LET ME START BY TAKING YOU BACK... BACK TO THE SUMMER OF '57. THAT WAS THE YEAR THE RUSSIANS LAUNCHED SPUTNIK. "WEST SIDE STORY" AND "THE MUSIC MAN" WERE PLAYING ON BROADWAY, AND EUGENE O'NEILL'S PLAY "LONG DAY'S JOURNEY INTO NIGHT" WON A PULITZER. IF YOU'RE TOO YOUNG TO REMEMBER ANY OF THAT, 1957 WAS ALSO THE YEAR DR. SEUSS WROTE THE CAT IN THE HAT.

CONTROL DATA WAS INCORPORATED. BILL NORRIS, FRANK MULLANEY, BILL DRAKE, AND ARNIE RYDEN -- WITHOUT THE HELP OF A BROKER -- WORKED DILIGENTLY ON FRIENDS AND TOTAL STRANGERS TO SELL STOCK FOR A DOLLAR A SHARE. THEY SOLD 600,000 OF THEM AND WENT TO WORK TO BUILD LARGE-SCALE COMPUTERS. IF ALL THE PEOPLE WHO NOW SAY THEY HAD A CHANCE TO BUY THOSE DOLLAR SHARES BUT TURNED IT DOWN WERE LINED UP, THEY'D REACH FROM HERE TO WALL STREET AND BACK. IN THE EARLY FIFTIES, THE "EXPERTS" WERE SAYING THAT SIX COMPUTERS COULD HANDLE ALL THE WORLD'S SCIENTIFIC AND ENGINEERING COMPUTING NEEDS FOR ALL TIME. SO RIGHT OFF THE BAT CONTROL DATA WAS BUCKING THE EXPERTS -- AND HAS BEEN EVER SINCE. BUT THE REAL GENESIS OF CONTROL DATA GOES BACK TO 1946

IN 1951, DESPITE THE TECHNICAL AND FINANCIAL SUCCESS ERA WAS ENJOYING, JOHN PARKER DECIDED TO SELL THE COMPANY TO REMINGTON RAND -- LATER ITSELF TO BE MERGED WITH THE SPERRY CORPORATION. AND SIX YEARS LATER, FRUSTRATED BY LACK OF DEDICATION AND APPROPRIATE RISK TAKING BY SPERRY TOP MANAGEMENT, BILL NORRIS AND HIS FRIENDS LEFT TO START OUT AGAIN.

THAT FIRST YEAR, BILL NORRIS VISITED IBM IN SEARCH OF SOME POSSIBLE WORK TO HELP MEET THE PAYROLL. JIM BIRKENSTOCK, VICE PRESIDENT FOR INDUSTRY RELATIONS, WAS THE CONTACT IN THOSE DAYS. "WELL, BILLY," JIM SAID -- AND THAT IS AN HONEST TO GOD QUOTE -- "WELL, BILLY, WHAT ARE YOU GOING TO DO IN YOUR
COMPANY?" AND BILL REPLIED, "WELL, WE'RE GOING TO BUILD BIG COMPUTERS FOR SCIENTIFIC AND ENGINEERING USE." "OH," JIM SAID, "SOMETHING FOR THE LONG HAIRS, HUH?! THAT'S JUST GREAT. HAVE FUN; WE COULD CARE LESS." IN VIEW OF WHAT WAS TO COME, IT'S HARD TO IMAGINE MORE IRONIC WORDS.

BUT THESE 1957 GOINGS-ON WERE ALL VERY REMOTE FROM THOSE OF US IN THIS ROOM. IN 1957, FOR EXAMPLE, MIKE MANCHI'S BIGGEST CONCERN WAS GETTING THROUGH HIS BAR MITZVAH OUT IN CANOGA PARK, CALIFORNIA. MEANWHILE, ON THE EAST COAST, THREE-YEAR-OLD KATHY SHIPP WAS FALLING IN LOVE--WITH A TOY RABBIT. JERRY BUDA WAS WORKING ON A REPUTATION AS A TROUBLEMAKER AT ST. ANDREWS HIGH SCHOOL, AND SIX-YEAR-OLD JIM GILFILLAN HAD YET TO HEAR OF JOGGING OR CANADA.

AT INDIANA UNIVERSITY THAT YEAR, A YOUNG BUSINESS STUDENT TOOK A JOB THAT WAS TO FORESHADOW HIS MANAGEMENT STYLE. THE STUDENT WAS JIM MURDAKES. THE JOB WAS CAMPUS COP.

FOR BETTER OR WORSE, THE WORLD MOVED ON TOO. THE BERLIN WALL
WENT UP, AND WE LEARNED THE SECRETS OF DNA.

PEOPLE WERE READING CATCH-22 AND SINGING "MOON RIVER."
GLENN OZAKI AND ANITA BIBERACHER WERE TODDLERS BY NOW.
KATHY SHIPP WAS IN SECOND GRADE, DRIVING THE NUNS "BATTY."
DAVE KELLER WAS SEVEN YEARS OLD, AND HIS CAREER AS ROCHESTER,
NEW YORK'S CHAMPION ICE-BALL THROWER, WAS ABOUT TO COME TO AN
EXPENSIVE END. NOBODY WAS HURT, BUT HIS PARENTS MADE HIM PAY
FOR THE WINDSHIELD.

JIM MURDAKES WAS PAYING, TOO -- HE WAS MARRIED, HAD A SON, AND
FORTUNATELY A JOB WITH BENDIX, AND ALTHOUGH HE DIDN'T KNOW IT,
THAT MEANT HE HAD ACTUALLY BEGUN HIS CAREER WITH CONTROL DATA.
LATER ON, BY THE WAY, WHEN JIM WAS ASKED TO MOVE TO MINNESOTA,
HE DIDN'T KNOW WHAT TO DO. THE ONLY THING HE KNEW ABOUT THE
STATE IS THAT IT WAS WHERE YOU SENT YOUR CEREAL BOXTOPS.

MEANWHILE, THINGS PROSPERED FOR CONTROL DATA. OUR REVENUES
REACHED $41 MILLION IN 1962. AND ALONG THE WAY, NEW FACES HAD
JOINED THE CREW. CEDAR ENGINEERING, THE FIRST ACQUISITION BACK
IN 1958, WAS JOINED BY A GROWING NUMBER OF ACQUISITIONS;
CONTROL CORPORATION, WITH ITS KNOW-HOW IN SUPERVISORY CONTROL
SYSTEMS; HOLLEY, SPECIALIZING IN COMPUTER PRINTERS; AND IN
1963, THE COMPUTER DIVISION OF BENDIX, WHICH, OF COURSE,
BROUGHT JIMMY MURDAKES TO BOX-TOP LAND.
LET'S MOVE AHEAD....IT'S JULY 1, 1965. AND CONTROL DATA....WAIT A MINUTE.... I'M ABOUT TO FORGET ONE OF THE MOST IMPORTANT EVENTS OF THIS WHOLE CHRONOLOGY. IT IS NOT JULY 1 -- IT'S ONLY JUNE 15, AND BOB AND MARY PRICE ARE DRIVING NORTH TO THE ANNUAL CONTROL DATA PLANNING MEETING AT GULL LAKE. BUT THE IMPORTANT THING ISN'T WHERE THEY'RE GOING -- IT'S WHAT THEY ARE DRIVING....MARY'S BRAND NEW 1965 BUICK GRAN SPORT CONVERTIBLE. THE 440 CUBIC INCH (THAT'S A 7.2 LITER ENGINE IF ANYONE THESE DAYS CAN IMAGINE SUCH A THING) MURMURS QUIETLY AS THE BUICK ROLLS NORTHWARD....JUST A FEW HOURS AND A FEW MILES INTO ITS STORY....AND OUR STORY....THAT WILL TAKE IT AND US 42 YEARS -- INTO THE FUTURE.

BUT WE'LL SKIP THE PLANNING MEETING....AMONG OTHER REASONS IT'S PAINFUL TO RECALL THAT NORB BERG GREETED THE BUICK'S ARRIVAL AT GULL LAKE BY LEAPING ONTO THE HOOD AND LEAVING TWO PERFECT KNEE PRINTS -- DENTS THAT REMAINED FOR THE NEXT 15 YEARS. ANYWAY, NOW IT'S JULY 1, 1965. THE PLANNING MEETING IS OVER AND WE'RE BACK IN MINNEAPOLIS.

CONTROL DATA IS NOW EIGHT YEARS OLD, A SURVIVOR, A DARING INNOVATOR AND A SOMETIME DARLING OF WALL STREET. IT HAS GROWN FROM NOTHING TO $161 MILLION IN REVENUES IN THE FISCAL YEAR WHICH HAS JUST ENDED THE DAY BEFORE. THAT STOCK ISSUED AT A DOLLAR A SHARE IN 1957, HAS ALREADY SPLIT THREE FOR ONE, THEN THREE FOR TWO. A SHARE OF STOCK BOUGHT FOR THE EQUIVALENT, THEN, OF A LITTLE OVER 22 CENTS, HAS SOLD FOR AS HIGH AS $140, AND THE DAY BEFORE HAD CLOSED AT 49 7/8.

IN ADDITION TO RECOMMENDING SEVERAL COST-CUTTING PROCEDURES THE REPORT DEALT WITH STRATEGY. IT SAID THE COMPANY WAS DISSIPATING ITS BASIC COMPUTER STRENGTH BECAUSE IT WAS "OVER-EXTENDED IN A MULTIPLECTIVITY OF ACTIVITIES THAT ARE FUTURE-ORIENTED." AND ITS PRINCIPAL TARGET IN THIS REGARD WAS THE FLEDGLING DATA CENTERS DIVISION.

KNOWING IT WAS ONE OF THE BOSS'S IDEAS, AND KNOWING HIS IDEAS HAD AN UNCANNY WAY OF WORKING OUT, THE TASK FORCE CAREFULLY STATED THEIR RECOMMENDATIONS TO CUT THE OPERATION BACK AS FAR AS POSSIBLE -- BUT NOT TO KILL THE WHOLE THING.
BILL NORRIS PRAISED THEIR EFFORTS AND ACCEPTED THEIR RECOMMENDATIONS -- EXCEPT FOR ONE. NO DATA CENTERS WERE TO BE CLOSED. PERIOD! AND WHEN JULY FIRST ROLLED AROUND AGAIN IN THE SUMMER OF 1966, THE DIVISION HAD CLOSED ITS BOOKS ON ITS FIRST PROFITABLE YEAR.

AND, INCREDIBLY, IN THE MIDST OF ALL THE TURMOIL ANOTHER VENTURE OF LONG-TERM IMPORTANCE BEGAN. THE FIRST CDI OPENED ITS DOORS IN APRIL OF 1965.

MEANWHILE, OUT IN CANOGA PARK, MIKE MANCHI WAS CELEBRATING NEW YEAR'S EVE BY BOWLING A FEW LINES. SUDDENLY, HE NOTICED HOW ATTRACTION THE YOUNG WOMAN BOWLING IN THE NEXT LANE WAS. WITH THE SORT OF INITIATIVE YOU'VE GOT TO ADMIRE. MIKE GOT HER ATTENTION -- BY PUTTING A NOTE IN HER BOWLING BALL, AND HE AND PENNY WERE MARRIED THE FOLLOWING JUNE.

IN 1966, THE MOST POPULAR SONG WAS SINATRA'S "IT WAS A VERY GOOD YEAR." BUT IT WAS NOT A VERY GOOD YEAR FOR CONTROL DATA. 1966 WAS A STRUGGLE. NEVERTHELESS, WE CONTINUED TO MAKE ACQUISITIONS AND EXPAND OVERSEAS, AND BY YEAR'S END, WE HAD OPERATIONS IN 20 COUNTRIES.

OTHER THINGS WERE HAPPENING INTERNATIONALLY, TOO. IT WAS ABOUT THIS TIME THAT MICHELLE PELLEGRIN TOOK A JOB IN RESEARCH, AND
BEGAN TO STUDY MICROCIRCUITS. IN BRAZIL, YOUNG SHIRO SAKON'S PATH WAS LEADING TOWARD A DEGREE IN CIVIL ENGINEERING. AND HERE IN THE STATES, NICK LITTLE WAS OPERATING A COMPUTER IN SALT LAKE CITY.

BUT OUR STORY MOVES ON. THE COMPUTER WORLD IS CHANGING. IN 1969, UNBUNDLING COMES UPON THE SCENE AND LEADING THE WAY INTO THAT UNCHARTED WORLD IS CONTROL DATA AND ITS NEWLY FORMED PROFESSIONAL SERVICES DIVISION. A YEAR LATER, -- ALTHOUGH THE PROFESSIONAL SERVICES FOLKS DON'T KNOW IT -- ONE OF THEIR FUTURE LEADERS JOINS THE COMPANY -- A YOUNG WOMAN WITH A UNPRONOUNCEABLE LAST NAME -- SO EVERYONE JUST SAID TANIA. YES, IT'S 1970.

THE PRICE OF GOLD FALLS BELOW $35 AN OUNCE (CAN YOU IMAGINE THAT?), AND THE DOW-JONES DROPS TO 631. IT'S A RECESSION -- BUT NOT FOR THE BUICK CONVERTIBLE. IT'S IN FINE SHAPE, AND GAS IS VERY CHEAP.

JIM GILFILLAN IS IN FINE SHAPE ALSO, AS HE GRADUATES FROM THE UNIVERSITY OF ILLINOIS WITH A DEGREE IN PSYCHOLOGY AND COMPUTER SCIENCE. GLENN OZAKI IS SWIMMING IN MARYLAND, WITH THOUGHTS OF DUKE UNIVERSITY AND CONTROL DATA STILL FAR IN THE FUTURE. AND ANITA BIBERACHER IS CAPTAIN OF JUST ABOUT EVERYTHING AT HER HIGH SCHOOL.
BY 1970, CONTROL DATA'S UNIQUE BUSINESS STRATEGY HAD BEGUN TO TAKE SHAPE. THE LATE 1960S HAD BEEN A TIME OF TROUBLE IN THE INNER-CITIES, AND WHILE RIOTS AND FIRES COULDN'T HAPPEN IN AFFLUENT AND BEAUTIFUL MINNEAPOLIS -- THEY DID.

TO ATTACK THE ROOT CAUSE OF THE PROBLEM, A LACK OF DECENT JOBS, CONTROL DATA SET ABOUT BUILDING A PLANT IN THE MIDDLE OF THE RIOT AREAS. CRITICS SAID IT WOULD NEVER WORK. THE PLACE WOULD BE VANDALIZED, THE WORKERS WOULD BE HAPHAZARD, IT WOULD NEVER STAY OPEN -- LET ALONE TURN A PROFIT.

THEY WERE WRONG. IT WASN'T EASY, OF COURSE, AND IT TOOK A WHILE, BUT IT WORKED.

AND THE EXPERIENCE DID SOMETHING MUCH MORE THAN PROVIDE A PLANT AND JOBS IN MINNEAPOLIS. IT SHOWED THAT IN THE GROWING DEVASTATING PROBLEMS OF LATE 20TH CENTURY SOCIETY THERE WAS AN OPPORTUNITY FOR KNOWLEDGE SERVICES.

SO THE SEVENTIES BEGAN WITH THE SEEDS OF THE FUTURE PLANTED BUT WITH A VERY MEAGER HARVEST FROM EXISTING CROPS. THE '70-'71 RECESSION HIT THE COMPANY HARD. AND NOW IT WAS CLEAR HOW FORTUITOUS THE MERGER WITH COMMERCIAL CREDIT TWO YEARS BEFORE HAD BEEN. IN THE SUMMER OF '68 CCC, FENDING OFF A HOSTILE TAKE OVER, FOUND IN CONTROL DATA A PARTNER INTERESTED

BUT IN FIVE SHORT YEARS, THINGS CHANGED DRAMATICALLY. IN COMPUTER SYSTEMS THERE WAS THE BRAND NEW CYBER 170 AND IN PERIPHERALS THE TREMENDOUS THRUST FROM THE FORMATION OF MPI AND CPI. THE LAWSUIT WAS GONE AND SBC HAD ARRIVED, AND IT WAS OUT OF THE SHADOWS AND INTO THE SUNSHINE OF RAPID GROWTH AND IMPROVING PROFITABILITY.

AND HERE WE ARE TONIGHT -- TO CELEBRATE YOUR CONTRIBUTION TO THE YEAR JUST PASSED. MORE THAN FOUR BILLION DOLLARS IN REVENUES AND PRE-TAX PROFITS LARGER THAN THE TOTAL CORPORATE REVENUES NOT SO MANY YEARS AGO.
AND THERE ARE MORE PERSONAL SUCCESS STORIES. I'M SO PROUD OF MY TWO ROOKIE PROFESSIONAL SERVICES LEADERS -- TANIA AND JIM -- I COULD BUST, BUT THEY'VE GOT LOTS TO BE PROUD OF, TOO. KATHY SHIPP'S LEADERSHIP ON MINERAL AND MICHELLE'S IN BANKING, SHIRO'S IN STRUCTURES IN BRAZIL, AND JIM GILFILLAN'S EXPLOITS IN CANADA, ALTHOUGH I HEAR HE STILL HAS A LITTLE PROBLEM WITH THE LANGUAGE. MEANWHILE, SHIRO SAKON AND NICK LITTLE HAVE FOUND THEIR WAY TO CDC. THE BUDAS' SEVENTH CHILD TURNED TWO, AND JERRY MARKED HIS 20TH YEAR WITH CDC. THAT'S LONGEVITY. NOW THAT'S THE VERY WORD TO DESCRIBE THE BUICK CONVERTIBLE.

IN 1979 THE BUICK HAD JUST COMPLETED FOUR ARDUOUS YEARS AT IOWA STATE UNIVERSITY AND ITS 141,000 MILES, HAD NOT EXACTLY BEEN EASY ONES EITHER -- ESPECIALLY THROUGH THE SALT AND SAND OF MINNESOTA WINTERS. SHOULD IT GO TO REST OR NOT? NO, BOB SAID, THE BUICK WOULD STAY AND IT WOULD NOT JUST BE PATCHED UP, IT WOULD BE RESTORED -- "NO MATTER HOW MUCH IT COST."

IN 1979, CONTROL DATA STARTED A PROGRAM CALLED "WHEELS" TO HELP FINANCE AFFORDABLE CARS FOR EX-CONS. AND BEING CONTROL DATA, WE SAW YET ANOTHER OPPORTUNITY TO CREATE A SMALL BUSINESS -- A BODY SHOP -- TO HANDLE REPAIRS OF THE CARS IN "WHEELS." THE SHOP WOULD PROVIDE YET ANOTHER EX-CON AN OPPORTUNITY FOR A NEW LIFE. AND SO IN NOVEMBER OF 1979, CONTROL DATA HELPED AL RIDDLE SET UP HIS BUSINESS AND GAVE HIM ONE E. L. BAKER AS
COUNSELOR AND PROTECTOR. WHETHER IT KNEW IT OR NOT, THE BUICK WAS FULLY CAUGHT IN CDC'S WEB. HERE'S WHAT HAPPENED NEXT, IN GENE BAKER'S OWN WORDS.

"I INTRODUCED AL TO BOB PRICE IN LATE '79. HE TOLD BOB HE'D HAVE THE CAR LOOKING LIKE NEW IN SIX MONTHS." "THE NEXT TIME I SAW THE CAR WAS ALMOST A YEAR LATER. IT WAS TOTALLY DISASSEMBLED -- I MEAN TOTALLY, RIGHT DOWN TO THE NUTS AND BOLTS -- AND WAS SCATTERED INTO EVERY NOOK AND CRANNY OF RIDDLE'S GARAGE."

"FORTUNATELY, BOB PRICE WAS TOO BUSY RUNNING THE BUSINESS AND DIDN'T CHECK PROGRESS ON THE BUICK TOO OFTEN."

(NOTE: AT THIS POINT SWITCH FROM ELB TELLING THE STORY TO ME)

RIDDLE FINALLY DECIDED HE HAD TO IMPORT A WHOLE NEW SKYLARK BODY FROM CALIFORNIA TO GET ENOUGH REPLACEMENT PARTS. I NEVER ASKED HOW MUCH THAT COST. AND HE FARMED OUT THE ENGINE TO HAVE IT REBUILT. THAT COST WAS JUST SWALLOWED UP IN THE FLOOD OF BILLS. ABOUT THIS TIME, BAKER PUT A GUY NAMED BOB SMEIJA IN TO SUPERVISE RIDDLE -- SMEIJA DISCOVERED A SEVERE WEAKNESS IN THE OLD FRAME. RIDDLE CONVINCED HIM THE FRAME ON THE SKYLARK BODY FROM CALIFORNIA WOULD WORK -- EVEN THOUGH THE SKYLARK WAS A HARD TOP, NOT A CONVERTIBLE. THEY PUT THE TWO CARS SIDE BY
SIDE, AND TAKING A PIECE FROM HERE AND A PIECE FROM THERE
STARTED BUILDING ON THE SKYLARK FRAME. WHEN THEY FINISHED, THE
CAR WOULD BEND IN THE MIDDLE AS IT ROUNDED A TURN. SO THEY HAD
TO WELD BIG STEEL REINFORCING BARS ON THE FRAME TO KEEP IT
RIGID. I DIDN'T ASK HOW MUCH THAT COST, EITHER.

AT THIS POINT, WE'RE 15 MONTHS INTO THIS THING AND BAKER CAME
to me to say RIDDLE HAS FALLEN IN WITH SOME OLD COMPANIONS AND
IS ON HIS WAY BACK TO THE SLAMMER. THE SHOP WAS CLOSED, AND
THE BUICK WAS MOVED TO BOB SMEIJIA'S HOME GARAGE -- HIS OWN CARS
MOVED OUTSIDE.

TO FIX THE FAULTY ACTUATING PUMP FOR THE CONVERTIBLE, SMEIJA
WOUND UP TAKING HIS OWN CONVERTIBLE TOP AND MECHANISMS APART SO
HE COULD FIGURE OUT HOW TO FIX THE BUICK -- WELL, HE GOT THE
BUICK FIXED, BUT TO THIS DAY SMEIJA DOESN'T HAVE HIS OWN
CONVERTIBLE TOP BACK TOGETHER.

THEN IT WAS TIME TO REWIRE THE CAR. RIDDLE HAD REMOVED THE
ENTIRE WIRING SYSTEM AND PACKED IT AWAY IN A HEINZ CATSUP
CARDBOARD BOX. SMEIJA STARTED STRINGING WIRES FROM SCRATCH.
WHEN HE FINISHED, EVERYTIME YOU USED THE CIGARETTE LIGHTER, THE
TOP WENT DOWN.

WELL, THEY FINALLY LET ME DRIVE THE CAR LAST SUMMER. AND WHEN
I GOT HOME IN MY "BRAND NEW" 1965 BUICK GRAN SPORT MARY WANTED
TO KNOW WHETHER THEY'D RE-INSTALLED THE DENTS MADE BY
NORB BERG'S KNEES 17 YEARS BEFORE.
BUT LET ME TURN TO THE FUTURE.

LOOKING BACKWARD IN TIME CAN BE INTERESTING OR DULL --
EDIFYING, FRUSTRATING, OR SATISFYING. WHAT IT NEVER IS, IS
EXCITING. EXCITEMENT COMES FROM ANTICIPATION. LOOKING FORWARD
MAY BE INTRIGUING OR CONFUSING, ENTICING OR FRIGHTENING -- BUT
WHAT IT ALWAYS IS, IS EXCITING -- UNLESS, THAT IS, WE'VE GIVEN
UP HOPE.

LOOKING AHEAD FOR CONTROL DATA IS EXCITING. WHAT WILL THINGS
BE LIKE IN 25 YEARS? THESE DAYS MOST FORECASTERS CAN'T PREDICT
WHAT'S GOING TO HAPPEN NEXT MONTH, SO I REALIZE THIS IS A
HAZARDOUS UNDERTAKING. BUT LET'S LOOK ANYWAY.

OF CONTROL DATA'S ADVENTURE. MANY THINGS DON'T CHANGE -- IT'S
FEBRUARY AND AS A CONTROL DATA GROUP GATHERS IN ARIZONA, THE
LESS FORTUNATE BOMBARD THEIR MINNESOTA COLLEAGUES WITH
50-YEAR-OLD GEMS LIKE: HOW DOES IT FEEL TO BE GOD'S "FROZEN"
PEOPLE?....HAVE ANY TROUBLE PARKING YOUR DOGSLED?....AND,
UNDERSTAND YOU LOOKED OUT THE WINDOW THE OTHER DAY AND SAW THE
FIRST PENQUIN OF SPRING.

SOME THINGS CHANGE A LITTLE: OLD MAN MURDAKES -- AS THE
YOUNGER EMPLOYEES REFER TO HIM -- NOW GIVES SPEECHES WITH HIS
COAT ON -- BUT HIS TIE IS STILL UDONE. ALSO IN FITS OF CALMNESS HE GIVES ONE ARMED SPEECHES RATHER THAN TWO ARMED SPEECHES. BUT OTHER THINGS CHANGE MORE. FOR INSTANCE, WHO'S AT THIS PARTICULAR CONFERENCE OF OUTSTANDING ACHIEVERS? WELL, LET'S TAKE A LOOK:

MIKE AND MARK HAYNES ARE PRESIDENT AND CHAIRMAN OF CONVERGENT SYSTEMS, INC. THEIR DAD, AMOS, STARTED THE BUSINESS BACK IN 1979 WITH $50,000 FROM CONTROL DATA AND HIS OWN YEARS OF EXPERIENCE. THE STOCK OF THE COMPANY IS STILL HELD BY THE HAYNES FAMILY AND CONTROL DATA. MIKE AND MARK TOOK OVER THE COMPANY IN 2006 AND HAD A GOLDEN HIT -- SOLD ONE MILLION COPIES OF THEIR PLATO COURSE "BUILDING YOUR OWN ORBITING GENOPONICS FACTORY" IN ITS FIRST YEAR.

TIMMY AWEIDA AND TOMMY KAMP -- WHOSE PARTNERSHIP, PERIPHERALS UNLIMITED, LAST YEAR CROSSED THE ONE BILLION DOLLAR MARK WHEN IT WAS ONLY TEN YEARS OLD. THE COMPANY HAS FIVE EMPLOYEES: TIMMY, TOMMY AND DAWN, DANA, AND DYAN SHOBER. TOMMY AND TIMMY SPLIT WORLDWIDE MARKETING AND THE WOMEN TAKE CARE OF OPERATIONS. THAT IS, DAWN AND DYAN DESIGN THE PRODUCTS USING THE CONTROL DATA AUTOMATIC PERIPHERALS DESIGN SYSTEM; AND DANA RUNS PRODUCTION WHICH MEANS SHE PLACES FACTORY ORDERS WITH THE CONTROL DATA CUSTOM PRODUCTIONS, LTD. FACTORIES IN GRAND JUNCTION, COLORADO; PORSET, PORTUGAL; AND TOKYO, JAPAN.
CUSTOM PRODUCTIONS IS A JOINT VENTURE OF CONTROL DATA AND 17 OTHER COMPANIES TO SERVE THEIR OWN NEEDS AND THOSE OF MANY SMALL COMPANIES LIKE PERIPHERALS UNLIMITED.

ALL THE ADMINISTRATIVE DETAILS FOR PERIPHERALS UNLIMITED ARE DONE FOR THEM BY EDINA ADMINISTRATORS, INC. -- A SMALL BUT EXCITING MINNESOTA COMPANY WHICH REFLECTS THE PERSONALITY OF ITS FOUNDER AND PRESIDENT, JOANNE BAKER....YOUNGEST DAUGHTER OF -- YES -- E. L. BAKER. DAWN, DYAN, DANA, TOMMY AND TIMMY TELECONFERENCE EACH DAY AND SET THE NEXT DAY'S PRODUCTION....FREQUENT ACRIMONY OCCURS DURING THESE SESSIONS BECAUSE TOMMY AND TIMMY'S FORECASTS ARE ALL TOO OFTEN FAR OFF THE MARK. BUT TO SAVE TIME, EACH TELECONFERENCE TERMINAL IS EQUIPPED WITH A BUTTON WHICH AUTOMATICALLY SELECTS AT RANDOM ONE OF 5,000 EXCUSES FOR A POOR FORECAST. THESE REASONS WERE CAREFULLY COMPILED AND QUALITY TESTED FROM THE ARCHIVES OF PROFESSIONAL SERVICES OPERATIONS REVIEWS DURING THE PRECEDING 50 YEARS. IT'S UPDATED ANNUALLY.

BUT LET'S MOVE ON. NEXT WE SEE AN ELDERLY MAN. IT'S TRACY BECKMAN AND HE'S 72 YEARS OLD -- FROM BRICELYN, MINNESOTA, POPULATION 2,007 (A COINCIDENCE). TWENTY-FIVE YEARS EARLIER TRACY BECAME THE FIRST ADVANTAGE DEALER FOR CONTROL DATA'S AG BUSINESS CENTERS DIVISION. HIS HARDWARE STORE, IN WHICH HE SET ASIDE 200 SQUARE FEET BACK IN 1982 TO START THE AG
CENTER, STILL EXISTS. ONE OF THE FARMERS SERVED BY THE CENTER SPENDS MOST OF HIS TIME SITTING IN THE OLD STORE TELLING FOLKS THE STORY OF THE REFURBISHMENT OF HIS 42-YEAR-OLD BUICK CONVERTIBLE WHICH IS SITTING OUT FRONT.

AND LOOK WHO'S HERE -- IT'S GLENN OZAKI. NO, GLENN IS NOT AN ATTENDEE. HE'S HERE TO SPEAK TO THE ATTENDEES. THE CONFERENCE ORGANIZERS FELT IT WAS QUITE A COUP TO GET PRESIDENT OZAKI AWAY FROM HIS DUTIES AS HEAD OF MCC. AND SMALL WONDER. MCC, THE COOPERATIVE RESEARCH CORPORATION FOUNDED JUST 25 YEARS BEFORE BY CONTROL DATA AND NINE OTHER COMPUTER AND SEMICONDUCTOR COMPANIES, HAS BECOME A BILLION DOLLAR RESEARCH COOPERATION AND ITS CHIEF EXECUTIVE IS MUCH IN DEMAND AS A PRESIDENTIAL AND GOVERNMENTAL ADVISOR AROUND THE WORLD.

ANOTHER ATTENDEE IS YOUNG MARY THORNDYKE -- AT 15, THE YOUNGEST WINNER OF CONTROL DATA'S SALES DESIGNER OF THE YEAR AWARD FOR HER CYBER X02. THE COMPETITION BEGINS JANUARY 1 EACH YEAR AND GOES TO THE PERSON WHO CAN DESIGN, SELL, AND DELIVER THE LARGEST NUMBER OF SUPER-SCALE COMPUTERS IN A YEAR. MARY'S 1,000-GIGAFLOP MACHINE WAS DESIGNED IN A MARATHON SESSION BETWEEN JANUARY 1 AND JANUARY 21, USING NEW CAD SERVICES DEVELOPED JUST THREE YEARS BEFORE BY MCC, UNDER GLENN OZAKI'S DRIVING HAND. MARY THEN SOLD AND DELIVERED 25 OF HER COMPUTERS BY CHRISTMAS EVE -- THE CONTEST CLOSING DATE. AT THAT SHE
FINISHED JUST ONE POINT AHEAD OF ICHI OKOMOTO AND HIS "GENERATION SEVEN" COMPUTER OUT OF JAPAN. MARY'S COMPUTER, BY THE WAY, HAS HER SIGNATURE ETCHED IN GOLD ACROSS THE BACK ACCESS FLAP. THAT NEAT FINAL TOUCH WAS SUGGESTED BY HER GRANDFATHER, LLOYD.

AS WE MOVE AROUND THE CROWD, WE MEET INDIVIDUAL SOFTWARE AUTHORS, FREELANCE CONSULTANTS WHO WORK THROUGH CDBAI, THE HEAD OF "PLATO LIMITED EDITIONS," AN ELECTRONIC PUBLISHER OF ESOTERIC COURSEWARE WHICH IS A JOINT VENTURE OF CONTROL DATA STORER BROADCASTING AND READERS' DIGEST.

WHO ARE THESE PEOPLE? WHAT KIND OF CONFERENCE IS THIS?

THESE ARE, IN FACT, LIKE YOU HERE TONIGHT, THE TOP PERFORMERS OF CONTROL DATA.

YET MORE THAN HALF OF THEM ARE NOT EMPLOYEES OF CONTROL DATA. THEY REPRESENT THE 5,000 AFFILIATED SMALL COMPANIES, THE 18,000 PROFESSIONAL AND MARKETING PEOPLE EMPLOYED DIRECTLY BY CONTROL DATA, THE 15,000 BUSINESS CENTERS, AG CENTERS AND LEARNING CENTERS RUN BY CONTROL DATA, AND NEARLY 10,000 INDEPENDENT DISTRIBUTORS AND RETAILERS.

IN SHORT, I HAVE GIVEN YOU A SMALL SAMPLING OF THE PEOPLE -- AND THEIR WORK -- WHO MAKE UP "THE CONTROL DATA NETWORK." FOR THAT IS WHAT WE WILL BE 25 YEARS FROM NOW.
AT THE CORE OF THAT NETWORK IS WHAT WE KNOW TODAY AS CONTROL DATA. ITS FUNCTION IS TO ARRANGE START-UP AND ON-GOING FINANCIAL SERVICES FOR INDEPENDENT COMPANIES, MAINTAIN KNOWLEDGE BASES AND ASSISTANCE THROUGH SO-CALLED "EXPERT SYSTEMS," PROVIDE MANAGEMENT SERVICES LIKE BAI, CYBERSEARCH, AND SO ON. IT WILL MARKET PRODUCTS AND SERVICES AS IT DOES TODAY, RUN A MASSIVE COMMUNICATION NETWORK SERVICE, PROVIDE AUTOMATED DESIGN SERVICES, AUTOMATED MANUFACTURING FACILITIES AND ELECTRONIC SOFTWARE PUBLISHING SERVICES.

SMALL COMPANIES, USING THESE SERVICES, DESIGN AND DEVELOP SOFTWARE AND HARDWARE -- NOT AS WE KNOW THEM TODAY, BUT CUSTOMIZED COMPUTING AND PERIPHERAL DEVICES AIMED AT PARTICULAR APPLICATIONS. THESE PEOPLE WILL BOTH SELL THEIR OWN PRODUCTS AND SERVICES AND LICENSE THEM TO CONTROL DATA FOR DISTRIBUTION.

THERE ARE DISTRIBUTORS, RETAILERS, AND CONSULTANTS -- PART-TIME AND FULL-TIME -- WHO CONTRIBUTE TO THE CONTROL DATA NETWORK.

THE ACTUAL CONTROL DATA NETWORK OF 2007 MAY VARY A BIT FROM THAT I HAVE SO SKETCHILY DRAWN FOR YOU. BUT THE ESSENTIALS WILL BE THE SAME. HOW DO WE KNOW THAT? LET ME TAKE JUST A FEW MORE MINUTES AT THE END OF A LONG AND WONDERFUL EVENING TO TELL YOU.
ONE THING IS CLEAR -- IF WE ARE TO HAVE A FUTURE AT ALL, OUR PRODUCTS AND SERVICES MUST MEET BASIC NEEDS. IN THAT REGARD, WE ARE BLESSED WITH BEING PART OF THE INDUSTRY OF THE FUTURE -- SO WE ARE ON THE RIGHT TRACK. BUT SUPERIOR PERFORMANCE ALSO DEMANDS WE BE A LITTLE BIT DIFFERENT -- A LITTLE MORE CREATIVE, A LITTLE BIT AHEAD.

IT'S THE PRODUCTIVITY AND CREATIVITY OF THE INDIVIDUAL, OF THE SMALL ORGANIZATION -- IN TUNE WITH THE MARKETPLACE -- THAT WILL GIVE OUR PRODUCTS AND SERVICES THAT SOMETHING SPECIAL.

BUT HOW TO DO THAT? THE ANSWER IS A NEW AND DIFFERENT KIND OF ORGANIZATION -- ONE THAT IS LIKewise IN TUNE WITH THE FORCES OF THE FUTURE.

AND WHAT IS THE ONE RELENTLESS (FREQUENTLY FRUSTRATING) FORCE OF OUR WORLD AS IT TRANSITS FROM 20TH TO 21ST CENTURY?

INTERDEPENDENCE.

FOR ALL THE ADULT LIVES OF EVERYONE IN THIS ROOM, THAT FORCE HAS BEEN GROWING, PRESSING, AND SHAPING THE WORLD AROUND US. FOR NEARLY 50 YEARS, FROM WENDELL WILKIE'S ONE WORLD TO TOFFLER'S THIRD WAVE, WE HAVE BEEN REMINDED BY WRITERS OF EVERY ILK OF ITS GROWING PRESENCE. AND INEVITABLY, AS IT HAS GROWN,

AS TREND-WATCHER, JOHN NAISBITT, HAS POINTED OUT, "AN EXTRAORDINARY THING HAPPENED IN THE LATE 1960S -- THE U.S. GAVE UP THE MYTH OF THE MELTING POT. FOR YEARS WE HAD TAUGHT OUR CHILDREN IN FOURTH GRADE CIVICS (OR THEREABOUTS) THAT AMERICA WAS A GREAT MELTING POT, AS IF WE WERE ALL PUT IN A GIANT BLENDER AND HOMOGENIZED INTO AMERICANS. NOW WE HAVE GIVEN UP THAT MYTH AND RECOGNIZE THAT IT IS OUR ETHNIC DIVERSITY THAT HAS MADE US SUCH A VITAL, CREATIVE COUNTRY." WE MUST STRUCTURE OURSELVES TO DEAL WITH THIS "INTERDEPENDENT INDEPENDENCE" THAT WILL BE NECESSARY FOR 21ST CENTURY EXISTENCE. "INTERDEPENDENT INDEPENDENCE" -- IS IT ACHIEVABLE? OR IS IT JUST ANOTHER OXYMORON? WHAT THE WORLD AT LARGE MAY OR MAY NOT ACHIEVE, I CANNOT FORECAST. WHAT WE IN CONTROL DATA WILL ACHIEVE, I CAN.

I CAN BECAUSE WHAT WE ARE ABOUT IS IMPLEMENTING A STRUCTURE BASED ON A VISION WHICH ALREADY EXISTS. WE HAVE BEEN BUSILY PLANTING THE SEEDS OF OUR FUTURE, PUTTING IN PLACE THE BEGINNINGS OF THAT STRUCTURE.
LARGE COMPANY/SMALL COMPANY COOPERATION, IN NETWORK STRUCTURES, IN INTERDEPENDENT TECHNOLOGY DEVELOPMENT AND INDEPENDENT MARKETING. THAT, OF COURSE, IS THE BASIC PREMISE ON WHICH MCC IS FOUNDED. NO OTHER COMPANY IN THE UNITED STATES COULD HAVE BROUGHT MCC INTO EXISTENCE. WE HAVE TESTED OURSELVES AND GAINED EXPERIENCE. WHILE THE STRUCTURE WILL CONTINUE TO EVOLVE, WE ARE ALREADY WELL ON OUR WAY TO CREATING THE ENVIRONMENT IN WHICH IT CAN GROW AND FLOURISH.

AND AS THE CONFERENCE OF FEBRUARY 1, 2007 REFLECT ON THE INTERDEPENDENT STRUCTURE THAT ASSURES THEM INDEPENDENCE -- AS THEY LISTEN TO THE ACCOMPLISHMENTS OF THEIR COLLEAGUES AND THE CONTROL DATA NETWORK AS A WHOLE -- THE $50 BILLION IN REVENUES, HALF OF IT BY THE 25,000 SMALL COMPANIES, DISTRIBUTORS, RETAILERS, AND INDEPENDENT CONSULTANTS -- I'M SURE THEY'LL LOOK BACK ON OUR ACCOMPLISHMENTS WITH NOSTALGIA AND WITH WARMTH. BUT THEY WILL KNOW TOO THAT ONLY WE COULD HAVE LOOKED FORWARD TO THEIR ACCOMPLISHMENTS WITH EXCITEMENT -- AND WITH CONFIDENCE.

THANK YOU.