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Folder Record

Title: Ken Olsen Collection

Author: Olsen, Kenneth H.

Arrangement: Series I: Letters to/Letters from

Imprint: 1968

Subjects:

Description: Two folders

Notes: Letters to

Summary: Aug 1 from Edward A. Seykota, Sloan School of Management, MIT: draft of an interview done in May, 1968

Sep 11 from Prof. Thomas B. Day, Dept. of Physics and Astronomy, Univ. of Maryland: 19-page discussion of PDP-10—comments and recommendations

Oct 4 *memorandum* from Lee D. Butterworth resignation to take job at Perkin-Elmer after 11 years at DEC

7/25 Sent to Mort to see if it has been taken care of.

THE UNIVERSITY OF CHICAGO
CHICAGO • ILLINOIS 60637
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
THE CHICAGO LYING-IN HOSPITAL
5841 MARYLAND AVENUE

June 28, 1968

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

Dear Mr. Olsen:

Please find enclosed a letter to Mr. Ruderman which is self-explanatory.

May I ask you to advise your German or other Central European representatives of this upcoming demonstration of a LINC-8 computer at the Joint meeting of the Swiss, German and Austrian Societies of Cytology at which occasion we would present and demonstrate the new cancer diagnostic system by means of the CYTOSCAN (from Carl Zeiss, Germany) attached to your LINC-8. The interface and programs now exist.

It seems the ideal opportunity to present this important development as well as the usage of computers in cancer diagnosis and cellular research to the European scientific community.

The meeting is March 24-26, 1969, and the LINC-8 would have to be in the Hotel Waldhaus, Sils-Maria (20 miles from St. Moritz), Switzerland, by March 18, 1969 for the insertion of the interface and testing of the equipment.

Thank you very much for your consideration and cooperation.

Sincerely,



George L. Wied, M.D., F.I.A.C.
Professor of Pathology

GLW:js

cc: Dr. G. F. Bahr
Dr. P. H. Bartels

THE UNIVERSITY OF CHICAGO
CHICAGO · ILLINOIS 60637
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
THE CHICAGO LYING-IN HOSPITAL
5841 MARYLAND AVENUE

June 28, 1968

Mr. Morton E. Ruderman
Digital Equipment Corporation
Maynard, Massachusetts

URGENT:
PLEASE FORWARD TO EUROPE

Dear Mr. Ruderman:

I have just received an invitation by the Swiss Society of Cytology to present the TICAS (consisting of your LINC-8 and the Zeiss CYTOSCAN) at their annual scientific meeting in Sils-Maris (Hotel Waldhaus), March 24-26, 1969. This meeting is a joint meeting of the Swiss, German and Austrian Societies of Cytology. We will go there with the "full team" (i. e., Dr. Gunter F. Bahr, Chief, Biophysics Branch, Armed Forces Institute of Pathology, Washington, D. C. and Dr. Peter H. Bartels, Professor, Optical Sciences Center, University of Arizona, Tucson, Arizona, and myself). We were given about three hours for the presentation and would have ample additional time to present the instruments in a scientific exhibit.

May I ask you if you would be kind enough to arrange for the DIGITAL EQUIPMENT CORPORATION to again loan us a LINC-8 with the proper interface to the CYTOSCAN for this meeting. I prefer the LINC-8 over the system on which Carl Zeiss, Oberkochen has decided (namely the PDP-8/I-8K with disk) because of the ease of loading and display which is most impressive to a medical man.

I sincerely believe that this is an excellent opportunity to "break the LINC-8 barrier" in Central Europe and would be most grateful if you could agree to install a LINC-8 with the proper interface to the CYTOSCAN in the Hotel Waldhaus, Sils-Maria (i. e., about 15 to 20 miles out of St. Moritz), Switzerland, not later than March 18 to have it ready and running by March 24. I will be there as of March 16. I am sure the Zeiss people will install their CYTOSCAN there around that time and they might have enough experience with the computer by that time so that they could manage to assist us greatly.

When you visit with the Zeiss people in Oberkochen, Germany, you might possibly discuss some of these coordination problems of the exhibit.

Thank you for your consideration.

Sincerely,



George L. Wied, M. D., F. I. A. C.
Professor

GLW:js
cc: Dr. G. F. Bahr
Dr. P. H. Bartels
Mr. Kenneth H. Olsen

Wheeler Associates
Management Consultants

Area Code 617
Telephone 457-7549

9 Central Street
Lowell, Massachusetts 01852

27 June 1968

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

Dear Mr. Olsen:


Pursuant to our telephone conversation of today concerning my suggestion of a brief meeting to discuss our services, I will not attempt to call you before September 15th.

The specific area of our interest concerns office services and such matters as streamlining, increasing efficiency and cost reductions.

We will look forward to meeting your office manager when one is found. Thank you for your interest.

Sincerely yours,

WHEELER ASSOCIATES, INC.


Philip D. Bogdonoff, Ph.D.

PDB/cb

BERKELEY ENTERPRISES, INC.
815 WASHINGTON ST.
NEWTONVILLE, MASS. 02160

June 23, 1968

Mr. Edward A. Kramer
Northeast Sales
Digital Equipment Corp.
146 Main St.
Maynard, Mass. 01754

Dear Ed:

Thank you for your friendly and explanatory letter of June 18.

1. Drawings. In regard to the drawings for our computer, would you please have the right person at DEC give us a definite commitment by Digital Equipment Corporation to supply us with legible, satisfactory, schematic drawings, without blotches, as soon as the process in your copying room or elsewhere can produce them, and not later than July 15, 2½ months following date of acceptance of the rest of the computer?

The small published drawings in the Manual Part II are of course of some help -- but it does seem to me that as a result of buying a computer for \$40,200 from DEC, we are fully entitled to first-rate drawings and not fourth-rate ones. Drawings of course are crucial to understanding the machine.

2. ASR 33 Operating Manual. I have looked into a DEC Small Computer Handbook which I have, to which you have referred me. There is no table of contents. There is no index. In my copy, as far as I can see; the teletype model ASR 33 is described only on two thirds of page 231. I cannot find any further description of the ASR 33. Nothing on page 231 is in fact really in the nature of a written operating manual for the ASR 33. The information here does not satisfy our needs.

Please provide us with adequate written operating instructions for the ASR 33.

As of June 24, we have the entire amount of the balance of payment for our computer ready to pay you. With this letter, I enclose a check for \$14,000, bringing to \$27,000 the amount we have paid on account, of the price of our computer, \$40,200. Please send us a receipt.

We are ready to pay the entire balance of \$13,200 just as soon as we receive a satisfactory promise from the appropriate person at DEC to supply us not later than July 15 with (1) satisfactory drawings, and (2) an adequate ASR 33 operating manual.

I am sorry to be thus persnickety about paying the rest of the amount due, but several people have told me to be wary in my dealings with DEC.

Yours sincerely,

Edmund C. Berkeley,
Editor

ECB/sru
cc Mr. Kenneth Olsen

6/25
Copy to Harry Mann to handle

COMPUTER
RESEARCH
BUREAU

6214 W. MANCHESTER
LOS ANGELES, CA. 90045
TEL. (213) 670-7750

7/2 - Harry called me to say this is the
same outfit Ronald Posner^(SPS) is associated with.
He is not even going to bother acknowledging
this letter.
Eva

COMPUTER
RESEARCH
BUREAU

Office of the President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

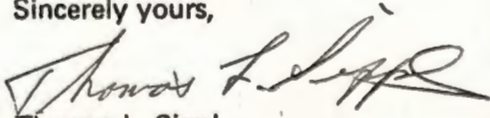
Dear Sir:

Computer Research Bureau is compiling a report on your company. We would appreciate your cooperation in this matter. Please send us your annual report for 1967 and any 1968 quarterly reports you may have issued. This information will be published in an updated Computer Research Bureau SPOTLIGHT. Please include us in all your future financial mailings.

CRB acts as an information center on the computer industry for both the financial community and computer industry. We are interested in obtaining information relating to your firm so that our clients and readers will appreciate your capabilities and be familiar with your products and progress. Without your assistance we will be forced to rely on secondary sources and therefore, cannot present your company with the clarity the report on your company deserves and that our subscribers have come to expect.

Thank you.

Sincerely yours,



Thomas L. Sippl
Research Analyst

TLS:c

P.S. Enclosed is a partial list of the companies whose activities we have previously reported.

79 Original referred to Norm Drelling

SYLVAIN JANSEN
INGENIEUR A.I.Br.
INDUSTRIAL MARKET RESEARCH
PIM

73, RUE MARIE DEPAGE, BRUXELLES 18 - BELGIQUE
TEL. 45.60.24
BANQUE DE BRUXELLES A.00.376.166

June 22, 1968.

The President
Digital Equipment Corporation
146 Main St.
Maynard / Mass.

Dear Mr. President :

THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE.

"World sales of electronic aids to education currently are estimated at \$ 500 million and this market is believed to be almost in its infancy." (Horizons, 1968, 3, 25) .

Western Europe - for our present purpose - will include Belgium, France, West Germany, Italy, the Netherlands and Switzerland : a total market of 100 million people, comparable in size to the United States market.

Whether your Company is

- manufacturing teaching machines and/or language laboratories,
- writing and/or publishing programs,
- contemplating starting some new activity in the above fields,
- making economic or investment studies and forecasts,

you will be interested to learn more about the 1968 situation of the programed instruction market in Europe.

Just order your copy of **THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE**, and you will know more than your competitors about all the facts and opinions pertaining to the present and future market of programed instruction in Europe.

Who are we ?

We are specializing in the field of market research surveys for technical products.

The enclosed leaflet will give you some references of previous surveys.

A World Trade Directory Report on our business activity may be sent to US Companies by the Department of Commerce, Washington DC.

We undertake not to divulge in any way, the names of the subscribers to **THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE**.

What does this survey cover ?

THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE will deal with the following subjects :

- present and future market for programed instruction and teaching machines
 - in the official education system,
 - in the private education system,
 - in private companies (industry, commerce, services),
 - in official bodies.

- users' opinions on equipment and programs presently available,
- types of equipment and programs needed to meet the demand of potential users,
- lists of leading specialists, of research centers and of publications specializing in teaching machines and programmed instruction,
- lists of manufacturers of teaching machines and of language laboratories, and of publishers of programs,
- competition : estimated market share of the main suppliers, type of equipment,, price level,
- regulations and tests dealing with the approval of teaching machines, language laboratories and programs for official use,
- import duties and taxes.

THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE will survey the 6 following countries - Belgium, France, West Germany, Italy, the Netherlands and Switzerland - where the main users and leading specialists will be met during personal interviews.

When available ?

THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE will be available in February 1969.

How much ?

The price of THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE is

- Belgian Francs 30,000 if ordered before July 31, 1968, and paid when ordering,
- or Belgian Francs 35,000 if ordered after July 31, 1968, and paid when ordering ,
- or Belgian Francs 40,000 if ordered at any time, and paid after reception of the report.

Additional copies may be ordered at

- Belgian Francs 1,000 each, if ordered before December 31, 1968
- or Belgian Francs 1,500 each, if ordered after December 31, 1968.

<u>Note</u> :	BF	30,000	=	US\$	600	=	Can \$	650	=	£	250
		35,000			700			760			292
		40,000			800			870			334
		1,000			20			22			8/7/-
		1,500			30			33			12/10/-

How to order ?

Please find an order form enclosed for your convenience .

Order your copy of THE PROGRAMED INSTRUCTION MARKET IN WESTERN EUROPE and you will receive right on your desk an up-to-date report on which to base efficiently your Company's European strategy for to-morrow.

Sincerely yours,

Jansen

Sylvain M. Jansen,

Industrial Market Research

Return to Elsa Carlson

AIPR

American Industrial Properties Report

The Action Service

PAN AM BUILDING • SUITE 303 EAST • 200 PARK AVENUE • NEW YORK, N.Y. 10017 • (212) 986-1890

June 20, 1968

Mr. Kenneth H. Olsen, Pres.
Digital Equipment Corp.
Main St.
Maynard, Mass.

Dear Mr. Olsen:

Our publication, American Industrial Properties Report, is of special interest to corporate real estate executives, and we ask your assistance in getting our publication directly to the person in charge of industrial real estate in your company.

AIPR is distributed nationally on a controlled circulation basis to some 30,000 corporate real estate executives and industrial realtors who have found it most useful in acquiring and disposing of industrial plants and sites.

Would you assist us, and also assure that your corporate real estate manager receives this useful publication, by filling in the enclosed post card and returning it to us.

Your cooperation is appreciated. If you have any questions about this request, please call me collect at 212-986-1890.

Sincerely,

Bruce Gaffney
Bruce Gaffney
Publisher

BG/k
Encl.

*6/24/68
Card returned
AIPR will
come to me.
D. Knoll*

433

SECOND INTERNATIONAL TUTORIAL ON QUANTITATIVE CYTOCHEMISTRY

August 4 to 17, 1968

THE UNIVERSITY OF CHICAGO
THE CENTER FOR CONTINUING EDUCATION
1307 EAST SIXTIETH STREET
CHICAGO • ILLINOIS 60637

June 20, 1968

Scientific Directors:

GEORGE L. WIRD, M.D.,
Director of Cytology,
Chicago Lying-in Hospital,
University of Chicago
Chicago, Illinois 60637, U.S.A.

and

GUNTER F. BAER, M.D.,
Chief, Biophysics Branch
Armed Forces Institute of Pathology
Washington, D.C. 20305, U.S.A.

Mr. Morton E. Ruderman
Manager
Biomedical Marketing
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Mr. Ruderman:

You will recall that Mr. K. Olsen and you have kindly agreed to demonstrate a LINC-8 system to the above International Tutorial on Quantitative Cytochemistry. We would be most grateful if we could arrange the final details about this demonstration at this time.

The instrument preferred would be a LINC-8 with an 8K memory and a mini-disk, thus making it the same unit as we have in the University. The delivery in Chicago should occur not later than July 14 to make sure that the system is functioning and properly interfaced. From our previous discussions about the topic I understand that your Company will defray the hardware interface to the Carl Zeiss CYTOSCAN unit. The schematics of the Zeiss output are enclosed. Mr. Culver has additional details about the input and the software required. We will defray the software expenses.

The computer should be delivered to the CENTER FOR CONTINUING EDUCATION, UNIVERSITY OF CHICAGO, Attention: Mr. Claude M. Weil, 1307 East 60th Street, Chicago, Illinois 60637. His phone number is BU-8-2500 #5 in case you wish to discuss mechanics of the delivery and storage with him.

We expect to receive the CYTOSCAN unit from Zeiss not later than the middle of July and will test the microscope for possible operational deficiencies acquired in transit for a few days in the University before we build it up in the Center for Continuing Education.

Conference Coordinator:

MR. CLAUDE M. WEIL
Center for Continuing Education
University of Chicago
1307 East 60th Street
Chicago, Illinois 60637, U.S.A.

Page 2
Mr. Ruderman
June 20, 1968

Please contact me if you have any questions.

Thank you very much for your cooperation.

Sincerely,

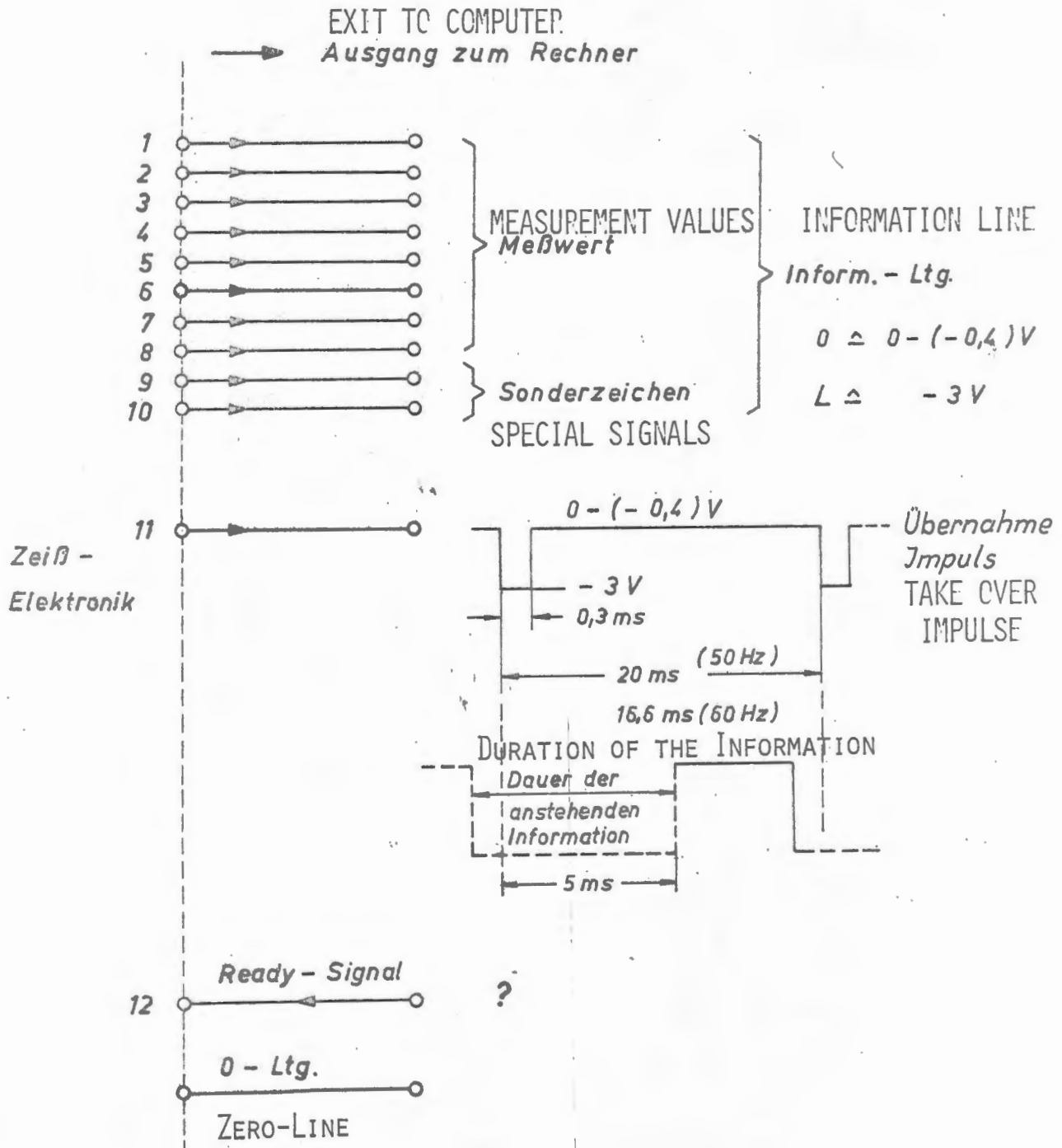


George L. Wied, M.D.

cc: Dr. Bahr
Dr. Bartels
Mr. Culver
Mr. Karavatos
Mr. Kessler
Mr. K. Olsen ✓
Dr. Plesse
Dr. Skoludek
Mr. Slaw
Dr. Trapp
Mr. Weil

GLW:dp
Encl. Zeiss output schematics

ZEISS ELECTRONICS FOR THE "CYTOSCAN" MICROSCOPE (OUTPUT TO COMPUTER)



THE UNIVERSITY OF CHICAGO
CHICAGO • ILLINOIS 60637
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
THE CHICAGO LYING-IN HOSPITAL
5841 MARYLAND AVENUE

June 20, 1968

Mr. Morton E. Ruderman
Manager
Biomedical Marketing
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Mr. Ruderman:

During the last visit in Chicago, you mentioned that you will be assisting us with hardware deliveries when the need should arise. We are now in such an emergency condition which I would like to submit for your consideration.

We will purchase two PDP8/L's and a PDP8/I for our Department this week, and will convert the second PDP8/L order into a PDP8/I order a week later (done for budgetary reasons). Finally Dr. Jack Cowan of the Mathematical Biology Commission of the University will order another PDP8 system, thus making these four units for which we should get the 10% discount.

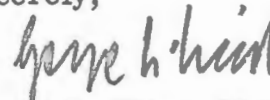
What we need now, very urgently, is delivery to Mr. N. David Culver of a PDP8/I (cabinet model with ASR33) so that he can start to program our projects. The unit will be shipped to us prior to the termination of the 90 day guarantee period. We would also like to ask you for an estimate on the cost, if any, for the extra shipping procedure.

Our question is, would you be so very kind as to expedite delivery of the PDP8/I to Mr. Culver even before all four purchase orders are in? There is no doubt that they are forthcoming since my two orders for the PDP8/L's are already at the Purchasing Department, and the other orders are about to be issued.

Please let me know your views and the extent of your cooperation with us in this matter.

Thank you very much.

Sincerely,



George L. Wied, M.D.

cc: Dr. Bahr
Dr. Bartels
Mr. Culver
Mr. Karayatos
Mr. Olsen ✓
Mr. Slaw.

6/25
copy to Ron Smart

HYDROSPACE RESEARCH CORPORATION

5541 NICHOLSON LANE
ROCKVILLE, MARYLAND 20852

AREA CODE 301
942-9000

June 19, 1968

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

ATTENTION: Mr. Kenneth H. Olson, President

SUBJECT: Hydrospace Research Corporation
Purchase Order No. 11110 for two
PDP-9 Computer Systems.

Gentlemen:

The systems ordered by the subject Purchase Order were received in our San Diego office in December of 1967 and March 1968. From the time of delivery to the present date, these systems have not operated satisfactorily. Your Anaheim, California office through Mr. Bob Carmichael has been made aware of the problems with the system as they have developed and has been very cooperative in attempting to cure the defects. Since late April your field service engineering personnel have been in residence frequently. In spite of this attention, neither system operates satisfactorily.

As was stated on the subject purchase order, the systems were ordered for use on our U. S. Navy Contract N00024-67-C-1259. One of the systems will be used within the Continental United States and the other will be shipped to a remote location thus making system reliability of prime importance. Since neither system has operated for more than a very few days without a failure, it has become obvious to HRC that we must exercise our contractual rights in order to assure adequate performance and/or timely replacement of the systems so that the best interests of the U. S. Navy will be served. Your Company's cooperation has been good but the results in terms of systems' performance are unacceptable.

Ken -
Don Zurecki and I are on top of this. I believe we have
the problem licked. 6/21/68
J. A. J.

As a result of the equipment's unsatisfactory performance in spite of your efforts to alleviate the problems, this letter is written as the formal notice required by ASPR 8-707 (Default). This states essentially that unless you cure the problems within ten days from the date of receipt of this notice, it will be necessary for the subject purchase order to be terminated for default, alternate equipment be obtained and DEC held liable for all excess costs of said reprourement.

Since reprourement would be very costly in terms of time and money, it is our hope that DEC can and will do whatever is necessary to cause the systems to operate reliably. Unless normal digital computer equipment reliability can be demonstrated, however, default termination of the subject purchase order is our only alternative.

Yours very truly,

HYDROSPACE RESEARCH CORP.



Edward C. Reading
Director of Administration

ECR:co

cc: U. S. Navy
REWSON Project Support Office
Code 06R

Mr. Robert Carmichael
DEC
Anaheim, California

Jack Donahue, esq.
EG&G Inc.
Crosby Drive
Bedford, Massachusetts

RAYTHEON COMPANY

LEXINGTON, MASSACHUSETTS 02173

THOMAS L. PHILLIPS
PRESIDENT

June 19, 1968

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

Dear Ken:

I suspect you are confronted with one of the same questions I am, namely how to make the most meaningful moves possible in the common effort to improve the race relations in this area.

The concept of Black entrepreneurship in geographical areas inhabited largely by Black people is one which deserves the consideration of business leaders. I believe that a strengthening of this concept can be quite important to future race relations. Recently I became acquainted with an organization, Freedom Industries, with apparent goals and views supporting the basic concept. The representatives of Freedom Industries are seeking the assistance of the White business community in establishing a self-sufficiency for Black entrepreneurship in electronics and related areas.

Recognizing the need for a continued positive effort toward improvement of race relations, I have agreed to sponsor a luncheon meeting at 12:30 p. m. on Thursday, June 27, at the Algonquin Club in Boston. This will permit other businessmen in the area to become acquainted with and discuss the Freedom Industries approach.

I am confident that you will find the luncheon meeting worthwhile and hope that you will be able to attend. Perhaps your secretary could telephone your acceptance to 862-6600, extension 206.

Thank you for your interest and assistance.

Very sincerely,

Tom

*John Bond
Spec. Assistant*

*Rec'd no
6/21/68*

G. S. GRUMMAN & ASSOCIATES, INC.

MEMBERS OF THE NEW YORK STOCK EXCHANGE

225 FRANKLIN STREET • BOSTON, MASS. 02110

TELEPHONE 617 - 482-5420

June 14, 1968

Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts 01734

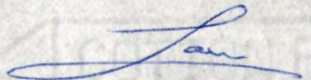
Dear Ken,

From all of us, many thanks to you and your group for expending the time and energy on the fine presentation last Thursday. Frankly, it was one of the most interesting, honest and straight forward field trips I have ever been on and the group was uniformly positive.

It's amazing to see your expansion even from one six month period to the other, and it still remains difficult to be conservative on the Company's outlook.

Again, my sincere thanks and best wishes for continued success.

Sincerely,



Louis M. Rusitzky
Vice President

LMR/cj

cc: Mr. Harry Mann

6/21
C- Stan Olson

Sub Poulit #784
talked with Mr. Ray on 7/15

248 East 120th Street
New York, New York
June 13, 1968

Mr. Ken Olson
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olson:

I am a VISTA volunteer in East Harlem, and I have been working with a professional engineer in designing a pilot training program in electronics, the East Harlem Computer Training Program.

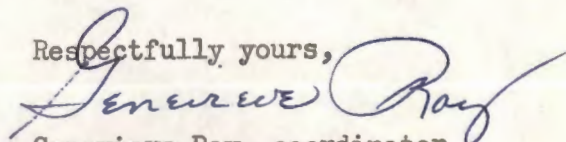
There is a wealth of potential in ghetto areas of capable and intelligent young men who can, with training, qualify for technicians' jobs in industry, but who for various reasons either have not entered, or have not been able to enter, the training programs which exist. We hope to motivate and train these young men by starting a training program in East Harlem and feeding into jobs for which we have established contacts.

Needless to say, we need all the help we can get, not only from our immediate community but from the business world. For this reason I am writing to you. We would like your company to donate to us, or to sell us at a substantial reduction, 2 Digital Computer Labs and 24 Computer Lab Workbooks.

We are very excited about the program, and we hope to receive from you an equally enthusiastic reply. Please reply directly to me at apartment 2-C, the above address.

Irwin Leitner, who will direct the program, will be stopping by to see you sometime during the week of June 24, to talk more with you about the program.

Respectfully yours,



Genevieve Ray, coordinator
Irwin Leitner, director
East Harlem Computer Training
Program

4/14
Key decided not to answer this because it is a
form letter and he didn't even know his name.
Nicholas R. Snyder 1871 EDGEWATER DRIVE, CINCINNATI, OHIO 45240 513 825-7550 *sc*

June 11, 1968

The President
Digital Equipment Corp.
Main St.
Maynard, Massachusetts

Dear Sir:

I would like to have you as a teacher and I'm willing to pay a high price commensurate with the value of your time and experience. The kind of teaching I refer to is that which can "rub off" on me by association with you - - and the price is the kind of knowledgeable ambition I can put to work for you personally in becoming an extension of you as your assistant.

With a B.S. in Industrial Administration and eight years of excellent experience (which includes Production Engineering, Plant Engineering, Project Engineering and Sales Engineering) I've established the kind of performance curve in which I'm sure you will be interested. Currently in Sales Engineering, I'm responsible for the major portion of my company's sales, have established new company records for the past four years and already have new ones within reach. My previous accomplishments reflect an above average number of large dollar savings for my company through alert engineering. My goal, eventual General Management, can be best achieved in my opinion through direct association with someone of your stature. I know I can much more than pay my way and will welcome the opportunity of convincing you in a personal discussion. Please call or write me at your convenience - - I'll be looking forward to it. Your confidence will of course be appreciated, in view of my present employment.

Sincerely,

Nicholas R. Snyder
Nicholas R. Snyder

NRS:lam

7 OLD SUDBURY ROAD
WAYLAND
MASSACHUSETTS 01778

June 11, 1968

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

Dear Ken -

Two years ago I left Lincoln Laboratory to help start a marine hardware company - even though I had been warned about mixing my vocation and avocation. The company is now established and in operation. For me however the bloom is off the rose and I would like to get back into an organization of substance. Allen Richmond, with whom I worked for ten years at Lincoln, suggested I contact you.

In my nineteen years experience in Sales, Marketing, Advertising and Public Relations, I have

been Sales Manager and Assistant to the President of Schaefer Marine Products, a Staff Member in the Director's Office at Lincoln, a Product Advertising Manager at Dewey and Almy Chemical Co., and the Advertising and Public Relations Manager for Drafer Corporation.

As you may remember my major responsibility at Lincoln Laboratory was the packaging and presentation of Lincoln's capabilities and achievements, whether by visual aids, personal calls in Washington and elsewhere, or by specific full-fledged briefings or symposia. In short, I assisted the Director in the marketing of Lincoln's concepts and hardware.

Allen Richmond and Carl Overhage, I know, will gladly comment on my professional qualifications.

If there is a spot at Digital where my experience could be of use, please let me know and I will be glad to meet with you or someone in your organization at a convenient time.

With best regards,

Sincerely,
Jim Selman

Wheeler Associates
Management Consultants

Area Code 617
Telephone 457-7549

9 Central Street
Lowell, Massachusetts 01852

10 June 1968

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

Dear Mr. Olsen:

Your interest in streamlining office practices to increase efficiency and to reduce costs was called to my attention with the suggestion that you might be interested in discussing how our firm can help.

In dealing with clerical problems, we routinely effect dramatic indirect labor overhead reductions. Overall application of our methods throughout your company, including manufacturing, conceivably would yield potential savings of approximately \$1,000,000 annually.

We would appreciate the opportunity to discuss our ideas with you and would like to know when it would be convenient to see you.

Very truly yours,

WHEELER ASSOCIATES, INC.

Philip D. Bogdonoff
Philip D. Bogdonoff, Ph.D.

PDB/cb



Westinghouse Electric Corporation

Environmental Science and
Technology Department
Defense and Space Center

8401 Baseline Road
Boulder, Colorado 80302
Telephone: (303) 443-3440

*
Kenneth H. Olsen, Pres.
Digital Equipment Corp.
146 Main St.
Maynard, Mass. 01754

Dear Mr. Olsen:

Study Groups of the International Radio Consultative Committee (CCIR) of the International Telecommunications Union (ITU) will hold international conferences in the United States during July and August 1968. The CCIR is the radio technical advisory body of the ITU which makes recommendations on international technical and operating questions and radio system characteristics.

Plenary Assemblies of the CCIR are held approximately each three years, the most recent being in Oslo in 1966. International meetings of the full Study Groups are held in the interim. The current series invited by the United States are meetings of Study Groups V, VI, VII, and VIII, to be held in Boulder, Colorado July 9 through August 7, 1968. Participating in these meetings, to be held on the campus of the University of Colorado, will be some 200 representatives of foreign governments, telecommunications operating administrations, laboratories and companies throughout the world.

The United States government undertakes support of official arrangements and facilities. In this case, financial support and substantial staff are provided by the U. S. Department of State and the U. S. Department of Commerce, Environmental Science Services Administration and National Bureau of Standards at Boulder. The University of Colorado is providing support in facilities and conference staff.

In the past, the United States industry has also extended support for hospitality to the international delegations, and additional facilities or services which otherwise would not have been possible. When the meetings are held in other countries such support is also traditionally provided by industry or telecommunication administrations. Only a few such CCIR meetings have been held in the United States in recent years, as in 1962 the Study Group IV on Space Systems at Washington, and in 1959 the CCIR Plenary Assembly at Los Angeles. U. S. industry support of both of these meetings contributed greatly to their success.

It is the purpose of this letter to advise you of the background and participation in these meetings so that you may consider whether your company wishes to offer financial support. Most of the delegates represent operating or laboratory institutions who are large users of communications-electronic equipment; many are involved in the planning of international telecommunications networks. Plans for hosting are well formed but the possibility of carrying them out will, of course, depend on the support available. It is hoped to offer substantial local transportation services for the delegates because public transportation is not adequate. Tours and hospitality for the ladies and families accompanying the delegations would be provided. An evening dinner and/or tour for the delegates in the nearby Rocky Mountains may also be possible.

If your company desires to extend any financial support to the meetings, contributions can be made to the Development Foundation, University of Colorado, earmarked for CCIR. Appropriate acknowledgement of institutions sponsoring these conference activities will be made in information supplied to the delegates.

A committee under my chairmanship will be further contacting you to provide additional information.

Sincerely yours,

A. D. Watt

A. D. Watt
Chairman, Industrial Finance
Committee for CCIR 1968
Boulder

COMITÉ CONSULTATIF INTERNATIONAL
DES RADIOCOMMUNICATIONS
(C.C.I.R.)

COMITÉ CONSULTIVO INTERNACIONAL
DE RADIOCOMUNICACIONES
(C.C.I.R.)



INTERNATIONAL RADIO CONSULTATIVE COMMITTEE
(C.C.I.R.)

STUDY GROUPS V, VI, VII, VIII COMMISSIONS
D'ETUDES

1968



TEL. - (303) 449-2040
TWX - 919-940-2510
CABLE CCIRCON BOULDER (COLO)

SEWALL HALL
UNIVERSITY OF COLORADO
BOULDER, COLORADO 80302

U. S. Hostship Committee for CCIR Study Group Meetings 1968

Chairman: Mr. A.D. Watt, Westinghouse Environmental Science and Technology
Department, Boulder, Colorado 80302

Mr. Frederick J. Altman, Communication and Systems, Inc., Falls Church, Virginia

Mr. A.E. Anderson, Collins Radio Company, Cedar Rapids, Iowa

Mr. A.S. Bagley, Manager of Hewlett-Packard Company, Palo Alto, California

Mr. Larry Ball, Westinghouse, Boulder, Colorado

Mr. Allen Barnabei, U.S. Department of Commerce, Washington, D.C.

Mr. Roger Beehler, National Bureau of Standards, Boulder, Colorado

Mr. A.R. Chi, NASA Goddard Space Flight Center, Greenbelt, Maryland

Mr. D.D. Crombie, Environmental Science Services Administration, Boulder, Colorado

Mr. William T. Ellis, Electronic Industries Association, Washington, D. C.

Mr. Harris F. Hastings, STAFCO, Washington, D. C.

Dr. George E. Hudson, National Bureau of Standards, Boulder, Colorado

Mr. Richard C. Kirby, Environmental Science Services Administration, Boulder, Colorado

Mr. Frank D. Lewis, General Radio Company, Bolton, Massachusetts

Mr. Donald R. MacQuivey, Stanford Research Institute, Menlo Park, California

Mr. T. H. Moriarty, Morcom Systems, Inc., Washington, D. C.

Mr. James R. Poppe, General Electric Company, Lynchburg, Virginia

Mr. James B. Potts, Communication Satellite Corporation, Washington, D. C.

Mr. Philip L. Rice, Environmental Science Services Administration, Boulder, Colorado

Mr. Floyd Wickenkamp, Federal Communications Commission, Washington, D. C.

Dr. F. H. Willis, Bell Telephone Laboratories, Holmdel, New Jersey

Mr. G.M.R. Winkler, U.S. Naval Observatory, Washington, D. C.

June 9, 1968

Mr. David Faldasz
4 Bellevue Terrace
Maynard, Massachusetts 01754

Dear David:

I am pleased to inform you that you are the recipient of the Digital Equipment Corporation Scholarship in the amount of two hundred dollars (\$200.00).

One provision of the scholarship is that you must begin your further study in the first semester of 1968.

The first tuition bill should be sent to the President of Digital Equipment Corporation, Mr. Kenneth H. Olsen, Maynard, Massachusetts, and he will see that the \$200.00 of the total amount will be paid by the Digital Equipment Corporation.

Sincerely yours,

ROBERT E. KINGSBURY
Principal

TELEPHONES: { 897-8891
897-8892
897-8893

MAYNARD HIGH SCHOOL

PRINCIPAL'S OFFICE

MAYNARD, MASSACHUSETTS 01754

June 6, 1968

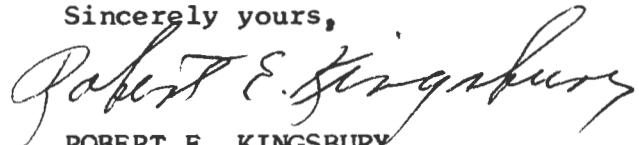
Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Enclosed please find a copy of the letter to be given to the recipient of your 1968 scholarship in the amount of \$200.00, for the school term of 1968-69.

I want to express our appreciation on behalf of the recipient, not only for the financial assistance, but also for the opportunity to give the student recognition for a job well done.

Sincerely yours,



ROBERT E. KINGSBURY
Principal

Encls.

1. copy of letter
2. tickets for graduation

6/10 Original to Ted Johnson

June 6, 1968

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

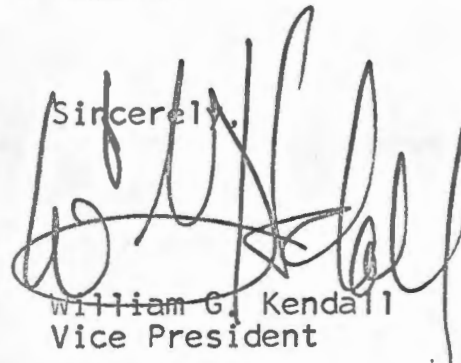
Dear Mr. Olsen:

Further to my letter of June 1, 1968, I have enclosed a copy of a technical release describing our most recent offering.

Our client will grant the manufacturing rights to this commutator on either a license or outright sale basis. We felt that you would want to consider including this unit in your present line; either as an accessory item or as an intergal part of an existing product design.

If you would like to pursue the prospect further, we would be pleased to provide you with additional details concerning this offering. Looking forward to hearing from you in the near future, Mr. Olsen, I remain

Sincerely,



William G. Kendall
Vice President

WGK:fw
Enc.

W. A L E C J O R D A N A S S O C I A T E S , I N C .

250 PARK AVENUE

NEW YORK · N · Y · 10017 · (212) 867-6062

June 6, 1968

Mr. K. H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

As a specialist in serving the promotional needs of the industrial/technical community, I have noted the growth of Digital Equipment Corporation as a leader in development and production of digital devices and systems.

A healthy corporate growth program requires a parallel growth in appropriate public recognition. If you believe that a broadening of your company's publicity efforts would be beneficial, you may want to consider the following thoughts relative to utilizing specialized services.

W. Alec Jordan Associates, Inc. is one of the largest firms in the world specializing in public relations for science-based companies.

There are, of course, a number of factors to be considered in the selection of a responsible public relations agency. Many of these considerations are tangible; some of them are not. But all of them substantially influence performance. From your standpoint, some of the fundamentals which properly concern you in this context are these:

Knowledgeability: The greater the knowledgeability of your agency -- both technologically and editorially -- the less time you will have to invest in "educating" your agency people concerning your objectives.

Competence: The more able and experienced the agency, the less time you will have to invest in "direction".

June 6, 1968

Size: As doubtless you are aware, 'size' alone is no guarantor of either knowledgeability or competence. As we see it, the optimum size of any service organization is that which provides both adequate facilities and superior services -- but not so large that any account can become 'lost' or regarded as other than of consistently priority importance.

Reputation: The reputation of the agency -- among both principal groups it serves, i.e., clients and editors -- for judgment, integrity, responsibility, is, of course, of vital significance.

Based on the foregoing premises, herewith is a brief profile of Jordan Associates:

Knowledgeability: We are specialists in designing and implementing publicity and press relations programs for science-based organizations. This is our entire business. Each of us has a sound educational background, and all of us have had practical experience in the industries with which we work. In addition, all of us have been successful as writers, reporters, editors, or all three. We also have a broad range of experience in all of the various aspects of public relations and related fields.

Competence: I should like to submit that this all-important factor is evidenced by at least three things: by our healthy corporate growth since we were established ten years ago; by the calibre of our clients, and by the long-term and expanding association we have with them.

Size: All our key staff members are mature people of substantial experience. Every account is important to us; none is ever relegated to 'trainees' -- either literally or figuratively.

Reputation: Very probably you will find this not only easy to ascertain but also simple to evaluate -- and certainly we will welcome your checking our standing among editors. In addition, if you would like to talk with client executives, we will be happy to provide you with names of individuals who are also notable for their candor.

It is our view that public relations programs without purpose are pointless and wasteful. Planning -- thoughtful planning -- is, in our judgement, the key element of success -- the element which ensures effective attainment of objectives.

Therefore, this is our standard operating procedure: if you were to retain us, we would first concentrate on a thorough analysis of your immediate and long-term objectives. This would embrace, of course, further discussion with you and your colleagues; appraisal of

June 6, 1968

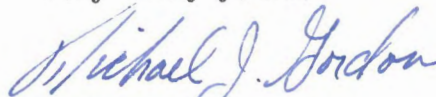
competitive situations; determination of primary, secondary, and tertiary markets, and so forth.

We would then submit our recommendations in the form of an initial plan. This plan, as accepted, or as modified by discussion and agreement, we would then implement on your behalf.

Putting it another way, we "immerse" ourselves in a study of your business, **then we assume the responsibility** for carrying out your programs as efficiently and effectively as possible.

We should be glad to discuss any aspect of your interests at any time. Drop me a line at your convenience. It would be a pleasure, I am sure, to work with you in the furtherance of your over-all objectives.

Very truly yours,



Michael J. Gordon

MJG/el

The FIRST NATIONAL BANK *of* BOSTON

RICHARD D. HILL
President

June 4, 1968

Mr. Kenneth H. Olson, President
Digital Equipment Corporation
140 Main Street
Maynard, Massachusetts 01754

Dear Mr. Olson:

I am having a small luncheon at the Algonquin Club, in Boston, on June 26 at 12:15 for Myron Tribus, Dean of the Thayer School of Engineering which, as you know, is associated with Dartmouth College. I had the privilege of meeting him a short time ago and was so impressed with his approach to the teaching of engineering that I want to share it with you. I should warn you that my motives are not unrelated to the Third Century Fund of Dartmouth College but, at the same time, want to assure you that no direct solicitations will be made at our luncheon. If you have not met Dean Tribus and if you are not familiar with the teaching philosophies at the Thayer School, I honestly feel that your brief time with us will be well spent.

Kindest regards,

Sincerely

Richard D. Hill

RSVP
Miss Clauson
434-2181

*Paid to
6/10/68*

June 1, 1968

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

Dear Mr. Olsen:

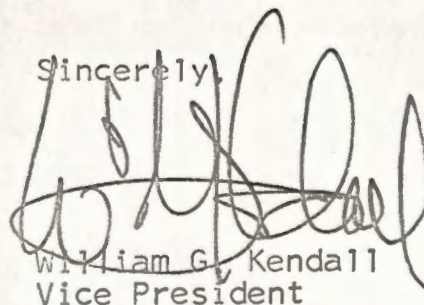
I would like to take this opportunity to introduce myself and acquaint you with the service provided by our firm.

F. H. Gleason & Associates serve the electronics industry as manufacturing licensing agents. In order to give you a better understanding of the scope of our activities, I have enclosed a copy of a brochure outlining the details of our service.

In extending our licensing service to your company, we will, from time to time, send you technical releases describing future offerings which we feel would warrant your consideration.

Looking forward to the time when our firm may be of service to you, Mr. Olsen, I am

Sincerely,



William G. Kendall
Vice President

WGK:fw
Enc.

Original to Ed Schwartz to answer

Dated June 1, 1968

Dear Sir:

It is my observation that, in recent years, Digital Equipment Corporation has been the leader in not only the design and production of the small general-purpose stored-program computer, but also in expanding and developing the market for these indispensable processors. I am particularly interested in your progress for two reasons. First is that I have always had an intuitive doubt about the effectiveness of the complexity and size of the giant processors produced by the larger corporations. We all recognize the extreme difficulty encountered in effectively organizing and operating a large and complex system. When one compares the small cost and ease of use to even the outright purchase price, the small computer is a bargain on anyone's scale.

The second reason is that I have dreamed of building a digital computer for as long as I can remember, and it has been encouraging to me to see your progress in developing a truly inexpensive computer. Since October of 1967 I have been planning, designing, and improving the general concepts, the specifications and diagrams of what has now become a series of small, general-purpose stored-program digital computers. These machines are characterized by an absolute minimum of hardware which is continuously employed during operation. The memory is a small drum or disk and serial arithmetic is used. Multiply and divide operations are included in the instruction repertoire of all but the smallest plan, and complex functions are available in the larger models. The smallest machine uses only about 140 transistors and only a few diodes. Most of the circuits are available in standard integrated circuits. The result of the design approach I have used is a series of medium-speed calculator-size digital computers which can be built for between \$400.00 and \$1400.00 (parts and labor, central processor only).

Since I am not in a position to manufacture of market these machines, I have decided to try to market the plans instead, and selected DEC because of their wide experience and obvious ambition in the field. I believe that there is a sizable market for the series of computers that I have described, and that your corporation would profit from the manufacture and marketing of these unique machines. Applications include compiling, accounting, engineering, process control, and all the other uses of a general purpose digital computer.

If you are interested in studying the plans, specifications, and diagrams which I have developed, I will bring them to a state of perfection and forward them to you. If my concepts and systems prove to be useful to your corporation, we will develop a contract which gives you exclusive use ~~and~~ ~~of~~ of those systems and concepts and compensates me for my efforts. I would greatly appreciate the careful consideration of you and your staff and look forward to our future relationship.

Sincerely,

Gerald L. Leonard

GERALD L. LEONARD
502 53rd ST. SO.
GREAT FALLS, MT 59401

6/4
c - Dimitri Dimancesco

MIDDLEBURY COLLEGE
MIDDLEBURY, VERMONT
05753

OFFICE OF THE VICE PRESIDENT

May 31, 1968

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

Dear Mr. Olsen:

Dr. Sawyer and I thank you and Mr. Dimancesco for granting your time last Tuesday in which to present an urgent appeal for the New England Colleges Fund.

In New England we have in being a group of fine colleges with long traditions of scholarly excellence such as some other areas of the country now realize they badly need. The energetic efforts of these other areas to establish, finally, the colleges that will give their people and their corporate enterprise the educational advantages that we already enjoy, are requiring those of us who value our colleges to defend them against decimation by recruiting forays from other regions.

Thus, substantially all of each gift to the New England Colleges Fund goes directly to the support of faculty salaries.

Both personally and on behalf of the 28 New England colleges we spoke for, we thank you for hearing our story last week and for your thoughtful consideration of the role Digital Equipment Company might play in keeping New England a center of intellectual strength and creativity.

Very truly yours,



Gregor Hileman
Assistant Director
of Development

6/10

Original and enclosures to:
Stan Olsen and Allen Buchman



A Division of American Evatype Corporation / 750 Central Avenue, Deerfield, Illinois 60015 / Telephone 312-945-5600

May 28, 1958

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

Dear Mr. Olsen:

In line with your request we mailed an Eva-Tone Idea Kit to you. You should have received it.

We think the enclosed testimonials will interest you. Also the reprints.

Show the testimonials to the proper persons and when finished please return them in the enclosed address stamped envelope. Keep the reprints. We are only a phone call away and happy to supply additional information.

Yours very truly,

EVA-TONE SOUNDSHEETS

Laurence S. Johnson

LSJ/le

P.S. Or, write "I kept'em" on the envelope and make the testimonials a part of your Eva-Tone file.



BRITISH CONSULATE-GENERAL

2303 John Hancock Building
BOSTON, Massachusetts, 02116
Telephone: Liberty 2-2810

BRITISH VICE-CONSUL
(COMMERCIAL)

In reply please quote:

B.343

AW:EAC

27 May, 1968

Dear Mr. Olsen,

I am writing, somewhat belatedly I am afraid, to thank you very much indeed for sending me Bill Long's very candid but very helpful report on his evaluation of the Incremental Recorders produced by Plessey Co.

It was very kind of you to go to all this trouble. If there is any way in which I can reciprocate please do not hesitate to call me. Once again my profound apologies for not acknowledging your letter earlier.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "A. Webb".

A. Webb
British Vice-Consul
Commercial

Mr. K.H. Olsen,
Digital Equipment Corporation,
Maynard, Mass.

**NORTH CAROLINA
NATIONAL BANK**



GREENSBORO, NORTH CAROLINA

May 27, 1968

Mr. K. H. Olsen, President
Digital Equipment Corporation
12 Maynard Mill
Maynard, Massachusetts

Dear Mr. Olsen:

A record of sound, steady growth is the best proof that an area is a good manufacturing location. Greensboro has enjoyed this type of growth in the electrical and electronic products fields. The quality of the labor supply, an excellent state-supported program for training workers and community livability that makes it easy to attract and hold the necessary engineering and management personnel have been the major reasons for this growth.

In addition to the record of growth, we have reports from The Fantus Company, the leading plant location consultants in the nation, which show the dollar and cent advantages of a Greensboro location for firms in the electrical and electronic products fields.

I will be in your area the week of June 17 and would appreciate having an opportunity to show you how Greensboro's advantages would make it a profitable location for your company. Would you suggest a time during the week of June 17 that would be convenient for you to see me.

Sincerely,

Earl H. Lanning, Jr.
Earl H. Lanning, Jr.
Assistant Vice President

MILLO MANUFACTURING COMPANY

1145 MORRIS AVENUE • UNION, NEW JERSEY 07083 • Phone (201) 351-0466

ENGINEERS • MANUFACTURERS

CABLE ADDRESS: MILO UNION, N. J.

May 27, 1968

Mr. Olson, President
Digital Equipment Corp.
Main Street
Maynard, Mass.

Dear Mr. Olson:

It was a pleasure speaking with you this afternoon. As promised I am enclosing our latest literature and technical papers.

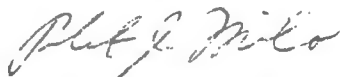
We are the exclusive representative of Bryant-Symons "Super-Precision" Diamond Turning Lathe.

This Lathe produces the ULTIMATE in surface finishing; surface flatness; dimensional accuracy; and correctness of cylinder form. Finishes of less than one micro inch have been obtained by our customers, with flatness and total out of roundness (T.I.R.) of 5 millionths of an inch.

We are enclosing our brochure to introduce our Lathe's special-features that will help you obtain mirror-like finishes and ELIMINATE lapping, grinding, polishing, super-finishing and burnishing.

If you have any questions after reviewing the literature; I shall be most happy to assist you. Upon request, we will gladly machine a sample of any job requirement you might need. Simply send us your specification or drawings for our recommendation.

Cordially,



Robert J. Milo

RJM/aam

BERKELEY ENTERPRISES, INC.

Publishers: "Computers and Automation", &c — Scientific Kits: Brainiac, etc.

815 WASHINGTON STREET
NEWTONVILLE, MASS. 02160
617-332-5453

EDMUND C. BERKELEY
President

May 25, 1968

President
Digital Equipment Corp.
Maynard, Mass.

Dear Sir:

Recently we bought a PDP-9 computer from your organization. Therefore we have had over 20 different business experiences with your organization recently. I am sorry to say that more than half of these contacts have been annoying instead of pleasing. If we dealt with our customers, the subscribers of our magazine, in the way that DEC has dealt with its customer, Berkeley Enterprises, we would soon be out of business.

Our latest experience with DEC is so thoroughly exasperating that I am writing to you in protest. Here is what happened; (1) On five minutes notice, we borrowed two DEC circuit modules from a company in Cambridge, so that we could, one evening, make a modification to our computer. (2) We sent an order to DEC for replacements of the borrowed modules; they were to be billed to us; they were to be shipped to the company in Cambridge. (3) The next thing I know, the company in Cambridge telephones us, and says that they have a mailed package from DEC shipped to them COD for \$42! (4) I am utterly mortified -- these people can think that I am trying to charge them for replacing the modules that I borrowed from them!

DEC has followed a procedure in this case, which I think is outrageous and ridiculous:

- (1) You give Berkeley Enterprises \$40,000 of credit, so that we can order the computer - and you deliver it to us!
- (2) Your Accounting Department does not discover that we have a credit of this magnitude.
- (3) Your Accounting Department decides to depart from the specified terms in our order, and ship the modules COD by mail.
- (4) Your Accounting Department does not even telephone us (a local call) or write us, to obtain our approval for departing from the terms of our order.

5/29
copy to Stan Olsen
John Jones
Harry Marx
ec

If I had known what I now know about how DEC does business, I doubt that I would have bought our computer from DEC. I intend to advise my friends not to buy DEC computers -- which may be good computers -- because of the terrible way DEC does business. (If you are interested in specifications of the other business troubles I have had with DEC, I shall be glad to tell you.)

Yours sincerely,

Edmund C. Berkeley

Edmund C. Berkeley
President

ECB/sru



Arthur D. Little, Inc.

ACORN PARK
CAMBRIDGE, MASSACHUSETTS 02140
AREA CODE 617 864-5770

May 24, 1968

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

Dear Mr. Olsen:

Thank you very much for your letter of May 17. We very much appreciate your correcting and amplifying our information about DEC; the result will be a fairer and more informative report.

Very truly yours,

Frederic G. Withington

/jpf

*Called Allen Kuchman on 5/26 and asked him to call Mr. Withington and offer further assistance, even to invite him to visit DEC if he'd like.
cc*

CAMBRIDGE, MASSACHUSETTS

CHICAGO SAN FRANCISCO NEW YORK WASHINGTON SANTA MONICA EDINBURGH LONDON MEXICO CITY TORONTO ZÜRICH BRUSSELS

5/24
Copy to Win for information
cc

GENERAL PRECISION SYSTEMS INC.

LINK GROUP

BINGHAMTON, NEW YORK

EXECUTIVE OFFICES

May 21, 1968

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

Dear Ken:

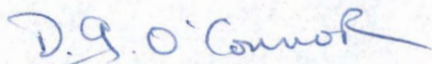
Jim McGowan asked me to write and thank you for the courtesies extended to us when we visited your facility recently. We were both impressed with the organization and evident efficiency of your plant.

After reviewing the possibilities, we have concluded that it is improbable that we could reach an economically attractive result using the PDP-10 and, for this reason, we do not plan to request any further information from DEC in connection with the plan which we discussed.

On the other hand, we shall continue to evaluate your products with respect to our other applications.

Thank you again for your cooperation.

Very truly yours,



Daniel G. O'Connor
Technical Director
Systems Division

DGO:bm

Original to Al Hansen ^{5/68}

PORTER CONSTRUCTION CO. INC.

FORMERLY WILLIAM H. PORTER COMPANY, INC.

BUILDERS AND GENERAL CONTRACTORS

84 Arsenal Street WATERTOWN, MASSACHUSETTS 02172 Post Office Box 401



WATERTOWN 4-8151



STANLEY D. PORTER, PRESIDENT

May 15, 1968

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

Dear Mr. Olsen:

Following up my talk with you over the phone when I visited your plant Wednesday morning, I enclose a list of projects which Porter Construction Company presently has in progress, or has recently completed.

Also, we built the plant for H. H. Scott Company in Maynard, and, I am sure, Mr. Ted Dyett, Plant Engineer, will be pleased to recommend us most highly.

Should you be contemplating new construction, or a major alteration, I certainly hope that you will think of us, and, as a reminder, I will stop by to see you from time to time.

Sincerely yours,

Robert E. Hyatt

Director - Development/Planning

REH:mmc
Enclosure

Original to Harry Mann



43 EAST OHIO STREET • CHICAGO, ILLINOIS 60611 • 312-467-5450

May 15, 1968

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

Dear Mr. Olsen:

Diversification is an easy objective to establish, but not necessarily easy to accomplish -- well.

We have wrestled with a variety of diversification problems -- particularly those related to the new technical and industrial markets. Possibly we could use our experience in helping you with your diversification planning in either the new product or acquisition area.

I believe you will be interested in the enclosed brochure. It outlines our capabilities in the diversification planning area and describes some of the assignments we have completed involving new product and acquisition problems. Perhaps it will spark some ideas on ways in which INTEC could be of assistance to you.

If you would like to discuss a possible program in the diversification planning area in more detail, please feel free to write or call. I would be delighted to meet with you at your convenience.

Even if you do not feel a meeting would be fruitful at this time, I would like very much to hear from you. Perhaps you feel we could be of some help at a later date. I will be glad to stay in touch and to keep you up-to-date on the work we are doing.

Thank you for your interest.

Very truly yours,

A handwritten signature in cursive script that reads "Tom Foseberry". The signature is written in dark ink and is positioned above the printed name.

Thomas N. Foseberry

TNP/rh
Encl.



HERBERT ROTH, JR.
PRESIDENT

LABORATORY FOR ELECTRONICS, INC.

1601 TRAPELO ROAD • WALTHAM, MASSACHUSETTS 02154

AREA CODE 617
894-6600
CABLE ADDRESS
LFE WALTHAM, MASS.

May 8, 1968

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

Dear Ken:

Thank you so much for spending time with us yesterday. As you can see, we are most enthusiastic about the traffic signal equipment market, but, more important, we wish to develop a relationship with a computer manufacturer that will enable us to conquer the traffic control systems market. I think that DEC can do the job and, after the preliminary discussions are completed, I will be in touch with you regarding a working relationship.

Best wishes, and thanks again for your hospitality.

Sincerely,

A handwritten signature in dark ink, appearing to be 'Herb', written over the typed name 'Sincerely,'.

HRJr:amw

OWENS-CORNING **FIBERGLAS** CORPORATION

717 FIFTH AVENUE

NEW YORK, NEW YORK 10022

LAURIS NORSTAD
CHAIRMAN

May 6, 1968

Mr. Kenneth H. Olsen, Pres.
Digital Equipment Corp.
146 Main St.
Maynard, Mass.

Dear Mr. Olsen:

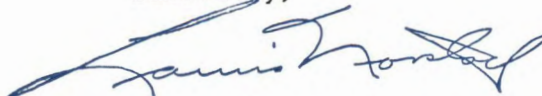
It is my privilege to serve with "Mc" McCollum as Dinner Chairman of the Inaugural UN Day Dinner and ceremonies, described in the enclosed copy of the formal invitation.

I urge you to join me on May 23rd at the United Nations. You and your guests will enjoy a private guided tour and be received by Secretary-General U Thant in the Delegates' Dining Room. At the Dinner at the New York Hilton that evening, Ambassador Goldberg will answer our probing and provocative questions on current international problems with frank, "off-the-record" answers. It should be a most interesting occasion.

no
Our success on May 23rd will assure the minimal \$350,000 national budget -- a relatively small amount to coordinate and effectively carry out nationwide educational and informative observances about the United Nations in 2,000 communities. It is estimated that the United Nations Association's program through its membership, its Council of 130 major national organizations, as well as through local UN Day Committees and the Advertising Council's campaign "Come to the UN", will reach an audience of approximately one hundred and thirty million Americans.

I hope you will join us on May 23rd and I look forward to receiving your reservations for that occasion. Many thanks in advance for your cooperation in this most important effort.

Sincerely,



Lauris Norstad
Dinner Chairman

Enc.

韓國電子工業協同組合

KOREA ELECTRONICS INDUSTRIES ASSOCIATION

A-SUNG BLDG.

163. 2-KA. ULCHI-RO. CHUNG-KU,
SEOUL, KOREA

TEL: 28-4532

May 5, 1968

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation

Dear Sir:

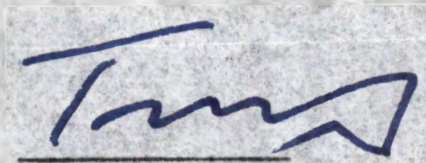
We are pleased to take this opportunity to write to you. During our twenty days visit of your country observing American electronic industries from March 18 to April 5, we have appreciated your kindness and especial care given us in spite of your own business.

You will live in our memory with your warm hospitality and we would like to keep friendship with all of you forever by means of understanding and promoting mutual interest as far as the electronic industry is concerned.

Not only for us but also for our country, it would be very much appreciated if you could be kind enough to give us continuous advice from now on.

With our best regards, we remain.

Yours very sincerely,



Jung Hwuy, Koo
Chairman

Korea Electronic Industries Association

54
Harry Mann to answer -

6/14
(Harry interviewed
but was not
interested)
sc

Donald A. Cogswell, C.P.A.
21 Woodland Road
Westwood, Massachusetts 02090
(617) 326-9044

May 1, 1968

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

Dear Mr. Olsen:

I am the Controller and Assistant Treasurer of a manufacturer and importer, with ten years' controllership experience including heavy industry and consumer products. If your company needs a Financial Executive with my training and experience, you may be interested in some of my accomplishments.

I have:

Initiated a study that resulted in 25 percent savings in importing costs.

Directed the installation of a 1401 RAMAC data processing system and effected a 10 percent reduction in the Controller's staff.

Persuaded the operating people to accept the flexible budget as a tool for control and profit planning.

Selected and trained personnel who have since moved into top accounting positions.

Planned strategy that was successful in accelerating tax deductions.

Contributed ideas in corporate sales, mergers and acquisitions that proved to be profitable to both sides.

Instituted changes in cash-flow procedures that resulted in a 25 percent reduction in bank loans.

Initiated a program for controlling inventories that resulted in a better balance and a 10 percent reduction.

I received a B.S. degree in Business Administration from Babson Institute in 1949 and a C.P.A. certificate from Massachusetts in 1954.

I should be glad to arrange a personal interview to discuss further details concerning my business experience. I can be reached at my home by letter or telephone.

Very truly yours,

Donald A. Cogswell

5/17
Original to Mort for suggestion of how to answer

SECOND INTERNATIONAL TUTORIAL ON QUANTITATIVE CYTOCHEMISTRY

August 4 to 17, 1968

THE UNIVERSITY OF CHICAGO
THE CENTER FOR CONTINUING EDUCATION
1307 EAST SIXTIETH STREET
CHICAGO • ILLINOIS 60637

May 1, 1968

Scientific Directors:

GEORGE L. WIED, M.D.,
Director of Cytology,
Chicago Lying-in Hospital,
University of Chicago
Chicago, Illinois 60637, U.S.A.

and

GUNTER F. BAHR, M.D.,
Chief, Biophysics Branch
Armed Forces Institute of Pathology
Washington, D.C. 20305, U.S.A.

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Thank you very much for your letter of April 18. I was in Germany over the last weekend to discuss with the Carl Zeiss optical works our plans for designing a new scanning microscope for cancer diagnosis. They agreed to build this instrument and it will be called "CYTOSCAN". This instrument will become a computerized consultant for cancer diagnosis on cells in those cases when the pathologist is unsure of the actual diagnosis or the biologic behaviour of the cellular material. The system can also be used to diagnose viral infections, drug effects on cells and radiation effects.

We also had a discussion while in Germany with your representative there. Mr. Gerald Moore was most kind and very well informed. He flew into Munich from Cologne for the conference, and I trust that at least one system consisting of a PDP-8I with 8 K memory, an oscilloscope and the new 500 K disc was purchased by Carl Zeiss as a result of this discussion.

We will have to rewrite our Linc-8 programs for this new configuration which I cannot simulate here with my equipment. I trust Mr. N. David Culver, President, Agrippa-Ord Corporation who is responsible for our programs will be able to use a PDP-8/I with 8K, an oscilloscope and the new 500 K disc in your company to debug the rewritten programs.

As Mr. Ruderman might have told you, this will eventually become an article which actually every hospital should have in its pathology department. We have not yet selected the final type of computer and its configuration, since price, availability, service and interest on the part of the computer producer is of the essence in such decisions. One of the reasons why I heavily tend towards equipment from your company is the most excellent service we have received so far by Mr. Gilbert Slaw and the superb consultations on hardware by Mr. William P. Karavatos. I trust that this excellence is prevalent throughout your organization and I was reassured in this belief after

Conference Coordinator:

MR. CLAUDE M. WEIL
Center for Continuing Education
University of Chicago
1307 East 60th Street
Chicago, Illinois 60637, U.S.A.

Page 2
Mr. Kenneth H. Olsen
May 1, 1968

I talked to Mr. Gerald Moore in Germany yesterday.

The Carl Zeiss Company which is - as we both know - the largest optical research instrument producer in the world will re-design one of their very expensive microspectrophotometers (now \$85,000.00) to our specifications and come out with an instrument which should not sell here for more than \$18,000.00. This "CYTOSCAN" will be exhibited at the above Second International Tutorial on Quantitative Cytochemistry in August of this year.

Since Carl Zeiss will use a PDP-8/I rather than our LINC-8 it might be most helpful if you could agree to exhibit also a PDP-8/I in addition to the LINC-8 which you have so kindly agreed to exhibit at that time. Of course it would be also most appreciated if some software assistance would be provided from your company to make this new instrument operational at the time of the Tutorial.

Thank you very much for your consideration and interest.

Sincerely,



George L. Wied, M.D.
Professor of Pathology

GLW:dp

Original to Harry Mann
(6/10)
(Harry said not to answer)
ec

LESLIE B CHARM
INVESTMENT ANALYST
COMMERCIAL AND INDUSTRIAL LOAN DEPARTMENT

THE PRUDENTIAL
INSURANCE COMPANY OF AMERICA
NORTHEASTERN HOME OFFICE
PRUDENTIAL CENTER
BOSTON, MASS. 02109

April 29, 1968

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

Dear Mr. Olsen:

After listening to Professors Hunt and Zakon talk on long-term debt at the Boston University Seminar on Financial Planning, I thought it would be worthwhile to follow it up with a description of at least one source of that long-term money. Despite talk of tightness in the money market, the Commercial and Industrial Loan Department of Prudential is still actively seeking companies who need long-term financing.

If you think it would be at all worthwhile, I would like to come down and discuss long-term financing with you. Please call me and we can make an appointment at your convenience.

Kindest regards.

Sincerely,



Investment Analyst

LBC:amg

LONG TERM FINANCING
by the
COMMERCIAL AND INDUSTRIAL LOAN DEPARTMENT
of the
THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

The Commercial & Industrial Loan Department makes direct placement, long term, generally unsecured loans to corporations in the United States and Canada. No one factor determines whether term loans may be available to a company, but all of the following are pertinent:

- a) The proceeds of a Prudential term loan should be used for productive purposes, such as building plants or buying machinery and equipment; expansion of markets or introduction of additional product lines; working capital; acquisitions; and funding existing short term obligations. As Prudential's loans represent investment type money, they are not designed to finance speculative ventures. A term loan also is not suitable for financing pure seasonal needs of a business. It is not sufficiently flexible for this purpose.
- b) Our term loans are designed for industrial, retail, and service companies. In the broad definition, this includes most types of businesses. We can legally make unsecured term loans only to incorporated borrowers. Also, a qualified borrower should have an established business with, generally speaking, at least five years of favorable operating history.
- c) A borrower should have a net worth in proportion to the total amount of funded debt to be outstanding in order to meet the required standards with respect to working capital. Long term debt generally should not exceed 50%-70% of a borrower's tangible net worth.
- d) As a term loan is semi-permanent capital and is repaid on a specific schedule, it is retired out of future earnings, not out of the liquidation of seasonal peaks in inventories or receivables, nor out of the liquidation of company assets. Therefore, historical earning patterns are studied and measured against the fixed obligations of a business. Most companies which we examine show in recent years net profits equal to about 15%-20% of the total amount of long term (funded) debt to be outstanding. They also show ability in recent years to cover interest and sinking fund payments on such long-term debt by one to two times.
- e) The minimum term for a loan is ten years and the maximum would be about twenty years. Generally, the term runs between twelve and fifteen years. However, prepayment options provide considerable flexibility in shortening the actual length of time the loan is outstanding.
- f) This department's smallest loans have ranged from approximately \$100,000. Practically, this probably is very near the lower limit. Most of our loans are in amounts ranging from \$150,000 to \$2,000,000. Our largest is nearly \$20,000,000.
- g) Term loans may be made with or without bank participation. However, we encourage and welcome such participation. Often the local bank will take the first few maturities of a loan package. Its loan usually is completely repaid before the first principal payment is made on Prudential's note.

C. John. Long 3/16

ISI

TABLE INTERSIL BARBADOS

International Scientific Ltd.

P.O. BOX 625, BRIDGETOWN, BARBADOS, W.I.
TELEPHONE: 02053

29 April 1968

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

Dear Mr. Olsen:

I am sorry that our schedules did not permit us to make contact on my recent visit to the States. Unfortunately, I did not have sufficient time to make advance plans.

I am hopeful that we may be of service to you. I believe that the quality of our work, the delivery times possible, and the competitiveness of our pricing should render our service attractive to you.

We are, as you know, in a Commonwealth country, and we would also desire to be of service to you in the U.K. Should you have any questions concerning this matter please call or write. I shall be happy to explore this area with you.

Sincerely,
International Scientific Limited



E. Allan Kovar
President

EAK:ct
cc:V. Huntoon

DATA TECHNOLOGY, inc.

Original to Roger Handy for follow-up
5/2/68
rc

April 26, 1968

Dict: April 20, 1968

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

Dear Ken:

Thank you very much for the item copies relating to the Gerber and Cincinnati Digitizers and tracers. As I had indicated, we are ourselves moving in this direction and expect to have a tracer and plotter in addition to the digitizers as part of a total computerized digitizing and plotting system.

Further, as I had indicated, we have made a decision to computerize our systems at this time, using the PDP line as a basis. In this connection, I think it could be very useful to discuss the possibilities.

Very truly yours,

DATA TECHNOLOGY, inc.

Murray
Murray Schiffman

Ms/ac

ISS

JOHN J. McNULTY

VICE-PRESIDENT

INFORMATION STORAGE SYSTEMS, INC.

1376 N. 4TH ST. • SAN JOSE, CALIF. 95112 • (408) 287-2850

ISS

JOHN J. HARMON

P R E S I D E N T

INFORMATION STORAGE SYSTEMS, INC.

1376 N. 4TH ST. • SAN JOSE, CALIF. 95112 • (408) 287-2850

5/16/68 - Ken - please look
into this company. KHO



Kenneth H. Olsen
PRESIDENT

DIGITAL EQUIPMENT CORPORATION
MAYNARD, MASSACHUSETTS 01754



INFORMATION STORAGE SYSTEMS, INC.

April 24, 1968

Mr. Kenneth H. Olsen
Digital Equipment Co.
146 Main Street
Maynard, Mass. 01754

Dear Mr. Olsen:

The subject matter in this letter is significant enough, I believe, to justify your personal attention.

I am John Harmon, President of Information Storage Systems, Inc., a company incorporated in 1967 in the State of California, having its principal office in the City of San Jose. Our firm started with over 100 key-man years of experience in the design and development of disk storage drives and controls. This experience spans products from the 305 to the 2314—from technological development to field support. We have a particular concentration of experience in disk drives utilizing removable and interchangeable disk packs, and are confident that we will again produce a product that will remain an Industry Standard for years.

At this time we are interested in establishing contact with you, a large computer manufacturer with whom we could work toward a mutually beneficial arrangement.

I believe the product we will produce would be especially suited to your PDP Series. If you also believe that Digital Equipment can benefit from an arrangement with ISS, I propose your representative visit us to appraise our technical competence and to lay the groundwork for a possible working relationship.

I am sure both of our companies can benefit greatly by our working together. I shall appreciate your attention and look forward to hearing from you.

Very truly yours,

John J. Harmon
President

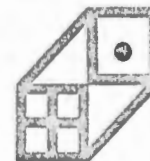
Original to Win Hindle

A SUBSIDIARY OF
SAMSON ASSOCIATES, INC.
NEW YORK AND PALO ALTO

Quantum Science Corporation

April 23, 1968

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



245 PARK AVENUE
NEW YORK, N.Y. 10017
212 • 986-4410

Dear Mr. Olsen:

It is a pleasure to let you know that on April 15th we initiated the analysis of the Future Structure of the Information Utility Industry, and we are proceeding with the study as outlined in our multiclient proposal dated March 11, 1968, which was sent to you on March 26.

The sponsorship of this multiclient program includes companies with interests in computer and communications equipment, as well as in data base and software development, and also information utility systems operators.

We hope you will reach a favorable decision on your proposal in the near future, and we shall be glad to clarify any questions that you may have about the final scope of the analysis. Our project managers are meeting with the participating clients over the next ten days to determine the specific interests of the clients so that they can be incorporated in the analysis. If you make your decision promptly, we shall be able to meet with you also and still incorporate your interests as well.

We look forward to your early decision and to your participation in this program.

Sincerely,

QUANTUM SCIENCE CORPORATION

Mirek J. Stevenson
President

MJS:jmr

Original to Larry Portner. ^{4/85}
If he calls, transfer to Larry



KEYSTONE COMPUTER ASSOCIATES, INC.

22 April 1968

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Attention: Mr. Kenneth Olsen, President

Gentlemen:

Recently, we had the opportunity to review published material describing your firm's capabilities and technical interests. Keystone Computer Associates, Inc., has been involved in several of these technical areas with its clients. We would like to take this opportunity of introducing our firm and its capabilities to you. Perhaps your present requirements for computer programming and systems analysis will permit you to consider us as a possible supplier of such services to your organization.

Basically, Keystone Computer Associates is geared to provide the following services:

1. Design, development and implementation of systems software.
2. Applied programming in both the scientific and commercial disciplines.
3. General data processing consulting, including feasibility studies and evaluations.
4. Systems analysis, systems evaluation, and operations research.

The fine record of growth and stability accruing to Keystone has as its base, the successful development of over five hundred programs for more than forty clients. The exceptional blending of a technically-oriented management and a talented staff with extensive experience assures an understanding of client's needs and problems. We are dedicated to providing customers with systems and solutions that are functional, cost-conscious, and delivery on schedule.

I would like to take the liberty to contact you in the next few days to discuss the possibilities of providing services to your firm. Perhaps we can review briefly some of the work we have done which is similar to your own requirements and if you consider it worthwhile, arrange a meeting at your convenience.

Sincerely,

KEYSTONE COMPUTER ASSOCIATES, INC.

S. A. Crisafulli
Manager, New England Region

SAC/elg

Structure in "Letter Enclosures" file.

PERIPHERAL SYSTEMS CORPORATION

292 Commercial Street • Sunnyvale, California 94086 • 408 - 246-6200

April 19, 1968

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

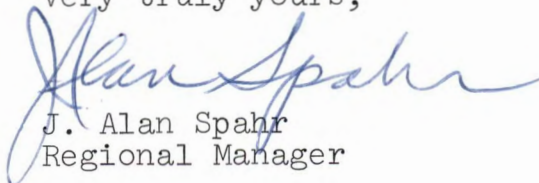
Dear Mr. Olsen:

You are cordially invited to a live demonstration of the Memorex 630 Disc Drive at the Holiday Motor Inn, Room 102-Wednesday, April 24, 9 a.m. to 7 p.m. (alternate, Tuesday, April 23). The Holiday Inn is located in Waltham at Route 128, Exit 48E.

The 630 Disc Drive offers the best price/performance available today. It features 50 milliseconds average head seek time, a minimum number of moving parts, a MTBF exceeding 1500 hours and a MTTR of less than 2 hours.

We hope you will be able to visit with us.

Very truly yours,


J. Alan Spahr
Regional Manager

JAS:dao

Regional Office of Peripheral Systems Corporation
100 Merrimack Street - Suite 407
Lowell, Massachusetts
Telephone: 617-453-1575

GOLDMAN, SACHS & CO.
55 BROAD STREET • NEW YORK, N.Y. 10004 • 212-676-8000

Donald F. Miller
212-676-8430

April 19, 1968

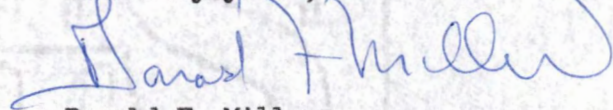
Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
146 Main Street
Maynard, Mass. 01754

Dear Mr. Olsen:

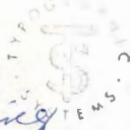
When I called your secretary on Monday to firm-up an appointment I learned that by some unexplainable manner the appointment that she had made for me with you on the 5th of April was somehow canceled by my Boston Office. I apologize for this error for I was in the area and had every intention of keeping the appointment.

However, this is behind us and I hope you will allow me to arrange another meeting at a mutually convenient time for we think highly of your company and would like very much to explore any opportunities with you.

Sincerely yours,


Donald F. Miller

4/17
Original to Mike Jord
4/17
Marv Cathran called
Mr. Hooper, so everything
is taken care of



TYPOGRAPHIC SYSTEMS
P. O. BOX 390 TOOELE, UTAH 84074
PHONE SALT LAKE (801) 297-6511

April 15, 1968

Digital Equipment Corp.
1-6 Main Street
Raynham, Massachusetts 01754

Dear Sir:

We regret to inform you of our cancellation for a FDP-8I typesetting system ordered through Composition Systems Inc.

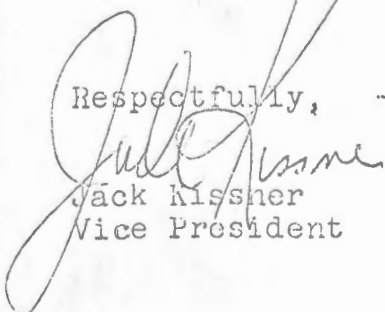
Over the past six months we have experienced both hardware and software problems on our PDP 8-S which has resulted in Typographic Systems losing several of its major accounts.

Due to the reliability of hardware and general software problems our marketing efforts for the Salt Lake City area are practically zero and we are now seriously limited to marketing outside the state of Utah since we are not able to deliver our product.

Recently we received an invoice for Mr. Don Philpotts service for a problem existing on our Disc File memory. We believe that t is \$254.00 service bill was a mistake since the second disc was still under warranty. Our first disc was installed the latter part of November and operated intermittently until the latter part of December. A second disc was then installed and again operated intermittently until the latter part of January. We would assume that the warranty on the disc would begin on the date the second disc was installed. Would you please indicate the policy on this matter?

Your service on the system has been excellent, however the disc reliability has been extremely poor. Is it possible to have a second disc put in here as a spare until the reliability improves?

It is expected that if there is no improvement in the general system within 90 days we will be phasing out this operation.

Respectfully,

Jack Kissner
Vice President

JK/nh

Cable Address: "Airships"

Phone: (609) 883-9440



Mercer County Airport, Trenton, N. J. 08628

April 15, 1968

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

Dear Ken:

I was pleased to hear from you this morning.

The mention of the name of this company to us is quite interesting, and of possible usefulness. I am very glad to know of them and will have cause to refer to this information as we approach the model-building stage. I didn't know that you had an interest in models yourself. Is Mr. Lazott someone with whom you have had any business dealings perhaps?

Many thanks for your conversation with the people at American Research and Development on our behalf. I was pleased to know that Miss Rouse recalled a conversation about Aereon which took place a year previous. It was good to have spoken with you Ken. I appreciate your interest.

The enclosure is the closest to a brochure we have, but you may find it interesting.

Cordially,

A handwritten signature in blue ink that reads "Bill".

William McE. Miller, Jr.



The Aereon challenge— a nearly lighter-than-air plane for new transport patterns

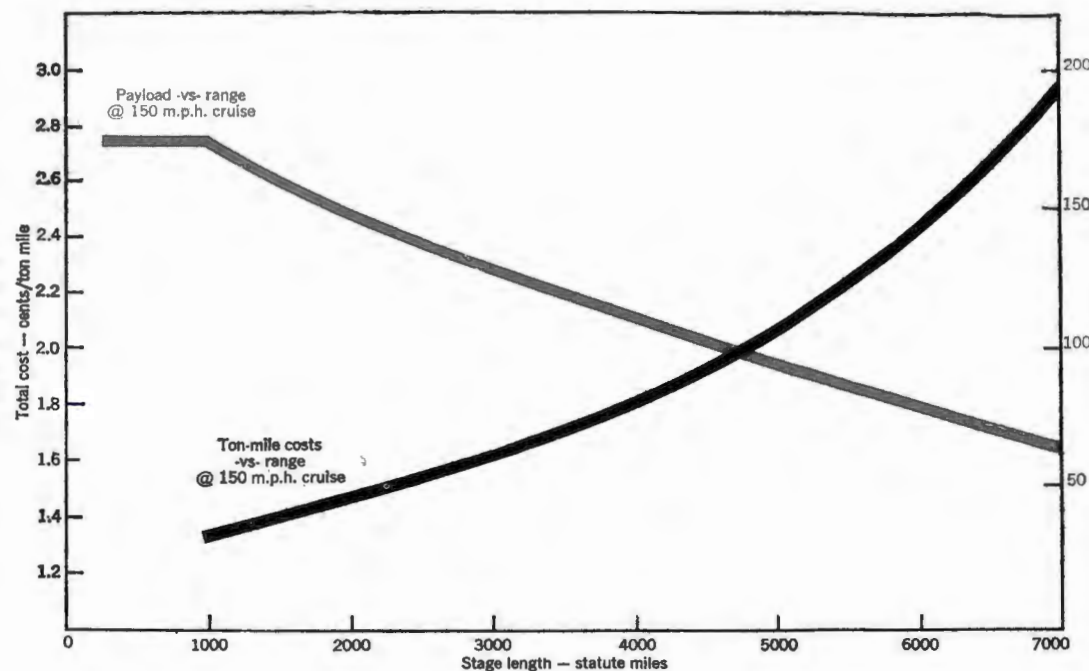
Coming soon a computer designed airship that combines the aerodynamics of today's aircraft with the aerostatic lift of yesterday's dirigible. Its developer claims costs to the shipper will be as low as surface charges.

By HENRY LEFER, eastern executive editor

Air freight rates at six cents a ton-mile? Not a dream, but a strong possibility in the early 1970's. For, by then, the Aereon 340 is expected to be in service.

It looks like a big, plump flying triangle measuring 340 feet long (hence the model #340), and has a span of 256 feet. The airship is being designed to carry 276,000 pounds of unitized cargo a distance of 2,500 miles at 150 m.p.h. while cruising at 12,000 feet. It will operate from runways only 3,000 feet

The graph shows two projections for the Aereon. In black, the ton-mile costs increase as range in statute miles increases. The gray line depicts a steady decrease in economical operation as statute miles increases.



long. . . actually a grass field of 50 to 60 acres will do, since the Aereon will have a very light footprint.

Power will be supplied by four 5,500-h.p. Rolls-Royce Tyne turbo-prop engines mounted in the stern. Fuel for the engines will be carried in "plug-in" tanks, making refueling an exceptionally speedy operation.

Helium gas, carried internally in large envelopes will make the 340 almost as light as air. Its cavernous belly will carry six fully loaded trailers or trailer-size containers. Material handling equipment will be built into the craft to make it independent of ground facilities.

The crew is four, including an in-flight mechanic.

Six cents a ton-mile. John R. Fitzpatrick, Aereon Corporation's president says that the craft could finally bring to pass the air cargo revolution everybody has been talking about. The projected direct operating cost to move 130 tons for 3,000 miles is 1.6 cents a ton-mile. The charge to shippers, using a rule of thumb (two times the direct operating costs), could be a little over 3 cents a ton-mile. Fitzpatrick, however, doubles the charge again to account for all costs of operation and comes up with a charge to shippers of about 6 cents a ton-mile. At this rate, he is convinced that air transportation will, at last, be price-competitive with both highway and rail.

Designed from the ground up to fill a key role in the total cost concept of physical distribution management, the Aereon 340 emerges as a workhorse transport with high capacity, the ability to land at almost any airfield, and extremely low operating costs.

A scaled-down prototype of this unusual descendant of the dirigible is now nearing completion at Mercer County Airport, Trenton, New Jersey. Fitzpatrick explains that his airship has the right combination of both types of aircraft.

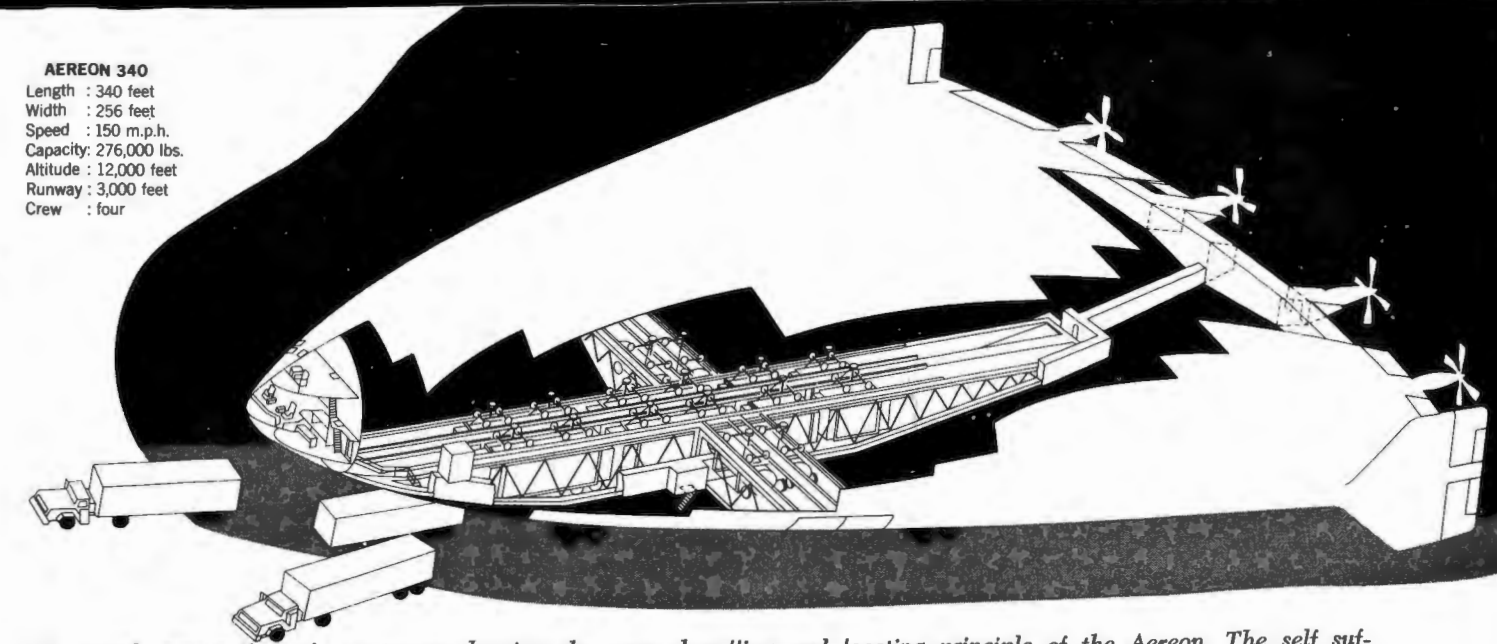
Conventional aircraft such as the heavier-than-air piston engine and jet transport depend primarily upon aerodynamic lift. . . . movement through the air producing a lifting force on the wings. . . . to raise the plane. Only the wings are designed to 'work', the fuselage contributes no lift, but does produce parasitic drag. For the vehicle to fly, engines must supply power to provide lift and overcome drag.

Lighter-than-air craft such as blimps and dirigibles, on the other hand, depend primarily upon aerostatic lift. . . . floating in the air as a boat does in water. . . . to get lift through buoyancy. Free of the need to provide power to overcome gravity, the engines on a lighter-than-air craft have only to provide power to overcome drag. This contributes to excellent flight fuel economy and the ability to stay aloft over great distances and for long periods of time.

The best of both. Although every object moving through the air acquires some aerodynamic lift, the lighter-than-air designers have ignored it in the past, as if it didn't exist. Fitzpatrick's airship will take advantage of this lifting characteristic to reduce the power requirements.

The aerostatic lift, provided by helium in large envelopes, is intentionally limited to make the vehicle slightly heavier than the air. This will enable the pilot to land the 340 without the usual lighter-than-air ground crew being needed to work the mooring lines. There are no complicated ballasting procedures; the Aereon will have ground stability to taxi rather than be towed.

AEREON 340
Length : 340 feet
Width : 256 feet
Speed : 150 m.p.h.
Capacity: 276,000 lbs.
Altitude : 12,000 feet
Runway : 3,000 feet
Crew : four



An artist's conception of a cutaway showing the cargo handling and locating principle of the Aereon. The self-sufficient system will provide turn-around time, including refueling requirements, in one hour.

Self sufficient. Material handling equipment will be built into the lower deck. Powered slings suspended from twin rails in the freight section will swing down, lift the trailers from the ground or the containers from chassis, and will carry them into the hold.

In flight, the load will remain suspended from slings. The deck itself will not be designed to carry cargo, yet it will support personnel. At destination, the equipment in the airship will lower the trailers to the ground and the containers onto waiting chassis.

No fixed ground equipment, ramps, or docks will be necessary to service the Aereon 340.

While loading or unloading takes place, empty fuel tanks will be removed and full fuel tanks, plugged in. Most maintenance, except for major repairs, will be accomplished in flight by the mechanic member of the four man crew.

Genesis of the Aereon idea resulted from a meeting between Fitzpatrick and Monroe Drew, Jr., now the corporation's vice president. Fitzpatrick was part of the Navy team that won aviation's prestigious Harmon International Air Trophy in 1957 for the lighter-than-air endurance record. . . . a flight of 11 days without refueling.

Drew, a Presbyterian minister and a Navy Reserve chaplain, was searching for a way to provide modern, inexpensive transportation for developing and emerging countries of the world. He felt that such a system could not involve extensive or expensive railroad and highway construction. A lighter-than-air craft with proven short field capabilities, and flight endurance records seemed a logical place to begin.

Fitzpatrick saw the Aereon concept not only as a vehicle for the emerging lands, but also as a potent means to accelerate development of air transportation within the United States. He knew that ultimate cost and utility to the shipper had to guide the design

of such a craft. This led to a concept which included a self dependent vehicle, able to operate anywhere, while cleanly meshing with all modes of transportation.

In 1959, the Aereon Corporation was organized to develop such a vehicle.

Stated simply, although it was far from a simple process, this is how the design was developed: Fitzpatrick and his colleagues laid down the operating parameters (interrelating requirements of range, payload, speed, cost, etc.), and added design data based largely on studies of 'lifting bodies' by Aereon and the National Aeronautics and Space Administration. To arrive at the appropriate shape and size of the vehicle, they fed the information into a computer. After a series of refinements, out came reams of numbers which they translated into the physical characteristics of an airship they call the Aereon 340.

Fitzpatrick is confident that his airship will be capable of a complete turn-around in but one hour. Combining the turn-around time of one hour with service to more than 9,500 present day air terminal having 3,000 foot runways it is possible the Aereon concept could develop as a profitable vehicle for feeder line air transport companies.

He sees his airship having a most radical effect in the large, sparse areas of the world that abound in natural resources, yet are far from transportation and market centers. The new airborne craft will not have a major impact upon transoceanic transport since computer studies, according to Fitzpatrick, indicate Aereon's maximum productivity will be obtained at about the 3000-mile range.

One thing is sure, Fitzpatrick concludes, the day the Aereon airship goes into service and enables air transportation to compete economically with other modes is the day the air transportation revolution really begins. **MS**

c. Dmitri Dimarcesco ^{4/15}



EMERSON HOSPITAL

OLD FORT ROAD NINE ACRE CORNER
CONCORD MASSACHUSETTS 01742

April 12, 1968

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

Dear Mr. Olsen:

Thank you for your very nice letter with the wonderful message. I am glad we shall have a Digital Equipment Corporation room on our new floor and you can realize, I'm sure, how much your generous contribution will help us.

We at Emerson are proud of Digital and the great contribution your corporation is making to the computer field and we will be honored to have the name displayed on the door of a room in our new unit.

Sincerely,

Elmina L. Snow
Administrator

Original to Harry Mann ^{4/10}

R. F. NEWMAN
INCORPORATED
INVESTMENT COUNSEL
TELEPHONE 276-0380

735 NORTH WATER STREET
MILWAUKEE, WISCONSIN
53202

April 9, 1968

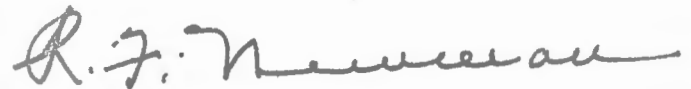
Miss Dorothy E. Rowe
Digetal Equipment Corporation
Maynard, Massachusetts

Dear Miss Rowe:

Unfortunately we have no interest in your stock with clients. To correct this, our Erwin C. Uihlein, Jr. will call on you some time next week, and we hope that you will feel willing to show him some of the applications of your products.

Your help will be appreciated.

Very truly yours,



R. F. Newman

RFN:en

P.S. Enclosed is a copy of our recent "Impressions and Comments", which may interest you.



COMPAGNIE GÉNÉRALE D'AUTOMATISME

SOCIÉTÉ A RESPONSABILITÉ LIMITÉE AU CAPITAL DE 2 250 000 FRANCS

Centre de VILLARCEAUX

NOZAY - 91-MONTLHÉRY

Tél. 920-85-98 — 920-91-01

Télex C.G.A. Nozay n° 26 860

R. C. SEINE 61 B 4420

VILLARCEAUX, LE 9 Avril 1968

Mr. Kenneth H. OLSEN
President
Digital Equipment Corporation
MAYNARD

Massachusetts 01754 - USA

Dear Mr. OLSEN

Following your visit to Compagnie Générale d'Automatisme and further to our conversations, we confirm our interest in process specific softwares, especially in the underlisted areas :

- character, finger print, bacterial, medical diagnosis recognition,
- road and train traffic control,
- chemical processus control.

and so on ..

Our company is interested in various technical and industrial areas. We think we can help you in commercializing your software competencies in France.

We hope you will come again to see us during your next visit in France.

Yours sincerely.

P. TURPIN.

Technical manager.

DATA-CONTROL SYSTEMS INC.
EAST LIBERTY STREET
DANBURY, CONNECTICUT



April 9, 1968

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

Dear Mr. Olsen:

Thank you for referring Mr. Turpin's automatic layout problem to us. I am having our european representative in France, Technitron, contact Mr. Turpin for more information regarding his requirements, and if we feel our technique would be applicable, we will be happy to offer the use of our program to him.

Incidentally, the equipment we are making with this layout and manufacturing technique is creating quite a bit of interest and we are presently in the process of doubling our production capacity for it. So far the production is virtually flawless, and our costs are even lower than we anticipated.

Thanks again for your hospitality during my January visit. We would be pleased to reciprocate, if you have time to visit in Danbury.

Yours truly,

Owen J. Ott
Vice President
Corporate Development

ed

THE UNIVERSITY OF CHICAGO
CHICAGO • ILLINOIS 60637
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
THE CHICAGO LYING-IN HOSPITAL
5841 MARYLAND AVENUE

April 8, 1968

Mr. N. David Culver
Monument Square
Carlisle, Massachusetts 01741

Dear Mr. Culver:

As you have noticed from your telephone conversations with the DEC field people in my laboratory, they were able to follow your advice and to restore the BLOCK #200 on the tapes which they scratched inadvertently.

Our FACIT printer is acting up again, and I am quite delayed with our work because of that. From Mr. Karavatos I understand it would be a small problem to have a program sub-routine of TICAS 10 which takes the cell data onto the disc (either in addition or instead of onto the tape). Then after the scanning of each cell is over, the slow punch on the teletypewriter would print out (in Friden language) paper tape of the cell values. This punch-out could be accomplished while the cytotechnologists looks for the next cell.

Please advise me if you have a better idea on this matter, and/or if you could design this program for us at your early convenience. We could also buy a fast punch (but it punches only 50 characters per second, whereas the FACIT operates at 150 characters per second). Even the fast DEC-punch could therefore not replace the FACIT punch in an on-line operation, unless we keep the UMSP running at a lower speed than now.

The installation seems to proceed with slow speed. However, some light is visible at the end of the tunnel of horrors. As you have noticed from my stage of nervous tension, I was about to throw the entire crew of DEC out when I saw that they had ruined one after another of our program tapes with their faulty hardware. Thank you for your advice to them how they could repair the BLOCK #200 on these tapes.

I will be meeting with the people from INTERDATA AND HEWLETT PACKARD this week to ascertain how we can switch our projects to another computer producer than DEC.

I received prospectus material from SDS and NCR for the large computer instead of the PDP-10 which you proposed that we use. I will have a conference with IBM too this week.

Mr. N. David Culver
Page #2
April 8, 1968

There does not seem any need to take punishment from DEC both from their Sales Department as well as now from their field service. Both Mr. Karavatos and Mr. Slaw are most cooperative and excellent specialists. However, one cannot build our future plans on these two men.

Sincerely,

George L. Wied

George L. Wied, M.D.
Professor of Pathology

cc: Dr. Bahr
Dr. Bartels
Mr. Karavatos
Mr. Olsen ✓
Mr. Quinn
Mr. Ruderman
Mr. Slaw

GLW:dp

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

JAMES B. MUMMA
24 ARDEN ROAD
WELLESLEY, MASS. 02181

April 6, 1968

J. C. Henry
Mr. Paul deGive
Dominick & Dominick, Inc.
14 Wall Street
New York, N. Y. 10005

Dear Paul,

This is to advise you that I shall refuse to purchase any stock of IBM until they cease to sell computer equipment to Communist countries such as Poland, Hungary, and Bulgaria. Over 80% of the war material supplied N. Vietnam comes from the Soviet Union and these countries.

Representative Margaret M. Heckler from my district has written me: "It is in contravention to our American morality that we send our men to fight in a war, yet continue to aid those nations which supply the enemy." I emphatically agree with her.

I oppose all aid of any kind to countries supporting our military enemy in Vietnam. I oppose all trade of any kind with countries supporting our military enemy in Vietnam. No material entering N. Vietnam is non-strategic regardless of any government definition.

Lenin is quoted: "When the capitalist world starts to trade with us -- on that day they will begin to finance their own destruction." This is far worse than stated considering that we are at war right now with the entire Communist world.

I am asking all my friends to take the same action against IBM and if in a purchasing situation to refuse to consider IBM equipment. I am especially directing attention to my broker friends of the infidelity of IBM in considering such trade while their own sons are being killed in Vietnam. I believe I command the respect of dozens of persons in influential positions relating to both purchases of equipment and stock.

Remembering the moral position of Mr. Watson on personal habits of employees it is incredible to me that with over 20,000 men killed in Vietnam, Americans, this company would find itself in such a morally indefensible position.

c/c Brokers, Stockholders,
Purchasing agents, IBM
Employees, Members of Congress,
Friends etc.
IBM, Endicott, N. Y.

Sincerely yours,

James B. Mumma

GENERAL PRECISION SYSTEMS INC.

LINK GROUP

BINGHAMTON, NEW YORK

EXECUTIVE OFFICES

April 5, 1968

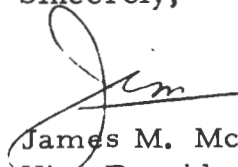
Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken:

Thank you very much for taking a few hours out of your schedule yesterday to visit with Dan O'Connor and I. I know that Dan has already received word from Mr. Hindle this morning and that they will be getting together in the near future to discuss in detail some of our computer requirements. I certainly hope this will lead to further discussions, and that perhaps we can work some arrangement out, be it licensing or OEM, which will be mutually satisfactory to both of us.

Thanks again for the hospitality. Please give me an opportunity to reciprocate at some time in the future, perhaps on a visit to Binghamton.

Sincerely,



James M. McGowan
Vice President and
General Manager
Systems Division

JMM:bm

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
LINCOLN LABORATORY
LEXINGTON, MASSACHUSETTS 02173

Area Code 617
862-5500

5 April 1968

Ken Olson, President
Digital Equipment Corp.
146 Main Street
Maynard, Mass. 01754

Dear Mr. Olson:

It was a real pleasure to visit your company with the South Korean Electronic Industry Representatives last week.

I deeply appreciate your arranging to make this visit possible, and I also want to thank your fellow employees for their heartwarming assistance. The values gained by this Group through this visit to your company are measurable and they have expressed great satisfaction and gratitude. It is my sincere wish that through this meeting a long lasting friendship has been established to advance a mutually beneficial relationship in electronic industries between two nations in contributing to the improvement of technology as well as economy of the free nations.

Since I will be in contact with the gentlemen who visit your plant, please feel free to call me for information concerning the South Korean Electronic Industry.

Thanking you again.

Sincerely,


Yohan Cho

YC/md

Original and Enclosures to Ted Johnson ^{4/12}

**Science
Associates
Incorporated**



601 EASY STREET • GARLAND, TEXAS • 75040 • TEL. 214-276-1104

April 2, 1968

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

Dear Mr. Olsen:

Thank you for your letter expressing interest in the SPHERATRON Information Display System.

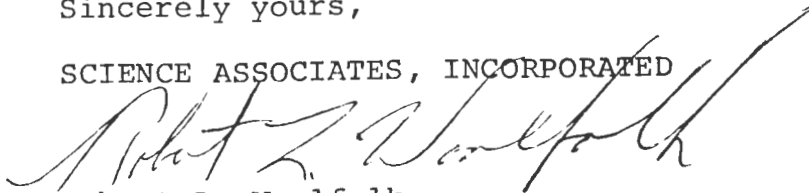
The unit displayed at the IEEE show was a laboratory prototype which we expect to have in full production by mid-summer. We are quoting an estimated price of \$5,000 to \$6,000 per system in some reasonable quantity. Should you desire only one system and at an early date, the cost would be somewhat greater, probably in the neighborhood of \$10,000.

As you were probably told, we plan to utilize the same alphanumeric display technique in various configurations. You may be interested in a larger scale display having the capabilities of selectively writing, erasing, and updating 1500 characters in a wall panel measuring approximately 72x96". This system is under development and the first prototype should be demonstrable by Fall. It will be designed to receive inputs from keyboard, computer, or tape.

If you can outline your specific application in some detail, we will be in a better position to quote exact pricing and delivery schedules. Again, thanking you for your interest, we remain,

Sincerely yours,

SCIENCE ASSOCIATES, INCORPORATED


Robert L. Woolfolk
President

RLW/jl
enclosure

Spheratron

A.I. Llewelyn, Head of Computer Advisory Service



MINISTRY OF TECHNOLOGY

Abell House, John Islip Street, LONDON S.W.1
Telex: 263171 Telegrams: Mintec London Telex
Telephone: 01-834 4422, ext. 316

28th March 1968

Our reference:

Your reference:

Dear Mr. Olsen,

Thank you for your letter and the suggestions it contains. Will look forward to an interesting and useful interchange at our meeting.

Yours sincerely,
A. I. Llewelyn

Kenneth H. Olsen Esq.,
President,
Digital Equipment Corporation,
Arkwright Road,
Reading,
Berks.

copy: Mr. J. Leng, European Regional Manager



K. H. OLSEN

4/15/68

●
Sent copy of letter and enclosure to John Cohen and asked for his comments. Asked him to send his copy along to Rick Merrill when he is finished.

Sent copy to Dave Packer and asked, "Can we use this system in our accounting and postpone buying new machines?"

Sent copy to Nick Mazzaresse and asked, "What can we do to encourage this?"

- Cohen
- Nick
- Parker

SOMBERS ASSOCIATES, INC.
P. O. Box 93
Lake Hiawatha, N.J.

March 26, 1968

Mr. K. Olsen
President
Digital Equipment Corp.
146 Main Street
Maynard, Mass.

Dear Ken:

As we discussed at our brief encounter at the IEEE meeting, I am enclosing three copies of a general description of SAIBL (SAI Business Language) entitled "System Description of SAIBL - SAI Business Language for the DEC PDP-8/8S/81". SAIBL is an interpretive compiler which converts the PDP-8 to a character-oriented machine, so far as the programmer is concerned. It provides for digit arithmetic, controlled console input/output, character string manipulation, and file manipulation. An operator-oriented monitor allows simple and efficient calling of new task programs as desired.

SAIBL is presently written for a 4K PDP-8/8S/81 with optional DEC Disc and high speed paper tape reader/punch.

I expect the first installation using SAIBL to go into operation in late April, and should have a field-tested package available for distribution by June 1.

An example of the programming ease afforded by SAIBL is given in the attached System Description. There, a Job Cost Update program (which is a reduced example of one of the programs to be installed in April) is coded. It has been variously estimated that this program would require 600 - 1000 instructions in PDP-8 assembly language. With SAIBL, it is coded in 15 statements!

Though I must admit that I have not thoroughly thought through the marketing of this package, I currently plan to sell (not lease) it on a per-installation basis. In addition, I plan to provide

Mr. K. Olsen

-2-
March 26, 1968

a continuing updating and upgrading service, which would be available for a smaller annual charge per customer (independent of his number of installations).

Concerning upgrading, I have plans for adding capabilities in the areas of control statements (IF, GO TO, etc.), expanded file manipulation procedures, expanded utility programs, and other peripherals (notably DEC Tape).

I have not as yet firmed up any prices. However, the one current contract I have is priced at \$4000 per installation, and I expect this to form the basis of the final price determination.

You will note that the System Description carries a proprietary legend. However, I am very happy for you to distribute this and any other information concerning SAIBL to your sales people so that they will be aware of its existence.

I am convinced that SAIBL expands the capabilities of the PDP-8 line into an entirely new market area. I look forward to working closely with DEC in the marketing of business-oriented PDP-8 systems, and stand ready to answer any further questions which you or your people may have.

With best regards,

SOMBERS ASSOCIATES, INC.

Bill

W. H. Highleyman
President

WHH/css
Enclosure

3/28
C. Stan Olsen

March 19th, 1968

Mr . Stephen D . Bowers
Product Promotion Manager
Small Computers
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Mr . Bowers:

I am afraid your association with the sales end of the computer business has given you a jaundiced eye for statements of fact. It would be absurd for a reader of my book to expect to find expensive features, such as index registers, in an inexpensive computer such as yours, (I have to pause to keep from saying cheap here.)

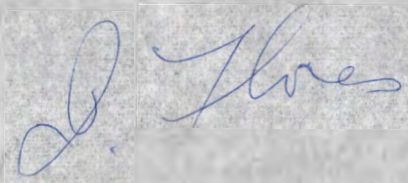
Statements of the limitations of your computer will not be construed by my readers as a lack of value in the computer . Contrary to your impression, I have a very positive attitude toward the PDP-8 and am constantly touting it as an example to good design.

I shall accept your suggestions where I feel they are meritorious but I ask you to accept that this is not a sales volume but rather a factual one and it is not indicated to hurt or advance any particular computer .

Further, if you saw some of the things that I said about the IBM products I am sure you would see some praise in my attitude towards your machine .

Sincerely yours,

IF:gf
cc/ Mr . K. Olsen ✓



Original to Sed to answer ^{3/15}
4/26 - John Long to follow up.

YVAN L. GREBERT

26, Rue Spontini

PARIS (FRANCE)

Téléphone : 704 - 16 - 11

March 19, 1968

The President

DIGITAL EQUIPMENT

Digital Equipment Corporation

Main Street

Maynard Massachusetts 01754

U.S.A.

Dear Sir,

Since your firm is one of the most progressive in the United States, you will certainly have thought of penetrating the European market with your line of products and you may now be seeking someone with the right background who will be able to promote your sales in Europe. That is what prompts me to write you this letter.

I am graduate of the French Institute of Business Administration and Economics : H.E.C. of Paris. I can speak and write fluent English, German and French and moreover, I have had 6 years of sales and management experience in the E.D.P. field in Switzerland, Germany and France.

I think therefore that I might well be the sort of person to promote your sales in Europe. In order to answer any questions you might have, I enclose a resumé. As you can see I am now working and living in Paris, but I can come to the United States for an interview at any time convenient to you.

Yours faithfully,

Y. GREBERT



Rensselaer Polytechnic Institute

TROY, NEW YORK 12181

SCHOOL OF ENGINEERING
Materials Division

Telephone 270-6452
Area Code 518

March 18, 1968

Mr. Kenneth H. Olsen
Digital Equipment Corporation
Maynard
Mass.

Dear Ken:

It was extremely gracious of you to arrange for Hugo Ferguson and me to visit your plant on March 6th. We really appreciated your having Bob Collins take us through because we realize how busy he normally would have been on that date.

It was most interesting to see your operation and we were certainly impressed with what you have accomplished in these few years.

It was good to see you at the stockholders' meeting and we found being able to attend the meeting very significant.

I knew that you would be involved with so many other people there that I did not want to take any more of your time than necessary. Some other time when you are not under such time pressure, it would be very lovely to have some time together. We knew that you would be very much committed when we came over but wanted to combine both things in the one trip. Thank you again for your hospitality.

Sincerely,

Wylie J. Childs,
Professor of Metallurgical Engrg.

WJC/ml

BANQUE WORMS & C^{IE}

TÉL. 073.62-50
TÉLEX 21.895-LOCATOR
ADRESSE TÉLÉGRAPHIQUE
LOCATOR-PARIS
R.C. SEINE 65 B 77
L. B. F. 498

PARIS, LE March 13, 1968
45, BOULEVARD HAUSSMANN (IX^{EM})

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

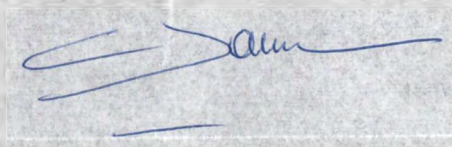
Dear Mr. Olsen:

It was a great pleasure to see you in Boston last week and a privilege to visit your factory at Maynard.

I was mostly impressed by your successful company and wish you the brightest future for D.E.C.

Thanking you again and hoping to see you in the future either here or in Boston, I am,

Very sincerely yours,



Claude L. Janssen



A Division of THE WALL STREET PUBLISHING INSTITUTE, INC. • 69 WARBURTON AVENUE • YONKERS, NEW YORK 10701 • (914) 472 - 2061

Alex Eskine to handle. 3/22

March 8, 1968

HARRY B. SIMON
 DIRECTOR OF ADVERTISING
 250 WEST 57TH STREET
 NEW YORK, N.Y. 10019
 (212) LT 1 - 1505

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

Dear Mr. Olsen:

It has been the policy of The Stock Market Magazine to bring to the attention of the investing public, growth situations in various fields.

Our magazine is nationwide and has Audit Bureau Controlled paid circulation.

We have programmed to do a profile on the growth and future of your company. We would like you to supply us with a glossy picture of yourself, and information (400-500 words) pertinent to the activities of your company.

This will appear in our April or May issue, depending upon how quickly your information is on hand. Please forward to our New York office, 250 West 57th Street.

Yours very truly,

Harry Simon
 Harry Simon
 Director of Public Relations

HS/es

200 BERKELEY STREET
BOSTON, MASSACHUSETTS 02117

March 8, 1968

Mr. Kenneth Olsen
President
Digital Equipment Corp.
146 Main Street
Maynard, Mass. 01754

Dear Mr. Olsen:

Last December, some seventy citizens met at the Parker House to discuss the formation of a Boston Urban Coalition patterned after the National Urban Coalition. It was voted at that meeting to establish a steering committee to consider the proposal in detail and to begin to develop an operational plan. The committee's report will be submitted at a meeting to be held at 3:30 p.m. on Friday, March 22, at the Dorothy Quincy Suite, John Hancock Building, 200 Berkeley Street, Boston.

We invite you to attend this meeting and to join in the work of the Coalition, which will be concerned with trying to find answers to some of our most critical urban problems. This invitation is being sent to representatives of neighborhood groups, business, the professions and higher education, labor, religion, civil rights organizations and local government as well as to a number of individuals.

We would be most grateful for your personal participation and support, and ask that you return the enclosed reply card by March 15.

Sincerely yours,

Robert E. Slater

Robert E. Slater
Chairman
Boston Urban Coalition

Did not attend

RAYTHEON COMPANY

LEXINGTON, MASSACHUSETTS 02173

CHARLES F. ADAMS
CHAIRMAN OF THE BOARD

March 8, 1968

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

Dear Mr. Olsen:

As Chairman of the U. S. Savings Bond Campaign for Massachusetts, I would appreciate the opportunity of meeting with you to discuss the 1968 program.

I hope you can join me for lunch at the Raytheon Executive Office Dining Room on Spring Street in Lexington at 12:30 p.m. on Tuesday, March 19, 1968.

Sincerely,

CFA Adams

*Handed to
3/13/68*
CFA:lar

R. S. V. P.



Original to Dave Lacker

Computer Environments Center

COMPUTER ENVIRONMENTS CORPORATION

1334 Main Street, Route 128, Waltham, Massachusetts 02154 (617) 899-2001

Management Education Division

March 8, 1968

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

Dear Mr. Olsen:

It has been suggested that the ability of a company to effectively utilize the computer may be its key to survival. For many companies, however, it might be more reasonable to say that effective use of computers is the key to higher profits. If this is so, then quite clearly the responsibility for EDP decision cannot be delegated to a low level within a company or to one computer executive. All functional managers and company executives must share in the responsibility of specifying where and how computers can be profitably applied.

Are the members of your management team equipped to do this? Do they understand the potentials and limitations of the computer as a management tool? Can they knowledgeably assist you in evaluating whether your company is spending too much or too little on EDP?

As you no doubt realize, one of the increasingly troublesome problems in management development has been the training of management personnel in the capabilities of the computer. While seminar programs sometime solve specific orientation problems, they fail to offer a comprehensive program in how the computer should be used as a management tool. Their brevity also prohibits the amount of reading required to gain an in-depth understanding. Equally important, the total cost of a seminar can be quite high.

The evening course described in the enclosed brochure is designed to solve this education problem. We urge you to review the course objectives and content and to encourage one or more of your management group to attend.

We are informing you by personal letter to give you the opportunity to register selected employees. Since the literature may not answer all of your questions, we would be happy to brief you by telephone or in person.

Yours truly,

Frederick S. Bartlett

Frederick S. Bartlett
Director - Management Education

FSB/pra
Enc.

Original to Harry Mann ADVANCED TECHNOLOGY FUND

P.O. Box 14481

Long Beach, California 90814

March 6, 1968

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

Dear Mr. Olsen:

Thank you for the general material which you forwarded to us in response to our initial inquiry on your company. We are currently digesting and analyzing data from a number of advanced technology firms to evaluate possible candidates for further research or eventual investment.

Once this preliminary phase is completed, we undoubtedly will require additional information from you on product line, manpower and financial areas. When sufficient information is collected for a comprehensive data bank, we would then construct a dynamic quantitative/qualitative model. The final step would entail a decision to either sponsor or defer sponsorship on all selectively screened companies.

We appreciate your prompt and cooperative response to our initial inquiry, and look forward to continued fruitful contacts with you.

Sincerely yours,

ADVANCED TECHNOLOGY FUND

Michael A. Perlas

Michael A. Perlas
President

MP:lf

Original and enclosures to Mort Ruderman ^{3/8}

THE UNIVERSITY OF CHICAGO

CHICAGO • ILLINOIS 60637

SCHOOL OF CYTOTECHNOLOGY

5341 MARYLAND AVENUE

March 4, 1968

Mr. Kenneth Olsen
President
DIGITAL EQUIPMENT CORPORATION
146 Main Street
Maynard, Massachusetts 01754

Dear Mr. Olsen:

Please find enclosed a copy of a paper on TICAS (using UMSP + DEC-LINC8) for your confidential information.

This paper will be presented in Rio de Janeiro, Brasil at the occasion of the Third International Congress of Cytology (May 19-23, 1968). It deals with the actual identification of malignant cells by means of TICAS which will in our opinion evolve into an automated objective consultant for cell identification. There are many more uses under way in our laboratory then merely cancer cell diagnosis: we are able to identify viral infections in cells, we can find if a tissue culture is contaminated, we can determine certain prestages of mitosis of cells and we have also just recently completed a basic comparative cytochemical study which yielded completely new data. You will also please notice from the bibliography of the enclosed paper that three papers on the mathematical background are in print and/or preparation.

With best wishes.

Sincerely,

George L. Wied, M.D.

George L. Wied, M.D.
Professor of Pathology

GLW:dp
Encl.



March 1, 1968

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

Dear Ken:

I would like to apologize for Ray and my not having been in touch with you following your recent visit here. Both of us have had major changes in assignment two weeks ago, and things have been very busy since.

In line with reorganization of certain management activities, Ray has now become the General Manager of our Business Products and Systems Division; I have become the General Manager of our Information Systems Division.

I am still interested in visiting with you, but would like to postpone this for some weeks at this point. I'll be back in touch with you. It was certainly good to see you again, and I look forward to a visit in the not too distant future.

Sincerely,

A handwritten signature in cursive script, appearing to read "John", is positioned above the typed name.

John H. Glavin
Vice President and General
Manager, Information Systems
Division

JHG/vjh

*Harry -
this man will look us up
at the ARD Annual Meeting
on March 6. Ken*

**BAKER, WEEKS & CO.
ONE WALL STREET
NEW YORK, N.Y. 10005**

TELEPHONE BOWLING GREEN 9-5860
CABLE ADDRESS: BAKERWEEKS, N. Y.
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February 21, 1968

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

Dear Mr. Olsen:

As a senior analyst specializing in the computer industry, I have followed closely many of the leading computer companies during the last several years. I have been interested in your company for the past 1½ years but have refrained from attempting to follow it closely because of my impression that you have discouraged frequent analyst contacts. More recently, however, I have been told by some of my friends, including Dick Ramsden of Brokaw Schaenen & Clancy, that you are agreeable to such contacts in those cases where the interest is serious and long-term oriented.

If it is agreeable with you, I would like to visit your facilities during the near future and to establish contact with some members of your top management team. Since we are a research-oriented firm dealing primarily with institutions, I can assure you that our interest is indeed serious and long-term oriented. I expect to be calling you within the next few days regarding this matter, unless I hear from you in the interim.

Thank you for your consideration.

Sincerely yours,

Tomio Saito

Tomio Saito

TS/ms

Harry Mann talked with him
on Friday, Feb. 23.

AMERICAN STOCK EXCHANGE



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86 TRINITY PLACE, NEW YORK, N. Y. 10006

DIVISION OF SECURITIES

February 19, 1968

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

Dear Mr. Olsen:

On February 23, 1968, I will be in the Boston area and plan to visit with companies whose stocks are listed on the Exchange. The purpose of this visit will be to give you or others in your Company an opportunity to discuss any Exchange matters which you desire.

The visit also affords an opportunity for the Exchange to keep in touch with its listed companies and to describe developments within the Exchange.

I shall telephone your office to arrange a convenient time for a visit on the 23rd.

Very truly yours,

A handwritten signature in blue ink that reads "Fred A. Mumford". The signature is written in a cursive style.

Fred A. Mumford
Chief Listing Representative

FAM:fmr

copy. John Jones

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
RESEARCH LABORATORY OF ELECTRONICS
CAMBRIDGE, MASS. 02139

February 13, 1968

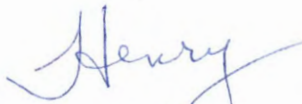
Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken:

We appreciate very much the \$22,000 gift from the Digital Equipment Corporation for our reading machine project. This gift will enable us to achieve a better prototype for use in conducting tests with blind subjects. As I mentioned to you, work on the prototype was initiated by a contribution from a private foundation and the design of the system is already under way.

I should like to express the appreciation of all those who are participating in the project, as well as my personal thanks.

Sincerely,



Henry J. Zimmermann
Director
Research Laboratory of Electronics

HJZ:blm

copy to met mail room Feb. 23, 1968

NEW ENGLAND MERCHANTS NATIONAL BANK



ARTHUR F. F. SNYDER
SENIOR VICE PRESIDENT

February 12, 1968

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

Dear Ken:

We have had some understanding that your company had contemplated leasing computers to schools and others.

We operate a leasing company here at the bank, but for the most part have turned down opportunities to lease even IBM 360's because we have not been able to determine in our minds what future values might be. On the other hand, we believe we understand your equipment, particularly when a small number of dollars would be involved.

We would like very much to have a meeting with you and your leasing people so that we could discuss some of the mutual problems. Actually, we are in touch with the other computer manufacturers on a specific basis. If you think this would be advantageous, would you be able to have luncheon here at the bank either Monday, the 26th, or Wednesday, the 28th. We would look forward to it.

Sincerely,

Arthur F. F. Snyder

AFFS/jeh



OFFICE OF
THE CHAIRMAN OF THE CORPORATION

CAMBRIDGE, MASSACHUSETTS 02139

February 7, 1968

Mr. Kenneth H. Olsen
Weston Road
Lincoln, Massachusetts 01751

Dear Ken:

This is by way of follow-up to the discussion which the M. I. T. delegation recently had with you about the financing of our new building for Electrical Engineering and the Research Laboratory of Electronics. May I be presumptuous enough to make a suggestion with respect to a personal gift by you, especially since you yourself raised the possibility of a personal gift when we were talking with you about a company grant.

We are frankly hopeful that you would feel it appropriate to consider a very major personal gift to the Institute for this project, and I would like to discuss such a possibility with you at an appropriate time. A gift of the kind that I have in mind certainly warrants thorough consideration and study both in regard to the amount and in regard to the way it is made. With respect to the latter, we might have helpful suggestions to make to you.

It may well be possible that a gift on your part of the stock of your company would offer real advantages and would be most acceptable to the Institute. I can conceive of the possibility that a gift in stock might be of interest to you from the tax point of view, and certainly it would enable you to make a gift the value of which to M. I. T. could be very large and to you, remarkably small in terms of the original cost of your stock. Might I suggest that you give consideration to a gift of this kind which would match the recent million-dollar contribution of a professor in the department.

If M. I. T. is going to finance successfully this program, it will have to have several million-dollar contributions and a number of half-million-dollar contributions. Contributions in the amount of

Mr. Kenneth H. Olsen

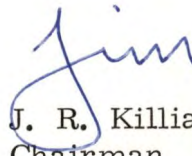
- 2 -

February 7, 1968

a million dollars will most likely have to come from individuals. There are very few of these individuals, especially those who have had the extraordinary record of achievement which you have had in the development of your company.

I would hope that you would permit me to explore all of this with you at an early date, and perhaps particularly to indicate the possibility of a contribution of this kind being related to a specific portion of the building complex.

Yours cordially,

A handwritten signature in blue ink, appearing to read "Jim", written over the typed name "J. R. Killian, Jr.".

J. R. Killian, Jr.
Chairman

JRK:ep

JOHN DIEBOLD

February 7, 1968

Dear Mr. Olsen:

It would give me great pleasure if you could attend a small, stag dinner at my home, 1 East End Avenue, in honor of General Georges F. Doriot, who, as you know, has retired from the Harvard Business School and is spending full time as President, American Research & Development.

I hope you will be able to join us on Wednesday, March 27th, at 7:00 p. m., and I look forward to seeing you then.

With best wishes,

Sincerely,

John Diebold

*Knudye
2/4/68*

Black Tie
R. S. V. P.
PL 5-0400, Extension 55

and

to take

14 2 14



OFFICE OF
THE CHAIRMAN OF THE CORPORATION

CAMBRIDGE, MASSACHUSETTS 02139

February 6, 1968

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

Dear Mr. Olsen:

It was indeed a pleasure for Dean Brown, Mr. Carter and me to visit you and to present our program for the new Electrical Engineering and Electronics complex at M. I. T.

I present herewith a proposal that Digital Equipment Corporation make a grant to M. I. T. in behalf of this project. We most earnestly hope that the amount of this grant be in the vicinity of \$50,000. This amount may be spread over a period of 3 to 5 years.

The complex of buildings which we described will cost \$14 million. It will not only meet a critical need on the part of our programs in Electrical Engineering and Electronics, but it will also permit a major reorganization of existing space benefiting many other departments. The attached statement describes the program in detail.

The Institute has submitted applications to several Federal agencies for support of this project. The most we can reasonably expect from the Government at this time is \$3 to \$4 million. A private donor has made an anonymous gift of

\$1 million leaving approximately \$10 million to be raised from private sources. We are hopeful that at least half of this amount will come from the greater Boston area. We will need generous support of local companies and individuals to achieve this goal.

A \$50,000 grant from your company would be a very significant and important step toward the successful completion of this project. These new facilities will substantially augment M.I. T.'s contribution to New England industry and to this community. They will further strengthen the Institute's posture as a world center of technological research and education.

Yours cordially,

A handwritten signature in blue ink, appearing to read "J. R. Killian, Jr.", written in a cursive style.

J. R. Killian, Jr.
Chairman

STATEMENT PREPARED FOR THE DIGITAL EQUIPMENT CORPORATION

A Proposal for Funds to Construct a
New Electrical Engineering and Electronics Complex at M. I. T.

January, 1968

For more than half a century M. I. T. has been a national resource for advancement and innovation in electrical engineering. The eminence of its Department of Electrical Engineering is built upon the leadership of its faculty, the quality of its students, the breadth and depth of its research, and the magnitude of its contributions to education and technology.

As a leader and innovator in electrical engineering and related fields, M. I. T. is determined to continue to fulfill its responsibility through the training of students and the advance of basic research. A first priority in our efforts to strengthen the Department of Electrical Engineering and the Research Laboratory of Electronics is to provide them with much needed modern buildings. The new buildings will permit us to consolidate many activities in electrical engineering, electronics, and communications, will permit us to bring these areas into more direct contact with other engineering and physical sciences, and will allow us to exploit the new relationships springing up between teaching and research in these fields, particularly as exemplified in communications. They will also permit a space reorganization that will solve space problems for a number of other departments.

It is in support of this building complex that M. I. T. request a grant of \$50, 000 from the Digital Equipment Corporation.

The need for these facilities is paramount. As the Department has grown over the half century since M. I. T. moved to Cambridge, it has had to use space wherever it was available. At present groupings of the Department's activities are scattered throughout the buildings of the Institute. The physical separation between these islands of research and teaching makes it almost impossible to achieve efficiently the normal and desirable discussions between people in different specialities. Casual encounters and exchange between people in the various research groups have become less frequent as the dispersion has progressed. Faculty offices have had to be greatly separated from teaching laboratories, and research groups have had to be located far apart. The coordination and promotion of teaching and research has become enormously difficult.

A new, modern home for the Electrical Engineering Department is urgently needed to provide the physical and psychological focus of the Department's teaching and research and to provide the facilities needed for a reorientation of undergraduate teaching, to furnish the essential space for graduate students, and to meet the requirements for anticipated computer-based educational innovations.

The Institute is carrying out a total redevelopment of its North Campus to bring into proximity those engineering and science disciplines which are most immediately related to each other and among which there are already productive interaction and growth. Now established on the North Campus are the Research Laboratory of Electronics (RLE), the Laboratory for Nuclear

Science, the Center for Materials Science and Engineering, the new Center for Space Research, and the new Computation Center.

Central to this redevelopment is a \$14 million program to establish electrical engineering, electronics and communications on the North Campus. The Institute proposes to construct a \$12 million Electrical Engineering and Communications Research Complex which would consolidate much of its teaching and research in the Department of Electrical Engineering, now spread throughout the Institute, and a large part of its Research Laboratory of Electronics.

RLE has common interests and joint research efforts with all of the activities being brought together on the North Campus, and especially with those in the Department of Electrical Engineering. The proposed new complex will strengthen existing departmental and interdepartmental relationships and help cultivate new ones.

Most of RLE's work now in Building 20 - a temporary wooden building erected in World War II - will be transferred to modern space in the proposed complex. Laboratory space will be provided in the new buildings which will be shielded from the electromagnetic noise that now interferes with sensitive measurements and hampers research.

In the 86 years since its founding, electrical engineering at M. I. T. has grown from a small course in physics, to the first Department of Electrical Engineering established in the United States, to one of the outstanding departments in the world. It is an important national source of engineering leadership and educational innovation. Its patterns of under-

graduate engineering education have set a standard and a style: its research has contributed substantially to bringing the United States into the "electronic age" and, now, into the "computer age". Its graduates are leaders in engineering, education, research, and government, both nationally and abroad, and have played a large role in pioneering and guiding this country's technological advance.

During the five years from 1962 to 1966, the Department awarded almost 2 percent of all the bachelor degrees, more than 6 percent of all the master's degrees, and more than 7 percent of all the doctoral degrees in electrical engineering in the United States. In 1966, M. I. T. ranked first in the number of graduate electrical engineering degrees awarded, 262 compared to 193 for the second ranked institution. The Institute also ranked first in the number of doctoral electrical engineering degrees awarded that year, 37, and second in the total number of electrical engineering degrees, 464 compared to 471 for the leading institution. A particularly significant fact is that as of 1963 about 10 percent of all the professors of engineering in the United States earned their doctoral degrees at M. I. T. This is 60 percent greater than the closest university.

The Department of Electrical Engineering is the Institute's largest department. Its teaching staff of 118 professors together with more than 200 assistants, plus an enrollment of 1,101 regular students and 141 special students, make it equal to about one-sixth of M. I. T. It is larger than half of the approximately 1,500 senior colleges in the United States. It has

awarded 8,290 Bachelor's, 4,649 Master's, 623 Engineer and 667 Doctorate degrees.

The Department is one of the Institute's most active teaching departments and the enormous load it carries is illustrated by the following facts:

- 18% of all regular upperclassmen are enrolled in the Department
- 38% of all engineering students are in the Department
- 24% of all students taking Electrical Engineering subjects are from other departments
- 14% of all M. I. T. 's faculty members are in the Department
- 15% of all teaching at M. I. T. is done by the Department
 - 12% of all recitation classes
 - 33% of all laboratory classes

The Research Laboratory of Electronics, established at the end of World War II as the Institute's first interdepartmental laboratory has become a valuable resource for teaching and research in the ever-broadening field of electronics which it did much to initiate and is doing much to advance. Initially concerned with the interactions between research and teaching in the Departments of Electrical Engineering and Physics, the Laboratory now has projects under way involving a dozen departments and has built up a major effort in communications research. During two decades the initial staff of 125 has grown to 741. The Laboratory has become extensively involved in the Institute's academic programs. Undergraduate and graduate students who have done thesis research in the Laboratory have earned

933 bachelor's, 997 master's and engineer, and 535 doctoral. About one half of these students have been in the Department of Electrical Engineering. Faculty and students working in the Laboratory have made valuable contributions to industry and the military services, as well as initiating and developing many new fields of basic research now being pursued both at M. I. T. and at many other university and industrial laboratories in the United States.

M. I. T. brought early leadership to the establishment of electrical engineering as a field of study and to the emergence of the electrical industry. It has restructured electrical engineering education to meet the new demands now being placed upon it. The Institute has been a prime mover in forging, out of electrical engineering, physics, and mathematics, the modern and interrelated fields of electronics and communications. In its Research Laboratory of Electronics, M. I. T. has built a powerful coupling of inter-departmental education and research. The Laboratory is also the focus of the Institute's influential achievements in the interdisciplinary field of communications. Some highlights of the distinguished record of achievement of electrical engineering at the Institute are listed on the attached.

The Institute has a long tradition of cooperation with industry and with the electrical industry in particular. M. I. T. established the first university department of electrical engineering, most of whose graduates industry employs. Collaboration occurs through such avenues as the M. I. T. Industrial Liaison Program, the Associates Program, the Center for

Advanced Engineering Study, special summer and cooperative educational programs, sponsored research, faculty consultants, visiting lecturers and professorships and membership in the M. I. T. Corporation and its Visiting Committees.

A new Electrical Engineering and Communications Research Complex is a pressing goal of the Institute. We must provide badly needed modern space adequate for the advanced and sophisticated work now being done in electrical engineering and electronics. We also seek to encourage the continuing development of the field of communications through such activities as communication sciences, the electrical sciences, information technology, computer technology, energy processing, and the biological applications of engineering, a particularly promising field of interdepartmental activity.

The rapid developments now taking place in this broad range of related activities make it imperative that the Institute move quickly to establish the proposed new Complex. This will permit the centralization and greater consolidation of the Department, and it will provide new and modern space for RLE. The proposed Complex will strengthen the effectiveness and growth of electrical engineering and communications research at M. I. T. But beyond this, it will facilitate, in the years ahead, the development of new educational patterns and the definition of new and influential areas of research.

The estimated budget for the Electrical Engineering and Electronics Complex is \$14 million, which includes \$12 million for construction and \$2 million for utilities and maintenance for ten years. The Institute has submitted applications to several federal agencies interested in these fields.

The most we can reasonably expect is \$4 million. A private donor has made an anonymous gift of \$1 million. This leaves \$9 million to be raised from private sources.

A grant of \$50,000 by the Digital Equipment Corporation would help M. I. T. to move quickly to establish the proposed new complex. Early completion will enable us to provide continuing national leadership in electrical engineering and electronics education and research, and to strengthen its role, through its research contributions and the work of its alumni, as a major source of American industrial technology.

ELECTRICAL ENGINEERING AT M. I. T

Highlights in Education

- 1920 First Department of Electrical Engineering Established in the U. S.
- 1917 First Selective Cooperative Program in Engineering Education
- MID 1930's Network Theory Established as a Branch of Electrical Engineering
- 1939 First Academic Courses on Principles of Servomechanisms Introduced
- 1940-43 The Three Volumes of the M. I. T. Electrical Engineering Textbooks Published
- LATE 1950's Fundamental Revision of Undergraduate Electrical Engineering Curriculum
- 1960 Semiconductor Electronics Education Committee Initiated

Highlights in Computer Development

- 1920's Power System Network Analyzer Developed
- MID 1930's Beginning of Mathematics Work Underlying Complex Switching Circuits
- 1944-50 Whirlwind I Developed
- 1949-53 Development of Magnetic Core Memory
- 1950's Development of Computer-Run APT (Automatically Programmed Tool) System
- 1956 Invention of the Cryotron
- 1961 Compatible Time-Sharing Developed
- Project MAC Developed
- 1963 Sketchpad Program Developed

Highlights in Microwaves and Radar

- MID 1930's Pioneering Work on Microwave Antennas and Waveguides
- WORLD WAR II Radition Laboratory Established to Develop Microwave Radar; 8, 000 Officers Trained in the M. I. T. Radar School
- 1950 Development of Modern Doppler Radar; New Techniques of Long Range Scatter Propagation of Radio Waves Developed
- 1950's Lincoln Laboratory Established; SAGE Air Defense System Developed
- 1963 Detection of Hydroxyl Radicals in Interstellar Space

GRAPHIC SCIENCES, INC.

1607-09 MAIN STREET EAST
ROCHESTER, NEW YORK
TELEPHONE 288-1880

February 5, 1968

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

Dear Mr. Olsen:

Enclosed you will find a prospectus on our Company, Graphic Sciences, Inc. The issue was filed with the Securities and Exchange Commission on June 30 and went public on September 12, 1967.

Graphic Sciences, Inc. is engaged in three areas of business:

- 1...Information appliances as typified by the graphic transceiver which sends and receives pictures, graphs, business memos, etc., acoustically over the standard telephone lines without data sets -- We have taken possession of a new 30,000 square feet manufacturing facility in Danbury, Connecticut.
- 2...Information services which include the systems analysis and programming of specific applications within various industries -- This staff is currently developing an airline reservation system for a major computer manufacturer.
- 3...Computer leasing of IBM System 360 computers to customers of IBM on a sales leaseback basis --

I am enclosing a brochure which presents a profile of Graphic Sciences, Inc. and a sample copy of the IEEE test chart as run on the graphic transceiver.

If you are interested, I would like to discuss a possible marketing arrangement in the U.S. and overseas, as well as potential development programs for a series of products based upon the graphic transceiver technology.

I am looking forward to your reply.

Cordially,



Robert K. Dombrowski
President

RKD/jo
enclosures

c- Dimitri Dimanuccio

TELEPHONE (MAYNARD) 897-8251

OFFICE OF THE
SUPERINTENDENT OF SCHOOLS
MUNICIPAL BUILDING
MAYNARD, MASSACHUSETTS 01754

February 5, 1968

Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts 01754

Dear Sir:

Your decision to award a two hundred dollar (\$200.00) college scholarship to an outstanding Maynard High School senior this year was received by the School Committee with pleasure.

The guidelines stipulated in your letter will be followed in the selection of the recipient by our scholarship committee.

I am sure that this scholarship will be of great assistance to some worthy student. May I offer my personal thanks and say that this civic action of your corporation can only strengthen the high esteem in which the Digital Equipment Corporation is now held by the people of Maynard.

Sincerely,



Superintendent and
Secretary to School Committee

H

Cristino N. Concepcion, Jr.
566 Commonwealth Avenue, Boston, Mass. 02215

January 27, 1968

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

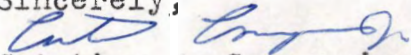
Dear Mr. Olsen:

We were very pleased with the encouragement you have given us during our meeting last Tuesday. In behalf of my father and Mr. Keil, we want to thank you for giving us your valuable time.

As soon as we receive the detailed information on the core transformer from Mr. Crouse, we'll proceed to plan the production operations for this item.

Kindest personal regards.

Sincerely,


Cristino N. Concepcion, Jr.



SWEDA INTERNATIONAL • SALES REGISTER SYSTEMS • A DIVISION OF LITTON INDUSTRIES

GENERAL OFFICES • 550 CENTRAL AVENUE, ORANGE, N. J. 07051 • (201) 673-6600

January 26, 1968

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Attention: Mr. Kenneth Olsen, President

Dear Mr. Olsen:

I want to thank you for the time you spent with us on Wednesday. I appreciate the cooperation we received from all the people involved in our discussions. I feel certain that when the modifications agreed upon are installed, we will have moved further toward our objective of putting our PDP8/S systems into useful operation for Sweda.

I am attaching a copy of my trip report. Thank you again for your assistance.

Very truly yours,


Morton W. Marcovitz
Research Director

MWM:ra

Enc.

ccs: H. Hyman
A. J. Martin
R. Otte
D. Sandelands

Trip to Digital Equipment Corporation
 146 Main Street
 Maynard, Massachusetts

Date: January 24, 1968

Participants:	<u>Sweda International</u>	<u>Digital Equip. Corp.</u>
	H. Hyman	K. Olsen ✓
	M. W. Marcovitz	J. Shields
		D. Dubay
		M. Ford
		R. Merrill
		R. Pyle

The first part of the visit was a short discussion between M. W. Marcovitz and K. Olsen. Mr. Olsen was given a brief description of the Sweda International organization and its products.

When Messers Ford, Shields and Dubay arrived, technical discussions were held. During the course of the meeting, Messrs Pyle and Merrill joined for the software discussions.

1. High-Speed Paper Tape Reader Interface Logic

The interface logic provided by the Digital Equipment Corporation was reviewed in detail. It was agreed that this logic does not provide protection against sprocket pulse jitter caused by either intermittent start-stop operations or by the Digitronics tape transport.

A number of methods of modifying the logic were discussed. Included were suggestions made in the applicational notes "Antiambiguity Logic" published by the Digitronics Corporation. It was agreed that protection is required only when reading Sweda tapes which includes an odd parity bit. The jitter protection is not required when reading fanfold tape, since the tape transport is not used and start-stop operation is not employed.

It was agreed that the interface logic will be modified using the basic technique suggested in figure 1 of the Digitronics application notes on "Antiambiguity Logic". Flip-flop 1 of this figure corresponds to the

"feed started" flip-flop of the D.E.C. high-speed reader interface logic (drawing number D-750C-O-2). Also included in the modification will be a special mode flip-flop. It will be reset by depression of the start key to disable the antiambiguity logic. This will permit the reading of fan-fold binary tapes which do not have the odd parity bit. A new IOT instruction will be provided for the setting of the mode flip-flop to enable the antiambiguity logic. It will be Sweda's responsibility to use this new instruction in any program which reads Sweda tape.

The Digital Equipment Corporation agreed to do the logic design for the modification. They will forward a copy of the modification to M. W. Marcovitz for approval. Upon approval, the Digital Equipment Corporation will install the modification in the two PDP8/S systems in the Sweda Data Center. Sweda International will pay parts costs and one half of the labor costs.

2. Fan-fold Boxes for Digitronics Reader

Sweda International is planning to modify the Digitronics reader to include a fan-fold tape supply box and a fan-fold tape receptacle. At one time the Digital Equipment Corporation had such boxes on Digitronics readers. M. Ford agreed to investigate to determine if these boxes could be purchased by Sweda, and if not, to see if the drawings for these boxes are available.

3. 8K Memory Speed

Sweda International asked whether the 8K memory in the PDP8/S is slower than the 4K memory. It was stated that this could be true; however, the 8K memory is still within PDP8/S specifications.

4. Auxiliary Control Panels

Sweda International expressed an interest in adding a special control panel (switches and lights) as an interface to the PDP8/S. D.E.C.

does not provide such devices. D.E.C. suggested that Sweda design the control panel and the appropriate interface logic. A D.E.C. applications engineer from the Parsippany office will provide technical assistance.

5. Assemblers for the PDP8/S

It was learned that an assembler for the PDP8 which runs on an IBM 360 might be available at Carnegie Tech.

6. Programming for Anti-Jitter

The D.E.C. programmers recognized that the reader erred under start-stop operation, and strongly recommended that the reader be buffered to allow smoother functioning. Several programmed buffering schemes were suggested, and R. Merrill provided Sweda with some sample programs.

M. W. Marcovitz

M. W. Marcovitz
H. Hyman

MWM/HH:ra

ccs: Participants
A. J. Martin
A. Mauro (Digitronics Corporation)
R. Otte
D. Sandelands

GLORE FORGAN, WM. R. STAATS INC.

JOHN H. VALENTINE, JR.
VICE PRESIDENT

111 DEVONSHIRE STREET
BOSTON, MASS. 02109

22 January 1968

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

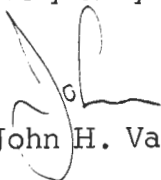
Dear Mr. Olsen:

I want to thank you in advance for being kind enough to meet with our computer industry analyst, Mr. Ming Li.

Mr. Li has had considerable experience working for Control Data and General Electric in not only design, but the marketing of computers. We hope that in a relatively short period of time the opportunity he gains with us in the financial analysis of this type of company, plus his practical experience in this industry, will make him a great asset to Glore Forgan.

Mr. Li is presently calling on some of the leaders in the computer industry in various parts of the country and therefore, we are looking forward to meeting you on Friday, the 26th of January, at 10:30.

Very truly yours,


John H. Valentine, Jr.

JHV/itw

Original and enclosure to Tom Kennedy 1/19



SUMITOMO SHOJI NEW YORK, INC.

277 PARK AVENUE

NEW YORK, N. Y. 10017

TELEPHONE
922-2200

TWX 212 420-6343
CABLE: SUMITSHOJI NEWYORK

January 17, 1968
LVL - 1790

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

Dear Mr. Olsen:

We would like to introduce ourselves as one of the foreign supply sources who may be of some assistance to you in achieving cost reductions on your products, which should aid you in becoming more competitive.

Nippon Electric, who is represented by our firm in the United States has specialized in quality delay line and would like to seek the possibilities of fulfilling your requirements on storage device requirements.

Enclosed herewith you will find a catalog of "Delpack Model-32A, 53A, and 14A". As you will note, we can supply this delay line up to 10,000 bits/1 MHZ capabilities as our standard product, depending upon your requirements.

As a price guideline of our standard product, you may note that approximately 1.8 to 2 cents per bit will be applied for 10,000 bits/MHZ storage capacity.

It would be greatly appreciated if you would bring this information to the attention of your Engineering and/or Purchasing Departments and inform us of their comments. In addition, if you have any specific problem at the present time which you would like us to consider, please do not hesitate to call us collect. You may be assured of our prompt attention.

Very truly yours,

SUMITOMO SHOJI NEW YORK, INC.


Isaya Taira
Vice President

IT:rr
Encl.

c. Mike Ford 1/22/68
Jack Shields
Nick Mazzausa

SWEDA 

SWEDA INTERNATIONAL • SALES REGISTER SYSTEMS • A DIVISION OF LITTON INDUSTRIES

GENERAL OFFICES • 550 CENTRAL AVENUE, ORANGE, N. J. 07051 • (201) 673-6600

January 16, 1968

Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Attention: Mr. Kenneth Olson, President

Dear Mr. Olson:

A few weeks ago I called you to discuss the difficulties Sweda International has encountered in the attempt to obtain successful performance from our two PDP8/S computer systems. Immediately following our conversation, I received a phone call from Mr. Shields to discuss the problem. Since that time Mr. David Dubay of your service organization has been helpful in the attempt to make the operation of our computer systems acceptable. We are now in the process of testing the machines with the modifications which have been made under the direction of Mr. Dubay.

I am writing this letter because of my apprehension concerning the reliability of our PDP8/S systems when they are subjected to full-time use in our Data Processing Center. These computers have been purchased to replace obsolete vacuum tape equipment which includes Ferranti 300 character-per-second paper tape readers. These systems in use in our Data Center are each processing approximately two million characters in an eight-hour shift. With the higher speed processing capability of the PDP8/S computer, we hope to exceed this processing rate.

As a result of the difficulties that we have encountered with the PDP8/S systems in the past few months, we have had a number of conversations with people in your company and people in the Digitronics Corporation. I believe you know that we have purchased

January 16, 1968

Digitronics Model 2500 paper tape readers to be used with the Interface supplied by your company. As a result of these conversations, we have learned that difficulties have been encountered by other systems which use the Digitronics readers at a speed of 300 characters per second in the synchronous mode. Tape jitter can occur which causes "false sprockets", resulting in a character being read twice. Digitronics has published application notes entitled "Antiambiguity Logic" which suggest interface logic to eliminate the jitter problem. I am enclosing a copy of these application notes with this letter.

There may be other hardware and software techniques which could be employed to improve the overall reliability of our PDP8/S systems. I believe that these changes are beyond the scope of a field service organization. If the Antiambiguity Logic is to be added to the interface, engineering assistance may be required. In order to arrive at the best plan of action to make our PDP8/S computers operational for our Data Center, I would like to visit your company to discuss our systems. I would appreciate the opportunity to talk to an engineer who is intimately associated with your Digitronics Reader Interface Logic. I would also like to talk to a programmer who can give us the best advice on how to program for this interface. I have made tentative plans to visit you on Wednesday, January 24, 1968. I will call you to verify the date and time.

I feel confident that we can, with the proper attention, propose a course of action to bring our PDP8/S systems to an acceptable operational condition. We are proceeding with the development of advanced PDP8/S programs for our Data Center. These programs are being written by Advanced Data Research of Princeton, New Jersey, under our direction. We are depending upon your company to give us the cooperation we feel is necessary to make our systems operational.

Very truly yours,

M. W. Marcovitz
M. W. Marcovitz
Research Director

MWM:ra

Enclosure

ccs: H. Hyman
A. J. Martin
Anthony Mauro (Digitronics Corp.)
R. Otte
D. Sandelands

Harris Hyman

March, 1966

Revised January, 1967

ANTIAMBIGUITY LOGIC

Antiambiguity logic in perforated tape reader interface circuitry assures that a character is only read once. Without antiambiguity logic, "false sprockets" generated by fibrous tape conditions or tape jitter may cause a character to be read twice and thus introduce errors. Basically, antiambiguity logic controls the generation of the data strobe pulse which samples the data channel outputs of the tape reader. It generates a data strobe pulse on the leading edge of a sprocket and inhibits additional data strobe pulses until all the data channels for that character have passed the read head.

To fully understand how antiambiguity logic operates,

it is necessary to review some of the basic characteristics of standard punched paper tape.

- Data channel holes are larger than sprocket channel.
- Data channels lead sprocket channel.
- Packing density is ten (10) char/inch.

Figure 1 shows a simple arrangement of standard logical elements which provide antiambiguity. When a character is read by the tape reader, the leading edge of the sprocket channel triggers a one-shot

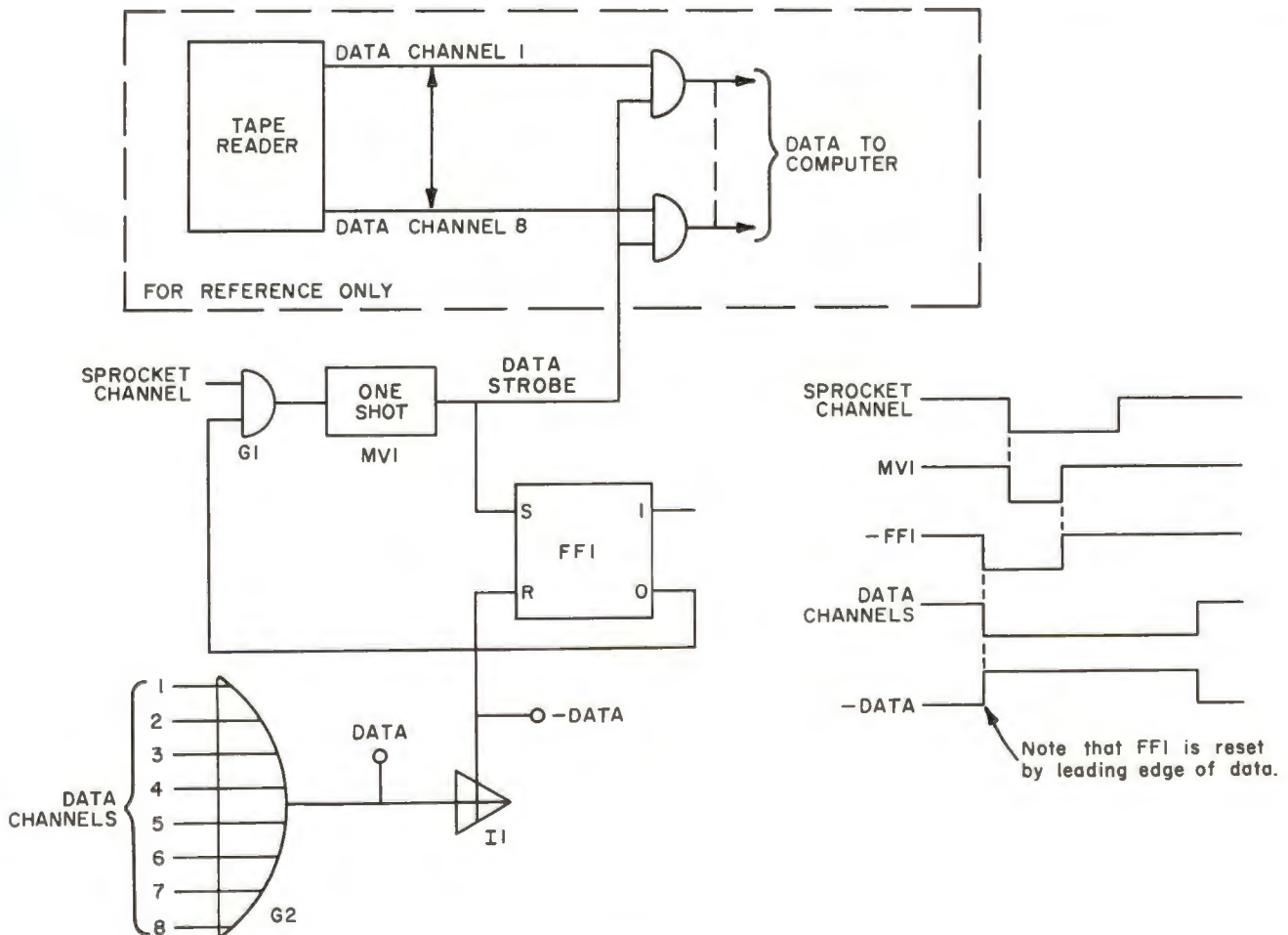


Figure 1. Simple Antiambiguity Circuit

multivibrator producing the DATA STROBE pulse. The DATA STROBE pulse samples the data channel outputs of the tape reader and also sets flip-flop FF1. With flip-flop FF1 set, normally closed gate G1 is opened preventing additional DATA STROBE pulses from being generated. Flip-flop FF1 will remain set until the next character is read. Thus, "false sprockets" produced by tape jitter or fibrous tape conditions in between characters do not initiate a DATA STROBE pulse and are consequently ignored. Another feature of this circuit is that flip-flop FF1 does not require an initial clear at the start of operations. It is reset by the leading edge of data.

The above antiambiguity arrangement is limited to applications which only require recognition of the sprocket channel when accompanied with data. For applications that require that the sprocket channel alone be recognized, the circuit shown in Figure 2 may be used. Additional logic is added which states that if the sprocket channel appears without data, it must remain on for a definite period before it is recognized and a DATA STROBE pulse is generated. This is accomplished by the addition of a resettable delay flip-flop and a few other standard logic elements. Essentially, the resettable delay flip-flop is a monostable multivibrator with an additional reset input. Reviewing, a monostable multivibrator has two possible states; a stable and an astable state. The leading edge of a negative pulse applied to the input drives the multivibrator into its astable state

and logical one appears at its output. The circuit remains in this state for a period of time which is determined by internal timing elements (RC components). Then, the circuit returns to its stable state. The reset capability allows the monostable multivibrator to be forced back in its stable state before the internal timing elements automatically do so. The trailing edge of a negative pulse will "force reset" the multivibrator.

In the logic diagram given in Figure 2, if a sprocket appears without data, gate G3 is enabled and the delay-flip-flop is triggered. The sprocket must remain true until the delay flip-flop times out and allows one-shot MV2 to be triggered generating the DATA STROBE.

Should the sprocket channel go off before the delay flip-flop times out, its trailing edge resets the delay flip-flop and the circuit returns to initial state. On low speed reader (speeds less than 300 characters/second), the delay flip-flop can be set to time out after 500 microseconds. On high-speed readers (500 to 1000 characters/second), you cannot exceed 300 microseconds because at 1000 characters/second, the sprocket hole itself is not much longer in duration.

Since "false sprockets" generated by tape jitter are usually much shorter than 300 microseconds, they are inhibited from generating DATA STROBE pulses. Also, the circuit prevents "false sprockets" resulting from fibrous tape conditions (pin holes).

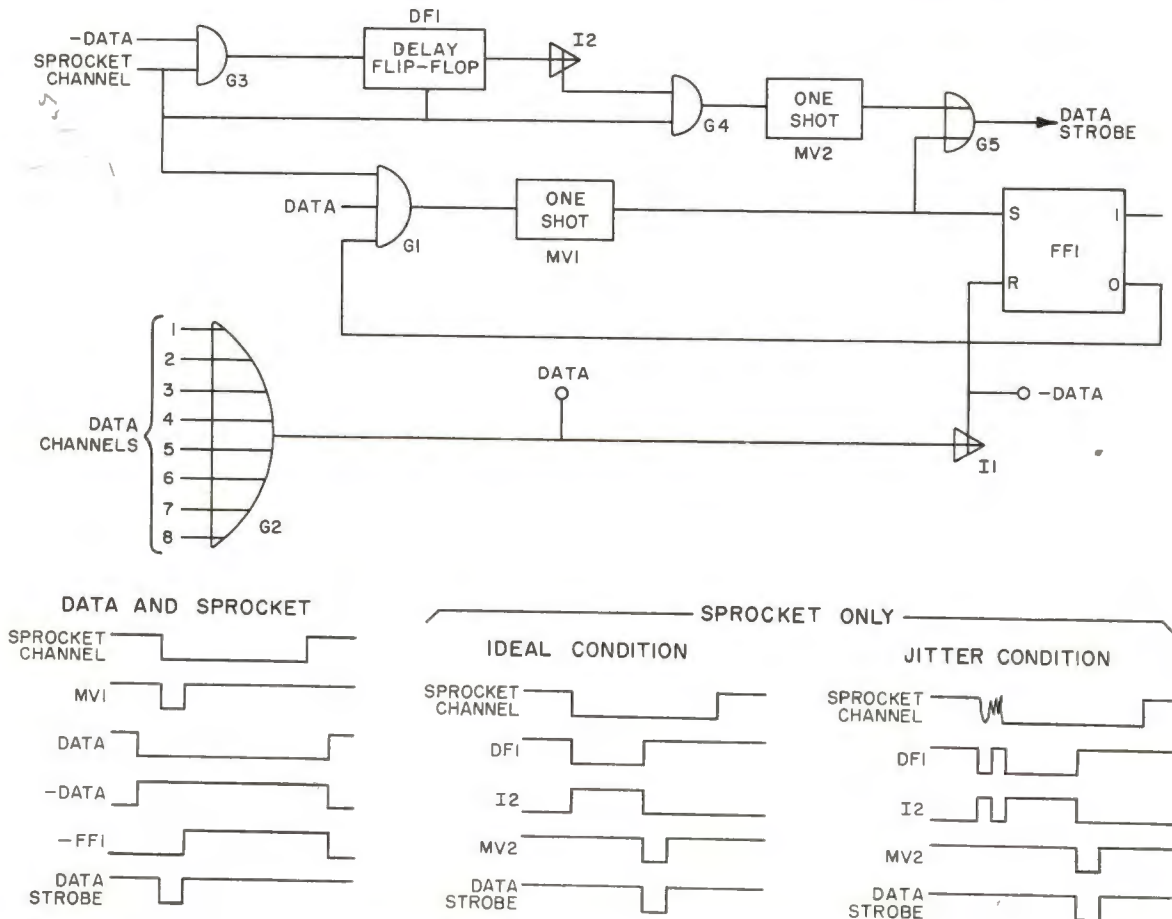


Figure 2. Expanded Antiambiguity Circuit

Markowitz — 201-673-6600

Sveida International

2 PDP-8

not on air

not operate @ 300 char per

digital interface

Messersch

1/19
C. Win Hindle
Pat Greene
Ken to answer

3/11/68

was said John King took care of this.
see

AMERICAN RADIO COMPANY

Incorporated

445 PARK AVENUE
NEW YORK, N. Y. 10022
(212) 753-5046

January 15, 1968

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

Dear Mr. Olsen:

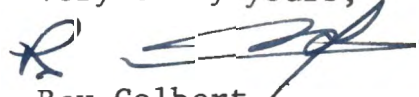
Mr. Haase-Dubosc, our President, is presently in France but he encouraged us before leaving to write to you directly about the following matter which is extremely important for one of our associated firms in France, namely COFELEC.

This company has bought some of your equipment and we understand that they have great difficulty with their address sorting cards (switch #1190). All the cards which COFELEC turned over to DIGITAL in Paris were sent to DIGITAL in the USA in July and September 1967, but no news has been forthcoming since that time and COFELEC asked Mr. Haase-Dubosc to intervene so that satisfaction would be given to COFELEC, and that the cards be returned immediately to COFELEC (Cie des Ferrites Electroniques- B. P. 55 - 93 Montreuil, France- attn: Mr. Debordeau). Enclosed we give you the list of the cards.

COFELEC would also like to receive the data sheet for thyristors N.A.E. type SW 1250.3 which might enable them to repair the equipment.

We beg you to accept our thanks and remain

Very truly yours,



Ray Colbert
Purchasing Agent

RC/te

enc.

Suite à la lettre du 10 janvier 1968

à A. R. C.

JAN 12 1968

N°

I - Cartes remises le 24.7.67 par bon n° 270

II cartes SWITCH référence 1990.

- n° 0169 428
- 0142 131
- 0141 803
- 0173 300
- 0 149 370
- 0149 371
- 0141 778
- 0140 859
- 0187 625
- 0158 978
- 0148 572

2 - Cartes remises le 1.9.67 par bon n° 745

7 cartes SWITCH référence 1990

- n° 0159 014
- 0148 571
- 0173 306
- 0123 363
- 0169 425
- 0141 806
- 0173 311

3 - Cartes remises le 21.II.67 par bon 2893

10 cartes SWITCH référence 1990

- n° 0140 855
- 0141 828
- 0147 113
- 0148 563
- 0148 568
- 0140 573
- 0148 575
- 0149 365
- 0167 909
- 0169 461



Xerox Square
Rochester, New York 14603
January 10, 1968

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

Dear Mr. Olson:

Thank you for taking time out from a busy schedule to meet with us on December 22. We found the discussion informative and stimulating.

Dr. George White, our Engineering Department Manager, was keenly disappointed not to make the trip last month. He is presently attending a management meeting in Exeter, New Hampshire, until January 20. He hopes to have enough free time from these meetings to schedule a short trip to Boston. He would like very much to visit you. You will hear from him directly if he can make these arrangements.

Again, thank you for spending the afternoon with us. We were very much impressed with the spirit and creative atmosphere of DEC.

Belated best wishes for 1968.

Sincerely,

Carey W. Dobbs
Manager
Systems & Software Subsection
Information Systems Division

CWD/e

c- Mike Ford 2/14
Henry Turner
KPR/YH

3rd January, 1968.

Digital Equipment Corporation Ltd.,
3, Arkwright Road,
Reading,
Berks.

For the attention of Mr. T. Dalzell,

Dear Sir,

We wish to confirm our various telephone conversations with members of your staff last week concerning your function sub-routine Digital-8-16-F double-precision sub-routine which we believe to be incorrect, and understand that your staff agree with our view.

In detail, there is an error in location 0727 which the listing shows as containing an SPA instruction which is consistent with the tapes supplied. For the sub-routine to work correctly it is necessary to use an SMA instruction at this point. We have also found it necessary to inhibit overflow in another part of the programme, but owing to lack of time we have not clarified for this.

It is perhaps unfortunate that even with this error the sub-routine gives an output which superficially is correct, and it was not until we had used the programme as part of a much larger control programme in an unattended production process, that the error was discovered. In the event, it was discovered almost by accident by checking the sine output close to zero by simple arithmetic in the course of verifying end errors on the final product.

We can now understand, however, a number of previously unexplained programme halts which caused several weeks of delay in the writing of the main programme, resulting in an important production programme running several weeks behind schedule and considerable extra cost. We would have expected that your sub-routines would at least have been checked independently, which would have disclosed this error immediately.

It is clear to us that it is essential that in future we check the validity of these sub-routines before using them, which would require additional programming capacity, and wonder, therefore, if you would consider accepting two members of our staff on one of your programming courses free of charge in order to provide us with the extra facility we need.

Yours faithfully,

K.P. Rippon,
Group Electrical Adviser.

Had Library send a couple issues each of
"Dataation" and "Computer Design"
on 1/22/68. ecc

Interviewed
on 1/18/68

10 Cabot Drive
Nashua, New Hampshire
January 1, 1968

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

Dear Mr. Olsen:

Mr. Charles W. Adams, President of Charles W. Adams Associates, suggested that I write you. The reason is this:

While currently employed, I am confidentially considering a change in position. In preparing for this, I want to look carefully at the entire information business centering around computers with a view to determining whether my particular background and abilities could be put to good use.

During the past three years I have had considerable experience in marketing products to the business forms industry, and through this have been exposed to the many business opportunities associated with processing and providing information. This exposure has sufficiently intrigued me so that I plan to study the industry in considerable depth.

Naturally I do not expect you to have a position available of to know where it could be found, and I am not writing you for that purpose. Rather, it would greatly help me at this stage of my career if I could obtain the benefit of your experience in and knowledge of the information processing business with an ultimate view to determining my chances of success.

I shall take the liberty of telephoning your secretary to arrange an appointment at your convenience.

Sincerely,



John G. Eresian

r e s u m e

JOHN G. ERESIAN

10 Cabot Drive
Nashua, New Hampshire

Telephone: 603 882 7436

Married, 3 children 5 feet 10 156 pounds Excellent health

job objective

Marketing Manager or equally responsible marketing staff position in a manufacturing company, where experience in marketing and production will contribute substantially to corporate growth.

education

HARVARD BUSINESS SCHOOL BOSTON, MASSACHUSETTS

1954-1956

Degree of Master of Business Administration in June 1956.

HARVARD COLLEGE

CAMBRIDGE, MASSACHUSETTS

1948-1952

Bachelor of Arts Degree with Honors in June 1952, with a broad program in the Liberal Arts.

experience

NASHUA CORPORATION

NASHUA, NEW HAMPSHIRE

1959 to
present,
in
reverse
chronological
order

Product Manager for two products totaling \$8 million sales, and reporting to the General Manager. Responsible for increasing volume and market share through creation and implementation of marketing programs, and working with the sales force. Originated and executed a program which increased previously modest sales to the business forms industry by 36% the first year. Key elements included educational sales materials, product and packaging improvements, and key account guidance to salesmen. Recruited a consulting organization and initiated a four month national survey to determine customer attitudes and market potential for a \$3 million product sold to printers. Findings have resulted in product improvements and an altered promotional approach, strengthening competitive position and generating enthusiasm in the sales force. Directed the successful development and introduction of a new product for pharmaceutical packaging, including market research, technical development, manufacturing and field trials, and key account presentations. Initiated this product to ultimately double share of market. In addition to the above duties, prepared the first written long range plan for the \$25 million Coating Division, and currently continue the advertising and sales promotion responsibilities detailed below.

Advertising and Sales Promotion Manager for the 5 product groups of the Coating Division, responsible for space advertising, collateral materials, trade shows, sales meetings and graphics programs. Initially prepared current written marketing plans, then directed creation and implementation of new advertising and sales promotion programs, helping increase sales 11% the first year and building enthusiasm in salesmen and customers. Also recruited a new advertising agency, significantly improving the quality and reducing the cost of advertising. This experience formed the basis of a case study prepared by the Harvard Business School.

experience

Quality Control Manager for the Coating Division, responsible for developing and installing the first finished goods quality control system for all products. Reduced complaints and claims for one \$5 million product by 50% the first year.

1959 to
present,
cont'd.

Production Control Manager, responsible for reorganizing the production control function and installing modern techniques of production planning and inventory control throughout the Company. Supervised up to 30 personnel. Reduced late shipments and inventory levels, in one department by 56% and 35% respectively.

THE WASHBURN COMPANY WORCESTER, MASSACHUSETTS

1956-1959

Production Control Scheduler, responsible for scheduling and expediting production in several manufacturing departments. Recommended changes resulting in a 30% reduction of backorders. Resigned from this Company, of which Uncle was President, to accept a better opportunity at Nashua Corporation.

GENERAL ELECTRIC SCHENECTADY, NEW YORK

1952-1954

Trainee in Business Training Course, combining job experience and evening classes in accounting which pointed to a financial career with the Company. Learned basic accounting practices and successfully completed all assigned courses. Resigned to attend Harvard Business School.

military

Exempt due to fully correctable nearsightedness.

associations

Member American Management Association, American Marketing Association, Association of Industrial Advertisers, Harvard Business School Club of Boston.

background
&
interests

Raised in Holliston, Massachusetts, son of a business executive, and graduated in top 10% of Class at Framingham High School. Currently Vice President of Church and a Director of the Nashua Symphony Association. Interests include reading in the fields of current events and general literature, music, and outdoor family life.

references

Personal references will be forwarded upon request.