

( Having FUN at )  
**Digital's Computer Special  
Systems (CSS)  
1985-1993**

**Jeff Bergart presents a DECconnection Zoom – Wednesday, May 14, 2025, 1 PM EDT**  
**[jeffbergart@gmail.com](mailto:jeffbergart@gmail.com)**

# Jeff's Background

(the road to a "Double Nerd")

|      |                |              |                             |
|------|----------------|--------------|-----------------------------|
| 1948 | BORN           | Of Note      | GROWTH                      |
| 1949 |                |              | (8% of my life)             |
| 1950 |                |              |                             |
| 1951 |                |              |                             |
| 1952 |                |              |                             |
| 1953 |                |              |                             |
| 1954 |                |              | SCHOOLS<br>(25% of my life) |
| 1955 |                |              |                             |
| 1956 | Elementary     |              |                             |
| 1957 |                |              |                             |
| 1958 |                |              |                             |
| 1959 |                |              |                             |
| 1960 | Junior         | Wrote 1st    |                             |
| 1961 | High           | Computer     |                             |
| 1962 |                | Program      |                             |
| 1963 |                |              |                             |
| 1964 | High           |              |                             |
| 1965 | School         |              |                             |
| 1966 |                |              |                             |
| 1967 |                |              |                             |
| 1968 | BROWN          | Sc.B.        |                             |
| 1969 |                | Applied Math |                             |
| 1970 |                |              |                             |
| 1971 | U of PA        | MSEE         |                             |
| 1972 |                | MBA          |                             |
| 1973 |                |              |                             |
| 1974 | C&L CPAs       |              | WORK                        |
| 1975 |                | CPA License  |                             |
| 1976 |                |              |                             |
|      | THEN COMES DEC |              |                             |



# US CSS

## Financial Success & FUN 1985-1993

### Relevant history:

- **Russ Gullotti had begun re-engineering CSS before I arrived.** Russ moved CSS to a wonderfully balanced position between the two previous approaches of say “Yes” to everything and say “No” to everything.
- **First, CSS focused on “Custom Repeatable” solutions.**
- **Documented Best Practices for CSS projects: engineering, financial, material, manufacturing, and logistics**
- **Developed standardized costs for non-recurring engineering and rapid prototyping for engineering and manufacturing partnership**



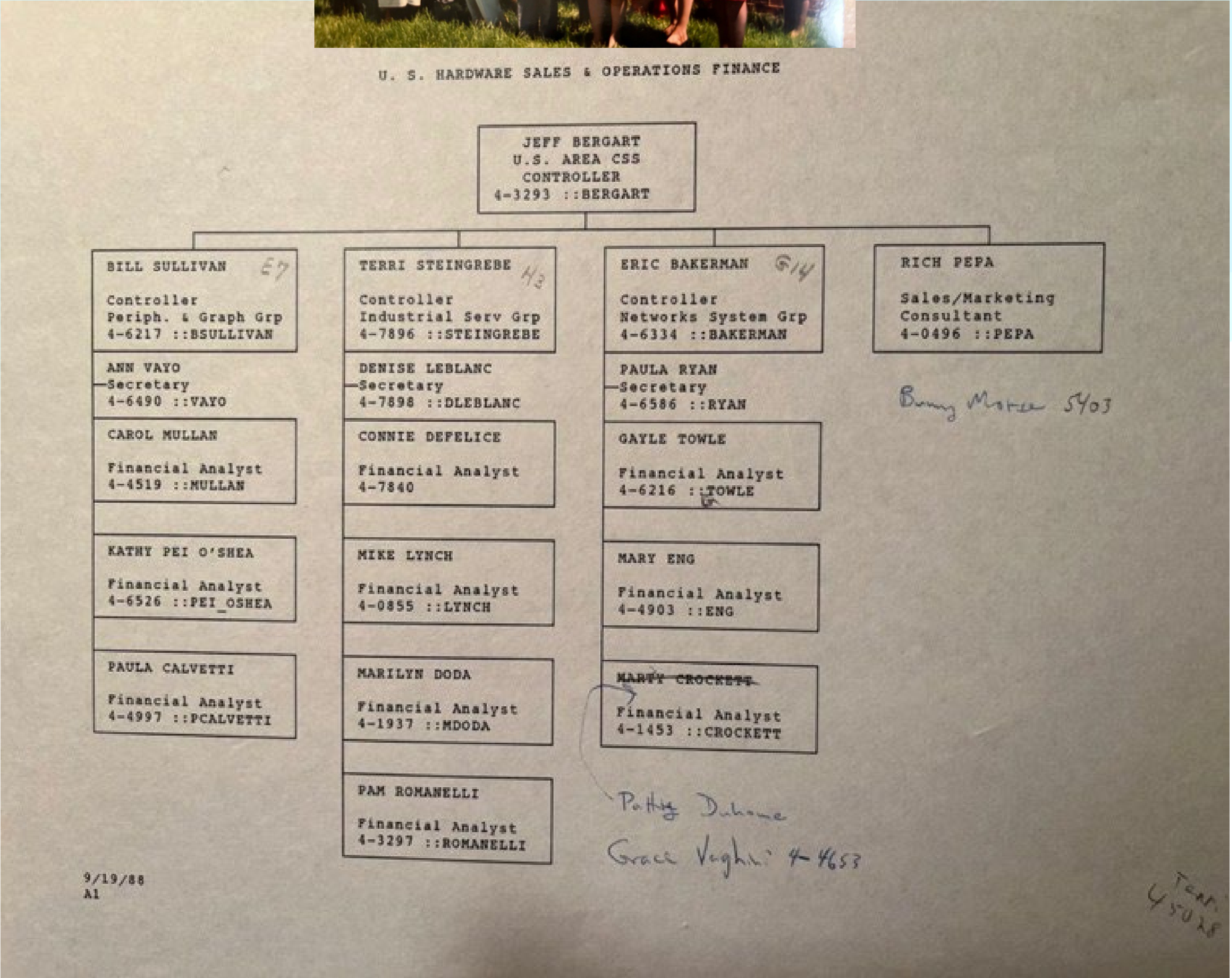
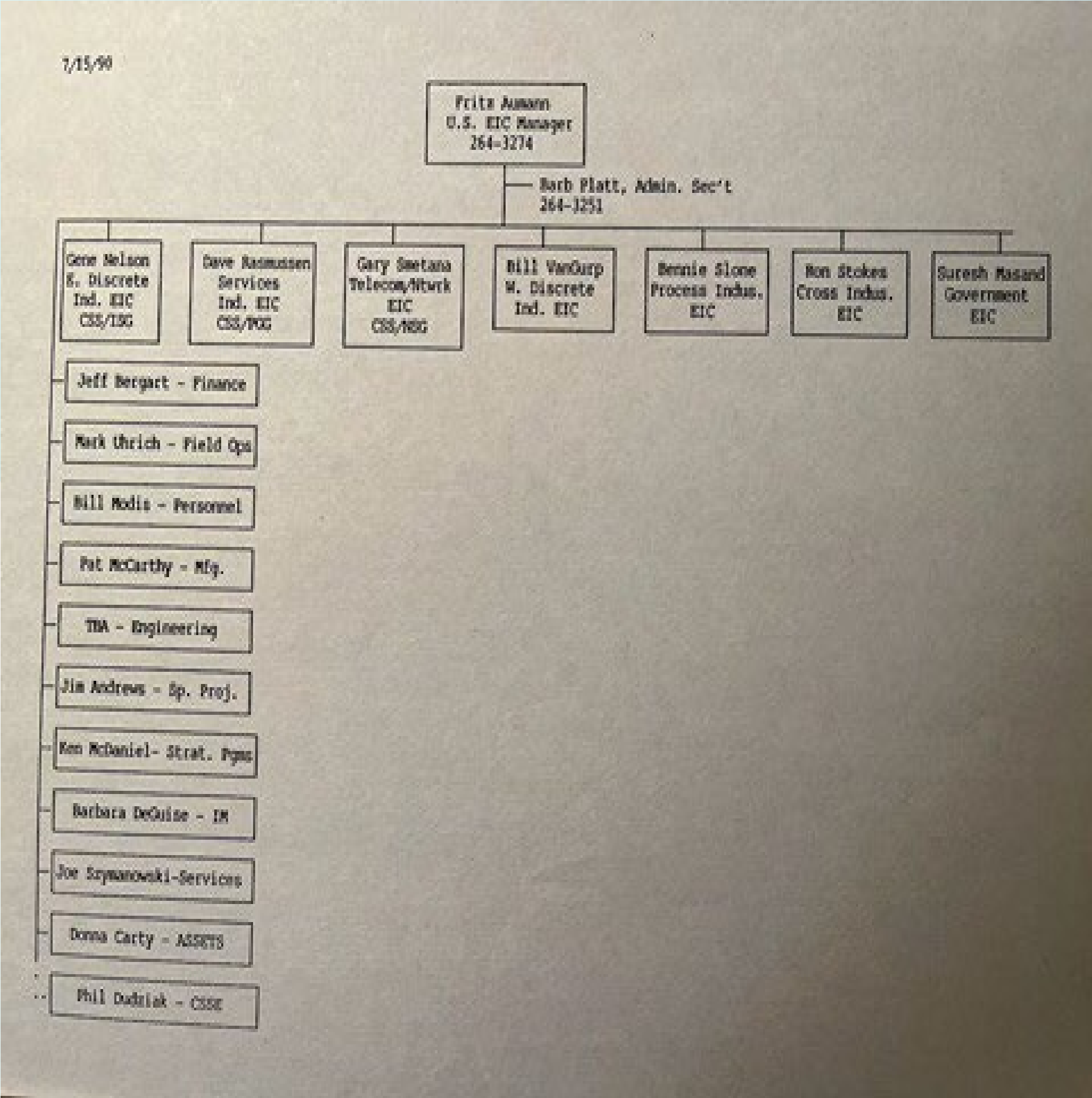


US CSS

Financial Success & FUN 1985-1993



US CSS Finance  
circa 1990



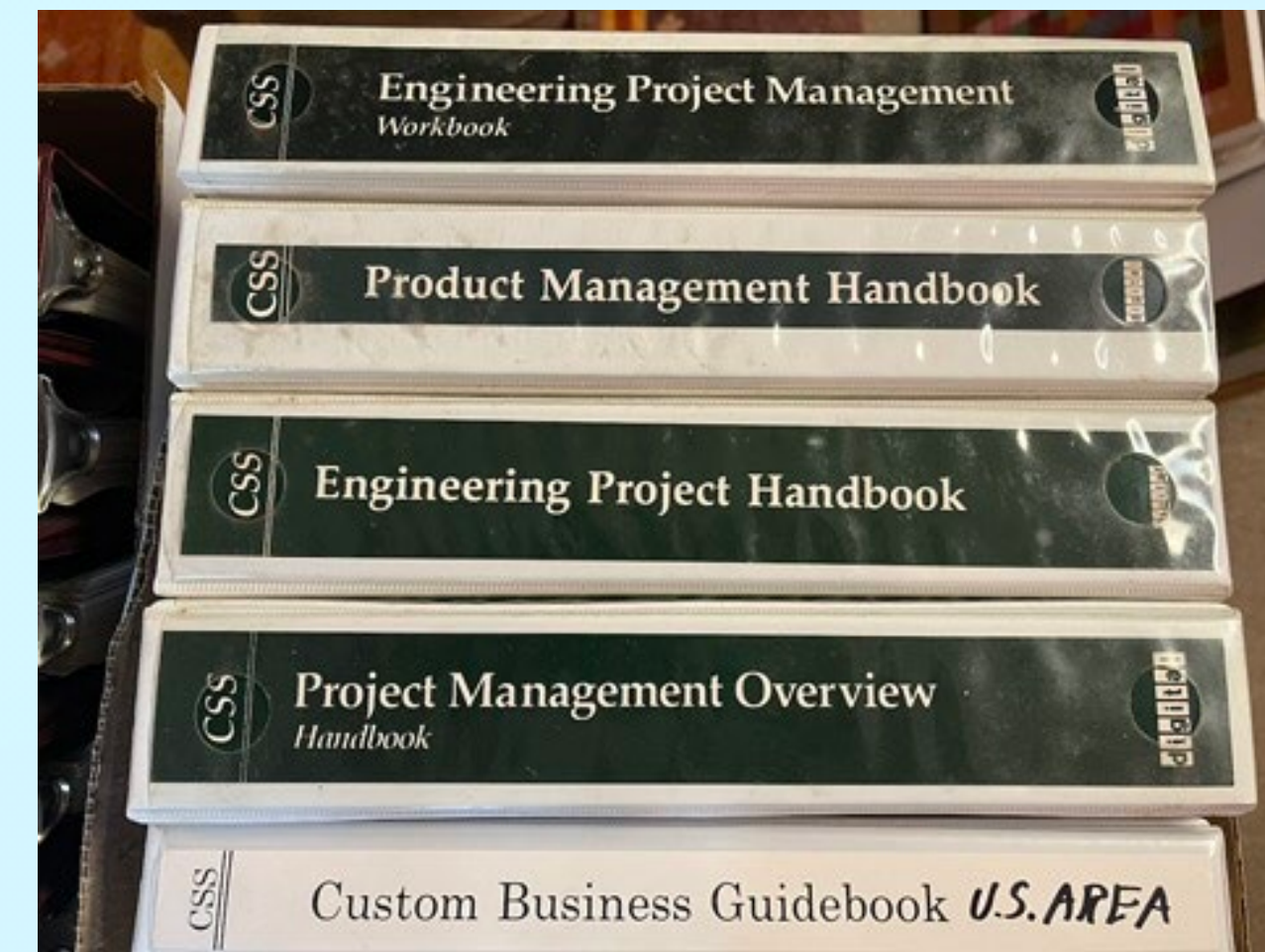


# US CSS

## Financial Success & FUN 1985-1993

### The results were dramatic:

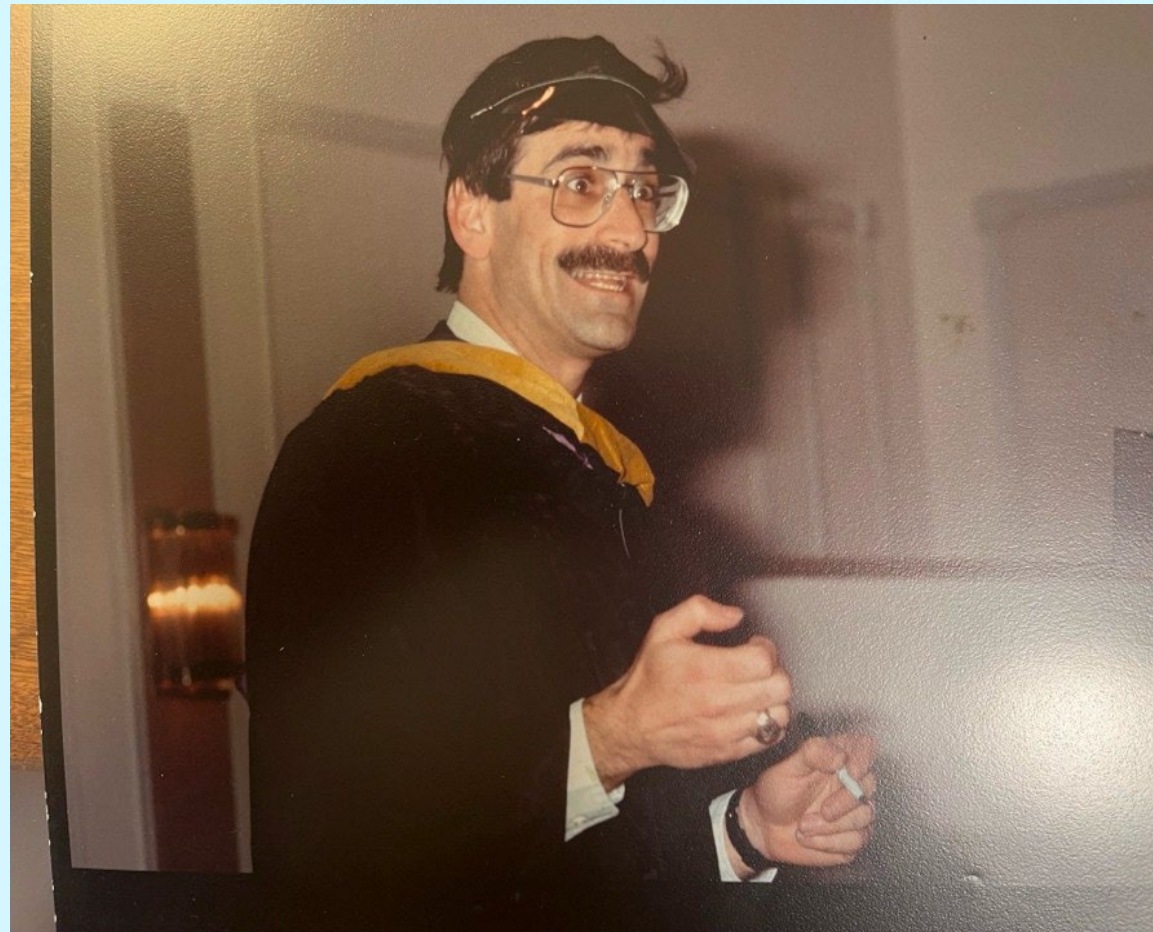
- **Backlog** - Dropped from **over a year** (With our customers waiting desperately for their solutions) **to less than three months.**
- **Revenue** - Went from **\$50M to \$300M** in six years (a 30% annual growth rate)
  - US CSS went from being **2% of US DEC Hardware Revenue to 10%!**
- **Contribution Margin** - Went from **22% to 37%** of revenue
- **Forecast Accuracy** approached **100%**
- **US CSS made 26 out of the next 28 quarterly 30% growth budgets**
- The Business Units & Salem Manufacturing both got **VERY rare “1” Internal Audit Ratings.**





SO I COULD HAVE FUN!:

1) Presenting to the Sales Force  
(and being trained myself)





## 2) Championing the Corporate Finance “Balance Sheet (BS) Review” process at US CSS.







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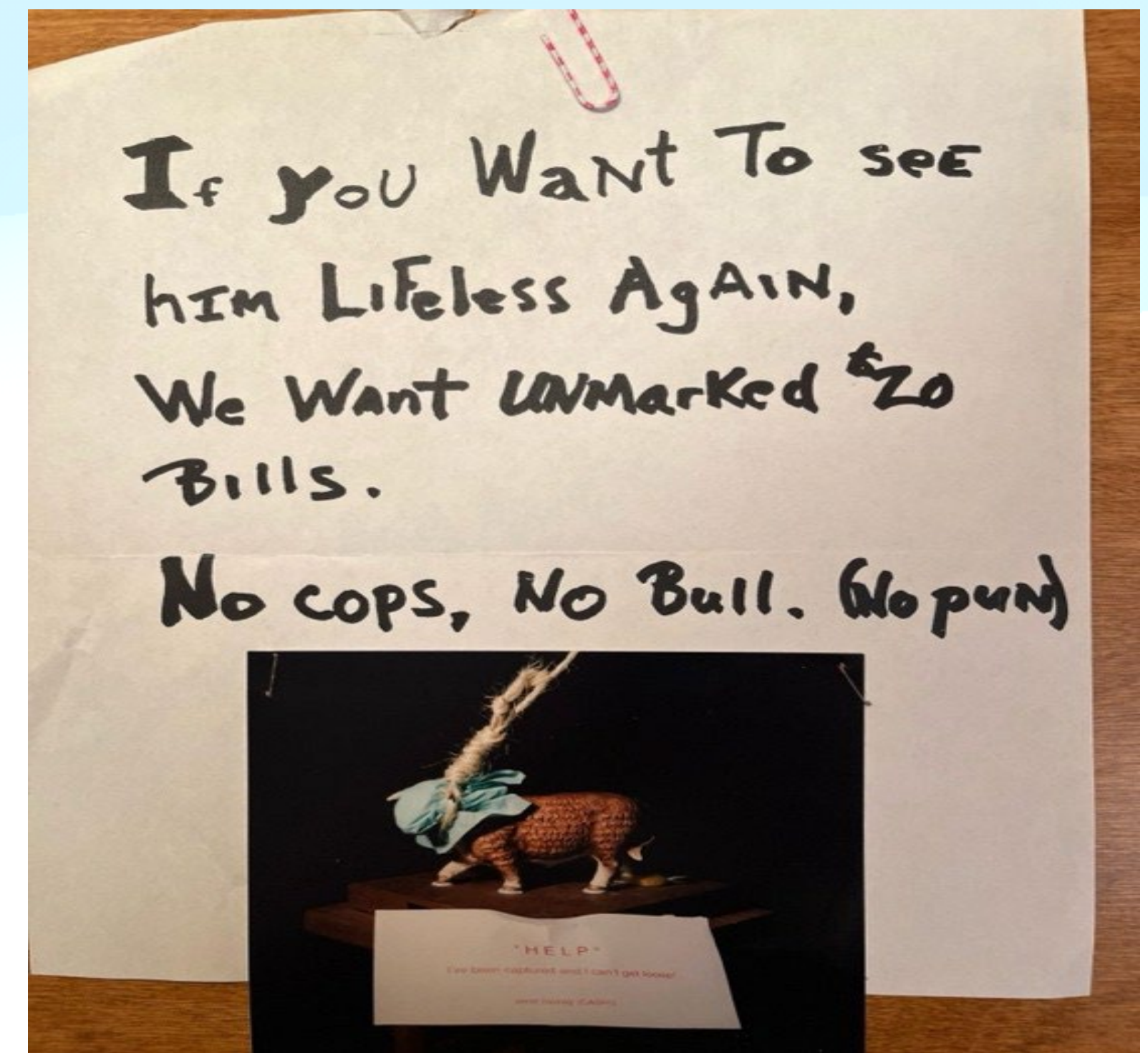
From: SALEM::COOPER "RUSS COOPER NIO/L13 285-3966" 2-JAN-1992 13:10  
To: SOLVIT::BERGART, SOLVIT::JSULLIVAN, SOLVIT::BSULLIVAN, SOLVIT::DEFELIC  
CC: COOPER  
Subj: BULL!

Jeff,

I'm afraid I have some bad news to convey ... the BULL has disappeared!  
NO KIDDING! Some terrorist group broke in, took the BULL, and left a  
bunch of strange messages. We're having the lab test for fingerprints.  
Our surveillance camera indicated fuzzy images of someone ... someone  
I really don't (shouldn't) describe! (SAY THE SECRET WORD ....)

We'll keep looking and let you know if we find any more clues. My  
deepest regrets.

Regards,  
Russ







Years later, it seems that the seriousness of this endeavor was not forgotten.

In his email to me when I left my position at US CSS, the wonderful PGG Business Unit manager, Dave Rasmussen (may he rest in peace) said:

Jeff...

Because of a prior appointment, I won't be able to join you tonight. Maybe that's the good news, 'cause if I was there I might have to relate a few stories describing some of your more mischievous activities as a member of the EIC/USA Management staff. The bad news is that maybe I ought to tell anyway.

Like the time you and I went to MRP2 training in Chicago. Offsite, no less. I never did figure out how the CSS/USA financial controller was able to arrange for an offsite meeting when none of the rest of us could get away with doing it. Oh sure, blame it on the consultants, huh? Wasn't that the business trip where you became an expert on Illinois wine? Nice job - offsite meeting conveniently located near a winery. You know that nobody believes they make wine in Illinois. You tried to convince me they really do. Well, you were right - they do MAKE the wine there; but remember, the grapes are imported from California! By the way, did you ever figure out what "time fences" were? That was a great lunch, Jeff.

You know, I've never worked with a financial manager that was so full of "bull", that he actually had to go around "awarding" some of it to other groups. You tried to convince us that the "balance sheet review award" was really meaningful. Only you could come up with a statue with a bull on the top, present it for a serious business accomplishment with a straight face and feel good about giving out some more s \_ \_ \_ !

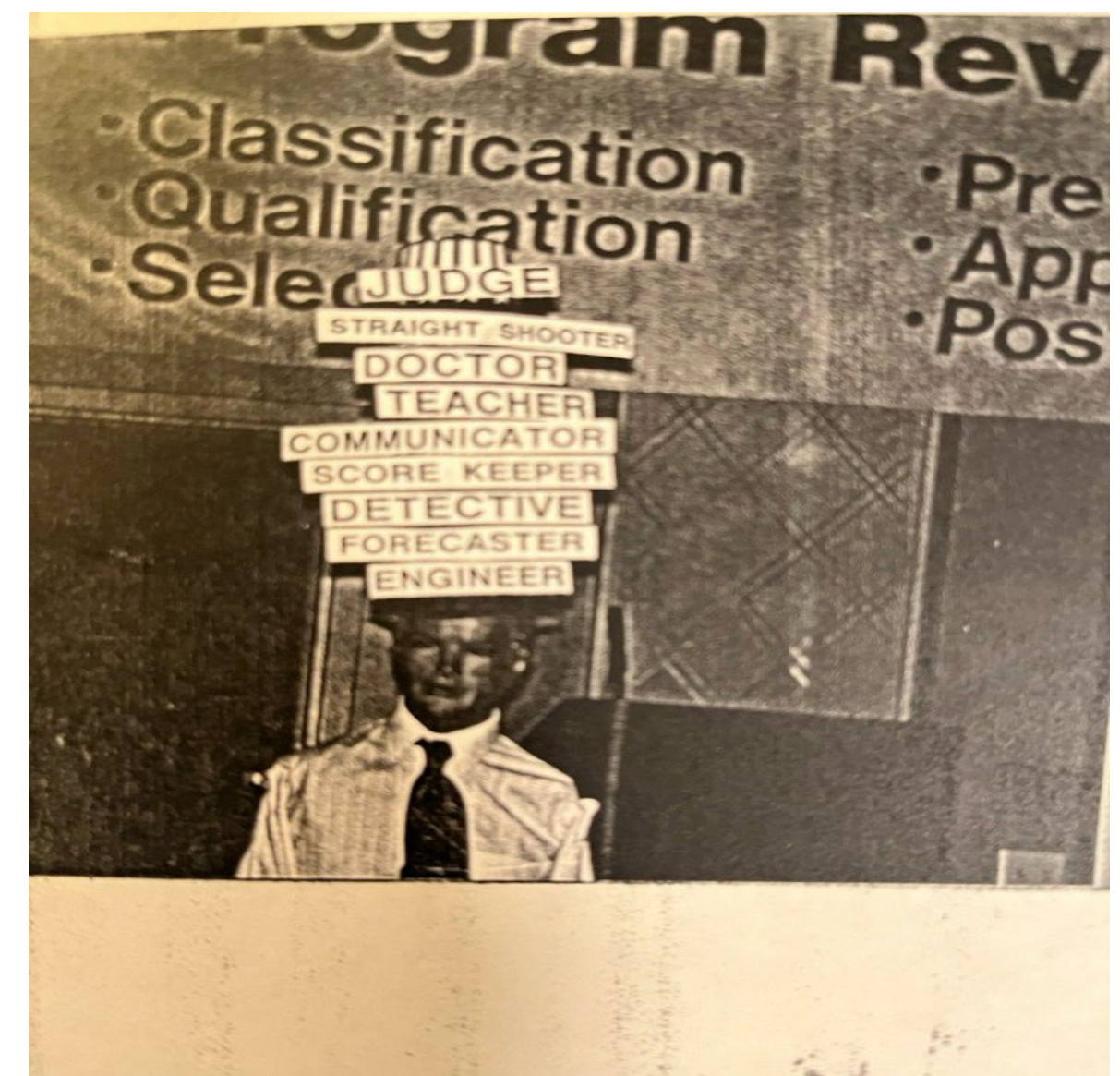
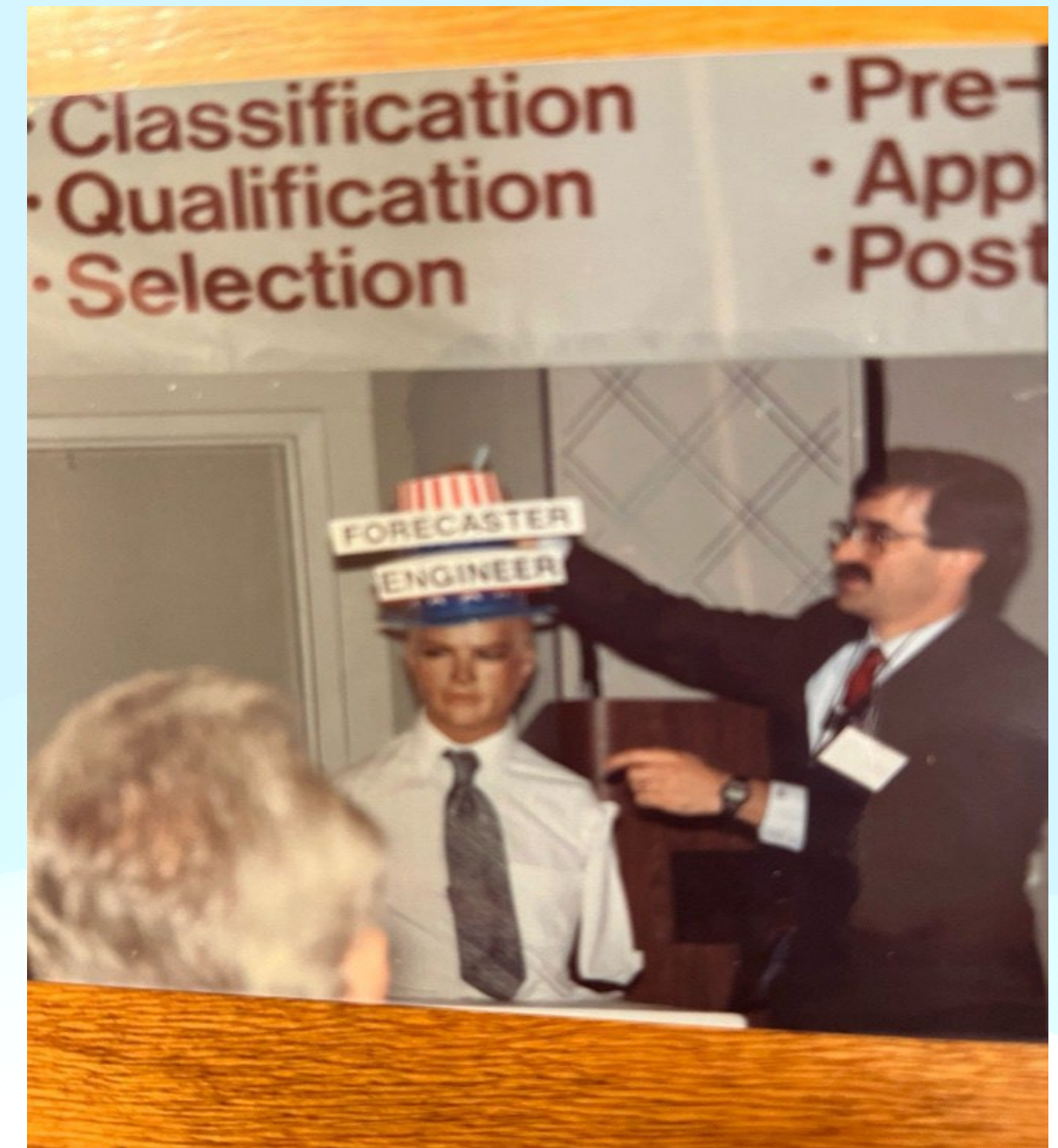
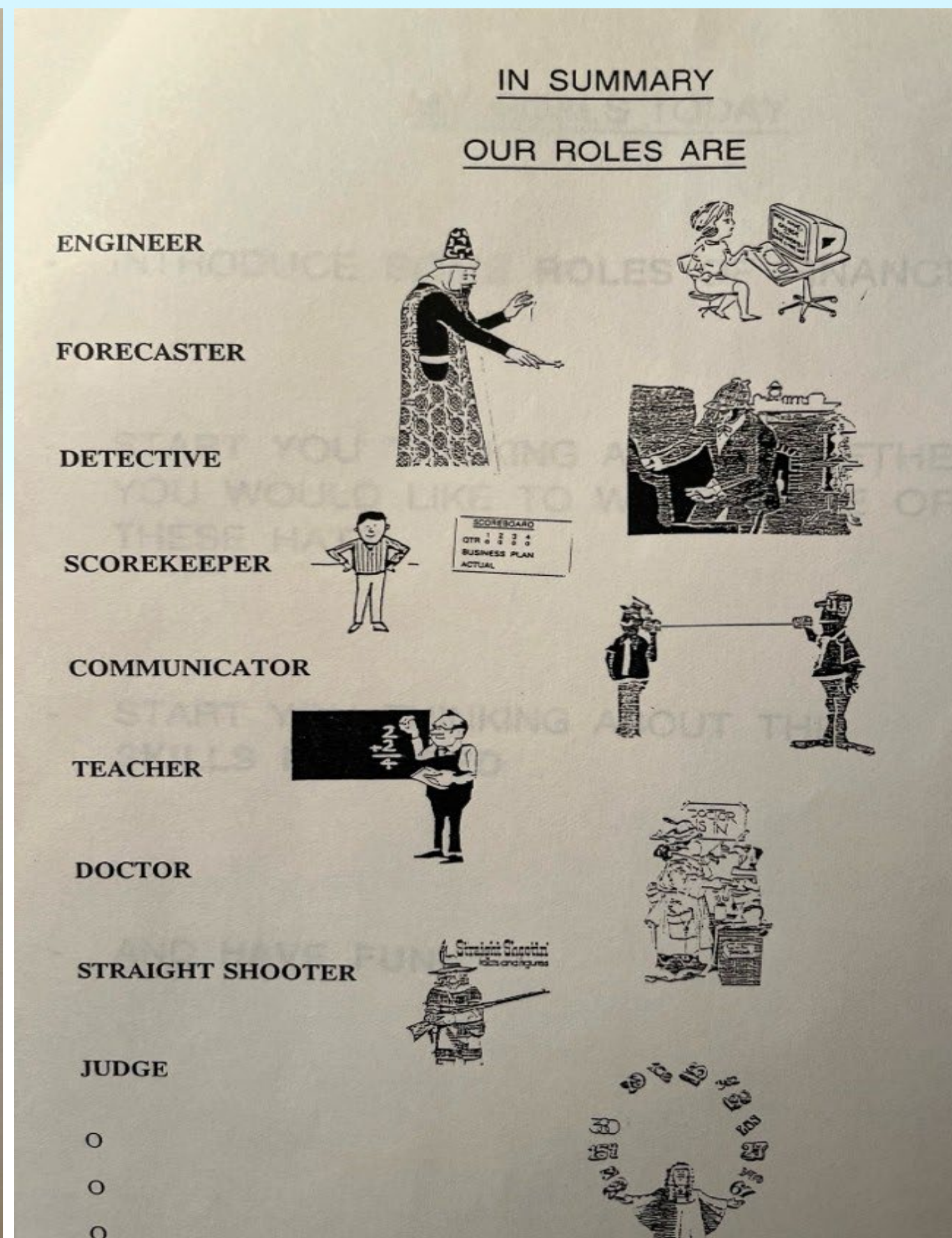
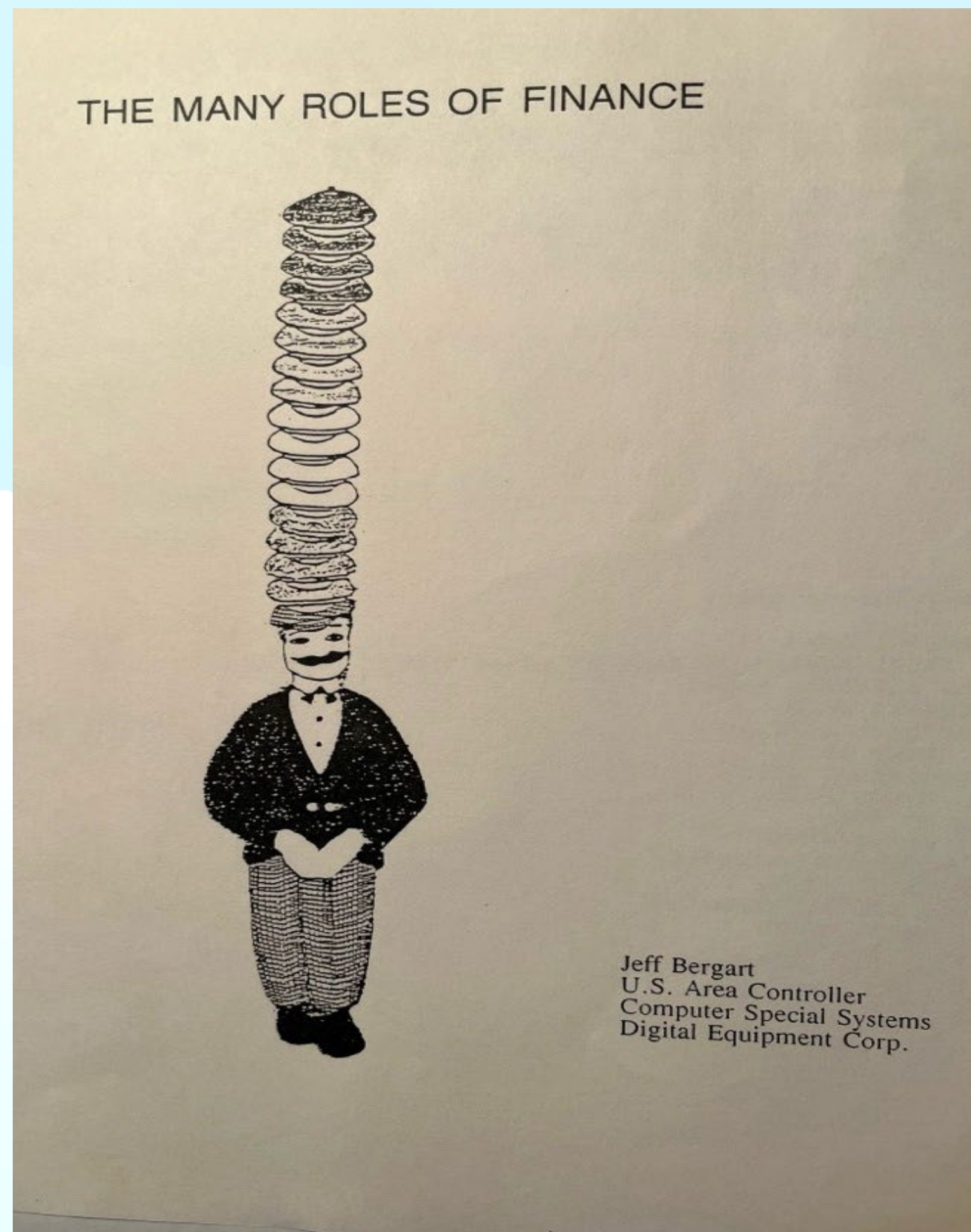
Less seriously, I could say all that stuff about enjoying working with you, and that you've been a great colleague, and I've learned a lot working together, and so forth. But, then the bull would be flowing in the opposite direction! So, instead I'll just say "thanks" - for your support of me and the SEIC. Best of luck in your new job.

Your friend and colleague,

Dave Rasmussen



### 3) Presenting at a World-wide Finance Meeting ...The many Roles of Finance





## 4) Challenger of the US CSS Salesforce

So far you've exceeded,  
Your budget so dear;  
But I'm not impressed,  
Says this PooBah with a sneer.

You've got miles to go,  
Until you can sleep;  
There's still Q3 and Q4,  
Before joyously you can leap.

You've got \$3 million,  
According to Rich;  
Yet getting to 200  
Could be quite a \_\_\_\_.

But the frontlog is big  
And the business is booming;  
New Platforms are here  
And new products are looming.

Just get 117 million more,  
And lots of fun you will see;  
Cause making 200 gets you  
Another crack at Jeff B.!!!

Happy Holidays



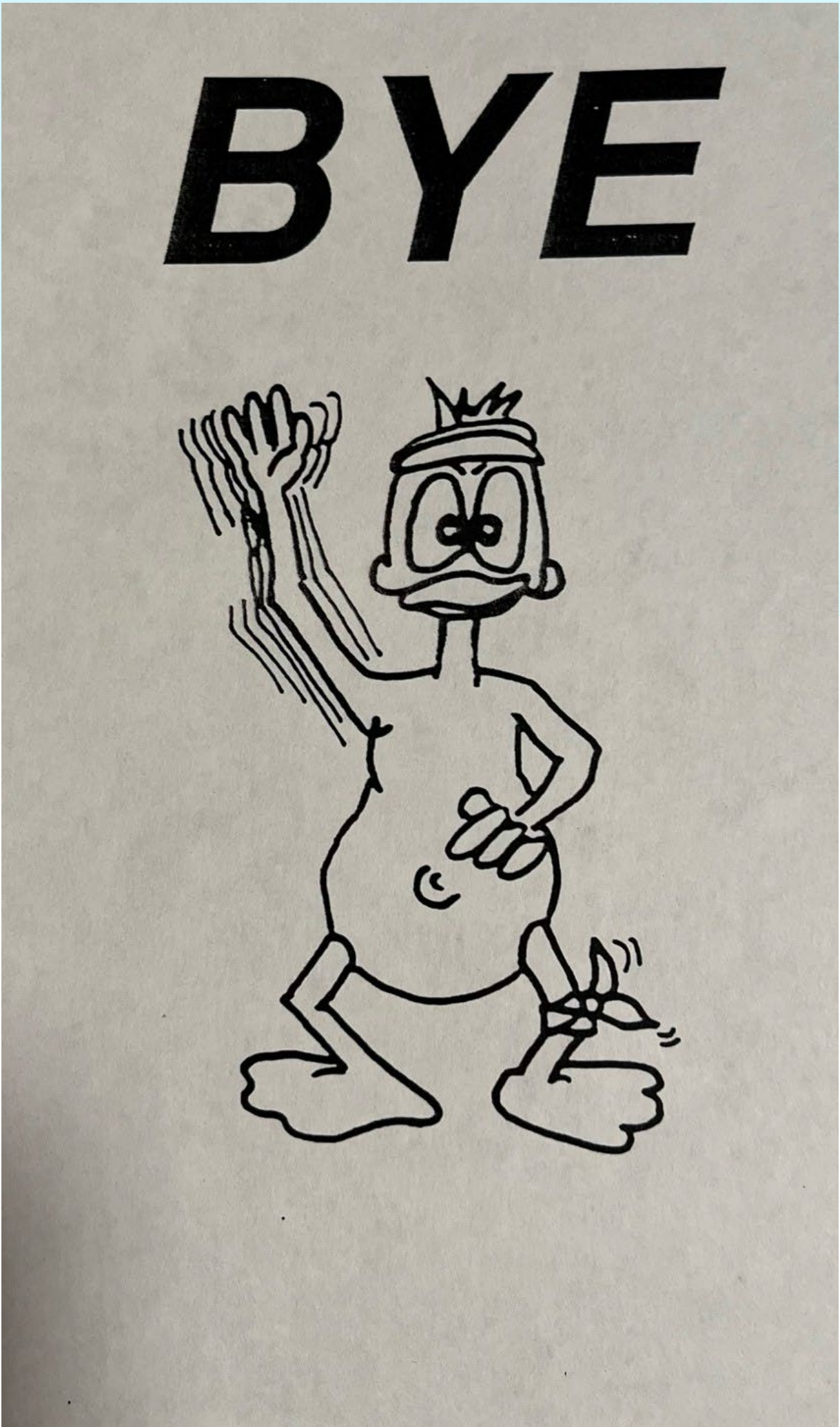
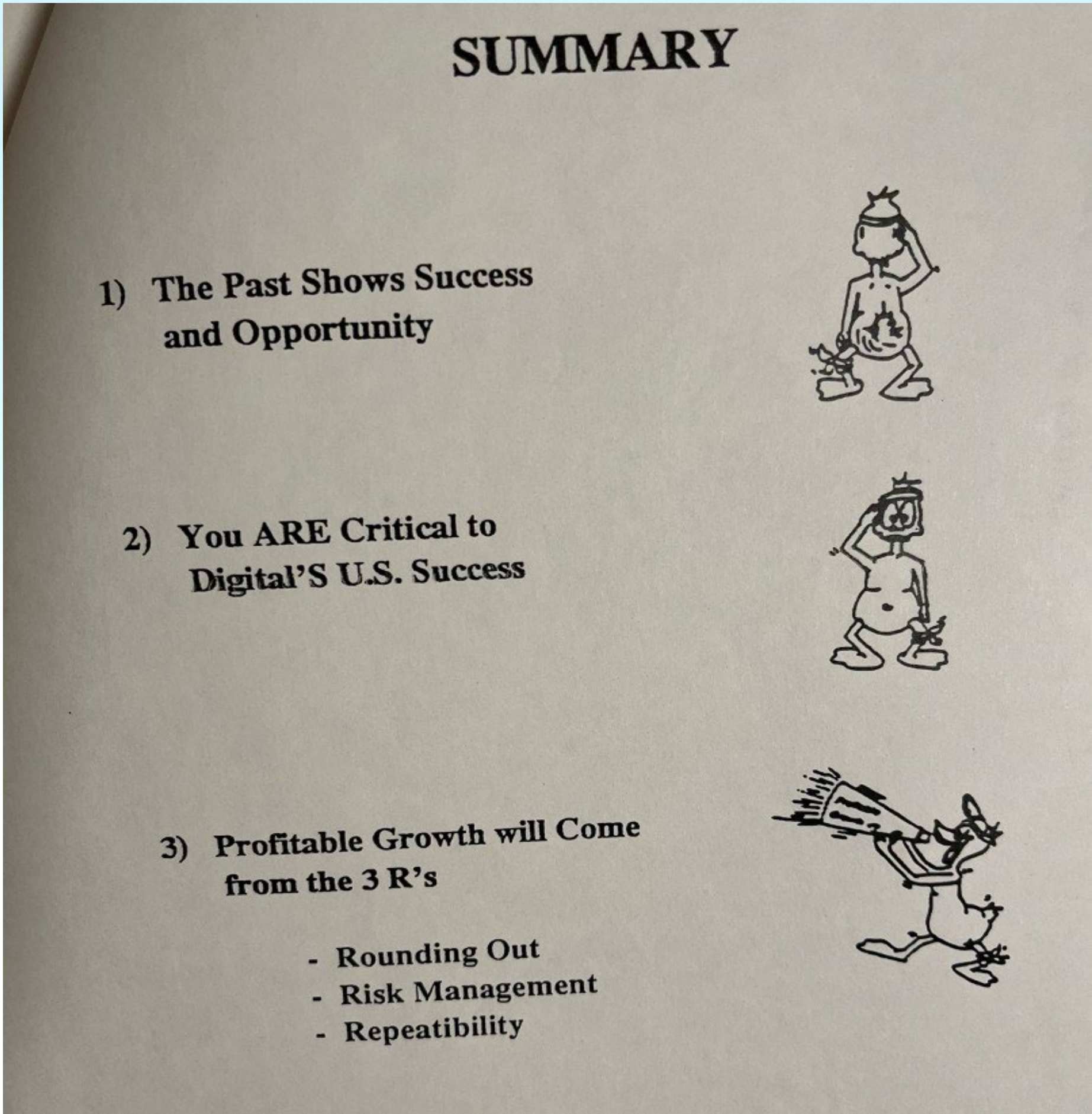
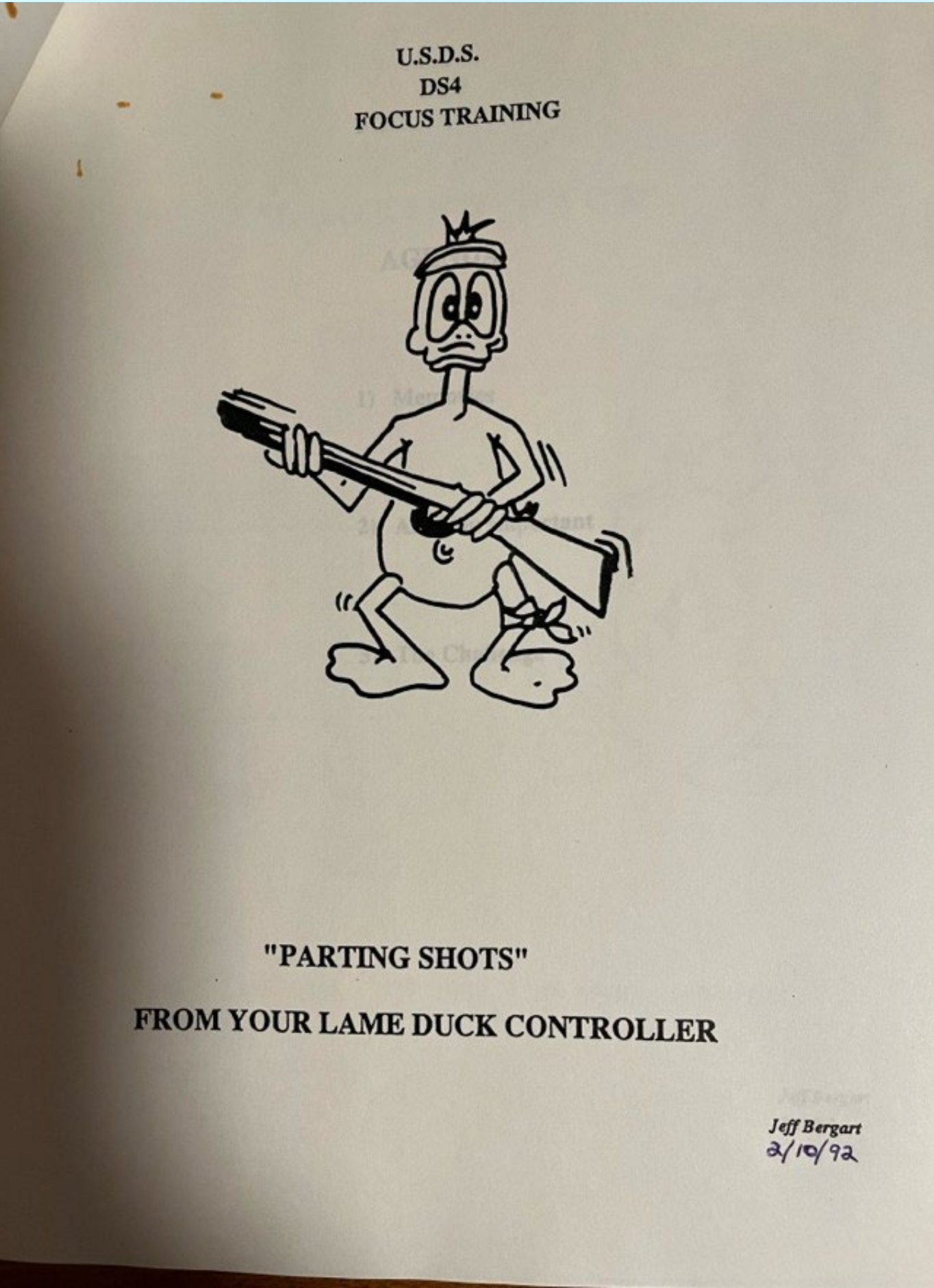


## 5) Judge of the US CSS Salesforce





# Saying Goodbye to US CSS in 1993





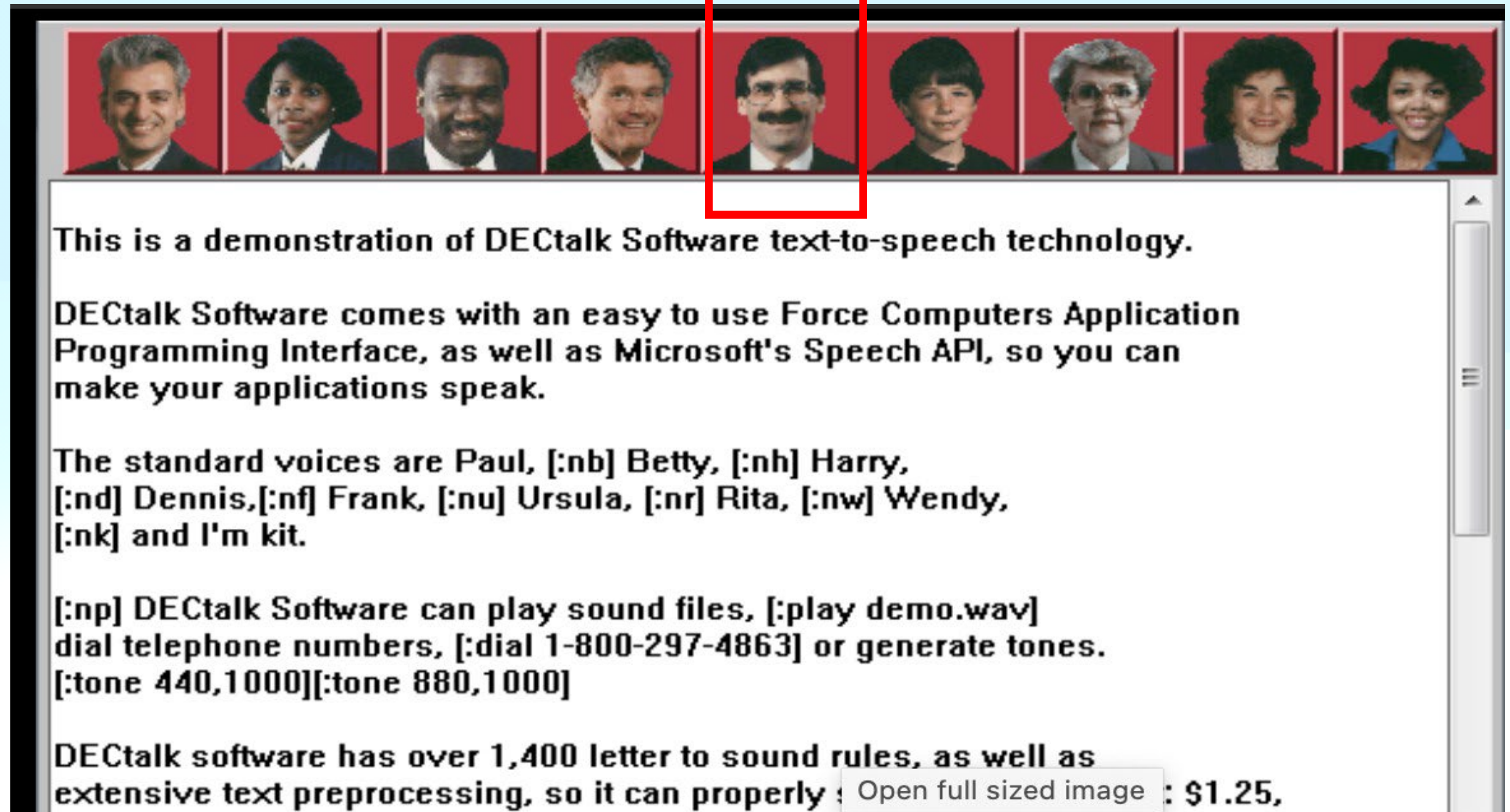
# Addendum... DECtalk

DECtalk voices by SpeechFX are precise and easy to understand. They can also be manipulated for tone and speed within NuVoice to aid in optimal intelligibility, and many users love their customizable nature. This package includes nine different voices, representing a diverse set of options for users to assign for speech, prompts or both.

## Included Voices:

- Betty
- Dennis
- Frank
- Harry
- Kit
- Paul
- Rita
- Ursula
- Wendy

ME !



**This is a demonstration of DECtalk Software text-to-speech technology.**

**DECtalk Software comes with an easy to use Force Computers Application Programming Interface, as well as Microsoft's Speech API, so you can make your applications speak.**

**The standard voices are Paul, [:nb] Betty, [:nh] Harry, [:nd] Dennis,[:nf] Frank, [:nu] Ursula, [:nr] Rita, [:nw] Wendy, [:nk] and I'm kit.**

**[:np] DECtalk Software can play sound files, [:play demo.wav] dial telephone numbers, [:dial 1-800-297-4863] or generate tones. [:tone 440,1000][:tone 880,1000]**

**DECtalk software has over 1,400 letter to sound rules, as well as extensive text preprocessing, so it can properly s**

[Open full sized image](#) : \$1.25.





DECconnection

A premier interactive networking organization for former Digital Equipment Corporation employees

# Discussion and Questions