

E.C.

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 009392  
Date: 17-Jul-1989 10:28am EDT  
From: Ken Olsen  
OLSEN.KEN  
Dept: Administration  
Tel No: 223-2301

TO: See Below

Subject: HOW TO BE A "HIGH CLASS" COMPANY

\*\*\*\*\*  
CONFIDENTIAL - DO NOT DISTRIBUTE OR COPY  
\*\*\*\*\*

"High class" is really a very low class description for people, things, or a Company, and we're too high class of a Company to use it.

However, one of the concerns often expressed in the field are the lack of confidence the potential customers have in us and the lack of respect and feeling that we're not gentlemen or dignified or responsible. One good subject for discussion at Heald Pond would be: What are our problems in this area, what caused them, and how do we win the respect that we feel we need to serve the customers with the quality equipment that we make?

Some of the potential answers are: A myriad way of measuring sales people ends up with more low brow activity than simple commissions.

The results of our surveys of customers which are initiated, performed and summarized by those being measured, are not respected by anyone outside the Company.

Our discount and allowance policy makes us look like a very shady operation. Sales people have expressed the thought that customers don't want the discount so much as they are afraid that if they don't argue for it, they won't get everything that's coming to them. They would much rather have a simple, fixed policy in which they know without dickering what the price will be.

The lack of trust we show in our sales people worries customers. If these are our representatives and we don't trust them, this does not help our image.

KHO:dao  
KO:3222  
DICTATED ON 7/16/89, BUT NOT READ

Distribution:

TO: Abbott Weiss	( WEISS.ABBOTT )
TO: Frank McCabe	( MCCABE.FRANK )
TO: Remote Addressee	( MICK PROKOPIS @MLO )
TO: BOB PALMER	( PALMER.BOB )
TO: Bill Demmer	( DEMMER.BILL )
TO: Dick Fishburn	( FISHBURN.DICK )
TO: Dave Grainger	( GRAINGER.DAVE )
TO: Martin Hoffmann @CORE	( HOFFMANN.MARTIN )
TO: DICK POULSEN	( POULSEN.DICK )
TO: Don Busiek	( BUSIEK.DON )
TO: Win Hindle	( HINDLE.WIN )
TO: HARVEY WEISS	( WEISS.HARVEY )
TO: John Sims	( SIMS.JOHN )
TO: Grant Saviers	( SAVIERS.GRANT )
TO: Bill Johnson	( JOHNSON.BILL )
TO: Jack Smith	( SMITH.JACK )
TO: George Chamberlain	( CHAMBERLAIN.GEORGE )
TO: ROBERT R. EVERETT	( EVERETT.ROBERT )
TO: Bob Glorioso	( GLORIOSO.BOB )
TO: Bill Heffner	( HEFFNER.BILL )
TO: DONALD ZERESKI	( ZERESKI.DONALD )
TO: Jack Shields	( SHIELDS.JACK )
TO: PETER SMITH	( SMITH.PETER )
TO: Remote Addressee	( RUSS GULLOTTI @BTH )
TO: ED SCHEIN	( SCHEIN.ED )
TO: Remote Addressee	( PIER CARLO FALOTTI @GEO )
TO: Jim Osterhoff	( OSTERHOFF.JIM )
TO: BILL STRECKER	( STRECKER.BILL )
TO: Remote Addressee	( PAT SPRATT @MLO )
TO: Remote Addressee	( WILLOW SHIRE @MRO )
TO: Remote Addressee	( BONNIE BEDELL @CFO )