

REALIZING A VISION



PICTURED ABOVE:
Dr. Jack T. Baldwin, Chairman
Dr. Lynne J. Baldwin, President
Michael E. Meeks, Senior
Vice President

When our founders started Baldwin Hackett & Meeks, Inc. (BHMI) in 1986, they had the vision of developing quality software applications that produced real value for clients and professional satisfaction for employees. They organized BHMI to focus on that objective – and years later our focus remains the same.

The technical world that existed when our company started bears little outward resemblance to today's environment – so our skill sets broadened, our technical toolsets expanded, and our approach to developing software deepened.

However our fundamentals have never changed – we fulfill the commitments we make to our clients, and we are technically proud of what we deliver.

Now, we invite you to find out more about us and how we can help your organization realize its unique vision of enterprise success.



“From small startups to Fortune 500 companies, our clients have one thing in common – they trust BHMI to create applications that are critical to their success.”

– Dr. Jack T. Baldwin, Chairman



Baldwin Hackett & Meeks, Inc.

BHMI helped SimplyWell realize its goal of offering the market's most comprehensive web-based, HIPAA-compliant health management application by creating a Java-based solution to process and collect individualized health information. The application, now being used by corporations around the country, has set a new standard in preventive healthcare.



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“We selected BHMI because their people are customer-centric and easy to work with on a day-to-day basis. They have been receptive to all of our ideas – they took our vision and made it a reality.”



– SimplyWell, Inc., BHMI client since 2004

UNDERSTANDING THE CONCEPT OF PRIMARY SOFTWARE APPLICATIONS

A primary software application is central to the successful operation of an enterprise. The term has a different meaning than “mission-critical”, which tends to be associated with basic application or system infrastructure. Nor is it the same as “enterprise-class”, which suggests an application set with influential scope throughout an organization. A primary software application can be either of these types – and more.

So, why is a primary software application different from other applications? Essentially, the difference is the *degree of importance* of the software to the successful operation of an organization. A primary application may be large or small. Regardless of size, these software applications are central to the way an organization operates.

Consequently, primary software applications have to meet more demanding performance criteria. While these criteria may differ depending upon the specific needs of an organization, these applications can be defined by several unique attributes, including:

- ▶ The application directly supports a main line of activity for an organization – if the application is not available, the organization’s effectiveness is adversely affected.
- ▶ The application must be accessible at all times. Halting the application to reorganize the database or to roll in a new version of software is not an option because the application must always be available. Reboots or application cold load operations should be minimized.
- ▶ The application supports the processing needs of multiple individuals or groups across an organization. Use of the application by different processing entities should not noticeably or adversely affect the use of the application by other processing entities.
- ▶ Application processing performance and efficiency are paramount. High processing volumes and service levels require that application functionality be scalable to accommodate processing growth.
- ▶ Ergonomic considerations are significant. Because of the importance of a primary application to the operation of an organization, users must be able to interact with the application in an effective manner, consistent with the tasks being performed.
- ▶ Different organizations may characterize a primary application in additional ways, but the overriding trait of a primary application is its importance to the well-being of the organization.

A primary software application is central to the way an organization operates.

THE FAA is responsible for collecting, processing, storing and disseminating aviation weather data and flight bulletins to major national airspace systems, airlines and other commercial users. BHMI designed and developed a fault-tolerant distributed message switching application to ensure that the needs of this high-performance, mission-critical system are met.



“BHMI personnel are great to work with – both professionally and personally. They really take responsibility for their deliverables and the results show.”

– Federal Aviation Administration, BHMI client since 1994



DELIVERING SOFTWARE ALIGNED WITH END-USER NEEDS

BHMI has been in business developing high-powered applications since its inception. Issues of high-availability, performance, scalability and consistency with business purpose have been constant themes throughout our application development history.

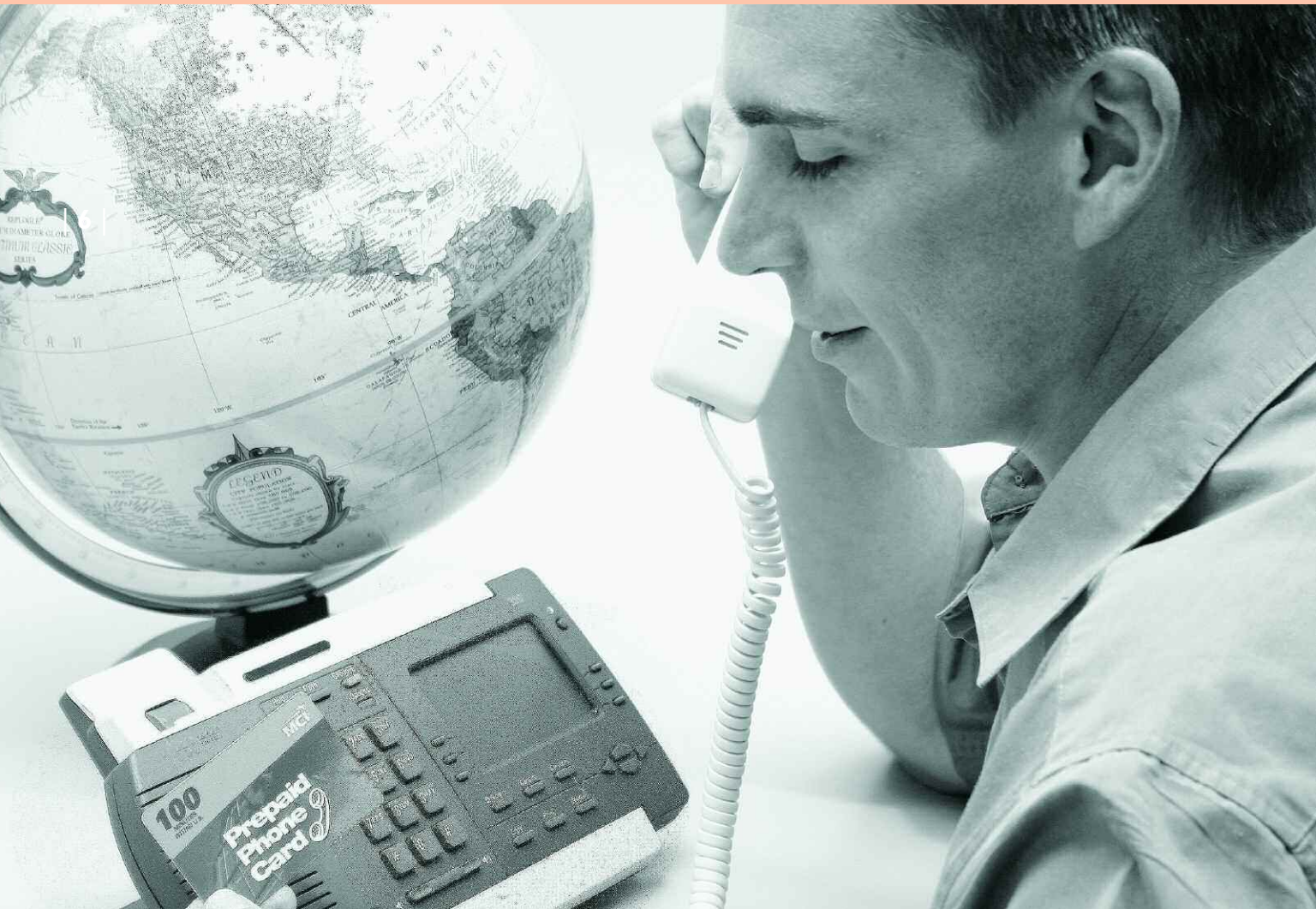
We are an effective and efficient creator of application software that addresses the needs of end-users supported by an organization. Aided by a sophisticated infrastructure of core system components developed by our own team, BHMI creates applications directly aligned with the business and functional needs of an organization.

BHMI has developed application software in an assortment of vertical categories whose numbers and types continue to expand. End-user applications developed by BHMI include:

- ▶ Tracking shipments of vehicles on railcars from manufacturing plants to dealers.
- ▶ High-speed switching of weather-related data from measuring points to aviation centers.
- ▶ Settling back office financial service transactions for banks, financial networks and other providers of financial transaction services.
- ▶ Creating fares, routes, tickets and reservations for passenger transportation companies.
- ▶ Providing call center and web-based services that track the locations of individuals wearing Global Positioning System (GPS) devices.
- ▶ Offering prepaid calling card services for long distance telephone carriers.
- ▶ Developing flexible bill payment services for financial service bureaus.
- ▶ Monitoring the health of individuals in corporate wellness programs using HIPAA-compliant, web-based services.

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MCI selected BHMI to create a prepaid calling card application that supports high transaction volumes and ensures continuous availability. This robust application handles more than a million calls per day and supports a host of other services while providing interoperability with other MCI core processing applications.



“BHMI is truly one of our best partners in helping us develop and implement software solutions. BHMI recognizes our need for quick delivery while still ensuring software quality.”

– MCI, BHMI client since 1996



DISCERNING THE BHMI DIFFERENCE

BHMI software specialists maintain a wide assortment of technical skills that are both broad and deep. We can update legacy applications, as well as create brand new applications incorporating the latest web-based, services-oriented architectures. Although these capabilities are not necessarily unique, we think there are a number of features that set BHMI apart from other software development companies.

DEPTH OF EXPERIENCE

BHMI has been in the business of creating primary applications for decades. Almost all members of the original technical group involved in the founding of the company are still at BHMI, and almost all software specialists who have subsequently joined the company have remained at BHMI. We work hard to create an environment where good technical people can do good technical work. As a result, we can assemble talented customer project teams with specialists who have been working with one another for many years. What this means to our clients is highly-effective communication and optimum productivity.

Combined with our technical strength, BHMI also brings years of application subject-matter knowledge to a project. Skill sets in a wide range of vertical markets, plus decades of experience in large-scale implementations, mean BHMI can help define requirements, set directions, design, plan, document, coordinate and build consensus among project constituents – in addition to carrying out software development.

Our approach seems to work because BHMI clients continue to remain BHMI clients for long periods of time. In fact, BHMI's initial clients are still BHMI clients. We like new friends to become old friends.

ORGANIZATIONAL INTEGRITY

There's a reason why the names of the founders are on the corporate masthead. We want our customers to know there are real people at the top of our organization who are dedicated to the quality of BHMI's work and our commitment to meeting customer needs.

Every project receives the personal attention and oversight of a partner. If issues arise, we detect and resolve them quickly. Commitments are serious business at BHMI. We work hard to ensure that commitments made are commitments honored. After all, our founders' names are on the front door.

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WHEN Union Pacific Railroad wanted to deliver additional value to its automotive clients, it turned to BHMI to create a real-time vehicle shipment tracking application. Designed to continuously receive data from multiple sources and calculate delivery times throughout the shipping cycle, this application processes hundreds of thousands of EDI messages per day and tracks millions of vehicles each year.

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“BHMI is a bulldog organization. They excel at developing and implementing primary software applications. No challenge is too great and their timeliness is excellent.”

– Union Pacific Railroad, BHMI client since 1986



LOW RISK APPROACH

BHMI uses a modified waterfall project methodology. This means we establish deliverables, costs and timeframes at the beginning of a project so customers will know what they will receive, when it will be available, and how much it will cost. Sounds reasonable, doesn't it? But the process can be difficult – especially when dealing with projects in which requirements are incompletely specified or underlying functions are imperfectly understood.

To assess the real scope of a project and to resolve uncertainties, BHMI initiates each project with the creation of an external specification that provides a detailed description of project deliverables. This document describes all of the primary functional logic, data relationships, user screens and major external components of the software application. The intention is to provide sufficient functional detail so clients understand the deliverables and developers know what to create.

After an external specification is approved by a client, BHMI provides a binding estimate on cost and elapsed time for the project. BHMI will not increase the overall project cost to a client even if we exceed our estimate. BHMI – not the customer – assumes the obligation to produce defined deliverables for the estimated cost.

ENTERPRISE SENSE

BHMI frequently works with visionaries – clients who have creative business ideas but need help turning their ideas into viable, functioning applications. We specialize in working with these clients to translate general business objectives into technical requirements. We then create technical specifications, devise project plans and develop software applications that address these requirements. Our clients supply the goals and we supply the “enterprise sense” to produce business solutions that are both technically and commercially successful.

BULLDOG TENACITY

Despite our heightened awareness and best efforts, unanticipated project events sometimes occur that appear to be intractable. Critical technology may not work as expected, actual business processes may turn out to be different from those documented, and a myriad of circumstances can arise that jeopardize the success of a project.

It's at these times that BHMI shines. We have been called a bulldog organization – with good reason. We simply will not let a technical challenge get the best of us. We will research a challenge for as long as it takes, and we will ensure that a fix is found and implemented. Bulldogs won't let go – neither will BHMI.

Our clients supply the goals, we supply the “enterprise sense” to produce business solutions that are both technically and commercially successful.

BHMI initially developed Greyhound's Sales Support System that tied three geographically remote call centers together using BHMI distributed software. That initial system has grown into the Transportation Reservation and Itinerary Planning System (TRIPS) that comprises the business backbone for the corporation. This system is currently supporting over 300 online agencies across North America.



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“For over a decade, BHMI has been helping us develop and support software applications that are essential to our business success. We interact more as partners than vendor and client. The length of our association is a testament to BHMI’s consistency, commitment and quality.”

– Greyhound Lines, Inc, BHMI client since 1987



CORPORATE STABILITY

BHMI has been in business for decades doing serious software development. During this time, we have continued to provide support for all our clients following software implementations. Many of our clients have entrusted BHMI to support systems that truly are essential to their fiscal well-being. We are currently supporting clients for whom we developed systems decades ago. In fact, many of the developers who originally implemented these systems continue to support them – a remarkable circumstance in this era of high employee turnover.

BHMI has created a development environment that is second to none in efficiency and flexibility.

RAPID DEVELOPMENT

Our business is developing quality software in a short period of time for a reasonable cost. Although talented, experienced software specialists are key to this process, the demands of the marketplace require an approach to creating software that enhances and expedites the development process. BHMI has created a development environment that is second to none in efficiency and flexibility. Some of the features of the BHMI development environment include the following:

- ▶ **REFERENCE ARCHITECTURES** – Use of internally-developed collections of application-oriented code modules and development procedures, which enable proven, predictable development approaches to be repeatedly used to meet similar functional requirements. Use of these internal, standardized reference architectures shorten the coding process and produce high-quality results.
- ▶ **PLATFORM INDEPENDENCE** – Platform-independent software creation through the use of application layers that abstract differences among operating systems and databases, thereby allowing similar development approaches to be used for code creation regardless of target execution environments.
- ▶ **SOFTWARE INDEPENDENCE** – Non-dependence on any third-party or proprietary software development or execution environments. BHMI software does not rely on any external software environment so application portability is enhanced.
- ▶ **COMMON SOURCE MODULES** – Creation of common source-code modules that can be compiled into object modules for execution on different hardware and database combinations. This allows execution platforms to be changed in the future without having to rewrite an application. This feature can be particularly valuable when hardware or database vendors are replaced or when systems have to change because business requirements change.
- ▶ **APPLICATION LIBRARIES** – Use of application libraries to ensure that common application functions have extra levels of error-checking and recovery logic for enhanced robustness.



COMPETING IN TODAY'S MARKET



Probably the single biggest factor in the computer and business productivity revolution that has occurred during the past 15 years is the prevalence of low-cost processing horsepower that is now widely available. Led by the Microsoft/Intel model, today's hardware vendors produce platforms with processing capabilities formerly found only with top-line mainframe platforms – all at a significantly lower cost than previously available. Thanks to the emergence of large groups of well-educated, well-trained software engineers in countries around the world, a similar cost-lowering phenomenon is occurring in the software development marketplace.

So given the new realities of the software development marketplace, how does BHMI compete? First of all, BHMI recognizes that staff augmentation and offshore development resources can provide low-cost development services – but not under all circumstances. These resources work best when project requirements are clearly defined and specifications are complete. Unfortunately, most organizations do not have the time, personnel or budgetary resources to meet these conditions.

Enter BHMI. The experience and skill sets possessed by our software specialists combined with our expedited development approach give us an edge in completing software projects for a lower total cost and in less time. Specifically:

- ▶ **COMPETITIVE RATES** – BHMI hourly rates are highly competitive especially since we maintain our own software development facility.
- ▶ **EXTENSIVE APPLICATION EXPERTISE** – Clients receive our application expertise as an inherent component of our business relationship. We help clients refine requirements and focus projects, as well as carry them out.
- ▶ **DEPENDABLE PRICING COMMITMENTS** – BHMI will set a pricing commitment for a project after an external specification document has been approved. If we exceed the capped estimate, we take responsibility for the overage.
- ▶ **CONDENSED PROJECT TIMELINES** – Because BHMI is an inherently nimble company, we complete projects in less time with fewer resource hours – resulting in lower total cost of ownership and quicker realization of benefits.

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WORKING WITH YOUR ORGANIZATION

We hope you are convinced that BHMI can work closely with your organization to develop low-risk, high-potential primary software applications that are both timely and cost-effective. Our skills, experience and commitment ensure we will deliver what we promise, and we will be here to provide continued support. That's what BHMI started decades ago, and we see no need to change. Contact us today to learn how we can put our expertise to work for you.

