

E.C. KO

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: 5-Apr-1989 03:18pm EDT  
From: Ken Olsen  
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TO: See Below

Subject: DISCUSSION AT NEXT TUESDAY'S EXECUTIVE COMMITTEE MEETING

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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 sheer 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/MS.

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

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*Win,*

*Pat's response is attached.*

