

*File E.C.*

I N T E R O F F I C E M E M O R A N D U M  
C O R M T S A L L - I N - 1 S Y S T E M

Date: 2-Mar-1989 10:46am EST  
From: Ken Olsen  
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Dept: Administration  
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TO: See Below

Subject: MISSING PART IN OUR NEW BUDGETS

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I think the most critical part of our budgeting for next year is not the 3-year plans, not the 25-year plans, not even sensing where the market is going in the next two years, but it is traditional marketing. Every one of Jack Smith's groups is doing almost nothing in marketing other than advertising their message. Sometimes they say, "I hear Ken Olsen is against advertising". Some say there is so much red tape and so many people have to approve it that it is impossible to get it done. Some say that it's Pete Smith's job. Some say announcements are all that Digital does, and that is the policy.

I also ask how they get their message across to the salesmen and to the customer, and they look at me with a blank stare.

I'd like a very distinct, clear section of the budget with the highest emphasis put on the part which asks how we get our message across to the salesmen and the customers. What is the detailed plan by week or by month? How do we measure the results of the plan? How do we test every week or month whether the customer and the salesmen understand our strategy and whether they are enthusiastic about the pitch?

We should ask if they are selling products and, if so, how they budget getting the details of their product across. If they are selling broad, general, vague concepts such as worldwide integration, how do they measure results from it?

If we press this issue now, it might even influence this quarter.

KHO:lt  
KO:2732  
(DICTATED 3/2/89 BUT NOT READ)

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