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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: 12-Apr-1989 01:58pm EDT
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TO: See Below

Subject: NEW ORGANIZATIONAL EMPHASIS

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We've lost some of the major emphasis on the goals of the Corporation, and we have to immediately strive to get them back. It is our goal to serve the customer. We want to strive for excellence, quality, and service as seen by the customer. We want to be interested in solving their problems in an optimum way, to be patient with them when they are not buying and make their needs and their success our primary goal.

This means that the local sales person should be the most important person in our corporate organization. Everyone else is there to serve them because they are the ones who serve the customer. We've lost this emphasis by stating that the field is the most important part of the Company which means the overhead structures, the management of the field and the measurements of the field became most important and the sales people themselves felt like they were at the bottom of the chain. We now want to make them feel like their jobs and their customers are the most important part of Digital.

The first thing we will do is to organize the field to support the sales person as a key member of the Digital community. We will organize all corporate account managers in a simple structure run by Dave Grainger that will emphasize the importance of the sales person and their customer.

The second problem we have is that the product information got lost in a complex chain of groups with responsibilities and power to control grew up between the product people and the sales person. Not only was the resulting overhead expensive, but little information got through the system. We want to change this so that the product people have the direct responsibility for supporting the sales person.

The sales support people which are the product experts will be run directly by the product people. They will be budgeted,

financed, educated, and supervised by the product people. There will be no overhead structures or control structures between the product people and the support people.

The next problem is that there are markets which we have not been able to penetrate. We've assumed that small business is strictly a channels problem which of course is a cop-out. Unless we solve the problem, we don't know which is the best channel in which to sell it. We've also done an ineffective job in marketing and advertising. We want to leave all that responsibility to the product people and then hold them responsible for it and measure them accordingly.

Education now has been spread around many different, disconnected overhead groups. We would like to have one group responsible for all technical education, and this will probably be in the product groups. This one group would coordinate trade shows, universities, road shows, classes, sales meetings, DECworld, video programs, and audio programs. The responsibility will be in one place and that's the product area.

We've also have been missing a place to hold the various business models. We should be able to tie together each of the businesses we want to go to and make sure there is a business model which is justifiable and adds up to the Corporation.

KHO:dao
KO:2881
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