October 14, 1985

Burroughs

NEW, SERVICE ANNOUNCEMENT

Subject: B1000 Progression Service Center

To: BMG Distribution Code DOC 2 and DOC 4

Burroughs Corporation/Corporate Program Management/Burroughs Place/Detroit, Michigan 48232

INTRODUCTION AND PURPOSE

The B1000 Progression Service Center is an internal-use only service for Burroughs personnel in the process of installation planning and/or installing B1000 to A Series Progression Systems. The B1000 Progression Service Center provides the following services:

- Action-line service for questions concerning the B 1000 Progression effort.
- On-site emergency service for accounts experiencing serious difficulty when making their progression.
- A monthly Technical Information Publication (TIP) Newsletter that reviews common problems and solutions when completing the progression effort.
- Technical progression information presentations to user conferences.

The purpose of developing the Service Center is a result of field demand for B 1000 Progression assistance from highly experienced personnel. Burroughs has engineered this Service Center to provide highly expert information support to be in effect at the fingertips of each Burroughs field person. In addition, the formation of the Service Center ensures the most effective customer support possible. This level of customer support is another example of Burroughs drive to provide excellence in all facets of the computer system and services industry.

HIGHLIGHTS

The B1000 Progression Service Center is manned by highly expert personnel in the B1000 to A Series Progression effort. The Service Center provides the following services:

- Action-line support
- On-site emergency service
- A monthly Technical Information Publication (TIP) Newsletter on common B 1000 Progression problems and solutions
- Technical progression information presentations to user conferences

The Service Center is for use by internal Burroughs personnel only and is in no way a substitute for Customer Support Center hot-line assistance.

1196524

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

ACTION-LINE SERVICE

The experts manning the Service Center phone lines are dedicated to providing the best information available concerning the B 1000 Progression effort. The Service Center's areas of specialization include:

B 1000	to	A Series	
RPG		RPG	
SMCS/SYC	COM/		
GEMCOS		COMS/BNA	
Operations		Operations/MAI	RC
DMS II .		DMS II	
Data Form	ats	Data Formats	
COBOL 68	3/COBOL	74 .COBOL 74	
Application	18	Applications	
Data Comr	nunication	sData	
		Communication	S

To contact the Service Center, a telephone number, telex number and mailing address will be provided. This information will be distributed to the field by December 1, 1985.

The use of the Services Center is for internal Burroughs personnel only and is not in anyway a substitute for Customer Support Center action-line assistance.

ON-SITE EMERGENCY SERVICE

On-site emergency service will be provided by the Service Center when deemed appropriate by Service Center personnel and a BMG District Sales Manager. The services provided on-site match those listed as an area of expertise for action-line support. Before a Service Center member will provide on-site service, significant conversation will pass between the Service Center and local technical personnel concerning the difficulties being experienced. This will determine the proper person for the on-site assignment. The BMG price for this on site service is \$1000 per day plus all expenses. Billing for expenses incurred when providing this service will be made directly from the Service Center to the BMG District making the request. Passing on of this charge plus the \$1000 per day price to the customer is to be determined by the BMG District Sales Manager.

Prioritization for on-site service, if conflict occurs from unexpected increases in demand, is as follows:

Standard Prioritization	First-Come/First Serve
Reprioritization within a BMG Region	Regional Vice President
Reprioritization within BMG	Group Director Marketing Operations

TECHNICAL INFORMATION PUBLICATION

To maintain high level, B1000 Progression expertise within the BMG Marketing Customer Support and Systems Services organizations, the Service Center will publish and distribute a monthly newsletter. This newsletter will document B1000 Progressions in process and the technical representative associated with the account, outstanding installation successes with information as to how the installation was accomplished, and common difficulties experienced and their solutions over the last month. This publication could be the most important documentation, outside the reference manual, for educating field technical personnel in the technical aspects of a B 1000 Progression. This monthly newsletter, as with the action-line service, is financed by BMG and is provided free of charge to the field operating units.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

2

AVAILABILITY

The Service Center will be available for providing all the described services on January 1, 1986.

SUMMARY

In conclusion, the B 1000 Progression Service Center is an outstanding opportunity for the field marketing force to accelerate the B 1000 Progression marketing effort. The Service Center is an excellent addition to other services provided to assist the progression effort — the B 1000 Progression Services Package, Education Services, and Customer Support Center action-line assistance. These services provide assurance that the technical support is available to ensure the high quality B 1000 Progression customer service that Burroughs considers a standard — Customer Support, Second To None.

Jack F. Thompson President Business Machines Group



FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

3

NEW SERVICE ANNOUNCEMENT

Subject: B1000 Progression Services Package

To: BMG Distribution Codes DOC 2/DOC 4

Burroughs Corporation/Corporate Program Management/Burroughs Place/Detroit, Michigan 48232

INTRODUCTION

The B1000 Progression Services Package is a combination of services that, when combined with Education Services, will efficiently and effectively progress B1000 customers to a new A Series upgrade system. The B1000 Progression Services Package includes one previously released service that can be marketed on a standalone basis or ordered as part of the B1000 Progression Services That are new and strictly bound to the package. This exciting package should generate outstanding acclaim from our B1000 customer base as a

very important addition to our library of products and services.

Burroughs

The services included in the B1000 Progression Services Package includes:.

- B1000 Progression Requirements Definition
 Service
- B1000 Progression Services Factory
- B1000 Progression Consulting Service

This announcement is quite possibly the most important service announcement to date for acceleration of the B1000 Progression marketing effort.

HIGHLIGHTS

The B1000 Progression Services Package is a combination of services that, when combined with Education Services, will efficiently and effectively progress B1000 customers to a new A Series upgrade system. This services package includes:

 B1000 PROGRESSION REQUIREMENTS DEFINITION SERVICE

A report authored by Software

Products and Services (SP & S) that provides a comprehensive analysis and clear definition of the progression effort.

B1000 PROGRESSION SERVICES
 FACTORY

A low-cost, off-site service for modifying program and data communications source code.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

 B1000 PROGRESSION CONSULTING SERVICE A low-cost, specifically defined, onsite service for assisting the customer in best utilizing the services of the Factory. This aspect of the services package centers responsibility for the progression effort on a local SP & S representative as opposed to the Factory which is an off-site entity.

These services are provided to the B1000 to A Series Progression customer at an exceptionally low cost to accelerate the marketing effort of B1000 Progressions and to reestablish a "spirit of cooperation" between the customer and Burroughs. This announcement is quite possibly the most significant services announcement to date for marketing to B1000 Progression prospective accounts.

The customer benefits associated with the B1000 Progression Services Package includes:

- Combining and integrating services that, when combined with Education Services, can provide a complete solution to their progression requirements.
- Providing these services at a significantly lower cost than what was previously available.
- Ensuring customer satisfaction with high quality and consistent services.
- Continuing a "spirit of cooperation" between Burroughs and the customer.

Three key components to the B1000 Progession marketing effort become evident with the release of the B1000 Progression Services Package:

- 1. The marketing force is able to maintain control of the marketing effort since it is now fully aware of the pricing specifics for the progression effort.
- 2. This package aligns the customer with sufficient services, when combined with education, required for completing a successful progression.
- 3. This package clearly defines what is required for the progression effort and differentiates these services from other value-added services that SP & S can provide. This provides significant benefits to the local SP & S organization because this:
 - Allows SP & S easy entrance into the account by providing initial services to the customer at a low cost. (A semblance of "buying" the customer's business.)
 - Establishes SP & S to the customer as a high quality services organization with exceptional expertise.
 - Allows SP & S to concentrate on high margin services, since very little local SP & S effort will be placed on labor intensive services.
 - Provides SP & S an entrance into the account following the progression effort to market value-added services.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

2

B1000 PROGRESSION REQUIREMENTS DEFINITION SERVICE

The Requirements Definition Service has been released previously and may be marketed as a standalone service or as part of the B1000 Progression Services Package. This service provides the customer a comprehensive analysis and clear definition of the progression effort. The Requirements Definition Service provides a comprehensive plan for taking a B1000 user's existing programs to their new A Series system. A proven methodology is used to identify tasks required and to establish a logical, effective ongoing plan. This study provides a quantitative analysis for each task, including the proper mix of other services and customer requirements.

At the conclusion of this study, a detailed, written report containing the following will be provided:

- The proper approach to move from the customer's existing B1000 system to a new A Series system.
- An overview of all application systems currently being utilized.
- An analysis of the data communications requirements.
- A review of the progression staffing requirements.
- Identification of training requirements.
- Specification of system software which will be utilized.

B1000 PROGRESSION SERVICES FACTORY

The B 1000 Progression Services Factory is a resource which B 1000 to A Series progression customers, when interested in obtaining highly expert yet low-cost manpower for the progression effort, can utilize. The Services Factory provides the progression customer with off-site

manpower and computer resources to filter, compile and unit test application programs. Factory personnel are specialized in the progression of B 1000 software to the A Series. This service provides the customer a low-cost and effective method to progress to the A Series without impacting their day-to-day processing environment.

The customer has multiple options for the progression of his application programs including:

- Filter and compile services
- Filter, compile and unit test services

The unit testing of an application program involves the matching of the A Series program output to the B1000 program output generated by the customer. This output is generated on up to 200 records of test data. If a sequence of application programs are requested for unit test which involves 200 original records processed by one application, then the output from this application serves as input for the next application, etc. and the final output is required to match the customer generated report, a unit test charge is assessed for each application in the sequence.

The Services Factory has specialists in a wide range of programming source languages and environmental software on both B1000 and A Series systems. As a result, the Services Factory is very diverse in the types of program modifications it can provide. Chart 1 illustrates the options available.

3

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

B1000 PROGRESSION SERVICES FACTORY OPTIONS

Program Source Language		Filter and	Filter, Compile and	
B1000 TC	A Series	Compile	Unit Test	
COBOL 68	COBOL 74	X	X	
COBOL 74	COBOL 74	X	X	
RPG	RPG	X	X	
COBOL 68/DMS I	I COBOL 74/DMS II	X	X	
COBOL 74/DMS I	I COBOL 74/DMS II	X	X	
RPG/DMS II	RPG/DMS II	X	X	
SMCS	COMS	X		
GEMCOS	GEMCOS	X		
GEMCOS	ĊOMS	X		

B1000 Progression Services Package Chart 1

Services provided by the Services Factory are scheduled on a strict first come/first served basis, however, a quick turnaround rate will be provided. The average turnaround period for customers with requests for 200 filter and compile programs or less will not exceed forty-five days and is expected to be approximately thirty days. A sixty day turnaround average is expected for orders from customers of up to 200 filter, compile and unit test programs. For data communication progressions, an average turnaround is not expected to exceed sixty days. The Services Factory will quote an approximate turnaround date for informing the customer following seven working days after receipt of the program library.

The input to be provided the Services Factory includes:

- Program Source to be filtered, compiled and, if desired, unit tested
- DMS II DASDL source, if required
- Test data for unit test, if required
- Output reports for unit test comparison, if required
- Contract copy for desired services

The output to be received from the Services Factory includes:

- Input provided to Services Factory
- Patch files of modifications made to programs
- Object programs for A Series system
- Unit test output, if required.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

4

B 1000 PROGRESSION CONSULTING SERVICE

The B1000 Progression Consulting Service is specifically bound to the B1000 Progression Services Package and is not to be confused with other SP & S consulting services. The B1000 Progression Consulting Service provides the customer on-site assistance in preparing for and verifying the progression services provided by the Services Factory.

Once the desired Factory services are determined and contracted, an SP & S representative will be selected to provide the focal point between the Services Factory and the customer. The B1000 Progression Consulting Service will begin with the SP & S representative specializing in this service to have his initial meeting with the customer to identify the materials required by the Services Factory. This SP & S specialist will in most cases have been actively involved in the Requirements Definition Study and therefore have a previous understanding of the customer and his progression requirements. The SP & S representative's will be responsible for assisting the customer in the:

• *Identification of Specific Program Names* A list of specific program source file names to be serviced by the Services Factory will be identified from the Requirements Definition Study.

Identification of Files and Databases Required

÷

A list of DASDL source file names and database names required will be developed.

• Definition of Test Cases for Unit Testing A description of all test input, output and operating instructions by program will be documented. A procedure will be defined that will be used to verify completeness and accuracy of the Services Factory's unit test results.

• *Identification of Media Type* The specific media that will be used to transport materials will be identified. This will ensure compatible media is provided.

Scheduling Material Pickup

The SP & S representative will schedule his return visit to pick up materials for shipment to the Services Factory.

The customer will then obtain all required materials described in the initial visit for shipment to the Services Factory. The customer will also set up and execute the unit test cases with the operational programs on the source system. Once complete, the SP & S representative will be contacted by the customer to pick up the materials. During this visit the following will occur:

- Material List to be Verified Against Materials Supplied
 Materials will be verified against the required materials list created during the initial visit.
- Media Verification

The computer media containing the program source and data will be loaded on the customer's system to verify completeness. This will avoid progression delays.

• *Logging and SP & S Shipment* The materials will be logged and the SP & S representative will ship the materials to the Services Factory.

The Services Factory will provide an approximate turnaround timeframe following seven working days of shipment receipt. This expected delivery date will be provided the SP & S representative providing the Consulting Service. It is then the SP & S representative's responsibility to inform the customer.

5

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

Upon delivery to the SP & S representative of modified software and output reports generated by the Services Factory, the SP & S representative is responsible for promptly delivering the materials to the customer. Upon this visit with the customer, a session should be conducted to verify the following:

- Source Programs for the Target System The source programs for the target system will be delivered and reviewed. These should be identical to the original programs.
- *Patch Files for the Target System* All changes required to compile and successfully test the programs on the target system will be reviewed. The changes will be in separate patch files from the source programs.
- *Object Programs for the Target System* Object programs that were used to produce the unit test results will be reviewed. The programs will be loaded to the customer's system for verification of delivered material completeness.
- Verification of Original Materials Verification will be made to ensure that all materials originally sent to the Services Factory were returned.

Services provided by the Factory will be warranted to produce the contracted results including the production of the same unit test results that were generated by the customer on his B1000 system. Any discrepancies should be reported to the SP & S representative by the customer. The customer will be responsible for system testing and implementation of the products produced from the Services Factory.

CUSTOMER BENEFITS OF THE B1000 PROGRESSION SERVICES PACKAGE

The primary purpose for the B1000 Progression Services Package is to provide the following customer benefits:

- Combining and integrating services that, when used in conjunction with Education Services, can provide a complete solution to a customer's progression requirements.
- Providing these services to the customer at a low cost.

4

- Ensuring customer satisfaction with high quality and consistent services.
- Continuing the establishment of a "spirit of cooperation" between the customer and Burroughs.

Combining and Integrating Services

The customer values a distinct plan that is flexible enough to be personalized to his specific requirements. The B1000 Progression Services Package accomplishes this task. The combination and integration of these services can satisfy a wide range of B1000 Progression requirements. Since the very definition of the Requirements Definition Service is to determine the individual B1000 accounts specific progression requirements, there is no difficulty in tailoring the services provided by the Factory and the Consulting Service directly to the customer's requirements.

Low Cost Progression Services

Burroughs Corporation will provide these progression services at the lowest price to the customer as possible. These low cost services are provided the customer to exemplify our determination to meet our customers requirements as professionally and as cost effectively as possible.

6

 \mathbf{x}_i

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

Ensuring Customer Satisfaction

The customer who contracts with Burroughs for any product or service is due the highest and most consistent quality possible. The B1000 Progression Services Package will prove no exception. The SP & S representatives performing the B1000 Progression Requirements Definition Study and Consulting Service will be highly qualified. Each SP & S representative performing these services will have received the proper training and experience to ensure a successful progression.

The Services Factory will be manned by personnel with substantial experience in the B1000 to A Series Progression process. Their experience will include all aspects of the progression requirement from source program modification to data communications. The Services Factory will have a specialized task force that have no other requirement than to provide quality control over their services.

Spirit of Cooperation

÷

The addition of the B1000 Progression Services Package to Burroughs other fine products and services reestablishes our commitment to the customer. These low cost, expert services are certainly our expression of genuine interest in our B1000 customers, their success and our continued relationship.

MARKETING STRATEGY

Three key components to the B1000 Progression marketing effort become evident with the release of the B1000 Progression Services Package:

- 1. The marketing force is now able to maintain control of the marketing effort since it is now fully aware of the pricing specifics for the progression effort.
- 2. This package aligns the customer with the sufficient services, when combined with education, required for completing a successful progression.
- 3. This package clearly defines what is required for the progression effort and differentiates these services from other value-added services that SP & S can provide.

Control Over the Marketing Effort

It is SP & S's responsibility to complete the Requirements Definition Study following its sale by the marketing representative. It is the marketing representative's responsibility, with assistance from the district B1000 Progression MSR in conjunction with SP & S, to determine the proper mix of services for the customer. This mix of services should begin with this package. The price for the tailored B1000 Progression Services Package is easily determined by the marketing representative and MSR. Where possible, the marketing of value-added services that SP & S can provide should follow the completion of the implementation of the tailored B1000 Progression Services Package. The professional behavior and quality service provided by completion of the B1000 Progression Services Package can only assist the SP & S representative in marketing value-added services in the future.

7

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

Progression Services Alignment

The B1000 Progression Services Package, when combined with the appropriate Education Services, should provide most B1000 Progression customers the necessary capability to make a successful progression at a relatively low service cost. This capability is very important to the marketing effort of A Series systems to B1000 prospects and future value-added services by SP & S.

SP & S Benefits

and a second

The release of the B1000 Progression Services Package allows SP & S easy entrance into the customer account by providing services at a low cost (you might say a semblance of "buying" the customer's business). This services package can also establish SP & S to the customer as a high quality services organization with exceptional expertise.

SP & S's primary goal is to concentrate on high margin value-added services. Since very little local SP & S effort will be placed on labor intensive services of the B1000 Progression effort, this is made possible. This services package can then provide the local SP & S organization an entrance into the account following the progression effort to market high margin value-added services.

EDUCATION SERVICES

It is imperative that the B1000 Progression marketing effort includes Education Services. It is the combination of education for the customer and the B1000 Progression Services Package that will result in a successful B1000 Progression.

A successful progression can only provide maximum benefits when the user understands the new system and is educated to take advantage of the system's special features. Burroughs provides a vast array of educationbased services not only on the A Series, but also on the process of progressing from a B1000 to an A Series system. Course content ranges from fundamental concepts to highly detailed and technical material.

The specific education requirements for the customer will be determined in the customer's B1000 Progression Requirements Definition Study. A list and description of courses available that are specifically tailored to the B1000 Progression customer is as follows:

ţ,

- *Managing the Progression (EP 6170):* This is a five-day course covering the progression from B1000 to A Series systems. The personnel responsible for the management of the progression should attend this course. The course provides skills necessary to manage the progression and the ability to define the progression requirements.
- *Progression Software Usage (EP 6172):* This course provides the customer's software development personnel with training on the many software tools available to assist with the progression effort. This course also teaches the skills necessary to progress B1000 software to the A Series system.
- B1000 to A Series Software Comparison (EP 6173): This is a five-day course which provides the progression support personnel with the skills necessary to implement the progressed software from B1000 to A Series systems, in the minimum training time possible.
- *B1000 to A Series Operations Comparison* (*EP 6174*): This two-day course provides the system operators with the skills for a fully trained B1000 operator to operate an A Series system.

8

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

- InterPro Implementation Seminar (EP 6475): This one-day technical short course is designed for systems and programming managers who want to use InterPro to increase productivity in their installations.
- COMS Application Programming (EP 6471): This five-day course is designed for programmers who will write applications to run under COMS message control.
- Advanced Data Dictionary System (ADDS) (EP 6473): This three-day course is designed for COBOL programmers and other personnel who will be implementing and maintaining an Advanced Data Dictionary System.
- MARC Administration and Control (EP 6476): This three-day course is designed for data processing operations managers or any other personnel involved in data processing security management.
- Screen Design Facility (SDF) (EP 6474): This two-day course is designed for programmers who will be creating forms using SDF and interfacing those forms to COBOL 74 programs.

- Extended Retrieval with Graphics Output (ERGO) (EP 6446): This one-day course is designed for people who have only a basic understanding of database concepts but need to access information stored on A Series systems. This course will help people use ERGO to extract data from conventional disk files as well as DMS II databases.
- *A Series NDL II Workshop (EP 6316):* This five-day course explains the use of the Interactive Data Communications (IDC) facility.

SUMMARY

In conclusion, this announcement for the B1000 Progression Services Package represents an outstanding opportunity for accelerating sales to B1000 accounts of upgrade systems and, in so doing, reestablishing our "spirit of cooperation" with the customer. The B1000 Progression Services Package enables the salesperson to provide low cost services for the progression effort. This upgrade provides the salesperson a significant advantage in receiving acceptance by the customer of the agreement and readjusts the marketing strategy of marketing B1000 progressions into the hands of the marketing force.

Roger Hobbs Vice President Software Products and Services Business Machines Group Jack F. Thompson President Business Machines Group

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

ATTACHMENT A B1000 PROGRESSION SERVICES PACKAGE PRICING

The pricing for the B1000 Progression Services Package includes a fixed price for B1000 Progression Requirements Definition Study and Consulting Services (see Chart 1). The pricing for the B1000 Progression Services Factory is specified on a per unit basis (see Chart 2). A unit is defined as a complete program or line of source code depending on the program type.

FIXED PRICES

B1000 Progression Requirements Definition Study and Consulting Services* \$5000.00

*Requirements Definition Study can be purchased on a stand-alone basis at \$2,500 for a single B1000 system site and \$3,000 for a multiple system site.

B1000 Progression Services Package Chart 1

UNIT PRICING

Program Source B1000 TO	Language A Series	Filter and Compile Per Program	Filter, Compile, and Unit Test Per Program
COBOL 68	COBOL 74	\$130.00	\$330.00
COBOL 74	COBOL 74	75.00	275.00
RPG	RPG	55.00	180.00
COBOL 68/DMS II	COBOL 74/DMS II	150.00	400.00
COBOL 74/DMS II	COBOL 74/DMS II	80.00	330.00
RPG/DMS II	RPG/DMS II	80.00	230.00
		Per Line of Source Code	
SMCS	COMS	.06	
GEMCOS	GEMCOS	.40	
GEMCOS	COMS	.57	

B1000 Progression Services Package Chart 2

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

__ A-1

ATTACHMENT A (Cont'd) B1000 PROGRESSION SERVICES PACKAGE PRICING

PRICING RULES

The following rules apply for providing final pricing to the customer:

- 1. Program source progression is charged by the program.
- 2. Data communications progression is charged by lines of source code.
- 3. Twenty-five program minimum.
- 4. 2000 lines of data communications code minimum.
- 5. DMS II progression does not include synchronized recovery.

PRICING EXAMPLES

Example 1: Filter and Compile Service Only

B1000 Source Program Library	Filter & Compile Per Unit Pricing	Services Factory Pricing
50 COBOL 68 30 COBOL 74 with DMS II 20 RPG	\$130 80 55	\$ 6,500 2,400 1,100
Total Services Factory Price Requirements Definition and Consulting	Services	\$10,000 5,000
Total Services Package Price		\$15,000

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

A-2

ATTACHMENT A (Cont'd) B1000 PROGRESSION SERVICES PACKAGE PRICING

B 1000 Source Program Library	Filter & Compile Per Unit Pricing	Filter, Compile and Unit Test Pricing	Services Factory Pricing
25 COBOL 68 25 COBOL 74 25 COBOL 74 with DMS II 10 COBOL 74 20 COBOL 74 with DMS II 5 RPG	\$130 75 80	\$ 275 330 180	\$ 3,250 1,875 2,000 2,750 6,600 900
Total Services Factory Price Requirements Definition and Consulting Services	S		\$17,375 5,000
Total Services Package Price			\$22,375

Example 2: Filter and Compile Services with Some Unit Testing

- 1

.

()

Example 3: Filter, Compile, Unit Test and Data Communications Progression Services

B1000 Source Program Library	Filter & Compile Per Unit Pricing	Filter, Compile and Unit Test Pricing	Data Comm Per Line Pricing	Services Factory Pricing	
25 COBOL 68 25 COBOL 74 25 COBOL 74 with DMS II 25 COBOL 74 with DMS II	\$130 75 80	\$ 330	\$	\$ 3,250 1,875 2,000 8,250	
5000 Lines GEMCOS to COMS			.57	2.850	
Total Services Factory Price					
Requirements Definition and Consulting Services					
Total Services Package Price				\$23,225	

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

A-3

ATTACHMENT B B 1000 PROGRESSION SERVICES PACKAGE POLICY AND PROCEDURES

LOGISTICS

Shipment of customer software and documentation should be to:

Burroughs Corporation 1012 West 8th Avenue King of Prussia, Pennsylvania 19406 Attention: SP & S Progression Services

AVAILABILITY

B1000 Progression Services Package availability is November 1, 1985.

CONTRACT PROCEDURE

Agreement for Systems Services and Support (Form 1914306 8/84) and description of System Services and Support (Form 1914355 8/84) are to be used for these services. A sample of completed contract forms are attached.

SALES CLASSIFICATION

Orders for the various Professional Services offerings must include the appropriate Style identification. The following style is to be used for the ROPO entries:

Style	Catalog Number	Description
PS1000MIG	3720 3734	B1000 Progression Services Package Requirements Definition Study B1000 Progression Services Factory B1000 Progression Consulting Service

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

Burroughs Corporation

AGREEMENT FOR SYSTEMS SERVICES AND SUPPORT

CUSTOMER			
	ABC CORPORATION		
	(Firm Name)		
	123 MAIN STREET		
(Number)	(Street)	· · ·	
	ANYWHERE, MICHIGAN 48202		
(City)	(State)	(Zip)	

Burroughs Corporation, Burroughs Place, Detroit, Michigan 48232 (BURROUGHS) agrees to furnish, subject to the terms of this Agreement and its attachments and subject to the availability of personnel, the services and support detailed in this Agreement and selected by CUSTOMER hereunder:

CONDIN

ITEM NO.	TYPE OF SERVICE	PRODUCT STYLE	DESCRIPTION OF SERVICE	PER PERSON HOURLY DAILY RATE (IF APP.)	MAXI- MUM WORK DAYS /HOURS (IF APP.)	CHARGE
l	CONVERSION SERVICE	PS1000MIG	B1000 PROGRESSION SERVICES FACTORY	N/A	N/A	\$X,XXX
2	CONSULTING SERVICE		B1000 PROGRESSION CONSULTING SERVICE	N/A	N/A	5,000
			B1000 PROGRESSION REQUIREMENTS DEFINITION SERVICE	N/A	N/A	

CHARGEABLE WORK HOURS/DAYS HOURLY/DAILY RATE PER PERSON

ERSON $\$ _N/A$

<u>\$ X,XXX</u>

This Agreement (including the agreements incorporated by reference in Section 10) constitutes the entire agreement, understanding and representations express or implied, between the CUSTOMER and BURROUGHS with respect to services and support and supersedes all prior communications, including all oral and written proposals.

NET CHARGES

ACCEPTED BURROUGHS CORPORATION:	CUSTOMER BY ITS SIGNATURE ACKNOWL- EDGES THAT IT HAS READ THIS AGREEMENT, UNDERSTANDS ITS PROVISIONS, AND AGREES TO ALL OF ITS TERMS AND CONDITIONS, IN- CLUDING THE LIMITATION OF LIABILITY. <u>ABC</u> CORPORATION Customer
ByAuthorized Signature	Authorized Signature
Title	Title
Date	Date
	B-3

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

١.

1. TECHNICAL SERVICES

The following Technical Services shall be available to CUSTOMER; provided, however, that each such service selected by CUSTOMER shall be described in detail on the attached Description of Systems Services and Support.

- (a) System Implementation Service: BURROUGHS shall implement that portion of the BURROUGHS Program Products set forth in the attached Description of Systems Services and Support.
- (b) Conversion Service: BURROUGHS shall convert or have converted that portion of the CUSTOMER'S application programs identified in the attached Description of Systems Services and Support to operate on a designated BURROUGHS computer system. CUSTOMER warrants that it has the legal right to disclose such CUSTOMER'S application program to BURROUGHS and to have BURROUGHS or others convert the CUSTOMER'S application programs. CUSTOMER agrees that it assumes the sole responsibility for the output and throughput of the converted CUSTOMER'S application programs and for any errors, malfunctions or defects contained in or resulting from the use of such converted CUSTOMER'S application programs.
- (c) Consulting Service: BURROUGHS shall analyze CUSTOMER'S data processing needs and recommend possible solutions for consideration and selection by CUSTOMER.
- (d) System Performance Service: BURROUGHS shall measure the performance of the CUSTOMER'S data processing system, present the documented results of the measurement and recommend possible solutions for consideration and selection by CUSTOMER.
- (e) Technical Seminar Service: BURROUGHS shall conduct technical seminar(s) as set forth in detail in the attached Description of Systems Services and Support.
- (f) File Conversion Service: BURROUGHS shall convert that portion of the CUSTOMER'S data files as set forth in the attached Description of Systems Services and Support to be compatible with the file formats of the designated BURROUGHS computer system. CUSTOMER agrees that it assumes sole responsibility for the accuracy and the content of such converted data files.
- (g) Programming Service: BURROUGHS shall develop the custom application program(s) as set forth in detail in the attached Description of Systems Services and Support and such development shall include system analysis, systems design, Programming and operating documentation. The custom application program(s) shall, upon acceptance by CUSTOMER and payment to BURROUGHS therefor, be licensed to CUSTOMER, as a Warranty Class 2 Program Product, pursuant to the terms and conditions of the Program Products License. Acceptance by CUSTOMER shall be deemed to occur upon receipt by BURROUGHS of written acceptance from CUSTOMER or ninety (90) days after delivery of said custom application program(s) to CUSTOMER, whichever occurs earlier. BURROUGHS shall deliver to the CUSTOMER, as part of the custom application program(s), the source code therefor. CUSTOMER acknowledges and agrees that the custodial and maintenance responsibilities for the custom application program(s) and related material rests solely with the CUSTOMER.
- (b) Modification Service: BURROUGHS agrees to provide the CUSTOMER with programming services to alter the source code of any BURROUGHS application Program Product licensed to the CUSTOMER by BURROUGHS to provide the capability as set forth in the Description of Systems Services and Support. These alterations will be made to a specified release level of the application Program Product. Any request to incorporate such alterations into subsequent release levels of the application Program Product must be covered by a separate Agreement for Systems Services and Support. BURROUGHS, for a period of ninety (90) days after delivery of the alterations to CUSTOMER, agrees to provide programming services to attempt to correct any error or malfunction in the alterations identified by the CUSTOMER to BURROUGHS during said ninety (90) day period. BURROUGHS shall deliver to the CUSTOMER, as part of the modification services, the source code for such alterations to the application Program Products. CUSTOMER acknowledges and agrees that the custodial and maintenance responsibilities for such modified Program Product rest solely with the CUSTOMER.
- Workshop Service: BURROUGHS shall assist the CUSTOMER in expanding its understanding and ability to use the BURROUGHS Program Product licensed to CUSTOMER and set forth in the attached Description of Systems Services and Support by providing a supervised operation, on BURROUGHS equipment at a BURROUGHS facility, of such Program Products.

2. CHARGES

- (a) Customer shall pay BURROUGHS for Technical Services requested as specified in this Agreement, provided these services are rendered during a period of one year from the date BURROUGHS signs this Agreement. If no rate for such services is specified, BURROUGHS published rates will apply. Thereafter, services may be provided at the then current BURROUGHS published rates.
- (b) Invoices for Technical Services provided shall be rendered at the end of each month in which services have been furnished. CUSTOMER shall make payment within ten (10) days of receipt of such invoices. CUSTOMER shall pay a late payment charge computed at the rate of one and one-half percent (1½%) per month or at the maximum late payment charge permitted by applicable law, whichever is less, on the unpaid amounts for each calendar month (or fraction thereof) that such payment is in default.
- (c) In addition, CUSTOMER agrees to pay BURROUGHS any tax (except personal property or tax based on net income) on this Agreement, on or measured by the prices, other charges, Program Products, or services furnished, or their use, however designated, levied or based whenever BURROUGHS must collect and/or pay such taxes from or on behalf of the CUSTOMER according to the applicable statutes and ordinances, as interpreted by the departmental authorities of the taxing unit.

3. PERFORMANCES OF SERVICES

- (a) BURROUGHS reserves the right to assign personnel or to subcontract to third parties who are, in BURROUGHS sole judgment, qualified to render the services requested.
- (b) While BURROUGHS will endeavor to provide Technical Services as promptly as is reasonably possible, the timing of their rendition is subject to the availability of qualified personnel. Also, the time required for the performance of services hereunder cannot be accurately assessed in advance. Consequently, all dates or times quoted, or estimated, for supply of Technical Services or their completion are estimates only and are subject to alteration.
- (c) BURROUGHS does not guarantee Technical Service results or represent or warrant, expressly or impliedly, that Technical Services can be completely performed within the agreed period, if any, or that the objectives of the undertaking can be obtained.

4. TITLE AND LICENSE

CUSTOMER agrees that the furnishing of Technical Service by BURROUGHS and/or its subcontractors under this Agreement conveys to CUSTOMER only a personal, non-exclusive and non-transferable right and license, without the right to grant sublicenses, to use the information conveyed to CUSTOMER, and any programs supplied to CUSTOMER hereunder shall be supplied without warranty and subject to the terms and conditions of BURROUGHS then current Program Products License, unless separately provided otherwise. BURROUGHS retains the entire right, title and interest in and to all proprietary rights related to the information, software or program code and other items supplied under this Agreement, even if they have been jointly developed by BURROUGHS and CUSTOMER. CUSTOMER agrees not to disclose or disseminate to others any material or information supplied to CUSTOMER under this Agreement without the prior written permission of BURROUGHS.

B-4

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The insterial contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division. Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the discretionary of such information to prospects or potential customers.

....

5. LIMITATION OF LIABILITY

- (a) In no event shall BURROUGHS be liable for any loss of profit, indirect, special, incidental or consequential damages, even if BURROUGHS has notice of the possibility of such damages.
- (b) BURROUGHS liability, if any, for damages (including but not limited to liability arising out of contract, tort, or patent or copyright infringement) shall be limited to the greater of \$25,000 or the charges which would be due for twelve months of the specific Technical Service(s) directly related to CUSTOMER'S cause of action. This limitation shall not apply to personal injury or tangible personal property claims caused solely by BURROUGHS negligence.

6. NON-BURROUGHS SOFTWARE

BURROUGHS shall not be required to render Technical Services for non-BURROUGHS equipment or software.

7. TERM

Unless terminated pursuant to Section 8, the term of this Agreement shall be twelve (12) months from the date of its acceptance by BURROUGHS or date of delivery of the Program Product for which Technical Services described herein are being provided, whichever is later, and thereafter shall continue in force until terminated by either party upon ninety (90) days prior written notice.

8. TERMINATION

- (a) BURROUGHS may revise the nature and content of Technical Services or terminate any or all of them with a minimum written notice of ninety (90) days. In such case, the CUSTOMER shall have the right to terminate this Agreement in whole or in part upon one (1) months prior written notice, so long as such termination notice is received by BURROUGHS during the aforementioned ninety (90) day period. If
- this Agreement, or part thereof, is terminated by the CUSTOMER, then BURROUGHS shall refund any amounts paid in advance by CUSTOMER for Technical Services which are now being terminated by BURROUGHS.
- (b) This Agreement may be terminated by either party at any time upon default by the other party of any covenant of this Agreement if such default is not corrected within sixty (60) days after receipt of written notice. The written notice must set forth particulars of the alleged default.
- (c) This Agreement may be suspended by BURROUGHS, without notice, if payment is thirty (30) days in arrears, or terminated by BURROUGHS, without notice, if payment is sixty (60) days in arrears. CUSTOMER'S obligation to pay charges which have accrued and any damages arising from CUSTOMER'S breach of this Agreement shall survive any termination.

9. GENERAL

- (a) This Agreement constitutes the entire and complete Agreement between the parties with regard to its subject matter and supersedes all prior communications between the parties of any nature. The CUSTOMER represents and warrants that in deciding to enter into this Agreement, CUSTOMER has not relied on any information supplied or statements made by BURROUGHS except those contained in writing and signed by and on behalf of BURROUGHS.
- (b) No modifications or amendment to this Agreement and no waiver of any provisions shall be valid unless made in writing and signed by duly authorized representatives of the parties. Any written order or other instrument issued by CUSTOMER before or after the effective date of this Agreement pertaining to the services provided shall be void, except as otherwise expressly provided in this Agreement.
- (c) The laws of the State in which these services are performed shall govern as to the interpretation, validity and effect of this Agreement.
- (d) The term "error" or "malfunction" as used herein shall mean, for Program Products, only significant deviations from the design specifications for the current release of such Program Products, and, for all other items delivered hereunder, only significant deviations from the Program Product specification, if any, for such other items, provided such specifications have been agreed upon in writing by BURROUGHS and CUSTOMER.
- (e) BURROUGHS shall not be responsible for a failure to fulfill its obligations hereunder as a result of causes beyond its control.
- (f) The remedies provided herein shall not be deemed exclusive but shall be cumulative and shall be in addition to all other remedies provided. No delay or omission in the exercise of any remedy herein provided or otherwise available to BURROUGHS shall impair or affect BURROUGHS right to exercise the same. Any extension of indulgence (which must be in writing) shall not otherwise alter or affect rights or obligations or be deemed to waiver the remedies.
- (g) No action, regardless of form, arising out of this Agreement may be brought by either party more than one (1) year (or, a longer period if required by law) after the cause of action has accrued.

10. OTHER APPLICABLE AGREEMENTS

The following BURROUGHS agreements are incorporated by reference into this Agreement:

FORM NUMBER	CUSTOMER INITIALS	TITLE OF AGREEMENT
1914355		DESCRIPTION OF SYSTEMS SERVICES AND SUPPORT

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

B-5

ITEM	TYPE OF SERVICE	PRODUCT	DESCRIPTION OF	MAXIMUM
NO.		STYLE	SERVICE	HOURS/DAYS
1	CONVERSION SERVICE	PS1000 MIG	B1000 PROGRESSION SERVICES FACTORY	N/A

DETAILED DESCRIPTION: The following is a complete statement of the service BURROUGHS shall provide to the CUSTOMER under this item number. This statement and the terms and conditions set forth in the Agreement for Systems Services and Support contains all commitments as to manpower, costs, scheduled start/completion dates, service reporting criteria, standards, procedures and responsibilities of BURROUGHS/CUSTOMER.

Burroughs will filter, compile and unit test the Customer's application programs currently running on the B1000 to an A Series system. The characteristics and quantities of the programs to be filtered, compiled, and unit tested are defined as follows:

		TYPE OF UNITS	NUMBER OF UNITS TO BE FILTERED COMPILED	NUMBER OF UNITS TO BE UNIT TESTED
COBOL68	COBOL74	PROGRAMS	XX	xx
COBOL74	COBOL74	PROGRAMS	XX	XX
RPG	RPG	PROGRAMS	XX	XX
COBOL68/DMSII	COBOL74/DMSII	PROGRAMS	xx	XX
COBOL74/DMSII	COBOL74/DMSII	PROGRAMS	XX	XX
RPG/DMSII	RPG/DMSII	PROGRAMS	XX	XX
SMCS	COMS	LINES OF SOURCE CODE	xx	0
GEMCOS	GEMCOS	LINES OF SOURCE CODE	XX	0
GEMCOS	COMS	LINES OF SOURCE CODE	XX	0

Synchronized recovery is not included in any of the DMSII programs.

The unit testing of an application program is defined as the matching of A Series program output to Bl000 program output generated by the Customer. Burroughs will generate up to 200 records of output from test data supplied by Customer.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the pnor written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

B-7

ITEM	TYPE OF SERVICE	PRODUCT	DESCRIPTION OF	MAXIMUM
NO.		STYLE	SERVICE	HOURS/DAYS
1	CONVERSION	PS1000 MIG	B1000 PROGRESSION SERVICES FACTORY	N/A

DETAILED DESCRIPTION: The following is a complete statement of the service BURROUGHS shall provide to the CUSTOMER under this item number. This statement and the terms and conditions set forth in the Agreement for Systems Services and Support contains all commitments as to manpower, costs, scheduled start/completion dates, service reporting criteria, standards, procedures and responsibilities of BURROUGHS/CUSTOMER.

Prior to beginning these services, the Customer will provide Burroughs with:

- . Program Source to be filtered, compiled and, if desired, unit tested,
- . DMSII DASDL source, if required,
- . Test data for unit test, if required, and
- . Output reports for unit test comparison, if required.

The deliverables from Burroughs to the Customer as a result of these services will be:

- . Input provided to Burroughs,
- . Patch files of modifications made to programs,
- . Object programs for A Series system, and
- . Unit test output, if required.

Should the Customer make modifications or corrections to the B1000 application programs while Burroughs is in the process of performing these services, it is the Customer's responsibility to make any corresponding changes to the A Series programs following Burroughs delivery of the corrected programs.

The Customer is responsible for system testing and implementation of the Burroughs deliverables.

The Customer agrees to accept billing for these services according to the following schedule:

(DEVELOPED BY LOCAL MARKETING AND SP&S)

B-8

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

ITEM	TYPE OF SERVICE	PRODUCT	DESCRIPTION OF	MAXIMUM
NO.		STYLE	SERVICE	HOURS/DAYS
	CONSULTING SERVICE	PS1000 MIG	B1000 PROGRESSI CONSULTING SERV	

DETAILED DESCRIPTION: The following is a complete statement of the service BURROUGHS shall provide to the CUSTOMER under this item number. This statement and the terms and conditions set forth in the Agreement for Systems Services and Support contains all commitments as to manpower, costs, scheduled start/completion dates, service reporting criteria, standards, procedures and responsibilities of BURROUGHS/CUSTOMER.

BURROUGHS will provide on-site consulting services to assist the CUSTOMER in preparing for and verifying the Conversion Services defined in Item 1 of the Description of System Services.

BURROUGHS responsibilities in preparing for the Conversion Services are:

A list of specific program source file names to be serviced by BURROUGHS will be identified from the Requirements Definition Study.

A list of DASDL source file names and database names required will be developed.

A description of all test input, output and operating instructions by program will be documented. A procedure will be defined that will be used to verify completeness and accuracy of the BURROUGHS' unit test results.

The specific media that will be used to transport materials will be identified.

The Consultant will schedule his return visit to pick up materials for the Conversion Services.

The CUSTOMER will then obtain all required materials described in the initial visit for delivery to BURROUGHS. The CUSTOMER will also set up and execute the unit test cases with the operational programs on the source system. Once complete, the Consultant will be contacted by the CUSTOMER to pick up the materials. During this visit the following will occur:

Materials will be verified against the required materials list created during the initial visit.

The computer media containing the program source and data will be loaded on the CUSTOMER'S system to verify completeness.

The materials will be logged and the Consultant will take the materials.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

B-9

ITEM NO.

TYPE OF SERVICE

PRODUCT STYLE DESCRIPTION OF SERVICE MAXIMUM HOURS/DAYS

DETAILED DESCRIPTION: The following is a complete statement of the service BURROUGHS shall provide to the CUSTOMER under this item number. This statement and the terms and conditions set forth in the Agreement for Systems Services and Support contains all commitments as to manpower, costs, scheduled start/completion dates, service reporting criteria, standards, procedures and responsibilities of BURROUGHS/CUSTOMER.

CONTINUED:

Following the completion of the Conversion Services defined in Item 1 of the Description of System Services, the Consultant will perform the following tasks:

Deliver the converted programs to the CUSTOMER.

The source programs for the target system will be delivered and reviewed. These should be identical to the original programs.

All changes required to compile and successfully test the programs on the target system will be reviewed. The changes will be in separate patch files from the source programs.

Object programs that were used to produce the unit test results will be reviewed by the CUSTOMER. The programs will be loaded to the CUSTOMER'S system for verification of delivered material completeness.

Verification will be made to ensure that all materials originally delivered to BURROUGHS were returned.

The CUSTOMER agrees to accept billing for these services according to the following schedule:

(DEVELOPED BY LOCAL MARKETING AND SP&S)

B-10.

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

ITEM NO.	TYPE OF SERVICE	PRODUCT STYLE	DESCRIPTION OF SERVICE B1000 PROGRESSI	MAXIMUM HOURS/DAYS I ON
			REQUIREMENTS	
			DEFINITION	
2	CONSULTING	PS1000 MIG	SERVICE	N/A

DETAILED DESCRIPTION: The following is a complete statement of the service BURROUGHS shall provide to the CUSTOMER under this item number. This statement and the terms and conditions set forth in the Agreement for Systems Services and Support contains all commitments as to manpower, costs, scheduled start/completion dates, service reporting criteria, standards, procedures and responsibilities of BURROUGHS/CUSTOMER.

REQUIREMENTS DEFINITION SERVICE

PROJECT APPROACH

BURROUGHS will provide a CONSULTANT(S) to assist CUSTOMER in preparation of a detailed Definition of the Progression Requirements from <u>B1000</u> to <u>A Series</u>.

CUSTOMER will identify a Project Coordinator to assist the BURROUGHS CONSULTANT(S) in the timely obtaining all necessary information for the performance of the Requirements Definition Service. The Project Coordinator will become familiar with BURROUGHS Professional Project Practices methodology as presented in the "Project Coordinator Handbook a Customer Guide to Burroughs System Conversion" (Form #1184439).

FOR INTERNAL MARKETING USE ONLY/Not for Distribution to Public

The material contained in this document is proprietary to Burroughs Corporation. This document is not to be reproduced or distributed to the public without the prior written consent of the Patent Division, Burroughs Corporation, Detroit, Michigan. Information contained in this document is highly sensitive and of a competitive nature. Extreme care and discretion should be exercised with the disclosure of such information to prospects or potential customers.

B-11