DIGITAL DIALOGUE

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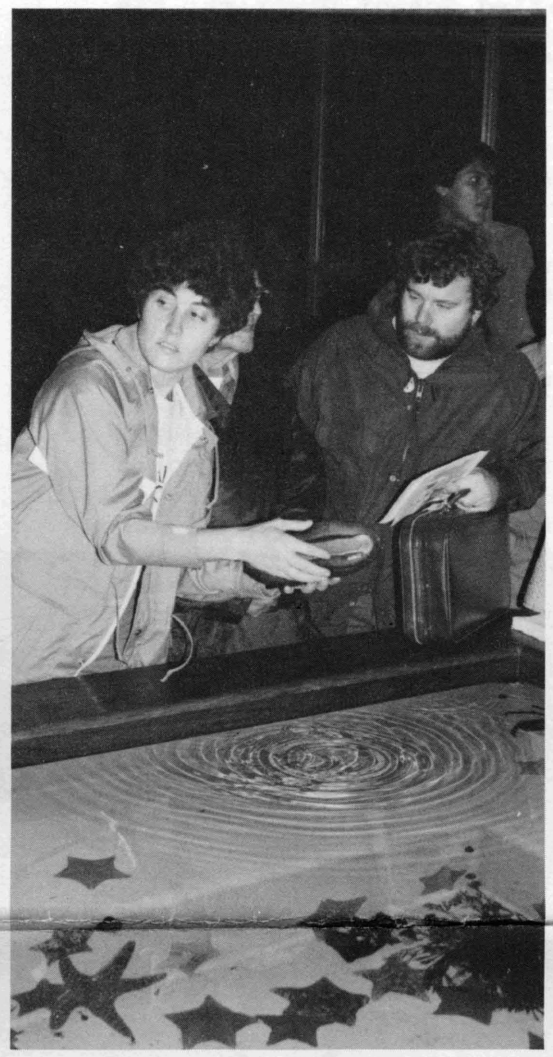
How teamwork created a GEM™ of a product



A glimpse of the undersea world

Employees and their guests came face to face with marine life during Digital Research night at the Monterey Bay Aquarium, Saturday, Nov. 10. More than 400 people toured the three-story facility built at the edge of Cannery Row in Monterey. For more pictures of the Digital Research visit, see page 3.

August 1983. A pair of engineers dreamed up some pie in the sky goals.

Their names: Lee Lorenzen and Jason Loveman.

Their goal: Establish a new standard for a graphics user interface. Make it exciting, portable, easy to use.

Although no one could have predicted it at the time, they and a close-knit team of graphics engineers have placed Digital Research at the forefront of graphics technology.

The team created GEM software -- the latest in the spectacular evolution of graphics applications. GEM, an acronym for Graphics Environment Manager™, is an extension to operating systems. Basically, GEM software gives users a visual way to operate a computer. Icon symbols and pull-down menus replace cryptic commands.

"GEM Desktop™ demystifies the operating system by using pictorial items such as a folder, which represents groups of files," Lee explained. "Users can operate a computer by choosing the appropriate icon symbol and selecting a command from a menu."

Lee and the others in the Graphics Department have opened up the world of bit-mapped graphics to a wide range of computers. In other words, GEM software may be used on computers ranging from inexpensive home systems such as the IBM PCjr to business computers such as the Texas Instruments' Professional or the Tandy 2000. Any MS-DOS, PC-DOS or Concurrent™ DOS computer can run GEM software.

GEM software has its technological roots at Xerox. The company introduced "bit-mapped" graphics in the Star, a computer network unveiled in 1981. It was the first commercial system to offer icons and pull-down menus.

Lee worked at Xerox in the early 1980s and helped produce products that incorporated features of the Star. Specifically, he helped port features of the Star to the CP/M-86® operating system.

In 1983, Lee joined Digital Research and was temporarily placed in the Operating Systems Department. There, he studied the ins and outs of Concurrent CP/M™

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On the road again

Tom and Bill's traveling GEM show

By Jay Alling

By any yardstick Tom Byers and Bill Higgs may be considered well-traveled men.

The two marketing moguls crisscrossed the United States spreading the word on Digital Research's GEM software to members of the microcomputer industry and press. Theirs is a story of crowded airports, of lunchtime meetings, of smoke filled cabs and high-speed trips through Manhattan. Along the way they were harried, hassled, hustled and hounded. But most of all they were satisfied and content with a product well received.

Tom and Bill visited with members of the major trade and business publications throughout the country. Each day for three weeks in October, they met with about five different groups of editors and writers. Demanding?

Said Tom, "A press tour is interesting but not glamorous. "It's hard work."

Tiring?

"Yes, especially if you are going from city to city," Tom continued. "For example, one morning we started with interviews in the uptown part of New York City. Then we had to take a cab to the Wall Street Journal, located in the south part of town. Afterwards, we returned uptown for a third meeting."

On the way to the Wall Street Journal, Tom and Bill experienced an episode that they'll never forget. They entered the back seat of a cab. In the front seat they placed a Compaq computer, used in demonstrations of GEM software.

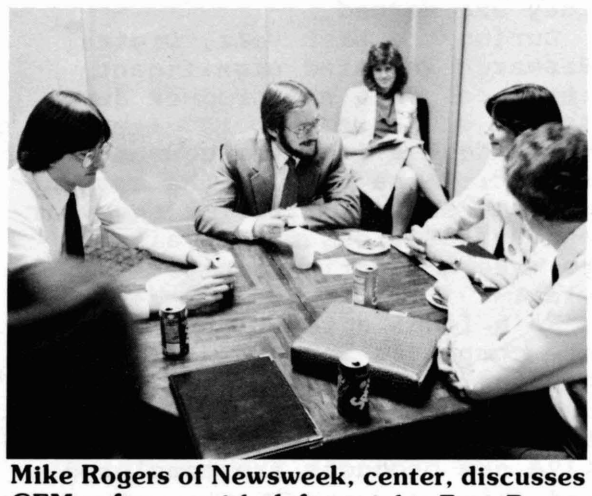
The cab driver, apparently mistaking Long Island for the Indianapolis speedway, whisked them away at undue speed. He narrowly avoided an accident by slamming down on the brakes of the cab. The jolt catapulted the Compaq into the dashboard.

The event caused considerable nailbiting for Tom and Bill, who were worried about damage to the Compaq, the GEM demonstation and their reputations.

"We had no idea whether or not the Compaq would work," Bill explained.

With grace under pressure they entered the interview as if nothing had happened. Then came time to use the Compaq. Two fingers crossed behind their backs, they

See Press tour, page 5



Mike Rogers of Newsweek, center, discusses GEM software with, left to right, Tom Byers, Elizabeth Chaney of Regis McKenna, Inc. and Judy Mervis.

Have a question?

By Marie Heisling

The Q&A column is a regular feature of Digital Dialogue. If you have a specific question you'd like to address to management, send it to Marie Hesling, Mail Stop C2E.

How does Digital Research intend to provide support for discontinued products?

Gabriel Baum responded that, we would attempt to provide either an appropriate upgrade path for the user of that product or an alternative support mechanism.

What is the strategy behind our long-term contracts?

According to Marketing Vice President Fred Cutler, Digital Research is continuing to enter into carefully chosen, long-term contracts that keep us in the forefront of microcomputer software technology. By working closely with outside manufacturers who are now designing next generation silicon chips, our advanced software development efforts can be closely tied to these chip designs. Similarly, long-term contractual relationships with key OEMs give us the ability to align our software development efforts with future hardware designs.

What is the focus of our retail efforts?

Fred Cutler explained that our retail efforts correctly focus on three important product lines: (1) presentation graphics software and software/hardware combinations (such as Presentation Master); (2) communications products that allow end users an inexpensive solution to the problem of linking a single PC to several terminals (such as Star-Link); and (3) retail oriented operating system products that add significant functionality to a PC system (such as Concurrent PC DOS).

Additionally, our language line continues to contribute substantial revenue with new high performance products that are competitively priced (such as DR FORTRAN-77).

What is happening with Deferred Profit Sharing for FY'84?

Per CFO Stan McKee, the Deferred Profit Sharing Plan was implemented to provide a tax deferred benefit to employees which enables them to participate in the profits of the company as they are earned.

During the past year, Digital Research invested significant resources into new product development and attempted to diversify the business into the consumer market. As a result, the company did not earn profits for the year and no resources were available to make a contribution to the Plan.

As a final note, the results of the company's investment in engineering in 1984 will surface during the second and third quarters of fiscal 1985 as competitive new products are completed and shipped, contributing significantly to the company's profits in 1985.

Employees offer students their technical know-how

By Gale Steiner

Remember those high school days ing history class and daydreaming about (Tom or Sally) while your teacher droned on and on about ancient Egypt?

Several Digital Research employees have returned to those hallowed halls, but with a different purpose in mind.

Dr. James Harrison, superintendent of the Monterey Peninsula Unified School District, his staff and representatives from Pacific Grove School District met with Chip Chapin, Gale Steiner and Joanne Nelson to form a partnership between Digital Research and the two school districts' computer programs.

The relationship between Digital Research and the school districts reflect a growing interest in hands-on education, generally, and computers, specifically. It falls under an umbrella program for public education called Business and Education Partnerships. Sponsored by the Industry Education Council of Monterey County, business and school partnerships are designed for the sharing of resources, ideas and people for mutual benefit.

This relationship represents an effort by the schools to broaden their available resources and reach out to the community for support. It provides Digital Research with an opportunity to assist in improving the computer curricula offered by the schools, to act as role models for the student who may be destined for computer-related careers and to become involved in the community.

Instructors from the schools were invited to the Digital Research campus in September to tour facilities and meet 22 employees who volunteered a portion of their free time towards the partnership. The response from both sides was very positive and enthusiastic.

Employees who are interested in participating in the Partnership can contact Gale Steiner at extension 6005. A technical background is not necessary -- just the ability to contribute a very small amount of time.

Employees from Digital Research will assist students of the Monterey Peninsula through a volunteer program. Working out some of the details are, from left to right, Jay Cobb, superintendent of the Pacific Grove Unified School District; Jim Harrison, superintendent of the Monterey Peninsula Unified School District; John Rowley; Bonnie Hutcheon, member of the Industry Education Counsel of California; and Dave Rodrock, president of the IECC.

Top salesmen receive recognition

Jim Solomon and Mike Smith were named two of the top salesmen for Digital Research during the company's 1984 Annual Sales Banquet.

Sponsored by the World Trade Division, 59 Digital Research sales representatives attended the banquet in Las Vegas, Nov. 19., the day after COMDEX/Fall '84. Jim and Mike topped an impressive list of outstanding achievers recognized for their contributions to Digital Research.

Mike and Jim were named to the President's Club, a group of Digital Research sales representatives who achieved 100 percent of their quota for the year.

Others who were recognized for their contributions to Digital Research include:

U.S. Operations

*Dick Dixon, Director of Western Operations, for North American Director of the Year.

*Larry Miller, retail sales representative for Central Operations, for Sales Representative of the Year.

*Dean Miller, retail sales manager for the New Jersey Branch, for Sales Manager of the Year.

*Don Devitt, senior technical support specialist for Eastern Operations, for outstanding coverage worldwide of the IBM accounts.

*Pete Gallanis, senior tech support specialist for Central Operations, for his contributions in negotiations with Northern Telecom.

*Bill Schwegler, systems manager for Western Operations Systems, for his commitment, flexibility and growth as manager.

*Linda Walraff, Legal Department, for her outstanding contributions to the signing of Northern Telecom.

*Bruce Cohen, director of Commercial Operations, for highest revenue achievement in the World Trade Division's business operations.

*Dan Simchuk, director of the World Technology Group, for manager of the year.

European Operations

*Paul Bailey, vice president of European Operations, for the outstanding performance of European Operations.

*Frank Iveson, director of Northern European Operations, for his contribution to several strategic agreements with major European manufacturers.

Pacific Operations

*Mas Morimoto, director of Pacific Operations, for extraordinary sacrifices made to help organize and manage Digital Research Japan (DRJ).

The video tape of Technical Support Services plays in the background as Joe Byrd, right, talks to a visitor of the Digital Research booth at COMDEX/Fall '84.

COMDEX video produced and directed by Tech Support

By Joe Byrd

At COMDEX/Fall'84, representatives from the Technical Support Center faced a problem. How could they give thousands of dealers visiting the Digital Research booth information on services available to them?

"Support" is an intangible item not easily explained in the few minutes available on the floor of a trade show. The answer turned out to be a video production featuring members of the Technical Support Center staff explaining the roles that they perform in supporting dealers.

A script was written in the Support Center and then received by other people within Digital Research, including President John Rowley.

Once written, the script was put into a shooting format by Steve D'Annolfo, a documentation writer with educational and practical experience in video production. D'Annolfo also was the annoucer on the video.

Other participants were Joe Guzaitis, who played the role of customer, and Garry Silvey, who played the role of retail store salesman. Dick Lovelace, Alice Pfeiffer, John Aliotti, Nancy Wood and Gabriel Baum gave cameo performances to explain their roles at the Technical Support Center.

Shooting and editing by Impact Productions of Santa Cruz took two days. The six minute video included scenes from Legacy Computers of Monterey and the Digital Research Support Center.

Library moves, offers new data base services

By Tony Lopez

Some employees may not be aware of the many services offered by the Digital Research Corporate Library. All services are administered and provided by Librarian Lucy Diaz to any Digital Research employee.

"The Table of Contents Service, or T.O.C., provides photocopies of the table of contents for magazines and journals received each month," Lucy said. "The T.O.C. copies are categorized into five designated subject groups and then requested accordingly."

The California Union List of Periodicals (CULP) Services gives employees the opportunity to find periodicals through other California Libraries. According to Lucy, "This unique tool allows Digital Research employees to borrow almost any relevant material they might need through an interlibrary loan request."

Another service, the DIALOG Information Retrieval Service, is an on line computerized searching tool which works via a telecommunications link. It provides more than 80 million references for science, technology, business, medicine, social science, current affairs and humanities. All DIALOG requests are handled directly by Lucy, who can arrange to receive the literature.

Also, the Digital Research Electronic Card Catalog Service is available through two of our VAX computers. By entering the command 'LOOKING,' any employee can search for information in the Digital Research library. If there is more than one reference, all available information on a particular subject or title will be listed.

The library has formed an advisory group with one member from each department to help the librarian make decisions on the types of books and periodicals employees are offered. The library also offers the use of both video and audio equipment.

Additionally, the librarian has put together a Library Orientation Kit that explains services available to each employee and provides a complete listing of book and magazine titles. The kit may be picked up at the library.

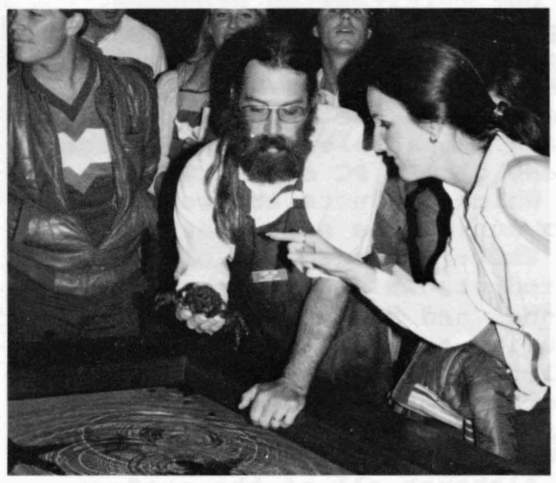
The circulation policy established by the library allows patrons to check out books for up to 30 days. Magazines, newspapers and journals may be checked out for a week. Each person must sign and date a circulation card to borrow any references.

"Material may be renewed as many times as necessary," Lucy said. "Any item may also be renewed by telephone."

The Digital Research Library is open Monday through Friday from 8:30 a.m. to 5 p.m. If you have any questions or are interested in any of its services, please contact Lucy Diaz at extension 6274.

The library is now located at the main entrance to 46 Garden Court, the annex north of Building A.

Digital Research night at the aquarium ...



The Monterey Bay Aquarium has been attracting a lot of attention nationwide, as well as among Digital Research employees and guests. Under construction for the past five years, the aquarium opened in October and has hosted thousands of visitors. The facility is the largest of its kind in the world.

GEM

Continued from page 1

under Frank Holsworth, senior staff engineer.

More importantly, he formed a close working relationship with Jason. The pair put together a raw prototype for GEM software.

Jason provided some of the multitasking code from Concurrent CP/M. The code formed the kernel for GEM software, which requires multitasking for things such as windows and pull-down menus.

By late 1983, a formal demonstration of the GEM prototype was given in house. So impressed were those who saw the demonstration that a GEM development team was formed. Among them: Lee, Gregg "Carp Man" Morris and Lowell Webster.

Assembled under Don Heiskell, manager of graphics engineers, they worked closely with other groups of graphics engineers. Lee's team focused on the GEM user interface, a second team focused on GEM applications and a third on GSX™. Together, they combined the GSX technology with Lee's background in bit-mapped graphics.

"GEM software was made possible because graphics engineers under Don had created a solid foundation for graphics software," Lee explained.

Slowly the pieces of the GEM puzzle fell together. Meanwhile, Lee began a subtle but important personal campaign for the acceptance of GEM. At the time, Digital Research corporate executives and engineering teams were headquartered at 160 Central Avenue. Every

The Graphics Department team is (seated from the left): Bill Hertzing, Scott Raney, Andrew Muir, Susan Bancroft, John Grant and Rick Greco. Standing from the left are: Don Heiskell, Lee Lorenzen, Dan Brown, Dave Beeman, Gregg Morris, Tim Oren and Lowell Webster. Not pictured are: Nancy Curnutt, David Borders and Chris Keith.

so often Lee would stop President John Rowley as he walked upstairs to his office and invite him to see the latest GEM developments.

Not surprisingly, the GEM group continued to grow in size and stature. Tim Oren joined staff to help create programmer's tools. Andrew Muir was hired to create accessories such as the clock and calculator used in GEM Desktop.

The engineering team pounded GEM into shape throughout the summer of 1984. In preparation for COMDEX/FALL'84, they created some sparkling demonstrations of GEM Desktop and GEM Draw™.

Their hard work paid off. Passers-by crowded GEM product demonstrations throughout the five day COMDEX exhibition, and GEM software received praise from OEM customers and press alike.

As representatives of the Marketing and World Trade Divisions introduced GEM software at COMDEX, the graphics team continued to complete GEM products. Beta testing has begun for the product line. Shipment is scheduled for the first quarter of 1985.

Said Lee, "GEM software represents what is possible when we build on our existing technology to create new types of products aimed at a specific market.

Conversation with the President ...

... on the challenge and outlook for 1985

Preparations for 1985 began as early as 1983, when Digital Research mapped out a strategy to lead the market in innovative graphics and operating systems. The Concurrent DOS line of operating systems and GEM graphics software propel Digital Research into the new year. President John Rowley predicts what 1985 holds in store for Digital Research.

What is the company's position for 1985?

We have focused our direction in the commercial marketplace and are building our strength among major OEMs while continuing to develop retail distribution channels such as quality national accounts and Value Added Resellers (VARs).

I am excited about the potential fruits of our product development efforts over the last 12 to 15 months. Everyone, from our own employees to our customers, is anxious to see our new products reach the market.

Fundamentally, I beleive we are in the strongest overall position since I joined Digital Research in 1981. However, we still face some persistent fiscal constraints. With the market in a somewhat depressed state of change, we can expect tight management of resources to continue at least until our new products begin to contribute significant revenues.

What does the marketplace look like in the year 1985?

The marketplace is pretty pessimistic. The retail market is experiencing compression of revenues and a general slowdown in the sales of personal computers and related software at a time when IBM is increasing competition with its own developed software applications.

In addition, the marketplace is consolidating around the IBM PC line. With the announcement of the PC/AT, the market has drawn even closer to IBM.

Do you consider the consolidation around IBM machines a trend that will continue?

There's a lot of marketplace apprehension about how much IBM will exert its strength in the market. IBM has a tremendous set of assets, including a direct sales force with thousands of representatives who call on accounts, strong financial performance, IBM-developed applications software, strong retail presence and immense customer loyalty.

Interestingly enough, this IBM threat tends to put Digital Research in a stronger position as the leading independent systems software supplier. We can help IBM implement substantial portions of its new product strategies while assisting other OEMs with their own products that support IBM standards.

Our multitasking products, operating systems and competitive application environments, i.e. GEM software, can help them differentiate their systems and remain compatible with the large base of IBM PC software.

Which products are we focusing on during the next year?

There are a series of current products which are key to revenues and success of the company during the next year. They include Concurrent™ PC DOS 3.2 and future implementations of that product, StarLink™, Presentation Master™ and the new GEM software.

Although all of the products are complementary, they represent distinct software lines. Each has a different level of near term revenue potential, with our multitasking software leading the list.

We are taking these products to the broadest possible market. For example, StarLink is being offered to aggressive VARs who package it for vertical applications.

Later in the year our next generation of Concurrent DOS products will be announced. These products hold the key to revenue growth for the second half of the year. With more than $5 million in current backlog and more than $15 million in near term potential OEM revenue, they should provide a substantial boost to our success in the last half of the year.

How will we increase our presence in the retail market?

We are toying with some innovative marketing options with respect to the GEM product line. We hold high expectations for GEM software. At COMDEX/Fall'84, GEM software was one of the hits of the show. The line offers competitive products that are unmatched by anything else in the PC-DOS and MS-DOS world of applications.

Long term they hold the key to Digital Research's growth in the retail market because the software forms the basis for an end user line of products.

Can you describe our relationships with VARs and why they are important to the success of Digital Research.

The marketplace for personal computers is migrating toward application solutions. VARs generally focus on vertical applications and systems integration and, therefore, are a primary delivery mechanism for combining software and hardware into competitive end user

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New board members, director named

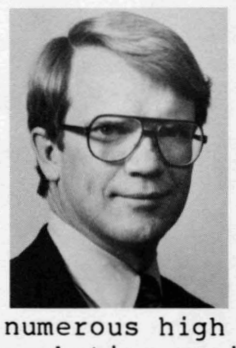
Digital Research has added two new members to the company's Board of Directors.

One is Robert Huff, youngest president ever for Bell & Howell. The other is Edward McCracken, president and chief executive officer of Silicon Graphics Inc., Mountain View.

Both new members join Gary Kildall, chairman and founder; John Rowley, president; Dorothy McEwen, founder; Regis McKenna, Regis McKenna Inc.; Jaqui Morby, TA Associates; and Gerry Davis, ex-officio member and secretary.

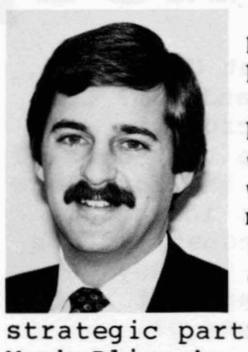
Huff, 42, has held numerous executive positions since joining Bell and Howell in 1965 as a marketing research analyst. He worked his way up through the company, becoming president of the company's consumer products group, group executive for various organizations within Bell & Howell, and executive vice president for the microimagery, business equipment and video groups.

Huff graduated from the University of Hawaii and the Harvard Graduate School of Business. He is a board member for the Better Boys Foundation, Martin Luther King Jr. Boys Club and Illinois State Chamber of Commerce. Also, Robert serves as a trustee to the University of Illinois Foundation and National College of Education, for which he serves on the President's Advisory Council.



McCracken, 40, is helping Silicon Graphics Inc. become a leader in systems that combine high-speed network communications and computational capabilities. Earlier, he spent 15 years in numerous high performance marketing positions at Hewlett Packard, including as general manager of the successful HP3000 product line.

At H-P, the new board member worked as general manager for the Business Development Group, General Systems Division and Business Computer Group. He earned an undergraduate degree in electrical engineering from Iowa State University and a master's degree in business administration from Stanford University.



A large part of Digital Research's business is derived from OEMs, who bundle our software with their hardware. The job of maintaining a good rapport with OEMs and building new relationships with strategic partners belongs to Mark Plinneke.

Mark, formerly manager of Digital Research's branch office in Los Angeles, has become director of OEM strategic marketing. Some of his key customers include Northern Telecom, AT&T, Motorola and Intel.

"We're putting a lot of effort into OEM marketing for GEM software and Concurrent DOS product lines," Mark said. "The products offer OEMs a way to differentiate their products and help us gain a stronger foothold in the microcomputer business market."

Mark was a senior marketing representative for the Commercial Systems Operation of Intel two years ago before coming to Digital Research. He graduated from University of California at Berkeley with degrees in finance and applied economics.

Press tour

Continued from page 1

turned on the machine. No damage. Sighs of relief.

Typically, Tom began all of the interviews. He spoke about GEM software and GEM Desktop, and he dealt with those pointed questions anticipated from the country's top journalists. For instance:

How does GEM fit into the strategic plan for Digital Research?

The answer: GEM builds on our past experience in graphics and operating systems. It grew out of two years of work with GSX.

How can Digital Research expect to succeed where others have failed?

The answer: GEM software offers distinct features that help novices use and understand computers. The product is scheduled to ship in the first quarter of 1985, months ahead of competitive products. Moreover, it is the basis for all of Digital Research's future graphics products.

Bill followed with his demonstration. He talked about GEM applications such as GEM Wordchart™, software for producing organizational charts; GEM Graph™, used to draw charts and graphs; and GEM Draw, a powerful drawing package for any type of presentation slide or overhead.

The twosome was called on to repeat their performance dozens of times. The press tour was arranged through Regis McKenna Inc., Digital Research's public relations agency, and the Corporate Communications Department. Together, they created press releases, produced photos of GEM software and scheduled interviews.

The first leg of the tour began in New York where they met with journalists from Business Week, Electronics Week, PC Magazine and Datamation.

From there, they boarded an evening shuttle flight to Boston. Scheduled were visits to Mini-Micro Systems, Electronic Business, High Technology and Business Computer Systems.

Later, the pair rented a car and drove two hours to Peterborough, N.H. The small New England town is the heaquarters for two big name magazines -- Byte and Popular Computing.

The tour was completed in San Francisco at the end of October. The final sweep of interviews included visits with writers from the San Jose Mercury News, Computer Retail News and Newsweek.

"Being on a press tour is like traveling with a rock and roll band," Byers said. "You get on the road early and finish late at night. You never know what types of questions may be asked and sometimes must conduct the interview as the writer types notes on a portable computer. Even though you get exhausted, the effort is worth it -- the exhilaration keeps you going. We have already had several positive reviews of GEM software, and we expect more during the next six months."

Conversation

Continued from page 4

packages. They use generic products like Concurrent PC DOS or Concurrent PC DOS plus StarLink as the basis for their systems, and they add value in applications and support.

Long term, VARs hold the key to the success of Concurrent DOS in vertical markets. Therefore, we will continue to strengthen our position with key VARs throughout 1985.

What is the "bottom line" for 1985?

It should be a gratifying year for most people at Digital Research. The fruits of two years of labor will begin to be harvested and the market will begin to see what we are really capable of!

UNIX System V team

Intel Corp. recently sent formal congratulations to members of the UNIX development team, which is nearing completion of porting UNIX System V to an Intel microprocessor. The team is (seated from the left): Gordon Furbush; Chuck Hickey, project manager; Don Cragun; and Dick Davis of Intel. Standing are: Honey Schrecker; Ian Colloff; Andrew Sharpe; Alan Fargusson; David McCabe; Tim Levin; Jonathan Yang; and Richard Wirt of Intel.

They keep the presses rolling

Members of Commercial Press of Monterey (CP/M) include: (seated from the left): Stephie Perman, Emily Foote, Julie Madriaga, Lucy Ahrens and Bruce Bauer. Standing from the left are: David Hoskins, Jed Jones, Carl Madriaga, Jean Angley, Frank Chavarria and Nelson Basden. Not pictured are: Jim Hall, Gordon Smith, Peter Bratton and Santo DeFranco.

By the staff at CP/M

What does CP/M stand for? Control Program for Microcomputers, the software package that boosted Digital Research to the forefront of the microcomputer industry.

In the printing industry, it's a different matter. To many people at Digital Research it also means Commercial Press of Monterey.

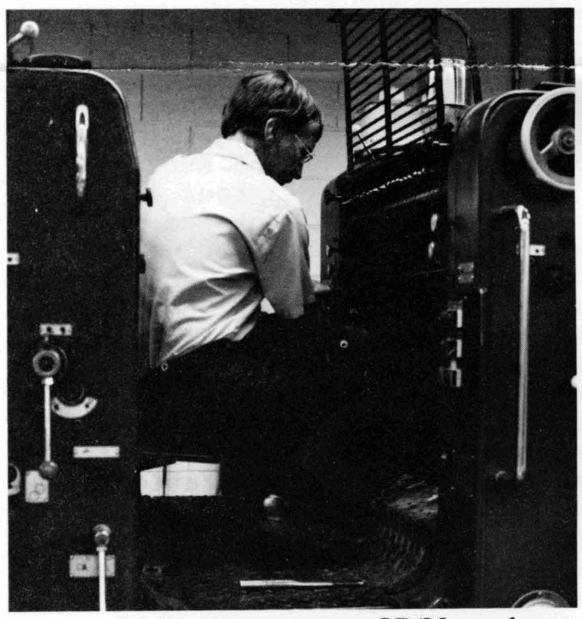
Have you ever wondered where all the documentation for Digital Research's software comes from? How about the disk labels, registration cards, personal memo pads, business cards, Digital Dialogue and other publications. You guessed it. . . Commercial Press of Monterey.

CP/M was founded four years ago by Dorothy McEwen to meet the growing printing needs of Digital Research. Located in Sand City, CP/M was purchased in September 1983 and became part of the Manufacturing group.

The printing facility itself is comprised of several departments, most of which fall within the highly specialized area of production.

The Camera Department, supervised by Bruce Bauer and assisted by Nelson Basden, prepares and processes art through a series of complicated procedures that produce material ready for printing.

Once the art is ready for the presses, it may be sent to one of three printing presses operated by CP/M. Each is capable of producing a wide variety of printed material.



Gordon Smith, pressman at CP/M, performs preventative maintenance between press runs.

The largest press (28 feet long) is a 2-color Heidelberg operated by Supervisor Jed Jones and Gordon Smith. It is on this press that Digital Research software manuals are printed. The Heidelberg press is sophisticated enough to produce many types of high quality, printed materials.

A second press, the 1-color Heidelberg Kord, is operated by Jim Hall. Among other things, the Heidelberg Kord is used to produce covers for manuals.

The ABDick press is operated by Frank Chavarria. It is used for many of our Digital Research in-house forms, as well as business cards, and a variety of products.

The Bindery Department (or Finishing Department) is operated by Santo 'Sandy' J. DeFranco, supervisor, Peter Bratton, Emily Foote, Stephie Purmann and Carl Madriaga. They are responsible for the folding, cutting, binding and delivery of all manuals.

Everything that is printed needs some finishing work -- such as cutting to desired size, drilling for notebooks, folding a brochure for mailing, making pads of memos, and on and on.

Last, but not least, CP/M operates a pickup and delivery service for photocopying. David Hoskins, key operator, handles miscellaneous photocopy tasks and creates manuals for preliminary product releases.

On the business side of CP/M, Julie Madriaga handles the financial responsibilities of a small business and assists Lucy Ahrens in Customer Service. Besides taking care of our customers' requests, Lucy processes orders sent to the Production Department and is responsible for communicating the needs of customers to all phases of production.

General Manager Jean Angley oversees all projects carried out by CP/M and helps the production staff establish schedules and meet high standards for printed materials. Jean attributed the success of CP/M to its employees, who work as a team to meet tough deadlines and maintain high quality.

Although work for Digital Research ranks as a first priority, CP/M provides service to other businesses as well. Some of these services to the Monterey business community include bindery, reproduction of half-tones and printing. After a handful of years in business, CP/M has become recognized around the Monterey Peninsula as a dependable, high quality printing facility.

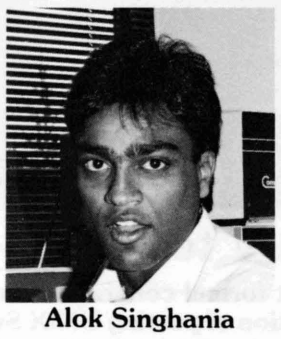
More employees who came from foreign lands

Not all Digital Research employees grew up in the United States. Some, through a sometimes circuitous series of events, have traveled an international road that led them to the company. Digital Dialogue interviewed four employees in the October issue of Digital Dialogue. Here are two others whose stories are every bit as interesting:

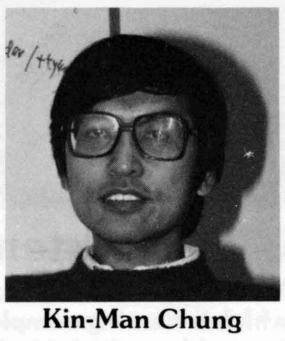
Alok Singhania, languages engineer, Languages Department, born and raised in India:

"After I graduated with a physics degree from Presidency College in Calcutta, I decided to experience living in another country. There were two reasons I picked the United States. First, I wanted to get a doctorate in physics, and the United States offered some of the most advanced facilities available. Second, I was offered a scholarship for postgraduate work at the University of Pittsburgh. There, I finished my master's degree in physics and began work on a master's degree in computer science.

After graduating in December 1983, I decided to move out of Pittsburgh. The weather was too cold and depressing for me. At the time, I received a subscription to the San Jose Mercury News and responded to an employment ad from Digital Research. Chip Chapin asked me to visit Digital Research, and I joined the company two months later."



Alok Singhania



Kin-Man Chung

Kin-man Chung, languages engineer, Languages Department, born and raised in China:

"My family moved from China to Hong Kong in 1960 when I was 10 years old. After high school, I came to the United States to study physics at University of California at Berkeley. Then I continued my education at the University of Illinois, where I received a doctorate in computer science.

My first job after college was at Wang Laboratories in Boston, where I worked with compilers. After I had been with Wang for about four years, I happened to see an employment ad for Digital Research. Six months later, I was invited out to Monterey.

I had always wanted to return to California. Besides, the work is interesting. During most of my two years with Digital Research I have helped redesign the company's language compilers. The new technology simplifies the job of porting language compilers to different types of microprocessors."

Wally World scores well in city league

Determination in the face of adversity is the sign of a championship team. Take Wally World, for instance.

The Digital Research softball team managed by Greg Walberg, director of Manufacturing, licked its wounds in summer after a dismal showing in Monterey City League. The squad placed fourth after posting a 4-6-1 record.

All the members enjoyed a short break in the fall before diving head first into Pacific Grove City League. Rejuvenated, Wally World leads its division as league play winds down and the team looks forward to championship games.

As of early December, Wally World was positioned in first for Division A with an 11-1 record.

"We just put it all together," boasted Greg, not elaborating on the team's 180 degree turnabout. "What else can I say?"

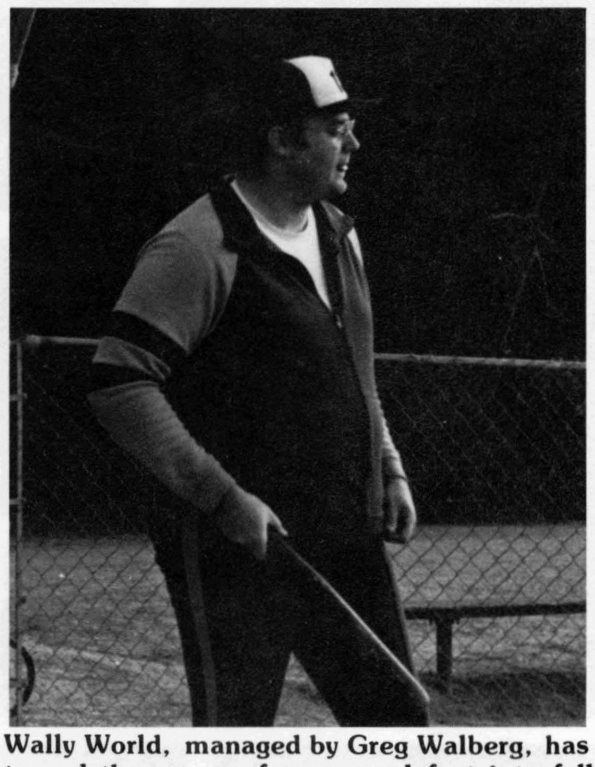
Indeed, the statistics say it for him. Mark Staggs has emerged as one of Wally World's top performers, with a .436 batting average and six doubles.

"Mark has broken out of his year and a half slump," said Greg. "He's always been a good player but seemed out of sync during the past year. Since Mark regained his confidence as a batter, Wally World has increased its offensive power dramatically."

Keeping pace with Mark is Greg Tarola, who has a .424 batting average. Meanwhile, Greg Walberg leads the team with 15 RBIs. Rene Ramone has hit two triples.

The strong performances by all Wally World players may be enough to carry them through championship games for all city leagues on the Monterey Peninsula. Playoffs continue through Dec. 18.

"The championship tournament will test our mettle," Greg said. "We will be playing against the very best teams on the Peninsula. We expect a dog fight."



Wally World, managed by Greg Walberg, has turned the agony of summer defeat into fall victory during the Pacific Grove City League.

Tech Support goes on line to subscribers

By Joe Byrd

If you want to ask questions of a support or development engineer about a Digital Research product, one of the best ways is to go on line with DR SIG. DR SIG, the Digital Research Communications Forum on CompuServe, is the location for regularly scheduled conferences on specific subject areas.

CompuServe subscribers just type 'Go PCS-13' at any prompt in the CIS data base and enter the CO command from the main menu. Once in the conference mode, users type '?' to let the conference moderator know that they have questions. The rest of the instructions can be found in a short help file that is available on line.

The first three conferences covered subject areas that ranged from "Support Can Be Beautiful" to Fortran 77. The conferences, normally held from 5 to 8 p.m. on Thursdays, have attracted an enthusiastic response from customers as well as Digital Research staff members.

"These conferences provide a means for Digital Research engineers to talk to customers and exchange information on our product development and support efforts," commented Garry Silvey, Operating Systems support manager. "Not only that, conferencing is just plain fun."

Future conferences include such topics as the Graphic Environment Manager (GEM) and Concurrent PC DOS. Conferences are announced to all members of DR SIG. Drop by and visit the next on line conference from Digital Research.

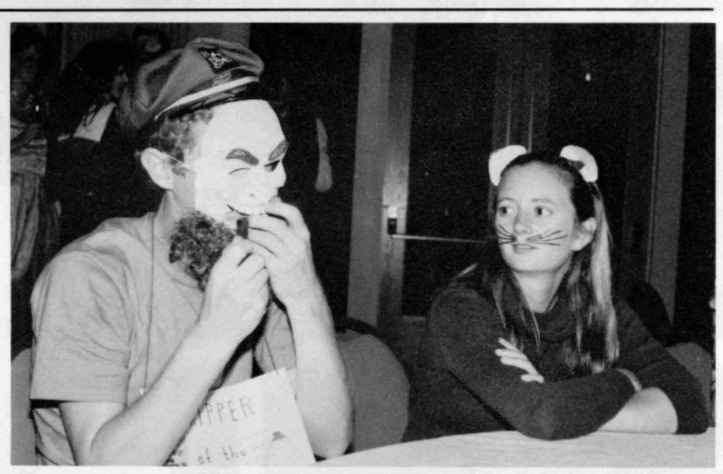
Dear Sirs:

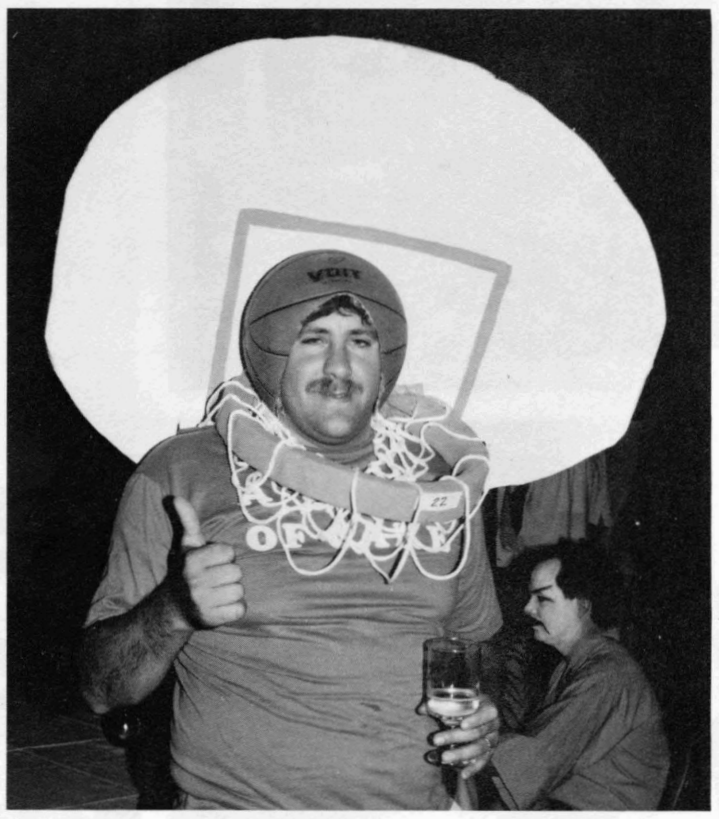
On behalf of the Board, staff, viewers and listeners of KQED Channel 9, KQED Channel 32 and KQED-FM 88.5, please accept my deep appreciation for your renewed corporate membership.

Your recent corporate contribution, along with those of other outstanding corporate citizens, will help us maintain financial stability in this important year and continue the delivery of quality communications services.

Sincerely,

James B. Lockhart, Chairman KQED Board of Directors and Vice President,
Public Affairs, Transamerica Corporation





Halloween party contest winners

Halloween festivities sponsored by Digital Research at the Hyatt Regency, Oct. 27, brought out the creativity among Digital Research employees and guests. Among them were, clockwise, Ghostbusters Joe and Kathy Byrd (named the most attractive), Hal Steger and guest Joanne Brown, Mark Staggs (most original), and Dave Perry of ICL (most gruesome). Not shown is Suzan Alcott, who was named "funniest" by dressing as an obese clown.

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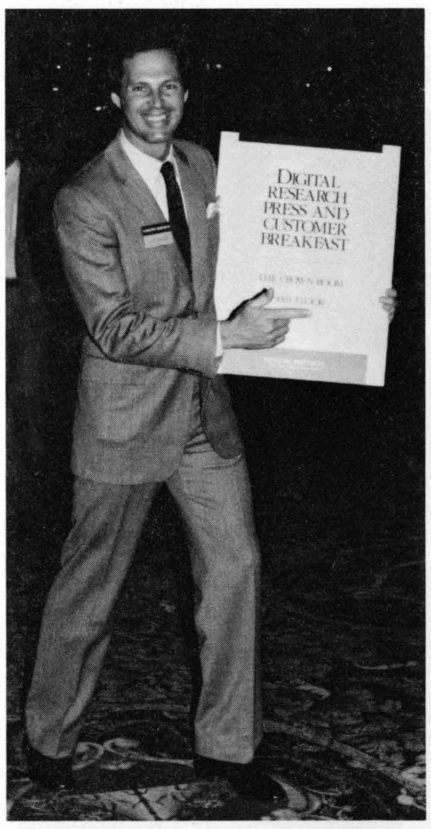

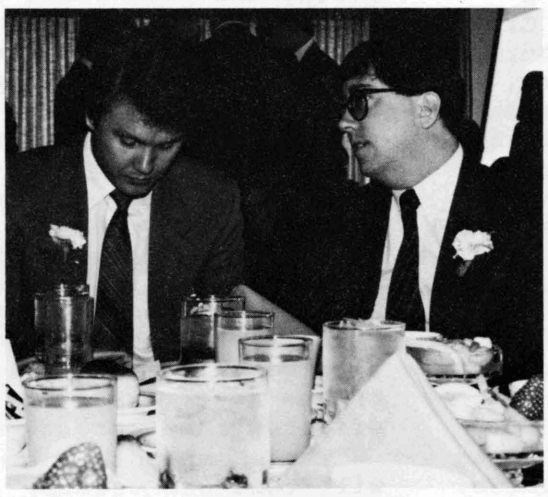

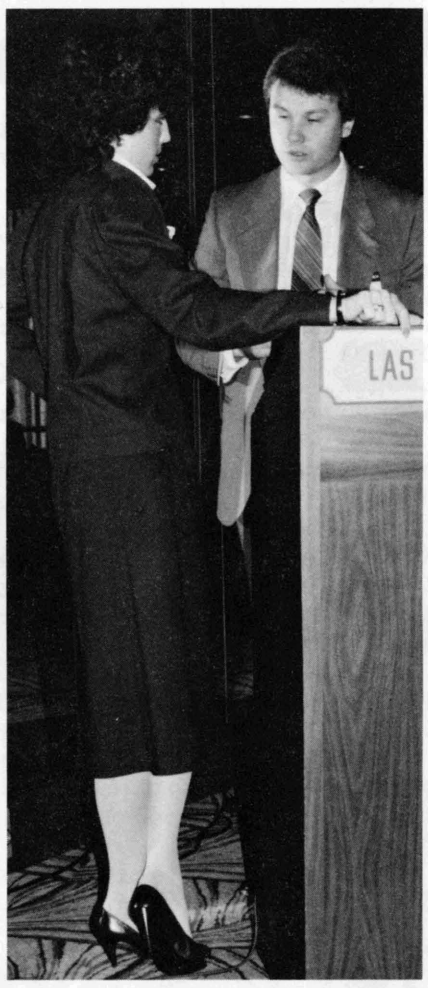

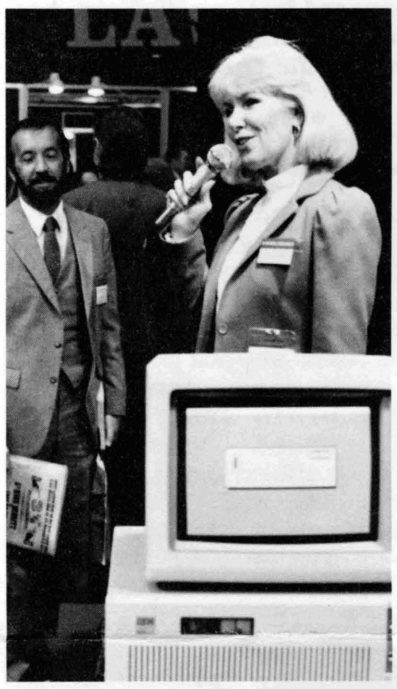

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