It is the only publication devoted one hundred per cent to numerical control and it is the only issue devoted one hundred per cent to numerical control at the Show itself.

It is still not too late to make such a move. Your consideration will be appreciated.

Cordially,

*Allan Young*

Allan Young  
Editor & Publisher

11n  
enclosures

AUG 4 1970

*Ted Johnson*

August 1, 1970

Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main St.  
Maynard, Mass.

Dear Mr. Olsen:

"The most imaginative piece of marketing I have ever seen!" exclaimed Robert Sarnoff at the conclusion of my presentation to RCA's top management requesting approval of a new service proposal to the State of Illinois covering a ten year service agreement in the amount of \$323,000,000.

I created, developed and marketed this new service business as Manager, Marketing and New Business Research for RCA Service Company.

I have the creative ability and experience in Marketing and Management to help your Marketing Staffs to develop new profitable service and product businesses. I can also provide professional guidance for their marketing programs by "PLANNING for PROFITABLE SALES" through "SELECTIVE SELLING" techniques.

The success of these techniques and other creative marketing tactics and strategies is illustrated in the enclosed "Highlights" of my 36 years of Marketing...Manufacturing...Management experience with RCA Corporation.

I wish to join your company as a consultant for your line or staff marketing activities.

May I have an opportunity to review this matter with one of your executives?

Sincerely,

*Abraham Fischer*

Tel: -(215)-649-6381

# EUROPEAN TECHNICAL COVERAGE, INC.

SPECIALISTS IN INTERNATIONAL INDUSTRIAL LIAISON AND  
PUBLISHERS OF EUROPEAN ENGINEERING  
EUROPEAN ENGINEERING TECHNICAL DIGEST  
AMERICAN PRODUCTS, DESIGN & ENGINEERING DIGEST



JUL 27 1970

*Stan Olsen*

Home Office: 75 E. Wacker Drive, Chicago, Ill. 60601  
Telephone: STate 2-5992

July 22, 1970

E. E. SANDO, President  
Mr. K. H. Olsen,  
President  
Digital Equipment Corp.  
Maynard, Massachusetts

Survey 137-EEM  
EUROPEAN ELECTRICAL MACHINING

Dear Mr. Olsen:

Electrical Machining -- a rich crop of innovations -- in Europe!

Every domain of engineering seems to reach a plateau of sophistication - where it appears a point of saturation has been attained. An example is the laser - which until recently was quite generally thought of as a very good electrical machining tool in search of problems to be solved, largely for the military, but right now a quarter of a billion dollar business -- and heading rapidly to a billion. Present applications are in medical electronics, memory banks, data processing, communications, lighting, measurement and alignment, imaging and display.

An exploratory investigation by E.T.C., Inc. indicates that in Europe, more than elsewhere, a much harder look at the application and elaboration of techniques in electrical machining is producing many rewarding innovations in methods and uses, particularly in production runs. With the market for electrical machining methods in Europe barely reaching twenty five percent of the potential the United States has reached, a fresh outlook is uncovering some novel and diversified applications in such unexpected areas as paper-making, clothing, packaging and plastic transforming.

Attached is the proposal for Survey 137-EEM (EUROPEAN ELECTRICAL MACHINING) - which will undertake to survey not only the many recent achievements - but also investigate the mushrooming trends and developments for today and tomorrow.

Preliminary investigation has been completed and work on this project started in June. We would therefore greatly appreciate an indication of the extent of your interest in Survey 137-EEM under the following headings:

- |                                    |                              |
|------------------------------------|------------------------------|
| A) We are accepting participation. | C) We need more information. |
| B) Proposal under consideration.   | D) We are not interested.    |

Hoping to hear from you soon in this matter, I am --

Yours very sincerely,

*E. E. Sando*  
E. E. Sando, President  
EUROPEAN TECHNICAL COVERAGE, INC.  
Engineering and Editorial Offices: 10 Rue Grenus, Geneva, Switzerland, Tel. 02 58 84; Cable: Technico



olivetti numerical control, Inc., 32-20 112th Street, East Elmhurst, New York 11369 212/478-7700

JUL 30 1970

*Stan Olsen*

July 24, 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corp.  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Substantial savings and increased profit opportunities in machine shop operations can now be achieved with the Olivetti Automatic Tool Change NC Machining Center. Its unique feature: jig borer accuracy which permits continuous flow of operations - to the end product - on one machining center.

We believe that one application will convince you of the profit advantages you can realize with this equipment. That is why we suggest you give us your most difficult machining problem involving milling, drilling and jig boring operations. We will put our engineers to the task, machine a prototype, if required, and demonstrate to you that the Olivetti NC Machining Center, with full service and engineering support, outperforms any other machine, except, perhaps, those that are at least twice as costly.

This is what we said to Singer-Kearfott's supplier of gyroscope housings; to a major contractor for complex stainless steel parts for the Boeing 747, and to other job shop operators. These companies have since become enthusiastic users of Olivetti NC Machining Centers. Their enthusiasm is no doubt attributable in good measure to the fact that they have since become primary suppliers of these precision parts. Attached is a sampling of opinion from users of the equipment, giving, in their words, the specific advantages they most keenly perceived.

Olivetti has been one of the foremost European machine tool builders since 1930, and its NC Machining Centers have long been standard equipment by precision equipment manufacturers, such as Fiat, Alfa Romeo, Beretta, Nord Aviation. Also at European manufacturing facilities of Worthington, GE, GTE, AMF, etc. Since its introduction in the U.S. three years ago, machine parts and tool manufacturers in the U.S. have become convinced of the overall superiority of the Olivetti NC Machining Center. Perhaps even more important than its outstanding technical features is that comprehensive service and engineering support is our tradition - as old as the company itself.

Aware of the wide spread interest in more efficient - less expensive, more accurate - machine shop operations, our engineering staff has prepared a discussion memorandum on COST SAVINGS AND PROFIT OPPORTUNITIES WITH JIG BORER ACCURACY NC MACHINING CENTERS. We would be pleased to send you, or your designee, a copy of this timely study. A response letter is enclosed to facilitate your reply.

Sincerely yours,

*Renzo M. Castellini*

Renzo M. Castellini  
Executive Vice President

RMC:jm

To Rick Mozzarella (Marianne) for handling.  
They are sending

AUG 3 1970

Dear Sir:

I have been doing work on PDP-8 and 9 at O.S.U., and wherever I can get free time. While time is easy to get at most colleges, at least during the summer, there is a problem: O.S.U. owns three sets of manuals for each computer (or that's all that anyone hears about). One set is not allowed out of the Center, one is in a non-circulating library, and one circulates among the faculty and grads. There would seem to be two simple ways to obtain the manuals I need:

- (a) Buy a set. On \$5.00 ~~per~~ allowance, this is not too simple.
- (b) Ask for a set. This is what I am doing. If you are inclined to help, this is what I need:

- 1. PDP-9
  - a. Fortran
  - b. Macro 9
  - c. Users manual
  - d. Octal code/Machine instruction tables
- 2. PDP-8
  - a. Focal
  - b. Fortran
  - c. Console manual
  - d. Assembly and Octal lists

These are the books I need. Of course, any other publication dealing with the PDP-8 and PDP-9, or any other DEC system would be greatly appreciated.

Hoping to hear from you,

*Robert W. Kane*

Robert W. Kane

Robert Kane  
3017 Warrington  
Shaker Hts. Ohio  
44120

*E. J. Garceau*

July 29, 1970

Digital Equipment Corporation  
146 Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

During the past three years I have been working on an invention process for the orderly integumentation, analysis and retrieval of data, in an attempt to satisfy diverse on-line management information requirements.

This effort has culminated in an invention process which may be of interest to your firm as an aide in marketing your current or future hardware systems.

Would you please advise of the procedure by which these data system methods may be disclosed.

Sincerely,

*E. J. Garceau*

C. E. Garceau  
4599 Norwich Way  
San Jose, California 95130

*Bob Lassen*

*Minority Group  
Recruiting Specialists  
New York—Chicago*

*1270 Sixth Avenue  
Rockefeller Center  
New York 10020  
Telephone: LT 1-3400*

*Richard Clarke Associates, Inc.*

July 22, 1970

Mr. Kenneth H. Olsen  
Digital Equipment Corp.  
146 Main St.  
Maynard, Mass.

Dear Mr. Olsen:

In addition to a corporation's normal recruiting efforts, order #4 has created added emphasis on minority group recruiting. Prudent companies are taking advantage of productive, yet inexpensive minority group recruiting assistance.

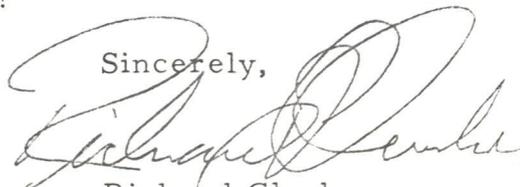
The secret to successful minority group recruiting is being able to locate and attract qualified minority applicants and good employers. In the last 14 years we have earned and maintained an impeccable reputation in the minority and business community for being a highly professional, ethical and productive minority group recruiting organization.

Even though your current needs may not call for a large number of minority employees, it is to your advantage to participate in our Washington, D. C. Minority Group Job Opportunity Center on September 18 and 19, 1970. We will present you with the resumes of approximately 600 minority candidates with degrees in Accounting, Business Administration, Chemistry, Engineering, Programming, etc. You can use any resumes in the book for 90 days. Because we are confident of your successful participation, we guarantee your company a minimum of two hires from our September Job Opportunity Center.

If in fact you do not make at least two hires we will conduct a private search until two positions are filled. I believe this to be as fair an offer as any recruiting organization can make.

Will you participate in September?

Sincerely,



Richard Clarke  
President

*Bob Lassen*

JUL 31 1970

683-7111

MERRIMACK COLLEGE  
NORTH ANDOVER, MASSACHUSETTS 01845

DEPARTMENT OF ELECTRICAL ENGINEERING

July 30, 1970

Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts

Attn: Mr. Kenneth H. Olsen

Dear Mr. Olsen:

This summer I am conducting a feasibility study, for the Department of Electrical Engineering here at Merrimack College, on the replacement of our present curriculum with a cooperative work-study program. As you may know, the work-study program involves a regularly planned alternation of full-time academic study with essentially equal periods of full-time experience in career-related work assignments.

In this initial phase of the study I am interested in obtaining industrial views as well as some indication of the opportunities available for the working period.

This in no way is asking for a commitment, merely an assistance in completing our survey.

Would you please fill out the enclosed card and return it to me at your earliest convenience. Would you also indicate the name of the person we should correspond with in the future.

Thank you for your time and cooperation.

Sincerely yours,

*Chester W. Stanhope*

Chester W. Stanhope  
Assistant Professor  
Department of Electrical Engineering

CWS:s  
Enc. (1)

7/29 - Ted Johnston

JUL 28 1970

R. L. BOYD COMPANY

*Management Consultants*

P. O. BOX 3420 GRAND CENTRAL STATION

NEW YORK, N. Y. 10017

(212) 679-1683

July 24, 1970

Mr. K. H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

In the last few years there seems to be more interest among United States business organizations to work out trade arrangements with the governments of several countries which have previously been neglected for one reason or another.

As you know, several U. S. companies are now offering products and technologies to these various countries. In turn, some U. S. companies are also purchasing products manufactured in these countries to sell in their own markets.

We know that your company has an international marketing department which sells products and offers technologies to many countries in the world. However, your international group may not cover certain countries which are listed below:

Lebanon	Austria	Malayan Federation (Singapore)
Poland	Taiwan	South Africa
Yugoslavia	Japan	Madagascar
Russia	Korea	Libya
Czechoslovakia	Norway	Ghana
Iran	Sweden	Morocco
Kenya	Denmark	Mozambique (Zambezi)
Ethiopia	Finland	Thailand (Bangkok)
Rumania		

If you have interest in exploring possible trade relations with any of these countries, please let me know as we would like to discuss the situation with you.

Thank you for your interest and consideration, and we shall appreciate hearing from you in the near future.

Sincerely,

*Robert L. Boyd*

RLB:BB

7/29 - Pete Kaufmann to answer

JUL 29 1970

From: John F. Barrie,  
10 Grandview Avenue,  
Watertown. 02172.  
27th July 1970.

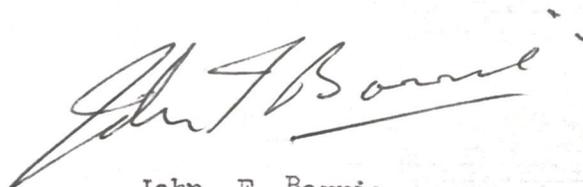
To: Mr. Kenneth Olsen,  
Digital Equipment Corporation,  
146 Main Street,  
Maynard.

Dear Mr. Olsen,

I understand from trade rumors that your company will be starting a new plant in Galway, Ireland. It is my hope that you can use my services, in any capacity for which my background makes me suitable. I am, of course, entirely conversant with the problems and factors involved with production within the British Isles, at one time liaised closely with the PYE plant in Belfast, Northern Ireland, and also have a good comprehension of American methods.

I enclose copies of my resumes, one deliberately generalised, the other giving more detail, and would appreciate the favour of an interview.

Sincerely yours,



John. F. Barrie.

Enc.

7/24 Dick Best. - Is this of any interest to DEC

JUL 14 1970

# Concept Electronics, Inc.

JUL 21 1970

June 18, 1970

Gentlemen:

Enclosed are the specifications of a random access tape drive unit my organization has recently perfected. Since we are a small electronics company we neither have the capital nor the staff to go into the full production and marketing of our Minimag-1 tape drive.

I am positive once you have gone over the detailed specifications of this product the fantastic market potential for such a unit will not escape you.

As it is not specified I should like to add that the tape unit is compatible with any model micro-computer and small, medium, and large scale computer set-ups in todays market. I should also add that the production cost, including electronics, for this unit is under \$1,000.00. If you are interested in our product and would like to have further information or meet with us please write me at the following address.

*Lewis Okser*

Lewis Okser, Vice President  
Concept Electronics, Inc.  
320 Rosecrans Avenue  
Manhattan Beach, California  
90266

7/24 - Ted to answer.

JUL 21 1970



THE ASSISTANT SECRETARY OF COMMERCE  
WASHINGTON, D.C. 20230

JUL 17 1970

Mr. Kenneth H. Olsen  
President  
Digital Equipment  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

The Department of Commerce seeks the advice of American businessmen through many channels, one of the most important of which is the National Export Expansion Council (NEEC). As you perhaps know, the NEEC is composed of some 70 business and professional leaders who advise the Secretary of Commerce and other Government officials in the area of trade policy and performance. In the past two years the NEEC has set up several special committees to look into the problems faced by individual industries in expanding their exports and to recommend solutions. Industry committees thus far have examined the export problems of the electrical generating equipment, commercial aircraft, and engineering and construction services industries.

At the recent Plenary Meeting of the NEEC it was recommended that several new committees be established to perform similar tasks. In particular, it was recommended that a committee be formed to examine the prospects of increasing business machine and computer industry exports and to recommend actions necessary to achieve this objective.

The purpose of my letter is to seek your guidance on whether in your judgment such an undertaking would serve a useful purpose and, if so, would receive necessary support and cooperation from the business machine and computer industry.

If your conclusion as to the desirability of establishing such an industry group is affirmative, I would, further, be pleased to know if you would be willing to serve on the committee and to have your recommendations for other members.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robert McLellan". The signature is fluid and cursive, written over a light-colored background.

Robert McLellan  
Acting Assistant Secretary for  
Domestic and International Business

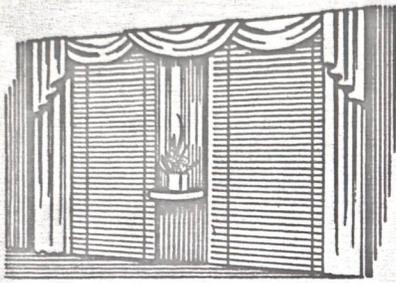
1 Enclosure:

"The National and Regional Export Expansion Councils"

Lite Kaufmann

JUL 24 1970

Interior Decorators



Belliveau fabric & drapery shop

995 Oak Hill Road Fitchburg, Massachusetts 01420

Telephone: 342-3038

July 22, 1970

Digitol Co

K.H. Olsen Esq.

Maynard Mass

Dear Sir

Several months ago I wrote in  
to your company about Decorating your  
Westminster office, we do a complete  
decorating service, Draper, blinds, carpet  
office furniture etc. we are now doing  
the Foster Grant office in Leominster  
Mass, already installed two yr carpet,  
Mr Olsen I certainly would appreciate  
doing your Westminster Grant office.  
Thank you.

Yours Truly.

AM Belliveau

WESTERN UNION COMPUTER UTILITIES, INC.

609-11 SOUTH ANDREWS AVENUE  
FORT LAUDERDALE, FLORIDA 33301  
PHONE (305) 525-0553

JUL 20 1970

Win

July 17, 1970

Mr. Kenneth H. Olsen  
Digital Equipment Corporation  
Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

As you may know Western Union Computer Utilities is presently establishing a national computer time sharing network of 300 Licensed Datacenters throughout the country. These Datacenters are being set up to provide computer processing services to the local business community--as well as perform your own data processing requirements.

133 locations have already been selected. We are now concentrating on establishing datacenters in the remaining areas that are currently available. The enclosed map shows the network locations--areas that are not "filled in" are presently available.

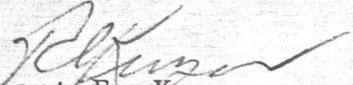
Western Union Computer Utilities, Inc. is a publicly owned company of which the major stockholders are Western Union Telegraph Company and Computer Utilities Corporation.

In appointing the proper licensee we find that well established corporations, such as Digital Equipment Corporation, are experiencing unusual success. We believe that your company will obtain substantial benefits by establishing one or more of these successful and profitable Datacenters in your area.

Western Union Computer Utilities supplies all computer programming, systems and operating procedures, personnel training, and a step-by-step marketing plan to enable you to set up and operate a successful Data-center.

Mr. Olsen, if you are considering diversification, we know this program is for you. We suggest you contact us immediately at (305-524-1559) so we can provide you with further information.

Sincerely,

  
Robert E. Kenoyer  
Vice President

hb  
Enclosure

7/23/70 Sent to Ted Johnson

JUL 23 1970

Mr. Kenneth H. Olsen,  
President,  
Digital Equipment Corporation,  
146 Main Street,  
Maynard, Mass.,  
U. S. A.

20th July 1970

Dear Mr. Olsen,

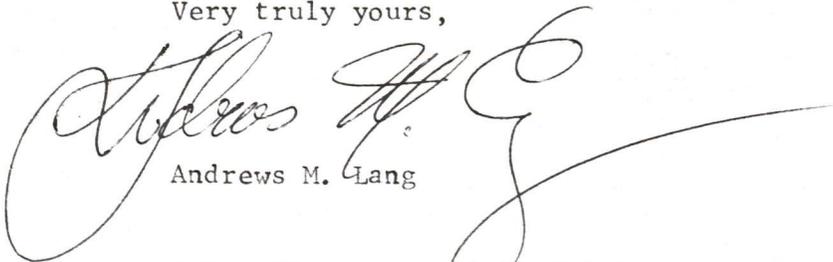
The international activities of your Company should provide high rates of profit and growth - but these goals are achieved in practice only if you have sufficient managers with the rather special skills required for international work.

My background may be of interest to you as a means of strengthening the management capability of your international management team. I am now winding up a 3½ year stint with a high-technology American electronics firm in which - starting from absolute scratch - I set up the European Division and (as General Manager of the Division) brought it to its present profitable position. The Division manufactures in England and sells direct throughout the U.K. with distributors for all countries in Western Europe.

This experience in international management complements solid prior experience in USA industry including several years of middle and senior level management consulting work and six years with the American Management Association. I also hold a degree in electronics from M.I.T.

By September 1st my family and I will be back in the States - and my hope is to continue in the international management field but from a USA base. If you feel that my background might be useful to your Company I'd appreciate your contacting me through either of the addresses below.

Very truly yours,



Andrews M. Lang

U.K. address (until 21 July)  
Boundary Lodge  
Bray Road  
Maidenhead, Berks.  
Phone: Maidenhead 30228

USA address (permanent)  
RFD No. 2  
Montpelier, Vermont  
Zip: 05602  
Phone: 802+ 223 3663

AREA CODE 212  
DIGBY 4-3456

7/20/70  
*Sten*

CABLE ADDRESS  
"NICHIMEN" NEW YORK  
TLX NO. 222063 (RCA)  
420993 (ITT)  
01-2017 (W. U.)

NICHIMEN CO., INC.  
60 BROAD STREET  
NEW YORK, N. Y. 10004

*0302*  
*Co.*

May 20, 1970  
Our Ref: ESA-162

Mr. Kenneth H. Olsen,  
President  
Digital Equipment Corp.  
146 Main St.  
Maynard, Mass. 01754

Dear Mr. Olsen:

As our CRT Display system may fit into your computer product project, we are pleased to introduce to you the following product for your computer.

1. Product : CRT Display Unit.
2. Specification : As per the attached specifications. If there are any items improved or new items to be specified, we are willing to study them.
3. Price : Duty Paid, Net 30 Days, Ex-Pier Boston.  
(a) 1,000 sets .....\$170.00 per set.  
(b) 5,000 sets .....\$155.00 per set.
4. Shipment : About 4 months after confirmation of your purchase order.

If you need more detailed information, please contact the writer.

Very truly yours,  
NICHIMEN CO., INC.

*S. Asakura*  
S. Asakura  
Electronics Division

SA/md.

To: *Pete Kaufmann*  
Ness International

422 Waverley Street  
Palo Alto California 94301  
415 322-4626

JUL 21 1970



July 18, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corp.  
Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Indonesia is the world's third richest nation in natural resources. It is also the fifth most populous nation in the world. Ness Industries, Inc., a California corporation, has successfully established the first U.S. electronics plant in Indonesia since the Soeharto regime came to power.

Our plant began operations in November, 1969; today, we employ 180 Indonesians and 2 U.S. resident managers. More important, we are shipping over 1 million transistors per month. Our labor efficiency is close to U.S. standards and our quality is slightly above U.S. standards.

We have received enthusiastic support from officials of the Indonesian Government to encourage other firms to follow our lead. In order to help determine the advisability of establishing your own facility, we are proposing a study be conducted to select and evaluate several potential U.S.-style industrial park sites in Indonesia. A brief description of the study along with some additional Indonesian background is enclosed for your review, together with a reprint of our recent advertisement in Business Week.

Two international banking institutions have expressed interest in participating in the financing of the project. A.I.D. guarantees would be negotiated. I am pleased to point out that the first sponsor is P.T. Ness Industries, an Indonesian corporation wholly-owned by Ness Industries.

If your company might be interested in participating in such a study, please call today so that we can discuss the particulars in greater detail. Ask for Philip Breitmeyer or Oz Pieper.

Sincerely,

*Philip Breitmeyer*  
Philip Breitmeyer  
President

7/20 - Angela Cassette for handling

JUL 20 1970

Telegraphic Address:  
JOCKEY CLUB.

Telephone:  
236101-5

# THE ROYAL HONG KONG JOCKEY CLUB.



PRINCE'S BUILDING,  
HONG KONG.

14th July, 1970.

The Manager,  
Digital Equipment Corporation,  
Maynard,  
Massachusetts,  
U. S. A.

Dear Sir,

The Royal Hong Kong Jockey Club purchased in 1969, from Automatic Totalisators Ltd., three PDP8I Computers for use in their Totalisator System at the Happy Valley Race Course in Hong Kong.

We, as the Club's Totalisator Manager's, are on the DECUS mailing list both as an Installation Member and an Individual Member. Could you now please arrange for The Royal Hong Kong Jockey Club to be registered as owners of 3 PDP8I Computers so that we may obtain current information regarding engineering developments and maintenance techniques.

Your co-operation in this regard will be very much appreciated.

Yours faithfully,

PEAT, MARWICK, MITCHELL & CO.  
Treasurers

DWG/JHW/ct

c.c. Mr. M.M. Boycott,  
Mr. W. Siveyer.

7/20. Pete Kaufmann to answer

JUL 20 1970

SOUTH DAKOTA IDEA

State Office Building  
Tel. 605 - 224-3307  
Pierre, South Dakota 57501



INDUSTRIAL DEVELOPMENT EXPANSION AGENCY

July 15, 1970

Mr. Kenneth H. Olsen, President  
DIGITAL EQUIPMENT CORPORATION  
146 Main Street  
Maynard, Massachusetts 01754

Dear Sir:

The recent Wall Street Journal report on your company's business activities was very interesting and should please your stockholders and employees. It is always pleasing to read of well operated companies.

South Dakota is growing economically and wants good, well-managed companies as part of her economy. As an example of South Dakota's attitude toward assisting industry, the 1969 Legislature passed two bills which grants further assistance to new companies. One bill provides property tax relief while the other one provides funds to train employees.

While I have the opportunity, I would like to point out that South Dakota is a state with no debt, no corporate or personal income tax. Key labor legislation such as our right-to-work law assures labor and management equal rights. Other favorable factors include our recently declared constitutional Industrial Revenue Bond Law. This law permits cities and counties to issue revenue bonds for the construction of buildings and the purchase of site and equipment. We also have an abundant supply of quality labor which is available for immediate employment.

A representative of this agency will be in your area during August. May he call on you at that time to explain the many profit advantages that South Dakota has to offer? We would appreciate hearing from you.

Sincerely yours,

Robert H. Martin  
Director

RHM/lv

*Sent to Ted Johnson*

JUL 17 1970

NEW YORK CITY  
PALO ALTO, CALIFORNIA  
HARTSDALE, NEW YORK

## Quantum Science Corporation

July 13, 1970



245 PARK AVENUE  
NEW YORK, N.Y. 10017  
212 • 986-4410

Mr. Kenneth Olsen  
President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

In the past you have been exposed to our comprehensive studies of the U.S. computer markets, such as the Network Information Services, Dedicated Information Systems and MAPTEK Computer Strategy Studies.

The computer opportunities in international markets require similar comprehensive data bases and analyses. Quantum Science's newest multiclient study, Worldwide Computer Opportunities, will forecast computer hardware and service opportunities from 1972-1977 in all of the major worldwide markets. It will feature an industry-oriented analysis similar to our U.S. studies for individual countries in European markets.

This study will be a major and unique contribution to forecasting the worldwide computer industry outlook. It will provide you with strategies for profitable penetration of this growing market. When you read the proposal, we are sure that you will want to be included in the formation of the sponsoring group, to assure that the study fulfills your needs for worldwide planning.

We shall be in touch with you shortly to discuss the enclosed proposal and your participation in the study. We are looking forward to welcoming you as one of the sponsors of this program.

Sincerely yours,

QUANTUM SCIENCE CORPORATION

*Haines B. Gaffner*  
Haines B. Gaffner  
Vice President

HBG/sds

To: Ed Schwartz



**MacDermid** INCORPORATED

...right to the Finish!®

Waterbury, Connecticut • Ferndale, Michigan • Torrance, California • St. Louis, Missouri

July 6, 1970

526 HUNTINGDON AVENUE

WATERBURY, CONNECTICUT 06720

TELEPHONE 203 754-6161

TELEX: 96-2413

Digital Equipment Corporation  
12 Maynard Mill  
Maynard, Massachusetts 01754

Attention: President

Dear Sir:

We are writing you to explore the possibility of finding new technology which we can reduce to practice and bring to the marketplace. It may be that your company has or will have future technology that falls within our scope. Such technology could be turned into immediate CASH for your company by selling or licensing it to us. Enclosed is our Annual Report and other literature which will acquaint you with MacDermid Incorporated.

In addition to the areas of interest outlined in MacDermid Incorporated, 48 Years of Progress, we sell and service products for the following:

- Corrosion protection of metals.
- Electropolishing.
- Decorative and engineering electroplating of metals and plastics.
- Pretreatment of metal for identification, painting, rustproofing and lubrication with phosphate, chromate and other conversion coatings.
- Coloring of metals for optical properties, decorative effects and identification.
- Chemical polishing of metals.
- Electroless plating.
- Water base organic coatings.
- Metal etching and stripping.
- Anodizing of aluminum and other metals.
- Waste treatment.
- Photofabrication.
- Printed circuit manufacture.
- Metal cleaning.
- Burnishing.
- Electroplating on aluminum.
- Non-aqueous electroplating.
- Vacuum deposition of metals.
- Thermal decomposition of metals.

COPPER PLATING PROCESSES • DRY ACID REPLACEMENT SALTS • ELECTRO AND CHEMICAL POLISHES  
MACROMATE CONVERSION COATINGS • BURNISHING AND PHOSPHATING COMPOUNDS • STRIPPERS  
COMPOUNDS FOR FINISHING ALUMINUM AND MAGNESIUM • PROCESSES FOR PLATING ON PLASTICS  
ORGANIC COATINGS • PRINTED CIRCUIT PROCESSES • RINSING AND DRYING AIDS • METAL CLEANERS

MAC DERMID INCORPORATED

We are interested in discussing possible joint ventures or opportunities for licensing with you at the earliest possible date.

Will you please call or write me and let me know when we can see you or other people in your corporation that you may designate, regarding this matter?

Sincerely yours,

MACDERMID INCORPORATED

*William P. Innes*

William P. Innes  
Vice President and  
Technical Director

WPI:ep

Enclosures

To: Ted Johnson

W. Wyatt Martin  
Commercial Office  
American Embassy  
Tokyo, Japan

Mr. Kenneth H. Olsen  
President  
Digital Equipment Corp.  
146 Main St.  
Maynard, Mass. 01754

Dear Mr. Olsen,

In view of the current need of so many U. S. firms to strengthen their international operations, it appeared that you might be interested in the experience, background, and accomplishments described in the attached curriculum vitae.

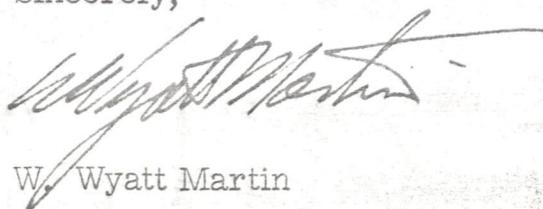
This experience would be particularly useful to an American firm desiring to expand its overseas operations, or to enter the international field for the first time. My background and experience seem to indicate that my potential contribution should be greatest in the areas of international operations or international marketing.

My decision to leave government service is based on the conviction that private industry offers more opportunity for personal involvement, creativeness, and achievement. Potentially better remuneration is also, frankly, a factor.

Should a possible mutual interest appear to exist between us, a visit to your home office during August could be arranged.

In the event that I have not heard from you before my return to the States, I will phone your office, from the city on my itinerary nearest to your office, to see if a meeting there would be timely.

Sincerely,



W. Wyatt Martin

W. WYATT MARTIN  
Curriculum Vitae

POSITION DESIRED: International marketing or international operations.

PERMANENT HOME ADDRESS: 236 Rose Street, Pulaski, Tennessee.

BORN: May 2, 1929. MARRIED, four children. HEIGHT: 5' 7 1/2". WEIGHT: 158 lb.

ACADEMIC RECORD: Vanderbilt University, B. A. Business Administration, 1951.  
Georgetown University, B. S. Foreign Service, 1955.

LANGUAGES: Fluent spoken and written German, speak and read Swedish fairly well.  
Studying Japanese.

EXPERIENCE-FUNCTIONAL:

1. Counseled and assisted American businessmen on:
  - a. Special problems and methods concerned with doing business in host countries.
  - b. Establishing branch offices and subsidiaries.
  - c. Setting up marketing programs, integrated manufacturing and marketing operations, and licensing arrangements.
  - d. Trademark, copyright, patent, tariff, customs, and quota matters.
2. Represented American business interests with local governments in connection with above.
3. Assisted in selecting joint venture partners and sales agents for U. S. firms.
4. Directed the activities of Embassy commercial research staff. Reported and interpreted for Washington new commercial developments in host countries.
5. Supervised all market research done by or for the Embassy in connection with U. S. Trade Center promotions.
6. Planned and managed "U. S. Trade Missions" and "America Week" programs.
7. Counseled foreign buying missions to the United States.
8. Held contracting and accountability responsibilities.
9. Normally supervised four on immediate staff and 25-30 for part of their work.

EXPERIENCE-CHRONOLOGICAL:

June '68 to date: Assistant Commercial Attache, American Embassy, Tokyo.

Jan. to June '68: Touring Speaker for U. S. Department of Commerce.

Chairman of Staff Promotion Panel for Department of State.

'67: Commercial-Economic Officer at American Embassy, Stockholm.

Directed research and development for U. S. Trade Center.

'65-'66: Consul and Economic Officer at Frankfurt, Germany, in charge of Economic Defense Program for two West German states. Promoted to Foreign Service Officer (F. S. O.) Class 4.

'62-'65: State Department, Washington, D. C. Special Consular Services Officer.

Foreign policy briefings to public. Directed first Local Employee Training Program for Commercial, Economic and Political specialists.

Promoted to Consul and F. S. O. 5.

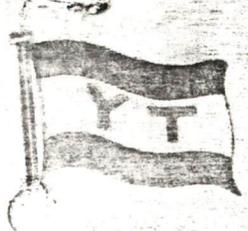
'60-'61: Vice Consul at Lisbon, Portugal.

'56-'59: Vice Consul at Stuttgart, Germany. Promoted to F. S. O. 7 and later 6.

'54-'55: Student at Georgetown Univ., Washington, D. C. (see above).

'52-'53: Graduated from Air Force O. C. S. as 2nd Lt. Served overseas. Left as 1st Lt.

AREA DESIRED: Unlimited - U. S. or Abroad



Pete Kaufmann  
JUL 10 1970

# 永大航業股份有限公司

## Yung Ta Navigation Co., Ltd.

台北市國科街一樓  
四十二號二樓  
電話：二一〇三九九  
三六八二二九

NO. 42 2ND FL. 1ST SEC. KAI FENG STREET TAIPEI TAIWAN (FORMOSA)

P. O. BOX 3334 Telephone: 21039, 27169, 368229 Cable Address: "YUNGTANAV" Taipei

ELECTRONICS DIVISION  
REF: NO.YTB70-1080

July 6, 1970.

Messrs: Digital Egip. Corp.,  
146 Main St., Maynard, Mass.  
U. S. A.

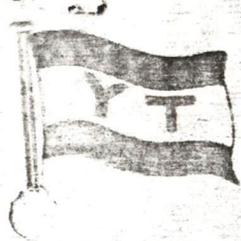
Dear Sirs,

The Yung Ta Navigation Co., Ltd. is currently considering various plans of investing its capital gains into areas other than navigations. One of the most possible plans is to set up an electronics plant to manufacture Printed Circuit Boards and other electronic elements everything is at the stage of planning.

In view of the fact that labor costs in Taiwan are at least twentyfold cheaper than in the United States, We are carefully examining the possibility of setting up our electronic plant for the purpose of handing the processing work of Printed Circuit Boards and other electronic elements for perspecting U.S. Companies. There are a number of similar processing plants (although not necessarily related with electronic industry) existing in Taiwan and their function seems to benefit not only the plants themselves but the contracted U.S. Company as well. To this end we respectfully ask your comment in the following specific idea:

We handle the processing work of the electronic elements here in Taiwan for your company, provided that your company supplies materials equipments and technical know-how we shall return all the quality finished goods to you for which you defray us the processing fee involved, we shall also find market of the produced goods for you either in Taiwan, or other parts of South East Asia if this is desired by your company.

For your reference I like to show a few statistics quoted from Taiwan Electric Appliance Manufacturers Association, Electronic processing industry in Taiwan various processing plants have produced 1,000,000 T.V. Sets, 4,000,000 Radio Sets and 210,000 Tape Recorders, last year for many esteemed companies in the United States. I have every reason to believe that the processing industry in Taiwan will continue to be a prosperous one. And I sincerely hope that my proposal of joint venture with your company will get a favorable consideration.



永大航業股份有限公司  
Yung Ta Navigation Co., Ltd.

台北市開封街一段  
四十二號二樓  
電話：二一〇三九九  
三六八二二九

NO. 42, 2ND FL., 1ST SEC. KAIFENG STREET, TAIPEI, TAIWAN (FORMOSA)

P. O. BOX 3334 Telephone: 21039, 27169, 368229 Cable Address: "YUNGTANAV" Taipei

Today in Taiwan all factories have laid a sound foundation for producing all kinds of goods due to the sufficient labour available and the exceedingly low wage. We trust it is a very profitable business that we can manufacture the foregoing products here in Taiwan by use of your superlative technique, please send us your Catalog and Samples. We should be grateful if you would accept our proposal to cooperate and send us your terms which are imperative but feasible.

In reference to our credit and financial standing, you may contact of following banks in Taiwan:

YUNG TA NAVIGATION CO., LTD.

No. 42, 2nd Fl., 1st Sec. Kaifong St. Taipei, Taiwan (Formosa)

P. O. BOX: 3334 Taipei.

President: T. Y. Kaou

- (1) No. 765, The Commercial Bank of Chang-Hua  
Cheng-Zuon Branch, Taipei, Taiwan.
- (2) No. 7250, The First Commercial Bank.
- (3) No. 3810, Bank of Taiwan  
Keelung-branch, Keelung, Taiwan.

We trust that you would favor us with an early reply to this inquiry

Very truly yours,

*T. Y. Kaou*  
.....  
T. Y. Kaou, President.

*Ed Schwartz*

**George W. King**  
*Consulting Engineers*

EAGLE ROAD • NEWTOWN • PENNSYLVANIA • 18940 U. S. A.

Please Quote Our Reference in Correspondence

Mr. Kenneth H. Olsen  
Digital Equipment Corporation  
Main Street  
Maynard, Mass.

Your Ref:  
Our Ref: 96.07070  
Date: 7 July, 1970

Subject: Licensing/Acquisition of New  
Electronic Technology

Gentlemen:

This is to follow-up our previous correspondence to you with additional information on the subject. An acquisition position is possible.

Our client has confirmation from Stanford Research Institute and several Government agencies that the technology is indeed unique.

One of the unusual attributes of the technology is the ability to transmit information in an electronic register in both directions simultaneously.

An immediate expression of interest via telephone can place you in a preferred position.

Very truly yours,

*G. W. King*  
G. W. K. King, P. E.

U.S. Mail  
Encl.



To: Ed Schwartz

July 10, 1970

Mr. Kenneth H. Olsen  
President,  
Digital Equipment Corporation  
146 Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

I appreciate the fact that as the president of a large corporation you cannot concern yourself with its day-to-day operations. However, this letter deserves your personal attention. It concerns a matter that will have a profound long range effect on DEC and the entire field of electronic data processing and data communication.

My name is Raymond C. Sidorsky of Society Road, East Lyme, Connecticut. I have perfected a new method for achieving machine recognition of handwritten information. This paragraph, for instance, was written by hand on ordinary paper using an ordinary pen. The paper was then placed in a newly developed device which "read" the handwritten information and typed out this paragraph - all automatically!

This device and several other related devices and processes have been disclosed in a sizable number of patent applications filed in the U.S. Patent Office as well as in a number of foreign countries. These patent disclosures describe a group of inventions so basic that within a few years they will revolutionize our entire approach to electronic data processing and data communication. I would like to join with you and Digital Equipment in bringing about this revolution.

The following are a few of the significant features associated with these new processes:

- The basic reader can be made to sell for less than \$1,000, a price that would make it universally available.
- Hand portable models which permit communication with automatic data processors via telephone are feasible.
- The devices can be used on-line or off-line. They would be especially useful in time sharing systems.
- Little training or skill is required to use these devices.
- Errors can be corrected after data entry even in the on-line systems.

- The available character set includes the entire alphabet (upper and lower case), numerals, punctuation and other special symbols. These include but are not limited to:

abcdefghijklmnopqrstuvwxyz  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
0123456789  
.,:;?!/"\$¢\*&' ( ) [ ] log<sub>10</sub> log<sub>e</sub> x<sup>N</sup> |x|  
+-x÷ = ≠ > < √ √<sup>N</sup>

The scope of these inventions is so broad that their orderly and timely development is beyond the capabilities of a newly formed company that lacks existing and extensive manufacturing and distribution facilities. Therefore, I would like to explore the possibility of entering into an arrangement with DEC to exploit these inventions. One possible arrangement, for example, might involve an exclusive license to DEC to manufacture and sell (and/or to re-license the right to manufacture and sell) one or more of the devices, products and services covered by the pending patents.

I would be happy to demonstrate several of the devices and products that I have developed to date. Of course, your willingness to observe such a demonstration would not obligate you and/or Digital Equipment Corporation in any way. All of the devices and products that would be demonstrated have been disclosed in pending patent applications. No rights are claimed that are not inherent in the patents that are eventually issued. The demonstration could be held at a time and place to suit your convenience.

My patent attorney is:

Donald K. Huber, Attorney  
c/o McCormick, Paulding and Huber  
75 Pearl Street  
Hartford, Conn. 06103                      Tel: 203-246-7297

My legal counsel for all other matters is:

Robert C. Leuba, Attorney  
c/o Conway, Londregan, Leuba and McNamara  
4 Whale Oil Row  
New London, Conn. 06320                      Tel: 203-442-0386

Please feel free to communicate with these attorneys to obtain additional information about me and/or the pending patents.

The tremendous advances in computer and data processing technology during the past two decades have been concerned almost exclusively with hardware development. The human side of the picture has been largely ignored. What my inventions do is make digital computers and related technologies much more accessible to people in all walks of life and for all sorts of purposes. Because they remove many of the existing barriers between people and electronic data processors, they will find wide application in commerce, industry, science, education and all other fields involved with information transfer and data manipulation in their broadest sense. I am convinced that the ease and naturalness with which people will be able to avail themselves to the capabilities of electronic computers will bring about a new era in human history. The computer will become a universally available servant; like electricity, a commonplace utility.

In summay, I sincerely feel that I have hit upon something basic and important. I would be happy to establish some form of association with you and Digital Equipment Corporation in order to foster a group of inventions that will have a profound and beneficial effect upon the future of mankind.

Thank you for your kind attention to my letter. I would appreciate hearing from you at your earliest convenience.

Very truly yours,

*Raymond C. Sidorsky*

Raymond C. Sidorsky, Ph.D.  
Society Road  
East Lyme, Conn. 06333  
203-739-8988

*Kete Xaup*

WALTER FREDERICK FRIEDMAN AND CO., INC.  
*Physical Distribution Management Consultants*

280 MADISON AVENUE  
NEW YORK - 10016

(212) 679-8836

July 8, 1970

Mr. Kenneth Olsen, President  
Digital Equipment Corp.  
Maynard, Mass. 01754

Dear Mr. Olsen:

The Walter Frederick Friedman and Co., Inc. is a management consulting firm specializing in the physical distribution management field.

We have been retained by MODERN MATERIALS HANDLING, a Cahners Publication, to develop an article on the various software programs that are available for planning, designing, implementing and controlling distribution systems. This includes the functions of Packaging, Warehousing, Material Handling, Storage, Inventory Control, Order Processing, Transportation, and Production Control.

We would appreciate your participation in this article by furnishing us detailed information on services available or techniques developed by your organization. A form is provided for your convenience.

Wherever possible credit will be given to your company. Since there is a deadline for the completion of this report, we need your reply no later than July 21, 1970.

If you have any questions, please contact us immediately.

Very truly yours,

WALTER FREDERICK FRIEDMAN AND CO., INC.

*Richard A. Brown*  
Richard A. Brown,  
Vice President

Enclosure

RAB:epf

P.S. The furnishing of detailed information and illustrations of programs will provide wide publicity with a solid market for these programs.

*Brewster Kapp*

(607) 722-9568

THE WALTER J. MALYSZEK COMPANY

201 Court Street

Binghamton, New York 13901

*Government Contracts  
Management*

July 9, 1970

Mr. Kenneth Olsen, Pres.  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts

Dear Mr. Olsen:

Your Company has been referred to us as doing business with the Government and also with prime contractors on a subcontract basis. It was mentioned that perhaps our services may be required in certain contracting matters, and hence the purpose of this letter.

Our clients range throughout the entire United States and Canada, from the smallest contractors to the large giants in the Defense Field. As far as we know, our organization is unique because we solely concern ourselves with Government contracting, including the preparation and presentation of claims, recovering overrun dollars and all related action to insure the profitability of all Government related work.

We are contract administration specialists. It is a well established factor, recognized by both the Government and Industry, that a Government contract or a subcontract usually covers two extremes-- either it is a good profitable source of business or else it is a financial backbreaker, affecting in some cases also, the health of the executives trying to cope with the ever enlarging problem.

We have an excellent reputation with the United States Government and with prime contractors and have been successful to date in achieving validly additional dollars for contractors, solving intricate complex problems. We will be very happy to furnish you with references of any of our clients, whereby you can obtain personal knowledge of our staff and our capabilities.

Mr. Olsen  
/2

Attached is a brochure that defines one aspect of our service in detail.

We will be most pleased to meet with you to discuss any areas without any obligation or cost to you.

Sincerely yours,



Walter J. Malyszek  
President

WJM/srs

Enclosure

*Ted Johnson*

SCANTLIN ELECTRONICS, INC.

July 9, 1970

Mr. K. H. Olson, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olson:

Scantlin Electronics, Inc. has a nationwide field engineering division with capacity to provide service for your installed electronic and electro-mechanical equipment. Scantlin's representatives are located in 67 cities, 24 of which are major offices.

Scantlin Electronics is a 12 year old, publicly-owned company engaged in the development, manufacture and operation of on-line, real-time information systems. The company's annual sales are over ten million dollars.

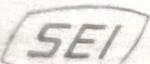
If you are interested in discussing our taking over all or some of your service requirements, I would like to explore a relationship at your earliest convenience.

Very truly yours,

*Robert J. Beckman*

Robert J. Beckman  
General Manager,  
Customer Engineering Division

RB:pi



## MAJOR OFFICES

Atlanta, Ga.  
 Boston, Ma.  
 Chicago, Il.  
 Cleveland, Oh.  
 Dallas, Tx.  
 Detroit, Mi.  
 Hartford, Ct.  
 Honolulu, Ha.  
 Houston, Tx.  
 Indianapolis, In.  
 Kansas City, Mo.  
 Los Angeles, Ca.

Miami, Fl.  
 Minneapolis, Mn.  
 New Orleans, La.  
 New York, N.Y.  
 Omaha, Nb.  
 Philadelphia, Pa.  
 Pittsburgh, Pa.  
 St. Louis, Mo.  
 St. Petersburg, Fl.  
 San Diego, Ca.  
 San Francisco, Ca.  
 Washington, D.C.

## REPRESENTATIVES

Atlantic City, N.J.  
 Baltimore, Md.  
 Cincinnati, Oh.  
 Denver, Co.  
 Des Moines, Ia.  
 Eugene, Or.  
 Fairfield, Ca.  
 Ft. Lauderdale, Fl.  
 Ft. Meyers, Fl.  
 Ft. Wayne, In.  
 Fresno, Ca.  
 Grand Rapids, Mi.  
 Hagerstown, Md.  
 Harrisburg, Pa.  
 Lincoln, Nb.  
 Louisville, Ky.  
 Medford, Or.  
 Memphis, Tn.  
 Milwaukee, Wi.  
 Modesto, Ca.  
 Montoursville, Pa.

Newark, N.J.  
 Oakland, Ca.  
 Portland, Or.  
 Portsmouth, Va.  
 Providence, R.I.  
 Reno, Nv.  
 Riverside, Ca.  
 Rochester, N.Y.  
 Sacramento, Ca.  
 Salinas, Ca.  
 San Antonio, Tx.  
 San Jose, Ca.  
 Santa Barbara, Ca.  
 Santa Rosa, Ca.  
 Scottsdale, Ar.  
 South Bend, In.  
 Syracuse, N.Y.  
 Troy, N.Y.  
 Tucson, Ar.  
 Ukiah, Ca.  
 Vero Beach, Fl.  
 Worcester, Ma.

*Crewster Kapp*

June 30, 1970

Mr. K. H. Olsen, President  
Digital Equipment Corp.  
146 Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

My colleague and I have initiated a programme we feel your company will find interesting and worthwhile. We would like to put the company's name on our Master List which has been compiled to formulate a "match-up" system for mergers or acquisitions. Also, we have access to various private sources of financing.

All information given by you will be kept in the strictest confidence and in no way used to our advantage.

We will qualify all prospective companies and advise you only if they meet your specifications.

If you wish your company placed on our list at no cost, please let us know indicating your intentions and qualifications in other companies. Also, we would appreciate receiving a copy of your latest financial statement and any other information which might be of interest.

Sincerely yours,

*A. Howard Wheeler*

A. Howard Wheeler

AHW:kas

P.S. We also maintain an intimate relationship with institutions, regional markets and over-the-counter markets for the purpose of matching block transactions at favorable prices. Please indicate any interest in the company's purchase of its own stock with your reply.

*Pete Kaufmann  
to handle*

CONSTRUCTION CONTRACT MANAGEMENT  
PLAN  
SCHEDULE  
CONTROL

MANAGEMENT CORPORATION  
1655 LAFAYETTE STREET, SUITE 301  
DENVER, COLORADO 80218  
AREA CODE 303 825-6275

JOHN R. PEARSE  
ROBERT L. WILSON  
ALICE L. ELTING

July 10, 1970

MAILING ADDRESS:  
P. O. BOX C  
CAPITOL HILL STATION  
DENVER, COLORADO 80218

Digital Equipment Corp.  
Executive Offices  
146 Main Street  
Maynard, Massachusetts 01754

Re: Cost Estimation & Control  
Construction Contract Management

Gentlemen:

ESPRO, a professional consulting firm, is currently serving clients in the referenced fields from Massachusetts to California:

Performing contract management services--employ architect, control costs, employ contractor, control quality, program and control construction progress and interrelate to scheduling owner outfitting, fixturing, staffing, and facility opening--on 200 facilities throughout the nation for a single client.

Performing on-site inspection to effect contract document compliance, quality control, and pay estimate verification on several projects throughout the United States for a single client.

Preparing cost estimates for a \$7 million School of Law & Jurisprudence in New York.

Preparing cost estimates for a \$10 million Union-Auditorium in Illinois.

Preparing cost estimates for a \$17 million School of Veterinary Medicine in Iowa.

Preparing cost estimates for a \$20 million library in Massachusetts.

If your firm has plant/facility expansion, remodeling or turnaround on the agenda, ESPRO services can beneficially serve you in optimizing construction time/cost. A representative will be pleased to discuss the scope of these services and their benefit to your planning at no obligation.

Very truly yours,

ESPRO

  
John R. Pearse  
President

JRP/sb

*Sent to Ted Johnson - 6/2/70 (file)*

DANIEL F-WACHTER  
176 East 77th Street  
New York, N. Y. 10021  
Tel.: (212) 628-9066

May 27, 1970

Dear Sir,

I would be very much interested in investigating the possibilities of being retained by your Company in an overseas consulting position.

The wealth of opportunities offered by international trade is often negated by the cost and complexity of international operations and by the difficulty to communicate with foreign associates. This situation frequently generates among management a desire to find an economical but effective way to assess present efforts as well as explore new opportunities without incurring the cost of a permanent office abroad.

Before seeking a limited number of firms for which I would act as their European consultant, I acquired experience and know-how as International V. P. in New York, European Sales Manager, and managing Director of a foreign based subsidiary; these functions were held in internationally known industrial firms. As a graduate of Berkeley Business School and being a french-english bilingual, I feel particularly well equipped in matters such as: licensing, review and appointments of distributors, market surveys, negotiations with foreign governments' agencies and participation to international fairs.

I envisage my remuneration to be based on a fee, consistent with my clients' requirements and objectives. I believe that this type of association offers the advantage of great flexibility and effectiveness.

If you would be interested in more details I would appreciate the opportunity to discuss your particular situation or send you a resume.

Many thanks for your attention.

Sincerely,

*Daniel Fwachter*

Daniel F-Wachter

*Mark Niboy file*

RALPH C. HON  
SOUTHWESTERN AT MEMPHIS  
MEMPHIS, TENNESSEE 38112

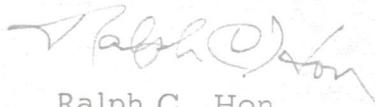
May 29, 1970

Mr. Kenneth H. Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Mr. Olsen:

On Tuesday morning, July 7, I expect to be in your area and, as a small stockholder in Digital, would like to visit the headquarters of the Company. I am quite aware that I shall not be able to comprehend much with regard to the operations of your complicated products but at any rate I would like to meet you if you are available and learn what I can in a brief visit. In the event that I cannot see you, I shall appreciate your designating someone else for me to contact.

Sincerely yours,



Ralph C. Hon  
Professor of Economics and  
Business Administration

RCH:cj

JUN 8 1970

MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA



Head of dept. & Vice-Dean  
DEPARTMENT OF ELECTRICAL ENGINEERING,  
FACULTY OF TECHNOLOGY & ENGINEERING,  
BARODA-I, Gujarat (India).

May 30, 1970.

Telephone : 4529

No. EE/RCD/104/70-71

To  
The General Manager,  
Digital Equipment Corporation,  
Maynard, Massachusetts 01754  
USA

Dear Sir,

Recently we have received several catalogs pertaining to digital equipments supplied by you. In going through them we got interested in the PDP-10 computer system whose cost is shown to be less than \$ 10,000. Our Faculty and students require the use of computer very often and they have to go to places around. We therefore plan to establish a computer center right in the institution. I therefore request you to let me know the cost of PDP-10 system including the accessories that must go with it and also the other extra accessories. To start with we will prefer a single-user system with a plan to expand it to multi-user time-sharing system in three years. We prefer FORTRAN IV and COBOL processors. We also would like to know the details of options for input-output systems along with the cost. Moreover, kindly also keep a system ready for dispatch at short notice.

Kindly furnish all the details that must go for a versatile computer system. Our Town is surrounded by Refinery, Fertilizer, Petro-chemical and Pharmaceutical and other industries. We may accept their work also or they may be ~~also~~ interested in having their own system.

*for*

Thanking you,

Yours faithfully,

*(Signature)*  
(Dr.S.M.Sen)  
Vice-Dean

To. Ted Johnson

JUN 4 1970

UNIVERSITY OF SYDNEY

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SYDNEY, N.S.W.

27th May 1970

The President,  
Digital Equipment Corporation,  
MAYNARD MASSACHUSETTS U.S.A. 01754

Dear Sir,

I am wondering if your Company has an Australian representative who can provide me with information concerning your PDP-line computer.

If you have no Australian representative I wonder if you would please forward to me any information in brochure form concerning this machine and also could you let me have some idea of the price.

I am writing as a result of a recommendation from Professor Frank Reintjes, Director of Electronic Systems Laboratory at M.I.T.

Yours faithfully,



Owen E. Slight,  
Librarian in Charge of  
Technical Services.

Ref: T/A2/G

To Mark Ribery

JUN 4 1970

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June 3, 1970

Mr. K. H. Olsen Pres.  
Digital Equipment Corp.  
146 Main Street  
Maynard, Mass. 01754

Dear Mr. Olsen:

The excellent progress in sales and earnings by your company and your wonderful products have prompted my accounts to make investment in you shares and Digital ranks high on our list of high growth coupled with good quality.

As our research department does not follow your company I would appreciate it if you would put me on your mailing lists and send me as much information as possible in order that I may properly follow your progress.

Thank you very much.

Sincerely,



(Miss)

Simone Choueke  
Registered Representative

SC:ms

*Sent to Stan Olsen / attachments*  
JUN 12 1970

AMERICAN  
RESEARCH  
AND  
DEVELOPMENT  
CORPORATION

THE JOHN HANCOCK BUILDING  
BOSTON, MASSACHUSETTS 02116  
AREA CODE 617 426-7060

June 11, 1970

Mr. Kenneth Olsen, President  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Ken:

For many years, ARD has enjoyed the friendship of a very fine gentleman named Paul Gyrsting who studied under General Doriot at the Business School. I first met Paul when he was managing one of Raytheon's plants here in Boston and got to know him substantially better when he served as General Manager for two or three years of one of CED's portfolio companies named Central Dynamics Ltd. in Montreal. A year or so ago, Paul returned to Boston and accepted the presidency of a small struggling company named Control Equipment Corporation which is described in the enclosed literature. He is an exceedingly able person, and all of us here at ARD hold him in high regard.

Paul's company has gone through a period of great difficulty which includes almost a complete wipe-out in a plant fire. However, it has managed to hang on but is still finding the going very difficult. In talking with Paul about ways in which his operations hopefully might be strengthened, it occurred to me that possibly his organization and DEC might have a common interest. Paul's group has competence in computer systems work and I speculate that occasionally DEC might have customer inquiries which involve some special systems engineering effort in order to utilize DEC hardware which DEC normally might not wish to provide. If this assumption is correct, it occurred to me that perhaps DEC might see fit to alert Paul and thereafter leave it up to him to attempt to sell his company's engineering talents to the potential customer who, in turn, hopefully would purchase DEC hardware. Of course, it would be doubly helpful if such opportunities likewise might enable Paul's company to sell some of its own digital hardware.

June 11, 1970

In any event, I am forwarding to you the enclosed self-explanatory communication which I received from Paul with the hope that you might see fit to forward it to someone in your own organization who hopefully might be interested in his company's talents. Over and beyond that, should you personally have any suggestions for Paul that might be helpful, please feel free to contact him or to relay your thoughts to him through me.

Many thanks for your assistance.

Cordially yours,



William H. Congleton  
Senior Vice President

WHC:jl  
Enclosure