

Building Server Market Share

Lotus Services Sales Guide

Introduction

Selling Lotus Services can be an entire new area of challenge and opportunity for those accustomed to selling tangible products, such as software applications. Services are intangible, the need for them isn't always apparent and the benefits are not immediately obvious. But services play an integral role in making the distributed client/server environment work effectively and represent a significant differentiator when choosing among product vendors. Services are a vital component of the complete solution, and customers need to consider services implications and opportunities as they evaluate Lotus communications products like Lotus Notes, Domino, cc:Mail and the Lotus desktop toolset, Lotus SmartSuite.

This sales guide is designed to help you sell services more effectively by providing the information you need to initiate and develop a sale in a handy, convenient, easy-to-use reference tool. Here you will find the answers to many of the questions your customers are likely to ask, resources that you can draw upon, and information your customers need before they will buy Lotus Services. Worksheets and checklists included in the guide will give you the basis for engaging the customer in a sales-directed conversation about services.

The complete Lotus Services Sales Guide is available online and contains the following:

- Market positioning strategy--describes the high-level positioning of Lotus Services and explains where Services fit into Lotus' overall strategy. It also summarizes the key messages you want to convey.
- Services tables--concise summaries of the offerings of each services business unit.
- Questions & Answers (Q&A)--effective answers to frequently asked questions (FAQs) that your customers or you yourself might have.
- Worksheets--tools you and your customers may use to evaluate services and to help design and configure a Services program.
- Pricing matrix--pricing methods and options for each Lotus Service along with base reference price information.

- Competitive environment--summarizes and compares Lotus Support Services with competitive alternatives.
- Resource directory--provides a handy listing of resource and phone numbers where you can find additional assistance with selling services.

Among the worksheets are a Best Practices Guide and a Service Sales Checklist. Please refer to these when preparing a sales call. A standard Lotus Services contract and a sample proposal are included for your convenience.

In addition, the sales process map will clarify the services sales procedure on a step-by-step basis.

The sales guide is designed to be a reference tool when planning sales calls, talking with the customer in person or by phone, and preparing letters and proposals. Familiarizing yourself with the organization and content initially will allow you to quickly reference appropriate sections when needed in the future. The printed version consists of the most frequently used sections of the complete Sales Guide, which is available in its entirety online.

Key Messages/Market Positioning Transforming Technology Into Value

Lotus's Services positioning is based on four principles:

1. Delivering a competitive advantage for the customer
 2. Implementing the new formula for achieving business results
 3. Shifting from a product focus to a complete customer solution focus
 4. Delivering a comprehensive and flexible portfolio of services
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Gaining Competitive Advantage

Customers buy technology to improve their business by increasing the productivity of their workers, improving quality, and/or shortening process cycle time. Many organizations, however, invest in technology only to find that the expected benefits fail to materialize as quickly as expected, or at all.

Services—from consulting to support to training—enhance the likelihood of overcoming the kinds of problems that delay or prevent organizations from achieving their full return on their technology investment. Lotus Services help our customers accelerate the rate at which they reap the benefits from their investments in Lotus technology and gain competitive advantage.

Achieving Business Results

Managers everywhere are looking to reduce costs, improve quality, and shorten business process cycles. To do this, they are implementing new methods for achieving business results that emphasize collaboration across functions and departments, coordination of team members and effective communication throughout the organization, and even beyond the organization.

Through the combination of Lotus technology and Lotus Services (Education, Support, Consulting, and Lotus Notes Network), Lotus is able to help organizations improve collaboration, coordination, and communication--the keys to success in this new business environment.

Solution Focus

Given the complexity of today's business and technology environments, it is no longer possible for organizations to simply buy technology products with the expectation that business improvements will automatically follow. To the contrary, organizations require a complete solution, of which the actual software product is just one part, if their investment in technology products is to pay off.

Services make up the other key part of the solution. Services bring out the full value inherent in Lotus' technology products. Without Lotus Services, customers would have to hire more resources and spend more of their own time to achieve an equivalent return on their investment, and, lacking the experience and knowledge that Lotus provides, the risks would be much higher. Lotus Services, in effect, represent a primary way to minimize costs and manage risk at the same time.

Comprehensive Portfolio

Every organization is different; with a different combination of technical skills and business requirements, and a different systems environment and infrastructure. Recognizing the differences among customers, Lotus has assembled a comprehensive and flexible set of service offerings, allowing organizations to choose the appropriate mix of services to meet their goals, needs, and budget.

Identifying and recommending the specific mix of Lotus Services is an integral part of the sales process, which enhances the value of the final product when it is implemented. Although competitors and in-house staffs may be able to offer some services, no other single group can match the complete solution, experience, and knowledge that Lotus offers.

Lotus Services Key Messages

When customers emerge from a discussion of Lotus Services, they should take with them a clear understanding of the following key messages:

1. Notes/Domino and cc:Mail are important infrastructure strategic enablers, not just desktop applications.
2. Services are a critical part of the total solution from the very start, not an afterthought, and a key differentiator between product vendors.
3. Lotus is a premier provider of value-added services to the extended enterprise, and customers increasingly recognize the critical value of services.
4. Lotus, with access to IBM's vast resources, is a leader in providing global services.
5. Lotus Services are reinforced through strong relationships with strategic and business partners.

Specific Positioning and Messages for Individual Service Groups

Lotus Customer Support



Lotus Customer Support emphasizes the following key messages:

- From the overall perspective of cost, knowledge and quick return to productivity, Customer Support through Lotus is the best solution for most companies in fulfilling their service needs
- Comprehensive programs, flexibility and Lotus' size enable the delivery of high-quality, system-level support worldwide
- Lotus Customer Support—the leading provider of messaging infrastructure support— maximizes an organization's investment in Lotus technology
- Programs are available for all market segments: enterprise, midsize, and small business and individual end-users
- Lotus taps the collective resources and experience of the worldwide Customer Support and the Product Development organizations to support the customer.

Lotus Customer Support services are designed to help any organization fully exploit its investment in Lotus technology and minimize any disruption to system availability or service due to technical incidents. With programs combining telephone-based, electronic, and on-site support services, Lotus is able to deliver highly responsive and cost-effective support services quickly and efficiently. Innovative electronic support programs leverage Lotus' Knowledge Base, Internet communications, fax-back, and various bulletin boards and online services.

Lotus Customer Support provides programs that meet the needs of any organization:

- Enterprise customers-- *Enterprise Support* or *Passport Premium Support*
- Public Network Providers--*Notes Public Network Service Provider Support Program* for building Lotus Notes networks.
- Large and mid-tier companies-- *Passport Premium Support, Lotus Authorized Support Partner* programs
- Small organizations --*Basic Support, End-user Support*

Education



Lotus

Education emphasizes the following key messages:

- No one knows Lotus products better than Lotus itself, giving Lotus Education an intrinsic advantage over competitive training services.
- Lotus has implemented worldwide applications for Fortune 100 companies, which provides Lotus Education with unmatched real-world experience for complex situations
- Lotus trainers actually use the products they teach, enabling instructors to provide examples and nuances of use that are otherwise hard to achieve
- Lotus Education uses a task-based learning methodology that allows for greater job competency in the industry, aligns with certification goals, and is developed closely with product development
- Its comprehensive, high-quality training and education solutions accelerate the organization's return on its investment by increasing the competency of employees in the use and deployment of strategic Lotus technology
- Integrating Lotus Education into the product implementation delivers critical training and education where and when it is needed
- Lotus Education augments its full-time staff with thousands of education partners who deliver education and training programs worldwide that conform to strict

standards including experience in training, employment of full-time CLPs and course delivery by CLIs--professionals who have demonstrated actual performance of competency

Lotus Education provides consistent, high-quality training and education programs to Notes, cc:Mail, and the desktop SmartSuite users worldwide. In addition, Lotus Education enables organizations to further leverage their investment in technology by deploying technology-based solutions, such as computer-based training (CBT) and innovative distance learning products that deliver training directly to the desktop. Large enterprise customers qualify for customized training through the business development group. Other customers are directed to Lotus Authorized Education Centers (LAEC), which can handle any Lotus training need.

Lotus Education provides comprehensive services to customers in 44 countries and eight languages. Programs cover courses in Notes, cc:Mail, and SmartSuite that range from the end-user level to highly technical training in application development and system administration. Lotus Education also provides a non-technical seminar series that focus on the human factors and management issues, enhancing the organization's use of Notes as a strategic solution.

Consulting



Lotus Consulting emphasizes the following key messages:

- Identifying and scoping emerging business opportunities that leverage the full value of Lotus technology -- for the workgroup, the enterprise, and the extended enterprise.
- Guiding a structured, iterative process for designing and developing high-value business solutions
- Designing, developing, and deploying enabling communications infrastructures as a foundation for business applications
- Accelerating organizational transformation by developing new work models and supporting change and learning on an ongoing basis
- Optimizing value by delivering cost-effective solutions in iterative cycle

Lotus Consulting's core differentiators include:

- Leadership in applying Lotus and Internet technology in innovative ways to achieve mission-critical business results
- The largest group of consultants dedicated to extended enterprise solutions
- The largest team of dedicated Notes and Domino specialists, who leverage a global knowledge base representing more than 1000 person-years of experience and hundreds of strategic engagements
- A proven, Notes-centric method for delivering complex business solutions
- A commitment to provide specialized resources from Lotus' more than 13,000 Business Partners around the world

As solutions providers, our collective experience, reusable assets, and proven approaches are unmatched in delivering on the enormous potential of Lotus and Internet technology. As part of Lotus, we are able to influence Lotus product development directions based on our clients' requirements. And, finally, we are backed by IBM, the world's largest and most respected provider of technology-enabled business solutions.

The Lotus Notes Network

The Lotus Notes Network (LNN) emphasizes the following key messages:

- LNN gives the Lotus customer direct access to the combined—and constantly expanding—knowledge of everything that can make Lotus products more useful, including databases used by Lotus engineers
- Provides an electronic conduit, via the Internet or X.25, to the latest service bulletins, patches and new products.
- Provides convenient, cost-effective, global communication to the extended and rapidly growing Notes community
- Enables customers to leverage their investment in Notes by collaborating with other Notes users to refine their systems
- Delivers valuable content not available anywhere else, including the Internet

LNN provides valuable content not available elsewhere in a timely manner:

- Technical KnowledgeBases (Notes, cc:Mail, SmartSuite)
- LAEC databases
- Private Lotus Business Partner Forums
- Global Electronic Marketplace (GEM)
- Worldwide Association of Lotus Notes Users and Technologists' (WALNUT) user discussion forum and premium services
- Lotus Notes Newsstand (over 200 industry publications)
- Hundreds of private databases
- LNN subscriber databases including LNN Subscriber Guide, LNN Digest, and LNN white pages

LNN directly improves the customer's bottom line by reducing training and support costs through fast, direct access into the same Lotus technical support databases as used by Lotus' support staff and Lotus Business Partners. It also builds the organization's intellectual capital and facilitates team productivity by putting the extended enterprise memory online.

Overview of the Services Sales Process

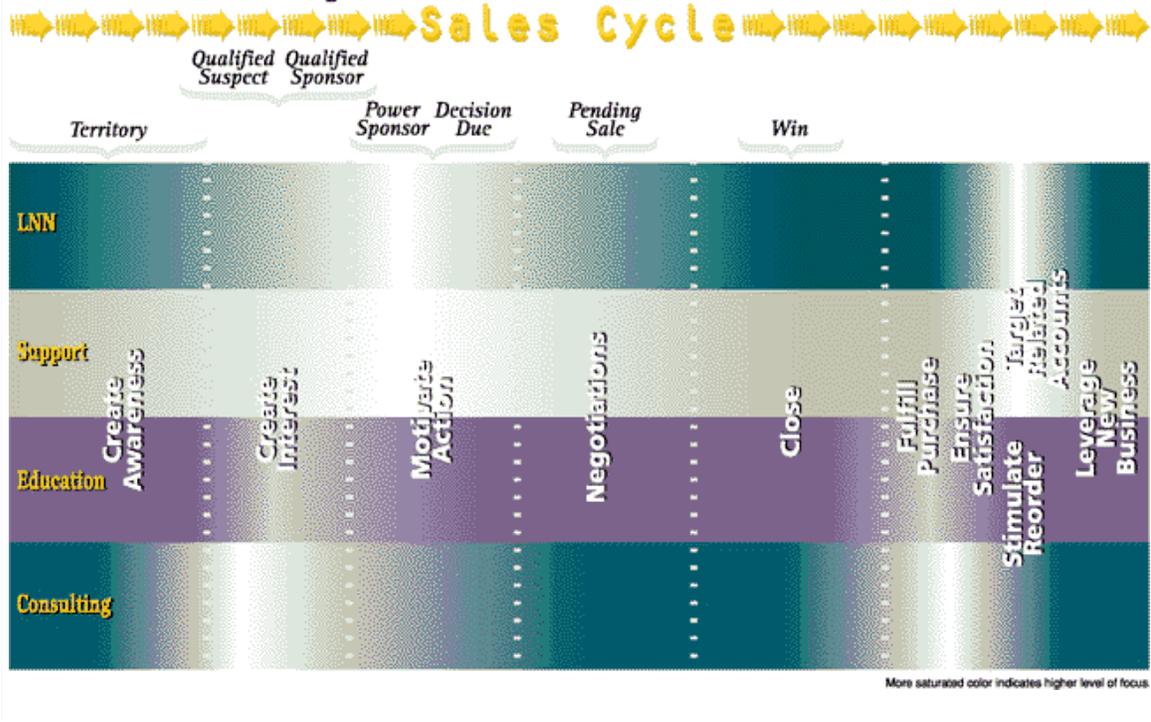
Historically, services have been sold as an afterthought, tagged on at the conclusion of the product sale. Due to the complexity of today's business and systems environments, customers appreciate the need for services, which they regard as a valuable differentiator among product vendors. Lotus' extensive service offerings enhance the appeal of its products.

It's in the customer's best interest to begin the discussion and planning for services from the very start of the sales process. Early discussion of services leads to the following:

- Allows for appropriate budget planning
- Ensures reliability and availability of critical applications
- Accelerates achievement of the organization's return on the overall investment
- Enables better leveraging of services for maximum advantage
- Ensures better teamwork between Lotus and internal resources
- Ensures the right mix of services when, where, how they are needed

Your long-term success and Lotus' are dependent on delivering products that meet or exceed customer expectations. By selling a product without the appropriate support, education, and training, your customer runs a significant risk of failing to meet its goals, dampening the customer's enthusiasm for the current product and every other potential future sale.

Product and Service Sales Cycle...



Lotus Customer Support

Service Offering	Target Audience	Reason to Buy	Lotus Advantages over Competition
<p>Enterprise Support</p> <p>Key features include: Support Account Manager Unlimited 24x7 access to senior support analysts Service Level Guidelines Proactive on-site support Emergency Assistance Interactive Web Electronic Services</p>	<p>Large regional or global organizations with enterprise-wide environments Strategic, use of Lotus products Mission-critical</p>	<p>Enables highest levels of availability, reliability Accelerates effective deployment Ensures highest return on investment in Lotus technology Minimizes risk Managed cost</p>	<p>Worldwide program Delivers more infrastructure services Lower cost More enterprise-oriented Greater Notes expertise More extensive infrastructure messaging experience</p>
<p>Passport Support</p> <p>Key features include: Priority access to senior-level Lotus support staff Support for all Lotus product categories Access to Knowledge Base</p>	<p>Large organizations Mid-tier organizations Need for availability and reliability</p>	<p>Ensures reliability, availability, 24x7 Economical Convenient Flexible</p>	<p>Lower cost Access to Lotus expertise Access to KnowledgeBase</p>
<p>Support Account Manager (SAM)</p> <p>Virtual member of customer's technical staff Focal point for escalated technical issues Provides close communication Brings insider's technical expertise</p>	<p>User of Passport Premium telephone support or purchaser of an Enterprise Agreement</p>	<p>Provides benefits of an insider's technical expertise with internal knowledge of the customer's business. Ensures Lotus technology meets the customer's business goals.</p>	<p>Only SAM offers insider knowledge of Lotus technology</p>
<p>Field Support Services (FSS)</p> <p>Packages include: Notes Jump-Start Skills transfer cc:Mail Jump-Start</p>	<p>Organizations deploying Lotus technology for the first time. Organizations needing to supplement existing staff. Organizations seeking customized skills transfer</p>	<p>Fixed price packages Customized services On-site availability</p>	<p>Extensive knowledge of Lotus technology Broad experience working with wide range of Lotus customers</p>

Lotus Authorized Support Partner	Mid-tier organization Large organization Need availability and reliability	Ensures reliability/ availability Economical Convenient Flexible	Lower cost Access to Lotus expertise Lotus authorized, trained, certified, and supported
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Lotus Education

Service Offering	Target Audience	Reason to Buy	Lotus Advantages over Competition
<p>Classroom Training</p> <p>Key features include: End-user in SmartSuite, Notes, cc:Mail Notes technical level training in system administration, application development</p>	All Lotus Notes, cc:Mail, and SmartSuite installations	<p>Bring staff up the learning curve faster</p> <p>Comprehensive suite of programs</p> <p>Authorized curriculum delivered by CLIs</p> <p>Task-based proficiency</p> <p>Enhance ROI</p> <p>Increase productivity</p>	<p>Worldwide availability</p> <p>Lotus certified</p> <p>Access to advanced learning tools</p>
Private /custom training	Large enterprise customers	<p>Address specific needs, applications</p> <p>Account management</p> <p>Need for total solution</p>	<p>Most experience with Notes and Lotus products</p> <p>Authorized curriculum delivered by CLIs</p> <p>Task-based methodology</p> <p>Worldwide availability</p>
Computer-based training	Those needing either classroom augmentation or substitution course	Satisfies need for self-paced study at own desktop (convenient, private)	Curriculum parallels directly with Lotus Education's authorized, highly developed curriculum.
Business Seminar	Organizations wanting to leverage strategic investment in Lotus technology	<p>Facilitate design and deployment of Lotus technology</p> <p>Accelerate return on investment</p> <p>Manage risk</p>	<p>Most experience with strategic deployment</p> <p>Covers critical management issues</p>
Certification	Organizations needing to develop high levels of in-house expertise	<p>Quantitative measure of skill</p> <p>Demonstrated product depth</p>	<p>Lotus expertise</p> <p>Lotus certified</p> <p>Worldwide availability</p>

Lotus Consulting

The following table provides a framework -- the Lotus Consulting Solutions Framework™ -- for thinking about the application of Lotus technology to solve business problems. The vertical axis represents increasing organizational complexity, from automated work groups to integrated enterprises to extended enterprises. The horizontal axis represents increasing work complexity, using the familiar Communicate, Collaborate, and Coordinate descriptions.

The value of this framework is in positioning Lotus technology beyond groupware (the bottom row) and beyond messaging (the first column), positioning Lotus technology in the emerging solutions arena of the four middle and upper left-hand boxes. (Competitors such as Microsoft try to position Lotus as just a groupware vendor, or in the bottom row. Netscape is hotly pursuing groupware and messaging as the last frontier.) At Lotus, we have the opportunity to position ourselves as having substantial business insight in the emerging solutions of enterprise knowledge management, enterprise process innovation, electronic community development, and value chain innovation.

Use this framework to help your customers think through how Lotus technology fits in their overall intranet and Internet strategies. Customers have long asked for this kind of framework, by which Lotus leads them in understanding how Notes excels at all the applications commonly associated with intranets and, especially with Domino and Lotus Notes Public Networks, which excel at connecting beyond enterprise boundaries. Using this framework, you can show how the many pieces we offer fit into a compelling whole, by identifying the customer's current needs and plans and mapping them to a bigger picture within the customer's organization.

Use the Lotus Consulting Solutions Framework and the associated Business Agenda Framework to initiate discussions with your customer about their business direction and needs and the appropriate Lotus solutions available through Lotus Consulting that address those needs.

Lotus Consulting -- Business Agenda Framework

Extended Enterprise	Connect to outside stakeholders	Operate alliances, electronic markets, and interest groups	Control the value chain
Integrated Enterprise	Encourage cross-functional communication	Leverage intellectual capital and best practices	Redesign core business processes
Automated Workgroup	Improve efficiency of information exchange	Enable collective discovery and decision making	Improve how work groups conduct and control workflow
	Communicate (Inquire & Inform)	Collaborate (Discover & Decide)	Coordinate (Conduct & Control)

Lotus Consulting -- Consulting Solutions Framework™

Extended Enterprise	<p>Cross-Enterprise Communication</p> <p>Inter-enterprise e-mail Electronic publishing Electronic data interchange innovation</p>	<p>Electronic Community Development</p> <p>Electronic markets Alliance operations Communities of interest Interactive distributed learning</p>	<p>Value Chain Innovation</p> <p>Customer integration Channel integration Supply chain integration Network based business creation</p>
Integrated Enterprise	<p>Enterprise-Wide Communication</p> <p>Corporate e-mail Corporate reference system Cross-functional calendaring & scheduling</p>	<p>Enterprise Knowledge Management</p> <p>Knowledge architectures Communities of practice Knowledge-based decisions Competency development</p>	<p>Enterprise Process Innovation</p> <p>Order management redesign Product development redesign Purchasing redesign Other horizontal business process redesign</p>
Automated Work Group	<p>Work Group Communications</p> <p>Departmental e-mail Departmental reference systems Departmental calendar & scheduling</p>	<p>Work Group Collaboration</p> <p>Team facilitation Electronic discussions Document authoring</p>	<p>Work Group Process Innovation</p> <p>Sales force automation Customer service automation Internal operations automation Other vertical business process redesign</p>
	Communicate (Inquire & Inform)	Collaborate (Discover & Decide)	Coordinate (Conduct & Control)

Lotus Notes Network

Service Offering	Target Audience	Reason to Buy	Lotus Advantages over Competition
Lotus Notes Network	Enterprise, large, midsize, and small organizations interested in the extended enterprise	Global connections to Notes user Unique Lotus proprietary and public content Electronic support direct from Lotus Convenient and secure bi-directional communication Reduce training and support costs Facilitate team productivity Access to latest patches, fixes, pre-release software	Single point global access to Lotus, Lotus Business Partners, and customers Valuable unique content Bi-directional communication with Lotus and Lotus Business Partners Direct access to potentially millions of Notes users; White Pages lists thousands of named individuals through voluntary online LNN directory Centrally managed network for highest quality and reliable service Toll free or local dial operations support
Remote/Mobile Notes Network	Remote and mobile users	Access to mail; native Notes mail routing as well as support for SMTP mail Bi-directional communication Access to content Selective replication with special views for Notes R4 users	Unique content Worldwide connectivity Access to technical help Up to date marketing and product information

Questions & Answers

Question	Answer
What types of services solutions does Lotus offer?	Lotus offers a broad and comprehensive set of services encompassing consulting, training and support which cater to various stages of implementation and deployment.
When in my implementation and deployment plan can I best leverage Lotus Services?	Since a large part of the value of Lotus infrastructure solutions is influenced by the initial planning and design, you want services in place early to ensure you will capture the full potential benefit in a timely manner.
Why should I buy services for Lotus Notes when I don't buy services for my other desktop applications?	Lotus Notes runs on the desktop but it isn't a personal productivity application like most desktop applications. Lotus Notes is an infrastructure application that enables teams of people to coordinate their work. Often used to facilitate business-critical functions, Lotus Notes delivers its greatest return on investment when supported as an enterprise solution rather than a single-user desktop application.
Shouldn't my IS organization be performing these services?	Our services are designed to supplement the work of your own IS organization. Your staff will always know more about your business and our staff will always know more about Lotus products. We team with your organization as a resource they can draw up, and we transfer Notes expertise to your in-house staff.
Why should I consider services before I've even bought and installed the products?	There are advantages to addressing your services needs early in the process. For example, it facilitates budgeting and ensures that you are getting the services you need, when you need them. Since a large part of the value of Lotus infrastructure solutions is influenced by the initial planning and design, you want services in place early to ensure you will capture the full benefit.
Whatever happened to free support?	Notes and cc:Mail are strategic infrastructure solutions that go far beyond simple desktop applications in their critical value to the organization. Providing the appropriate level of support is a more significant undertaking, but ensures the delivery of the expected benefit. Our services prices are highly competitive with other services at this level. Of course, Lotus still offers 30-day free support for Communication Products and 60-day free support for Desktop products at the entry level for product purchases.
Is an infrastructure solution like Notes or cc:Mail risky?	This is technology that impacts the entire organization, directly affecting how your people work together and do their jobs, unlike the personal productivity desktop applications you may be more familiar with. There is much more at stake and, consequently, there is more risk. But the payoff is greater, too. That is why services are so important. Services are the primary way managers can reduce risk and ensure full return on the technology investment.

There are many third-party services providers. Why should I use Lotus?

While there are many companies that offer service and support, none have the experience in messaging infrastructure solutions and enterprise messaging that Lotus has and, of course, none know Lotus technology like Lotus. In addition, Lotus service programs are competitively priced, flexible, and customizable. Lotus is also able to deliver services worldwide and can tap the resources of thousands of Business Partners and IBM as well.

Service-Specific Questions & Answers

Lotus Customer Support (LCS)	
How is Lotus Customer Support organized around the world to provide support for both local and global customer requirements?	LCS is a Worldwide Support organization having major support centers in the US, Canada, England, France, Germany, Singapore, Japan, and Australia. These centers are hubs in the Lotus Global Support Network and handle calls from other countries. Most major languages are supported and call switching, when necessary, is transparent to the caller.
How does Lotus support customers using Lotus products in mission critical environments?	Lotus' most comprehensive support solution is the Worldwide Enterprise Support Solution which provides a set of interdependent set of deliverables providing a personalized and proactive support partnership. This solution provides customers the most direct path to success and access to most expert advice on how to best leverage their investment. The solution includes: Support Account Manager, 24x7 Advanced Telephone Support, Published Service Level Guidelines, Interactive Web Support, Proactive on-site support services and Emergency Assistance.
Does Lotus Customer Support have a web site?	Yes. The web site is www.support.lotus.com . The site offers an alternative to accessing support via the phone, plus the latest in support information. Increasingly, the advanced technologies available via the web will expedite problem resolution on a global scale.
What are the support programs offered through the Passport Program?	Available from Authorized Lotus Resellers, Passport Premium Support provides worldwide technical support for five product categories (Notes, cc:Mail, Desktop, Working Together, and Developer Tools), access to automated support services, and a free subscription to Lotus KnowledgeBase. Passport customers can choose between incident-based or Named Caller support offerings. The Lotus KickStart program offers Passport customers the convenience of purchasing pre configured support options with their Notes server or cc:Mail license and maintenance coverage under a single purchase unit.
What technical support options are available to Lotus Business Partners?	There are two incident-based support offerings for all participants of the worldwide Business Partner program who are not participating in the Support Provider Track. Those options are: Product Support and Product & Developer Support. They are sold direct and provide technical support for combine all product categories. Among other benefits, the Business Partner Support program offers priority access, a dedicated BP telephone number, automated support services, and support for multiple callers.
What is the solution for those Business Partners who want to participate in the Support Provider Track?	Depending on the business partner's product expertise and support capabilities, they may choose to become a Support Center which is available at the member level. Once a partner fulfills the criteria to become a qualified support provider they are required to purchase the Support Provider Option which is available in 4 solutions.
Do you have a support solution for our customers who have a	Yes, the solution is the Strategic Support Provider Option and is sold direct by the Alliance Organization.

Strategic Alliance with Lotus, and who want to sell their support to end users?	
What is the support solution for the small office/home office (SOHO) and consumer markets?	The Support web site at www.support.lotus.com enables the SOHO and consumer markets to locate support information and discuss problem resolutions with their peers free of charge. Lotus also offers pay per incident support, annual contracts for basic telephone support, and automated support services such as Fax On Demand, Bulletin Board Services.
Within the LCS organization, are there resources available to assist me in selling the appropriate support solution to my customers?	Yes, there are Worldwide Support Business Development Managers located in regional field offices whose primary responsibility is to drive support revenues by assisting Lotus Field Sales and Business Partners.
What is Lotus Knowledge Base?	Knowledge Base is Lotus's own Notes-based reference database containing up-to-date technical information for Notes, cc:Mail, or desktop products. It is delivered monthly on CD-ROM or accessed via the Lotus Notes Network and the Internet. One copy of Knowledge Base is included with every premium support program. Additional copies can be purchased through your reseller.
What is the Support Account Manager (SAM) Program?	The SAM program provides customers with an assigned senior resource within Lotus Customer Support to proactively manage their support relationship. The SAM becomes a virtual member of their staff and is responsible for having an in-depth knowledge of the customer's environment and product plans. The SAM provides proactive information, provides usage reports and makes on-site visits.
What service does Lotus Customer Support offer to allow senior support resources travel to a customer site for short term skill transfer?	LCS provides short term, on-site engagements through their Field Support Services organization.
What are the competitive advantages of Lotus Support offerings compared to Microsoft's?	Lotus offers much more flexibility and choice in terms of support coverage and price. For the cost of Microsoft's fixed priority service option, we offer the choice of product category, limited or unlimited support, and standard or 24x7 coverage. Plus, we know infrastructure solutions and enterprise messaging far better than Microsoft. Geographically, Microsoft does not have the global support infrastructure Lotus does.
How does this compare to Novell's program?	Our programs offering unlimited named callers or incident-based contracts lead the industry in value and flexibility, and we continue to enhance them. Novell is a newcomer with this kind of support.
Education	
Who gets to work with Lotus Education?	Lotus Education directly services Lotus' enterprise customers to ensure training programs are designed to meet their needs. Lotus Education also develops programs to enable Lotus Business Partners and through the Lotus Authorized Education Center, Lotus Education Academic Partner and Lotus Desktop Training Centers to provide

	<p>technical course offerings to Lotus customers worldwide and through the Business Partner channel offers seminars on a variety of business topics relating to technology, teams, and business practices.</p>
<p>Why do I have to go to an authorized education center?</p>	<p>Lotus Authorized Education Centers (LAEC) allow us to deliver convenient high quality training and education on a worldwide basis. The Lotus Authorized Education Center program is designed to partner Lotus Education with qualified training and education organizations to deliver the Lotus developed curriculum. LAECs commit to Lotus Education's stringent requirements to ensure consistent, quality delivery of Lotus authorized course materials and assist in meeting Lotus Education's mission to positively impact worldwide competence in the industry.</p>
<p>Can we get custom training?</p>	<p>Yes. Lotus Education handles custom training for enterprise accounts, managing the development of full educational solutions. Our Education Account Managers ensure that you have the education programs you need to be successful, whether developing a training program, customizing curriculum, or managing delivery of training. For mid-tier and smaller accounts, Lotus Education assists in identifying appropriate partners to meet the customer's training needs.</p>
<p>Do you still have ATCs and are they still offering training on your desktop products?</p>	<p>The name has been changed to Lotus Desktop Training Centers (LDTTC), and yes, the LDTTCs offer training to desktop product users. The LDTTC program provides a Lotus affiliation for independent training companies in the business of providing end user applications training. These centers deliver regularly scheduled, publicly advertised classes on the Lotus desktop products included in SmartSuite, as well as end user applications training on Lotus Notes and cc:Mail. LDTTCs may deliver their own curriculum or may deliver the desktop curriculum which has been developed jointly by Lotus Education and PTS Learning Systems.</p>
<p>Why should I invest in technical certification for my technical people?</p>	<p>Certification is part of the process of ensuring that your people can perform with a consistent, high level of quality. A recent IDC report indicates that companies supporting certification initiatives achieve significant financial return on the investment through improved staff capabilities in operating more complex, decentralized environments and decreased network downtime.</p>
<p>What are these business seminars about?</p>	<p>The business seminars are interactive forums targeted at educating executives, project managers and teams in a variety of business topic areas including Organizational Renewal, Return on Investment, Capitalizing on Lotus Notes, Accelerated Value Method, and Teams and Technologies.</p>
<p>What is the Certified Lotus Professional program?</p>	<p>The Certified Lotus Professional (CLP) program provides the industry with a quantitative measure of product knowledge among technical professionals on Lotus Notes and cc:Mail, as well as provides a means of recognition for industry professionals. Currently there are currently over 6000 CLPs worldwide.</p>
<p>Why should organizations invest in certification?</p>	<p>Certification is growing on many levels as industry continues to acknowledge the value of qualifying, consistent levels of technical knowledge. Resellers require certification to ensure superior service and support to customers, while corporate customers are recognizing the benefits of using certification as a tool to manage resources, and as a positive influence on productivity, performance quality and customer satisfaction. A recent IDC report indicates that companies supporting certification initiatives achieve significant financial return on</p>

	investment through staff capabilities in operating more complex, decentralized environments and decreased network downtime.
Is Notes R4 certification available?	Yes, recertification exams were introduced in January for Notes R3 CLPs to recertify to Notes R4. New CLP exams designed for candidates new to the CLP program will be introduced in early Q3. The Notes R4 certification designations available are: CLP Application Developer, CLP Principal Application Developer, CLP System Administrator, and CLP Principal System Administrator. In addition, Lotus is committed to support Notes R3 certification through 1996 and may R3 support longer based on market demands.
What is task- or object-based training?	Task- or objective-based training is the method of training where the goals or objectives of the course are tied to an individual's ability to successfully complete a task related to a job function, in comparison to training a series of product functions. This methodology enabled the Lotus Education curriculum development team to structure the new course offerings as an integrated curriculum that builds one course on another using consistent scenarios and example databases throughout.
Lotus Notes Network	
How do you access Lotus Notes Network?	We now offer both Internet and X.25 point-to-point access to LNN services, including support for database replication and mail routing for Notes clients as well as Notes servers. Servers dial-in at scheduled intervals while clients can access it anytime through a local or toll-free telephone number the office, the road, anywhere in the world.
How do we sign up for LNN?	To register with LNN, simply download the LNN registration software from www.Lotus.com or www.LNN.com . Or to request an LNN enrollment brochure and registration software diskette, contact LNN Operations Support at 1 800 357-0051 or 617 693-3969.
What are you supposed to do with LNN?	You can brainstorm with a Notes Business Partner or other Notes users to find quick, easy answers to a business problem, tips on a technical issue, or to establish cooperative relationships with other Notes users. You can create a workgroup that reaches far beyond your physical boundaries, often including customers and suppliers. Or, you can access and replicate proprietary information and the latest technical data from Lotus. You can also download patches, fixes, and pre-release software. The Lotus Notes Network is rapidly becoming the preferred vehicle for delivering Notes-related content, and for connecting Notes users around the world..
How secure is the Lotus Notes Network?	LNN features Lotus Notes' sophisticated encryption and decryption capabilities, access level restrictions and digital signature technology that give you unprecedented control over data security and authentication. LNN is accessible securely from the Internet and private X.25 and ISDN networks. Notes databases are protected on both sides of the LNN firewall via Notes' standard security. With LNN's cross certification service based on Notes unique authentication capabilities, LNN subscribers can send and receive mail and replicate databases with confidence.
Why do I need another separate e-mail network?	LNN is not another e-mail network. LNN is a network of Notes users around the globe who have standardized on Notes mail but who must also communicate with other e-mail clients. LNN facilitates direct native Notes mail exchange between Notes users and organizations. LNN also provides an SMTP gateway service for Notes and Internet mail users. In addition LNN fits right in with your other Notes-based

	networks. You get mail connections to the Internet and to other Notes-based networks, such as CompuServe® and WorldCom(TM).
How much does it cost?	LNN is a subscription-based service from Lotus. A corporate subscription is \$900 annually and a remote/mobile user subscription is \$300. However, corporate subscribers are welcome to replicate information (with the provider's agreement) without additional charge throughout their organization, making Lotus Notes Network very cost-efficient. The LNN is included at no additional charge with many Lotus Support Programs, such as SAMs and Enterprise Support.
With the successful launch of Notes-based services from Notes public network provides, such as the IBM Global Network, why is Lotus sponsoring its own service?	Generally, LNN complements other Notes-based services and serves a different purpose. LNN's membership and the ever-growing body of Lotus proprietary information, discussion databases and support databases makes it a dynamic value-added resource for Notes customers. Moreover, LNN is a collaboration tool, bringing Notes users together, by way of connectivity and content, to provide the greatest value to the network and to each other.
What's the difference between LNN via the Internet or X.25?	The Internet connectivity option will allow Notes users all over the world to connect to LNN. For users who already have a permanent connection to the Internet, that may be the most cost effective way to go since users typically prefer to use a single medium to gain access to all their information (i.e.. www, LNN, etc.) With X.25 from CompuServe, subscribers are ensured reliable point-to-point data transmission with client/server to server support. With LNN, you can choose the best option based on your business needs.
What's the difference between accessing Lotus information from the Lotus Notes Network and using the Lotus web site -- including the Customer Service and Support home page that was recently announced? Why should our organization pay for information we can get for free?	LNN and the Lotus web site are complementary, because they are both part of the company's overall strategy to provide broad access to mission-critical information. LNN, however, is a managed and support Notes-based network which facilitates users' working collaboratively in native Notes and leverages the innovative features of the platform. Subscribers can participate in the public forums and discussion databases provided, access private databases, or host their own, taking advantage of Notes' advanced security options. LNN also allows Notes users to access all information, public and private, in native Notes format, and to replicate the information directly into their own databases for redistribution (subject to licensing agreements and access level restrictions imposed by Lotus and third parties). Today, public documents provided on the World Wide Web are in hypertext markup language (HTML) format and would have to be converted back into Notes for replication via Notes. Please note that neither option is entirely free. The Internet user must connect to the Internet via a dedicated line or via dial-up through a third-party Internet service provider, for which you also pay.
Consulting	
When would we use Lotus Consulting?	When you are working with an enterprise account, especially those with global and / or mission-critical ambitions. When the customer is trying to push the boundaries of what Lotus technology can do.
What if we have already started on a large-scale Notes deployment ourselves or with somebody else?	Lotus Consulting will want to review any plans and designs that you have completed. We will likely need to update or revise some of your planning or design. We will try to leverage work that has already been done wherever appropriate.
What is the	The Accelerated Value Method (AVM) is a Notes- and collaborative computing-centric consulting method designed to accelerate business

<p>Accelerated Value Method?</p>	<p>value. AVM consists of five modules, including Process Innovation, Collaborative Development, Enterprise Deployment, Transformation Management, and Engagement Management. Key to the AVM philosophy are the concepts of “planning big and starting small,” as well as a focus on delivering business value rapidly. Customers respond particularly well to the rapid application development element of AVM, as many of them have not done these kinds of projects before. Deliverables, such as the Enterprise Deployment Guidebook and Application Development Standards Guide are highly valued. The concept of Value Frames, where work is divided into smaller, more manageable phases is also very favorably received. Many customers adopt elements of AVM in their own organizations.</p>
<p>What interests customers most about AVM?</p>	<p>Skills transfer from Lotus Consulting to internal IT staff and the emphasis on user involvement in the design process. Customers like the fact that AVM is an integrated method, specifically designed for Notes projects.</p>
<p>What is the difference between Lotus Consulting and IBM Consulting or IBM's ISSC?</p>	<p>IBM has broad system integration and consulting experience. Lotus Consulting has much more in-depth expertise in Notes solutions development.</p>
<p>Consulting services seem a little pricey?</p>	<p>Lotus Consulting has focused on Notes projects since 1990. Based on experience, Lotus Consulting can reduce both the time-to-delivery and the overall cost for major Notes/Domino solutions.</p>

Worksheets

The following worksheets will help you work with the customer to plan, configure, and budget for a services program. Use these worksheets with your customer to begin capturing information necessary to identify needed services or to scope out the extent of the services required.

Best Practices

The following worksheet summarizes best practices followed by leading Lotus field sales people with proven success in selling Lotus Services alongside product. Use these best practices to fine-tune your own approach to services selling.

- Start talking about services from the beginning of the sales process--customers increasingly see the ability of a vendor to deliver comprehensive, global support services as a valuable differentiator. Customers also expect sophisticated products that support business-critical functions and increase organizational productivity to require support services. Finally, customers do not want to be surprised with the support and services issues late in the buying process. They need to know about services early so they can plan their budgets accordingly.
- Be prepared to show the value of services--use research and anecdotal evidence (user testimonials and customer references) to illustrate how services helped organizations achieve their intended goals. Comparisons with the role of support services in the legacy host environment have proven very helpful. For instance, few host-based shops ever considered new software without added-value supporting services. The cost of services is rarely an issue when you justify the value in business terms.
- Talk to people at a high enough level--Lotus infrastructure products such as Notes, Domino, and cc:Mail are not simple end user desktop applications. The people who are positioned to influence and make purchase decisions regarding products such as Notes have departmental managerial positions and higher. They understand issues such as ROI and the value of outside expertise to supplement the organization's core competencies. They also understand the need for and value of services, and that services entail added cost.
- Give customers service choices--Lotus works with many certified third-party service providers as well as Lotus-provided services. Customers like to know that there are multiple sources for services and prefer choices. However, when it comes to choosing

between individual certified third-party providers, try to avoid recommending one over another. This is the customer's call.

- Target services to customers deploying business-critical applications and infrastructure systems--the value of services increases directly with the criticality of the use of the technology. Where customers are only considering Lotus for low-value, small-scale applications, you need to shift the focus to the more valuable line-of-business and enterprise infrastructure applications that should inevitably follow.
- Know the customer's business--to explain the value a customer receives from products like Notes, you must understand the customer's business goals, market issues, systems environment, and cultural and organizational issues. Annual reports, press clippings, industry sheets developed by Lotus, and other materials represent a start. [The training and consulting worksheets in this sales guide can help you collect this information during your initial visits with the customer.]
- Familiarize yourself with the range of Lotus support offerings--customers won't buy services if you haven't made them aware of their options. Understand the service options and be prepared to initiate contacts with individual Lotus Services group on the customer's behalf. It is often helpful to introduce customers to representatives from Lotus Consulting, Training, or Support services early in the process.

Sales Services Checklist

Step through the following checklist before calling on any new customer to ensure that you do not get off on the wrong foot.

1. Check with LSG representatives to ascertain if the prospective customer is being called upon already and coordinate your efforts. A leading customer complaint is being called on by multiple Lotus representatives, each unaware of the other's activities.
2. Research the customer. Check the customer's latest annual report, press clippings, and any other sources of information.
3. Review industry sheets prepared by Lotus (sometimes referred to as pain sheets) that identify issues and trends in the customer's industry.
4. Gather information that illustrates the value and return on investment in Lotus Services (white papers, research, and customer testimonials).
5. Target higher value, business-critical line of business applications and infrastructure systems where services can demonstrate a significant payback.
6. Familiarize yourself with worksheets [included in this sales guide] that help you collect information about the customer and engage the customer in a discussion of services early on.
7. Familiarize yourself with Lotus Services and certified third-party services providers that may be appropriate for this customer.
8. Review Lotus Solution Sales materials.
9. Identify the right people to be talking to in the customer's organization. Prepare to ask the customer to introduce you to appropriate people in the organization.
10. Remember to introduce Lotus Services early in the sales process, as part of the added value that differentiates Lotus from other vendors.

Support ID and Incident Guidelines

The table below should be used as a guide for determining the number of IDs and/or incidents a customer needs.

--This information is not currently available. It will be added as soon as possible.--

Customer Support Proposal Checklist

Use this checklist with your customer to define the scope of the customer's support needs.

Existing contract information:

1. Is there an existing support contract with Lotus? Passport or LSVP/PCLA?
2. When does it expire?
3. What products does it cover?
4. What support was provided with this agreement?
5. Do the support terms cover new support requirements?

General issues:

Describe the internal support infrastructure and requirements.

1. For which products does the customer require support?
2. Which locations worldwide require support?
3. How many units of each Lotus product are installed worldwide (Notes/Domino, cc:Mail, Desktop)
4. How many units will be installed over the next 12 months?
5. Is developer support required? Where? Which products?
6. Is 7x24 required? Where?
7. Is worldwide access required (to receive support while traveling)?
8. Is on-site support required? Where? What type?
9. Is a Support Account Manager required? Where? Which products?
10. Is electronic support required?
11. Do Named Callers receive certification training or any other type of training? (If yes, describe)
12. Will you need additional training for end users or others not directly involved in the installation process?
13. Do Named Callers support all products or are they organized by product?

Lotus Education

Quick Checklist

Use the following worksheet to initiate a conversation surrounding the issue of training and education. The information collected here will help Lotus Education begin the process of analyzing the customer's training needs and planning an appropriate curriculum.

- What is the customer's technical skill level, for the IS group, for end-users?
- What has been the customer's previous experience with training?
- What is the customer's philosophy toward training and education?
- What kinds of training has the customer used or does the customer currently prefer?
 - CBT
 - classroom
 - onsite
- What is the customer's anticipated scope of product deployment?
 - # of users
 - # of locations, total U.S. and International
- Has a product deployment schedule been developed?
 - No
 - Yes
- Commences _____
- Completed _____
- What business applications/functions are being placed on Notes?
- What is scope/complexity of Customer network, number of servers, etc.?
- When will Lotus Products be introduced to Senior and Line/Functional Management?
 - Announcement date to Management Staff
 - Commencement of Management Orientation for Notes
 - Level of training by function/position:
 - Sr. Management
 - Line/Functional Management
 - Supervisory Management

- Who of the Customer organization will be leading the deployment effort?
 - Contact: _____
 - Title: _____
 - Telephone #: _____
 - E-Mail: _____

- Is this the Customer's first business reengineering effort?
 - No
 - Yes

If no, describe initial effort, results to date, and factors involved in the other deployments.

- What is the source of the customer's System Administration and Development staffs? (Check all that apply & percentages as appropriate).
 - Internal Staff ____%
 - Lotus Consulting ____%
 - Lotus Business Partner ____%
 - External Consultant ____%
 - Contract Personnel ____%

- How many users will be operating from remote locations?
 - # users _____
 - US _____ International _____
 - Locations _____

Checklist For Consulting Projects Discussion Topics

The following worksheet should be used with the client to begin the process of determining the scope of a Lotus Notes Consulting engagement. You can also use it as a discussion outline to help you and your client think through solution needs.

Prospective customer/address: _____

Contact name/phone: _____

Internet address: _____

Current system/network environment: _____

In-house IT skill level: _____

Industry/Position (*Leader / Up-and-coming / Challenged*): _____

Key Competitors: _____

Key Industry Drivers (*Legal/Business Model Changes/etc.*): _____

Business Benefits Being Sought: _____

Key Business Applications in Place: _____

Vision for Future of These Applications: _____

Technologies Being Considered: _____

What is your Internet/Intranet strategy and how is it related to your Notes initiative?:

Anticipated budget: _____

Time frame: _____

Who is the project champion/visionary?: _____

Who are the key stakeholders?: _____

How many users will be involved?: _____

Which users are most important to get up on the technology first?: _____

What IT or business methods are used on projects?: _____

Are external stakeholders (suppliers, customers, trading partners, alliance partners) being connected to the enterprise? If so, explain. _____

What is the organization's strategy for managing knowledge? _____

Pricing Guidelines

The prices listed here are subject to change. In addition, the exact price a given customer pays is based on a number of factors, such as geographic location. Use these prices as a reference point for preliminary pricing discussions and budgeting.

Customer Support

Service	Pricing Method	Options/Upgrades	Base price/Unit price
Enterprise Support	Managed cost, includes SAM 24x7 Advanced Support Proactive On-site days Emergency Assistance Technical Seminars Electronic support Interactive Web Support Reporting	Additional SAM Additional Named Callers Additional onsite days Additional emergency coverage	Established minimum requirements to purchase Price based on customer requirements Contact your local customer support business development manager
Passport Support	Tiered package price Choice of unlimited incidents or callers Includes subscriptions to Knowledge Base and Lotus Notes Network	24x7 Choice of products supported or all products Field support services	Based on Passport volume discount level
SAM	Annual fixed price		\$50,000 flat rate
FSS	Fixed price packages. Customized services based on time and materials.	Lotus Notes Jump-Start Package Skills Transfer Package Lotus cc:Mail Jump-Start Package	\$1500/ day plus travel expenses
Per Incident Support	Pay as you go, desktop only Per incident By the minute (900# telephone support)	Yearly contracts Incident packages	\$175 per incident (Basic Comm product) \$495 for 10 incident package on yearly contract \$450 per incident for SMTP and cc:Mail message transfer agents

Education

Service	Pricing Method	Options/Upgrades	Suggested Retail Price *
Instructor-led training	Tuition per course Course materials	Private on-site training	\$150-1600 depending on the course \$15-450 for courseware \$3000/day plus travel, expenses for private on-site
Computer-based, self-paced training	Price per course --per individual --enterprise license	Volume discounts for bulk orders	\$115-300 per individual course module
Curriculum development and customization	Based on the scope and assessment Standard per-day rate	Needs assessment	\$1000 per day
Education needs analysis	Included with large-scale training		
Professional and instructor certification.	Priced per certification exam (plus regular course tuition)		\$90 per exam

*Prices may vary according to country and currency. For local pricing, contact your nearest Lotus Education office (contact list should reflect international numbers).

Consulting

Service	Pricing Method	Options/Upgrades	Base price/Unit price
Lotus Consulting	Per project based on scope	All engagements are customized	Minimum project--typically \$100,000 1st phase--\$25,000 Typical project--\$300,000 - \$700,000

Lotus Notes Network

Service	Pricing Method	Options/Upgrades/ Limitations	Base price/Unit price
Corporate subscriber	annual subscription	all included	\$ 900 per year
Enterprise/Passport customer	annual subscription	all included	included in support program price
Remote/mobile subscriber	annual subscription	limited replication only (single user)	\$ 300 per year

Competitive Environment

The following summary will help you discuss the Lotus Support offerings in light of comparable service offerings from Lotus' most frequent competitors. Keep in mind that Lotus' and competitors' offerings may change on short notice. Again, this can be used as a starting point for a competitive discussion.

Lotus Service Offering	Competitive Offerings	Lotus Advantage
Enterprise Support	Microsoft Premier Global Oracle Gold Novell Premium	Leverages IBM's global infrastructure Lower cost/more deliverables More comprehensive package Higher level of Notes expertise More experience with infrastructure messaging On-site support 24x7 emergency response
Passport Premium Support	Microsoft Priority Comprehensive Oracle Silver Novell Priority Service	More experience with infrastructure messaging Greater flexibility Unlimited Consistent global offerings
Per Incident Support	Microsoft Priority Desktop Oracle Bronze Novell Priority Service for Individuals	Charges begin only when customer is connected Extensive free electronic, self-support

Lotus Support Program Agreement

--jump to sample contract--

Lotus Consulting Sample Proposal

--insert sample proposal (separate file) for electronic version only--

Resource Directory

In the following pages, you will find names and phone numbers of resources you can call upon in your services sales efforts. If you are uncertain about calling any of these resources, check with your manager.

Support Services

US

Richard Tyldesley	Americas Business Development	617-693-3816
Russ Thompson	South Region	770-913-1542
Lisa Letang	West Region	206-649-6176
Nicholas Natella	Northeast Region	617-693-0510
Michael Bannon	Mid West Region	617-693-0506

Tokyo, Japan

Sakiko Mito	Business Development Manager	81-3-5496-9847
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Asia, Australia

Wing Kee Lee	Lotus Singapore	(65) 421-2746
Chris Poulos	Lotus Australia	(612) 9350-7734

EMEA

Business Development Managers

Frej Oster	Nordic	+46 8 752 3400
Werner Waldhier	Central	+49 89 785 090
Robert Eggermont	Benelux	+31 20 6606 123
Patrick Soltani	France	+33 1 30 125 800
Joaquim Reixa	Iberica	+34 1 326 56 40
Yalay Oei	UK	+44 1784 455445
TBA	Italy	+39 2 895 911

Education

Lotus Education Helpline Americas
M-F 8:30 AM - 5:30 PM

800-346-6409 or 617-693-4436

Jim Krzywicki

Vice President

617-693-5032

Americas

Tina Szoka	Director	617-693-5163
Terri Purinton	Marketing Manager	617-693-4857
Linda Kennedy	Certification Manager	617-693-6193
John Prokop	Curriculum Development Manager	617-693-0679
Jane Huerta	Latin American Manager	?
Manny Tannas	Business Development Manager	617-693-8810
Andrew Holinger	Business Development Manager	
	North Central Americas	617-693-2904
Thomas Toscano	Business Development Manager	
	Eastern North America	617-693-0559
William Tarver	Business Development Manager	
	Western North America	617-693-7310

Japan

Koki Yamakawa	Senior Manager	+81 3 5496 3111
Masaki Shiotaka	Certification Manager	+81 3 5496 3589
Etsuko Anazawa	Training Development Manager	+81 3 5496 3111

Europe, Middle East, Africa, Japan

Jorg Sikatzki	Director	+49 89 784 09101
Philipp Giesbrecht	Marketing, Munich	+49 89 78509 366
Charles Huggins	Business Analyst	+49 89 78509 366
Joachim Hahme	Manager, Germany	+49 89 78509
Philip Bourne	Manager, UK/Nordic	+44 1 784 445624
Pascal Masi	Manager, France and Italy	+33 1 41 455651

Asia Pacific

Christopher Loo	Director	+65 240 1248
Graeme Johnston	Manager, Australia and New Zealand	+61 2 350 7752

Channel Programs

Jill Guardia	Sr. Manager Channel Programs, Worldwide	617-693-1232
Socrates Sakell	North American LAEC Manager	617-693-7667
Denise Tinguely	LDTC Manager, Americas	617-693-1454
Jennifer Davis	Program Coordinator, Americas	617-693-3670

Regional Channel Account Managers

Teresita Somoza	Latin America	525-631-2158
Wendy Ramlalsingh	Canada	905-824-6319
Maria Stockhaus	Nordic	+46 8 752 3405
Jeannette Knight	Northern Europe	+44 1 784 455445

Lisa Rose	Northern Europe	+44 1 784 455445
Thierry Lescaut	Southern Europe	+33 1 4692 1353
Uschi Bosch	Central Europe	01 80 5 322220
		+49 89 785 09 398
Cindy Richards	South Africa./UAE	+27 11 884 6969
Joanne Coughlan	Australia/New Zealand	+61 2 350 7751
Cheng Lian Yeow	Southeast Asia	+65 240 1108
Akinobu Sadachi	Japan	+81 3 5496 3111

United States:

Tim Rondeau	North	617-693-1850
Wendy Pate	East	908-232-8864
Jim McKeon	South	617-693-3698
Jon Sofro	South	617-693-8818
Sarahbeth Parda	Central	617-693-0953
Kristi Schaffner	West	617-693-0541
Deborah Bannon	West	617-693-8054

Consulting

Americas

Brian Murphy	Americas	212-709-0511
Jim Sink	Southwest	214-448-2929
John Jamieson	Atlanta	770-913-1572
Evan Salop	Northeast	212-709-0569
Robert Anderson	Cambridge	617-693-4284
Lee Morgan	Southeast/ Midwest	703-284-9678
Beth Galdieri	New York/New Jersey	212-709-0567
Patrick Villarreal	San Francisco	415-247-7338
Kathy Kushinsky	Chicago	312-832-7025

APAC

Mark Ginsburg	Asia Pacific	61-2-9-350-7755
Chris Beukers	Singapore	65-226-0212
Tiak Koon Loh	Singapore	65-421-2650
David Morland	Australia/ Singapore	65-421-2651
Ian Adair	Australia	61-3-9-820-9500
Makoto Yasuda	Japan	81-35-496-4466
Margi Olson	Melbourne	61-3-9-820-9500
Stephanie Ng	Hong Kong	852-2-825-0028

EMEA

Pierre Van Beneden	EMEA	33-1-41-45-5650
Edgard Gassino *	Southern Europe	33-1-41-45-5645

Wolfgang Bosch	Germany	49-89-7-850-9134
Thomas Hauser	Germany	41-1-811-1020
John Bird	United Kingdom	44-1-78-444-5707
Kheldun Khan *	Benelux	31-20-660-6210
Peter Lelliott *	United Kingdom	44-1-78-444-5303
Michael Stephenson	United Kingdom	44-1-78-444-5570
Fritz Fleischmann *	Central Europe	49-89-785-09460
Hilarius Dreben	Germany	49-241-889-1312
Catherine Estrier	France	33-1-41-45-5644
Brian Couper	United Kingdom	44-1-78-444-5493
Jan Ling *	Nordic	46-8-752-3459
Patrick Fournery	South Africa	33-1-41-45-5656
Franco Peterlongo*	Milan	39-2-8-959-1221

* = country leader

Extended Enterprise Solutions

David Scult	Cambridge	617-693-4087
Steve Read	Cambridge	617-693-1804

GLOBAL PRACTICES

Enterprise Messaging

Joe Bulsak	Philadelphia	610-660-6029
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Notes Public Networks

Leo Roomets	Cambridge	617-693-0860
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Marketing

Cindy Hilyard	Cambridge	617-693-1745
Elizabeth Hjul	EMEA	47-2-242-4515
Jill Harrison	Americas	617-693-0512
Holly Copestick	APAC	61-2-9-350-7791
Jennifer McLaughlin	Cambridge	617-693-4315

Business Partners

Jane Bridge	Cambridge	617-693-4696
Joel Bailey	San Francisco	415-247-7300
George Brinker	New York	212-709-0571

Other

Jim Roberts	Dallas	214-448-2909
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