

GUYRE
ASSOCIATES
INC

Dear Russ,

Like Digital, I face some tough choices. There is no way to replace our largest and best client overnight. Unless I can get a little help from the inside to recover some Digital business, I will have to downsize and dismantle a resource that has served CSS well for years. If our services are no longer needed, we can deal with that. But, I would hate to make my decisions based on a lack of response, only to find out later that I misunderstood your needs. I know you have much bigger problems to deal with personally, but a definitive response from someone you trust would be appreciated.

Sincerely,

Bob

*Attached response
from Gene Nelson*

*Call Bob Guyre
Gene Nelson is
the person he needs
to talk
with.*

*He makes the
call. Support
Gene's memo
to him.*

August 3, 1993

Mr. Gene Nelson
Digital Equipment Corporation
PO Box 9501
Merrimack, NH 03054-9501

COPY

22 Haverhill Road
P.O. Box 550
Windham, NH 03087
Tel 603-432-6300
Fax 603-425-2197

Dear Gene,

I am writing to ask if you and your people value our service enough to make a case for reinstating us as a resource for marketing projects? Without a client who wants our support and a champion to point out the value of our services, no one at corporate has any incentive to consider us despite our strong contribution to CSS success over the past twelve years. It is not unusual to use this method to clean a supplier list.

I hear third hand that Russ Gullotti asked Fritz Aumann to look into the matter, and that Fritz in turn asked Dave Rasmussen to review our case. When I talked to Dave Rasmussen today, he was candid about his own job search taking priority over ours, and I certainly can't blame him.

One of the obstacles we face is the misconception that we are just a communication vendor. We are a technical marketing company with science, engineering, computer, graphic and business management credentials ... and we know your business. It is true that the majority of our work is considered "communication" work, but that's only because it is the way that marketing knowledge, business strategy and sales messages are conveyed to those who need them. Our projects have also included sales training, product development, organizational development, documentation and product training.

I am proud of our capabilities the contributions we have made. We are a problem solving resource with a lot to offer. Perhaps we can be helpful in a capacity not classified as communications under Charlie Holleran. I am sensitive to the fact that you have a lot of important issues demanding your attention, but I may be able to help with some of them.

I will do whatever I can to help you prepare our case for presentation to the "powers-that-be." I would appreciate the opportunity to meet with you or your staff to review your objectives and our ability to help you achieve them. Can we get something going? I'll call in a few days for your answer.

Sincerely,

Robert F. Guyre, Jr., President

PS: I have included a brief backgrounder for your information.

cc: Russ Gullotti

MARKETING
MEDIA PRODUCTION
ELECTRONIC IMAGES
PRESENTAION GRAPHICS

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Background ... Bob Guyre

After receiving his BS in Mechanical Engineering in 1964, Bob Guyre began his professional career in nuclear power development and test engineering with Newport News Shipbuilding and Dry Dock Company and continued at Combustion Engineering. After receiving his Masters in Business Administration in 1969, he moved to sales engineering and marketing management in the utility industry with United Technologies and then Helix Technology. He was personally responsible for capital equipment sales approaching \$50 million. In 1979, he formed Guyre Associates to provide marketing support services to technical companies in the business-to-business marketplace. In this capacity he has personally accounted for nearly \$5 million in service sales. In 1987, Bob completed the study and test requirements to become a B/PAA Certified Business Communicator.

The key words energy, environment, propulsion, fuel, manufacturing, electronics, computers and software summarize Bob's technical experience while the key words marketing, communications, computer graphics, graphic arts, product development, documentation and training identify the focus of his work today. Clients consider him to be an effective problem solver, devil's advocate, writer and communicator. Guyre Associates maintains extensive in-house human and personnel resources to support its mission helping clients respond to market targets of opportunity.

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Robert F. Guyre, Jr., CBC
PRESIDENT

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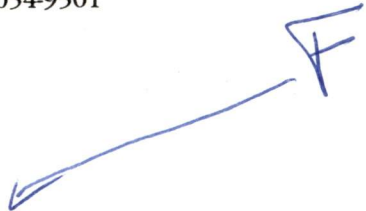
COMMUNICATION

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Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

August 09, 1993



digital

Mr. Robert F. Guyer, Jr.
President, Guyre Assoc. Inc.
P.O. Box 550
Windham, NH 03087

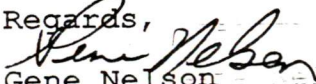
Dear Bob:

This is in answer to your letter dated August 3, 1993. I talked with Dave Rasmussen regarding your request to get help on being considered for our marketing projects. The status is as follows:

1. All Custom Systems marketing communications work is presently handled via internal resources or vendors who are on the Digital "approved vendors" list.
2. In order for our group to use your services, you must satisfy the requirements to be an approved vendor as defined by Digital's Corporate Marketing Communications department. Although we will be happy to support you, the case for approval must be made by your firm.
3. We use both internal resources and external vendors for our marketing projects. You have a familiarity with our business and a track record of delivering quality services. We would be happy to support your efforts to achieve approved vendor status.

For details of the approval process, please contact Jim Kelley ((603) 884-1919). Jim works in my group under Larry Dunham (Sales and Marketing Manager for Custom Systems).

We value the services we have received from Guyre Associates over the years. I'll be checking the progress on this matter. Please don't hesitate to call me with any issues.

Regards,

Gene Nelson
U.S. Custom Systems Manager
(603) 884-7895

cc: Russ Gullotti

/clb

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GUYRE
ASSOCIATES
INC

May 18, 1993

Mr. Russell Gullotti, Vice President
Digital Equipment Corporation
Digital Drive MK02-2/C2
PO Box 9501
Merrimack, NH 03054-9501

22 Haverhill Road
P.O. Box 550
Windham, NH 03087
Tel 603-432-6300
Fax 603-425-2197

Dear Russ,

I am writing to ask you to lend your support to our request to be allowed to continue providing sales tools to Digital. After twelve years of delivering solid support to you and your staff, our company has been dropped from the qualified supplier list. A copy of our petition to Mr. Holleran is enclosed.

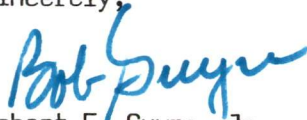
We have delivered cost effective turnkey projects to CSS for years with annual billings averaging \$250K to \$400K. The quality of our service and strong contribution to CSS' success has been continually reconfirmed by CSS' staff. We are proud to have set standards of service by which others are measured.

We have invested twelve years getting to know one another well enough to function as an effective rapid response team in support of your sales goals. We know from experience that qualified resources who know the Digital environment and its customer base are limited. Our staff includes technical marketing managers with engineering and graduate business degrees, a record of success closing equipment and service business, and B/PAA Business Communicator Certification. These experienced communicators are assigned to help create successful sales tools, manage your projects and help your staff.

Will you please let Mr. Holleran and his staff know that we have demonstrated a long history of providing the kind of support that you need to meet US Area goals and ask him to include us on the qualified vendor list? I will be happy to meet with you or your staff to answer questions or elaborate on our capabilities as they relate to helping you meet your goals.

May I hear from you?

Sincerely,



Robert F. Guyre, Jr.
President

cc: Fritz Aumann
Charles Holleran
Gene Nelson

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PRESENTATION GRAPHICS

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FOR

TECHNOLOGY

*A - Call Fritz
I have no idea who they are
or how they are used by CSS.
Does he? Does he
want them as a
supplier?
M*

GUYRE
ASSOCIATES
INC

COPY

May 17, 1993

Mr. Charles Holleran
Digital Equipment Corporation
146 Main Street
Maynard, MA 01754-2571

22 Haverhill Road
P.O. Box 550
Windham, NH 03087
Tel 603-432-6300
Fax 603-425-2197

Dear Mr. Holleran,

Quite frankly, I'm puzzled and very concerned.

I am concerned because we have been told that we are no longer authorized to work for Digital despite twelve years of overwhelmingly positive client feedback and a corresponding increase in allocation of our resources to your needs at the request of our Digital clients.

I am puzzled because I don't understand why any client would want to stop using a resource that has demonstrated superior service at low cost over the broadest possible range of marketing projects.

We have been a qualified Digital vendor since our consulting agreement was signed in 1981. Since then, we have served as the marketing special forces unit for Digital's Computer Special Systems group. CSS under Russ Gullotti, and more recently under Fritz Aumann, has a history of exceptional profits and sustained growth. We know we contributed to their outstanding success and we plan to build on that experience, making even more substantial contributions in the future.

We have fulfilled our mission with sufficient accuracy and efficiency to remain invisible to all but the people we have served. We now find ourselves in a position where the authorization to continue with our work may be decided by people who have no idea who we are or what we've accomplished.

Please allow me to introduce our company with some history. As a marketing manager for high tech companies, I was often frustrated by the inability to respond to unforeseen short-term targets of opportunity because the necessary resources were not available. Providing those marketing resources to technical companies in the business-to-business marketplace became the mission statement upon which I founded Guyre Associates. I am proud to report that we have developed a reputation for ... and the resources to support ... fast, accurate response at moderate cost. We have fulfilled the needs of your marketing people, always on or ahead of schedule, often under budget, and have come to the rescue on many occasions when internal resources or other vendors were unresponsive. We are prepared to continue.

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ELECTRONIC IMAGES
PRESENTATION GRAPHICS

COMMUNICATION

FOR

TECHNOLOGY

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ASSOCIATES
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Mr. Charles Holleran
May 17, 1993
Page 2

We applaud your efforts to consolidate and streamline marketing communications resources to increase sales and return on communications investment. We have been meeting those goals at Digital for years. Our staff is well qualified to accept the strategic and tactical challenges associated with the quest to improve communications and we believe we have demonstrated that competency. As a customer of Digital, and with our production largely computer based, we understand your world in a way that enables us to contribute to a broad range of marketing and communications problem solving. We are known as early adopters, quick to find and use the newest and best tools available. The tools we use today have allowed us to cut the cost of most projects by more than half over the last ten years.

Please review the attached project highlights for some examples of past successes.

The kind of support we provide is only possible because we have a staff of multi-talented creative people willing to work day and night to achieve your objectives. Because these professionals are a small and closely knit team, and because they have the latest and best production tools to work with, most projects are turnkey, and completed entirely in-house. This allows us to streamline the process and cut both cost and lead time by eliminating some of the normal production steps. In most cases, we also eliminate the double markups inherent with subcontracting.

After ten years of presentation production, we have been told that we are no longer qualified because we are not on the OPAL vendor list. While we support the concept of OPAL, and supply OPAL compliant materials when required, we chose not to become an OPAL service bureau because we felt we could add the most value to Digital programs by focusing on CSS objectives. At that time OPAL was not expected to play a large role in CSS activities. Furthermore, most of our work was at a higher level with larger file sizes than could reasonably be supported over a wide area network when the OPAL vendors were qualified over a year ago by virtue of their ability to image DECpresent slides.

While we have an excellent graphics staff, we are a marketing resource, applying our technical and market knowledge to the graphic projects we execute. This knowledge, combined with twelve years of Digital experience, makes us more than a graphics house to the CSS Marketing and Marketing Communications staff. We want to continue helping Digital produce cost effective presentations that meet sales and organizational objectives.

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INC

Mr. Charles Holleran
May 17, 1993
Page 3

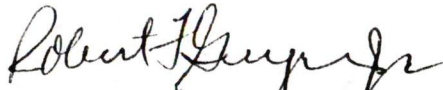
When we are called upon to produce communications materials, we start with strategic objectives and add value by helping identify the audience, focusing the message and developing verbal and visual communications that support both the content and tone of the message. Our staff includes technical marketing managers with engineering and business degrees, a record of success closing equipment and service business, and B/PAA Business Communicator Certification. These experienced communicators are assigned to help create successful sales tools, manage your projects and help your staff. Most of our clients agree that the greatest value we add is the willingness and ability to play "devils advocate", challenging each project from an outside perspective to be the best that it can be.

I could go on, but that would be counterproductive. I'm sure that CSS management will tell you that a compact, high performance business unit focused on low volume, quick-to-market custom services requires a marketing support organization with the same self-contained, fast response capabilities. Like you, we strive to be best-in-class. Our goal is to maintain our first place position on that list.

Please authorize us to continue supporting Digital custom products and services. I will call you in a week to make an appointment to discuss our work in person with you or your associates, or to answer any questions you might have. In the interim, please feel free to call me.

Thank you in advance for your consideration.

Sincerely,



Robert F. Guyre, Jr., President

cc: Russ Gullotti
Fritz Aumann
Gene Nelson
Jeff Sands
Doug Towle
Vivian Bridgewaters
Ray McIntosh

22 Haverhill Road
P.O. Box 550
Windham, NH 03087
Tel 603-432-6300
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"We applaud your efforts to consolidate and streamline the marketing communications process to increase sales and return on communications investment. Surely you will want to know that we have been meeting these goals at Digital on a smaller scale for years."

"Our staff is well qualified to accept the strategic and tactical challenges associated with the quest to improve communications and we believe we have demonstrated that competency."

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MEDIA PRODUCTION
ELECTRONIC IMAGES
PRESENTATION GRAPHICS

COMMUNICATION
FOR
TECHNOLOGY

Selected Digital Project Highlights

Digital Goal: Consolidate and streamline the marketing communications process to increase sales and return on communications investment

GA Solution: When the color overhead transparencies which the field found so effective were too expensive to reproduce in the quantities required, we proposed to replace them with cibacopy overheads at one third the cost. To assure fast response without rush charges, we installed production capability in house.

GA Solution: When staff photographers were unable to respond to the short lead times of custom product production, we made our photographer available on-call and completed photo sessions with more setups and more film formats in less time and at lower cost than any other resource. And because of our cibachrome capability, photos were often on a Digital customer's desk within a day or two.

Digital Goal: Add value by providing support for the strategic and tactical challenges associated with the quest to improve communications

GA Solution: Some years ago, Digital offered a range of modem products, each designed to meet different needs, and each with its own highly technical data sheet. Customers and sales people alike were having difficulty sorting out the issues and selecting the appropriate modem. We proposed the use of a decision tree to help the users focus their search and produced a piece showing the "way through the modem maze." Before long, decision trees were being used to position other products like printers and today have become commonplace throughout Digital's literature.

GA Solution: On another occasion, the telecom people wanted to use a slide chart to emphasize the savings on telephone charges that could be achieved by multiplexing but couldn't figure out how to design one with two variables. We were back in two days with a working prototype of a dual-slide slide rule that performed the actual calculation using ATT rate schedules.

GA Solution: Since CSS specialized in low volume, special purpose point products, they had to find a way to educate the field sales force so that they would push the product. We proposed, researched, wrote and produced compact, comprehensive sales guides which included not only product description, but also technical education, customer profile, economic evaluations and application specific information. The strongly positive reception in the field was reinforced by an associated increase in sales.

Selected Digital Project Highlights(cont'd)

"As a customer of Digital, and with our production largely computer based, we understand your world in a way that makes us able to contribute to a broad range of marketing problem solving."

"We are known as early adopters, quick to find and use the newest and best tools available. The tools we use today have allowed us to cut the cost of slide production by more than half "

"The kind of support we provide is only possible because we have a staff of multi-talented creative people willing to work day and night to achieve your marketing objectives."

Digital Goal: Minimize lost time by using suppliers that understand computers and the computer marketplace.

GA Solution: Our first association with Digital was that of a customer responding to the needs of another client. Before PCs came to market, and before inquiry fulfillment software became commercially available, we purchased a WT78 (PDP-8) and wrote an inquiry fulfillment application package in DIBOL. For years we provided inquiry fulfillment, tracking and lead analysis for that client and later for you.

GA Solution: More recently, for another client, in addition to advertising and PR. we helped define the functionality, design the user interface and write the documentation for one of the leading image editing software packages. Recognizing the business potential for this new application, we attempted to play matchmaker and introduced Digital to the product. Unfortunately, the package was returned unopened and the product along with the company was acquired by Micrografx.

Digital Goal: Increase communications effectiveness without increasing cost by using resources that are quick to adopt the latest and best available tools.

GA Solution: We pursued and implemented scanning and electronic photo drops for presentations while others were still doing them optically at high cost. And because we helped develop image editing tools we were also among the first to be able to retouch the images to reflect model changes. Costs were reduced by more than half while the quality of the materials produced were significantly enhanced.

Digital Goal: Provide an emergency response capability to protect Digital's image from those tasks that inevitably fall through the crack.

GA Solution: Guyre Associates is prepared to work day and night when the need arises. Whether its signage for equipment added at the last minute, or name badges for last minute attendees, or presentation materials to support unforeseen changes in the marketplace - no task is too small or unimportant if it helps grow our client's business.