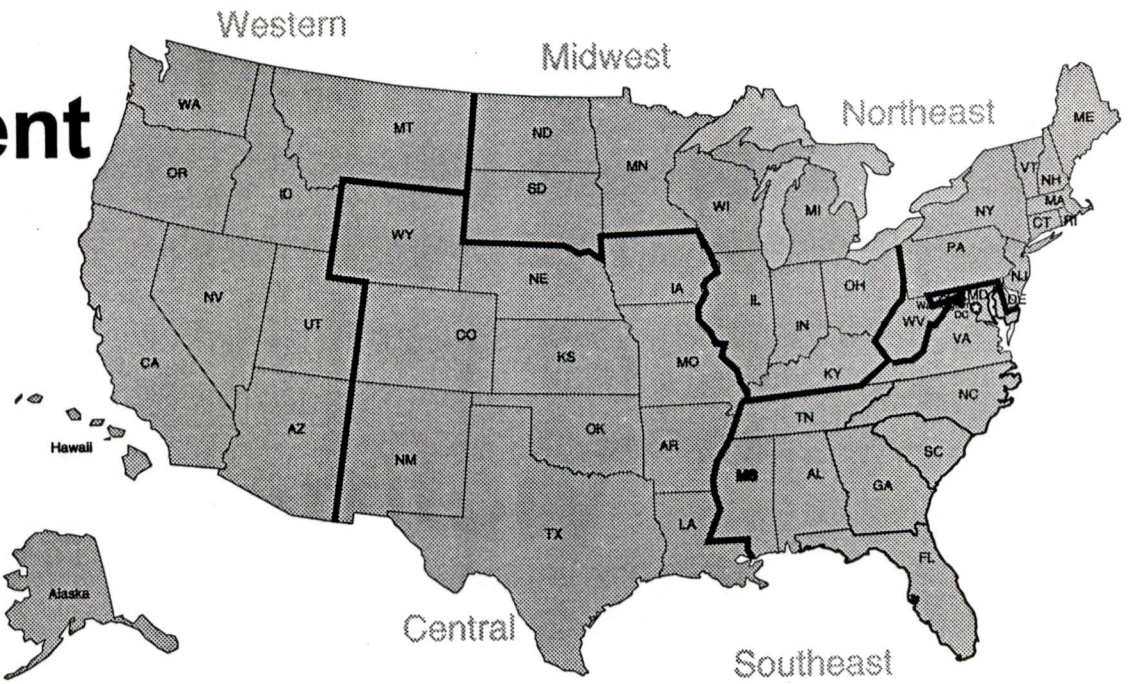
Regional Marketing Organization

	Northeast	*Southeast*	*Midwest*	*Central*	*Western*
Regional Vice President	Tom Colatosti @OFO 274-6584 Maureen 352-2271 FAX: 274-6200	Al Hall @COP 339-5831 Linzey FAX: 339-5848	Roger Rose @ACI 474-5100 Virginia FAX: 474-2439	Mike Howard @SCA 483-4040 Gay FAX: 483-4112	Rita Foley @WRO 521-4198 Kathy FAX: 521-4550
Director of Marketing	Kathy Power @BXO 224-1695 Theresa 224-1612 Fax: 224-1692 Dawn 352-2178	Robert Cartwright @COP 339-5868 Andrea 339-5747 Fax: 339-5938	Dave Salmi @ACI 474-2633 Bernadine 474-7577 Fax: 474-2439	Steve Johnson @SCA 483-4371 Elaine 483-4186 Fax: 483-4112	John E O'Leary @WRO 521-6442 Lisa 521-4203 Fax: 521-4000
Prod. & Ind. Marketing Mgr.	Ken Souza @OFO 274-6496 Maryann 274-6861	Bob Bruchey @COP 339-5564 Mimi 339-5809	Mark Stasik @ACI 474-5107 Lisa 474-5839	Jeff Hall @SCA 357-6631 Elaine 483-4186	Charlotte Conley @WRO 521-4284 Kym 521-4305
Marketing Comm.	Al Hayes @RCH 320-5262	Barbara Rivera @CHO 336-2071	Rob Scanlon @CLO 431-2725		John J O'Leary @SEO 545-4201
SME	John Harvey @LIO 331-2287	Robin Sloan @COP 339-7756	David Harper @ACI 474-2608	Merry Gnaegy @STO 445-6247	Mike Jaeckel @CWO 533-3109

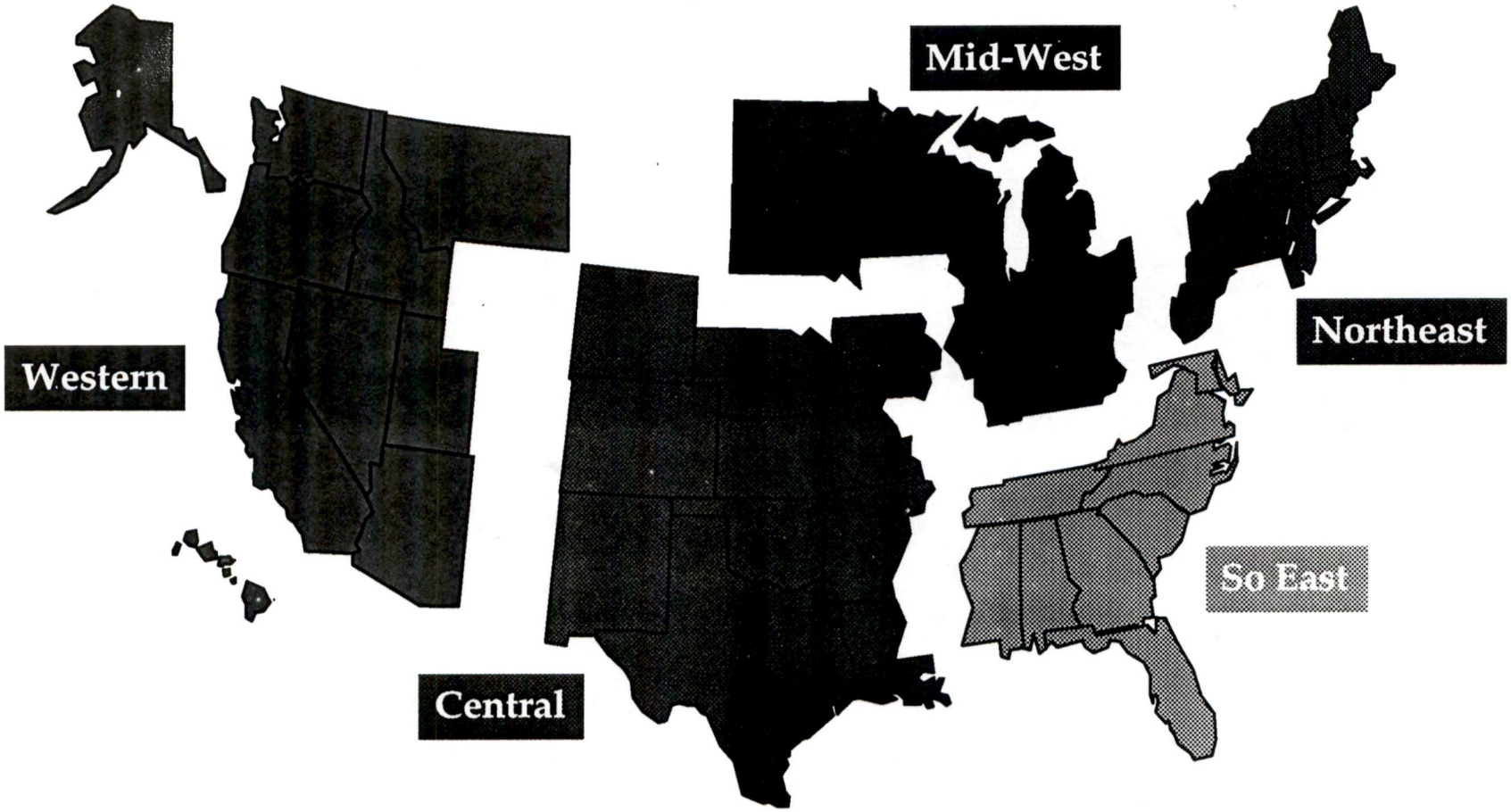
	UNIX/NT	***Open VMS***	***Networks***	***Software***	***Memory & Peripherals***
Corporate	Willy Shih @MLO 223-1292 Sam	Jesse Lipcon @LJO 226-2767 Connie	Larry Walker @LKG 226-7871 Judy	Bud Enright @MLO 223-3982 Gail	Frank McCabe @MLO 223-4597 Angela
U.S.	UNIX: Sally Noftle @OFO 274-6438 NT: Scott Rimmer @RCH 320-5520	Jeff Borkowski @MKO 264-0280	Roberta Hanlon @RCH 320-5234	Roger Orr @WRO 521-6761 Peg	Earl Haight @MKO 264-0817 Estelle
Northeast	UNIX: Bruce Hunter @OFO 274-6688 NT:	Joe Batista @PHH 328-3142	Kevin Sanders @OFO 274-6236		Bob Hopkins @NYO 352-2691
Southeast	UNIX: John Turnburke @RDP 367-4412 NT:	Rusty Lacey @ALF 343-2789	Mike Michael @RTP 367-4420	John McKinney @ALF 343-5247	Rich Kaufman @RTP 367-4406
Midwest	UNIX: Brad Merryman @ACI 474-7314 NT: Brad Merryman	Pat Kelly @CLO 431-2962	Mark Stasik (act) @ACI 474-5107	Brad Sommer @OMO 457-3100	Mark Stasik (act) @ACI 474-5107
Central	Shirley Alverson @DVO 553-3368	Steve Farrell @ACI	Keith Head @SCA	Linda MacFarland @HSO 441-3806	
Western	Ed Sorgi @ IVO 535-4554 Andy Feit @WRO 521-6429	Roger Cosgrove @LAO 531-4432	Carolynn Benson @WRO 521-4151	Slade Jones @SEO 545-4144	Robin Gibson @SZO 542-3730

U.S. Territory

Scott Roeth
Vice President



U.S. Regional Map



Western	Central	Mid-West	So East	Northeast
Alaska	Arkansas	Illinois	Alabama	Connecticut
Arizona	Colorado	Indiana	DC	Delaware
California	Iowa	Kentucky	Florida	Maine
Hawaii	Kansas	Michigan	Georgia	Massachusetts
Idaho	Louisiana	Minnesota	Maryland	New Hampshire
Montana	Missouri	N. Dakota	Mississippi	New Jersey
Nevada	Nebraska	Ohio	North Carolina	New York
Oregon	N. Mexico	S. Dakota	South Carolina	Pennsylvania
Utah	Okalahoma	Wisconsin	Tennessee	Rhode Island
Washington	Texas		Virginia	Vermont
	Wyoming			West Virginia

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LACT Organization

Latin America/Caribbean Territory

Luis Zuniga
Territory Manager
655-6592

Glenn Boston
MCS Manager
655-6416

Jon Williams
Acting DC Manager
655-6425

Luis Gutierrez
Sys. BU Manager
Acting Sales/Mkting
655-6511

Ron Hatfield
Logistics Manager
655-6428

Paul Mason
Legal Counsel
655-6410

Ignacio Prado
Finance Manager
655-6418

Dennis Reardon
HR Manager
655-6430

Open
Sales/Mkting Manager

Nicky Lecaroz
Acting PC Manager
655-6474

Ronaldo Foresti
Brazil
Country Manager
55-21-297-1122

Open
Mexico
Subsidiary Manager
729-3559

Abelardo Ruiz
Puerto Rico
Subsidiary Manager
723-8340

Rodrigo Olivares
Venezuela
Subsidiary Manager
58-2-952-4011

Revised 4/26/94

CANADIAN MANAGEMENT ORGANIZATION

Ron Larkin
President

Sales & Marketing	Graeme Woodley
MCS	Rae Strathdee
DCS	Eric Lawrence
PC	Michael Tremblay
Mfg & Logistics	Maurice Tavares
Legal	Michael Borland
Finance	Alan Hoverd (acting)
HR	Open

AMERICAS

Russ Gullotti
President
264-6209

Executive Adm. - Andrea Wilkins
264-6210
Executive Asst - Shane Patterson
264-1322

TERRITORIES

CANADA
Ron Larkin - VP
631-7506
LACT
Luis Zuniga - VP
655-6592
U.S.
Scott Roeth - VP
264-1132

FUNCTIONS

IND MKTG
Jack Thompson (acting)
320-5164
BUSINESS DEVELOPMENT
Alberto Costales
244-6528
COMMUNICATION
Steve Gray
264- 1207
HUMAN RESOURCES
Karen Howard
297-3534
FINANCE
Bob Hult - VP
244-6101
LOGISTICS
Bob Nealon
229-7768
LEGAL
Dick Smith
223-8266
ORG DEVELOPMENT
Joel Goldstein
223-9387

BUSINESS UNITS

PCBU
Harry Copperman - VP
276-8499
MCS
John Paget - VP
297-2029
DIGITAL CONSULTING
Rich Linting - VP
276-8551
P&C
Dennis Albano - VP
297-6582

LATIN AMERICA/CARIBBEAN TERRITORY

- Luis M. Zuniga — Territory Manager
  - Glenn Boston — MCS Manager
  - Jon Williams — Acting DC Manager
  - Luis Gutierrez — Systems Manager / Acting Sales & PC
  - Open — PC Manager
  - Ignacio Prado — Finance Manager
  - Dennis Reardon — HR Manager
  - Ron Hatfield — Logistics Manager
  - Paul Mason — Legal Counsel
  - Open — Mktg/Sales Ops Manager
  - Open — Argentina Subsidiary Manager
  - Ronaldo Foresti — Brazil Country Manager
  - Lenny Martinez — Mexico Subsidiary Manager
  - Abelardo Ruiz — Puerto Rico Subsidiary Manager
  - Rodrigo Olivares — Venezuela Subsidiary Manager

add phone #s

January, 1994

CANADIAN MANAGEMENT ORGANIZATION

unction/Bus:	Name:	DTN:	Tel #:	Location:
resident	Ron Larkin	631-7506	416-730-7506	TRO 2/13
	Sec: Sonja Stefanovic	631-7507		
ales	Graeme Woodley	631-7194	416-730-7194	TRO 2/15
	Sec: Bev Shar	631-7137		
arketing	Tom Gillette	631-7224	416-730-7224	TRO 2/15
	Sec: Bev Shar	631-7137		
CS	Rae Strathdee	631-7504	416-730-7504	TRO 2/16
	Sec: Carol Laffan	631-7018		
C	Eric Lawrence	631-7017	416-730-7017	TRO 2/16
	Sec: Carol Laffan	631-7018		
C	Michael Tremblay	621-4084	613-591-4084	KAO 4-2/1B
	Sec: Linda Purdy	621-4443		
inance	Alan Hoverd (acting)	631-7449	416-730-7449	TRO 4/5
	Sec: Carol Butler	631-7223		
fg & Logistics	Maurice Tavares	621-4123	613-592-4123	KAO 4-1/1
	Sec: Janet McIntyre	621-4272		
egal	Michael Borland	631-7294	416-730-7294	TRO 2/14
	Sec: Claris D'Souza	631-7290		
R	Bill Mersch	631-7509	416-730-7509	TRO 2/15
	Sec: Olga Givelas	631-7501		

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

Doc. No: 073514
Date: 24-Jun-1994 02:39pm EDT
From: Readers Choice
CHOICE.READERS AT A1 at SALES
Dept:
Tel No:

TO: See Below

Subject: #8523-U.S. Acquisition Support for Services and Supplies

From FRED YOCHUM, MSO1, 223-9606

As with the case with many organizations during these days of significant change within Digital, the Services & Supplies Acquisition group has gone through considerable change in personnel this past week in the areas of Communications, Complementary Human Resources, Property & Site Services, and Manufacturing Engineering.

It is our intent to cause no interruption in service to our clients during this period of change. Towards that end we are publishing below a new realignment of buyers, and commodity managers within each COE, along with their respective phone numbers and buyer codes.

Should you have any other questions please feel free to contact the appropriate COE manager:

Property & Site Services	Mike Schiappa	223-9393
Complementary Human Resources	Dick Svirsky	223-3756
Communications	John McArdle	223-9896
Travel & Fleet	Ron Guertin	223-3337
Manufacturing Engineering	Dan Malinski	566-3459

Again, our intent is to make these transitions as seamless as we possible can. Thanks in advance for your continued support through these changes.

Regards,

Fred Yochum

WORLDWIDE SERVICES AND SUPPLIES COE CLUSTER

MANAGER:

Fred Yochum @MSO 223-9606

ADMINISTRATIVE ASSISTANT:

Judy Demambro @MSO 223-2181

COMMUNICATIONS COE:

MANAGER:

John McArdle @MLO 223-9896

ADMINISTRATIVE ASSISTANT:

Linda Souza @MLO 223-7998

DEPARTMENT COORDINATORS

Carole Frazier @MSO 223-9314
Joyce Coalter @MKO 264-7737
Cheryl Sargent @MKO 264-4263

Advertising:

Commodity Manager	Buyer	Buyer Code
Ken Watson @MLO 223-7964	Fran Lewis @MKO 264-7157	1216

Public Relations:

Manager	Buyer	Buyer Code
Bob Johnson @MLO 223-7964	Fran Lewis @MKO 264-7157	1216

Employee Comm., Graphic Design, Creative Services, Writing:

Manager	Buyer	Buyer Code
Bob Johnson @MLO 223-7964	Lori Leblanc @MKO 264-0876	2712

Audio Visual, Broadcast, Multi-Media:

Commodity Manager	Buyer	Buyer Code

Bob Johnson @MLO 223-5395	Sue Stanley @MKO 264-2139	2786

Direct Marketing:

Commodity Manager	Buyer	Buyer Code
Joe Bellucci @MRO 297-2687	Linda Carlson @MKO 264-5691	0745
	Fran Lewis @MKO 264-7157	1216

Executive Programs, Trade Shows:

Commodity Manager	Buyer	Buyer Code
Diane Carr @MRO 297-2479	Shiela Attaway @MRO 297-7384	0030
	Jeanne Cook @MKO 264-5814	1643

Printing & Publishing:

Commodity Manager	Buyer	Buyer Code
Dave Waldman @MKO 264-2259	Gloria Huston @MSO 223-9308	0785

Info. Database / Mkt. Research:

Commodity Manager	Buyer	Buyer Code
Renate Baptiste @MSO 223-9317	Debbie Matte @MKO 264-2584	3182
	Gloria Huston @MSO 223-9308	0785

Western Regions / Central Coverage:

Commodity Manager	Buyer	Buyer Code
	Debbie McIntosh @CXO	2537

COMPLEMENTARY HUMAN RESOURCES:

MANAGER:

Dick Svirsky @MSO 223-3756

ADMINISTRATIVE ASSISTANT:

Irene Tardie @MSO 223-9347
Carol Doherty @MSO 223-9423

Development & Learning:

Commodity Manager	Buyer	Buyer Code
Bonnie Moss @MSO (Temp) 223-3782	Jerome Giedymin @MSO 223-9294	1790
	Joanne Madigan @MSO 223-9295	1038

Contract Agency / Labor:

Commodity Manager	Buyer	Buyer Code
Dick Svirsky @MSO (Temp) 223-3756	Non - P.O.	

Consulting:

Commodity Manager	Buyer	Buyer Code
Personal Computer Business Jack McMahon @MSO 223-9439		
	Nancy Stephens @MSO 223-9293	0761
Sales & Mktg. & EAP Jackie Smither @MSO 223-9290	Jerome Giedymin @MSO 223-9294	1790
Engineering/Mfg. & Other Lynn Lavallee @MSO 223-9348	Joanne Madigan @MSO 223-9295	1038

Benefits:

Commodity Manager	Buyer	Buyer Code
John Shire @MSO 223-9522	Non - P.O.	

Relocation:

Commodity Manager	Buyer	Buyer Code
Jackie Smither @MSO	Non - P.O.	

223-9290

PROPERTY & SITE SERVICES:

MANAGER:

Mike Schiappa @MSO (Acting) 223-9393

ADMINISTRATIVE ASSISTANT:

Sharon Evans @MSO 223-9457

Sue Faiola @MSO 223-9431 Buyer Code 3356

Office Services, AV & Drafting, Shipping Supplies, Facility Supplies & Equipment, Furniture & Accessories:

Commodity Manager	Buyer	Buyer Code
Mike Baez @ MSO 223- 9430	Brigit Sokolowski @MSO 223-9424	2066
	Terri Norse @MSO 223-9413	0082
	Penne Shea @MSO 223-9436	2454
	Carolyn Murray @CXO 522-2515	2356

Copiers, Facsimiles, Scanners, Forms, Stationary, Micrographics:

Commodity Manager	Buyer	Buyer Code
Phil Buscemi @MSO 223-9427	Brigit Sokolowski @MSO 223-9424	2066
	Penne Shea @MSO 223-9436	2454
	Carolyn Murray @CXO 223-2515	2356

Security, Mailroom, Mailroom Equipment, Outsourcing Strategies:

Commodity Manager	Buyer	Buyer Code
Mike Fiore @MSO 223-9386	Dick O'Brien @MSO 223-9406	2210

	Dick Strode @CXO 522-3647	2537
	Terri Norse @MSO 223-9413	0082
	Penne Shea @MSO 223-9436	2454

Building Maintenance Services, Aviation Equipment, Cafeteria, Carpets, Interior/Exterior Signage:

Commodity Manager	Buyer	Buyer Code
Mike Schiappa @MSO 223-9393	Dick Strode @CXO 522-3647	2210
	Dick O'Brien @MSO 223-9406	2210
	Terri Norse @MSO 223-9413	0082
	Penne Shea @MSO 223-9436	2454
	Carolyn Murray @CXO 522-2515	2356

TRAVEL & FLEET:

MANAGER:

Ron Guertin @MSO 223-3337

ADMINISTRATIVE ASSISTANT:

Linda Campbell @MSO 223-0666

Airlines:

Commodity Manager	Buyer	Buyer Code
Mary McNamee @MSO 223-8697	Non - P.O.	

Hotels:

Commodity Manager	Buyer	Buyer Code

Mary McNamee @MSO 223-8697	Christiana Nilsson @MSO 223-8630	3326

Fleet / Car Rentals:

Commodity Manager	Buyer	Buyer Code
Peter Teague @MKO 264-4147	Non - P.O.	

Group Travel:

Commodity Manager	Buyer	Buyer Code
Peter Teague @MKO 264-4147	Christiana Nilsson @MSO 223-8630	3326

Travel Agencies / Travel Payments:

Commodity Manager	Buyer	Buyer Code
Ron Guertin @MSO 223-3337	Deb McIntosh @CXO 522-3647	2537

TELECOM:

MANAGER:

Marjorie Kamp @TAY 227-3989

Telecom:

Commodity Manager	Buyer	Buyer Code
Diane Ensign @PHX 550-9288	Deb Morrissey @MKO 264-1882	2320

MANUFACTURING & ENGINEERING:

MANAGER:

Dan Malinski @TFO 566-3459

ADMINISTRATIVE ASSISTANT:

Alice McCloud @CXO 522-3134

MRO / Chemicals:

Commodity Manager	Buyer	Buyer Code

Jim Summerfield @CXO 522-2310	Deb Tardy @MSO 223-9472	1253
	Elaine Hopkins @CXO 522-2694	2695

Capital:

Commodity Manager	Buyer	Buyer Code
Jim Judiscak @CXO 522-2290	Joe Cavaco @MSO 223-9474	0706
Dan Malinski Covering	Robert Lopez @CXO 552-2028	0551

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

Doc. No: 073332
Date: 21-Jun-1994 12:07pm EDT
From: Bob Hult @AKO
HULT.BOB AT A1 AT AKOCOA AT AK
Dept: APA Finance
Tel No: 244-6101

TO: See Below

Subject: AMERICAS FINANCE TEAM - PRINT PS

I have attached for your reference a responsibility based chart for the Americas Finance Team. With the recent introduction of the Americas, focused Corporate Business Units, and an operational Finance Shared Service Center, I offer this perspective to facilitate communication during this period of change.

Regards,

Bob

Distribution:

TO: BOB COHEN @GEO
TO: FRAN BARTON @OGO
TO: RICH BUTLER @OGO
TO: JIM FLANAGAN @SHR
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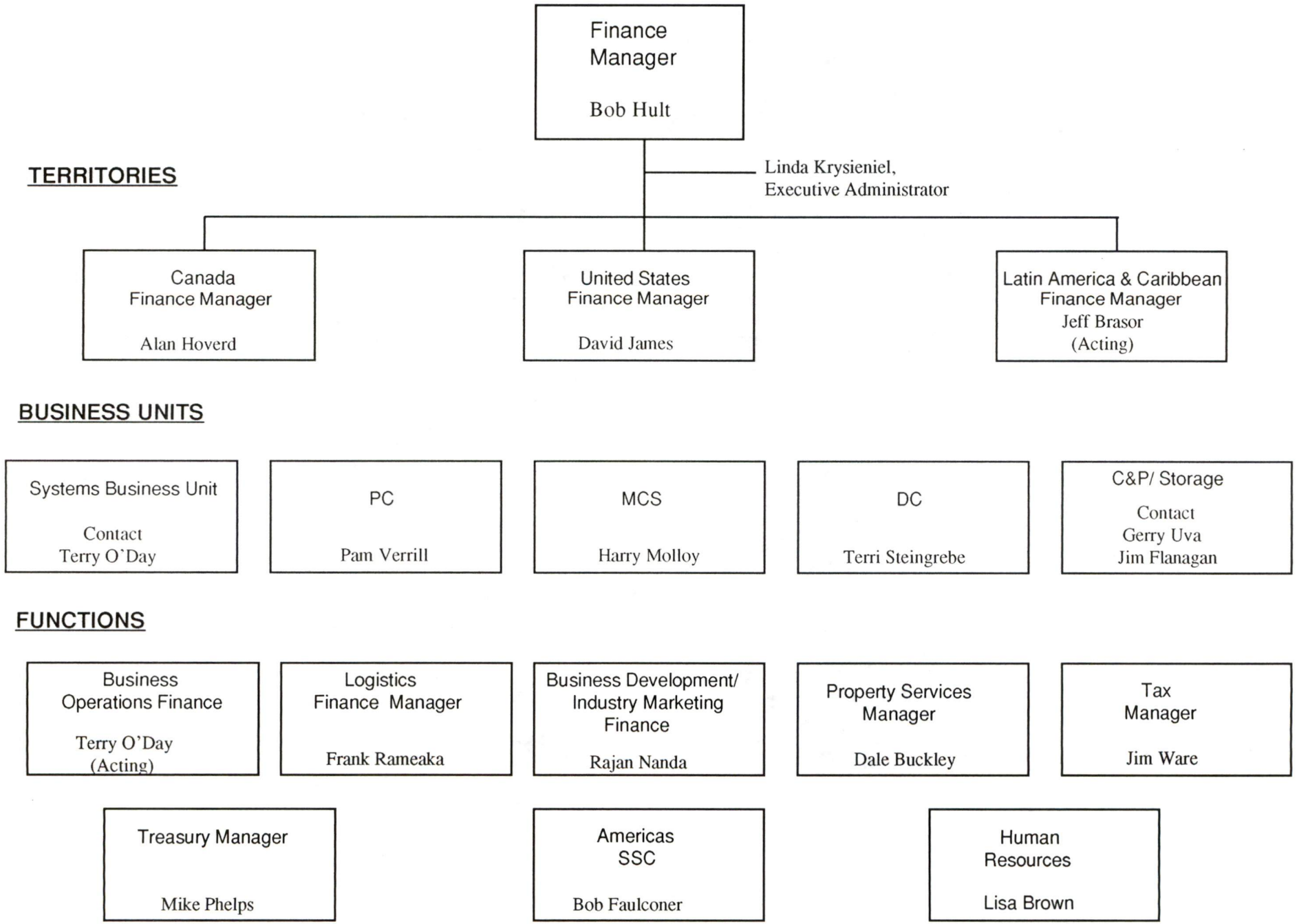
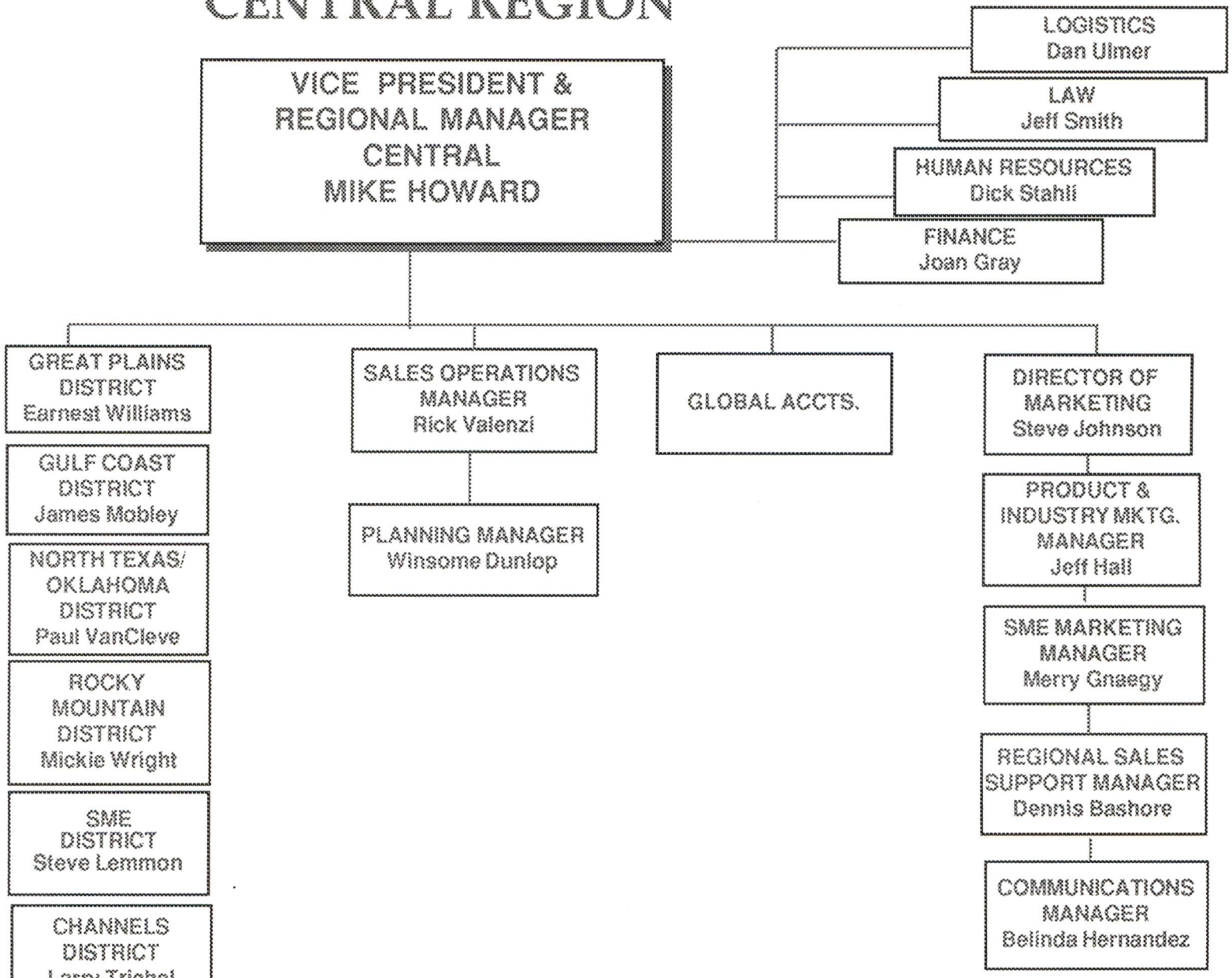
AMERICAS FINANCE ORGANIZATION

21 June 94

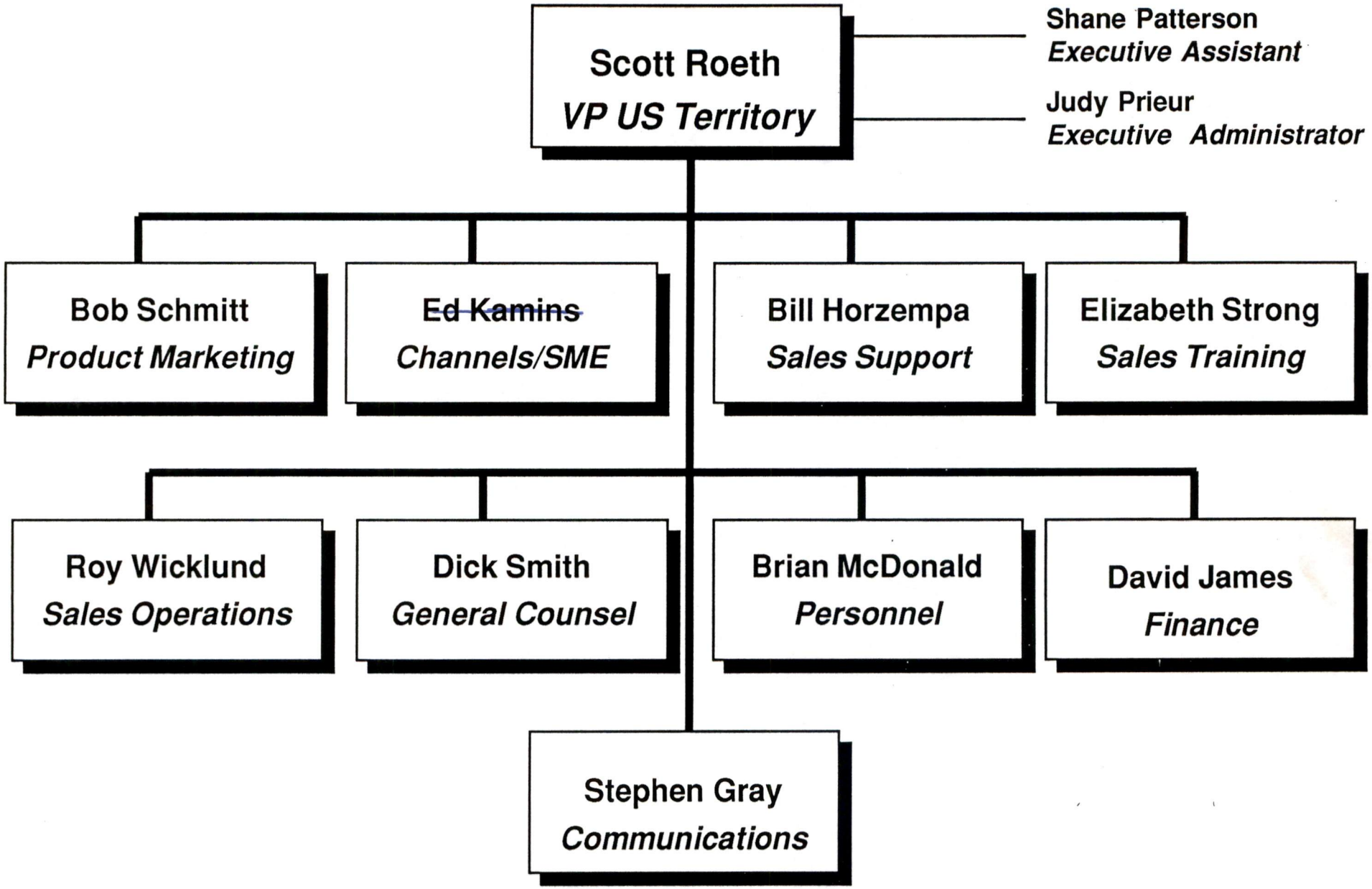


CENTRAL REGION

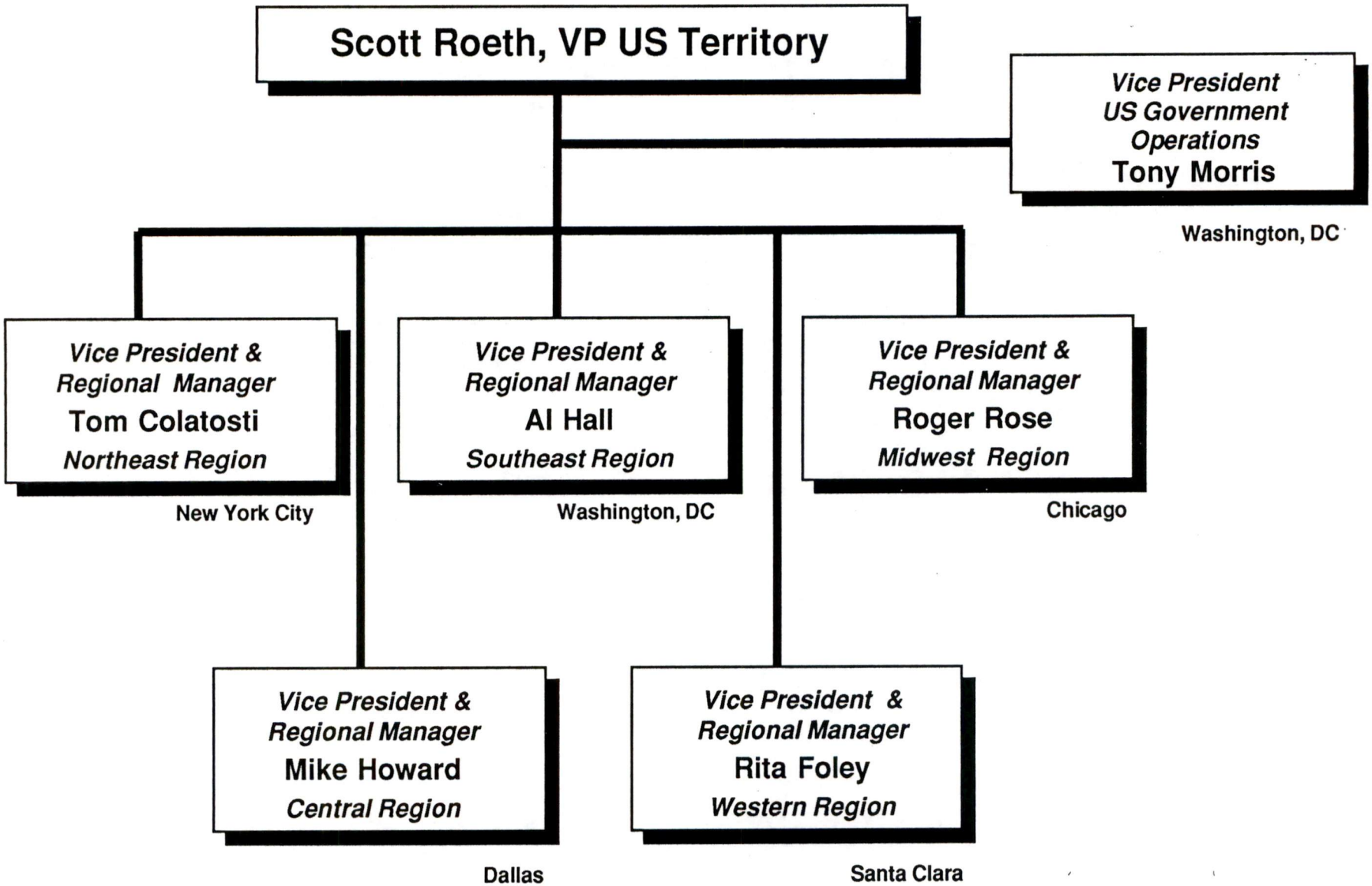


U.S. TERRITORY

U.S. Headquarters Organization



U.S. TERRITORY
REGIONAL ORGANIZATION



C- Can you call all the Secretaries & ask them to redo their org charts to add Phone #s - - Not Bob Russell -

Tx -

Tell them Russ wants it.

Called all - Linda (Holt) working on a new chart

Andrea Wilkins

ERICAS

Russ Gullotti
President
264-6209

Executive Adm. - Andrea Wilkins
264-6210
Executive Asst - Shane Patterson
264-1322

S

~~I - VP~~

EVELOPMENT
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SOURCES
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VP

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LOPMENT
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BUSINESS UNITS

PCBU
Harry Copperman - VP
276-8499

MCS
John Paget - VP
297-2029

DIGITAL CONSULTING
Rich Linting - VP
276-8551

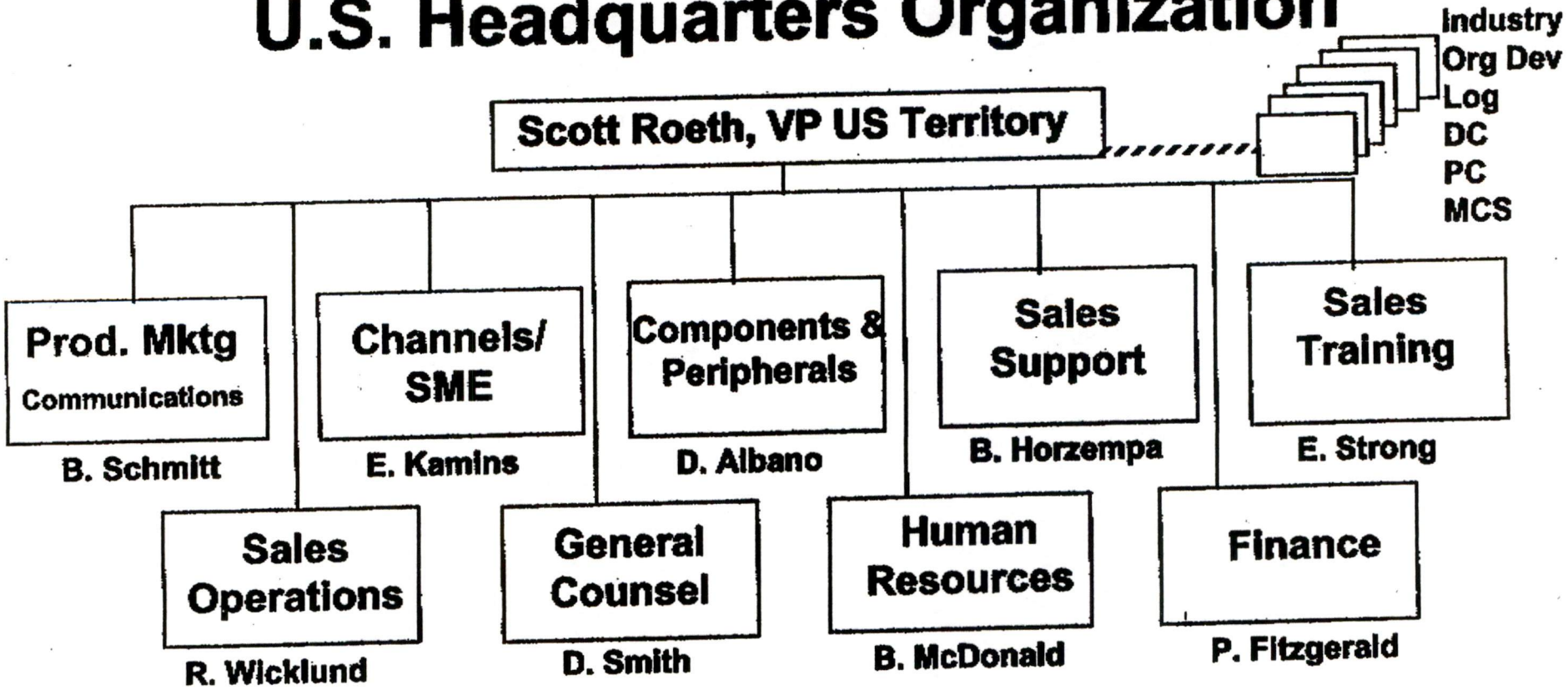
P&C
Dennis Albano - VP
297-6582

a - this package is not good. The goal was to have the org charts for each of my reports with phone numbers. other than this page,

we have wanted too long for this! 1 month?

U.S. Territory

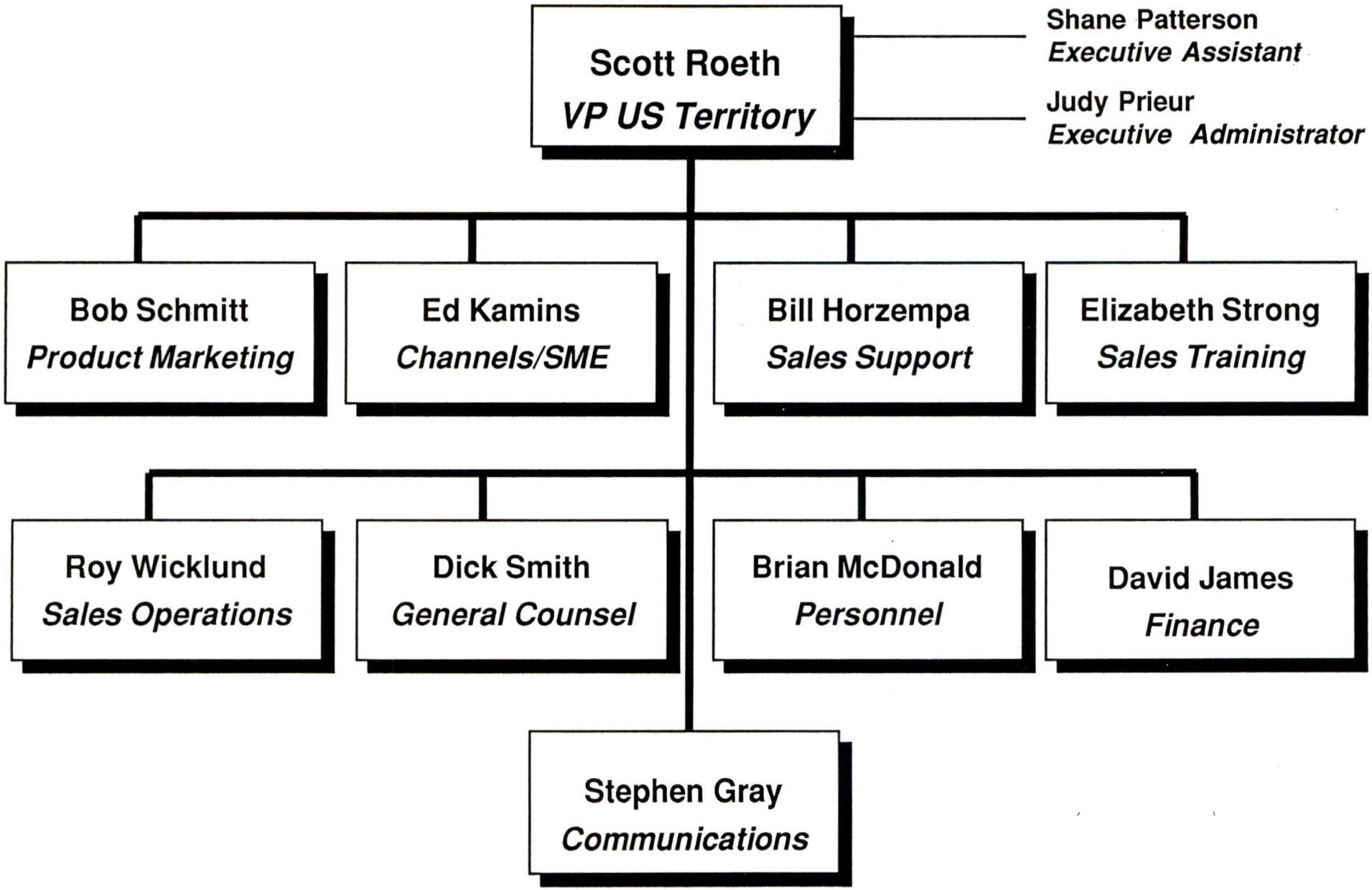
U.S. Headquarters Organization



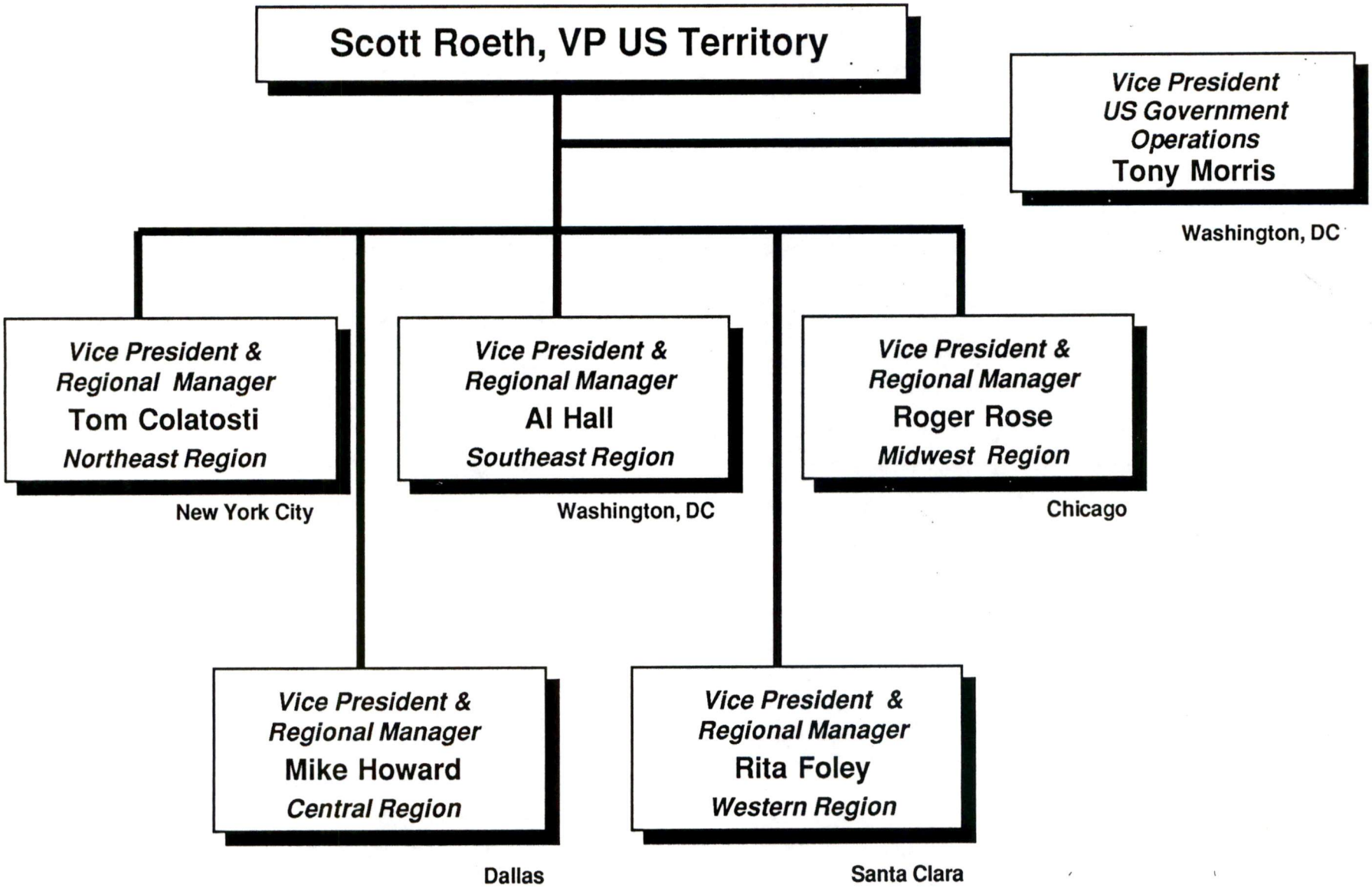
need his entire direct report list w/ phone #s

U.S. TERRITORY

U.S. Headquarters Organization



U.S. TERRITORY
REGIONAL ORGANIZATION



Industry Marketing for the Americas

this is good

- Robert M. Russell, Jr. **Industry Marketing** 320-5203
  - Priscilla Perrin **320-5403**
  - Jack Thompson **Marketing Services** 320-5164
  - Neil Griffin **Planning/Global Accounts** 320-5558
    - Diane Albano **Aerospace** 274-6359
    - Jim Alberty **Auto, General Discrete** 471-5185
      - Judy Goodwin **Media** 352-2717
    - John Haskard **Banking** 352-2764
      - Bob Aghamalian **Oil & Gas** 481-6273
    - Peter Rhodes **Chemical** 631-7035
      - Gerry McAndrew **Pharmaceutical** 328-3289
    - Larry Greene **Consumer Packaged Goods** 297-9336
      - Mike Depasquale **Professional Industries** 352-2352
    - Ken Gray **Electronics** 474-2820
      - Francis Arnone **Retail/Wholesale** 297-2040
    - Jim Summers **Forest, Mining, Metals & Glass** 385-5113
      - Jeanne Roy **State & Local Gov't, Education** 320-5392
    - Duncan James **Healthcare** 297-7735
      - Scott Kane **Telecom.** 339-5566
    - Jack Thompson (Acting) **Insurance** 320-5164
      - Joe Howard **Travel/Trans.** 486-6527
      - Joanne Thomposon **Utilities** 297-4364

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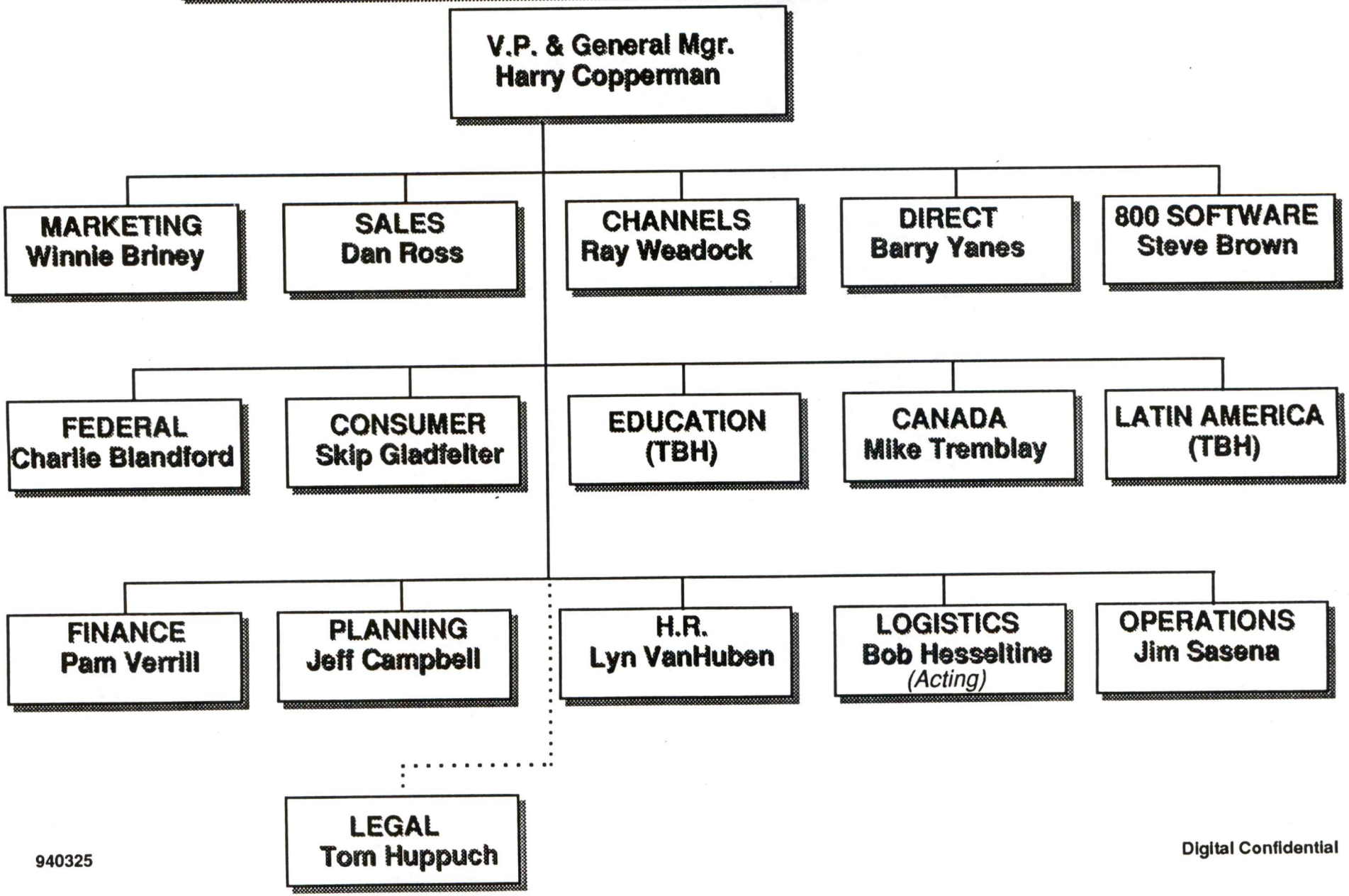
PC
Beyond the box.

Americas

add phone #s



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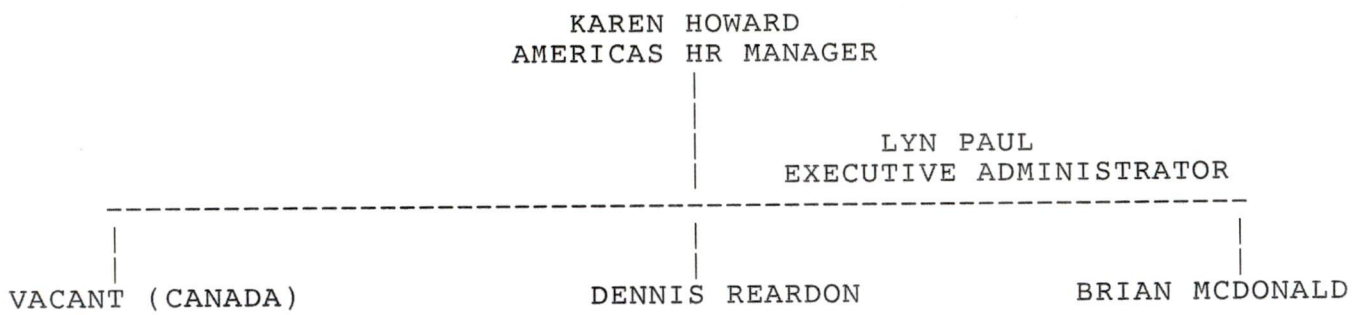
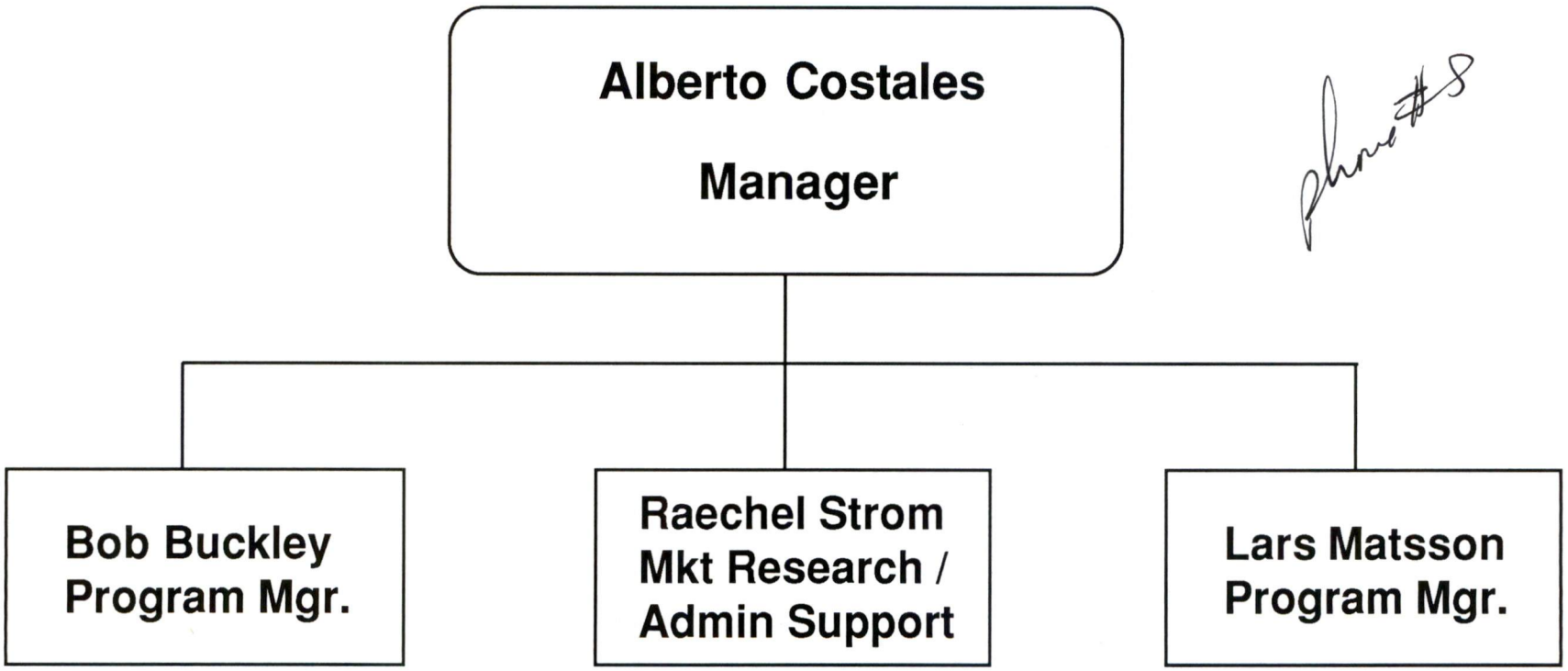


Americas Business Development

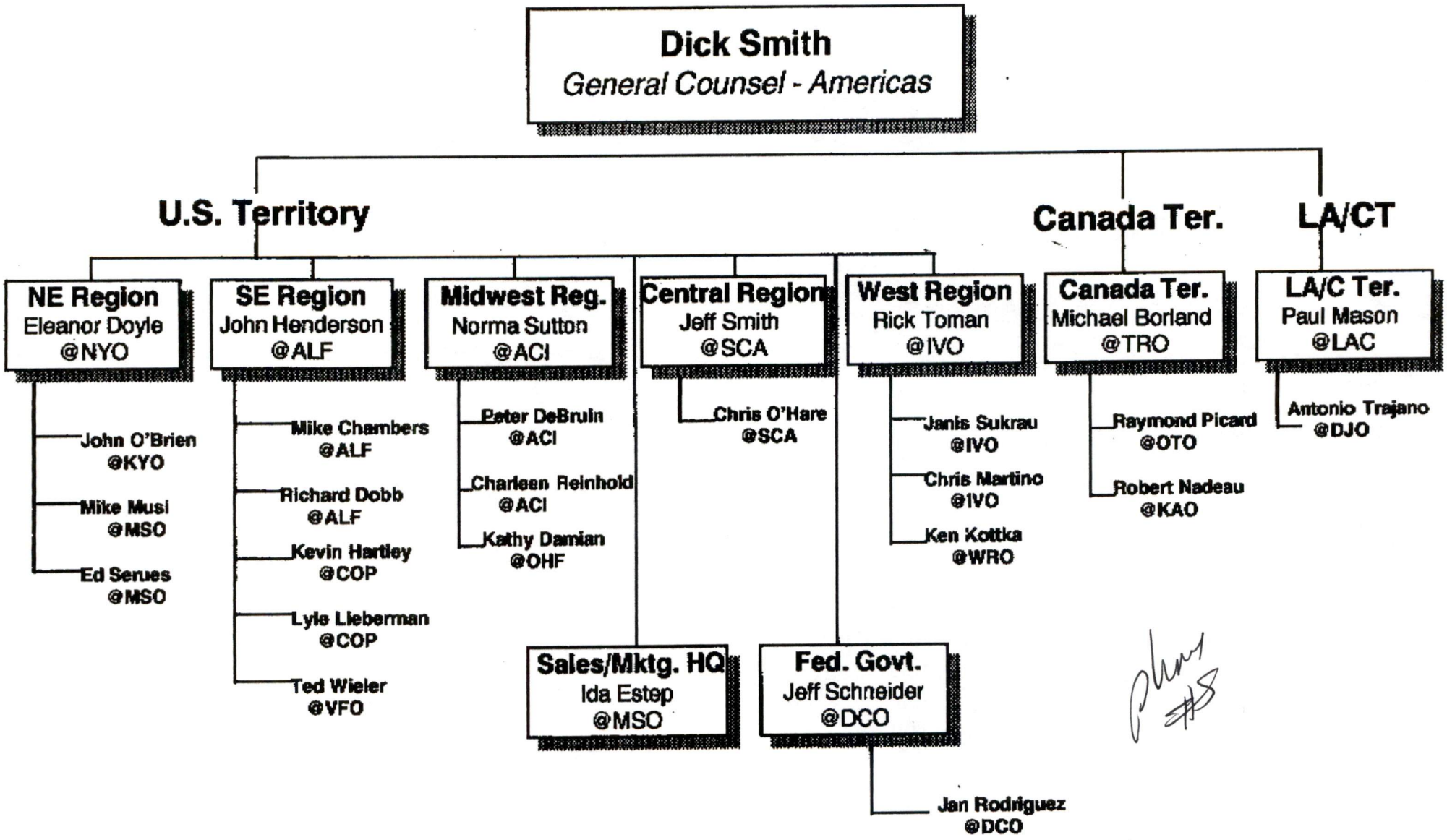
& NAFTA Expertise



March 1994

3/30/94

AMERICAS LAW ORGANIZATION



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FY94 Americas Multivendor Customer Services Team

Business Management

John Paget, VP, Americas
Multivendor Customer Services

Robin Stevens
Executive Administrative Support

Bob Good
Operations/Planning Manager

Bob Good (Acting)
Multivendor Hardware Services
Segment Manager

Matt Kochan
Software Product Services
Segment Manager

Tony Farkas
Systems Support Services
Segment Manager

Customer Engagement

Frank Branca, VP, US
Service Delivery Operations

Glenn Boston
Latin America/Carribean

Ray Strathdee, Canada

Len Bizzarro, Marketing Manager

Dawn Gilbert , Sales Manager

Marvin Collins, Logistics

Dick Sellers, Service Delivery

Ray Klaar, Supplier Network Mgr.

Patricia Larson, Quality

Leadership Team Support

Bud Lawrence
Administration Manager

Harry Molloy
Finance Manager

Joe Patrnchak
Human Resources

Bob Perry, Legal

3/24/94

03-24-94 02:49 PM FROM US DIGITAL SERVICES P002

Printed by ANDREA WILKINS @MKO

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

Doc. No: 007089
Date: 30-Mar-1994 02:14pm EST
From: ROBERT NEALON @BXC
NEALON.ROBERT AT A1 at ISLNDS
Dept:
Tel No: 508-635-7768

TO: ANDREA WILKINS @MKO (WILKINS AT A1 at SOLVIT at MKO)

Subject: RE: ORG CHARTS

Andrea, sorry we are so late. I was waiting for an updated version; however, I have been informed that it won't be available until or after April 8th! So, I give you what I have as of today.

Jan

Bob Nealon, Americas Logistics Manager
Jan Dietl, Executive Administrator
Maurice Tavares, Canada Logistics
Ron Hatfield, Latin America/Caribbean Logistics
Dave Beresford, U.S. Customer Administration
Marvin Collins, U.S. Fulfillment & Delivery
Edmundo Martinez, Americas Integration Program
Joy Thompson, Planning & Processes
Cindy Micavich, Information Management & Technology
Joan Stone, Human Resources Management
Frank Rameaka, Finance

US AREA FINANCE & OPERATIONS

AKF:mgo
31-Aug-1993

VP US FIN & OPS
~~Dave Sprott~~
297-5750 (508) 467-5750
@MRO3-1/G18-Marlboro

EXECUTIVE ADMINISTRATOR
~~Linda Redden~~
297-5751 (508) 467-5751
@MRO3-1/G18 - Marlboro

FUNCTIONAL SUPPORT

Facilities -
Dale Buckley
DTN: 229-7980
@BXC1-2/B6
Boxboro

Controllers -
Fred Holland
DTN: 297-1913
@MRO3-1/K17
Marlboro

Logistics -
Frank Remenka
DTN: 297-3503
@MRO3-3/C13
Marlboro

HR Support -
Lisa Brown
DTN: 297-7399
@MRO3-1/J19
Marlboro

REGIONAL BUSINESS CENTERS

EAST - Emery Springer
DTN: 264-5824
@MKO2-2/J3-Merrimack

WEST - Harry Collias (Acting)
DTN: 521-3258
@WRO3-3/R6 - Santa Clara

CENTRAL - Joan Gray
DTN: 297-2244
@MRO4-2/C18

SOUTHERN - Harold Hansen
DTN: 544-3123
@SCA - Dallas

MID-ATLANTIC - Doug Havas
DTN: 339-5866
@COP - Landover

FUNCTIONAL SUPPORT

Programs -
Minerva Bronk
DTN: 297-4609
@MRO3-1/J19

Country Support Center -
Sue Foley
DTN: 297-4344
@MRO3-1/J19

Workforce Planning -Marlboro
Dave LaValley
DTN: 297-2273
@MRO

Operations -
Joe Nadler
DTN: 297-9614
@MRO3-3/5E

Sales/Marketing/Channels -
Bill VanAtten
DTN: 297-4218
@MRO3-1/L17

Digital Consulting
Tarri Steingrebe
DTN: 264-3293
@MKO1-2/B9

CBU SUPPORT

US Financial, Professional and Public Services
Bud Flynn
DTN: 297-9924
@MRO3-1/J19

US Discrete Manufacturing and Defense - Burlington
Ken Smith
DTN: 274-6239
@OFO1-3 - Burlington

US Health Industries - Marlboro
John Beisheim
DTN: 297-7218
@MRO3-3/J19

US Consumer and Process Manufacturing - Chicago
Jan McCarthy
DTN: 442-2010
@MPO - Minneapolis

US Communications, Education and Entertainment - Landover
Marty Scarpati @COP
DTN: 339-5864

PBU SUPPORT

MCS
Harry Molloy
DTN: 297-7405
@MRO3-1/E9

STORAGE -
Open

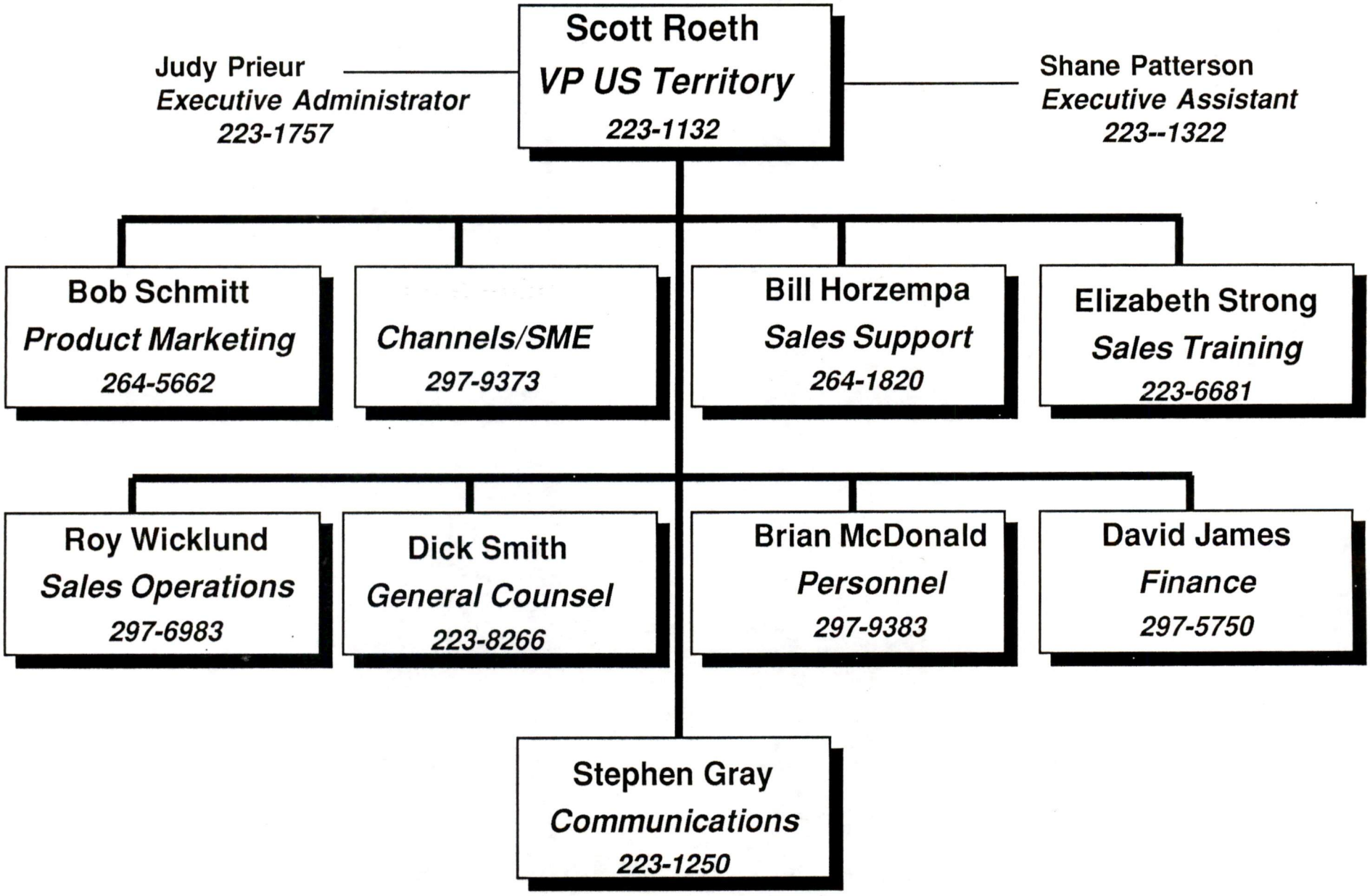
COMPONENTS AND PERIPHERALS -
Open

PC's -
Pam Verrill
DTN: 276-8755
@OGO1-2/R6
Stow

this needs to be updated

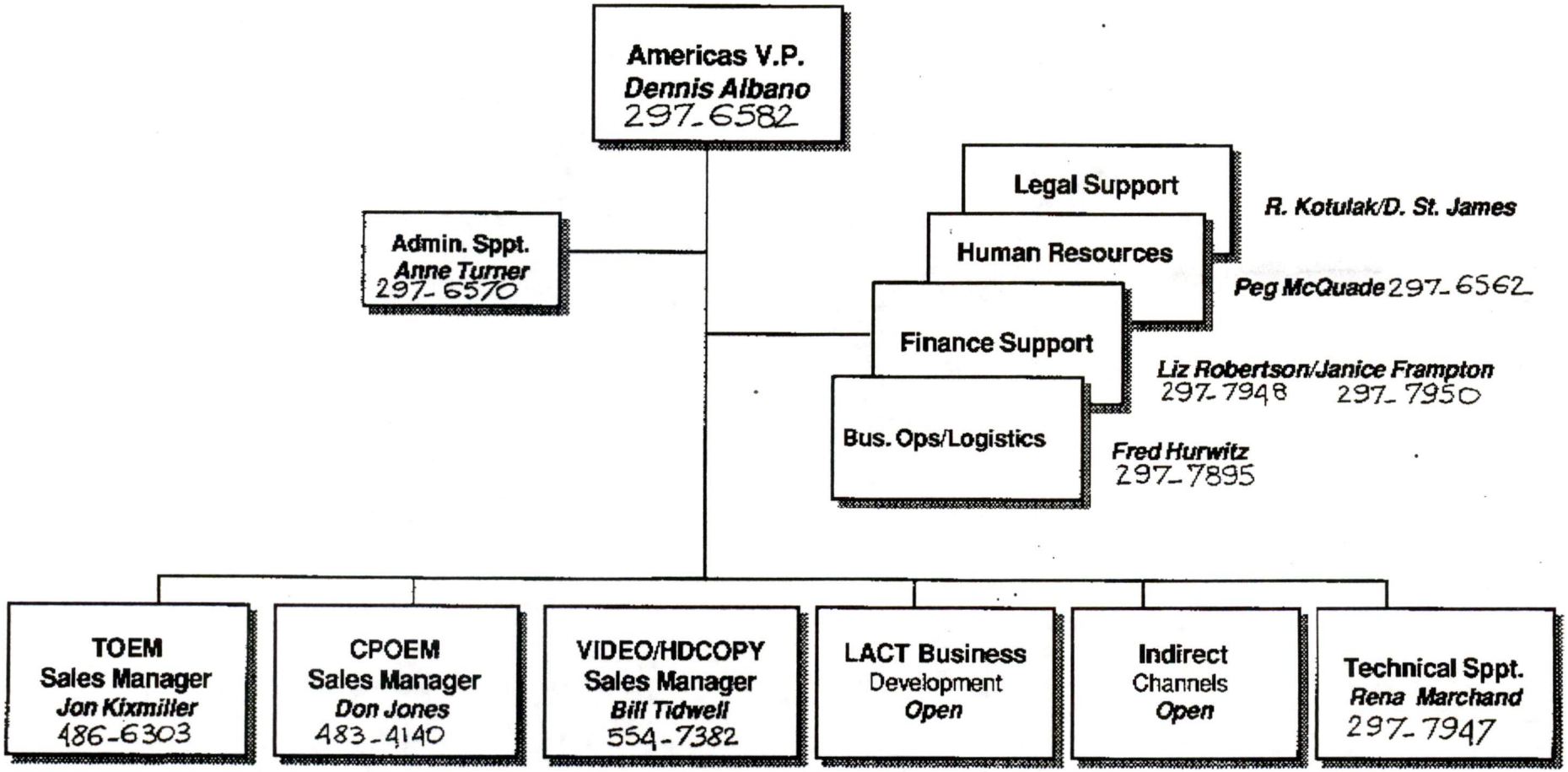
U.S. TERRITORY

U.S. Headquarters Organization



MAY 5 '94 13:49

AMERICAS C&P ORGANIZATION

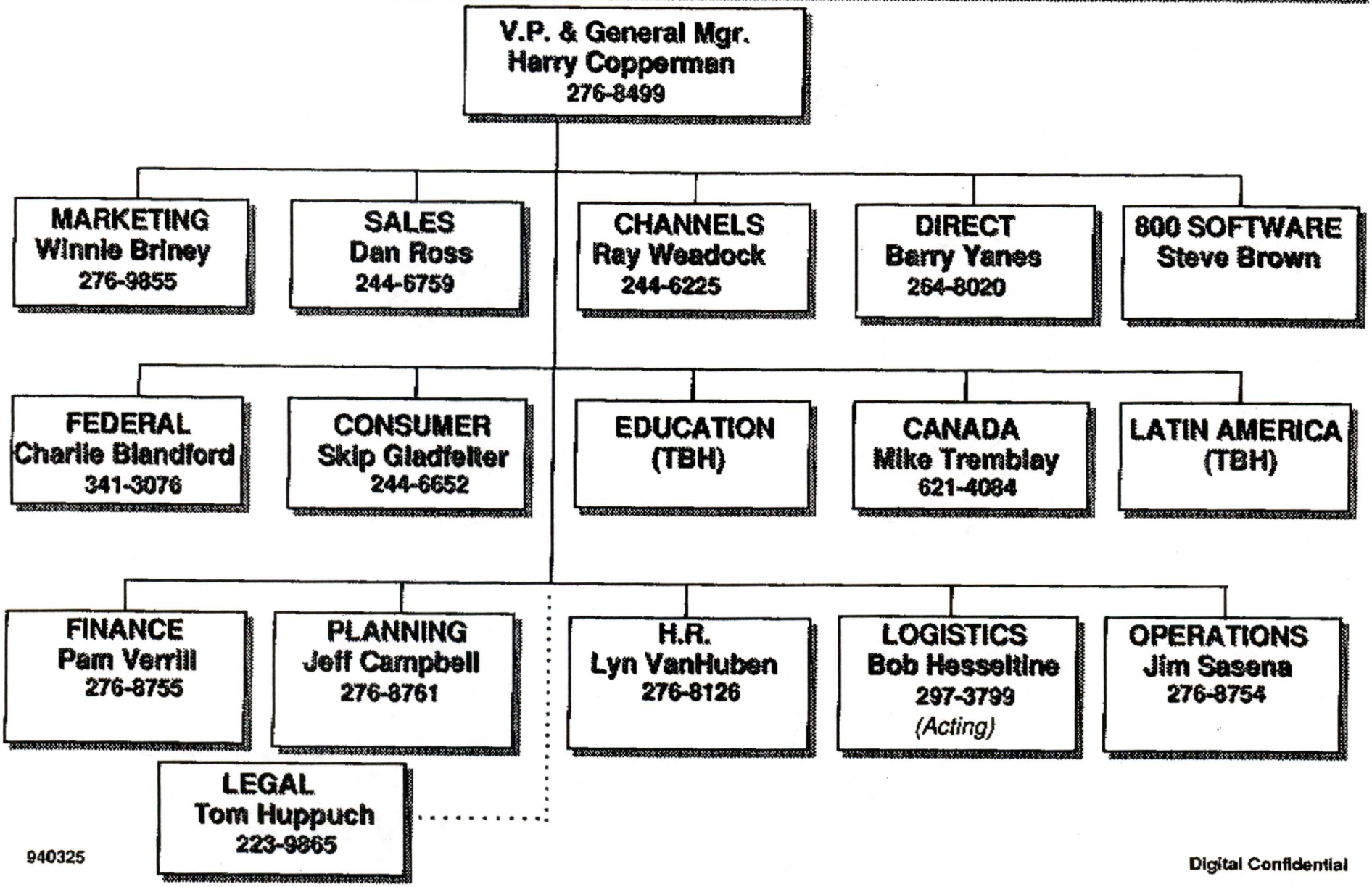


D. Albano, April 1994

508 467 1764 PAGE.002

digital PC
Beyond the box.

Americas



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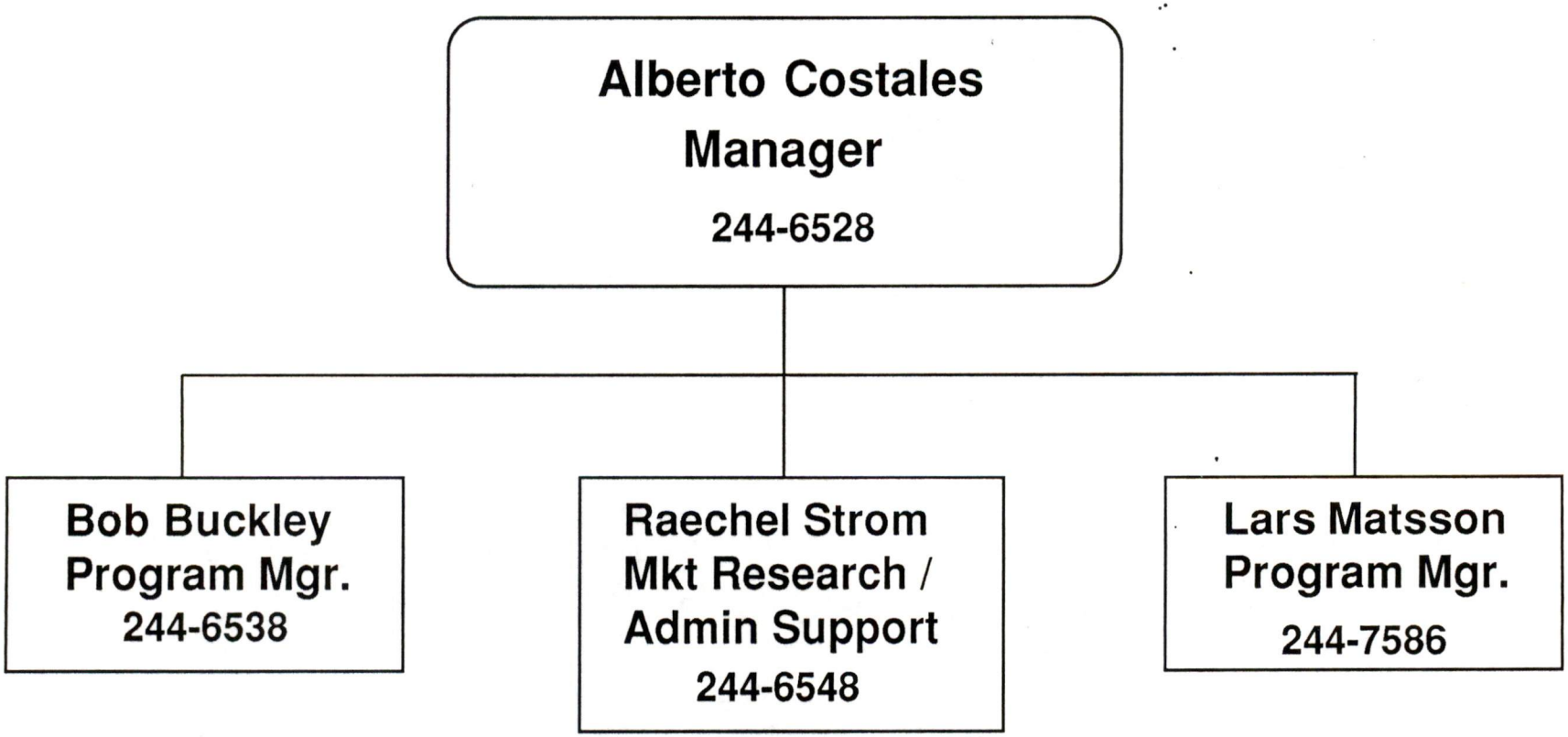
Americas Business Development

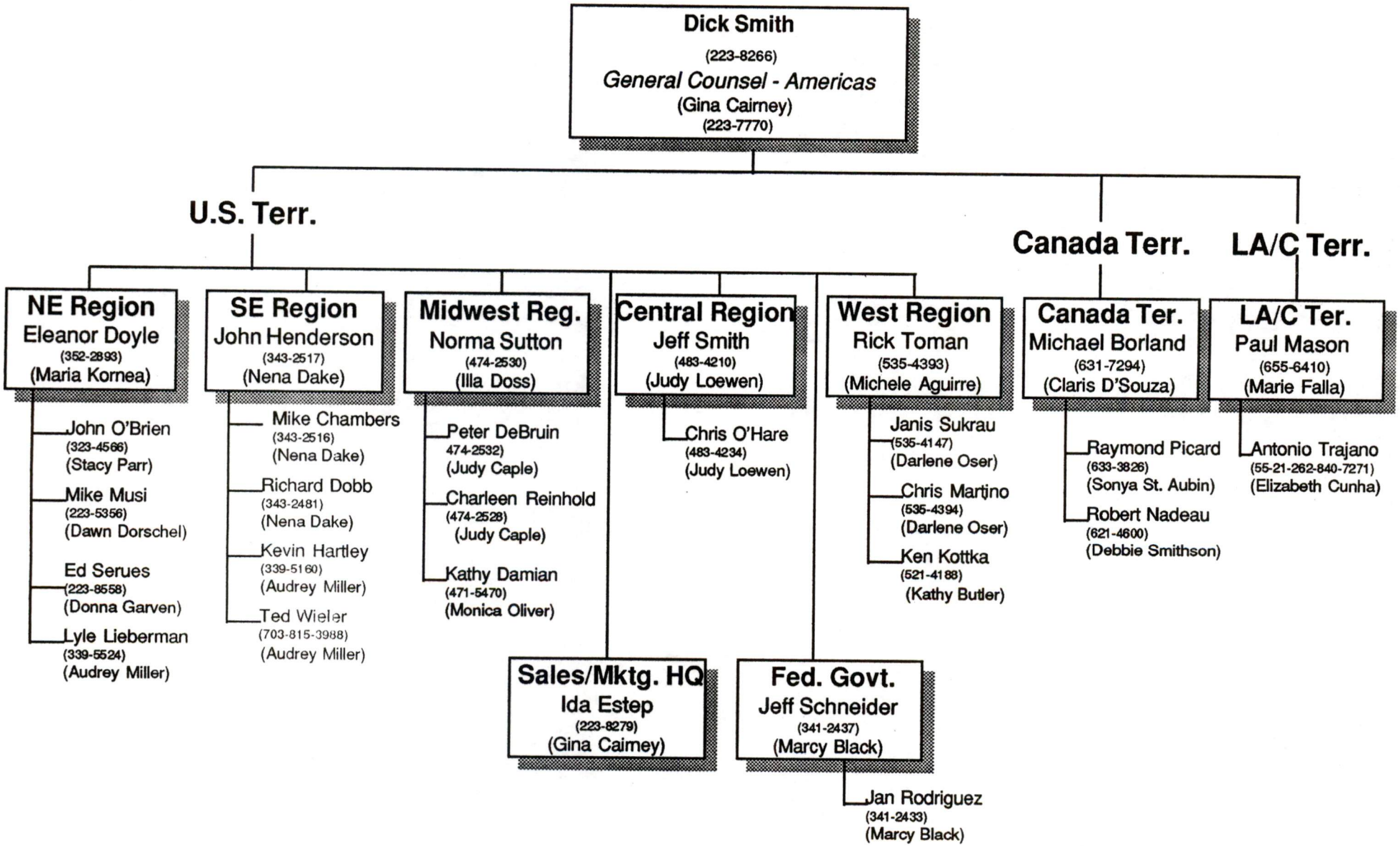


April 1994

digital

Americas Law Section

For Internal Use Only

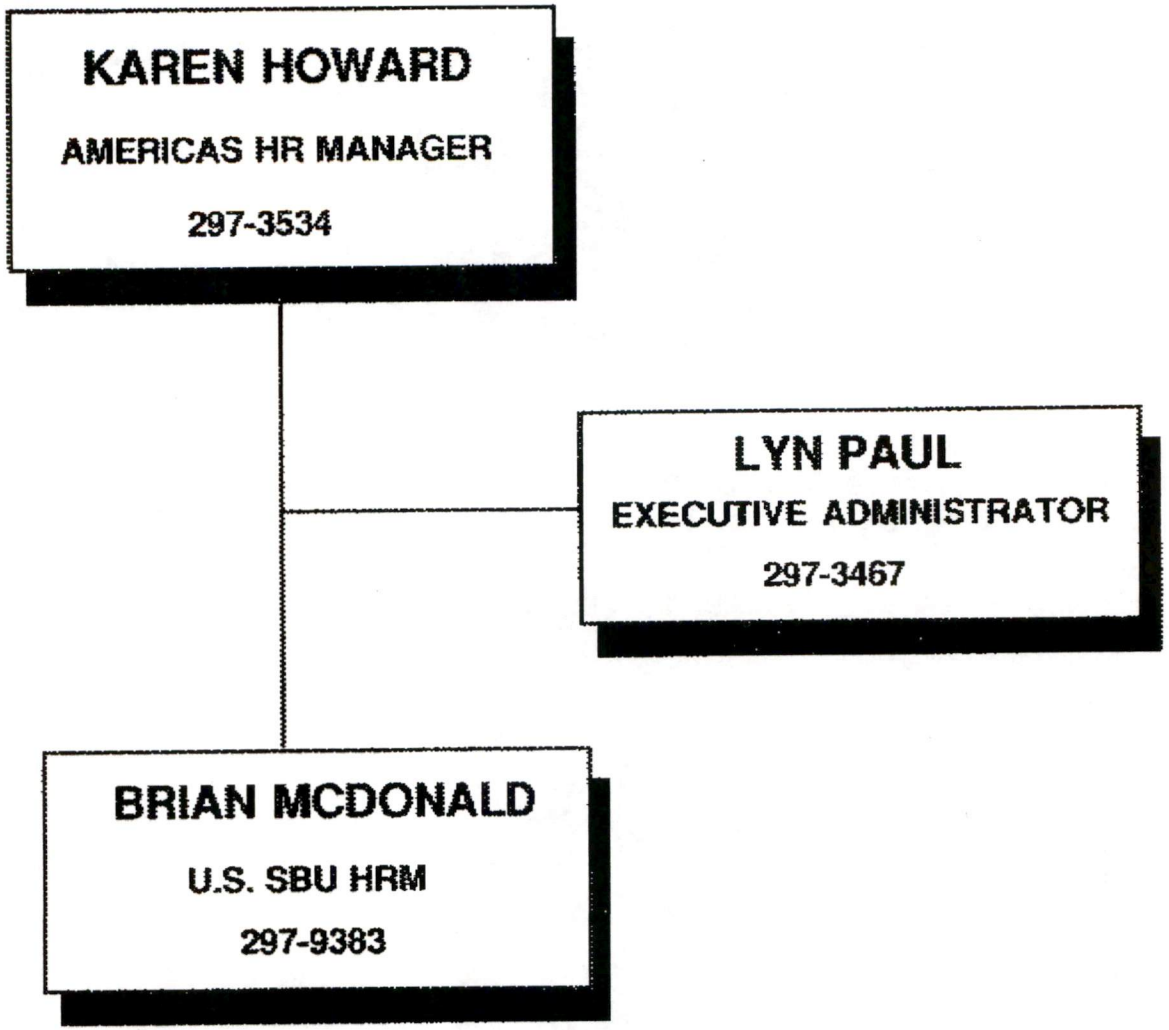


April 15, 1994

BOB NEALON'S STAFF AS OF 4/26/94

Bob Nealon @BXC	229-7762	Americas Logistics Manager
Jan Dietl	229-7768	Executive Administrator
Maurice Tavares @KAO	621-4123	Canada Logistics
Janet McIntyre	4272	
Ron Hatfield @LAC	655-6428	Latin America/Caribbean Logistics
	6437	
Barbara	244-7965	
Dave Beresford @MRO	297-3210	U.S. Customer Administration
Ruth Luciw	3209	
Marvin Collins @DAS	275-2278	U.S. Fulfillment & Delivery
Nancy Areano	2279	
Edmundo Martinez @MRO	297-2414	Americas Integration Program
Faye Hauge	5601	
Joy Thompson @MRO	297-7269	Planning & Processes
Chris	2938	
Cindy Micavich @DAS	275-3515	Information Management & Technology
Jean Conte	3514	
Joan Stone @MRO	297-5153	Human Resources Management
Beth Sloan	5146	
Frank Rameaka @MRO	297-3503	Finance
Darlene Lafosse	3592	
Garry Wheeler @ACI	474-5553	Digital Consulting Complex Program
	264-0707	Operations/Support
Carmen Rose	5527	

AMERICAS HR ORGANIZATION



Digital Engineering Organization

V.P. of Engineering & Chief Technical Officer
Bill Strecker, V.P. & Sr. CCE

Secretary
Mary Thomas

Chief of Staff
Bill Koteff

Secretary
Doris McGarry

Business Ops & Finance
Pat Spratt, V.P.

Executive Administrator
Debra McNayr

- **Controller** — Jay Zager
- **Operations** — Barbara Beck
- **Planning** — Bill James
- **Engineering IM&T** — Lou Cintron

Human Resources
Ralph Christensen

Secretary
Dawna Circelli

- **HR Programs Mgr.** — Al Heintz
- **HR Development Mgr.** — Susie Rheault
- **OD Manager** — Gil Williams
- **Compensation** — Colleen Kalita

Legal
Dan Bernstein

Eng. Process and Systems
Peter Conklin, CCE

Executive Administrator
Dory Cutting

- **Leadership Excellence** — Al Avery
- **Customer Value Excellence** — Alice Caldwell
- **Offering Excellence** — John Harvey
- **Product Excellence** — Gail Holland
- **Integration Excellence** — Rebecca Raibley
- **Development Excellence** — Open
- **Planning Excellence** — Bill Zimmer
- **Operations Excellence** — Ken Schultz
- **Learning Excellence** — Chris Strutt

Shared Engineering Services
Sharon Keillor, V.P.

Secretary
Joan Day

- **Info. Design & Consult.** — Sue Gault
- **Corporate Standards & Consortia Group** — Robert Bismuth
- **International Systems Engineering** — Claude Pesquet
- **Quality** — Jim Mills
- **Network Engineering Services** — Ernie Smither
- **Technical Director** — Donna Tramontozzi
- **Product Asset & Supply Base Manager** — Dick Mahoney
- **Engineering Office of Field Support** — Dave Popp
- **Finance** — Jim Sandison
- **Human Resources** — Pat Fleming
- **Legal** — (Open)

Research
Sam Fuller, V.P.

Secretary
Sue Murphy

- **Systems Research Center** — Bob Taylor
- **Paris Research Lab** — Patrick Baudelaire
- **Cambridge Research Lab** — Mark R. Brown
- **Western Research Lab** — Richard Swan
- **Technology Planning** — Tom Gannon
- **External Research** — Jean Bonney
- **Finance** — Donna Berard
- **Human Resources** — Dave Person
- **Legal** — Dan Bernstein / Maura Moran

Semiconductors
Ed Caldwell, V.P.

Secretary
Kobe Allen

- **Business Operations** — Ulf Stoeckelmann
- **Engineering** — Bill Johnson
- **Marketing and Sales** — Art Swift, V.P.
- **Advanced Development** — Rich Hollingsworth, Sr. CCE
- **Manufacturing** — Bruce Nonnemaker
- **Quality / Reliability** — Maria Menendez
- **Technical Director** — Maurice Marks
- **Strategic Programs** — Scott Gordon
- **Finance** — Janice Cane
- **Human Resources** — Fred Prickett
- **Legal** — Bill Cray

Computer Systems
Bill Demmer, V.P.

Secretary
Sue Hunt

- **Operating Systems Development** — Don Harbert, V.P.
- **Alpha & VAX Systems** — Pauline Nist, V.P.
- **Alpha Personal Sys.** — Willy Shih, V.P. Acting
- **S/W Dev't. Technologies** — Jeff Rudy
- **High Perf. Technology Computing/Partners** — Paul Curtin
- **Ireland S/W Engineering** — John Giblin
- **Kienzle Eng./Systems Integration** — Peter Meis
- **Tech. Dir., Base Platforms** — Dileep Bhandarkar
- **Engineering Design Services Mgr.** — Dick Belanger, Acting
- **Operations & Strat. Programs** — Paul Neuman
- **Finance** — Joe LaRose
- **Human Resources** — Maritzie Rudden
- **Legal** — Dan Bernstein, Acting

Networks
Larry Walker, V.P.

Secretary
Judy Viviano

- **Network O/S** — John Adams, V.P. / Jean Proulx / Vijay Thakur
- **Network Infrastructure** — Bill Maro
- **EmergingTechnologies** — Art Zins
- **Advanced Development** — Al Kirby
- **Technical Director** — Tony Lauck. CCE
- **Marketing** — Jeff Low
- **Mfg./Supply Chain** — Bill Burke
- **Chief of Staff/Ops.** — Maureen Wilson
- **Finance** — Agnes Connors
- **Human Resources** — Annette Albright
- **Legal** — Peter Fontaine

Enterprise Object SW
Steve Jenkins

Secretary
Norma Conlon

- **EOS Program Office** — Robert Bismuth
- **Development and Workflow Environments** — Barry Rubinson
- **Object Technology** — Steve Baron
- **DCE** — Dennis McMann
- **Advanced Development** — Dieter Gawlick
- **Technical Office**
- **Distributed Computing & OO Technology** — Mark Bramhall
- **Development Environment** — Barry Rubinson
- **Workflow** — Andy Wilson
- **Chief of Staff / Operations** — Open
- **Finance** — Chuck Bushey
- **Human Resources** — Maria Lombardo

Groupware
Dennis Roberson, V.P.

Secretary
MaryEllen Ames

- **Workgroup Systems** — Stan Smits
- **Production Doc. Management & Workflow** — Gerard van de Aast
- **Mail & Messaging** — Jac Simensen
- **Technical Director, Emerging Software Technologies** — Gayn Winters, CCE
- **Chief of Staff** — Orson Niederhauser
- **Finance** — Joe Reilly
- **Human Resources** — Ed Cotter
- **Legal** — Deb Dormitzer

Production Systems S/W
Rose Ann Giordano, V.P.

Secretary
Dottie Cavicchio

- **Database S/W and Tools** — Chuck Rozwat
- **Corp. Information Systems** — Jim Pepe
- **Systems Management** — Dee Stewart
- **Performance Expertise Center** — Linda Wright
- **DECwest** — John Gilbert
- **Production Systems Office** — Bo Erden
- **Technical Director** — Hal Berenson
- **Operations** — Open
- **Finance** — Chuck Bushey
- **Human Resources** — Mark Abbett
- **Legal** — Deb Dormitzer

Systems Engineering
Mahendra Patel, V.P. & CCE

Secretary
Joan Gregoire

- **Field Programs Engineering** — John Shebell, CCE
- **Digital Consulting Tech. & Systems Eng.** — Dick Loveland
- **Multivendor Systems Engineering** — Peter van Roekens
- **Applications/Solutions Engineering** — Ollie Stone
- **System Integration Engineering** — Bill Kent
- **Application Characterization Eng.** — Steve Davis
- **Release Planning & Engineering** — John Holz
- **Product Planning** — Steve Langdon
- **Solution Configuration Infrastructure Eng.** — Ginny Barker
- **Field Program Engineering - Europe** — Rosalind Kirkman
- **Assistant to VP** — Allan Jennings
- **Finance and Operations** — Jeff Seligman
- **Human Resources** — Jim Gerraughty
- **Legal** — Carter Pledger

Technical Director
Bob Supnik, V.P. & Sr. CCE

Secretary
Margarita Johnson

- **Senior Consultant** — Len Fehskens
- **Senior Consultant** — Patti Anklam
- **Senior Consultant** — Chip Nylander
- **Program Manager** — Andi Hoover Gettys
- **Consultant** — David Hartzband
- **Chief of Staff** — Tony Picardi
- **European Technical Director** — Bill Laing
- **Human Resources** — Mary Ann Joyce

Extended Engineering Community

- **Manufacturing Technology Group** — Jim Melvin
- **Multivendor Customer Services Engineering** — Al Snyder, V.P.
- **Storge Business Unit** — Charlie Christ, V.P.
- **Personal Computer Business Unit** — Duane Dickhut, V.P.
- **Components and Peripherals Business Unit** — Larry Cabrinety, V.P.

CCE = Corporate Consulting Engineer

Digital Equipment Confidential

Rev.7.0
03/23/94

Regional Marketing Organization

	Northeast	***Southeast***	***Central***	***Midwest***	***Western***
Regional Vice President	Tom Colatosti @OFO 274-6584 352-2271	Al Hall @COP 339-5831 Linzey	Mike Howard @SCA 483-4040 Gay	Roger Rose @ACI 474-5100 Virginia	Rita Foley @WRO 521-4198 Kathy
Director of Marketing	Kathy Power @BXO 224-1695 Theresa Fax: 224-1692	Robert Cartwright @COP 339-5868 Andrea Fax: 339-5938	Steve Johnson @SCA 483-4371 Lonna Fax: 483-4112	Dave Salmi @ACI 474-2633 Bernadine Fax: 474-2439	John E O'Leary @WRO 521-6442 Kim
Prod. & Ind. Marketing Mgr.	Ken Souza @OFO 274-6496	Bob Bruchey @COP 339-5564 Mimi	Jeff Hall @TMO 357-6631	Mark Stasik @ACI 474-5107	Charlotte Conley @WRO 521-4284
Marketing Comm.	Al Hayes @RCH 320-5262	Barbara Rivera @CHO 336-2071	Belinda Hernandez @SCA 483-4201	Rob Scanlon @CLO 431-2725	John J O'Leary @SEO 545-4201
SME	John Harvey @LIO 331-2287	Robin Sloan @COP 339-7756	Merry Gnaegy @STO 445-6247	David Harper @ACI 474-2608	Mike Jaeckel @CWO 533-3109

CANADIAN MANAGEMENT ORGANIZATION

Ron Larkin
President

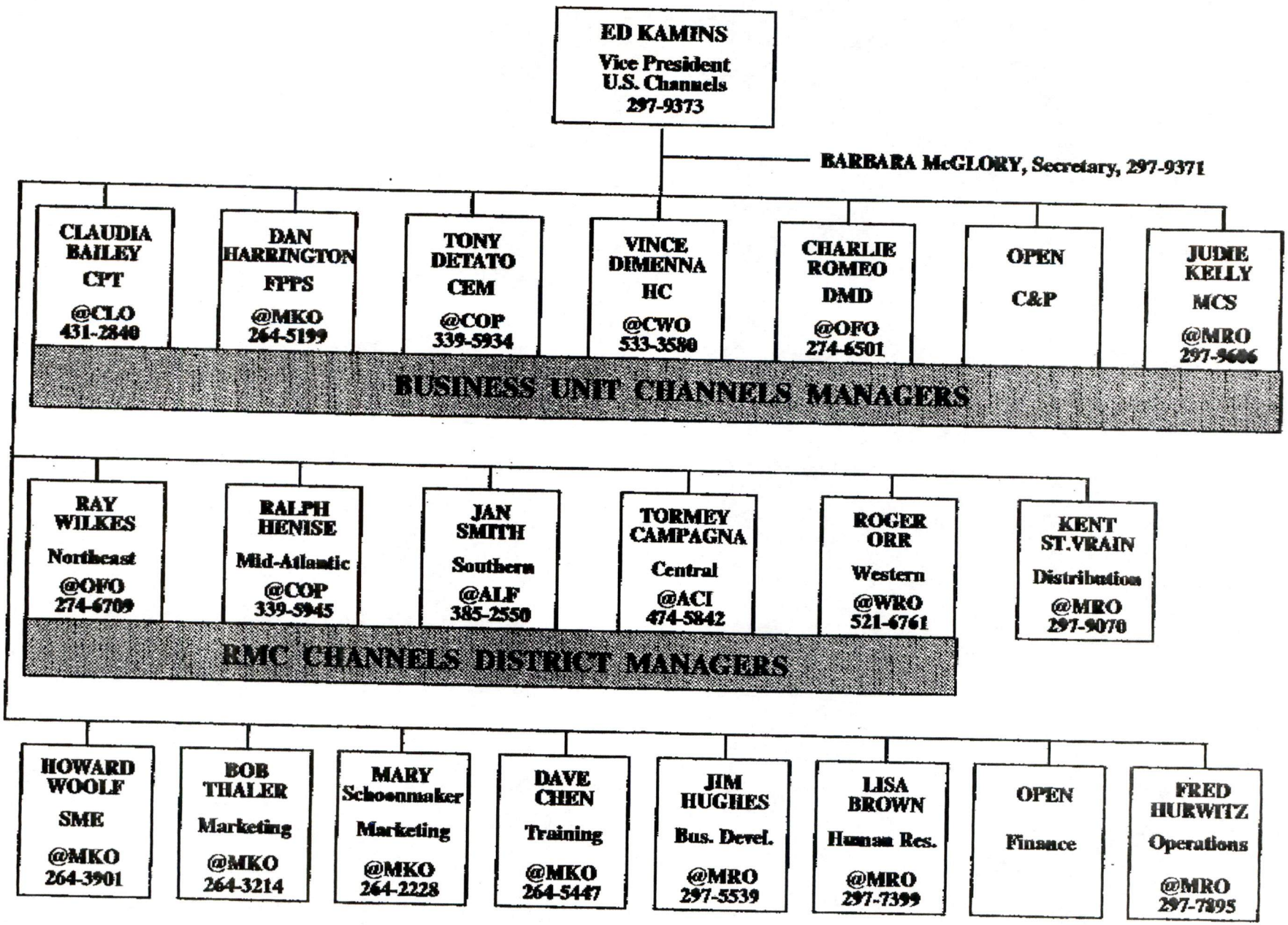
Sales & Marketing	Graeme Woodley
MCS	Rae Strathdee
DCS	Eric Lawrence
PC	Michael Tremblay
Mfg & Logistics	Maurice Tavares
Legal	Michael Borland
Finance	Alan Hoverd (acting)
HR	Open

LATIN AMERICA/CARIBBEAN TERRITORY

- Luis M. Zuniga — Territory Manager
  - Glenn Boston — MCS Manager
  - Jon Williams — Acting DC Manager
  - Luis Gutierrez — Systems Manager, Acting Sales & PC
  - Open — PC Manager
  - Ignacio Prado — Finance Manager
  - Dennis Reardon — HR Manager
  - Ron Hatfield — Logistics Manager
  - Paul Mason — Legal Counsel
  - Open — Mktg/Sales Ops Manager
  - Open — Argentina Subsidiary Manager
  - Ronaldo Foresti — Brazil Country Manager
  - Lenny Martinez — Mexico Subsidiary Manager
  - Abelardo Ruiz — Puerto Rico Subsidiary Manager
  - Rodrigo Olivares — Venezuela Subsidiary Manager

January, 1994

U.S. CHANNELS ORGANIZATION



9/24/93

BUSORG.WK3
02-17-94 Rev 24
S.Reuther

BUSINESS PROFILE ORGANIZATION CHART
OPERATIONS/FUNCTIONS & 4 BUSINESS UNITS

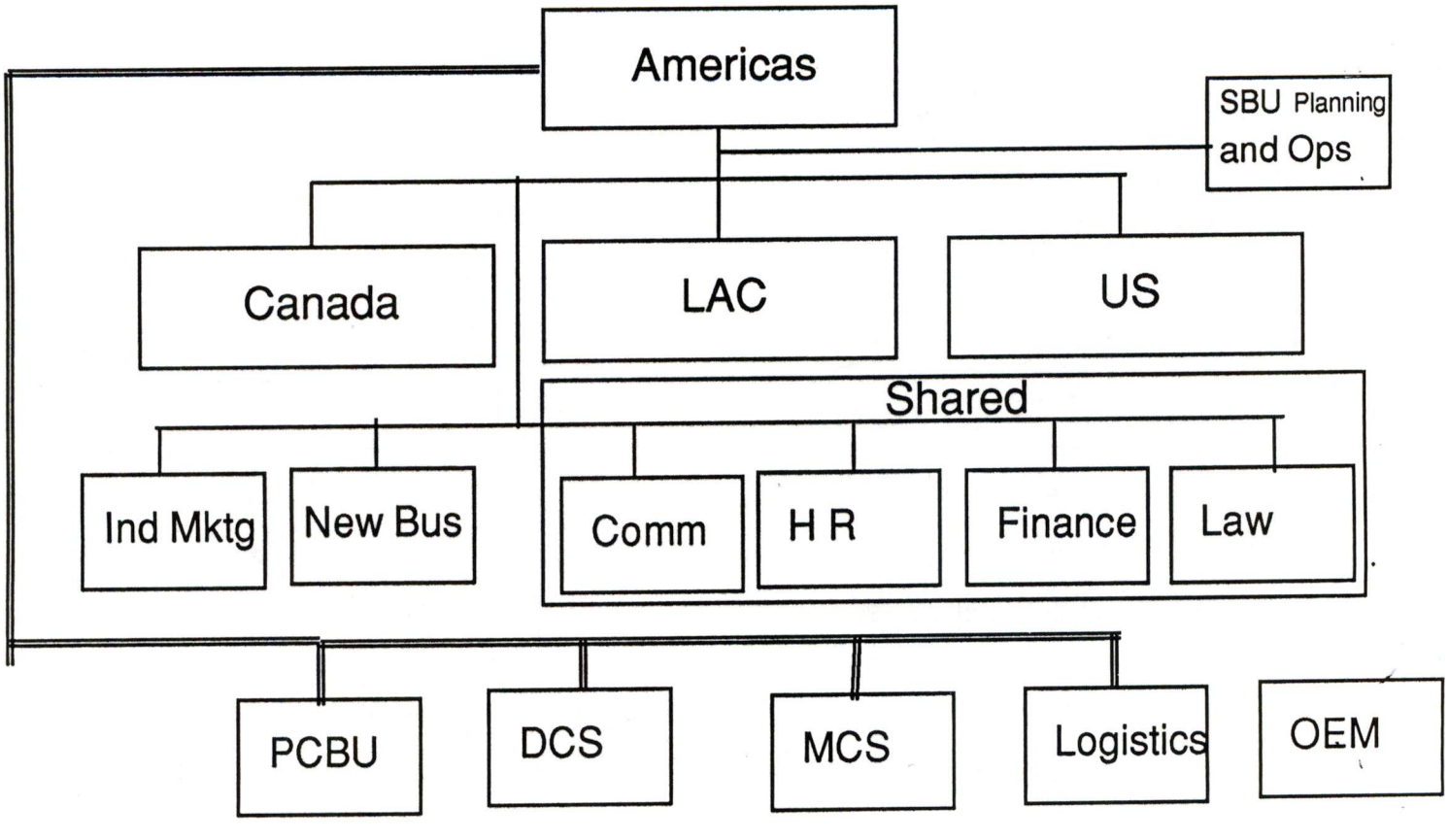
ROBERT PALMER*
PRESIDENT & CEO
- Judy Wilcox (Office of the Pres.)

A.STADECKER* Exec.Ops.	G.BREBACH* Digital Cons.	E.LUCENTE* WW Sls & Mktg	D.FARRAHAR* Human Resources	W.HINDLE* Off. of Ethc & Bus. Prac.	T.SIEKMAN* Gnrl Counsel	B.STEUL* CFO	B.STRECKER* Eng'g	E.MCDONOUGH* Mfg'g & Logistics	L.QUINN* Corp. Strategy & Alliance Grp
Braley	Aitken	~~Ancona*~~	Corsi	Aramati	Armistead	Hammond	Caldwell	Anderson	Berg-Sonne
Chardon	Bergevine	Armistead	Glanz	Buckley J.	Bernstein	Jacobs	Christensen	Bedard	Buffo
Greenfield	Bohlin	Choonavala*	Glover	Humphrey	Brennan	McEachin	Conklin	Breeden	de Butts
F.Johnson	Caputo	Craig	Greenfield	Jones	Cefalo	Mullarkey*	Demmer	Brennan	Frigand
	Carabetta	Damiani*	Howard	Strang	Decoteau		Enright	Jennings	Hornbach
	Collora	Enright	Jones		Grilk		Fuller	Kooyoomjian	Jordan
	Gaines	Ganio	Loporto		Holbein		Giordano	Krakauer	Keith
	~~Giacoletto~~	Gullotti*	Moellhoff		Hopland		Keillor	Maudlin	Kotok
	Hickson	Holleran	O'Connor		Mann		Koteff	McCluney	Schott
	Linting	~~Klein*~~	Sackman		Regan		Patel	O'Leary	Schriefer
	Loveland	~~Kozlowski*~~	Vanderpot		Shaughnessy		~~Roberson~~	Wong	
	~~Mayer~~	Lipcon					Spratt P.		
	McCauley	McCabe*					Supnik		
	McNulty*	Mulkey					Walker		
	O'Brien	Ryan*							
	Scarborough	Shih							
	Sharma	~~Smith P.~~							
	Srikanth	Walker							
	~~Thatte~~	Wallace							
	Welsh								

* SLT MEMBER

L.CABRINETY* Components & Peripherals	C.CHRIST* Storage	E.PESATORI* P.C.'s	J.RANDO* MCS
Albano	Atter	Auer	Ayres
Anderson	Bloom	Barton	Butler
Armitage	Clark	Copperman	Creed
Brown	Diaz	Dickhut	Grilk
Cannizzaro	Flanagan	Fishburn	Herbener
Fitzgerald	Kovach	Fortunato	Kelly
Kotulak	Lary	Grilk	Mercury
Maloney	Lowe	Gustin	Messora
McQuade	Parikh	Hamel	O'Donnell
Rogers	Rennick	Krakauer	Paget
Sullivan	Stucchi	McCarthy	Pietrowski
Sweeney	Zia		Records
Uva			Snyder
Willis			Wallace J.

Americas Organization



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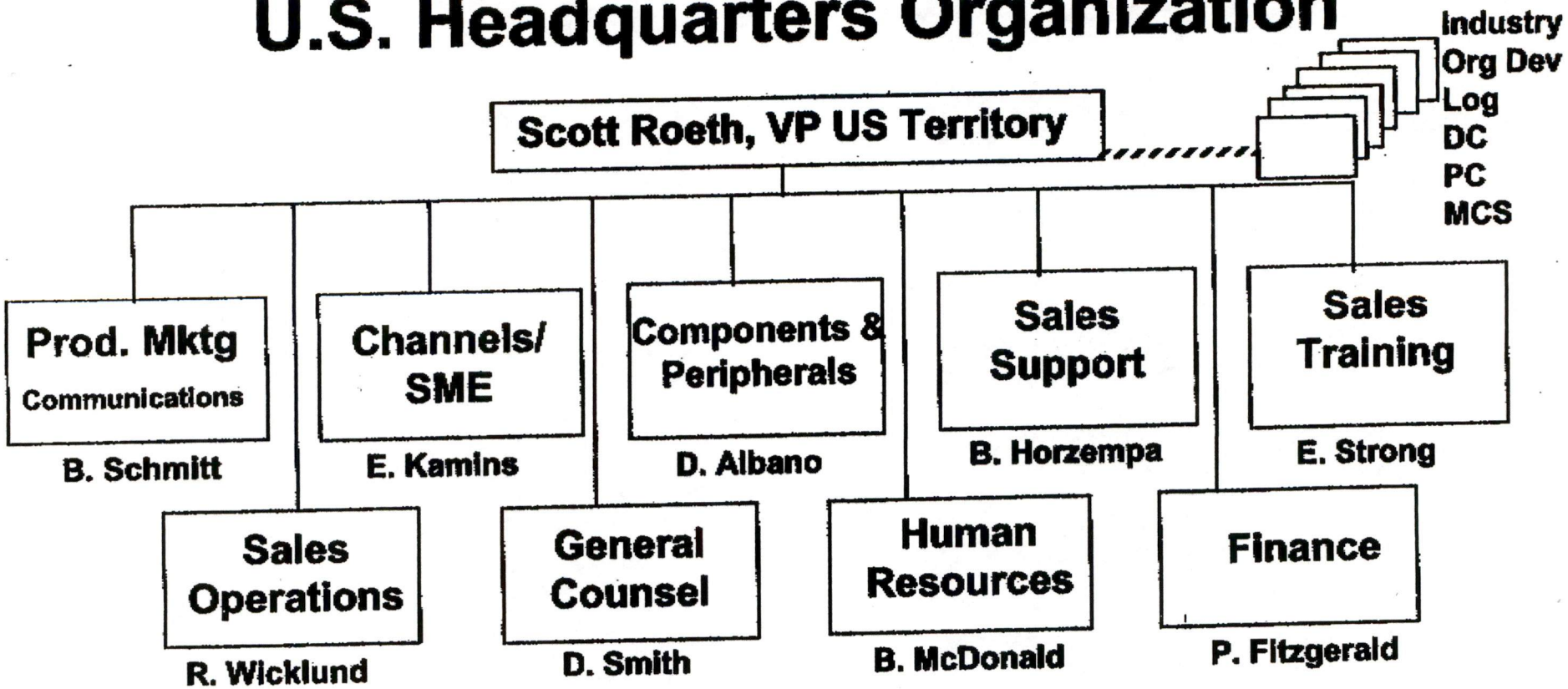
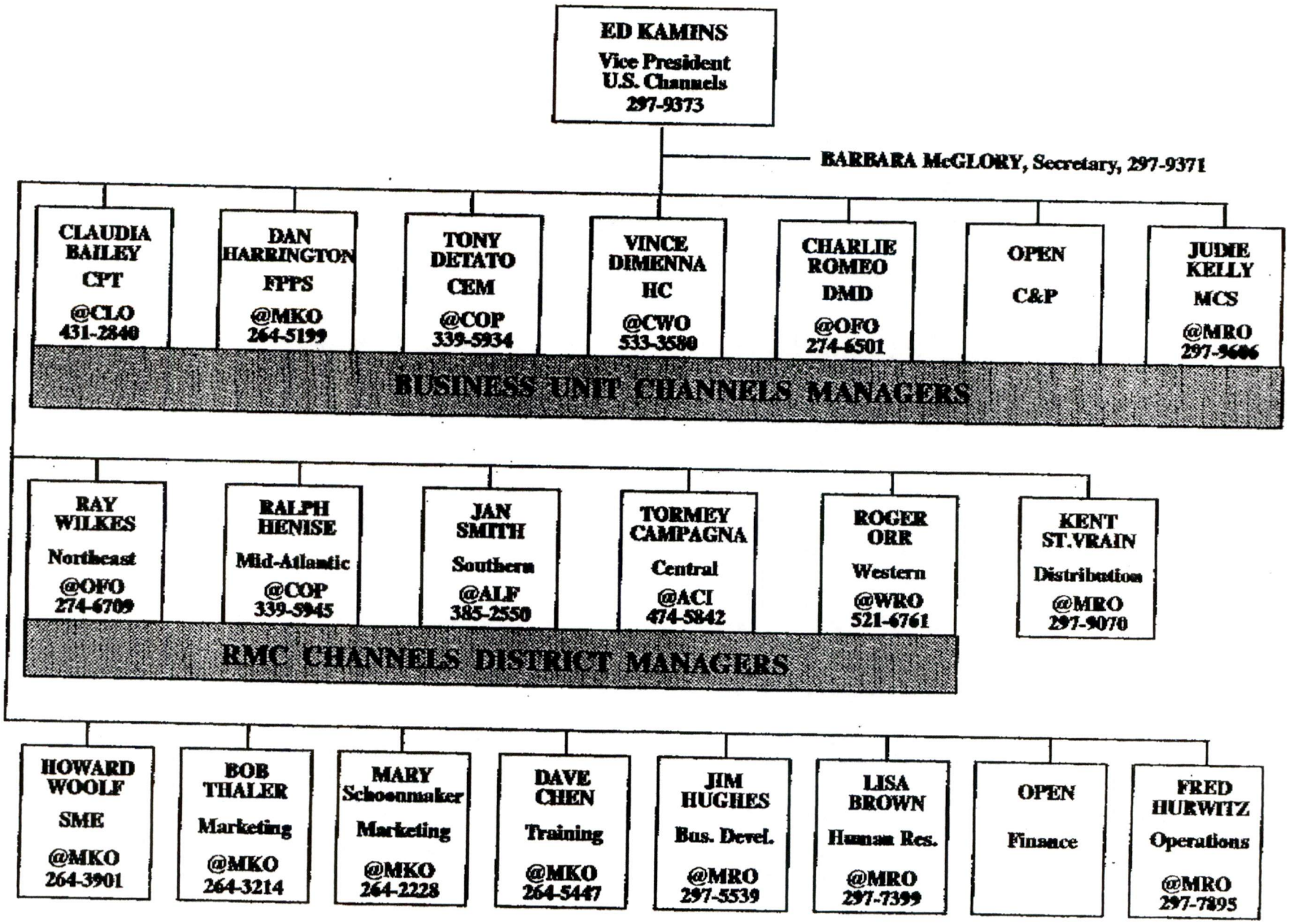
U.S. Territory

U.S. Headquarters Organization



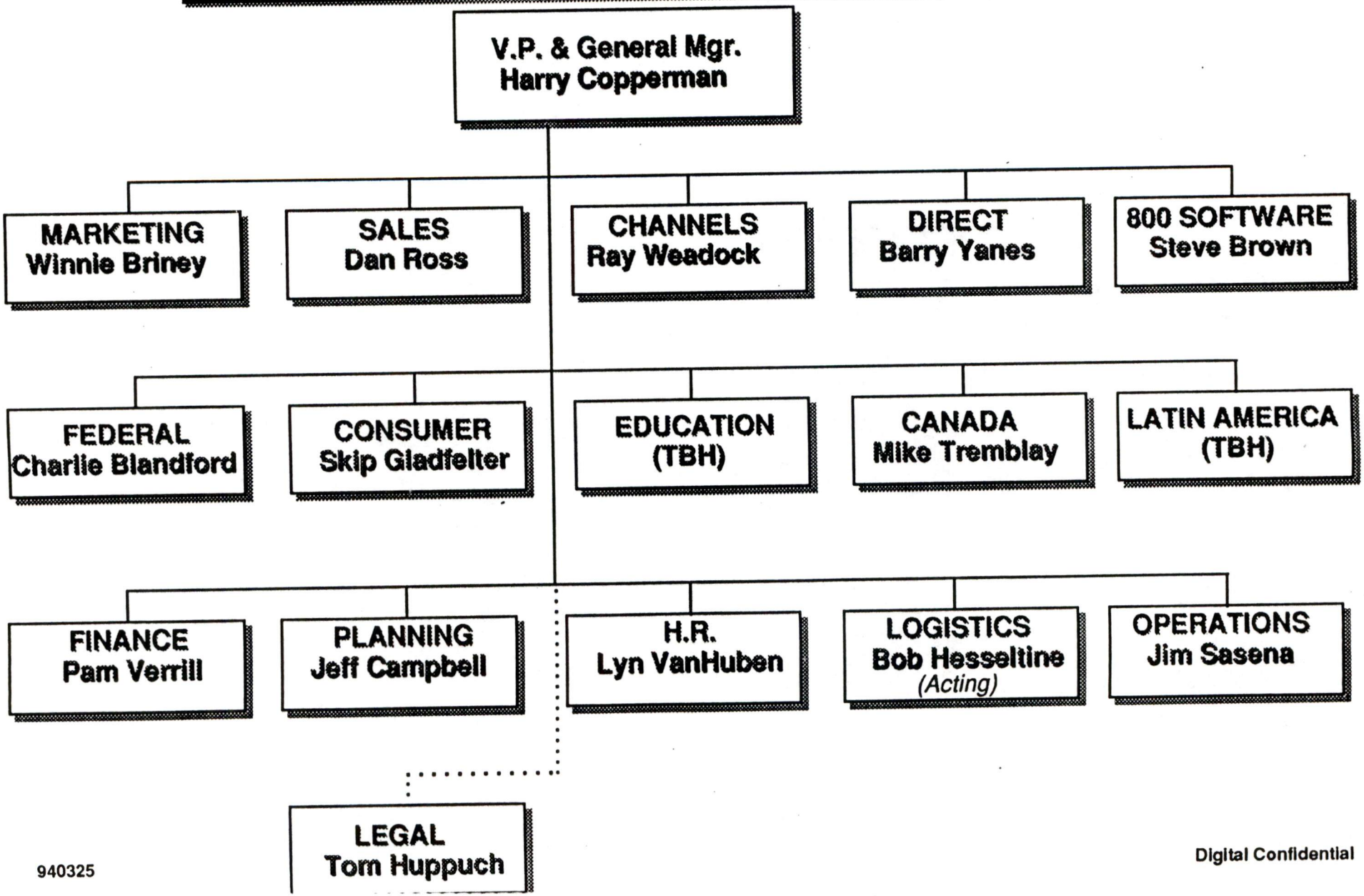
U.S. CHANNELS ORGANIZATION



9/24/93

digital™
PC
Beyond the box.

Americas



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US AREA FINANCE & OPERATIONS

AKF:mgo
31-Aug-1993

VP US FIN & OPS
Dave Spratt
297-5750 (508) 467-5750
@MRO3-1/G18 - Marlboro

EXECUTIVE ADMINISTRATOR
Linda Redden
297-5751 (508) 467-5751
@MRO3-1/G18 - Marlboro

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HR Support -
Lisa Brown
DTN: 297-7399
@MRO3-1/J19
Marlboro

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@WRO3-3/R6 - Santa Clara

CENTRAL - Joan Gray
DTN: 297-2244
@MRO4-2/C18

SOUTHERN - Harold Hansen
DTN: 544-3123
@SCA - Dallas

MID-ATLANTIC - Doug Havas
DTN: 339-5866
@COP - Landover

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Sue Foley
DTN: 297-4344
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Workforce Planning -Marlboro
Dave LaValley
DTN: 297-2273
@MRO

Operations -
Joe Nadler
DTN: 297-9614
@MRO3-3/5E

Sales/Marketing/Channels -
Bill VanAtten
DTN: 297-4218
@MRO3-1/L17

Digital Consulting
Terri Steingrebe
DTN: 264-3293
@MKO1-2/E9

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US Financial, Professional and Public Services
Bud Flynn
DTN: 297-9924
@MRO3-1/J19

US Discrete Manufacturing and Defense - Burlington
Ken Smith
DTN: 274-6239
@OFO1-3 - Burlington

US Health Industries - Marlboro
John Beisheim
DTN: 297-7218
@MRO3-3/J19

US Consumer and Process Manufacturing - Chicago
Jan McCarthy
DTN: 442-2010
@MPO - Minneapolis

US Communications, Education and Entertainment - Landover
Marty Scarpati @COP
DTN: 339-5864

PBU SUPPORT

MCS
Harry Molloy
DTN: 297-7405
@MRO3-1/E9

STORAGE -
Open

COMPONENTS AND PERIPHERALS -
Open

PC's -
Pam Verrill
DTN: 276-8755
@OGO1-2/R6
Stow

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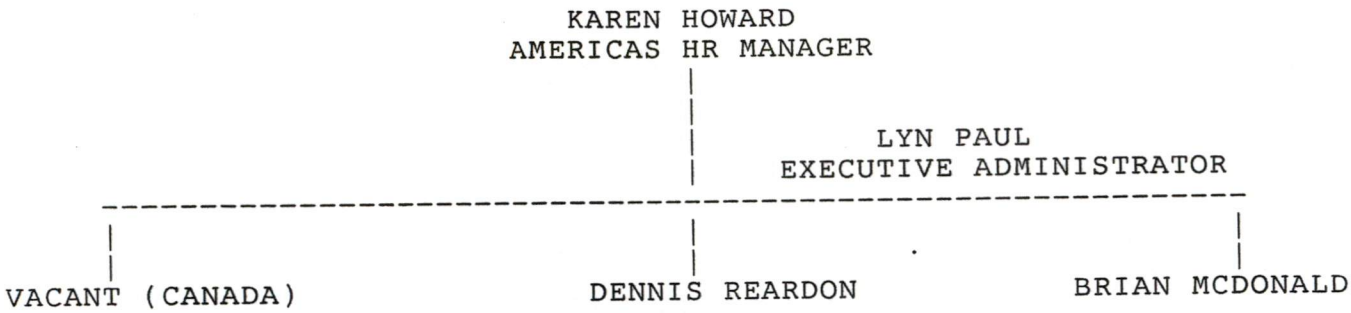
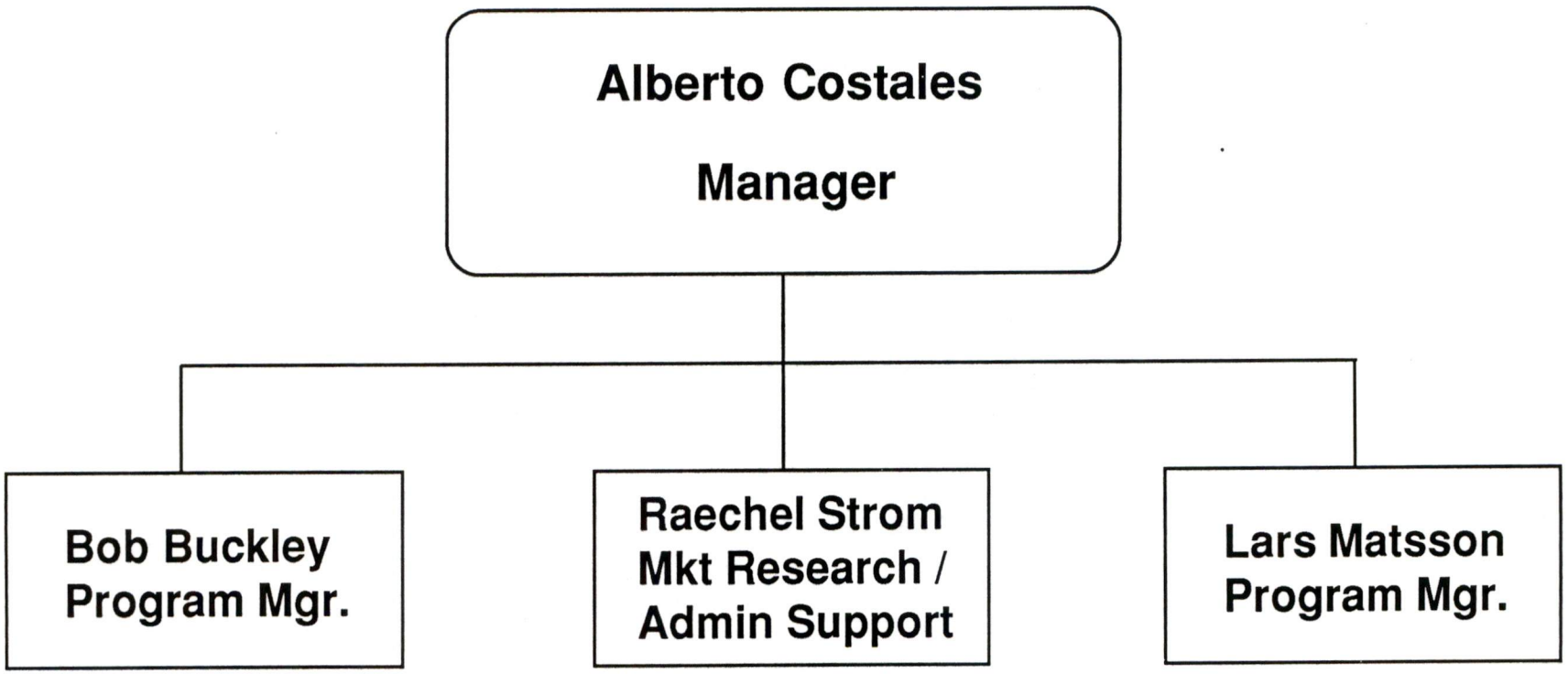
Digital Confidential

AMERICAS HR ORGANIZATION



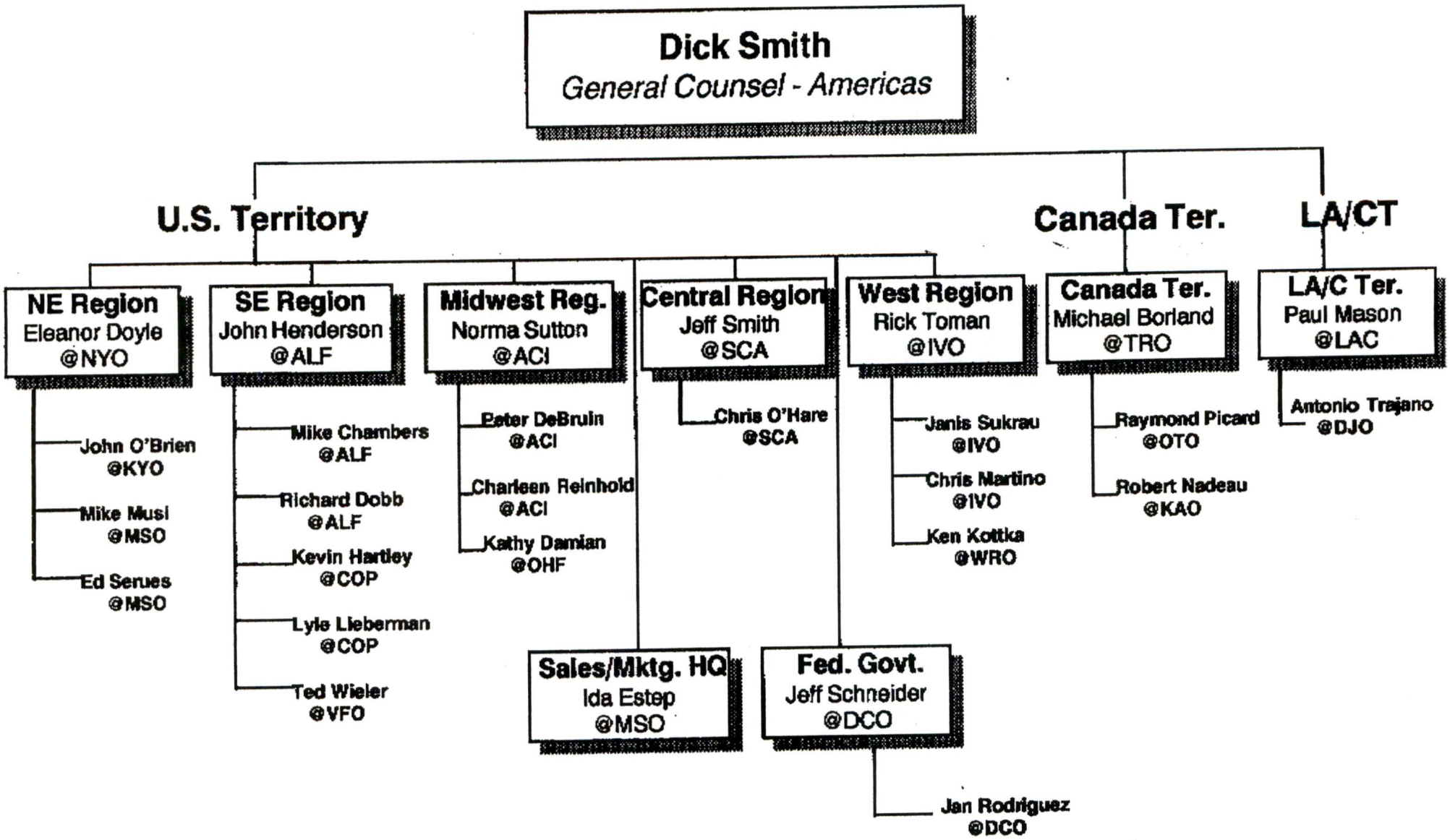
Americas Business Development
&
NAFTA Expertise



March 1994

3/30/94

AMERICAS LAW ORGANIZATION



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For Internal Use Only

Printed by ANDREA WILKINS @MKO

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

Doc. No: 007089
Date: 30-Mar-1994 02:14pm EST
From: ROBERT NEALON @BXC
NEALON.ROBERT AT A1 at ISLNDS
Dept:
Tel No: 508-635-7768

TO: ANDREA WILKINS @MKO (WILKINS AT A1 at SOLVIT at MKO)

Subject: RE: ORG CHARTS

Andrea, sorry we are so late. I was waiting for an updated version; however, I have been informed that it won't be available until or after April 8th! So, I give you what I have as of today.

Jan

Bob Nealon, Americas Logistics Manager
Jan Dietl, Executive Administrator
Maurice Tavares, Canada Logistics
Ron Hatfield, Latin America/Caribbean Logistics
Dave Beresford, U.S. Customer Administration
Marvin Collins, U.S. Fulfillment & Delivery
Edmundo Martinez, Americas Integration Program
Joy Thompson, Planning & Processes
Cindy Micavich, Information Management & Technology
Joan Stone, Human Resources Management
Frank Rameaka, Finance

FY94 Americas Multivendor Customer Services Team

Business Management

John Paget, VP, Americas
Multivendor Customer Services

Robin Stevens
Executive Administrative Support

Bob Good
Operations/Planning Manager

Bob Good (Acting)
Multivendor Hardware Services
Segment Manager

Matt Kochan
Software Product Services
Segment Manager

Tony Farkas
Systems Support Services
Segment Manager

Customer Engagement

Frank Branca, VP, US
Service Delivery Operations

Glenn Boston
Latin America/Carribean

Ray Strathdee, Canada

Len Bizzarro, Marketing Manager

Dawn Gilbert , Sales Manager

Marvin Collins, Logistics

Dick Sellers, Service Delivery

Ray Klaar, Supplier Network Mgr.

Patricia Larson, Quality

Leadership Team Support

Bud Lawrence
Administration Manager

Harry Molloy
Finance Manager

Joe Patrnchak
Human Resources

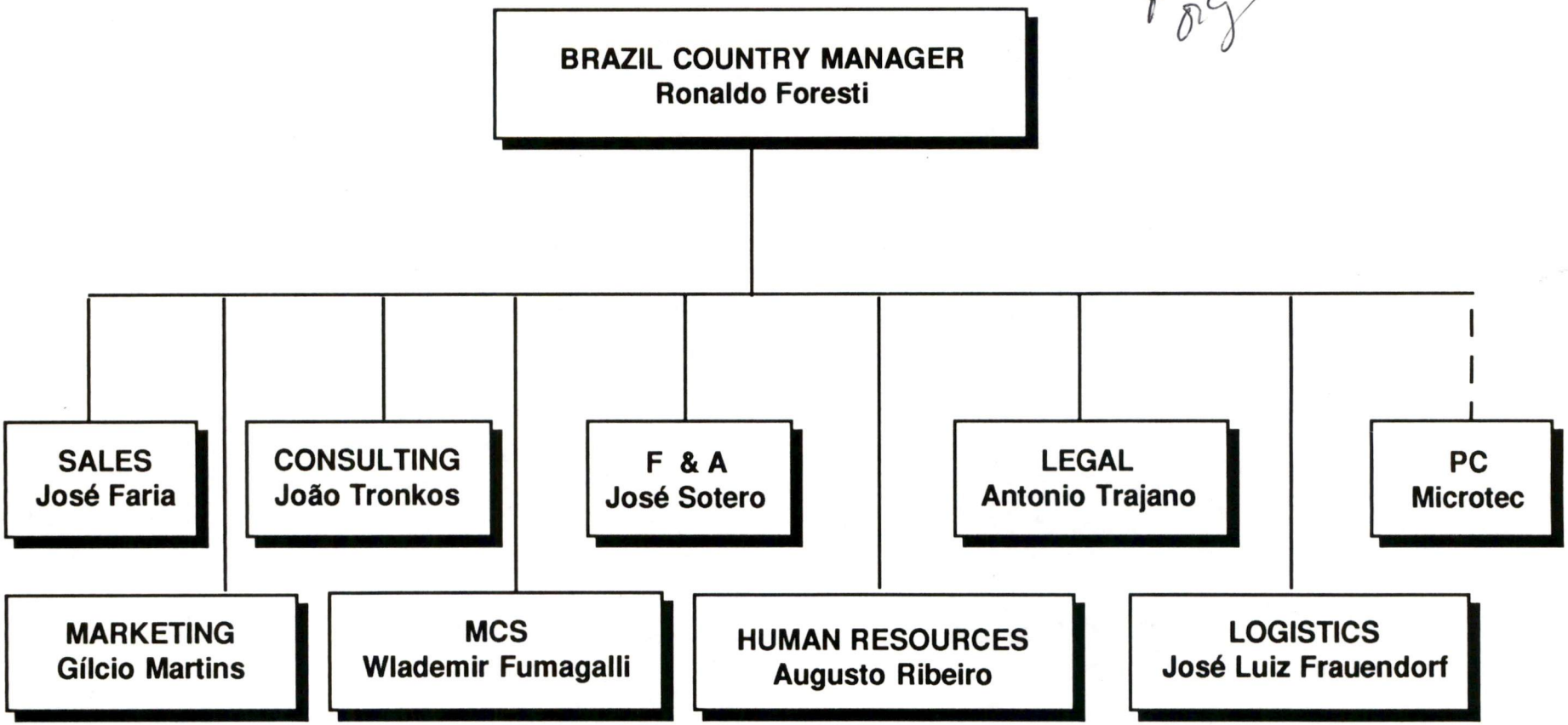
Bob Perry, Legal

3/24/94

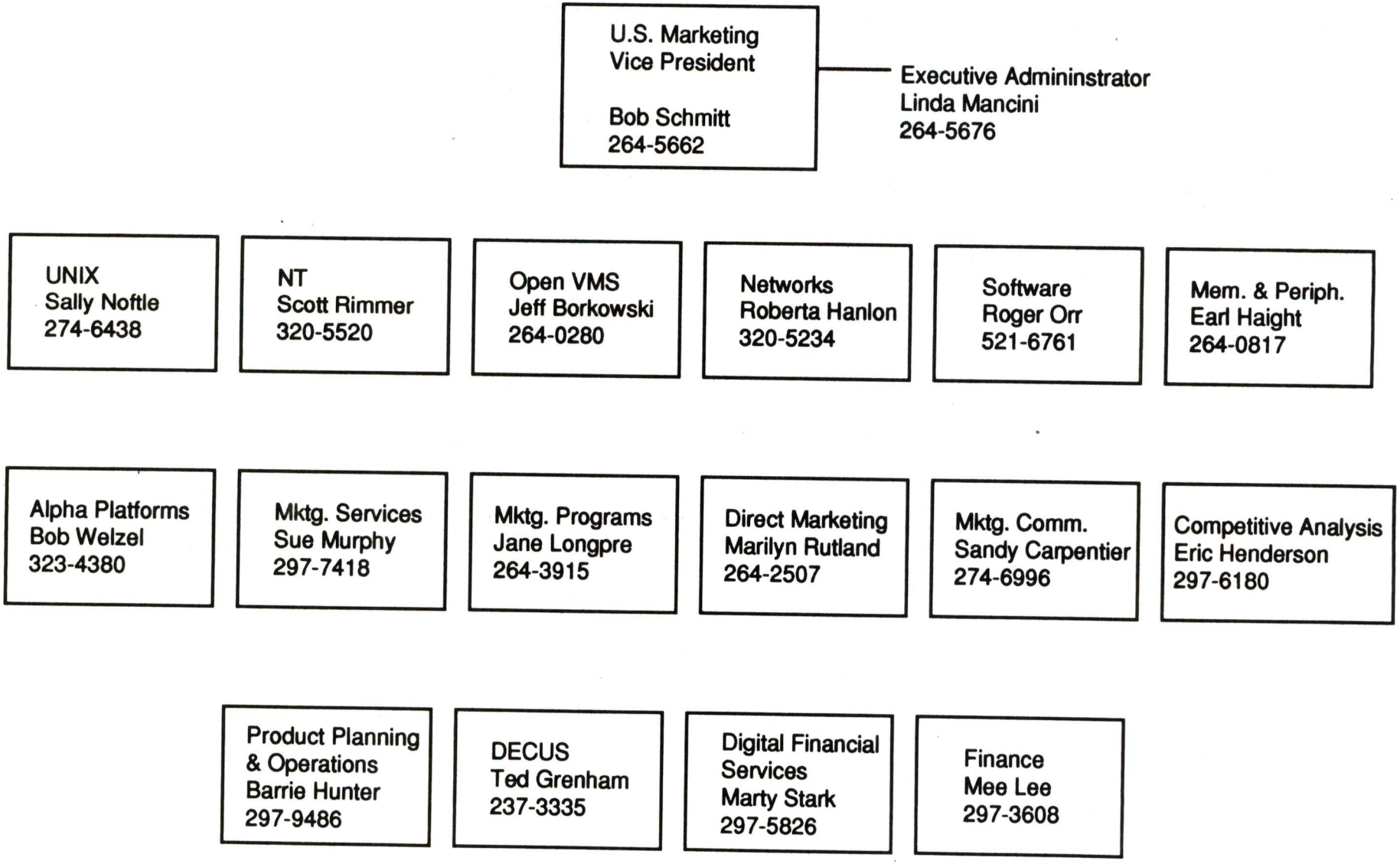
03-24-94 02:49 PM FROM US DIGITAL SERVICES P002

digital™

full org



U.S. Product Marketing Organization



Regional Marketing Organization

	Northeast	***Southeast***	***Central***	***Midwest***	***Western***
Regional Vice President	Tom Colatosti @OFO 274-6584 352-2271	Al Hall @COP 339-5831 Linzey	Mike Howard @SCA 483-4040 Gay	Roger Rose @ACI 474-5100 Virginia	Rita Foley @WRO 521-4198 Kathy
Director of Marketing	Kathy Power @BXO 224-1695 Theresa	Robert Cartwright @COP 339-5868 Andrea	Steve Johnson @SCA 483-4371 Lonna	Dave Salmi @ACI 474-2633 Bernadine	John E O'Leary @COP 339-5264 Rhonda
Prod. & Ind. Marketing Mgr.	Ken Souza @OFO 274-6496	Bob Bruchey @COP 339-5564 Mimi	Jeff Hall @TMO 357-6631	Mark Stasik @ACI 474-5107	Charlotte Conley @WRO 521-4284
Marketing Comm.	Al Hayes @RCH 320-5262	Barbara Rivera @CHO 336-2071	Belinda Hernandez @SCA 483-4201	Rob Scanlon @CLO 431-2725	John J O'Leary @SEO 545-4201
SME	John Harvey @LIO 331-2287	Robin Sloan @COP 339-7756	Merry Gnaegy @STO 445-6247	David Harper @ACI 474-2608	Mike Jaeckel @CWO 533-3109

	UNIX/NT	***Open VMS***	***Networks***	***Software***	***Memory & Peripherals***
Corporate	Willy Shih @MLO 223-1292 Sam	Jesse Lipcon @LJO 226-2767 Connie	Larry Walker @LKG 226-7871 Judy	Bud Enright @MLO 223-3982 Gail	Frank McCabe @MLO 223-4597 Angela
U.S.	UNIX: Sally Noftle @OFO 274-6438 Diane NT: Scott Rimmer @RCH 320-5520 Debbie	Jeff Borkowski @MKO 264-0280	Roberta Hanlon @RCH 320-5234 Patty	Roger Orr @WRO 521-6761	Earl Haight @MKO 264-0817 Terry
Northeast					
Southeast					
Central					
Midwest					
Western					

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

at AKO

Date: 13-Sep-1990 10:27am EDT
From: JERRY MONTAGUE @AKO
MONTAGUE.JERRY AT AKOV12A1 at AKOMTS
Dept: GIA EIS
Tel No: 244-6513

TO: RUSS GULLOTTI @BTH

Subject: GOALS DISTRIBUTION

Andrea,

The following should receive copies of the FY91 Goals.

Glenn Boston @BTH
Jim Hogan @AKO 1-2|E7
K. Srikanth @AKO 1-2|D12
John Kiladis @AKO 1-2|D12
Don Carkeek @AKO 1-2|G16
Frank Heim @AKO 1-1|C14
Gen Narui @AKO

Thanks,
Cheryl

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

OGO

Date: 12-Sep-1990 02:01pm EDT
From: JACKIE SPRATT
SPRATT.JACKIE AT A1 at BUFFER at
Dept: CORP. EIS BUSINESS MANAGEMENT
Tel No: 276-8648

TO: ANDREA WILKINS @BTH

Subject: EIS GOALS

Andrea,

David would like the following to receive copies of his FY91 Goals:

Steve Briggs	OGO1-2/X08
Jacques Gallet	OGO1-2/X08
John Hogan	OGO1-2/V08
Larry Deblois	OGO1-2/W11

Thank you,

Jackie

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

Date: 12-Sep-1990 03:28pm EDT
From: KAREN CARUSO
CARUSO.KAREN AT A1 at BUFFER at OGO
Dept: EIS/MTT
Tel No: 276-9783

TO: ANDREA WILKINS @BTH

Subject: Goals - direct reports

Andrea,

The following direct reports to Dan Thattte should receive a copy of the updated goals:

Russ Tahmoush	OGO1-2/W11
Bob Hickcox	OGO1-2/W11
Ross Kelly	OGO1-2/W11

Thanks,

Karen

16

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

BUO

Date: 12-Sep-1990 10:00am EDT
From: PAT CATALDO
CATALDO.PAT AT A1 at CECV03 at
Dept: ED SERVICES ADMIN
Tel No: 249-4200

TO: ANDREA WILKINS @BTH
TO: RUSS GULLOTTI @BTH

Subject: DIRECT REPORTS FOR DISTRIBUTION OF GOALS

Hermann Binder	GEO
Dave Berry	OGO1-2/M08
Gen Narui	AKO1-2/F8
Drew Boyd	CTS
Barbara Burns	PK03-1/B11
Tim Walsh	OGO1-1/E13
Roger Blomgren	BUO/E02
Paul Ciardullo	BUO/E20
Don Elias	BUO/E17
Susan George	OGO1-2/R7
Jim Malanson	BUO/E17
John McLean	BUO/E20
Mel Pierce	BUO/E84
Dennis Pearce	BUO/E20
Charles Tharp	BUO/E20
Joluut Vanderhooft	BUO/E73

6

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

Date: 12-Sep-1990 09:40am EDT
From: DON HUNT @MLO
HUNT.DON AT A1 at MEMIT1 at ML

O

Dept: CORP MFG/CUST INT
Tel No: 223-2859

TO: RUSS GULLOTTI @BTH (GULLOTTI AT A1 AT WOODRO AT MKO)

Subject: RE: UPDATED GOALS - SEE ATTACHED

Andrea,

If you REALLY mean what you say, then you will have to print without our updated goals. We have a day-long revision session scheduled for tomorrow and will probably be incorporating changes on Friday.

Here is a list of my reports who should receive a copy of the total package:

Walter Bonin
MLO1-4/P14

Charles Bradshaw
UPO2-4

Ron Chestna
MLO1-4/P14

Bud Dill
MKO2-1/A09

Ken Kanady
AET1-1/3

Dave Weliver
AET1-1/3

Thanks, Don

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

Date: 12-Sep-1990 10:35am EDT
From: KEILLOR
KEILLOR@CSS@MRGATE@GRANIT@MKO
Dept:
Tel No:

TO: GULLOTTI@A1@WOODRO

Subject: RE: UPDATED GOALS - SEE ATTACHED

Please send a copy of the Goals to:

Fritz Aumann	MKO1-2/E9
Glenn Boston	BTH
Len Costa	BTH
John Florentine	MKO1-2/G8
Mike King	BTH
Herman Oggel	GEO
Dave Popp	BTH
Pat Rosa	OPA
Jim Sandison	BTH
Terry Startsman	OPA

Andrea, I really don't mind forwarding these myself if I have the copies.

Barb

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

Date: 22-Aug-1990 04:01pm EDT
From: Jacqueline Watkins @MRO
WATKINS.JACQUELINE AT A1 AT GREC

O AT MRO

Dept:
Tel No: DTN: 297-3865

TO: RUSS GULLOTTI @BTH

CC: ANDREA WILKINS @BTH

Subject: EIS Regional, DCC & District Managers

12

US EIS/PSS DISTRICTS

MANAGER GEOGRAPHY/DCC	DISTRICT	EIS DISTRICT MANAGER	PHONE	LOCATION
			274-6304	**OFO**
JON CAPUTO				
Eastern States	NY Financial	Bill Brucella	352-2566	NYO
	Boston	Ted McKie	224-1630	BXO
	Connecticut	Bill King	320-5201	RCH
	Eastern MA	Cathy Cambal-Hayward	221-5805	WAO
	New England	Richard McCarthy (acting)	274-6285	MHO
	Upstate NY	Al Haug	252-7017	RCO
	NJ-Central	Tony Comito	323-4314	KYO
	NJ-Piscataway	Don Armagnac	323-4615	KYO
	New York	James Halpin	352-2353	NYO
			352-2818	**NYO**
BOB RUSSELL				
Financial DCC	NY Financial	Jim Rizzolo	212-856-2640	NYO
	NY Suburban	Mike DelVecchio	347-5019	WHO
			385-2043	**ALF**
LYNN BUSING				
Southern States	MARVA	George Topping	341-2031	DCO
	Pennsylvania	Ron Cardamone	337-4380	PHO
	Philadelphia	Bob Stuono	336-2043	CHO
	Carolinas	Sarah Biggs	367-5501	CEO
	Florida	Bill Wilde (acting)	357-6701	TMO
	Mid-South	David Vest	356-6703	MMO
	Southeast	Linda Johnson	326-5214	ATO
			385-2470	**ALF**
AL PINK				
Process DCC	Allegheny	Eric Johnson	422-7280	PTO
	DuPont	Michael Indovina	338-5520	DWO
			425-3320	**MEL**
RUTH GAINES				
Telecom DCC	MCI	Bob Griffin	439-5459	VFO
			297-6212	**MRO**
MEL RAY				
Cross-Ind DCC	N/A			
			483-4050	**SCA**
CHARLES PAYNE				
Central States	Chicago Basic	Brendan Coyle (acting)	474-5441	ACI
	Chicago Services	Brendan Coyle (acting)	474-5441	ACI
	North Central	Al Short	442-2011	MPO
	East Ohio	Sam Praul	431-2768	CLO
	Ohio Valley	Jim Maples	432-7737	CYO
	Mid-America	Mary Pajot	TBA	STO
	Great Plains	Tom Davis	452-3402	KCO
	N Texas/Oklahoma	Betty McGougan	486-6050	DLO
	South Texas	Jim Rather	441-3523	HSO

BOB BURKE			**471-5551**	**OHF**
Discrete DCC	Automotive	Mark Mitra	471-5187	FHO
	Great Lakes	Sherrie Konkus	471-5142	FHO
GEOGRAPHY/DCC	DISTRICT	EIS DISTRICT MANAGER	PHONE	LOCATION
GERRY BRYANT			**535-4371**	**IVO**
Western States	Northwest	Bob Schuetz	714-261-4429	IVO
	San Francisco	Bob Pankonin	521-3451	WRO
	Santa Clara	Matt Williams (acting)	521-4196	WRO
	Southern CA	Joe Belbruno	531-4253	LAO
	Southwest	Joe Peters	602-894-4771	TFO
	LA Commercial	Ladd Bodem	535-4142	IVO
	Oregon/Intrmntn	Dan Fowler	545-4009	SLO
MALCOLM JONES			**521-3154**	**WRO**
West Disc DCC	Boeing	Len Hoch		SEO
ALAN CROLL			**425-3200**	**MEL**
Government	Civilian Agencies	Darnell Spencer	301-306-2002	DCO
	Defense	Jim Popa	341-2787	DCO
	Primes	Jim Popa	341-2787	DCO
	Rocky Mountain	Ed Daihl	553-4563	DVO
	Southern	Bill Byrd	385-2264	ALF
	LA/South CA	Joe Belbruno (acting)	533-7635	CWO
	Santa Clara	Kim Hitchcock	521-4563	WRO
DANA LAJOIE			**264-4631**	**MKO**
Government DCC				

DIRECT REPORTS TO THE VICE PRESIDENT, U.S. EIS

NAME	DTN	FROM OUTSIDE	HOME
[redacted]	264-3274	603-884-3274	603-673-8669
Blomgren, Roger	249-4213	617-276-4213	508-256-9974
Bryant, Gerry	535-4390	714-261-4390	714-633-3805
Burke, Bob	471-5551	313-347-5551	313-349-2435
Busing, Lynn	385-2043	404-772-2043	404-447-1112
Caputo, Jon	274-6304	617-273-6304	508-443-3488
Croll, Alan	379-6753	301-306-6753	301-330-3453
Gaines, Bernie	297-3774	508-467-3774	617-527-5499
Gaines, Ruth	425-3320	301-731-3320	301-983-8504
Gillogly, Pat	272-7201	508-250-7201	508-435-9132 or 508-477-6982
Jones, Malcolm	521-3154	408-496-3154	408-741-1889
Kissane, Jim	297-3740	508-467-3740	508-529-3962
Kistler, Dave	297-4113	508-467-4113	508-537-9286
Lajoie, Dana	264-4493	603-884-4493	603-882-8864
Logan, Bob	297-3706	508-467-3706	508-692-3681
Morin, Paul	297-3772	508-467-3772	508-393-6650
O'Donnell, John	297-3719	508-467-3719	508-456-6983
Patrnchak, Joe	297-3714	508-467-3714	617-266-9480
Payne, Charles	483-4050	214-702-4050	817-455-2866
Pickle, Chuck	535-4023	714-261-4023	714-675-5880 or 714-723-4005
Pink, Al	385-2470	404-772-2470	404-992-6818
Ray, Mel	297-6212	508-467-6212	703-250-8479 or
(Mon.&Fri)	425-3200	301-731-3200	508-366-0202 Qual.Inn
Russell, Bob	352-2818	212-856-2818	203-245-9280
Salmi, Dave	297-3830	508-467-3830	508-692-0144
Scarpati, Marty	297-3728	508-467-3728	508-692-3285
Sullivan, Judy	297-3701	508-467-3701	508-562-9428

EIS MARKETING PHONE DIRECTORY

(DICK'S DIRECT REPORTS):

all @ 0601-2/V08

Name		Support	
Vince Chickillo			
ALUSIC, Valdeane	276-9689	Lil	276-8517
BERGEVINE, Deb	276-9566	Joan	276-9248
~~BRIGGS, Steve~~	~~276-8090~~	Lil	276-8517
BYRD, Paul	276-8510	Gail	276-8496
CALANDRELLA, Dick	276-8626	Gail	276-8496
DISHMAN, Bruce	276-8724	Lil	276-8517
FLEISCHMANN, Tom	276-9987	Gail	276-8496
~~GALLET, Jacques~~	~~276-8011~~	Gail	276-8496
HOWELL, Bob	276-8542	Lil	276-8517
Joe Santini			

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

Date: 30-Aug-1990 09:13am EDT
From: RUSS GULLOTTI @BTH
GULLOTTI AT A1 at WOODRO at K

O

Dept: EIS ADMIN.
Tel No: 264-6209

TO: See Below

Subject: EIS GOALS

As was discussed at the quarterly, the final EIS goals need to be sent out on September 14th, which means I will need them no later than the 12th.

Also, if you want your direct reports to receive a copy, please send me their names and mail stops and they will be distributed to them directly from this office.

Thank you

Andrea

Yes or no?

Distribution:

TO: DICK SCARBOROUGH @BTH
TO: SERGIO GIACOLETTO @GEO
TO: PAT CATALDO @BUO
TO: DON HUNT @MLO
TO: DAN THATTE @OGO
TO: SHARON KEILLOR @BTH
TO: BILL FERRY @MRO
TO: JERRY MONTAGUE @AKO
TO: CAROL REID @BTH
TO: KAREN HOWARD @OGO
TO: DAVID CREED @OGO

ENTERPRISE INTEGRATION SERVICES

FY91 GOALS

FINAL

INTERNAL USE ONLY

CORPORATE EIS

FY91 GOALS

Russ Gullotti

FY91 Corporate EIS Goals
Russ Gullotti
August 7, 1990

ENTERPRISE INTEGRATION SERVICES

FY91 GOALS

VISION: Become the #1 World Class Systems Integrator

MISSION: EIS provides our customers, and the company itself, with the highest quality solutions--including Systems Integration, consulting, software, hardware, education, information services and third-party equipment--on a global basis. As the company's systems integrator, we combine these elements into systems tailored specifically customers. In doing so, EIS contributes to the revenue, profit and productive growth of Digital.

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
1 - Customer Satisfaction - Take the actions to insure that Digital is seen as the highest quality, most "customer aware" and most "customer satisfying" systems integrator in the industry. Our Professional Services will receive the highest marks for customer satisfaction of all our competitors.				
a) Propose a revised systems integration survey model based on customer interviews at key phases of the program.	Q2		Proposal submitted	
b) Train sales/program management on methods to present "one company" to our customers	Q1-Q4		Trng proposed and delivered	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
2 - Financial - EIS will make dramatic improvements in the profitability of our Systems Integration and Professional Services operations while insuring that all of the resources in our organization work to achieve Digital's overall financial goals.				
a) Meet Systems Integration profit goal of 6% for FY91 and 10% for FY92. NOR target is $1.4B for FY91.	Q1-Q4	Geo. Mgrs.	Qtrly report	
b) Professional Services				
1) Meet Professional Software Services goal of $642M NOR and 5.3% FCM	Q1-Q4	David Creed Geo. Mgrs.	Qtrly report	
2) Meet Computer Special Systems goal of $555M NOR and 35.6% FCM.	Q1-Q4	Sharon Keillor Geo. Mgrs.	Qtrly report	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
2 (con't)				
3) Meet Ed Services goal of $260M NOR and 23.8% FCM.	Q1-Q4	Pat Cataldo Geo. Mgrs.	Qtrly report	
c) Develop a Sales Strategy and Sales Training program for selling S.I. and Professional Services at a profit.	end Q4 FY91		Trng proposed and delivered	
d) Apply EIS resources to assist Digital in meeting its goal of $__B NOR and $__M PBT%.	Q1-Q4	EISMC	Qtrly report	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
3 - EIS Organization - Create a highly productive, well managed organization where our employees are empowered and have clear roles and responsibilities. EIS will be one organization comprised of multiple businesses. Skills use will be maximized for profit, customer satisfaction and the growth of our employees.				
a) Propose new business unit structure to improve productivity, skills development/ utilization, ease of doing business and role clarity.	Proposal Q1 Implementation Q2-Q4	EISMC	Proposal del. to Jack Smith. Implementation plans begins	
b) Improve productivity and lower costs by reducing corporate staff (excluding ES) from 850 personnel to 180 by moving resources to the geographies, attrition, etc.	Q1-Q4	EISMC	Hdcnt report	

	GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
3	(con't)				
	c) Create focused EIS strategies and plans with each Application Business Unit via the DCC teams and EIS Marketing.	Q1-Q4	ABU Geo. Mgrs. Bus. Mgrs. Dick Scarborough	Strategy plans exist	
	d) Reduce duplication and costs via creation of the Enterprise Integration Centers (EIC) which combine scarce CSS/PSS/SWAS-E resources to provide appropriate project expertise and to "pull through" project work to create platforms and products.	Q2	Sharon Keillor Geo. Mgrs.	EICs set up and running	

	GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
3	(con't)				
	e) Propose and implement a coherent, integrated investment process for all EIS engineering funds.	Q1	Dick Scarborough	Proposal made, accepted, implemented	
	f) Create an effective communication channel/ program to insure that EIS employees understand the organization's goals and directions.	Q2	Karen Howard	Plan agreed to and implemented	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
4 - Human Resources - We will invest heavily in the training and development of our human resources. We will create a positive, energizing environment for personal and professional growth.				
a) Propose revised rewards/recognition programs to accomodate and reinforce 1) full range of EIS responsibilities, 2) team play, 3) program success, 4) individual excellence.	Q1	Karen Howard Bill Ferry	Proposal accepted	

	GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
4	(con't)				
	b) Enhance our professional, technical and personal skills of our employees via the creation of our EIS University development model.	Q1-Q4	Pat Cataldo Karen Howard	Proposal accepted, Implementation underway	
	c) Aggressively drive the program management empowerment and development program to provide the needed skills and resources to the field.	Q1-Q4	Karen Howard Geo. Mgrs.	Consensus	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
5 - Methods, Tools, Training - Develop the methodologies; provide the necessary tools and insure the proper training exists to make Digital the #1 global systems integrator.				
a) Implement a program cost collection tool. Pilot all geographies.	Q3	Dan Thatte Carol Reid Geo. Mgrs.	Tool selected-Q1 Tool implemented-Q3	
b) Select common program management tools Implement per phase in plan	Q1	Dan Thatte Geo. Mgrs.	Tool selected-Q1 Tool implemented	
c) Launch case tools program	Q4 FY90	Dan Thatte Sharon Keillor David Creed	Program plans accepted, Implementation underway	
d) Create and implement business practice, operational and administrative policies/ procedures for Systems Integrationand Professional Services.		Dan Thatte EISMC	FMD written	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
6 - Business Unit Goals - Each EIS business unit will have clear strategies, a written and understood business plan, global business models and skills development plans. These plans will be well integrated into those of the ABUs, PBUs and geographies.				
a) Systems Integration 1) Implement the DSA program globally	Q1-Q4	Geo. Mgrs.	DSA agreements signed	
2) Continue Customer Services/EIS collaboration effort to improve productivity, lower costs and to present "one company" to our customers.		Dick Scarborough	Quarterly collaboration meeting results	
3) Propose a Systems Integration reseller strategy	Q1	Dick Scarborough Geo. Mgrs.	Strategy (Q1) approved	
4) Establish S.I. business practices control system	Q1-Q4	Dan Thatte Geo. Mgrs.	Plan approved and impl.	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
6 (con't)				
b) Professional Services				
1) Computer Special Systems				
- Complete the merger of CSS/SWAS-E into the Enterprise Integration Center structure	Q2	Sharon Keillor Geo. Mgrs.	Merger complete	
- Develop, distribute and educate the organization on the updated CSS business model to show value added engineering focus.	Q2	Sharon Keillor	Model complete	
- Further develop the pull through platforms/ products and assets models to insure maximum use and profit from these tools.	Q1-Q4	Sharon Keillor Dick Scarborough	Pull through platforms launched	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
6 (con't)				
2) Professional Software Services				
- Develop and implement a comprehensive bus. consulting services capability for Digital's customers.	Approved Proposal Q1 Implement Q1-Q4	David Creed	Plan approved	
- Develop and utilize complete financial/ operating models for the PSS business.	Q1-Q3	David Creed Carol Reid	Models approved and implemented Q1	
- Develop and implement effective discipline and control systems for the PSS business with key focus on projects.	Q2-Q4	David Creed Dan Thatte Geo. Mgrs.	Plan Milestones met	

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
3) Education Services				
- Integrate administrative functions across training businesses	Q1-Q4	Pat Cataldo Geo. Mgrs.	Integration complete and documented	
- Introduce new distance learning products which contribute to business growth as well as educate mass numbers of people	Q1	Pat Cataldo Dick Scarborough	Products launched	
- Prepare and develop training to drive additional growth over plan for Customer Training	Q1-Q4	Pat Cataldo	Exceed NOR plan	

U.S. EIS

FY91 GOALS

U. S. EIS

FY'91 Goals

July 31, 1990

Vice President

Managers Goals

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
A. Customer Satisfaction				
1. Enhance overall customer satisfaction by by improving quality of service delivery and response to customers.	PSS: 90% of Districts achieve 8.0.	* Bernie Gaines	Q4	
	CT: 90% of CT achieve 100%	* Roger Blomgren	Q4	
	CSS: achieve 8.0	* Fritz Aumann	Q4	
a. Implement Account Issue Management (AIM) process.	Process in operation.	* Jim Kissane	Q4	
b. Review Sales and EIS LOB survey processes, recommend changes as required.	Proposed and implemented.	* Jim Kissane EIS LOB Managers	Q3 Q4	
2. Propose a revised EIS Systems Integration Survey Model.	SI Surveys in operation.	* Bob Logan W/W SI Managers	Q3	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
B. Financial Performance				
1. Meet U.S. Financial goals.	Actuals	* USMC	Quarterly	
a. NOR $_____				
b. Profit $_____				
2. Meet U.S. SI Financial Goals for named Programs.	Actuals	* Bob Logan USMC:CMC USEISMT	Quarterly	
a. NOR $_____				
b. Profit $_____				
c. Profit 6% in FY'91 10% in FY'92				
3. Implement multi-year, profit improvement plans per EIS Business Unit.	Plan developed and approved.	* US LOB Managers W/W LOB Managers	Q2	

Manager's Goals : Bill Terry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
B. Financial Performance - (continued)				
4. Meet Professional Services Business Unit profit goals as follows:	Actuals	* US LOB Managers	Quarterly	
a. PSS: NOR $_____		* Bernie Gaines		
Profit $_____				
Profit %_____				
b. CSS: NOR $_____		* Fritz Aumann		
Profit $_____				
Profit %_____				
c. CT : NOR $_____		* Roger Blomgren		
Profit $_____				
Profit %_____				
5. Support development of "One" U.S. Plan at all levels of the U.S. organization.	One CERTS, NOR Margin plan at Regions and Districts	* USMC * Regional Managers District Teams	Q2	

Manager's Goals : Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
C. **EIS Organizational Development**				
1. Complete implementation of U.S. EIS organizational model and make the organization an effective operating entity.	EIS Sector plans completed and implemented.	* Carol Bayley * Alan Croll USEISMT	Q3 Q2 Q4	
	Network (ASN) completed.	* DCC Managers	Q1	
	HQ Synergy completed.	* USEISMC	Q2	
2. Ensure Region/District Managers have a common goal set with their counterparts, are operating to one plan with Sales acting as the team leader.	One CERTS, NOR, Margin plan at Region and Districts.	* USEISMT District Teams	Q2	
3. Ensure the EIS managers at the District, Region, and DCC's are empowered to achieve their overall EIS goals by establishing clear responsibility and authority to meet their objectives.	Goal Sheets completed for all EIS Managers.	* Jim Kissane Regional Managers DCC Managers	Q1	
4. Implement the EIS HQ Synergy Plan which includes integrating common support functions and ensuring cross-business unit collaboration whenever possible to reduce overhead.	New EIS Business Unit Plan implemented.	* EISMC	Q2	
	U.S. Plan implemented.	* USEISMC	Q3	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
C. **EIS Organizational Development** - (continued)				
5. Complete implementation of the DCC's and ensure their goals and objectives are in line with the ABU, accounts, and the SI business.	Application and technology resource plans approved.	* DCC Managers USEISMC Sector VPs John O'Donnell ABU Mgrs	Q2 Q3	
6. Complete alignment of the Engineering Integration Centers (EICs) with the DCC/ABU Application and Systems Integration platform goals.	Plan approved and implemented.	* Fritz Aumann DCC Managers ABU Managers	Q2	
7. Ensure EICs FY'91 investments and FY'92 planning processes, support ABU, SI, and Corporate EIS Business Unit goals.	Investment Process defined and implemented.	* Dick Scarborough Fritz Aumann W/W SI Managers ABU Managers	On-going	

Manager's Goal : Business Unit

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
D. Systems Integration Overlay Business Unit				
1. Establish SI as an overlay business unit and manage it as a business to its profit goal.	Business Plan Completed and approved.	* Bob Logan	Q1	
	Actuals vs. Plan	* Bob Logan USEISMT	Q4	
2. Review SI business plan at U.S. OPS Committee to gain support for actions required.	Plan reviewed and approved.	* Bob Logan U.S. OPS USEISMT	On-going	
3. Empower Program Managers. a. Certification Process b. Training Program	Plan proposed and implemented.	* Bob Logan W/W SI Managers DCC Managers	Q2	
4. Increase the number of program managers and improve the capabilities of existing program managers. Ensure Program Managers are responsible to Account Managers.	Plan proposed and funded.	* Bob Logan Marty Scarpati	Q2	

Manager's Guide: Berry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
D. Systems Integration Overlay Business Unit - (continued)				
5. Implement Methods, Tools and Training programs. a. Project Accounting system. b. Program Management tools. c. Escalation and approval processes.	Specific plans proposed and funded.	* W/W SI Managers * Corp. MTT Manager USEISMT	On-going	
6. Gain approval and implement SI Sales Model.	Plan approved by USMC	* Bob Logan * Chuck Pickle USEISMT	Q1	
7. Manage and expand the Digital Service Alliance Program.	Signed targeted agreements.	* Bob Logan DCC Managers	On-going	
8. Develop, gain approval, and implement SI plans for each of our targetted markets (account groupings or ABU's).	Plans proposed, communicated, and implemented.	* Bob Logan Bob Burke ASVPs ABU Managers	Q2 Q4	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
E. Human Resources				
1. Develop and implement an EIS (PSS,CSS,CT,SI) Human Resource Plan which includes:	Plans developed and approved.	* Joe Patmchak		
a. Workforce Plan		* Joe Patmchak	Q2	
b. Training Plan (EIS University)		* Roger Blomgren	Q2	
c. Employee Communications Plan.		* John O'Donnell	Q2	
d. A Management development plan.		* Roger Blomgren	Q2	
2. Propose and gain approval of revised, worldwide rewards, recognition and compensation programs for EIS.	Plan proposed and communicated.	* John Kiladis Gerry Bryant W/W H/R Joe Patmchak	Q2	
a. Emphasis on team performance based on the "One Plan" strategy and SI needs.				
b. Incorporate performance input from the team (Sales, CS).				
3. Achieve Affirmative Action goals.	Actuals	* Joe Patmchak USEISMT	Q4	
a. Develop specific plans to increase female representation at the Sr. EIS mgmt. level.	Plan developed and implemented.	* Joe Patmchak USEISMT	Q2 Q4	
4. Review U.S. EIS Organization structure, overhead, and management levels with Dave Grainger and Russ Gullotti.	Plan reviewed and approved.	* Dave Kistler Marty Scarpati	Q2	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
E. Human Resources - (continued)				
5. Support Cross-functional hiring at DM and UM levels.	Management succession plan developed and implemented.	* Joe Patrnchak	Q2 Q4	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
F. Professional Services Business Units				
1. Participate in and achieve the value pricing strategy for solutions.	Plan developed and implemented.	* EIS LOB Managers Sector VPs Bob Nealon	Q2	
2. PSS: Take action to make PSS services easier to sell and value priced.	Plan developed and implemented.	* Bernie Gaines David Creed USEISMT	On-going	
3. Improve productivity and profits by utilizing: a. Project Management methodology b. Project Management tools c. Reusable code d. Training	Plan developed and implemented.	* Bernie Gaines David Creed USEISMT	Q2 Q4	
4. CT: Integrate Customer Training selling activities at the account and district level and develop "custom" Customer Training capabilities in line with SI strategies.	Plan developed and implemented	* Roger Blomgren Pat Cataldo	On-going	

Managers Goals : Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
F. Professional Services Business Units - (continued)				
5. CSS: Integrate CSS selling strategy with account/ district sales plans with focus on "custom" business.	CS4s moved to Sales and trained in EIS LOBs.	* Fritz Aumann Regional Managers	Q2	
6. CSS: Develop a CSS Business Plan in support of SI business and direction of EICs.	Plan developed and implemented.	* Fritz Aumann Sharon Keillor	Q2	

Managers Goals : Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
G. Sales Support Goals				
1. Sponsor a Woods meeting to determine future directions.	Meeting held and plan developed.	* Jerry Paxton USMC:CMC Dave Salmi	Q2 Q3	
2. Complete Sales Support transition to Sales.	Transition completed.	* Jerry Paxton Dave Salmi	Q1	
3. Support a district and DCC Sales Support planning process that aligns Sales Support with PBU/ABU, accounts, and U.S. Sales plans.	Application and technology resource plan, developed and implemented.	* Jerry Paxton * DCC Managers USEISMT Sales VPs Dave Salmi	Q2 Q2	
4. Support career development of Sales Support resources.	PTP plans implemented.	* Regional Managers * DCC Managers Roger Blomgren	Q2	

GIA EIS

FY91 GOALS

Jerry Montague

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
I. CUSTOMER SATISFACTION - Take the actions to insure that Digital is seen as the highest quality, most "customer aware" and most "customer satisfying" systems integrator in the industry. Our Professional Services will receive the highest marks for customer satisfaction of all our competitors.				
a.) Assist (work with) Corporate on proposing a revised systems integration survey model based on customer interviews at key phases of the program, which will have quantifiable results across all Digital.	Proposal submitted by Corporate	Corp EIS	Q2	
b.) Train sales/program management on methods to present "one company" to our customers.	Training proposed and delivered	GIA Sales	Q1-Q4	
c.) Develop follow up process to measure results of "one company" training.	Process Developed	GIA Sales	Q4	
NOTE: Learn how to say "Yes" to our customers and to sales.				

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
II. FINANCIAL - EIS will make improvements in the profitability of our Systems Integration and Professional Services operations while insuring that all of the resources in our organization work to achieve Digital's overall financial goals.				
a.) Apply EIS resources to assist Digital in meeting its goal of $2.25B of NOR and 14.7M PBT%.	Quarterly Report	GIA EISMC	Q1-Q4	
b.) Meet Systems Integration profit goal of 24.6% for FY91 NOR Target is $282M for FY91.	Quarterly Report	GIA EISMC Sales	Q1-Q4	
c.) Professional Services				
1) Meet Professional Software Services goal of 141 M NOR and 17.5 % FCM.	Quarterly Report	GIA EISMC Sales	Q1-Q4	
2) Meet Computer Special Systems goal of $100.4 M NOR and 38.7 % FCM.	Quarterly Report	GIA EISMC Sales	Q1-Q4	
3) Meet Ed Services goal of 47.2 M NOR and 25.8% FCM.	Strategy Developed	SI BUS MGR GIA EISMC Sales	Q1-Q4	
d.) Develop a Sales Strategy and Sales Training program for selling S.I. and Professional Services at a profit.	Strategy Developed	SI Bus Mgr GIA EISMC Sales	Q2	

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
III. EIS ORGANIZATION - Create a highly productive, well managed organization where our employees are empowered and have clear roles and responsibilities. EIS will be one organization comprised of multiple businesses. Skills use will be maximized for profit, customer satisfaction and the growth of our employees.				
a) Implement new business unit structure to improve productivity, skills development/ utilization, ease of doing business and role clarity.	Structure Implemented	GIA EISMC	Upon proposal approval Implement Q2-Q4	
b) Improve productivity and lower costs by optimizing staff moving resources to the geographies, combining resources, attrition etc., exclusive of accounting changes.	Headcount rept Reorganization	HQ/GIA EIS	Q1-Q4	
c) Create focused EIS strategies and plans with key application business unit via the Expertise Centers and EIS marketing.	Strategy Plans created & implemented	ABU, Geography Mgrs., Bus Mgrs., Functional Mgrs	Q1-Q4	
d) Reduce duplication and costs via creation of the Enterprise Integration Centers (EIC) which combine scarce CSS/PSS/SWAS-E resources to provide appropriate project expertise and to "pull through" project work to create platforms and products.	EICs set up and running	GIA EIS-E Mgr. Geography Mgrs.	Q2	

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
Goal III. continued...				
e) Support Corporate in Proposing and implementing a coherent, integrated investment process for all EIS and implement principles in GIA process.	Proposal made, accepted, implemented	Int'l Prog Off GIA EISMC	Q2	
f) Create an effective communication channel/ program to insure that EIS employees understand the organization's goals and directions.	Plan agreed to and implemented	GIA HR MGR GIA EISMC	Q2	
g) Deploy right resources for customer support through joint planning with sales.	Plans proposed and implemented	Sales Customer Supp. Mgr.	Q1–Q4	
h) Utilize more IS expertise in customer selling and deliver efforts support common systems.	Incremental Efforts Measured	IS, GEO MGRS		
i) Create management consulting busness and infrastructure.	Business Established	GIA EISMC	Q4	
j) Develop strategic planning that integrates all the busnesses.	Plan Developed	Int'l Prog Off CORP EIS MKT/PLAN GIA EISMC	Q2	
k) Develop job plans that integrate the business and organization.	Plans Developed	GIA EIS HR MGR GIA EISMC	Q1–Q4	
l) Support US and Europe organizations Track and business where applicable.	US EIS support efforts	Q1–Q4 Europe EIS		

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
IV. HUMAN RESOURCES - we will invest heavily in the training and development of our human resources. We will create a positive, energizing environment for personal and professional growth.				
a) Propose revised rewards/recognition programs to reinforce: 1) full range of EIS responsibilities, 2) team play, 3) program success, 4) individual excellence	Proposal accepted	Corp. EIS GIA EISMC	Q2	
b) Enhance our professional, technical and personal skills of our employees via participation in the creation of EIS University development model.	Proposal accepted implemented and underway	Pat Cataldo Karen Howard GIA EISMC	Q1–Q4	
c) Aggressively drive the program management empowerment and development program to provide the needed skills and and resources to the field.	Consensus	GIA EISMC	Q1–Q4	
d) Continue Career Development Program est. review board.	Board established Plans drawn	GIA EISMC	Q1–Q4	

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FUNCTION/BUSINESS GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
V. METHODS, TOOLS, TRAINING - Develop the methodologies: provide the necessary tools and insure the proper training exists to make Digital the #1 global systems integrator.				
a) Intgrate with IS a program cost collection tool. Pilot in GIA per (phase in) plan.	Tool Selected Q1 Tool Implemented Q3	Dan Thatte GIA EISMC	Q3	
b) Select common program management tools. Implement per phase in plan.	Tool Selected Q1	Dan Thatte GIA EISMC	Q2	
c) Launch case tools program	Program plans accepted Implementation underway	Dan Thatte GIA EISMC	Q1 FY90	
d) Create and implement business practice, operational and administrative policies/procedures for Systems Integration and Professional Services.	FMD written	Dan Thatte GIA EISMC	Q1-Q4	

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FUNCTION BUSINESS: GIA EIS

GIA EIS FY91 GOALS

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
VI. BUSINESS UNIT GOALS - Each EIS business unit will have clear strategies, a written and understood business plan, global business models and skills development plans. These plans will be well integrated into the total GIA plan and structure as well as those of the ABUs and PBUs.				
a) Systems Integration				
1) Implement the DSA program with each geography to complement DEC capabilities.	DSA agreements signed	GIA EISMC	Q1-Q4	
2) Continue Customer Services/EIS collaboration effort to improve productivity, lower costs and to present "one company" to our customers.	Quarterly collaboration meeting results	Customer Services GIA EISMC	Q2	
3) Propose a Systems Integration reseller strategy	Strategy (Q2) approved	GIA EISMC	Q2	
4) Establish S.I. business practices control systems.	Plan approved and implemented	Carol Reid GIA EISMC	Q1-Q4	
5) Develop and implement a well articulated SI selling strategy.	Stragegy developed & implemented	GIA EISMC GIA Sales GIA SI Mgrs	Q1-Q4	
6) Develop a focused effort in building Program Management capability.	Effort developed	GIA EISMC GIA Prog Mgr	Q1-Q4	
7) Develop targeting application areas for value pricing.	GIA areas defined	GIA EISMC GIA Marketing	Q1-Q4	

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FUNCTION/BUSINESS: GIA EIS

GIA EIS FY91 GOALS

Goal VI. continued...

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
b) Professional Services 1) Computer Special Systems	Merger complete	GIA EIS/E Mgr GIA EISMC	Q2	
- Complete the merger of CSS/SWAS-E into the Enterprise Integration Center Structure and DEC.				
- Develop, distribute and educate the organization on the updated CSS business model to show value added engineering focus when completed by corporate.	Model Complete	Corp CSS MGR GIA EIS MGR GIA EISMC	Q3	
- Further develop the pull through platforms/products and assets models in conjunction with business strategies and marketing plans to insure maximum use and profit from these tools.	Pull through platforms	GIA EIS/E MGR EIS EISMC	Q1-Q4	
2) Professional Software Services				
- Develop and implement a comprehensive business consulting services capability for Digitals customers in GIA.	Plan Approved	GIA PROG MGR GIA EISMC	Q1-Q4	
- Develop and utilize complete financial operating models for the PSS business.	Models approved	Corp PSS MGR GIA EISMC	Q1-Q4	
- Develop and implement effective discipline and control systems for the PSS business with key focus on projects.	Plan Milestones met	GIA PSS MGR GIA EISMC	Q2-Q4	

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Goal VI. continued...

GOAL/ACTION	METRIC	SUPPORT REQUIRED	DUE DATE	STATUS
3) Education Services				
- Integrate administrative functions across training functions across training business	Integration complete and documented	GIA PROG MGR GIA EISMC	Q1-Q4	
- Introduce new distance learning products which contribute to business growth as well as educate mass numbers of people.	Products launched	GIA Eds Bus Mgr GIA EISMC	Q2	

VII. FOCUS EIS PRIORITY- of goal achievement efforts toward the established thrusts for FY91 of:

a) - Selling - MTT - Resources/DCC - Program Management - Technology Transfer - Development - EIS Marketing - Alliances - Consulting - Interface	Efforts address at least one or more of the thrusts	All Business and functions	Q1-Q4

EUROPE EIS

FY91 GOALS

Sergio Giacoletto

Segis - Europe

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
1. SYSTEMS INTEGRATION BUSINESS			
* IMPLEMENT THE SYSTEM INTEGRATION BUSINESS BASED UPON THE OUTCOME OF THE AREA SIB PROGRAM, OF THE EMT DECISIONS AND OF THE CORPORATE EIS LRP.	ON-GOING	EMT	Profit improvement [FY91 GOAL: TBO]
Specific actions are :			
a) Implement approved Customer Project policies (FMD's) and build up Project Management Offices to also cover CS needs.	Q3	CGM's	DONE
b) Ensure integration of SIB planning within Account Plans, SMP and One Plan.	ON-GOING	MKTG	DONE
c) Establish cross-functional Bid Teams at Country/ Country Group level to increase the BID/WIN ratio.	Q3	CGM's	DONE
d) Implement SI Business Model, Processes and Tools to manage portfolio of projects at country level and to provide business reporting.	Q3	FINANCE/ C.REID	DONE
e) Implement SI selling model.	Q4	CGM's	DONE
f) Develop a multi-year SI business plan with profit goals.	Q3	FINANCE	DONE
g) Report SI business actuals on a quarterly basis.	Q3	FINANCE	DONE

NOTE: CGM = Country Group Managers

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
2. EIS BUSINESS UNITS MANAGEMENT			
* SUPPORT THE ACHIEVEMENT OF THE TOTAL BUSINESS PLAN. * MEET BOD FOR EACH BUSINESS UNIT (P&C, EDU, CSS) IN TERMS OF ACM$, ACM%, NOR. * IMPROVE THE PROFITABILITY FOR EACH BUSINESS UNIT AS PER AGREED PLAN.	QUARTERLY		BOD

* FY91 BOD (M$)

P&C	NOR	223
	ACM	14.5
	ACM%	6.5
CSS	NOR	220
	ACM	101.60
	ACM%	46.2
CT	NOR	130
	ACM	33.8
	ACM%	26.0

Specific actions are :

a) Work with the Area business management team to integrate EIS business unit plans within the One Integrated Plan.	ON-GOING	EMT	DONE
b) Increase the revenue in Customer Training by expanding the scope into technologies and non-proprietary products as well as in customized education.	ON-GOING	MKTG	NOR GROWTH (+15%/year)
c) Increase and measure the penetration of ASSETS in Projects revenue.	ON-GOING	---	PENETRATION (5%)
d) Significantly increase the revenue in Consulting Services with the objective of Selling profitable, solution projects, to decrease selling expenses - and to increase Digital's total business with Strategic Accounts.	ON-GOING	CGM's	NOR GROWTH (+25%/year)

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
e) Develop in cooperation with Corporate EIS a timeless business model for the EIS business units and restructure them as per corporate decision.	Q3	D.CREED P.CATALDO S.KEILLOR	DONE
f) Based upon agreed Corporate EIS business model develop a five year business plan by business unit with profit goals.	Q3	MKTG	PLAN AGREED

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
3. BUSINESS DEVELOPMENT			
* IMPLEMENT BUSINESS DEVELOPMENT FOCUS FOR ALL EIS BUSINESS UNITS.			
Specific actions are :			
a) Include business plan within the SMP.	Q3	MKTG	DONE
b) Develop the Professional Services businesses within Strategic Accounts through enhancement of the role of EIS Account Consultants and appropriate Sales training/awareness.	ON-GOING	MKTG	DONE
c) Develop the IS Consultancy Segment of the business with the specific emphasis on: - Security Consultancy - Computing Resources Mgmt (Consultancy & Tools) - Enterprise Data Management - CASE Consultancy - IT infrastructure planning.	Q4	---	DONE
d) Work with the DCC's to implement repeat solutions using established platforms (such as BASESTAR, DNC etc.) and applications modules (such as PMS).	ON-GOING	DCC'S	AVAILABILITY OF PLATFORMS/VOLUME OF SALES
e) Work together with Customer Services in developing business opportunities in the area of multi-vendor network Services, managed networks and Information Service Operations. (FMS).	ON-GOING	CS	DONE
f) Provide Management Seminars in the area of Business, Organization and IT using internal and external Consulting resources.	ON-GOING	---	NOR
g) Drive together with Marketing strategic alliances as needed (DSA).	ON-GOING	MKTG	DONE
h) Drive together with Service Marketing appropriate campaigns and programs to increase Professional Services revenue.	ON-GOING	MKTG	DONE

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
4. CUSTOMER SATISFACTION			
* CONTINUE TO IMPROVE CUSTOMER SATISFACTION FOR THE SPECIFIC SERVICES DELIVERED BY EIS:			
FY91 GOALS - P&C	---	---	8.5
FY91 GOALS - CUSTOMER TRAINING	---	---	8.0
Actions :			
a) Review Customer Survey method together with the other functions.	TBD	CORP EIS/EMT	DONE

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
5. METHODS, TRAINING AND TOOLS			
* IMPLEMENT, IN ACCORDANCE TO CORPORATE EIS GUIDELINES, THE MTT'S NEEDED TO OPERATE SUCCESSFULLY SYSTEMS INTEGRATION PROGRAMS.			
Actions :			
a) Review/reinforce HIPO process and Engineering dependency reporting.	Q2	D.THATTE	WORKING
b) Implement Project Management, Project Reporting & Accounting Tools as agreed with Corporate EIS.	Q4	C.REID/D.THATTE	DONE
c) Implement Program Management Training.	Q2	D.THATTE	DONE
d) Continue implementation of EIS CASE program.	Q4	S.KEILLOR	DONE

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
6. PEOPLE AND ORGANIZATION			
* CONTINUE TO EVOLVE THE EIS ORGANIZATION AS PER AGREED TEMPLATE.			
Specific focus for FY91 :			
a) Reduce Area resources and expenses as per agreed targets (-13% over FY90).	---	---	MEET BOD
b) Integrate and restructure EIS/EDU as per agreed template.	Q3	HRO	DONE
c) Complete integration of all EIS Systems Development & Engineering resources. Concentrate the groups at Regional/Multi-Regional sites and optimize them by industry/technology as well as geography.	Q4	---	DONE
d) Implement EIS Career structure by December 90.	Q2	HRO	DONE
e) Develop Program Managers as per plan. (Europe-wide, + 150 in 6 Quarters)	Q4	CGM'S	350 PM's
f) Continue to drive the "Competency Leadership" concept.	ON-GOING	---	SKILLS AVAILABILITY
g) Improve the process for introduction of new technologies within EIS.	Q2	MKTG	PROCESS IN PLACE
h) Shift EIS resources into revenue producing activities (Professional Services and Sales).	ON-GOING	---	10% LESS EIS NON-REVENUE MANPOWER

	GOAL	DUE DATE	SUPPORT NEEDED	METRIC
7.	EIS/CS CO-OPERATION			
*	HAVE A FORMAL CO-OPERATION PLAN AT AREA LEVEL.			
Key areas for cooperation :				
a)	Implement joint Business Development focus in agreed areas such as Network Services, Operations and Security.	ON-GOING	CS	WORKING
b)	Implement a smooth transfer of Product-start-up Services to Customer Services.	Q4	CS	DONE
c)	Implement joint Services Delivery groups as agreed for Network Services, Network Operations and Facility Management.	ON-GOING	CS	WORKING

	GOAL	DUE DATE	SUPPORT NEEDED	METRIC
8.	EMPLOYEE TRAINING			
*	CONTINUE TO PROVIDE THE AGREED LEVEL OF EMPLOYEE TRAINING IN THE MOST COST/EFFECTIVE MANNER.	---	HRO	USERS SATISFACTION MEET EXPENSES BOD
Key actions :				
a)	Increase sharing of Course Development efforts and resources across Europe.	ON-GOING	P.CATALDO	LESS REDUNDANCY
	Integrate all training activities in the technical area (customers and internal).	Q4	---	DONE
b)	Better utilize experts from various functions to deliver specific courses. Have formal plans and commitments in place.	Q3	---	PLAN IN PLACE, WORKING
c)	Review operation of training centers to identify possible productivity gains.	Q2	---	TBD
d)	Investigate use of more cost/effective delivery methods for training. (ie DVN)	Q2	---	PILOTS DONE

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
9. IS			
* CONTINUE TO PROVIDE THE AGREED LEVEL OF IS SERVICES IN THE MOST COST/EFFECTIVE MANNER.	---	---	NO MAJOR AUDIT FINDINGS USER SATISFACTION MEET EXPENSES BOD
Key actions :			
a) Integrate Manufacturing and Field IS infrastructure.	ON-GOING	MANUF	DONE
b) Decrease Operations and support manpower and costs through consolidation and automation of data centers.	ON-GOING	---	COST/MIPS (-10%) OPS MPW DECREASE (-10%)
c) Migrate EASYNET to Phase V (if product available).	TBC	---	DONE
d) Improve Network and Systems Security (see Audit results).	ON-GOING	---	AUDIT RESULTS
e) Implement support for ULTRIX and TCP/IP for internal usage.	Q3	---	DONE
f) Pilot Videoconferencing.	Q4	---	PILOT DONE
g) Improve System Audit results.	ON-GOING	---	RATING 2

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
10. EIS OPERATIONS			
* INCREASE FOCUS ON EIS OPERATIONAL ISSUES TO IMPROVE OUR INTERNAL PROCESSES AND PRODUCTIVITY.			
Key actions :			
a) Implement agreed European Quality and Productivity indicators.	Q2	---	DONE
b) Implement Time Reporting for all of EIS as defined.	Q1	---	DONE
c) Implement and utilize agreed Systems (RP, TERESA, SAMS, PIN ...).	ON-GOING	---	PLAN MET
d) Develop a proposal to integrate the EIS functions (SWAS, CSS, IS, EDU) within one function in FY92 to decrease administrative costs, simplify the financial structure and achieve full EIS integration.	Q2	---	DONE

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
11. SALES / MARKETING SUPPORT PROGRAMS			
* ENSURE DELIVERY OF ADVISORY SERVICES AS PER AGREED SYNERGY PLANS.	---	---	SALES SATISFACTION
* SUPPORT MARKETING PROGRAMS.	---	MKTG	MKTG SATISFACTION

The area core marketing programs are :

UNIX (see also section 13)

Technology : NAS, End User Systems, Production Systems.

Manufacturing: PMS, Real Time, DECframe, Quality Management.

Services : Retail Banking, FABS

Telecom : Telecom Network Operations, Mobile, Billing

Public : Academic Research, Scientific Applications

Corporate & Industry Networks

MARKETING EIS

FY91 GOALS

Dick Scarborough

EIS MARKETING MANAGER
FY91 GOALS

SUBMITTED BY: R.H. SCARBOROUGH
DATE: 27 Aug 1990
REV. 2.4

1.0 LEAD EIS STRATEGIC PLANNING

1.1 Develop EIS planning process	Q1	EISMC EIS Strategic Planning Mgr.	FY91 process approved by EISMC
1.2 Publish EIS LRP fully integrated with ABU's and other Digital planning processes	Q2	EISMC EIS Strategic Planning Mgr.	LRP published and distributed Approved by Russ Gullotti
1.3 Develop worldwide competitive analysis for SI/Professional Services	Ongoing	EIS Strategic Planning Mgr. Business Mgrs.	Plan approved by EIS Mktg. staff (Q1) Implemented on an ongoing basis
1.4 Gap analysis - compare current SI/PS capabilities in Digital to what they must be in the next few years	Ongoing	EIS Strategic Planning Mgr. Public Relations Mgr. Business Mgrs.	Plan approved by EIS Mktg. staff
1.5 Maintain the SI Architecture Models (PDIM)	Ongoing	EIS Strategic Planning Mgr.	Plan approved by EIS Mktg staff (Q2)

2.0 SUPPORT EIS PORTFOLIO MANAGEMENT

2.1 Develop EIS Marketing Model defining ties to ABU's, PBU's and across the EIS LOB's	Q1	EISMC EIS Portfolio Mgr.	Conceptual Plan approved by EIS Mktg. Mgr. Implement per plan
2.2 Develop strategic investment process	Q1 (EIS approval) Q2 (ABU approval)	Sharon Keillor Business Unit Mgrs. Geography Mgrs. EIS Strategic Plng. Mgrs.	Proposal approved by EISMC Proposal approved by Pete Smith's staff

GOAL	END	SUPPORT	METRIC
2.3 Plan EIS portfolio strategies with ABU's, PBU's and EIS Business Mgrs.	Q3	EIS Portfolio Mgrs. Sharon Keillor Business Mgrs.	Strategies approved by EISMC
2.4 Develop EIS investment plan to implement portfolio strategies Do this with ABU's, and EIS Business Mgrs.	Q3	EIS Portfolio Mgrs. Sharon Keillor	Investment Plans approved by EISMC
2.5 Improve SI profitability through an implementable pricing strategy	Q2	SI Program Mgr. Business Mgrs. SIB Mgrs.	Recommendations approved by EISMC
2.6 Ensure that the marketing and investment models yield reusable platforms for our projects in Systems Integration business	Ongoing	EIS Portfolio Mgrs. Sharon Keillor David Creed	At least one pull through platform announced in FY91
2.7 Develop EIS plans and process, infrastructure for ABU's with the geographies	Q2	EIS Portfolio Mgr. Business Mgrs. SIB Mgrs.	Plan approved by EISMC ABU commitment and Mktg. focus
2.8 Develop third-party strategy for EIS Systems Integration business			
2.8.1 Propose a Systems Integration Resellers strategy	Q1	EIS Portfolio Mgr. SIB Mgrs.	Strategy approved by EISMC
2.8.2 Propose a comprehensive third-party strategy that maximizes SI business opportunities	Q3	EIS Portfolio Mgr. SIB Mgrs.	Pilot approved by EISMC

GOAL	END	SUPPORT	METRIC
2.9 Support development of a business unit strategy/Mkt. plan that will support ABUs, PBUs as well as maximize SI/PS business		EIS Bus Unit Mktg Mgr.	Strategy/Mkt. Plan accepted by BU Mgr.
2.9.1 Propose a Consulting Services Strategy/Marketing Plan that will maximize growth of both SI opportunities and consulting service profits		David Creed Mktg Mgr.	Strategy/Marketing Plan proposal accepted by PSS BU Mgr.
3.0 COORDINATE MAJOR CORPORATE INITIATIVES			
3.1 Program manage EIS participation in CALS	Q2	EIS CALS Program Mgr. Geography Mgrs. Functional	EIS CALS program plan approved by EISMC
3.2 Program manage EIS participation in the ALPHA program	Q2	EIS ALPHA Program Mgr. Geography Mgrs. Functional Mgrs.	EIS ALPHA program plan approved by EISMC
3.3 Co-manage the EIS/CS collaboration program to improve productivity, lower cost and to present "one company" to our customers and sales force	Ongoing	EIS Program Mgr	Quarterly collaboration agendas met
3.4 Provide support to the seven major corporate campaigns	Q2	EIS Programs Mgr. Geography Mgrs. Business Unit Mgrs.	Plan approved by EISMC

GOAL	END	SUPPORT	METRIC
4.0 DEVELOP NEW BUSINESS OPPORTUNITIES			
4.1 Develop guidelines and processes evaluating new business opportunities	Q2	New Business Development Mgr. Business Unit Mgrs. EIS Strategic Planning Mgr.	Guidelines approved by Russ Gullotti
4.2 Support Educational Services in the introduction of new distance learning products which contributes to business growth	Q1	Pat Cataldo	Products launched
5.0 COMMUNICATE EIS VISION AND OBJECTIVES			
5.1 **IMAGE** - Increase customers' perception of Digital as a top tier global SI vendor	Ongoing	EIS Comm. Mgr. Business Unit Mgrs. Public Relations	Plan approved by EIS Mktg Mgr. Implement per plan
5.2 Provide worldwide materials to improve sales/sales support effectiveness	Ongoing	EIS Comm. Mgr. Business Unit Mgr Media Comm. Group EIS Geography Training Mgrs.	Training Plan approved by EIS Mktg. Mgr. Implement per plan
5.3 Provide material for speeches to be used when communicating EIS messages worldwide	Ongoing	EIS Comm. Mgr. SIB Programs Mgr. EIS Strategic Planning Mgr.	Quality materials provided on time
5.4 Increase the communications Collaboration with ABU's to win SI business in their markets	Ongoing	EIS Comm. Mgr. SIB Mgrs. Media Comm. Group	Plan approved by SIB Mgrs.

GOAL	END	SUPPORT	METRIC
5.5 Work with Human Resources to ensure the worldwide EIS organization understands the goals and strategies of the organization and how we are doing in achieving them	Ongoing	EIS Comm. Mgr. Geography Mgrs. Media Comm. Group Karen Howard EIS Strategic Planning Mgr.	Employee Communication Plan approved by EISMC Implement per plan
5.6 Ensure a worldwide coordinated communications plan which includes Advertising, Public Relations, Consultant/ Analyst Relations and all other communications activities	Ongoing	EIS Comm. Mgr. Geography Mgr. P.R. Mgr.	Strategic Plan approved by Mktg. Mgr. Implement per plan
6.0 ENSURE QUALITY IN THE MARKETING FUNCTION			
6.1 Provide the highest level of quality in marketing skill and execution	Q3	To be determined	Plan developed and approved by EIS Marketing staff
6.2 Develop virtual Marketing capability to keep corporate staff to a minimum	Q4	Geography Mgrs. Portfolio Mgrs.	Approval of EIS Mktg. Model per plan

MANUFACTURING EIS

FY91 GOALS

Don Hunt

EIS MANUFACTURING GOALS

GOAL	DUE DATE	SUPPORT	METRIC
IMPLEMENT THE NECESSARY PROGRAMS AND TOOLS THAT ALLOW DEC MANUFACTURING TO BE A MODEL OF "USE WHAT WE SELL, SELL WHAT WE USE"	IMPLEMENTATION Q2 - Q4		
THIS GOAL WILL HAVE 3 MAIN THRUSTS:		FUNC. MGRS. - MTT - ENGR. - MKTG.	MFG. "SYSTEMS" ARE INTEGRATED INTO STRATEGIES
1. **EDUCATION** - MFG. - SALES FORCE/MKTG.	Q3		
2. **COMMUNICATION** - PROCESSES/APPLICATIONS/ SYSTEMS	Q2		
3. **SHOWCASES**	Q4		
DEVELOP AND MAKE AVAILABLE THE RESOURCES AND EXPERTISE OF MFG. SKILLS REQUIRED TO SUPPORT THE PDIM MODEL	IMPLEMENTATION Q2 - Q4	GEO MGRS. FUNC. MGRS.	A COMPLETE H/R PLAN IS IN PLACE
A. IDENTIFY THE SKILLS AVAILABLE	Q3 - Q4		
B. IMPLEMENT PROCESS(ES) TO SUPPLY	Q2 - Q3		
C. PLAN THE FUTURE REQUIREMENTS	Q3		
D. DEVELOP THE NECESSARY TRAINING AND EDUCATION TO ENHANCE THE SKILL BASE	Q3 - Q4		

EIS MANUFACTURING GOALS

GOAL	DUE DATE	SUPPORT	METRIC
EIS MANUACTURING ORGANIZATION -			
CREATE AN EIS MANUFACTURING INFRASTRUCTURE WHICH WILL SUPPORT THE EIS BUSINESS GOALS AND UTILIZE THE SKILLS AND CAPACITY OF THE TOTAL DIGITAL MANUFACTURING ORGANIZATION.			
A. IN COLLABORATION WITH THE EIS AREA MANAGERS AND THE CORPORATE MFG. MANAGERS, DEVELOP AND IMPLEMENT AN EIS GEOGRAPHIC ORGANIZATIONAL STRUCTURE	ORGANIZATIONAL DEVELOPMENT Q1 AND Q2 IMPLEMENTATION Q3 AND Q4	EISMC CORP. MFG. GEO. MGRS.	ORG PROPOSAL REVIEWED AT EISMC; ORGANIZATION IN PLACE
B. IN COLLABORATION WITH THE EIS FUNCTIONAL MANAGERS, DEVELOP AND IMPLEMENT AN INFRASTRUCTURE	IMPLEMENTATION Q1 AND Q2	EISMC FUNC. MGRS.	REVIEWED AT EISMC AND IMPLEMENTED

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ENGINEERING EIS

FY91 GOALS

Sharon Keillor

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
I. ORGANIZATIONAL EXCELLENCE			
GOAL #1 - Develop and implement, as a backdrop for the achievement of all other goals, a worldwide environment of Organizational Excellence. This will be an extension of the CSS Customer Satisfaction Program and will map to Digital's Total Quality Management Program. Organizational Excellence will be defined by sustained excellence in the performance of Customer Satisfaction, Employee Satisfaction, Partner Satisfaction and Shareholder Satisfaction.			
a) Take a leadership role in implementing Digital's Total Quality Management Program as part of Organizational Excellence. This effort will address which of the five initiatives contained in TQM (Voice of the Customer, Benchmarking, Six Sigma, Cycle Time) will be showcased within Organizational Excellence.	Q1	F. McCabe EISMC EIS/EMC	Specific initiatives in TQM are identified as central to Org. Exc. Direction supported by EISMC
b) Develop in the EIS/EMC, through an educational approach to Organizational Excellence, a shared vision of the future, a common set of objectives, and an impassioned commitment to the attainment of excellence.	Q1	EIS/EMC	Org. Excellence is adopted as the Top program for EIS/E Program Manager appointed
	Q3	O/E Program Mgr. EIS/EMC	Educational approach proposed, accepted and implemented EIS/E "Vision" articulated, communicated and understood. Key objectives developed, communicated and internalized
c) Begin to drive Organizational Excellence throughout the organization as "a way of doing business"	Q4	EIS/EMC O/E Program Mgr.	Each EIS/E Staff member educates his/her staff Functional programs are identified as a means of achieving key objectives.

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
II. EIS/E ORGANIZATION			
GOAL #2 - Create a highly productive, well managed organization where our employees are empowered and have clear roles and responsibilities. EIS/Engineering will be the functional arm of EIS with responsibility for the development and evolution of the Solution Development environment; enabling EIS engineering and manufacturing resources to optimize key skills and competencies for profit, customer satisfaction and professional growth.			
a) Develop and implement EIC models worldwide, which are consistent across geographies, serve as the primary source of resources for implementation and evolution of the Solution Development environment, are positioned to attain profit expectations of EIS and Digital Busi- Units, and optimize/minimize infrastructure, support and overhead functions	Q1	EIS and EIS/E Geography Mgrs Business Unit Managers	Models approved by EIS Geography Management. Corp. headcount plans are consistent with EISMC goals
b) Develop organizational models and processes to provide the key linkages and liaison between Field requirements and Central Engineering strategies.	Ongoing	D. Metzger T. Startsman P. Rosa	Representation on key Corporate Staffs as appropriate
	Q2	T. Startsman	Development of Technology Advice Packages
	Q3	P. Rosa T. Startsman	Corporate Technical strategies represented in EIS portfolios
c) Support EIS Planning Process and investment strategies thru the development, implementation and management of an effective EIS Investment and Decision-making process	Q2	D. Scarborough D. Creed (PSS) S. Keillor (CSS) P. Cataldo (E/S) EIS/EMC	Process developed, proposed, accepted and implemented Shared commitment by our partners to the implementation strategies of each EIS Engineering Investment portfolio

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
d) Continue implementation of a worldwide EIC Change Program which serves to insure worldwide consistency and congruency of Geography Change Programs and provides an effective organization-wide communication channel to insure EIS/E employees understand organizational goals and evolution. (Requested at, and committed to, during Worldwide EIC Managers meeting.)	Q1 Q2	EIS/EMC EIS/E Geography Managers EIS/EMC Program Manager Karen Howard	Program Manager appointed (done) Plan developed, approved and implemented
e) Develop strong team relationship with Customer Services Management Committee members to improve and maintain cross-organizational collaboration.	Ongoing	R. Gullotti EISMC	Quality of cross-functional plans and their results
f) Develop strong team relationships with EISMC members to improve collaboration in planning and execution of EIS wide strategies and programs.	Ongoing	EISMC	Quality of plans and implementations of individual programs
g) Build, and maintain, a customer-responsive environment. (Based on the continuation of Leadership Time To Market Program.)	Q4	EIS/E Geography Managers EIS/EMC	Exceed Customer Satisfaction goals as established by EISMC Products/Projects are delivered per Business Plans

III. SOLUTION DEVELOPMENT ENVIRONMENT

GOAL #3 - EIS/E has responsibility for the development and evolution of the Solution Development environment in EIS. As such, it will insure that EIS has resources with the right level of skills and technical competencies to productively manage and execute the full life cycle activities for worldwide and geography specific product, platform, component and tool development; as well as to add value in the delivery and support of major and complex customer projects.

a) Create an environment which both encourages and rewards "value-added" engineering. We will provide differentiatable value to the customer. This will be reflected in WHAT we develop (deliverables) and HOW we develop (State of the Art APPLICATION of technology).	Q1-Q4	T. Startsman D. Metzger EIS/E Geography Managers	Ability to describe and measure, via Quarterly Report, the EIS/E Value-added content

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
b) Develop and grow Service Engineering methodologies and processes within EIS/E that enable a worldwide service development capability that supports and enhances the growth of Consulting services within EIS.	Q2	EIS Business Unit Mgrs. EIS Geography Managers EIS/EMC EIS/E Geography Mgrs.	Proccesses proposed and approved. Training Plan in place to grow worldwide capability
c) Implement a Software Development program as a first step in our commitment to provide tools, methodologies and processes to ensure responsive and productive solution development capabilities	Q2

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
IV. HUMAN RESOURCES			
GOAL #4 - Our people are our most valued assets. We will create and maintain a stimulating environment of opportunity, challenge and growth in order to attract, develop and retain those creative, energetic and knowledgeable people critical to the success of the organization.			
a) Implement a rewards/recognition program consistent with EIS direction and which serves to foster and encourage organizational excellence and attainment of EIS/E goals	Q3	L. Costa Karen Howard EIS/E Geography Managers	Program proposed and accepted by EISMC
b) Develop consistent career development and succession management processes worldwide.	Q2	L. Costa EIS/EMC EIS/E Geography Managers	Plan developed and approved by EIS/EMC
c) Set strategy, and ensure an investment level sufficient to attain and sustain a forward thinking training program which serves to both develop and maintain key competencies and skill sets; as well as to reinforce EIS/E worldwide objectives and individual and organizational excellence.	Q4	EIS/EMC EISMC W/W Training Task Force D. Thatte	Job Plans in place throughout EIS/E Training goals are implemented according to plan.
d) Continue proactive focus on EEO/Affirmative Action and Valuing Differences goals and objectives	Q1-Q4	EIS/EMC	Exceed established goals

COMPUTER SPECIAL SYSTEMS

FY91 GOALS

Sharon Keillor

.FY91 GOALS

CSS Business Unit

SHARON KEILLOR
8/30/90 (Rev. 1.3)

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
BUSINESS UNIT			
GOAL #1 - Exceed all Business Unit financials as listed, while insuring all resources in EIS/E work towards achieving EIS' overall financial goals. CSS financial goals are: CERTS = $613.0M NOR = $557.4M Contribution Margin $ = $203.3M Contribution Margin % = 36.5% PBT% = 5.7%	Q1-Q4	EIS Marketing EIS Bus. Unit Mgrs. EIS Manufacturing EIS/E Geography Managers CSS B.U. Managers EIS Geography Managers	Quarterly Report
GOAL #2 - Optimize profitability and consistency within the Business Unit through expansion of Reusability disciplines.	Q1-Q4	EIS/E Geography B.U. Managers Business Unit Staff EIS Geography Managers	ASSETS is key part of Business Unit investment criteria NOR goals exceeded
GOAL #3 - Utilize value-added pricing and product packaging concepts to maximize our contribution to Systems Integration.	Q4	EIS/E Geography B.U. Managers Business Unit Staff EIS Marketing EIS Geography Managers	Systems Integration Toolset (SIT) implemented in at least 2 investment portfolios SI Business Unit goals achieved.
GOAL #4 - Develop and implement a robust Channels strategy which serves to optimize the success of the Business Unit.			
a) Perform in-depth analysis of current channels strategy	Q2	Geography B.U. Managers Channels Marketing	Analysis completed
b) Propose and develop new business models	Q2	EIS Marketing Geography B.U. Managers Channels Marketing	Business models developed and approved
c) Optimize Business Unit profitability through effective utilization of new and existing channels	Q3	Geography B.U. Managers	5% overall growth in worldwide CERTS achieved as a result of optimization

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
GOAL #5 - Develop, implement and evolve Business Models at the Corporate and Geography level that facilitate the success of the Business Unit.			
a) Develop and implement a planning process (Long Range Plan, Business Plan, etc), consistent with EIS Planning requirements, which will serve to provide the strategic direction of the Business Unit	Q2	D. Popp EIS Planning Geography B.U. Managers	Quality integrated Planning processes delivered per plan
b) Develop and implement effective pull-through strategies which will allow the "projects" side of the house to fuel the growth of the "products" side.	Q4	Geography CSS & PSS B.U. Mgrs CSS B.U. Staff EIS/E EIS Geography Managers	100% improvement in number of pull-through products developed as measured by FY92 Investment Plan
c) Develop and implement strategies which optimize ROI through expertise transfer, reusability disciplines and maintenance of technical competencies.	Q3	CSS B.U. Staff Geography B.U. Managers EIS/E	Strategies developed & approved (Q3) Strategies included in Business Unit LRP Implementation plans submitted by Geography managers
d) Analyze what currently exists in each of the Portfolios to determine the extent of potential reusability amd insure the worldwide communication of that potential.	Q2	Geography B.U. Managers Worldwide EIC Managers	Results of analysis is communicated to EIS worldwide Development of aggressive programs from each Geography to "reuse what exists"
GOAL #6 - Develop strong team relationships with Customer Services Management Committee members to improve and maintain cross-organizational collaboration.	Ongoing	R. Gullotti EISMC	Quality of cross-functional plans and their results
GOAL #7 - Develop strong team relationships with EISMC members to improve collaboration in planning and execution of EIS wide strategies and programs.	Ongoing	EISMC	Quality of plans and implementations of individual programs

FY91 GOALS

SHARON KEILLOR
8/30/90 (Rev. 1.3)

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
PERSONAL DEVELOPMENT			
GOAL #1 - Strengthen and enhance Executive level communications by meeting with senior executives in the company to discuss strategic opportunities, increasing communications with direct manager and through clarity and conciseness in verbal and written communications.	Ongoing	R. Gullotti	Management feedback
GOAL #2 - Develop strong formal mentoring relationships with two Executive Committee members.	Ongoing	Executive Committee	Regular (Quarterly/ semi-annual) development discussions
GOAL #3 - Participate in two formal Professional Development Programs.	FY91-92	R. Gullotti	Attend Wharton and one other program

PSS EIS

FY91 GOALS

David Creed

DAVID CREED

PSS BUSINESS UNIT

FY91 GOALS

VISION: Become the #1 World Class provider of customer application projects and consulting services.

MISSION: PSS is the EIS Line of Business that provides Business & Technical Consulting and Custom Application Projects to Digital's customers. As such, it is the group that works with our customers to apply our products and services to their business problems; and thus serve as a leading component of Digital's evolution to a major systems integrator. There are four components of the PSS Business:

- Technical Consulting - Assist Digital customers in the use of products and/or technologies in development of their applications environment.

- Large Projects - Provide division/enterprise-wide solutions to large, complex mission critical customer problems requiring significant resources/investment.

- Small/Medium Projects - Supply point application solutions under a variety of T&Cs to meet important customer requirements and ensure customer satisfaction.

- Management Consulting - Aid customers in identifying/setting business vision, strategies and objectives relating to process, technologies and human factors.

DAVID CREED

PSS BUSINESS UNIT FY91 GOALS

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
GOAL #1 - CUSTOMER SATISFACTION Take action to insure DIGITAL is seen as the highest quality, "best guarantee of success" provider of customer projects and consulting services in the industry.				
a) Propose a revised survey approach for system integration and professional services based on customer interviews.	Q2	Don Hunt EIS/E (R. Gerard) EIS/M Geog. Mgrs.	Proposal submitted	
b) Develop and implement an approach to PSS project delivery that insures high quality (on time, on spec, on budget).	Q3-Q4	Geog. Mgrs EIS/MIT	Approach model approved Project audits show "quality"	
GOAL #2 - FINANCIAL Take action to insure dramatic improvement in PSS profitability - in a manner supportive of other, interdependant Digital activities. Our goal is to become the most profitable, highest quality provider of customer projects and consulting services in the industry. We believe, in accord with this, we can move from current levels to a PBT of greater than 15%.				
a) Meet PSS goal of $638M NOR at 7.2% FCM.	Q1-Q2	Geog. Mgrs Function Mgrs	Qtrly Report	
b) Develop and utilize strategic and tactical financial and operations models for PSS business activities.	Q1-Q2 Q2-Q4	EIS/F Geog. Mgrs	Models approved Implementation underway	
c) Develop and propose implementation of a selling strategy for PSS.	End Q4	EIS/M SIB (Russ G.) Geog. Mgrs	Model & Trng. plan proposed & delivered	
d) Develop FY92-94 LRP and FY92 Budget (incl. invest. plan) for PSS.	Q3-Q4	EIS/F EIS/M EIS/E Geog. Mgrs	Approved LRP & Budget	
e) Develop 3 year profit improvement plan that brings us to "best in industry".	Q2	EISMC	Plan approved	

DAVID CREED

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
GOAL #3 - PSS BUSINESS UNIT INFRASTRUCTURE Take action to insure development and implementation of an infrastructure within EIS for the optimal management of the PSS (cutomer projects and consulting services) business - in accord with the company's purpose and design for Busines Units.				
a) Establish and lead effective PSS Business Unit activities.	Q1-Q4	Geog. Mgrs	Org Plan (Q2) Impl. Q2-Q4 Qtrly PSS Bus reporting	
b) Develop and implement a comprehensive Mgmt/Business Consulting Services capability.	Q2 (prop) Q2-Q4 (impl)	Geog. Mgrs EIS/M	Proposal/plan approved Impl. underway	
c) Create focused PSS strategies and plans with each ABU via DCC Teams & EIS/M.	Q2-Q4	EIS/M Geog. Mgrs ABUs	Strategies & plans exist	
d) Function as effective EISMC team member, in support of all EIS activities, to assist DEC/EIS in achieving financial goals.	Q1-Q4	EISMC Russ G.	Active, collaborative participation	
GOAL #4 - HUMAN RESOURCES Take action to insure we understand, develop and deploy the human resources necessary to accomplish all EIS goals associated with the PSS business activity.				
a) Identify the skills profiles and quantities in accord with FY budget.	Q3-Q4	Geog. Mgrs EIS/MTT EIS/CT	Coherent bdgt approved Trng plans in place	
b) Develop and implement business management and sales training activities.	Q3 Q4 -	EIS/MTT Geog. Mgrs ABUs EIS/CT	Trng proposals approved Trng plans in place	

DAVID CREED

GOAL	DUE DATE	SUPPORT REQUIRED	METRIC	STATUS
GOAL #5 - MIT Insure incorporation of methodologies, tools and administrative constrols necessary for PSS activities to have the highest levels of cost-effectivenes, efficiency, quality and risk-control.				
a) Develop and launch a CASE environment program for EIS/PSS.	Q4	EIS/MIT EIS/E	Plan accepted Implementation underway	
b) Create and implement business practice, oper. and admin. policies/procedures for PSS.	Q2-Q3	EIS/MIT Geog. Mgrs EIS/F	FMDs approved and implemented	
c) Create and implement effective discipline and control systems for PSS (emp. projects).	Q2-Q4	EIS/MIT Geog. Mgrs	Plan approved Implementation underway Audit results	

EDUCATION SERVICES EIS

FY91 GOALS

Pat Cataldo

EDUCATIONAL SERVICES
Pat Cataldo - FY91 GOALS

Goal	Due Date	Support Needs	Metric	Status
Goal #1 - Customer Satisfaction				
Take actions which continue to differentiate Digital as a leader in providing quality education and communications to employees and customers using a worldwide quality system to assess the results. (Ensure added participation in other field surveys to enhance the image of Digital as a world class systems integrator).				
Achieve a worldwide average of 90%+ for courses offered in FY91.	Q1-Q4	E/S Bus. Mgrs.	QA Report	
Provide quarterly reporting by ABU and PBU functions in the company to insure better business planning, integration, and understanding of the role training plays to improve the competency of employees and customers as a way to sell more systems/solutions for Digital.	Q2-Q4	E/S Bus. Mgrs. Ops. Mgr.	Reports produced and distributed	

Goal	Due Date	Support Needs	Metric	Status
Develop an EIS Q/A training report to be reviewed and discussed at EISMC as a means of addressing quality as well as competency issues.	Q2-Q4	EISMC ESMC	Report produced and discussed	
Provide input to additional field surveys in support of quality measurements and achieve a score of 8.0 or better.	Q3	Geo. Mgrs. E/S Geo. Mgrs.	Scores of surveys	
Continue to measure support functions on an ongoing and regular basis with clients and take corrective actions. Achieve a score of 4.0 or better on key metric.	Annual and by project	E/S Support Mgrs.	Reports produced	

GOAL #2 - Financial

Customer Training will continue to deliver good profitablility in its core business while insuring its total resources are directed at achieving Digital's overall financial goals and the success of EIS. Internal training and support businesses will be well managed delivering high levels of service.

Goal	Due Date	Support Needs	Metric	Status
Meet/exceed a goal of $260M, $63.2M FCM, and 24.8% FCM.	Q1-Q4	Geo. Mgrs. E/S Geo. Mgrs. E/S Support " E/S Mrkt. Mgr.	P & L Report	
Manage employee and support training business portfolio at or below budgeted levels while meeting volumes and quality targets.	Q1-Q4	Geo. Mgrs. ESMC	Quarterly financial report	
Continue to focus on profit by business segment to insure the proper investment, pricing, resource, and capital decisions are made.	Q2-Q4	Geo. Mgrs. E/S Geo. Mgrs. E/S Mrkt. Mgr.	Quarterly reports	
Expand the "DELTA" program throughout the organization as a means of valuing and rewarding employee empowerment for saving expense dollars.	Q1-Q4	EISMC ESMC Delta Program Office	Delta report	
Prepare and develop training for EIS and Sales/Support audiences to drive the growth of business in all geographies. Create an incentive program to drive the focus on growth. Share the program successes with other geographies.	Q1-Q4	Roger Blomgren Jim Malanson Tim Walsh Hermann Binder Gen Narui Geo. Mgrs.	Training delivered and higher volume achieved	

Goal	Due Date	Support Needs	Metric	Status
GOAL #3 - E/S Organization				
Create a highly effective and efficient training organization for the company which reduces redundancy and maximizes participation in the training process.				
a) Implement the Digital University model for the company which organizes training by by schools and departments and extends the use of adjunct faculty and support from other internal groups.	Q2	ESMC EISMC ABUMC OPS. COMM.	Implement/ started in each geo.	
b) Create focused training strategies for each ABU, PBU, Service, and support group in the company. Coordinate these activities in support of Product Introductions and Mrkt. Comm. messages to win more business.	Q2-Q4	ESMC Exec. Comm. Ops. Comm. Exec. Comm.	Trng. plans developed and approved	
c) Support and implement a "One Calendar" approach for major events and training in the U.S. field.	As needed	T. Walsh D. Berry ABU/PBU/SVC	Quarterly report	

Goal	Due Date	Support Needs	Metric	Status
d) Maximize Solutions Integration efforts by aligning development resources with EICs to provide appropriate training project expertise as required.	Q2-Q4	EISMC Geo. Mgrs. J. Vanderhooft	Report produced	
e) Combine all product management functions into a single organization to improve the productivity of the work by 10%.	Q2-Q4	ESMC Client groups	Proposal accepted and implemented	
f) As part of ABU/PBU marketing, develop a plan to enhance the focus on customer training and education (along with internal training) as part of each business plan.	Q2	Pete Smith Cluster Mgrs. Pete Zotto Dave Berry	Proposal accepted	
GOAL #4 - Human Resources				
We will invest in the recruiting, training, and development of our human resources to insure a positive, exciting environment exists where employees can grow personally and professionally.				
a) Participate on the EIS rewards and recognition task task force to develop alternatives to support EIS, team, and individual excellence.	Q1	Karen Howard Bill Ferry EIS task force	Proposal developed	

Goal	Due Date	Support Needs	Metric	Status
b) Complete the work of the EIS training task group to establish a development plan which will provide an EIS training model for the competency of the organization. Insure the SI curriclum is delivered in all areas as part of a total EIS offering.	Q1-Q4	Karen Howard Dan Thatte EISMC	Proposal developed and accepted. Implementation underway.	
c) Develop a series of helpful tools and techniques that will allow adjunct faculty to more easily participate in training (i.e. Best Practices Book).	Q1-Q4	ESMC ABUs PBUs	Tools developed and provided	
d) Identify appropriate reward and recognition programs for each portfolio group in the training organization using corporate guidelines which complement existing programs and implement accordingly.	Q1-Q2	Karen Howard Mel Pierce ESMC Geo. Mgrs Client groups	Proposals developed and implemented	
e) Provide the leadership/ direction for integrating a structure in support of Corp./EIS goals.	Q1-Q4	Russ Gullotti Peter Smith EISMC PIM/G	Plans presented and actions initiated	

Goal	Due Date	Support Needs	Metric	Status
GOAL #5 - Training Operations and Technology				
Provide the methodologies, tools, guidelines, and models to insure the proper formats and processes exist to make Digital the recognized leader in industrial training and communication services.				
a) Provide an integrated catalog and training schedule of Selling/Support/Customer education courses which is tied to events, product introductions, and Account plans in the field.	Q1	ABUs PBUs Events Mgr. E/S Bus. Mgrs. Prod. Comm. Mgr.	Catalog produced and distributed	
b) Provide and integrate new technology into the training process to add value and differentiate our product/service offerings (i.e. authoring tools like Easyauthor, DECMENTOR, ICONauthor, etc.)	Ongoing	ESMC Client groups	Annual plan with milestones	
c) Consolidate administration into one organization for effectiveness and efficiency and reduce or eliminate redundant opertations by using corporate systems (i.e. DECDIRECT for packaged products ordering).	Ongoing	ESMC Geo. Mgrs. Mike Kalagher	Plan implemented	

Goal	Due Date	Support Needs	Metric	Status
d) Use existing technology to expand customer training revenue offerings (DCVN) by introducing new distance learning products.	Q1-Q2	Roger Blomgren Don Elias Jim Malanson Dick Scarborough	Plan implemented	
e) Participate in Corporate and Geography planning processes to insure a coupling of our training/education operation with the needs of the company.	Ongoing	EISMC Ops. Comm.	Training included in all LRPs.	

GOAL #6 - Business Unit Goals

Each training/education/support and communications unit will have clear strategies, a written business plan with clear goals and metrics, and a development plan for its population. These plans will be well integrated into the ABUs, PBUs, and geographies and reflect the needs the company to develop a loyal, competent, and productive workforce.

a) Individual goals and metrics developed for each business unit.	Q1	ESMC Client groups	Goals submitted and approved	

Goal	Due Date	Support Needs	Metric	Status
GOAL #7 - Productivity				
As a means of improving the overall operation of the organization, take specific actions that will clearly demonstrate innovation, and commitment to reducing overhead and improving the business operation for training, communications, and support groups.				
a) Provide a plan to consolidate and reorganize all delivery resources in the U.S. into one organization.	Q2-Q4	ESMC Client groups H.R. Mgrs.	Proposal done and implementation occuring.	
b) Finalize a new budget model for training and education as part of the new company organization of business units.	Q2-Q3	Pete Zotto ABU/PBU Mgrs. Finance org. ESMC	Model proposed and accepted.	
c) Design and develop a Customer training business model to enhance profitability and investment decisions at both Geography and country levels.	Q3	Jim Malanson E/S Geo. Mgrs. Dick Scarborough	Model finished and applied.	
d) Review opportunities for outsourcing and outplacing business activities and initiate actions which eliminate non-essential activities.	Q2-Q4	ESMC Ops. Committee Exec. Committee	Proposals made and accepted	

Goal	Due Date	Support Needs	Metric	Status
e) Provide an Electronic Publishing model to further decentralize the creating, printing, and distributing of materials to allow for lower costs and greater flexibility in creating customized training solutions.	Q3	Don Elias J. Vanderhooft C. Ball D. Pearce	Model approved and implementation begun.	
f) Pursue external academic and business relationships which create partnerships and alliances designed to improve our training operation and win more business for the company.	Q1-Q4	ESMC EISMC ABU/PBUs EIRB	Activities identified and occuring.	
g) Improve the overall marketing and selling presence of education both internally and externally to our customers.	Q1-Q4	ESMC EISMC Corp. PR G. Dussault	Plan developed and occuring.	

FINANCE EIS

FY91 GOALS

Carol Reid

EIS FINANCE

FY91 KEY STRATEGIES

I. Provide leadership to achieve the business and financial goals of the EIS businesses in support of Digital's objectives.

II. Develop the financial framework, processes, and models needed to manage EIS in its new business unit structure within the Digital business unit model.

III. Develop the financial architecture needed to support the Systems Integration Business.

IV. Provide the environment for finance employees to achieve professional excellence, grow, and derive satisfaction from their careers.

Carol Reid
September 5, 1990
REV. 2.0

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY I — ***Provide leadership to achieve the business and financial goals of the EIS businesses in support of Digital's objectives.***

GOAL	DATE	SUPPORT NEEDED	METRIC
1. Improve profits of the Systems Integration and Professional Software Services businesses.	Q4 FY91	Russ Gullotti EIS Geography Managers David Creed EIS Geography Managers	Systems Integration: FY91 NOR=$1.4B PBT=6% *Professional Software Services NOR=$638M FCM=7.2%
A. Develop Worldwide SI Business Model	Q4 FY90 Q1 FY91 Q1 FY91 Q2 FY91	Walt Wirtanen EIS Finance Geography Managers Geography SI Managers	SI Model Developed Integrated with Geography models Profitability study performed on 2-3 programs per geography Model revised with new learnings
B. Develop Worldwide PSS Business Model	Q1 FY91 Q1-Q2 FY91 Q1-Q2 FY91	Larry Deblois/David Creed Geography EIS Finance Managers	Determine today's profitability picture Determine profitability of component business within PSS Develop LRP business model
C. Participate in identifying key opportunities for profit improvement	Q1-Q4 FY91	Walt Wirtanen Larry Deblois EISMC	Identify and drive, with EISMC, the key critical success factors for improving profitability *FY91 Budgets are not yet final

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY I — ***Provide leadership to achieve the business and financial goals of the EIS businesses in support of Digital's objectives.***

GOAL	DATE	SUPPORT NEEDED	METRIC
2. Meet the FY91 Financial goals for CSS and Educational Services	Q4 FY91 Q4 FY91	Sharon Keillor Jim Sandison EIS Geography Managers Pat Cataldo John McLean EIS Geography Managers	*CSS: NOR=$557M FCM=36.5% *Educational Services: NOR=$260M FCM=24.8%
3. Manage Digital's royalty administration in a manner that meets the corporation's standard of excellence	Q1-Q4 FY91	Thad Jackson	Accurate royalty payments arrive at vendors on time All royalties are accounted for accurately

*FY91 Budgets are not yet final

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY II: ***Develop the financial framework, processes, and models needed to manage EIS in its new business unit structure within the Digital business unit model.***

GOAL	DATE	SUPPORT NEEDED	METRIC
1. Develop alternative approaches to EIS structure within the Corporate framework	Q2 FY91	Walt Wirtanen Russ Gullotti Dick Fishburn	Alternative developed and decided upon
2. Develop new budgeting, forecasting, and reporting processes for total EIS	Q1 FY91	Terri Steingrebe Larry Deblois Jim Sandison John McLean	A consistent and simplified forecasting process and timetable
	Q2 FY91		FY92 budget process developed reflecting new business units
	Q1-Q4 FY91		Management reporting on all EIS businesses beginning with a rough cut Q4 FY90 report and improving throughout year
3. Realign headquarters and functional group reporting	Q1 FY91	Terri Steingrebe	Develop proposal Implement in FY92 budget process
4. Recommend SI investment reporting	Q1 FY91 Q2 FY91	Terri Steingrebe	Proposal developed Implement in FY92 budget process

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY II: ***Develop the financial framework, processes, and models needed to manage EIS in its new business unit structure within the Digital business unit model.***

GOAL	DATE	SUPPORT NEEDED	METRIC
5. Develop business models for new EIS business units	Q3-Q4 FY91	Walt Wirtanen Larry Deblois Jim Sandison John McLean	Business models developed for Products, Projects, Consulting, CT, SI FY92 Budgets support business model
6. Establish goodness criteria for EIS business units and segments of business	Q3 FY91 Q4 FY91	Walt Wirtanen Larry Deblois Jim Sandison	Goodness criteria established Accepted by EISMC
7. Develop an IS support strategy and implementation plan for EIS financial systems which addresses: Maintenance of tools and systems Enhancements to models and tools	Q3 FY91 Q4 FY91	Dan Thatte Terri Steingrebe	Support strategy approved Implementation plan in place

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY III ***Develop the financial architecture needed to support the Systems Integration Business***

GOAL	DATE	SUPPORT NEEDED	METRIC
1. Develop the capability to report Revenue and profit of the Worldwide SI Business	Q1-Q4 FY91	Terri Steingrebe SI Geography Managers Steering Committee	Proposal generated (Q1) Reporting capability beginning with Q1 (Nov) and improving throughout the year. Goal is actual revenue and obtaining expenses by analysis
2. Develop the end state model for Systems Integration reporting for the total business worldwide	Q2 FY91	Terri Steingrebe Darrell Griffin Dan Thatte/Bob Hickcox	End State Model developed and approved
3. Develop a financial bid methodology and alternative approaches to pricing to improve the effectiveness of bid preparation and improve the understanding of pricing opportunities	Q1-Q4 FY91	Steve Pecci Dan Thatte Jim Fong	Bid methodology developed and documented (Q1) Approaches to pricing described and documented (Q1)
	Q2 FY91	Jim Fong	Practical pricing techniques documented
		Mark Sheppard	Training developed on bid methodology and pricing strategies (Sept. - Dec.)
		Steve Pecci/Mark Sheppard Dan Thatte Steve Pecci	Worldwide Pilot of PFE as potential Worldwide Bid Tool (Q2-Q3) Recommendation of PFE (Jan-Feb. 1991)
		Steve Pecci Steering Committee	Integration into tools architecture (Q4) FMD on bid methodology published (Q3)

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY III (Continued) ***Develop the financial architecture needed to support the Systems Integration Business***

GOAL	DATE	SUPPORT NEEDED	METRIC
Develop and implement a system to report revenue and costs at the program level worldwide.	FY91-FY92	Ted Bates Russ Gullotti Dick Fishburn Dan Thatte Dave Spratt EIS Geography Mgrs. EIS Finance Mgrs. Steering Committee	
3a. Cost Collection to Program Variable Margin		Gerry Montague Bill Ferry Sergio Giacoletto	- Document User Requirements, Top Level Functional Specification, Business Policies and Practices (Q1)
		Dave Spratt	- System (PRS) Enhancement V.2.3 Implementable by Europe (Q2) V.3.0 Implementable Worldwide (Q3)
			- Geography Implementation:
		Bill Ferry Marty Scarpati	U.S. - Test system on limited number of programs (Q1) - Test in 3 DCC's (Q2-3) - Pilot in all DCC's (Q4)
		Sergio Giacoletto	Europe - V.2.3 + piloted in Germany (Q2) - Pilot in other countries (Q3-4)

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY III (Continued) ***Develop the financial architecture needed to support the Systems Integration Business***

GOAL	DATE	SUPPORT NEEDED	METRIC
		Gerry Montague Gerry Uva	GIA - TBD - Reporting Capability
		Dave Spratt	- Revenue and Transfer Cost Capability Added: Limited (Q4) Worldwide (FY92)
3b. Full P&L Reporting by Program		Sergio Giacoletto Bill Ferry Gerry Montague	- Database Access Capability Design (Q2) Develop (Q3-4) Implementation (FY92)
		Sergio Giacoletto Steve Fuller	- Reporting Tool Set Capability Design (Q3) Develop (Q4) Implement (FY92)

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY III (Continued) — ***Develop the financial architecture needed to support the Systems Integration Business***

GOAL	DATE	SUPPORT NEEDED	METRIC
4. Develop business controls program for Systems Integration Business	Q4 FY91	EISMC Geography finance managers Steering Comittee	Business Controls Program proposed (Q3) Implementation in geography (Q4)
5. Propose the role and structure of field based finance people in Systems Integration	Q1-Q2 FY91	Dorothy Gleason Geography EIS Finance Managers	Define and document role and work of finance in SI (Q1) Agree with geographies on finance structure to support SI (Q2) Work with geographies to implement the needed SI Structure US Q2 Europe Q2 GIA Q3 Determine financial competencies for SI (Q2)

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: September 5, 1990
Rev: 2.0

STRATEGY III (Continued) — ***Develop the financial architecture needed to support the Systems Integration Business***

	GOAL	DATE	SUPPORT NEEDED	METRIC
6.	Develop vision, principles, standards, and models for SI finance covering the areas of business processes, information flow and tools	Q1-Q2 FY91	Dorothy Gleason Darrell Griffin Steering Committee	Vision, principles, and standards developed
7.	Develop worldwide training programs for finance and operating management on the financial activities involved in Systems Integration	Q1-Q4 FY91	Dorothy Gleason Mark Sheppard Ed Services Dan Thatte	Determine financial training needs for SI (Q2) Implementation of Training programs Q2 - Bid Analysis Tutorial Q1/Q2 - PRS user training Q3/Q4 - other programs Incorporation of SI training curriculum into Sales, EIS, CS, and Finance Training Curriculum (end FY 91)
8.	Develop communication plan for financial architecture of SI	Q2 FY91	Mark Sheppard	Plan developed Q1 Plan implemented Q2-Q4

EIS FINANCE
FY91 GOALS

Submitted by: Carol Reid
Date: August 10, 1990
Rev: 1.0

STRATEGY IV — ***Provide the environment for finance employees to achieve professional excellence, grow, and derive satisfaction from their careers***

GOAL	DATE	SUPPORT NEEDED	METRIC
1. Restructure the EIS finance organization with a goal of process improvement and synergy to incorporate additional responsibilities (SI and consulting business units with no additional people)	Q1-Q2 FY91	EISMC	Define organization Develop roles and responsibilities for direct reports
2. Provide effective transition for employees as roles change (i.e., new organization and SI programs being completed)	Q1-Q4 FY91	Geoff Sackman	Development plans for all employees

HUMAN RESOURCES EIS

FY91 GOALS

Karen Howard

FY91

BUSINESS PLAN

Karen Howard
Joanne Small

ACTION PLAN

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
Goal #1 EIS Organization We will create a highly productive, well managed organization where our employees are empowered and have clear roles and responsibilities. EIS will be one organization comprised of multiple businesses. Skills use will be maximized for profit, customer satisfaction and growth of our employees. We will work in a collaborative environment that maximizes diversity.			
a. Coordinate and/or drive key actions needed to implement new business units in an integrated EIS organization.	FY91	Organization Task Force EISMC OD Resource	The plan implemented
b. Sponsor/develop HR proposals needed to support an integrated organization, i.e. stock allocation, integrated career ladders, salary planning in US, headcount tracking, Rewards & Recognition, etc. (Tie this to "a").	Q1-Q2	EIS Personnel Finance	Proposals implemented

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
c. Create an effective communication channel/program to insure that EIS employees understand the organizations goals and directions.	Q2	EIS Personnel OD Resource Dick Scarborough Geographies	Plan implemented
d. Insure that plans are in place to implement the EIS HQ organization, which includes work analysis, organization structure, transition plans, and skill acquisition for valuing diversity.	Q1-Q4	Non-Geog. EISMC Mgrs. OD Resource Len Costa Mel Pierce	Plan implemented
e. Insure that Human Resource Planning is an integral part of the FY92/FY93 LRP process.	Q4	Dick Scarborough	Plan done

Goal #2

Rewards/Recognition/
Compensation

We will create an environment where all people are recognized and rewarded for outstanding individual and team performance and compensated in a competitive and equitable manner.

	DUE DATE	SUPPORT NEEDED	METRIC
a. Propose a worldwide EIS framework for rewards and recognition.	Q1	Rewards, Recognition Task Force Bill Ferry John Kiladis	Proposal accepted
b. Insure that a reward/recognition and, possibly, variable compensation program is developed for Program Managers/Teams as a subset of "a".	Q2	Rewards, Recognition Task Force Bill Ferry John Kiladis	Proposal accepted
c. Insure that a worldwide SSI framework for rewards and recognition is developed.	Q2	John Mercier	Proposal accepted

	GOAL	DUE DATE	SUPPORT NEEDED	METRIC
Goal #3	Training & Development			
	We will invest heavily in the training and development of our human resources. We will create a positive, energizing environment for personal and professional growth.			
	a. Assess the current training in EIS and develop a strategy, to improve efficiency and fill identified gaps on a global basis.	OCT.	Training Task Force. Pat Cataldo	Proposal Accepted
	- Create the USEIS University Model, consistent with EIS Training Task Force recommendations.	Q1-Q4	Pat Cataldo Training Task Force	Proposal accepted & implementation underway
	- Coordinate development of an integrated training and development framework for SI curriculum.	Q3	Ross Kelly SI Managers	Consensus
	b. Support the implementation of PDP (People Development Program) in EIS.	Ongoing according to SSI schedule	Bristow Watson EIS Personnel	Implemented

	GOAL	DUE DATE	SUPPORT NEEDED	METRIC
GOAL #4	Program Management Empowerment			
	We have the right skills and resources available to execute programs. We create an environment for Program Managers/Teams of empowerment, development, career growth, equitable compensation, and recognition.			
	a. See Goal #2b (Rewards/Recognition/Compensation).			
	b. JP&R process and worldwide definition of roles and responsibilities are defined for program managers.	Q1	Joe Patrnchak EIS Personnel SI Managers	Utilized
	c. Develop competencies for program managers and tie to both the training/development process and job evaluation.	Q2	Ross Kelly EIS Personnel HRD&E	Utilized
	d. Insure that a process is in place to promote into and up the program manager career ladder.	Q3	EIS Personnel Dan Thatte Project Manager Geog. Mgrs.	In place
	e. Insure that skills are equitably classified in relation to key managers and external world.	Q2	Project Manager EIS Personnel Geog. Mgrs.	In place

GOAL	DUE DATE	SUPPORT NEEDED	METRIC
GOAL #5 **EISMC** The EISMC operates in an open, trusting environment that promotes effective teamwork as well as individual excellence. Everyone will receive feedback regarding performance and the opportunity and support to grow and develop.			
a. Insure that the individual goal setting, organization goal setting, performance appraisals, salary and stock are tied together in a systematic process.	Ongoing		Feedback from EISMC
b. Insure that development discussions are held and a plan prepared.	At performance appraisal.		Feedback from EISMC
c. Provide assistance as needed to be an effective team.	Ongoing	OD Assistance	Feedback from EISMC
- Develop a description of an effective EISMC (values, norms, behavior, attitude) and measure our progress in achieving.	Q2/Q3 (with USEIS Manager)	OD Assistance	Description built. EISMC periodically measures progress.
- Identify needed actions via Topmapping.	Q2/Q3 (with USEIS Manager)	Topnotch Facilitator	Action plan developed.

	GOAL	DUE DATE	SUPPORT NEEDED	METRIC
GOAL #6	HR Organization Model			
	The new, integrated, worldwide HR Organization model is implemented in an effective manner.			
	a. Assist the new PMC become a team that develops and drives HR strategies worldwide	Ongoing	PMC	Consensus of PMC Operations Committee
	b. Assist the implementation of the other elements of the new design by participating on a Communication Task Force, giving presentations, etc.	Q1 & Q2	Communication Task Force	Feedback on implementation
	c. Help transition EIS HR resources to new model.	Q2	EIS Personnel HR organization	Feedback on implementation

M.T.T. EIS

FY91 GOALS

Dan Thatte

VISION Digital as a world class systems integrator is recognized for excellence in use of methodology, tools and training to provide effective, high quality customer solutions.

FY91 MTT GOALS

GOAL	DUE DATE	SUPPORT NEEDED	METRIC	STATUS
I. Design of MTT				
A. Develop an MTT infrastructure in the geographies and functions so that MTT vision and goals are implemented with a small corporate staff and optimum utilization of geography and functional MTT resources.	Q4	EISMC		
-People in place in functions and geographies	Q1		Org. Chart	
-Work distributed to the right people	Q2		Document names and tasks	
B. DES (PDIM) framework updated and published	Q2	Scarborough		
-quick reference cards distributed	Q1-Q2	Geographies, functions	Cards distribution, strategy document	
-communication strategy completed	Q1			
C. Structure how methods, techniques and tools for each PDIM stage are to be defined and integrated.	Q2		Document published	
D. Tools framework				
-systems architecture defined	Q2	Geographies	Document published	
-applications portfolio defined	Q2	Geographies	Document published	
E. Training design framework	Q1		Document published	
F. DPM evolution for non-DEC users defined	Q1	Geographies C.S.		
-non-DEC DPM documented	Q3		Document complete	
II. Field implementation of methodology				
A. DPM				
1. Internal and external communications plan complete	Q1	Geographies, Scarborough	Plan Completed	
2. Geography implementation plans complete	Q1	Geographies	Plan published	
3. Complete implementation in geographies	Q4	Geographies	All districts & regions receive training and documents	

4. V.2 of DPM design started	Q2	Geographies	Design goal document
5. V.2 complete	Q1,FY92		V2 final document
B. Consulting methods			
1. Develop plan for positioning consulting methods within the PDIM framework	Q2	Fordham	Framework document
2. Develop a framework of decision rules for selection of appropriate consulting methods/technique/tools within each PDIM space.	Q3	Geographies, Fordham	Framework document
C. Define and develop plans for acquisition and deployment of information engineering methodology and tools	Q2	Keillor, Geographies	Plan complete
D. Repository design and implementation			
-design documented	Q2	Geographies	Document
-begin implementation	Q3		
E. FMD STRUCTURE			
-Update Corporate program management FMD's	Q1	EISMC	Document
-Define requirements for other FMD's	Q2		Document
-Proposal for new FMD structure to include new potential FMD's	Q3		Proposal to EISMC
-Implement approved plan	Q4		
III. Program Management Support			
A. Program Management Tools			
1. PM Tools architecture and strategy	Q2		Developed, Documented, Distributed
2. Select Program management tool	Q1		Contract Signed
3. Geography implementation plans	Q1	Geographies	Plans documented
4. Training available to geographies	Q2		Training Course Complete
5. Geographies start training and implementation of PM tools	Q2	Geographies	One offering in each geography
6. Training and implementation	Q4	Geographies	
B. Develop and document a consistent program approval process.			

1. Document what is the current approval process in the geographies and at corporate.	Q1	Reid Geographies	Document
2. Develop a proposal for consistent approval process for corporate approvals.	Q2	Reid Geographies	Proposal to EISMC
3. Implement the process	Q2-Q4	Reid Geographies	Process in geographies
C. Develop and document a consistent escalation process for programs.			
1. Document the current escalation process at geographies and corporate.	Q1	Geographies	Document
2. Develop a proposal for a consistent escalation process.	Q2	Geographies	Proposal to EISMC
3. Implement the process	Q2-Q4	Geographies	Process in geographies
D. Develop and document a consistent reporting process for programs.			
1. Document the current reporting process at geographies and corporate.	Q1	Geographies	Document
2. Develop a proposal for a consistent reporting process	Q2	Geographies	Proposal to EISMC
3. Implement the process	Q2	Geographies	Process in geographies
IV. Systems Integration Training			
A. Develop a common framework of S.I. training and development curriculum such that each target audience (see below) can learn the apapropriate training content (see below) towards developing the same level of skill and competency for plannning, design, acquisition and management of SI programs.	Q1	Geographies, Cataldo Hunt	Framework Document

Target Audience:

Account Managers, Sales Managers, Line Management, Program Managers, Project Managers, Specialists, Engineers, Consultants, S.I. Consultants and Program Managers from manufacturing.

Training Content:

Digital's approach to S.I. (includes business model, selling model, how to access resources), acquiring and managing programs, methods and

tools for planning and designing of the enterprise.

B.	Ensure that all three geographies teach the common curriculum for account managers on Digital's approach to S.I.	Q4	Geographies, Cataldo	Quarterly Report
C.	Ensure that all three geographies teach the common curriculum for basic project management skills.	Q4	Geographies, Cataldo	Quarterly Report
D.	Ensure that all three geographies teach the common curriculum for program management skills and the following number of Program Managers are trained: U.S. 150, Europe 150, GIA 100.	Q4	Geographies, Cataldo	Quarterly Report
E.	Develop a curriculum for consulting methods, techniques, and tools	Q4	Geographies, Cataldo	Curriculum Developed and Published
F.	Develop and pilot an intermediate program management training course that will provide skills to prepare PMII's to take on PMIII level work.	Q3	Geographies, Cataldo	Pilot Training held
G.	Develop a detail implementation plan for the above	Q1	Geographies, Cataldo	Plan in place

V. Supporting Goals

A. Program Management job structure and evaluation.

1.	Support the Human Resources and geography efforts towards a common definition of PM1, PM2, PM3, and PM4 jobs.	K.Howard, Geographies	Support as required
2.	Support the Human Resources and geography efforts towards a common measurement and evaluation program.	K. Howard, Geographies	Support as required

B. Ensure success of Project Accounting System (P.A.S.)

1.	Support completion of specification of requirements	Q1	Reid	Specification Complete
2.	Support implementation of U.S. pilot	Q1	Ferry/Reid	Pilot Operational
3.	Support implementation of European pilot	Q3	Giacoletto/ Reid	Pilot Operational
4.	Support implementation of GIA pilot	Q3	Montague/ Reid	Pilot Operational
5.	Evaluate pilots and develop plan for improvement of quality and timeliness of information.	Q4	Reid	Evaluation Document

C. Support CASE Program

1. Launch the CASE program jointly with EIS/E.	Q1	Keillor	Launch Announcement
2. Ensure that CASE methodology connects with consulting (planning and design) and program management methodology.	Q4	Keillor	Document
3. Ensure that CASE tools are connected with the other tools in the S.I. portfolio.	Q4	Keillor	Document

VI. Customer Services Collaboration Program

A. Work with customer services team towards common MTT for Systems Integration and Support Integration for the following programs:

1. P.M. Methods (see goal II above)
2. P.M. Tools (see goals III A above)
3. S.I. Training (see goal IV above)
4. Business Practices Documentation

- Define delivery vehicle	Q2	C.S./EIS Collaboration Process	Published
- Documentation distributed 6 weeks after each program provides details of the agreed business practices			

5. Open methodology (see goal I F above)
6. Repository (see goal II D above)

VII. Information Management and Technology Architecture and strategy

A. Represent EIS on Dan Infante's Systems Steering Committee and the IM&T Management Committee	Q2	Dan Infante EISMC	
B. Develop IM&T architecture and Strategy for EIS	Q3	Geographies and functions	Strategy and architecture document published

Following is a tool to cross check between Gullotti goals and MIT goals:

Gullotti Goals	MIT Goals
Vision	Vision
Goal 1 b	Goal IV B
Goal 2 c	Goal IV B
Goal 4 a	Goal V A
Goal 4 b	Goals IV A thru G
Goal 5 a	Goal V B
Goal 5 b	Goal III A
Goal 5 c	Goal V C
Goal 5 d	Goal II E
Goal 6 a 2	Goal VI
Goal 6 a 4	Goal III B, C
Goal 6 b 2	Goal II B, CIII B, C IV E

U. S. EIS
FY'91 Goals

July 31, 1990

Vice President

Managers Goals

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
A. Customer Satisfaction				
1. Enhance overall customer satisfaction by by improving quality of service delivery and response to customers.	PSS: 90% of Districts achieve 8.0.	* Bernie Gaines	Q4	
	CT: 90% of CT achieve 100%	* Roger Blomgren	Q4	
	CSS: achieve 8.0	* Fritz Aumann	Q4	
a. Implement Account Issue Management (AIM) process.	Process in operation.	* Jim Kissane	Q4	
b. Review Sales and EIS LOB survey processes, recommend changes as required.	Proposed and implemented.	* Jim Kissane EIS LOB Managers	Q3 Q4	
2. Propose a revised EIS Systems Integration Survey Model.	SI Surveys in operation.	* Bob Logan W/W SI Managers	Q3	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
B. Financial Performance				
1. Meet U.S. Financial goals.	Actuals	* USMC	Quarterly	
a. NOR $_____				
b. Profit $_____				
2. Meet U.S. SI Financial Goals for named Programs.	Actuals	* Bob Logan USMC:CMC USEISMT	Quarterly	
a. NOR $_____				
b. Profit $_____				
c. Profit 6% in FY'91 10% in FY'92				
3. Implement multi-year, profit improvement plans per EIS Business Unit.	Plan developed and approved.	* US LOB Managers W/W LOB Managers	Q2	

[redacted] Manager's Goals: Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
B. Financial Performance - (continued)				
4. Meet Professional Services Business Unit profit goals as follows:	Actuals	* US LOB Managers	Quarterly	
a. PSS: NOR $_____		* Bernie Gaines		
Profit $_____				
Profit %_____				
b. CSS: NOR $_____		* Fritz Aumann		
Profit $_____				
Profit %_____				
c. CT : NOR $_____		* Roger Blomgren		
Profit $_____				
Profit %_____				
5. Support development of "One" U.S. Plan at all levels of the U.S. organization.	One CERTS, NOR Margin plan at Regions and Districts	* USMC * Regional Managers District Teams	Q2	

[redacted] Managers Goals: Bill Perry [redacted]

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
C. **EIS Organizational Development**				
1. Complete implementation of U.S. EIS organizational model and make the organization an effective operating entity.	EIS Sector plans completed and implemented.	* Carol Bayley * Alan Croll USEISMT	Q3 Q2 Q4	
	Network (ASN) completed.	* DCC Managers	Q1	
	HQ Synergy completed.	* USEISMC	Q2	
2. Ensure Region/District Managers have a common goal set with their counterparts, are operating to one plan with Sales acting as the team leader.	One CERTS, NOR, Margin plan at Region and Districts.	* USEISMT District Teams	Q2	
3. Ensure the EIS managers at the District, Region, and DCC's are empowered to achieve their overall EIS goals by establishing clear responsibility and authority to meet their objectives.	Goal Sheets completed for all EIS Managers.	* Jim Kissane Regional Managers DCC Managers	Q1	
4. Implement the EIS HQ Synergy Plan which includes integrating common support functions and ensuring cross-business unit collaboration whenever possible to reduce overhead.	New EIS Business Unit Plan implemented.	* EISMC	Q2	
	U.S. Plan implemented.	* USEISMC	Q3	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
C. **EIS Organizational Development** - (continued)				
5. Complete implementation of the DCC's and ensure their goals and objectives are in line with the ABU, accounts, and the SI business.	Application and technology resource plans approved.	* DCC Managers USEISMC Sector VPs John O'Donnell ABU Mgrs	Q2 Q3	
6. Complete alignment of the Engineering Integration Centers (EICs) with the DCC/ABU Application and Systems Integration platform goals.	Plan approved and implemented.	* Fritz Aumann DCC Managers ABU Managers	Q2	
7. Ensure EICs FY'91 investments and FY'92 planning processes, support ABU, SI, and Corporate EIS Business Unit goals.	Investment Process defined and implemented.	* Dick Scarborough Fritz Aumann W/W SI Managers ABU Managers	On-going	

[redacted]Manager's Goals: Bill Perry[redacted]

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
D. Systems Integration Overlay Business Unit				
1. Establish SI as an overlay business unit and manage it as a business to its profit goal.	Business Plan Completed and approved.	* Bob Logan	Q1	
	Actuals vs. Plan	* Bob Logan USEISMT	Q4	
2. Review SI business plan at U.S. OPS Committee to gain support for actions required.	Plan reviewed and approved.	* Bob Logan U.S. OPS USEISMT	On-going	
3. Empower Program Managers. a. Certification Process b. Training Program	Plan proposed and implemented.	* Bob Logan W/W SI Managers DCC Managers	Q2	
4. Increase the number of program managers and improve the capabilities of existing program managers. Ensure Program Managers are responsible to Account Managers.	Plan proposed and funded.	* Bob Logan Marty Scarpati	Q2	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
D. **Systems Integration Overlay Business Unit** - (continued)				
5. Implement Methods, Tools and Training programs. a. Project Accounting system. b. Program Management tools. c. Escalation and approval processes.	Specific plans proposed and funded.	* W/W SI Managers * Corp. MTT Manager USEISMT	On-going	
6. Gain approval and implement SI Sales Model.	Plan approved by USMC	* Bob Logan * Chuck Pickle USEISMT	Q1	
7. Manage and expand the Digital Service Alliance Program.	Signed targeted agreements.	* Bob Logan DCC Managers	On-going	
8. Develop, gain approval, and implement SI plans for each of our targetted markets (account groupings or ABU's).	Plans proposed, communicated, and implemented.	* Bob Logan Bob Burke ASVPs ABU Managers	Q2 Q4	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
E. Human Resources				
1. Develop and implement an EIS (PSS,CSS,CT,SI) Human Resource Plan which includes:	Plans developed and approved.	* Joe Patrnchak		
a. Workforce Plan		* Joe Patrnchak	Q2	
b. Training Plan (EIS University)		* Roger Blomgren	Q2	
c. Employee Communications Plan.		* John O'Donnell	Q2	
d. A Management development plan.		* Roger Blomgren	Q2	
2. Propose and gain approval of revised, worldwide rewards, recognition and compensation programs for EIS.	Plan proposed and communicated.	* John Kiladis Gerry Bryant W/W H/R Joe Patrnchak	Q2	
a. Emphasis on team performance based on the "One Plan" strategy and SI needs.				
b. Incorporate performance input from the team (Sales, CS).				
3. Achieve Affirmative Action goals.	Actuals	* Joe Patrnchak USEISMT	Q4	
a. Develop specific plans to increase female representation at the Sr. EIS mgmt. level.	Plan developed and implemented.	* Joe Patrnchak USEISMT	Q2 Q4	
4. Review U.S. EIS Organization structure, overhead, and management levels with Dave Grainger and Russ Gullotti.	Plan reviewed and approved.	* Dave Kistler Marty Scarpati	Q2	

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Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
E. Human Resources - (continued)				
5. Support Cross-functional hiring at DM and UM levels.	Management succession plan developed and implemented.	* Joe Patrnchak	Q2 Q4	

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FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
F. Professional Services Business Units				
1. Participate in and achieve the value pricing strategy for solutions.	Plan developed and implemented.	* EIS LOB Managers Sector VPs Bob Nealon	Q2	
2. PSS: Take action to make PSS services easier to sell and value priced.	Plan developed and implemented.	* Bernie Gaines David Creed USEISMT	On-going	
3. Improve productivity and profits by utilizing: a. Project Management methodology b. Project Management tools c. Reusable code d. Training	Plan developed and implemented.	* Bernie Gaines David Creed USEISMT	Q2 Q4	
4. CT: Integrate Customer Training selling activities at the account and district level and develop "custom" Customer Training capabilities in line with SI strategies.	Plan developed and implemented	* Roger Blomgren Pat Cataldo	On-going	

[redacted] Goals : Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
F. Professional Services Business Units - (continued)				
5. CSS: Integrate CSS selling strategy with account/ district sales plans with focus on "custom" business.	CS4s moved to Sales and trained in EIS LOBs.	* Fritz Aumann Regional Managers	Q2	
6. CSS: Develop a CSS Business Plan in support of SI business and direction of EICs.	Plan developed and implemented.	* Fritz Aumann Sharon Keillor	Q2	

Managers Goals : Bill Perry

Date: July 31, 1990

FY'91 Action Plan

Goal / Action	Metric	Support Required	Due Date	Status
G. Sales Support Goals				
1. Sponsor a Woods meeting to determine future directions.	Meeting held and plan developed.	* Jerry Paxton USMC:CMC Dave Salmi	Q2 Q3	
2. Complete Sales Support transition to Sales.	Transition completed.	* Jerry Paxton Dave Salmi	Q1	
3. Support a district and DCC Sales Support planning process that aligns Sales Support with PBU/ABU, accounts, and U.S. Sales plans.	Application and technology resource plan, developed and implemented.	* Jerry Paxton * DCC Managers USBISMT Sales VPs Dave Salmi	Q2 Q2	
4. Support career development of Sales Support resources.	PTP plans implemented.	* Regional Managers * DCC Managers Roger Blomgren	Q2	