VISION

FEDERAL MARKET FORECAST

CONFERENCE 2018

Presented by PSC

October 29-30, 2018 · Falls Church, Va.

Table of Contents

What is Vision?

The 2018 PSC Vision Forecast and Conference will be the 54th year of providing a federal market forecast. It is the only non-profit forecast that addresses the defense, civilian, and federal information technology markets.

Each year, volunteers of the Professional Services Council—through market research and an extensive interview process—gather, collate, and analyze information for the annual Vision Forecast.

- Qualitative and quantitative analysis from 300+ industry member volunteers who participate in the forecasting process
- Insights provided by hundreds of government executives, think tank analysts, congressional staff and Wall Street analysts who take part in non-attribution interviews.

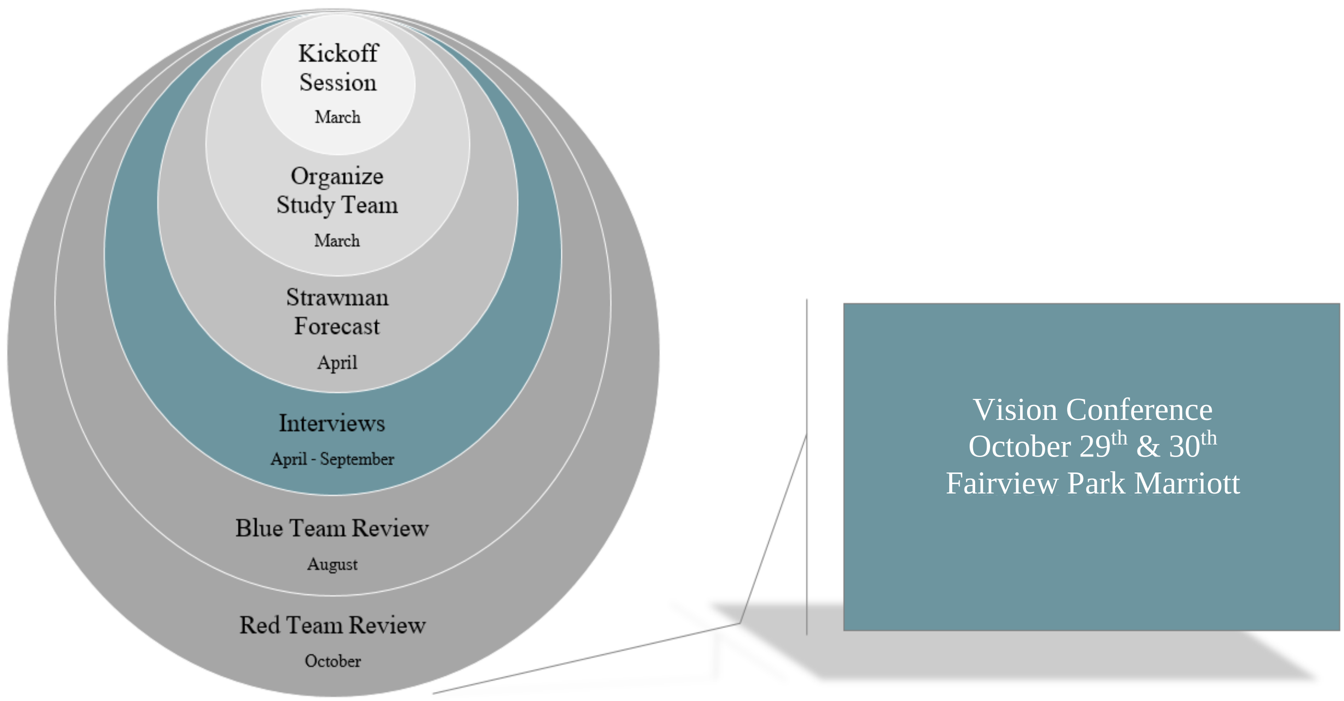
Our purpose is to:

- Provide a forum for the federal marketplace to obtain a concise, quantifiable assessment of the budgets, programs, priorities, and issues in a rapidly changing environment;
- Provide government customers the opportunity to express their current and future needs;
- Enable industry to understand and contribute to technology innovations, requirements development, upcoming opportunities, improved business practices and better customer relationships;
- Encourage greater government/industry communication and interchange on issues, technology, programs and other areas of mutual interest.

Benefits of Participating in the Vision Program

- Access to major decision-makers across the federal government (civil and defense) through our forecast interview process
- In-depth information on government requirements including forecasts, budget trends, reform initiatives, drivers, and potential business opportunities
- Six months lead time on forecast information and analysis before public release at the Vision Conference
- Professional development
- Networking with your industry peers and competitors
- Access to a forecasting activity

2018 PSC Vision Calendar



2018 VISION TEAM DESCRIPTIONS

Government-wide Teams

Acquisition Trends

The Acquisition Trends Team will focus on one of the most dynamic aspects of federal business – the federal IDIQ, GSA Schedule, and GWAC marketplace, accounting for more than half of all information technology sales. The team will explore questions and issues of interest to anyone doing business with civilian and defense agencies – which contract vehicles do buyers prefer to use; why; and what opportunities are likely to spring from these agency cross-cutting contract vehicles over the next few years. The team will also provide a forecast of this market and growth potential. This team will focus on relationships within GSA, NITAAC, and other major acquisition offices.

Federal IT Budget

This team prepares an annual five-year budget forecast of the IT market for civil and defense sectors of the federal government, including an assessment of related plans, programs, and market topics that cover computers, telecommunication systems, and related products and services. The committee provides an overall analysis of the federal and IT budgets for various civil and defense agencies, looks at top-line dollars and trends, and then forecasts federal IT spending for the next five years. Included in this forecast is an assessment of the various agency Exhibit 53 submissions to the Office of Management and Budget (OMB). The effects of government administrative policies and procedures on the IT marketplace are determined in cooperation with government agencies, and a determination is made on essential facts and figures relating to the IT market.

Industry Outlook

The team focuses on the Wall Street view of the federal market with a focus on the defense industry. Interviews are conducted with equity analysts in New York, Boston and the DC area. The team effort is further augmented by an Industry Outlook panel discussion at the conference.

Defense Focused Teams:

DoD IT & C4ISR Agency Overviews

This team prepares a forecast that analyzes future spending by the military services and Defense-wide agencies. This forecast team will look at the procurement, RDT&E, O&M and IT budget by service (Army, Navy/Marines, Air Force, Marines) and defense agencies such as the Defense Information Services Agency and the Defense Threat Reduction Agency.

This team prepares a forecast that analyzes the budgets, as well as trends and dynamics, related to defense mission-critical and embedded systems directly involved in C4ISR. The major submarkets that will be covered are: C4 (Command and Control, Communications, Computers), ISR (Intelligence, Surveillance, and Reconnaissance), and electronic warfare. Significant areas of investment through major program spending covered (unclassified portions are included).

This study team takes a qualitative look at the latest in federal technology trends and how they will offer future business opportunities. For example, the convergence of IT, mobility, the cyber threat, etc. They assess how technology is impacting the way the government does business, procures products and services, and is a key element of departmental planning. Additionally, this team assesses the government's willingness to embrace technology as an enabler and change agent. The federal CTO will be one of the targeted positions to be interviewed for this team.

Defense Acquisition Categories/Platforms

For each of the areas listed below there is a team that looks in-depth at the issues, trends, drivers, budgets, major programs, and other criteria specific to each market that would be of interest and value to defense contractors. Each team develops a bottoms-up ten-year forecast for their market, which is compared to, and rationalized with, the topline ten-year forecast.

- Aircraft
- Military Space
- Shipbuilding
- Vehicles

International Defense

The international team will focus on trends and forecasts of the non-US global topline of defense expenditures. Important regions and countries will be described and key growth markets will be identified. Security issues which could affect the global topline and regional defense investments will be discussed.

Macro-Economic Forecast/DoD Topline

This forecast team looks at the overall U.S. economic picture and develops a most likely scenario for federal discretionary spending, culminating in a defense topline forecast. It focuses on macroeconomic indicators, such as GDP growth, the federal deficit, debt/GDP ratio, and the interest rate environment. Its DoD Topline forecast is a ten-year forecast of defense budgets involving a top down look at the DoD budget by appropriation category (e.g. RDT&E, Procurement, O&M and Milpers). The forecast includes relevant information about current DoD activities such as defense strategy and planning, an estimate of the future force structure, an investment forecast, Overseas Contingency Operations (OCO) spending, efficiency savings, and changing acquisition practices. (Prior experience on another team usually is a prerequisite for participation on the Topline Team)

Defense Services

This team provides an in-depth evaluation and analysis of the DoD Operations and Maintenance (O&M) budget, the portion that is contracted out, and the addressable market available to the defense services and support industry. The database developed by this team provides an excellent understanding of this key growing marketplace.

Civilian Agency Teams

Department of Homeland Security
This study team is charged with continuing to develop a methodology for assessing the integration of various agencies and the variety of elements in the markets that will emanate from this organization. It will provide both a quantitative and qualitative analysis, including a five-year budget forecast. Future program opportunities will be an important focus for this team. The team is comprised of smaller teams formed for the Department of Homeland Security components (Department of Homeland Security HQ, National Protection and Programs Directorate, Customs and Border Protection, Immigration and Customs Enforcement, Coast Guard, Citizenship and Immigration Services, Transportation Security Administration, Federal Emergency Management Agency). Each of the component team builds their forecast assessment as part of the overall team.

NASA
This team analyzes budgets and opportunities for NASA space programs and IT, and presents a five year forecast of each.

Other Civilian Agencies/Topics
Other teams will look at key civilian agencies/topics focused on providing in-depth information on program opportunities. Emphasis will be on strategic plans, procurements and programs, technologies, trends and drivers, the political landscape, co-agency initiatives/roles, and outside influences. Agencies presented at the conference typically focus on those that offer the most opportunity for industry (e.g. VA, HHS, Military Health, Justice, Treasury, DOE, State/USAID, Transportation, USDA, EPA, SSA). Agency teams will be formed as desired by the PSC members wishing to lead the teams.

FORECAST AND MARKET STUDY GUIDELINES

Forecast/Study/Analysis Content

The forecast process begins with secondary background research. Each Vision team will begin by defining the parameters of the study and take individual participant commitments for specific background research. Data should be assembled using bottom-up and top-down techniques, drawing only on unclassified and open literature sources. This includes a thorough review of all information pertinent to the agency and/or topic and any outside influence thereon. All Vision study participants should have a good understanding of the subject under consideration.

Organization of the study should be done early in the process with an outline of study objectives provided for team members to fill in blanks as information becomes available. It sometimes helps to use viewgraphs from previous years (if appropriate) as a straw man to determine what has changed and to assist the process of organizing the study. Of course, there will be changes to the outline as the study progresses, but this is a helpful tool for identifying priorities and making assignments. Remember, the interviews provide an opportunity to compare the draft data with what is being heard from the customer. <u>It is important to provide an **analysis** of the market, instead of developing the forecast based solely on the information from the interviews. Participants are asked to **submit the interview results within five business days** of the interviews; many teams use the interview data from all of the interviews from their analysis.</u> Keep in mind, also, that merely updating a forecast from a previous year does not differentiate the real changes that are taking place. Each year should be a fresh look at the respective agency/market. In the early stages, particular attention should be paid to determining how the team will quantify the market and who will be responsible for this task.

Participant Requirements

The quality of participation reflects the commitment level by individual participants and teams as a whole, and determines the quality and value of the final results. The bullets below is a good representation of what one can expect to expend on this effort if everyone participates fully.

Leader/Participant Time Requirements

Those team members who qualify as team participants (see description below) will receive password access to the information that is developed and interview notes posted on the secured PSC web site.

Participants are those who:

- Contribute to the research process on a continuous basis;
- Provide analysis throughout the process;
- Attend at least 50% of all team meetings either in person or via teleconference;
- Participate in at least one team review (Blue/Red);
- Attend a minimum of three (3) interviews as assigned; and
- Submit notes in a timely manner (5 business days; notes are critical to the process).

If your ability to commit to this effort changes during the process, please advise your respective team and/or agency leaders immediately so that assignments can be readjusted, and, if necessary, you will be dropped from our participant list. The expectation is that all participants will contribute fully to the study.

2018 INTERVIEW PROCESS

Interview Timing

Interviews are intended to be conducted *ONLY AFTER DATA GATHERING AND ANALYSIS HAVE BEEN COMPLETED.* Interviews are to be used to validate ideas, test theories, determine if there is consensus, address information voids and gaps, etc., based on the data gathered. During the data gathering and analysis period, agency teams should develop a straw man of the presentation to use in guiding them towards a particular focus or theme. Presentations may be used during the interview process as a basis for discussions—they are helpful in shaping customer feedback. Note that significant amounts of data will be provided in the conference proceedings, but only the highlights will be presented. Additional information that is deemed to be of interest, but does not make it into the formal presentation, can still be included on the conference proceedings as back-up slides.

Interview Lists

Over the years, the teams have developed interview lists. In all cases, the team leader is responsible for developing a current list of people to be interviewed. The team leader should make assignments to team members to assist in generating a complete and final list of people to be interviewed. *Note: We use the term "interview" amongst ourselves; however, with the customer we call our activity a "meeting" rather than an "interview", to alleviate concerns.*

A few of the basics for developing and updating an interview list include:

- Each year should begin with a fresh list, even though there may be repeat interview targets by virtue of the position rather than the person. Teams should not assume that previous lists are correct, because changes occur constantly.
- Lists *MUST* include full name, title, agency/firm, street address, city, state, zip, telephone and e-mail addresses of selected people the team would like to interview during the year. The name, phone # and email address of the interviewee's point of contact (POC) should also be included.
- Where an individual's name does not clearly indicate gender, please provide that information on your list to avoid any misunderstandings. Please be sure to provide correct military rank information. Accuracy and completeness of information supplied about the interviewee is important to ensure proper action related to that interview request. If a name from the previous year is used, please take the time to verify current information.
- *NOTE: It is NOT the responsibility of the PSC staff to compose interview lists or research the address data. This is the responsibility of each team. Also, teams should make sure they can support interviews outside of the DC area. Team leaders should poll their members on their ability to travel to ensure coverage. It is the team's responsibility to schedule out of town meetings, not the PSC staff.*
- ***Team leaders should remind team members that the purpose of the interview is to validate data gathered by the team, not to meet a person for personal company business.***
- If the team wants to interview a "position" that is currently vacant, the team must select that "position" as a placeholder. If another team later requests to interview the person having been named to the position, the team that originally specified the position will be the designated lead at the interview resolution meeting.

- Teams should prioritize their list since this will be the order in which interviewees are contacted for meeting scheduling.

We have found that extensive lists of people to be interviewed are counter-productive. Because of the time constraints on our participants and the need to be mindful of the time of our government customers, *teams need to be selective in the number of people they request to be interviewed and the location of the customer*. It has been found that a few really good interviews are just as effective as large numbers of moderately good or even poor interviews. Towards the end of the process, the momentum for participating in interviews typically lags. If we concentrate on obtaining the critical interviews by being very selective, we do not use energy to obtain marginal ones. PSC and the team interview manager work closely together to maximize the return from the list of customers the team wishes to interview.

Interview Database

PSC staff will establish a master database upon which they will enter all interviewee information, including which team requested the interview. The staff will assign interview codes for all potential interviewees to protect the "not-for-attribution" interview requirement. The code will be an agency and number designation. *This code number is to be used in place of the interviewee name on all notes and write-ups. No comments should be attributed to the customer being interviewed at any time (this includes team meetings and within your company).*

Interview Resolution

Occasionally more than one team will request an interview with the same individual. In order to maximize the value of each interview the PSC Vision interview manager will be responsible for implementing the established guidelines. These guidelines state that when multiple requests to see the same person are requested the interview manager will designate a team lead and offer a place, evenly distributed, to each of the other teams. Any exceptions or disputes will be resolved by the Vision director, Vision Leads and/or the Strategic Council will be involved on an as needed basis.

E-Mailing Interview Letters

PSC staff emails the interview request letter on PSC letterhead**.** *No team or individual is authorized to mail out interview request letters on behalf of PSC.*

Interview Coordination and Scheduling

Each team leader needs to assign a participant on the team (if not himself/herself) to coordinate all interviews. *The interview manager needs to be available by phone or e-mail during the interview cycle. The process can be hectic and constantly changing. Accessibility to this person is essential and should be taken into account when selecting an interview manager.* All team members are asked to provide cell phone information so that they may be contacted in a timely manner should an interview change occur.

After sending out the emails requesting interview meetings, PSC staff will phone all potential interviewees in the Washington, DC, metropolitan area to arrange a time for them to be interviewed.

PSC staff will alert the team/agency leaders when the emails have been sent to interviewees outside the Washington, DC metropolitan area. *Due to the difficulty in determining team participant's availability and capability to travel, teams will make the follow-up phone calls to schedule outside DC interviews.* Teams need to advise the PSC staff when outside DC interviews are scheduled so that this information may be added to the master database and disseminated as needed.

Once an interview is scheduled and notice is sent out to all team/agency leaders, it is the responsibility of the team interview manager to contact their team members to determine who will attend the interview. *Once the specific interview team has been formed, the PSC staff will call the office of the interviewee to confirm the visit and to provide names and other pertinent information required, e.g. company affiliation, social security number* (including mobile #s in the event of a last minute change or cancellation).

This should be done 1-2 weeks in advance of the meeting. Another call will be made by the PSC staff to the interviewee the day before the meeting to reconfirm. Only team members that receive a confirmation email from the PSC staff are authorized to attend the interview.

A log of all interviews will be kept up to date with the PSC staff so that they can send thank you letters and provide copies of the final Forecast Proceedings to those who were interviewed.

Interview Questions

The Team Leader is responsible for coordinating a list of questions to be asked during the interview. With many customers it is important that the interviewee receive a copy of these questions at least one week prior to the interview. With some, however, questions in advance are a hindrance to obtaining the meeting. The PSC staff and returning team members will be able to judge what is needed in specific cases. During the interview, ample time must be given to each team attending, and also for those teams who are not attending but are submitting questions, to ensure that all questions are posed during the interview. The key element is for each team to decide what interviews are truly critical to their study and to prioritize the questions for each customer.

If more than one team is involved in an interview, the *interview leader* should assimilate a set of questions from all interested parties and e-mail it out ahead of time to all interview participants. The interview leader should ensure that each team gets to ask at least one question. The set of questions should be tailored to the person being interviewed and will be e-mailed to the interviewee ahead of time only if their office requests. As noted previously, this is a judgment call. We don't want to "scare" interviewees into feeling obligated to answer every question in detail or into declining the interview because they feel they are not knowledgeable on all subjects.

The interview leader should bring a set of back-up questions in case the interviewee steers the conversation in a different direction. Do not follow the list of questions exactly if the interviewee wants to expand on a certain subject. Let the meeting flow naturally; that is, do not read the questions. Also, be sure that the questions are open ended, encouraging discussion beyond a “yes” or “no” answer. Sharing a straw man forecast with the interviewee can help keep an interview on track.

Managing the Interviews

At least two, but not more than four team members should be present at a given interview. The individuals conducting the interview should all represent different member firms. *A minimum of two different companies must be at each interview. Team members who must cancel at the last minute should contact the team/agency leader, interview manager, and PSC staff to arrange for other representation.* Make sure you get someone “live” so the message gets passed on. *The substitute must be someone on the team roster and NOT someone from your company who is not officially participating and lacks training in the Vision process.*

All interviews are to be at the **unclassified level**. Use of electronic devices in any form (including laptop computers or tape recorders) is not permitted during an interview, unless the interviewee grants permission.

There are times when an interview is cancelled at the last minute. When the call comes into PSC, the staff will do everything they can to alert the entire interview team (updated cell phone essential). However, realistically, there are times when the notice is too short. Please understand that problems can occur at the last minute. PSC will attempt to reschedule all cancelled interviews, or work with the team leader to do so.

The most critical part of the interview is the way in which the interview leader manages the meeting. This person must handle all aspects of the meeting in a most professional manner. It is up to the interview leader to manage the up-front coordination, making sure that all team interests are served, and that the process remains fair to those involved. At the meeting he/she will set the stage with the customer: verbalize the ground rules—not-for-attribution, unclassified, etc.; indicate that this is in the form of a round table discussion (it's not an interrogation); and make sure that everyone is introduced. The interview leader sets the pace of the meeting and makes sure that all participants are able to ask the questions that they need to have answered. The leader must remain sensitive to the customer's interests, concerns, and available time. The interview leader may need to gently keep the customer on the discussion topic(s) that have been previously prioritized by the participants. And the leader should signal the end of the meeting expressing appreciation for the opportunity to meet. It should be mentioned that the results of the conference will be made available to the interviewee after the conference is over.

Interview Timeline

One week before –

- In order to ensure correct information and location, the PSC interview manager will contact the interview office, confirm the appointment, verify address data, and make sure the office has the names of team members (and any necessary information required by security), and tailored interview questions if appropriate.

One day before –

- In order to ensure up-to-date information and verify any last minute changes, the PSC staff will contact the interview office, confirm the appointment time and location, and make sure the office has any updates to the names of team members.

15 minutes before –

- The interview team should already have discussed prior to the interview the meeting strategy, any sensitive issues, the most important questions. Just before the meeting the Interview Lead should designate or reconfirm the order of who will ask which questions, assign the person who will be the lead note taker, and determine follow-up procedures. If the interview is in the Pentagon, meet 30 minutes ahead of time. At this time meetings at the Pentagon are quite difficult and require extra preparation on the part of the team and the office of the person being interviewed. Please be gracious and understanding regarding the requirements for access to the Pentagon (and other offices with similar security measures).

During

- The interview lead should provide introductions, include a short statement about interview ground rules, establish the length of time for an interview, and establish the flow of the interview.
- Ground Rules: Always state at the beginning of the interview what the Professional Services Council is, what we are working toward in our forecast study, the cross-industry nature of the interview team, and that the discussion will be unclassified and "not-for-attribution."

Introduction:

The Professional Services Council (PSC) is the voice of the government technology and professional services industry, representing the full range and diversity of the government services sector. PSC helps shape public policy, leads strategic coalitions, and works to build consensus between government and industry.

The Professional Services Council also organizes conferences and seminars to explore pertinent issues with government and industry representatives and to share their findings. The Vision Conference is PSC's major undertaking to achieve this goal.

Our interview team is here today to help prepare for this year's conference which will be held in October. This will be the 54th year that we have presented our forecast. Your comments are "not for attribution" and to thank you for agreeing to meet with us, we will mail you a copy of the presentations and forecast from the conference. We would like to confirm that the meeting today will be for an hour.

- Time Factor: Confirm the amount of time that is available for the interview (request one hour). Interviewee's schedules often change and time allotted should be established at the beginning of the meeting.

- Interview Flow: The lead interviewer should share time with all participants, making sure that all key questions are posed and that each person has an opportunity to participate.

- There is absolutely no company marketing during the course of the visit. If an interviewee wants to discuss a company specific subject with someone in the interview team, the Interview Lead should suggest that they set up a separate meeting. It is made very clear in the letter sent to the interviewee requesting the meeting that it is not a marketing meeting, but an industry study.

- Wrap-up the interview by asking if the interviewee has "any messages to industry." Let the interviewee know that we will furnish final conference proceedings to them after the conference.

- Best Practices – Interviewer should:
  - Take copious notes – capture everything.
  - Interviewer asking a question should not take notes, focus on asking the question.
  - After interview, read & mark-up notes as soon as possible.
  - One member of the team should be responsible for consolidating notes.
  - All interview participants should take notes, even though one person is officially appointed "note taker."

END THE INTERVIEW ON TIME!

After the interview -

- Immediately following the interview, all interview team participants should take 15 minutes to compare notes on what they heard. This action has two purposes: 1) to make sure the documenter's notes reflect a composite view; and 2) to discuss how the interview correlated with other views on similar topic(s). All note takers should provide their notes to the person assigned to do the write up.

A few days after -

- Copies of interview notes should be distributed (see below). Make sure you have permission from the customer to reproduce any handouts. If permission has been given, the Interview Leader should send copies of the documents to PSC for posting on the website.

Interview Notes

The interview note taker should write-up the interview highlights as soon as possible after completing the interview, but ***no later than five business days (one business week) after the interview***. All interview notes should be treated as sensitive proprietary material. *Never identify the interviewee(s) or their office designation by name in written notes.* Do not name the file using their name, instead use the interview code. The code is always shown on the interview schedule. E-mails also should not include any identifying information other than the code.

Notes may include both the questions and the answers. They should provide information on the value of the interview, whether this person should be seen again and any documents received (all document originals should be sent to PSC). The interview leader assigns a person to be in charge of writing up the notes, although all attendees are encouraged to take notes. The person in charge of writing up the notes should:

- Collect notes from each person in attendance (or each person can fax or email the notes to the note taker);
- E-mail the draft of the notes back to the team within 3 days;
- Get back any edits within 2 days (assume no response means the notes are okay);
- Email the final set of notes within a week of the interview to PSC staff. There is a password protected section on the site for participants to view notes. Notes from every interview must be provided.

One of the reasons so many people assist in the process is that they have access to team interview notes, since they do not have the opportunity to attend all interviews. We urge all participants to promptly provide the notes so that they may be shared with others. **You may be denied further attendance at interviews if the notes are not submitted.**

PRESENTATION REVIEW PROCESS

During the course of the year there will be three color team reviews—blue, red and gold. Each review will have a different level of completeness for presentations.

The **Blue Team Review**: The purpose of the blue team process is to give the Vision leadership and teams the opportunity to discuss the initial presentation development strategy and plan. This allows the teams to receive an independent view and feedback on their topline story, i.e. were key issues clearly identified. With respect to the forecast, did it follow the guidance provided by the topline team and if not, was it properly justified. Presentation should be approximately 75% complete in terms of key themes.

The PSC executive team and Vision Leads will work collaboratively to determine which teams will present at the Vision conference after blue team.

The **Red Team Review** should be a ninety-nine percent complete presentation. The red team reviewers consist of a number of outside subject matter experts that will make in-depth evaluations of the presentations. The schedule will leave enough time for teams to react to any substantial changes to the presentations and or forecasts. It may be decided that a gold team (dress rehearsal) is needed and scheduled accordingly.

The **Gold Team Review (if required)** is a final dress rehearsal with a verbal run through of the final presentation charts with the presenter to ensure completeness, continuity and message amongst presentations and a final evaluation of red team suggestions.

During all color team reviews, special attention will be made to:

- Ensure that the non-attribution ground rules are adhered to in terms of not calling out names or position title of interviewees.

- Ensure that company specific references, either negative or positive concerning program performance, are not made. Program opportunities within each agency presentation should focus on areas of future opportunity versus company specific past performance.

2018 CONFERENCE ACTIVITIES

The 2018 Vision Conference will be held on Monday and Tuesday, October 29th and 30th at the Fairview Park Marriott in Falls Church, Virginia. It includes the 54th Annual Forecast including defense, civilian Agencies, and federal information technology. Each year, volunteers of the PSC Vision Teams—through market research and an extensive interview process—gather, collate, and analyze information for the annual Vision Forecast. Our purpose is to:

- Provide government customers the opportunity to express their current and future needs;
- Enable industry to understand and contribute to technology innovations, requirements development, upcoming opportunities, improved business practices and better customer relationships;
- Provide a forum for the IT and defense community as a whole to obtain a concise, quantifiable assessment of the budgets, programs, priorities, and issues in these rapidly changing environments; and
- Encourage greater government/industry communication and interchange on issues, technology, programs and other areas of mutual interest.

Company Marketing Prohibited
There is no company marketing during the course of the visit. If an interviewee wants to discuss a company specific subject with someone in the interview team, the interview lead should suggest that they set up a separate meeting. It is made clear in the letter sent to the interviewee requesting the meeting that it is not a marketing meeting, but an industry study.

Not-For-Attribution
We would like to reiterate the need to maintain confidentiality of the information provided by those whom we interview. *We have promised "not-for-attribution" status and we strive to maintain the integrity of the process.*

- No name or position title (if that will identify the person) should be associated with the statements made. *This "not for attribution" provision should also be adhered to in using the information within individual companies, such as briefings to management.*
- These names cannot be used or directly quoted in conference or other presentations.
- Do not share the names or notes of those interviewed with other customers that you are meeting with (either through PSC or in other venues).
- No indication is to be made to the press or others not participating on our teams of specifically who was interviewed. Refer others to the PSC staff if there are any questions regarding a list of interview contacts.

- Do not put the name of the person interviewed or specific office code/identification that would make it obvious to someone else who was interviewed on any notes or correspondence. Utilize the established interview code system.

PSC STAFF

For any questions on the Vision process, please contact:

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