

E.C. ^{K.O.}

DIGITAL CONFIDENTIAL Document

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

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Date: 11-Dec-1989 03:39pm EST
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TO: See Below *Executive Committee*
Others

Subject: SALES UPDATE

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On Friday, 8 December, the SSMI decided to modernize Sales Update and make it the one document which will get information to all field operations and all managers in the Corporation. We use the name Sales Update because the main reason for the document is to get information to the sales people quickly and in an interesting form. The same information is, of course, important to all other managers in the Company, particularly all the other field organizations. It would also encourage all organizations to straighten out misconceptions that they hear about in this document.

Newspapers publish an edition every day and have them delivered to homes, offices or stands every morning. It was decided that we will get this document out every week to every manager at Digital. It is important that it be on every desk by noon on Friday. This is difficult to do for Europe and even more difficult for Australia.

In order to accomplish this, the closing time for all input is 5:00 p.m. on Wednesday. By Thursday morning, it has to be locked up and on the wire around the world.

It is not clear whether it should be done in magazine form or tabloid form.

The copy that gets out Friday morning will probably be in English. The local translation will be a short time later.

For most countries, the copy will be off the wire and mailed in a few hours so it would be at everyone's desk by noon on Friday.

Those in remote cities can print it with a laser printer in the office and have a local letter shop reproduce it. Those in tiny, very remote offices, can print it and distribute it right within the office either by making more copies on the laser printer or by putting it through the copy machine.

By going to the trouble of getting it out quickly, making it an event each week, and by going to some trouble and expense to do so, we will make it an important document. We will also eliminate the need for many other documents.

I don't believe that Sales Update will contain long, complex, technical articles on specific products, but instead will give some basic information and then tell how do get a printout of the technical document for those who are interested in it.

Some of the most important marketing tools we have are our own employees. We often don't exploit this. We don't tell our employees and our own managers about our successes, our products, the features and the advantages we have. We also don't tell about the tremendously exciting wins that we make. This document will be the vehicle for doing so and should be one of our most important marketing tools.

We will label this document "For Internal Use Only", but we should, as we write articles, assume that every one of our competitors and customers will get a hold of it. We should write every story so that it will not be damaging if the competition gets it and so it would be advantageous to us if it were shown to a customer.

There is a certain advantage in having these shown to the customer. If we write something for ourselves, we can be much more honest than if we write it for normal publication. When it is written for internal use, we can say exactly what we think. We can qualify statements by saying "we believe", or "to the best of our knowledge", or "from our limited research, the results are..". We can also list the weaknesses of the competition's products. It is not good style to do this in an open publication, but honesty is often what the salesperson needs and sometimes the customer should understand.

One of the motivations for this new approach to Sales Update is to answer questions on red tape, procedure and policy for the sales people. We now have almost developed a relatively simple approach to selling and decision making; but, even so, we have complex products, and there will always be questions. We will have a column called "Ask Ken" or "Ask Jack" where we will answer questions from the sales people (or anyone else). We will answer the questions and then reformulate them for this column to make sure we make the policies clear to everyone.

This document will also be a tool for trying out ads. We can try

out our sales pitches, marketing pitches, and themes just to see the reaction. We can even put in hand-drawn, amateurish ads and ask for a response.

We are so careful not to tell the advantages of VMS because we may be negative on UNIX. In this document, we could informally present all sides of all arguments and make it interesting reading.

I believe a column every week entitled "Clothes and Etiquette for Sales People" would be exceedingly valuable. Everyone who travels would like to know about travel etiquette and, in this day when traditional etiquette has been dropped, it is hard to learn from one's parents or colleagues or even to observe others. It would be helpful to explain what modern etiquette is and when one has the freedom to do otherwise. This might get a little difficult for a worldwide publication, but it would probably be more interesting to everybody in the world if it were titled "Clothes and Etiquette for American Sales People".

I'd like a proposal presented to the Executive Committee and the Operations Committee in the immediate future. It would be nice if we could get this started at the first of the year. We might immediately ask each country for a proposal on how they would distribute the document in their country and, if necessary, how they would translate the document for later distribution. If we do this in magazine style, we could have the covers preprinted weeks ahead and stored locally. We might contract with some organization who is doing it already like the Christian Science Monitor and have them take over the whole job.

KHO:lt
KO:3605
(DICTATED 12/11/89 BUT NOT READ)

Distribution:

- TO: John Sims (SIMS.JOHN)
- TO: Jim Osterhoff (OSTERHOFF.JIM)
- TO: Win Hindle (HINDLE.WIN)
- TO: Martin Hoffmann @CORE (HOFFMANN.MARTIN)
- TO: Remote Addressee (DICK WALSH @OGO)
- TO: Remote Addressee (RUSS GULOTTI @BTH)
- TO: Dick Fishburn (FISHBURN.DICK)
- TO: Ken Senior @ CORE (SENIOR.KEN)
- TO: Jack Smith (SMITH.JACK)
- TO: Bill Demmer (DEMMER.BILL)
- TO: Bob Glorioso (GLORIOSO.BOB)
- TO: Dom LaCava (LACAVA.DOM)
- TO: Remote Addressee (PIER CARLO FALOTTI @GE)
- TO: Dave Grainger (GRAINGER.DAVE)