



# DEC Is Dead, Long Live DEC: The Lasting Legacy of Digital Equipment Corporation

*Edgar H Schein*

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Digital Equipment Corporation achieved sales of over \$14 billion, reached the Fortune 50, and was second only to IBM as a computer manufacturer. Though responsible for the invention of speech recognition, the minicomputer, and local area networking, DEC ultimately failed as a business and was sold to Compaq Corporation in 1998. This fascinating modern Greek tragedy by Ed Schein, a high-level consultant to DEC for 40 years, shows how DEC's unique corporate culture contributed both to its early successes and later to an organizational rigidity that caused its ultimate downfall.

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