DIGITAL DIALOGUE

VAXes are multiplying at 160 Central

Legal department family portrait includes, l. to r., (back row) Rebecca Daniels, Glenn Halstead, Linda Wallraff; (front row) Alice Clark, Susie Wallin, Drew Newton, Polly Sloane, Patie McCracken, Judy Millette.

DRI Legal Department deals with broad range of issues

Need A Lawyer?

Most everyone does at some time in his or her life, but when you're a major company, like Digital Research, you need one -- or a whole office full -- all of the time.

According to General Counsel Drew Newton, who heads DRI's Legal Department, "There are hundreds of legal issues that must be resolved in a company like ours. Some of them are obvious ones like contracts, leases, software protection issues, and trademarks and copyrights. But some aren't so obvious -- establishing foreign subsidiaries, for instance, or making sure we conform to government regulations, or buying real property, or making sure we're not liable if our new display case collapses on someone's head."

The Legal Department, which used to be known as Legal Services, obviously has plenty to do. The bulk of its work, however, falls into three general areas. Contract administration, headed by Polly Sloane, deals with the legal details of all OEM and distributor contracts, and with legal agreements for product development, consulting contracts and others.

"We interface most closely with field sales," Polly said, "including the European and Japanese offices until they get their own contract-signing authority. Once a sales person is ready to put together a sale, whether high or low volume, we work directly with the OEM to accurately document all the terms. Sometimes that means

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IBM-CP/M connection celebrated

The late afternoon announcement by Dick Dixon, standing on the courtyard benches, surrounded by popping champagne corks and raised glasses, was expected -- but there were cheers nevertheless.

"IBM offers Concurrent CP/M™" was the message: the medium was a network of 9,000 IBM salespersons who will be suggesting to Fortune 1000 customers that DRI's Concurrent CP/M, bundled with some popular applications such as WordStar® and dBaseII™ should be their choice for use with the IBM PC and XT microcomputers.

But, according to Kevin Wandryk, operating systems marketing manager, the IBM announcement is only part of the story. "You remember we first introduced Concurrent CP/M for the IBM PC,

and then followed that with a 'generic' version for other microcomputers. New versions are underway and will be announced soon.

"Concurrent is a product that will be getting a lot of promotion," said Judy Mervis, Marketing Communications manager. "We'll be telling the Concurrent CP/M story -- very widely."

Another landmark in the IBM-CP/M connection was reached Sept. 20 with the announcment that IBM also will begin offering 10 DRI language products as well as Concurrent CP/M.

CP/M-86® has also achieved a first -- the first piece of systems software to reach Number One on the SoftSel (a major software distributor) best-seller list, a landmark reached on Aug. 1, 1983.

How many minis does it take to run a micro company?

If you wondered what was going on in the back corner of 160 Central this summer -- the big empty boxes on the patio, the carpenters and electricians scurrying in and out, the stacks of line printer paper slowly rising in the hallway -- well, it's all in the service of the DRI data processing operation. New equipment has been added and remodeling was done to accommodate it.

Not many of us are fully aware of the minicomputer power available now at DRI -- oriented as we are to microcomputers -- but if you spend some time with Ralph Siefert, data processing manager, you'll catch some of his good-humored enthusiasm and some respect for the work these mini-computers are doing.

A wide range of uses

The two VAX 11/780 systems -- the largest in the VAX line made by Digital Equipment Corporation -- serve users throughout the company. Software development, for instance, is largely done by programmers working in their cubicles at terminals hitched to the VAXes. And the documentation writers, too, are using the minicomputers to write their manuals and user's guides.

Publication production also calls on the VAX resources, using a special software program called Scribe to format and standardize documentation -- and to print much of it on the Xerox laser printer that is also part of the system. Documents in the system can be put on tape, or sent directly over telephone lines, to automatic typesetting equipment many miles away.

Keeping house with VAX

Finally, any number of housekeeping and organizational chores are handled by the data processing department's equipment. These include a recently

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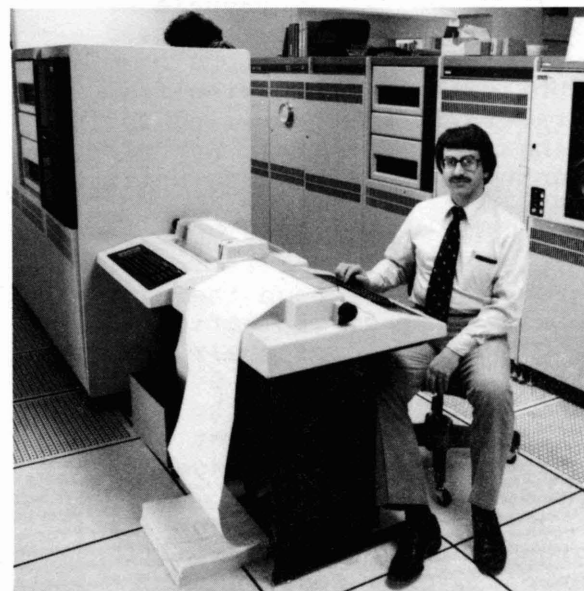
That's Ralph Siefert at the controls of the new VAX system.

From author to finished book can be a rocky road

By Anne Franusich

For those uninitiated to the publications workflow, producing a book might seem like a pretty straightforward job. I mean, the writer writes the book or manual, the editor cleans it up, it is sent to the art department and finally it goes to the printer. What could be easier?

Well, we here in PUBS think that the general public of DRI should be educated as to what really goes on down here at 801 Lighthouse. Here is an example of the path a manual for a Digital Research product takes on its way to becoming a real, live published book. Ready, set . . . go!

* 250 page document, the Structural Engineering System Solver (STRESS TM) Language, Release 3.5, Programmer's Guide for the Altogether Basic Tristate Operating System (ALBATROS TM) arrives a week late from documentation development. To meet the deadline set by Marketing six months ago, the editor has time only for a flash "C" edit -- minimum punctuation, spelling, format and policy checks. Two days.

* Editor runs upstairs to the art department with a list of titles that need typesetting and copies of the 31 figures that are to go in the book. Twists ankle coming down stairs.

* Editor calls Legal to find out trademark information on the Soft-micro Frotz Freener. Nobody there has ever heard of the product or the company.

* Editor submits requisition for more whiteout, yellow stickers and red pens. Is told they are back-ordered.

* Editor calls writer with serious technical question. Is told the writer will be in a meeting for two days.

* Editor submits marked-up document to the word processing department, only to find that the disks don't match the document.

* Editor speeds down to 160 Central to pick up correct disks and to Copy King (downtown Monterey) to have 27 pages of listings reduced. Returns to 801 Lighthouse to find the building evacuated because of a gas leak.

* Word processing operator finds the document disks are in "document" mode. One day to convert to "nondocument."

* WP operator comes down to ask editor a question. Trips over repairman fixing gas leak.

* One of the two printers breaks down. No one can find John Stevens.

* WP operator finishes incorporating editor's marks, finally gets a Diablo printout, and returns document and disk to editor who is in the middle of another "crisis" edit.

* Editor quickly proofs <document title>, and gets it ready for the art department to draw in table lines and paste in typeset titles and figures. Editor makes run to Copy King to find that they didn't reduce those 27 pages enough. Copy King redoes reductions while editor waits.

* Writer calls with major changes from the engineer. Editor makes changes on disk, waits in line for printer and reprints 50 pages, changing printer ribbon twice.

* Editor finally submits document to art department which has two days to paste in the 31 figures and the 27 pages of reduced listings and line in the 18 tables (average of four pages each).

* Artist comes down with a cold from sitting outside in the fog for an hour meeting (no conference rooms here). Continues working with a 102 degree fever.

* Art finally finished. Editor proofs, calls writer to check camera-ready copy (CRC). Editor catches cold from artist.

* Writer sits in kitchen to review document (no desks available). Catches cold from editor.

* Writer very pleased with document, but forgets to sign CRC approval form.

* Editor rushes to make copies of document only to find copier doesn't feed right. Makes two copies of 250-page document one sheet at a time. Printer due in 15 minutes to pick up document.

* Editor finishes copies. Printer still not here. Phone rings. It is Marketing to tell us that the document has been put on HOLD.
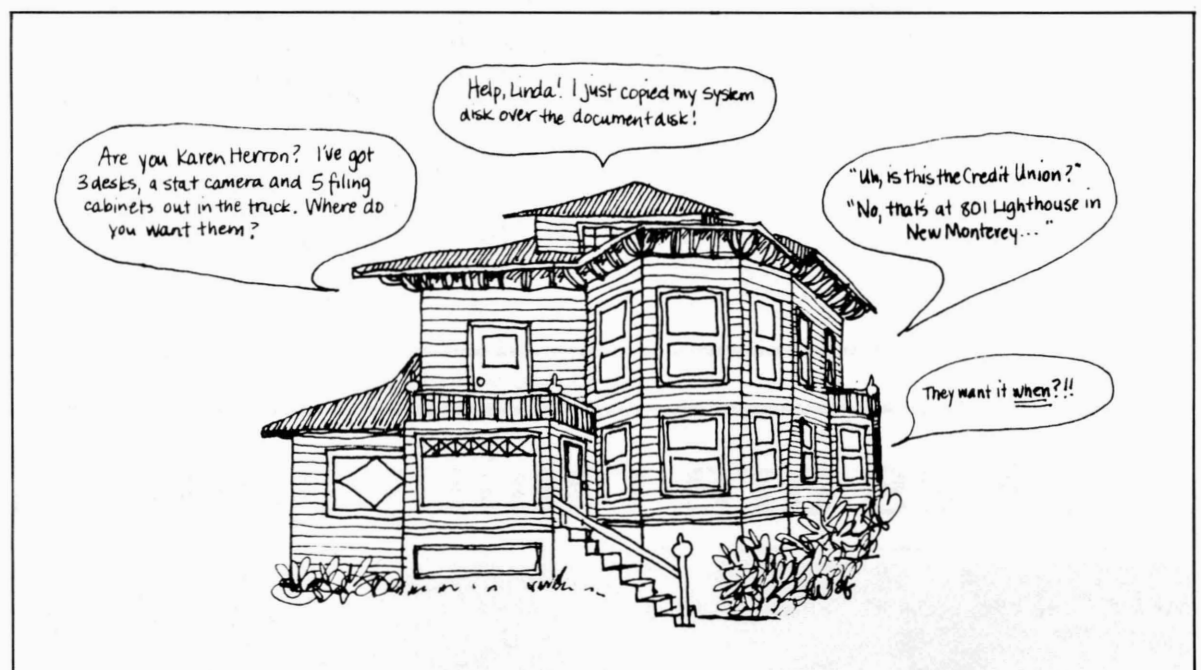
The challenge of Publications Production

How do all those DRI manuals get produced?

"All" is the key word in that sentence. Ellen Haley, manager of publications, says that about 65 manuals are designed, edited, typeset and proofread every quarter. "Right now, for instance," Ellen reports, "about 40 projects are underway at the same time."

The Publications group interfaces with six other DRI groups, each of which has manuals or other publications they need -- yesterday! Manuscripts come into Publications Production from writers in the Operating Systems, Languages, Graphics, Hardware, Consumer and Marketing units at DRI.

The manuscripts must be reviewed by the editors in Ellen's group. They screen the pages for obvious typos, grammatical errors and the like, for their adherence to DRI formats, make sure figures and captions are in the right places, and ensure that all copyright notices and trademarks are presented properly.

At present, the Publication group includes editors Marion Bremner, Gary Engel, Anne Franusich, Markham Hirt and Barbara Morrison. Word processing is handled by Nancy Estrella, Donna Sterling and Linda Wann. Suzanne Ferry is the editing and word processing supervisor.

Art production supervisor Catherine Murphy oversees the art and proofreading staff: Alix Oliver is the lead artist, working with Cynthia Barnes, Patricia Cassidy, Dan Cunha and Joe DiMaggio. Recruitment is underway for another part-time artist.

Thomas Bussio is the lead proofreader, assisted by Ray Burket and Larry Luckey. Ellen Haley has the capable help of senior secretary Karen Herron and of Sharon De Amaral.

With the new VAX installed, Ellen's group is beginning to move away from WordStar and TEX programs toward more sophisticated word processing and text formatting packages. Scribe, a new document formatter, will be used and Ellen is busy setting up a data base of document types used at DRI for automatic formatting. She's also writing an in-house Scribe tutorial.

"EDT is our choice for a word processing package to replace WordStar," she added. "And we'll be making a lot of use of some new equipment as well. The new laser printers will be used instead of the Diablos® to turn out manuals. We've purchased a stat camera so that we don't have to rely on outside vendors every time we need a photostat of something.

"And although we don't want to get into full in-house typesetting, we are adding a Mergenthaler CRTronic 200 desktop typesetting system. We'll do maybe one smaller book a week right here. The system can be used with an Altos®, or even with the VAX; which means we could download to other vendors -- such as printers."

"Facilities are our biggest problem," Ellen added. "We're moving toward more legitimate equipment, now we need some legitimate space for it. We've got equipment in the entrance way, in hallways, everywhere we can fit it in and around 25 people.

* * * * * * *

There once was an awful A edit.
Not the Prof of 1A could have
    read it!
The editor died.
The word processor cried,
"Let's have a big party and shred
    it!"
                    Anne Franusich

Digital Research names new PR agency

The pioneering and prestigious firm of Regis McKenna, one of the first and most successful public relations agencies concentrating on high technology business, has been retained by DRI to help give the company new visibility and strategic direction in the marketplace.

According to Judy Mervis, Marketing Communications manager, "We want to work with the Regis McKenna account team to shift the way in which we present ourselves to the world. It's important for us to accurately position ourselves as a company -- and to do that, we have done a thorough analysis of ourselves, our markets, our competition and the entire industry." One of the new directions is an effort to break our of the practice of introducing new products in a piecemeal fashion. Instead, more focus will be placed on how each product supports or strengthens others already introduced, how the user -- professional programmer or end user -- can expect to benefit from the product, and other larger issues that go beyond the technical aspects of a product.

"We won't, of course, ignore the technical excellence of our products -- we have some of the best microcomputer software in the business, and we will continue that leadership. But in a way we've simply been saying to the world: here's a great product, here's a great product, here's another great product. Now we want to start saying, here's a great product from a really good company that's useful to you in these ways, and that you can trust because it's a DRI product."

Under direction of DRI Public Relations Manager Pat Lucas and with the help of the Regis McKenna agency, internal training sessions have begun at DRI. These have included meetings with the executive staff in August, moving to the SBCs in late August, and to the sales force. "The training sessions emphasize what we're calling an umbrella approach," Pat said. "We want everyone to be aware that DRI is the entire umbrella -- with the supporting ribs being the different groups, each just as important as the others -- but with the emphasis on the whole, not on the parts."

Judy also mentioned that Regis McKenna himself has joined the DRI board of directors. "That means that he can provide personal strategic direction to the company at the very highest level," she said.

Regis McKenna, Inc. has been involved in some of the most significant technological innovations of the past decade, as the agency that helped launch the microprocessor (Intel), the personal computer (Apple), the retail computer store (Byte Shops) and commercial uses of recombinant DNA (Genentech).

Digital Research President John Rowley and Board Chairman Gary Kildall confer with Regis McKenna (l. to r.) who heads public relations and is new member of DRI Board of Directors.

"Revolution" in DRI's publications is perceived

In the August 1983 issue of Byte magazine, Jerry Pournelle, had these words to say about DRI's documentation: " . . . there's been a complete shake-up in Digital Research's documents factory. It's actually producing readable and useful documents with clearly written instructions and lots of examples. "The headline over these remarks said "Revolution at Digital Research."

Users taking notice

Pournelle, who admits he's been hard on DRI documentation in the past, is just one user who has noticed what has been going on at DRI's "document factory." People all over the world are learning about DRI products more quickly and easily, thanks to the work of technical writers and editors in the Operating Systems and Languages groups -- and the editors and artists and proofreaders in Ellen Haley's Publications Production group.

Tim McCormick, development services manager for operating systems, oversees a large documentation staff. Now working on the guides and manuals for a portable Concurrent CP/M product are Meryle Sachs, Mike Robison and contract employee Ron Kandel. Ken Such and contract employee Frank Lara are assigned to the Otter documentation. Elisabeth Wechsler and contract employee Bernadette Peavey are doing CP/M-

86 Plus; contract employee Peter Bolton is assigned to CP/NET®documentation. Finally, Terry Gibson, along with an outside company called Inpysch, is working on OEM Systems documentation projects.

Over in Montgrove, the languages documentation teams, headed by Documentation Development Manager Bob Morrisette, also are carrying a heavy workload. Larry Scroggins is rewriting the Pascal manuals, and also working on FORTRAN and PL/I projects. Steve D'Annolfo is also working on FORTRAN documentation, and on the C Compiler publications. Peggy Munn is assigned to Personal BASIC™and graphic products documentation, while Jim Rogers is busy with the new microSPF™ product as well as Access Manager™and Display Manager™documentation.

Controlling quality

Also in languages, Bob is adding documentation quality control staff. "I expect to have four or five people soon," he said, "and that will help us out a lot. Our people are carrying a heavy load right now."

"People often buy a product just because of the documentation," Bob added, "especially at the retail level. It's got to be top quality." To Tim McCormick,

top quality means a number of things: "The documentation has to be easy to use, understandable, well-structured and ready on time."

The revolution in documentation is well underway at DRI, and it is getting the attention of the press.

Consumer Division hails new era at DRI
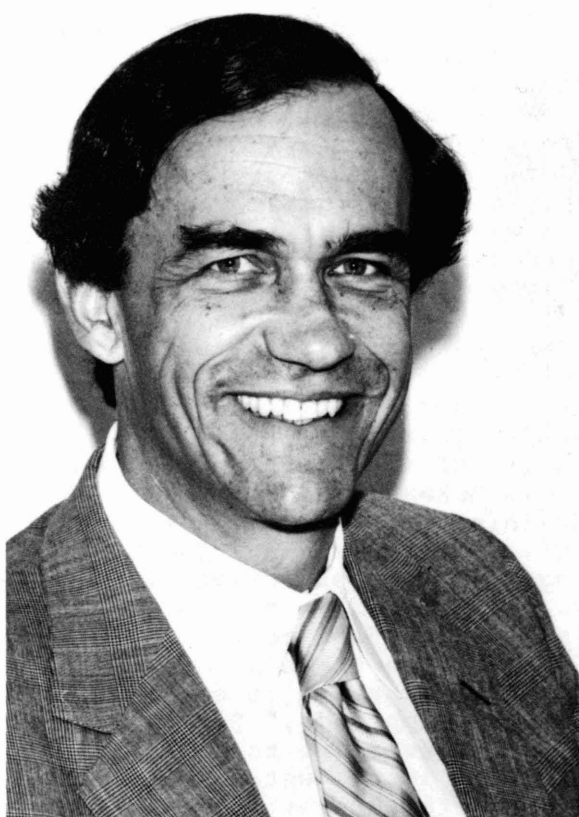
Ken Harkness has been named general manager of the new Consumer Systems Division.

A memo from John Rowley recently announced key reorganization steps at DRI, aimed at keeping up with the company's rapid growth.

The folding of the SBCs into the Commercial Systems Division was revealed, with Allen Beebe as head, replacing Gordon Eubanks who was promoted to become vice president of technology.

But the big news was the formation of the Consumer Systems Division, marking a new era in DRI's development.

General Manager appointed

Ken Harkness was named to head up the new mass market applications-oriented division. Ken, who comes to DRI from the presidency of Atari's $250 million Coin-op Division, sees DRI moving strongly into software for home and educational uses.

"We're going to succeed in this new area, I have no doubt about that," Ken said. "We've got a strong company, we've got the reputation for having high quality products, we have good relationships throughout the industry, and we have lots of smart product development and product marketing people."

Consumer products listed

Dr. Logo, developed by Gary

Kildall, has earlier been announced as a consumer-oriented product, but some other new products have also been assigned to the Consumer Systems Division for marketing.

"Already OEMs are interested in some of these products, and we will, of course, be moving strongly into the retail market stream. Finally, we will work closely with ISVs in the development of new products. So we really cover all the traditional audiences," Ken said.

Division staff formed

Ken, as general manager of the new division, is supported on the marketing side by Becky Jones, consumer marketing specialist, and Hal Elgie, product marketing manager, concentrating now on Dr. Logo marketing.

Susan Rabb and Sheila Scroggins are the technical writers for the new division. And product development is being handled by software engineers Chuck Spitz, Dan Davis, Tom Rolander, Bob Herlein, Joe Powers, Steve Schmitt and John Pierce. Paula Fryer is administrative assistant.

Software engineers, marketeers and support staff will be added to the group in the months ahead.

Sales Conference

Digital Research sales personnel from all over the world gathered on the Monterey Peninsula the week of Sept. 11 for the 1983 International Sales Conference. It was a busy week of demonstrations, reports and other sessions. One highlight was an awards banquet at which DRI sales people and their accomplishments were recognized. Top photo: Mark Plinneke is named "Salesman of the Year" and is congratulated (l. to r.) by Peggy Gillespie McGill, John Rowley, Gary Kildall and Steve Maysonave. Middle photo: Gary and Steve watch Allen Beebe react to his "Best Support to the Field" award and accompanying bottle of Texas wine. Bottom photo: John and Gary congratulate Paul Bailey as he is named DRI vice president of European Operations and Steve applauds.

Cartoon character of Dr. Logo introduces language product

The friendly cartoon figure of "Dr. Logo™" will greet the public this fall to introduce Digital Research's new product by the same name, a version of the widely used programming language Logo. Digital Research is introducing Dr. Logo for the IBM PC during September at a special introductory price of $99.95. It is available through many authorized IBM PC dealers.

The cartoon figure of "Dr. Logo" was invented by Hank Ketcham, best known as the creator of "Dennis the Menace." Dr. Logo is designed to make sense to first-time users who can start programming during their first session -- with help, if needed, from the friendly figure of "Dr. Logo."

Dr. Logo, the product, is actually a complete programming environment that includes its own operating system, sophisticated editing and debugging capabilities, and workspace management tools.

One of the most popular features of this language is "Turtle Graphics." When creating a graphic, a "turtle" appears on the screen in the form of a triangle that indicates position and heading. The user enters commands like FORWARD or RIGHT to move and rotate the turtle, and it leaves a trail in one of four user-selected colors to form the graphic image. This makes it possible to use the IBM PC as an electronic sketchpad, using simple commands to create an endless variety of images.

Dr. Logo allows inclusion of comments and indentation in procedures to aid in structured programming. In addition, Dr. Logo has workspace management

facilities to help the user manage up to 256K of RAM. These include the ability to change the logical order of procedures in the workspace, cross reference procedures and remove comments.

An advanced multiwindow debugger offers two different trace modes. Dr. Logo also supports double precision floating point mathematics, including a full set of transcendental functions, logarithms and their inverses.

The system requirements for Dr. Logo are an IBM PC with 192-256K of RAM and at least one floppy disk drive, plus monochrome or color graphics display and the IBM Color Graphics Display Adapter with optional monochrome graphics display.
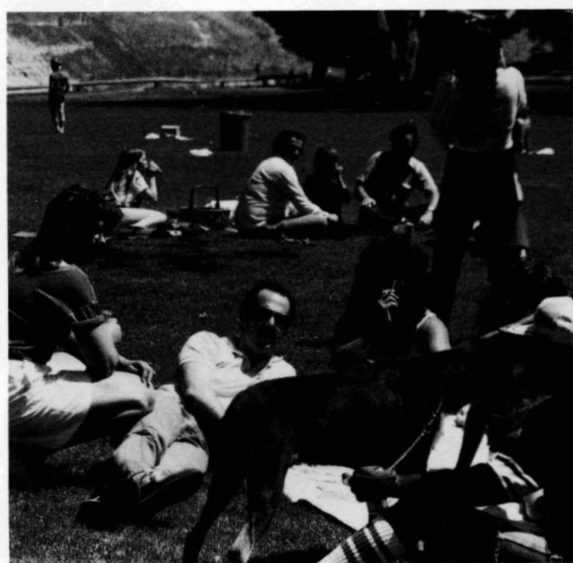
The Fourth of July was celebrated in good old American style by DRI folks and their families in Toro Park near Salinas and near Newbury, England, as shown in the photo at lower right. The latter may have been a bit of a surprise for some of the English persons present, but they were encouraged by transported U.S. citizens Dan Erickson and Maureen Minnes. The occasion also included the engagement announcement of Patie McCracken and Dan.

New names and faces are signs of company's "reinvestment"

Have you noticed a lot of new faces around DRI these days? If you're an old-timer -- someone who's been here, say, a year -- you certainly have. And the growth in hiring at DRI is one of the signs of the company's "reinvestment in itself," as John Rowley characterized the immediate future of DRI.

Just as an indication of recent personnel growth, take a look at these numbers. Pauline Collard reminded Digital Dialogue of where we were in terms of staff on Jan. 1, 1982. "On that date, we had 83 people working at DRI. One year later, Jan. 1, 1983, we were at 245 people. And about six months or so later, we'd already grown to 372 people -- not counting any temps or contract people."

Just recently, for instance, here's how hiring went, according to Pauline. "We had 42 hires in May this year, 36 more in June, 24 in July and 29 in August, for a total of 131 in those four months."

And what kind of people is DRI hiring? All kinds. "It's hard to say that one category is bigger than any other," Pauline added. "We're hiring quite a few managerial people, lots of engineers, and lots of secretaries too."

John P. Aliotti, Technical Support Analyst II, 7/18.
Joseph C. Cotham, Technical Support Analyst II, 7/18.
Greg B. Cupp, Receiving/Filing Clerk, 7/18.
Rebecca M. Daniels, Senior Secretary, 7/18.

Bob Heller, Strategic Accounts Manager, 7/18.
Garry M. Silvey, Technical Support Analyst II, 7/18.
Lyle Spiers, Product Marketing Manager, 7/18.
Darrel Woodhouse, Senior Buyer, 7/18.
David L. Govett, Technical Support Specialist, 7/20.
Juanita Schuster, Senior Secretary, 7/25.
James Needham, Technical Support Analyst II, 7/27.
Kathy Ahee, Order Processing Clerk, 8/1.
Sandra Ciucci, Layout Artist I, 8/3.
Philip Johnson, Strategic Accounts Manager, 8/3.
David Carter, Computer Opertor I, 8/8.
William G. Hertzing, Software Engineer IV, 8/8.
Patty Cox, ISV Support Representative, 8/10.
Thomas Krieger, Retail Applications Director, 8/15.
Richard Monnard, Director of School Education Programs, 8/15.
Marianne Brown, Purchasing Secretary, 8/16.
Gary Croom, Technical Communications Rep II, 8/16.
Susan W. Wren, Senior Secretary, 8/17.
Sulaine Noble-Wolf, Technical Communications Editor, 8/18.
Susan Alcott, Clerk/Typist, 8/22.
Paula Fryer, Administrative Assistant, 8/22.
Cecilia Lee, Quality Assurance Engineer II, 8/22.
Charles Chapin, Staff Engineer, 8/23.
Adrianne Gale, Senior Secretary, 8/23.
Manuela Drury, Secretary, 8/24.
Leslie Campbell, Commission Compensation, 8/29.
Ron Powell, Assembler, 8/29.
John Meyer, Manager of Firmware, 8/31.
Joseph Power, Software Engineer II, 9/1.

Employee moves announced

EMPLOYEE	NEW JOB TITLE	OLD JOB TITLE
Ray Burket	Proofreader	Proofreader (temp)
Doug Smith	QA Engineer	Tech Support Analyst
Laurie Jones	Secretary, Ed Services	Secretary, Sales Support
Larry Drenske	Order Proc. Manager	OEM Coordinator
Cynthia Barnes	Printing Coordinator	Layout Artist
Dallas Gilpin	Supervior, S, R & Stock	Receiving Clerk
Rick Lovelace	Tech Comm Writer	Tech Support Analyst
Jennifer Doman	Tech Comm Manager	Tech Support Analyst
Kathy Welch	ISV Support	Customer Service Rep
Julie Rodewald	Data Entry Clerk	Xerox Operator
Eileen King	Correspondence Coordinator	Secretary
David Maison	Project Ldr., Prod. Assur.	QA Engineer
Mary Allesini	Tech Writer, Graphics	Technical Publications
Sylvia Gardner	ISV Support Rep	Guest Service Coordinator
Jim Rogers	Staff Tech Writer	Technical Writer

VAX

installed order tracking system, production of OEM statements (showing how many DRI products they are using every month), invoicing, some sales analysis, keeping track of registered Digital Research users for support purposes, and such marketing functions as keeping track of reply cards requesting information on DRI products.

As the company grows, says Ralph, more and more uses will be found for the centralized data processing system, perhaps even necessitating the addition of more VAX computers, more disk storage, printers and communications equipment.

Remodeling completed

"When we decided to add a second VAX, we knew we had to upgrade the computer room," Ralph said. (The new computer room will handle up to four VAXes). "We put in the raised floor, under which all the internal cabling runs," Ralph explains. "And we installed two important pieces of equipment to keep the machines operational. We put in a power distribution and conditioning system that takes all the incoming power and distributes it to the machines, while at the same time filtering out unwanted signal noise and voltage spikes. It's not an uninterruptable power system -- if the power goes off, so does our gear -- but it helps keep the equipment running."
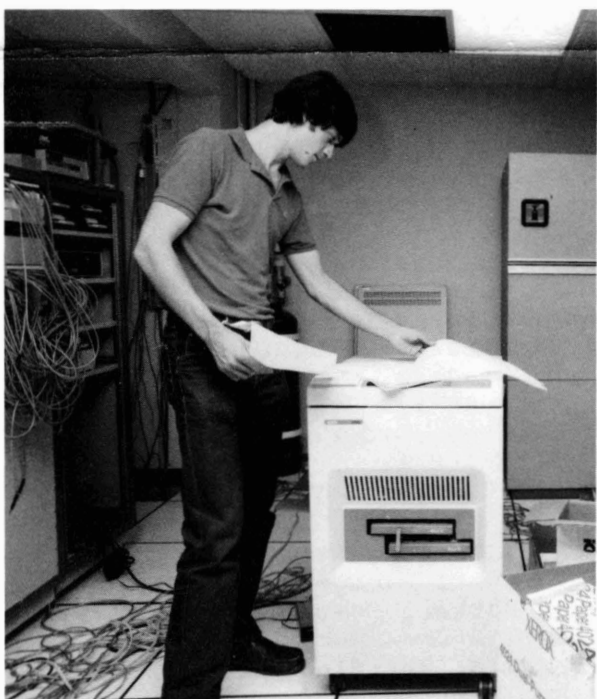
Operator Rob Burton checks a listing from the new Vax system amidst revamping of room.

Keeping the machines comfortable

"We also put in a big air conditioning system, built by Liebert, which keeps temperatures constant and controls humidity. If you go down in the garage underneath the building, you'll see the large condensor pumping away. And we installed a Halon gas fire-smothering system in case of trouble. We'll also be upgrading the code required, water-based fire system with very high temperature valves -- so they won't go off accidentally, which would be a disaster for our machines."

Security of the computer room will be stepped up with locked doors that can only open if the right code is entered at a keypad near the doorframe. This is designed to keep non-DRI people out. Output coming from the line and laser printers will be available to users, as the printers are located in a smaller unsecured room by themselves.

Upgrading the system

For some time, DRI users have been putting the one VAX 11/780 through its paces -- Now, there's a second VAX 11/780 at DRI. And soon there will be a third. Along with them come a set of large disk drives -- three System Industries 300 megabyte drives and a new DEC 550 megabyte drive. All changed files are backed up every day on computer tape -- the tapes eventually are locked up in a cave in the Santa Cruz mountains to protect the company's valuable data assets.

Two 1200 line-per-minute impact printers feed out reams of computer paper every day, now supported by a Xerox 2700 laser printer, used to print DRI manuals, replacing the slower Diablo printers. Another 2700 laser printer will be added soon; these printers are capable of producing about 12 pages a minute of typeset quality output.

Company-wide terminal network

DEC's network software (DEC-NET) ties together the VAXes so users can move data from one computer to another with ease. Very soon, according to Technical Advisor Tom Lafleur, it will be possible to link more than 700 terminals to the two VAXes, controlled by a new Linkabit IDX-3000 digital switcher, which functions like a phone switchboard. The Linkabit switcher potentially can handle more than 1500 terminal-to-computer lines.

"We also are wiring up every office with modular data jacks so that terminals can be plugged in anywhere," Tom said. "Then everyone can send and receive electronic mail, for instance. For now, we've provided communications using special data lines for those DRI employees in outlying buildings. Additionally, people with computer terminals at home can link up to the VAX with dial-in modem facilities.

"The VAXes never get shut off; you could dial in or come in to work at 3 in the morning and they would be available," Ralph added. "As a matter of fact, many people are working on them now at all hours."

Looking ahead . . .

"DRI will be putting more and more functions onto the VAX system," Ralph continued. "For

Adding another VAX led to upgrading entire computer room at 160 Central in Pacific Grove.
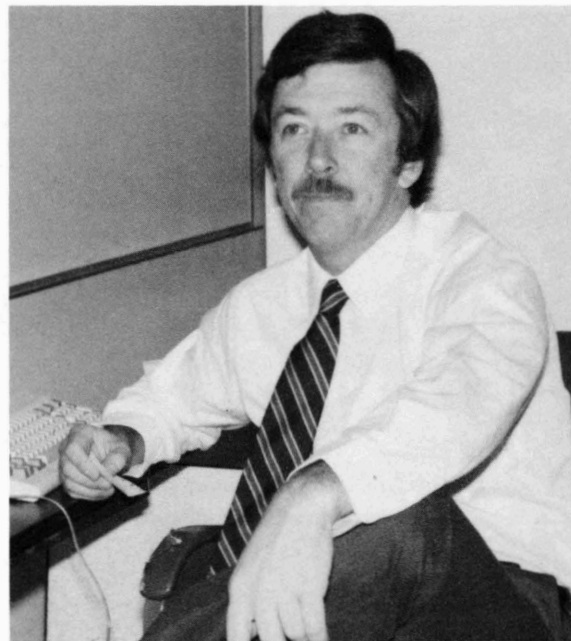
Technical advisor Tom Lafleur forsees the day when more than 700 terminals will be linked .

instance, we are testing some software packages that will do more of the accounting functions -- accounts payable, general ledger and that kind of thing -- as well as doing order entry, and such manufacturing-related tasks as inventory control, materials purchasing, production scheduling and others." The third VAX will be reserved for these accounting functions.

And, although the new minicomputer system is just in, Ralph and his staff -- operators Rob Burton and Dave Carter, and programmer/ analyst Beverly Wang -- are already looking toward the future.

And ahead . . .

"Someday we'll all have to move together to a new location," Ralph said, "and when we do we'll have to move the computers, too. But in the first phase we'll leave the VAXes right here."

"Because we're moving a large number of people out to Garden Court," Tom explained, "we are setting up a digital microwave radio link between 160 Central and that site. It will handle 180 lines -- with the ability to expand to 288 computer lines n the future. If you start seeing some 4-foot dish antennas appearing on the roof, you'll know why. By the way, it's just 3.75 miles between 160 Central and the new site, as the crow flies -- or as the microwave zips."

And farther ahead

Farther in the future, Ralph concluded, even more VAX machines may be added to the data processing system, all linked with storage devices and printers and a host of terminals in a clustered network serving the entire company efficiently. In addition, R&D's smaller PDP-11-44 will be brought over to 160 Central's new air conditioned space.

If you're interested in just what the new computer room and its shiny new equipment looks like, come by and look through the windows off the patio at 160 Central. Things are looking good.

Flash! There is a winner in the contest to name the VAXes. They are now known officially as Mickey (VAX 1) and Donald (VAX 2). Disney characters was the family of names submitted by Alan Cooper and Gary Kracken and selected by contest judges.

There is a host of Disney names we can use as we add new equipment," explains Tom Lafleur. "In fact, we already have a name for the VAX that will be used by accounting: Scrooge."

Time Saver is key in Library promotion

The new CP/M Applications Library™ is getting some strong promotional assistance from ISV support group led by ISV manager Caren Kelman.

The promotional campaign, designed to help dealers sell the CP/M Applications Library products, is called the Time Saver promotion and includes a mix of free software offers, product demonstration kits, point-of-purchase displays and national advertising.

The CP/M Applications Library itself is an exciting new concept that well deserves the attention it's getting, Caren points out. The Library offers retailers a complete set of popular brand-name software along with DRI's own SpeedStart™ CP/M and DR Graph.™

"All the applications are being packaged in a standardized fashion, consistent with the design of the Library's modular display case," said Caren. "For now, the Library offers nine best-selling applications. That number will grow to 25 within a year. Applications now available are WordStar, SELECT™, Personal PEARL™, MicroPlan™, Target Financial Modeling™, Super Calc2®, DR Graph, GraphPlan™ and Move-It™.

SpeedStart CP/M is a version of CP/M-86 that is embedded on the disk of every application. Users simply load the disk and they're ready to go; they don't need to know anything about operating systems. All the applications in the Library are also compatible with Concurrent CP/M — currently being advertised by DRI as "The Time Saver℠," hence
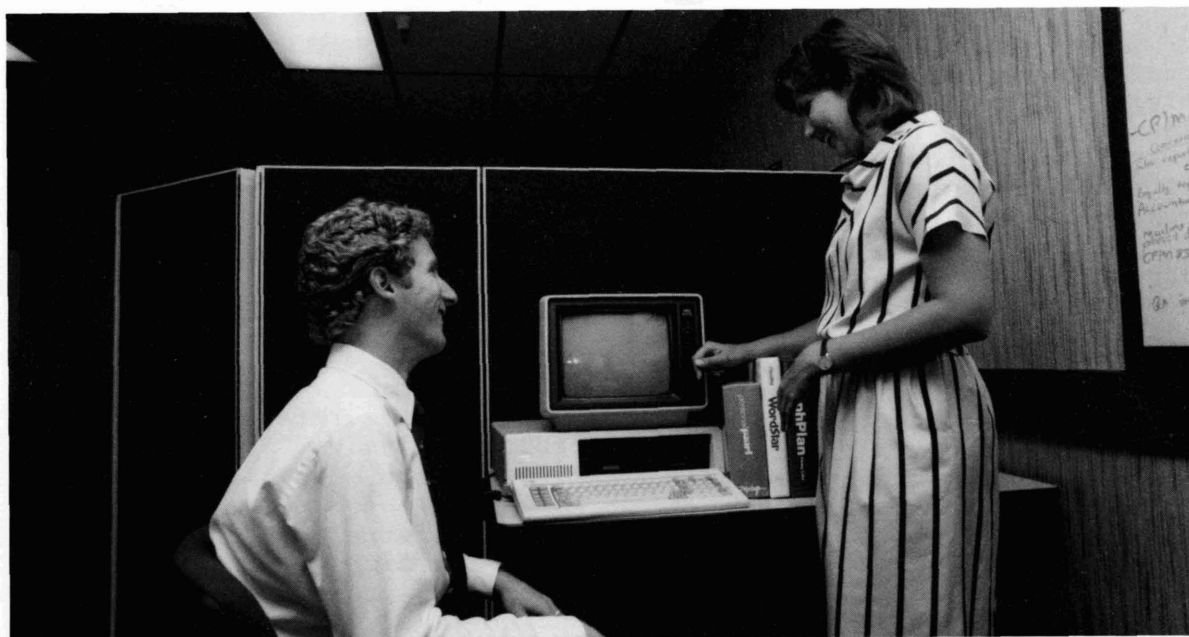
The new Time Saver promotion is discussed by Hal Steger, product manager for CP/M Applications Library, and ISV Production Coordinator Chris Ubick.

the name of the promotional plan for dealers.

"The TIME SAVER PROMOTION is evidence of a full commitment by DRI to the Library concept," Caren declared. "We're offering free software to customers and dealers." If they purchase two Library applications at the same time, they'll get Concurrent CP/M free. Dealers receive one free Library application for every five they order from their distributor."

A national advertising campaign aimed at the professional business user will emphasize the time-saving capabilities of the Library and of Concurrent CP/M. A toll-free number in the ads will be used to refer interested customers to their nearest DRI

dealer. DRI's new public relations firm, Regis McKenna, Inc., also is involved in the promotion campaign.

"The CP/M Applications Library display case is offered free to all dealers who order $3,000 worth of applications — and they'll get banners, mobiles and other point-of-sale items for their store," Rick added.

A free demonstration kit is also being offered to dealers. It includes a program diskette that demonstrates the use of Concurrent CP/M. Product literature is available for racking in the display case. And all the application packages will come with a special wrapper announcing the Time Saver Offer.

Legal

dealing with product marketing, finance, OEM systems, documentation and other groups here at DRI."

Post-contract administration is another important task assigned to Polly's group. This involves monitoring royalty payments for the use of DRI products, maintenance agreements, non-disclosure and confidentiality agreements, bundling requirements, automatic upgrades for DRI software, and other such technicalities. "There's the proposal stage when everything gets spelled out, and then the protection stage when we make sure that everything that's been agreed to actually happens the way it should," added Polly.

The third area of legal concern is regulatory affairs. This involves managing all trademark and copyright issues. "We copyright our publications, and we copyright our software as well — our intellectual property, as it's known," Drew said. " That means we work with the engineers to register source and object code with the Copyright Office. And we deal with such things as making sure we conform to all export and import regulations, government licensing requirements, and working with Marketing Communications on other publication and advertising issues."

In addition, regulatory affairs also involves litigation support to DRI's outside law firms, if they must go to court over problems dealing with piracy, or anything else. DRI retains a number of outside law firms — in Monterey, Palo Alto, San Francisco and Washington, D.C. — to protect its interests.

"We do have a couple of cases going now against people we think have pirated some of our software," Drew commented.

Supporting Polly, who's manager of contract administration, are Linda Wallraff, Alice Clark and Glenn Halstead, contract administrators. Patie McCracken, also a contract administrator, has transferred to the

U.K. office to provide support to the Northern European operations. And doing the pains-taking production of legal contracts are Susie Wallin and Judy Millette, contract processors.

Drew Newton handles the job of regulatory affairs, with his right and left hand back-up provided by Rebecca Daniels, senior secretary. A paralegal will be hired in October to take some of the load off Drew.

"We are now setting up a fully-interactive data base in the legal department," Drew said, "a need we identified when working with the Production Task Force. We need good intra-department communications, which the task force provides weekly, to help identify problems and set policies. But we can also help communications along with the data base, in which all our contracts are logged, for instance, and which can also be accessed by the accounting and finance staff."

The legal department provides a much needed if not often highly visible, service to Digital Research over a wide range of corporate issues. "We are growing rapidly," Polly said, "and as we grow, legal representation is very important. We need a central review point."

Not least among the topics that need review, according to Drew, is DRI grammar and punctuation. "Please, tell everyone that it's Digital Research Inc., with no comma between Research and Inc. And could we tell people that the past tense of shrink-wrap is not shrink-wrapped?"

General Counsel Drew Newton poses with Polly Sloane, head of contract administration, outside office at 399 Lighthouse.

New managers join Digital Research

Ken Harkness, the new General Manager of the Consumer Division, comes to Digital Research from the presidency of Atari's Coin-op Division, a $250 million worldwide electronic game business.

At Atari, Ken supervised more than 1500 employees and oversaw manufacturing plants in Ireland, California and Texas.

Previously, Ken gained executive experience as President and CEO of Revell, Inc., a consumer toy and hobby kit company, and as president of the Wilson Tennis Division of Wilson Sporting Goods (a Pepsico company), after serving as vice president of sales and vice president of marketing. Ken began his career with General Foods Inc., rising rapidly from a key account salesman to group product manager.

Ken is married and has three daughters in college. His wife is a hospital administrator. He was educated at Williams College (BA, Business) and Harvard, where he gained his MBA in 1962. He also served in the U.S. Navy as a naval aviator.

(See photo, page 4)
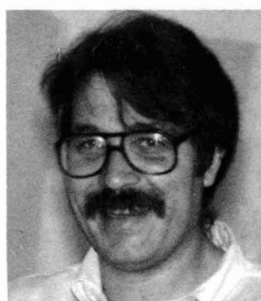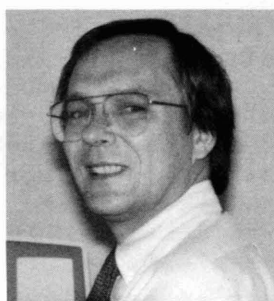
Tom Getchell   *Bill Higgs*

Digital Research now has a MIS manager. He is **Tom Getchell** who works in Controller Pete DiCorti's group. Tom is responsible for designing a management information system for Digital Research, and right now he's busy evaluating the company's requirements for an overall automated computer system, including both hardware and software.

"Our basic objective is to automate the entire order entry, accounting and production procedures," Tom said.

Tom comes to Digital Research from Wang Laboratories; he also was a part-time lecturer at St. Mary's College while he was at Wang. He has a BA in Asian Studies and an MBA in International Management, both from the Monterey Institute of International Studies, and has done graduate work at the Taiwan National University in Chinese language and literature.

Managing the development and marketing of DR Draw™is the responsibility of **Bill Higgs,** who joined at DRI in July, after finishing his MBA at Stanford.

"DR Draw is a generalized picture editor using GSX, and is a companion product to DR Graph, although not data-driven. With DR Draw you can be much more creative, producing pictures, forms, flow charts and other schematics. It does for visuals what word processors did for text."

Bill gained his MBA after a long career in public health management, and a Ph.D in social organization psychology. His switch from public sector management to private sector management began back in the 70s, when he became "enamored with microcomputers," he said.
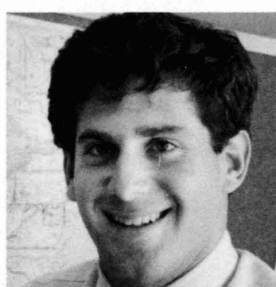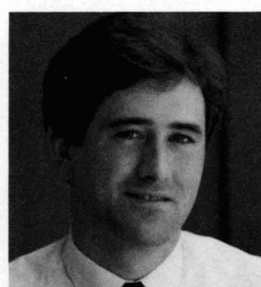
Steven Kingsley   *Craig Conway*

As DRI's retail marketing program heats up, dealer relations become more important. Responsible for overseeing the dealer referral 800-number program, the display case placements, and promotional mailings and co-op advertising is **Steven Kingsley,** retail marketing specialist.

"The retail marketing effort at DRI is taking off," Steve said. "Dealers and retailers are viewing us in a new light. They are very positive about our new programs to help their effectiveness. And the referral program is working phenomenally."

Steve came to DRI in May from Morrow Designs, where he worked in sales and dealer programs. He has a BA in business from the University of California, Berkeley.

Craig Conway is Digital Research's main connection with the retail outlets across the country that carry our products. Conway joined DRI in June as national sales manager, retail operations, and coordinates the efforts of the five retail sales representatives in the U.S.

"We're focusing more exclusively on the retail sales opportunities," Conway said. "Our program is to work with distributors and high profile direct dealers in selling DRI products."

Conway previously was Western regional manager for Atari, Inc., and held a similar position for Texas Instruments. He has a BS degree in computer science and mathematics from the State University, New York.
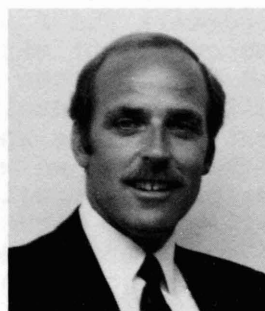
Hal Steger   *Stephen Klann*

The CP/M Applications Library is officially launched, and the day to day management of this new marketing effort is the responsibility of **Hal Steger,** product line manager.

"Right now we're working hard to get all the disks and documentation together for the nine applications we've announced, and are working with ISVs to expand the Library with more top-notch products in the near future," Hal explained.

Hal, who has just finished his MS program in industrial administration at Carnegie-Mellon University in Pittsburgh, also has a B.S. degree in economics and in computer science from the University of Michigan. He worked as a marketing engineer for Hewlett-Packard and a data processing coordinator for Systems Northwest in Juneau, Alaska before joining DRI.

DRI's new director of western operations, part of the field sales organization headquartered in Palo Alto , is **Stephen Klann** who says he's "divided up the country" with Bruce Cohen.

Stephen is responsible for overseeing the work of all the field sales and technical support people in the Western United States, located in the field offices in Dallas, Los Angeles and Palo Alto. "It's an exciting job in an exciting industry," Stephen said.

Stephen, too, is an old hand in the computer industry, with 14 years of experience at Honeywell Information Systems and two years as district manager for Wang Laboratories in San Francisco. He has a BS degree in accounting from California State University at Northridge.
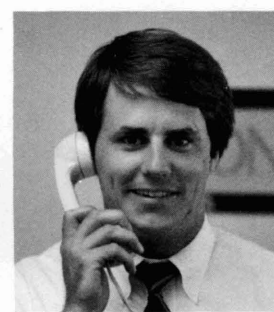
Tom Krieger   *John Norcross*

Tom Krieger came to Digital Research in August to direct retail applications marketing. In his new position, Tom will be involved with the ISV program and the CP/M Applications Library, as well as with retail marketing.

"My favorite activity is making things that should happen, happen," he said.

After graduating from the U.S. Naval Academy and serving in the Navy, Tom joined IBM in 1960, and held a number of marketing and management positions. Most recently he was application acquisition manager for the IBM Personal Computer. Previously he had been a development manager for the IBMf 23 DATAMASTER, and product planning manager for the Series/1, as well as holding a number of planning and application management positions.

Responsible for the retail marketing of DR Graph and future graphic products is **John Norcross** product line manager. John is also the retail marketing specialist for IBM Concurrent CP/M, supplying IBM salespersons with promotional and other information about Concurrent CP/M.

"I'm excited about the future of our graphics products" John said. "The new Draw product will be a good seller. And our relationship with IBM is a major step for Digital Research."

John joined DRI in July, after receiving his MBA in international business from the Monterey Institute of International Studies. Before coming to DRI he worked locally as a sales assistant in the National Marketing Division for IBM.

See listings on page 5 of this issue of Digital Dialogue for other new personnel at Digital Research.

Technical support analysts are specialists

As Technical Support moves toward its billable service plan, adds 800 numbers for DRI product users, and begins providing technical information on THE SOURCE and through CompuServe, the group has necessarily grown to handle these additional tasks.

"We've added a number of people recently," said Marion Brown, manager of Technical Support, "and expect to add a few more soon. We think we're well organized to offer excellent technical assistance to our customers."

Support analysts assigned

Acccording to Marion, the group now includes technical support analysts assigned to special areas of expertise. Mike Bailey is a senior technical support analyst dealing with 16-bit operating systems along with Lynda Haigh. Eight-bit operating system support is provided by Kishore Pradhan and Garry Silvey. On the languages side, John Alioti and Joe Cotham deal with Pascal questions, Jim Needham and Bob Becker handle BASIC problems, and Bob Prince is the PL/I expert.

Communication Reps added

A new category of technical support personnel, called technical communication reps, provides information for THE SOURCE and CompuServe services, and deal with more general technical questions that do not need help from the analysts. Jennifer Doman is the technical communications manager, with Dick Lovelace the supervisor of the technical communication reps. For now, that includes Kathy Welch, Nancy Wood, and Gary Croom -- with more reps to be added soon.

According to Marion, the Technical Support group is kept running smoothly through the efforts of receptionist Barbara Turner, who screens all incoming calls and routes them to the right analyst; and because of the work of Alice Pfieffer, the departmental secretary, who does all the typing, keeps track of

The Technical Support team l. to r.: (front row) Jim Needham, Marion Brown, Gary Silvey, Kishore Pradhan, Bob Prince, Joe Cotham; (back row) Barbara Turner, Bob Becker, Dick Lovelace, John Aliotti, Mike Bailey.

the orders, takes messages and screens the incoming correspondence.
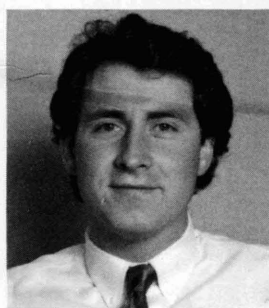
"Right now we are running at about 150 letters a month, most of which need technical answers, along with some 2,000 phone calls a month," she added. " We're waiting now to see just how the billable technical support plan will go -- information on the new program went out around the middle of June and we're finding a lot of customers are interested."

Managers
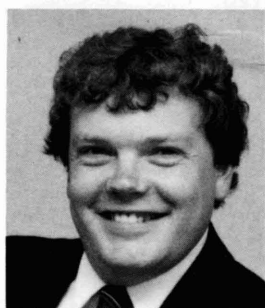
Lyle Speirs

Dave Woodruff

Lyle Speirs is a product marketing manager in the Applications SBC, with responsibility for the definition and creation of new products.

"There are great opportunities for Digital Research to expand our applications offering " he says.

Lyle came to DRI from Wang Laboratories, where he was most recently office automation marketing manager for the Western Region, headquartered in Los Angeles. He has a BS in computer science from the University of Oregon, and has taken information system design courses at the University of San Francisco.

Dave Woodruff, manager for hardware products, describes his mission as "building a business in hardware add-on products at Digital Research." Woodruff is currently managing the CP/M card program.

A 1978 graduate of the University of Washington, Woodruff has a BS degree in electrical engineering and a BA in economics. Before joining DRI he was a product marketing manager at Microsoft, and previously held the positions of product manager and hardware-software design engineer at Data I/O Corp.

The operating system marketing group has grown with the addition of **Jim Funk** product marketing manager for CP/NET products.

"I'm working to help sell our networking products and to find ways to develop and market new products in this line," Jim said. "We're developing our communications product line, extending communications software to all our operating systems. And, of course, we're also planning to use the products in-house."

Jim has just completed the MBA program at Stanford and worked last summer in the languages group with Carmen Governale.

Supporting all end user sales channels is the job of **John Pompay,** group sales manager for national account sales. John, who came to Digital Research in April, works out of Phoenix, Ariz. for the field sales group in Palo Alto.

"Basically I'm in charge of all end user sales, but I'm concentrating on sales to Fortune 500 end users," John explained.

An Intel employee for the past six years, John has spent 15 years in the computer business. He has a BS in education from Ohio University, and has finished one year of law school.

Jim Funk

John Pompay

Masaho Okabe

Norm Alcott

The new president of Digital Research Japan is **Masaho Okabe,** who is well versed in working with international and multi-national corporations.

"Japan undoubtedly will become a major supplier in the microcomputer industry on a worldwide basis in the very near future," he said.

Masaho comes to DRI from Mitsui and Co., one of the world's largest corporations. There he was general manager for the Information Electronics System Division, and helped establish and manage a Japan-U.S. joint venture company for developing and supporting software applications on large computer systems sold to Third World countries.

The new product manager for the BASIC product line is **Norm Alcott** who joined DRI in May.

"A product manager helps bring new products to market, working with the engineers to help design product features that make it marketable, and then working with the retail and marketing communications group to help sell the product to target markets," Norm said.

Bringing years of experience to the product marketing staff in the languages group, Norm comes to Digital Research from Ithaca Intersystems in . . . you guessed it: Ithaca, NY.

New 3,000 square foot modular booth was constructed for DRI display at CP/M '83 East in Bosten end of September.

Booth debuts at CP/M '83 East

Digital Research will be flying its corporate colors in a new exhibition booth being constructed for the CP/M '83 East extravaganza in Boston this month. The booth is a walk-through facility designed to project DRI's corporate image, partly through its use of the corporate colors -- silver and burgundy. The 30x40 booth area provides a variety of accommodations for highlighting DRI's extensive line of software products.

CP/M '83 East, held at Boston's Hynes Auditorium Sept. 29 through Oct. 1, is the sequel to the original show which drew more than 50,000 visitors to Moscone Center in San Francisco in January.

A visitor will spot the DRI booth first by its towering central kiosk, which displays the DRI logo for all to see. The base area of the kiosk will provide counter space for demonstrations, as will the two long counters along the wall behind. Passing through an open area between these two counters, the visitor will come face-to-face with a graphic wall displaying DRI products. To the right will be an information counter, and to the left the point-of-purchase displays of the CP/M Applications Library.

Other facilities will include two video displays showing videotapes of products such as Concurrent CP/M or displaying the activity of one of the demonstration monitors, plus an enclosed conference room and storage areas. The booth is modular so it can be assembled in different configurations. For CP/M '83 East it will be set up in a 30x40 foot arrangement, but it can also be assembled in 30x30 or 20x20 configurations, according to Exhibits Coordinator Marlene Sprague.

CP/M '83 East will feature a packed program of educational seminars, panel disccussions and workshops, in addition to the exposition itself. Some of the subjects of seminar sessions, for example, are an introduction to Dr. Logo by Gary Kildall; a discussion of computer industry ethics by Steve Wozniak, creator of the Apple computer; "Introduction to CP/M;" "Operating Systems Standards Come to Neworking," and "Software Protection and Security."

Major CP/M compatible manufacturers will be represented, including DEC, Tandy, NCR, Fujitsu, Molecular, Vector Graphics and about 130 more. Distributors and ISVs also will exhibit. The show will be in Boston's Hynes Auditorium, the largest convention facility in New England, which is centrally located near Boston's historic Copley Square and adjacent to the modern Prudential Center.

New in-house publications available to explain policies and products

They probably won't make the best seller list, but some new in-house publications are available that you may find informative and helpful.

"Personnel Guidelines," which appeared July 1, contains policy information for managers and supervisors. It has been distributed to the managers and supervisors throughout the company, but it is available for all employees to read. Just ask your manager if you would like to see a copy.

From our intrepid legal department comes the "Digital Research Trademark & Copyright Procedures Handbook." This volume is the bible of trademark identification for all DRI products, and also for the numerous products from other manufacturers that are mentioned in DRI publications. It was compiled by Lolita Black, who contacted more than 130 companies to determine the legalities of their trademarks. Also listed are the trade journal publications and their

trademark status. The handbook will be updated quarterly and anyone with suggestions or material to add may contact the legal department.

The brand-new "CP/M Software Finder" will help you sort and survey the thousands of software packages available to run under CP/M and CP/M-86. Each of the software entries includes a description of the package, and additional articles are included on subjects of interest to microcomputer users.

The book was coordinated by Managing Editor Nan Bomberger who also supervised the collection and entry of listing data. ISV Marketing Coordinator Rob LaTulipe served as liaison with Que Corporation and the text writers. Design of the catalog was by Jerry Takigawa Design of Pacific Grove.

"The Software Finder" is distributed nationally by Que Corporation, and is available for $14.95 from such booksellers as B. Dalton and Stacey's.

MEDIA QUOTES

"Out of the blue has come Concurrent CP/M. I suspect few people have realized the massive impact that this operating system will have. It is a multitasking, single user system which provides multiple virtual screens, so that the user can conduct multiple tasks . . . I think Concurrent CP/M could create havoc in the data processing industry, because for the first time, it gives features on a microcomputer which are distinctly superior to those available on minis and mainframes."
COMPUTING, May 12, 1983

"We think Digital Research is right on target with its new marketing strategies . . . The CP/M Library merchandising program will create a brand-name image for the 'de facto standard' capitalize on for increased sales of CP/M software. Until now, the CP/M trademark was something a lot of end users recognized, but few understood. The CP/M LIbrary display should solve that problem, while simplifying the retailers' inventory and merchandising decisions. . . This move could give DRI's consumer products, starting with Dr. Logo, as high a consumer profile and customer awareness as some of the other leading personal and home computer names."
COMPUTER & SOFTWARE NEWS July 4, 1983

"When Digital Research speaks, programmers listen. Ditital Research has begun speaking in C. DRI's C™compiler has arrived, and it is a biggie. A three-pass compiler with a ton of options, a relocating assember that creates Intel-compatible object code, a linker, a big library, support for the 8087, support for large amounts of memory -- this compiler has it all. This is the only compiler tested that supports four memory models . . . This is a significant advance in the state of the art for CP/M compatible languages because, finally, you are allowed to write really big, RAM-resident programs in a high level language."
BYTE, August 1983

"Hewlett-Packard has signed a deal with Digital Research to put its CP/M-68K™operating system on the HP Series 200 machines. 'CP/M-68K adds another dimension to the 200,' said HP's third-party software manager Stacey Plemmons . . . 'CP/M gives us the applications software that is mandatory in the business systems market.'"
COMPUTER WEEKLY (London) June 2, 1983

"Do you know which is the largest number of CP/M based systems in current use? I bet you'll never guess . . . The largest number of systems running CP/M®are the Apple II™computers . . . I estimate that about 40 percent of the Apple IIs in current use are running CP/M . . . that means there are about 400,000 Apple II CP/M based systems!"
MICROSYSTEMS, June 1983

One-day turnaround on orders sought

"We have two assembly and packaging shifts running now," said Lance Houseman, packaging supervisor, "and we're thinking of adding a third. The first shift works 8:30 a.m. to 5 p.m., the second shift from 4:30 p.m. to 1 a.m. -- and we may add a third shift from 12:30 a.m. to 8 in the morning. The half hour overlap between shifts gives them a chance to discuss problems, figure out what's happening that day, and helps them get to know each other."

And, said Lance, some new equipment has been added to the new facilities at the Ice House on Del Monte. "First, we've done a lot of remodeling, with some mezzanines built inside the space here. One mezzanine will be the quality assurance area. The second is for finished goods storage and documentation. And we hope to build another one for packaging supplies and more finished goods storage."

New shrink-wrap machine

"Right over here is our new Shanklin Full Form Wrapping Machine," Lance went on. "We spent about $50,000 for it, and what it does is automatically shrink-wrap each unit with a stronger, more consistent seal. It effectively will double the shrink-wrapping rate of our older hand-operated unit, from about 11 units a minute to 25 units a minute."

Lance's goal, now that his group is in the new space and is acquiring the needed equipment, is to turn around all orders within one day. "In our old space on Ocean View we were turning orders around in about a week. Now we're very close to
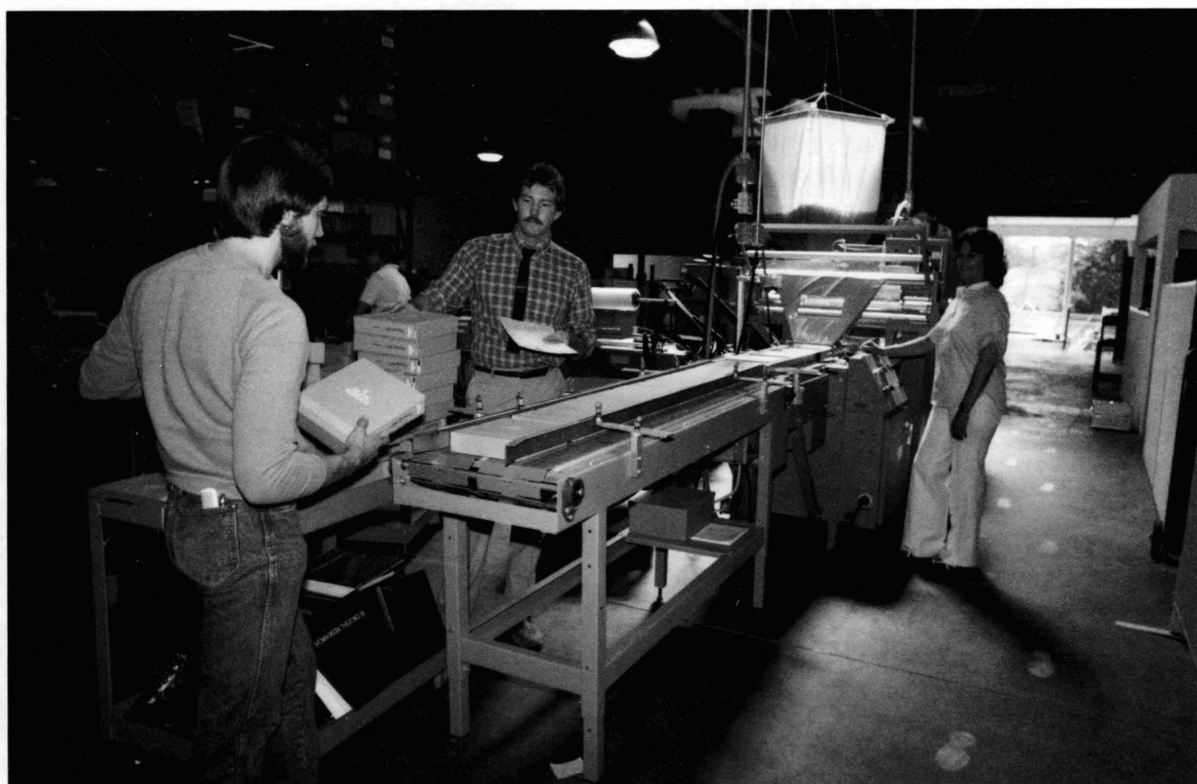
Manufacturing's new shrink wrapper seals and delivers 25 packages a minute, more than double the rate achieved by equipment used previously.

our goal of receiving an order and getting it out again in 24 hours. We're all caught up on orders at this point, with no more back-log."

Maintaining the pace

At this pace the packaging group is now turning out orders at the rate of about 10,000 per week. In April, they sent out 40,000 units, in May (just after their move) they achieved 29,000 units, and in June they were back up to 39,000 again. "We're currently employing about 27 people," Lance said, "22 of them regular employees, and five on contract."

Somehow -- amid the sounds

of carpenters building new mezzanine space and nailing up sheetrock, the installation and testing of new equipment, and the general buzz of activity in the assembly and packaging department -- Lance and his crew cheerfully continue to get DRI products out the door and are looking forward to setting new order-filling records in the months ahead.

"According to the projections we're getting from the sales people, I see lots of hard work ahead. We're going to need to stock up on lots of finished goods. We probably will go to the third shift. And one of these days we'll run out of space again."

Training, hard work pay off for Shirley

According to Shirley James of the DRI manufacturing group, a few years ago she was untrained and without a job. All her children had grown up and moved away. So Shirley decided she needed to get back into the work force.

"I started as a student with the Center for Employment Training in Salinas, taking office skills training. That meant I had to drive from the Peninsula to Salinas every day -- and I never missed a day! It was hard. We were paid minimum wage while in training and I didn't have much money. But my family saw I was serious about this, so they helped out -- my mother helped with the rent and my daughter in the Army sent me money from Germany."

Shirley finished her training in September 1982, and went job-hunting. By Oct. 15 of that year she had landed a position as an inventory clerk with DRI. "I didn't know if I'd like it at first. I wanted to work on Garden Road, you know, and it didn't take much of my office skills training. But I took it."

Her decision -- and hard work -- paid off. Shirley is now the Software Coordinator in the Manufacturing group, in charge of all orders going in and out, logging and ordering all disks, doing some clerical work and

Software Coordinator Shirley James has become a DRI success story.

phone answering. "I'm always talking with a lot of people during the day," she said, "including Order Processing, Sales Support, lots of people at Digital Research."

From student to speaker . . .

As a matter of fact, Shirley has been so successful -- along the way she also gained 33 units and a certificate in Administration of Justice courses at Monterey Peninsula College --that she was invited to speak to an incoming training class at the Center for Employment Training. Her boss, Lance Houseman, was invited too.

To CET'S board

And recently, she was nominated to serve as a board member for the CET -- as was Deanna Ramos, an assembler in DRI's manufacturing group, also a CET

New training is part of push for quality

"We've set up a three-phase training program for all our assembly and packaging people," Tony Brand reports. Brand, who is lead assembler in the manufacturing group, is heading up the in-house training project.

"The first section of the course covers general assembly procedures, bulk packaging procedures, and covers general company information and policies.

"Then in the second part we cover some specifics about packaging and do some training on the machinery.

"Finally, the third section covers advanced assembly training, and product information -- people like to know about the products and what they're for," Tony said.

The goal of the training project? According to Tony, there's just one: "We hope to achieve better quality."

graduate. "I hadn't finished school, I didn't have any training, no job experience, nothing, and now I've got a lot. But I'm determined to go even farther," Shirley said. "I'm going to get my AA degree at MPC -- I'll do it slowly, and take about a year and a half doing it, but I'll do it."

Shirley also finds time to do community volunteer work, including help with a local drum and bell group.

Garden Court: a home with a future

Musical offices is still being played at Digital Research, as the company continues to grow. Mark Staggs, facilities manager, outlined the latest in a series of moves for Digital Dialogue in a recent interview.

"We are well on our way with plans to move the SBCs to 60 Garden Court, the Garden Court Office Complex, out near the airport. There are two buildings in the complex now. The first is now vacated and DRI's Consumer group will move in during October. The Systems Software and Applications groups will move into the second building later this year. The second building has 32,000 square feet on three floors and, yes, it does have an elevator. A third building of 42,000 square feet will be going up soon, which we'll also occupy in the future.

Round and round we go

With the SBCs in the new building, what happens at 160 Central? Management and Marcom will stay, and the people at 399 Lighthouse -- Legal, Sales Support, and the rest -- will move in as well. The old Social Security building will be vacated by DRI. And Montgrove? When the Languages group leaves, the Publications group from 801 Lighthouse will take their place.

"What's really good about the Garden Court Office Complex," said Mark, "is the availability of seven acres of land right

The Garden Court complex will offer the space DRI needs in a campus-like setting with three buildings and seven more acres.

behind it which can meet our long term as well as short term needs. We could build a permanent DRI campus there."

Executive Row remodeled

Mark also brought us up-to-date on the new "Executive Row" remodeling, the new boardroom, and the new customer conference rooms behind the lounge at 160 Central. "Everyone should come and take a look," he said. "The

builders did a good job, and the use of the corporate colors, gray and maroon, gives the new space an identity."

Then Mark had to run -- the Monterey Planning Commission needed to know what colors he was going to paint the Ice House -- and were very likely going to ask that more trees be planted there. Life's not easy for anyone who has to manage DRI facilities.

Sales Support regroups to assist sales force

"We are the link between field and factory," said Liz Porter, Sales Support manager, "and factory and field. Our biggest 'customer' is the field sales person. Our secondary focus is on distributors, OEMs, ISVs and, really, anyone else. Recently we've reorganized ourselves to better serve the field -- and, of course, the customers to whom they sell DRI products. In short, we are a central point for information."

Taking up the burden

The Sales Support group now contains three basic sub-groups:

Coordinating the Sales Support effort is the big assignment taken on by Liz Porter.

Distributor/Dealer support, OEM support and ISV support. These groups help field sales and customers in these areas in a number of ways. For the field sales person, for instance, Sales Support provides such services as sending complimentary copies of products to potential customers, taking orders from licensed customers, answering questions or taking care of problems customers have, and in general resolving any issues that arise between DRI and its customers -- all to relieve the field sales force from some of these chores, whether pre- or post-contract.

"But we do a lot more, too," Liz added. "We interface with the legal department on a lot of issues, for instance. We keep the field constantly updated on new product releases. We set the retail price list weekly. And we send a Sales Support Bulletin to the distribution network. This publication details product status, new product descriptions and other useful information. We also work closely with Guest Services Coordinator Andrea Davis to make sure that visits from OEMs or other customers go smoothly."

And Sales Support works with Caren Kelman's ISV marketing group, too. The ISV sales support reps answer many questions of a technical nature from ISVs (in conjunction with Marion Brown's Technical Support group) and also take ISV orders that can't be filled through dealer referral.

Additionally, Sales Support is involved in setting up a data base of information that will assist management, marketing and

other DRI departments with their own plans and policies.

Finally, Sales Support handles an enormous amount of correspondence from people all over the world who write to DRI asking for anything from John Rowley's attendance at a symposium in Bombay to technical questions to . . . well, you imagine it: a missing page in a manual, a school project, occasionally even a large product order that shows up out of the blue.

The Sales Support group, headed by Liz, includes the following people: Distributor/Dealer Support is coordinated by Barbara Norman and Denny Votruba, assisted by distributor support representative Victor Ruiz. The group is provided administrative support by Sue Becker.

OEM Support is coordinated by Vicki Heisinger and Steve Johnson; they are backed up by OEM support Representative Donna Raymond. Adrianne Gale is the OEM support secretary.

The ISV group is supervised by Kathy Grainger; the ISV support reps presently include Flavia Miranda-Perry, Mitchell Smith, Kathy Welch, Patty Cox and Kathy Tremblay, each of them with marketing and technical support tasks to do. Eileen King is the correspondence coordinator and, according to her, something like 350 letters or more a month are generated from Sales Support, only 50 of which are form letters. "We feel we're on the front lines of DRI's world-wide sales efforts," Liz concluded, "and all of us are working hard to keep our sales force working efficiently and our customers happy."