

He works for  
Scott Rimmer -  
the AGM - who  
works for Tom.

←  
Sent to Patty  
Foye

ABB Teschi

↳ Paddy Foye

Stay in touch w/  
Act Mgr -



**KCT32**

**1-800-832-6277**



**digital**

New Customer file

ABB



**KCT32**

**1-800-832-6277**



**digital**



# Bruce Berenbach

- 1968 DecUser - techie.
- Organization is a mess
- very frustrated
- 1980 Real time Unix

## Problem eggs

Real time requires clock registers to be same.  
all Dec platforms now different! SW

Set up when try to read clock - system crashes.

Nobody talking to engineering.

No one in charge

100 MS - read clock  $\pm 15 \mu s$  } came off PDP11  
"go <sup>buy</sup> ~~try~~ ensure"

no one to call

at sun calls VP ops systems  
Harris - chief tech officer

} no one at  
Dec to  
handle it  
beyond esc.

Acct reps can't do it.

amorphous beyond rep

Dec shoots self in foot. Wants to bid Dec.  
competitor lines with him on a bid.

- block diagrams

- panels lists

- no OEM support - must pay  
people not available

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- long term looking OK

- short term requires damage control.

No knock offs re: HP - he does them.



Tauwan Bid

\$ 25M

Same Blain / Roger

Bid Alpha

a - find out who the acct mgr reports to. <sup>to</sup> Neal Hantz??

DIGITAL EQUIPMENT CORPORATION  
500 ENTERPRISE DRIVE  
ROCKY HILL, CONNECTICUT 06067-4004

Return with answer.  
Having Brian do the letter is not a great idea because he is the guilty party.

~~R - I spoke to Roger Cronk - US Act mgr - He is going to draft a response for you -~~

Let's discuss - I may want to call the customer.

FAX COVER SHEET

TO: <u>Andrea Wilkins</u>	FROM: <u>Roger Cronk</u>
LOCATION: <u>TKO/MEO</u>	LOCATION: <u>Digital Equipment RCH</u>
PHONE: <u>264-6210</u>	PHONE: <u>320-5433</u>
FAX LINE: <u>297-1792</u>	FAX LINE: <u>320-5222</u>
Rocky Hill - CT	
DATE: _____	
# OF PAGES TO FOLLOW: _____	

Tom C.  
Scott Rimmer  
AGM 320-5520  
D

COMMENTS: Brian's letter. I'll be reviewing this with Mary Hodgkin in Zurich, and the local Account team in NJ. (Steve Blum and Bill Denziger) to prepare ~~my~~ for our response. I have spoken to Brian, who is a strong proponent of Digital. He wrote the letter to help us improve. Roger





FAX

To: Andrea Wilkins  
Phone: 264-6210  
Fax#: 297-1792 or 264-0864

From: Roger Cronk  
Phone: 320-5433  
Fax#: 320-5222

For: Russ Gullotti

Subject: ABB Letter from Brian Berenbach.

Andrea, we spoke to Brian after you scheduled the call with Russ to discuss his letter. He is impressed and pleased that Digital's response is direct and timely. Please let me know how Russ will want us to follow up on the call and letter.

Roger

*Call with Brian 2/2/93*



Andrea, this is the background information for Russ Gullotti's call to Brian Berenbach. Brian is a strong supporter of Digital and he more or less constantly feels that DEC could do more for him. In many instances, he has been absolutely right - real time application support, paying better attention to OEMs needs, etc.

Regarding some points of his letter;

- We are working to reverse the Industrial Process Automation (IPA) business decision of the late 1980s by strongly supporting IPA's commitment to Open Systems and by keeping them current on Digital's strategies. The decision for HP is well known in Digital, and was partly the result of our confused UNIX strategy, unclear CASE strategy, and uncompetitive workstations at the time. This was definitely a strategic loss for us, and will continue to be a threat at PPC and other ABB divisions.
- The Nuplex 80 Control Systems decision seems to be based on the IPA product. We are working with Power Plant Controls (PPC) R&D in Germany to port the Process Automation product, which is proprietary on HP, to an Open (OSF/1) implementation on Alpha.
- The Korean Electric Power Corporation bid/proposal has not been formally awarded (is on hold). A revised RFP is expected some time this year. ABB's preliminary response was with Harris because it was commercially available, offers SMP, and a real-time UNIX. We are working with Brian and PPC to offer Alpha APX in their final response. A key outstanding issue is real-time support in OSF. Brian believes Digital will not have a true solution until we reach OSF/2.
- Bid support is one of Brian's important ongoing issues. It is a difficult one when competitors are trying to woo away one of our OEMs. ABB gets OEM level discounts, so Digital's ability to provide support resources and remain profitable are limited (we say). Harris and others apparently are differentiating themselves by providing better bid support. We question if they will do this on an ongoing basis, or if is this an effort to win away our OEM which will not continue if they are successful.
- PC clip-art the local account team has worked with OEM to satisfy the initial request. It did take time to resolve questions regarding use of "DEC internal use only" material. We are in the process of providing the DEC clip-art to Brian as soon as possible.
- Mary Hodgkin pushed for a planning workshop around a migration plan for their software engineering environment (including SUN migration) after PPC's Stow visit (Nov. 1991). She was told that ABB needed to meet again to make some decisions before involving DEC. We also learned that needs were different at the various locations. There are still internal ABB conflicts regarding the best software engineering approach, and they are still reluctant to involve us on a worldwide strategy basis.



- SUN follow-up.

In the US, the developers who use SUN workstations are not interested in migration. They are interested in Alpha APX OSF/1 for their future product plans.

In Switzerland, DEC received an order and a project is nearly completed, which will (1) port existing software from SUN to DEC and (2) make it possible for ABB to easily develop on SUN but deliver on DEC on an ongoing basis. Hans-Peter Faessler (ABB R&D Mgr.) says the project is "on schedule" and results are "very good." He also commented that "SUN is always ahead of DEC with new features" which causes some minor problems but nothing critical.

In Germany, SUN workstations have been replaced with DEC. (We think - this has not been confirmed with the customer).

- Regarding the PPC mandated use of HP workstations - Based on our conversation with Mr. Wilhelm (ABB R&D V.P.), we believe some HP workstations were required for IPA software evaluation purposes. This is certainly a threat, but does not indicate a definite change in strategy at this time. PPC remains committed to an "open" strategy which does not limit them to one hardware platform, and their preferred platform at this time is still DEC. Continuation depends on our performance, of course.

These comments are collected from the Account Team, Mary Hodgkin (World Wide), Steve Blair (Local), and Roger Cronk (U.S.).

Prepared by:

Roger Cronk 320-5433

CC;

Steve Blair 323-4402

Mary Hodgkin 760-3434



January 20, 1993

Mr. Russ Gullotti  
Vice President, U.S. Area  
Digital Equipment Corporation  
3 Results Way  
Marlboro, Massachusetts 01752-3082

Dear Mr. Gullotti,

I am writing to you out of a deep seated frustration with the current situation between ABB and DEC. As you may be aware, over the last year or two DEC has lost a tremendous amount of business from ABB, and I see nothing happening to turn this around.

For example, the Industrial Process Automation (IPA) division has adopted HP World-Wide, terminating a long standing partnership between ABB and DEC. The Nuclear Instrumentation and Controls Division is basing their new Nuplex 80 Control System on HP, not on DEC.

At the local level, I cannot express strongly enough my unhappiness with the current situation. DEC just seems not to want to get the message.

I recently worked on a proposal for a \$30 Million + Simulator Complex for Korean Electric Power Corporation. The aggregate total DEC equipment in the complex would have been over \$8 Million. Ongoing technical assistance was not available on a regular basis (unless we purchased DEC consulting time). I asked for DEC to create block diagrams of the configuration. "Not Possible" said my DEC salesman, the facilities are not there.

I then requested the PC clip-art, and offered to do the diagrams myself. "Not possible" said the DEC representative, we cannot release our clip art to you.

With minimal support from DEC, and with other vendors "camped out" at our doorstep with resident marketing personnel to assist in the proposal, we eventually bid a different vendor as prime.

This little incident is just the tip of the iceberg. DEC has, over the years, shown a remarkable inability to listen to its clients. *is it a system problem or a people problem? Did others give up?*

For example, I attended a high level briefing session last year at DEC with Drs. Herbert Wilhelm, Peter Hanbaba, and Hanspeter Fässler, all of ABB Corporate R & D. We offered to seriously consider migrating from the many Sun work-stations in use to DECStations. In return, we requested a migration strategy, and the possible

ABB Power Plant Controls

*By us for them  
free?*



development of migration tools. DEC shall we say "sat on their hands", and provided no assistance, promise of assistance, or even an "We'll look into it".

ABB Power Plant Controls Segment eventually mandated the use of HP work-stations.

I believe that DEC still has a lot to offer, both in terms of service and equipment. However, if DEC wants be a player, it should learn the rules. Rule number one is to "listen to your customers". My perception is that this has not yet happened.

Sincerely yours,

A handwritten signature in cursive script that reads "Brian A. Berenbach". The signature is written in black ink and includes a long, horizontal flourish extending to the right.

Brian A. Berenbach  
Manager, Advanced Technology