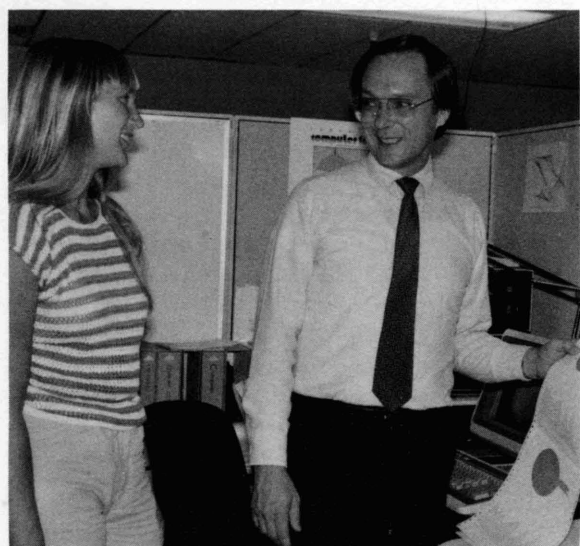




DR Draw to be tested by employees



Bill Higgs discusses DR Draw with programmer Susan Bancroft.

You may not consider yourself a fledgling Rembrandt or Picasso, but DRI's newest graphics software can make an artist out of anyone.

Field testing for that product -- called DR Draw™ -- is being conducted by Bill Higgs of the graphics department, and he has invited employees to participate. Higgs wants employees to submit honest, informal appraisals of the program. The employee reaction to DR Draw will supplement testing conducted at formal test sites. Comments may prompt changes in the product before its public unveiling in January.

DR Draw was designed as a flexible graphics tool for business environments. Ron Taylor and Susan Bancroft engineered the

product so it would be easy to learn and implement.

Operating the program is akin to visiting a snack bar. There are a number of "menus" to choose from. Each menu is broken down further into numerous selections.

"It's the type of tool people can use for presentation graphics," Taylor said. Say you need a complex flow or word chart that maps out the organization of your department. You pick the menu for "create." Here you name the file for future reference.

Then you select the "edit" menu. You are presented with a list of selections such as "move," "change," "delete" and so on.

See Draw, page 7

Stock option plan reflects DRI's investment in people

All regular employees can benefit from the Key Incentive Stock Option Program offered by Digital Research. Following a successful performance review, you become eligible at the end of the first fiscal year after you have completed one full year of employment. For instance, if you joined DRI in April 1982, you completed one year in April 1983 and are eligible for a stock option grant at the end of that fiscal year, or Aug. 31, 1983.

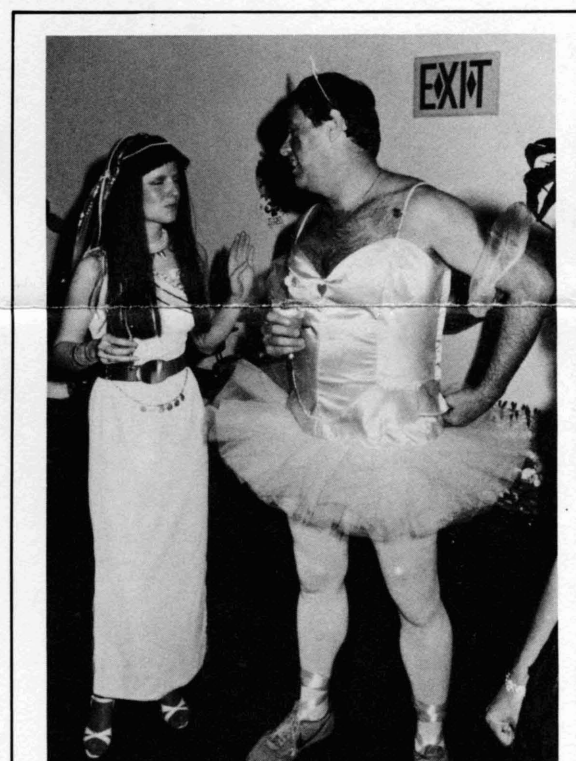
"When it comes to employee stock option plans, Digital Research is setting the pace for the microcomputer industry," President John Rowley points out. "It attests to the fact that Digital Research believes its people are its number one asset."

Disbursement of stock for FY 1983 currently is awaiting ap-

proval of the board of directors. Employees should receive their stock options about four weeks after the board's decision. Stock options are considered a strictly confidential contract between the employee and DRI, John stresses. For this reason, the options are mailed to the employee's home. Accompanying the grant is an explanation of the terms of the contract. One copy of the grant should be signed and returned in a confidential envelope to Marie Hesling, who manages the program on a day-to-day basis.

If the employee chooses to buy the stock, he or she may do so in a minimum of five or a maximum of ten years. For example, if you receive an option for 100 shares of stock, you may purchase them

See Stock, page 8



Norm Alcott exhibited a keen sense of haute couture at the Digital Research Halloween party. See other photos on page 5.

Rap session lets you unload your worries

You've got a comment or a criticism, and you wish you had a few minutes with the company president to talk it over. Now's your chance. You can air your feelings in a group rap session with DRI executives.

The rap sessions, which began as an occasional meeting among employees and top management, have been formalized into weekly sessions. Attending are John Rowley and Gary Kildall, along with one executive staff person and a representative from Personnel.

The general rap session is scheduled for every other week. Fifteen employees are invited to attend. The format is open and John said he welcomes any constructive conversation about DRI. John suggested you write down questions or comments before the session.

"It's a time the average employee can tell me his or her problems," said John, who considers the sessions an important method of staying in touch with employees.

A technical rap session alternates week by week with the general sessions. Here, 15 technical employees are invited. Once a month there is a managers' forum for 10 people.

The rap sessions help forestall communications logjams before they become major prob-

lems, John said. "Most every problem can be traced to poor communication."

Meetings are scheduled at noon each Wednesday. Managers' forums are the last Thursday afternoon of the month. Invitations are sent to employees on a rotating basis.



Founder Gary Kildall and President John Rowley lend an ear in rap sessions.

Order tracking with VAX

New system brings company on line

Concurrent CP/M was written for a person like Thomas Getchell. Tom's something of a corporate juggler who always seems to have more than one project running at a time.

He has been charged with the responsibility of converting DRI's many and varied business functions to one main computer. The end result will be a system that gives an instant picture of business matters at any time on any day.

"We're changing over from a manual environment to a completely automated one," Tom said.

That may sound easy enough, but the program has far reaching implications. One part of the automated system helps account for all materials, all costs, all steps in order processing. The entire network feeds into the accounting department automatically. The process streamlines payables and receivables.

"It's an integrated system," Tom said. "For the first time at Digital Research we'll be able to easily track an order through the

entire manufacturing and financial processes."

For example, take an order for Dr. Logo programs. Under the old method it was difficult to ascertain whether or not enough stock was on hand to fill the order, or whether there were several orders for the same stock.

"In the future it will be possible to place an order out of a sales office in Texas," Tom explained. "A remote terminal will link the salesman to the central computer. With it distant offices could have easy access to sales and customer information. Once an order is placed, it may be followed through all stages until it is shipped. Any logjam it encounters may be addressed quickly rather than having to guess why the customer hasn't received his stock."

The system utilizes Digital Equipment Corporation's powerful VAX computers -- the same kind used for DRI software development. A third VAX was purchased to meet the requirements of the new automated system.



Tom Getchell spearheads implementation of MIS.

Software for the massive project was purchased from Integrated Management Systems. The Boston-based firm specializes in putting growing corporations such as DRI on line. IMS works closely with Tom, formerly an administrative and finance director for Wang Laboratories, to produce a customized system.

Tom followed a "critical path method" -- a detailed game plan for the project. He first focused attention on DRI operations and the requirements of different departments. There was a six-week evaluation of the software and planning to determine how the system was to be implemented.

Next, a program for training DRI employees was started. In November, the first group of employees attended training at the IMS office in Los Angeles. Training is scheduled for other groups as their departments go on line. All out-of-house training is expected to be completed by March, Tom said.

Production control was one of the first departments affected by the plan. Materials Manager Frank Herold said automation means an end to his headaches of managing stock. "We can retrieve records via computer that we couldn't manually," said Frank. "It gives us immediate access to our current inventory."

Larry Drenke, order administrative manager, said the new system provides a channel for communicating changes. Before going on line, however, Larry and his group developed procedures for ordering new stock and handling price changes. With the new system, their task of processing orders by hand changed to monitoring orders via a computer. While the conversion process continues, Tom is mapping policies and procedures for using the automated system. Once established, managers can track performance factors and develop sales analysis records.

Said Tom, "It allows information sharing that's never been possible before at Digital Research."

Calendar of events

Friday, Dec. 9, all day	DRI Board of Directors meeting, DRI Board Room
Friday, Dec. 9, 8 p.m.	DRI Christmas Party
Wednesday, Dec. 14, noon	Technical Rap Session, DRI Board Room
Thursday, Dec. 15, 10 a.m. until 6 p.m.	Administrative staff meeting
Monday, Dec. 19, 4:30 p.m.	Quarterly Review, all employees invited, Doubletree Inn
Wednesday, Dec. 21, noon	General Rap Session, DRI Board Room
Dec. 23 through Dec. 26	Christmas Holiday
Wednesday, Dec. 28, noon	Technical Rap Session, DRI Board Room
Thursday, Dec. 29, 4 p.m. until 6 p.m.	Managers' Forum, DRI Board Room
1984	
Monday, Jan. 2	New Year's Holiday
Wednesday, Jan. 4, noon	General Rap Session, DRI Board Room
Thursday, Jan. 5, all day	Regional sales meeting, DRI Board Room
Friday, Jan. 6, 9 a.m. until noon	Regional sales meeting on consumer products and division review, DRI Board Room
Jan. 7 through Jan. 10	Consumer Electronics Show, Las Vegas
Wednesday, Jan. 11, noon	Technical Rap Session, DRI Board Room
Wednesday, Jan. 18, noon	General Rap Session, DRI Board Room
Thursday, Jan. 19, 10 a.m. until 6 p.m.	Administrative staff meeting
Wednesday, Jan. 25, noon	Technical Rap Session, DRI Board Room
Wednesday, Feb. 1, noon	General Rap Session, DRI Board Room
Wednesday, Feb. 8, all day	Regional sales meeting, DRI Board Room
Wednesday, Feb. 8, noon	Technical Rap Session, DRI Board Room
Thursday, Feb. 9, 9 a.m. until noon	Regional sales meeting on consumer products and division review, DRI Board Room
Wednesday, Feb. 15, noon	General Rap Session, DRI Board Room
Thursday, Feb. 16, 10 a.m. until 6 p.m.	Administrative staff meeting
Monday, Feb. 20	Washington's Birthday Holiday
Wednesday, Feb. 22, noon	Technical Rap Session, DRI Board Room
Wednesday, Feb. 29	General Rap Session, DRI Board Room

Company's quarterly review scheduled at Doubletree

Digital Research's quarterly review for all employees is scheduled for Dec. 19, 4:30 p.m., at the Doubletree Inn.

An overview of the company since the beginning of 1983

will be presented. President John Rowley is scheduled to discuss company goals and objectives while Stan McKee, chief financial officer, will address company financial matters.

Suggestions welcomed

All great publications are founded on great ideas. Digital Dialogue welcomes your comments and suggestions so it can remain an informative, entertaining newsletter.

A suggestion box has been placed in the employee lounge at 160 Central Ave. so you can share your thoughts with us. Or you can send your suggestions to Digital Dialogue, Box 579, Pacific Grove, CA 93950. Keep those ideas coming.

Provides information on all DRI products

Sales Support gears up for growth

The pictures and plants and cubicles in the Sales Support Department haven't changed. You'll be greeted by the same friendly faces when you walk in the office at 399 Lighthouse Ave.

But underneath the familiar facade you'll discover a department that has weathered a sweeping reorganization. The dust has finally settled and a strong, streamlined department has emerged.

That's the word from Liz Porter, Sales Support manager. She and Kathy Grainger, department supervisor, shouldered the responsibility of whipping the department into shape to meet an ever-increasing workload.

"We handle all presale information about Digital Research products," explained Kathy. "We advise and encourage people to buy the products we have."

What all the change boils down to is a system that provides information on all DRI products. The 20 some stalwarts who make up the Sales Support Department serve OEMs, distributors, dealers, end users and DRI salespeople. That's no easy task.

It's not unusual for them to receive in excess of 700 letters a month requesting technical and non-technical information. The job of responding to DRI's growing stack of mail has fallen to Eileen King and Jaynanne Kapostasy. Each letter must be personalized -- it's DRI's way of staying in close touch with its customers, Liz explains.

A shiny new structure for dealing with phone queries also has taken hold. Denny Votruba, Sylvia Gardner, Vicki Heisinger, Barbara Norman, Kathy Tremblay, Steve Johnson and Flavia Miranda have been assigned to handle all telephone solicitations.

They have become defacto experts about DRI products. They are walking encyclopedias who can retrieve a slew of facts at a moment's notice. And if it sounds like their job duties have



Left to right, front row: Susan Bradley, Adrienne Gale, Eileen King, Barbara Norman. Middle row: Pat Crowell, Victor Ruiz, Flavia Miranda, Jaynanne Kapostasy, Linda Harris, Liz Porter, Steve John-

son. Back row: Kathy Tremblay, Martha Grigg, Vicki Heisinger, Kathy Grainger, Denny Votruba, Lennette Brusstar, Cindy Tenney.

been exaggerated, just visit their high-speed world. Most of their time is spent on the phone with customers from around the globe. Their desks are littered with thousands of facts and figures and documentation that has accumulated from previous and ongoing inquiries.

There are so many product orders from distributors and the DRI sales force that a special group was formed. Sales Support representatives -- Susan Bradley, Lenette Brusstar, Martha Grigg, Victor Ruiz and Cynthia Tenney -- see to it that the flow of orders continues unimpeded.

"It's a very critical area," Kathy said, "because they deal with so much information processing."

The department is rounded out by a close-knit team who handle receptionist and secretarial

chores. Senior Secretary Adrienne Gale, Patricia Crowell, Linda Harris, Stephanie Horoszko and Toni Gutierrez complete a myriad of odd jobs that fall between the cracks in the department hierarchy: routing calls, clerical duties and keeping the office machine well-oiled.

In the future the department will become a fertile training ground for new hires, according to department Manager Liz. "And why not?" Liz asked, "There's no better place to get a global view of the company and its products than here!"

11 holidays in 1984

The following holiday schedule for leap year, 1984, has been released by the Personnel Department.

- *New Year's Day, Monday, Jan. 2
- *Washington's Birthday, Monday, Feb. 20
- *Memorial Day, Monday, May 28
- *Independence Day, Wednesday, July 4
- *Labor Day, Monday, Sept. 3
- *Thanksgiving, Thursday, Nov. 22 and Friday, Nov. 23
- *Christmas, Monday Dec. 24 and Tuesday, Dec. 25
- *Your birthday
- *Date-of-hire anniversary

What it takes to balance a corporate checkbook

For those of us not mathematically inclined, balancing a checkbook is a chore, a battle, a task better left to others. Imagine if you had to work with millions of dollars and hundreds of variables. Imagine further if you had to accurately account for all income and expenses -- to the penny.

You have just formed a picture of a corporate accounting department.

Now say you're a growing corporation, a high tech company, a firm that has literally doubled its size in the last six months. It's the end of the fiscal year, and you must produce a package that tells in numbers everything about your company.

You have just formed a picture of the Accounting Department at Digital Research.

Pete DiCorti, controller for Digital Research, is pleased if not awed with the performance of the Accounting and Order Processing Departments. Said DiCorti, "They're doing a hell of a job."

DiCorti and Co. closed the doors to their office for several

days at the end of the fiscal year 1983, Aug. 31, and compiled year-end reports. They unearthed several impressive statistics:

- *At the beginning of September, 427 employees were on the DRI payroll.
- *The number of employees doubled in the last fiscal year 1983.
- *Sales of DRI products were almost triple what they were in 1982.
- *Offices were opened in Japan and Germany.
- *The accounting department workload has tripled, especially since DRI's opening of foreign offices.

"Numbers like that impact us greatly," DiCorti said simply.

To complete the end-of-year report on time, the employees in the Accounting Department logged about 200 hours of overtime during one week, according to Linda Singletary. Food was catered into the office so employees could continue their work uninterrupted. "It was a total blood committment," she said. "Everybody pulled together."



DIGITAL DIALOGUE

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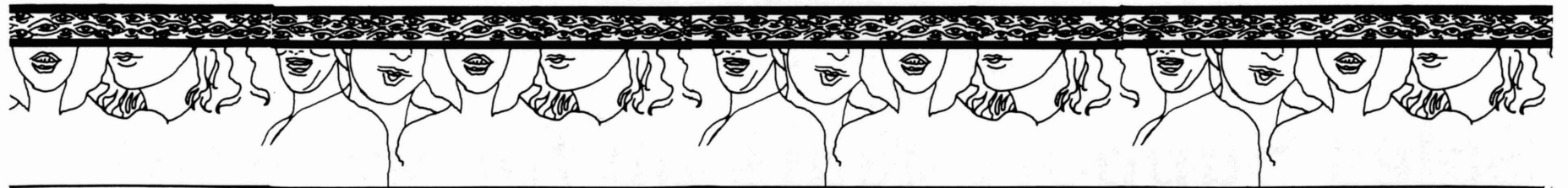
Production: Terril Neely

Photographer: Tom O'Neal



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NWS-103-012



People in the News

I understand that a strike force was being formed and that drastic action would be taken unless this column came back. So, at great expense to Digital Research, I have returned . . . and brought a friend. Marina Telford has now joined me in my efforts to extract information from all you willing gossips so that this column can be filled with exciting and somewhat exaggerated information. (Signed) Cathy Murphy

By Cathy Murphy and Marina Telford

The first bit of information offered for this column is that a couple of new positions filled were omitted in past publications and we want to make sure that these two ladies get special recognition now. First, there's the matter of Marina Telford being transferred to the distinguished position of being Allen Beebe's administrative assistant. Allen's comment . . . "(bleep!!)" The other notable change was the promotion of Cathy Murphy to marketing specialist in the Language Division. Carmen Governale's comment (speaking for the Languages Division) . . . "Mama Mia, she's back."

MEMOIRE T GREGOIRE

The following was received anonymously from Margaret (aka Peggy Munn).

Digital Carpettes in every department will weep to learn that their he-carp hero, Gregg Morris, is engaged to be married in May. The supremely lucky bride-to-be is Betsy Hannas, who won his heart away (we think unfairly) by giving him a carp pen . . . the very pen that Began It All. We wish Greg and Betsy joy and we jilted fans of Gregoire console ourselves with a variation of an old theme: "There are plenty of other carp in the ocean."

Thank you, Margaret. By the way, Hal #1 is still single.



Gregg Morris: Love is bunch of carp.



Digital Research's new home, 60 Garden Ct., offers a comfortable setting and room for growth.

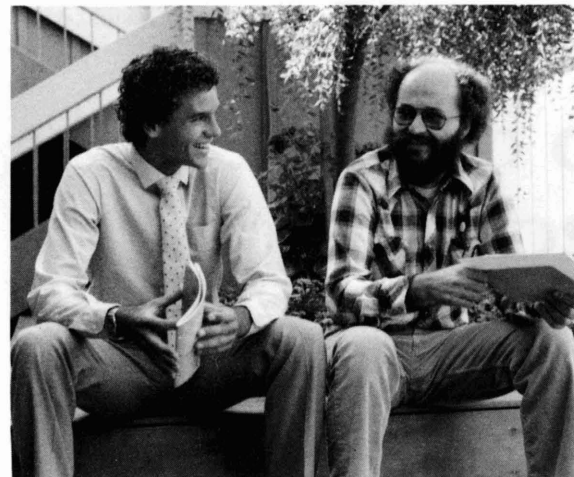
Digital Research is getting older . . . and so are a few DRI people. Gary Kildall was seen celebrating his 39th birthday way back in May. (It's been awhile since this column has appeared.) It is rumored that this was his third 39th birthday; but we're not ones for passing on rumors.

John Rowley (fondly known as JR) just turned 36. The inscription on his cake said "It's a Piece of Cake" . . . as if he didn't know. Stan's comment to JR: "You're 36 now. Isn't it time you started losing some hair?"

Other birthdays include the first over-the-hill marketing manager in the Language Division . . . Norm Alcott is 40 and admits it! Digital Research's first reported/admitted grandfather (no age given) is Jerry English. Congratulations! As most people are aware, Allen Beebe insists on team spirit. This was evident in November when Allen had Carmen Governale's birthday slip just enough so they could celebrate together.

Marina's Column - DR England: Rain is projected in FY'84.

Cathy's Column - Chicago Office: Snow is projected for FY'84.



Gary Gysin and Vince Alia discuss upcoming strategy for Concurrent CP/M.

DRI stats: 40 percent of Personnel Department are pregnant (congratulations, Kerri Martin and Debbie Raforth), and the other 60 percent are not. Bruce Cohen holds the record for the longest received message on Voicemail . . . good job on the QA! He also holds the new record for placing the most phone calls to the home office.

Maureen Minnes has returned from England. So how was Bjorn Borg, Maureen? Tim McCormick, our local vegetarian, insists his virility is attributed to "stud-man carrots." Hal Elgie has filled the secretarial desk outside Dick Monnard's office. Congratulations, Dick? Hal? Bill Fitler literally took the roof off his house during his recent

house warming party . . . can we come to your next party?

Cathy Murphy received some unexpected roses from "the entire staff at Bottles 'n Bins," our too local liquor store, and she doesn't even drink. What do you think she does? Steve D'Annolfo literally had his \$50 shirt ripped off his back celebrating his first solo flight (Steve, didn't anyone tell you you were supposed to wear a t-shirt?). Good job, anyways. Ed Rifkin and Lowell Wolf are ready to join the spa in Munich after four beautiful, nude French women joined them during their sauna. Watch those expense reports, Jocelyne Morency.

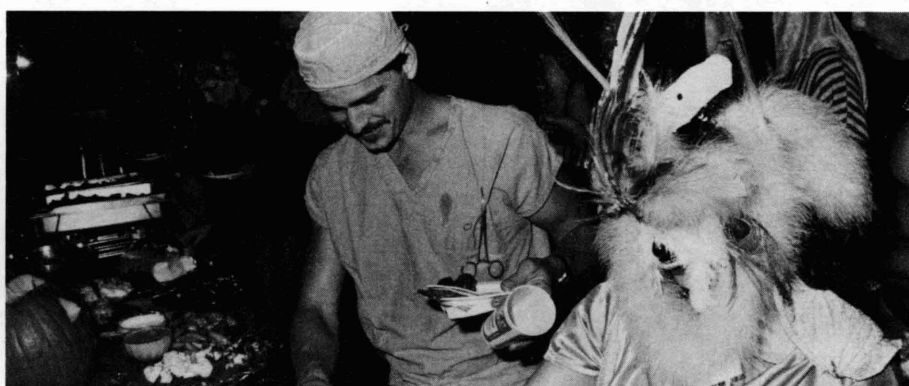
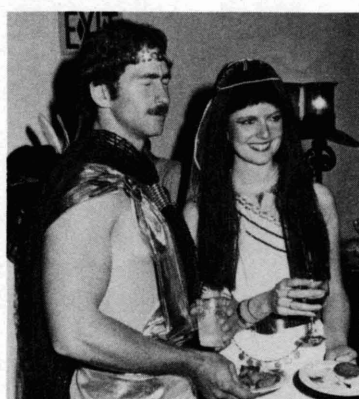
Our more energetic folks were recently seen running in the Run for Beacon 10K. Congratulations to Rich Bielsker, Mike and Anne Franusich, Stan McKee, Dorothy McEwen, Ken Such, Marlin Gilbert. You are all an inspiration!

There was an overabundance of Dr. Logos at Halloween. Where's our originality? And . . . who were those numbered gals? Sales Support, we believe, may be a little misinformed as to their job descriptions . . . wearing very short skirts and advertising your phone number is not part of your job! However, Dick Dixon is delighted at the number of calls received since that night.

Comments after Employees Appreciation Evening, or "What did you do with your money?"

- *Bought a postage stamp (employee hired Aug. 30)
- *Lost it to Beverly Wang playing Mah-jong (Bob Silberstein)
- *Put it in the bank to cover all my recent bad checks (?)
- *First time I've paid cash for gas for my car (40 percent of employees)
- *Bought a TV (Who is that person? Who has time for TV?)
- *Haven't spent it yet (Someone who hasn't left the office?)
- *Going skiing (Who has time for a vacation?)
- *Tried to buy Osborne stock (Who hired him/her?)
- *Put it in my savings account (Boring)
- *Going to buy a computer (Dedicated)
- *Going to buy my own ticket to COMDEX (Dedicated and boring)
- *Going to take singing lessons (No comment)

A special thanks to Anne Tewksbury for cutting all the checks (twice) making this memorable day memorable. And a special, special thanks to Management for making this memorable day lucrative. And, last but not least, a special, special thanks to us for making this memorable day possible.



They were all there — the goblins, ghouls and ghastly creatures befitting a Halloween party. Some 200 employees and guests rock and rolled at the

Rancho Canada in weird get-ups, some so clever that the wearers went unrecognized. By the way, who's that clown with the funky wig? The winners of

the costume contest were: Kim McCoy, most original; Gary Kildall, most gruesome; Dick Dixon, most attractive; and Norm Alcott, funniest.

Employees' new positions

The Personnel Department reports the following change of status:

Employee	New Job Title	Old Job Title
Glenn Halstead	Contract Admin.	Reg. Affairs Mgr.
Lowell Wolf	Prod. Mktg. Mgr.	Prod. Line Mgr.
Nan Borreson	Managing Editor	Int. PR Pubs. Coord.
Marion Brown	Support Center Mgr.	Tech. Supp. Mgr.
Sandra Ciucci*	Paste-up Artist	Layout artist
Susan Cooper	Adv. & Sales Mgr.	Adv. Mgr.
Suzanne Ferry	Edit. Services Mgr.	Edit. Supv.
Margaret Munn	Tech Writer	Jr. Tech Writer
Liz Porter	Manager (Cust. Sup.)	Acting Manager
Catherine Murphy	Tech Writer	Proof Coord.
Jeffrey Sun	Mktg. Dir. (Cons.)	Prod. Mktg. Mgr.
Marianne Brown	Secretary	Temp. Secretary

The following employees retained their same title, but moved from Languages Division to



NEW FACES

Donna Schoenecker, Technical Support Analyst, Technical Support.

Eugene Elliott, Q.A. Manager, Graphics.

King Chai, Software Engineer, Languages.

Wendy Crockett*, Paste-up Artist, Publications.

Julie Madriaga*, File Clerk, Order Processing.

Joe Daniels, Technical Writer, Consumer Division.

William Koty, Publications Assistant, Publications Production.

John Paul Alling, Writer, Marketing Communications.

* Temporary

Systems Software Division: Dave Maison, Wayne Johnson, Cecilia Lee, Doug Smith, Bob Morissette, Peggy Munn, Larry Scroggins, Steve D'Annolfo, Jim Rogers.

Moving from Research & Development to Systems Software with no title change were: Nina Pavone, Thomas Lafleur, Tom Rolander, Gary Kildall.

Moving from Operating Systems Division to Systems Software Division with no change in title were: Tim McCormick, Carol Joynson, David C. Brown, Curtis Geske, Dallas Brown, Jon Swanson, Meryle Sachs, Terry Gibson, Joe Guzaitis, Peter Bolton, Elisabeth Wechsler, Allen Beebe, Marina Telford, Georgianne Sloan, Mike Lehman.

Dick Dixon, Director of Marketing, moved from Retail Marketing to Commercial Systems. Jean Pippin moved from Sales Support to Accounting. Marlin Gilbert moved from Sales Support to Retail Marketing. Ken Such and Gordon Furbush, who are working on the Otter project, are now part of Systems Software.



LETTERS TO THE EDITOR

Dear Mr. Rowley:

The system I developed over five years ago is written in PL/I. Now we have PL/I-80 and Access Manager (and Display Manager on order). Your "resident expert" on both these products is Bob Prince and I must tell you -- he IS a very knowledgeable and personable individual. . . Bob has helped me locate and explain the problems and solutions on several occasions. . . including calling him at his home 11 a.m. Sunday morning. . . his clarification was needed and quickly led to a successful test of a key sub-routine.

James J. Serritella, President General Consulting Services, Inc. They are raving about MICROLINE!

From Australia. . . Congratulations on your appearance on THE SOURCE.

From Chicago. . . Congratulations on MICROLINE. My company, Digital Forms, Inc., exhibited at CP/M'83. To say that this was a great show is the understatement of the year. It was fabulous. Again, congratulations. It is good to have someone with the prestige of Digital Research "on line."

From New York. . . I was pleasantly surprised to find the MICROLINE service on THE SOURCE. I found the contents of MICROLINE informative and helpful in locating resources for my specific needs. Again, BRAVO.

Marketing specialists hired by DRI

John Meyer's position is something of an oddity at Digital Research, a company known for its software. He's manager of the new hardware group.

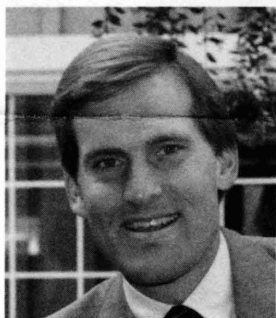
John was hired to manage Digital Research's entry into the hardware market. The first product is the Digital Research CP/M Gold Card™ that increases use of DRI software.

John said, "The product is something OEMs welcome because it provides greater flexibility to their machines. And end users like the product because it keeps their investment from being obsolete."

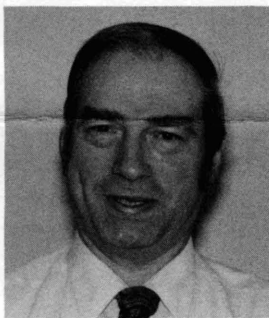
"There's a lot we can do to complement OEM products, especially in the areas of networking communications and graphics," said Meyer, who previously worked for Sykes Data-tronics.

At Sykes, Meyer was director of product marketing for the company's telephone management and terminal enhancement systems. He also worked as business area manager at Genrad, consultant at the Boston Consulting Group and product marketing engineer for Hewlett-Packard.

He graduated from Stanford with a degree in electrical engineering and received a masters in business administration from the Harvard Graduate School of Business.



John Meyer



Eugene Elliott

As DRI offers more and more new products, quality assurance becomes increasingly important. Eugene Elliott, a quality assurance professional with 20 years of engineering experience, was hired to beef up the system for quality assurance.

"My primary responsibility is to assure that the products are completely tested and free from bugs before being released," Eugene said.

Specifically, he oversees beta testing -- the final checks a product undergoes before it is officially released. Meanwhile, he is building the foundation of a quality assurance department within the Applications Division.

Eugene, an electrical engineering graduate from Northeastern University, was a software engineering manager at Memorex before joining DRI.

"Quality assurance allows me to develop more effective testing methodologies while getting hands-on experience with a wide spectrum of software products and computer systems," Eugene said.

Once DRI launched a program to enter the field of consumer software, the company needed someone to market the products to the home consumer. Enter Jeffrey Sun.

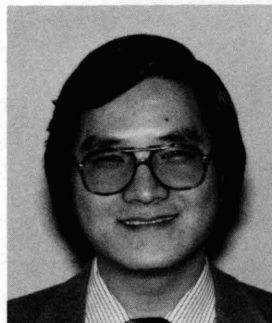
Sun arrived at DRI from Mattel Electronics. Most recently at Mattel he had directed the marketing effort for the Aquarius Computer.

Before that Sun worked for Texas Instruments where he organized product planning and mar-

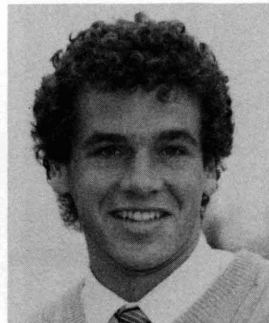
keting for educational products. He also worked at Proctor and Gamble in the new product marketing area. At DRI Sun directs the marketing of consumer products for the home.

"By the end of 1984 there will be almost 10 million computers in the home," Sun said. "We want to establish DRI as a major and reputable software publisher."

Sun graduated with a degree in mathematics from Christian University of Science and Technology and received a master's in applied mathematics at Worcester Polytech.



Jeff Sun



Gary Gysin

Since he graduated with a degree in economics from the University of California at Santa Cruz, Gary Gysin has become a DRI fireman.

His duty is to stamp out the fires that threaten a product's entry into the marketplace. Gary is a product marketing specialist who has been promoted to product manager of the Concurrent CP/M and CP/M-86 projects for the IBM PC/XT.

It's Gary's second promotion since coming to DRI in November 1982. He began as a customer service representative in the Sales Support Department, and then he was promoted to the operating systems department as a general marketing specialist.

"It's a dynamic process," Gary said. "It involves everything from the initial design...to putting out the best product possible."

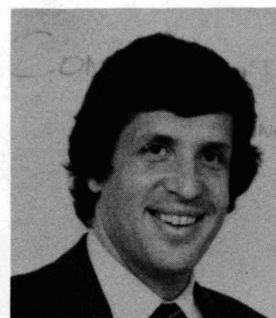
His job calls for wit, patience and a sense of humor.

"What do I like best? The challenges, opportunities and involvement in major product decisions."

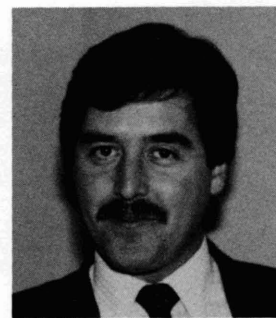
Some people drive through life so fast they have to look in the rear view mirror to see where they're going. That's the way it's been for Darrell Miller, DRI's new marketing manager for Operating Systems.

Darrell directs a high-energy effort that bridges the gap between operating system engineers and the marketplace. Presently, he is constructing the lattice of his department. So far his mercenaries include product line managers Gary Gysin, Kevin Wandryk and Jim Funk. The niche they fill enters the domain of several department: marketing, retail sales, engineering and manufacturing.

For his entire career, Darrell has been involved with computers and communications. He managed national accounts for Wang Laboratories, designed fiber optics and communications networks for AT&T and taught UNIX programming at the Denver Computing Center. Darrell has a degree in business administration and a minor in electrical engineering from the University of Denver, where he continued with postgraduate training in computer science.



Darrell Miller



Dan Finer

As DRI dives head first into the retail software market, it has enlisted the help of experienced salesmen to promote company products.

Dan Finer joined the DRI staff as branch sales manager/retail operations for the Northwestern region. Dan became the latest in a growing list of retail sales specialists reporting directly to Craig Conway, director of North American Retail Sales.

"I can't think of a company that is better suited to go after the retail software market," said Dan. "I'm excited about our efforts."

Before joining DRI, Dan was employed at Atari as an area sales manager in its Eastern division, as a sales specialist for Xerox Corp. and as a sales representative for Philip Morris U.S.A. He received a degree in communication arts and sciences from St. Johns University, New York.



Dick Monnard

Dick Monnard brings a teacher's and administrator's background to the job of designing educational software. Dick began his career in education 23 years ago by earning his teaching

credential in math from Illinois State Normal University.

He became district math coordinator in charge of administering the "new math" curriculum at Wheaton, Ill. Later he became chairman of the mathematics department for a school district in Palantine, Ill.

While there, Dick worked with a group of professors from Yale who used the district as a demonstration grounds for the new math. The project thrust Dick into the publishing business when McGraw-Hill sought an expert to put the results on paper.

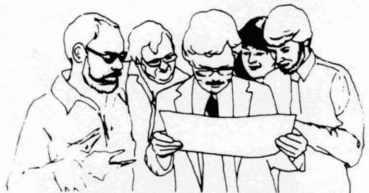
Dick worked his way into a full-time position as a math editor at McGraw-Hill. He then took over the direction of publishing elementary school books for Addison-Wesley Publishing Co.

The DRI sales push is active on several fronts. For example, specialists have been hired to maintain a positive image with OEMs. One of these specialists is Bob Heller, who has been employed as a strategic accounts manager for the DRI office in Palo Alto.

Bob acts as a liaison between Digital Research and key OEM accounts. His accounts include Hewlett-Packard, Atari, TeleVideo and National Semiconductor. His objective is to develop an atmosphere of cooperation between hardware companies and DRI.

Before coming to DRI, Bob sold timesharing for United Information Systems and was a sales

See Managers, page 7



MEDIA QUOTES

"Digital Research Inc. has good reason to be pleased. At long last, IBM has given its official backing to the software company's multitasking Concurrent CP/M-86 for the IBM Personal Computer and its XT. The computer manufacturer introduced seven applications packages that run under Concurrent, as well, making the operating system that much more useful to PC and XT users."

Advertising Week, Oct. 3, 1983

"In many ways, CP/M paved the way for the spectacular growth of the microcomputer industry over the past seven years. Hardware developers originally adopted CP/M because it saved them the lengthy process of creating their own operating systems. As CP/M became more common, software developers wrote CP/M compatible programs because their marketing base would be broader if their programs could be offered for use with several microcomputers."

Digital Review, October 1983

"A great attraction of the Digital Research family of operating systems is that it spans the gap between 8- and 16-bit processors. In other words, a data file that can be read on an 8-bit CP/M system can also be read on a 16-bit one. And DRI has announced that future versions of CP/M will support National Semiconductor's 16032 and Zilog's Z8000 microprocessors."

Byte, August 1983

"The techniques involved in a graphics operating system were available with CP/M Plus years ago. What Digital Research has done is to begin a crusade to produce the development tools which make it easy to produce microcomputer graphics, the interfaces which make peripherals compatible."

Computing, September 1983

"An interactive programming environment, Dr. Logo has its own operating system, advanced editing and debugging features and work-space management tools. Written in C, a high level language, Dr. Logo can be transported to any computer system."

Computer & Software News, September 1983

"CP/M is a unique product in Digital Research's product line. It provides an environment where existing CP/M programs can be run on a dedicated machine while allowing access to shared resources such as a hard disk. The transparency of CP/M NET indicates that a great deal of thought has been given to compatibility and flexibility."

Microsystems, October 1983

Managers

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representative for Control Data. He entered the computer field after working as an investment banker for the firms of Robert Scott & Co., Goodbody & Co., and Dean Witter. He has a degree in finance from UCLA.

On the East Coast, Philip Johnson is burnishing the image of Digital Research among such

Draw

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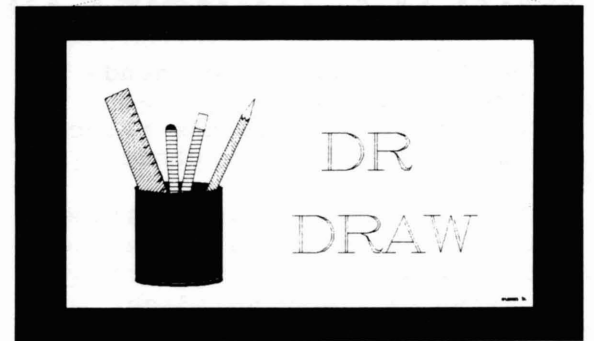
Choosing the "add" function allows you to build your flow chart. The selections here are limited to circles, arcs, polygons, polynumerals, bars and text.

Those set functions are all you need to build complex charts or pictures. They give a freedom of imagery that has turned Taylor and Bancroft into high tech artists

The two engineers displayed the versatility of DR Draw by using it to create several complex pictures. In one drawing they produced a pizza complete with sausage and mushrooms.

Said Taylor about DR Draw, "We've tried to make it simple. We'd like to hear if people really do find it easy to use. Its usage is limited only by the user's imagination. And, besides, it's a lot of fun."

DR Draw runs under CP/M, PC-



DOS and MS-DOS™ operating systems that are equipped with a graphics extension package. If your office system does not have GSX, the graphics department will supply it. A mouse adapter for DR Draw is optional.

Anyone interested in testing DR Draw may contact Product Manager Higgs, 646-8261.

Q & A on retirement plan

DRI's new retirement plan has been in effect since Sept. 1, 1982 and, according to Pauline Collard, Personnel Department, some employees are still unsure about the particulars of the plan. In an interview with Digital Dialogue, Pauline answered questions she is asked most frequently:

What is the new retirement plan called and why?

It is the Deferred Profit Sharing Plan and was designed as security for your retirement. By federal law the benefits are deferred. That is, if the participant remains in the employ of DRI, benefits may not be distributed until normal retirement age, death or total disability of the participant. The plan is called "profit sharing" because the amount of cash added to the plan in any year is discretionary. (However, it is not to be confused with the discretionary cash profit sharing which employees enjoyed in October). The board of directors determines the amount of money to be added each year based on profits. This year, seven percent of your base wages during FY1983 were deposited in an account for you.

I was partly vested under the previous plan. How is the changeover handled?

Since the Defined Benefit Pension Plan (the name of the previous plan) was terminated, the participants are currently eligible for benefits they accrued. The distribution must await IRS approval, however, which is not expected until spring. At that time it is possible to receive a cash payout or to roll over the income to the new plan. (A third option allows you to roll over the money into an Individual Retirement Account, IRA.) Talk to your tax advisor about the course of action best suited for you. Until the IRS approval, your money from the

previous retirement plan earns interest at the rate of 5.5 percent annually.

What are the main differences between the new plan and the previous retirement plan?

The new plan offers a faster vesting schedule. Instead of waiting 11 years, you become 100 percent vested after six years. The vestment schedule is 10 percent after your second anniversary, 20 percent after the third anniversary, 40 percent after the fourth, 70 percent after the fifth and 100 percent after the sixth.

The new plan allows you to borrow against it. Loans may be received through DRI at favorable interest rates, which are determined by the administrative committee of the new retirement plan. Repayment of the loan is met through payroll deductions.

I'm a new employee. When am I eligible for the plan?

Regular employees automatically are entered into the program on the first entry date after one year of service. The entry dates revolve around calendar quarters. If you were hired in May, you enter the plan in June of the following year.

What happens if I leave DRI before I become fully vested?

You are paid in cash for the amount you have vested in the program. Say \$10,000 has been deposited for you in the program and you are 40 percent vested. You are entitled to take \$4,000.

Who are the administrators of the plan?

The plan is administered by Chief Financial Officer Stan McKee, Controller Pete DiCorti, Personnel Director Joanne Nelson and Director of Systems Software Division Allen Beebe.

Where can I get more information about the plan?

The Personnel Department can answer your questions.

Phil came to DRI from Storage Technology Corp., a Colorado-based firm that sells computer hardware. Since 1979, Phil handled that company's strategic accounts in the Twin Cities of Minnesota. Before that, Phil was an English teacher for the St. Paul Public School District. He has a degree in English from Macalester College of St. Paul.

Move to new headquarters underway with the transfer of Tech Support

The move to DRI's new headquarters at Garden Court has begun in earnest with the relocation of Consumer and Technical Support Departments.

The departments have resided in their new quarters since the middle of November. They occupy the first of three building planned for DRI.

The next scheduled move is Feb. 1 for Systems Software. They will occupy space in the second building, where the DRI meeting on profit sharing was held in October. Also, the Publications Production Department is scheduled to relocate Feb. 10. Construction of the third building has begun and is expected to be completed in the spring.

Other departments will move to the new complex as building permits, Facilities Manager Mark Staggs said. Although the time frame has not yet been worked out for other moves, Mark said it will coincide with the expiration date of building leases. This will defer cost and provide a graduated move to the new site, he said. Too, an orderly move keeps DRI from grinding to a halt. Mark said employees are expected to box their own personal items and let movers do the rest.

Mark warned employees to be prepared for several secondary moves to consolidate the DRI offices on Central Avenue. No timetable for these moves is available.

Stock

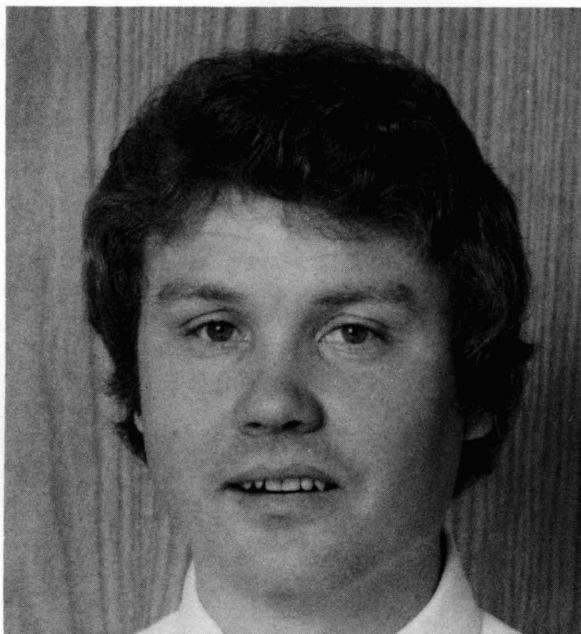
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over a five year period at 20 shares a year. Or you may wait and purchase all 100 shares during the fifth, or even the tenth year.

If you receive an option this year it is possible, but not automatic, that you may receive another option next year. The same five year minimum and ten year maximum purchasing period applies. There is, however, a further restriction applied by the Internal Revenue Service. You may purchase shares from your second option only after you have fully exercised your first option.

John explained that although the cost of purchasing your option does not change, the value of the stock may change. If the past is any indicator, he said, you can expect your stock to appreciate. "Stock represents the value of the company," John said. "As long as the company is growing and developing like it has, the inherent value of the stock increases dramatically."

The liquidity of the stock is limited unless DRI becomes a publicly traded company, John pointed out. And as with any investment, there is always some risk involved. In any event, John suggests you discuss the stock



President John Rowley talks about stock.

option grant with your accountant.

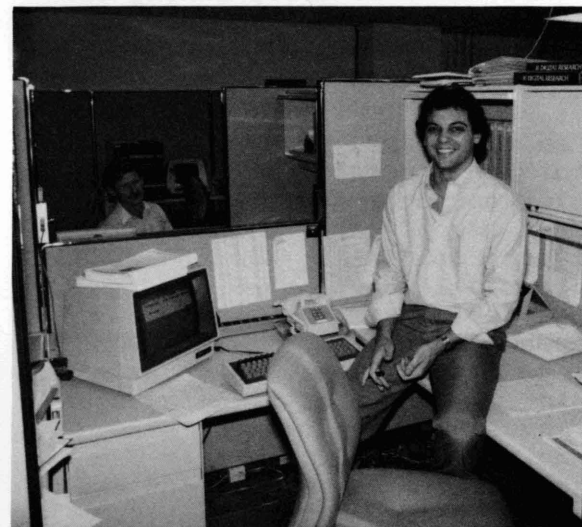
An established procedure is followed before the stock options are offered employees. First, the total value and size of the grant package available to all employees as a group is determined by the stock option committee, which begins discussions following the close of the fiscal year.

Next, the president's staff provides him with recommendations for each eligible employee. These recommendations are based on your contribution to the company. John reviews the recommendations to assure that there is equity among departments. Then his staff double checks to assure that there is equity within each department.

"My entire staff looks at every grant and adjusts any inequities they may spot," John explained. "And we review these every year so that if an employee has shown his or her value to the company to be stronger this year than last, we can readjust the grant."

The company recently contracted to maintain the program's records at Ross Systems of Palo Alto. Ross Systems is not only capable of carrying a large data base, it can also generate most of the necessary paperwork. This increases the program's efficiency and should cut down the turnaround time on all options.

"We have a program that's broad based, we have a program that's competitive in the industry, we have a program that's focused on equity and we have a procedure for guaranteeing that equity," said John. "As long as people continue to contribute to the company in the way they have in the past, then we all benefit because the stock becomes more valuable."



The workspaces at 60 Garden Ct. provide contemporary design with glass dividers and soft lighting.

New at DRI library

A list of new computer-related books and magazines are available for loan from the DRI library.

Books include:

- *Inside CP/M, by David E. Cortesi.
- *In Search of Excellence, by Thomas J. Peters.
- *Software Maintenance, by James Martin.
- *Fundamentals of Programming Languages, by Ellis Horowitz.
- *The Personal Computer Book, by Peter McWilliams.
- *Directory of On-Line Databases, by Cuadra Associates, Inc.
- *Guide to the IBM Personal Computer, by Walter Sikoniwiz.
- *The One Minute Manager, by Kenneth Blanchard.
- *Learning with Logo, by Daniel Watt.
- *Apple Logo, by Harold Ableson.
- *How to Get Started with MS-DOS, by Carl Townsend.
- *CP/M and the Personal Computer, by Thomas A. Dwyer.
- *A user Guide to the Unix System, by Rebecca Thomas.
- *The Programmer's CP/M Handbook, by Andy Johnson-Laird.
- *Practical Wordstar Uses, by Julie Ann Arca.
- *Writings of the Revolution, by Edward Yourdon.
- *A Writer's Guide to Software Documentation, by Don Steely.
- *Selections from Future Computing Inc., Publications.

New periodicals:

- *Classroom Computer Learning, the magazine for teachers and parents.
- *The Computing Teacher, published by the International Council of Computers in Education.
- *Harvard Business Review, the journal for professional managers.
- *Infoworld Report Card, the evaluation of microcomputer software by experts.
- *List, the software resource book for personal computers.
- *Reference Journal, the business journal for the IBM Personal Computer.



BIRTHDAYS

- Dec. 2 - Michael G. Lehman, Marie A. Hesling, Debbie Rafoth
- Dec. 5 - Mei L. Chung, Lynda J. Haigh
- Dec. 7 - Marcia Condit, Richard H. Rosenbaum, Cynthia D. Barnes, Leslie Campbell, Donna Schoenecker
- Dec. 13- Mary Ellen Reilly
- Dec. 16- Sheila C. Scroggins, Vicki A. Heisinger
- Dec. 17- Lucy A. Brusa, Daniel I. Cunha
- Dec. 18- Nellis Gilchrist, Clint H. Woeltjen
- Dec. 19- Larry J. Scroggins
- Dec. 20- Rita H. Kan, Danette R. Votruba
- Dec. 22- Juanita Schuster
- Dec. 23- Masahiro Morimoto
- Dec. 25- Carol Weaver
- Dec. 26- Sandra Ciucci, Gloria J. Leyva, Kristen D. Wynn
- Dec. 30- James V. Zekas
- Dec. 31- Stephen Klann