

Jeff Bergart's Finance Collection – November 2023

Of all places, I bumped into Thornton Ash in Jasper, Banff, Canada last month (I didn't know he lived in the next town over from where I live in Acton, MA)



Left: Thornton Ash. Right: Jeff Bergart.

Once back in the USA, we went for coffee and I shared my collection of Digital Finance Newsletters (1985 - 1996), Profiles of the "Financial Excellence Award recipients, Finance Development Binders, and although he wasn't present, myChatham Bars Inn Finance Conference (1979) picture below:



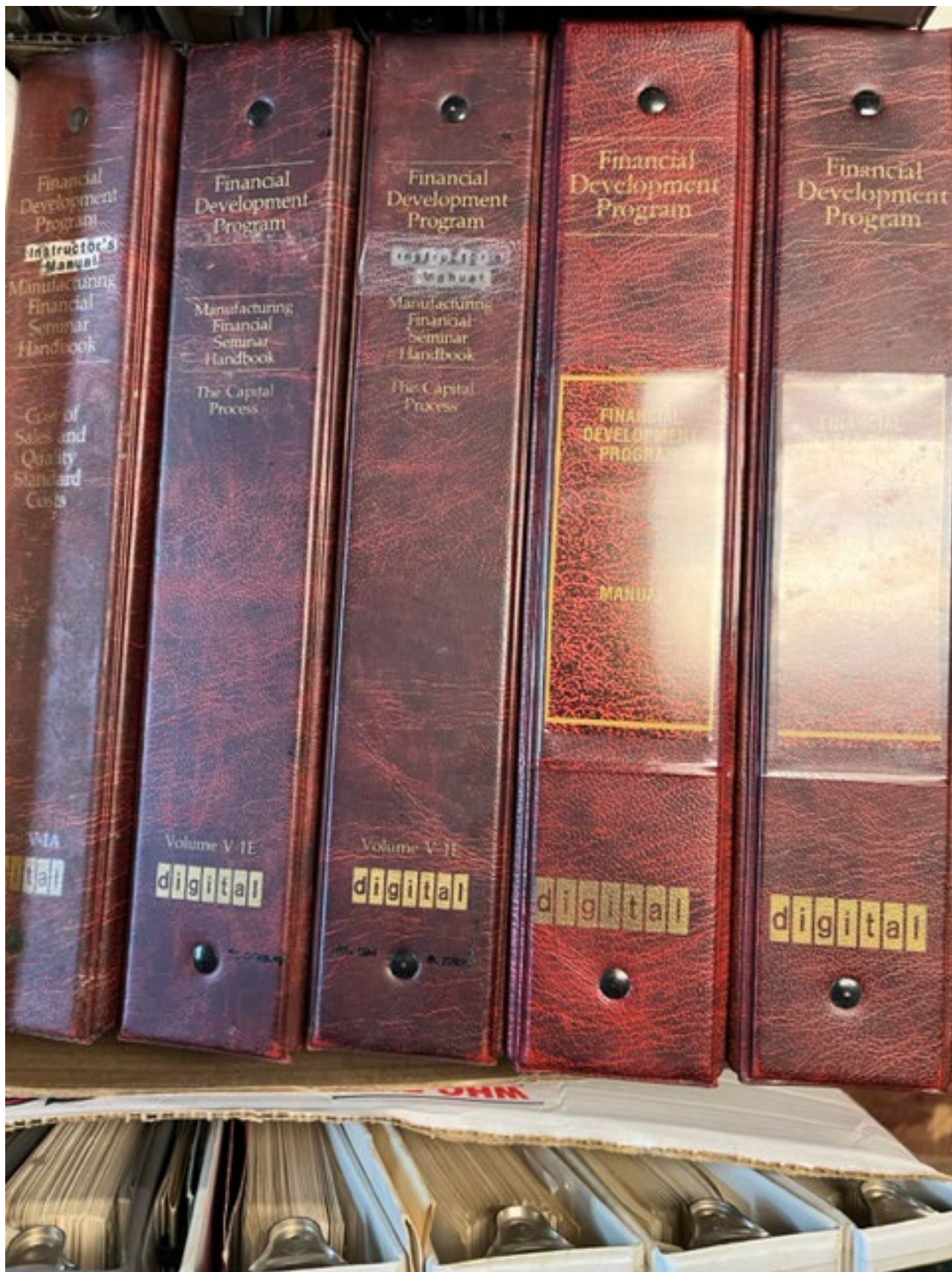
Lots of fun reminiscing! We both have such fond memories of DEC - especially in the early years.

I was at DEC for 22 years (1976-1998). I have lots of various old financial budgets and reports, LRP's, Finance Training topics (e.g. New Product intro, Cost accounting, etc). I also have a number of product and project management binders from my US CSS days.

Is there any place/persons interested in these? Might make for great background information for a MBA thesis on DEC.

Be Well,
Jeff Bergart jeffbergart@gmail.com

See additional photos below.



Newsletter

MARCH 1996

FIFTY-FIFTH EDITION

DIGITAL EQUIPMENT CORPORATION



Hans Larsen

Shared Service Centers Update -- Improving Client Support

Background

Late in 1993, the strategy for Shared Services Centers ("SSCs") was developed and approved for implementation across Digital. SSCs were deployed and chartered to provide financial services on a "shared" basis to every Digital operating unit across all geographies (i.e., Americas, Europe, and Asia Pacific). SSCs provided a broad spectrum of financial services including transaction processing, accounting, fiscal and management reporting, business controls, and financial standards. SSCs were implemented by consolidating existing work and resources covered by the shared financial services charter. SSCs became the largest component within the Financial organization representing over 50% of total Finance headcount.

Client Support

A key aspect of the SSC model from the very beginning was the support nature of the SSC role and the recognition that ultimate success depended upon the ability to effectively respond to client needs. To meet that key client support objective, the role of Client Service Manager ("CSM") was developed as part of the original SSC organization design. The CSM role as originally conceived was intended to function as an "account manager"; not operationally responsible for the SSC work but leveraging SSC services on behalf of the client which they supported.

(continued on page 2)



Tom McEachin

The Americas Finance Organization

The role of our geography organizations has undergone change over the years in response to the changing shape of our business unit strategies. Most of us would now say Digital is a company driven by its business unit structure. The horizontal business unit dimension is the predominant dimension for determining strategy and tactics, competitiveness and affordability, and for deciding our posture within the markets in which we operate.

However, it is also clear that the Corporation's activities are executed within the boundaries of countries, regions, and territories. Even central order desks and worldwide manufacturing plants must exist within some legal entity, and the people staffing those desks must be paid in a currency that they can use when they stop at the market on their way home; facilities must provide some basic services and the bills generated must be received and paid by Digital.

Likewise, we have recognized the necessity of shared service centers providing a portfolio of common services to many clients, regardless of business unit boundaries. The cost issues facing the Corporation are largely behind us, but that does not mean we are competitive. Our operating cost structure is still several points higher than we would like it to be. Shared Services are one of the ways in which we can keep costs under control by eliminating the need for duplicate overhead structures. Even highly divisionalized companies like General Electric, Hewlett Packard and First Chicago Corp operate with a shared service concept in place.

(continued on page 3)

INSIDE THIS ISSUE:

Shared Service Centers Update	1
The Americas Finance Organization	1
Q1 and Q2 FY96 Audit Results	4
Geography Finance Manager	5
Activity Based Management Series, ABM In A Service Environment	6
Letter from the Editor	7
The Diverse Workforce: Women In Finance	8
Women In Business: A Global Report Card	9
Chief Financial Officer's Award Program	10
"Life Planning for the Finance Professional" Guide	12

Financial Development Program (FDP)	12
Finance Job Openings	12
Finance Roundtable	12
Temporary Human Resources Organization (THURO)	12
Organizational Announcements	12
Finance Excellence Award (FEA) Winners Q4 FY95	12
FEA Recognition Events	12
Effective Presentations -- It's Easier When You Plan	12
Digital and the Semiconductor Business	12
Digital Semiconductor - Progress Report	12
Digital Semiconductor Finance Receives International Recognition	12

digital

CORPORATE FINANCE

Newsletter



October 1991

THIRTY-SIXTH EDITION

DIGITAL EQUIPMENT CORPORATION

FIRST HALF FY91 FINANCIAL EXCELLENCE AWARDS



The Financial Excellence Awards

Prix de l'excellence financiere

Auszeichnung für hervorragende Leistungen im Finanzbereich

Premios a la Excelencia en el Area Financiera

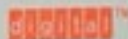
Premi d'eccellenza per l'attivit  finanziaria

Okonomiprisen

Udmaerkelse i ekonomi og regnskab

Tunnustuspalkinnot talousasioiden hoidosta

The Financial Excellence Awards recognize outstanding achievement, the willingness to take new paths, the courage to overcome obstacles, and the fortitude to push on to the top. The Finance Staff wants to recognize the extraordinary efforts of its employees who support Digital Equipment Corporation's business goals and objectives. Any member of Digital's worldwide Finance Organization may be nominated. See your manager for additional information.



Digital Internal Use Only

1991 Fall FY91 Financial Excellence Awards Program



Jeff Bergart
CSS Finance Manager

Jeff has achieved an extraordinary level of performance and contribution to CSS business results and operating business controls. This was evidenced by exceeding CSS overall financial goals in FY91 in costs, revenue, cost management, and profit levels coupled with exceptional audit ratings in both the CSS Manufacturing and US Operations group of one (1) in each area.



Peggy Bracey
Financial Analyst

Peggy developed the profit and loss analysis and the DCSS pricing proposal for an \$18 million sales opportunity. She was involved throughout the entire proposal generation stage. As a result, Digital is one of only two remaining candidates and DCSS stands to recognize \$6 million in incremental revenues.

Monica is recognized for her outstanding contribution in providing operations consultation and control expertise to businesses throughout GIA, Europe and the US. She has also had a positive impact on department productivity through her constant efforts to improve audit processes and her assistance with training new staff members. These efforts are above and beyond her defined responsibilities and often require her to take personal time to go that extra mile.



Monica Bretschneider
Staff Auditor

Dick has made several significant contributions to the Company during the past several months. He analyzed, recommended and implemented a 3.7 million share repurchase program. Dick also arranged a \$50 million private placement mortgage lease financing for Digital's Acton/Shrewsbury properties. In addition, Dick provided excellent support to the CFO on a strategic Corporate compensation project. Dick has made these contributions, and others, while managing to continue to carry out the basics well in a very unpredictable environment.



Richard J. Carl
Manager of Corporate Finance



Lila Carlson
Administrative Secretary

Lila has done an outstanding job supporting the transition of the US Field Signature Authorization System (SAS) to the Financial Management Centers (FMC's). Lila assumed the role of project leader for the SAS transition in addition to her regular position of US Business Controls Administration Secretary. Lila worked closely with the FMC's SAS Coordinators to ensure they understood the US Field's SAS procedures enabling the transition of SAS to occur as planned. She continues to assist the FMC's with SAS issues as they arise.



Alexander Carp
Country Finance Manager

Alexander has developed excellent skills in the application of end-user computing tools in the financial environment. This has enabled him to perform the analysis design and development of the subsidiary business model. This model allows a consistent and cross-business information flow, integration of the key source systems and climates, and the cumbersome reporting processes. This has a very positive impact on work with Area Finance groups, other countries, and to some extent, with customer projects.

Barbara is recognized for her significant individual contributions in the area of education. Barbara took the leadership in developing a course on Activity-Based Costing (ABC) which encompasses concepts, definitions, examples and case studies from numerous internal and external sources. By working with the Just-In-Time Quality Control (JITQC) Program Office, the ABC course was integrated with a JIT demonstration, providing a hands-on approach to learning manufacturing costing. Barbara has also worked with the Finance Training Group to provide this course as an integral part of the financial education curriculum.



Barbara Cofsky
Group Cost Manager

Laura is recognized for her creativity and innovation in the design and implementation of an alternative to the existing administrative process for in-house maintenance agreements. In the past, in-house maintenance agreements within Digital Canada were administered in exactly the same way as the external customer base. Today, through the utilization of a per Telecom Port charge for the low-end and a single contract per function for the high-end, in-house maintenance has been simplified with a resultant freeing up of three administrative personnel.



Laura Coulthart
Logistics Analyst

CSS

Engineering Project Management

Workbook

CSG1000

CSS

Product Management Handbook

CSG1000

CSS

Engineering Project Handbook

CSG1000

CSS

Project Management Overview

Handbook

CSG1000

CSS
ISG-U
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FY89

B U S I N E S S R E V I E W