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## INTEROFFICE MEMORANDUM

TO: Bob Palmer

DATE: 29 July 1992

FROM:

Ken Olsen

CC: Executive Committee

DEPT: Corporate Administration

Product Committee

M/S: MLO12-1/A50

Board of Directors EX

**EXT:** 223-2301

SUBJ:

FAT IN THE FIELD

## 

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I do not believe there is much fat in the Field. I have visited them many times, and I think most of them work hard. The problem is they control about two-thirds of the Company's business, which takes a great deal of work and people.

The stupidity, of course, is there is no reason to have the organization, whose job is to sell, to also control two-thirds of the Company's business.

The obvious organization, of course, is to have them only sell, and drop the other tasks that get in the way and cost us a fortune.

They should be selling only at the request of the Business Units. They should spend only the amount allocated by the Business Units. Their total expenditures should equal the sum of the Business Units' contributions to the work done in selling for each Business Unit.

They should, in no way, have anything to do with management of Field Service, Network Services, or Systems Integration. They should have nothing to do with third party selling, marketing, sales programs, or education. Marketing should be done by marketers, and education should be done by educators.

It is absolutely ridiculous to expect the Field people to design systems for the customers, prepare bids, and negotiate services as part of the bid. This should be done centrally and sometimes by the Business Units.

I would highly recommend you get selling to sell and leave the Business Units to run each business and to do the marketing and budgeting. I also recommend each Service should be a Business Unit.

KHO:pm KO:7527 (DICTATED ON 7/28/92, BUT NOT READ)