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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

| | |
|------------------------|---|
| Proceeding | 91179897 |
| Party | Plaintiff Information Builders, Inc. |
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| Submission | Testimony For Plaintiff |
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| Date | 12/11/2009 |
| Attachments | PX71 of 87.pdf (2 pages)(220640 bytes) PX72 of 87.pdf (4 pages)(242429 bytes) PX73 of 87.pdf (3 pages)(538373 bytes) PX74 of 87.pdf (2 pages)(379656 bytes) PX75 of 87.pdf (1 page)(142699 bytes) PX76 of 87.pdf (45 pages)(1850515 bytes) |



Search



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Host-Based Reporting

The Corporate Standard for Enterprise Business Information Systems

Over the past 30 years, FOCUS has become the enterprise standard for mission-critical decision support applications at thousands of the world's leading corporations, institutions, and government agencies. Why? Because the combination of power, efficiency, reliability, and portability of FOCUS for custom application development, reporting, and analysis has never been equaled by any other software in any operating environment. FOCUS systems have been mastered by more than a million users working on virtually every computer platform, from mainframe to PC.

Throughout the evolution from host-centric computing to today's Web and client/server systems, FOCUS has been improved countless times. Many of the original FOCUS applications are still in place and have simply been redeployed on new, more efficient operating platforms or re-engineered to be compatible with the latest GUI front-end tools.

- FOCUS application development and reporting tools provide maximum functionality for non-technical business managers to business analyst/power users to professional developers.
- FOCUS can create reports from virtually any database, relational or legacy.
- FOCUS reports and applications are portable and scalable to more than 35 operating systems, including IBM mainframes, Compaq OpenVMS and NonStop™ systems, AS/400s, and an array of UNIX platforms, such as HP-UX, AIX, Solaris, and others. So users on multiple computer platforms throughout an enterprise can run the same consistent reports.
- FOCUS users in every major industry are finding it easier than ever to build and maintain custom applications and reports in Windows, Windows NT, even the Internet.
- In the history of the software industry, few products have offered a more open upward-migration path or more remarkable return on investment.

For information on leveraging your powerful FOCUS infrastructure for unparalleled reporting capabilities, check out the [FOCUS to WebFOCUS](#) solution center.

Learn More

- White Paper: [Business Intelligence on the Mainframe](#)
- White Paper: [MainFrame FOCUS Release 7.6 — CPU Performance Improvement Benchmark](#)
- Read [TABLE FILE CAR](#), the FOCUS quarterly
- Find out what's new in the latest release: [FOCUS for Mainframe](#) and [FOCUS for UNIX](#)



Search

Home >> Products >> Host-Based Reporting (FOCUS) >> Free Business Requirements Analysis

What Would It Be Worth to Make Sure You're Getting the Most From Your FOCUS Investment?

New Releases...New Programs

Each new release of FOCUS raises the bar with new tools and enhancements that extend users' capabilities while lowering the cost of running the systems on which your business depends.

We've put together several programs to help you take advantage of these new features, most of which are free and offer significant operational and development cost benefits, as well as improved ease of use.

Learn How Recent Developments Can Reduce Your Costs – Call for a Free Consultation With a Systems Engineer

Sign up now to have a FOCUS Systems Engineer visit your site and show you features added in our 7.0 series of releases. Over 50 features are covered in this intensive one-hour session and you can explore areas of interest in the question and answer session that follows.

Analyze FOCUS Usage at Your Site for Better Efficiency – Take Our Free Resource Analyzer Challenge

To complement the feature overview, we also offer a free FOCUS utilization analysis. We'll install Resource Analyzer to review day-to-day FOCUS usage statistics at your site and answer the questions:

- How widespread and efficient is your FOCUS usage?
- Are users unknowingly wasting valuable computer resources?
- Could simple adjustments here or there return great savings?
- Do usage statistics indicate that you could apply these new features to your advantage?

In addition to free use of Resource Analyzer, you also get a free week of the Systems Engineer's time to install Resource Analyzer, work with you to monitor its use, and summarize the findings and implications in a formal presentation to you and your management team.

Sign up now!

(Required fields are in bold)

- Yes, I'd like a Systems Engineer to visit.
- Yes, I'd like to take the Resource Analyzer Challenge.

First Name

Last Name

Title

Company

Address

City

State

Select Your State/Province

Zip/Postal Code

Country

United States

Phone

Fax

E-mail

How should we contact you?

- E-mail
- Phone
- Fax

Is there someone else you know who might benefit from these offers?

Name

Phone

E-mail

Privacy Statement 

Need more information?

- Call our hotline to quickly determine whether this offer is appropriate for you: (800) 969-INFO and ask for more information on the Resource Analyzer Challenge.
- [Ask us to contact you](#)

(Offer subject to mutual agreement by both parties.)

Learn More

Call Me

- [Hear from an Information Builders representative](#)

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For more information visit our [Web site](#).



USER FORUM
Information Builders

You're Invited

Network and Learn

Register Today : FOCUS Users of New England (FUN)
Friday, October 16, 2009



FOCUS Users of New England (FUN) invites you to join us for a day of information sharing and networking at Nathan Hale Inn.

FUN is an all-volunteer, independent forum for users of Information Builders' solutions including **FOCUS**, WebFOCUS, EDA/SQL, Maintain, and iWay technologies. You are sure to take away valuable tips and techniques from our dedicated membership and product experts.

Join us for this informative event and you'll be eligible to participate in a raffle for a great prize!

We look forward to seeing you! Please [register](#) today.

For more information please visit the [FUN website](#).

Send \$90 Registration Check to or pay onsite:
FUN FOCUS Users of New England
P.O. Box 230094
Hartford, CT 06123-0094

Agenda: ([click here to download the full agenda in Word doc](#))

8:00 - 8:45 a.m. Registration, Coffee and Danish

8:45 - 9:00 a.m. Welcome & Announcements

9:00 - 10:00 a.m. Split Sessions:

What is the zIIP Chip and how does Information Builders support it?

Presented by Joel Starkman, Information Builders

This presentation will show you how to do more with what you have. Save Money on Your Business Intelligence Applications by Using Your IBM Mainframe.

OR

Cutting-Edge Techniques to Enhance Your WebFOCUS Applications and Reports

Presented by Porter Thorndike, Information Builders

Includes highly graphical examples of advanced report layouts and formatting, dashboards and robust parameterized reports.

10:00 - 10:15 a.m. Break

Register Now

Date

Friday, October 16, 2009

Time

8:00 a.m. - 4:00 p.m.
Eastern Time
*** Breakfast & Lunch
Provided ***

Location

Nathan Hale Inn
(On the campus of
University of
Connecticut)
855 Bolton Rd
Storrs, CT 06268
(860) 427-7888

Questions

Please Contact:
[Buck Wong](#)
[Carol Dobson](#)
or [Donna Cascardo](#)

Online Community

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Have an Edpack?

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10:15 - 11:15 a.m. Split Sessions:

FOCUS and WebFOCUS Output Formats: The More you Know

Presented by Renee Teatro, Information Builders

Presentation reviews features available in the most common output formats in FOCUS and WebFOCUS. Learn how to lock an entire spreadsheet or a specific column using the EXL2K format or how you can freeze areas of HTML output, such as HEADINGS and COLUMN TITLES, while scrolling the data. Lots of great tips!

OR

Data Quality Management

Presented by Kam Wong, Solutions Architect, Information Builders

This session will focus on data quality and master data management. When you pull a report do you get reliable and relevant information? Are your reports up to date, consistent, and is everyone in your organization seeing the same thing? Let us show you how we can help you manage and solve your data quality issues.

11:15 - 11:30 a.m. Break

11:30 a.m. - 12:30 p.m. Split Sessions:

WebFOCUS/FOCUS Tips and Techniques, Didcha' Know?

Presented by Noreen Redden, Information Builders

If you've ever thought, "It's a shame that FOCUS can't do that,"? We'll show you how! Often new features are added between major releases, but get lost in the shuffle of upgrading or ensuring old procedures still work, etc. So, we'll talk about some of the newer features, such as holding pipe delimited data, as well as discuss techniques and answers.

OR

WebFOCUS 7.6.9 and Beyond

Presented by Brian Suter, Information Builders

New, exciting, relevant emerging Web technologies. Enhancements in core product, reporting, casting, server scalability, and data integration. New innovations in the business intelligence introduced. These are outside of core BI, built on the WebFOCUS platform that provides high value/cost savings. These extensions include query and analysis, cube browsing, predictive analytics, XBRL, ETL, and electronic publishing. Come hear about WebFOCUS InfoAssist which is the latest innovation for Business Intelligence ad hoc reporting providing a single facility that meets all of the needs of the business user. This browser based application utilizes the latest in rich internet technologies and boasts a cutting edge interface designed to facilitate a logical and simple workflow.

12:30 - 1:30 p.m. Lunch

1:45 - 2:45 p.m. Split Sessions:

What's New With Dates

Presented by Renee Teatro, Information Builders

This session will review the date and date/time functions. Moving a date to a point in time, formatting dates, and date arithmetic will be discussed.

OR

Complex Business Graphs Made Simple

Presented by Porter Thorndike, Information Builders

Has a graph ever looked impossible? Did you ever think, "I can't do that?" Don't see the complexity, look for the simplicity. When you step back and see a graph at its base level, it becomes simpler. This presentation will show how to simplify seemingly complex graphs, making the impossible possible, using development tools. Don't think about why it's difficult; know why you can deliver it.

2:45 - 3:00 p.m. Break

3:00 - 4:00 p.m. Split Sessions:

The SUM of All Things: SUBTOTALS and RECAPs and WHERE TOTALs, Oh My!

Presented by Noreen Redden, Information Builders

After the basic SUM, how to use those summed columns? What is the difference between COMPUTE and RECAP? How can you sort by a SUBTOTAL? How can you see TOTALs, but only SOME of the details? We'll discuss new features and how to get what you want even if you are not in the latest and greatest.

OR

Back to FOCUS Basics

Presented by Renee Teatro, Information Builders

Sometime we need a little refresher. This FOCUS session will bring you back to some of the key tips.

We look forward to seeing you! Please [register](#) today.

Everyone makes decisions.

Sent from Information Builders, Inc., Two Penn Plaza, New York, NY 10121.

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**Information
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WebFOCUS

iWay Software

informationbuilders.com

DN4101096.1208

For more information visit our [Web site](#).



USER FORUM
Information Builders

You're Invited

Network and Learn

New York User Forum - Wednesday, November 18, 2009

Come and meet with other WebFOCUS and iWay users in the New York area! This is a can't miss event where you will hear about the latest WebFOCUS and iWay features, network with other customers, and learn amazing tips and techniques.

We look forward to seeing you! Please [register](#) today.

Every attendee will have a chance to win an MP3 Player and more!!

Agenda:

9:00 - 9:30 a.m. **Registration, Breakfast and Welcome**

9:30 - 10:30 a.m. **FOCUS in a WebFOCUS World by Walter Blood**

You've invested in FOCUS development over the years and you have a sizeable store of focexecs, masters, reports, applications that are useful, essential, even critical to your business. WebFOCUS offers exciting new development possibilities. You can bring much of this FOCUS investment into the Web world with minimal change. This presentation will explore these changes and the opportunities they provide.

10:30 - 11:15 a.m. **Customer Presentation: Steve Simon, State Street Corporation**

Come hear how State Street Corporation moved from FOCUS to WebFOCUS.

11:15 - 11:30 a.m. **Break**

11:30 a.m. - 12:00 noon **"Look mom, no code? Codeless Application Development"**

Hear first-hand how an organization leverages iWay and WebFOCUS for multiple applications developed specifically to improve the efficiency of sharing information within, and across, multiple organizations.

12:00 - 12:45 p.m. **Networking Lunch**

12:45 - 1:15 p.m. **Customer Presentation: Dan McDonald, NBTY (Nature's Bounty)**

How often do you get to see actual End-Users develop reports? In the case of NBTY, two end-users with accounting backgrounds, no programming experience, were able to develop WebFOCUS financial reports, with drill-down and displace Lawson Reporting, on the iSeries, IBM's Midrange Server.

1:15 - 1:45 p.m. **CMA Consulting, Mick Davis**

The New York Early Intervention System (NYEIS) is a Java Enterprise-based case management system that manages the services provided to children enrolled in the Early Intervention program in the State of New York. NYEIS provides referral and intake, evaluation, service planning and authorization, claiming and billing, provider application and approval and provider management. NYEIS utilizes the iWay Service Manager, Data Migrator and WebFOCUS products from Information Builders."

Register Now

Date
Wednesday, November 18, 2009

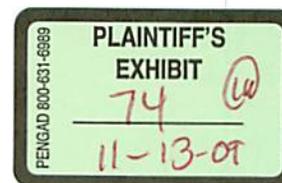
Time
9:00 a.m. - 4:00 p.m.
Eastern Time

Location
Information Builders
Two Penn Plaza
27th Floor
New York, NY 10021

Questions
Contact:
[Donna Cascardo](#)

Online Community
[Register for Focal Point](#)

Have an Edpack?
[Invest in Education](#)



1:45 - 2:00 p.m. **Break**

2:00 - 2:45 p.m. **iWay: Enabling Data Quality**

This session will focus on data quality and master data management. When you pull a report do you get reliable and relevant information? Are your reports up to date, consistent, and is everyone in your organization seeing the same thing? Let us show you how we can help you manage and solve your data quality issues.

2:45 - 3:15 p.m. **Performance Management for your WebFOCUS users!**

PMF provides a great way to leverage what you are already doing with WebFOCUS and take it to new levels. You can use PMF to easily manage metrics, combine different WebFOCUS applications, add new data authorization, or simply to deliver new dashboards for your existing WebFOCUS applications. Come see how PMF can do these things, make it easier to support more users, and save time and money deploying new applications. You will also see many new features including Flex gadgets and Risk Management capabilities.

3:15 - 3:30 p.m. **WebFOCUS Education Certification Enhancements**, presented by Donna Cascardo

3:30 - 4:00 p.m. **Q&A and Raffle!! MP3, Memory Sticks, and more!!**

Register today.

Everyone makes decisions.

Sent from Information Builders, Inc., Two Penn Plaza, New York, NY 10121.
If this was sent to you in error, or you would prefer not to receive communications from us in the future, please [e-mail](#) us or visit our Web site.

**Information
Builders**

WebFOCUS

iWay Software

informationbuilders.com

DN4101096.1208

FOCUS for the zIIP Engine

You probably have one or more zIIP engines running on your mainframe today – saving you CPU dollars.

Now FOCUS runs on zIIP too!



Quick Facts

- The zIIP processor will be available in mainframe FOCUS release 7.6 starting in Q3 2009
- A zIIP processor improves the overall cost of running FOCUS. All workload directed to the zIIP is free of CPU charges and opens the general processor to handling other queued work
- About 80 percent of FOCUS processing is zIIP-enabled. Actual savings are determined by local tuning of Workload Manager

For more on benchmarks, read the white paper at www.informationbuilders.com/whitepapers.

About zIIP

- A zIIP is almost entirely a cost-saving mechanism, not a performance enhancer. CPU consumption is not counted toward the maximum observed capacity of an LPAR
- No program runs entirely on zIIP. The zIIP absorbs sub-task work from the general processors and only performs what is enabled (e.g. I/O is not performed on the zIIP)
- Although a program is zIIP-enabled, Workload Manager determines when to redirect all or part of the program to the zIIP, based on site-specific performance expectations and on available zIIP capacity at each moment
- FOCUS calls all other services from the general processor, such as system sort, database products, and third-party functions

Learn More

To find out more about FOCUS for zIIP engines, talk to an Information Builders representative today. Contact your local Information Builders office, visit us at informationbuilders.com, or in the U.S. and Canada, call (800) 969-4636.

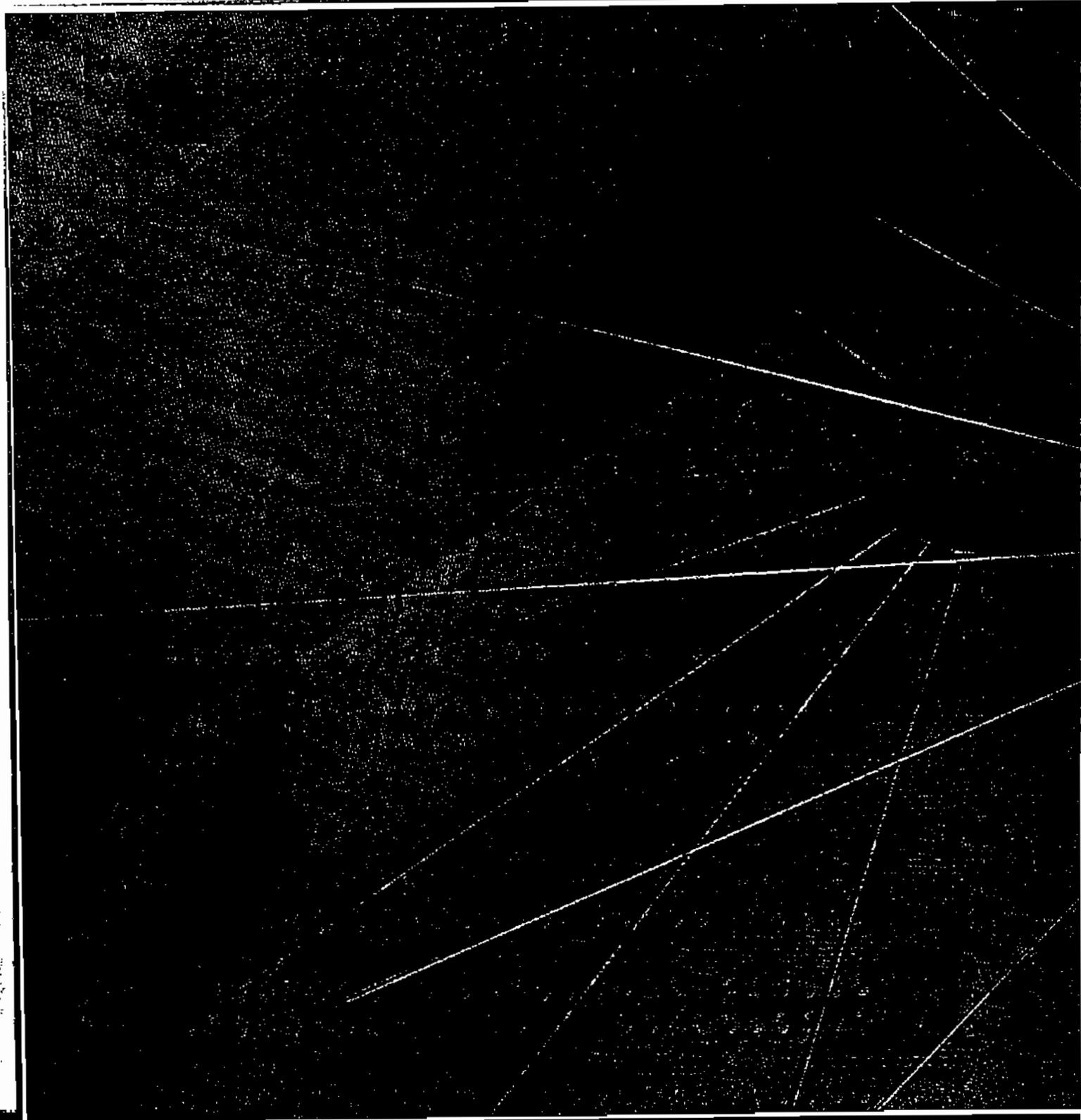
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THE PRODUCTION
BUILDERS

Information Builders
25 Years of IT Innovation



**Information
Builders.**





Gerald D. Cohen
President and Founder

Introduction

It may seem strange for one organization to survive for 25 years in an industry in which new companies start up on day one, get famous on the second, and then merge with someone else on day three.

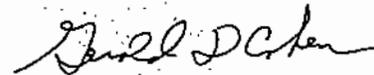
And yet Information Builders remains right in the thick of the Internet revolution. In fact, WebFOCUS is our fastest-growing product. But we have always been in the forefront of major IT innovations: Our original FOCUS product, introduced in the heyday of time-sharing computers, allowed people to manage information remotely and do reporting through an interactive front-end terminal -- a novelty at the time.

Most computer companies from that era of time-sharing are gone. So are numerous others from the '80s that offered PC products. In 1990, just as the client/server style of computing was catching on, we introduced EDA/SQL. Most other client/server companies are now gone. The same pattern is beginning to emerge with Internet companies.

Information Builders has endured and even prevailed in this highly competitive atmosphere for several reasons. One is that many of our original customers still use our products, including those for the Web. Like our more recent customers, they know they can rely on us for premier cutting-edge computer technology. We also provide unparalleled service -- taking no customer, new or old, for granted.

In this anniversary history, you will see how we have enhanced our products and invented new ones over the years -- and meet some of the people who made these milestones possible.

As we look ahead to the Internet world, we will continue to hold three tenets of faith that have always been important in Information Builders' success. First, to supply superior customer service. Second, to create new products that will enable the latest technologies to be delivered in the most usable forms to our customers. And our third article of faith: to give our customers the priceless advantage of an experienced, knowledgeable, and productive staff. These are the tenets that will guide us in the new millennium.



Gerald D. Cohen



Gerry Cohen (left), Mary Slagowitz, and Peter Mintelma in 1975.

Information Builders started out as a three-man operation in a 1,000-square-foot office on the 14th floor of 254 West 31st Street.

Beginnings

No question about it, 1974 was a year of monumental change: Nixon resigned. The U.S. and East Germany established diplomatic ties. And Henry Aaron broke Babe Ruth's 40-year-old record of 714 home runs.

That same year, work also began on an obscure government project conceived only the year before. The idea was to develop communication protocols that would allow computers to communicate across multiple, linked networks. The system of networks would eventually be dubbed "the Internet."

By coincidence, the Vice President of Software at the Mathematica Corporation, a prestigious consulting company in Princeton, New Jersey, was getting restless in 1974. Gerry Cohen had created the company's popular RAMIS program that permitted non-programmers to construct their own information systems. Mathematica was more interested in the consulting side of the business, so in 1975, Gerry and Mathematica colleague Peter Mittelman set up shop as "Information Builders, Inc." — an imposing name for a two-man company located on half of the 14th floor of 254 West 31st Street in Manhattan, right next to a typewriter-repair shop.

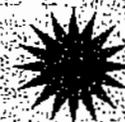
Two months later, Marty Slagowitz, the director of New Jersey Education Computer Network, joined the team to oversee customer support, consulting, and educational services. The core of the fledgling company was complete.

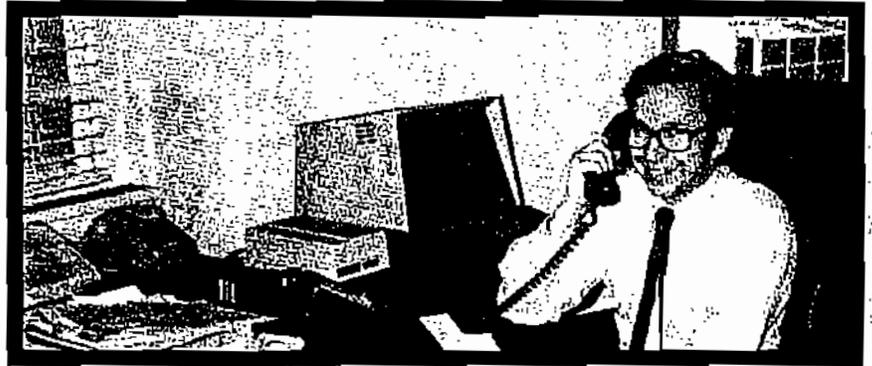
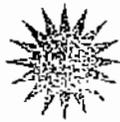


Marty, Gerry, and Peter today.

The original breakdown remains exactly what it is today. It was easy, considering that at the time we were dividing nothing. We shook hands and it was the best deal the three of us ever made. There were no lawyers involved. I have never regretted any part of it. We have had lots of fights over the years, but never about the agreement.

— Peter Mittelman





Gerry Cohen



Peter Mittelman

The first people in our office were Gerry, Peter, myself, and a secretary. We did the original breakdown of the partnership on a placemat in a Howard Johnson's in Piscataway, New Jersey, off Route 287. I still have the placemat somewhere.

— Marty Slagowitz

Marty Slagowitz



FOCUS: The Flagship Sets Sail

Information Builders was officially incorporated on March 3, 1975 (one month before Bill Gates and Paul Allen opened for business as "Micro-Soft"). From the beginning, the idea behind Information Builders was simple – if not exactly easy. "We wanted to provide a system that would allow people who were not computer programmers to access the information they needed when they needed it, regardless of where the data resided," Gerry recalls. "Most programmers dreaded having to write a computer program every time someone had to get information. We worked to get them out of that situation."

The first order of business was to refine and implement the software idea that Gerry had conceived at Mathematica. The three partners labored into many a night developing the product – now renamed FOCUS. "We had a new idea – a fourth-generation language that anyone could use to get information," Gerry says. "The new technology we developed put an end to the notion

that programmers had to prepare all reports. FOCUS made it possible for non-programmers to do their own. From that point on, the necessity of writing COBOL programs to get reports went the way of the dinosaurs."

Tymshare distributed the inaugural release of FOCUS the following year. The Silicon Valley-based service bureau installed FOCUS on its network and rented out the usage of this innovative new product to companies around the world. By the end of 1976, Tymshare boasted numerous customers in North America – all requiring software like FOCUS that allowed them to conveniently build systems outside their regular data-processing establishments.

Tymshare let users connect from a remote keyboard through a connection line to a mainframe – and nobody had to know where those mainframes were located. "Sounds like what we now do every day," Gerry comments. But in 1975, it was visionary.

Within two years, FOCUS customers included the Army Corps of Engineers, what is now known as US West, Ameritech, Southwestern Bell, Citibank, the U.S. Department of Justice, and Colgate-Palmolive. "All are still customers to this day," Gerry exults.



COLGATE-PALMOLIVE

Colgate-Palmolive bought only one VM copy of FOCUS to replace COBOL on their internal systems. The global consumer products giant used FOCUS to create a COBOL-to-FOCUS conversion tool called CTF.

"Tymshare grew with us," Gerry points out. "They added nodes to their global communication network, allowing us to sell FOCUS to an international clientele."

Tymshare's growth by 1980 opened the marketplace for FOCUS sales in France, Germany, England, and eventually Japan. Early overseas time-sharing

customers included the British Oxygen Corporation, an international supplier of industrial gases and related equipment, and May & Baker, a large pharmaceutical manufacturer.

SB

SmithKline Beecham

SmithKline Beecham in France built a FOCUS application to chart the clinical trial analyses of new drugs.

When the **Army Corps of Engineers** needed an application to produce construction project budgets for Congress, Gerry wrote the Master File descriptions himself.

Learning to Teach

The growing number of customers created the need for FOCUS classes. Gerry taught the first FOCUS training class in 1977 to an audience at Information Builders' first customer site – the American Can Company in Greenwich, Connecticut.

While Gerry and Peter continued to refine FOCUS, Marty was personally responsible for consulting, training, customer support, and installations. Marty recalled the early technical support organization. "Gerry, Peter, and I took the calls," he remembers. "If a client phoned with a FOCUS question, we'd put him on hold. Then the three of us would stand in the hallway and negotiate who would take it."

Information Builders has been "present at the creation" for every leap forward in the IT revolution over the last 25 years. As time-sharing yielded to minicomputers and PCs, and as client/server applications and the Web transformed business, Information Builders has kept pace – and forged ahead.

Time-Sharing
1975

Information
Builders
incorporated

FOCUS
introduced

Microsoft founded

UNIX goes on the market

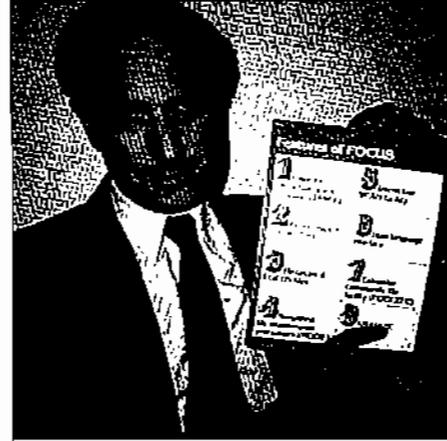
Space Shuffle

All this time, the Internet remained little more than a gleam in the Defense Department's eye. But changes were sweeping through the data-processing industry. Computer hardware costs were dropping, while personnel costs and application backlogs were headed in the opposite direction. As the ideal tool for developing in-house applications, FOCUS fit this new environment perfectly, and Information Builders' staff mushroomed to all of 15, now including personnel and salespeople to sell FOCUS directly to large businesses with mainframe computers.

In a move symbolic of the technological sea change to come, the software company supplanted the typewriter-repair shop to occupy the entire 14th floor.

But as the company continued to grow, even this proved insufficient, so Information Builders annexed the floor below, which was connected by an internal spiral staircase. And Dave Kemler, District Manager for the New Jersey-based Informatics Timesharing Co., arrived to head up the budding sales organization.

"We built a Relationship Management Customer Portability System for Merrill Lynch's Florida-based credit corporation that's still in use," says Peter. "Things were very simple back when we only had FOCUS. I made it and Dave Kemler sold it – a simple business plan that worked very well."



Dave Kemler

Dave's first two FOCUS sales were to the New England-based Analytical Science Company, makers of electronic payroll management tools, and First Boston Bank. "I sold both accounts within two months of joining the company," Dave recalls.



1976

Steve Jobs and Steve Wozniak design the Apple I, which consists mainly of a circuit board.

Timeshare distributes FOCUS

Cray Research introduces the first commercial supercomputer.

1978

Intel debuts the 8086, the first commercially successful 16-bit processor. However, it proves to be too expensive to install in early computers.

Class Consciousness

As the volume of FOCUS customers grew, Marty refined the existing FOCUS training course and created a schedule. "We used to offer a class whenever people wanted one, but I decided it was time to establish a calendar of available classes," Marty says. "The idea was, if you publish a train schedule, people will show up to catch the train."

Information Builders became the first software company to run regularly scheduled courses. The first official education calendar offered quarterly training courses. Today the education calendar includes more than 35 courses taught year-round.

FOCUS Users Unite

Meanwhile, customers also wanted to start a forum to discuss FOCUS technical issues. In early 1979 Merrill Lynch sponsored the first FOCUS user group meeting in Manhattan, hosted by cofounders Lenore Shapp of Merrill Lynch and Wally Smith of HBO. Representatives from 21 companies, including RCA, attended the FUSE (FOCUS Users for System Enhancements) meeting.

In April, FUSE incorporated and became one of the largest independent user groups in the world. "The original FUSE membership could fit into a cafeteria," comments Art Greenhaus, hired in 1979 as Information Builders' first Tech Rep. "By the mid-'80s, we had to rent out a hotel."

Art remembers an early FUSE meeting where he arrived late, took off his jacket, and started to answer questions. "Dave Kemler thought this was extremely casual and would turn people off," Art explains. "But after the meeting, users came up to me and told me how impressed they were that a real technical guy rolled up his sleeves and jumped right in."

Continuing this spirit of hands-on helpfulness, Art and his colleague Noreen Redden soon became the stars of FUSE events, thanks to their hugely popular FOCWizard presentations.

1979

Cellular telephones are tested in Chicago and Japan

FUSE, FOCUS
users group
formed

First FUSE
meeting
sponsored by
Merrill Lynch in
Manhattan

First branch
office opens in
Palo Alto, CA

IBM commissions Microsoft to write the operation system for its new PC



Noreen Redden and Art Greenhaus

Grow, Team, Grow

By this time, Information Builders was hiring more people, with a widening range of skills and expertise, but the job application process remained relatively simple. Lila Goldberg, a former New York City public school teacher, joined as Gerry's administrator. "At the time I was hired, all applicants had to be interviewed by Gerry, Peter, and Marry," Lila recalls. "And all three had to agree to the hiring. I passed inspection." Among the talents she brought to her new position was a rare and invaluable one: "Since I taught handwriting in school, I was the only one who could read and interpret Gerry's handwriting."

The staff, which now numbered 20, all wore multiple hats. The corporate culture of Information Builders was established from the start, and it was to

endure. As Lila summarizes it, "The company allowed people with talent and ambition to take on responsibilities to develop their own job specialties."

With more customers outside the Eastern seaboard, Dave Kemler brought in the company's first salesperson, Dave Feldstein. Jeff Winters was hired and assigned the daunting task of supporting the West Coast. "This was a pretty big territory," Jeff remembers. "I was doing installations in Houston, Dallas, St. Louis, and Los Angeles."

Gary Kettleson from Tymshare came aboard to assist Jeff in expanding the Western market. Together they opened the company's first branch office in Palo Alto, California.

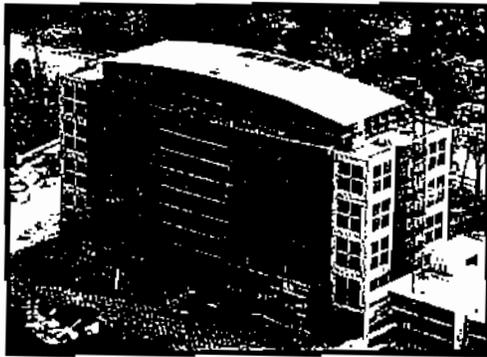
Six months later, Dave Feldstein opened the Chicago Branch with another Information Builders staffer, Jerry Mara. "Our territory was everywhere but California and the very East Coast," Jerry explains. "We had everything in between, including Canada." They settled on Chicago as the most central location.



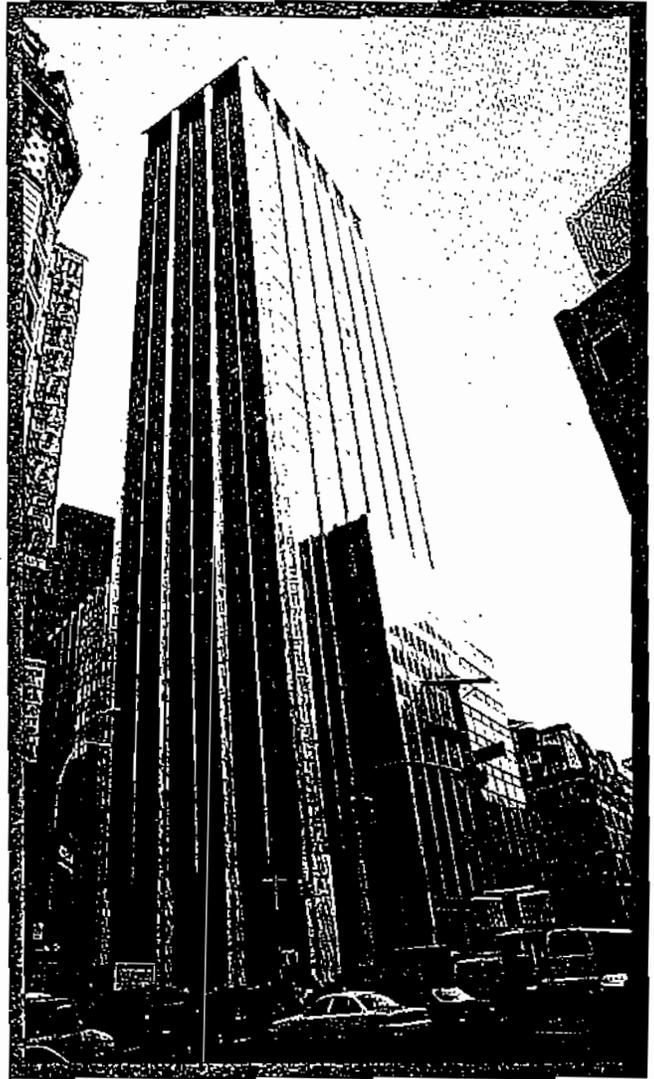
Lila Goldberg and the spiral staircase.



Staffers outside the Sydney, Australia (above left) and Netherlands (right) offices of Information Builders.



The Chicago Branch recently moved to this new building in Downer's Grove.



Information Builders moved into larger quarters at 1250 Broadway in 1980.

With drilling operations just starting in the North Sea, Britoil's newly created IT department used FOCUS to build a host and deploy a number of critical applications.

The Bright Lights of Broadway

After five years, the 31st Street offices had become cramped and overburdened. In July 1980 the company moved its entire operation to the 38th floor of 1250 Broadway. "It was a big decision," Gerry reveals. "Should we leave our building with a beautiful spiral staircase and take a place in a skyscraper with growth potential?" The answer turned out to be: Sure, why not?

Gerry likens the relocation to Chairman Mao's long march in Hunan Province. "The early survivors of the party marched with all their belongings...from 31st to 32nd Street," he recalls. "A hard, long journey."

Before Information Builders moved into 1250 Broadway, there was so much

room that the blueprints allowed for a staff lounge. But the company was growing so fast – doubling its staff within the year from 36 to 77 – that by the time construction was finished, the lounge became the Hotline space for four people.

By now it was clear that FOCUS' potential extended across borders, and the first international contract was signed, with an agent in Sweden – a service bureau called Datema that began successfully selling the product.

At the end of 1980, Mark Boyles of Tymshare UK cofounded Information Builders' London office, consisting of a broom closet, one chair, and one telephone. The big breakthrough came soon – in April 1981 – when Britoil signed a

contract that allowed Information Builders' London subsidiary to staff a real office.

In 1981, an article in *Datamation* magazine about a FOCUS system for the U.S. Navy called FOCUS a "fourth-generation language, or 4GL," and a new term was born. "We are proud that this universally known term, adopted by so many other software products, was originally intended for us," Gerry says. "Becoming the first recognized 4GL product created a stir and caused a lot of buzz in the industry."



Minicomputers 1980

Development of MS-DOS and PC-DOS gets under way. Microsoft predicts, "DOS addresses only 1 megabyte of RAM because we cannot imagine any applications needing more."

Company moves headquarters to 1250 Broadway

First Midwestern branch opens in Chicago

First international contract: Datema Co. of Sweden

First subsidiary opens in London

IBM brings out RISC architecture, the basis for most workstations and UNIX-based servers in use today.

1981

Agents K. K. Ashisuto in Japan, Computer Power in Australia, and Syntax in Italy sign on

IBM issues its first PC. It sold for just under \$2,900, had 64K of RAM, a mono display, and an optional cassette drive.



Tim Benthall



Bill Totten



Marty Meyers

No Borders to FOCUS

A map of the world and a Telex machine were Tim Benthall's only staff when he joined Information Builders as Director of International Operations in 1981 to develop the company's rapidly expanding overseas market.

The busy Telex hummed as Information Builders signed with its second overseas agent, K. K. Ashisuto of Japan, headed by Bill Totten. Computer Power of Australia followed in September, and an Italian agent signed on at the end of 1981.

By this time, Tymshare's massive domestic customer base was augmented by Dave Kemler's in-house sales force, which netted such corporate giants as Coca-Cola, RCA, and Procter & Gamble.

A third office for the Midwest region was established in St. Louis. Dave credits a lot of the mid-Atlantic success to Marty Meyers, who arrived in December 1980 from Informatica, a company that sold a batch processor for data to large IBM mainframe customers. "Marty had

the most phenomenal productivity," Dave says. "He was just an extraordinary salesman."

"I closed 30 deals my first year with Information Builders," recalls Marty, "including New England Life, General Foods, Publishers Clearing House, Sun Life, and the Bank of Montreal.

"I explained to prospects that FOCUS was like a bucket of water. Splash it on the sidewalk and FOCUS filled every nook and cranny. Over time, once customers grew comfortable with FOCUS, they could build hundreds of different applications with it.

"With our training, two people who worked for the State of Connecticut and knew nothing about IT built a welfare analysis system with 150 reports in 45 days," Marty says.



Procter & Gamble created a sales reporting system for its branch sales offices with FOCUS, as well as several financial and internal operations applications.

RCA

RCA used FOCUS to launch a personnel analysis system.

Travelers used FOCUS to build one of the largest risk-management systems in the insurance industry.

The Bank of Nova Scotia constructed a FOCUS system to evaluate all human resources for succession planning.



Harry Lerner



Jonathan Mark

Evolution and Opportunity

Consulting branches were also popping up around the country, but in a different manner from their Sales counterparts. "The methodology for expanding Consulting was to find someone with entrepreneurial spirit, willing to work out of their home," Marty says. "That person became responsible for building a Consulting practice in a new city." In this manner, the Detroit Consulting branch sprang from a Consultant's home, as did Minneapolis, White Plains, Stamford, Charlotte, and Philadelphia, to name a few. "When a Consultant's business required more than a staff of three, they'd campaign for an office," Marty points out.

As the year 1982 started, Information Builders' domestic staff totaled 120, with another 30 overseas. The compa-

ny's first North American subsidiary was established – a Canadian concern called InfoBuild. Agencies in France, Germany, Brazil, and South Africa appeared, along with Datus of Norway, founded by Svein Hana, and Sweden's Cybernetics, directed by Lennart Schweiler.

Financial operations required a full-time accountant, and Harry Lerner, the Division Controller for Auth Electric Co., arrived to oversee the company's accounting and bookkeeping departments.

Exciting changes were sweeping the computer industry. The advent of personal computers nicely complemented Information Builders' business. By 1983, the company developed PC/FOCUS,

under the direction of Jonathan Mark, and sold it alongside mainframe FOCUS.

PC/FOCUS added the power of the PC to that of the mainframe. "Processing cycles and memory from the PC were, in a sense, added to the IBM mainframe," Peter recalls. "Thus, with PC/FOCUS, you split the processing and, in particular, the database transaction processing resource cost."

The first PC/FOCUS customers included distiller **Remy Martin**, which built a worldwide sales reporting system, and architectural firm **Andrade Gutierrez**, which used a budgeting and accounting system for a construction site in the Congo.

1982

The TCP/IP protocol, which now carries most of the information across the Internet, is established

First International FUSE, in London

Agents sign on in Sweden, France, Germany, Norway, Brazil, South Africa, and Israel

InfoBuild subsidiary opens in Canada

Personal Computers 1983

Time names the personal computer its "machine of the year" for 1982

PC/FOCUS released

1984

DNS (Domain Name Server) comes to the Internet, which has approximately 1,000 sites

Apple introduces the Macintosh
Hewlett-Packard releases the LaserJet printer
CD-ROM introduced



Marty Slagowitz, Gerry Cohen, and Peter Mitzelman display a bound copy of the first FOCUS manual at the company's 10th anniversary gala at New York's Waldorf-Astoria Hotel.



Controller
Harry Lerner

information builders inc
The Officers and Directors of
Information Builders, Inc.
cordially invite you and a guest
to attend the Company's
Tenth Anniversary Gala Celebration
on Saturday evening, the twenty-third of March
at the Waldorf-Astoria Hotel, 101 St. Mark
Place, New York City
Reservations and Program at night's school
The Waldorf-Astoria
101 St. Mark Place
New York City
Reservations at night's school



Lila Goldberg (right) and friend model the jackets given to all staff members at the party.



Anne Flegar of the
International Division



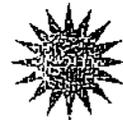
Corporate Sales
Jay Rotenblum



Gerry quiets a
cheering crowd.



Long-time staffers
Eugenia Radumsky of
Publishing and
Design Services (left)
and Ghada Capran of
Documentation
Services.



The Fokker Aerospace Group used FOCUS to run reports on aircraft maintenance, spare parts, and planning systems for aircraft production.

Completing a Decade of Success

As the company celebrated its 10th anniversary with a gala event at the Waldorf-Astoria Hotel in New York City, excitement was in the air, not only over the achievements of Information Builders' first decade, but also about the many new opportunities for growth on the horizon. Plainly, the information revolution was exploding, and Information Builders was determined to be an important part of it.

Another overseas agency signed on — this one in Venezuela, headed by Laszlo Beke. And Jim Meley, a salesman for Tymshare in Houston, joined the Dallas Branch as a Regional Manager.

Jim had been exposed to Information Builders since its inception — after all, at

Tymshare, he'd sold FOCUS to Exxon. And he knew his market. "Back then, companies couldn't sell to Houston out of a Dallas office. The two cities were rivals," Jim points out. So in July 1983, he founded a Houston office that joined branches already established in Los Angeles, Chicago, San Jose, St. Louis, New York, and Washington D.C.

As the Information Age entered its robust adolescence, the mid-'80s saw a boom in Information Builders products, staff, and offices.

In 1984, Norman Manley opened the Netherlands

subsidiary, with a staff of two to support their client base: Shell Oil and the Fokker Aerospace Group.

An Atlanta Branch was formed in 1985, headed by native Lee Donaldson. "I worked for Coca-Cola's MIS Department for 13 years and became acquainted with FOCUS, since Coke was Information Builders' third customer in 1976," Lee recalled. After flying into New York to interview, Lee never looked back.

 Coca-Cola purchased FOCUS to replace an in-house departmental reporting system, tracking bottler sales, fountain sales, and advertising.

The Louisiana State Department of Education developed a FOCUS-to-PC/FOCUS system that tracked and updated information about every special education student in the state.

1985

10th Anniversary celebrated at Waldorf-Astoria

435 employees worldwide

Microsoft Windows is launched, but would not enter widespread use until 1990's version 3.

The Israeli government used DEC FOCUS to build applications for its police department.

Expansion and Diversification

By 1985, Information Builders was a \$70 million company with 400 employees, and new customers such as Transamerica, Mobil, the U.S. Department of Justice, and Chase Manhattan Bank.

Overseas, International Operations sold Information Builders technologies to British Airways, British Steel, Rank Xerox, Statoil, Ciba-Geigy, Mitsubishi, and Banque Nationale de Paris.

"Time-sharing and minicomputing intersected around 1985," Gerry recalls, "and we suddenly started developing lots of software for Digital and other non-IBM platforms."

The Digital Division, directed by Melissa Webster, built up a huge business with customers such as Volkswagen, Bankers Trust, Texas Instruments, Bell Atlantic, Northwestern Bell, and General Electric.

The five largest customers in the United Kingdom, the most successful territory selling DEC FOCUS, were Barclays Bank, Cable and Wireless, British Telecom, Midland Bank, and British Gas. "Cable and Wireless and Barclays wrote and distributed applications for their worldwide offices that are still being used today," recalls Brian McLaughlin, who joined Information Builders in 1984.

It took only six weeks for Dutch Railways to implement DEC FOCUS for its internal systems, peaking in 1991 with 85 installations.

Information Builders continued to refine and add to its 4GL capability, hiring the best people to staff customer support operations for its expanding product line.



1986

FOCUS for VAX
and FOCUS for
Wang released

1987

Swiss
subsidiary opens
in Zurich

UNIX/FOCUS
released

FOCNET
announced

Microsoft and IBM bring out OS/2

Transamerica chose FOCUS to analyze MVS performance data to measure the growth of its computer and resource costs for budget projections.

An Ever-Widening FOCUS

In 1986, Information Builders made its technology portable. Customers could run FOCUS applications on any system and any platform. The company platformed and entered the midrange market with the introduction of FOCUS for VAX, the first minicomputer version of the flagship product. Versions for Wang VS and UNIX soon followed.

As time-sharing services declined, the demand for decision support systems used for ad hoc inquiries in data analy-

sis grew. This heralded the beginning of the Information Center era. "An Information Center needed about one support person per 50 users," Peter says. "Study after study indicated that we had a huge share of the Information Center market because it was easy to set up, manage, and report from FOCUS databases.

"Wherever it was installed, FOCUS became the central product because the data itself was kept by FOCUS," Peter continues. "So while users may have wanted to do a great deal of analysis on the data, it was FOCUS that passed that data along to the other systems."

FOCUS became the keystone of Anheuser-Busch's successful Information Center in St. Louis. The brewing company trained its entire application department in FOCUS.

JCPenney

J. C. Penney's FOCUS application produced weekly sales reports sorted by store location.

Information Builders also developed a product called FOCTALK, with micro and mainframe components that provided bidirectional transfer using FOCUS technology. "From a training point of view, customers with hundreds of FOCUS users working on a mainframe didn't have to learn anything new to use a micro," says Peter. "This represented thousands of training hours saved."

1988

FOCUS for Tandem, HP, and AS/400 released

Subsidiary opens in France

New Consulting offices appeared in Stamford, Hartford, and Denver, and new Sales branches blossomed in Detroit and Seattle. Customer training was offered on a regularly scheduled basis in cities throughout North America, and clients were signing up to learn about the latest release of mainframe FOCUS 5.0 and PC/FOCUS Version 2.0. By the end of the year, the company had 435 employees, and revenues of \$96 million.

In 1987, Gerry announced Information Builders' first connectivity software – FOCNET, an evolutionary product that allowed FOCUS users on all nodes of a network to share corporate data and control information that resided on the other nodes. Identical versions were available for IBM mainframe, DEC/VAX equipment, Wang VS

systems, UNIX-based systems, and personal computers.

"Our goal was to provide full distributed access to data across networks and allow users to do distributed processing," Gerry says. "There was a growing need for inter-machine connectivity and cooperative process sharing. Users wanted to use FOCUS as a universal-access tool to get at data that resided on other nodes of their corporate network. FOCNET allowed them to do this."

By 1989, FOCUS for AS/400, Tandem, and HP were released.

FOCUS was on its way to becoming a universal product – Information Builders had built a 4GL that was portable to every platform; read every database on Wang, Tandem, HP, DEC, etc.; and communicated with PCs, minicomputers, and mainframes alike. With its much-praised customer support and dedicated base of staff, Information Builders' reputation as an industry leader grew.

Ciba-Geigy used FOCUS to sort chemical inventories and sales.

ASEA, the Swedish global technology company, built several support applications with FOCUS that were kept even after it merged with Brown Boveri, forming ABB.



1989

Tim Berners-Lee invents HTML, which in turn brings about the World Wide Web. It begins life as a text-only interface.

Subsidiary opens in Spain

Client/Server
1990

Subsidiary opens in Germany

The release of Microsoft's Windows 3.0, with multitasking capabilities, results in a huge growth in the system's popularity

1991

UK makes largest FOCUS sale ever – \$4.6 million with British Gas

FOCUS/EIS released

First Latin American FUSE, in Venezuela



Merrill Lynch

Merrill Lynch's Florida-based credit corporation continued its ongoing business relationship with Information Builders by constructing a Workflow Management System with EDA technology.



John Senor

EDA: Middleware for the Client/Server Era

On November 2, 1989, Director of Marketing John Senor (who had joined the company in 1988), Gerry, and Dave Kemler had a fateful meeting with Earl Wheeler, Senior Vice President of Programming Systems for IBM. "The intent was to improve our strategic relationship with IBM," Dave recalls. During the meeting, the group discussed IBM's strategic initiatives.

"Earl told Gerry about his vision of enterprise-wide data access via a data warehouse-type technology, whereby SQL would be the common data-access language to data on any platform," John says. "Earl was looking for a partner to help deliver the total solution and asked Gerry if he was interested."

According to John, Gerry invented EDA on the way home from the meeting. "He talked through the concept of what EDA would do and how we could do it," John remembers. "On my desk the next morning was a six-page overview from Gerry of a new technology that we named Enterprise Data Access using SQL (EDA/SQL)."

EDA was a trailblazer in the new world of middleware, which bridged the gaps between disparate systems and connected information resources throughout the enterprise. It proved to be an important next step in fulfilling Gerry's original vision - enabling information systems to work together to give people the information they need when they need it.

In 1991, a division devoted to EDA was formed with John (now with the new title of Director of the EDA Division) at the helm. "IBM was our worldwide business partner and helped us open doors in many companies that are still customers today," Gerry says.

The initial release of EDA for MVS was in September 1991. By the following June, EDA ran on 13 platforms. And by 1994, John was confident enough to comment, "We are recognized throughout the industry as being the number-one middleware product on the market."

Early EDA customers included Kmart, Lloyd's of London, Nationwide Insurance, GTE, and CIGNA Insurance.

COMPUTERWORLD, November 11, 1991



APPLE & INFORMATION BUILDERS
THE CORPORATE DATA ACCESS SOLUTION

EDA Division set up

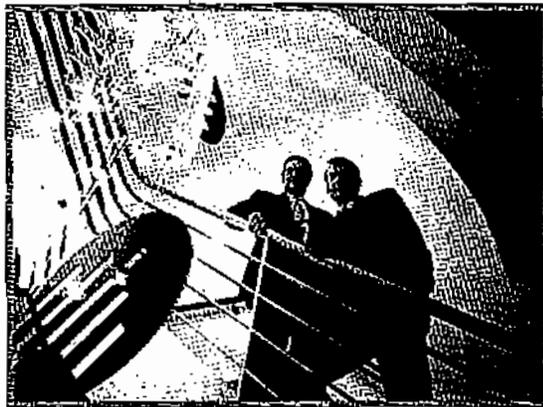
EDA/SQL launched

Worldwide staff jumps from 1,160 to 1,600

In 1992, the U.S. Figure Skating Championships were planned and managed with PC/FOCUS applications designed to run all event ticket sales and arena seating arrangements.

Meanwhile, also in 1991, the government, which had completed work on the structure of the Internet, made the network available for public and business use. Though generally little-noticed at the time, it was a development that in just a few years would unimaginably change everything about how we communicate – and open new vistas for Information Builders.

The European economy began a downturn in 1992 that led to a reorganization of International Operations two years later. Tim, who had been splitting his attention between overseas operations and internal systems/communications departments, moved over to take charge of the company's internal systems and facilities. Northeast Regional Manager Bruce Wilson, who had joined the company in 1984, assumed responsibility for International Operations.



Bruce Wilson attended the opening of the new Information Builders Belgium offices (above) in April 1999, with Northern European VP Norman Manley (right).

FOCUS on the Desktop

With the twin transformations provided by the burgeoning of PCs and the rise of the Internet, information technology took on a whole new dimension by 1994.

Early that year, FOCUS for Windows made its debut. Gerry was confident that FOCUS for Windows was the right product at the right time for the corporate marketplace. "For years, businesses had a mainframe component and information flowed down," he said. "Now, it's a desktop component and you can flow up. PC products are a necessary part of our business.

You can't sell the other parts unless you have the desktop covered."

Users backed up that assessment, Dave recalls. "Throughout the fall and winter of 1993, beta testers at sales seminars and FUSE meetings gave FOCUS for Windows rave reviews," he says. FOCUS for Windows would eventually pave the way for WebFOCUS, although that product was still two years away.

Royal Bank of Canada, Information Builders' first large-scale client/server account, licensed 26,000 EDA/Links for use across all its branches

1993

GUI capability and accessibility to novice users increases Web traffic over the Internet 300,000 percent in a single year

National and International FUSE meet in Atlanta

Intel releases the Pentium processor



Monte Roy



Jim Meley



Dave Small



Jay Scherr

A World-Class Operation

By February 1995, Information Builders had 2,500 EDA customers, including United Artists, Caterpillar, Fleet Financial Group, Ciba-Geigy, and Germany-based GKN Automotive, a major supplier of transmission shafts throughout Europe.

February also saw the ongoing updating and expansion of FOCUS with the release of FOCUS 7.0 for the mainframe. "With FOCUS 7.0, our goal was to help customers preserve their investments in technology by giving them the look and feel of desktop products as we adapted to the needs of the market," Gerry says.

The market was now truly a worldwide one for Information Builders. By 1995,

Japanese agent K. K. Ashisuto had grown from a staff of 35 to 660 in offices in Tokyo, Osaka, and Nagoya. The agent supported 265 FOCUS and 25 EDA client sites, encompassing 20 percent of the entire mainframe market share in Japan. "FOCUS pioneered end user programming in Japan," comments Bill Totten. "It made thousands of users in hundreds of companies happy."

To better manage Information Builders' growing sales activities in 23 domestic

locations, Dave Kemler promoted three long-time staffers in January 1996. Monte Roy became Vice President for the Midwest Region, Dave Small took over as VP for the East, and Jim Meley completed the trio as VP for the Southwest. Jay Scherr became the Western Region VP in July 1998. The company also launched a National Accounts Branch to concentrate on banking and telecommunications.

Mead, a leading paper and forest products company headquartered in Ohio, used EDA to extract, transform, and move data from several legacy applications, then load it into R/3 modules.

© BELL SOUTH

Bell South licensed the first EDA Hub Server and used it to integrate disparate data on VM/MVS and UNIX systems for common use through MVS-based data centers.

1994

The Netscape browser first appears

First EDA user group formed, in San Jose, California

FOCUS for Windows introduced

First \$1 million month for Consulting

1995

Sun Microsystems launches the Java platform

FOCUS 7.0 released

Beringer Vineyards in California's Napa Valley used FOCUS Fusion to construct reports demonstrating its compliance with state laws involving the sale of alcoholic products.

The Great Explosion of '96

By any standard, 1996 was a year of remarkable product creativity and explosive growth at Information Builders.

In March, development intensified on Web390, a full-fledged MVS Web server supporting mainframe and Web-aware applications.

FOCUS Fusion, Information Builders' new multi-dimensional database, was announced in May. "With Fusion, we now provided all the essential infrastructure products to build a data warehouse," Gerry comments.

And Cactus, a unique application development product for users in client/server Web development projects, followed in June. Cactus featured a platform and database-independent tool suite for creating applications.

Rounding out the product releases in November was SmartMart, a complete and integrated data mart solution.

SmartMart managed all of the software and services needed to build, manage, and use a data warehouse. Users could access SmartMart business analysis tools through a Web browser or a client/server front-end.



Gulf OpCo – a division of Gulf Resources, an oil management company in Calgary, Alberta, Canada – created budget and financial forecasts with Cactus to provide a basis for measuring performance and allocation of capital expenses.



The **New York Police Department** utilized Web390, WebFOCUS, and FOCUS Six to translate its existing CICS 3270 green screens and bar printouts into Web entries for its new On-Line Booking System (OLBS), the department's main entry point for information about arrests within the city's five boroughs.

The **Municipal Electric Authority of Georgia (MEAG Power)** developed a single data warehouse with SmartMart, which tracked profits across different divisions – a crucial factor in the age of deregulated business and increased competition in the power sector.



Ken Newberger



Yoram Eisenstadter

WebFOCUS: Setting the Pace at Web Speed

But the most significant sign of Information Builders' continuing innovation and vitality was the introduction of WebFOCUS in May.

It all began in 1995 when Ken Newberger, Marketing Manager for Internet Products at the time, had a farcical conversation about HTML with Yoram Eisenstadter, then a member of the GUI Group in Central Programming.

"Yoram had been active on the Web, which was hardly commonplace at that time," Ken recalls. Since Yoram was the person responsible for the company's underlying stylesheets in the FOCUS language and for the production of styled reports, he figured that adding HTML to FOCUS' repertoire of output

formats would yield a valuable advantage, given the rapid expansion of the Web.

"Yoram spent a weekend experimenting with the new technology and created the basics of making a HOLD file that contained HTML," Ken continues. "After seeing this technology, it dawned on us that if we could generate this information dynamically from a browser, we would be able to run a complete version of FOCUS from a browser."

Yoram worked with Peter Kaboolian to make the connection, and the original template for WebFOCUS was complete. "All we needed to validate our idea was some positive feedback from a presentation that I was going to do at a Branch Managers' meeting in Chicago that

October," Ken reports. The reaction was swift and positive. "We had discovered a significant opportunity and gathered support from every division of the company," he adds.

Information Builders was again ahead of the curve. "We were able to get our products into the marketplace before our competitors," Ken contends. "The advantage we had with the release of WebFOCUS was that our engine for creating HTML ran on almost every platform. And Product Manager Scott Broderick insisted on the use of EDA connectivity, which allowed us to have WebFOCUS running on all platforms that supported EDA.

Internet
1996

Netscape Navigator 2.0 becomes the first browser to support JavaScript

FOCUS Six for Windows released

Web390 released

EDA 4 released

FOCUS Fusion released

Cactus released

WebFOCUS released

SmartMart released

Intel issues a 200 MHz version of the Pentium processor



The Army Corps of Engineers continued a customer relationship spanning more than 20 years by using WebFOCUS to update its Program Administration and Execution System (PAX), which tracks and coordinates budgeting and justification for active Army construction projects worldwide. "WebFOCUS reduces the legacy-to-Web development time down to almost nothing," says PAX general engineer Bill Crambo, who originally started using FOCUS for the Army Corps in 1977.

Freightliner, North America's leading manufacturer of heavy-duty trucks, built a data warehouse that will save it at least \$25 million a year. With the assistance of Information Builders Consulting, the first application was completed under budget and on time.



Ford Motor Company,

The Ford Motor Company replaced a critical but difficult-to-read printed report with a dynamic, graphical WebFOCUS report that instantly identifies warranty anomalies and helps dealers isolate problems.



Bell Atlantic deployed an intranet WebFOCUS application that provides query capabilities for improved tracking, analysis, and reporting of transaction processing. As a result, the telecom provider now targets previously unavailable trend data for marketing efforts in the long-distance arena.



Information Builders Consulting played a key role in building an anti-money laundering system for the U.S. Postal Service – a system that received a letter of commendation from Attorney General Janet Reno.



FedEx.

Federal Express used WebFOCUS to build its self-service data warehouse that gave the company's internal analysts better direct access to information about activity levels and profitability of 46,000 drop points and service centers in the United States.

Following its assistance in implementing their important WebFOCUS application, FedEx presented Information Builders Consulting with its service award for outstanding contributions in assisting the retail division in achieving sales goals.



Information Builders Consulting helped Utz Quality Foods put in place a Web Business Intelligence system that allows managers to go online and get all the information they need to analyze current sales. Today Utz is growing faster than any of its competitors in its core markets and products.

"As a result, we were able to make WebFOCUS immediately available on the mainframe, UNIX, and NT – a feat our competitors could never duplicate."

Development of WebFOCUS began at the end of 1995. The product was beta tested in spring 1996 and made its formal debut at National FUSE in May.

Ken was amazed and delighted at the swift turnaround. "You could say WebFOCUS was developed at Web speed, which is slightly faster than warp speed," he says. "It was a very positive and refreshing experience to have worked with a team that invented, designed, implemented, packaged, and then shipped this great product – all in an amazingly short time."



1997

IBM's Deep Blue checkmates Gary Kasparov, becoming the first computer to defeat a reigning chess world champion

Partnership with Netscape formed – company to sell EDA S/390 and WebFOCUS S/390 for Netscape

SAP Complementary Software Partner-Certified Interface for ALE/Doc portion of Data Migrator announced

Cactus 3.0 released

Consulting and Education: Going the Extra Mile

If Marty Slagowitz tells you that what you're working on isn't exactly nuclear research, you can take him at his word: Before creating Information Builders' Consulting and Education divisions, as he recalls with a smile, "a long, long time ago and in a universe far, far away, I was doing esoteric research in nuclear physics at Columbia University.

"Back when I did research," Marty says, "if you wanted a computer to do something for you, you and one or two graduate students stayed up a couple of days and you wrote the thing. And three or four days later, you went on to the next thing. But COBOL involved massive amounts of meeting and talking, and its major feature, as far as I could see, was that you seemed to program forever and nothing ever happened. I said, 'There must be a better way.'"

He started to make some calls – one of which was to Gerry Cohen, who, Marty remembers with a smile, said, "I'll be right down." Gerry

likes to take action." Marty adopted Gerry's RAMIS program for the New Jersey Education Computer Network, where he was responsible for implementing strategies across the entire state's educational system. That was the end of the project, but it was only the beginning for what would become Information Builders.

About a year after their initial meeting, Marty says, "we were sitting in a Howard Johnson's in Piscataway, New Jersey, by the Rutgers University scientific campus. And we said, 'Hey, let's form a company.'"

"We wanted a name that reflected what we are: We're a company that builds systems based on information. I think Gerry originally chose the name.

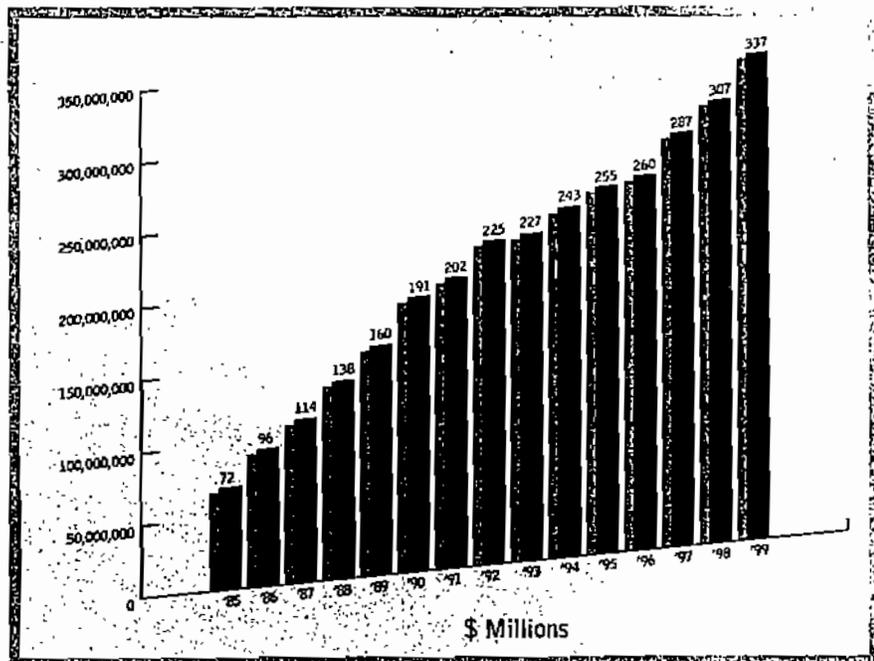
"One of our first sales was what was to be FOCUS, before it was written, to the American Can Company – which, as you might guess, really liked that we chose a name that said what we did."

According to Marty, Information Builders became known for "going the extra mile" for its customers. As Marty has explained, "We designed an organization that would give clients the support they needed, and not just free telephone support and product demonstrations. It meant that we would have to teach them to be self-sufficient – to become independent of us, to become expert and productive in the product."

It's been a fast 25 years, but also a long way from that orange-and-blue restaurant in New Jersey. Did Marty even imagine then that Information Builders would become the major player it has? "I always thought we'd become big," he says with an easy assurance. "I'd joke, 'Someday, we'll have corporate jets.' Well, we don't have those, but we do have more than 2,000 employees – which is better than corporate jets."



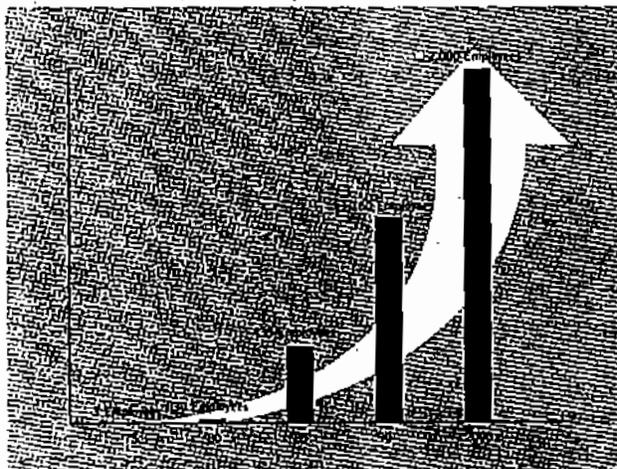
A Quarter-Century of Growth



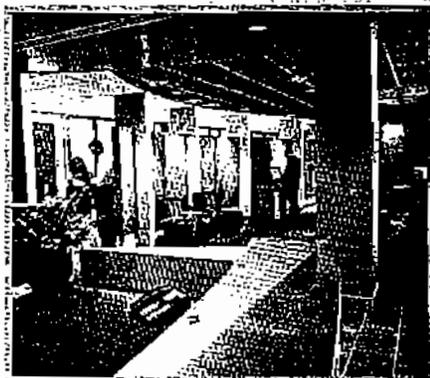
Over the last 15 years, Information Builders' revenues have mushroomed nearly fivefold.

Information Builders Today

- 75,000 production implementations
- 9,000 customer sites
- 2 million+ daily users
- 350 business partners



In the beginning, there was Gerry, Peter, and Marty. Twenty-five years later, Information Builders is a leading employer in Silicon Alley.



In February 1998, Information Builders moved to a state-of-the-art Corporate Headquarters at Two Penn Plaza in Manhattan.

New Geography and Oral History

At the start of 1998, Information Builders moved 900 staff members to new Corporate Headquarters at Two Penn Plaza, directly above Penn Station and Madison Square Garden. "Two Penn Plaza is going to be our home for many years," Gerry said. "With this first-class address, we've moved up a step as a major player in the information technology industry."

Another significant event took place in the spring. Information Builders decided to streamline the annual international users conference previously run by FUSE. In April, the first Technology Summit attracted more than 800 attendees from over 390 companies to the event, which was held in New Orleans.

Gerry was invited by the Smithsonian Institution to share for their archives his views and memories of the IT revolution he had helped to launch and sustain. He joined Microsoft's Bill Gates and Oracle's Larry Ellison as

Smithsonian invitees. These oral histories are now part of the Smithsonian's permanent research collection.



The Information Builders contingent at the White House for the Community Empowerment Conference, bottom row (l to r): Gerry Cohen, Dave Kemler, Patzy Riley, and customers Mike Grisby, Kathleen Jackson, and Arlen Torres of the U.S. Department of Agriculture. Top row (l to r): Kathleen Moran, Denise Flanagan, Rebecca Umberger, Doug Monson, Diane Clark, and Jeff Edmonds.

1998

Corporate Headquarters relocates to Two Penn Plaza

First International Technology Summit, in New Orleans

Corporate Education registers 100,000th student

InfoElite Partners Programs launched at PC/Expo

Gerry Cohen part of Smithsonian oral history

Programming the Future

Good code stands the test of time – but it also adapts to changing times. The original FOCUS code written by Gerry Cohen and Peter Mittelman has undergone extensive revisions in the past quarter-century.

The programming staff consisted of six people in 1978 when Peter hired Gregory Dorman. "It took me five minutes to decide to hire Gregory, who would become our first Russian staff member," Peter recalls.

Until 1982, all programming staff worked on the company's one product – Mainframe FOCUS. "We worked on one product on one platform and had no organizational problems," Peter remarks. "We had lots of programming problems and a rapidly growing list of customers who had support problems. But those are wonderful problems to have – the problems of a successful, growing business."

The second phase of the company's programming culture started with the advent of PC/FOCUS in 1982. Jonathan Mark became the head of programming for a new division – the first of an eventual half-dozen – with their own programming staffs.

According to Peter, early PCs were primitive and immensely difficult to program. "They had little memory and a totally inadequate operating system," he says. "We fought to emulate MVS FOCUS in a very 'infant' environment."

The platformed divisional structure of Information Builders slowed the process of simultaneously putting new features into FOCUS somewhat. "Customers complained that FOCUS was insufficiently portable," Peter recalls. "To move an application from a UNIX to a DEC machine, it had to be rewritten."

To solve the problem, Central Programming was created under Gregory. The group pre-produced all the code features, then ported the centrally produced code to each of the platforms. "Although we were able to write code in a central fashion, we still weren't able to make portable products," Peter says.

Peter had written the first two database interfaces for IMS and IDMS and hired 21-year-old Alexey Vorovich to create others. Alexey and his group gradually produced more and more code – one week even writing three complete

interfaces. "Alexey constantly modernized his own code," Peter adds. "He would create two interfaces, and the purpose of the second was simply to clean up the code from the first."

Database interfaces remained solid and well-managed, mainly because they were under constant review by the same team.

Currently, there are two major programming concerns – architectures and Web front-ends. "Since we started this business, the programming landscape has changed considerably," Peter says. "We have a very good programming structure."

In Peter's view, the best programming is done by small groups. "The interface group was extremely productive under Alexey because he provided good leadership and had the support of the division," Peter says. "Today, interfaces are one of the things we're primarily known for."

"In itself, being a big company is not that impressive. It's more impressive to be a company that does something well, like Information Builders."



The Internal Revenue Service, which bought FOCUS in 1984, used the technology 15 years later to create a completely new application – the Currency and Banking Retrieval System – that tracks large cash transfers of more than \$10,000 between banks.

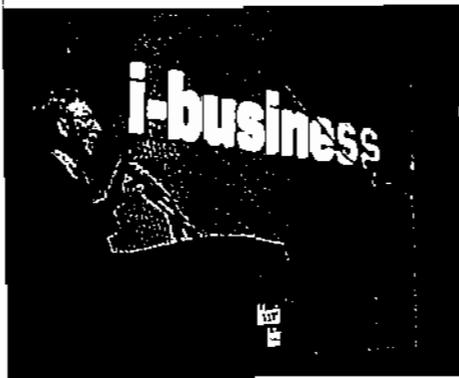
Positioned for the 21st Century

The year 1999 was one of great excitement and anticipation, as Information Builders prepared to greet the dawn of a new millennium and to celebrate 25 years of IT innovation.

To position the company for its next stage of growth, Information Builders launched a major branding and awareness program, based on the theme, "i-business changes everything."

As Gerry explained to a large and enthusiastic gathering of employees and friends during the October launch, i-business represents the *intelligent* component of e-business: the ability to realize strategic technology benefits more quickly and succeed in an ever-changing marketplace. And that is exactly what Information Builders solutions are designed to achieve.

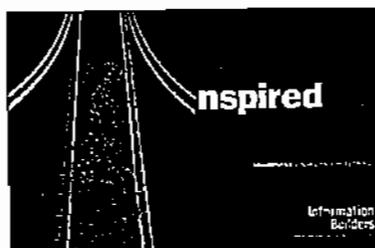
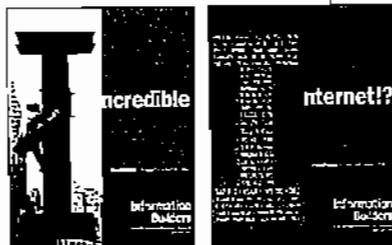
"Simply put, our time has come," Gerry said. "The market is ripe for us. And our job is to let people know."



That job began with a splash, with a full-page advertisement in the *Wall Street Journal*. And it continued with exposure in major business and industry publications such as *Business Week*,

Computerworld, *Information Week*, *CIO*, and *PC Week*. Information Builders was no longer, in the words of Bruce Bernstein of the New York Software Industry Association, "one of New York's hidden treasures," but a national company with an international reputation.

To focus (so to speak) Information Builders' image even more sharply, the company's organizational structure was largely split into two business units: the Middleware Technology Group, headed by Vice President John Senor, and the Business Intelligence Group, led by Vice President Dave Sandel, who had joined the company in 1994.





Dave Sandel



Kevin Mergruen

When **Lucent Technologies** needed to construct a comprehensive reporting and business intelligence environment for SAP financial data, WebFOCUS enhanced its Lucent Financial Data Warehouse (LFDW), an enterprise reporting repository for its worldwide operation.

Powering the New IT Generation

Through the years, Gerry Cohen has emphasized a single, clear vision. "Information Builders is a technology enabler," he points out. "That's the business we're in. We don't sell customers purchasing systems or sales reporting systems. Instead, we take the latest technology and enable it so customers can use it to solve business information system problems. Simply put, we make the new useful – now."

One example of this commitment is the development of WebFOCUS, which has emerged as a premier Web-based resource across all types of enterprises. WebFOCUS enables customers to use the Web productively and efficiently to do either Web reporting or thin browser-based Internet reporting. Information Builders enabled the technology – and the results have been dramatic.

"We had no idea that WebFOCUS would become such a powerhouse," admits Dave Sandel. "But today, WebFOCUS supports more server platforms than any other Web-based enterprise reporting solution and is hard at work in many of the world's leading companies."

The same philosophy is hard at work in the ERP Solutions Division, under Vice President Kevin Mergruen. Enterprise Resource Planning (ERP) packages allow companies to build new classes of production systems to run their businesses. But to do that efficiently, something extra was needed. Enter Information Builders.

"ERP systems were focused on collecting and integrating a lot

of information," Gerry points out. "The next challenge was to enable reporting to get that information out in the most business-usable way. The ERP Division's purpose is to provide that missing link – to use our tools to work with ERPs so that enterprises can get more business intelligence from their systems."

It's proven to be a winning approach: More than 150 customers around the globe, including Nissan, Compaq, Siemens, and Burger King, use Information Builders' solutions to maximize the benefits of their ERP implementations.



Microsoft

Microsoft Corporation used

EDA and WebFOCUS as a key component of its financial reporting solution/infrastructure for data stored in SAP R/3 and other sources.

1999

Company revamps into two major groups – Middleware Technology and Business Intelligence

Major i-business ad campaign launched

Worldwide staff reaches 2,000

Company receives ISO 9000 certification



New York City Mayor Rudolph Giuliani met with Gerry Cohen in May 2000 and presented him with a special proclamation recognizing the company's 25 years of software innovation.

The Future Is Better Than Ever

As Information Builders celebrates its silver anniversary, one lesson has become very clear over the past 25 years: Enabling future technologies is a lot easier than predicting them. But the key to the future is the same as it's always been: Stay alert, stay aware, stay creative – and anything becomes possible.

The IT revolution continues, faster and more innovative than ever. And the company is determined to do more than keep up – it is committed to continue shaping that revolution. One recent example lies in its initiatives in the cutting-edge areas of wireless and XML.

Information Builders has partnered with Aether Technologies, the world's leading provider of wireless computing

services, to build wireless capabilities into Parlay, the Java Application Server technology embedded in EDA Middleware. Parlay provides direct, real-time access to operational back-end systems through mobile computing devices, based upon Information Builders' Java platform. As a result, users can write wireless applications that connect directly to enterprise applications and data without having to go through PC synchronization.

Information Builders' middleware-enabled XML technology, EDA XML,



simplifies, automates, and delivers well-formed XML documents that tap virtually any corporate data source.

"EDA XML marries XML transportability with our data accessibility," explains Gerry, "and it's going to revolutionize what can be done through the Internet in terms of making data both accessible and portable."

Edon International, which distributes electricity, gas, heat, and energy efficiency services, and has a majority interest in the Netherlands' telecommunications and cable TV industries, uses EDA 4.3 on its back-end systems to build applications.

The **New York City Department of Health** launched a new restaurant inspection public Web site, powered by WebFOCUS and created by Information Builders Consulting, that lets anyone logging onto the Internet obtain the latest inspection results for any restaurant in the five boroughs. Those with a Palm VII device can even check out their favorite eateries on the go.

Mutual of America used Information Builders' i-business integration services to configure and customize its annuity trading system.



"At the current speed that technology advances occur, yesterday's innovations are today's standards," Gerry sums up. "Businesses stay with Information Builders because our products are perpetually renewed, evolving with the latest developments to help them access their data, no matter where or how it's stored. Equally important, our entire customer support organization is committed to making sure that we're a great vendor to work with – a vendor committed to ensuring that our customers reap the maximum benefits that those IT advances can offer."

What's next in IT? That might be any visionary's guess. But it's a certainty that Information Builders will be positioned to meet it – and make it immediately practical to the universe of enterprise users.

The Creative Culture

Today more than 2,000 staff members work in Information Builders' 31 North American offices and eight overseas subsidiaries. There are 23 international agencies selling the company's products in more than 50 countries. Two million customers worldwide are using some form of FOCUS, WebFOCUS, or EDA on their computers.

"When I look back over what we've accomplished in the past 25 years," Gerry says, "what strikes me is that

we've been continuously writing new code, creating new products, and building on our core competencies. I really think of Information Builders as the company that gives the best return on investment in software ever."

As a business and a corporate culture, Information Builders has nurtured a unique combination of teamwork and innovation. And, probably not coincidentally, loyalty. With every passing year, there are more and more veteran staff.



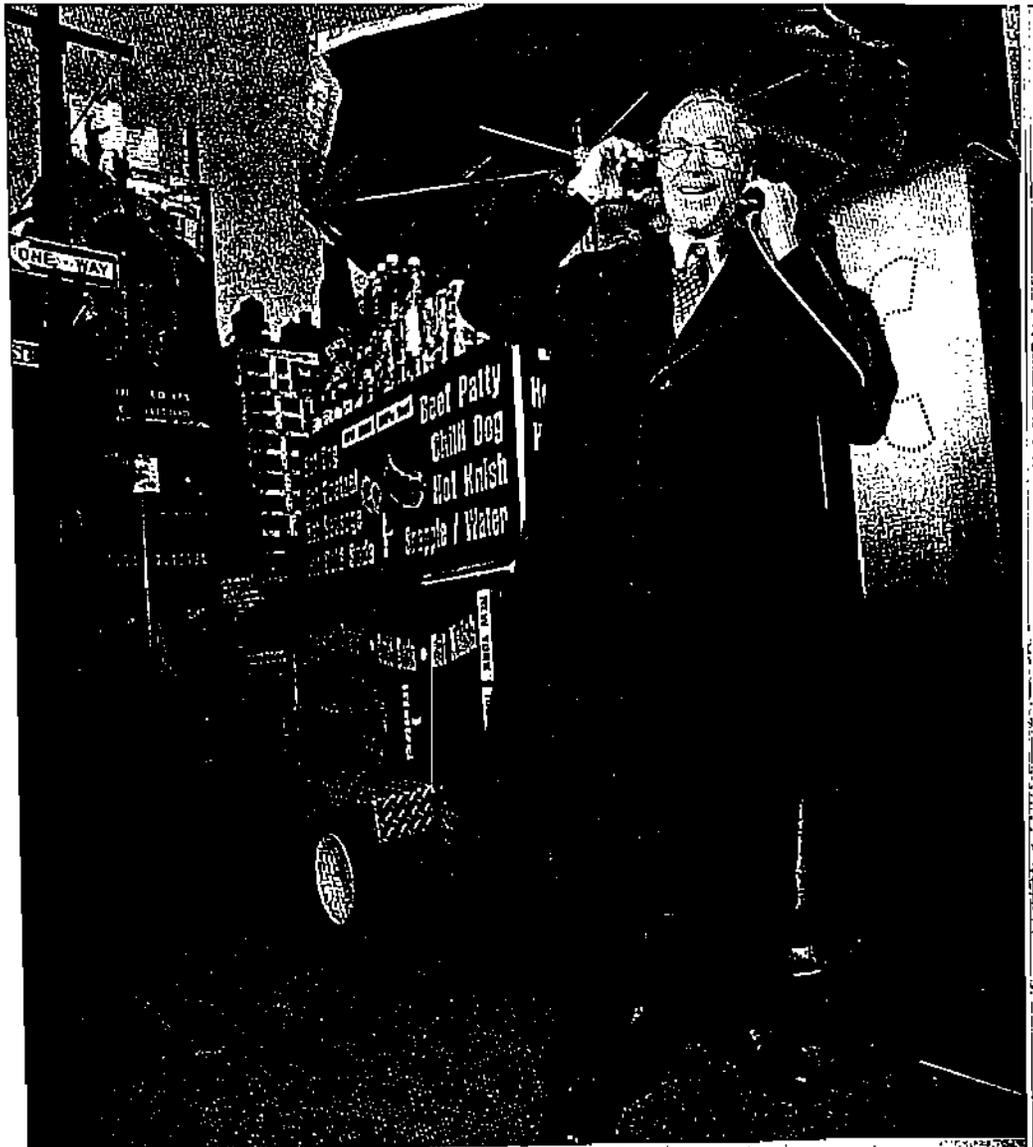
The Gap bought FOCUS, FOCUS Six, and EDA to build a field analysis system to track and report revenue from their branch outlets on a daily basis.



NASA at the Kennedy Space Center in Florida used WebFOCUS to give engineers access to contractor and NASA data for analysis and validation of the launch preparation process.

Banco Internacional (Bital) in Mexico City used Cactus to embed EDA remote procedure calls into HTML files. The application allows large commercial customers to manage their own accounts remotely.

And, in the end, it is the people of Information Builders who have proven to be its most valuable asset. "This is a company rich in intellectual capital – and in creativity and dedication," Gerry says. "For 25 years, the employees of Information Builders have worked long, hard, and well to build this company and believe it or not, our best days are yet to come," Gerry concludes. "We are just beginning to be a significant player on the world software stage."



Gerry Cohen was pictured in Fortune magazine enjoying the sidewalk ambience of New York City.

2000

EDA 4.3.1
released

Royal Bank of
Canada signs
five-year
enterprise
license

WebFOCUS 4.3
released

Wireless
Product Suite
announced

Witnesses to History

How long is 25 years? For a person, it is a sizable portion of a lifetime. When looking at Information Builders' staff roster, you find many staff people who consider that they've been here "since the dawn." Their memories remain vivid today. Here are their stories.

I first joined Mathematica, a very prestigious consulting firm, as a Tech Rep for RAMIS in 1970. I had great interviews with everyone there except Gerry. He asked me, "Why should we hire you?" We worked there together for five years.

— Peter Mittelman (started March 3, 1975)

People complained at one point that customers couldn't get through. We only had one receptionist. Gerry said no, we don't need to hire another. I said I'd drop responsibility for the phones if we didn't get another receptionist. It was a big decision to bring in a second person. We all had speed dial numbers for our homes so we could call our wives and tell them we'd be late.

— Marty Slagowitz (started May 5, 1975)

I was hired to do sales and marketing. When I was working for IBM and in time-sharing, I had a lot of products. You never knew any of them completely. So I thought I'd like to know one thing, FOCUS, really well. As it turned out, technology has moved so fast over the past 22, 23 years that you never could learn enough.

— Dave Kemler (started Oct. 21, 1977)

I started as a part-time student making \$4.25 an hour. Eventually, Gerry offered me \$12,000 a year. When I graduated, I got a small increase.

— Jonathan Mark (started Jan. 18, 1978)

The name FOCUS was derived from "For Online Computer Users." Our name "Information Builders" has in some way encapsulated what the mission of the product was — to build applications and complete information systems.

— Dave Kemler

Back in 1978, we were "all things to all people."

Generally, I was in charge of installations (cutting and duplicating tapes to send to clients) and education. We all did Hotline at least once a week, as well as visiting client sites and giving support that way.

— Noreen Redden (started June 1978)

I knew Gerry and Peter from my days as a RAMIS user and agreed to see them. One thing led to another and I never made it to their office, so I met with Gerry at his home on Long Island over the weekend. We walked and talked, and the rest, as they say, is history. I was the first Tech Rep. I was hired to support Dave Kemler, who was the first Sales Manager. We would go on sales calls, and I would deliver what Dave promised.

— Art Greenhaus (started Jan. 8, 1979)

I left teaching in New York City but was unsure about how I could enter the corporate world. I went to an employment agency for an entry-level job and was told about a small start-up company that needed a bright administrator with good typing skills. We hit it off and Gerry called to personally offer me the job. I took it thinking it would be temporary. Here it is 21 years later.

— Lila Goldberg (started March 8, 1979)

I had a drink with a former coworker who was doing part-time bookkeeping for Information Builders. The work was getting to be too much for him, so he suggested I take the position. I took the job part-time because there wasn't enough work for a full-time staffer. There were only 18 people in the company.

— Dolores Addeo (started March 19, 1979)

I was the first person hired outside the corporate office as Tech Rep for everything in "the West," which was a pretty big territory. I remember doing installs in Houston, Dallas, St. Louis, and LA, besides the local stuff.

— Jeff Winters (started Sept. 3, 1979)

I had my first interview with Gregory and Peter the night I arrived from Russia. I started working here three weeks later in an area that was mostly interested in algorithms. You invent a smart algorithm in DBMS and you're on.

— Alexey Vorovich (started Oct. 20, 1980)

The first major event in the history of the company was the demise of Tymshare. For the first few years, the entire focus of the business was on time-sharing customers. It was the most productive computer environment I've ever seen. It beats PCs hands down. You had a superb machine attended by a company of competent people and you could just forget about it. We were the leaders in a very new technology. That came to an end with the advent of relational databases. That was the second major event that shook the company. All of a sudden there was an alternative to relatively easy user-based computers.

— Peter Mittelman

I was working for a company that sold a report writer for the MVS and VM environments. I competed with FOCUS and lost sales to Information Builders fairly consistently. When they came into the MVS environment, I decided it was easier to join than fight. I was the Sales Rep for the Northeast, which covered everything up to Maine and eventually into Canada.

— Marty Meyers (started Dec. 2, 1980)

I joined Information Builders as a part-time receptionist at the 31st Street building. Lila and Gerry interviewed me, and Gerry tested my phone voice by listening to me say "Good Morning, Information Builders" when he called from another room.

— Claire Uhle (started April 1, 1981)

I had been working for 10 years at McKinsey & Company, who were FOCUS users. Barry Wilderman was there and had brought in FOCUS. When Barry heard that Information Builders was looking for someone to start up the International operation, he introduced me to Gerry.

- Tim Benthall (started April 13, 1981)

Gerry Cohen, Tim Benthall, and I negotiated a partnership between Information Builders and my company K. K. Ashisulô in Japan in 1980. The following year, we established a dedicated subsidiary of several sales and technical staff in Tokyo to support and sell mainframe FOCUS. Some of those people still work as one division 20 years later, and today Information Builders' product line in Japan has expanded to many platforms and grown to \$17 million.

- Bill Tollen (partnership started April 1981)

I started as Tim Benthall's secretary and it was a month before I even had a desk. Tim traveled a lot, so I would read the Telexes and talk to the programmers to get answers to technical questions. Sometimes I didn't know if they were being serious or not.

- Anne Flegar (started March 15, 1982)

I was looking for a new job. I wanted to get out of the hardware business...real hardware, not computer hardware. There were several different recruiters I was working with, and I saw that one of them had an ad in the paper for the Controller of a software company. So I called them and they said, "What do you know about software?" And I said, "Not a lot. But you know I'm a great accountant and anything else I'll pick up quick." So they hooked me up with Information Builders.

- Harry Lerner (started Aug. 2, 1982)



I was hired as a Secretary/Dispatcher for Hotline. Five consultants answered calls all day in a room with glass walls, dubbed the "fish bowl," that everyone in the corridor would peer through. This was my first job right out of college and Information Builders has always been supportive in my career and personal growth. There is definitely an atmosphere of family that I've appreciated and depended on throughout the years.

- Kristin Devlin (hired Aug. 30, 1982)

I worked on the various pieces that went into the construction of FOCUS. Then I wanted some client experience, so I worked for Consulting. And the woman Gerry hired to replace me was Helen Hirsch. I eventually married her.

- Jonathan Mark

The biggest thing was the advent of PCs. We lived through enormous technical innovation. There was a decline in both mainframes and FOCUS. By the late '80s there were lots of sexy database tools. In the late '70s, there weren't. What worked in 1975 didn't work in 1985. Now we face literally hundreds of competitors. When we got started, we had precisely two - RAMIS and NOMAD. We certainly slew them pretty well, but they were replaced with much fiercer animals.

- Peter Mittelman

The company recognized that there was a world beyond the mainframe. In 1982, we realized where the PC market was headed, and that IBM was a principal player even though they had a very small market share then. We plunged right in. The move to multiple platforms was key to our growth.

- Marty Meyers

When I joined the company as Manager of Documentation, Information Builders had one dedicated writer and no word processing. Gerry and Peter had written most of the documentation and Lila typed it. Visual elements (graphs and FOCEXEC examples) were hot off the system printer and scotch-taped in the manuscripts. We added writers, moved to Wang Systems, and became considerably more productive.

— Jay Patrick (started Sept. 1, 1982)

Working as an IMS Database Analyst at Missouri Pacific Railroad, I was assigned to write a program to interface with the IBM Data Dictionary to generate FOCUS Master File Definitions for IMS and VSAM files. I was impressed that I could do in one day what would have taken a month or more to accomplish in IMS. I joined Information Builders' St. Louis Branch as essentially a one-man tech staff.

— Monte Roy (started Nov. 2, 1983)

We developed corporate policies as they were needed. For instance, Nick Giordano, who was in charge of Hotline, had broken his leg. That was how I got my first office when I joined — his, while he was out. Gerry came in and said, "You know, someone else might break a leg. We need a policy on sick days." So I sat down and formulated a policy.

— Harry Lerner

My first project at a TSO site was a challenge because I'd never used TSO! I was on the phone constantly with Peter, trying to understand what was happening. The user wanted to keep the input and output the same but replace the middle function with FOCUS. I had to write 3GL code (compile/link) to get it to work. Ten years later, someone from that company called and asked if I could make a change to that system, which was supposed to be a prototype. It had been running in production the whole time!

— Art Greenhaus



We always knew the company would grow. In 1981, Information Builders' revenues were \$10 million. The next year, they were almost \$20 million. We doubled sales. That's exciting and fun, but no company can sustain that rate of growth forever.

— Harry Lerner

Many of the early Sales Reps were pretty senior type guys — Branch or Regional Managers — who for whatever reason wanted to get their hands back into direct sales. But cream has a way of rising to the top and, in time, all those people who left management behind moved to the top here. It's clear that this is a work environment that attracts good people, and if you have the skills, temperament, and ability, you have the opportunity to rise.

— Marty Meyers

I was convinced I was a bona fide non-computer type. I didn't expect to change, but at the urging of a coworker I ended up taking an introductory FOCUS class. To my amazement, it was not only comprehensible but interesting.

— Claire Uhle

At one point in 1982, Gerry decided to have one wall of every office painted orange. Orange isn't a very relaxing color and people were not real happy about the decision. Some staff locked their offices to keep the painters out.

— Anne Flegar

The only computerized accounting systems we had when I got here was our licensing/billing system. Everything else, including general ledger and financial statements, was done manually.

— Harry Lerner

At one time, we were thinking of changing our name to "FOCUS Technologies," which would have been a big mistake. That was before EDA/SQL took off. Now we have the company logo which makes the name Information Builders a visualized package for name recognition.

- Dave Kemler

In software, you have to be good and second-guess the competition, and not get too far behind. In Consulting, growth is slower but surer.

- Marty Slagowitz

I jumped when Tim Benthall offered me the opportunity to use my international background and be part of an exciting, rapidly growing company. My basic objective hasn't changed much - support our International sales force. Nevertheless, every day brings some new challenge, whether it's figuring out how to enter a new market or managing the business through the myriad of world economic cycles.

- Brian McLaughlin (started Aug. 6, 1984)

I was hired to work on the Hotline and had a phone growing out of my ear for three years. My eye was always on sales. After a slight detour through main-frame programming, I got my first taste of sales in 1991 and I've been selling ever since.

- Carol Guinan-Muscato (started Aug. 27, 1984)

I joined Information Builders fresh out of Queens College with a Computer Science degree. I interviewed for a position as an Assembler programmer, which I knew nothing about. My background was in microcomputers, so I was passed to Dave Feldstein, who had just been selected to head up the PC group. I think I was one of the first people who did not have to directly interview with Gerry Cohen to be approved. The group consisted of Dave Feldstein, two other people, and myself as the lone tech support person.

- Kevin Quinn (started Aug. 29, 1983)

In 1984, I was a graduate student and struggling artist with a wife and child. I was doing some programming work to pay the bills but had reached a professional crossroads. I decided to continue with programming and interviewed for a position with the International Division. Tim Benthall hired me on a six-month trial basis. My first assignment was debugging problems for International customers. Anne Flegar had a red book with all the overseas problem calls. I built an application, the IRN (International Research Number). It's still being used today and served as the prototype for several internal problem-tracking systems.

- Revuen Schulman (started Sept. 17, 1984)

I started as a Sales Rep in the Dallas Branch, became Branch Manager in January 1985, moved to New York four years later to become Northeast Regional Manager, and in 1994 was appointed to head the International Division. Everybody overseas thinks I'm very American. They wonder, "Who is this guy from New York via Texas?"

- Bruce Wilson (started Nov. 15, 1984)

I started as New York Sales Branch administrator and relocated when the New Jersey Branch was established. Information Builders is a wonderful company and that's why so many of us are still here after all these years. We've remained loyal to a company that's been extremely good to us.

- Susan Simpson (started Jan. 28, 1985)

I was working for a VAR consulting company called BAS (Business Automation Solutions) Inc. Their biggest product was CompuCore, which was one of the first PCs that had built-in word processing and database software. When Kevin Quinn interviewed me, I answered every question he asked with, "What do you think?" I know for a fact that he was against hiring me. But the head of the department was dazzled by my personality. I was extremely energetic.

- Terry Cosentino (started Aug. 5, 1985)

I worked for 13 years at NOMAD, which was a competing company. In the early '70s when Gerry was at Mathematica, he used to visit our office in Elizabeth, New Jersey, where I was a tech rep. Although Gerry wasn't my customer, I sometimes stayed late and gave him Mathematica's output. Dave Kemler hired me to start internal tech rep training. Two of the three tech managers who helped me design the first tech training class, Jeff Winters and Dave Small, are still here at Information Builders:

- Stu Madison (started Oct. 15, 1985)

Fundamentally, I don't think there have been that many changes at Information Builders. I think Gerry has been consistent in his approach to things. He's changed a little as we've gotten bigger to adapt to running a bigger company.

- Dave Kemler

I supported RAMIS at Mathematica, then joined Information Builders' St. Louis Branch, working on the help desk fielding TABLE reporting questions for Midwest customers. In January 1988, I became a midrange VAX and UNIX Sales Rep for Kansas City and Omaha, and a year later added Arkansas and Tennessee to my territory. I became St. Louis Branch Manager in January 1995, and Central Midwest Director two years later. It's been a great ride.

- Bill Vellios (started April 30, 1986)

Prior to joining Information Builders, I worked for Tymshare coding FOCUS. Of the four original people who opened the Detroit Branch, three of us are still with the company - myself, Ginny James, and Mike Edwartowski. That says a lot about a company - especially in the software business. I've stayed with Information Builders because the corporate culture cannot be beat, our products have remained current with the hottest technology waves, and there have always been career opportunities. I'm constantly challenged and never get bored.

- Sheila Earli (started Aug. 4, 1986)

I was working for Panasonic Systems and on a routine service call at South Carolina Electric and Gas in 1987, I ran into an Information Builders staffer who told me to call the Atlanta Branch Manager about a possible job. I started shortly thereafter as a PC/VAX Sales Rep. In fall 1989, I was promoted to Atlanta Branch Manager, which is one of the most diverse positions in the company - you have to juggle sales, technical, and administrative responsibilities. Currently, I'm happy as Vice President of the National Accounts Branch.

- Bill Macy (started Feb. 20, 1987)

My first position was as a Tech Rep in the Mid-Atlantic Branch, which is now the Metro Branch. I was initially struck by the team attitude and the willingness of my managers to allow me to contribute. From my Tech Rep days to my current position as Director of the WebFOCUS Products Division, I've found that one of the hallmarks of Information Builders' management is their encouragement of entrepreneurial spirit through open discourse.

- Dan Ortolani (started March 18, 1987)

In the high-tech industry, where everyone jumps from company to company, it is very unusual to find a place where people stay for more than a decade. When you know people for that long, work so closely, and travel together, you realize how lucky you've been and what a great time you've really had. I've had the opportunity to hold so many different types of jobs. By far, the most memorable was my time with Event Marketing where, among other things, I accumulated the complete Information Builders wardrobe - everything from pajamas to coats. Perfect for working in the garment district.

- Fran Shea (started Aug. 17, 1987)

I started as a Consultant and moved to Corporate Marketing 11 months later. After a brief sojourn in Silicon Valley, I was wooed back here in 1992 by the launch of EDA. I saw the potential of the product and built strategic relationships with Microsoft, Novell, and PeopleSoft. In 1997, I became the company's youngest-ever Vice President.

- Mike Corcoran (started Sept. 21, 1987)

I was a Wang VS consultant when I was hired. After two weeks of basic FOCUS training, Peter sent me as the sole consultant on a project at the University of Virginia. In a big kickoff meeting with 10 high-level members of their MBA program, including several very senior professors, they asked how long I had been with Information Builders. When I replied, "Two weeks," they audibly gasped. Maybe I was a little too honest, but I was 24 at the time. In 1996, I was promoted to Washington, DC Branch Manager. Information Builders is a great company to grow up in. I've had great managers and lots of on-the-job training.

- Ann Mahoney (started Oct. 19, 1987)

I was hired by Proglog, Information Builders' agent in France, and for five years, we surfed on the Information Center wave. I quickly moved over to Information Builders France when the company started its own subsidiary. Now WebFOCUS allows us to shine on the Internet wave. There is no other company at the crossroads of so many technologies. It's sometimes difficult to control but it's a lot of fun! As Marty Slagowitz once told me, "Marc, you need to decide whether you're a guru or a businessman!" Information Builders has allowed me to be both.

- Marc Guille (started June 1, 1988)

My first job was working on Hotline in the Dallas Branch. I chose Information Builders because of the quality of the people and the high profile FOCUS had with DB2 users. I had to turn down an offer from MSA, which merged with McCormick and Dodge two weeks later and laid off 600 people. After many twists and turns, I'm the General Manager of the company's largest subsidiary in the United Kingdom.

- Bill Flynn (started Sept. 19, 1988)

Soon after I was hired to sell PC/FOCUS, we were assigned to sell the whole product line. I'm impressed with our products and how they've stayed current within an ever-changing industry. I'm always amazed at how helpful people are. The support we provide to customers and colleagues is first-rate and unsurpassed within the industry.

- Carole Fernandez (started May 9, 1989)

When I dropped my portfolio off at a graphic arts agency, they asked me to go on an interview at Information Builders. I was unprepared and ended up interviewing in shorts, a tank top, Hawaiian shirt, and moccasins. The interviewer totally understood the circumstances, and I got the job. I thought, "What a cool place to work!"

- Lynne Watson (started July 7, 1990)

My original job back in 1991 was as a proofreader, a position long since eliminated. In 1994, I interviewed "Dilbert" cartoonist Scott Adams, whose strip was then in only about 65 papers. He was talking about the potential of the then barely heard-of World Wide Web. I tried to learn all I could about the Internet. Supported by Tim Benthall and others, I set about creating a company Web site. I taught myself HTML and wrote the original suite of 12 Web pages. Computer Services secured a UNIX server to house the testing and start-up server. The initial configuration could support 60 simultaneous users. In February 1995, the address was official - www.informationbuilders.com.

- Jeffrey Cohen (started June 4, 1991)

I started here as a summer intern in 1979 after my freshman year at Princeton, working for Marly Slagowitz programming the ANALYZE statistics package that is still part of FOCUS. I got hooked on the company and continued working part-time and summers until I finished grad school in 1991. I did the initial design of StyleSheets and worked on the defunct MacFOCUS product. Once MacFOCUS was canceled, I joined the GUI Group to develop FOCUS for Windows. That was where I did the pioneering work on WebFOCUS, which was an extension of the StyleSheets code, to produce HTML.

— Yoram Eisenstadter (started July 15, 1991)

My dad owned a computer service bureau in Manhattan that developed financial applications and back-office function programs. I worked for him until he sold the business, then moved to Dallas, where I met Bruce Wilson who hired me in 1983 as a sales rep at Software International. We kept in touch after he left Texas, and in 1992, Bruce hired me as Information Builders' Philadelphia Branch Manager. In 1995, I crossed the border and became Canadian Regional Manager, and last year added more mileage when I moved to San Jose as West Coast Sales Vice President.

— Jay Schurr (started June 30, 1992)

When I joined, Information Builders was transitioning from a company that provided a robust reporting toolset to a data access company that provided a suite of capabilities around data access and data manipulation. I was excited about Information Builders' positioning within the IT marketplace and believe our value proposition to customers is even stronger today. Our ability to provide customers with a strong return from their investments in data is unparalleled.

— Brian Joynt (started Nov. 12, 1992)



My first job was as John Sennor's Executive Administrator in the EDA Division, which only had 60 staff people. From there, I became Corporate Benefits Manager, which started a whole new career for me. The professional growth I've experienced has been priceless, plus Information Builders has become my family as well.

— Reyna Ortelani (started Aug. 22, 1994)

After six years of studying in the United States, I returned to my hometown of Amstelveen in Holland. Information Builders' local office hired me to conduct market research on various vertical industry sectors for the Sales department. I worked for five different groups of Sales Reps, and thus for five bosses, which was pretty tough in the beginning. One of the things I like about working for Information Builders is the company's informal structure. You can call anyone, anytime, anywhere when you need assistance and they will talk to you.

— Maaïke Hilbrand (started Feb. 1, 1996)

The job always changes. It's certainly a job I'll never get bored at. I grew the second beard I ever had while I was here. I shaved it when I saw all the grey hairs the job gave me.

— Harry Lerner

I was told when I joined that our goal was to endure. We've endured pretty well. I still look upon that as maybe not the most exciting message, but it sure works for this industry.

— Dave Kemler

We've always said that the two things no one can say are, "That's not my job" and "We don't do that here." Everyone here is a contributor. You have the opportunity to create just about anything you're capable of doing.

— Marty Slagowitz

I realized in about 1976 that this was going to be my last job.

— Peter Mittelman

Information Builders has a college campus environment. People can say what they want, and anybody can contribute. What's great about this company is that the top managers are accessible. Anyone can talk to Gerry or Dave. There has never been a time since I've been here that I've walked into Gerry's office and he hasn't had time to talk. The topic could be personnel, PDs, or technical. It's a good feeling to be able to express your ideas and have someone at such a senior level take you seriously. At NOMAD, in order to talk to the president, you had to schedule a meeting weeks in advance.

— Stu Madison

Out of curiosity, we did a study in 1991 that asked people who worked at Corporate Headquarters where they lived and how they got to work. Out of 619 respondents, 275 said they took New York subways or buses to work, and 180 came through Penn Station. The largest percentage of staff actually lives in Manhattan.

— Harry Lerner

I feel that Gerry treats us like family members. The company has given me the chance to grow technically. I had no management experience when I was hired. But I got head-counts here and there and suddenly I was a manager.

— Jeff Winters

I've stayed for a few reasons — primarily the people I work with and the clients I work for. Secondary is the learning. There's always something new to learn.

— Noreen Redden

When I left teaching, I didn't just find a job. I found a wonderful company, career, and long-term friends and relationships.

— Lila Goldberg

I've always said I joined Information Builders for the future, and I've never been disappointed.

— Harry Lerner



When I started with Information Builders, I only had one child. Now I have eight. I like to think that my family grew proportionally with my role in the company. Today, I supervise a staff of 80-plus as Director of the Business Intelligence Operations Division. Not bad for a guy who started here on a six-month trial.

— Reuven Schulman

We have always had good people. Our employees truly care about the company and each other, and it shows. All you have to do is look at the longevity of our staff members. New hires are amazed at how long some people have worked for the company.

— Monte Roy

The activity level was so high during the early years that I was closing 30-40 deals every year. We were growing so fast that I don't think anyone stopped to think what we would ultimately grow to become. The growth left everyone sort of breathless.

— Marty Meyers

I always knew the company would get bigger. I'm not sure I ever envisioned us getting to where we are now, closing in on a quarter of a billion dollars a year and still growing.

— Harry Lerner

Something I read once said, "Success and fulfillment is in the journey, not the destination." That's what's in it for me. It's the growth. It's doing something different. For me, it's more enjoyable now than it ever was.

— Marty Slagowitz

I had absolutely no idea the company would get this big, and neither did Gerry. I remember he said at one point, "All we need are 10 people paying \$1,500 per month and we can stay in business." That has changed a little.

— Peter Mittelman

