



This letter is to commend Richard Case and PSP Enterprises for an extensive and excellent Win/Loss project conducted for Unisys Corporation from March to October 1999.

PSP Enterprises was asked to interview Unisys field sales representatives and support personnel in order to locate consulting project wins and losses in the United States and across Europe. The field personnel were asked to provide contest details and customer contact information where Unisys won and where we did not win. More than 186 field personnel interviews were completed, split about 50-50 between the United States and Europe. All these interviews were conducted in English.

Knowing the Unisys field organization and how busy they are, PSP Enterprises had to make many hundreds of phone calls and had to be relentless to complete so many interviews. In addition, PSP Enterprises handled the time differences between the West Coast (their business location) and Europe effectively.

Using the information obtained from the field, PSP Enterprises then proceeded to call and interview 118 customers, 57 in the United States and 61 in Europe. The European interviews were conducted from Scandinavia to Italy and 22 of the interviews were in local languages. Our objective was to get a good cross section of our international business. Once again, many calls had to be made for each successfully completed interview.

In order to accomplish the 22 local language interviews, PSP Enterprises successfully located, trained, and managed native language speakers who conducted the required customer interviews in Italian, French, and German. The local language was translated into English and then transcribed.

Each taped interview was carefully transcribed and an executive summary was added to the top of the document. These transcriptions were a key and valuable deliverable provided to us. Customer quotes from these interviews have found their way into many internal analyses and presentations.

In addition to managing the distribution of interviews across the U.S. and Europe, it was necessary for PSP Enterprises to also track the contests by ten of Unisys' internal Market Segment Groups. Analysis and presentations were created for each of the ten groups with recommendations based on customer input as well as performance differences between each group and the other groups. Each separate group received its own binder including all interview transcriptions, executive summaries, and customized slideshow focused on their own interviews and comparing this group to the other market groups.

An overall presentation was also completed providing executive level findings and conclusions including an analysis of all the MSGs and comparing Europe and the U.S. Binders were prepared for each executive as well. Richard Case then personally presented the executive slideshow to our management committee.

While Unisys cannot reveal the highly company confidential nature of the findings and recommendations, we can say that, all in all, we were very pleased with the performance of PSP Enterprises and the quality of their work and dedication. We, hopefully, will use them again to do a Win/Loss study and would recommend them to any vendor interested in what their customers really think of them and what they should do to improve their win rate.

Sincerely,

Paul Robertson
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A handwritten signature in black ink, appearing to read "P. Robertson".