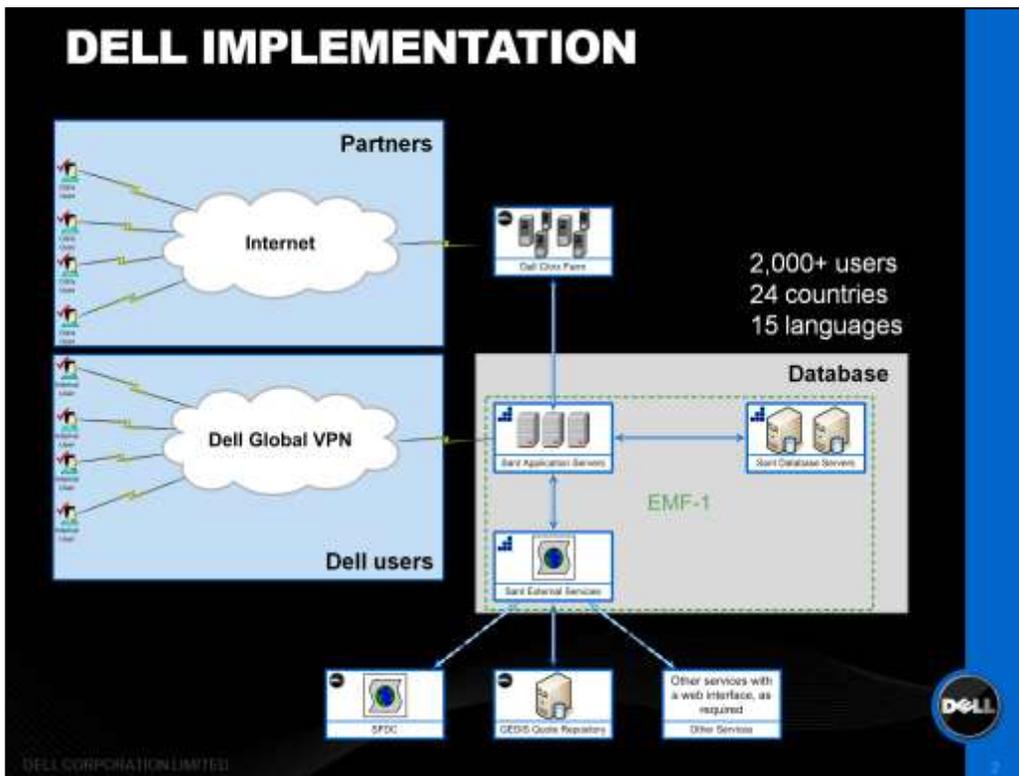




Fiona Flower
Dell Corporation Limited



Signed contract end of January 2008, went live June 2008 – up and running for about 16 months.

Complex implementation:

- Host the system in-house, currently on servers in Limerick datacentre
- Access is mostly over the Dell network, but partners in the emerging countries (and some remote users) access via a Citrix link
- Complex database and permissions structure – necessary, to accommodate users in 20 countries, using 11 different languages
- At the last count 2,025 users - growing steadily as we work on content and develop automated tools to deliver it

Becoming a truly global project

- Last month launched to 200 users in India, with a core set of global content, plus some India-specific material
- About to launch to Latin America, initially in English and Spanish
- Within six months there are plans to launch to China and Japan, with local language content and ultimately also a local language user interface

May be of interest that we have also **integrated Sant Suite with some of our internal systems**

- For ProposalMaster tools, web services to pull information from our European pricing system (GEDIS)
- Within the next year, plan to integrate also with Salesforce.com

HOW DID WE GET THERE?



Already delivering value
Need to "go global"
MANAGEMENT



Doing nothing is not an option
Eliminate "CSS"
GLOBAL



Reputable supplier
Deliver ROI
GLOBAL PROCUREMENT

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(OVERLAY + BUILD SLIDE)

To purchase Sant Suite – we had three sets of stakeholders to convince: business management, Global IT and Global Procurement. Needed to find hot buttons for each group:

For management

- We were getting user push to extend what we were already delivering
- Current tools enable Sales & Proposal Managers to do more with less. Web-based global system would facilitate that even better!
- The project was in alignment with Dell's strategic initiatives (at the time) – that internal systems should be global, that we should be pushing out global messaging to customers wherever possible
- Could also make a case for supporting a further strategic objective – to transition from a product-driven to a solution-based sales organisation – provide tools to give Sales ammunition to go out and sell the "value add" wrap-around services

For IT - carrot and stick

- Stick - doing nothing is not an option. The tools & content we were already delivering had been judged essential to the business - but we couldn't continue with existing technology, for technical reasons
- Carrot – IT could get major brownie points by replacing "Client Supported Systems" (CSS) in all three regions with a fully approved, fully IT-supported, global system (context: new CIO had initiated a purge – Global IT was targeted to eliminate 50% of CSSs within 6 months)

HOW DO YOU JUSTIFY?

- Increase sales capacity
- Increase sales velocity
- Improve quality & consistency of documents
- Enhance credibility as solutions provider
- Eliminate redundancy

DO MORE

DO IT QUICKER

DO IT BETTER

DELIVER VALUE

WORK SMARTER

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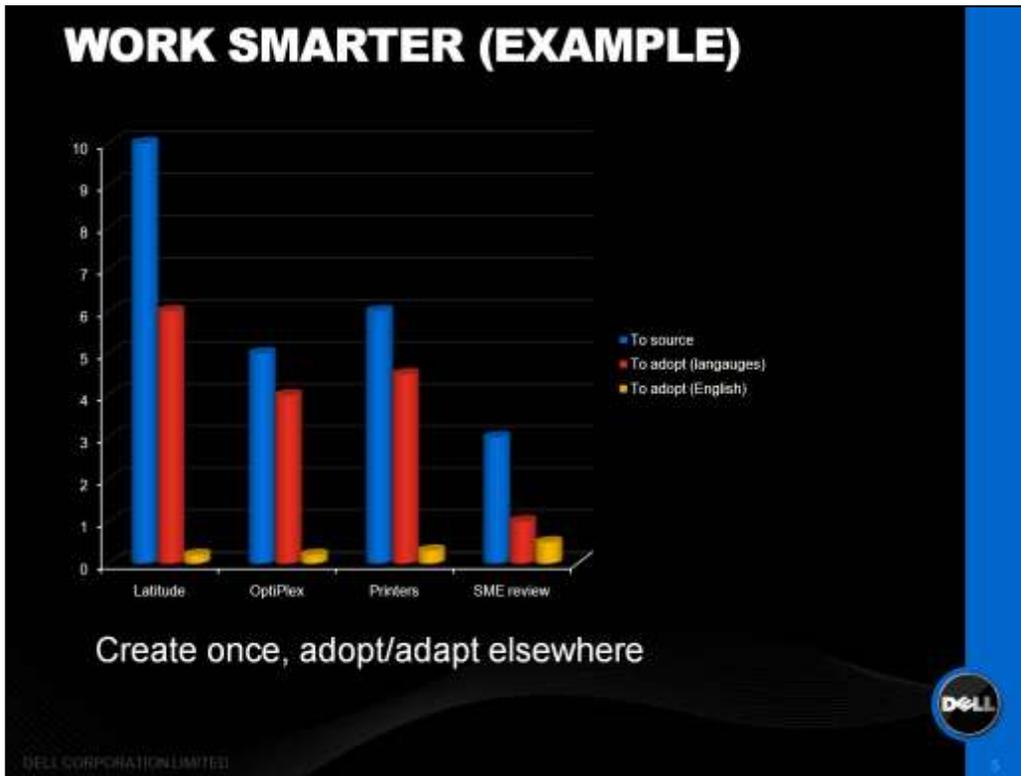
Business case: framework

We were pushing for a web-based solution that would enable us (i.e. the team managing the database and tools) to:

- Work cooperatively on a single database, rather than independently in our regions
- Manage all the language versions of records more effectively
- Integrate with Dell's internal systems (especially pricing).

To frame the business case, we put forward arguments that aligned with Dell's strategic objectives at the time. Translated from "management speak":

- We can free up time for Sales by helping them do simple proposals faster, get them to customers quicker
- We can help raise the bar on quality of proposals across the board, globally
- We can give our Sales and proposal managers access to pre-approved information – including the information they need to sell value added services around the tin
- We can cut out unnecessary duplication – not just by stopping Sales and proposal managers reinventing the wheel, chasing the same information – but also for the team managing the databases. Significant savings from sharing content creation and maintenance. Example – next slide.



EXAMPLE OF “WORK SMARTER” (DATABASE CONTENT TEAM)

Real example, based on what it took to create recent product content

- Vertical axis is in **days** – took a significant time to get the content written, reviewed and approved (Latitude = total of 32 pages)
- With a global instance of the database, we can more easily adapt for other regions, even accounting for translation (done externally, so internal resource requirement is much less than this)
- For other regions who use English (US/Europe/India/Australia), time to adopt is minimal
- SME time is also saved, globally (reviewing pre-approved materials, in local language)

QUANTIFYING THE BENEFITS

Automated Proposals

Time saved per proposal: 4.1 hours → 0.5 hours

Additional potential revenue = \$xx per annum ⓘ

RFP Responses

PQQ or RFI → 80% sourced from database

Standard product tender → 50% sourced from database

Solutions deal → 25% sourced from database

Reduce risk by using pre-approved content

Time freed up = Proposal Managers can focus on "value add"

Drive up win rate by 1% = additional revenue of \$xx per annum



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Dell works by numbers, so a purely qualitative argument wasn't going to get us very far. We needed hard dollar figures to back it up.

Not starting from scratch. Proposal databases in Europe, US, Australia (5 years). Already delivering acknowledged benefits.

For automated proposals (Sales) it was possible to come up with a dollar value.

- Knew how many proposals regular users were producing, on average, each month
- Business Process Improvement project provided data on time savings achieved using the proposal tools, versus preparing a proposal manually

BPI Finance Controllers came up with a formula for converting time saved into Additional Potential Revenue. **Hyperlink to Slide 8 (brief explanation of formula).**

Back to Slide 6

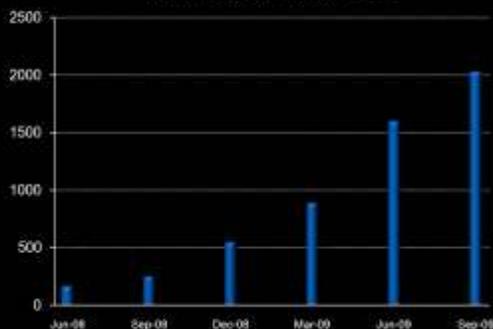
For more complex RFP responses (proposal managers) – it was harder to put a dollar value on time savings gained.

Focused on risk reduction, plus time saved to work on value add.

For numbers, looked at the percentage usage of the database content for different types of work done by proposal managers:

ADOPTION IS INCREASING

Number of users 



Automated Proposals

Proposals:	488
Statements of work:	437
TOTAL:	925

RFP Responses

PQQ or RFI	➡ 90% sourced from database	+10%
Standard product tender	➡ 70% sourced from database	+20%
Solutions deal	➡ 25% sourced from database	



Share some metrics, see how we're doing.

In terms of adoption

- Ramping continuously since we started with a small group of proposal managers in the UK, US and Australia in June last year

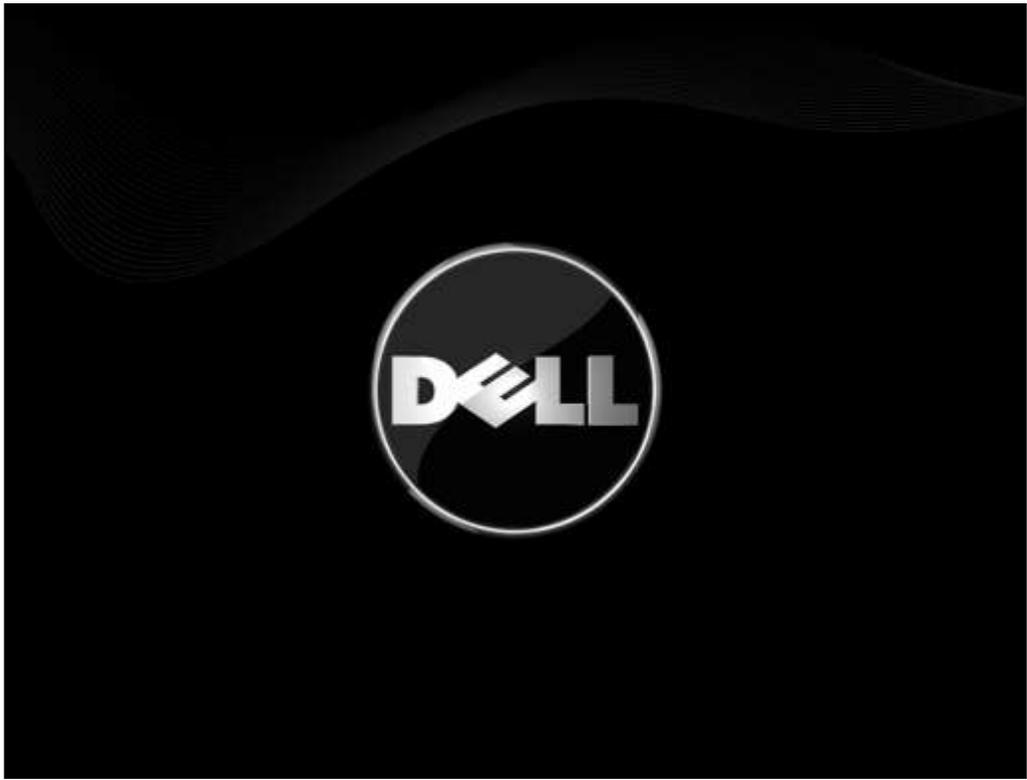
Usage of automated proposals

- Last month (Sept 09) users created 925 new projects (not counting existing projects that are on-going or reused)
- Almost half were generated by solution consultants – highly paid individuals

RFP responses (from poll of UK, US and Australia proposal managers, Sept 09) - consensus all round that more content than before is being sourced from the database:

- The more complex deals were still largely bespoke; but
- For the rest, the percentage of content from the database had actually increased

Our job is to make sure that it stays that way.



34 NEW USERS LAST WEEK

