I. INTRODUCTION

It's just great to be able to be here, even if only briefly. Eighteen years ago, I stepped up to this 100% Club microphone for the first time. It was not only my first club, it was Control Data's first club, and it was as an excited general sales manager that I said: "Certainly ... all of us have been looking forward to ... (this) ... chance to be with (our colleagues in) the finest marketing organization in the computer business. Personally -- for me -- one of the greatest satisfactions of my job is the daily association with you -- my associates."

Well, my words may not have been all that polished eighteen years ago, but that feeling -- that excitement -- has never diminished. No other event more clearly reflects the spirit and the history of Control Data than the annual 100% Club; to be here with you -- is, after all these years, an undiminished thrill and inspiration.
In recent years the sheer logistics of coordinating appearances at four separate club gatherings have made it impossible for me to attend. But we now stand mid-way in the eighties, and I haven't been at a 100% Club since the beginning of the decade. That alone made me want to come and tell you that you have my personal support each and every day, as we fashion the future. Beyond that is the simple satisfaction of personally delivering my best wishes as we enter the 2nd half of this decade.

But above all, as many of my friends and colleagues here today know, nothing in my Control Data career has brought me greater satisfaction and personal enrichment as did the years I spent in International. So this particular gathering is very special to me. I only wish I could be with you for the whole time. But even without me I'm sure you'll be able to celebrate your performance last year in great style. Congratulations, by the way on: Services performance of 102%, MOV performance of 160%, balanced performance. That's nothing new by the way. That first club saw International leading systems performance at 165% of quota, and leading everyone in 1967 at 543% of quota -- was Israel -- so Yona you have something to live up to. For the corporation in total services revenue was up 7 1/2%, hardware revenue 24%. Given the tough conditions we faced in 1984, that's excellent performance. You're a group anyone would be proud of -- I'm certainly pleased and proud as well to
share this moment with you — even if it is a fast turn-around trip. As Yogi Berra, then mgr. of the N.Y., Yankees once said: "I want to thank everybody who made this day necessary." In turn I want you to know that I'm personally dedicated to see that you have what you need to continue to get your job in the future. In short, you and I have a mutual commitment to top performance.

II. A Look Back

We are midway through the eighties. In these five years the world has had, and certainly we in Control Data have had, some ups and downs. Thinking back to the start of the decade, I can't help but remember the Winter Olympics that took place in early 1980. The story of the U.S. hockey team at that Winter Olympics has been told and retold many times. It was one of those moments in sports that captures the hearts of people everywhere, that people remember always as a dream of what can be. The crucial point came at the end of the second period of the game with the Russians. The U.S. team was down 2 - 1, but their coach Herb Brooks knew one of the great hockey upsets of all time was within their grasp. In the locker room he told them "You are born to be a player...you are meant to be here...this moment is yours."
And somehow that says it all for us too. As Control Data moves into the second half of the 1980's we may be a bit behind but success is well within our grasp.

You...all of you...were indeed born to be players...you were meant to be here with Control Data in its quest for excellence...truly this moment is yours.

III. A Look Ahead

Whether we have delivered products and services worth 300 million dollars, the volume we were celebrating back at that first club, or $5 billion as we are here. Behind that performance is an abiding belief in what Control Data stands for and in what our products and services can do for people -- people who are our customers. That is our heritage and that is our strength as we face the future.

Everything starts with an order. Those tried and true words are ones too often forgotten in a big company, but you in sales live those words each day. And orders come from customers. They are the focus of your existence -- and mine. You here are the people who start the wheels turning. That requires many things of each of you. It also requires investment by me in you. So we have not only to make a commitment to success.
There must be an investment, a **mutual investment** to achieve that success. Now there is no reluctance to invest time and energy and creativity by those who market Control Data's products and services. Nor is there any question about the company's willingness to invest in its people and its future -- it will be done.

Our job then is to make that investment as effective as we possibly can. That involves a lot of things. But the key one is to know what your customers think. We're going to do a better job of that than ever.

IV. Conclusion

Once again it's been great to be with you here in Orlando -- even if it is so hot. Fortunately last weekend I had a chance to be cool. Up on the Canadian border I was winter camping, there was that serenity and beauty that can only come when the cold and snow have have driven out the summer people and left the forest to you and the winter animals. You could hear the wolves in the distance, and the deer nose around while camp jays come to share a meal. But the tent was safely settled into the snow and dawn was a long way off. There was time to reflect on many things.
One of them was that thought that the 80's are half gone, and with that the determination that I'm going to have and I want every one of us to have as our priority, making the second half of the decade one we can look back on with pride! There was the thought as well that whatever we may have achieved last year or last decade it cannot be redone. Only in the future is there the opportunity to meet and overcome new obstacles, to scale new heights, to set new records. So it is the challenge of 1985 -- not the achievements of 1984 or 1967 -- that is the focus of our interest here in Orlando. Nor is our focus on, with apologies to Shakespeare's Hamlet, the slings and arrows of outrageous media coverage. It's too easy to focus on wrongs done us by a story in this or that magazine or paper. And when we do we tend to forget what's important in life. What's important is what we can do as individuals and as a company to perform our very best -- not to agonize and apologize, but to persevere and to perform. You've shown that you can do that, and '85 provides the opportunity to show you can do even better. Each sales organization represented here has the challenge of bringing in the business-quality-business -- that provides Control Data's lifeblood.
And one last thought -- there was the knowledge that I have the wonderful satisfaction of working with you to make Control Data the best. We'll make a mutual investment for excellence -- in the wind chill of the North and the balmy breezes of the South and all around the globe.

Remember, "You were meant to be here -- this moment is yours!"

Good luck and good selling in 1985.