E. C.

Ko

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: 01-Apr-1992 03:58pm EST
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BJ
TO: See Below
CC: Win & others
Subject: BASE PRODUCT MARKETING

In our new way of organizing, I do not see the need for Base
Product Marketing in the traditional sense.

In the past, we generated, somewhat randomly, a long list of
products that were often not system engineered, often not
complete, and often the commitments were not fulfilled. We left
it for the Field to, one way or another, make systems out of
them. This is very inefficient and very frustrating to the
Field, and makes our's one of the most expensive sales operations
in the industry.

During that time, each product group marketed against others
within Digital, which was also inefficient; we called this Base
Product Marketing.

In the new system, Charlie Christ will pre-systems engineer a
standard set of solutions for SME, Office and Department
computing, and Frank McCabe will do it for Mainframe operations.
The Industry groups will pre-engineer standard solutions special
for their groups. These operations are systems engineering
groups, but above all marketing groups. They are marketing
groups in the traditional sense in that they define the problem,
develop the solution and get this information to the customer.

It is hard to imagine that we need any external marketing outside
of these marketing groups. Each marketing group will market
directly to the customer. Charle Christ's and Frank McCabe's
groups will market to the whole world and everyone in the Field,
and, from their marketing, every customer should know marketing
what is available in these standard pre-engineered solutions.

The Industry groups' job is to define, produce and market the
solutions necessary for their individual groups. Their job is
not to market Charlie Christ's and Frank McCabe's work, although
many of the solutions will be based on them.

Of course, there always will be special systems. We may want certain special systems to be engineered in the Field. We may also want to combine this with a much more extensive and broad special systems group which not only does the major systems they do today, but also includes much of the special engineering the Field does without SI.

In this latter group, there might be some product marketing, but if there is, it should also be in the traditional, general sense, in that they have the responsibility to make sure we have a complete list of products, and everything is pre-systems engineered so these special jobs can be done effectively. Base product marketing, which just tells the features of the product and does not solve the problems of what is missing, is not a very effective way of doing things.

I, therefore, feel strongly that adding another marketing group is not necessary or effective, except for the possibility of adding marketing to our SI or those things we want to systems integrate in the Field without SI.

KHO:lp
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(DICTATED ON 3/30/92, BUT NOT READ)

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