

A. Who is: SAMPLE

SAMPLE is a division of ABC Worldco Inc. and positions themselves as a significant provider of business connection solutions. SAMPLE targets Global 5000 companies and their customers, suppliers and partners. SAMPLE provides both software and services, and aims to "help improve business performance and increase business metrics by integrating systems, partners and people."

SAMPLE claims over 5,000 customers across a variety of industries, and actively touts their technology roots, which go back to 1988.

SAMPLE's major sites are located in Boston, Massachusetts and Dallas, Texas, and SAMPLE has a global presence with sales and development offices.

More info available from

<http://www.sampleco.com/about/companyinfo/>

C. Management Team Bios

Roger Estrel- President and Chief Executive Officer

- Former COO of SAMPLE, responsible for sales, marketing, R&D, support
- 20 years of executive experience in technology-oriented roles at Ejemplo Technology Group
- Graduate of Texas A&M University

David Ford-Executive VP, Marketing and Corporate Development

- Former executive of SAMPLE's Americas Sales and Managed Services Operation
- Former Senior Vice President of Global Sales for the COMMERCE Services Group
- Architect of SAMPLE's Community Management initiatives
- Been with the company since 1986
- 25 years of experience in the e-business industry, including roles in Network and Information Services Division and as Director of International Marketing of GaiaConnect
- Launched GaiaConnect in Europe and Japan
- Held roles at Chabron Chemical
- Graduate of LSU, and an MBA from Xavier University

Michael Silverbeck-Senior VP/Chief Financial Officer, Finance and Administration

- Manages and directs all financial aspects of the company
- Joined in November, 2000 as the Vice President of Accounting and Controller. Former Director of Finance for Radco (13 years at Radco)
- Graduate of University of Virginia (1980)
- Licensed Certified Public Accountant

Other Executives

Michelle Meyer - Senior VP/General Counsel, Legal

Neil Cook- Senior VP, Asia Pacific Operations

B. Financial Highlights

- Revenue, quarter ending March 2003, \$15.5MM.
- Quarter ending December 2002, \$11.2M.
- Quarter ending September 2002, \$10.3M.
- Quarter ending June 2002, \$11.2M.
- Quarter ending March 2002, \$10.3M
- Spend 22.3% of revenues on R&D
- Overall Company Revenue Percentages by Region 2002
 - North America: 45%
 - Europe: 28%
 - Asia/Pacific: 27%
 - Other: n/a

D. SAMPLE's Products

SAMPLE Information Broker

The central hub of their electronic trading network. SAMPLE Information Broker guarantees 24x7 delivery of business transactions, and supports numerous protocols and formats. Data storage, complete audits, and 24x7 support are included. Internet based transport options and translation services are among the offerings. It supports integration with diverse on-ramps, gateways and exchanges.

<http://www.sampleco.com/solutions/em/commerce/iibs.html>

SAMPLE ePayment Gateway

SAMPLE ePayment Gateway is a hosted business-to-business electronic payment service that sends and receives payments and remittance information. It translates the files electronically into ACH files before being sent on to the ACH banking network.

http://www.sampleco.com/solutions/market_solutions/etn/transaction_services/payments/epayment_gtwy.html

SAMPLE Integrator

SAMPLE Integrator is an integration server designed to support both internal and external integration. It offers enterprise-level scalability and reliability with J2EE architecture. It provides support for mixed legacy deployments including legacy integration. It has numerous file system adapters for interfacing to legacy middleware systems.

<http://www.sampleco.com/solutions/products/ebi/integrator/integrator.html>

LINK Solutions

SAMPLE's LINK family of products and service provide file-based information transfers.

LINK: Basic

LINK: Basic is peer-to-peer file-based integration software, optimized for high volume, assured file transfers. LINK: Basic automates the secure reliable transfer of large volumes of data within and between enterprises.

updated: 6/25/2003 10:41 AM

Sydney Smith, Ph.D. - President, Systems Division

Terry Perreault - Senior VP, Integration Software

David Robinson - Senior VP, EMEA Operations

Ron White- VP, Commercial Systems IT

Greg Diaz - VP, Customer Support

James Marshall-Hendricks - VP, Integrated Network Services

Cynthia Piccatta - VP, Global Human Resources

Jeff Solvang-VP, Outsourcing Solutions Center

More information available at

<http://www.sampleco.com/about/companyinfo/eprofiles.html>

Link: Enterprise

Link: Enterprise is file-based integration software that provides secure collection and distribution of data through open communications protocols such as FTP, HTTP, and more. Link: Enterprise enables companies to securely transfer files with remote users, customers and business partners.

http://www.sampleco.com/solutions/market_solutions/link.html

Glowpass

Glowpass Standards-Based Integration Solutions are data exchange and transformation products.

Platforms supported include Windows, Windows NT, AS/400, UNIX, and Mainframe.

Glowpass Solutions by Industry include Hi Tech/Manufacturing (including Glowpass: Server for Stone:RTR) and Automotive.

Add-on Components for Glowpass: Server Windows include a bridge service that provides bridging capability into marketplaces and exchanges, including Ariba, Commerce One, ForestExpress, and other industry specific exchanges.

Communications Adapters for Glowpass products include Link: Direct Adapter and MQ Series Adapter for Glowpass: Server Windows, AS/400 Communications Module for Glowpass: Server AS/400, and Glowpass: Server UNIX.

ERP Extensions for Glowpass products include SAP, ORACLE, PeopleSoft, and JDE extensions for Glowpass: Server Windows NT and SAP extensions for Glowpass:Server UNIX

http://www.sampleco.com/solutions/market_solutions/sbi.html

An overview of GLOWPASS Integration Server is available here:

<http://www.analyst.net/quicktakes/SAMPLE.pdf>

SAMPLE Web Forms

SAMPLE Web Forms is SAMPLE's Web-based service for handling business forms online.

<http://www.sampleco.com/solutions/em/commerce/cnwebf.html>

EC Outsourcing Services, Professional Services

<http://www.sampleco.com/solutions/outsourcing/index.html>

http://www.sampleco.com/solutions/professional_services/prof_services_overview.html

E. Key Partners

Key partners include:

- jQueue Software – jQueue Software's Factory provides additional integration capabilities
<http://www.jqueuesoftware.com>
- BravaTech Systems – BravaTech Systems is a business process automation and integration firm, and an implementation partner of SAMPLE
<http://www.bravatech.com>
- Typhoon – Typhoon provides the Internet data exchange capability that SAMPLE private-labels in the Link:Enterprise offering

F. SAMPLE Wins/Losses vs. YourCo

Recent **WINS** over SAMPLE:

- **KingWare** (April 2003, Manufacturing, North central)
- **Royal Oak Wholesale** (April 2003, Wholesale Trade, Mid central)
- **Sunton Packaging** (April 2003, Packaging, West)
- **Sioux Logistics** (April 2003, Transportation, West)
- **Grocery Depot** (April 2003, Food and Beverage, West)
- **Plaxgis** (April 2003, Chemicals, East-North)
- **Jarco** (April 2003, Retail, West)
- **Pyrat Glass** (April 2003, Construction, Mid central)
- **Montaine Foods** (April 2003, Consumer Goods, East-Central)

Recent **LOSSES** to SAMPLE:

- **TJD Bank** (April 2003, Finance, Mid central)
- **Maycan** (April 2003, Construction, East-North)
- **Albert Lea** (April 2003, Food and Beverage, East-North)
- **Markita** (March 2003, Consumer Goods, East-Central)
- **Crount** (March 2003, Consumer Goods, West)
- **Interlinksys** (March 2003, Transportation, North-Central)
- **Randall & Randall** (March 2003, Consumer Goods, East-North)

G. SAMPLE's Positioning, by product

SAMPLE broadly positions themselves and their solutions to "address the most important issues companies face as they make the transition to an Internet-driven economy. [SAMPLE's] solutions help companies achieve greater competitiveness through new sales channels, improved productivity and enhanced responsiveness to customers. Through its product and service offerings, SAMPLE has established itself as an innovator for powering global e-business communities."

SAMPLE targets a number of vertical industries, including Retail and CPG, Energy and Telecommunications, Financial Services, Healthcare Solutions, Hardlines, Manufacturing, and Banking.

FUD: SAMPLE is actively positions themselves as a "safe" solution, and is taking the low road in some deals. According to customer **Chill Beverages**, SAMPLE was extremely aggressive in trying to cast doubts on your company's stability, etc. However, the customer chose your company, and stated "I don't understand where that's all coming from, as they have been great to work with."

GLOWPASS positioning point: At **Interlinksys** (loss against SAMPLE, March 2003), the customer felt that SAMPLE had broader features for the price, and that your company "needs to look at where they fit in the marketplace, and market themselves competitively. They need to look at what people like SAMPLE are offering, and including in their offering, for the price." This was a deal where your flagship product was offered, and to match price, significant functionality would have needed to be stripped out of it to meet SAMPLE's price.

SAMPLE INFORMATION BROKER: SAMPLE is positioning their services as the low-cost solution. In a loss to SAMPLE at **Randall and Randall**, although the customer had a solid interaction with your sales team, SAMPLE came as a better value.

If SAMPLE is the incumbent at an account with the **SAMPLE Information Broker** and you are attempting to displace them, SAMPLE will commonly drop their pricing, oftentimes considerably, to avoid losing their existing customer.

Across all product lines, SAMPLE relies heavily on **recommendations and leveraging their existing customer base**. In a loss against SAMPLE at Twins Manufacturing, Twin's trading partner compelled them to use the SAMPLE product. It is believed that the product offered by SAMPLE was **SAMPLE WEB FORMS**.

LINK: ENTERPRISE is positioned as a basic file transfer solution. The Internet data exchange portion of Link:Enterprise is a SAMPLE private-label version of Typhoon's product.

H. How to neutralize SAMPLE's positioning, by product

- Sell on value. SAMPLE seems very willing to compete on price, so changing the game is in order
- Your company has a similarly broad solution set to SAMPLE. Ensure the prospect knows their options.
- Learn early if the buyer has previous experience with SAMPLE. SAMPLE has success when the buyer is already familiar with their solution.
- Learn early if SAMPLE is the incumbent. If SAMPLE is an incumbent as a "point solution," position a more-inclusive offering that lowers total cost of ownership, and gives a single point of contact.

I. SAMPLE's Key Strengths

- Large install base
- Willing to aggressively price
- Broad product line
- Glowpass features modular pricing (all components come in the box, but are unlocked via license key)
- Individuals (buyers) with experience with SAMPLE may choose to stay with them, based on familiarity with the SAMPLE organization

K. SAMPLE's Key Weaknesses

- SAMPLE's aggressive pricing may ultimately erode their margins
- SAMPLE is rumored to be for sale, although they may have been recently "pulled off the market." Both Financial Times and Bloomberg have rumored them to be for sale in mid 2002.
- As a part of ABC, they may be subject to the inertia that comes as part of being a smaller division of a much larger organization.

J. How to position against SAMPLE, by product

- If you already has a foothold, position your end-to-end capabilities to eliminate an existing SAMPLE point solution
- If selling to a technical buyer, do a quick scan of the SAMPLE-L mailing list (the list is located at <http://groups.yahoo.com/group/SAMPLE-L/messages/>) to find recent issues with SAMPLE. For example, if selling against the Glowpass, a message such as "Glowpass Integration Suite Failure" is useful in pointing out deficiencies (<http://groups.yahoo.com/group/SAMPLE-L/message/62413>)

L. Pricing Intelligence

- The following is believed to be reseller pricing for **GLOWPASS SERVER**, obtained through a publicly available source [here](#).

Product	Price
For Windows NT Workstation (1 processor)	\$12,000
For Windows NT – Single Server (4 processors)	\$25,590
For UNIX Workstation (1 processor)	\$12,000
For Basic Unix (2 processors)	\$25,340
For Advanced Unix (3+ processors)	\$35,150
Command and Control option	\$25,322
UNIX ODBC Driver	\$5,000
UNIX ODBC Driver	\$2,000

- In March 2003, two reps commented on pricing for SAMPLE's Trycon integration, reporting that SAMPLE was charging \$23K for this solution, the other stated that it was being sold for \$28K.
- One report put SAMPLE at "40% the cost..." against the flagship product at Hermio.
- One report put SAMPLE at "30% of the cost" against at CTGI.
- SAMPLE ... bid less than \$25K for services...and was "roughly comparable" for software at Moai Health
- SAMPLE is giving **FREE** copies of **Glowpass Integration Server** to existing customers
<http://www.thisisasamplelink.com/mso/mso073002-story04.html>

M. News Highlights

SAMPLE in the news:

- April 7, 2003-The Evolution And Revolution Of Integration
http://www.thisisasamplelink.net/e_commerce/gibdamodaran_1.html
- April 1, 2003-Technology is Dead! Long Live Technology!
<http://www.thisisasamplelink.com/CurrentArticles/Asp/articles.asp?ArticleId=1412>
- March 18, 2003-Industry execs discuss SAMPLEs place in the new world
http://www.thisisasamplelink.com/article/03/03/18/HNwebforum_1.html?web

The most recent news on SAMPLE is available here:

<http://news.google.com/news?sourceid=navclient&ie=UTF-8&oe=UTF-8&q=%22SAMPLE%22>

N. SAMPLE's Press Releases

What they're saying:

- Technology Forecaster to Present Keynote Address at the 2003 SAMPLE Global Customer Conference
<http://www.sampleco.com/apps/pressreleases/ViewRelease.asp?ReleaseID=467>
- SAMPLE Recognized with Visionary Quadrant Placement in "Magic Quadrant"; Company Continues to Execute
<http://www.sampleco.com/apps/pressreleases/ViewRelease.asp?ReleaseID=466>

SAMPLE's most recent press releases are available here:

<http://www.sampleco.com/apps/pressreleases/pressreleases.asp>