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Industry Canada Industrie Canada

A GUIDE ON HOW TO DO BUSINESS WITH REGIONAL BELL OPERATING COMPANIES IN THE US

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This Report Prepared For:

Mr. Martin Mudde
Industry Canada
Information Technology Industry Branch
Telecommunications & Microelectronics
235 Queen Street, 9th Floor East
Ottawa Canada K1A 0H5

4 March 1994

A GUIDE ON HOW TO DO BUSINESS WITH REGIONAL BELL OPERATING COMPANIES IN THE US

FOR
CANADIAN
TELECOMMUNICATIONS
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Prepared By:

Technology Marketing Group, Inc.
Atlanta, GA 30328
USA
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I. INTRODUCTION

Overview of the RBOCs

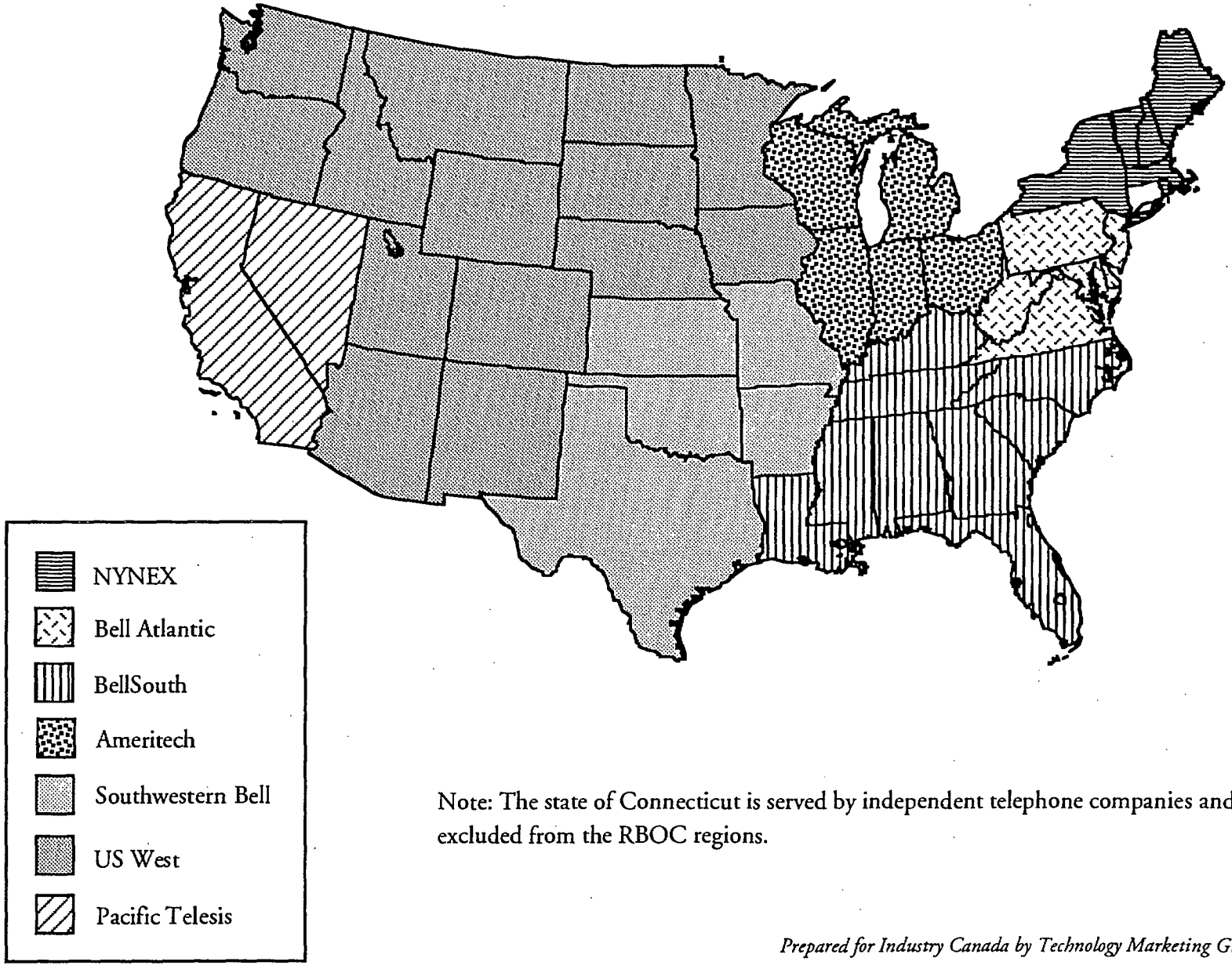
The Regional Bell Operating Companies, the RBOCs, are relatively young independent corporate entities. The RBOCs were created in the early 1980's as a result of the U.S. Federal Court mandated breakup of AT&T, known as the Modified Final Judgment or MFJ. The breakup of AT&T resulted in the creation of seven new and autonomous corporations, the RBOCs, all publicly traded on the New York Stock Exchange. The RBOCs are:

Ameritech	Pacific Telesis
Bell Atlantic	Southwestern Bell
BellSouth	U.S. West
NYNEX	

These seven companies control over 70 percent of local telephone service in the US. The remainder of local service is provided by dozens of independent Local Exchange Carriers (LECs). Most of the independent LECs are small, however, the majority of independent service is provided by a few large companies, such as GTE, Sprint (owner of United Telephone and Centel) and SNET.

The RBOCs function as regulated monopolies within their specified regions for traditional local exchange telephone service over the Public Switched Telephone Network (PSTN), better know as POTS or Plain Old Telephone Service. The specific regions for the RBOCs are shown in Figure 1. They are regulated by local Public Utility Commissions (PUCs) within their regions; i.e. State of California, State of New York, etc., who establish the prices (tariffs) they may charge for regulated services in the local area, such as POTS. This regulation applies as well to other services which are supplied on a competitive or non-competitive basis. The RBOCs are further restricted by the MFJ from supplying long distance service outside certain specified "calling zones". Even though a long distance call travels within an RBOC's geographic region, if the call originates and terminates in different calling zones, then it must be carried by an independent third party provider, such as AT&T, MCI or Sprint. There may be several calling zones within an individual State; for instance, the State of Georgia has five calling zones, with small portions of the State falling within calling zones extending from Alabama and Tennessee. The rates charged for long distance calls within the calling zones are also regulated by the PUCs.

Figure 1. Service Regions of RBOCs



Note: The state of Connecticut is served by independent telephone companies and is excluded from the RBOC regions.

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The MFJ further precludes the RBOCs from manufacturing Customer Premise Equipment (CPE), but does not restrict them from marketing and selling CPE. It is worth noting that the restriction on manufacture of CPE has been challenged in several Federal Court actions and may yet be lifted by either a future court ruling or Congressional action.

At about the same time the RBOCs were created, Bell Communications Research or Bellcore also was established. Bellcore was originally a portion of AT&T Bell Labs, but became a separate entity upon the breakup of AT&T. Bellcore is owned and funded by the RBOCs. The MFJ allows the RBOCs to cooperate in most areas common to their businesses, such as standards, service definitions, research and development, product evaluations, market research and marketing. Much of this cooperative effort is accomplished through Bellcore However, the RBOCs are not allowed to engage in cooperative efforts concerning pricing of products and services. Indeed, as a group they are careful to avoid any discussion of product or service pricing.

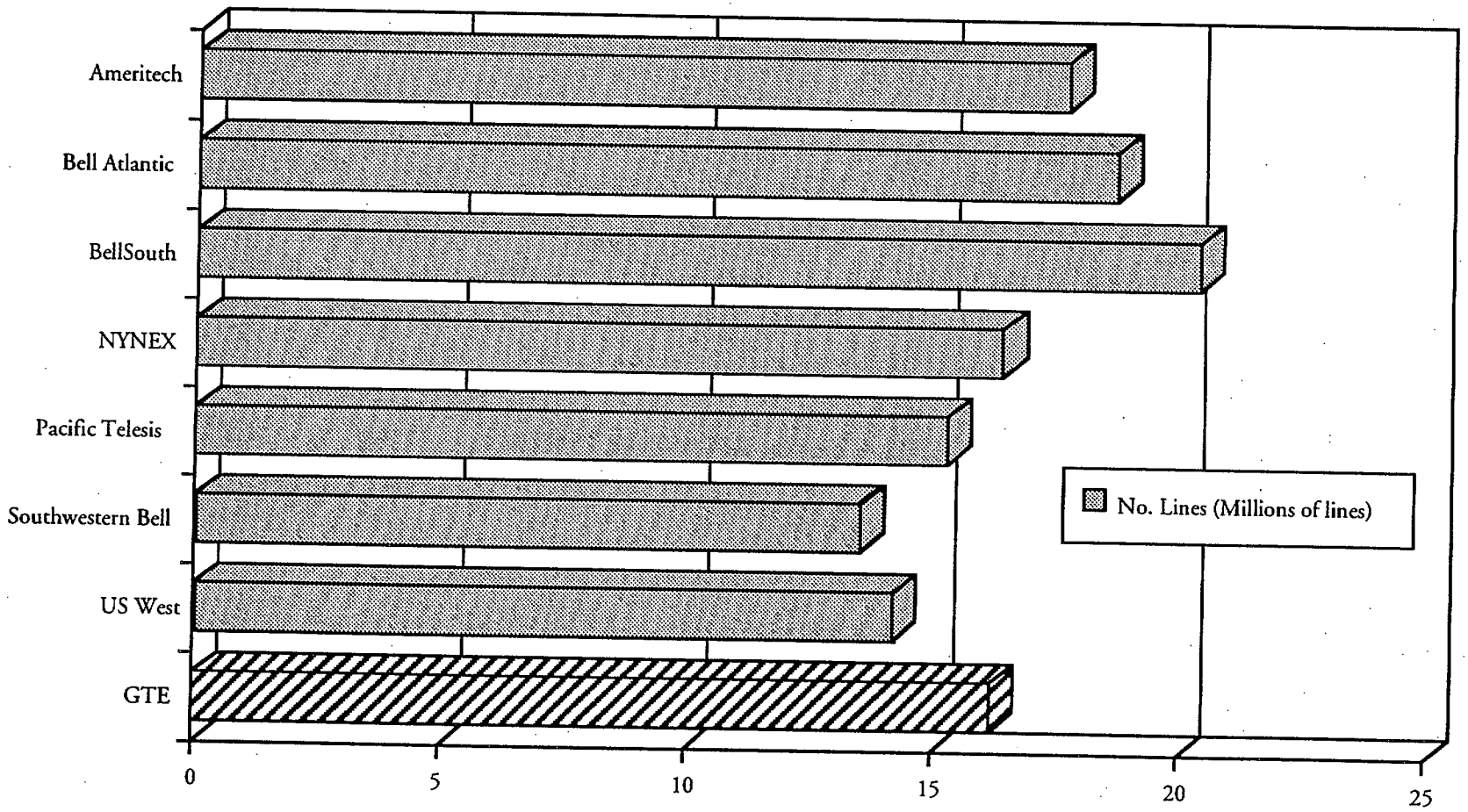
The RBOCs have been very active in diversification of their businesses by entry into non-regulated activities apart from POTS. Many have enjoyed significant success in areas such as cellular communications, while other investments have not been so successful. Their current interest in the cable TV and entertainment marketplace has been thoroughly covered in the US press.

The current trend among large US corporations of restructuring, reorganizing and rightsizing has extended to the RBOCs. BellSouth, one of the fastest growing of the RBOCs, has in the recent past announced reductions in the workforce exceeding 12,000 employees. Prior to the workforce reductions BellSouth employed in excess of 100,000. Figure 2 shows the relative size of the RBOCs.

Corporate Characteristics

The RBOCs evolved from a single large monopoly (AT&T) which primarily provided switched voice service. Much of the management and staff at the RBOCs are still of that background, although major initiatives to provide services which support high speed data and video have been undertaken by all the RBOCs, with varying degrees of success. The RBOCs recognize they cannot realize major growth and a large return to their shareholders solely from the relatively steady increases in voice, fax and analog data (modem) services. In fact, to rely on such growth would probably be a "stagnation" strategy; based on the rapid growth of competing multimedia services such as cable television. As a consequence of this realization, the RBOCs have undertaken with Bellcore major initiatives to develop and sell a broad range of data services; including ISDN (basic rate and primary rate), BISDN, X.25, ATM, SMDS, SONET and Frame Relay. The RBOCs also have traditionally provided 56 kbps, 64 kbps, Fractional T1, T1 and T3 services.

Figure 2. Total Access Lines, Projected 1994



Note: GTE is not an RBOC; it is the largest independent telephone company, and is included here for comparative purposes.

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High speed digital data services being the growth focus for the RBOCs in their telecommunications business sectors bodes well for telecommunications suppliers who are seeking to do business with them. Given this focus, the RBOCs will naturally be interested in products which work with the above services and support their strategy. This interest will extend to the area of products they wish to sell or otherwise promote to their customer base, as well as products to be used internally for upgrading of their own telecommunications networks.

Make no mistake, the RBOCs have sent a strong message to the industry that they intend to be a major player in high speed digital services to support multimedia applications. At the same time they are not, however, ignoring their traditional dominant position in voice services. They will be equally interested in voice products which provide competitive edge or the ability to generate additional revenues and returns from that business.

RBOC Buying Environment

The buying environments of the RBOCs must be viewed as providing two very different sales opportunities. The first opportunity involves the purchase of products and services for their own internal use. The second opportunity encompasses the purchase and resell of products from a manufacturer or distributor. The second opportunity also includes programs and activities in which the RBOC assists in the selling process but does not take possession of the product. In this case the product is sold by the manufacturer or distributor directly to the end-user customer, even though the sales opportunity may be the result of RBOC efforts. The two buying environments typically are independent activities , involving different people and organizations within the RBOC.

While the RBOCs all sprang from AT&T and do share many buying similarities, it is important to remember they are entirely autonomous corporations and have been since the MFJ. In the decade since they became separate corporations their buying environments have evolved independently and thus have taken somewhat different directions. A prudent salesperson seeking to work with the RBOCs cannot assume the methods which bring success with one will necessarily be the same with another. However, the traditional "tried and true" marketing and sales practices do apply when dealing with the RBOCs. The RBOCs are all multi-billion dollar corporations with very well defined operating processes and procedures and equally well defined areas of responsibility. These operating processes and procedures and the individuals who are responsible for the different business areas must be understood and identified in order to successfully and cost effectively pursue business opportunities with the RBOCs.

Distribution Methodologies

A variety of programs exist within the RBOCs to promote and sell products to their customers. These programs can be grouped into three general categories; reseller or remarketer, co-marketing or reference, and alliance or joint selling.

Reseller or remarketer - The RBOC is a dealer for the manufacturer and actually takes possession of the product and resells that product to the customer. The RBOC may maintain an inventory of products considered sufficient to fulfill short term demand. The RBOC is compensated through normal discounts afforded resellers. Installation and support of the product would typically be managed by the RBOC. An example of this approach is BellSouth's Standard Products Program, which is managed by a subsidiary company, BellSouth Communications, Inc.

Co-marketing or reference - The RBOC acts as a "finder" of opportunities for the manufacturer and provides the customer reference to the manufacturer to make the sale. The RBOC sales person may be compensated by commissions or a finders fee. Installation and support of the product would typically be a joint effort of the manufacturer and the RBOC. An example of this type of program is BellSouth's co-marketing program known at NCAP.

Alliance or joint selling - The RBOC introduces product solutions to the customer which include the manufacturer's products. The manufacturer is invited by the RBOC to participate in joint sales calls on the customer. There may or may not be commissions or finders fees associated with the sale. Installation and support of the product would typically be the responsibility of the manufacturer. An example of an alliance program is BellSouth's ISDN Applications and Solutions Plus Initiative, IAS+.

Do's and Don'ts - Dealing with the RBOCs

DO be patient when dealing with an RBOC, DON'T expect a fast decision.They are very large organizations and tend to make decisions according to specified processes and procedures. They also are very careful in product evaluations, both technical and business, before endorsing any product or service.

DO be prepared financially and organizationally to persist in pursuit of the opportunity for the "long term". Be prepared to fund the effort, product acceptance cycles can take as long as one to two years from initial contact to actual acceptance.

DO present a consistent interface to the RBOC. Minimize any potential confusion by selecting an individual who will be responsible to develop and maintain the relationship during the evaluation period. Direct all contact through that person so there is a single source of knowledge and information as to technical and business issues which may arise. This is not intended, for instance, to prevent "technical" people from talking to their counterparts. Certainly this interaction must and will occur, however, there should be "one" knowledgeable authority with respect to all matters which may impact ultimate approval.

DO recognize the RBOCs are seven different companies. While they are similar in many respects and cooperate in many areas, they do not wish to be confused with each other and are quick to point out they are different companies.

DO understand should a product be approved by one RBOC it does not assure approval by another. Acceptance from one RBOC does, however, create a favorable position for approval by others, since they each understand the comprehensive nature of evaluations by their counterparts.

DO obtain and understand the detailed approval and buying process of the specific RBOC. This information can be obtained through the contact listed in Section II of this guide.

DO start the process of seeking product approval at the appropriate management level within the RBOC. Certain companies, such as AT&T and Northern Telecom, do seem to be successful in selling products at the "highest" level, however, for smaller companies without established relationships the more effective strategy is to enter the RBOC through the "product manager" (PM) or "subject matter expert" (SME), the level which will actually be charged with using or supporting the product. In order to successfully navigate a product through selection and approval an internal "champion" must be identified. This internal champion is typically the PM or SME. Once the champion is identified, then the supporting management and staff structure participating in the process can be determined. The designated company interface person can then work with the champion, the management and the support staff to assure the product is in the queue, is scheduled for evaluation and the necessary documentation is initiated.

DO be careful to position the product to the RBOC from both marketing and technical perspectives exactly as desired by the presenting company, leave no interpretation to chance.

DO thoroughly test the product to be submitted to assure there are no anomalies or unexpected problems with the evaluation unit. Product which fails or is out of specification in the evaluation test can create a serious cloud of doubt as to overall product integrity.

DO provide complete and thoroughly checked documentation. Application notes which describe typical operating scenarios are helpful. Actual user site implementation "case studies" are also valuable. White papers on product applications should also be supplied.

DO support the evaluation diligently. Return telephone calls quickly and answer questions clearly and concisely.

DO know the competition. Provide competitive analysis and information to the RBOC to strengthen the product position and to arm the champion with the necessary information to answer any internal questions concerning alternate product solutions.

DO be aware of the current products the RBOC is promoting or using. Understand how the product to be evaluated relates, complements or replaces the current products.

DO provide user site references. Contact those sites in advance to inform them they may be contacted concerning a product evaluation. Know what the reference will say concerning the product.

Do provide attentive service after the approval or sale. It is equally important to nurture the relationship with the RBOC after the completion of the deal as it was during the approval process. Define and develop service level definitions and procedures. Also be prepared to provide information on pre and post sales support and service, problem management and change management.

Do recognize the RBOC sales organizations reside in dozens of separate offices in cities across the US. In spite of elaborate communications systems, such as e-mail, it is difficult to get the complete word concerning approved products to all sales people. It is even more difficult to generate the knowledge and enthusiasm within the sales organization which is necessary for successful selling. The company which succeeds in this environment must establish an ongoing sustaining program to promote their products to the various sales locations. This is most effectively done through regular onsite meetings with the sales people, which usually results in joint sales calls.

Do note that RBOCs occasionally will issue a Request For Information (RFI) intended to solicit products which support certain applications areas, such as LAN interconnect or video conferencing. These RFIs are invitations to manufacturers to provide product information with the eventual intent of the RBOC to form some sort of relationship in that application area. RFIs do not occur frequently and should not be relied upon by a company as a means to form a relationship with a RBOC. The more successful approach is to be proactive in pursuit of the appropriate individuals within the RBOC. The identity of these individuals can be derived from Section II.

Additional Considerations

Certain methods can be utilized to potentially expedite the process of doing business with the RBOCs. Third party organizations exist across the US which can assist in the process of seeking product approvals and building relationships with the RBOCs and Bellcore. These types of organizations are discussed in Section III.

Maintaining a local presence within the RBOC area which is convenient to the evaluation and approval locations can be very effective in expediting communications, improving responsiveness and fostering the trust which must exist in any business relationship. This is typically handled by the regional sales office of larger companies. However, due to cost considerations, smaller companies may wish to engage a third party organization to provide this local presence. See Section III.

It is important to emphasize building the personal relationships which energize any joint business activity. The RBOC representative must feel comfortable with the manufacturer's people as well as products. The manufacturer should seek to meet face-to-face with the RBOC representatives on a regular basis to assess progress and provide information. This interaction will be key in establishing the mutual trust necessary for a successful relationship.

A manufacturer seeking to do business with a RBOC may wish to consider forming a strategic alliance with another company already doing business with that RBOC. This approach would leverage the contacts and knowledge already developed by the potential partner, thus shortening the process. This strategic partner could be a company, perhaps larger, with a complementary product line.

In some cases RBOCs have methods which allow for a "variance" or exception to normal procedures. A "variance" would allow an RBOC to proceed with use of a product internally or to promote it to a customer while the evaluation and approval process is underway. The existence of such exception activities within each RBOC can be determined through the contacts shown in Section II.

II. RBOCs AND BELLCORE - PROGRAMS AND CONTACTS

As discussed in Section I, the RBOCs and Bellcore are very large multi-billion dollar corporations. By the very nature of their size, there are numerous reseller and alliance programs, as well as several approaches to approval of products for internal use. These activities involve many individuals, some of whom may be responsible for a large generic area such as product management, while others may be responsible for a very specific area, such as ISDN CPE.

This Section contains a listing of individuals for each RBOC and Bellcore by interest area, with specific programs as applicable. Many of the RBOCs are implementing significant restructuring, reorganization and rightsizing as their corporate strategies evolve. The telecommunications industry in the US is undergoing rapid growth and significant change. This is driven by the emergence of broadband multimedia communications, softening of the regulatory environment, and increasing competition. However, even if a listed individual moves to a new assignment, typically that individual will cooperate in providing the name and telephone number of the new responsible party.

The listings contained in this Section are highly qualified initial contacts required to reach the exact individual needed within the RBOC or Bellcore. In many cases the individuals named may have broad responsibility for multiple product areas and may wish to function as the primary contact. In some instances, a conversation with the listed person may result in their directing the caller to a subordinate or associate with responsibility for a more specific type of product, supplier category, market area, application or solution.

Ameritech

Ameritech, as shown in Figure 1, serves the area known as the Midwest, comprising the states of Illinois, Indiana, Michigan, Ohio and Wisconsin. Ameritech is headquartered at Hoffman Estates, Illinois, near Chicago. This area is one of the more densely populated regions of the US and features a high concentration of traditional heavy industry with a broad agricultural base. Ameritech has been very aggressive in deployment of digital services across the region and is a leader in the implementation of ISDN. Ameritech has taken a proactive stance in positioning itself with customers as a reseller of hardware and software applications which utilize the digital services. On the other hand, Ameritech has been less involved in third party alliances or comarketing programs. Ameritech is strategically positioning itself as a strong competitor in high speed digital transport services as well as in local digital access services, such as ISDN. Given Ameritech's strategic approach of supplying complete business solutions to customers, coupled with the high speed digital services focus, manufacturers should approach Ameritech as a potential reseller of telecommunications products.

Steven J. Roberts LAN/WAN Product Manager 2000 West Ameritech Center, Location 4C31E Hoffman Estates, Illinois 60196 Tel: 708-248-5269 Fax: 708-248-6093	Management person responsible for selection, evaluation and approval of Local Area networking (LAN) products for purchase and use on internal Ameritech office networks; such as concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, network management software, applications software, file servers, print servers, communications servers and wireless LANs.
Bill Groseclose Buyer & Contract Manager 2000 W. Ameritech Center, Loc. 2B51D Hoffman Estages, Illinois 60196 Tel: 708-248-5232 Fax: 708-248-6029	Contracts person responsible for the purchase of LAN products for use on internal Ameritech office networks (typical LAN product types as listed above).

Steven J. Roberts LAN/WAN Product Manager 2000 West Ameritech Center, Location 4C31E Hoffman Estates, Illinois 60196 Tel: 708-248-5269 Fax: 708-248-6093	Management person responsible for selection, evaluation, and approval of Wide Area Networking (WAN) products for purchase and use on internal Ameritech office networks; such as bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
George Senyk Contract Manager Data Communications Products 2000 W. Ameritech Ctr, Loc 3A69E Hoffman Estates, Illinois 60196 Tel: 708-248-2351 Fax: 708-248-6029	Contracts person responsible for the purchase of WAN products for use on internal Ameritech office networks (typical WAN product types as listed above).
Marian Downey Director, Product Management - PSTN 2000 W. Ameritech Ctr, Loc 2H38 Hoffman Estates, Illinois 60196 Tel: 708-248-5199 Fax: 708-248-6607	Product Management person responsible for selection, evaluation and approval of networking products to be installed for use in Ameritech's Public Switched Telephone network (PSTN); including CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Ron McDaniel Contract Purchase Manager 5000 Madison Street, 16th Floor Chicago, Illinois 60661 Tel: 312-906-4721 Fax: 312-906-9257	Contracts person responsible for the purchase of networking products to be installed for use in Ameritech's PSTN (typical networking products as listed above).

Aaron Berg Custom Business Unit Enhanced Business Services 2000 W. Ameritech Ctr, Loc 2A63D Hoffman Estates, Illinois 60196 Tel: 708-765-2436 Fax: 708-765-2407	Sales management person responsible for third party program to resell Customer Premise Equipment (CPE) products to Ameritech's largest 200 clients. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Roy Willard Manager, Enhanced Business Services 2000 W. Ameritech Ctr, Loc 2A58 Hoffman Estates, Illinois 60196 Tel: 708-775-3939 Fax: 708-775-3901	Sales management person responsible for third party program to resell CPE products to Ameritech business clients other than the top 200. CPE products are the same as those listed immediately above.
Sheri Schaumberg, Manager Purchasing, Vendor Relations 2000 W. Ameritech Ctr, Loc 3A43E Hoffman Estates, Illinois 60196 Tel: 708-248-2212 Fax: 708-248-2214	Purchasing person responsible for the procurement of CPE products to be resold to Ameritech customers. CPE products are the same as those listed immediately above.

Bell Atlantic

Bell Atlantic, as shown in Figure 1, serves the area known as the Mid Atlantic, comprising the states of Delaware, Maryland, New Jersey, Pennsylvania, Virginia, West Virginia and the District of Columbia. This region features a high concentration of Government and Government-related business, particularly in the Washington, DC area and including surrounding Maryland and Virginia. Also, the area contains extensive high tech industry and major corporate headquarters stretching across New Jersey. Bell Atlantic, like Ameritech, has been very aggressive in deployment of digital services across the region and is also a leader in the implementation of ISDN. Bell Atlantic is further actively involved with the Defense Information Systems Agency (DISA), an agency of the Department of Defense, in the implementation of the new Defense Information Systems Network in the Washington area. The development and implementation of that network is based on ATM technology. Bell Atlantic has strategically positioned itself as a supplier of high speed digital services for both transport and local access. Bell Atlantic has further expanded this business focus to include multimedia applications. This strategy is evidenced by the recent attempt to acquire TCI, the largest cable service supplier in the US. Bell Atlantic is further enhancing its position as a reseller of complete business solutions to customers through an active third party alliances program. Bell Atlantic's strategy of pursuing the multimedia market, coupled with emphasis on high speed digital services, indicates Bell Atlantic is potentially a desirable business partner to remarket products in this segment.

Jim Howard Business Systems Services Manager, LAN Services 50 East Swedesford Road Frazer, Pennsylvania 19355 Tel: 610-993-6365 Fax: 610-640-9277	Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal Bell Atlantic office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.
Debbie Hoyle Procurement LAN/WAN 589 Phoenixville Pike Malvern, Pennsylvania 19355 Tel: 610-993-6750 Fax: 610-993-7663	Purchasing person responsible for the procurement of LAN products for use on internal Bell Atlantic office networks. LAN Products are the same as listed immediately above.

Debbie Scifo Director, Product Line Management Bell Atlantic Network Services Two Bell Atlantic Plaza 1320 North Court House Rd, 3rd Floor Arlington, Virginia 22201 Tel: 703-974-1230 Fax: 703-974-0577	Product Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal Bell Atlantic office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
Debbie Hoyle Procurement LAN/WAN 589 Phoenixville Pike Malvern, Pennsylvania 19355 Tel: 610-993-6750 Fax: 610-993-7663	Purchasing person responsible for the procurement of WAN products for use on internal Bell Atlantic office networks. WAN products are the same as listed immediately above.
Debbie Scifo Director, Product Line Management Bell Atlantic Network Services Two Bell Atlantic Plaza 1320 North Court House Rd, 3rd Floor Arlington, Virginia 22201 Tel: 703-974-1230 Fax: 703-974-0577	Product Management person responsible for selection, evaluation and approval of networking products to be installed for use in Bell Atlantic's PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Bill Suthard Purchasing Manager, PSTN Bell Atlantic Network Services Two Bell Atlantic Plaza 1320 North Court House Rd, 4th Floor Arlington, Virginia 22201 Tel: 703-974-3350 Fax: 703-974-8783	Purchasing person responsible for the procurement of networking products for use on Bell Atlantic's PSTN. Networking products are the same as listed immediately above.

Robert Powell Director, Strategic Alliances Bell Atlantic Business Systems Services 50 East Swedesford Road Frazer, Pennsylvania 19355 Tel: 610-296-6175 Fax: 610-889-0418	Management person responsible for the development, implementation and management of programs to resell, comarket or otherwise represent CPE products to customers of Bell Atlantic. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Robert Powell Director, Strategic Alliances Bell Atlantic Business Systems Services 50 East Swedesford Road Frazer, Pennsylvania 19355 Tel: 610-296-6175 Fax: 610-889-0418	Technical or product management person responsible for selection, evaluation and approval of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Bell Atlantic. CPE products are the same as listed immediately above.
Mary Evora Procurement Manager Business Systems Services 589 Phoenixville Pike Malvern, Pennsylvania 19355 Tel: 215-993-6747 Fax: 215-993-7673	Purchasing person responsible for the procurement of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Bell Atlantic. CPE products are the same as listed immediately above.

Frank Gramo
Bell Atlantic Telecommunications Group
Contract Manager
682 Park Avenue
East Orange, New Jersey 07017
Tel: 201-266-8940
Fax: 201-672-3410

Purchasing person responsible for the procurement of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Bell Atlantic. CPE products are the same as listed immediately above.

BellSouth

BellSouth, as shown in Figure 1, serves the area known as the Southeast, comprising the states of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina and Tennessee. This region is the fastest growing in the US, with a population now in excess of 50 million. The area features a growing base of light and heavy industry, with emphasis on electronics and telecommunications. The Government sector is large with numerous service, research, development and logistics agencies. Agriculture and tourism are also major contributors to the economy. Bell South, like Ameritech and Bell Atlantic, has been aggressive in deployment of digital services across the region. BellSouth has not, thus far, made as much progress as Ameritech and Bell Atlantic in the deployment of ISDN. However, over 80% of BellSouth's Central Office (CO) switches are already digital and they expect to provide ISDN availability to over 60% of total lines by the end of 1994. As with the other RBOCs, BellSouth has embarked upon a strategy of being a strong competitor in the high speed digital transport and local access market. BellSouth has also shown a keen strategic interest in multimedia and has been involved in acquisitions in that area. BellSouth has one of the more aggressive third party programs to work with vendors of hardware and software applications. The third party program includes reseller, alliance and comarketing opportunities. BellSouth is promoting LAN-to-LAN connectivity through alliances with systems integrators. Vendors of hardware and software are being encouraged to work with BellSouth and the systems integrators in the alliance program.

Rick Mathis
BellSouth Communications
Operation Manager, MIS/LAN
PO Box 5455
Roanoke, Virginia 24012
Tel: 703-983-6088
Fax: 703-983-6139

Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal BellSouth office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.

Karen Williams Manager, Supplier Relations BellSouth Communications Supplier Relations Office, Room 31C50 675 West Peachtree Street Atlanta, Georgia 30375 Tel: 404-420-6404 Fax: 404-872-1326	Purchasing person responsible for the procurement of LAN products for use on internal BellSouth office networks. LAN Products are the same as listed immediately above. Ms. Williams is the initial contact for all potential vendors at BellSouth. She enters the vendor information into a data base, and logs which BellSouth contract manager it was sent to for appraisal. If contract managers want additional information they route the request back through Ms. Williams.
Rick Mathis BellSouth Communications Operation Manager, MIS/LAN PO Box 5455 Roanoke, Virginia 24012 Tel: 703-983-6088 Fax: 703-983-6139	Product Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal BellSouth office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
Karen Williams Manager, Supplier Relations BellSouth Communications Supplier Relations Office, Room 31C50 675 West Peachtree Street Atlanta, Georgia 30375 Tel: 404-420-6404 Fax: 404-872-1326	Purchasing person responsible for the procurement of WAN products for use on internal BellSouth office networks. WAN products are the same as listed immediately above. Ms. Williams is the initial contact for all potential vendors at BellSouth. She enters the vendor information into a data base, and logs which BellSouth contract manager it was sent to for appraisal. If contract managers want additional information they route the request back through Ms. Williams.
Johnny Walker Senior Director, Product Management Southern Bell Center 675 West Peachtree Street, Room 34T65 Atlanta, Georgia 30375 Tel: 404-529-5026 Fax: 404-529-5820	Product Management person responsible for selection, evaluation and approval of networking products to be installed for use in BellSouth's PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.

Karen Williams Manager, Supplier Relations BellSouth Communications Supplier Relations Office, Room 31C50 675 West Peachtree Street Atlanta, Georgia 30375 Tel: 404-420-6404 Fax: 404-872-1326	Purchasing person responsible for the procurement of networking products for use on BellSouth's PSTN. Networking products are the same as listed immediately above. Ms. Williams is the initial contact for all potential vendors at BellSouth. She enters the vendor information into a data base, and logs which BellSouth contract manager it was sent to for appraisal. If contract managers want additional information they route the request back through Ms. Williams.
Diane Estes Third Party Product Management South S4I1 3535 Colonnade Parkway Birmingham, Alabama 35243 Tel: 205-977-2131 Fax: 205-977-3416	Management person responsible for the development, implementation and management of programs to comarket or otherwise represent CPE products to customers of BellSouth. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
David Dragon Director, Product Management BellSouth Communications Systems PO Box 5455 Roanoke, Virginia 24012 Tel: 703-983-6000 Fax: 703-983-6017	Product management person responsible for implementation and management of programs to resell CPE products to BellSouth customers. CPE products are the same as listed immediately above.

Mike Robey Manager, Product Market Research 675 West Peachtree Street Atlanta, Georgia 30375 Tel: 404-614-4719 Fax: 404-524-6726	Technical or product management person responsible for selection, evaluation and approval of CPE products to be comarketed or otherwise represented and promoted to customers by BellSouth. CPE products are the same as listed immediately above.
Karen Williams Supplier Relations Manager BellSouth Communications Supplier Relations Office, Room 31C50 Southern Bell Center 675 West Peachtree Street Atlanta, Georgia 30375 Tel: 404-420-6404 Fax: 404-872-1326	Purchasing person responsible for the procurement of CPE products to be comarketed or otherwise represented and promoted to customers by BellSouth. CPE products are the same as listed immediately above. Ms. Williams is the initial contact for all potential vendors at BellSouth. She enters the vendor information into a data base, and logs which BellSouth contract manager it was sent to for appraisal. If contract managers want additional information they route the request back through Ms. Williams.

NYNEX

NYNEX, as shown in Figure 1, serves the area known as the Northeast and New England. The area comprises the states of Maine, Massachusetts, New Hampshire, New York, Rhode Island and Vermont. Connecticut, conspicuously missing from this group, is served by Southern New England Telephone (SNET), an independent. This area is the original population and economic center of the US. Today it remains the leader in finance, banking and insurance, even though major corporations, along with the population, continue to migrate South and West. Route 128 around Boston is famous for it's concentration of computer, software and communications industries. Boston is equally well known for the large number of world class educational institutions. A major part of NYNEX business derives from the New York City metropolitan area, where competition is intense from alternate carriers featuring high speed digital services over fiber. NYNEX has not been as aggressive in the deployment of ISDN as some of the other RBOCs. However, they have made a major commitment to ISDN deployment and consider it a "strategic necessity" and a "baseline network architecture". Significant concentrations of ISDN availability have evolved in the areas of New York City and Boston. The NYNEX strategic direction is to be a major participant in high speed digital services for transport and local access to serve the emerging needs of multimedia and other data intensive applications.

Gary Beary Director, Business Office Manager MIS/LAN 1166 Avenue of the Americas, Room 2233 New York, New York 10036 Tel: 212-395-8825 Fax: 212-768-7864	Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal NYNEX office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.
W. Dwight McLeod, Staff Director Telesector Resources Group Supplier Relations 221 E. 37th Street New York, New York 10016 Tel: 212-338-7359 Fax: 212-476-5262	Purchasing person responsible for the procurement of LAN products for use on internal NYNEX office networks. LAN Products are the same as listed immediately above. All suppliers are processed through the Telesector Resources Group which in turn assigns them to specific contract managers.

Joe Wholley Data Communication Services 125 High Street, Oliver Tower Boston, Massachusetts 02110 Tel: 617-743-1863 Fax: 617-342-3007	Product Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal NYNEX office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
W. Dwight McLeod, Staff Director Telesector Resources Group Supplier Relations 221 E. 37th Street New York, New York 10016 Tel: 212-338-7359 Fax: 212-476-5262	Purchasing person responsible for the procurement of WAN products for use on internal NYNEX office networks. WAN products are the same as listed immediately above. All suppliers are processed through the Telesector Resources Group which in turn assigns them to specific contract managers.
Phil Bruno Staff Director, Switched Business Services 120 Bloomingdale Road, Room 219 White Plains, NY 10605 Tel: 914-644-5597 Fax: 914-686-4717	Management person responsible for selection, evaluation and approval of networking products to be installed for use in NYNEX's PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
W. Dwight McLeod, Staff Director Telesector Resources Group Supplier Relations 221 E. 37th Street New York, New York 10016 Tel: 212-338-7359 Fax: 212-476-5262	Purchasing person responsible for the procurement of networking products for use on NYNEX's PSTN. Networking products are the same as listed immediately above. All suppliers are processed through the Telesector Resources Group which in turn assigns them to specific contract managers.

Joe Gustafson Director, Marketing Development 120 Bloomingdale Road, Room 220 White Plains, NY 10605 Tel: 914-644-5013 Fax: 914-686-4717	Management person responsible for the development, implementation and management of programs to comarket or otherwise represent CPE products to customers of NYNEX. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Bob Lewis Alliance Director 120 Bloomingdale Road, Room 202 White Plains, NY 10605 Tel: 914-644-5414 Fax: 914-682-7831	Management person responsible for selection, evaluation and approval of CPE products to be comarketed or otherwise represented and promoted to customers by NYNEX. CPE products are the same as listed immediately above.

Pacific Telesis

Pacific Telesis, as shown in Figure 1, serves the states of California and Nevada. California, the largest state by population, has a well deserved reputation as a center of commerce, business and agriculture. The state features a broad concentration of industry in the areas of computers, software, telecommunications, microelectronics and entertainment. The economy is further driven by a large contingent of defense related industries. Pacific Telesis has not been as aggressive as Ameritech and Bell Atlantic in the deployment of basic rate ISDN across the region. However, extensive ISDN services are available in the San Francisco and Los Angeles areas. Pacific Telesis expects to have ISDN access available to more than 50% of total lines in 1994. Pacific Telesis also has a strategic focus to be a leading supplier of high speed digital services for transport and local access for such data intensive applications as multimedia.

Jim Jenkins Director, Data Communications Planning 2600 Camino Ramon, Location 3N153 San Ramon, California 94583 Tel: 510-823-2400 Fax: 510-275-0367	Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal Pacific Telesis office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.
Lannis W. Rugg Staff Analyst, LAN 2600 Camino Ramon, Location 3N500C San Ramon, California 94583 Tel: 510-901-6281 Fax: 510-830-2763	Technical person involved in selection, evaluation and approval of LAN products for purchase and use on internal Pacific Telesis office networks. LAN products are the same as those listed immediately above.

Vendor Procurement Information Line
2600 Camino Ramon
San Ramon, California 94583
1-800- 562-8000

Minority Business Procurement Group
Tel: 510-867-6923
Fax: 510-867-4414

Contract Managers Group
Room 1E450
Tel: 510-823-8992
Fax: 510-823-8992

Procurement of all LAN products for use on internal Pacific Telesis office networks is processed through the Vendor Relations Group which maintains a Supplier Information 800 line which directs the request to a representative from either the Minority Business Procurement Group or Contract Managers Group. One of their agents will contact the supplier.

Bob Lee
Product Manager
2600 Camino Ramon, Drop 4S155
San Ramon, CA 94583
Tel: 510-901-6498
Fax: 510-277-1808

Product Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal Pacific Telesis office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.

Vendor Procurement Information Line
2600 Camino Ramon
San Ramon, California 94583
1-800- 562-8000

Minority Business Procurement Group
Tel: 510-867-6923
Fax: 510-867-4414

Contract Managers Group
Room 1E450
Tel: 510-823-8992
Fax: 510-823-8992

Procurement of all WAN products for use on internal Pacific Telesis office networks is processed through the Vendor Relations Group which maintains a Supplier Information 800 line which directs the request to a representative from either the Minority Business Procurement Group or Contract Managers Group. One of their agents will contact the supplier.

Kathy Panfili Product Manager, Marketing 2600 Camino Ramon, Location 4S050G San Ramon, California 94583 Tel: 510-823-3625 Fax: 510-867-0149	Management person responsible for selection, evaluation and approval of networking products to be installed for use in Pacific Telesis' PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Mark Shen, Technical 3707 Kings Way, Room B22 Sacramento, California 95821 Tel: 916-972-4657 Fax 916-485-1435	Technical person responsible for selection, evaluation and approval of networking products to be installed for use in Pacific Telesis' PSTN. Products are the same as listed immediately above.
Vendor Procurement Information Line 2600 Camino Ramon San Ramon, California 94583 1-800- 562-8000 Minority Business Procurement Group Tel: 510-867-6923 Fax: 510-867-4414 Contract Managers Group Room 1E450 Tel: 510-823-8992 Fax: 510-823-8992	Procurement of all networking products for use on internal Pacific Telesis office networks is processed through the Vendor Relations Group which maintains a Supplier Information 800 line which directs the request to a representative from either the Minority Business Procurement Group or Contract Managers Group. One of their agents will contact the supplier.

Sam Mathan Ex Director Alliance/Sales 2600 Camino Ramon, Mail Drop 4S154 San Ramon, California 94583 Tel: 510-867-5557 Fax: 510-277-1808	Management person responsible for the development, implementation and management of programs to resell, comarket or otherwise represent CPE products to customers of Pacific Telesis. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Michelle Jester Manager, Joint Marketing Ventures 2600 Camino Ramon San Ramon, CA 94583 Tel: 510-901-6308 Fax: 510-866-9625	Technical or product management person responsible for selection, evaluation and approval of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Pacific Telesis. CPE products are the same as listed immediately above.
Carol Ikami Procurement CPE 2600 Camino Ramon, Room 1E102 San Ramon, CA 94583 Tel: 510-823-0470 Fax: 510-867-4414	Purchasing person responsible for the procurement of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Pacific Telesis. CPE products are the same as listed immediately above.

Southwestern Bell

Southwestern Bell, as shown in Figure 1, serves the states of Arkansas, Kansas, Missouri, Oklahoma and Texas. The region is well known for its base of energy related industries, particularly in Oklahoma and Texas. The area also features a significant agricultural base and extensive Government installations, such as NASA at Houston. The electronics industry is also an important contributor to the economy with major activity in Austin, Dallas-Fort Worth and Houston. St. Louis is famous as the home of Anheuser-Busch. Wal-Mart, the nation's largest retailer is headquartered in Arkansas. Southwestern Bell has been less aggressive in the deployment of basic rate ISDN services than the other RBOCs, however, they expect to have over 30% of total lines with access to ISDN in 1994. Major concentrations of ISDN capability do exist in Dallas-Fort Worth, Austin, Houston, Oklahoma City, St. Louis and Kansas City. Southwestern Bell plans to provide almost 50% of lines in major metropolitan areas with access to ISDN in 1994. Like the other RBOCs, Southwestern Bell is focusing strategically on being a major competitor in high speed digital service for transport and local access to address data intensive applications.

Bruce Gessley District Manager Building Design Systems/LAN One Bell Center, Mail Drop 10PO2 Saint Louis, Missouri 63101 Tel: 314-235-9576 Fax: 314-235-9214	Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal Southwestern Bell office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.
Marie T. Waechter-Klepac Procurement Contract Manager 1010 Market, Suite 810 Saint Louis, Missouri 63101 Tel: 314-235-8265 Fax: 314-331-1519	Purchasing person responsible for the procurement of LAN products for use on internal Southwestern Bell office networks. LAN Products are the same as listed immediately above.

Tim Wolfe Director, Network Operations One Bell Center, 15th Floor Saint Louis, Missouri 63101 Tel: 314-235-2761 Fax: 314-235-2822	Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal Southwestern Bell office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
Marie T. Waechter-Klepac Procurement Contract Manager 1010 Market, Suite 810 Saint Louis, Missouri 63101 Tel: 314-235-9265 Fax: 314-331-1519	Purchasing person responsible for the procurement of WAN products for use on internal Southwestern Bell office networks. WAN products are the same as listed immediately above.
Mr. Delbert Duncan District Manager, Product Technican One Bell Center, 13th Floor Saint Louis, Missouri 63101 Tel: 314-235-1517 Fax: 314-335-1293	Management person responsible for selection, evaluation and approval of networking products to be installed for use in Southwestern Bell's PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Marilyn Lewallen Manager, Information Release & Services 1010 Market, Suite 710 Saint Louis, Missouri 63101 Tel: 314-235-8327 Fax: 314-235-8601	Purchasing person responsible for the procurement of networking products for use on Southwestern Bell's PSTN. Networking products are the same as listed immediately above.

Pete Aube Director Product Management and Sales 1000 Des Peres Road, Suite 105 St. Louis, Missouri 63131 Tel: 314-822-6454 Fax: 314-957-3519	Management person responsible for the development, implementation and management of programs to resell, comarket or otherwise represent CPE products to customers of Southwestern Bell. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Pete Aube Director Product Management and Sales 1000 Des Peres Road, Suite 105 St. Louis, Missouri 63131 Tel: 314-822-6454 Fax: 314-957-3519	Technical or product management person responsible for selection, evaluation and approval of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Southwestern Bell. CPE products are the same as listed immediately above.
Lynn Hale Manager, Procurement 1000 Des Peres Road, 3rd Floor St. Louis, Missouri 63131 Tel: 314-235-8320 Fax: 314-821-6093	Purchasing person responsible for the procurement of CPE products to be resold, comarketed or otherwise represented and promoted to customers by Southwestern Bell. CPE products are the same as listed immediately above.

U.S. West

U.S. West, as shown in Figure 1, is geographically the most diverse of the RBOCs. The territory stretches westward from the Great Lakes to the Pacific and southward from the Canada-US border to the Mexico-US border, covering 14 states. The states are Arizona, Colorado, Idaho, Iowa, Minnesota, Montana, Nebraska, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming. The region is also economically diverse. Washington state is famous for Microsoft and Boeing, while the northern plains states to the east of the Rocky Mountains are known for agriculture and ranching. Novell is headquartered in Utah. Arizona continues to emerge as a center for electronics, with significant business migration from California. Hewlett-Packard calls Oregon home, while New Mexico is home to Sandia Laboratories, Department of Energy facilities. In terms of installed telephone line count, U.S. West is one of the smaller of the RBOCs, exceeding only Southwestern Bell. It is also smaller than GTE, the largest independent. U.S. West has been slow in implementation of ISDN, but now expects to have more than 50% of all lines with access to ISDN in 1994. Significant concentrations of ISDN are found in the Seattle area, with rapidly expanding service to Microsoft. Boeing, in the same area, has been a user of ISDN for several years. U.S. West, like the other RBOCs, is focusing on high speed digital transport and local access technologies to serve the emerging needs of data intensive applications.

Kevin Ericson LAN Administrator/Manager 181 Inverness Drive West Englewood, Colorado 80112 Tel: 303-643-2808 Fax: 303-643-2599	Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal U.S. West office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.
Loretta Purcell Material Procurement Manager 181 Inverness Drive West Englewood, Colorado 80112 Tel: 303-643-2824 Fax: 303-643-2599	Purchasing person responsible for the procurement of LAN products for use on internal U.S. West office networks. LAN Products are the same as listed immediately above.

Jim Butler Director, Marketing Resource/MIS 9394 West Dodge Road, Suite 300 Omaha, Nebraska 68114 Tel: 402-384-3734 Fax: 402-384-3862	Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal U.S. West office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
Loretta Purcell Material Procurement Manager 181 Inverness Drive West Englewood, Colorado 80112 Tel: 303-643-2824 Fax: 303-643-2599	Purchasing person responsible for the procurement of WAN products for use on internal U.S. West office networks. WAN products are the same as listed immediately above.
Larry Hornbeck Planning and Engineering Group 198 Inverness Drive West Englewood, Colorado 80112 Tel: 303-784-2809 Fax: 303-784-1798	Technical person responsible for selection, evaluation and approval of networking products to be installed for use in U.S. West's PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Lou Ann Manning Manager, Contracts Group 188 Inverness West, Room 270 Englewood, Colorado 80112 Tel: 303-397-8994 Fax: 303-397-8862	Purchasing person responsible for the procurement of networking products for use on U.S. West's PSTN. Networking products are the same as listed immediately above.

Diana Latimore Product Manager CPE Business Resource Group 5090 North Forty, Suite 140 Phoenix, Arizona 85018 Tel: 602-954-8437 Fax: 602-954-8409	Product management person responsible for the development, implementation and management of programs to resell, comarket or otherwise represent CPE products to customers of U.S. West. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.
Diana Latimore Product Manager CPE Business Resource Group 5090 North Forty, Suite 140 Phoenix, Arizona 85018 Tel: 602-954-8437 Fax: 602-954-8409	Product management person responsible for selection, evaluation and approval of CPE products to be resold, comarketed or otherwise represented and promoted to customers by U.S. West. CPE products are the same as listed immediately above.
Lou Ann Manning Manager, Contracts Group 188 Inverness West, Room 270 Englewood, Colorado 80112 Tel: 303-397-8994 Fax: 303-397-8862	Purchasing person responsible for the procurement of CPE products to be resold, comarketed or otherwise represented and promoted to customers by U.S. West. CPE products are the same as listed immediately above.

Bellcore

Bellcore is headquartered in New Jersey, with several locations throughout that state. Bellcore is owned and funded by the RBOCs and conducts numerous projects involving research and development, technology and product evaluations, standards, market research and marketing. The projects, which involve issues common to the businesses of the RBOCs, are managed by Bellcore, with oversight by various committees made up of RBOC representatives. Companies other than the seven RBOCs are also involved in certain Bellcore projects and consequently participate in the funding of those projects. An example would be the participation of Cincinnati Bell and Southern New England Telephone (SNET), both independents, in Bellcore ISDN activities. Bellcore is the repository and publisher of generic requirements, standards and interface information necessary for manufacturers to develop and market products which are compatible with the PSTN. Bellcore is structured to support the network product, service and information needs of the RBOCs and thus maintains sizable and very capable technical, product management and marketing organizations.

Dan Clayton
Executive Director, Vice President
Technical Support
444 Hoes Lane
Piscataway, NJ 08854
Tel: 908-699-7500
Fax: 908-336-2920

Technical management person responsible for selection, evaluation and approval of LAN products for purchase and use on internal Bellcore office networks. Products include concentrators, intelligent hubs, network interface cards, modems, ISDN terminal adapters, network operating systems software, fax hardware and software, applications software, file servers, print servers, communications servers and wireless LANs.

Candice Jones
Corporate Purchasing
8 Corporate Place
Piscataway, New Jersey 08854
Tel: 908-699-7855
Fax: 908-336-2356

Purchasing person responsible for the procurement of LAN products for use on internal Bellcore office networks. LAN Products are the same as listed immediately above.

Patricia Deering Executive Director Network Services System 444 Hoes Lane, Location 4D976 Piscataway, New Jersey 08854 Tel: 908-699-8680 Fax: 908-336-2832	Management person responsible for selection, evaluation and approval of WAN products for purchase and use on internal Bellcore office networks. Products include bridges, routers, compression equipment, SNA concentrators, 3270 emulators, CSUs, DSUs, X.25 packet equipment, ATMs, multiplexers and modems.
Candice Jones Corporate Purchasing 8 Corporate Place Piscataway, New Jersey 08854 Tel: 908-699-7855 Fax: 908-336-2356	Purchasing person responsible for the procurement of WAN products for use on internal Bellcore office networks. WAN Products are the same as listed immediately above.
Zach Gilstein, Assistant Vice President Digital Network Capabilities 331 Newman Springs Road Red Bank, NJ 07701 Tel: 908-758-5100 Fax: 908-758-4334	Product line management person responsible for coordination with the RBOCs for selection, evaluation and approval of networking products to be installed for use in the PSTN. Products include CSUs, DSUs, modems and modem racks, remote subscriber units, channel banks, T1 equipment, Fractional T1 equipment and X.25 packet equipment.
Donna Bastien, Executive Director Product Line Management 331 Newman Springs Road Red Bank, NJ 07701 Tel: 908-758-4603 Fax: 908-758-4421	Product management for deployed services including AIN, CCCS, ISDN and PCS.
Stagg Newman, Executive Director Product Line Management 331 Newman Springs Road Red Bank, NJ 07701 Tel: 908-758-4302 Fax: 908-758-4409	Product management for broadband services including fast packet, SMDS, Frame Relay and ATM.

Karen Fitzgerald ISDN Product & Project Management 445 South Street, Loc. 2F299 Morristown, New Jersey 07960 Tel: 201-829-4947 Fax: 201-829-2632	Product management for ISDN services, basic rate and primary rate.
Brian Dibble Director, Third Party Programs 290 West Mt. Pleasant, Location 4E223 Livingston, New Jersey 07039 Tel: 201-740-3586 Fax: 201-740-6949	Management person responsible for the coordination with the RBOCs of programs to resell, comarket or otherwise represent CPE products to customers of the RBOCs. CPE products include LAN, WAN, software applications and telephone equipment. Specific products include concentrators, intelligent hubs, LAN interface cards, LAN operating systems, modems, ISDN terminal adapters, fax hardware and software, network management software, file servers, print servers, communications servers, wireless LANs, bridges, routers, compression equipment, CSUs, DSUs, X.25 packet equipment, ATM equipment, multiplexers, video conferencing hardware and software, automatic call distributors (ACD), voice messaging systems, key systems, PBXs and telephone handsets.

III. HELPFUL RESOURCES TO PURSUE RBOC OPPORTUNITIES

A number of third party resource organizations are available to work with manufacturers who wish to do business with the RBOCs. These organizations take many forms, but generally can be grouped into certain categories. The categories are consultants, regional marketing organizations, manufacturers representatives, distributors and resellers.

Consultants - Most consultants involved in assisting companies with establishing a business relationship with the RBOCs are former RBOC employees themselves. They have established a consulting business in the area of telecommunications marketing and sales focused on bringing products to market. Working with the RBOCs to assist manufacturers in the product approval and acceptance process is a part of their business. They are typically compensated on a fee basis with additional success based incentives, such as commissions or bonuses.

Regional Marketing Organizations - These companies function much as a manufacturer's "Regional Sales Office" would operate. They may cover a large geographic region such as the Southeast US. The region covered may be the same or nearly the same as a RBOC service region. They usually work with manufacturers to establish distributor or reseller relationships in their region, but may do some direct sales as well. These companies are also usually involved in promoting the products through various marketing activities such as seminars, public relations, direct mail and local advertising. They may also be involved in the first level of service and support. They do not usually purchase products for resell or maintain inventories. They are typically compensated on a fee basis for specific activities, with commissions on product sales.

Manufacturers Representatives - These organizations represent manufacturers to either resellers, distributors or end-user customers. They function to bring the manufacturer together with the distribution channel or customer and typically leave product promotion to the manufacturer. They do not normally purchase products for resell or hold inventories and have minimum involvement in service and support, leaving those activities to the manufacturer. Manufacturers representatives are compensated by commissions on product sales.

Distributors - These companies may purchase product for resell and maintain product inventories. They sell products to both resellers and end-user customers and frequently provide service and support. They are compensated by the discounts received on products.

Resellers - Sometimes known as dealers or systems integrators, resellers deal directly with the end-user customer. They typically provide solutions, such as LAN installations or PBX installation and support. They are compensated by the discounts received on products from distributors or manufacturers. They also perform fee based consultative type activities for their customers, such as training or ongoing technical support. Most resellers are not qualified to assist a manufacturer in developing business with an RBOC; however, there are some resellers with that specific business focus.

The most qualified organizations outside a manufacturer's own sales staff to assist in the process of developing business with the RBOCs are usually regional marketing organizations or independent consultants. Manufacturers representatives tend to focus more on the reseller, although some do have experience with the RBOCs as resellers. Distributors tend to focus on large end-user customers and resellers. A select group of resellers with a focus on pursuit of RBOC business can be effective in assisting a manufacturer.

IV. TIPS AND RECOMMENDATIONS

It is important to keep in mind that selling to an RBOC as a user, distributor or alliance partner is likely to be long process requiring patience, persistence and perseverance. The RBOCs are, after all, very large corporations with internal business goals and objectives. These goals and objectives may not be obvious to a new company marketing to the RBOCs and can require a significant investment of time to understand. While the process may require a significant investment of time, the financial returns from a successful relationship can be well worth that investment. To place the potential returns in the proper perspective, consider that the RBOCs have thousands of sales people covering all areas of the US, even the smaller cities. Further, the RBOCs are all moving in the direction of supplying total business solutions to their customers, rather than only network information transport services. This combination of market coverage and strategic direction bodes well for the company which is willing to persist and build a positive business relationship with the RBOCs.

While the qualities of patience, persistence and perseverance are necessary ingredients in building a positive business relationship with the RBOCs and Bellcore, these qualities can best be augmented by being readily available and responsive to their requests and information needs. Ready accessibility and responsiveness sends a message that the company indeed has a keen desire to build a mutually beneficial relationship and can be relied upon to properly support end-user customers. It is also desirable to be proactive in the relationship by taking the initiative in such activities as regular follow up and the arranging of meetings and conference calls. This further demonstrates a sensitivity to the need to properly support customers.

Smaller companies without the resources to maintain a sales person in each RBOC region should consider local representation. This can be accomplished most cost effectively by engaging an agent, a representative or a distributor in each region. These relationships are typically commission based, with fees for certain special activities, such as seminars or trade shows. The local party selected should have knowledge of the RBOC and understand the buying process. Typically, smaller regional organizations can be more successful than the large national distributors in working with the RBOCs on behalf of smaller companies.

The company seeking to build a relationship with the RBOCs or Bellcore must understand their overall business and goals and objectives. This includes understanding the various sales organizations and how to best work with them. It is also important to remember the RBOCs are vitally interested in products which utilize their network services and thus enhance sales of those services. The successful company will understand this relationship and take advantage of the RBOC's product interests.

All the RBOCs are undergoing significant restructuring, reorganizing and rightsizing. These changes are creating considerable movement inside the RBOCs. In some cases certain organizational responsibility is moving from one city to another. At a minimum, many people inside the RBOCs are changing responsibility as activities are consolidated. Should an individual noted in this guide be affected by the changes, then the user of the guide should persist in seeking out that individual to obtain the name of the new responsible party. Should it be impossible to locate the individual, then the user of the guide should contact either vendor relations within the procurement organization, product management within the marketing or technical organizations or third party programs management, usually within marketing or sales.

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