

Internal Memorandum

To: Dave Van Oaele  
From: Jody Clifton  
Copy: Dave Valentino, Karen O'Riley, Sue Nageotte  
Date: May 17, 1991  
Subject: Proposed Cut Backs for Both Technical Support & Customer Service

Dave Valentino, Karen O'Riley, and myself had a brief meeting this morning regarding cut backs in both areas. We came up with the following recommendations:

Customer Service

Customer Service currently has 4 Customer Service Representatives who are temporary on the phone. If necessary, they would be willing to do the following:

Let Robin Gatti and Holly Lamph go on June 15, 1991.  
Let Carl Palme and Kim Young go on June 30, 1991.

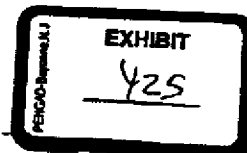
Earetha Tymes is an administrative person and her requisition is due to expire on June 30, 1991. She is a Digital Research temporary, therefore we do not pay any agency fees. Her rate of pay is \$8.25 an hour. Because Customer Service is tasked with registration cards, mailings, faxes and letters, dealer database, voice mail, etc., we feel we need at least one administrative person there. Therefore, we recommend keeping Earetha Tymes and extending her requisition thru August 30, 1991.

Technical Support

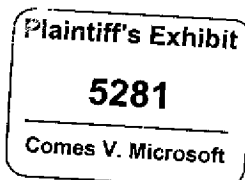
We presently only have one temporary in Technical Support. The temporary is William Abbott and we would be willing to let him go.

I strongly feel that because we have been behind for months on calls, faxes, letters, and Software Performance Reports, that even if our call load were to drop dramatically, we would have more than enough work to keep us busy over the summer months. The GPOS Technical Support Group is handling the Buxton Beta Sites which are 25 presently and growing every day. This area is critical, we can not allow any slippage here at all. There also needs to be more compatibility testing with other software and hardware vendors. This in itself is a full-time position. Call load has not dropped off at all, if anything, it has increased due to the large volume of sales of DR DOS in April. Please find below some current statistics:

February	2367
March	2199
April	3483
May 1 - 15	1839



PC013578



MS-CCP-MDL 5009858

MS-CCPMDL 000005009858

Page 2.

There are several factors to consider here if I have to cut any deeper. They are:

1. We have discontinued Fusion, so Graphics call load according to Fusion will increase by 120 calls a month, and GPOS's call load will increase by 75 a month.
2. I am down to 2 people in Graphics Support presently and only one is trained on GEM PTK support. I have not had the other person cross train on this product yet because the call volume is so low (approximately 15 calls a month) that I felt cross training on DR DOS was more important. If we lower the price of both Presentation Team 2.0 and Artline 2.0 to empty out the channel and hopefully increase sales, their call load will increase as a result of this. Artline 2.0 is a stable product, but Presentation Team 2.0 has several major bugs that almost every customer encounters, with no resolution or work around. I also understand that there are no resources presently working on any fixes. Therefore, I am hesitant to touch this group. Their call load for April was 1,251. The average number of calls per agent for this group should be 25. We are above the average right now.
3. GPOS Support presently has 11 permanent people and 1 temporary. Of these 11, only the following 8 people are on the phones full time:

Andrew Dyson  
Cyndee Rehkopf  
Pam Robello  
Richard Smith  
Robert Rodriguez  
Steve Holley  
Teri Clark Johnson  
William Abbott (temporary)

These people are only on the phones a 1/2 day or less because they are doing Software Problem Reports, Buxton Beta, Corporate Support, and hardware and software compatibility testing, bulletin board activity, CompuServe, etc.

Bradley Kerth  
Elizabeth Mitchell  
Mark Campbell  
Steve McNabb

If I have to cut any people in Technical Support, responses on CompuServe would not be answered in a 24 hour period, hardware and software compatibility would be minimal, no Software Problem Reports would be investigated, call waiting would increase even more, and correspondence would continue to be backlogged as much as 2-4 weeks. As you already know, call waiting is at an unacceptable level. As a result, returns of products would increase, any upgrade potential would more than likely diminish due to lack of customer satisfaction, and there would be no word of mouth referrals which accounts for 20% of a software company's business (the other 80% is existing customers. This is SSPA's and Business Week's statistics).

PC013579

MS-CCP-MDL 5009859

MS-CCPMDL 000005009859

Page 3.

If we need to make further reductions, then I would recommend that we do forced 2 weeks vacation with no pay and that we stagger it over three pay periods so the customer is not left out to dry with no recourse for 2 weeks. This is who I would suggest to be off the first pay period, June 4 - 14, 1991:

Mark Campbell  
Teri Clark Johnson  
Pam Robello  
Cyndee Rehkopf

Second pay period, June 17 - 28, 1991:

Brad Kerth  
Sue Nageotte  
Richard Smith  
Robert Rodriguez

Third pay period, July 1 - 12, 1991:

Liz Mitchell  
Andy Dyson  
Steve McNabb  
Steve Holley

My worst case recommendation would be that we let the following go, realizing that the Buxton Beta and customers would suffer even more. They are as follows:

Teri Clark Johnson  
Steve Holley  
Andrew Dyson

Thanking you in advance for your time and consideration. Please let me know at your earliest convenience what direction you desire and I will execute it. Please do not forget the long term effects of your decision while you are in deliberation.

PC013580

MS-CCP-MDL 5009860

MS-CCPMDL 000005009860