

July 19, 1965

Mr. James L. Hanifen
Director of Acquisitions
Lehigh Valley Industries, Inc.
74 Trinity Place
New York 6, New York

Dear Mr. Hanifen:

We want to thank you for your interest in DEC. However, I feel that we have to give a negative answer to your inquiry. We see the plans for DEC laid out quite clearly before us and do not now see the need for making corporate ties.

Thank you again for your interest.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ecc

5/25

K. H. OLSEN

John Long-

I'll give these people
a negative answer if
I don't hear from you
right away.

Sent in Personal & Confidential
env.

DIGITAL EQUIPMENT CORPORATION

LEHIGH VALLEY INDUSTRIES, INC.

74 TRINITY PLACE • NEW YORK 6, N. Y.

HA 5-7020

"PERSONAL & CONFIDENTIAL"

July 14, 1965

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

Dear Mr. Olsen:

Our New York Stock Exchange listed company is actively engaged in a search for suitable acquisitions.

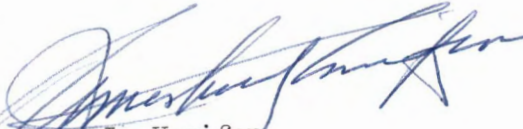
We would like to inquire, on a strictly confidential basis, if you would be interested in selling your company. In the event you would consider this possibility, I would like very much to discuss it with you.

We are in a position to move promptly, providing you can offer us good management - which will continue - growth potential and earnings.

Awaiting an expression of interest in principle, I am

Sincerely yours,

LEHIGH VALLEY INDUSTRIES, INC.



James L. Hanifen
Director of Acquisitions

JLH/s

July 19, 1965

Unistrut Company
6 Franklin Street
Cambridge, Massachusetts

Attention: Mr. J. Kearns

Dear Mr. Kearns:

Reference our telephone conversation of 16 July regarding aluminum channel.

Enclosed is a sample of the handle I described to you. These handles mount to fairly lightweight phenolic boards ranging from about 4" x 7" to 10" x 7". We would like to suspend boards from a channel, via these handles.

While we are awaiting samples from the factory, perhaps you would like to suggest a type of Unistrut channel which will most efficiently serve this purpose.

Sincerely,

DIGITAL EQUIPMENT CORPORATION

(Mrs.) Deborah Kuyamjian
Buyer

DLK:mw

Enclosure

cc: Mr. K.H. Olsen
DEC

July 19, 1965

**Mr. J. Richard Nunamaker
President
Heights Apartment Properties, Inc.
3535 Lee Road
Shaker Heights, Ohio**

Dear Mr. Nunamaker:

We want to thank you for your interest in DEC. However, I feel that we have to give a negative answer to your inquiry. We see the plans for DEC laid out quite clearly before us and do not now see the need for making corporate ties.

Thank you again for your interest.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:ecc

Heights Apartment Properties Incorporated

J. R. Nunamaker
VICE PRESIDENT

SHAKER HEIGHTS, OHIO

3535 LEE ROAD
991-1199 AREA CODE 216

July 14, 1965

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

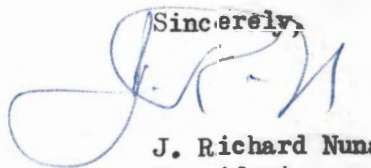
Dear Mr. Olsen:

We have received a request to find for acquisition or merger a firm, or possibly a substantial operating division, in the general field of electronics.

The organization making this request has a small amount of activity through one of its divisions although the parent company has annual sales volume in another field of over \$100,000,000. This firm is listed on the New York Stock Exchange and does business internationally.

This is a sincere and bonafide request for consideration on your part of this opportunity. Whether you are able to pursue such a course at this time or not, we would appreciate working with you in these matters at any time.

Sincerely,



J. Richard Nunamaker,
President


JRN/yw

PROOF for - - - -

POOR'S REGISTER of CORPORATIONS, DIRECTORS and EXECUTIVES

Published By

Please return promptly to **STANDARD & POOR'S CORPORATION**
345 Hudson St. New York, N. Y. 10014

Kindly examine this proof from the Current POOR'S REGISTER of CORPORATIONS, DIRECTORS and EXECUTIVES and revise it, if necessary, to bring your company's listing up to date for the next edition, as per this sample: 

IMPORTANT—Even if proof is correct, please return it with your O.K.

DIGITAL EQUIPMENT CORP. 146 Main St., Maynard, Mass.

*Pres—Kenneth H. Olsen
*V-P & Treas—Harlan E. Anderson
*Secy—Dorothy E. Rowe
~~Compt—Richard F. Mills~~
Sales Mgr—Stanley C. Olsen
Adv Mgr—John L. Atwood
Per Mgr—Robert T. Lassen
Purch Agt—Henry Crouse
Chief Engr—Richard L. Best
Prod Mgr—Maynard Sandler
Accts—Lybrand, Ross Bros. & Montgomery
Employees: ~~400~~ 800

*Also DIRECTORS—other Directors are:

Vernon R. Alden, Ohio Univ., Athens, Ohio
John Barnard, Jr., 200 Berkeley St., Boston 16
Wayne P. Brobeck, 777 14th St., N. W., Washington 5, D. C.
William R. Congleton, 200 Berkeley St., Boston 16
Arnaud de Vitry, P. O. Box 41, Villars-surillon Vaud, Switzerland
Jay W. Forrester, MIT, Cambridge, Mass.
Henry W. Hoagland, 200 Berkeley St., Boston 16
PRODUCTS: Digital computers, laboratory ~~system~~ modules, memory testers, ~~oscilloscopes~~, core testers, other electronic systems & components
S.I.C. 3571; 3579

DIGITAL CIRCUIT

ADD: SALES MGR.

mailed 7/14/65

Sample Listing SMITH CHEMICAL CO. 100 Lake St., Peoria, Ill.

*Chrm—John Smith, Union Chemical Co., 80 State St., NYC
*Pres—William Sanders
*Exec V-P—Frank Fox
V-P (Sales)—Joseph Lee, 506 5th Ave., NYC 20
V-P (Mfg)—James Lillis, 80 Michigan Blvd., Chicago
V-P (Engr)—Carl Swenson
V-P (Oper)—Stanley Masterson
*V-P (Fin)—Phillip Morley
V-P (Pub Itel)—George Kenney
*Treas—Harold Adams
Secy—Albert Moore
Compt—Harley Williams
Gen Mgr—Raymond Graham
Sales Mgr—James Wilson
Adv Mgr—Edward Davis
Per Dir—Frank Williams
Purch Agt—Earl King
Chief Engr—Lewis Parker
Product Engr—George Gardner
Traffic Mgr—Sydney Graff
Works Mgr—Frank Dane
Accts—Carl Loeb & Co., Chicago
Sales Range: \$12-\$15 Mil. Employees: 730

*Also DIRECTORS—other Directors are:
Walter Paris, 120 Congress St., Boston
Samuel Coates, 108 First St., Pittsburgh

PRODUCTS: Dyes, acids, plastics materials, alkalies & salts.
S.I.C. 2815; 2818; 2819; 2821; 2812

If any officer retires, but continues as a director, please so indicate.

If a new officer is elected who also becomes a director, please so indicate.

SIGN HERE and EXAMINATION COPY of the REGISTER

will be sent, no obligation, to you.

BLIND COPY: Mr. Kenneth Olsen ✓ for information
Mr. Bob Dill

July 6, 1965

Mr. A. M. Poniatoff
141 Tuscaloosa
Atherton, California

Dear Mr. Poniatoff:

Pursuant to our telephone conversations with Mr. Jack Euphrat, I am enclosing check for \$200.00 covering payment of utility billings for March, April, May, and June 1965 at \$50.00 per month.

We are pleased finally to have this situation clarified and sincerely hope that you know our being in arrears on these payments is the result of a series of misunderstandings rather than our unwillingness to meet our obligations.

Mr. Euphrat has been most helpful on this and I am happy to work with him.

You can be sure that the \$50.00 check to cover our monthly utility bill will be forwarded promptly on the first of each month beginning August 1, 1965.

Sincerely,

Kenneth Larsen
Manager, Regional Office

KL:es
Enclosure: Check #549
Copy: Mr. Euphrat

Mr. Porter, General Precision-Link

COPY

June 25, 1965

Mr. Robert A. Cesari
Blair and Buckles
89 State Street
Boston, Massachusetts 02109

Dear Bob:

The enclosed is a copy of the Semi Annual Report from Computer Control. Their profit is particularly low. I think the indications point to the fact that the computer industry in general will become much more competitive and operate at much lower profit margins. The large number of computer manufacturers will probably never make a profit and the rest, other than IBM, will probably creep down to a level smaller than what people have gotten use to.

I point this out because I believe that the final percentage which people will be willing to pay for patent royalty will probably end up being quite a bit less than 2%. It seems to me that people's profit level is now a small number of percent and they will drag their feet a long time before they are willing to pay 2% for patents.

Sincerely,

Kenneth H. Olsen
President

KHO:ncs

C

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June 18, 1965

**Mr. T. A. Mangerison
Scientific & Technical Advisor
The Thomson Organisation Limited
Thomson House
200 Gray's Inn Road
London WC1, England**

Dear Mr. Mangerison:

We are very pleased to receive a letter of Intent for a PDP-8 from your organization and we were particularly pleased to hear of your interest in cooperating in the manufacture of our computers in England. We have leased a building and have laid out plans for entering small scale production of the PDP-8 in Reading. We are very enthusiastic about the potential of this project but we feel the need of being very slow and cautious in developing this until we understand all that is involved. As a result, I feel we have to give a negative answer to your offer for a joint venture.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:ccc

cc: John Leng
Nick Mazzaresse

OK
y

RECEIVED

1965 JUN -3 AM 8:52

DIGITAL EQUIPMENT CORP.
SALES DEPARTMENT

ITT *
DIGITAL MAYN

DIGITAL READING

MSG NO 323
3.6.65

TO KEN OLSEN
FROM JOHN LENG

AGREE NO TO THOMSON. THEY HAVE HOWEVER GIVEN LOI FOR PDP-8
AND YOU MAY WISH TO THANK THEM FOR THIS.

THE THOMSON ORGANISATION LIMITED

Thomson House 200 Gray's Inn Road London WC1

Telex 22269 Telegrams THOMSONNEWS LONDON WCI Telephone TERMINUS 1234

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

18th May, 1965

Dear Mr. Olsen,

I hope you will forgive me writing to you out of the blue, but I have been extremely impressed with the range of small computers that your firm is offering, and I wondered whether you would be interested in a proposal that I now put to you tentatively.

The Thomson Organisation is a large international group of companies owning over one hundred newspapers in Britain, Canada, the United States and other parts of the world. Our newspapers include The Sunday Times, The Scotsman, The Western Mail and the Illustrated London News. The Company also owns many television stations and radio stations, a number of book publishers, and a large number of periodicals and magazines, including the British version of Family Circle, and printing works. A copy of the 1964 Annual Report covering the British and non-American activities is enclosed.

Our Chairman, Lord Thomson of Fleet, recently decided that the Company should diversify and seek a stake in the new "scientific" industries. We have already acquired one internationally known small British electronics firm and are attempting to build a nucleus of other worthwhile electronics activities.

I heard that you were proposing to set up a small British subsidiary company to assemble, test, and sell PDP computers and wondered whether you would be interested in considering doing so as a joint venture with us with the eventual intention of building the complete computers in Europe. Our main value in such an operation would probably be as a source of additional capital, but we also have considerable strength in home and overseas marketing and in technical and scientific management.

*Directors: LORD THOMSON OF FLEET (Chairman) J. M. COLTART (Deputy Chairman and Managing Director)
E. W. CHEADLE and A. M. BURNETT-STUART (Deputy Managing Directors)*

C. D. HAMILTON M. RENSHAW I. M. STEWART HARRY HENRY SIR MILES THOMAS G. C. BRUNTON SIR TIMOTHY BLIGH

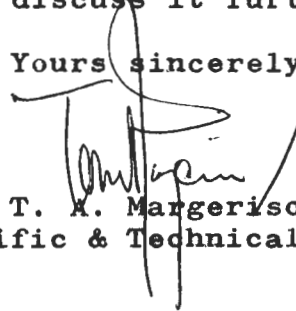
Mr. K. Olsen (cont.)

2.

18th May, 1965

If this suggestion is of interest to you, I would gladly visit you in Maynard at once to discuss it further.

Yours sincerely,



T. A. Margerison
Scientific & Technical Advisor

Enclosure

June 18, 1965

Mr. I. D. Brotherton
The Rank Organisation
Rank Data Systems Division
Woodger Road
London W. 12, England

Dear Mr. Brotherton:

We are pleased to hear of your interest in using the equipment of Digital Equipment Corporation to drive your large Xeronic printer. We would very much like to have you visit us and we will plan to see you on the morning of July 15. If for some reason or other your plans change, I am sure that we can change the date to your convenience.

We have opened sales offices in several European countries which have already shown good results. We would be happy to discuss our plans in this area with you during your visit. Our English office is in Reading and the address is: Digital Equipment Corporation (UK) Ltd.
11 Castle Street
Reading, Berkshire, England

If we can supply any information or literature to you, please feel free to call on Mr. John Leng at that address.

Sincerely yours,

Kenneth H. Olson
President

KHO:ecc

cc: John Leng
Nick Mazzaresse

Annual Report
in file

THE RANK ORGANISATION



RANK DATA SYSTEMS DIVISION

WOODGER ROAD • LONDON W.12 • ENGLAND

TELEGRAMS : RANKPRESTU, LONDON

TELEX : 24408

YOUR REF.

TELEPHONE : SHEPHERDS BUSH 2050
(S.T.D: 01 SHE 2050)

DATE 14th June, 1965.

OUR REF. IDB/PKK/1.33.

EXPRESS AIRMAIL

The President,
Digital Equipment Corporation,
Main Street,
Maynard,
Massachusetts,
U. S. A.

Dear Sir,

I am the Managing Director of the Rank Data Systems Division of The Rank Organisation, which is a large British-owned International Company, which sprung originally from the cinema industry in Great Britain, but which now has large interests in diverse fields, including Data Processing. I am enclosing a copy of our last Annual Report, which will give you some idea of the complexity of our Organisation. You will note, in particular, the close relationship we have with many American Companies, including Bell & Howell and the Xerox Corporation.

My own Division, since 1959, has been concerned with the development and subsequent manufacture and marketing of the Xeronic high speed computer output printer. This is a large "off-line" computer printer which uses the xerographic process to print on plain paper from cathode ray tube displays. It also has the ability to print out background forms from a microfilm library. I am also enclosing with this letter some literature describing the equipment together with a sample of print.

I am visiting the U. S. A. during July and I would like to call on you to discuss two problems.

Rank Precision Industries Limited
John H. Davis (Chairman)

Directors: J. F. Collis, H. Leeming, J. A. Stafford, F. Wickstead, J.P.

Cont'd. . . .

RANK DATA SYSTEMS DIVISION

Digital Equipment Corporation.

14.6.65.

2.

Firstly, we are interested in reducing the complexity of our Xeronic electronic control equipment by utilising a small general purpose computer to act as the input to our printer and to enable us to control a magnetic tape deck and possibly other peripheral equipment. We feel it is possible that you could sell us suitable equipment.

Secondly, I would be most interested in discussing with you the possibility of our assisting you in the marketing and maintenance of your equipment in Europe.

The Xeronic printer is a large machine costing about \$250,000 and the sales and maintenance force which we have recruited would, I feel, be very suitable for marketing and maintaining other computers, and computer peripheral equipment, for the following reasons:-

- 1) Our Marketing organisation is already visiting, throughout Europe and elsewhere, banks, insurance companies, manufacturing concerns, National Authorities, mail order houses and many other users in industry and government of data processing equipment, for the purpose of studying their data processing systems and selling them a Xeronic computer printer.
- 2) We have already established in Europe:-

Rank Data Systems (France) S. A.,
61, Avenue du General-Leclerc,
Boulogne, s/Seine, France.

Rank Data Systems G. m. b. H.,
6, Frankfurt am Main,
Biebergasse 2, Winterthurhaus,
Germany.

Rank Precision Industries S. p. A.,
Divisione Rank Data Systems,
Via Andrea Costa 17,
Milan, Italy.

Cont'd. . . .

RANK DATA SYSTEMS DIVISION

Digital Equipment Corporation.

14. 6. 65.

3.

Rank Data Systems AB.,
Fack 43007,
Liljeholmsplan,
Stockholm 43, Sweden,

and Rank Data Systems AS is being formed in Denmark.

- 3) Each of these Companies, although small, has a well qualified staff, including salesmen, systems analysts and graduate engineers, and we are backed up by the large Marketing, Market Research and Public Relations organisations of The Rank Organisation, which is at our disposal throughout the world.
- 4) The technical problems concerned with your equipment and our printer should prove to be remarkably similar. With Xeronic, a magnetic tape is read, the information is checked and stored in a ferrite core store, decoded, addressed and displayed on cathode ray tubes. Forms are printed simultaneously from a microfilm library by xerographic means, and the paper issuing from the printer is cut, slit, perforated and stacked.
- 5) Our Sales and Engineering Staff are, therefore, familiar with computer techniques and with the techniques of computer peripheral equipment.

We are interested in increasing the products we handle by undertaking the marketing, in Europe, of products manufactured by other organisations. I am visiting the U.S.A. early in July with Herr R. Biebl, the Manager of my German subsidiary company and we would be most interested in calling on you to examine the possibility of co-operation between our two Companies.

We can be in Maynard, Massachusetts on the morning of the 15th July. If you could see us at this time I would be grateful if you could write or telex me at the above address so that I can finalise my arrangements.

Yours faithfully,



I. D. Brotherton.

Encl.

June 16, 1965

Mr. J. L. Turner
Consultant to the President
STELMA, Incorporated
200 Henry Street
Stamford, Connecticut

Dear Mr. Turner:

Thank you for sending the copy of STELMA'S annual report. As you requested, you will find enclosed a copy of DEC's 1964 annual report. In August we will have a new report and I will be happy to send a copy to you at that time.

Thank you for your interest in Digital Equipment Corporation.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosure

E 150

STELMA, INCORPORATED

Designers and Manufacturers of Electronic Communications Equipment

200 HENRY STREET · STAMFORD, CONNECTICUT
TELEPHONE: DAVIS 5-4161 CABLE: "STELCONN"
NEW YORK: WYANDOTTE 3-2484

June 7, 1965

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

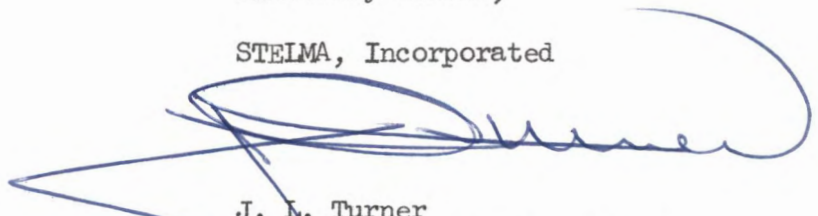
Dear Mr. Olsen:

For your personal and confidential information, attached is a Facilities and Capabilities Brochure of STELMA, Incorporated, the Annual Report for the previous fiscal year, and the current interim report.

Would you do me a favor, and send me in confidence, similar information on your company? This will help me become more fully acquainted with this industry.

Sincerely thanks,

STELMA, Incorporated



J. E. Turner
Consultant to the President

JLT/dt
Enclosures



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

June 14, 1965

Commonwealth of Massachusetts
Department of Corporations and Taxation
P. O. Box 950
Boston, Massachusetts 02103

Gentlemen:

Enclosed is an amended form 355-ES for Digital Equipment Corporation for fiscal year 1965. Since 25% of our original estimate (\$112,432) was more than 50% of our revised estimate (\$53,000), no payment is due on this second instalment.

Please advise if you have any questions regarding this form.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kenneth H. Olsen".

Kenneth H. Olsen
President

KHO:ecc

Enclosure

Form 355-ES

THE COMMONWEALTH OF MASSACHUSETTS

1964

READ INSTRUCTIONS
DO NOT STAPLE OR MUTILATE

DECLARATION OF CORPORATION ESTIMATED TAX
(Amended)

Fiscal 1965

FILE THIS DECLARATION, TOGETHER WITH THE AMOUNT DUE, WITH
THE DEPARTMENT OF CORPORATIONS AND TAXATION, P.O. BOX 950;
BOSTON, MASSACHUSETTS 02103.

FOR CALENDAR YEAR 1964 TO
TAXABLE YEAR BEGINS 6/28 1964
AND ENDS 7/3 1965

MASSACHUSETTS
ACCOUNT NUMBER

72335

NAME, ADDRESS, AND U.S. IDENTIFICATION NUMBER

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754
04-2226590

CHECK THE FORM
ON WHICH YOU FILE:

- 355A
- 355B
- 63B.T.C.
- P.S. 1
- INSURANCE
- OTHER (INDICATE)

(DO NOT WRITE IN THIS SPACE)

1. TOTAL TAX FOR PRIOR TAX YEAR:

\$112,432

2. ESTIMATED TAX FOR CURRENT TAX

YEAR: \$53,000

3. IF ITEM 2 IS MORE THAN \$1,000,
ENTER 25% OF SUCH AMOUNT:

\$ -0-

THIS AMOUNT IS DUE AND PAYABLE
ON OR BEFORE THE FIFTEENTH DAY
OF THE SIXTH MONTH OF THE TAX-
ABLE YEAR.

MAKE CHECK OR MONEY ORDER PAYABLE TO THE COMMONWEALTH OF MASSACHUSETTS

* Estimate changed to annualized basis - 50% of line 2 was paid
12/15/65. (On our check #50823 in the amount of \$28,108.00.)

INSTRUCTIONS

1. For taxable years commencing on and after January 1, 1964, all corporations which reasonably estimate their corporation tax to be in excess of \$1,000 are required to file a Declaration of Estimated Tax on or before the fifteenth day of the sixth month of the taxable year. Payment of the estimated tax will be due in two equal installments on or before the fifteenth day of the sixth and twelfth months of the taxable year. For taxable years commencing before January 1, 1965, 25% of the estimated tax will be due on each of the two installment

dates. For taxable years commencing on and after January 1, 1965, 50% of the estimated tax will be due on each of the two installment dates.

2. If the amount in Item 2 is \$1,000 or less, no declaration or payment is required to be made.

3. Chapter 63B of the General Laws requires an addition to the tax of 6% per annum for underpayments and penalties for the wilful neglect or failure to file a declaration or pay any installment due thereunder.



equipment corporation

MAYNARD, MASSACHUSETTS

TWinoaks 7-8822 TWX MAYN 816

June 14, 1965

District Director
Internal Revenue Service
174 Ipswich Street
Boston, Massachusetts

Gentlemen:

We are submitting an amended estimate of the federal tax liability for Digital Equipment Corporation for year ending July 3, 1965. Since our previous estimate has resulted in payments of more than 52% (in the first 3 instalments) of the amended taxable income, no instalment payment is due with the enclosed form 1120 ES.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Kenneth H. Olsen'.

Kenneth H. Olsen
President

KHO:ecc

Enclosure

ESTIMATED TAX COMPUTATION

(Complete where tax is expected to exceed \$100,000 plus amount of estimated credits)

1. Taxable income expected in 196 ⁵ (Amended)	515,300
2. Net long-term capital gain reduced by any net short-term capital loss	Ø
3. Line 1 less line 2	515,300
4. Normal tax—22% of line 3	see attached schedule line (6)
5. Surtax—28% of (line 3 less \$25,000) (Fiscal year taxpayers—see instructions)	244,795
6. Alternative tax on capital gains—25% of line 2	Ø
7. Tax from recomputing prior year investment credit	Ø
8. Total tax—Sum of lines 4, 5, 6, and 7	244,795

FORM 1120-ES
U.S. Treasury Department
Internal Revenue Service

CORPORATION DECLARATION OF ESTIMATED TAX

1964

Name and address of corporation (Number, street, city, State, and Postal ZIP code)
Digital Equipment Corporation
146 Main Street, Maynard, Massachusetts 01754

Employer Identification No.
04-2226590

If this declaration is not for calendar year 1964, indicate taxable year—beginning 6/28, 1964, and ending 7/3, 1965

1. 196 ⁵ income tax \$ <u>840,000</u> ; estimate of 196 ⁴ income tax	<u>244,795</u>
2. Less: (a) Statutory exemption	\$100,000
(b) Estimated foreign tax credit	Ø
(c) Estimated investment credit	Ø
3. ESTIMATED TAX (line 1 less line 2)	144,795
4. If this declaration is due to be filed on: <input type="checkbox"/> April 15, 1964, enter 1% of line 3; <input type="checkbox"/> Sept. 15, 1964, enter 26% of line 3 } <input type="checkbox"/> June 15, 1964, enter 1 1/2% of line 3; <input checked="" type="checkbox"/> June 15, 1965, enter 52% of line 3 }	75,293
5. Amount of 1963 overpayment elected as credit against 1964 income tax <u>and 3/15/65</u>	<u>200,900</u> x x x x x x x x x x x x x x x x
6. Amount paid with this declaration	Ø

Under penalties of perjury, I declare that this declaration has been examined by me and to the best of my knowledge and belief is a true, correct, and complete declaration.

6/14/65 (Date) _____ (Signature of officer or agent) _____ (Title of officer)

FORM 1120-ES
U.S. Treasury Department
Internal Revenue Service

CORPORATION DECLARATION OF ESTIMATED TAX

1964

Name and address of corporation (Number, street, city, State, and Postal ZIP code)

Employer Identification No.

If this declaration is not for calendar year 1964, indicate taxable year—beginning _____, 1964, and ending _____, 19____

1. 1963 income tax \$ _____; estimate of 1964 income tax	\$100,000
2. Less: (a) Statutory exemption	Ø
(b) Estimated foreign tax credit	Ø
(c) Estimated investment credit	Ø
3. ESTIMATED TAX (line 1 less line 2)	Ø
4. If this declaration is due to be filed on: <input type="checkbox"/> April 15, 1964, enter 1% of line 3; <input type="checkbox"/> Sept. 15, 1964, enter 26% of line 3 } <input type="checkbox"/> June 15, 1964, enter 1 1/2% of line 3; <input type="checkbox"/> Dec. 15, 1964, enter 52% of line 3 }	Ø
5. Amount of 1963 overpayment elected as credit against 1964 income tax	Ø x x x x x x x x x x x x x x x x
6. Amount paid with this declaration	Ø

Under penalties of perjury, I declare that this declaration has been examined by me and to the best of my knowledge and belief is a true, correct, and complete declaration.

_____ (Date) _____ (Signature of officer or agent) _____ (Title of officer)

DIGITAL EQUIPMENT CORPORATION 04-2226590
 Computation of Federal Tax Payment - (Estimate)
 4th Instalment for 1965 - due 6/15/65

1. Taxable Income (A)		515,300
	Computation of Tax Rates before Jan. 1, 1965	
2. Over \$25,000 (50% of Line (1))	257,650.	
Less 7,000	7,000.	250,650.
	Computation of Tax Rates after Jan. 1, 1965	
3. Over \$25,000 (48% of Line (1))	247,344.	
Subtract 8,500	8,500.	238,844
4. Portion applicable to 1964		
.50405 X 250,650 (B)		126,340
5. Portion applicable to 1965		
.49595 X 238,844 (C)		118,455
6. Line 4 & 5		244,795

A. Annualized from first 9 months actual

B. $\frac{187}{371} = .50405$ (6/28 to 12/31/64)

C. $\frac{184}{371} = .49595$ (1/1 to 7/3/65)

June 11, 1965

Mr. John Long
Digital Equipment Corporation (UK) Ltd.
11 Castle Street
Reading, Berkshire, England

Dear John:

You have probably been wondering what has been going on in Maynard. It is really quite simple but I feel I ought to let you know right away.

For the last year, much of the Company has felt a tremendous pressure to expand their part of the operation so that in the future it will be in balance with the rest of the organization. All selling activities have been racing to keep up with the production capability and the production capability has been racing to be sure they can make what the selling people can sell. The multiplying effect is tremendous because no one is doing this on good data but on what they guess the other side will be doing in the future.

I am bringing this to a halt right now. We are going to simply hire no more people for six months so that we can prove where we stand right now and we can make rational growth plans beyond this point. This is a real shock to people but after they stop running and catch their breath, most people like it and are already making tremendous improvements in the efficiency of their organization which they never had time to look at before because they have been racing so hard.

I am also taking over the controllership of the Company and completely re-doing the accounting to make it fast, efficient, and simple. We may not be the biggest computer company in the world, but we're going to be the best controlled.

I look forward to seeing you soon.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ec

June 10, 1965

Mr. Joseph Onorato
Tech Model Railroad Club of M.I.T.
Room 20E-214
Massachusetts Institute of Technology
Cambridge, Massachusetts 02139

Dear Mr. Onorato:

Your letter to Mr. Kenneth H. Olsen regarding the donation of the Prototype PDP-1 Computer to the Tech Model Railroad Club has been reviewed by us in some detail.

The Prototype PDP-1, of course, has a certain nostalgic value to us and we are certainly interested in seeing it put to some good use. As you know, this PDP-1 has been in service since late 1959. The machine has had a complete overhaul approximately 1 year ago. It has been in continuous operation since its initial construction. However, as you may know, the configuration, mechanical appearance and the circuit boards of which it is comprised represent our first effort in building a commercial computer. The machine also requires a fair amount of maintenance to keep it operational. For all of these reasons, we feel that it would not be advisable to donate the machine to an institute of education, and we have had many offers in this respect.

However, the Tech Model Railroad Club offers us a unique advantage to put it into the hands of a group of imaginative and competent people who would be able to make use of the equipment and yet it would not be necessary or convenient to highlight the machine in a prominent location. After you have read this letter, and have had a chance to think about the means by which we might donate our Prototype PDP-1 to the Tech Model Railroad Club of M.I.T., I think it might be appropriate for us to get together and discuss the matter in more detail.

Sincerely yours,

Nick J. Mazzaresse
Computer Sales Manager

NJM/bl

CC: Mr. Kenneth H. Olsen

May 26, 1965

**Mr. Daniel McCarthy, President
Monroe Calculating Machine Company
Division of Litton Industries
550 Central Avenue
Orange, New Jersey**

Dear Mr. McCarthy:

We were very pleased to hear of your interest in selling the PDP-8 to the commercial market. We have felt confident that there is a market for this machine and our plans for the next few months included setting about to find out who would be the best to market it. Therefore, we were particularly pleased when you approached us.

We will immediately proceed in setting up meetings with the technical people to be sure that we are compatible. We would like to encourage any of your people, and especially yourself, to stop in and visit us at any time.

Sincerely,

**Kenneth H. Olsen
President**

KHO:ecc

May 26, 1965

Mr. William N. Burkhart
Vice President, Product Development
Monroe Calculating Machine Company
Division of Litton Industries
550 Central Avenue
Orange, New Jersey

Dear Mr. Burkhart:

We were pleased to hear of your interest in selling the PDP-8 to the commercial market. We will immediately have our people contact Mr. LaManna and Mr. Hinton to verify the suitability of the PDP-8 to this type work.

Enclosed is a set of literature on the PDP-8. Please let me know if there is anything else I can do to help.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ecc
Enclosures

May 25, 1965

Mr. R. M. Upright
38 West Case Drive
Hudson, Ohio

Dear Mr. Upright:

Please forgive the long delay in answering your very kind letter of April 15th expressing interest in Digital Equipment Corporation.

There is no DEC stock available for sale and there are still no immediate plans for a stock offering. If stock is offered for sale, there will be a formal announcement and I expect enough publicity that everyone interested will hear about it.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ecc

R. M. UPRIGHT
38 West Case Drive
Hudson, Ohio

April 15, 1965

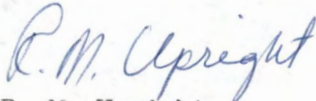
Mr. Kenneth Olsen, President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Mr. Olsen:

I was pleased and interested to receive a copy of your 1964 Annual Report last Fall. Presumably all A.R.D. stockholders were so favored. If I recall correctly, your covering letter with this report mentioned that no public stock offering was indicated in the immediate future. I was interested to know if this still is the case and if so, does anyone serve to make a market in the stock of your corporation. I have been unable to establish price and availability of your shares through established brokers locally and would appreciate your comments in this respect.

My sincerest wishes for the continued success of your fine growing organization.

Yours very truly,


R. M. Upright

May 21, 1965

Mr. Burten Alden
1402 Promontory Road
Boise, Idaho

Dear Mr. Alden:

When your brother, Vern, suggested that you might be available to take financial responsibility at DEC, we were all very enthusiastic about the idea because we have been so pleased with Vern. I am sorry that we couldn't get together yesterday but we do hope that, when you are in the East again, we can make a date to get together.

Enclosed is some of our literature to give you a picture of our Company.

We look forward to hearing from you when you are visiting the East Coast again.

Sincerely,

Kenneth H. Olsen
President

KHO:ecc

May 14, 1965

C
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P
Y

Dr. Joseph Reeves
University of Alabama
Medical Center
326 Research Building
Birmingham, Alabama 35233

Dear Dr. Reeves:

Confirming our conversation of this morning, Digital Equipment Corporation is pleased to offer to the University of Alabama the use of one Incremental Plotter and Control Type 350 (includes Calcomp Plotter Model 565).

This equipment will be loaned to the University of Alabama for a period of one year at no charge. At the year end, the agreement of the loan is open to renegotiation.

We are looking forward to having your group join the rapidly growing family of over 250 PDP computer installations. If I can be of any additional assistance, please feel free to call me.

Sincerely yours,

DIGITAL EQUIPMENT CORPORATION

G. C. Belden
PDP-7 Marketing

GCB:cr

CC: Ken Olsen ✓
Don Henderson-Huntsville

May 11, 1965

Mr. H. G. Osborn
International Computers and Tabulators Limited
Planning Division
I.C.T. House
Putney
London SW15, England

Dear Mr. Osborn:

By the time you receive this letter, Digital Equipment Corporation (U.K.) Ltd. will have already contacted you with the details of our new DECtape Unit.

There is, perhaps, one area which might be somewhat unclear; this is the matter of delivery. Our present plans are to have the first production units of this in customer hands by the first of September. We will be able to make delivery to you at that time.

We are certainly looking forward to hearing from you further in regard to this matter.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ecc

AIR MAIL

I.C.T

INTERNATIONAL COMPUTERS AND TABULATORS LIMITED

PLANNING DIVISION

I.C.T. HOUSE PUTNEY LONDON SW15

TELEPHONE PUTNEY 7272 · TELEGRAMS TABULATORIAL LONDON TELEX · TELEX 21159

HGO/JB

5th May, 1965.

Mr. Kenneth H. Olsen,
Digital Equipment Corporation,
Maynard,
Massachusetts,
U.S.A.

Dear Mr. Olsen,

Thank you very much for your letter of 29th April enclosing the splendid paperweight which is very gratefully received.

I look forward to hearing from you regarding the DEC magnetic tape transports.

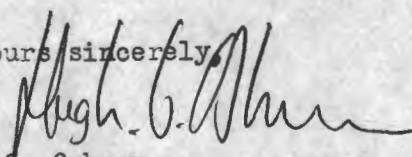
Mr. Finch at Reading 'phoned me yesterday morning to inform me that your price was likely to be in the region of \$2,000 for the single drive transport but I will await your letter before making any comments. I would however be grateful if you could arrange for me to have as soon as possible full technical specifications and descriptions of the new DEC tape unit which you described to me on my visit to Reading. It is important that we should have this information quickly so that we can save as much time as possible having received your quotation.

Please would you also indicate when you will be able to let us have some of these new DEC tape transports for evaluation purposes.

I have passed on your request for information on I.C.T. products, no doubt Mr. Tom Lawrence will be contacting you from our New York office in the near future.

Again, many thanks.

Yours sincerely


H.G. Osborn.

c.c. Mr. T.E. Lawrence.

May 10, 1965

**Mr. H. Walter Hachenburg
German American Chamber of Commerce
666 Fifth Avenue
New York, New York 10019**

Attention: Miss Betty Grabusch, Secretary

Dear Miss Grabusch:

**Enclosed is \$1.50 in cash, my remittance for one ticket # 59,871
to the Hanover Fair which you mailed to me on April 13.**

**I want to thank you for sending the ticket to me and for the other
information you forwarded me regarding the Fair.**

Sincerely,

**Kenneth H. Olsen
President**

KHO:ecc

Enclosure



GERMAN AMERICAN CHAMBER OF COMMERCE
INCORPORATED

666 FIFTH AVENUE
NEW YORK, N. Y. 10019

TELEPHONE: JUDSON 2-7788
CABLE: GERAMECHAM NEW YORK

May 5, 1965

Mr. Kenneth Olsen
President
Digital Equipment Corp.
Mainard, Mass.

Dear Mr. Olsen:

On April 13 we sent you one ticket #59,871 @ \$1.50 for the 1965 HANOVER FAIR. Since we have to make a final billing now, we would very much appreciate receiving your remittance at your earliest possible convenience. If the ticket was not used, please return it to us.

Thanking you for your cooperation in this matter, we remain

Sincerely,

GERMAN AMERICAN CHAMBER OF COMMERCE, INC.

Betty Grobusch

Betty Grobusch, Sec. to
H. Walter Hachenburg

bg

May 7, 1965

**Mr. R. C. Koperek
Vice President and Treasurer
Lear Siegler, Inc.
714 North Brookhurst Street
Anahelm, California**

Dear Mr. Koperek:

We were pleased to hear of your continued interest in DEC products and I was particularly pleased that you came all the way out here to propose a special relationship between Digital and Lear Siegler.

We have considered your proposal of setting up a special distributor relationship in order to put you in a better competitive position. We have concluded that it would be impossible for us to make this relationship because we are dependent on selling to all of the independent systems houses. We have made no corporate ties with any systems house and do not plan to go into this type of system ourselves in order to be in the position to sell to all houses. We do plan to concentrate on production and engineering so that our prices and performance will be such that independent systems houses can compete with those that have a captive computer manufacturer. We do hope that we will continue to be a vendor to you and we plan to give good prices and good service.

Sincerely,

Kenneth H. Olsen

KHO:ecc

cc: Nick Mazzaresse

May 7, 1965

Mr. William H. Seaver
801 South Edison
Tampa, Florida 33606

Dear Bill:

It was good to see you again when you were visiting Boston.
We hope you will be able to come back to stay soon.

Enclosed is the literature on our programming which I promised
to send you.

Sincerely,

Kenneth H. Olsen

KHO:ec

Enclosure

May 4, 1965

Mr. Jonathan Fadiman
34 Avenue du roule
Neuilly-Sur-Seine, France

Dear Jon:

I am sorry that my note disturbed you so. I didn't think that my proposal was much different from the present situation.

It was my understanding that a year ago we had put John Leng in charge of Scandinavia and Germany and that we notified both Guenter and John Leng of this situation. If this relationship has been changed, I should have been notified but, above all, John Leng should have been told.

I was surprised when I visited John to find out that, even though he was told he was in charge of the German office, communications were still between Maynard and Munich and John didn't even receive copies of the correspondence.

I would like you and Andy to work out a chart showing just where everyone reports and how this will change after you come back from France.

I want this foreign operation to be managed. I am tired of the situation where, when I express concern about our German office, I am told I have no right to criticize unless I can prove that there is something wrong. Yet no one will stand up and say that he is managing that office and that he is sure it is well run.

Sincerely,

Kenneth H. Olsen
President

KHO:ecc

C
O
P
Y

April 29, 1965

Mr. Geoffroy de Vitry
Harvard Business School
Chase Hall, D-44
Cambridge, Massachusetts

Dear Geoff:

It was good to see you at the recent Annual Meeting of the American Research and Development Corporation.

I was very interested in hearing about the study you are making on time-sharing and wonder if I might possibly have a copy once you have it completed.

I look forward to seeing you again.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

April 29, 1965

Mr. A^oke Svantesson
Arenco Electronics AB
Siktgatan 11
Vallingby, Sweden

Dear Mr. Svantesson:

I very much appreciated the opportunity to meet you last week and to find out about your company. Sven Janssen and Tore Arbeus were very hospitable to me and I was very pleased to get to know them and to have time to hear in detail the things they would like to do to make the relationship with DEC more worthwhile. We are actively considering these things and I'm sure we will work them out so they are completely satisfactory to both parties.

Enclosed is a paperweight which I hope you will keep on your desk to remember us by.

Sincerely,

Kenneth H. Olsen

KHO:ecc

Enclosure

April 29, 1965

Mr. Kai Smith
AGA AB
Lidingo 1, Sweden

Dear Mr. Smith:

I welcomed the opportunity to have lunch with you last week and to hear about your project. This sounds very exciting and we look forward to working with you.

I checked into the delivery of your PDP-5 and it is going out on May 24th.

I am enclosing some copies of notices I found in some magazines the day I came home which might be of interest to you.

Enclosed also is a paperweight which I hope you will keep on your desk to help you remember DEC.

Sincerely,

Kenneth H. Olsen

KHO:ecc
Enclosures

April 29, 1965

Mr. Sven Janssen
Telare AB
Industrigatan 4
Stockholm K. Sweden

Dear Mr. Janssen:

I want to thank you for your gracious hospitality last week. In all the countries we visited that week, I am sure we enjoyed Sweden the most because of the graciousness of you, Tore Arbus, and your families.

We are actively considering the requests which you have made to improve the relationship between DEC and Telare. It will probably be a week or two before we give you a proposal for your consideration.

Thank you again for your kind hospitality.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

April 29, 1965

**Mr. Tore Arbeus
Telare AB
Industrigatan 4
Stockholm K. Sweden**

Dear Mr. Arbeus:

We want to thank you for your most gracious hospitality last week. We very much enjoyed the visit to Stockholm and it was particularly worthwhile to get to know you and hear of your successes and your concerns for the relationship between DEC and Telare.

We are actively considering the requests you made and very soon I will send a proposal to you for your consideration. I am sure that we will work out a relationship which will be pleasing and worthwhile to Telare.

Thank you again for your hospitality.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

April 29, 1965

Mr. Hugh G. Osborn
Planning Division
ICT House
2 Gayton Road
Harrow, Middlesex, England

Dear Mr. Osborn:

I appreciated the opportunity to visit with you last week and to discuss your needs for bulk storage units. After considering your requests, we will give you an answer next week. We look forward to the opportunity of working with you.

Enclosed is a paperweight which we hope you will keep on your desk to remember us by.

Sincerely,

Kenneth H. Olsen

KHO:ecc

Enclosure

April 15, 1965

Mr. Frederick B. Parks
14 Kingston Drive
Livingston, New Jersey 07039

Dear Mr. Parks:

I am sorry to respond negatively to your inquiry of March 1 regarding possible employment at Digital Equipment Corporation. Unfortunately, we are adequately staffed at the senior level and there is no foreseeable opening for the type of position you are seeking.

I hope your plans for the future will materialize favorably.

Sincerely,

Kenneth H. Olsen
President

KHO:ecc

14 Kingston Drive
Livingston, N. J. 07039
1 March 1965

Mr. Kenneth H. Olsen
Weston Road
Lincoln, Massachusetts

Dear Mr. Olsen:

I have, this date, received a letter from Dr. Ockenga in which he said that he had brought my resume to your attention. Although he indicated that you did not see any area within your organization that would match my qualifications and experience, I am taking the liberty of writing you directly to explore the possibility of reopening negotiation toward a position with DEC.

It is my understanding that you have already seen the short-form resume of my professional experience, only. I have a much longer one in which I have gone considerably deeper into detail concerning the various phases of each position I have held. At the risk of being overly presuming, I am enclosing a copy for your examination and information. This will indicate, I believe, several possible areas where our interests may overlap.

One such area is that of Production Engineering, some places known as Factory Engineering. I have served five different companies in this capacity over a period of 21 years. While it is true that the general line of products with which I have been concerned is different from those your organization is manufacturing, nevertheless it has always been my contention, backed up by my own experience, that in the field of Production Engineering, the product is secondary to the overall philosophy of the position. I found the same general principles followed in the Portland Cement industry as in electron tube manufacture. The only real difference was in the vocabulary of names assigned to the subdivision of the product. I feel that I have been reasonably successful in each Production Engineering position I have held, and in each instance I have had to break into a new line of products from those in the previous job.

I have probably had the most experience in the following areas:

- (1) Preproduction Engineering - wherein I was responsible for the Pilot Line operation during the redevelopment or shake-down period, just prior to full scale production.
- (2) Product Transfer - planning the transfer of newly developed products from the development stages to the factory production stage, and including the preparation of manufacturing specs, drawings, process

specs, purchase specs, routing plans, operator training, etc. I have found the use of PERT planning and follow-up to be extremely useful in this respect.

(3) Cost Reduction and Profit Improvement - here I have been used to accomplishing the goal by means of: Scrap reduction, parts simplification, labor efficiency, standardization, etc.

I should be pleased to discuss these and any other points wherein I believe I could be of value to your company. As I indicated to Dr. Ockenga, I am not seeking to better my financial position at this time (although I suppose I should not say so in an offhand way). My first goal is to return to the greater Boston area because of several reasons. Salary is strictly secondary right now. Although my present earnings are \$12,500/year, I will consider any reasonable offer in the light of the position and its future possibilities. Frankly, I would like an opportunity to get out of the electron tube industry, and I am willing to make a moderate sacrifice in order to do it. That is one of the main reasons I am interested in DEC.

I expect to be up in the Boston area very shortly, on personal business, and would greatly appreciate an opportunity to talk with you or someone in your organization relative to possible job openings. By the way, I am not afraid to work with my hands as well as my brain. Any of my past employers will testify to that.

Would it be possible for you to arrange a date and time for an interview? I can make it coincide with my trip to Boston by planning the latter to meet your selection of a date.

Very truly yours,



Frederick B. Parks

PERSONAL RESUME OF

FREDERICK BAKER PARKS

14 Kingston Drive
Livingston, N. J. 07039
Tel. 201-992-2175

Born 13 December, 1911 at Boston, Massachusetts of Canadian ancestry. Married, one married daughter. Health good, weight: 155 pounds, height: 5'-5", wears glasses for correction of astigmatism.

EDUCATION HIGH SCHOOL - Somerville High, Somerville, Massachusetts, was graduated in the Scientific Course in June, 1930.

COLLEGE - Massachusetts Institute of Technology, was graduated in June, 1934 with Bachelor of Science degree in Electrical Engineering.

POST GRADUATE - While working at MIT the year following graduation, as a laboratory assistant in the Mechanical Engineering department, took several courses in these subjects of graduate level.

PROFESSIONAL OBJECTIVES FIRST CHOICE - Preproduction or Pilot Line Engineering, particularly pertaining to administrative and/or supervisory phases of the departmental work.

ALTERNATIVES - Supervisor of Product Engineering
- Engineering Specialist in Techniques
- Secondary Developmental Work

HOWEVER, I would not wish to restrict my interests only to those choices listed above. I believe that a close examination of my experiences should indicate general fields wherein my qualifications lie.

QUALIFICATION Although my formal education, while primarily in Electrical Engineering, did not deal specifically with electronics, nevertheless I believe that my experience over the past 18 years both in Development as well as Production in electronics companies has more than offset this. I have served as: Project Engineer, Engineering Specialist, Engineering Supervisor and Administrator. As outlined under "Principles and Policies" later in this Resume, I feel that these, together with my education, training, and professional experience justly qualifies me to fill any of the above positions.

TUNG-SOL ELECT.

JUNE 1963 -

Because of an impending layoff at RCA due to certain contract cancellations, I found it necessary to relocate. This move was essentially the result of my having the lowest seniority in the microwave Production Engineering department, due to my relatively short tenure with RCA, their policy being to adhere strictly to a seniority basis in any layoff, even as applied to engineers. I therefore made it known to Bin-swanger Associates that I was available for a new assignment, and very shortly thereafter I received an offer from Chatham Electronics Division of Tung-Sol Electric, which I accepted.

I was hired primarily for my experience and background knowledge of microwave tubes and associated techniques, and assigned to work with the manager of tube development, as Senior Development Engineer. Chatham had very recently been awarded a two year Production Engineering Measure contract to furnish radiation resistant electronic tubes to the Signal Corps, requiring extensive equipment development as well as tube processing investigation. I was given the assignment of Project Engineer for the 6080WB and 6360 tube types, plus the responsibility for designing and developing stem-making equipment for the project.

During the past 15 months, I have spent full time on the project and have experienced a better-than-average degree of success. The contract is unclassified and is designated: Contract No. DA-36-039-AMC-01476(E). Order No. 21051-PP-63-81-81, placed by the Industrial Engineering Division U. S. Army Electronics Command, in Philadelphia, Pa. Although I have had no hand in preparing the bid proposal for the contract (it having been negotiated prior to my joining Chatham Electronics), I have written the monthly and Quarterly Reports since the start of the project, and have been responsible for ordering materials, tooling, etc. In company with the Engineering Manager, I have acted as liaison officer between our company and both the Philadelphia office of the Project Engineer as well as the Electronics Laboratory of the Signal Corps in Fort Monmouth, visiting these agencies on numerous occasions relative to matters concerning the contract's progress, new techniques, etc.

My position with Tung-Sol also requires me to act as consultant to other members of the engineering department on matters of tube techniques, selection of materials, processes to be followed, and report writing. Although no direct engineering is being presently devoted to the microwave field, I am nevertheless called on occasionally to render opinions relative to applications of our tubes for use in equipment for microwave intent.

I have written a paper dealing with the Radiation Resistant tubes now under development, to be delivered to the Electron Devices conference of the IEEE to be held in Washington this coming October (1964).

BUSINESS
RECORD

RADIO CORPORATION OF AMERICA, Harrison, N. J. from October 1961 to ~~the present time~~ *JUNE 1963*.

I was hired as Production Engineer, reporting to R. R. Reed, Engineering Manager. My duties consisted of those usually associated with Production Type Engineering for TWT's and Magnetrons. More particularly, I had charge of program planning (using PERT techniques), product surveillance, cost reduction programs, and new technique evaluation in the factory. My most recent responsibility consisted of transferring an ultra low noise traveling wave tube from engineering pilot line to the factory manufacturing activity.

During the previous summer vacation period, I served as manager for the tube production operation in the Microwave building.

BUSINESS
RECORD

BOMAC LABORATORIES, INC., Beverly, Massachusetts, from April 1958 to Aug. 1961.

I served in both the Microwave as well as the Power Tube Divisions, reporting to the Chief Engineer of the former, as Engineering Specialist in Tube Development. The work consisted of Duplexer TR & ATR tube engineering. Later I served their Power Tube division as Section Head, in charge of Millimeter Magnstron development, particularly in R&D contracts. My duties, as head of the group were both administrative and supervisory and consisted of the following:

- a. Preparation of Bid Proposals
- b. Project Coordination
- c. Supervision of Interim and Final Report preparation
- d. Surveillance of departmental budget and costs
- e. Supervision of Engineering personnel within Section
- f. Coordination of Engineering efforts between Groups, pertaining to materials and fabrication techniques.
- g. Visitations to customers relative to contracts and proposals for new contracts
- h. Duties pertaining to the transfer of tubes from R & D to Production such as: preparation of manufacturing specifications, processing specs, routing plans, cost reduction, and profit improvement
- i. Other duties of both supervisory and administrative nature generally associated with R&D work.

In June 1961, due to adverse business conditions and a program of curtailment by the parent organization, my position was abolished and I left as an employee of the company. The position was not reactivated for over a year.

BUSINESS
RECORD

MICROWAVE ASSOCIATES, INC., from November 1956 to April 1958. Located on South Avenue, Burlington, Mass.

I was hired by the Production Manager to head up the Product Engineering department dealing with magnetrons. This required my organizing and building a working force, starting with one engineer. As in many of the smaller companies, the duties associated with the title were many and varied, covering not only product engineering as such, but also Production and Pilot Line operation as well.

In April 1957, when it was decided to set up a similar group for TR and ATR tubes, I was given that assignment. Starting with only myself, there evolved a group consisting of three engineers, one engineering assistant, and four technicians. That group handled Preproduction as well as Production Engineering.

With the title of Supervisor of Product Engineering, my duties were partially administrative and partly that of engineering specialist. My group was responsible for:

- a. Engineering tubes already in production.
- b. De-bugging new types being transferred from development to production.
- c. Preparing all manufacturing specifications.
- d. Handling all shrinkage analysis, including customer returns.
- e. Cost reduction and profit improvement of current types.
- f. Preparing cost estimates and budgets for the purpose of bidding or manufacturing new types.
- g. Other routine duties usually associated with Product Engineering.

In addition, my experience in previous positions had enabled me to render assistance on many occasions as an engineering consultant in such matters as: materials, techniques, processes, jig and fixture design, and mechanical design of tubes and tube parts in general.

A consolidation of Product Engineering and Production, in an effort to reduce operating expenses, resulted in the elimination of certain positions and the combining of others. The Product Engineering department ceased to exist as a separate group, and the need for a department head was thus eliminated. I left the employ of Microwave Associates to join the engineering staff of Bcmac Laboratories as a consequence of the cutback.

BUSINESS
RECORD

SYLVANIA ELECTRIC PRODUCTS COMPANY, INC., from February 1952 to November 1956, located at the Electronic Tube division in Woburn, Mass.

On the above date, I joined the company as an ENGINEER-IN-CHARGE (Group Leader) of TR and ATR Development Engineering group, reporting to the Engineering Manager of Tube Development. In the position

I was responsible for supervising the activities of eleven engineers, and administering the activities of the TR-ATR development program, including the transfer of products from Development to Production.

A few months later I was given the added responsibility of administering the Tube Development Laboratory, the Experimental Model Shop, and the Development Quality Control group, together with the Mechanical Design group for tubes. This resulted in promotion to the rank of SECTION HEAD. The section included a total of 35 people of which 11 were engineers, twelve salary technicians, three designers, and the remainder hourly employees.

During the winter of 1953, I was "loaned" to the magnetron operation at the Newton plant, where I served as acting-Supervisor of Product Engineering until a full-time one could be procured.

In 1954, when several sizable orders were in Preproduction status, I was asked to spend full time on this phase of development. This constituted not only in readying products for transfer to Production but also meeting schedules of shipments on these tubes in Pilot Production status. Within five months, records never before attained in the Division were set, i.e.: Low unit cost, Efficient operation, Schedule attainment, High quality, Minimum shrinkage, etc. all at the same time.

In May 1955, at the time when the Newton operation was discontinued, a complete reorganization of the Engineering department resulted in my being assigned new responsibilities, namely: Head of Magnetron Development, reporting directly to the Chief Engineer, where I remained in charge of the engineering group until February 1956. At that time, further company reorganization resulted in the revamping of the concept of Development vs. Production, with Production's taking over the engineering.

From February 1956 until November of that year, I served as a general "trouble-shooter" between Engineering and Production proper, with the title of ADVANCED DEVELOPMENT ENGINEER.

In November 1956 I left the employ of Sylvania in order to take up a position with Microwave Associates, since the position offered by the latter appeared to offer a definite challenge as well as a financial improvement.

BUSINESS
RECORD

RAYTHEON MANUFACTURING COMPANY, INC., from February 1943 to February 1952. Located with the Power Tube Division at Waltham, Mass.

On being hired, I was assigned to the Supervisor of Product Engineering to work in connection with Scrap Analysis, as an engineer. Duties consisted of the preparation of daily Shrinkage analysis reports from data furnished by technicians. As such, all shrinkage items were classified as either Recoverable or Scrap.

My next assignment was that of Product Engineer. During the war years of 1943-1945 inclusive, I had complete charge of the process engineering of all S-band magnetrons produced by Raytheon. These included fixed-frequency, tunable, pulsed, CW, packaged, and unpackaged types ranging in power from a few watts to several hundred kilowatts each.

Six months after the end of the war, I was transferred to the Magnetron Development Laboratory with the rank of Senior Engineer. My duties pertained to the development of various types of new magnetrons included among which were: mechanically and electronically tunable types, FM magnetrons, types for use in noise study projects, anti-microphonic ruggedization of magnetrons for use in guided missiles, as well as other fixed frequency tubes. My work led to the advancement from Senior Engineer to that of Project Coordinator. It was my responsibility in this capacity to engineer certain tube types from Advanced Development through Pilot Production and into the factory for full scale production.

My disclosures to the legal department while at Raytheon, resulted in the securing of one patent as well as the filing of two others which are pending.

I voluntarily terminated my employment with Raytheon, to accept a position with Sylvania which was an advancement with regard to both classification and remuneration.

BUSINESS
RECORD

THE THOMPSON & LICHTNER COMPANY, Boston, Mass., Consulting Engineers in Materials and Construction, from September 1936 to February 1943.

I was hired as a testing engineer for work in the Materials Testing Laboratory but after several months, a vacancy developed in the Field Engineering group, and I was promoted to fill this opening. The duties consisted of maintaining a quality control over the various transit-mix concrete plants in and around greater Boston. In so doing, periodic sampling and in-the-field testing of materials and components were part of the job.

On January 1, 1940, I was elevated to the rank of Chief Field Quality Control Engineer, in charge of the field engineers within 100 miles of Boston. This resulted in constant travel over not only this area but also occasional trips outside of New England for the purpose of assuring quality control of cement production at its source in the mills. It was also my responsibility to train all new field engineers both in Boston and at the mills. A few projects under my control were: the MDWSC pipeline from Quabin Dam to Boston, the drydock at Fore River Ship Yard, the Graving dock at South Boston Navy Yard, the Navy reservoir at Newport, R.I., the underground oil storage tanks at Long Island in Casco Bay, and many others.

By the end of 1942, since most of the construction work was fast nearing completion, and our staff was being severely cut back, I decided to leave the employ of Thompson & Lichtner to accept employment with Raytheon, which at that time, was engaged in building up its war production facilities.

BUSINESS
RECORD

U.S. NAVAL SHIPYARD, from March 1936 to September 1936, located at Charlestown, Mass.

For a brief period of six months, I was employed as an electrician 3rd class, assigned to various tasks pertaining to shipboard installations, such as wiring, tracing circuits, installing power and communications units, etc. Part of the time was spent in the machine shop making special purpose adapters, templates, repairing equipment, etc.

Since this was a temporary appointment, it expired after the completion of the project and its associated funds becoming exhausted.

BUSINESS
RECORD

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Department of Mechanical Engineering, at Cambridge, Mass. from June 1935 to March 1936.

During this period I served as laboratory assistant working under a grant from the Engineering Foundation, and reporting directly to Prof. Earl Buckingham. My duties consisted of setting up, operating, and taking down machines used to determine the surface hardness and wear properties of metals, alloys, synthetic substitutes, etc.

During the length of the employment, it was possible for me to devote part of my time to study, and I was permitted to take a number of Mechanical Engineering courses as well as to correct class assignments for the Professor.

From January to March of that period, I assisted in the investigation being conducted by the Institute for the Quoddy Project in Maine.

This pertained, in my case, to taking photomicrographs of the samples being eroded due to accelerated cavitation. My work was terminated by mutual agreement at the time of my appointment to the U. S. Navy Yard electrical department.

TEACHING
EXPERIENCE

During the period from 1937 to 1953, I was employed by the Division of University Extension of the State of Massachusetts as Instructor in Mechanical Drawing and Machine Drafting courses, both courses being taught twice a year and more often during the war years.

PROFESSIONAL
SOCIETIES

In 1953, I was elected to the grade of Senior Member in the Institute of Radio Engineers (IRE). In 1956 I became a Member of the Professional Group on Engineering Management, a sub-group of the IRE. In 1960, I became a Member also, of the Professional Group on Electron Devices (IRE). While at Sylvania, I was a member of the National Foreman's Club and a member of the Woburn, Mass. Chamber of Commerce.

BELIEFS -
QUALIFICATIONS

I believe in the training of an organization to carry out the company policies, each and every working toward a common goal, i.e.: profitable business. Close control of Costs and Expenditures, both direct and indirect is of utmost importance. Taking full advantage therefore, of the abilities of the men in the organization and the adoption of a sound operating plan seldom spell failure.

I have always believed most firmly that to sacrifice quality to gain immediate volume is extremely short-sighted. Except in extenuating circumstances, I believe in striving for quality first and that quantity will be a natural follower. I believe in moderation, particularly as applied to expansion. It is often short-sighted to allow an operation to grow at a rate which would cause it to overextend its base. It may seem easy, under optimistic views, to expand an operation but to contract it as the result of having jumped into something not seen in its true perspective often means hardship to the employees as well as to the company. I believe that enlarging a business should be based on very reliable marketing research rather than on a surge of orders which may well be non-repetitive.

By reason of my experience, training, and education, as well as my present and past responsibilities, I feel certain that I would be able to assist my future employer in solving some of his problems, particularly those involving Product Development, Pilot-Line Operation, cost-reduction, increased efficiency, and Engineering Administration and/or Supervision in general.

Additional data, character references, etc. of a specific nature will be gladly furnished upon request.

April 15, 1965

Mr. Louis T. Jansen
11 Strawberry Hill Road
Natick, Massachusetts

Dear Mr. Jansen:

I am sorry to respond negatively to your request for an appointment to discuss possible employment opportunities at Digital Equipment Corporation. I feel very badly that I must say to an individual that I don't have time to help him but it appears that some job consultants in the area are giving advice to their clients to talk to company presidents. This practice has become so common that, in order to fill my obligations to my own job, I have to make a policy of saying no to all such requests, even though I have a definite inclination to try to be helpful to any individual.

I appreciate your interest in DEC and regret that I am unable to help you.

Sincerely,

Kenneth H. Olsen
President

KHO:ecc

11 Strawberry Hill Road
Natick, Massachusetts
March 31, 1965

Telephone: 653-6295

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

Dear Mr. Olsen:

For some time now, I have been noticing in many subtle ways the dynamic activities of your company. Last week while visiting Mr. Kessel, he agreed with me when I suggested that you were a person I should try to get to know.

Currently, I am terminating my position with Raytheon. Like anyone in a similar set of circumstances, I am seeking exposure at qualified levels which would eventually give me the growth-stretching challenge I am looking for.

Of course, I would like to be associated with your fine organization, but naturally do not expect a position to be available, and this is not the reason for my approach to you. Your knowledge of conditions could be of great importance to me in my present marketing search.

I would appreciate getting together for a short talk, and will call you for an appointment. In the meantime, I am sending along a few notes on my background so that you will have a chance to look them over before our meeting.

Cordially yours,

Louis T. Jansen

Louis T. Jansen

LOUIS T. JANSEN
11 Strawberry Hill Road
Natick, Massachusetts
Telephone: 617-653-6295

DESCRIPTION: PRESIDENT, EXECUTIVE VICE PRESIDENT, GENERAL MANAGER for a market oriented technical industry where breadth of experience in all phases of leadership together with imagination, drive, and realism to define and implement profitable goals would contribute to exceptional performance.

QUALIFIED BY: Over twenty years of high level responsibility in all phases of modern management which resulted in successfully completing four major assignments each of which utilized cost conscious disciplined flexibility and tomorrow-minded objectives for building a profitable business position.

EXPERIENCE: GENERAL MANAGER of ELECTROMECHANICAL OPERATION of Raytheon Company In full responsibility for all facets of a business composed of four product groups: Spectrum Analyzers, New Products, Magnetic Filters, and Polaris Shift Registers producing a variety of products and supporting a substantial new product program planned to fill the needs of a multimillion dollar market.

MANAGER of SPECIAL CATHODE RAY TUBE BUSINESS Complete responsibility for production, marketing, and development of 65 types.

MANAGER of COLOR TV TUBE PROGRAM In complete charge of all phases of this major and fundamental development and pilot production program.

MANAGER of GAS TUBE BUSINESS Responsibility engulfed all areas of this extremely profitable business.

1944 to present

Other positions held are Chief Engineer of C. L. Hofmann Corporation manufacturer of Hearing Aids and Senior Design Engineer Group Leader for the Koppers Construction Company.

RELATED ACCOMPLISHMENTS: Opened up multimillion dollar market, successfully salvaged key Electromechanical Business. Managed three Product Managers and their marketing support.

LOUIS T. JANSEN

RELATED

ACCOMPLISHMENTS: Achieved \$500,000 annual profit through planning, organizing, and implementing Gas Tube Business from the ground up. Maintained continuous growth over five year period while developing 35 types.

Especially selected to lead Raytheon's spear-head group into Color TV and assumed complete responsibility for a one million dollar development program.

Conceived and multiplied applications for a subminiature socket, including all production requirements, thus solving numerous miniaturizing road blocks to create high income producing item now adopted in industry nationwide.
Patent No. 2,443,706.

As Operation Planning Manager pioneered the basic foundation studies for numerous areas of microminiaturization.

Responsible for the development of commercial printer tube for wide applications in Videograph business. Adopted in two one half million dollar labelling units at Time Inc. capable of printing electrostatically at high speeds 10 million labels per month.

SPECIAL AWARD:

Apart from numerous awards for outstanding performance, received personally from the Chairman of Raytheon special commendation and extraordinary payment for the socket achievement after ten year evaluation of its impact.

EDUCATION:

Selected by management for Harbridge House Advanced Management Training Program restricted to senior management people. Representing substantially the contents of the Harvard Advanced Management Program.

MS, ME in Electronic Engineering (equivalent) through credits at the University of Pittsburgh and the Carnegie Institute of Technology and numerous researches at the Thesis Level.

PERSONAL DATA:

Age 47 Married 3 Children Excellent Health

MEMBERSHIPS:

American Management Association
Institute of Radio Engineers Professional Groups
Great Books Discussion Leader
Advanced Management Program of Raytheon President

April 14, 1965

Mr. Horace S. Ford
100 Memorial Drive
Cambridge 39, Massachusetts

Dear Mr. Ford:

We were very happy to have you attend our stockholders meeting yesterday.

I'm sending you a few pieces of our latest literature so that you can see what products we're now making.

We look forward to giving you another tour of DEC next Fall.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosures: colored photograph of PDP-8
FLIP CHIP module catalog

April 13, 1965

Mr. Burton V. Scudney
78 Lancaster Avenue
Revere, Massachusetts

Dear Burt:

I'm sorry that I wasn't in Friday when you stopped by to say good-bye. I want to wish you the best of luck on your new job.

We feel bad that things didn't work out well while you were at Digital but we do wish that your new position will be truly satisfying and one that you can make a definite contribution to.

We hope to see you once in awhile and if there is any way in which we can cooperate in the future, please let us know.

Sincerely yours,

KHO:ecc

April 12, 1965

Mr. Arnaud de Vitry
c/o Alfred Davidson
12 rue de la Paix
Paris 2, France

Dear Arnaud:

I plan to be in Europe next week and I was wondering if you had some suggestions as to things I should do or people I might visit. Unfortunately, I didn't leave much spare time.

I originally planned to spend a few days in Paris with Jon Fadiman but he asked me to go to Stockholm instead to visit some of his customers there. I'll spend Saturday night in Paris and then on Easter Sunday will fly to Stockholm. Tuesday morning I'll fly to London to visit the London Show, Friday fly to Hanover where we're exhibiting at the Fair, and then Sunday evening fly to Frankfurt.

Aulikki and our daughter, Ava, will be with me. In order to make their trip last 14 days, they will go to Paris a few days early and when I fly back from Frankfurt they will go on a Rhine River steamer up to Rotterdam.

I know I didn't schedule any time for side trips so if you have any ideas for things I should do, I'll be at the Royal Monceau Hotel in Paris and the Gillet Hotel in Stockholm.

Sincerely yours,

Kenneth H. Olsen

KHO:ccc

KHO

April 8, 1965

Mr. Joseph Saeco
342 Hollyknoll Drive
Churchville, Pennsylvania

Dear Joe:

We were pleased to have you visit us the other day, and I was particularly interested in hearing of your interest in managing. As I thought more about your interest and capability, I became more and more enthusiastic about the possibility of having you join DEC and managing all of our component work. It seems obvious that we have to make our own cores and planes and our own semi-conductors and hybrid circuits; unfortunately, our progress in these areas has been relatively slow because no one here has a good background for this work. I think you would do a good job in managing all these activities including the engineering and manufacturing.

I would like to pursue this with you. In a couple of days, I will call you to see what your thoughts are.

Sincerely,

Kenneth H. Olsen

KHO:nes

STYCH e n g i n e e r i n g

- Electronic Consultants
- Manufacturers



Edward Stych, Jr.

3032 West 54th Place

Chicago, Ill. 60632

Area Code 312

Phone 476-2441

April 1, 1965

Mr. C. H. Warsaw
Industrial Products Manager
Huyck Systems Company
Huntington Station
Long Island, New York 11748

Dear Mr. Warsaw:

We appreciate your interest in potential products which DEC may not be in a position to exploit. Right now we don't have any products which we feel would be suitable for you to manufacture but we will keep your letter and if we find something suitable we will let you know.

In this morning's mail, there was also a folder from Gordon Engineering Corporation. The services that they have to offer sound so close to your needs that I am enclosing the folder for you. We have had little direct contact with this organization so we can give them no endorsement but I do like the way they offer their services.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ccc

Enclosure



HUYCK SYSTEMS COMPANY

HUNTINGTON STATION, LONG ISLAND, N.Y. 11748 • HAMILTON 7-7500 • TWX 516-421-4711

March 24, 1965
CHW-R-188

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

Dear Mr. Olsen:

Several weeks ago I wrote to you describing our interest in acquiring, through direct purchase or licensing, new products for industrial markets.

Since I have not heard from you, and on the possibility that my first letter did not come to your attention, I am taking this opportunity to restate our interest.

Our company is in the military electronics and, to a lesser degree, fluids business. We are a division of the Huyck Corporation whose main business is in the completely different field of supplying material and equipment to the paper industry. Like many others doing business primarily with the military, our division would like to broaden its base into industrial markets.

We consider a prime source for new products to be companies that have developed products which they decided not to commercialize, or would like to discontinue, because they do not fit in with the mainstream of their present operations. As the result of a study we selected your company as one that might fit into this category.

We have set down some very broad criteria to guide our search for new products, and I am taking the liberty of enclosing these together with a brochure describing our facilities and capabilities.

If you have products that might be of interest to us, based upon this background, I would appreciate the opportunity to review them with you. It could be to our mutual advantage.

Very truly yours,


C. H. Warshaw
Industrial Products Manager

CHW:cfc
Encl:

XERO COPY XERO COPY XERO COPY

Selection Criteria for New Products

1. Product should have broad application in a relatively standard configuration as opposed to a device custom designed for a single customer.
2. Product should be salable to original equipment manufacturers, industrial users, laboratories, companies in the military or aerospace business or to combinations of these. Specifically exempt for consideration are products for sale directly to the consuming public.
3. Product should be of "hardware" character, as differentiated from chemicals, edibles or services and be of high engineering content.
4. Product should be capable of offering a definite competitive advantage in cost, performance or service.
5. Product should be capable of reaching commercial trial within two years of the start of product development.
6. Product should be capable of adding at least \$1,000,000 annual volume to Huyck Systems sales within three years of market introduction while not capturing more than what is deemed a reasonable share of the market. Product should have growth potential beyond this of at least 25% annually, on a compound basis, for at least three years.
7. Product should have the inherent capability of returning at least 35%, before taxes, on the assets employed when the product has passed the introductory stages and marketing, production and engineering programs are stabilized.
8. Product should be protectable by patent or unique technical know-how to provide a proprietary position for Huyck.
9. Product should relate to existing Huyck capabilities in at least two of the three basic elements of business which include marketing, manufacturing and engineering. The capabilities of the entire Huyck Corporation, and not just Huyck Systems, should be considered in this evaluation.

April 1, 1965

Mr. John T. Gilmore, Jr.
Vice President
Adams Associates, Inc.
575 Technology Square
Cambridge, Massachusetts

Dear Jack:

I received a call from Mr. Jonathan Barnett of the "Architectural Record" who is interested in displays in computers and when they will be used in architects offices. I suggested that he contact you because of your interest in displays and because the big computer by telephone line may be the key to making it economically feasible.

He seems reasonably knowledgeable on the subject because he was very enthusiastic about the display with a built-in computer that we are now designing.

I am telling you this so that you will be ready if he does call you but also that you can show the initiative and call him if you would like to take advantage of any publicity that might come out of it.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

March 31, 1965

Mr. John Long
Digital Equipment Corporation (UK) Ltd.
11 Castle Street
Reading, Berkshire, England

Dear John:

I am interested in your suggestions regarding our manufacturing PDP-8's in England. I would like to pursue this question for a while with you. I am planning to make a quick trip to Europe to visit the show in London and the Hanover Fair and I could come to London a couple days before the London show and we could consider the details involved in manufacturing in England.

Here are some of the things we should consider doing. There is quite a bit of hand labor in soldering the lamp bulbs and cables onto our control panels. These can be done in England as well as anywhere else. In addition, the jumper cables, of which we have half a dozen or so, could all be done in England. The power supplies could be assembled there also.

We could use as many English parts as are available in making the power supplies. You could start checking to see if we could have resonant transformers made to our specifications in England. It would also be good to consider the filter capacitors to see if they are readily available.

The frame is welded from rectangular steel pipe which also could be fabricated locally. There is not much sheet metal except in the power supply and that also could be done locally.

If Denny Doyle sets up to make modules in Canada, this should help our Commonwealth content. Some of the memory modules have considerable hand assembly labor and have to be tested by hand and this might be done in England also.

Amplex tells us that because their memories are assembled in Hong Kong, this helps their Commonwealth content. In addition, we are now very seriously considering buying transistors from Fairchild which are assembled in Hong Kong which also ought to increase the content significantly.

Mr. John Long

- 2 -

March 31, 1965

We are setting up to test the computers automatically with a computer and if this works out I don't think it will be practical to do the checkout in England, but very few computers are sold as simple computers and there is quite a bit of checkout involved in the peripheral equipment.

If we could buy a locally made equivalent to our Teletype, this would make a significant contribution and I think this is something you should look into in detail.

I told Nick Mazzarese that if we're going to sell PDP-8's in Europe, he should have one at the London show and one at the Hanover Fair. He doesn't think this is possible but if we want them there badly enough we'll get them there. Let me know about any further thoughts you have on this subject.

Sincerely yours,

Kenneth H. Olsen

KHO:rec

cc: Denny Doyle
Maynard Sandler
Jack Smith

C

O

P

Y

March 29, 1965

Mr. B. N. Sinha
68, Albert Palace Mansion
Lurline Gardens
London, England

Dear Mr. Sinha:

Thank you for your request for information on digital servos. We do not manufacture digital servos but we do manufacture a line of modules which people have used in making servo systems. I am enclosing a copy of our new catalog which describes this line of modules.

If you are interested in further information or help, please contact John Leng in our England office. His address is 11 Castle Street, Reading, Berkshire, England.

Sincerely yours,

Stanley C. Olsen
General Sales Manager

SCO:ccc

Enclosure
cc: John Leng

B.N. SINHA

B.Tech. (Hons.)

68, ALBERT PALACE MANSION

LURLINE GARDENS

LONDON SW11

England.

20.2.65

To,

THE OFFICER IN-CHARGE
DIGITAL EQUIPMENT CORPORATION

MAYNARD

Mass. (U.S.A.)

Dear Sir,

I don't know whether you manufacture the DIGITAL SERVO (for digital position control servomechanisms) or not? If you do, then I shall be thankful to you if you could send me some relevant technical literature on this, as well as on its individual electronic circuit modules required in its complete manufacture.

By the way I would like to mention that I am an electrical engineer & doing at present some work on control systems & computer engineering making use of this DIGITAL SERVO.

Thanks in anticipation.

Yours faithfully

R. S. Sinha

March 26, 1965

**Mr. Paul Chisholm
Vice President, Sales
Mergenthaler Linotype
29 Ryerson Street
Brooklyn, New York**

Dear Mr. Chisholm:

We appreciated very much the opportunity to visit with you on Wednesday and we look forward to continued discussion on this subject.

Enclosed is a copy of our annual report which I promised you and I'm also sending a paperweight to help you remember our modules.

Sincerely,

Kenneth H. Olsen

KHO:acc

Enclosures (2)

March 29, 1965

**Mr. Henry McMahon
Anthracite Business Forms
P. O. Box 61
Peckville, Pennsylvania**

Dear Mr. McMahon:

We were very pleased to hear of your interest in Digital Equipment Corporation and particularly to hear of the enthusiasm of your son-in-law. I am sorry to say that there is no stock available for sale and there are no immediate plans for a stock offering. If stock is offered for sale, there will be a formal announcement and I do expect enough publicity that you will know about it.

Thank you for your interest.

Sincerely yours,

**Kenneth H. Olsen
President**

KHO:ecc

ANTHRACITE BUSINESS FORMS

P. O. Box 61, Peckville, Pa.

Telephone HUter 9-4332

March 11, 1965

Digital Equipment Corporation
149 Main Street
Manard, Massachusetts

Attention: Mr. Ken Olson

Dear Mr. Olson,

I am very much interested in securing, if at all possible, a few share in your company. I understand it is not on the market for sale and that there are two major share holders, one being yourself and the other being the American Research and Development Corporation.

I have become interested in your company because you have hired my son-in-law, Joseph Gaffney, and he seems quite enthusiastic about it. I also like the way you treat your employees. Another factor is that you intend to expand and I have also read your financial reports for 1964. Being in the Forms Business, you can understand how I feel about your type of work. The amount of money that I would like to invest is approximately \$2,000. I certainly would appreciate any assistance that you may give me in this matter.

Yours very truly,

Henry McMahon

Henry McMahon

HM/sg

March 18, 1965

Mr. William A. Hadley
Vice President
Product Development
Intertype Company
360 Furman Street
Brooklyn, New York 11201

Dear Mr. Hadley:

We were very pleased to have you visit us and to have the opportunity to talk with you about the possibility of introducing the PDP-8 into the Intertype product line. We enjoyed our discussion with you and are excited about this possibility.

Enclosed is a paper weight which I hope will remind you of the PDP-8. If there is any more we can do to help you consider this matter, please feel free to call on me.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosure

March 17, 1965

**Mr. Herbert N. Gardner, Secretary
U. S. National Committee
The International Union of Physiological Sciences
National Academy of Sciences
2101 Constitution Avenue, N. W.
Washington, D. C. 20418**

Dear Mr. Gardner:

We are pleased to respond to Mr. Visscher's letter of January 28 concerning the participation of American scientists in the XXIII International Congress of Physiological Sciences to be held in Japan next September. A check for \$300 is enclosed as Digital Equipment Corporation's contribution. Our Company is interested in this field and we are happy to help in this way.

I hope that you are successful in gaining full support for the program.

Sincerely,

**Kenneth H. Olsen
President**

KHO:ecc

Enclosure



INTEROFFICE MEMORANDUM

DATE February 10, 1965

SUBJECT

TO Ken Olsen

FROM Mort Ruderman

Nick and I have discussed a donation to the National Academy of Sciences. Both of us agree that our portion or \$500 should be donated. I suggested that we might have some determination as to who it would subsidize. However, we finally agreed that a \$500 donation with no strings attached be given to these people.

NATIONAL ACADEMY OF SCIENCES
NATIONAL RESEARCH COUNCIL

2101 CONSTITUTION AVENUE, N.W., WASHINGTON, D. C. 20418

DIVISION OF MEDICAL SCIENCES

USA NATIONAL COMMITTEE FOR
THE INTERNATIONAL UNION OF PHYSIOLOGICAL SCIENCES

28 January 1965

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

Dear Mr. Olsen:

The United States National Committee for the International Union of Physiological Sciences, which is a body responsible to the National Academy of Sciences, is soliciting funds from individual and corporation sources to assist in financing the participation of American scientists in the XXIII International Congress of Physiological Sciences, to be held in Japan in September 1965. This is the oldest and perhaps the most important Congress in the basic medical sciences, having met triennially since 1870.

It is our hope and belief that private individuals and corporations having a direct interest in the physiological sciences will wish to contribute to a fund being raised by the Academy, and which will be administered by it, to eliminate the need for total dependence upon Government grants to support this activity.

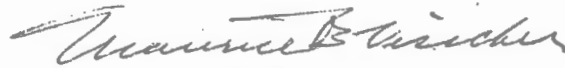
Your company's products are widely used by physiological scientists, who include biophysicists, biochemists, pharmacologists, nutritionists and in fact all disciplines concerned with how living things operate in health and disease. Because of this we believe that you have an especial appreciation of the value of these sciences to human welfare, and trust that you will think it appropriate to assist in furthering the exchange of information and ideas between investigators in these fields.

Contributions should be made payable to the National Academy of Sciences, sent to the attention of Mr. Herbert N. Gardner, Secretary to the U.S. National Committee for the IUPS at the Academy. Such contributions to the Academy are fully exempt as to income taxation. We are approaching about 50 organizations and hope to raise \$25,000. The names of contributors will be announced in a publication of the American Physiological Society and of course to the recipients of awards.

To permit orderly planning and to take advantage of special flights, it is important that grants be awarded as early as possible. It will be appreciated if all funds can be in hand no later than May.

Funds obtained from private sources are especially important at this time because of the tendency to encumber Government support with a growing burden of restrictions and controls. It is our hope that you may see fit to back up your belief in the farsightedness of American Industry with dollars.

Sincerely,



Maurice B. Visscher
Chairman, USA National Committee
for the International Union of
Physiological Sciences

March 12, 1965

Mr. Paul Chisholm
Vice President, Sales
Mergenthaler Linotype
29 Ryerson Street
Brooklyn, New York

Dear Mr. Chisholm:

Digital Equipment Corporation is marketing a small, solid-state, general purpose, digital computer at a price of \$18,000. An application that seems very promising for it is that of justification and hyphenation of straight news matter for newspaper production. Consequently, we are doing the necessary programming to create a justification-hyphenation program that will fit into a 4096 12-bit word memory. The purchase price of our justification-hyphenation package including PDP-8 Computer, Teletype TTS CX Reader and Reader Control, Teletype BRPE TTS tape punch and punch control, Teletype Model ASR-33 Teletypewriter Keyboard, and the type setting program is \$24,900.

Initial efforts in creating such a program have proven very successful and have been sold. The feasibility of such a program has been demonstrated by a unique typesetting system we have delivered to a unique customer.

Although we feel we offer the newspaper an excellent value, one of the difficulties we foresee in marketing this product is that our sales force has little experience in newspaper production. We would like to investigate any possible interest that Mergenthaler may have in combining its marketing staff with Digital's computer and programming technology to the mutual benefit of both parties.

Mr. Paul Chisholm

-2-

March 12, 1965

I will be attending the I.E.E.E. convention in New York City March 22nd through March 25th, and will call you at that time. Perhaps, if you are interested in this matter, we might meet to discuss it further.

Sincerely yours,

Kenneth H. Olsen
President

KHO/bl

March 10, 1965

Mr. Kenneth Larsen
Digital Equipment Corporation
2450 Hanover Street
Palo Alto, California 94303

Dear Ken:

I asked Stan to have a report written to me summarizing what happened to all of those inquiries which you felt were unanswered since last September. Enclosed is the summary which Ted and Al Ross have gotten together for me. I would now like to have you go over the same list of documents and make an equivalent memo for me from your point of view. I would like to have you break them down into three categories.

First, those which were answered but you didn't like the answer; secondly, those letters in which people indicated they were too busy to take care of and, thirdly, those which you have gotten no answer at all.

I realize that I'm pushing on this small point a little hard but I want to get settled once and for all in my own mind as to what the communication problems are within the Sales Department.

Sincerely,

KHO:ecc

Enclosure



INTEROFFICE MEMORANDUM

DATE March 9, 1965

SUBJECT Servicing Ken Larsen's Information Requests

TO Ken Olsen

FROM Ted Johnson

As you requested I am sending you a summary of the information requests which Ken feels have not been properly cared for back here in Maynard.

A number of these requests were originally submitted to Burt Scudney between August and the end of October 1964. They were on the following subjects:

1. Possibility of a FLIP CHIP 4303 - like module.
2. Problems with the 4306 (and our 302) modules.
3. New marginal check philosophy on FLIP CHIPS.
4. Narrow ground lines on FLIP CHIP Modules (re: Tom Taussig's comments).
5. The corrections on 4706 and 4707 write-ups.
6. W 510 Price.
7. A suggestion for a new diode module.
8. W 100 Price.
9. Information on W 990.
10. Information on R 151 and R 205.
11. Field calibration for 1130 parity decoder.
12. Paste-on logic diagrams.

It is obviously difficult to review all the communications that surrounded these memoranda. According to my paper work, the requests to Burt Scudney were not specifically directed to me for follow-up. The case of Item #3, I had asked Burt and Dick Best to write up a statement for the Sales Newsletter and confirm this in a memo to Ken Larsen. I know Burt discussed Item #4 on the telephone with Ken and, as I recall, did not feel the objection was technically valid.

It is, however, very clear that the quality of and the delays in obtaining answers were oftentimes unsatisfactory.

A number of the questions in the above memos were raised by Stan at the Module Guidance Committee Meeting on January 7th, namely Items 1, 3, 9, 10 and 12. A TWX was sent to Ken Larsen on 1/18/65 asking if the Minutes of this meeting provided enough information. No response was forthcoming and the questions still reside in the packet of questions I have on hand from that office.

Two questions were originally submitted to me:

1. Request for sales pitch against integrated circuits.
2. Suggestions for sending product information to the Sales Offices in advance of the availability of finished literature. (Ken complained that much needed information is treated as unavailable while in process of being prepared by Advertising.

In a memo of 12/17, after a delay on my part, I told Ken that I had submitted a request to both Dick Best and Burt Scudney to develop some helpful competitive sales information for integrated circuits. Ken's question largely stems from his enthusiasm of Dick Best's comparison with Fairchild circuits at the August Sales Meeting. Although Dick said he would include that information in the Sales Newsletter, he felt it was already out of date after new information was received on prices at the WESCON Show. No like data has been forthcoming from Engineering for Module Applications on an organized basis, except for some contributions to the Sales Newsletter which largely clarified our terminology or pointed out some basic policies.

In the latter area, I have been continually lobbying for more dynamic activities surrounding the use of FLIP CHIP Modules and down-to-earth translations to the problems of selling FLIP CHIPS to the contemporary module customer.

I believe Ken Larsen's comments on literature availability is a very valid one and ties into suggestions he has made along the lines of the preparation of Module Catalogs, the task in which I believe his efforts and initiative helped to expedite that program and emphasize the needs for basic sales tools in order to successfully sell a new product line.

Other requests were submitted to Jack Ridgeway, Joan Cowles and Nick Mazzaresse for follow-up in September. Ken feels that he has had no cooperation with these requests which were:

1. A good PDP-4 package of programs.
2. A request to update his list of available PDP-5 programs.
3. Program Write-ups and Tapes for PDP-1, 4 and 5.

Jack Ridgeway has been in contact with Ken and supposedly has discussed these requests. It is Jack's policy that a supply of qualified and available tapes for customers should be maintained by and serviced from Maynard. He has so stated this to Ken.

I can see no reason why his question #2 should not have been answered. I have suggested to Jack that he take care to acknowledge written requests for information so that we can distinguish between policy and legitimate complaints with the system as it operates. I have no comments on the PDP-4 Program Package and will discuss this with Jack Ridgeway myself.

I believe some of the confusion surrounding the software issue, particularly PDP-4 at Berkeley results from the lack of clarification in the minds of the customer as to what DEC offers as standard available tapes and write-ups. Certainly, part of the responsibility is the salesman's. I have recommended that we regularly put out what amounts to ordering blanks for software for each of the computers so that the whole process can be simplified and standardized. Jack Ridgeway recently asked Ken Larsen to have Tom Taussig channel all of his requests to him directly since Tom has used my friendship and communications with other people here to get him information and material. I do not believe Ken Larsen's response to this request was satisfactory and that Jack expressed a legitimate complaint and desires to service his customers in an organized way.

When I visited Berkeley several weeks ago, Tom Taussig expressed to me a lack of clarification on whom he would contact and I told him to go through the San Francisco Office or contact Jack Ridgeway directly and merely keep me informed in our normal conversations as to how we are satisfying his requests.

Except for a request to Bob Savell on October 6th for information on making a Tape Transport Simulator Box, (I have no information on action taken), this covers the information requests from Ken Larsen.

I have instructed Ken Larsen to rely on me for following-up on information not forthcoming from his requests. I suggested that rather than merely receiving copies of his original request he inform me by memo, or by phone, on the problems he is having on getting that information so that I have working background on what has transpired and we avoid the frustrating and demoralizing redundancy of effort that can result when our many input system of information requests is misused. We will work on establishing a better means to review these outstanding requests and avoid being haunted by old problems.

In my Questionnaire at the recent Sales Meeting, I asked what problems people were having with communications. I am attaching a copy of that question and a related question on company support for your review.

The general comment on the Questionnaire is that nobody seemed to feel very strongly that there are serious breakdowns in communications and support.

TJ/mr

February 3, 1965

Mr. Albert D. Levin, President
Alvyn Properties, Inc.
521 Fifth Avenue
New York 17, New York

Dear Mr. Levin:

I thank you for your interest in DEC; however, at the present time we are not interested in mergers.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

ALVYN PROPERTIES INC.
521 FIFTH AVENUE
NEW YORK 17, N. Y.
MURRAY HILL 7-6696-7

PRESIDENT
ALBERT D. LEVIN

January 29, 1965

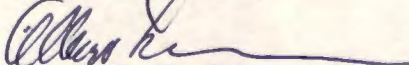
Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
146 Main Street
Maynard, Mass.

Dear Mr. Olsen:

I saw your exhibit at the Annual Physics
Show.

Would your company be interested in a
merger with a company in a related field.

Very truly yours,


Albert D. Levin
President

ADL:fgk

February 3, 1965

Dr. Sullivan Campbell
Xerox Corporation
6 Haloid Street
Rochester 3, New York

Dear Sully:

Itek Corporation is giving up its ultra high precision cathode ray development and manufacturing facility. If Xerox has need for very high precision cathode ray tubes for facsimile machines, you may want to look at the team and the equipment which Itek would like to find a home for.

This team developed this cathode ray tube and deflection system at CBS Laboratories and when CBS left Massachusetts they dropped this project and Itek took over the people and the equipment. DEC bought one of the tubes and used it in a system we delivered to the University of Illinois and we were quite pleased with it. The precision and the fine spot size is fabulous.

If you are interested, I would suggest that you call Dr. Philip Hambleton at Itek Corporation. The team consists of Dr. Hambleton and three other men. The group is just now in the midst of being disbanded and so, if you are interested, you should contact him immediately.

I am planning to be up your way soon and I would like to stop in and say hello.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

February 3, 1965

Mr. D. E. Helleur
Patent Co-ordinator
Consolidated Paper Corporation Limited
Research Centre
Grand'Mere, P. Q., Canada

Dear Mr. Helleur:

We felt flattered to have you ask our cooperation in the commercialization of the encoders which your organization has developed. After studying this information, we have concluded that DEC does not have the background or the marketing to take advantage of this type product. We have concentrated on the digital part of processing and have little background in measuring and sensing devices.

I would suggest that you contact someone who is in the controller industry, such as Foxboro Corporation in Foxboro, Massachusetts. We like to recommend Foxboro because we have had a lot of contact with them and because we have confidence in them.

Thank you again for contacting us.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosure

CONSOLIDATED PAPER CORPORATION LIMITED

HEAD OFFICE - MONTREAL

IN YOUR REPLY REFER
TO

FILE

CONFIDENTIAL

via air mail

President,
Digital Equipment Corporation,
146 Main Street,
Maynard, Mass.
U. S. A.

Research Centre

GRAND'MERE, P.Q., Canada

January 6, 1964

Re: Commercialization of Encoders

Dear Sir:

During the course of our R. & D. work in the mechanical pulping field, we had need for encoders to record automatically large quantities of data. In the process, we designed and built our own encoders. Now that our main project is more or less completed, we are wondering if our encoders are sufficiently useful to warrant commercialization. While we have made a cursory prior art search and feel that some of the elements might be novel, we have not as yet filed patent applications. In fact, we would much rather let a manufacturer or supplier of such equipment consider the pros and cons of patenting.

We would very much like to have your firm study the enclosed material to see if there is anything we could exploit to our mutual advantage. If there is nothing of interest, we would appreciate your returning the material with any comments you would care to make. If the devices are not within the field of your interest, we would appreciate suggestions as to whom we might contact.

Yours truly,



D. E. Helleur
Patent Co-ordinator

DEH:MW

- Enc. 1. Optical Analog to Digital Encoder
Magnetic Analog to Digital Encoder (H.W.H. Jones, Oct. 24/62)
2. Force Encoder (H.W.H. Jones, July 19/63)
3. Example of the application of the Optical Encoder principle to white water flow measurement.
4. Notes re: Jones-Pulse Modulation Analog to Digital Encoder

February 3, 1965

Mr. Edward Stych, Jr.
President
Stych Engineering
3032 West 54th Place
Chicago, Illinois 60632

Dear Mr. Stych:

I want to thank you for offering your electrostatic label printing machine to DEC.

At the present time, I do not feel that DEC is in a position to take on the development and production of a new product and so I think we will have to give a negative reply to your offer. When you are successful in getting this unit into production, please let us know because we are in the market for this type device.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

Enclosure

STYCH engineering

3032 West 54th Place
Chicago, Ill. 60632
Area Code 312
Phone: GR 6-2441

January 13, 1965

Marketing Manager
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Sir:

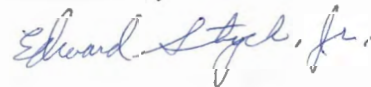
Our company has developed a printer that is ideally suited to use as an address label printer. It is a high speed, low cost unit, utilizing electrostatic printing techniques, and produces characters similar to those formed by a 5 X 7 dot matrix, but which are easier to read.

We are currently seeking a company that will be able to design the mechanical portions of the machine, while we supply the electronic design. Ideally, this company should then have the facilities to manufacture and market the complete printer.

In the belief that Digital Equipment may be interested in such an arrangement, I have enclosed further details. Although described as an address label printer, the machine can be used most anywhere a high speed alpha-numeric print-out is needed. The price for our design is \$30,000 plus 4% of gross sales. Other arrangements, such as a stock transfer, etc., could possibly be negotiated.

If you feel that you have an interest in this machine, please contact us before February 4th, 1965.

Cordially,



Edward Stych, Jr.
President

ESjr/ns

Encl: Brief Outline
Costs (2)
Terms of Sale
Physical Layout

February 1, 1965

C
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Mr. George A. Hagerty
188 Club Road
Stamford, Connecticut

Dear Mr. Hagerty:

I appreciate your comments on DEC and your interest in discussing a diversification plan. Our program for the immediate future is quite well established and I do not feel that we can think of taking on any additional projects at the present.

Thank you for considering DEC.

Sincerely,

Kenneth H. Olsen
President

KHO:ecc

GEORGE A. HAGERTY
GENERAL MANAGER
ORIGINAL EQUIPMENT MANUFACTURERS DEPARTMENT

UNIVAC

DIVISION OF SPERRY RAND CORPORATION
SPERRY RAND BUILDING NEW YORK 19 NEW YORK
TELEPHONE 956-2121

January 20, 1965

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

Dear Mr. Olsen:

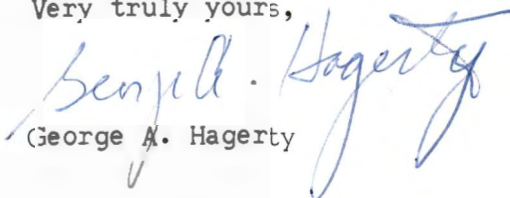
Recent management and business concept changes at Sperry Rand Corporation lead me to develop a management opportunity outside the company.

Your company's outstanding growth and profitability reputation in the highly competitive computer industry is sincerely to be admired. Your computer systems technology and industry associations could provide a base for profitable diversification into some of the newly emerging fields of industrial information handling. Examples are the direct sale or OEM supply in the fields of process computer control; urban traffic control; data communications; supermarket, warehousing, turnpike and pipeline automation.

I would appreciate an opportunity to amplify how my experience and contacts could be of help in planning and organizing a profitable business for your company. Enclosed for your information is a resume of my experience background.

Should my background be of interest, I shall be glad to be available for interview.

Very truly yours,


(George A. Hagerty)

GAH:fc
Enc.

GEORGE A. HAGERTY

PERSONAL DATA:

Age: 43 Height: 5' 8½" Weight: 160
Married - 9 children
188 Club Road, Stamford, Connecticut

JOB OBJECTIVE:

General Management of a Product Operation
Corporate Planning Management
Senior Marketing Management

EDUCATION:

University of Pennsylvania, Philadelphia, Pa.
Moore School of Electrical Engineering
B. S. in E. E. 1942, M. S. in E. E. 1948
Wharton School of Finance and Commerce
M. B. A. 1949 (Major Industrial Management)

BUSINESS EXPERIENCE:

SPERRY RAND CORPORATION - September '61 - Present

General Manager - Original Equipment Manufacturers Department.
Responsible for the planning, engineering, manufacturing and marketing of peripheral products and specialized computer systems to communications, control and computer equipment manufacturers. World-wide responsibilities include planning and implementation of business from beginning to present level of \$5,000,000 annual sales and full profit center responsibility.

GENERAL ELECTRIC COMPANY - August '56 - September '61

June '60 - August '61 - Manager - Process Computer Section.

Responsible for planning the profitability and integrating the operations of engineering, programming, manufacturing and marketing of process computer control business. Developed successful business plan for industry volume leadership, organizing the formation of process computer section as a sub business of Computer Department.

July '58 - June '60 - Manager - Marketing - Computer Department.

Responsible for sales, product planning, advertising, application engineering, personnel development, administration, and product service. Planned, organized and staffed buildup of marketing section from 75 people to 400, volume of business from \$10 million to \$45 million annually, developed commercial data processing spinoffs of large contractual opportunities, and established company in lead position in process computer control industry. Customers included banks, internal General Electric departments, Department of Defense, utilities, steel, and chemical companies.

August '56 - July '58 - Manager - Product Planning and Marketing Research Computer Department. Responsible for product planning, marketing research, and business planning for newly organized department. Planned initial objectives, strategy, and tactics

BUSINESS EXPERIENCE (Continued):

for business, including selective approach to data processing market, and planned from inception entry of Company into industrial process control field.

PHILCO CORPORATION - February '49 - July 56

April '51 - July '56 - Industrial Sales Manager - Government and Industrial Division. Responsible for sales management, product planning, advertising, sales promotion, and market research for broadcast equipment and communications systems. (Customers included domestic utilities, industrials, Department of Defense, NATO, domestic and international common carrier telephone companies for microwave and television relay systems. \$20 million annual volume).

February '49 - April '51 - Industrial Sales Engineer - Industrial Radio Department. Assisted in merchandising, selling and promoting industrial mobile radio line and military electronic products.

UNIVERSITY OF PENNSYLVANIA - June '46 - November '48

June '46 - November '48 - Research Associate. Moore School of Electrical Engineering. Systems engineering, programming, and logic design on EDVAC digital electronic computer and differential equation analyzer.

HAZELTINE ELECTRONICS CORPORATION - June '42 - April '46

June '42 - April '46 - Manufacturing and design engineer. Plant layout, assembly methods and procedures, factory test setup, and supplier approval of \$50 million airborne radar contract. Designed pulse circuitry for airborne radar.

OTHER:

- 1956 - Chairman of Electronic Industries Association Microwave Communications Section. Planned and organized Industry Task Force--which petitioned successfully FCC for widened microwave eligibility rules leading to larger commercial market.
- 1960 - Attended Advanced Management Course (9 weeks) and Advanced Marketing Management Seminar (4 weeks) at General Electric Management Research and Development Institute, Crotonville, New York.
- 1963 - Director of Industrial Electronics Division, Electronic Industries Association.
- 1964 - Member Executive Committee Industrial Electronic Division, Electronic Industries Association.

January 15, 1965

February 18, 1965

Professor David Pines
Physics Department
University of Illinois
Urbana, Illinois 61803

Dear Professor Pines:

Thank you for your letter of January 19 requesting information about our Company.

I am enclosing a copy of our annual report covering the Fiscal Year ended June 27, 1964. There is no public trading of DEC stock. The majority of DEC stock is owned by American Research and Development Corporation of Boston and A. R. & D. is traded on the New York Stock Exchange.

We appreciate your interest in DEC and trust the enclosed information will be useful to you.

Sincerely,

Kenneth H. Olsen
President

KHO:ecs

Enclosure

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UNIVERSITY OF ILLINOIS
DEPARTMENT OF PHYSICS
URBANA, ILLINOIS 61803

January 19, 1965

President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Sir:

Your company has recently come to my attention as the manufacturer of excellent, sophisticated digital computing equipment. I am writing now to inquire whether stock in your company has, as yet, been offered to the public. If so, I would appreciate any information you might be able to give me concerning purchase of your stock.

Yours sincerely,

David Pines

David Pines
Professor of Physics

DP:ws

February 16, 1965

Mr. William Lawrence
Executive Vice President
Laboratory for Electronics, Inc.
1075 Commonwealth Avenue
Boston, Massachusetts

Dear Mr. Lawrence:

We want to thank you for coming out to visit us. We enjoyed hearing about your activities.

We have considered the offer you made to have us take part and join with you in the hotel reservation business. We are very much interested in this business and would definitely like to sell computers to you for this use but, in looking through our organization, I find that we have no one with the necessary capability who would be free for some time to take part in this activity. Therefore, I think we will have to turn down your invitation and just limit our participation to general advice and suggestions on the use of our computers but with no claim to being expert in the particular business.

The name of the man which we suggested that you try to hire is Fred Jancewicz. He is now working for General Electric at Ithaca, New York. We tried to hire him when he finished school but General Electric promised that he wouldn't be drafted if he worked for them. We would like to have him back and will probably also make an attempt to get him.

Thank you for having the literature on LFE delay line sent to me.

Sincerely yours,

Kenneth H. Olsen

KHO:ecc

February 5, 1965

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Professor Henry J. Zimmerman
Electrical Engineering Department
Massachusetts Institute of Technology
Building 26, Room 231
77 Massachusetts Avenue
Cambridge, Massachusetts

Dear Professor Zimmerman:

In reference to our telephone conversation of yesterday, I am enclosing a copy of our PDP-1 Handbook, as you requested. Our PDP-4 Handbooks are temporarily out of print and so I will send you a couple as soon as I can. I hope this won't inconvenience you too much.

Sincerely,

(Mrs.) Elsa C. Carlson
Secretary to
Kenneth H. Olsen, President

Enclosure

February 3, 1965

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AIR FRANCE
Overseas Trade Show Department
AMN-CG
683 Fifth Avenue
New York, New York 10022

Gentlemen:

Please send me, free, the detailed technical brochure and admission card for the 8th International Exhibition of Electronic Components.

Your prompt attention to this request will be appreciated.

Sincerely,

Kenneth H. Olsen
President

KHO:ec

February 1, 1965

Mr. George A. Hagerty
188 Club Road
Stamford, Connecticut

Dear Mr. Hagerty:

I appreciate your comments on DEC and your interest in discussing a diversification plan. Our program for the immediate future is quite well established and I do not feel that we can think of taking on any additional projects at the present.

Thank you for considering DEC.

Sincerely,

Kenneth H. Olsen
President

KHO:ess

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January 28, 1965

Mr. R. J. Horne
Kenway, Jenney & Hildreth
24 School Street
Boston, Massachusetts

Dear R. J.:

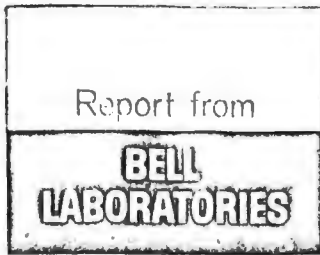
Enclosed is a description of how the new Bell Laboratories coincident relay switch operates. I feel that this is a very definite use of the Forrester patent. If we look into that and the telephone system in more detail, we might also find applications for the switch.

Sincerely,

Kenneth H. Olsen

KHO:ecc

Enclosure



HIGH-SPEED SWITCH FOR MODERN TELEPHONE SYSTEMS

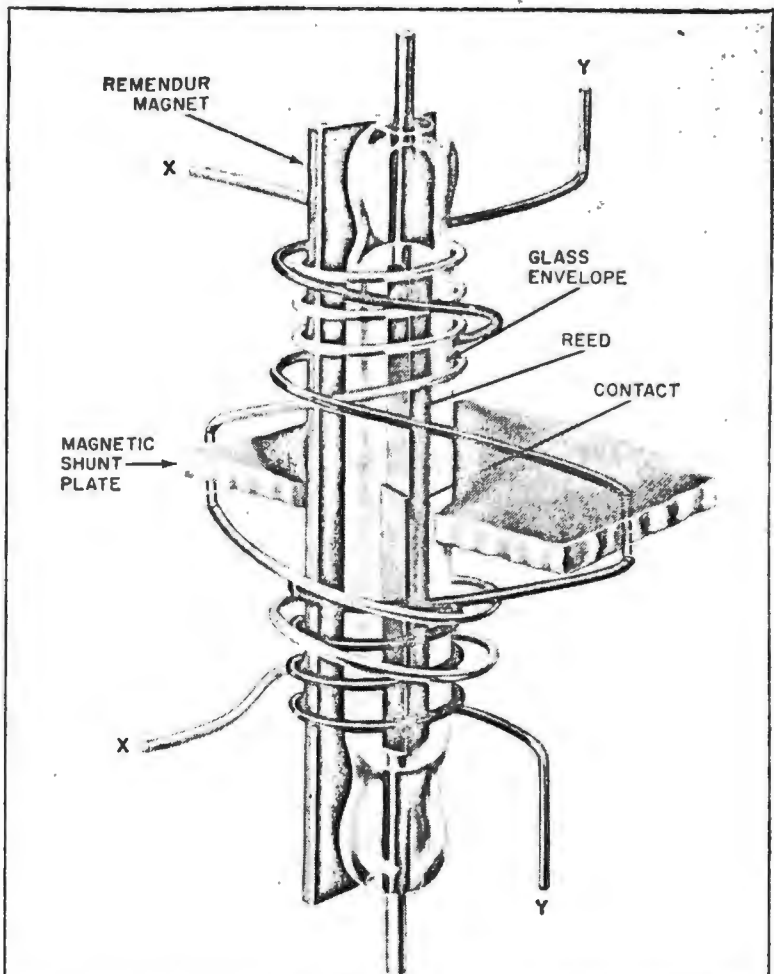
"Ferreed" switches are key elements in the talking paths for telephone conversations in the Bell System's new electronic central office. In setting up connections through the office, the appropriate ferreeds are closed under the direction of the system's central control unit.

As indicated in the drawing (top right), ferreed switches include glass-enclosed reeds operated by external magnets. Contacts close when central control causes short current pulses to energize the external magnets. A contact remains closed, without expenditure of additional power, until another pulse opens it.

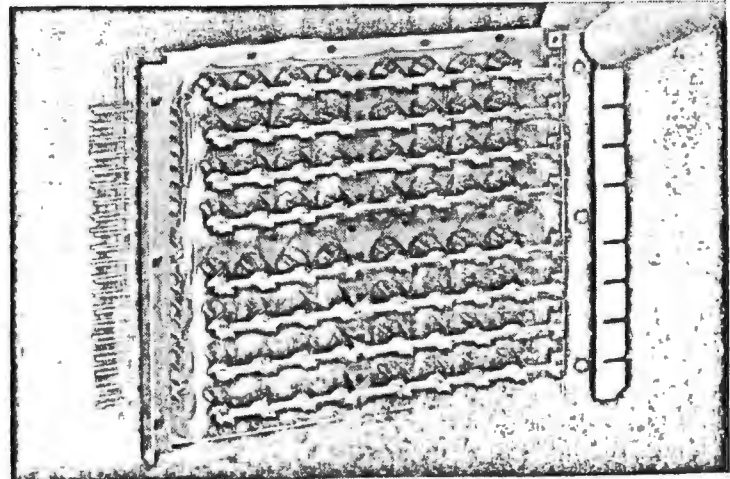
The name for the ferreed switch was coined from "ferrite," the material used in the external magnet when this device was first described by Bell Telephone Laboratories in 1960, and "reed," referring to the magnetic members inside the glass enclosure.

In its most recent form as developed at Bell Laboratories, Remendur is used in place of ferrite. Remendur, also a Bell Laboratories development, is a cobalt-iron-vanadium alloy with square hysteresis loop and values of coercive force intermediate between those of soft magnetic materials and permanent magnets. The device achieves fast contact closure (about a half millisecond) with even faster control pulses—characteristics that are compatible with the high-speed, versatile performance of modern telephone communication systems.

Bell Telephone Laboratories
Research and Development Unit of the Bell System



Concept of the ferreed in simplified form. Windings around magnet and glass-enclosed reeds are arranged in such a way that the contact is opened or closed in response to pulses of current on the x and y leads. For the closed state shown here, simultaneous pulses on both x and y leads effectively cause the Remendur to become one magnet. The two reeds are now magnetically attracted and the contact is closed. To open the contact, a pulse is applied to either the x or the y winding. This pulse effectively divides the Remendur into two magnets at the magnetic shunt plate. The ends of the Remendur then are both north (or both south) poles, and the contact is opened.



Typical array of 64 ferreed elements used as network crosspoints in electronic switching systems. Coincident current pulses on x and y leads (see drawing) permit operation of one ferreed crosspoint but not others in the same horizontal row and vertical column. Unit was carefully designed, in cooperation with the Western Electric Co., for efficiency of manufacture and economy.

January 22, 1965

Mr. Kevin Mc Loughlin
250 Park Avenue
New York 17, New York

Dear Mr. Mc Loughlin:

I have talked with Win Hindle about the ideas you presented during your visit to DEC last Tuesday. We appreciate your interest in wanting to discuss this project with us and I am sorry that I could not take part.

We feel that we do not have a good basis for participating in your Datacard development program. While the concepts are interesting, the product does not fit well into our marketing plans for the near future.

Thank you for considering DEC for this venture. I wish you success in your project.

Sincerely,

Kenneth H. Olsen
President

KHO:esc

KEVIN McLOUGHLIN

250 PARK AVENUE
NEW YORK 17, N. Y.
MU 2-8347



CONSULTANT TO MANAGEMENT

KEVIN McLOUGHLIN
250 PARK AVENUE
NEW YORK 17, N. Y.

December 17, 1964

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

Dear Mr. Olsen:

You might wish to participate in design and development of a system of data collection and communication devices for industrial and commercial use that I have invented and for which patent applications are now being filed.

Every client company with whom I have discussed this equipment has expressed a desire to purchase it when available.

The potential market is estimated to be at least \$20,000,000 a year. We have a market development plan that provides for reaching this level in about six years.

We are negotiating with a source of venture capital to finance the building of prototype models, and to demonstrate them in actual service in the plant of one of my clients.

I should like to outline this project to you, if you are interested, and shall phone within the next day or two to arrange an appointment.

Sincerely yours,

Kevin McLaughlin

MJ 2 - 8347

KEVIN McLOUGHLIN has specialized in developing new concepts and techniques for administrative management since 1954, when he joined the Advanced Development Department of International Business Machines Corporation, with the specific assignment to investigate the needs of EDP customers for assistance in this area.

A professional consultant since 1946, he returned to that field in 1959, to provide counsel and instruction in the use of these new principles and methods. He established his own firm in 1961.

From 1941 to 1946, Mr. McLoughlin served as an officer in the United States Navy's Pacific Ocean Fleet. Earlier, he had wide experience in industrial and design engineering, production control and manufacturing. He holds a master's degree in engineering.

His approach provides a new vantage point from which to plan the systematic operation of a business, and promotes greater skill and cooperation in using information and paperwork systems to direct and control operations.

Mr. McLoughlin's approach has been favorably received in both management and technical circles. It is considered by many to be a distinct and much needed step forward in the science of administrative management.

January 21, 1965

**Mr. L. H. Martin
President
The National Shawmut Bank
Boston, Massachusetts**

Dear Mr. Martin:

Thank you for your kind invitation to attend the International Business Conference on February 5th at the Algonquin Club. Unfortunately, because of prior commitments, I will be unable to attend.

Sincerely,

**Kenneth H. Olsen
President**

KHO:ecc

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The National
Shawmut Bank
of Boston

January 20, 1965

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

Dear Mr. Olson:

Just by way of reminder--we are looking forward with very keen anticipation to your being with us at the International Business Conference being sponsored jointly by this Bank and the Bank of America (International) on February 5th.

As you know, this Conference will be held at the Algonquin Club, 217 Commonwealth Avenue, Boston, and will, we feel sure, represent a most worthwhile occasion in every way.

We do hope you can be with us and will begin the day in our company at an informal coffee hour at 9:15 that morning.

Sincerely,

L. H. Martin
President



The National
Shawmut Bank
of Boston

LAWRENCE H. MARTIN
PRESIDENT

December 31, 1964

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

Dear Mr. Olson:

It is the sincere hope of my associates and myself that you will spend the day with us in Boston on Friday, February 5 for a discussion of trade and investment opportunities in various areas abroad.

We are especially happy to say that on this occasion we will enjoy the collaboration of good friends who are senior executives in Bank of America (International), New York as well as a number of officials domiciled in foreign offices of the Bank of America organization. This event is part of Shawmut's continuing endeavor to acquaint New England executives with important developments in the international business scene.

Our program will begin at 10:00 a.m. at the Algonquin Club, 217 Commonwealth Avenue, Boston, and run throughout the day including the luncheon period. The officials from abroad will speak on their respective areas and selected questions and problems of a broad nature will be dealt with and such additional questions as can be handled up to lunch time.

Following luncheon there will be a continuance of the question and answer period and a general discussion, or, alternatively, smaller group discussions on subjects submitted by our guests for coverage.

Finally, those who have requested it in advance will, to the extent of the available time, meet with the appropriate officials of the National Shawmut Bank or Bank of America for private discussions of particular problems.

- 2 -

We shall be very glad indeed should you personally be able to participate in this conference, but, failing that, we hope you will designate another senior executive to be with us. As soon as we have your response, Mr. A. W. Johnson, Vice President, will extend a formal invitation.

Sincerely,

A handwritten signature in blue ink that reads "Lawrence H. Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

L. H. Martin
President

January 18, 1965

Dr. John Hunt
Vice President, Engineering
LINC Division
General Precision, Inc.
Binghamton, New York

Dear Dr. Hunt:

I have heard that you are one of the largest digital module users in this country and I would very much like to have the opportunity to tell you about DEC's new FLIP CHIP modules. We feel that we have worked out a particularly useful set of circuits and the sockets lend themselves to the mounted high speed wiring techniques. In addition, we invested very heavily in automatic equipment so that the prices of the modules are very low.

I am planning to go to Rochester in the next week or two and I would very much like to stop and have a visit with you if you have the time. I will take the liberty to give you a call before my trip.

Sincerely,

Kenneth H. Olsen

KHO:ecc

RECEIVED

1965 JAN 11 PM 2:28

DIGITAL EQUIPMENT CORP.
SALES DEPARTMENT

DIGITAL MAYN

DIGITAL EQPA
MSG. NO. SFO-1013

ATTN TED JOHNSON 1-11-65
SUBJ DR. JOHN HUNT

DR. JOHN HUNT IS THE VICE PRESIDENT OF ENGINEERING AND TECHNICAL
ADVISOR FOR THE LINC DIVISION OF GENERAL PRECISION, LOCATED AT
BINGHAMTON, NEW YORK.

DON BARKER

END OR GA PLS

Memo: Ken Olsen
F Gould
K Larson

General Precision, Inc. - LINK DIVISION

(See attached call reports.)

Fred Gould overheard a 3C salesman tell a Xerox engineer that they had just sold over \$2,500,000 of modules to LINK.

The Palo Alto office is adjacent to the Palo Alto LINK facility. They are the biggest user within LINK, I believe, but they have continually stated that Dr. Hunt at Binghamton makes all the decisions.

Ken Larson has worked to get test points on modules for them. I believe we must get to Dr. Hunt and somehow arrange for Ken Olsen and our engineers to visit. In view of the past "cold-shoulder" treatment there, this will take some intelligent strategy. Or maybe just a direct call. Ken, Fred and I are examining possible approaches.

Fred will be visiting there to present POP-8. We might concurrently hear of the DPP 116.

I suggest that we can have a great deal of flexibility for the customer at this volume.

I repeat, this is 3C's biggest customer single customer.

DATE Sept. 23, 1964

M Link
STREET Division of General Precision
Nolan Road
CITY Hillcrest, New York

SALESMAN F. Gould
OFFICE AREA Northeast Sales
AREA CODE 607 PHONE NO. 723-9311
PHONE (OURS THEIRS) LETTER VISIT

PERSONS CONTACTED	EXTENSION	EST. ANNUAL POT.	CK.	NEW	CK.	PRODUCT	CK.	TYPE
Charles L. Taylor	454	Unknown	<input checked="" type="checkbox"/>	NEW	<input checked="" type="checkbox"/>	MODULES	<input checked="" type="checkbox"/>	FC
		UNDER \$20K		OLD		A/D		
		\$20 - 50K		HIGH		COMPUTORS		
		\$50 - 150K		MED.		SPECIAL SYSTEMS		
		\$150K UP		LOW	<input checked="" type="checkbox"/>	OTHER		

- REMARKS
- Link is probably 3C's best module customer and the reluctance to change is very apparent. We will have to find the right people to sell. Taylor would like to use FLIP CHIP for the next prototype system his research group builds.
 - Mostly military ground systems of the simulation type. A mil-specification module is required for many applications.
 - Link spending close to 1 million annually, the bulk going to 3C's.
 - Unknown.
 - FLIP CHIP line.
 - Well entrenched competition, reluctance by purchasing to listen.

ACTION TO BE TAKEN Obtain name of high level purchasing man for our management to visit.

FOLLOW-UP DATE oct. 23 BY F. Gould

SPECIAL COPIES TO N. E.

SALES CALL REPORT

G-misc

FIRM GENERAL PRECISION, INC.	DATE 2-4-64
DIVISION LINK DIVISION	SALESMAN K. Larsen
STREET 1451 California Street	OFFICE San Francisco
CITY Palo Alto	NATURE OF CALL Visit
PHONE NUMBER 326-2773	FOLLOW-UP DATE
STATE Calif.	
AREA CODE 415	

CONTACTED
MITCHELL (Mitch) BAIN

SUBJECT
Modules

REMARKS (CONTINUE ON BACK OF SHEET)

Mitch Bain designed the line of logic modules that CSC uses in their systems work. He does not think that we are likely to see DEC modules to LINK Division. He verified the story heard previously that Dr. Hunt of GPI, Binghamton dictates what the people at LINK must use.

Mitch worked for the Kennedy Company and recommends them highly as a supplier of incremental Tape Transports. The people at Stanford's High Energy Physics Laboratory are purchasing a Kennedy Transport and asked me about it. Mitch tells me that the mechanical and electronic systems are both of good design. There are some restrictions during 30 i.p.s. reading that must be considered for Start-Stop operations. The servos can't keep up with the rapid start-stop cycling.

PROMISED

HOW TO LOCATE PLANT

January 6, 1965

Mr. Frank Kernan
Product Planning Group
National Cash Register Company
Dayton 9, Ohio

Dear Mr. Kernan:

It came to mind that, because I didn't have much literature with me when I talked to your Group recently, you might like to see some literature on our products. Therefore, I have mailed several pieces to you under separate cover.

If there is anything else I can do, please do not hesitate to call me.

Sincerely,

Kenneth H. Olsen

KHO:ech

January 4, 1965

C
O
P
Y

Miss Clara Orenstein, Chairman
Standing Committee on Mathematics
Board of Education of the City of New York
131 Livingston Street
Brooklyn 1, New York

Dear Miss Orenstein:

In late November you wrote to inquire whether Digital would sponsor an award for excellence in mathematics for students in the New York City high schools. We appreciate this opportunity, for we have been quite interested in high school education and have contributed a considerable amount of our equipment to various schools and colleges.

During the next few years we expect to continue our contribution program, but confine it to equipment grants as we have done in the past. Consequently, we will not be able to participate in the awards program that you proposed.

Thank you for the interest you have shown in DEC.

Sincerely,

Kenneth H. Olsen
President

KHO:mcc

bcc: Dave Denniston

BOARD OF EDUCATION
OF THE CITY OF NEW YORK

STANDING COMMITTEE ON MATHEMATICS

131 Livingston Street
Brooklyn 1, New York

November 20, 1964

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

Dear Mr. Olsen:

For some years Digital Equipment Corporation as shown great interest in furthering Mathematical training in schools.

The Standing Committee on Senior High School Mathematics of New York City has instructed me to write to you concerning the possibility of your highlighting this interest by giving awards for Mathematical competence to students graduating from our New York City high schools. This will be of great value in encouraging the study of Mathematics.

I hope that the Digital Equipment Corporation will consider this suggestion. I should be very happy to meet with you or your representative to discuss this further. Thank you for your courtesy in this matter.

Yours very truly,

Clara Orenstein

Clara Orenstein
Chairman, Standing Committee

CO:CF