



CASE HISTORY – RAPID GROWTH LEADERSHIP

CASE MASTERS – FROM \$700 THOUSAND TO OVER \$12 MILLION IN THREE YEARS

BACKGROUND: CASE Masters was founded by two software engineers, neither of whom had previously owned and operated a business of substance. Their backgrounds were software consulting at the enterprise level specializing in use and deployment of CASE (Computer Assisted Systems Engineering) technology tools. The particular CASE tool CASE Masters specialized in was initially developed by Texas Instruments, 1988. In the late 80's and early 90's, CASE tools were employed by approximately 80% of the Fortune 1000, many state governments, a few large Federal agencies and multi-national companies located throughout Europe.

ACTION TAKEN: John Nelson was hired as Vice President, Business Development with the assignment of broadening the revenue base and increasing gross profit margins. John was the only salesman, led the proposal development team, drafted and negotiated contracts with new clients, managed the recruiting and hiring process and was the project manager for the company's first large, high-profile account (Tropicana). Within a year, John hired and managed a recruiting staff, hired project managers to head newly sold projects, and boiler plated the proposal development process. John began the expansion of the company's image over national and international boundaries. Establishing the Company as a CASE tool expert within the large client, enterprise markets, was imperative to create a differentiator from competition. Initially, expertise within the CASE tool and a reputation for delivering enterprise level, complex software projects on time, within budget became to drum beat. However, in 1996, the Company became actively involved in the early development stages of Component Based Development (CBD). The Company contracted with Texas Instruments to use TI CASE tool to build some components to newly developed specifications titled CBD 96. Developing these components for TI provided three advantages to CASE Masters: 1. a trained staff of CBD developers, 2. "Know how" relating to CBD architecture, development and integration into an industrial strength enterprise project, and 3. a reputation for completing the assignments successfully. John established a speaker's bureau made up of CBD architects, project managers and developers, etc. John and individuals from the speaker's bureau began to schedule and deliver up to twenty-five presentations a year to computer symposiums, user groups, and international audiences. Lists of twenty distinct CBD presentations, focusing on four target audiences, were published in CASE Masters literature and widely distributed. The demand exceeded supply.

OUTCOME: The Company became internationally recognized as one of the premier purveyors of Component Based Development products (components, patterns and objects), methodology, procedures and software solutions within the CASE tools technology genera. Rapid domestic growth ensued, producing high-visibility commercial and government projects at Emery Worldwide Airlines, AT&T, Transamerica, American Century, Publix Super Markets, State of Kansas, State of Texas, State of North Carolina and the State of Florida. Leveraging the speaker's bureau as a marketing vehicle John Nelson expanded CASE Masters and their CBD expertise into the European market space. Within eight months, John Nelson closed three substantial European projects: ING Holding Company, Swiss Rail and United Kingdom Postal Service. The dollar value over the life of these European contracts exceeded \$40 Million. Domestic new sales and prospect opportunities continued to be very strong. By the end of John Nelson's third year, CASE Masters generated annual revenues in excess of \$12 Million with a two-year revenue target of \$25 Million.