INTEROFFICE MEMORANDUM

CORMTS ALL-IN-1 SYSTEM

Date: 5-Apr-1989 03:18pm EDT From: Ken Olsen OLSEN.KEN Dept: Administration Tel No: 223-2301

E.C. KO

TO: See Below

Subject: DISCUSSION AT NEXT TUESDAY'S EXECUTIVE COMMITTEE MEETING

There are three questions we would like to hear discussed at the Executive Committee meeting. First, who decides what products are taught to the sales people and the customers, and how up-to-date are the courses we offer today? Are we teaching the products we are selling today? Are we teaching the products that we will offer by the time the students graduate? Does the content agree with the point of view of the product designers?

The second question is, what do we teach about Digital's strategy, product strategy, philosophy, and architecture? Our corporate marketing plan is to offer, above all, a computing strategy and architecture. Do we get this across to all our sales people? Does it agree with the point of view of our corporate strategist and architects?

Who decides our philosophy of selling? Who decides the content of our sales training? Who decides our corporate approach to selling? Have we lost the traditional Digital values of putting the customer first and depending on our good service to get the business, or have we taught the modern way of using shear persistence and pressure? Do we teach management that sales should be Theory X or Theory Y?

There are rumors in the Company that there is a group informally called "Thought Police", run by Mark Roberts, who decide, by themselves, without influence from the corporate strategist, Company marketers, or Company product people, what they will allow the sales person to know about products and what they will allow to be taught to them in our sales training. I'd like to propose on Tuesday, that we abolish this group and that we have engineering decide these issues.

Who develops our courses? How much of it is done outside, and how much of it is done inside? If it's done outside, who are the developers and how are our values transferred? We've lost all or most of our DEC values in the field. Did this come about from sales training?

As our senior executives have gone out to help in sales calls, they have been quite disturbed by, first of all, the lack of knowledge of our products and strategies by the sales people at all levels, and, because of the dependence they have on support, they have often not taken the time to learn the general problems, needs, and characteristics of the customer.

If the Executive Committee decides we should have the product people and the Company strategist define what should be taught in these areas and not Mark Roberts, let's make this presentation to P/MSC.

KHO:dao KO:2839 DICTATED ON 4/5/89, BUT NOT READ

Distribution:

TO: Pat Cataldo

CC: Jim Osterhoff CC: Win Hindle CC: John Sims CC: Jack Smith CC: Jack Shields CC: Abbott Weiss (CATALDO.PAT)

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Win, Pat's response is attached.

INTEROFFICE MEMORANDUM CORMTS ALL-IN-1 SYSTEM Date: 6-Apr-1989 09:48pm EDT From: Pat Cataldo CATALDO.PAT Dept: Tel No: 249-4200

TO: See Below

Subject: RE: DISCUSSION AT NEXT TUESDAY'S EXECUTIVE COMMITTEE MEETING

Ken, in response to your memo and questions, I am in the process of pulling together some materials which will help in discussing the issues you raised.

Sales training has worked with the Announcment Strategy Committee as an advisor for the products which are being introduced. As a result of this interaction, the Sales Training developers then work directly with the product people as subject matter experts who tell us the information that should be promoted about the features, functionality, etc.

As we have discussed in the past, since we are neither the source (product managers) nor the destination (field sales and support) of the product information, we work with both groups to define, design, develop, deliver, and measure this training. This work is done by Digital people. We have gone outside in the past for non-technical training development where we did not have resident expertise but these courses were then taught by Digital instructors.

I will be able to address this process further as well as have some material on course content for the PMSC on Monday. This has been discussed with Abbott and he will be arranging it on the agenda.

Distribution:

TO: Ken Olsen

CC: Abbott Weiss CC: Jack Shields CC: Jack Smith CC: John Sims CC: Win Hindle CC: Jim Osterhoff (OLSEN.KEN)

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