

SALES  
BETTY ROCK



... .. OCTOBER ... ..



INFOCOM

computers and communications  
p.o. box 120 Kendall Station  
Cambridge, Mass. 02142



S W Galley  
285 Gray St  
Arlington MA 02476-6133

STEVE MERETZKY  
41 BROOKS ROAD  
LINCOLN MA 01773



01773-1303



26 Aug.

Moct -

A few ideas. 4<sup>th</sup>  
Sleet has real quick sketches  
and card sketches. Didn't  
have time to copy, so  
guard and return please.



**AGOOS**

# infocom

6 Faneuil Hall Marketplace

Boston Ma. 02109

617-720-2597



PERSONAL COMPUTER SOFTWARE

6 FANEUIL HALL MARKETPLACE BOSTON MA 02109 617-720-2597



© 1997 NEON CORPORATION. ALL RIGHTS RESERVED.

NEON CORPORATION

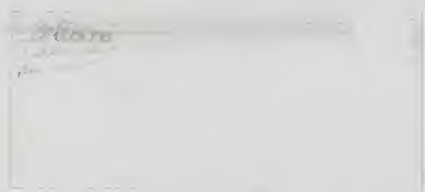
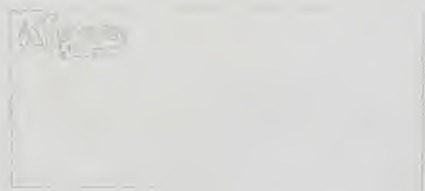
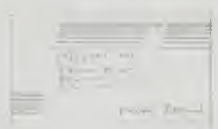
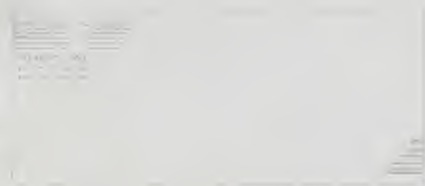


infocom inc

PERSONAL COMPUTER SOFTWARE



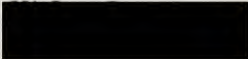
6 FANEUIL HALL MARKETPLACE BOSTON MA 02109 617.720.2597



# INFOCOM

## EMPLOYEE LIST

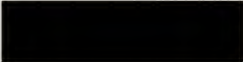
Betsy Abbott-Kristl



Gabrielle Accardi



David Anderson



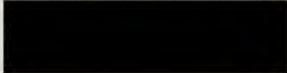
Marcia Anderson



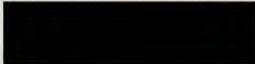
Joel Berez



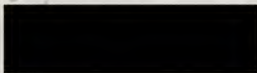
Brian Berkowitz



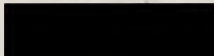
Michael Berlyn



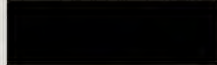
*Joey Brennan*



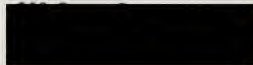
*Liz + Bob Jones (Cjr)*



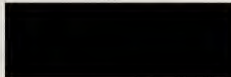
- Edward Black



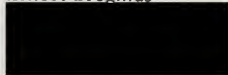
Duncan Blanchard



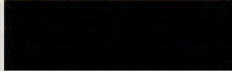
Marc Blank



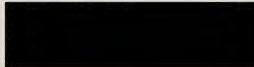
Ernest Brogmus



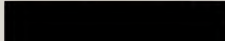
Brian Cody



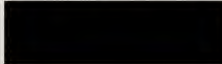
Paul DiLascia



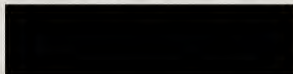
Michael Dornbrook



*Carol + Rick + John*



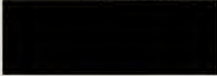
*Diane + Mark + Chris + Mike*



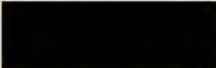
Rose Ellingsworth



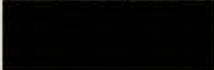
Joan Fasanello



Jennifer Fine



Stuart Galley



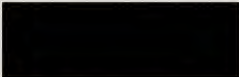
Jeffrey Gishen



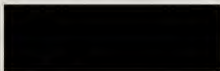
Daniel Horn



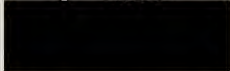
Richard Ilson



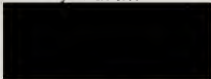
Linda Lawrence



Craig Leckband



Larry Martin

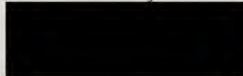


Jeff O'Neil (add info from file folder)

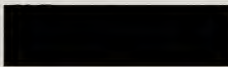
Donna McCarron



Steve Meretzky



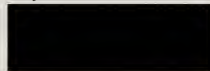
Ellen Nelson



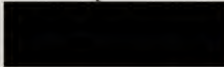
Mary Ellen O'Connor



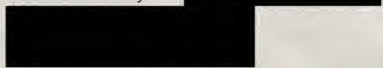
Joy Pulver



Michael Quinn



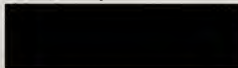
Deborah Reilly



Elizabeth Rock



Jerry Wolper



Igor Syska (add information)

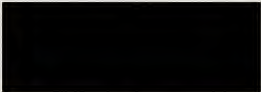
Harvey & Janet Rogan



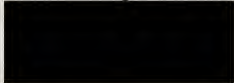
# INFOCOM

## CONSULTANTS -- October 1983

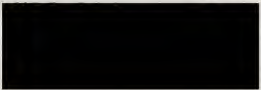
Tim Anderson



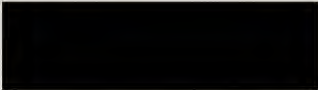
Dave Lebling



- Poh C. Lim *addressed to Tim*



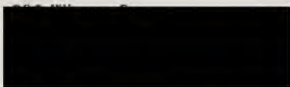
JCR Licklider



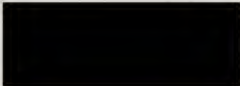
Christopher Reeve



Albert Veza



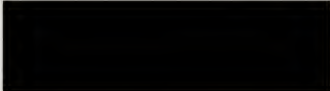
Gabrielle Accardi



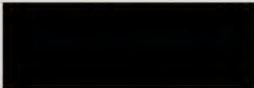
Address & B-days

10.20.88

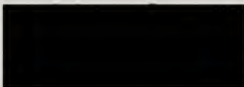
David Anderson



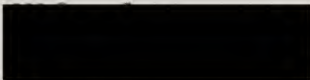
Tim Anderson



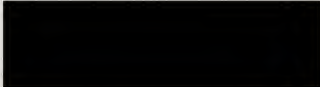
Jonathan Arnold



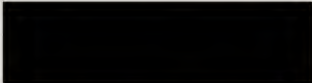
Duncan Blanchard



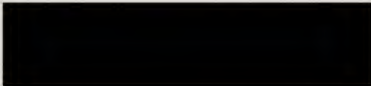
Angela Crews



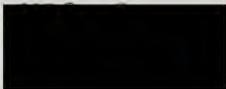
Mike Dornbrook



Lorri Fischer



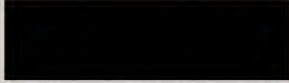
Stu Galley



Lori Hornung



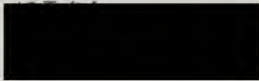
Stacey Johnson



- Stuart Kirsch



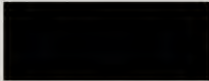
- Elizabeth Langosy



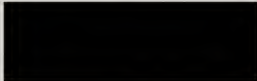
Dave Lebling



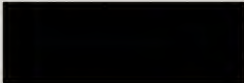
- Steve Meretzky



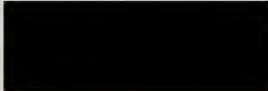
- Curtis Montaque



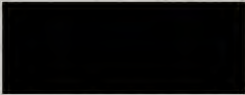
- Tom Veldran



Scott Fray



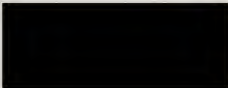
Shaun Kelly



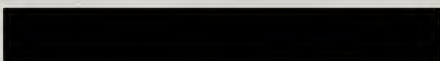
Joe Prosser



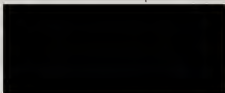
Rob Sears



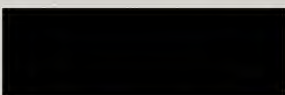
Ken Scotch



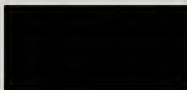
Adam Levesque



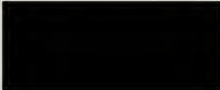
Patricia Pizer



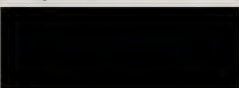
Marjorie Gove



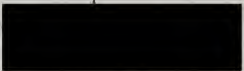
Eileen Milauskas



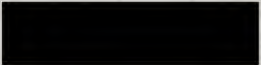
Roger Semans



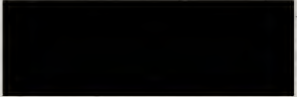
Christopher Erhardt



Mike Kawahara



Steve Watkins





Dow Jones industrials

4700.72 +31.00



Bloomberg Mass. index

131.20 +1.25

# Business

THE BOSTON GLOBE • SATURDAY, SEPTEMBER 9, 1995

## Expression vs. exploitation

### Feds disclose investigation of Klein's jean ads

By Chris Reidy  
GLOBE STAFF

It began as classic Calvin Klein media manipulation: racy ads designed to generate a media controversy that would boost sales of his designer jeans. But Klein may have gotten more controversy than he bargained for.

The Justice Department yesterday said it was looking into claims that jean ads, using provocatively posed young models, violate child pornography laws. However, the department said the inquiry by the FBI was only "preliminary."

"It is not a high-priority thing," said spokesman John Russell. "It is being handled in a routine fashion."

If the feds were to launch a full-scale investigation, it would be highly unusual, ad executives said.

"I can't ever recall the Justice Department and the FBI getting involved in an ad campaign before," said Hal Shoun, executive vice presi-



It began as classic Calvin Klein media manipulation: racy ads designed to generate a media controversy that would boost sales of his designer jeans. But Klein may have gotten more controversy than he bargained for.

The Justice Department yesterday said it was looking into claims that jean ads, using provocatively posed young models, violate child pornography laws. However, the department said the inquiry by the FBI was only "preliminary."

"It is not a high-priority thing," said spokesman John Russell. "It is being handled in a routine fashion."

If the feds were to launch a full-scale investigation, it would be highly unusual, ad executives said.

"I can't ever recall the Justice Department and the FBI getting involved in an ad campaign before," said Hal Shoup, executive vice president of the American Association of Advertising Agencies.

"To my knowledge, nothing like this has ever happened before," said Elizabeth Cook, president of the Advertising Club of Greater Boston.

Calvin Klein Inc. said last week that it had stopped running ads that, according to some critics, show young models in blue jeans and blue-movie poses.

"We are confident that we have violated no laws," the company said, "and to suggest otherwise is sheer demagoguery."

A conservative Christian group that helped mobilize public opinion against the ads is guided by Patrick A. Trueman, a former federal official who led the Justice Department's child exploitation and obscenity section during the Reagan and Bush administrations.

Recent court rulings suggest that the Calvin Klein ads might violate a federal child pornography law, said Trueman, now a top official in the American Family Association.

ADS, Page 55



The famous Times Square zipper sign announces the news of an FBI probe into recent Calvin Klein ads, on billboard at left.

## MIT developing Internet parental block

By Beppi Crosariol  
GLOBE STAFF

Researchers at the Massachusetts Institute of Technology are leading a broad industry alliance to develop a computer standard for blocking access to pornography and other offensive material on the Internet.

The 22-member alliance - which includes goliaths International Business Machines Corp., Time Warner Inc., Microsoft Corp., Viacom Inc. and AT&T Corp. - hopes to head off potentially constricting federal regulation.

"Government could recommend something that is not practically workable," said Brian Ek, a vice president at Prodigy Ser-

VICES Co., an on-line service company and alliance member.

Lead by the MIT-based World Wide Web Consortium, the companies plan to distribute the software standard for free over the Internet by early next year.

Some of the companies involved are those with the most to gain from the expected boom in electronic commerce over the Internet.

"We're thrashing it out, trying to make sure everybody is in the buy-in on this," said Albert Vezza, associate director of MIT's Laboratory for Computer Science.

Companies could employ the standard to write customized programs for navigating the worldwide computer network. Internet users could create their own speci-

fications for screening out material, or they could rely on rating systems developed by schools, church groups or other organizations.

The technology is something of an on-line version of the "v-chip" proposed as a way for parents to prevent children from viewing sexually explicit or violent programs on television.

Companies have been trying to create products to help users screen the Internet for sexually explicit or violent material, but so far no commonly accepted way to index and block content has been available. The current effort is considered particularly significant because the technical standards for the World Wide Web, the popular multimedia portion of the Internet, were developed at MIT.

3/29

## IMPLEMENTORS:

Attached are some comments from Mike Dornbrook & myself about the Zork 4/Enchanter issue. I'd like to discuss it at some upcoming lunch when we don't have anything more pressing to talk about

-SEM

## ZORK IV VERSUS NOT ZORK IV

### 1.0 Difference and similarities

#### 1.1 Differences between Zork I - III and Zork IV:

- \* In Zork IV, you have been elevated to a new position. You are no longer a mere adventurer, but now a full-fledged Dungeon Master.
- \* In Zork IV, the problems will frequently be oriented toward spell-casting. Only a few problems in Zork I - III involved casting spells, such as FROTZ OZMOO or floating the Menhir.
- \* *Zork IV is not an underground adventure.*

#### 1.2 Similarities between Zork I - III and Zork IV:

- \* They are Interlogic games in the fantasy genre.
- \* They are set in the same universe (grues, etc.)
- \* Zork IV begins where Zork III ended, with you as a fledgling Dungeon Master.
- \* The Sacrificial Altar, the Zork IV preview in Zork III, appears in Zork IV.

1.3 Conclusion: The similarities between Zork IV and its predecessors far outweigh the differences.

### 2.0 Creative strait-jackets

Will calling it Zork IV be a "creative strait-jacket"? (an essay by S. Eric Meretzky). This is the one of the two possible non-ridiculous reasons for calling Zork IV something else. But let's examine the circumstances. Zork IV was designed before the discussion of its name became a hot topic. In this environment free of "creative strait-jackets", the game that was designed WAS Zork IV, in almost every sense of the word. In fact, in order to avoid calling it Zork IV, people have suggested that we remove plot elements that we like, such as grues, the Sacrificial altar, etc. Thus, NOT calling it Zork

IV is putting us in a "creative strait-jacket"!!!

### 3.0 Sales

The other possible non-ridiculous argument against using Zork IV is that it will hurt sales. This argument says that people, having not played Zork I - III, will decide not to bother playing Zork IV. However, almost every indication is that exactly the opposite is true -- that a Zork will not only sell better because of its name, but that it will cause the earlier Zorks to sell better as well. Joel, who would seem to be the person in the best position to judge, says that this is the case. And I have gotten quite a few hint calls from people playing Zork III as their first Interlogic game, or sometimes their second after Starcross.

### 4.0 Some other thoughts.

The release of Zork IV could be tied into a re-packaging and re-release of the other three Zorks, perhaps in conjunction with a price increase and the inclusion of hint booklets. This would be an opportunity to de-emphasize the number of each game. Thus, "Zork III: The Dungeon Master" could become "Zork: The Dungeon Master" with a small note saying "Number Three in the Zork series." Fans, distributors, and reviewers could all be told that playing Zorks in order is no more important than playing Scott Adams SAGA series of twelve adventures in order. Thus, the best of both possible worlds: the added sales because of the name Zork, and no worry about people not buying it if they haven't played the others.

IF THERE IS SERIOUS CONCERN THAT PEOPLE WILL NOT BUY A ZORK IV UNTIL THEY PLAY ZORK I-III (AND THEREFORE MAY NEVER REACH THE "GOOD ONES"), I WOULD DE-EMPHASIZE THE NUMBERS. (AS SUGGESTED IN 4.0 ABOVE). BUT I ~~FEEL~~ FEEL THAT GIVING UP THE ZORK NAME IS A MISTAKE. IF THE SCENARIO FOR "ZORK II" IS SIMILAR TO THE OTHER ZORKS, ZORK: THE ENCHANTER (OR SOMETHING EQUIVALENT) SHOULD BE USED. 'ZORK' HAS HAD LOTS OF PUBLICITY, GREAT PRESS, AND IS WIDELY RESPECTED. WHY NOT USE IT WHERE IT FITS? TO ME, GIVING UP ZORK ON FUTURE GAMES IS EQUIVALENT TO GIVING UP 'JAMES BOND', '007', 'MONEYPENNY', ETC AFTER GOLDFINGER (THE THIRD BOND FILM).

I UNDERSTAND THE PROBLEM THAT RELEASE OF ZORK IV CAUSES RENewed INTEREST IN ZORK I, II ... AND MAY EVENTUALLY LEAD TO SUCH LOW SALES FOR THE NEW ENTRANT THAT IT DOESN'T MAKE IT TO THE SALES CHARTS. DE-EMPHASIZING THE NUMBER (OR ELIMINATING IT ENTIRELY) WOULD MINIMIZE THIS PROBLEM WITHOUT TOTALLY ELIMINATING THAT RENeWAL OF INTEREST IN EARLY GAMES.

I THINK THE FREE PUBLICITY THE EARLY GAMES GET WHEN A NEW ONE IS RELEASED, PARTICULARLY CRITICS' REMARKS ABOUT HOW GREAT ALL THE ZORKS ARE, IS WORTH A LOT! HOW MUCH INTEREST WOULD THERE CURRENTLY BE IN DR. NO (WHICH IS SELLING ON VIDEO DISKS AT \$29.95) IF THERE HADN'T BEEN 11 OTHER JAMES BOND FILMS RELEASED SINCE 1962?

HAPPY ZORKING,  
Michael Dombrod



HOLIDAY  
SAMPLER

Steve M.

# INFOCOM SAMPLER OF CHRISTMAS PARTY INVITATIONS

mailman's invitation:

Neither austerity nor unpacked belongings nor gloom of night shall stop Joe and Ali from hosting the appointed InfoChristmas Party.

implementor's invitation:

>EXAMINE COLORED PAPER

The smooth paper still smells of fresh photocopy toner. Brightly lit by the harsh flourescent lights of the office, the words seem to dance fitfully upon the page. It appears to be an invitation to a company Christmas Party, and instantly your imagination soars into a fantasyland of sushi feasts, exotic drinks, warm firelight, and the cordial company of your friends..."

schizophrenics invitation:

"You're cordially invited to a Christmas Par...No, they're not!...Stay out of this!...Oh, bugger off!"

poet's invitation:

*There worth wath a woman from Weymouth*

*Who liked watching Andy and Amoth.*

*Her name wath Accardi*

*Her drink wath Baccardi*

*And her Chrithmäthtime memoth were famouth.*

George Bush's invitation:

"Read my lips: There's gonna be a really neat Xmas thing, or I should say Holiday thing for those of the Jewish persuasion, and you'll be in deep doo-doo if you don't come. It'll be Tension City, but we've got the big Mo, and I'm behind our President 100%!"

Floyd's invitation:

OH PLEEZ CUM TOO FLOYDS KRISTMIS PARTY!  
OKAY, WELL NOT REALLY FLOYDS PARTY--  
BUT THEIR WILL BE A PADDELBALL  
TOURNAMENT, and ALL THE MACHINERY OIL YOU  
CAN DRINK !!!!!

accountant's invitation:

RE: You and your guest are invited to the Infocom Christmas Party.

MENU: Sushi and potluck

DATE: Friday, December 16

TIME: 7:30 p.m.

PLACE: Joe & Ali Ybarra's house (see map on reverse)

RSVP: to Gabrielle Accardi (be ready to tell her what you'll bring)

MISC: Want to help? See Gabrielle.



---

---

## Videotape of thanksaLOTTERY Grand Prize Drawing

Time: Afternoon/evening 12/15/87

Place: Sheraton Commander, Harvard Square; Infocom Xmas party

Audience: Three grand prize drawing winners and primary contacts of thanksaLOTTERY accounts

Production crew: Steve Meretzky, Hollywood Anderson, Stella Kirsch, Debbie Reilly

Equipment: Steve's camcorder, Debbie's microphone and mike extension cord, whiteboard easel

---

Close-up of Mr. Wood standing outside the ballroom. He holds hand mike.

**Mr. Wood:** *Hello, I'm Mr. Wood. Welcome to Infocom's thanksaLOTTERY grand prize drawing. We're here at the elegant Sheraton Commander Hotel in historic Cambridge. As a matter of fact, we're in the center of the world-renowned Harvard Square right now. Yes, your thanksaLOTTERY ticket may be drawn right here in the educational and cultural hub of the universe.*

Cut to medium shot of Mr. Wood alongside easel which reads:

**Infocom welcomes you to  
the 52nd annual  
thanksaLOTTERY Grand Prize Drawing  
(shoes must be worn inside grand ballroom)**

**Mr. Wood:** *As you can see here, this is our 52nd annual thanksaLOTTERY Grand Prize Drawing and we're very excited about it. We expect a lot of big names to attend tonight. Carl Genatossio, Infocom's creative services manager, has a pretty big name. So does renowned Infocom author Steve Meretzky. Joel Berez is our president, but he has a little name. I think I can see some of those big names arriving now. Let's go take a look..*

Cuts to 3 or 4 autos outside. Mr. Wood to make "appropriate" ad-libbed comments about cars off-camera.

Cut to full shot of Mr. Wood's re-entry into hotel lobby and walk down into ballroom.

**Mr. Wood:** *Well, it looks like our guests are arriving now. Let's take a look at the breathtaking grand ballroom here at the Sheraton Commander. Maybe they've got the chicken wings out by now.*

Cut to pan of ballroom chandelier. Mr. Wood speaks off-camera.

**Mr. Wood:** *Well, look at that.*

Cut to another shot of ballroom interior. Mr. Wood speaks off-camera.

**Mr. Wood:** *If this ain't elegant.*

Cut to pan of buffet table ending in medium shot of Mr. Wood.

**Mr. Wood:** *Looks great, but no chicken wings anywhere. I wonder if folks tonight are as excited as me about the drawing. Let's go find out.*

Cut to medium shot of Mr. Wood addressing prompted attendee.

**Mr. Wood:** *Excuse me, but who do you think will win tonight?*

**1st person:**

Cut to medium shot of Mr. Wood addressing prompted attendee.

**Mr. Wood:** *Ah, who do you think will win tonight?*

**2nd Person:**

Cut to medium shot of Mr. Wood addressing prompted attendee.

**Mr. Wood:** *Hi, there. Do you know where I can find the chicken wings?*

**3rd person:** *I don't think they've put them out yet.* (walks away)

**Mr. Wood:** *Well, the chicken wings may not be ready, but I'm getting a cue that the drawing is. Best of luck to all of you. Well, at least three of you.*

Cut to full shot of Joel at podium on which rests punch bowl filled with grand prize drawing tickets. He's holding hand mike.

**Mr. Berez:** *Welcome to the thanksaLOTTERY grand prize drawing tonight. I'd like to thank all of you for attending tonight, and I'd especially like to thank our accounts who've participated in the thanksaLOTTERY program. We'll have three prizes tonight—a \$100 winner, a \$250 winner, and a \$500 winner. The winners will be selected randomly. We'll just pick 3 tickets from this punch bowl that our entrants have sent in throughout the course of the thanksaLOTTERY program.. They sent in tickets, not the punch bowl. Well, let's begin. Our vice president of Development, Chris Reeve, will pick the first winner for the \$100.* (Chris approaches podium) *Maestro?*

Piano player plays a bar of fanfare. Chris picks card and hands it to Joel. Joel reads name, company name, city and state and congratulates winner. Audience applauds. Chris leaves.

**Mr. Berez:** *Thank you, Chris. Mike Dornbrook, our Director of Marketing, will pick the \$250 winner.*

Mike approaches podium. Fanfare. Mike picks card and hands it to Joel. Joel reads name, company name, city, and state and congratulates winner. Audience applauds. Mike leaves.

**Mr. Berez:** *Thank you, Mike. And now for our \$500 winner. Gabrielle Accardi, our Sales Development Manager, will pick that winning ticket.*

Gab approaches podium. She picks card and hands it to Joel. Joel reads name, company name, city, and state and congratulates winner. Audience applauds. Gab leaves. Piano player softly begins **Thanks for the Memories.**

**Mr. Berez:** *And now, I'd like to personally thank all of the accounts who participated in our thanksaLOTTERY program. Thank you ABCO, Advanced Electronics, Babbage's , Beamscope, Bonsu, Computer Software Service, ComputerCraft, East Texas Distributing, Egghead, Electronics Boutique, Ingram, Micro D, Softsel, and Software Etc.*

Please R.S.V.P.

Yes  I'd love to come to Infocom's Fifth Anniversary Party.  
Especially since I won't have to bring a gift!

No  Although I realize I'll be missing the best party of the year,  
possibly of all time, I will not be attending.

*Steve Meretzky*

---



**INFOCOM**

55 Wheeler Street  
Cambridge, MA 02138

Attention: Joan



**INFOCOM**

55 Wheeler Street  
Cambridge, MA 02138

Attention: Joan

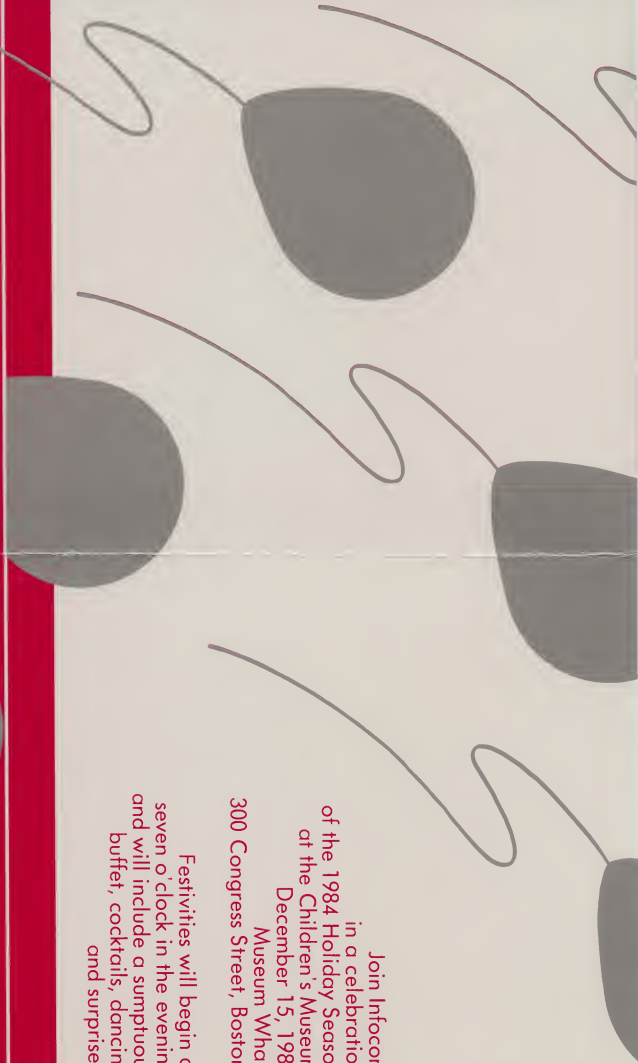
Please R.S.V.P.

Yes  I'd love to come to Infocom's Fifth Anniversary Party.  
Especially since I won't have to bring a gift!

No  Although I realize I'll be missing the best party of the year,  
possibly of all time, I will not be attending.

*Elizabeth Rock*

---



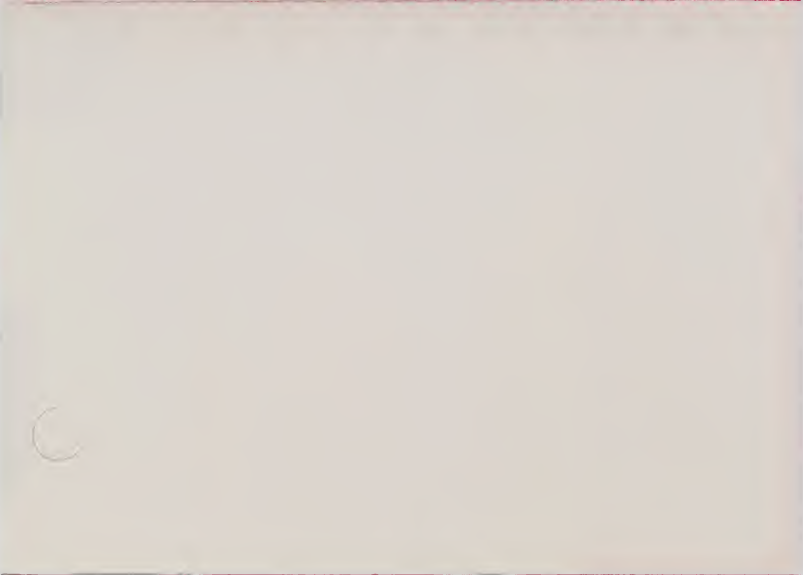
Join Infocom  
in a celebration  
of the 1984 Holiday Season  
at the Children's Museum  
December 15, 1984  
Museum Wharf  
300 Congress Street, Boston.

Festivities will begin at  
seven o'clock in the evening  
and will include a sumptuous  
buffet, cocktails, dancing  
and surprises.

**INFOCOM**

R.S.V.P. enclosed

**CELEBRATION!**



# INFOCOM

## INFOCOM ELECTS VEZZA

### CHIEF EXECUTIVE OFFICER

CAMBRIDGE, Mass. --- Infocom, the nation's leading producer of interactive fiction, announced today that Albert Vezza has joined the company on a full-time basis as Chief Executive Officer. Mr. Vezza, a founder of the four-and-a-half year old firm, will continue to serve as Chairman of the Board.

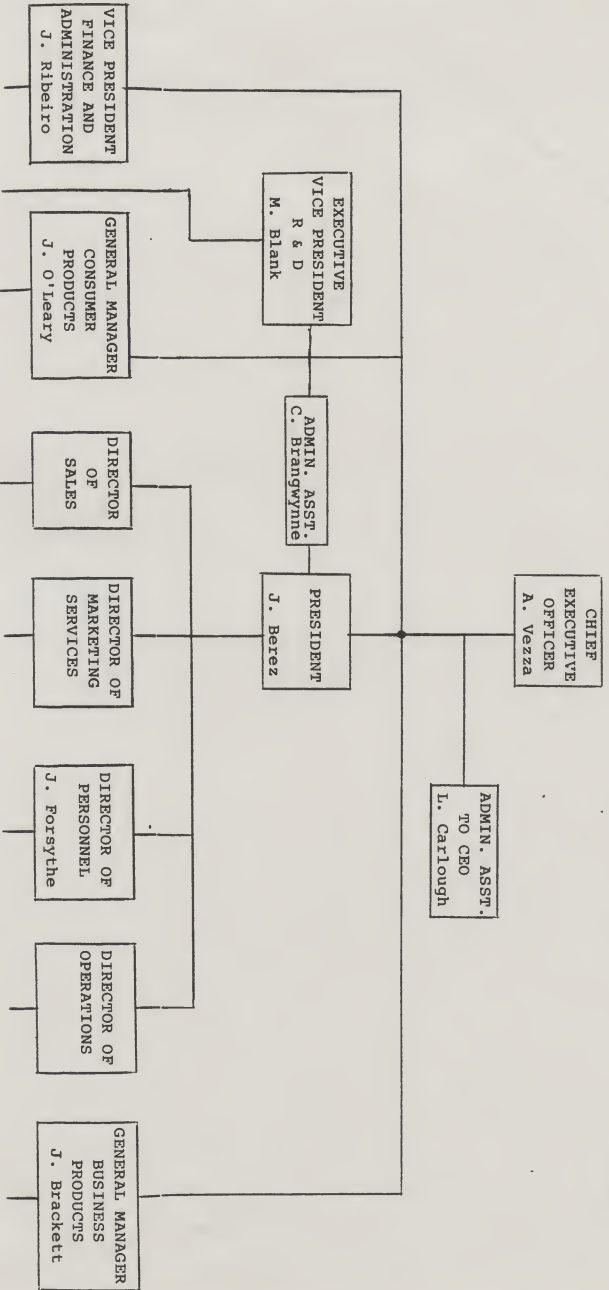
Vezza is joining Infocom from MIT, where he has been Associate Director of the Laboratory for Computer Science, one of the leading university laboratories in the computer field. At MIT he led the Programming Technology Group, which developed some of the modern programming techniques that make it possible to create computer software rapidly and accurately. In addition, they demonstrated that the techniques worked by developing a pioneering electronic message system, part of the first major computer network (ARPANET), and one of the first practical artificial intelligence systems.

Joel Berez, President of the Consumer Products Group, Marc Blank, Vice President of Product Development and several members of Infocom's technical staff who worked with Vezza at MIT are now applying the programming techniques to the development of such best-selling personal computer software as Zork, Deadline, Planetfall, Starcross, and Enchanter.

In a joint statement today, Infocom's Directors said, "Since its inception, Infocom has relied on Albert Vezza's capabilities, his wisdom, and his knowledge in computer science. His drive and leadership have been instrumental in the rapid growth of the company."

An author of several publications, Mr. Vezza received his B.S. in electrical engineering from the Rochester Institute of Technology and M.S. in electrical engineering from Northeastern University, Boston. He's consulted to major corporations and government agencies as well as serving on national committees. Mr. Vezza is a member of IEEE, AAAS, and SID.

Asked about his plans for the firm, Mr. Vezza said: "We will strive to continue the rapid growth of the Consumer Products group of Infocom; bring to market a new line of business software products that combines expressive power and new ideas about how computers should interact with users; and initiate development of new personal computer application areas."



Leadership Committee

- Al Vezza
- Joel Berez
- Marc Blank

Executive Committee

- Al Vezza
- Joel Berez
- Marc Blank
- Joe Ribeiro
- John O'Leary
- John Brackett
- Judith Forsythe
- Dir. of Sales
- Dir. Marketing Services
- Dir. of Operations

EXECUTIVE  
VICE PRESIDENT  
R & D  
M. Blank

MICRO  
GROUP  
MANAGER  
D. Horn

SYSTEM  
GROUP  
MANAGER

QUALITY  
CONTROL  
MANAGER  
D. Anderson

RESEARCH  
PROJECT  
MANAGER

D. Blanchard  
Jr. SW Engineer

A. Kaluzniacki  
SW Engineer

P. Gross  
SW Engineer

L. Simpson  
SW Engineer

R. Lay  
SW Engineer

F. Anderson  
Consultant

C. Reeve  
Consultant

J. Aviges  
Jr. Product Tester

M. Buxton  
Jr. Product Tester

L. Cyr  
Jr. Product Tester

S. Frank  
Sr. Product Tester

J. O'Neill  
Jr. Product Tester

T. Peacock  
Jr. Product Tester

G. Brennan  
Jr. Product Tester

.....

VICE PRESIDENT  
FINANCE & ADMINISTRATION  
J. Ribeiro

ADMINISTRATIVE  
SERVICES  
MGR.  
M. Anderson

ACCOUNTING/MIS  
MGR.  
G. Lloyd

B. Grimley  
Receptionist

E. Metz  
Admin. Secretary

PURCHASING  
MGR.  
M. Simpson

OFFICE  
SERVICES  
MGR.  
L. Mazzotta

LIBRARIAN  
N. Fischer

PAYROLL  
D. Reilly

ACCOUNTANT  
GEN. LEDGER  
D. Murphy

CREDIT &  
COLLECTIONS  
D. Reilly

ACCOUNTS  
PAYABLE  
M.E. O'Connor

E. LeMay  
Asst. Pur. Agt.

Sr. Mail Clerk

A. Andrews  
Actg. Clerk

GENERAL MANAGER  
CONSUMER PRODUCTS  
J. O'Leary

Admin. Asst.

PRODUCT MGR.  
I/F  
M. Dornbrook

ASSISTANT  
PROD. MGR.  
B. Star

MARKETING  
ASSISTANT

PRODUCT DEVELOPMENT  
MANAGER  
J. Palace

S. Galley  
Game Implementor

D. Lebling (Consult.)  
Game Implementor

S. Meretzky  
Game Implementor

J. Wolner  
Game Implementor

B. Moriarty  
Game Implementor

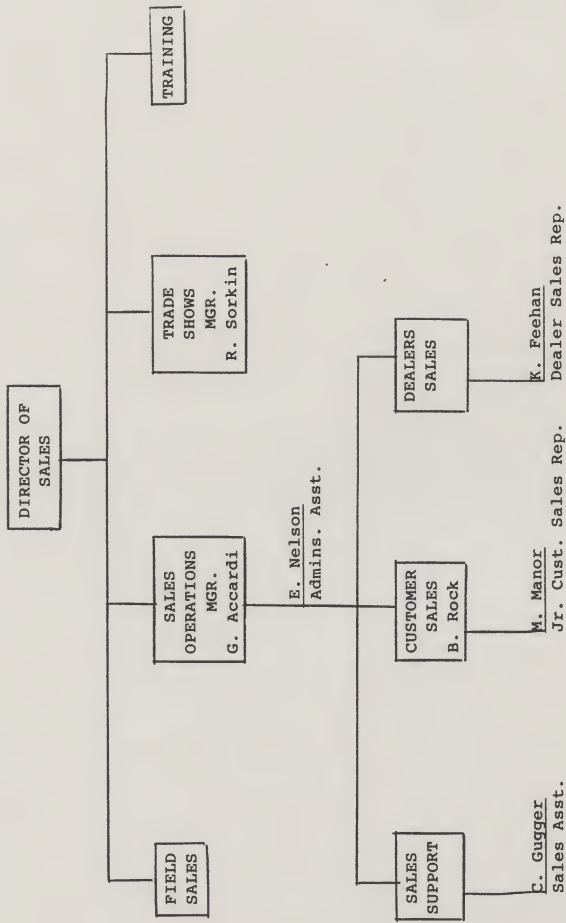
M. Berlyn  
Graphics Mgr.

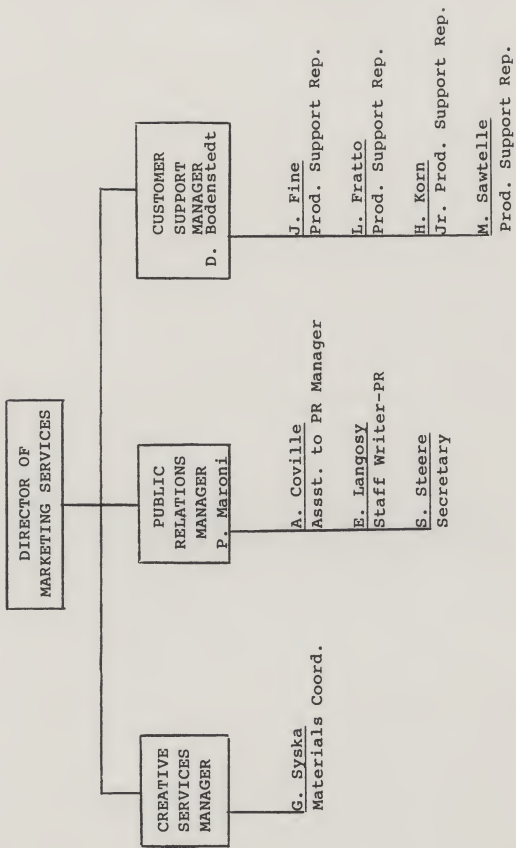
B. Cody  
Jr. Game Designer

P. Lim  
SW Engineer

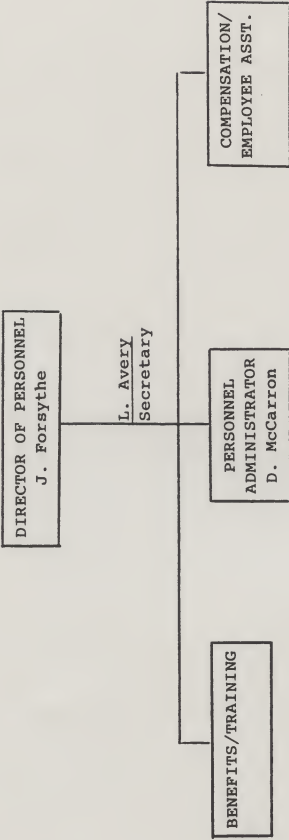
P. Maxwell  
Illustrator

Staff Writer

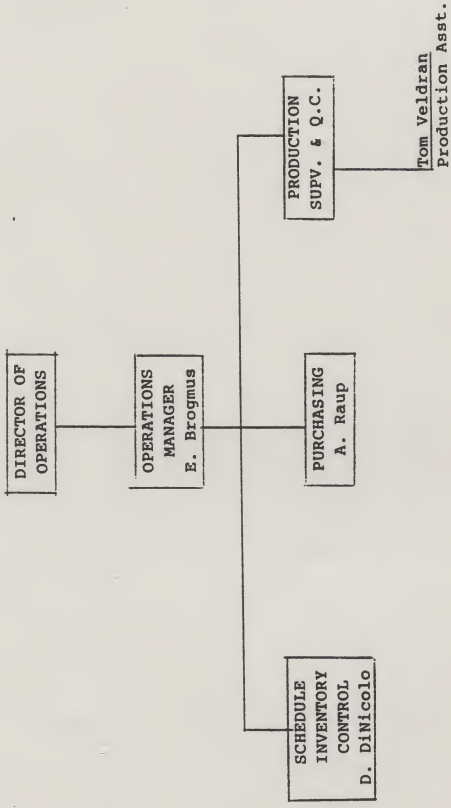


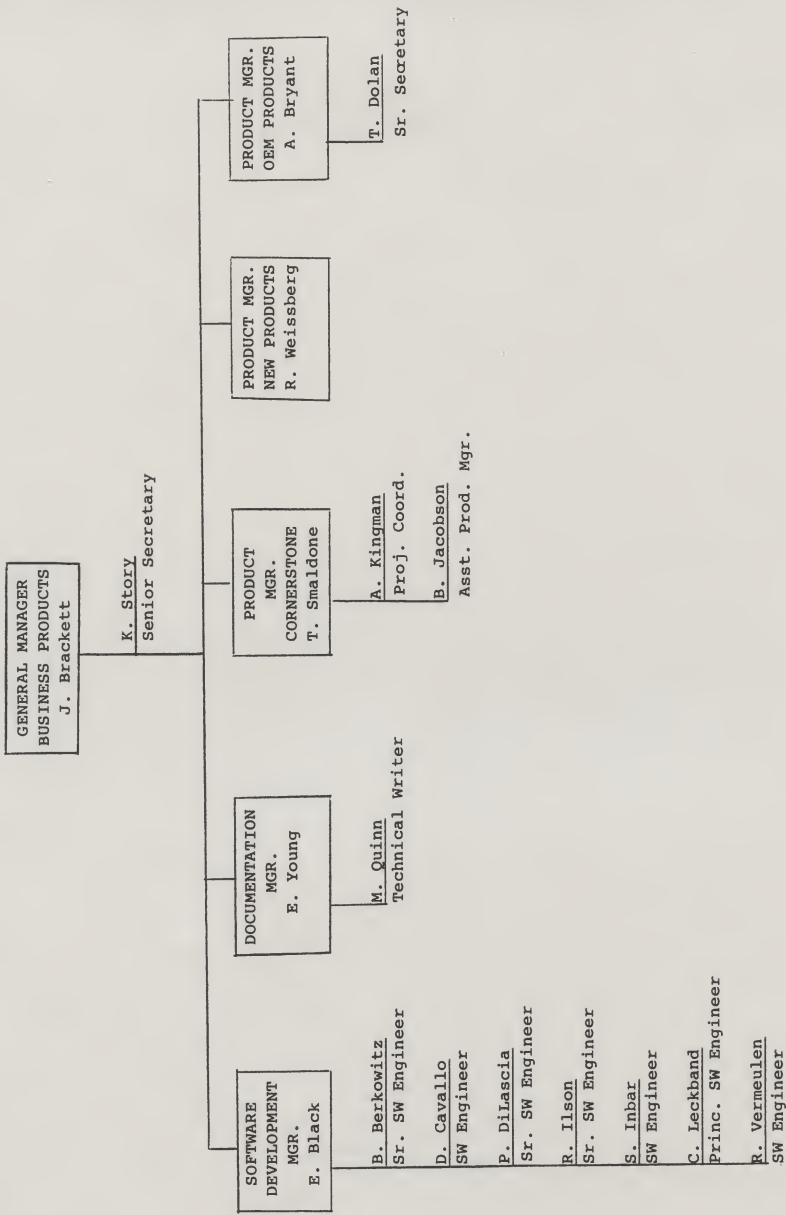


2/7/85



2/7/85





4:30

Stew,  
if you have any  
ideas for copy  
(re: the hotline.)  
Let me know.

(we need to  
have the copy  
typeset by  
noon tomorrow.)

Shenas

Elizabeth



ELIZABETH,

THIS IS NOT THE CORRECT SIZE  
BUT IT IS PROBABLY

WE'RE NEVER MORE THAN A PHONE  
CALL AWAY...

EVERY CLOUD HAS A SILVER HOTLINE.

CORNERSTONE IS FOR THE BIRDS.

OUR TECHNICAL HOTLINE IS MANNED BY  
KNOWLEDGABLE PROFESSIONALS WHO'LL GIVE  
YOU MORE THAN A LOT OF HOT AIR.

WE TRY TO ANTICIPATE EVERY PROBLEM! BUT,  
IF YOU FIND YOURSELF IN A SITUATION WE  
HAVEN'T ENVISIONED...

NO MATTER WHERE YOU ARE, WE'RE  
RIGHT HERE.

OUR MANUALS COVER EVERY CONCEIVABLE ~~PROBLEM~~ SITUATION!  
BUT, IF YOU EVER FIND YOURSELF IN AN  
INCONCEIVABLE SITUATION...

STEVO -

WHAT DO YOU THINK OF  
DOING A 'GAME' FOR  
SALES OF INFOCOMICS -  
PREDICT MONTHLY (OR QUARTERLY)  
SHIPMENTS (OR ORDERS) FOR  
EACH OF THE THREE TITLES?  
OR EACH OF THE 9 SKU'S.  
SCORE SIMILAR TO THE LSC  
GAME.

- MIKE

# Lotus to introduce new product

## 'Magellan' software is aimed for the PC mass market

By Jane Fitz Simon  
Globe Staff

Lotus Development Corp., the Cambridge software company whose name is synonymous with electronic spreadsheets, is poised to make a big splash in the PC-software mass market.

At a press conference today at the Explorer's Club in Manhattan, Lotus will announce "Magellan," an easy-to-use software utility targeted at anyone who uses a PC equipped with a hard-disk storage device.

If the company markets Magellan right, industry insiders say, it may have a big hit on its hands. "I think it has the potential to be one their top three sellers in terms of unit volume," said John Shagoury, vice president of product marketing at Corporate Software Inc. and former director of sales distribution at Lotus.

Magellan, the first new product announced by Lotus in more than a year, provides an efficient way

for computer users to manage thousands of computer files stored on a hard disk. Single keystrokes and simple word searches enable the user to quickly locate and launch into files stored in a variety of applications.

In targeting the hard-disk user, Lotus is reaching out to a market expected to hit 20 million users by the end of this year, according to Infocorp. By comparison, Lotus 1-2-3, the best-selling software product in history, has sold 3 million copies and is used by an estimated 7 million users.

Scheduled to ship in April, Magellan will carry a list price of \$195, after an introductory price of \$139, making it one of Lotus' lowest-priced products. Lotus does not disclose revenue estimates, but the company appears to be betting on volume sales to help fatten Magellan's skimpier profit margin.

"We think this is going to be a big seller," said Heidi Sinclair, vice president of corporate com-

munications at Lotus. Those who have seen Magellan in action give it high marks. "For our average subscriber, who has 5.2 applications on their PC at work and 7.2 applications on their PC at home, this is a godsend," said Greg Jarboe, communications director at PC Computing Magazine and a former Lotus employee.

Jeffrey Tarter, editor and publisher of Soft Letter, agrees: "It's a really nice product. It addresses a real need."

The product's promise notwithstanding, analysts are hesitant to predict how it will fare in the marketplace. Magellan will succeed or fail, they say, based on Lotus' marketing effort — an element of the new product equation where the company has fallen short before.

Magellan is the first in what is expected to be a rich year for new products from Lotus, climaxed by the shipment in the second quarter of the updated version of 1-2-3.

**MICROCOMPUTER  
RENTALS**  
DAILY • WEEKLY • MONTHLY • YEARLY  
**IBM APPLE COMPAQ  
HP LASERPRINTERS**  
... AND MORE

WE SUPPORT AND SERVICE OUR  
CUSTOMERS AT COMPETITIVE PRICES.  
DELIVERY AVAILABLE

**PC Quick Rent**

449-3900

145 ROSEMARY ST., NEEDHAM

**SOUTH BOSTON  
SAVINGS BANK  
IS OFFERING**

**6 Month  
certificates**  
ANNUAL RATE

**0-10%**

ted in a  
tory" to  
teral De-  
which in-  
posts up  
consider-  
ervisory  
nks may

# Product Testing Report Form

# INFOCOM

Product: \_\_\_\_\_ Tester: \_\_\_\_\_

Release: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

\_\_\_\_\_ of \_\_\_\_\_ sheets

Description of Problem

Resolution:

	Description of Problem	Resolution:
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		

Comments:

# Product Testing Report Form

**INFOCOM**

Product: \_\_\_\_\_

Release: \_\_\_\_\_

Date: \_\_\_\_\_

Tester: \_\_\_\_\_

Machine: \_\_\_\_\_

\_\_\_\_\_ of \_\_\_\_\_ sheets

	Description of Problem	Resolution
1		
2		
3		
4		
5		

Comments:

# Product Testing Report Form

**INFOCOM**

Product: \_\_\_\_\_ Release: \_\_\_\_\_ Date: \_\_\_\_\_

Tester: \_\_\_\_\_ Machine: \_\_\_\_\_ of \_\_\_\_\_ sheets

	Description of Problem	Resolution
1		
2		
3		
4		
5		

Comments:

# Product Testing Report Form

INFOCOM

Product: \_\_\_\_\_

Release: \_\_\_\_\_

Date: \_\_\_\_\_

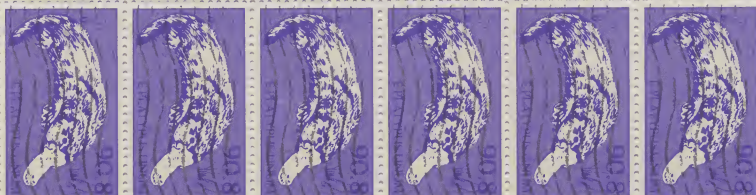
Tester: \_\_\_\_\_

Machine: \_\_\_\_\_

\_\_\_\_\_ of \_\_\_\_\_ sheets

	Description of Problem	Resolution
1		
2		
3		
4		
5		

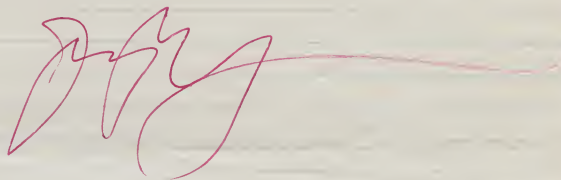
Comments:



I, Jerry Wolper

submit my resignation  
effective April 19, 1985

(barring the magical appearance of a window office).

A stylized, cursive handwritten signature in red ink, followed by a long horizontal flourish line extending to the right.

Draft Principles

- 1. "Do It Right" - Always make every attempt to arrive at the right decision and execute it absolutely the right way. Pay particular attention to details. Re-inforce "doing the right thing" behavior and attitudes.
- 2. "Substance Over Form" - Emphasize accomplishments and results versus how people looked doing them, assuming no negative people impacts as a result of the accomplishments.
- 3. "Quality Orientation" - Attempt to achieve the highest possible quality in everything we do.
- 4. "Product Is King" - Recognize that innovative creative quality product is our distinctive advantage in the software market and that our orientation must be toward developing and marketing the "best" possible product.
- 5. "Breaking Down The Barriers To Computer Usage" - One of our key criteria in evaluating products ought to be does it address making computers more accessible and useful to people.
- 6. "People" Orientation - Make sure that people are treated fairly and consistently. Make every effort to assure that every Infocom employee current and future is provided with a meaningful and responsible position and the opportunity to make a positive contribution to the companies success. Agree that our people are our most important resource.
- 7. Environment - Strive to make Infocom an open, honest, trusting and supportive environment. Require communication before action. Support open confrontation of problems without defensiveness. Encourage team solutions and consensus decision-making.
- 8. Risk-Taking - Encourage and support taking risks in terms of product and marketing decisions - in the context of our overall conservative fiscal policy where profitability is the overall goal.
- 9. Compete in specific market niches in which we have a clear, perceivable competitive advantage versus a more broadscale "throw it up against the wall" philosophy.
- 10. Growth - Achieve the best possible sales and earnings growth consistent with maintaining the above principles. If need be, limit growth to accomplish the above.

vs. Service

# Down From the Top of Its Game

## *The Story of Infocom, Inc.*

Hector Briceno  
Wesley Chao  
Andrew Glenn  
Stanley Hu  
Ashwin Krishnamurthy  
Bruce Tsuchida

### ABSTRACT

---

The success and failure of Infocom, a company founded by members of MIT's Laboratory for Computer Science, resulted from a combination of factors. Infocom succeeded not only because it made *Zork*, a text-adventure game, available on personal computers, but also because it developed an effective system for supporting new platforms, maintained an engineering culture that excelled at writing computer games, and marketed its products to the right audience. Similarly, Infocom did not fail simply because it decided to shift its focus to business software by making *Cornerstone*, a relational database. Infocom failed for many reasons that were closely tied to how the company managed the transition to business products. Behind the scenes, the transition created a litany of problems that hurt both the games and the business divisions of the company. Combined with some bad luck, these problems—not simply the development of *Cornerstone*—ultimately led to Infocom's downfall.

---

6.933J/STS.420J

Structure of Engineering Revolutions  
Professors David Mindell and George Pratt

TA: Eden Miller

December 15, 2000

**INFOCOM™**

# Product Testing Report Form

INFOCOM

Product: \_\_\_\_\_ Release: \_\_\_\_\_ Date: \_\_\_\_\_

Tester: \_\_\_\_\_ Machine: \_\_\_\_\_ of \_\_\_\_\_ sheets

	Description of Problem	Resolution
1		
2		
3		
4		
5		

Comments:

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DRINK  
You hand your ticket to the bartender  
and ask for your favorite refreshment.  
A moment later, you receive a tall,  
frosty drink.

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DINK  
I don't know the word "dink".  
>OOPS DRINK  
The bartender hands you a drink.

**INFOCOM**

## Drink Ticket

Coupon only valid on June 26, 1999. Actual cash value 1/20 Zorkmid.  
Do not expose to direct sunlight. If sobriety persists, consult physician.

**INFOCOM**

## Drink Ticket

Another fine product of the  
Frobozz Magic Hosted Bar Ticket Company.

**INFOCOM**

## Drink Ticket

This ticket good for one free date with Bruce Davis!  
(Or, one drink from the bar. Your choice.)

**INFOCOM**

## Drink Ticket

Redeemable for one  
Pan-Galactic Gargle Blaster  
(or other drink of your choice).

**INFOCOM**

## Drink Ticket

Good at any of these establishments:  
Joe's Bar, Upper Sandusky OH  
The Pub near Arthur Dent's House  
The oasis in El Menhir, Egypt  
The Shanty, cutthroat Island  
University Park Hotel at MIT

**INFOCOM**

## Drink Ticket

**INFOCOM:**  
Insobriety Sold and  
Served Here.

**INFOCOM**

## Drink Ticket

The Sophisticated Drink Ticket  
For the Non-Programmer

**INFOCOM**

## Drink Ticket

Friday Party Rain Check!  
Remember all those glasses of punch you  
passed up back then? Well, now's  
your chance to catch up!

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DRINK  
You hand your ticket to the bartender  
and ask for your favorite refreshment.  
A moment later, you receive a tall,  
frosty drink.

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DINK  
I don't know the word "dink".  
>OOPS DRINK  
The bartender hands you a drink.

**INFOCOM**

## Drink Ticket

Coupon only valid on June 26, 1999. Actual cash value 1/20 Zorkmid.  
Do not expose to direct sunlight. If sobriety persists, consult physician.

**INFOCOM**

## Drink Ticket

Another fine product of the  
Frobozz Magic Hosted Bar Ticket Company.

**INFOCOM**

## Drink Ticket

This ticket good for one free date with Bruce Davis!  
(Or, one drink from the bar. Your choice.)

**INFOCOM**

## Drink Ticket

Redeemable for one  
Pan-Galactic Gargle Blaster  
(or other drink of your choice).

**INFOCOM**

## Drink Ticket

Good at any of these establishments:  
Joe's Bar, Upper Sandusky OH  
The Pub near Arthur Dent's House  
The Oasis in El Menhir, Egypt  
The Shanty, Cutthroat Island  
University Park Hotel at MIT

**INFOCOM**

## Drink Ticket

**INFOCOM:**  
Insobriety Sold and  
Serviced Here.

**INFOCOM**

## Drink Ticket

The Sophisticated Drink Ticket  
For the Non-Programmer

**INFOCOM**

## Drink Ticket

Friday Party Rain Check!  
Remember all those glasses of punch you  
passed up back then? Well, now's  
your chance to catch up!

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DRINK  
You hand your ticket to the bartender  
and ask for your favorite refreshment.  
A moment later, you receive a tall,  
frosty drink.

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DINK  
I don't know the word "dink".  
>OOPS DRINK  
The bartender hands you a drink.

**INFOCOM**

## Drink Ticket

Coupon only valid on June 26, 1999. Actual cash value 1/20 Zorkmid.  
Do not expose to direct sunlight. If sobriety persists, consult physician.

**INFOCOM**

## Drink Ticket

Another fine product of the  
Frobzoo Magic Hosted Bar Ticket Company.

**INFOCOM**

## Drink Ticket

This ticket good for one free date with Bruce Davis!  
(Or, one drink from the bar. Your choice.)

**INFOCOM**

## Drink Ticket

Redeemable for one  
Pan-Galactic Gargle Blaster  
(or other drink of your choice).

**INFOCOM**

## Drink Ticket

Good at any of these establishments:  
Joe's Bar, Upper Sandusky OH  
The Pub near Arthur Dent's House  
The Oasis in El Menhir, Egypt  
The Shanty, Cutthroat Island  
University Park Hotel at MIT

**INFOCOM**

## Drink Ticket

**INFOCOM:**  
Insobriety Sold and  
Serviced Here.

**INFOCOM**

## Drink Ticket

The Sophisticated Drink Ticket  
For the Non-Programmer

**INFOCOM**

## Drink Ticket

Friday Party Rain Check!  
Remember all those glasses of punch you  
passed up back then? Well, now's  
your chance to catch up!

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DRINK  
You hand your ticket to the bartender  
and ask for your favorite refreshment.  
A moment later, you receive a tall,  
frosty drink.

**INFOCOM**

## Drink Ticket

>ASK BARTENDER FOR DINK  
I don't know the word "dink".  
>OOPS DRINK  
The bartender hands you a drink.

**INFOCOM**

## Drink Ticket

Coupon only valid on June 26, 1999. Actual cash value 1/20 Zorkmid.  
Do not expose to direct sunlight. If sobriety persists, consult physician.

**INFOCOM**

## Drink Ticket

Another fine product of the  
Frobozz Magic Hosted Bar Ticket Company.

**INFOCOM**

## Drink Ticket

This ticket good for one free date with Bruce Davis!  
(Or, one drink from the bar. Your choice.)

**INFOCOM**

## Drink Ticket

Redeemable for one  
Pan-Galactic Gargle Blaster  
(or other drink of your choice).

**INFOCOM**

## Drink Ticket

Good at any of these establishments:  
Joe's Bar, Upper Sandusky OH  
The Pub near Arthur Dent's House  
The oasis in El Menhir, Egypt  
The Shanty, Cutthroat Island  
University Park Hotel at MIT

**INFOCOM**

## Drink Ticket

**INFOCOM:**  
Insobriety Sold and  
Serviced Here.

**INFOCOM**

## Drink Ticket

The Sophisticated Drink Ticket  
For the Non-Programmer

**INFOCOM**

## Drink Ticket

Friday Party Rain Check!  
Remember all those glasses of punch you  
passed up back then? Well, now's  
your chance to catch up!

ARCHIVAL