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Dear Jon:

I would like to take this opportunity to thank you for your valuable help in completing the first phase of the NetFRAME Oracle Project. When I first asked you to come and act as the project manager for this project it had languished for over half of the original estimated time and the first phase was supposed to be the shortest phase. However, the project was plagued by several problems all of which were to become yours to resolve.

The first task you undertook was an evaluation of the Oracle Project Team itself. Several of the members were from an outside consulting company. You were very astute in your evaluation of those folks and quickly pared the team down to the most appropriate and productive members. Second, you took a number of people off the "side line" by assigning specific leadership roles to key NetFRAME people. It was very apparent that this clearly changed the Oracle project to a NetFRAME project.

Of course, one of the first problems was the absence of a plan in sufficient detail to assign specific responsibilities, appropriate deliverables and accurately predict completion dates. You quickly took the Oracle team and their business unit managers through the process of constructing a viable plan. In many cases that required you to teach the planning concepts to people without the benefit of a formal class. NetFRAME had become "hung-up" on dates and responsibilities. NO ONE wanted to give a date and EVERYONE wanted to be involved, yet no one was responsible for a task. You worked your way through the company politics and team definitions to get a solid plan together. Then you set up an excellent daily and weekly team meetings framework that helped the team and management track adherence to the schedule.

Before you arrived, one of the tasks that had been getting a lot of bad "press" was conversion. Without unnecessarily getting bogged down in the vast details of this task, you shifted the conversion team's perspective and deliverables to get it on schedule. There were also issues in the conversion task that required senior management to make some hard decisions that they had been side-stepping consistently. You got those issues defined and the appropriate decisions made.

Clearly, the most important aspect of all of this is the project was brought in on schedule! NetFRAME did not have the project management expertise to complete a project the size of the Oracle Project without your valuable help. On behalf of NetFRAME a rousing THANK YOU VERY MUCH!

Sincerely,


Harry Kiesler
Director
Information Services