IBM Systems and Technology Group University 2005

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ON DEMAND BUSINESS™

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Target Dell: Win When Selling Against Dell

Course #:

Wes Ganeko
Americas Competitive Consultant

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Agenda

- **STG Competitive View**
  - **Dell Strategy & Relationship with EMC**
  - **Dell Strengths & Sales Tactics**
  - **IBM Strengths vs. Dell**
  - **Way's to increase odds of winning against Dell**
- Servers
  - IBM xSeries Strategy & Product Line up
  - Selling product advantages of Volume, Scaleable, Blades and Linux
- Storage
  - IBM xSeries Strategy & Product Line up
  - Selling the IBM TotalStorage Advantages
- Competitive Programs & Resources

Dell Overview

Dell Profile

- Fiscal 2003: Revenue $41.4.1B, up 17% YTY; Net Income $2.6B, up 25%
- Double digit CAGR (2002 to 2004) in all business segments - Servers 19%, Storage 44%, Services 17%, S&P 23%, Client 11.7%
- 2Q04 Revenue: $11.7B +20% yty; EPS: 31 cts +21% yty, gross margin 18.2%
- **Dell Strategy**
- Enterprise Growth –
  - Servers, storage, enhanced services
- Geographic Expansion –
  - Germany, France, China, Japan
- Reduce Costs

Dell Products / Services

- **Hardware:**
  - Intel Servers :1-, 2-, 4-way Intel,Blade server
  - EMC Storage, PCs and notebooks,
  - low end Printers, consumer electronics
- **Software:** Dell OpenManage (for Dell hardware only)
- **Services:**
  - Support & Maintenance,
  - Deployment and Installation,
  - Desktop Management Outsourcing,
  - Financial Services

Strong Partnerships

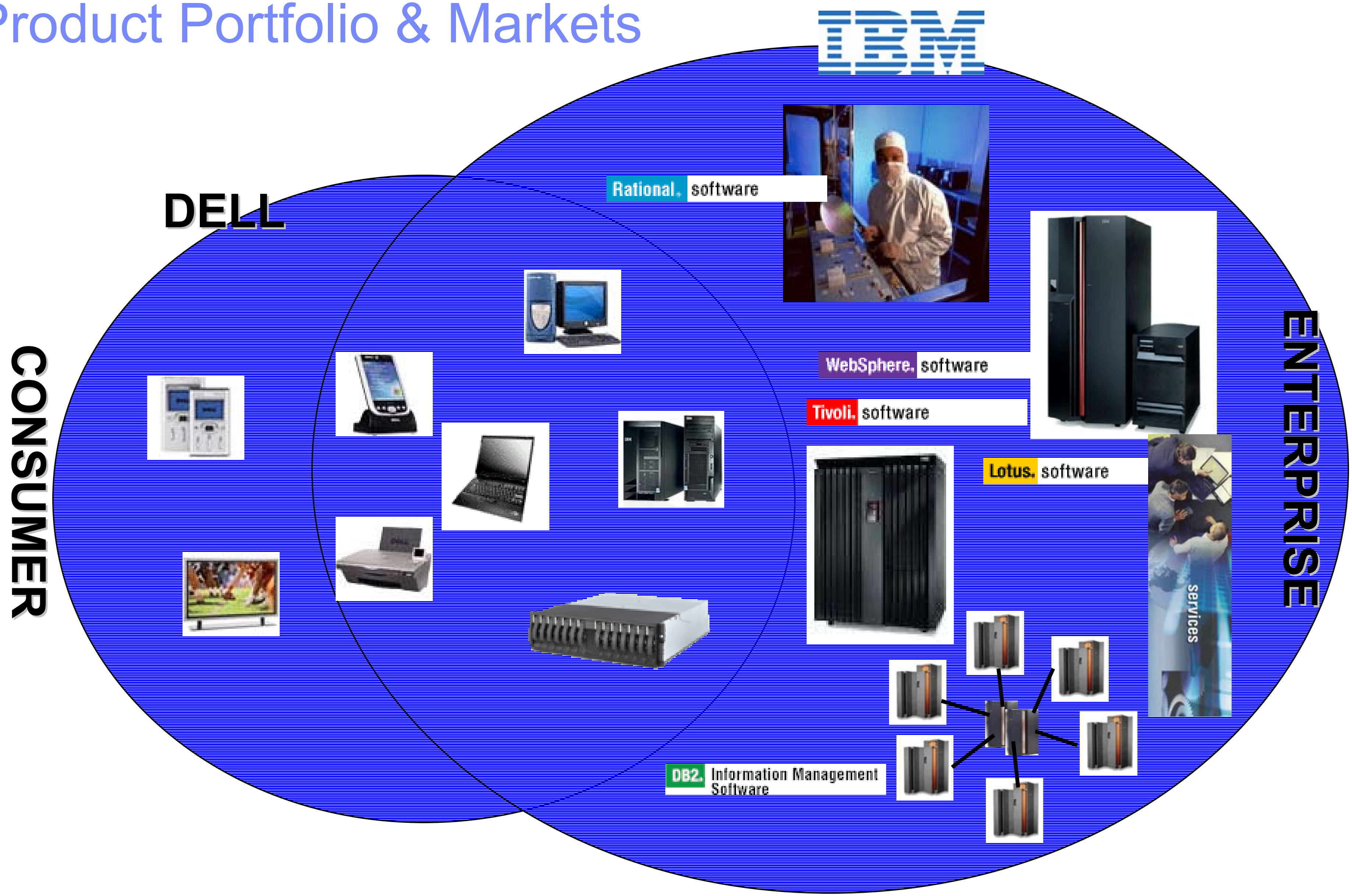
- Intel
- Microsoft
- Oracle
- SAP
- i2
- Red Hat
- EMC
- Lexmark

- Complete solutions through custom factory integration of 3rd party ISV software
- Services fulfilled thru Unisys, Getronics, EDS

Dell Revenue Breakdown

- Geo: Americas 68%, EMEA 21%, AP 11%
- Customer set: Large Enterprise 18%, SMB 30%, Public Sector 33%, Consumer 19%
- Product set : Desktop 35%, Portables 23%, Workstations 4%, Servers 10%, Storage 3%, S&P 14%, Services 11%

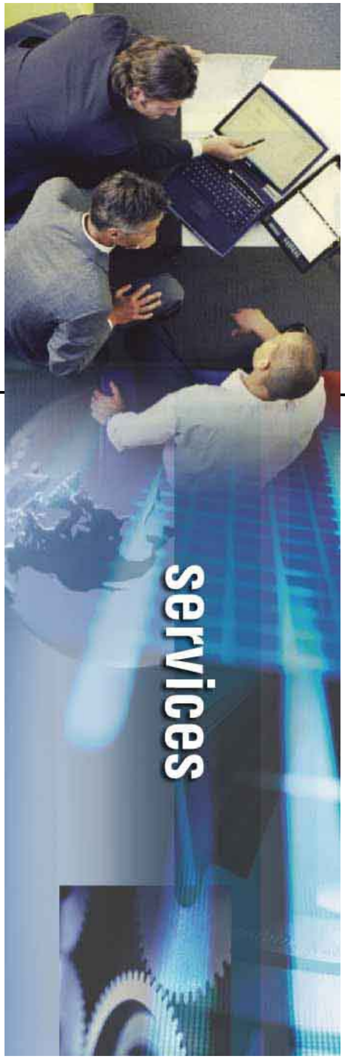
Product Portfolio & Markets



How IBM can help

Business

- **Assessment**
  - Financial
  - Business Risk and Compliance
  - Business Impact Analysis
  - Business Resiliency
- **Data Classification**
- **Strategy and Change**
- **Vertical expertise**



Technology

- **Assessment**
  - TCOnow! Tool
  - Infrastructure Simplification Support Guide
  - Scorpion TCO studies
  - IT Optimization
  - IT Recovery
  - Storage strategy and planning
- **Design and Implementation**
  - eBusiness On Demand Design Centers
  - BP Innovation Centers and TSSCs
  - Piper Data Migration Tool
  - ILM Architecture and Design
  - Storage virtualization
  - Business Continuity and Recovery
  - Tiered Storage Deployment
- **Hosting**
  - Recovery services and facilities

Dell can't do it alone……but IBM Can!

Dell's Key Partnerships

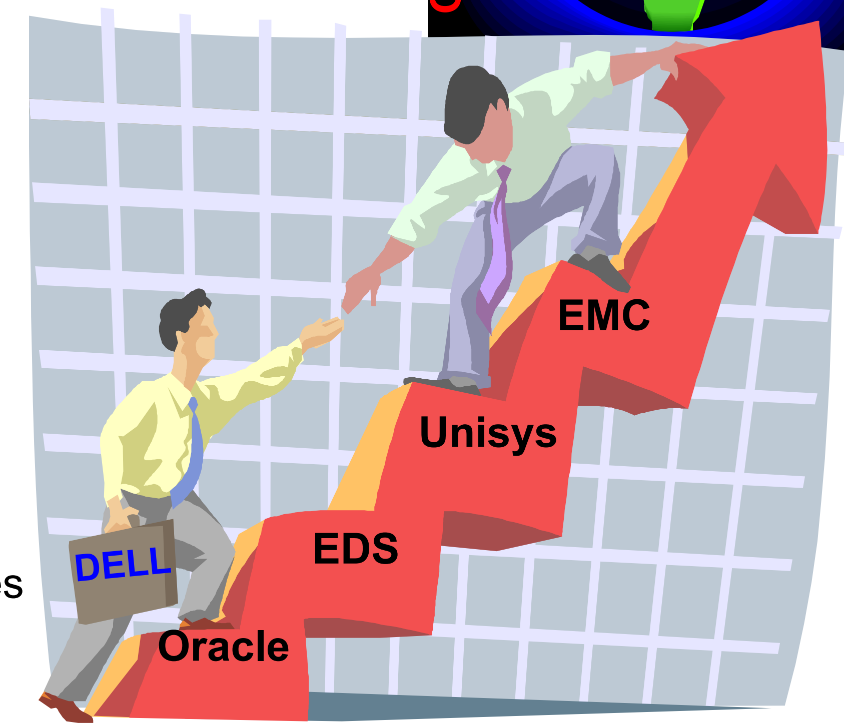
EMC – Dell-branded EMC has driven Dell's incredible storage growth, 66% in 2002 and 58% in 2003. Dell delivered 1/3 of the CLARiiON product revenues in 4Q03 ($81Million).

Oracle – Dell has over 22,000 Oracle on Dell installations**.** Dell depends on Oracle for underpinnings of grid computing.

EDS - Dell uses EDS to supply desktop mgt services and for all break/fix in Latin America. Dell has grown over 30% in the 2H03 in enhanced services.

Intel - Dell's key supplier for hardware technology (both parts and R&D). Dell derives Intel Marketing dollars which they use to fund their marketing efforts. Dell declined AMD Opteron based on volumes benefit derived from Intel.

Microsoft - Key partner for Dell. Microsoft provides OS R&D for Dell for clients and servers. Dell depending on Microsoft for virtualization software.



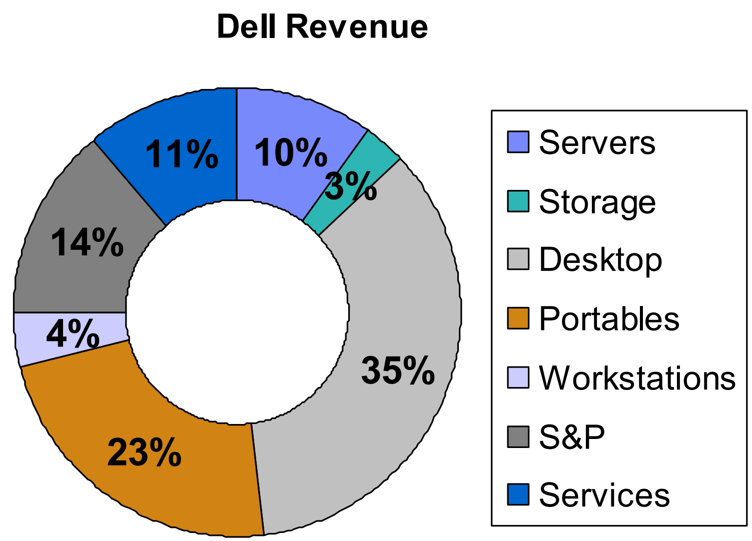
Dell Strengths & Vulnerabilities:

Dell strengths:

- Have $12B cash
- Projected $60B rev by 2006
- Strong brand awareness
- Lowest price perception
- Marketing and Supply chain Engine

Dell Vulnerabilities:

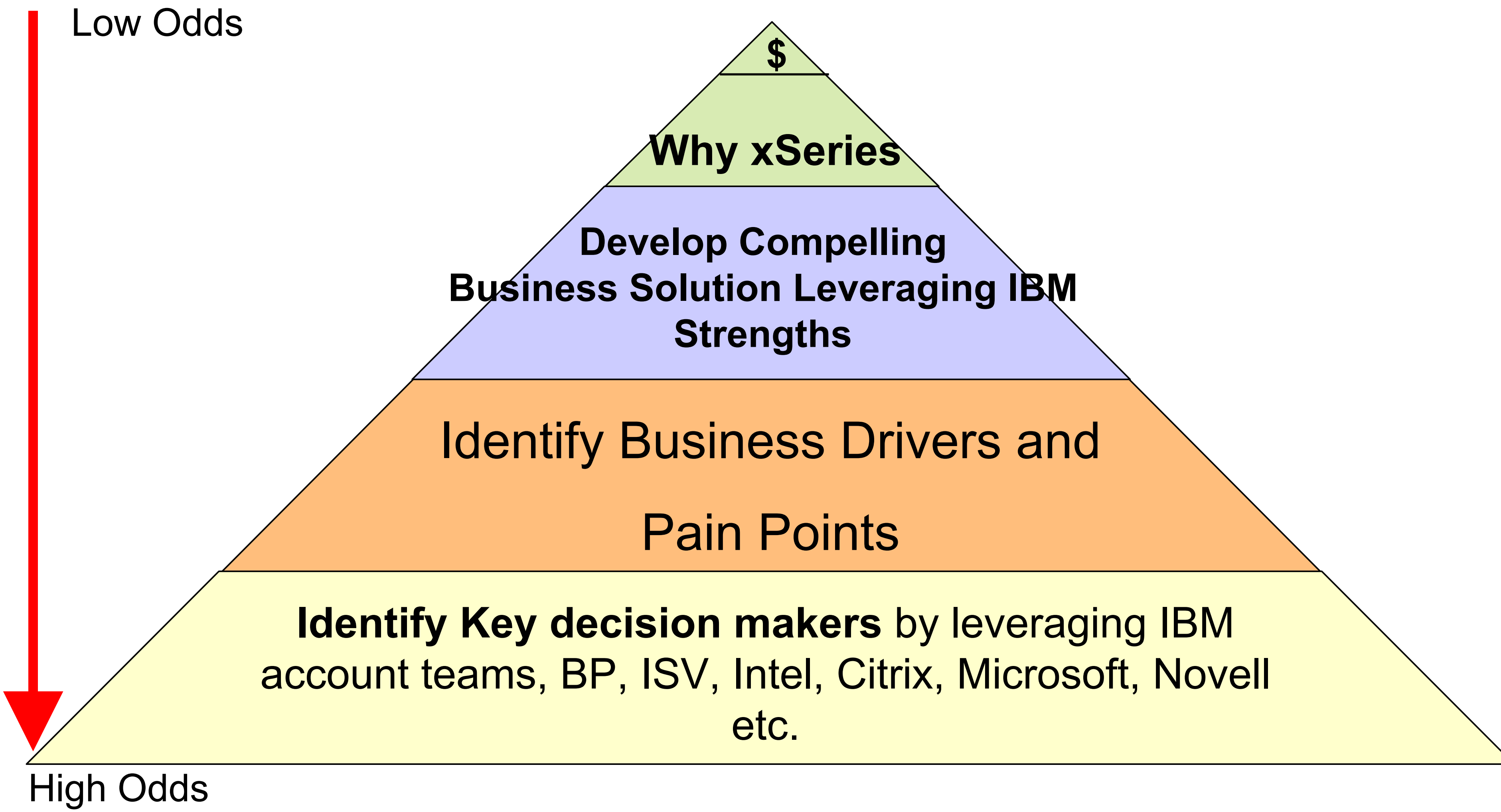
- No Opteron strategy
- Lacks server provisioning and virtualization SW
- Lacking on demand and grid strategy
- Pride themselves on not being a technology leader
- Technical complexity a problem



How IBM must win:

- Elevate client's focus with on demand
- Promote IBM BladeCenter in Intel space
- Cross/up sell portfolio of packaged services
- Sell Storage, focusing on heterogeneous storage virtualization
- BPO recruiting 600 Tier 3 volume partners in AG

Increase your chance to win



Increase your chance to win

Call to action

- Move Early
- Understand Your Customers Business
- Leverage Team IBM

IBM Vulnerabilities

- Avoid Slow Execution
  - ✓ Prepare, Rehearse, and Follow up
- Thin on resources
  - ✓ Engage Team IBM and Partners
- Reactive State
  - ✓ Get ahead of RFP's

Technologies & Innovation Client Needs Drive IBM Offerings

- IBM extends capabilities of commoditized industry standard components
- IBM's technology innovation builds upon extensive heritage and the greatest 64-bit experience
- IBM client insight delivers business-focused solutions
- IBM offers an optimal combination of key features

Performance
- 64-bit extensions
- Enhanced memory expansion
- Faster I/O
- External app scalability

Availability
- Integrated RAID
- Memory mirroring and on-line spare
- Redundant & hot swap components
- Calibrated Vectored Cooling™

Manageability
- Visible alerts
- Remote mgmt
- Quick serviceability
- Rapid deployment
- Mgmt tools

Flexibility
- Internal scalability
- Choice of 32- or 64-bit perf
- Modular server & storage solutions
- OS choices

Technology Leadership | **Client Insight**

Industry Standards

Agenda

- STG Competitive View
  - Dell Strategy & Relationship with EMC
  - Dell Strengths & Sales Tactics
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- **Servers**
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Beating Dell with Volume Servers

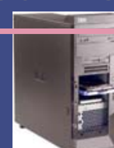
Performance

64-bit extensions
Memory expansion

Flexibility

Internal scalability

Xtended Design Architecture



Availability

Hot Swap Components
Enhanced Cooling
Improve Uptime

Manageability

Remote mgmt
Quick serviceability
Mgmt tools

Beating Dell with Volume Servers

Performance

✓EM64T in Entry System
✓4GB Config: IBM could use 8x512MB DIMMs vs. Dell having to use 4x1GB DIMMs

Flexibility

✓More PCI Slots
✓More Hard Drives
✓SATA Alternative

Xtended Design Architecture

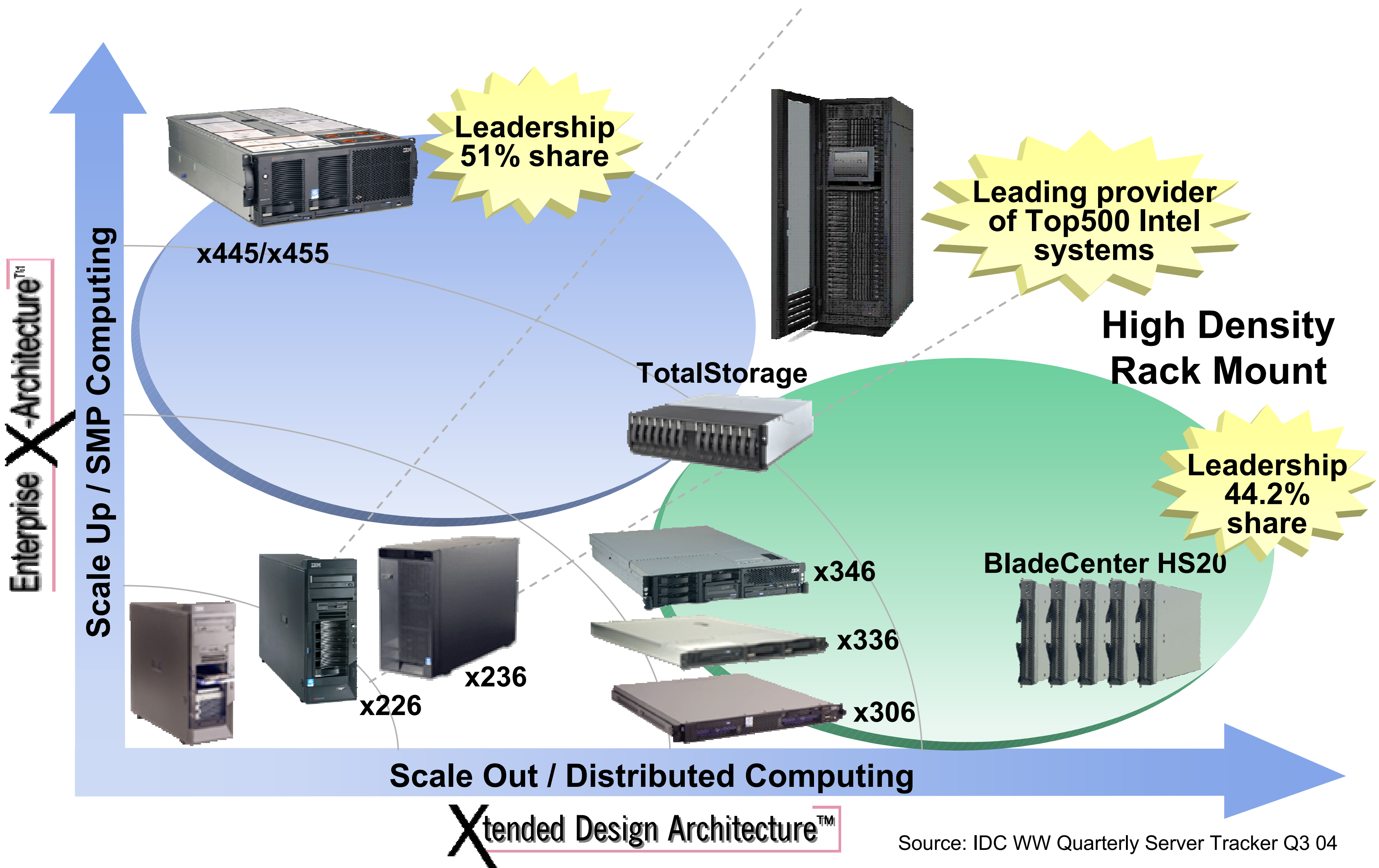
Availability

Hot Swap Fans
Calibrated Vectored Cooling™
Light Path Diagnostics

Manageability

RSA II Slim Line
Simple Swap SATA

Beating Dell with Scale up and Scale out



Source: IDC WW Quarterly Server Tracker Q3 04

Customer: I need to call IBM

Dell Abandons 8 way Space

~~PowerEdge 8750~~

Dell Rep: I need to work for IBM

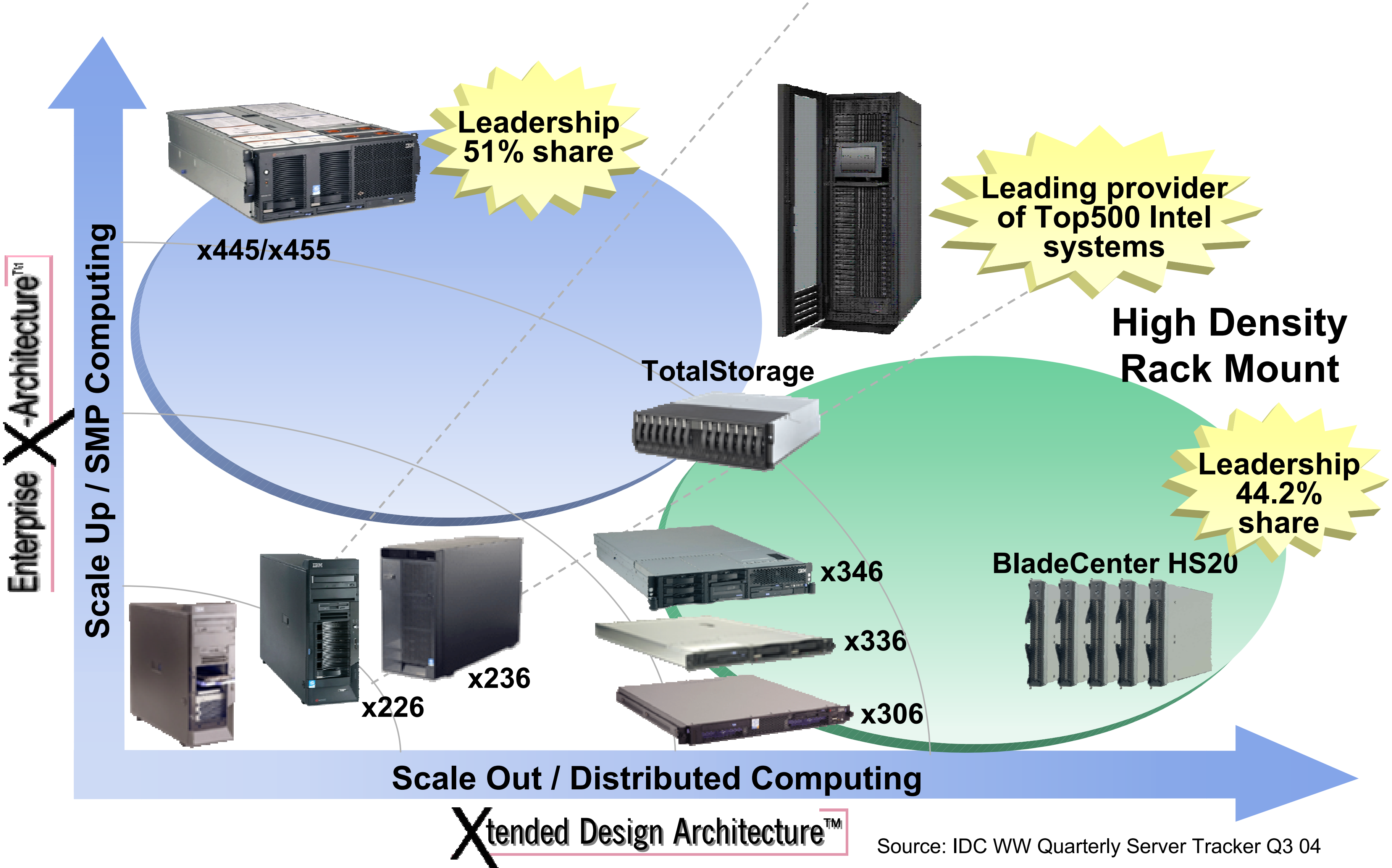
Competes with 2 and 4 way solutions.

Call to Action:

1. Dissolve myths that multiple 2 ways or two 4 ways are always better than one 8way (TCO savings;Software/Hardware/Infrastructure)
2. Articulate environments that need Scale Up (2-3 Tier SAP and Peoplesoft installations, Oracle, DB2, SQL, Server Consolidation with VMware)
3. Articulate High Availability Technology
4. Finish by explaining “Pay as you grow”.

*http://news.com.com/2100-1010_3-1027556.html

Beating Dell with Scale up and Scale out



Source: IDC WW Quarterly Server Tracker Q3 04

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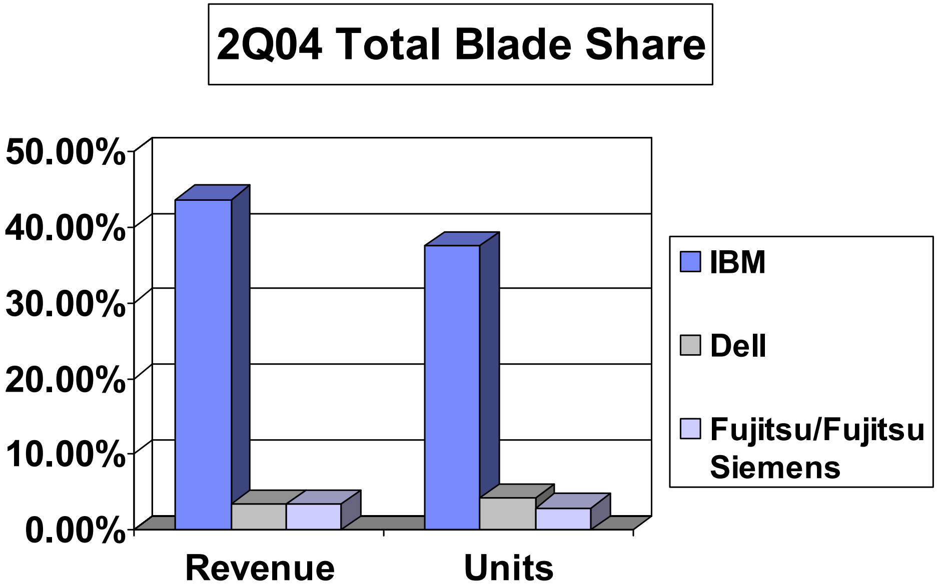
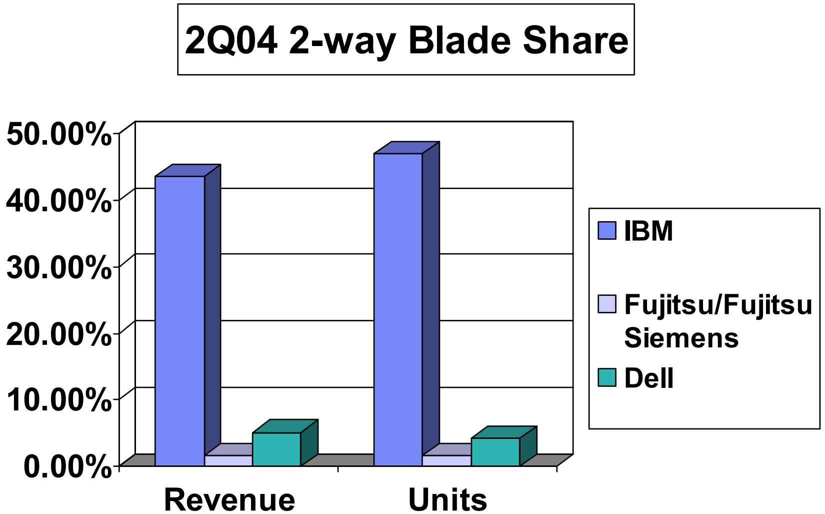
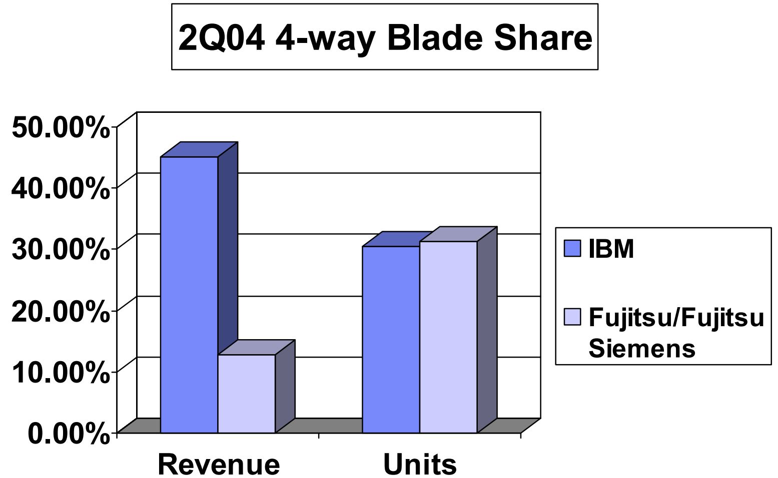
Share Comparison

Overall View of Blades

- Dell and Fujitsu have very small share
- In the 4-way blade space: IBM and Fujitsu-Siemens are the top two competitors with over 60% of the share







Source: IDC Quarterly tracker August 2004

Dell 1855 Preview

- Similar Fujitsu Design
- 10 Dual processor Blades in 7U Chassis (14-IBM)
- Internal redundant power
- Integrated Ethernet Switch
- SAN Compatible (Pass thru)
- On-Board Hot Swap SCSI
- Low Price point
- Single Midplane

* Attend xSeries Competitive Session for more Information

Selling BladeCenter against Dell

Modular Integration

- Power and Cooling
- Ethernet/Fiber Switching
- KVM and Management

Flexibility

- HS20, HS40, JS20
- L2-7 Ethernet Switch
- Qlogic, Cisco, Nortel, Brocade switch

Availability

- Redundant Backplane
- Redundant KVM
- Redundant switches
- Redundant Power and Cooling

ECO System

- Intel Partnership
- Open Technical Specifications
- Over 30 Alliances

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Competing Against EMC & DELL

Midrange Disk Storage

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This educational piece is intended for your use in selling. It is NOT a deliverable for your customers.

EMC - Dell Relationship

EMC Profile

EMC Revenue and Earnings

- 3Q04: Revenue $2.03B up 34% YTY
- 3Q04 Midrange CLARiiON storage $355M up 56% YTY
- Dell delivers almost as much midrange revenue as all other partners combined or as much as Direct Reps.

EMC Strategy as it relates to Dell

- Make SMB one of its top areas of revenue growth. "We've never been here in this product class before," said EMC CEO
- Grow SMB software and services revenues to balance declining HW margins.
- Reduce EMC manufacturing cost using Dell's techniques

10/2001 - Dell Computer and EMC announced a far-ranging alliance. Dell will rebrand EMC's CLARiiON storage and pass skills about just-in-time manufacturing to EMC.

5/26/04 - Dell and EMC extends their agreement to 2008

- Dell to manufacture the Dell/EMC AX100 systems in addition to Dell/EMC CX300 system.
- Dell resells special versions of EMC's LEGATO software providing fast back up, recovery and data replication - LEGATO NetWorker Dell Edition and LEGATO RepliStor Dell Edition.

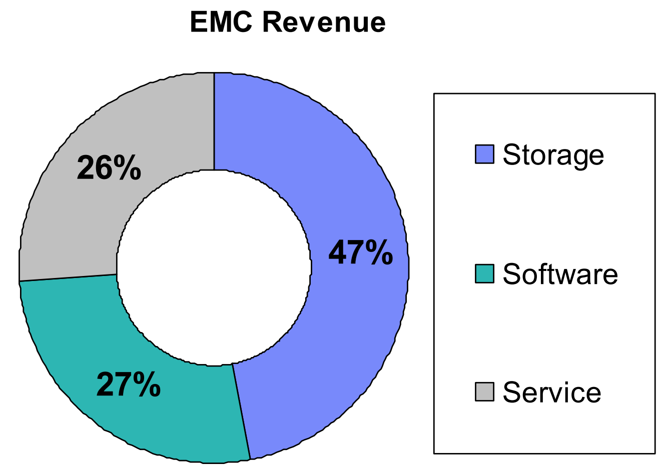
Other Strong EMC Partnerships

Microsoft: NAS software
SAP: ISV software
Oracle: ISV software
Fujitsu: reseller
Unisys: reseller
Accenture: SI
EDS: SI
Cisco and McData: switch technology

What does it mean to Dell

- Access to EMC successful CLARiiON technology, Hardware & Software
- Revenue and Profit advantage with manufacturing agreement for CX300 and AX100
- Transfer of skills and training on EMC HW and storage software
- Fulfill high end Symmetrix DMX2 line in larger Dell customer and Gov. accounts

EMC Strengths & Vulnerabilities:



EMC strengths:

- Momentum building $5.4B=>$8.1B over last two years
- Strong SW value proposition
- $4B in SW acquisitions
  - Legato, Documentum, VMware

EMC Vulnerabilities:

- Both mid-range and high end competitiveness
- Primarily a disk storage play
- Immature storage virtualization strategy

How IBM must win:

- Set the stage for IBM's strong storage software value proposition: Tivoli, SVC
- Target EMC's high-end Symmetrix 50.000 install base
  - Scalability and partitioning (P5-based)
- Sell IBM's Information Lifecycle Mgt., Infrastructure Simplification, and Business Continuance
- Elevate conversation with on Demand end-to-end management beyond storage
- Sell the total IBM Systems solution

DELL/EMC Strengths & Vulnerabilities:

EMC 'Shirt Tail' Strengths for Dell:

- Momentum building $5.4B=>$8.1B over last two years
- Strong SW value proposition
- $4B in SW acquisitions
  - Legato, Documentum, VMware
- CLARiiON mid-range growth 56% YTY+3Q
- NAS segment YTY growth 40%+3Q
- VMware revenue up 200% YTY+3Q
- All Geos experiencing double-digit growth
- Services business grew 54% YTD thru 3Q
- Software business grew 60% YTD thru 3Q

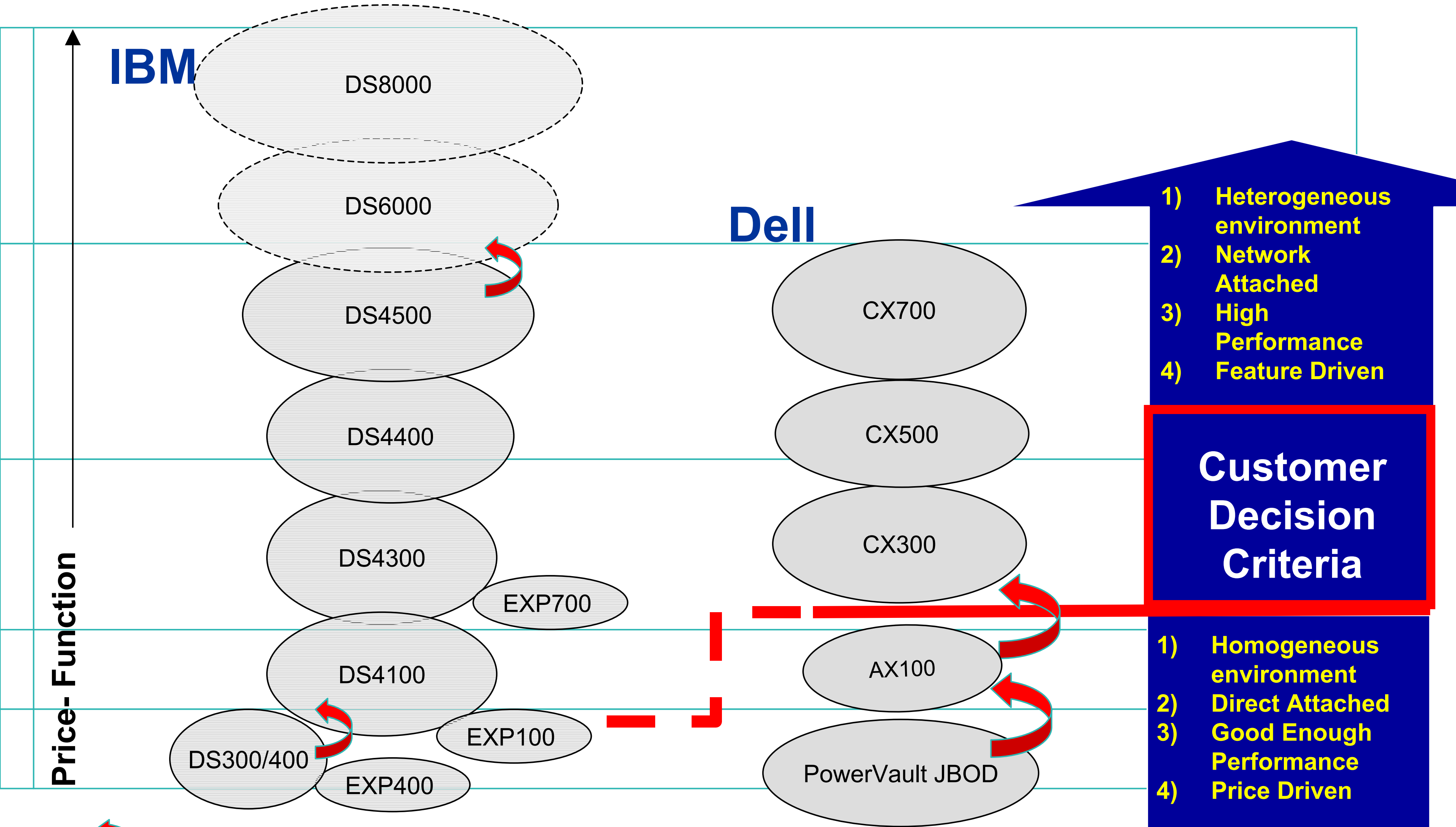
DELL/EMC Vulnerabilities:

- Dell lack of experience with storage -- dependency on EMC development / purchase directions
- Dell only carries entry and midrange EMC products, limiting ultimate scalability and growth into enterprise
- Dell cannot depend on EMC for tiered storage requirements – e.g. tape – introducing other vendor products and fragmenting approach
- EMC's immature storage virtualization strategy – an important consideration in SMB and midrange

How IBM must win:

- Target Dell's limited experience with storage and their scalability limitations
- Set the stage from IBM's total solution perspective, including its strong storage SW and virtualization portfolio:
  - Productivity Center
  - SAN Volume Controller
  - SAN File System
  - Tivoli Storage Manager
- Stress breadth of IBM's TotalStorage On Demand Strategy:
  - Information Lifecycle Mgt.
  - Infrastructure Simplification
  - Business Continuance
- Team IBM can sell the total solution – servers, storage, software, services, support...

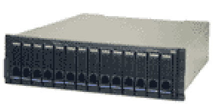
Product portfolio: Storage



-- upgrade requires migration to new architecture

EMC/DELL disk array controller systems

	EMC/DELL	IBM
High-end	**Dell** **(EMC Symmetrix DMX products are not in the DELL portfolio)**	**ESS800** •384 disks •64GB cache **DS8300** •640 disks •256GB cache **DS6800** •224 disks •2GB cache
Mid-range	**CX700** •240 disks •8GB cache	**DS4400, 4500** •224 disks •2GB cache **DS4300, 4300T** •56-112 disks •512MB-2GB cache
Entry level	**CX500** •120 disks •4GB cache **CX300** •60 disks •2GB cache **AX100** •12 disks SATA •512MB cache	**DS4100** •14 - 56 disks SATA •512MB cache **DS300, 400** •14 - 40 disks •512MB cache



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Entry / Workgroup Storage

- When competing in the Entry, Workgroup, Windows / Linux space
  - Against EMC and Dell – e.g. AX100, CLARiiON CX300
- Using the DS400, DS300

- Emphasize:
  - Scalability and capacity – up to 5.8TB (DS400 with EXP400s vs 3TB max for AX100)
  - SCSI drive reliability and speed (vs SATA for AX100)
  - Common building block design DS300, DS400, xSeries eServer affinity
  - RAID configuration flexibility (0, 1, 5, 10, 50 vs RAID5 only for AX100)
  - Choice of new lower-cost iSCSI Ethernet, or time-tested FC host interfaces
  - Ease of configuration and service
  - Entry pricing and TCO

- Counter:
  - Aggressive AX100 entry pricing $4999 (single controller, power supply, 3 drives) – realistic configuration costs quickly exceed $10K

Midrange Storage…

- **When competing in the Midrange, Open, SATA, “Near line” space**
  - Against EMC and Dell – e.g. AX100
- Using the DS4100
- (Formerly FAStT100)

- **Emphasize:**
  - Scalability and capacity – up to 14TB with EXP100 (vs 3TB max for AX100)
  - Availability of industry-standard SPC-1 benchmark results
  - Disk-based IOPS -- more than double competition
  - RAID configuration flexibility (0, 1, 3, 5, 10 vs RAID5 only for AX100)
  - Heterogeneous O/S support –AIX, UNIX, Solaris, HP-UX, Linux, Windows
  - Common storage management platform across entire DS4000 family
  - Ease of configuration and service
  - Synergy with SVC virtualization

- **Counter:**
  - Cache size and cache-based IOPS – open system random access

Midrange Storage

- **When competing in the Midrange and Open space**
  Against EMC and Dell – e.g. CLARiiON CX300, 500, 700
- Using the DS4300, DS4300T, DS4400, DS4500
- (Formerly FAStT600, FAStT600T, FAStT700, FAStT900)

- **Emphasize:**
  Total system solution and TCO advantages
  Availability of industry-standard SPC-1 benchmark results
  Superior disk-based IO per second saturation performance
  Scalability and capacity – min 18GB up to 32.8TB
  Disk-array-group movement flexibility – DACstore
  Ease of configuration and service
  Synergy with SVC virtualization

- **Counter:**
  Cache size and cache-based IOPS – open system random access

IBM Advantages

- ***One-stop shopping*** **for customer IT storage solutions**
  - Including servers, storage, tape, and storage systems management
  - The more you pack together, the greater the differentiation

- **Tools for conversion of a DELL - EMC user to a *lower cost of ownership*:**
  - Three-pronged storage migration program using Piper Storage Migration Appliance that allows customers to easily move off of proprietary EMC storage to open IBM storage solutions. Includes:
    - Evaluating a user's current storage infrastructure and develop lower total cost of ownership;
    - Providing a storage infrastructure implementation plan identifying financing options
    - Providing data migration services to help move the customer's existing data

- **IBM's *Virtualization* solutions**
  - Disk pool virtualization with TotalStorage SAN Volume Controller
  - SAN File System for a single shared file system across the enterprise.
  - EMC purchase of VMware is to fix their virtualization road map
  - EMC only recently demonstrated "storage router" concept prototype.

- **Investment based on *standards and leadership in openness*:**
  - IBM delivered open APIs to industry standard SNIA Storage Management Initiative Specification (SMI-S)
  - IBM publishes Storage Performance Council SPC-1 industry standard benchmarks
  - EMC has yet to support SPC-1.

- **IBM's *content and data retention solutions*** are richer than EMC's Centera only offering. EMC's acquisition of Documentum is to fill a hole in its software Centera support but it could cause issues in openness by bring code in house.

Reference: Winning against Dell using IBM tactics

SONOVISION ITEP

Paris – Professional Services
Annual Rev: $101-500M
Employees: 500-999

EMEA

Business Need:
Sonovision Itep had been relying on a Dell technology platform and was looking for a more robust technology solution capable of supporting a high-speed storage area network (SAN).

Solution Implementation:
- IBM eServer xSeries 345 servers
- IBM TotalStorage FAStT700
- IBM TotalStorage 3583 Ultrium Tape Library
- IBM Tivoli Storage Manager V5
- IBM Global Services: ITS, Infrastructure – on Demand

Benefit:
Sonovision-Itep now has an integrated, scalable storage solution to help it manage its growing volume of data. Productivity has increased significantly - volume data has increased from 500GB to 1.5TB, yet data storage is managed by the same number of employees. In addition, file transfer and storage for all internal communication is now effectively organized, and backup is completed in 45 minutes rather than 3 hours.

Dell Product Portfolio

- Product Strategy - **Working to minimize R&D**
  - Out of 8-way servers space
  - OEM Itanium 2
  - 1855 blades
  - Partnership with Microsoft on Systems management
- Selling vs. Dell
  - Systems Management
  - 8-way+ IA-32 servers
  - 4-way+ Itanium 2
  - HPC – e326
  - Linux clients - OpenPower

	xSeries	PowerEdge
Uni	**x206**	**400SC / 700**
2-way	**x225 / x226**	**1600SC**
2-way	**x235 / x236**	**2600 / 4600**
4-way	**255 Xeon**	**6600**
Uni	**x306**	**750**
2-way	**x335 / x336**	**1750 / 1850**
2-way	**x345 / x346**	**2650 / 2850**
4-way	**x365 x445 Xeon DP**	**6650**
8-way+	**x445 Xeon MP**	No offering
2-way IA-64	**x382**	**3250**
4-way+ IA-64	**x455**	**7250**
	IBM eServer	PowerEdge
2-way Blade	**BladeCenter HS20, JS20**	**1855MC**
4-way Blade	**BladeCenter HS40**	No offering
2-way AMD Opteron™	**eServer 325**	No offering

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2005 Competitive Sales Play Highlights

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Competitive Framework

Available Support

Incremental revenue for incremental Investment through tailored business plan (WW funded)

Re-prioritised investment managed via tailored business plans & menu plus dedicated winback resource

Priority access, Pre-sales funding, aggressive pricing with profit recovery, silver bullets, dedicated winback resource

Priority access to brand specific programs

A
"WW Castaway"
Large competitive base, high spend, low IBM share, $50m opportunity, E:R 6-7% 3 years, 8-10% 2 years

B
"Raptor Accounts"
Large comp. base, low IBM share, $10-$30m opportunity, E:R 7-9% over 1-2 years, industry leader

C
"Top competitive accounts"
Top competitive accounts with minimal IBM presence (<10% share)

D
"Brand competitive accounts"
Some IBM presence, develop into new areas or brands

Depth of profiling, planning & incremental investment

Infrastructure Simplification
BladeCenter/Tivoli on low end, Power5, Tivoli/VE on high end

Sector Wildcard Plays

SAP/JDE/Oracle targets on HP/Sun
(with Migration Factory)

Re-introduce the three-strike play

Derailing Competition by Pulling this all together ….
Both by Business Unit & across IBM ….

Disruptive Technology Plays

- POWER everywhere, Virtualization Engine, Blades, Linux..

HPQ
DELL **SUN**
EMC

Disrupt Ecosystem

Team IBM
- ***SAP** Full Economy Model*
- ***IVP/IIS***
- ***BCS** access to Oracle base*

Key Industry ISVs
- **Amdocs, JNET** for **Telco**
- **Summit, Reuters** for **FM**

Systems Integrators
- On demand vehicle outside IGS
- No uncontested revenue
- Teaming in selected competitive accounts

Client/Partner Acquisition Plays

- ***WW* Castaway**
- **Raptor Accounts**
- **HP Target**
- **Sun Target**
- **Pain xTreme**
- **EMC Target**

Target Profit Pools

- ***GOAL – no uncontested revenue***
  Upgrades, older franchises
  Maintenance renewals
  Blue Dollar take outs

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Leverage POP Finder: EMEA CompeteCenter

Suzanne Giehm POP Finder, PM

Britta Herloev, POP Finder Information Specialist

POP Finder is meant to provide a common framework and location for all IBM Competitive Sales Plays, Programs and Offerings and will consolidate this data in a searchable, easy-to-use format. URL: w3.ibm.com/sales/compete

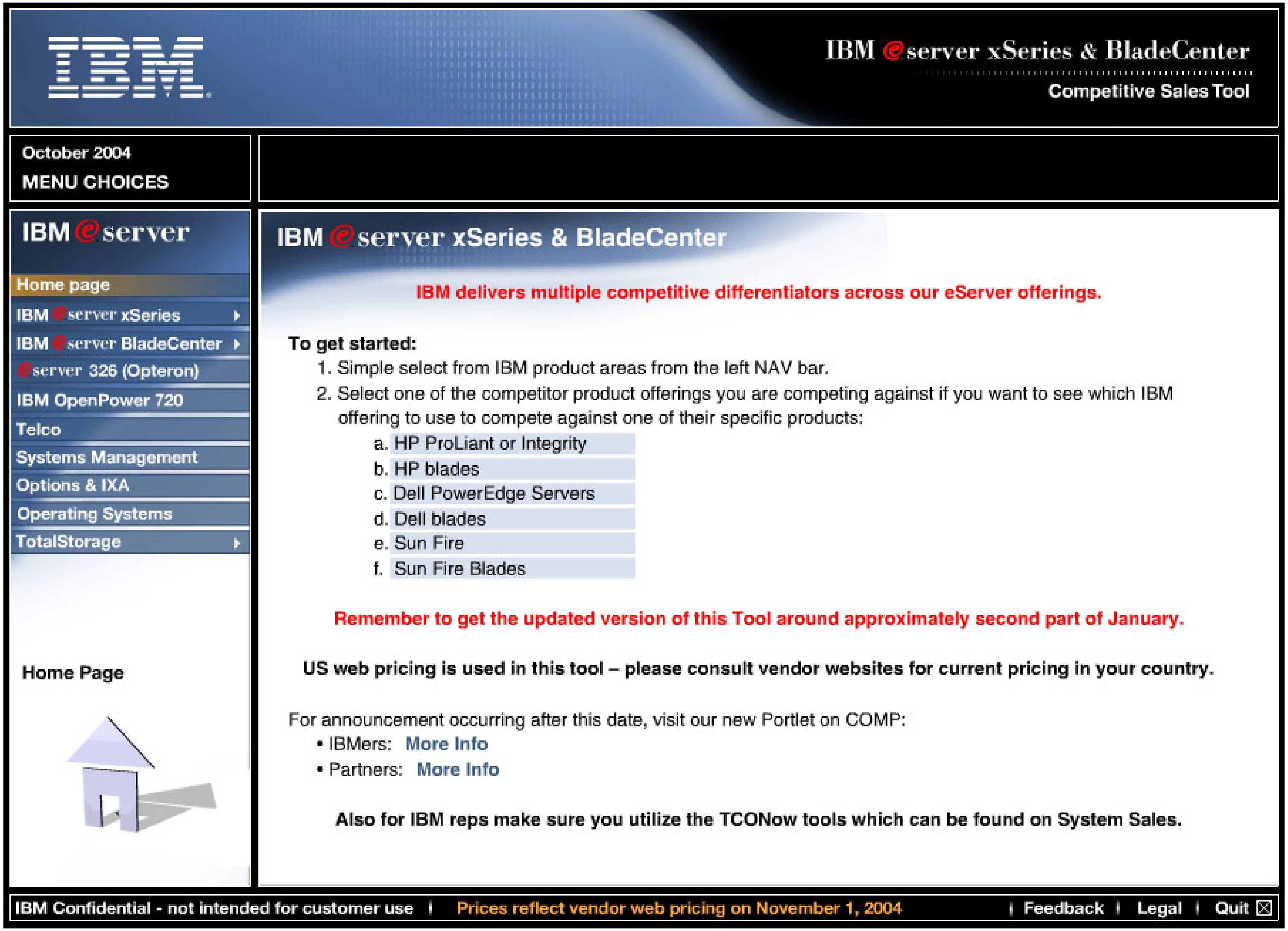
Submit POP content now at:

popfind@dk.ibm.com

WW Competitive Marketing Resources

- WW IS&T Competitive Marketing Portlet (COMP)
  - **Includes xSeries, BladeCenter, pSeries and TotalStorage**
  - IBM - http://w3-03.ibm.com/sales/competition/compdlib.nsf/pages/ISTGPage
  - Partners – http://partners.boulder.ibm.com/src/compdlib.nsf/bpwebbysource?OpenView&IBM+Systems+and+Technology+Group+WW+Competitive+Marketing&Start=1&
  - **Includes: Educational Materials, Product-to-Product comparisons & more**
- Competitive Sales Tool
  - **Designed to provide concise info needed by successful sales reps**
  - **xSeries/BladeCenter Competitive Sales Tool**
  - **pSeries Competitive Sales Tool**
  - **TotalStorage Competitive Sales Tool**
- Competeline - Pre sales support
  - **Americas**
    - **Intranet:http://w3-1.ibm.com/support/americas/competeline.html**
    - **Business Partners must contact Partnerline: 1-800-426-9990**
  - **EMEA Competitive Support Competeline**
    - **Intranet:http://cmsc.dk.ibm.com**
    - **Business Partners: Phone: +45 45234450 or mail: comp@dk.ibm.com**

Example of Competitive Sales Tool



IBM eserver xSeries & BladeCenter
Competitive Sales Tool

October 2004
MENU CHOICES

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Home Page

IBM eserver xSeries & BladeCenter

IBM delivers multiple competitive differentiators across our eServer offerings.

To get started:

1. Simple select from IBM product areas from the left NAV bar.
2. Select one of the competitor product offerings you are competing against if you want to see which IBM offering to use to compete against one of their specific products:
   a. HP ProLiant or Integrity
   b. HP blades
   c. Dell PowerEdge Servers
   d. Dell blades
   e. Sun Fire
   f. Sun Fire Blades

Remember to get the updated version of this Tool around approximately second part of January.

US web pricing is used in this tool – please consult vendor websites for current pricing in your country.

For announcement occurring after this date, visit our new Portlet on COMP:
- IBMers: More Info
- Partners: More Info

Also for IBM reps make sure you utilize the TCONow tools which can be found on System Sales.

IBM Confidential - not intended for customer use | Prices reflect vendor web pricing on November 1, 2004 | Feedback | Legal | Quit

ON DEMAND BUSINESS™

Backup

Pain: xTreme

- ✓ xSeries flagship competitive winback program for large key large enterprise accounts
- ✓ Annual objectives with quarterly milestones and metrics
- ✓ Profile
  - Large x86 server spend, typically a top account for a key competitor
  - IBM x86 server 'share of wallet' is 10% or less; xSeries is typically not on the standards list
  - Potential for big revenue numbers and significant annuity stream if we win!
- ✓ Account selection
  - Region brand BUE's nominate accounts critical to their business over the medium term (12-18 mos)
  - Geo Pain:xTreme leader works with geo brand VP to make final determination (target ~40-50 accounts per geo)
- ✓ Process
  - Accounts receive dedicated competitive specialist resources to work *with* xBSS and client teams.
  - Special pre-sales access to loaners, certain funding, EBC, exclusive offers, etc. (varies by geo)
  - Comp specialist + existing team create comprehensive winplan
  - Milestones w/ dates & owners drive business progression along critical path from 10% wallet share to >50% by year end
    - Milestone examples: visit to exec CDAT/SCON/porting studies, briefing ctr, loaners, proposal delivery, xSeries on standards list, win, drive up share
  - Annual review to "graduate" accounts that hit 50% share and pick up next batch of winback accounts.
- ✓ Call to Action
  - If you have an account that fits the profile and you want to get extra support for closing a major win, contact your regional xSeries BUE for inclusion in the list for 2005