

F.C.

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

Doc. No: 009909
Date: 30-Aug-1989 10:56am EDT
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TO: See Below

Subject: CHANGES IN THE FIELD

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It's now nine or ten months since I announced changes in the field. For the most part, nothing has happened yet. I have already told the Board that I am terribly embarrassed that I am not accomplishing the things that I've promised them I would accomplish. Most of the things we did in the budgeting were not those that I asked for. I also had to admit that I promised I would make the changes by making the changes in the budget and that would influence the organization. I had to already confess, and I have to again confess to them in September that we did not do in the budget what I had promised, and we have not changed the organization. I would like to meet with you on Friday, September 1st, or Tuesday, September 5th, and I'd like to have a schedule for accomplishing all the things I've asked for.

I want to immediately put education into the product groups, and I want to immediately have you propose to the Executive Committee how we will organize the field so that everyone in the organization understands it. There is utter confusion in the field today. We appear to say, yes, we will organize by industry to the industry people; yes, we will organize by geography to the geography people; and, yes, we will organize by products to the product people. Then, I'd like you to go through all the things that I ordered to be done and give me a schedule on them. One of them is budget in the traditional sense by sales unit. I clearly specified, over and over again, that the ACTs would be part of the application budgets.

I also clearly said that support people would be clearly budgeted and controlled by the product people, and I'd like to make sure that this is absolutely clear to everyone in the system.

KHO:dao
KO:3348
DICTATED ON 8/29/89, BUT NOT READ

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