Thank you, George, and hello everyone.

There is nothing quite as satisfying -- just plain fun, really -- as seeing a business idea become reality. And very few things Control Data has done have been as personally satisfying to me as Control Data Business Advisors. The idea for BAI actually arose as a result of thinking about management development. Management training is one of the toughest jobs any company faces. A crucial element of good decision-making is simple perspective -- being able to look at a problem from different points of view or find a new way to approach a problem. And that's what "perspective" helps you do. Now, perspective is not something you "train" into people; mostly it's a matter of experience. But in a big organization, managers tend to become isolated and specialized. The way they "see" things is shaped for them by the culture and rules and structure of the organization. Some years ago, to help managers break out of those ruts, I was thinking about some
sort of internal program in which they would spend a week or
two each year as a consultant to another part of the company.
Discussing this with my colleagues brought out two related
observations. One was that the value of getting outside the
daily routine was true for all employees, not just managers.
The second was that there is an incredible array of talent and interests in Control Data.

Coupling those thoughts to the enormous need small businesses have for management assistance led to the concept of a "Talent Pool" and through it the genuine possibility of an affordable, quality consulting service for such businesses. Of course, we soon learned that because we had developed some unique management expertise and services for internal use at Control Data, there was a large consulting opportunity that went beyond small business.

So while it's not entirely wrong to think of Business Advisors as a consulting firm, it has a history that gives it some characteristics -- in addition to its entrepreneurial drive -- which distinguishes it from any other such firm.

The talent pool became reality and is now over 2,000 strong. The original concept, as I noted, involved only Control Data people, but as the word has spread about BAI, people from
outside Control Data have joined the talent pool so that now about half its members are from outside the company. These are available on an as-needed basis and represent a collective resource greater than any other firm can claim. Their talents cover the spectrum from market research to computer-aided design and manufacturing to human resource development. From the talent pool we can assemble a working team capable of performing effectively in any one of 50 functional business areas -- as the need arises, for as long as the need exists. When Business Advisors isn't using these experts, of course, they're working in their regular jobs.

Because of its original small business orientation, Business Advisors has approached the whole problem of management assistance from a different cost perspective than the standard consulting firm. Beyond the talent pool concept, that orientation led to a basic strategy revolving around standard consulting packages and products. We realized that such an approach to management assistance -- though it has its own set of potential pitfalls -- was the only one small business could afford. We also knew that computer technology -- PLATO in particular -- offers the promise to help deliver standard products in a very individualized way. But more and more it has become clear that such an approach is just as good for large business clients as it is small ones.
Business Advisors has a further advantage in that, while it's vigorously independent, it has continuing access to Control Data's resources in developing and delivering products. And as its largest customer, Control Data continues to be an excellent testing ground for new ideas.

For example, Control Data, like every big company, spends a lot of resources on corporate overhead. But instead of simply asking ourselves how we might reduce overhead, a few years ago we asked whether it would be possible to turn administrative functions from expense into profit-making entities. And so we are -- through Business Advisors.

As George mentioned, that has meant transferring some 150 Control Data employees to BAI, including the entire Human Resource Development organization. Tonight, I'm pleased to announce that Business Advisors has just acquired Control Data Temps -- and will now be offering qualified temporary office help, security and technical staffing as part of its human resource services.

A second branch of Business Advisors is Marketing and Planning Services. According to Peter Drucker, business consists of only two things -- innovation and marketing. If he's right, half of everything a business needs is available right here.
Our third main branch is Small Business Services, which is, as I noted, the core of the original concept. We all know from the small business failure rates that starting a new company is at best a risky proposition, and, more frequently than not, a losing one. Nonetheless, even during severe recessions, such as we have just had, there are an enormous number of business start-ups. So the "want-to" is there even if the "know-how" isn't. Supplying that "know-how" is where Business Advisors come in.

Yet another operation which is now part of Business Advisors is the Venture Capital group, which, through a MESBIC and SBIC, provides more affordable equity financing to small business.

Virtually all of Business Advisors' products have been developed during the past quarter century in response to a business need within Control Data. That means they've been tested, refined, and they work.

The core of the Business Advisors' staff also comes out of Control Data. You could say they, too, have been tested and refined, and they work. They also have a collective real-world experience level that probably can't be duplicated outside of a major technology firm.
I also see something else in the people who work for Business Advisors that I like. And that is a true appreciation of their roles in the success of the business. Like every entrepreneurial venture, BAI's success is a matter of individual performance and accountability.

No short cuts, no handouts, and no waiting for someone else to do it. That's the attitude it takes; that's the attitude I see. That's the attitude which will assure the success we set out to achieve.

Thank you.