

Michelin

Philippe Yassin

Corp IT. Director

~~Reck Barbic~~

~~COO Americas~~

Bob Webster

US IT.

Daniel Baixas

IS Mgr.

Don Western

Sup ops Mgr.

~~Mike Wilson~~

telecom Mgr

Jean Louis Lousy

FS Mgr.

(Bruno Gatalouze)

5/26
USIT

Lee Saylor - working @ Canada
+ Mexico

Larry Holmberg

Duty (tariff) (pass
through to
customer)

Printed by Lee Saylor @CEO

INTEROFFICE MEMORANDUM

Doc. No: 036566
Date: 25-May-1994 09:19am EDT
From: Lee Saylor @CEO
SAYLOR.LEE
Dept: CEM Operations
Tel No: DTN 367-5508 / (704) 357-

*file
puchelin*

TO: See Below

Subject: (A) Michelin Visit - Response to Issues

As you have requested, I have provided the following status to the issues for North America which you indicated. The data is as follows:

o Multinational Agreement

- Agreement renewed on April 1, 1994 and runs to March 31, 1995.
- Discount level is H - 11%.
- Effective February 21, 1994, the CAP on Canadian and Mexican pricing was established at 110% of U.S. list (after conversion).

o Centralized Purchasing in U.S./Drop Shipment in Canada/Mexico.

I suggest that Russ indicate to the customer that he has chartered Lee Saylor, new District Manager in the Carolinas to put together a plan which addresses their desire to purchase in Greenville, SC and drop ship in Canada/Mexico. This plan will address issues such as freight, warranty transfers between countries, export compliance issues, the need for a freight forwarder, and the impact on their purchases through distributors.

o U.S. Sales Coverage.

I believe we should point out to Michelin that our (my current District) plans for sales/support coverage call for the following organizational focus:

- A Sales rep will be chartered to handle the needs of Michelin in North America.
- A Sales Support organization of 14 technical support personnel are available as a District pool in support of the rep.
- A Regional staff of 14 technical support personnel are available as back up to the District pool.
- Industry Specialists are available as needed from the North

American Marketing organization.

- Industry and/or Technical resources are available as needed from Digital Consulting.

Distribution:

TO: Remote Addressee	(Shane Patterson @MKO)
TO: Remote Addressee	(Sharon Frederick @MRO)
CC: Remote Addressee	(Bruno Grataloup @ATY)
CC: John C. Camp @GNO	(CAMP.JOHN)
CC: Remote Addressee	(AL HALL @COP)
CC: Remote Addressee	(Scott Dixon @ALF)

Printed by RUSS GULLOTTI @MKO

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

Doc. No: 072111
Date: 20-May-1994 02:58pm EDT
From: James Bednarczyk @MRO
BEDNARCZYK.JAMES AT A1 AT USCT

1 AT MRO

Dept: Worldwide Customer Program
Tel No:

TO: russ gullotti @mko
TO: shane patterson @mko

Subject: Updated Michelin Visit Information

Attached is additional information regarding the Michelin customer visit. I haven't as yet been able to reach Bruno or Alain, nor have I been able to locate a home phone number for either of them.

I will continue to try.

Regards,

Thanks.
Jim Bednarczyk @MRO
DTN 297-5648

AGENDA

MICHELIN

THURSDAY, MAY 26, 1994
ALLIANCE CONFERENCE ROOM (MRO3-3/WEST WING)
MARLBORO, MASSACHUSETTS

8:45 AM	Welcome and Introduction	Account Team
9:00 AM	DIGITAL support for MICHELIN N.A. - Action plan - Discussion	Account Team
9:45 AM	Break	
10:00 AM	IT Cost Reduction - DIGITAL approach - Tools for metrics - Success factors	Account team
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12:30 PM	Luncheon: Executive Dining Room	Host: Russ Gullotti
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2:00 PM	Break	
2:15 PM	Unix Strategy	Ted Prindle
3:15 PM	Storage technology - RAID technologies - STORAGEWORKS	Brian Maher
4:30 PM	Summary & Conclusion	

4:45 PM Adjourn

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MICHELIN

FRIDAY, MAY 27, 1994
STOW CUSTOMER CONFERENCE ROOM (OG01-2/P04)
STOW, MASSACHUSETTS

- 8:30 AM Welcome & Introduction
- 8:45 AM Open Client/Server Strategy & Technologies Involved Bob Lynch
- 9:45 AM DECadmire Rich Collier
- 10:30 AM FORTE Mike Kelley
- 11:15 AM PC technology/integration with Pathworks To be determined
- 12:30 PM Luncheon Host: Enrico Pesatori (OG01-1/West Lobby) (requested)
- 1:30 PM Networking Strategy Mike Gayowski
- LAN/WAN strategic vision
 - Status on network management (DECMCC/ NETVIEW)
 - Hub and router technology
- 3:00 PM Adjourn

DIGITAL EQUIPMENT CORPORATION

WORLDWIDE ACCOUNT PROFILE

CUSTOMER:

Account Name: MICHELIN

Address: PLACE DES CARMES 63040 CLERMONT-FERRAND FRANCE <>

Participants : PHILIPPE TASSIN
CORPORATE IT DIRECTOR

BOB WEBSTER
US IT DIRECTOR

DANIEL BAIXAS
IS MANAGER

JIM FOX
IS MANUFACTURING MANAGER

ARCH WILDER
US ENGINEERING DIRECTOR

DON WESTERN
SYSTEM OPERATION MANAGER

MIKE WILSON
TELECOM MANAGER

JEAN-MARIE JARRIGE
IS MANAGER

JEAN-LOUIS LOISY
IS MANAGER

Account Type: Global X Strategic <> Local <>

CBU: CPT

Business Segment: CHEMICAL

- Some attendees have to leave on Thursday night but are involved with the topics I have put on thursday morning sessions.

- The corporate telecom director, Mike WILSON, has required the topics on network I put on Friday afternoon sessions.

The account team carries out organization of the two first sessions on Thursaday morning.

You'll find at the end of my mail an update of the briefing package on the new network topics.

For the guest on Friday noon, I suggest a top executive on PC

ACCOUNT PROFILE:

Describe Customer's Business: TIRES & TIRES

How does the Customer view Digital?: AS A SUPPLIER AND A TECHNICAL PARTNER

Customer's Competition: BRIDGESTONE, GOODYEAR AND OTHERS

REVENUE:

Account yearly revenue to Digital: 15 M\$

What is the projected revenue associated with this Customer Visit? 15 M\$

ACCOUNT CONTACT FOR THIS VISIT:

Name: BRUNO GRATALOUP
Office Phone No: 33-1-6987 5545
Home Phone No: <>
ALL-IN-1/VAXmail Node: @ATY
Fax No: 33-1-6987 5433
Badge No: 131366
Cost Center: K14
Cost Center Manager: FRANCOIS SEIDNER

DIGITAL FIELD PERSONNEL ACCOMPANYING CUSTOMER:(Names, Titles, Site Code, Phone)

Alain BOURDAIS Global Account Consultant @ATY DTN: 858-5789
John C. CAMP Sales Rep @GNO 803-675-5043
Richard NELSON Sales Support @GNO 803-675-5001

PROPOSED AND ALTERNATE CUSTOMER VISIT DATE(S):(4-6 week lead time is requested)

MAY 26,27, 1994

PROPOSED VISIT LOCATION: MARLBORO AREA, HOTEL CLOSE TO THE CONFERENCE CENTER.

OBJECTIVES FOR CUSTOMER VISIT:

Customer Objectives: TO UNDERSTAND DIGITAL FUTURE AND TRENDS
Sales Objectives: TO RESTORE CONFIDENCE IN DIGITAL PRODUCTS & SERVICES

ISSUES:

Any specific customer/attendee issues of which we should be aware?

What attempts have been made to resolve these issues? <>

REQUESTED TOPICS:

List all topics to be addressed and list which are business related (B)
and which are information only (I): <>

TOPIC DETAILS:

For EACH topic, please answer ALL of the following questions. This section is CRITICAL in determining the appropriate resource and level of discussion for your Customer Visit. Please complete in detail.

TOPIC: DIGITAL SITUATION

Specific Products/Services/Subjects to be discussed:

PRODUCTS (IN WHICH PRODUCTS DIGITAL IS INVESTING THE MOST, WHAT ABOUT
OPERATING SYSTEMS ?)
ORGANIZATION
FINANCE

Current products in use (H/W, S/W, applications, operating systems):

MORE THAN 600 VAXes VMS IN 65 PLANTS. MOVING TO UNIX IN THE COMING YEARS

Issues, concerns and anticipated questions:

LACK OF CONFIDENCE IN DIGITAL, DUE TO PRODUCT DELIVERY POSTPONED, AND LESS
SUPPORT MAINLY IN THE US.

WHAT IS DIGITAL FUTURE ?

Customer knowledge and previous presentations received on this topic:

<>

Specific competition for this topic:

<>

What are the goals for the session, and what key points would you like
your customer to walk away with:

RESTORE CONFIDENCE IN DIGITAL, OR ELSE WE WILL BE OUT OF THIS ACCOUNT IN
THE COMING YEAR

Other Pertinent Information:

WE WOULD LIKE RUSS GULLOTTI AS SPEAKER FOR THIS TOPIC

TOPIC: PC TECHNOLOGY & INTEGRATION WITH PATHWORKS

Michelin ordered recently to DIGITAL in France a first set of 400 PC LPV+, to be delivered before end of calendar year.

We are bidding in UK for 560 PC for a MICHELIN owned Tire retailer.

They have W/W about 20 000 PCs. We would like to be also the PC supplier of MICHELIN US.

We have stressed in our account plan, PC business is a major opportunity for the coming FY (\$ 2.5M) because we have Top quality PC products according to MICHELIN France experts.

Specific Products/Services/Subjects to be discussed:

UPDATE OF DIGITAL PC OFFER

PATHWORKS: CURRENT FEATURES AND FUTURE

Current products in use (H/W, S/W, applications, operating systems):

NETWARE, TCP/IP ARE ALSO MICHELIN NETWORK STANDARDS

Issues, concerns and anticipated questions:

400 PCs (LPV +) SOLD TO MICHELIN IN FRANCE. WE TRY TO EXTEND THIS CHOICE TO OTHER COUNTRIES. 15000 PCs TO BE INTEGRATED WITHIN THE GROUP.

Customer knowledge and previous presentations received on this topic:

LAST UPDATE: SEPTEMBER 93

Specific competition for this topic:

HP

What are the goals for the session, and what key points would you like your customer to walk away with:

DIGITAL PC QUALITY

PATHWORKS FOR NETWARE FOR PC INTEGRATION

Other Pertinent Information:

<>

Printed by SHANE PATTERSON @MKO

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

Doc. No: 004427
Date: 24-May-1994 11:11am EDT
From: James Bednarczyk @MRO
BEDNARCYK.JAMES AT A1 AT USCT

Dept: Worldwide Customer Program
Tel No:

1 AT MRO

TO: See Below

Subject: Michelin Final Agenda

Distribution:

TO: alain bourdais @evt
TO: Bruno Grataloup @pao
TO: Cathy Stockwell @MRO
TO: russ gullotti @mko
TO: shane patterson @mko

(STOCKWELL.CATHY AT A1 AT USCTR1 AT

CC: Michael Bursch @MRO
CC: maureen sullivan @ogo
CC: lee saylor @gno

(BURSCH.MICHAEL AT A1 AT USCTR1 AT M

Use the RDL option to see remainder of distribution lists.

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- Tools for metrics
- Success factors
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- Components & Products
- OpenVMS new file System
- 12:30 Luncheon: Host: Russ Gullotti
Executive Dining Room
- 1:15 DIGITAL situation Russ Gullotti
- Products, Organization
Finance
- 2:00 Break
- 2:15 Unix Strategy Ted Prindle
- 3:15 Storage technology Brian Maher
- RAID technologies
- STORAGEWORKS
- 4:30 Summary & Conclusion
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Fr. US. Canada/Mexico
1 CAM 1 rep
1 DC 1 SS
1 rep
total

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PARTICIPANTS

MICHELIN

Mr. Phillippe Tassin
Corporate IT Director

Mr. Rich Barbieri
Chief Operating Officer
Michelin America Services

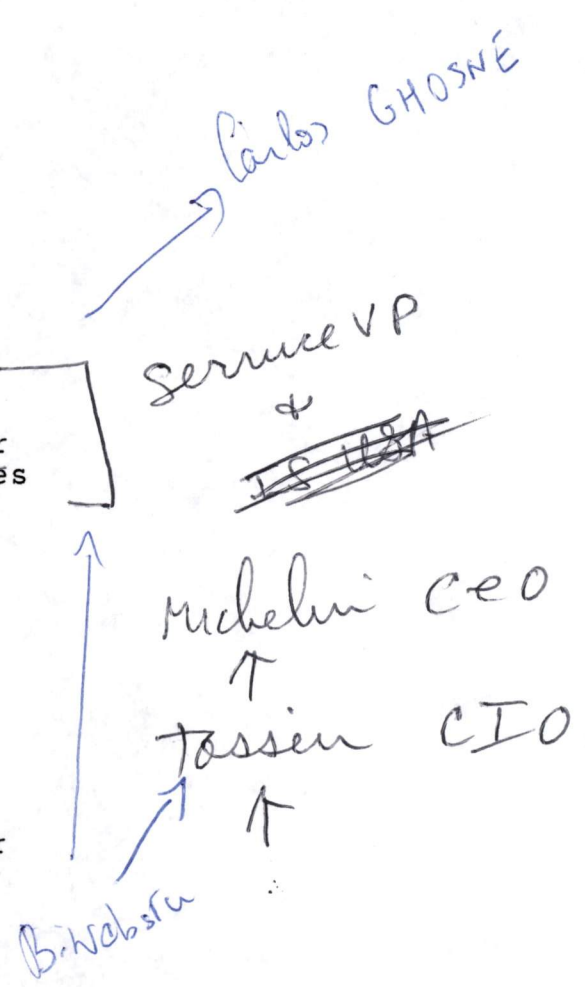
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IS Manager

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Mr. Jean-Louis Loisy
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Jim Bednarczyk
Program Consultant
Worldwide Customer Programs

John Camp
Sales Representative

Rich Collier
DECtp Workbench Product Manager

Mike Gayowski
NIPG Marketing Manager
Network Product Group

Bruno Grataloup
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Brian Maher
Business Technology Consultant
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Dean McMillin
Business Development Manager
INOS Business Development Group

Ted Prindle
Business Technology Consultant
Worldwide Customer Programs

Dan Ross
Director
U.S. PC Sales

Cathy Stockwell
Business Technology Consultant
Worldwide Customer Programs

Printed by RUSS GULLOTTI @MKO

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

Doc. No: 072196
Date: 24-May-1994 11:11am EDT
From: James Bednarczyk @MRO
BEDNARCYK.JAMES AT A1 AT USCTR
Dept: Worldwide Customer Program
Tel No:

TO: See Below

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INOS Business Development Group

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Business Technology Consultant
Worldwide Customer Programs

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Director
U.S. PC Sales

Cathy Stockwell
Business Technology Consultant
Worldwide Customer Programs

Digital Equipment Corporation

Directions and Discussion

Russ Gullotti

President, Americas Area

*USA
Canada
LAT*

digital[™]

Digital: Directions & Discussion

- **Financial Update**
- **Progress Points**
- **Digital's Strategy:**
 - Open Client/Server Leadership**
- **Digital's Channels Direction**

Mostly your Q's

Financial Update

- Net loss of \$183M, Revenue decline of 6% in Q3
- Good balance sheet
- Cash balance \$1.2B
- Debt to total capital ratio < 20%
- Year-over-year, research and engineering expenses down 10%, SG&A expenses down 8%
- Q3 not acceptable... but can't overlook real progress on many fronts

- Caught us by surprise! - Ran out of PC Alpha
- L.T. Debt > 1yr 2000
- not fixed yet - not at benchmark
 - 20K jobs
 - VPS + Downs
- have all we need
 - technology
 - skills
 - customers
 - balance sheet

Progress Points

- **PC Business : Doubling revenues year-over-year**
- **Storage Business: Double digit growth**
- **Alpha AXP sales**
 - **46% of systems revenue (excluding PCs)**
 - **66% growth quarter-to-quarter**
 - **2100 Server launch**
- **Product revenues: After two quarters of double digit declines, flat worldwide. Order rates up**

- 2 systems CISC/RISC

Open Client/Server Leadership

open systems not a problem
VMS - 10M users!

OSF - by Intel

- Computer systems ^{*NT - Microsoft*} - 2 platforms
- 3 Operating systems
- Networks
- Enterprise objects
- Data and messaging integration ^{*- objects = old Microsoft*}
- Technical, production, ^{*- real world*} workgroup integration
- Partner applications
 - 800 firms ^{*olympus broken*}
 - 5000 applications moving to 6000
- Services and Partners to bring it all together ^{*partners/firms' problems*}

Open Client/Server Leadership

- **Computer systems - 2 platforms**
- **3 Operating systems**
- **Networks**
- **Enterprise objects**
- **Data and messaging integration**
- **Technical, production, workgroup integration**
- **Partner applications**
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- 2 Systems CISC/RISC
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 - VMS - 10M user!
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 - NT - Microsoft

- objects = ole microsoft
= corba std

objectbroker.

Porting/terminis
problems.

Open Client/Server Leadership

leadership - products
= SVCS
October 12: Open Client/Server Strategy

= partners
November 29: Common Object Model

February 8: Software Frameworks

April 12: Digital 2100 Server

Open Client/Server Leadership

October 12: *Open Client/Server Strategy*

November 29: *Common Object Model*

February 8: *Software Frameworks*

April 12: *Digital 2100 Server*

Leadership = products

= SUCS

= partners

= Stds = open (egoums)

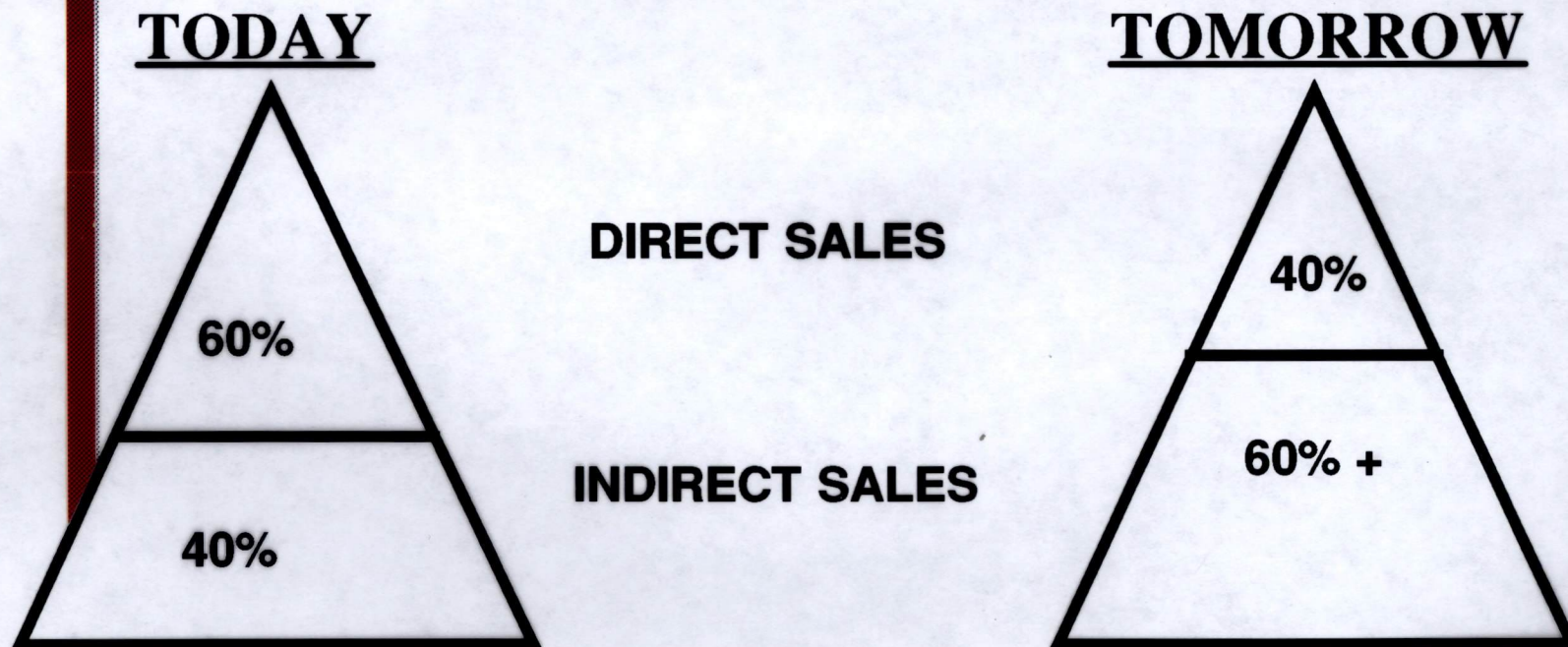
Open Client/Server Leadership

Digital Capabilities: Core Competencies

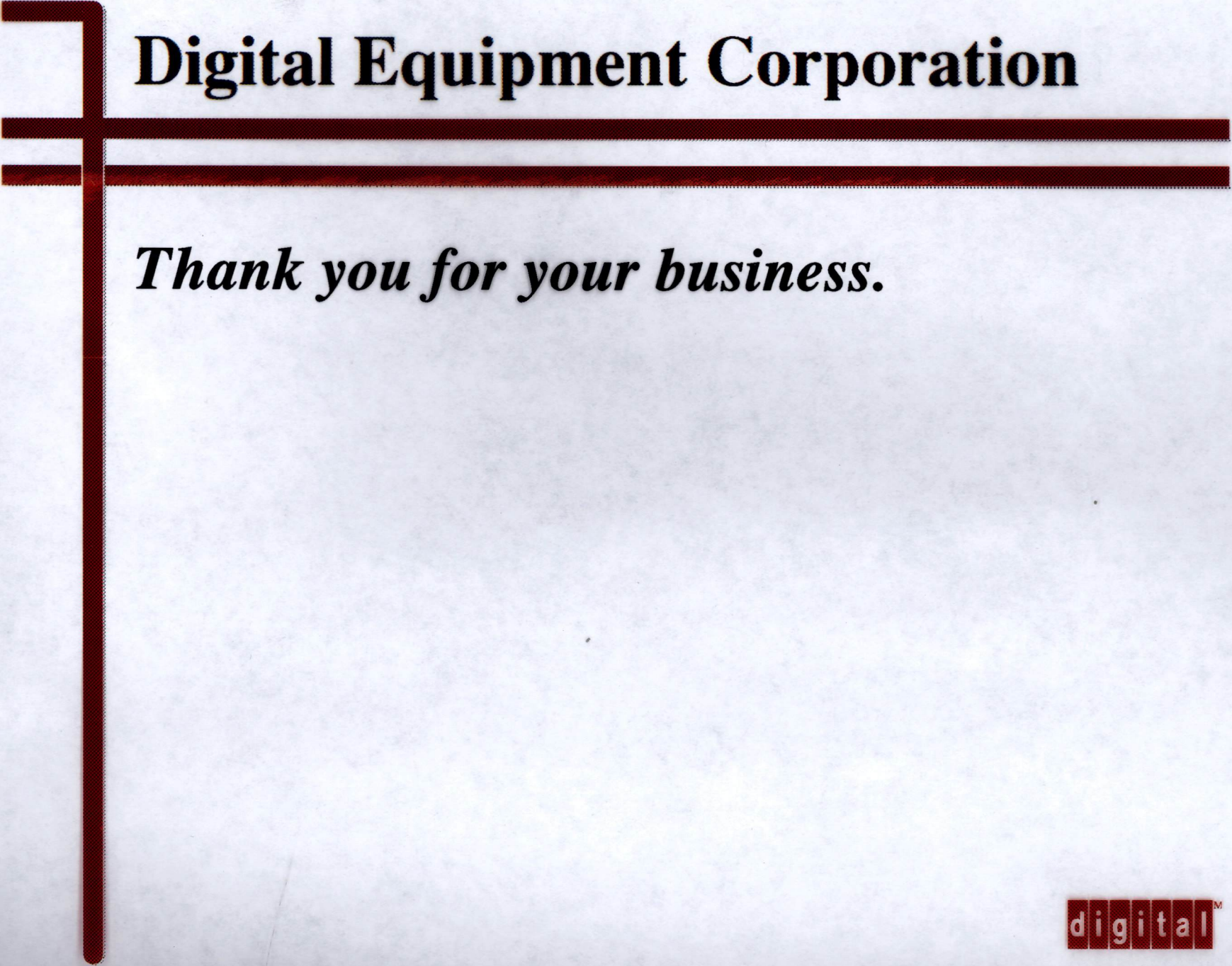
- High performance silicon - world's fastest microprocessors
- Enterprise networks
- Software architecture for reliable, scaleable distributed systems
- Technical integration

*tech integration
is a saleable
product*

Digital's Channels Direction



**Channels Strategy: Driven by Business Units
Implemented Geographically**



Digital Equipment Corporation

Thank you for your business.

digital™



Digital Equipment Corporation

Directions and Discussion

Russ Gullotti

President, Americas Area

Digital: Directions & Discussion

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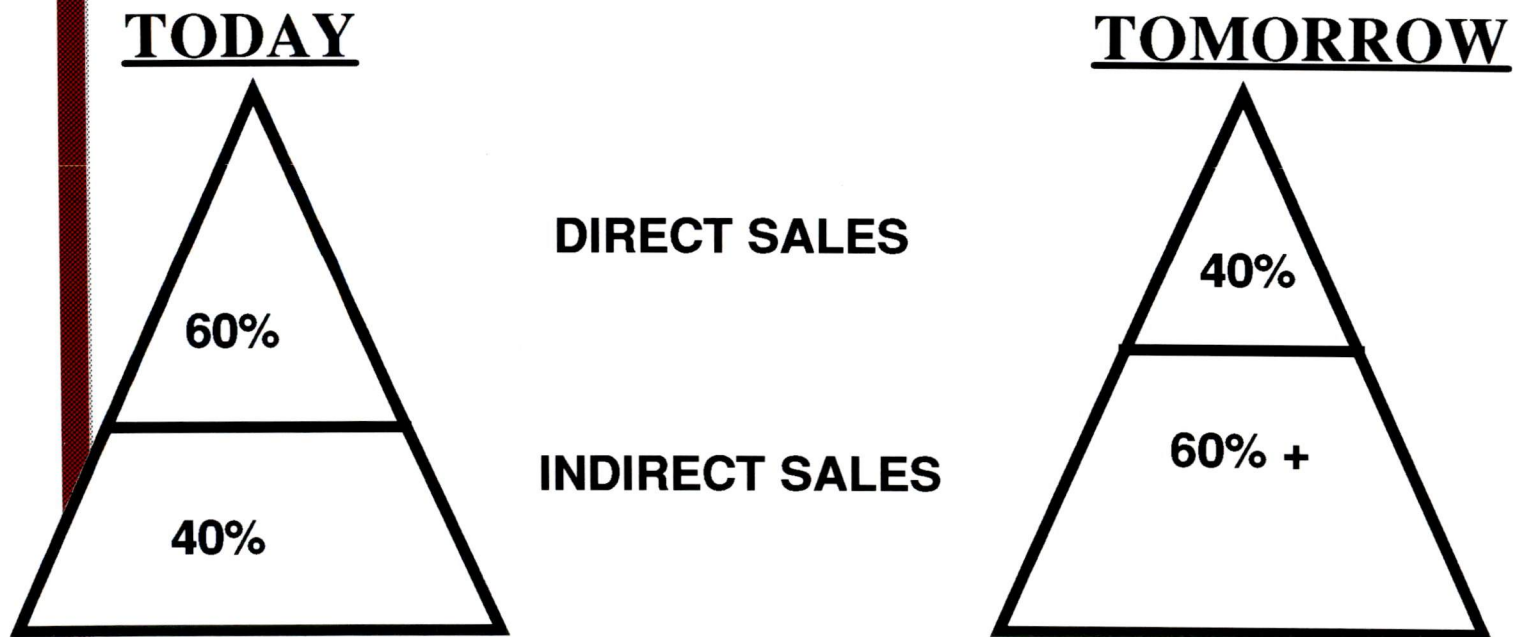
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digital