

Change is constant.

Change is constant. Charles F. Kettering, inventor and innovator and co-founder of DELCO once said, "The world hates change, yet it is the only thing that has brought progress." For human beings, when change ends, death begins. In reality, change is life and growth.

One of the most recent and most significant changes to have occurred at COMPANY is also an historical marker for us. It signifies the start of a new era for this company and deserves a moment of recognition and reflection, as well as celebration.

This change is a major stepping stone for COMPANY

This change serves as a major stepping stone to our ultimate dream and vision for the company. It was brought about thorough an effort called the Special Project and stands as a sterling example of planning your work and working your plan.

Our entire distribution corporately owned

With the opening of the new Corporate Sales Office in Kent, Washington on August 1, 2000, we marked a major transition in the history of COMPANY. For the first time in our corporate history, **all** of our North American sales offices are CSOs. Our entire distribution system, except for the ACCD network, is now corporately owned and managed.

Our ISO Reps served us well

From the very beginning of our company, representative offices were established as ISOs (independent sales offices). The establishment of this exclusive distribution channel was central to the success of COMPANY. Over the years, our ISO Factory Reps (now referred to as General Managers or GMs) served us well. Through their tireless efforts and sacrificial commitment, these remarkable men and women succeeded in developing a broad and loyal customer base across the country. We all owe them a great debt of gratitude.

Transition took 20 years, but not accidental

However, as times have changed, it has been recognized that the field offices all needed to be more deliberately integrated into the corporate structure. Over the last 20 years, one by one, the ISOs were transitioned to CSOs. This was not entirely by accident, particularly within the past few years.

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Transitions came due to death, retirement, non-performance

First, we transitioned offices from independent status when a clear need presented itself. Then, the criteria for transitioning became in the case of death, retirement, or non-performance of the General Manager. Finally, transitioning efforts accelerated to bring the remaining offices under the corporate umbrella as quickly as possible. The Special project encompassed nearly every area of the company, with everyone involved working together to make it work.

CSO network will be enhanced

Today, our primary strategy going forward is to take a very proactive approach toward building and enhancing our CSO network. It will be strengthened and expanded. We will enhance the existing network as well as expand into additional, new geographic markets.

We can leverage this strength quickly

Owning our distribution network allows us to move more quickly to address customer needs. It will allow us to ensure uniform quality of products and services across our entire customer base. It gives us the power to leverage this strategic strength to build COMPANY into the dominate position in North America.

This marks a change in our management style

This also marks a significant change for our management style at COMPANY. The Special Project was a huge undertaking. It was almost as mammoth as the Woolly Project is going to be! (Pause for laughter :-)

Many people were involved.

The project consumed a lot of time and energy of a lot of people. Randy Wooldridge and others spent many long hours hammering out the complex details of these transitions.

Right now, to talk about some of the challenges of Special, and why Special was important to COMPANY, [others] are going to share their insights. [This person] will also come up to talk about some of the exceptional effort exhibited by just a few of those who were involved and some of the challenges they faced.

[Others will speak at this point.]

Each transition had its unique challenges.

Each transition brought similarities and differences. Each had its unique challenges. Virtually every contingency was planned for ahead of time, and as each arose, we had an action charted out to take care of it.

All but one was amicable.

Amazingly, all but one of the transitions were completely amicable and cooperative. And even with the opening of the new Kent, Washington office, we were prepared for the possibility of non-cooperation and successfully and quickly worked our contingency plan. We always maintained the highest standards of ethics, compassion, and fairness.

The three Cs remain steadfast

I should note, that, while much about our environment at COMPANY and how we do business will be subject to ongoing change, one thing remains steadfast: Our core values will never change. Our values of character, competency, and commitment are foundational to everything else. We will never compromise our values, and we did not compromise them in the least throughout the entire Special Project.

These types of projects will be the norm

While the Special Project was an unusually large task for us today, these types of projects will become the norm for COMPANY in the future. Not only that, but they will be projects you manage or sponsor. Each of you will very likely encounter a challenge of "Special" proportions and you will be expected to project manage it to a successful completion.

Sound scary? Good! It *is* scary! But it's fun. And it's something that you can do and will enjoy doing. And when the project is completed, you will look back on it with pride. But more than that, you will be changed, and for the better.

***We will help each other
succeed***

Challenges change us. Like someone has said, "What doesn't kill me just makes me stronger." Since you will always be backed by the full resources of COMPANY Access Systems, all of the challenges you step up to as part of your career here are guaranteed to make you stronger and better. Everyone in this company should be committed to see each individual employee succeed.

It's not just about money.

These challenges are also guaranteed to make COMPANY, as a whole, stronger and better. And bigger! We are growing and will continue to grow through new hires and continued acquisition. We are going to grow so that we can meet our business objectives. Chief among these is our corporate desire to make a difference, to be a positive influence in our communities, and to be a worthy example throughout the world. It's not just about the money.

***Our impact will grow as we
grow.***

Right now COMPANY can make an impact. But the impact we can make is relatively small compared to the impact an IBM, Microsoft, AT&T, or any other large, global corporation can make. But, in the future, our impact will be huge. Not only do we want COMPANY to become synonymous with security, but also synonymous with caring, giving, nurturing, involved, generous, big-hearted, and so on.

***We honor the past legacy
by building an even bigger
one***

This marks an exciting and historical moment for COMPANY. But the true success of Special will be measured by what we do with what we have now acquired. By responsibly building on the success of the ISO pioneers, we become empowered to reach higher and go farther as a company. Instead of merely standing on the foundation of past successes, we will better honor past efforts by aggressively pursuing continued and ever-broadening success. In this way, we will not only respect the legacy that has been left to us, but we will create our own new legacy that we can give to the future. A legacy that will clearly mark COMPANY as a company that makes a difference, for the better, wherever it touches.

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I invite each of you to join with me as we fashion this exciting new legacy and achieve all our COMPANY dreams!

These are stretch goals

With the NASA Special program, the goal was the moon. It was a stretch goal, but it was also a reachable goal. For us, our goals of dominating North America and expanding internationally are stretch goals that are very reachable. We will reach them and have moved much closer to realizing them with the successful completion of Special.

To infinity and beyond!

What next, after we attain these goals? Well, the NASA space program continues to expand humanity's reach into the stars. At COMPANY, we will continue expanding our reach as well. Like Buzz Lightyear says, "To infinity and beyond!"

Now, [someone], who headed up the Special Project effort, will offer a toast to honor this very special and historic occasion.

[Someone comes forward, CEO stands to his side as Someone gives the toast.]

[Following the toast, Someone Else will announce that we will take a few minutes for a break and then return to this same location for dinner.]