

Demonstrating value to our customers, leveraging each other's strengths and "Team IBM"!



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Ground Rules....

- This is a penalty free zone... There are no stupid questions or comments!
 - When one of us wins, WE ALL WIN!
- No criticism allowed (except of me!)
- Please....
 - Turn off / put away all phones/PDA's
 - Put P/C's away!

Agenda

- I thought about it... There is no agenda... Too many thoughts!
- What I'm trying to do here is offer a potentially more effective way to prospect, enable your peers to be a bit more effective/thorough in the process and offer some pertinent reminders to things you may already know, but may not currently be using today which should help you qualify/de-qualify opportunities a bit more quickly!
 - That said, let's hit it!

The MOST important point I can make today!

- Never, **EVER** let a customer disparage IBM, or an IBM product or service. Understand their issue and get the “skeletons” out of the closet. Defend the value we provide their organization.
- If we don't do this early on in the process, and there are past issues, they will surface at the worst possible time!
 - When you are trying to close the deal!

Fun Stuff

- What were some of the first products that IBM brought to market just after the turn of the 20th century?
- Meat Slicers and Scales! Oh yea, we delivered milk too!

Fun Stuff, Continued

- What was IBM's first one (1) MIPS processor?
 - Looking for a model type/number!

- System 370/158 (Mod-3 if you want to be exact!)
 - The 158 series was announced August 2nd, 1972



Fun Stuff, Continued

- What was the list price of the 370/158?
- \$1,915,200!

Fun Stuff, Continued

- What was the average list price per MIPS for hardware when Amdahl & Hitachi exited the market in 1998?

- Roughly \$5,500/MIPS

Fun Stuff, Continued

- What is the average list price today per MIPS on a new z10?
- Roughly \$1,900.00/MIPS, depending on the options, such as memory, channel sets, OSA cards, etc. In the absence of direct competition, IBM has cut the cost of hardware in half, and the technology is significantly greater than the prior families.
 - Staffing costs are now a much greater percentage of the average data center budget than in prior years.
 - When you factor in specialty engines (zAAPs & zIIPs, the average costs for hardware (required GP MIPS) drops even further!

Fun Stuff, Continued

- How many Systems Programming Staff did the average 15 MIPS data Center have in the early to mid 1980's?
- The average was 5!
 - (1 MVS, 1 CICS, 1 DASD, 1 VTAM/NCP, & 1 Generalist)
- Now, fast forward almost thirty years later, the average “small” data center is roughly 1,500 MIPS; how many systems staff are there?
- Still 5, maybe less!
 - Additionally, MVS data center operations staff has greatly decreased in that same period due to systems automation tools, such as Tivoli System Automation for example and enhanced printing devices, online reporting and tape automation equipment!
- Hard to believe huh! Now, compare that to the distributed environments!

Can your customers articulate our strategy?

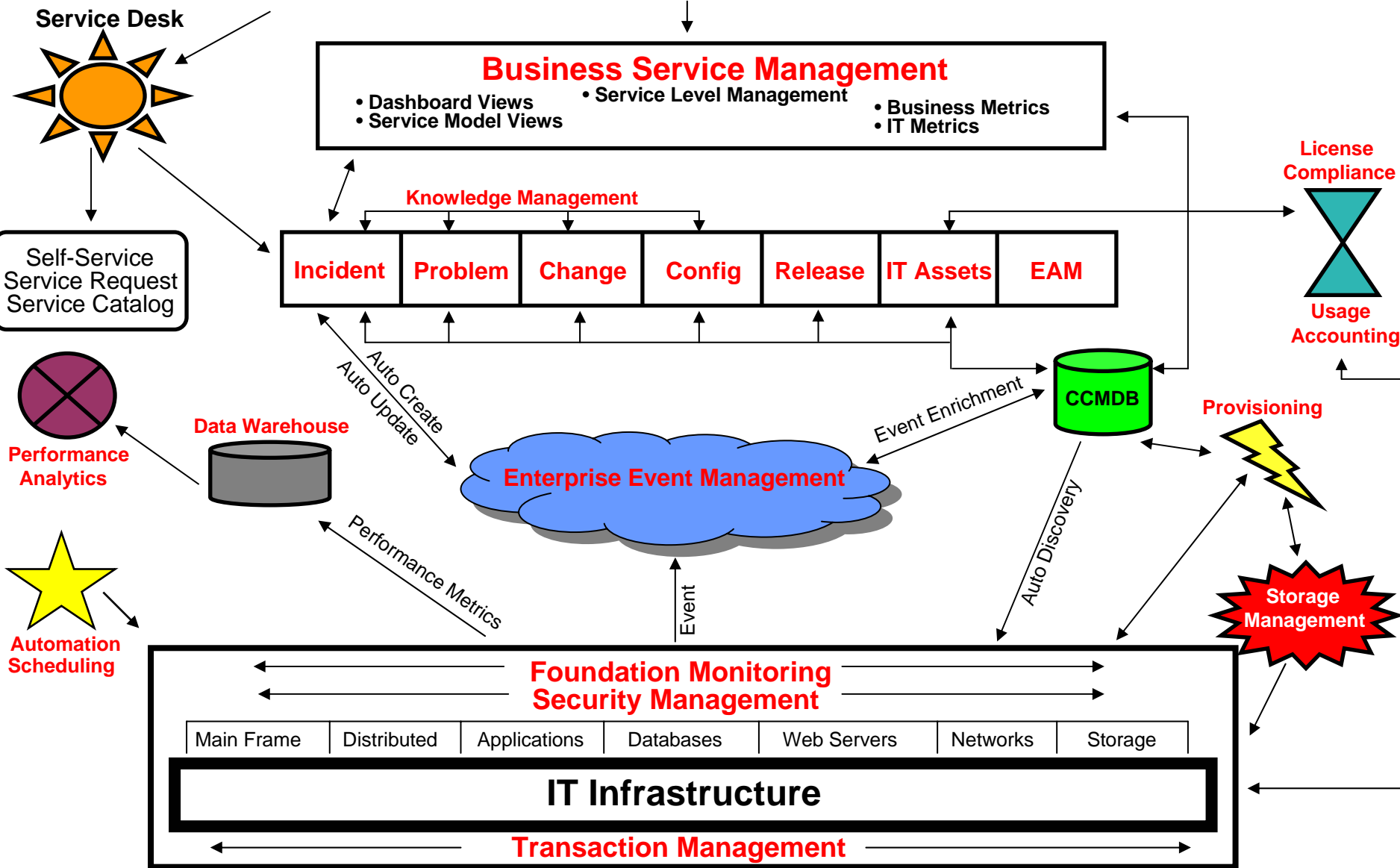
- Have they seen ours?
 - *They HAVE seen our competitors!*
 - If YOUR customers cannot articulate our strategy for you at an acceptable level, how in the world can you expect them to be effective FOR YOU when they have to “sell” your proposal internally throughout their organization to get the deal done?

- **BOTTOM LINE:** Are you willing to trust them with your commission check?
 - I want to try to give you some thoughts/idea’s to leverage your ‘bets’ with customers/ISV’s.
 - Make sense so far?

Time for some fun...

- Now, let's test our knowledge & skills and build something!
 - How would you articulate what Tivoli is to a customer?

QoS **The Business** QoE



To Know Value is to Love Value!

■ **Do not trust that an assumption or a hunch or any information that a customer gave you (or a co-worker may have provided for that matter) is correct. Get the fact's first hand, look it up, validate it, ask hard questions!**

- Have you checked PPA? Edge on Demand or CAT?
- Have migration documents been done, have you personally reviewed them?
- Had a Compliance or MLC Rep assist you?
- Look to see if your customer is adhering to referenced based terms?

■ **93% of decisions are emotional (most purchases) Yep in the gut!**

- 7% (or less) are factual! (for example, RFP's) In the brain!

■ **Prospecting 101**

- How deep are you going?
- Who is affected?

- Bonus payments? Promotions? Honor in the organization?
- What if they don't buy a tool? What happens?
- Is there budget? How much \$?
- Have you asked for an org chart? Phone list?

■ **Qualify, and more importantly, de-qualify your opportunities.**

- Try it, don't be afraid, it's a powerful thing.
- Don't offer a trial or PoC – see what happens! Instead, always use trial-closes!

Who's this Maslow guy & what does he know about software anyway?

- Who can explain Maslow's Law?
 - IBM was great at this 25-30 years ago!
 - Maybe not so much any more? Any idea's why?

Maslow's Law



Maslow's Law, Continued

- **So, why is all this important?**
- **If a person is going through a tough situation, (death of a loved one, divorce, sick child, trouble at work, etc.), chances are you will not get their attention to sell them anything. Know that up front!**
 - Plan B or Plan C is a must here, what is your Back-up strategy?
- You can however use Fear, Uncertainty & Doubt (FUD) to sell, as IBM provides our customers with a huge safety net that no one else can offer or compete with. Make sure your customers “FEEL” the comfort of buying IBM Solutions, and all of the associated benefits!
 - Do you use it?
 - Don't be afraid to 'toot your own horn here'; IBM does a lot for our customers at no charge!
 - Examples? (First few times, write it down, role-play it, then test it with you customers)
- **How can you leverage this?**
 - Can you give us examples?

Prospecting

- **Why you should prospect across your brand or platform.**

- Consultative approach
 - Weed out other bit players, one hit wonders such as Tidal for example.

- **How big is the problem?**

- Who is affected, did they miss a bonus?
- What is budgeted
- What is corporate ‘temperature’? Are people on edge? Layoff’s, RIF’s?
- Does the person you are working with want to move up in the company, or are they complacent in their current position? Try to get to a fox or mover & shaker!
- **Bottom line, do your homework (qualify) the opportunity before you spend even five (5) cents of technical effort or travel on technical qualification.**
 - You can’t sell a 2M solution to a 50K problem!
 - If this is the case, leave this one to a competitor!
 - De-qualify regularly! Sometimes, the best deal is the one you decide to lose!

Prospecting, Continued

- **Find a opportunity and then leverage IBM around it!**
- **Do something different! Charge for a PoC or Evaluation.**
 - Cover your T&E costs
 - Make the customer take (emotional) ownership
 - Credit the up-front funds back on the purchase
- **How about a binding acceptance addendum?**
 - If we do X, Y & Z, you will deliver a PO for the software listed herein within 72 hours!
- **Ever get lost or stuck when prospecting? If so, use the ‘Sydow’ rule!**
 - Just ask “wha da ya mean?”, then “why”?
 - You should get more information from the customer/prospect!
- **Do not focus solely on competitive displacements!**

Prospecting, Continued

- **Do you have a Territory Plan?**
 - **Build one – Does not have to be War & Peace, more like The Art of War!**
 - **Canvas your existing zOTC customers, make them referenceable**
 - **Leverage good customer relationships to sponsor you into new accounts!**
 - **Chances are, these people have all worked together locally for years, most may know each other informally!**
 - **Capture customer #, area's of opportunity, HW info, SW info, CSSR Name, competitive ISV renewal dates, what 'favors' we've done for them, etc.**
- **Are you getting all the information available to you?**
 - **Ask for an org chart or company phone directory**
- **Learn some value points outside of your area/comfort zone.**

Qualifying the Opportunity

- Strip-line the customer
 - Try it, it really works!
 - Let's discuss some idea's here! Who's up for it?
 - **This is my single most powerful tool.**

- Why should they even buy our product? Just because you may want them to, and you might have done a lot of work on this effort, there is at least someone at the account (maybe more) who are making a counter-play that they don't need your tool, they can write it in house, use a cheaper competitor or just do with nothing!
 - BATNA? You know what that is?
 - Best Alternative To A Negotiated Agreement!
 - To be 100% successful (not just lucky) you HAVE to know your BATNA!!!
 - > This can help you decide how you manage and provide resources!

Closing the Deal!

- So, you've gotten a trial or PoC at the customer site...
 - Do you have “success criteria” from the customer?
 - Having it up-front & giving it to your Technical team gives you an edge!
 - Not having it does not mean you'll lose the deal, just makes it more difficult.
 - May not want to offer a PoC/Trial on competitive displacements if we don't know what it will take to win! Instead focus on customers who will work openly with you!
 - How can you tell if you have gotten to EOJ?
 - Just because we offer 30 day trials, does not mean we cannot do it in a week or less! Getting to EOJ sooner means closing sooner.
 - What happens if we cannot do something on the customer list?
 - Is it “*GAME OVER*”, or can we perhaps provide them with a better solution?
 - Many times they want a feature because they *want a feature!*
 - > They've never considered a 'better' architected alternative approach
 - Start with the subliminal closing..
 - So, sounds like we'll meet all your needs, you'll punch this out in August?
 - You folks happy where we're at, you ready to wrap this up now so you can implement?

Can you articulate all that IBM has done to reduce costs?

■ Introduced the WLC and subcapacity WLC models in 2000!

- Pay for the MLC software that you are using, not the full capacity of the machine!
 - (4 hour rolling average!)

■ Introduced subcapacity IPLA and PPA licensing

- Most ISV's say they have this (they don't) they are simply "revenue neutral".

■ Technology dividends on hardware - Immediate savings to our customers!

- z890 & z990 Technology Dividend
 - Roughly **10%** capacity rating reduction over z800/z900 & prior machines!
- z9 BC & EC Technology Dividend
 - Roughly additional capacity rating reduction 10% over z890/z990
 - Or approximately **19%** capacity rating reduction over z800/z900
- z10 Technology Dividend
 - Roughly additional capacity rating reduction 10% over z9BC & EC
 - Or approximately **28%** capacity rating reduction over z800/z900

Can you articulate all that IBM has done to reduce costs? Continued:

- **Introduced many Specialty engines:**
 - Coupling Facility, IFL, zAAP, zIIP, and Cell Broadband Engine
- **Significant pricing slope advantages on our IPLA software! (ISV's are typically linear)**
- **zNALC & DB2 VUE (Think new workloads on z)**
- **Linux on System z - Great marketing strategy!**
 - Does not require a “mainframe” or typical zOS data center infrastructure or staff!
 - There are very few “new” zOS data centers! This is the next best opportunity we have for growth!
 - Millions have been poured into advertising & marketing
 - If the average customer never buys an IFL or runs Linux on System z, we've already saved them a lot of money by putting tremendous competitive pressure on their existing suppliers to control & reduce costs!



What Have Other Suppliers done to Reduce Costs?

- Don't be afraid to ask your customers what their other suppliers have done to help control costs.
 - Chances are, not much from a material stand-point!

Value Unit Pricing: Mechanics

- **Value Unit Pricing Converts various measurements to Value Units**
 - For each Value Unit Priced program, there is a 'Value Unit Exhibit' (VUEXXX)
 - The 'Value Unit Exhibit' establishes the appropriate Value Unit conversion
 - Most common conversion is MSUs to Value Units
 - It is also possible to convert engines, messages and other measurements to Value Units

Value Unit Exhibit 007 (VUE007):

MSUs 1 - 3, need 1 VU per MSU
 MSUs 4 - 45, need .45 VUs per MSU
 MSUs 46 - 175, need .36 VUs per MSU
 MSUs 176 - 315, need .27 VUs per MSU
 MSUs 316+, need .20 VUs per MSU
 **** cumulative ****

Value Unit Exhibit 001 (VUE001):

MSUs 1 - 3, need 5.25 VUs per MSU
 MSUs 4 - 45, need .83 VUs per MSU
 MSUs 46 - 175, need .35 VUs per MSU
 MSUs 176 - 315, need .26 VUs per MSU
 MSUs 316+, need .20 VUs per MSU
 **** cumulative ****

Product ID	Product	Price per VU
5655-I18	Migration Utility V1	\$1,300 / VU
5697-I89	Migration Utility V2	\$1,560 / VU
5697-N44	Migration Utility V3	\$1,716 / VU
5655-I32	Migration Utility S&S	\$247 / VU

Migration Utility Examples:

100 MSUs => 42 VUs
 1000 MSUs => 244 VUs

Lower cost of Incremental Growth

***All prices are estimates in USD and subject to change**

Other area's of Unique IBM Value:

- **Security is HUGE – It crosses all brands and hardware!**
 - If you get asked about security opportunity, BLOW IT UP!
 - Take others back with you to help leverage this!
 - We all win, cause we “knock out” less capable players!
- **CST & the RSU**
 - Incredible testing discipline – ISV's really skimp on this stuff
 - CST & the RSU saves our customers as well as IBM Time, Money & Energy!
- **No Passwords or Authcodes in our tools!**
 - Managers and Sysprogs HATE THESE!
- **IBM MLC & IPLA software can all be delivered on a CBPDO/ServerPac.**
 - Less installation ‘nightmares’ for our customers!
 - One number, one place to call, one throat to choke for help!
 - IBM products are all SMP/E installation & maintenance process!
 - Day-1 support for all IBM HW & SW
- **IBM Terms & Conditions are much more favorable than the what ISV's offer!**

Enterprise Security Has Many Elements

Crypto Cards



Tape encryption

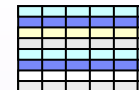


TS1120

Key management



Multilevel security



System z SMF



Data Privacy

Tivoli Compliance Insight Manager



Tivoli Identity Manager



Compliance and Audit

Tivoli zSecure Tools



Extended Enterprise

Tivoli Federated Identity Mgr



Platform Infrastructure

DB2 Audit Management Expert



Common Criteria Ratings



Support for standards

PKI services



Supports VPNs etc

RACF



Provides audit, authorization, authentication and access

Communications Server



Network intrusion detection

IBM Value

- **Consolidated Service Test & the Recommended Service Update (CST & RSU)**
 - High RAS testing
 - Eliminates abends
 - Reduces PMR's
 - Greatly limits telephone/online 'de-bug' time
 - <http://www-1.ibm.com/servers/eserver/zseries/zos/servicetst/mission.html>

CST offers immense value to IBM customers. This program is free for all of our customers (including ISVs); for some reason however, ISVs have resisted participation. No other vendor provides this level of Reliability, Availability and Serviceability (RAS) testing against all of their offerings, including the Operating System at multiple levels/versions. Many large World-wide organizations have endorsed the benefits of the CST process. It reduces time spent with Customer Support, time diagnosing problems, it increases system uptime & satisfied customers, which means less down-time and fewer unplanned outages!

MIPS to MSUs / Technology Dividend by Hardware Type

- **On average the MIPS to MSU ratio is:**
 - 308X, 3090-XXX, 43X1, 9672-XXX & z800/900 are 5.7:1
 - z890/990 are 6.6:1
 - z9 is 7.2:1
 - z10 is 8.1:1

- **Another way to look at this is; if the following machines are all rated by the industry analysts at 1,000 ‘actual’ (or LSPR) MIPS, then their MSU ratings as determined by the hardware type would be:**
 - 308X, 3090-XXX, 43X1, 9672-XXX & z800/900 = 175 MSUs
 - z890/990 = 152 MSUs
 - z9 = 139 MSUs
 - z10 = 123 MSUs

See how this begins to affect pricing?

**Smart Things
to do**

- Do you send hand written **thank you notes** to your customers?
 - Thank them for hosting a PoC, Presentation, Exec Visit, Sale etc.
 - Think of it as a .41 cent sales person to get your business card in front of people who otherwise block you! Hint, do not use a printed label, a handwritten address with a lady's penmanship! Works GREAT!
 - Send personalized Christmas cards out-include a business card!
 - I 'hire' my kids to help me send mine out!
- Know what **e-Contact** is?
 - Work with you Inside Sales Rep to leverage this... Work smarter & harder!
- Use IBM Letterhead and formal printed letters sent by a courier company for critical notifications! **Make a statement when you need to MAKE A STATEMENT!**
 - DO NOT RELY ON E-MAIL, If urgent, make them open a package they know is tracked & reported.
- **Engage compliance** when needed! They can work in the background and are a wonderful source of information!
- Go to **BOND** and give away some IBM Polo shirts or golf balls
 - Invest in some "random acts of kindness"!
- On your next appointment, **schedule an hour, but be done in 30-40 minutes!**
 - Give them some free time back in their day and/or watch them open up now!

More Smart Things to do

- **We just lost a piece of business; do we bother to ask ourselves why?**
 - Often times we want to celebrate our successes, however it is typically defeat where we can learn our most valuable lessons.
 - *If we do not take the time to understand history, we are doomed to repeat it.*
- **Common courtesy & common decency.**
 - What’s happened to these most basic tenets in our society? I’m a big proponent of being courteous to all individuals I meet. It costs nothing, but often has big rewards.
- **Urgency is a good thing. Time kills deals! Do not let things lag.**
 - This dove-tails with accountability to the customer!
 - Instead of playing the “Pass The Buck” (PTB) game internally, people who are asked questions by their customers should be the ones who seek the answer to the question(s) and then deliver the response. Action builds credibility and trust in the customer’s eyes and it helps the direct facing customer representative broaden their skills/product knowledge.
- **Don’t do “Half-Fast” work...**
 - Especially if this is a quote or other piece of critical customer facing correspondence or presentation.
 - Does it have an expiration date?
 - Other Required terms?
 - Does it look professional?
 - You never know if a VP or CIO/CEO will see/approve your proposal; make sure it looks “right” before you send it!

Even More Smart Things to do!

- My #1 Pet Peeve!
 - Did you leave a clear, concise & crisp voice-mail?
 - Did you leave your name & number first?
 - Never, ever at the end of a 5 minute message!
 - Slowly repeat your phone # a second time!
 - Esp., if calling from a cell #
 - Do not leave the # so fast they cannot write it down!
 - Example: 2148675309, ext 543946!
 - Try not to leave a long message unless the situation absolutely requires it!
 - Be careful what you leave on voice-mail!
 - Make it easy for the customer to reach you
- Always look & act professional!
 - Is your car clean & neat?
 - Shoes shined?
 - Pressed suit/coat?

Elevator Test,,,

- Say you meet an Executive in an elevator. He notices you are with IBM, but does not know your role. *As an IBM'er, you are expected to know a lot about a little as well as be an SME in your area.*
 - He asks you about NetCOOL; what does it do, and how can it help him.
 - What do you say?
 - Remember, you have to make it quick, clear & concise yet POWERFUL! Oh yeah.. AND ALWAYS START WITH A COMPLIMENT FOR ASKING! (This also give you a few more seconds to think about your response!)
 - > Great question!
 - > Thank you for asking
 - > Sure, let me see if I can help you with understanding that!
 - > I love it when I get to talk about this product!
 - > Glad you asked!

Adding value to your customer set does not always have to start with IBM!

- So, this is a customer you've met with many times now. **How do you do to continue bring them value** and not just continue to "Show Up & Throw-Up" more IBM information ad nauseam?
 - **Are you a member of any industry groups in your area of expertise?**
 - There are many! (IDUG, CMG, SWCMG, AFCOM, Interop, etc)
 - Others?
 - **What are your other customers or other IBM customers doing** that he/she may have an advantage in hearing?
 - **Has this person been to an IBM event recently?**
 - **Have you saved this person any money?**
 - **What else can you think of doing to show value that they will appreciate you for besides asking for the next order?**
 - **Can you deliver a solution that addresses specific needs and shows out of the box thinking to solve a unique need your customer may have?**
 - Which other competitors cannot play?
 - Bob House is great at this!
 - **Tired of the same old road-show? Build & deliver your own!**

Are you just a Supplier or Trusted Partner?

- Ok, so you are an IBM'er.. No more 'cold calls', but your customers treat you like just another vendor. No preferential treatment, still asking for BIG discounts, no access to their executives. This doesn't make you feel very good huh?
 - Why is this? Is it because 99 times out of a hundred you try to sell them something rather than offer them valuable consultative advice or assistance?
 - Do you offer to help them solve other IBM problems?
 - Give them help in other area's where you may know helpful people at another supplier?
 - Get creative here. What's hot in the industry right now. What are other companies doing. Competitors (their's or our's) doing, etc.
 - By 'not selling' hard, you may actually be more effective at closing a transaction.
 - Remind them of continued bad exposure they may have if they continue to delay..(Remember, people like to buy, *but not be sold!*)
 - Can you folks really make it through another security breach without serious repercussions?
 - What's going to happen if you have another outage here? Heads gonna roll?
 - Plant some thoughts? Good with IBM - Bad with anything other than with IBM!
 - FUD is effective when done properly, see Maslow's law above!

What else are you seeing as an impediment to prospecting, qualifying & closing deals in the field?

- Throw them at us, let's see if we can help you overcome these issues?

Take-Aways from Today's Session

- Understand all the “tools” you can use!
- De-qualifying opportunities in a timely manner is as important if not more so than qualification
- Be able to present a broad IBM (value) strategy that your competitors cannot offer (Slide #15 above)!
- Ensure your customers clearly understand our strategy (and hopefully) are savvy enough to present it internally as you are!
- Focus on doing new, more effective things in your daily routine to make yourself a Trusted Partner to your customer base!
- Learn how to BLOW UP your deals!
- Build your own presentations, glossies, white-papers, etc!

Take-Aways from Today's Session, Continued

- Engage Compliance – Try it, you'll like it!
 - Tom thank you for including zCompliance in your territory coverage. I do appreciate the fact that you look upon me as an extended teammate and zCompliance as a resource asset. I'll be on your IBM team anytime!
 - Signed: *Karen Pennington*
- Remind your customers of all we've done to help them control their costs! Then, ask them what their other suppliers have done for them lately!
- If you are going to do something that will be seen by a customer, *do it right (professionally) the first time!*
- Learn how to effectively (and honestly) use "FUD" in your favor; e.g., leverage Mr. Maslow!
- Never give up account control!