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

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Subject: MARKETING

Bob Glorioso recently wrote a paper on marketing in which he concluded that marketing people have to be part of a business unit in order to be effective. I agree.

In Digital today, there are only two kinds of business units that are effective--Product Business Units and Countries. Industry Marketing and Channels Marketing are now integrated into the Countries, so they should be more effective in the future. Applications Marketing is trying to be effective. However, they do not control enough resources to succeed as business units. That was clear when they presented their plans to us several weeks ago.

I suggest we integrate applications into PBUs. They can still drive strategies along an applications dimension; but as a combined PBU/Application Group, they will have the resources to succeed. Some possible combinations are:

1. NAC/Office Systems/Telecommunications
2. Workstations/ESG/LDP
3. Mid-Range Systems/Manufacturing
4. High-Performance Systems/OLTP/Corporate Systems/Financial Systems.

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