



Interview with Bill Gamble, Manager of Internal Communications, Philip Morris, New York, NY:

1. ***Please briefly describe the work Paul Tatge did with you.***

My partner and I were asked by top management to build an experimental broadcast satellite television network, tying together corporate headquarters with seven other major facilities, including the headquarters of all of the operating companies that were located in New York, Virginia, Illinois, and Wisconsin. This highly visible project had the attention of senior management including the chairman.

Paul discussed the project with us and understood from the start how important it was to the company, and to us. He had first-hand knowledge of a number of companies. But he also sensed that there was a lot at stake, and that one negative report from a high-ranking executive in the field might damage our credibility and even result in the cancellation of the project.

He studied each potential vendor thoroughly, even looking at little things such as keeping appointments, the flexibility of the local installation manager to ensure minimal interruption, and the behavior of the installation crews. He then produced a highly-detailed report that enabled us choose the right contractor and to flawlessly construct a jewel that has served Philip Morris and its employees successfully for eight or nine years. Many colleagues from other companies have asked us how we did it. Without hesitation, I told them we were able to do it because of the work of a consultant named Paul Tatge.

2. ***What do you see as his value-add; how is Paul different from other consultants you've worked with?***

Many consultants take information, determine what the client really wants, and feed the same information back to the client in slightly altered form to validate the reason why a consultant was needed. I call this "the I told you so theory."

Paul was not that kind of consultant. And we had no preconceived notions of what we wanted. He listened to our needs and asked probing questions that included such things as the extent of our knowledge of municipal ordinances that might impede the construction of the network in certain cities.

He drew on his extensive knowledge of vendor reputation, equipment, and installation practices. Based on performances by companies he had worked with and others he had studied, he culled the list and recommended six or seven that could handle the project, backing his recommendations with pertinent data and sound reasoning.

Paul worked tirelessly with us to prepare the RFP's, and sent them to the potential

bidders. When the bids came in, he also helped us through the selection process that enabled us to choose the successful contractor. He also joined the contractor and us as each site was surveyed.

3. ***What are Paul's strengths?***

Paul is a hard-working, thorough professional. He has extensive knowledge of the industry, the equipment, and the most cost-effective installation procedures. He's pleasant, easy to talk to and to work with. His reports are detailed, clear, and concise. He is deadline- and budget-oriented.

4. ***Where could he improve?***

I'm not sure. He did everything we asked and did it very well. He suggested that potential bidders go through him, freeing us from annoying, repetitive questions, while ensuring the bidding process would be recognized as fair and equitable. He was always available to us, checked in frequently, and traveled with us with little advance notice. Because of his efforts, the process was flawless and the project a complete success.

5. ***Would you hire Paul Tatge again?***

Most definitely. If I were asked to construct a network, I would want Paul to guide me through the process. He knows the best vendors and they know and respect him. He has extensive knowledge of the transmission and receiving equipment and cabling procedures. On several occasions he made on-the-spot suggestions to the contractor that improved the efficiency of the cable run or equipment placement, saving us time and money. He can work equally effectively with senior management and installers.

6. ***Is there anything else you'd like to add?***

Of all the corporate projects I have been involved with over the years, the construction of the PMTV network brought me the greatest satisfaction. Paul Tatge is one of the most knowledgeable and professional consultants I have ever worked with. I have worked with consultants for more than 25 years. Paul ranks among the best, a "10."

The knowledge we gained from Paul guided us through the systematic expansion of the original network from eight stations in the United States, to 32 stations in the U.S. and five other nations. For our work, my partner and I were both honored with the company's second highest honor, the Special Achievement Award.

Eight annual meetings and dozens of other live programs, most involving the chairman, have been broadcast flawlessly to tens of thousands of employees. The chairman loves the network because of the exposure it gives him.

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