

DIGITAL DIALOGUE



Vol. 2, No. 3

Employee Newsletter of Digital Research Inc.

March 1983

DRI employee stock option plan explained



A large and diverse crowd was attracted to CP/M '83, Digital Research's trade show in San Francisco. DRI employees -- including Quinn Carter, Lolita Black and Marina Telford -- met the challenge to help produce the successful event.

CP/M '83 introduces DRI personnel to bright lights and sore feet of show biz

As everyone knows by now, CP/M '83[®] was an unprecedented success with some 50,000 attendees and more than 400 exhibits from all over the world.

And part of what made CP/M '83 a success, according to Pat Lucas, public relations manager, was the enthusiastic and hard-working participation of Digital Research employees.

"One hundred and seventeen DRI people were working -- and I mean working -- during the three days of the show," Pat said, "doing everything from giving technical seminars to carrying boxes. They manned the main booth, supporting our products and providing information. Others worked at the CP/M '83 information booth near the entrance to the floor, handing out bags and calendars, and pointing people in the right direction for workshops or bathrooms. And our technical support people did

a great job at the technical information booth, answering detailed questions about our products."

CP/M '83 attracted a cross-section of the entire microcomputer industry, with most of the major companies represented and many notable microcomputer experts on hand. Among some of the best known companies were Altos, Commodore, DEC, Fujitsu, Hewlett-Packard, NEC, NCR, Osborne, Radio Shack/Tandy, Televideo, Vector, Xerox and Zilog. And among the industry experts were such names as Benjamin Rosen, Maggie Cannon, Christopher Morgan, Jacqui Morby, Ed Curry, Dan Bricklin, Adam Osborne, our own Gary Kildall of course, Alan Kay, Dan Fylstra, Portia Isaacson, Jean Yates and many others.

Exhibitors and attendees were impressed by the enthusiasm and knowledge of the DRI

See CP/M '83, page 6

"Not everyone at DRI understands our employee stock option plan," John Rowley told *Digital Dialogue*, "and, in fact, not everyone even knows about it. We do have a good plan in effect, and I think it needs to be explained."

First, the program itself. John pointed out that DRI issues options to purchase given amounts of DRI's stock to employees in order to "attract and retain the best available personnel and to provide incentives to key employees to continue to contribute to the company's success."

Everyone is eligible

All employees are eligible to receive, and automatically do receive, a stock option grant after one year of employment, and can receive additional grant options during any year after that. Determination of the number of shares optioned to an employee is made by the Stock Option Committee, a subgroup of the Board of Directors, who receive recommendations each August from John Rowley, who in turn is advised by his major department heads.

"For all employees who have completed a year with us, the Stock Option Committee decides the number of shares to be granted them in the form of an option to purchase. The purchase price per share is set by the Board of Directors on a periodic basis. This usually takes place every August."

Other than the automatic grant of an option following a full year of employment, stock options are granted "on the basis of the contribution made by an employee and his or her long-term value to the company," John said. DRI's philosophy is that the stock options are to be used very sparingly during the recruiting process. "They're not a general instrument for recruitment," John said, "but more a way of allowing employees who are already on board and making a contribution to participate in the company's growth."

Approximately 10 percent of DRI's currently issued shares are set aside for the employee stock option program at this time. This aggregate amount is reviewed periodically and is subject to change by the Board of Directors.

"The real point is that all employees have a chance for some ownership in their

See stock option, page 2

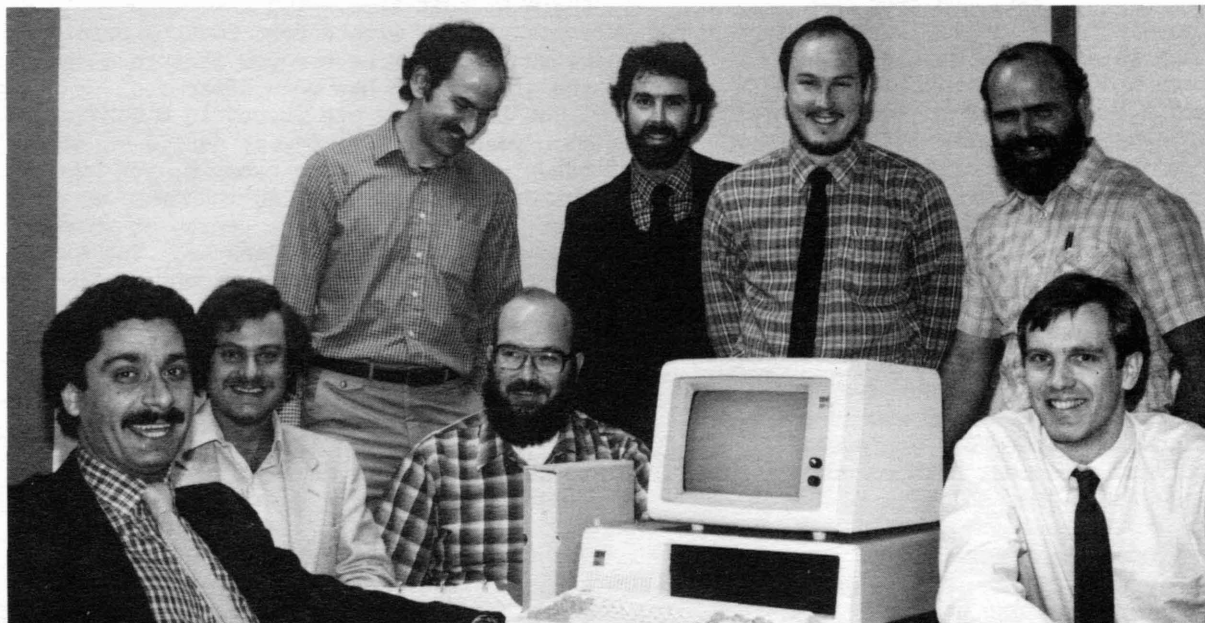
Teams work on products for novices and professionals

"The Languages SBC is organized around a team approach to product development that takes advantage of the skills and talents of all our people," said Allen Beebe who has been promoted to director of the SBC. He replaces Gordon E. Eubanks Jr. who now is head of DRI's new Commercial Systems Division.

"The interaction and crosstalk that go on between the teams and the individuals in our group is very important -- and it makes for a very exciting atmosphere," Allen added. "This probably is the best group of people I've ever worked with; they're all bright, hardworking and professional. I was very impressed at CP/M '83, for instance, with how our staff performed in technical presentations on their products, especially given the large and knowledgeable audiences they faced."

Allen describes the Languages SBC as having three charters: 1) to develop commercial languages for ISVs, 2) to develop productivity tools for programmers,

See languages, page 7



PL/I-86 team includes, seated (l. to r.), Carmen Governale (marketing manager), Chuck Spitz (captain), Tim Benson, Doug Tuttle; standing, Bob Silberstein, Larry Scroggins, Greg Morris and Dan Davis.



European operations will be expanding soon, but currently are served from Newbury, England, (l. to r.) by recently transferred Technical Support Specialist Dan Erickson and administrator Maureen Minnes; Director of European Operations Paul Bailey; standing, Director of Technical Support Howard Kornstein and Northern European Sales Manager Allen Davies.



MEDIA QUOTES

Digital Research continues to make news in the industry and the general press. Following are excerpts from a few of the articles which have appeared recently.

"Apple hopes that Lisa will go a long way toward opening up the computer market to a new group of consumers. "It's definitely the way things are moving," says Gary Kildall, the inventor of the popular CP/M operating system that runs the many small computers and one of more than 28 independent programmers who are writing additional software for the Lisa."

Time, Jan. 31, 1983

"The CP/M '83 show this weekend at the Moscone Center in San Francisco offered, once again, numerous indications of the enormous consumer interest in the micro-computer industry. Even on Friday, for example, the show was jammed -- and not by bearded computer freaks wearing sandals, but by businessmen in three-piece suits. From the moment the doors opened at 11 a.m., the aisles at Moscone Center were more crowded than the Bayshore Freeway at rush hour."

Sunday Examiner & Chronicle, Jan. 23, 1983

"The first CP/M-oriented show was held in the Moscone Center two weeks ago, and it drew an estimated 48,850 people. The show floor was very crowded, even on Sunday morning. Session crowding was so bad -- at one session on the future of microcomputer software, 1,500 people tried to get into a room that seated only 1,000 -- that attendees were grumbling at the same time they were praising the panel members. That particular session was so crowded that Gary Kildall, head of Digital Research Inc., which sponsored the show, had to stand in the back of the room. When he tried to return to the room after leaving for a television interview, the guard at the door wouldn't let him in because of the overcrowding. Show management had to take him around to the back door."

ISO World, Feb. 7, 1983

Field Operations make news with openings, events and new personnel

Digital Research's field operations are expanding so rapidly and in such far flung locations that they are difficult to keep tabs on. But with the assistance of Peggy Gillespie in the Palo Alto headquarters of field operations, Digital Dialogue brings you the following summary of openings, events and new personnel:

In Dallas . . .

DRI's newest branch office is in Dallas at 1 Galleria Tower, Suite 573, 13355 Noel Road, Dallas, TX 75240. Telephone number is (214) 960-8835. Bill Davis, branch sales manager, is assisted by Deanne Pierce as retail sales rep and Ted Rohling as technical support specialist.

In Los Angeles . . .

Sales are booming in the Western Regional Office centered in Los Angeles. In fact, the LA group achieved 334 percent of their sales quota during the first two months of this quarter, reports Technical Support Specialist Andy Glick. This puts them ahead of all the other field operations offices, but Andy gives special thanks to the folks in Pacific Grove who helped, particularly to Customer Services and Contract Administration. Mark Plinneke is branch sales manager.

In the Midwest . . .

DRI's 'Chicago office' actually is in Schaumburg, Ill. and is under the direction of Dave Smoot. Dave has been joined by Technical Support Specialist Peter T. Gallanis and, more recently, by Retail Sales Rep Sally Sawyer.

In New York . . .

There is a new retail sales rep in the New York branch office, too. Dean Miller has joined Northeastern Branch Sales Man-

ager Norm Greenberg in Morristown, NJ. This group covers the Mid-Atlantic area which includes New York, New Jersey, Pennsylvania, Delaware and Fairfield County of Connecticut.

In Palo Alto . . .

Devon (Nichols) Sides is now senior branch secretary in the corporate headquarters in Palo Alto. Devon transferred from the Pacific Grove office, effective Jan. 31. There is a new technical support specialist in Palo Alto, also. He is Tom Green and he will cover the Northwest region.

In Boston . . .

The Boston office has mailed out its second edition of the Productivity Notes brochure. Staff there also is busily involved in the "East Coast Road Show" which will be making appearances in Atlanta, Newark and Boston, March 14-18.

All of these tasks have been made easier by the arrival (finally) of furniture for that office.

Eastern Regional Manager Bruce Cohen says he expects to beat "the West" in spite of having fewer people.

And, to conclude on a less happy note, Technical Support Analyst Don DeVitt had knee surgery recently as a result of a skiing accident and will be in a cast for six weeks.

Quarterly meeting set March 21

Do not miss the next quarterly meeting of Digital Research Inc. scheduled for Monday, March 21, 5 p.m. at the Dream Theater, Monterey. In addition to an update on the status of the company, there will be a special report on strategy of Operating Systems SBC.

stock option

continued from page 1

company," John stated. "It's important to keep in mind that employees who already have been granted options, can be granted additional options on the basis of their ongoing contribution and value to the company. We try very hard to make the process equitable, by reviewing the entire shares optioned to each employee once a year."

It is also important to remember that stock option grants are a highly personal transaction between you and DRI -- and confidential. The stock option grants are not issued at work, but are mailed to employee's homes, and should not be discussed with other employees. "This is a private agreement between you and Digital Research," John said.

How does the program work?

Say that DRI decides to grant you an option to buy 100 shares of its stock. You'll receive notice of this at home, and you'll be informed of the price of each

share at that time. You must then let the company know, with a form that is provided to you, whether or not you want to accept the grant which has been offered.

The 100 shares are issued in blocks of 20 each year over a five-year period -- in other words, as in our example, you buy 20 shares the first year, 20 more the next year, and so on for five years, at which time you'll own all 100 shares. You earn the right to purchase 20 percent of the shares under option each year you stay at DRI.

It is possible that you will receive another grant sometime during that period for continued contributions. However, Federal tax law requires the first option to be exercised or expired before the second option can be exercised.

Participants in DRI's growth

"Given that you've received an option grant," John went on, "you shouldn't expect to receive another one every year. But that doesn't mean that your performance

wasn't good that year; it simply means that the Stock Option Committee has had to parcel out the shares equitably among all employees, and some other employees currently might be under-represented in the program. Remember, this isn't like payroll compensation; it's a way of providing opportunities to everyone to participate in DRI's growth -- and we're doubling our growth every seven months right now."

Employees will have lots of detailed questions about the stock option plan -- What happens if I quit? Become disabled or die? Want to sell or give my shares to someone else? Do I have to pay taxes on the growth of value of each share? Most of these questions are answered in the detailed stock option grant papers that you will receive. Other questions can be directed to Becky Jones at x6041.

"But we can't act as tax advisors," John said firmly. Please, discuss the stock option plan with your tax advisor. The entire plan is carefully regulated by Federal and State laws."

801 Lighthouse is prolific during 3-month period

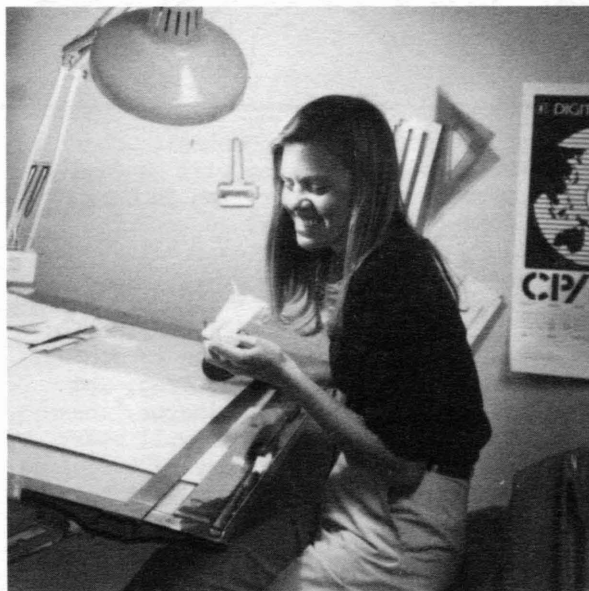
The Publications Production Department has been very busy toiling away in the documentation mines. Not only does this department produce the standard, letter-quality documentation sets that you see reduced and inserted in the linen binders; they are producing typeset manuals at the rate of four per month.

There are four departments dedicated to this effort -- and the result is quite visibly a set of documentation that is far ahead of the competition. Those of you who attended CP/M '83 and inspected the documentation of the other companies can see this contrast.

Publications Production, under the leadership of Ellen Haley, is divided into five groups: editing, coordinated by Suzanne Ferry; word processing, supervised by Kay Kwon; proofreading, coordinated by Catherine Murphy; documentation maintenance and assistance, administered by Donna Raymond; and art.

The following manuals have been produced in the past three months:

CP/NET[®] User's Guide, Diablo, 121 pages, 12/6/82; Programmer's Utilities Guide for CP/M-86, Diablo, 158 pages, 12/6/82; PL/I Language Programming Guide, typeset, 278 pages, 12/7/82; PL/I Language Command Summary, Diablo, 40 pages, 12/7/82; CBASIC Compiler[™] LRM, typeset, 172 pages, 12/21/82; Concurrent CP/M-86[™] User's Guide (PC), typeset, 248 pages, 12/21/82; CP/M Plus[™] System Guide, Diablo, 180, 12/22/82; CBASIC Compiler PG (CB86), Diablo, 71



Alix Oliver assists with layout, design and paste-up of documentation.

pages, 12/28/82; CP/M Plus Programmer's Guide, Diablo, 157 pages, 1/3/83; CP/M Plus User's Guide, Diablo, 237 pages, 1/3/83; CBASIC Compiler PG (CB80), typeset, 73 pages, 1/3/83; CP/M-86 User's Guide, typeset, 156 pages, 1/4/83; CP/M-86 Programmer's Guide, typeset, 128 pages, 1/4/83; Texas Instruments' "Getting Started With CP/M-86," 25 pages, 1/4/83; PUG-80 Release Notes, Diablo, 2 pages, 1/7/83; The C Language Programming Guide for CP/M-68K[™], Diablo, 124 pages, 1/10/83; Concurrent CP/M-86 Utilities Guide, Diablo, 120 pages, 1/10/83; CP/M-68K User's Guide, Diablo, 167 pages, 1/14/83; CP/M-68K Programmer's Guide, Diablo, 219 pages, 1/14/83; CP/M-68K System Guide, Diablo, 140 pages, 1/17/83; CP/M-68K U.G., P.G. & S.G. (final versions), 1/28/83; CP/M-86 User's Guide Release Notes, Diablo, 8 pages, 1/19/83. CP/M-86 Programmer's Guide Release Notes,



Editing in Publications Production Department is coordinated by Suzanne Ferry.

Diablo, 10 pages, 1/19/83; Texas Instruments' "Introduction to CP/M-86 Operating System," typeset, 1/20/83; Pascal/MT+ 86[™].M. Programmer's Guide, Diablo, 156 pages, 2/15/83; Pascal/MT+ Language Reference Manual, Diablo, 147 pages, 2/15/83.

Total pages completed since Dec. 1, 1982: 3,356.

Promotions within and additions to the Publications Production Department include:

Anne Fransich, to permanent part time Level I editor; Barbara Morrison, to Level I editor; Catherine Murphy, to proofreading coordinator; Cynthia Barnes, fulltime temporary paste-up and layout artist; Dan Cunha, part time temporary paste-up and layout artist; Joe DiMaggio, to full time paste-up and layout artist; Suzanne Ferry, to editing coordinator; and Thomas Bussio, to fulltime proofreader.

A story about Abalone

Couldn't we write book first and let programmers match it?

By Terry Gibson

The phone rang. I reached for it, stopped, then sighed and picked up the receiver.

VINCE: Hello, Terry. I got the command summary this morning.

TG: Oh, good. Yeah. Well, no hurry on it, Vince. I know you're busy.

VINCE: I finished reading it this morning.

TG: (Hollowly) You did? Oh, well, great.

VINCE: Have those pages gone to the typesetter yet?

TG: Well, I had hoped to send them this morning.

VINCE: I think you'd better hold off. Have you seen the new ASSIGN screen? It's on the 12/1 version of Abalone.

TG: You're not kidding me, are you, Vince?

VINCE: I have a whole list of things here. This product doesn't match the manual in a lot of ways.

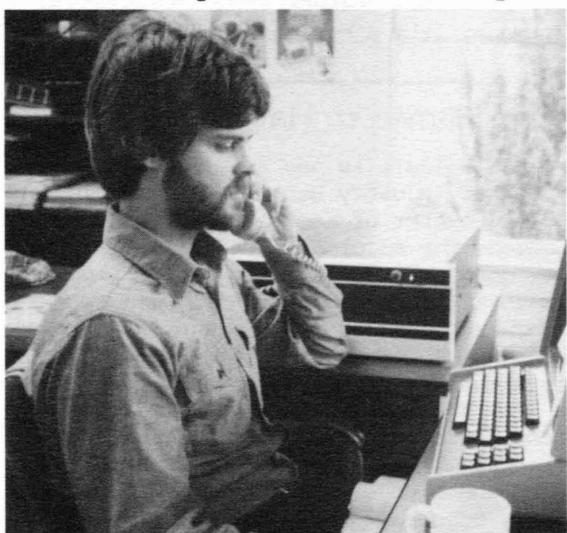
TG: (Numb silence.)

VINCE: When is this book supposed to be ready? Not by CP/M '83, I hope.

TG: Well, yeah, it's supposed to be anyway.

VINCE: I think you'd better talk to Chuck.

TG: Yes. I think I'd better. (Completely insincerely.) Yeah, well, thanks, Vince. Sure, I'll let you know what Chuck says.



"You're not kidding me, are you Vince?" Terry Gibson asks. March 1983

Conversations like the one above took place with painful frequency during the production of CP/M-86 for the new IBM PC, code name -- apropos of nothing -- Abalone.

I would wait until Vince Alia was away from his desk, then leave 120 or so pages for him to review in two hours. Sometimes Vince would catch me, but most often I'd escape unseen. I knew that Vince had two meetings to attend that morning and that he was reviewing three other books and testing a debugger and a spooler. And I would say to myself, "This time there's no way." Two hours later Vince would call with a list of 37 discrepancies between the manual and the software, discrepancies of the sort that would make Digital Research look absurd if we did not resolve them.

So it was Talk-to-Chuck time. With heavy heart I would walk the 20 feet between my office and Chuck Carroll's. After elbowing my way through the crowd of Chuck-beseechers, I'd spot the man himself, phone cradled between ear and shoulder, carrying on delicate negotiations involving tens of thousands of dollars with some OEM. With his left hand he was typing a letter that was supposed to have been sent the week before. With his right hand he was scribbling a note to the two programmers who hovered at his desk. I took a number and settled in behind the seven other people who were waiting to talk to Chuck.

When my number came up, Chuck was still on the phone, but had moved on from his letter to a memo. I presented him with a list of questions. He would scribble an answer or silently mouth a response. After a couple of months, I became quite proficient at reading Chuck's lips.

Answers in hand, I'd return to my desk, wondering how many times the manual used the phrase "support four logical drives," and wondered if it was too late to change page 23.

Good God, I'd wonder, there must be a better way. Maybe write the book first and let the programmers try and match the book. No, I realized, that would never happen: it would stifle creativity.

With Chuck's and Vince's many comments buzzing in my head like jackdaws in heat,

I'd try and figure out how to tell the typesetter that we were going to have to change the artwork for the FUNCTION utility for the third time in a week. Fortunately for me, the typesetting was being done by Kevin and Rebecca Dwan of Dwan Typography, who had worked with DRI before. Whether it was their previous experience with us, or a matter of genes, the Dwans possessed a patience and flexibility that seemed without limit. More than a few times the Dwans, CP/M-users themselves, and I composed "band-aid" sentences over the phone.

Everyone involved, both here and in Nevada City, was putting in long hours. Matters were coming to a migraine-producing finish. At home, my two-year old son no longer recognized me. To this day, he insists I'm Bert from Sesame Street.

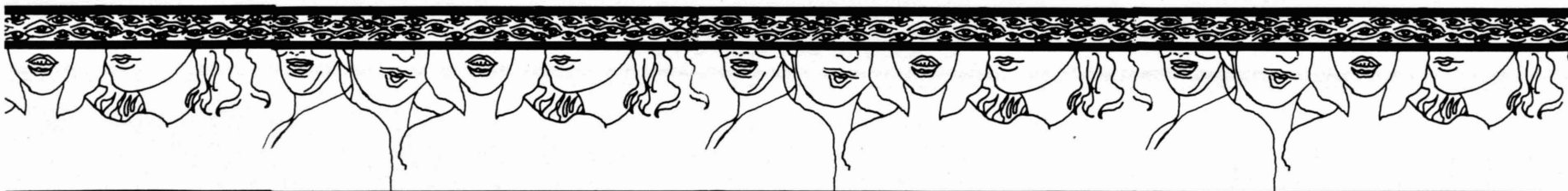
On a rainy Tuesday, three days before CP/M '83, the good people from Lenox Press drove down from Nevada City with 100 CP/M-86 manuals in the trunk of their car. Mercifully, the project had come to a close.

Chuck has moved down to 160 Central now, so I see him only occasionally. I notice those broad shoulders are more stooped, and the hair is whiter than it was four months ago. I try to avoid Vince. I'm always afraid he'll have a long list of things wrong with the manual. Once in a while I can't avoid him and, when I talk to him, he is his same alacritous self.

As for me, I'm fine. Until night falls and I go to bed. Then, too often a nightmare yanks me from an uneasy slumber. I half awaken yelling "assign output to parallel port zero, assign output to parallel port zero."

My wife shakes me saying "Terry, you're having a nightmare. What's this about assigning output to a parallel port?" The horror of the dream comes homes to me. "Good Lord," I say. "It's the book again. On page 47. It says 'assign output to a parallel port'."

"What's wrong with that?" she asks. I shake my head, defeated. "We don't support parallel ports in CP/M-86."



People in the news

By Cathy Murphy

Well, here it is again -- time for "People in the news." In asking around, it has been discovered that "nothing's been happening, except . . ."

801 still floods on a regular basis; Graphics not only floods, but recently left their offices in a rather quick fashion due to a gas leak. This is being remedied by an upcoming move -- Graphics is going to the stereo store and Facilities will move into this area.

399 has no water problems. They have a new roof and indoor plumbing -- a luxury we at 160 do not have.

734 has no dirt -- they keep it clean.

We're happy to report . . .

Judy Mervis is no longer on the streets; she has finally moved into her house!

Andrea Smith has decided that she will no longer keep on truckin' and is, therefore, selling her truck. Any buyers?

Nancy Curnutt had been real good last year; she got a new car for Christmas. She also is now a permanent employee of DRI. Congratulations!

Bob Silberstein went skiing for a week and didn't break a thing. Actually, Bob deserves special recognition. Not only did he accomplish this amazing feat, he also went a whole month without chocolate. Well done, Bob!

Jason Loveman has taken up a popular DRI sport -- flying -- and soloed for the first time at Christmas!

On a more personal level . . .

Question: How do you spend your lunch hour?

Answer: Well, Geraldine and I took a ride over to City Hall and got married.

Signed: Dave August

(Please note that upon return to the office, Dave developed a migraine headache and had to go home early.)

Steve Johnson in customer service also recently got married and has no complaints!

Following is an update on the DRI Baby Boom:

Susan Schwantes	Baby Boy
Tammy Dutra	Baby Boy
Debbie Rodrigues	Baby Boy
Bill Fitler	Baby Girl

Pat Lucas has arranged a tour-tasting-lunch at the Monterey Vineyards and Taylor California Cellars in Gonzales, Saturday, April 9, 11 a.m. to 2 p.m. DRI employees (you may each bring one guest) can sign up



Digital Research welcomes Commercial Press/Monterey

Commercial Press/Monterey will formally become a part of Digital Research Inc., Chief Financial Officer Stan McKee has announced. The agreement became effective operationally March 1. Commercial Press is located at 577 Ortiz in Sand City and is managed by Jean Angley who will report to Greg Walberg, Digital Research Director of Manufacturing. The printing facility is DRI's major supplier of printed materials, including documentation, periodicals and other literature. Staff consists of (l. to r.) front row: Jean Angley, Yolanda Poindexter, Susan Mullins, Lisa Hubbell, Bruce Bauer; middle row: Mike Mitchell, Peter Bratton, Jed Jones, Sandy DeFranco, Greg Hamil, Nelson Basden; back row: Frank Chavarria and Emily Foote. Look for article in next quarterly issue of Digital Dialogue on Commercial Press/Monterey, its staff, its work and its role in Digital Research.

on list in lounge at 160 Central. Cost is \$15 per person. The group will be limited to 35 persons and registration is on a first come-first go basis.

On the informative side . . .

Coed softball is fun sport. So say those who played last year. It will be starting up again shortly and the person to contact is Greg Walberg at ext. 6211. Greg, who says his title is 'Fun coordinator,' has announced that the first game will start shortly after the onset of Daylight Savings Time. Practice will begin two weeks before that. Meanwhile, the search is on for a team name and logo; anyone with ideas is invited to call Andrea Smith.

There are several departmental moves taking place in the near future. We'll let you know who and where after it happens.

Beware of purse snatchers and keep your valuables out of sight. Sylvia Gardner's purse was lifted from her office a few weeks ago. Fortunately for her, the young thief was apprehended in the video arcade down the street. Everything was returned minus \$5 plus four nonrefundable tokens.

From accounting . . .

Accounts Receivable has been partially automated thanks to Beverly Wang and Karen Loberg who put together a program for invoicing and totaling sales and receivables. According to reports, the folks concerned are wild about the program and screaming for more.

The Flawless Five bowling team (Kitty, Patty, Gloria, Charlotte and Sherri) is still in second place in the league. They also are second place in the high team series. No question about it -- these women could be number one if they had more fans (and didn't party so much).

And finally . . .

Someone called MarCom the other day and asked Quinn Carter if she could speak with Dr. Logo.

The computer-drawn valentines around DRI cubicles were the work of Steve Williams and were a big hit.

If you have seen Pat Lucas doing back-flips, it is because Digital Research made both Time and Business Week recently. See clippings in lounge at 160 Central.

As part of this column, I thought perhaps a "Special Feature" article might be of some interest. This time, it's on . . .

HOBBIES AND HABITS

JUGGLING -- Juggling is fun for one and all. We do it in the offices and we do it in the hall.

Certain members of an unnamed division have been seen juggling outside the Board Room window. This caused great distress, so those nameless jugglers were asked to discontinue this timeless programming custom. However, it has been noted by several (at least one) that juggling balls have been

seen moving through the air looking for hands to receive.

Bottom line: Juggling is not dead; it has just gone underground.

THE UPSTAIRS LONELY CARP CLUB

Some time ago, Gregg Morris, an otherwise ordinary (?) programmer in the Language SBC, received an innocent looking, but ugly, carp pen. This incident has triggered a tremendous outpouring of "carpabilia," and if you happen to stroll by Mr. Morris' cubicle, you'll no doubt notice some of it.



The collection now includes: some terrific original artwork by Digital's long-suffering artist, Doug Tuttle; a collection of "carptoons" by the cartoonist Guindon, collected by Bob Morrisette; carp-related news items; a unique tinfoil carp from a French chocolate carp; and a truly sensational carp hat.

Several of the more literate staffers have created a list of great carps throughout history, great carp literature, drama and films. (The list is available free of charge to anyone truly interested.)

When asked to comment about the carp phenomenon, Gregg replied, "I think the whole thing has been scaled way out of proportion. I didn't get into this on purpose, it just happened, and I didn't really think other folks otter get into it either. I've been herring all this stuff about carp nonstop and, I tell you, it's starting to smell. I kind of hope the fad is fin-ished. People were into it just for the halibut, and we octopus on to something else. I was thinking about sardine a rubber chicken cult next . . ."

I would like to end this column with two highly technical questions:

Q: What language does a real woman speak?
A. MS Pascal.

Andrea Davis

Q. How many programmers does it take to change a light bulb?
A. None, it's a hardware problem.

Unanimous

Gary named to Hall of Fame

Gary Kildall is now a member of the Computer Industry Hall of Fame complete with a letter of recognition from President Reagan. The accolade is a result of a survey conducted by Computer Design Magazine last fall. The magazine asked its readers, "Who have been the founders and principals behind the technological breakthroughs in this industry?"

From the replies received, editors compiled a list of 20 "Computer Design Pioneers." They then conducted interviews with the pioneers which they published in their December issue. Gary, by the way, was number three in terms of most votes received in the survey.

More new managers join ranks of DRI

As Digital Research continues to grow -- consolidating its position as the major supplier of microcomputer operating systems, graphics software, programmer productivity tools and languages -- new managers are required. Among some of the new managerial faces are:



Judy Mervis
Marketing Communications Manager

"I knew I had an enterprising staff when I arrived at Digital Research my first day last November -- a half day late because I was sick -- and they had already eaten the bagels planned for my reception," recalls Marketing and Communications Manager **Judy Mervis**.

Since that time Judy has settled into MarCom where she went through initiation by fire by immediately leaving for COMDEX and then jumping into CP/M '83. During this time she resided in a series of temporary abodes before making the spiritual as well as physical move to Pacific Grove, specifically to a remodeled Victorian home. She, husband Michael and cats Rupert and Tommy are continuing the remodeling process and Judy's hobbies at the moment are restoring woodwork, hanging wallpaper and sewing curtains. In other days she has been known to enjoy travel, snow skiing, jogging, gardening and reading.

Most recently Judy was with Intel Corporation in Aloha, Ore., first as Account Manager for Special Systems Operation and then Systems Group Account Manager. Prior to that she was with TRW Vidar in Mountain View and ROLM in Santa Clara.

In addition to graduate work at Santa Clara University and various other courses at UC Berkeley and Stanford, Judy has a B.A. degree from Youngstown State University.

Larry Drenske
Customer Service Manager

Larry Drenske, who joined Digital Research last September as a customer service representative, is now DRI's customer service manager.

Larry has a degree in accounting from Cal State Northridge and has worked as an accountant for a group of hospitals and as a public accountant. In addition, he has been in management for Xerox Computer Services and was in customer service with Western Airlines.

Larry's group gets about 5,000 calls a month from customers and potential customers around the world. "We answer every letter we get," he said. "About 75 percent of the calls need some feedback -- usually a piece of literature -- while another 25 percent of the calls are made to place an order. One of the broader aspects of my job requires the channeling of information from within the company to our customer service representatives, and to ensure that it is then disseminated accurately to our clients. Another is to help resolve user problems, which range from the simple to the complex; this sometimes requires the talents of a good detective."

Water and snow skiing, gardening and tropical fish are among Larry's interests.

Dave Smoot
Midwest Regional Sales Manager

Dave Smoot came on board Nov. 1 as the Midwest regional sales manager. He works out of DRI's Chicago area office in Schaumburg, IL.

Dave says the charter of the new sales office is "to jump right in and sell DRI March 1983

products to large Midwestern OEMs and to expand our agreements with existing OEM customers such as Zenith and NCR." Recent contracts signed by the Midwest office include such large accounts as Burroughs, NCR, Stearns Computer Systems, CPT, NEC, Control Data Corporation and others, according to Dave.

"We also are involved in putting on sales and technical seminars for user groups and large companies who need help training their sales reps to use DRI products. Our future plans include more local trade show participation, and the establishment of more sophisticated qualifying and prospecting techniques," Dave added.

Dave has a degree in chemistry, with a minor in math, from Western Kentucky University. He previously worked as a national accounts manager for Wang Laboratories.

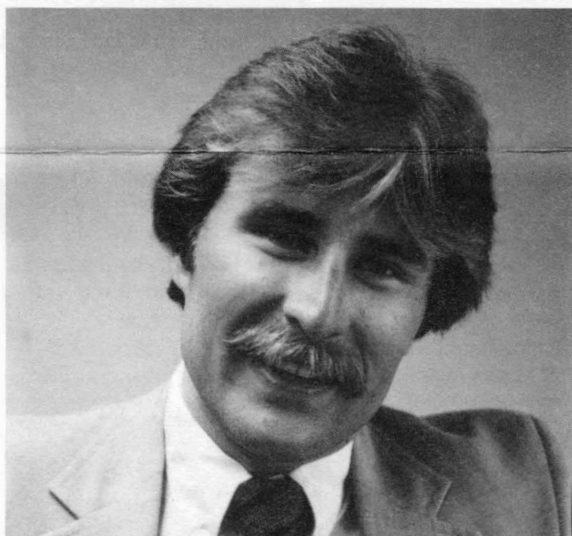
Frank Iveson

Director of Northern European Operations

Frank Iveson has been appointed Director of Northern European Operations for Digital Research. He will be responsible for establishing Digital Research as the leading supplier of microcomputer operating systems, languages and graphics in Europe.

Frank started his career in the computer industry in 1974 as a software specialist for Rolls Royce. He gained considerable graphics and microcomputer experience as product marketing manager for Microprocessor Development Systems for Tektronix Europe. Most recently he was sales manager for Cambridge Interactive Systems.

Frank has an Honors degree in computer science and is an Associate Member of the British Computer Society.



Zenon Olearczuk
Retail Merchandising Manager

Retail Merchandising Manager **Zenon Olearczuk** joined DRI just before Thanksgiving, 1982, from a position with Paramount Pictures, where he was responsible for the marketing of feature films on university and college campuses. "I majored in telecommunications at Indiana University," Olearczuk said, "and for a while I ran the entire campus film program. I decided I wanted to get into the entertainment business, so I went to Hollywood and got involved in marketing film and video products and services. But I saw the future in the computer business and went to work for Atari, handling direct marketing promotions."

Olearczuk also produced a third-party vendor catalog for Atari, which became a self-supporting venture. With this marketing experience behind him, Olearczuk signed on with DRI, where he now works with Rick Magnuson's retail marketing group, helping to plan and implement DRI's dealer program.

"We are putting in place a full-service dealer program," he said, "with everything from floor displays to dealer sales manuals to a dealer newsletter, incentive programs, demo diskettes, video tapes and many other elements. Digital Research is committed to making an impact at the retail level."

Olearczuk, who is also attending the University of Phoenix' San Jose-based MBA program, is still interested in the film and video business, and sees many ways in which the computer industry and the entertainment industry could work together.

Allan Davies
Northern European Sales Manager

Allan Davies has been named Northern

European Sales Manager for Digital Research (UK) Ltd. Operating from the European Headquarters in Newbury, England, Allan will be responsible for sales to OEMs, distributors and major end users in the United Kingdom, Ireland and Scandinavia. He also will manage Digital Research's ISV program.

Allan comes to DRI from Tektronix Europe in Amsterdam where he was responsible for graphics products software marketing. His background in computing began with geo-statistical research as part of his BSc (Hons) degree from London University.

After working as a systems analyst, he moved into software sales with MCE Computers in Bristol. His success in this area led to his recruitment by the computer graphics giant Tektronix. At Tektronix, Davies designed and built a new software marketing program for the company's European operations.

Howard Kornstein

European Director of Technical Support

Howard Kornstein MSc. has been appointed European Director of Technical Support for Digital Research (UK) Ltd. Based in the Newbury, England, office he will be responsible for providing technical support for Digital Research's customers in Europe.

Kornstein comes to DRI from Intel Corporation where he was technical support manager with responsibility for technical marketing, training and consulting activities in the United Kingdom. Prior to that he was a director for DAI, a microcomputer systems consultancy company, and a consultant for Computer Science International.

Norm Greenberg
Northeastern Branch Sales Manager

Norm Greenberg became Northeastern Branch Sales Manager when he joined Digital Research last November.

The native New Yorker has a B.A. in math from Brooklyn College and a M.A. in computer science from Stevens Institute of Technology. He has worked for Data General in sales management, Sweeda International as a marketing specialist, and Singer General Precision as a programmer analyst.

"I'm very excited because we are still seeing the microcomputer software business emerge from its relative infancy into a live burgeoning business. Also, the interface with the DRI troops has been outstanding."

Norm describes himself as an avid racquetball player and a jazz aficionado.

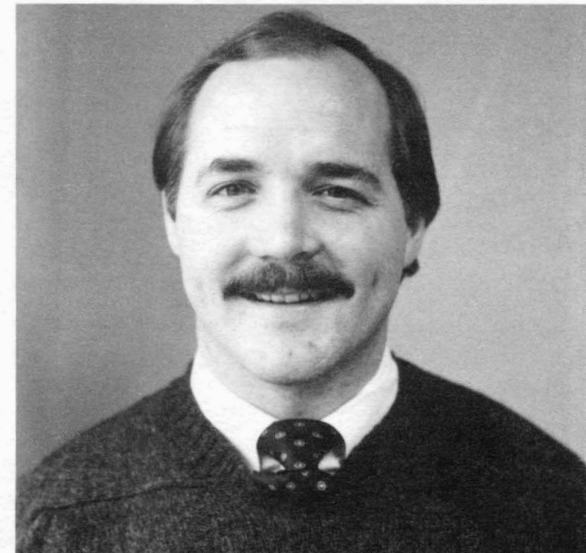
Gary Gerttula
Retail Marketing Manager

Did you know that DRI is assisting selected OEMs to design and produce packaging for software products they plan to sell with their own microcomputers? It is true and that is the job assigned to **Gary Gerttula**, retail product manager.

"We're developing packaging for both DRI and non-DRI software products to be sold with microcomputers from such manufacturers as NCR and Texas Instruments," Gary said.

During the last four years, Gary earned an MBA at Harvard, studied for a Ph.D. at Harvard Business School, and taught at Northeastern University and Boston University Business Schools. But he wanted to become actively involved in business; feeling that "microcomputing will change the shape of the way we live our lives," he found a spot at DRI.

Gary's hobbies include snow sailing, running, backpacking and, for now, "learning everything I can about this industry."



Mike Lehman strives for fun and creativity with C compiler

By Alan Cooper

When Mike Lehman talks about his C compiler a smile breaks out on his face and his gestures become animated. "I want programmers who use my C to say, 'I LIKE to use this C compiler!'"

Mike clearly wants to make the job of programming a more pleasant and enjoyable task. Pleased that this was the response he received on his last product, Pascal/MT+, he fully expects to duplicate the feat with what he calls MCC, for Mike's C Compiler. "I want to make tools that bring out the creativity in programmers," he says, and writing a C compiler when it is widely needed inside Digital Research is the means for him to achieve his personal goal.

Mike, Pascal/MT+ and his entire company, MT Microsystems, all joined DRI in November 1981. MT Microsystems, which was formed three years ago, began life in 1976 in Lehman's home state of Iowa as a one-man hardware and software consulting business. He developed dozens of components and programs, including compilers, operating systems and applications programs.

Mike Lehman's interest in computers started when he was nine years old making computer circuits in school, continued through his involvement with amateur radios in the '60s, and just naturally evolved into his present software expertise. When not writing programs, he devotes his time to writing and recording rock and roll music. He sings and plays several instruments and has his own mini-recording studio in his Pebble Beach home.

In early 1975 Mike moved to southern California to join NCR fulltime. While there, Mike wrote numerous programs, including a text editor to run on the 6502 processors. The editor project showed him the difficulty of trying to move a large, assembly language program from one processor to another. His response to this challenge was to design and write SIMPLE, an applications programming language designed for portability -- for moving programs from one microprocessor to another.

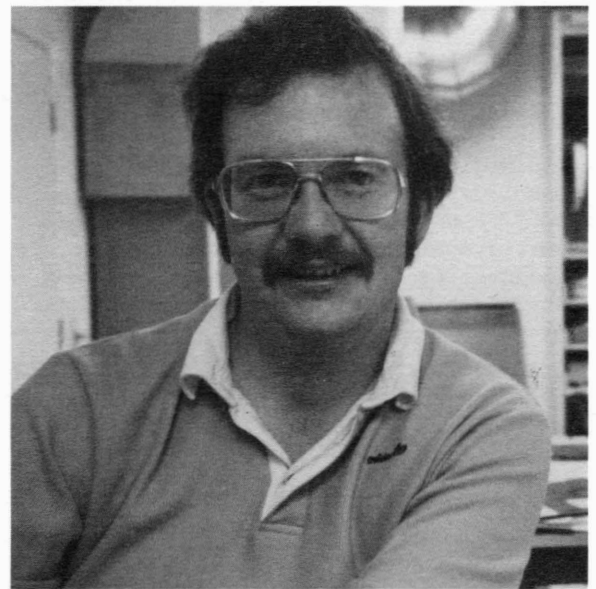
SIMPLE, although very useful, was not efficient as a systems implementation language, or SIL. Mike knew that a more flexible and powerful language was needed.

MicroPascal was his first attempt at a SIL. In early 1979 he wrote and sold this Pascal compiler to another company. The project taught him two very important lessons. One was technical; it was better for the compiler to output machine code rather than assembler. The second, and most important, lesson was that he needed to write better software contracts; the arrangement he had made with the distribution company had given him no recourse when they failed to market his program.

This bad experience with his first Pascal hardened Mike's resolve and he became determined to make his company into a real "compiler house." After changing the name of his company to MT Microsystems (MetaTech, its original name, was already being used by another company), he spent only four weeks writing Pascal/MT+, a compiler significantly better than the first one.

Six months later MT Microsystems was enjoying success, but Mike knew he could do still better. Starting from scratch again, he wrote the big-daddy of the series -- Pascal/MT+. He was sure the new version not only improved his own earlier attempts, but was a significant improvement over UCSD Pascal, his chief competitor.

In the summer of 1981, Gordon Eubanks Jr., DRI's new (at that time) vice-president of Languages, approached Lehman with the opportunity to join forces with Digital Research. Mike says he recognized that DRI represented the mainstream of the



Mike Lehman, director of R&D, talks about C compiler, history behind it and what is ahead.

microcomputer software industry and that by joining the team he would be at its center, working with top-flight engineers and entrepreneurs like Gary Kildall. He also knew that the DRI name would do wonders for the sales performance of Pascal/MT+.

In the future, Mike says he hopes to "continue to produce products which help people do their jobs with less menial effort. That's the whole purpose of computers, anyway." He believes his position as director of Research and Development at DRI is where he can be most effective. He can take part in "exploring newly emerging technologies like speech and videodiscs" and that the corporate commitment to R&D will "help us be prepared when the next new technology comes along."

CP/M '83

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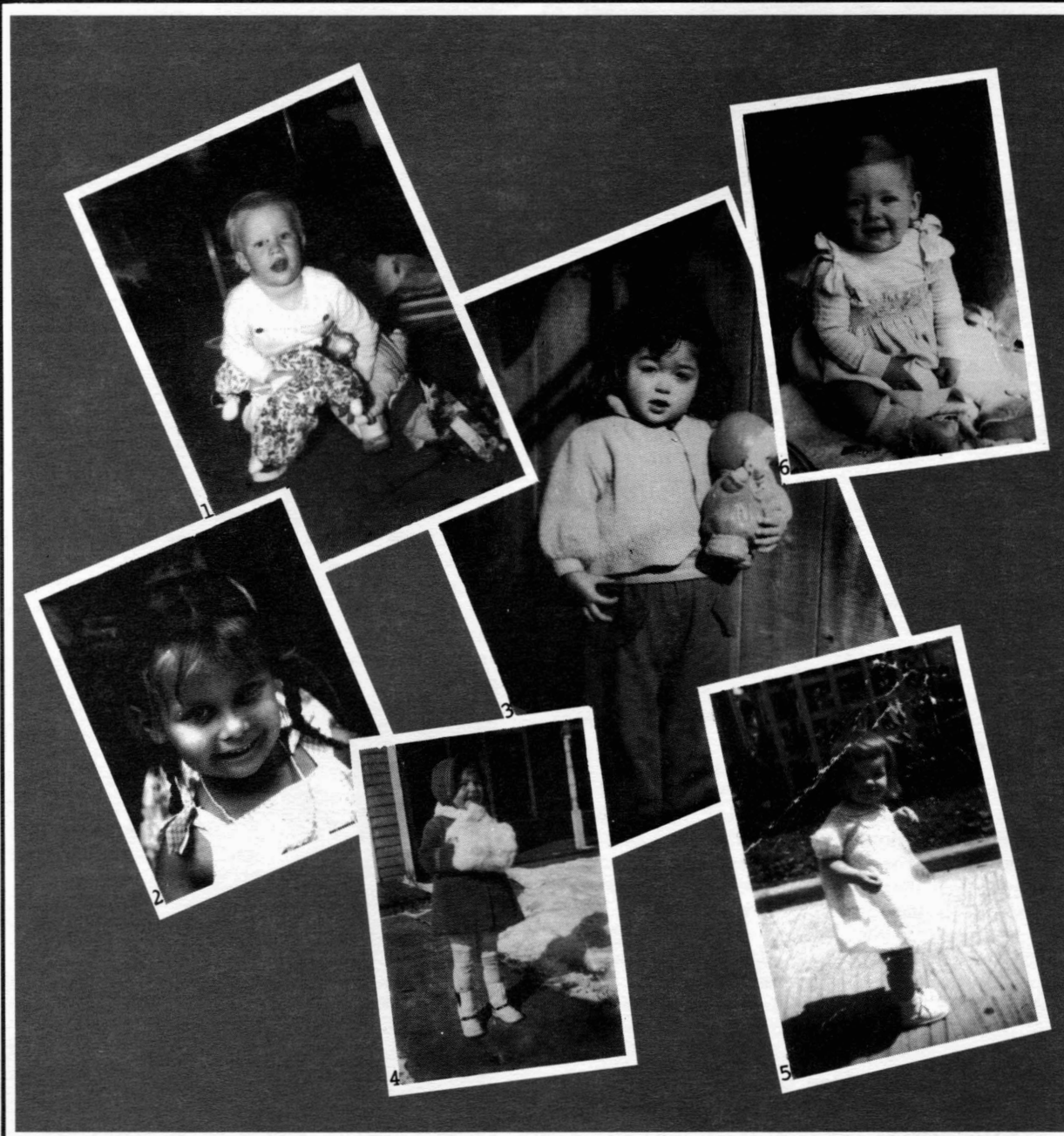
employees, Pat said "It was an unbelievable effort by everyone. And it was enjoyable for most of us, too, and I think that showed. For many employees it was their first exposure to the bright lights and sore feet of big-time computer show biz."

Some DRI employees who had not been scheduled to work the show came up by bus or on their own and pitched in to help as needed. And those employees who were not at CP/M '83 contributed in their own important way, by manning the depleted offices in Pacific Grove, taking up the

slack and keeping the company running while CP/M '83 was underway.

Now another CP/M '83 is planned this one for Boston, Sept. 29-Oct. 1. In addition, you can plan on CP/M '84 next January in San Francisco. Anyone for '85? '86?

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Name-that-baby contest

Do the wee faces to the left look familiar? They should because they belong to the DRI employees pictured above. Using the numbers in the lower left of each photo, match each baby with its present version. Leave your entry with Quinn Carter in MarCom so she can time-date it. Entrant with earliest and/or most correct matches will win a box of See's Candies. Good luck.

languages

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and 3) to move into development of products for those just entering the world of computing.

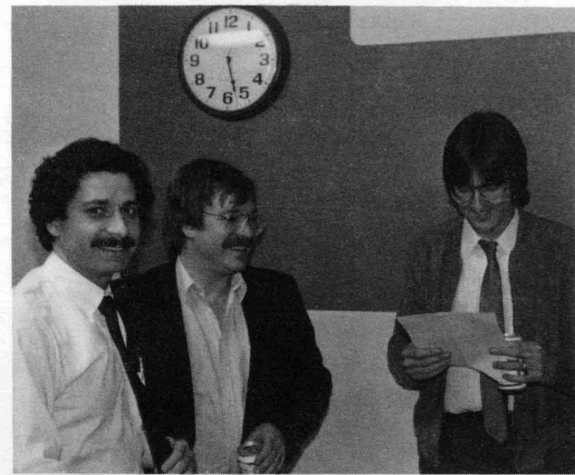
Documentation and QA improvements

Bob Morrisette, documentation and quality assurance manager, has been in the computer business for 25 years; he also is a teacher and a writer himself. "We are aiming to provide the best manuals in the business," he said, "and we're now well on the way. People are telling us they are amazed at the quality of our new manuals."

Bob's group includes: Jim Rogers, a senior writer who is working on Access Manager documentation and developing writer guidelines; Steve D'Annolfo, working on 'C' manuals; Peggy Munn, who is helping out in a number of areas in documentation; and Larry Scroggins who is responsible for Pascal and PL/I documentation.

Quality Assurance is Dave Maison's job. "Dave is carrying many burdens," Bob said.

Documentation and quality assurance group (l. to r.) is headed by Bob Morrisette and includes Jim Rogers, Peggy Munn, Larry Scroggins and Steve D'Annolfo.



Languages SBC Director Allen Beebe spends social moment with Product Marketing Managers Carmen Governale (left) and Tom Byers (right).

"He's coordinating QA of both software and its documentation with outside resources and in-house as well."

Retail marketing and ISV programs

The Languages SBC also coordinates its efforts with the retail marketing program, under Rick Magnuson, now a part of the new Commercial Systems Division, and with the Independent Software Vendor (ISV) program headed by Caren Kelman.

Carmen Governale is product marketing manager for the Languages SBC. Carmen's marketing team has expanded recently with the addition of two new employees: Ed Rifkin and Lowell Wolf. "Ed is the product marketing manager for our 'C' and Pascal products and Lowell is now the product marketing manager for PL/I products," Carmen explained. "Tom Byers' responsibilities have expanded to include not only the BASIC product line, but also our productivity tools. Tom is our seasoned veteran, product marketing manager and now with the addition of Ed and Lowell, you'll be seeing some exciting new marketing campaigns," said Carmen.

Team responsibilities

As Allen Beebe stressed, the Languages SBC is organized around teams working on specific language and language-related projects. The Pascal-related product development team is headed by Rick Rosenbaum in engineering and Ed Rifkin in product marketing. Along with Scott Plunkett and Clint Woeltjen, Rick is working on an optimized version of Pascal/MT⁺ for the 8086 and is planning a Pascal product for the 68000.

Bob Silberstein spends most of his time

on development of linkers, librarians and other utilities common to all 8086 languages from Digital Research. He works closely with Tim Benson and Paul Lancaster, who are developing common run-time libraries.

Paul Lancaster, who also is product manager for all BASIC products, works with Nancy Zentner, Rich Bielsker and Tim Benson on the CBASIC[®] product family.

Chuck Spitz has worked on development of PL/I-86^{T.M.} for the past 18 months. He says he has had a lot of help from Dan Davis.

Doug Tuttle has been working on code generation for PL/I-86. Gregg Morris has put together a PL/I test system, a series of programs that test special features of both PL/I-80 and PL/I-86.

Dan Davis has moved on to become project leader on productivity tools used across the language product line. Dan and Gregg Morris currently are working on a line of programmer productivity tools aimed at providing a "total environment for the software developer of the '80s," according to Allen Beebe. "This is a very exciting project which, when completed, should revolutionize the way programmers develop software for and on personal computers."

Finally, Mike Franusich, who had been working on language documentation, has taken on a project involving development of a 68K Linkage Editor. "In essence, we are

feel like a grizzled veteran in this business."

Outlining some of the problems he is dealing with, Craig said, "When you have six different compilers on three different chips using several different operating systems, you start to look for portability and commonality. DRI recently hired Kin-Man Chung from Wang to do research and development on the problem of rehosting compilers. My own speciality is portable software -- and we are expecting some exciting things out of our group this year."

Team approach maturing

Gordon Eubanks gives Allen Beebe credit for bringing the team approach to its present stage of development. "Allen has coordinated the work of the software engineers, the documentation staff, the quality assurance staff, the marketing staff and our support staff so that product development schedules and customer expectations are being met."

"The essential ingredients in this approach are product definition from Carmen's product marketing group, bottom-up schedules from engineering, documentation and quality assurance plans, and cooperation across all the groups," Allen said. "No single vendor dominates the microcomputer software market as yet, and our goal is to be thought of as the premier supplier of language products not only for the professional programmer, but also for the novice. You'll see a product line geared to the first-time software programmer emerge in 1983. These products will include tutorials designed to teach users how to use the products in a way that allows them gradually to gain confidence and programming knowledge."

In general, the language development teams presently are concentrating on rounding out DRI's language offerings for the 68K, while moving into language products for the Intel 286, according to Allen. "And we'll be charting some new directions with technology historically only available for mainframes," he promised.

Proud of language staff

Both Allen and Gordon have lots of praise for the quality of DRI's language development staff. Says Allen, "Digital Research has an enormously talented group of people, second to none I've seen in the industry."

Finally, Allen said, "Let's not forget those talented people who support all the rest of us. Andrea Davis assists me -- and all the development teams -- in making sure that the entire SBC functions smoothly. And Chris Ubick does the same for the product marketing staff."

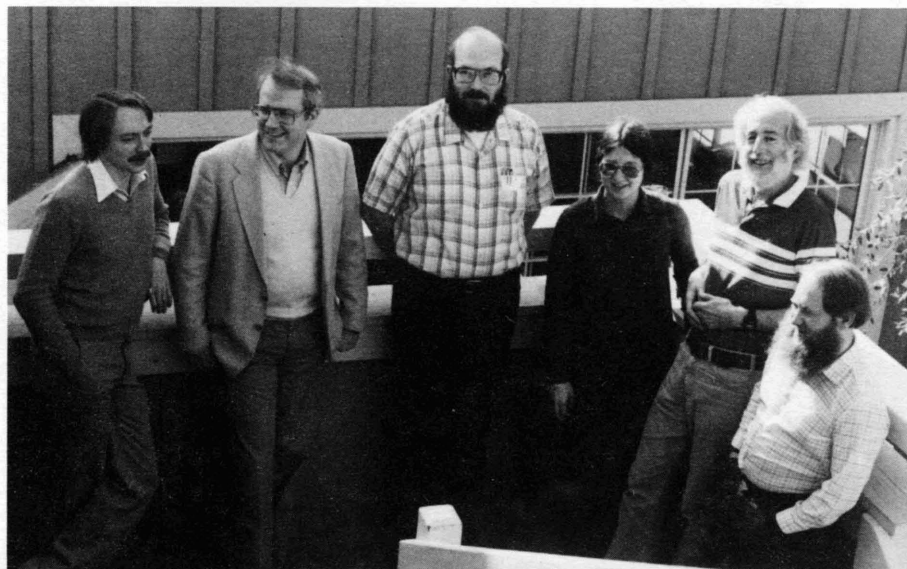
The Languages SBC, with its clear development strategy, its smoothly-functioning development teams and its strong marketing and support staff, is poised to become "the foremost supplier of microcomputer languages," Allen said. "As our product line has matured and continues to expand, our charter is changing to one of providing a full range of goods and services to programmers regardless of their experience. During the 1980s we are positioned to provide a one-vendor solution for all programmers whether novices or experts. That's our goal."



Chris Ubick, Cathy Murphy and Andrea Davis (l. to r.) keep Languages SBC running smoothly, Allen says.

modifying the 68000 linker to handle overlays and chaining," Mike explained

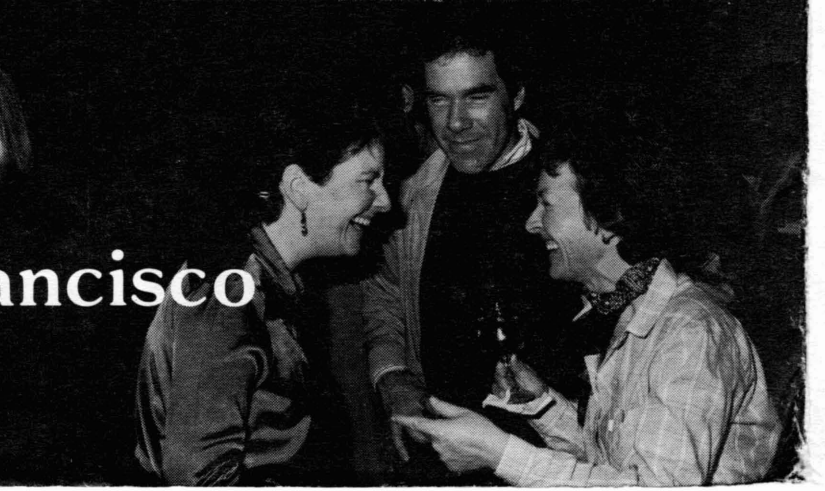
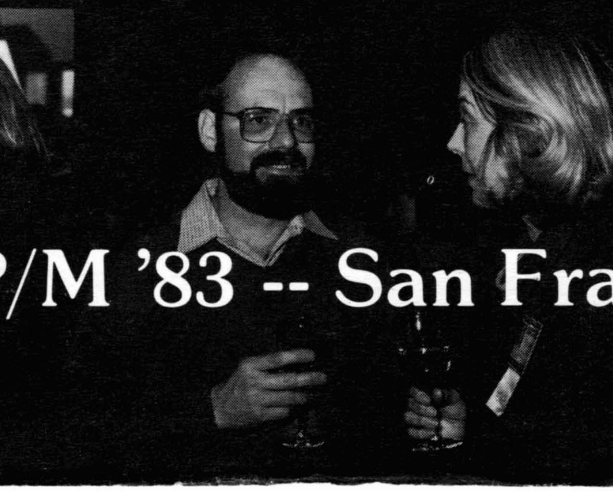
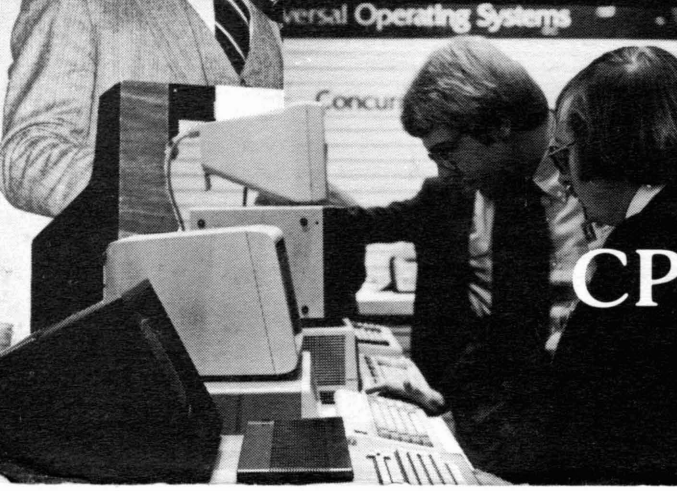
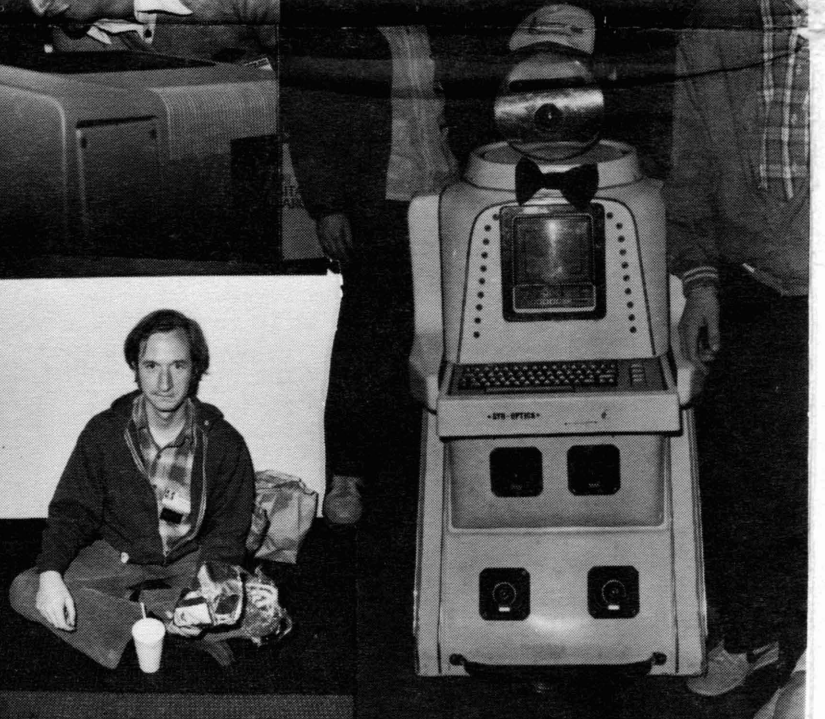
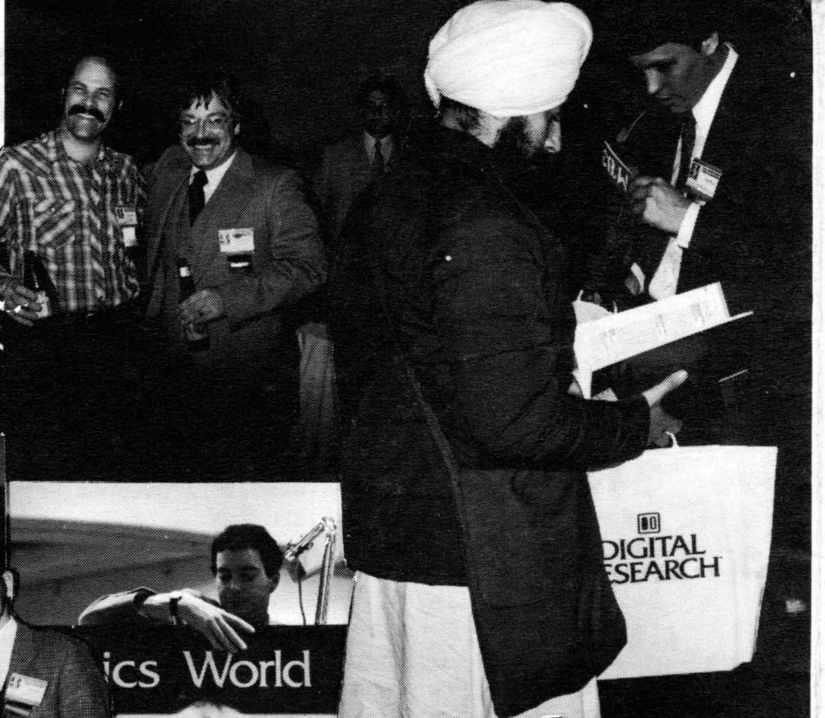
Craig Franklin, newly-hired manager of the PL/I-related team (and two other new and still confidential projects), formerly was director of portable systems at the SAS Institute. "I've been programming for 21 years," Craig said, "and I'm only 36 now. I



CBASIC gets ongoing attention of Dave Maison, Paul Lancaster, Tim Benson, Nancy Zentner, Rich Bielsker and Bill Meakin (l. to r.).

Barbara Norman wins contest

Congratulations to Barbara Norman. She identified the largest number of people who appear in the Digital Dialogue logo at the top of page one.



CP/M '83 -- San Francisco