

# Focus

## TECHNOLOGY

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# Computers & Phones Together in a whole new way

By Andrew Haley

The Enterprise

TriTel Networks Inc., a Salt Lake-based company offering telecommunications solutions to the private and public sector, has begun offering a new software telephone technology called softphones.

"A softphone is a piece of software that you run in a computer than emulates a telephone system," TriTel president Jay Brown said.

Softphones bring the suite of advantages workers expect from office phones to the convenience and cost-effectiveness of technologies such as Skype or Google's Gmail phone service. Like those programs, softphone software essentially turns a laptop or other computer into a mobile phone by using either the computer's built-in speaker and microphone hardware or a headset to enable speech communication over the Internet at a frac-

tion of the cost of calls hosted by mobile phone networks or landlines. Unlike Skype and the Gmail phone service, the softphone technology that TriTel is offering enables a remote user to be patched into the office telephone network, and maintain call logs, telephone messages and even recordings of phone calls in a secure intra-office network that can be remotely accessed.

While Skype revolutionized long-distance, particularly international, calling, it was not designed to host the other necessary functions of an office telephone network.

"Skype is really a residential offering. It's not really used in business. There have been some forays into business, but they have not been successful," Brown said.

While Google's Gmail-based phone service, instant messaging and video chat

services have begun to integrate telecommunications into a suite of other services, such as sharable documents and spreadsheets, Google, like Skype and Facebook, maintain those services within third-party accounts they host and store. Those accounts can be hacked into or spied on by providers, which, like Google, maintain detailed records of user activity. Softphone technology enlarges the office, permitting secure intra-office communications, by phone or by instant messaging, over vast distances, without relying on a third-party to host or store communications.

According to Brown, the softphone provides more than secure communications. For businesses whose employees frequently travel, softphones give companies and their employees added convenience, efficiency and functionality. In essence, they allow employees to take

work with them on business travel.

"It's really designed for salespeople on the road," Brown said. "One of the problems we have with cell phones is, if you call my office and leave a message, where is it? Softphone technology enables you to maintain some integrity of the call. It appears on your computer as a call from the office, so you don't actually send the call off to a cell phone. With a softphone, I have full functionality of my office phone, even though I'm 600 miles away."

Brown said the advantages of softphone technology are numerous. In addition to the organizational component of maintaining a sophisticated call database even when far from the office, softphones reduce the number of answering machine message boxes a traveling businessperson has to consult searching for a potentially important message. Additionally, it allows that businessperson remote access to the office phone network, so that during office hours she can communicate with other office staff via instant messaging (IM) while on an office call even hundreds of miles away.

Brown said that softphone technology streamlines and optimizes the state of mobile telephone technology solutions for businesses. The current trend, he said, is for businesspeople to have an office phone, a company-issued cell phone and a personal cell phone, a situation that creates potential chaos when away on business. Not only does softphone technology reduce the unnecessary complexity of the system, it allows management to better keep an eye on employees' use of time by granting them remote access to constantly updated call logs, no matter how far afield an employee might be.

With softphone technology, someone like Brown, in a meeting hundreds of miles from home, could receive an instant message from his secretary informing him of an incoming call from a client to his direct office line. Deciding to accept the call, he could then make a digital recording of the call, putting the file of the recording in the client's portfolio along with other pertinent documents, all

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# Two Utah tech firms make the 2012 Inc. 500 list of fastest-growing private companies

By Andrew Haley

The Enterprise

An Internet entrepreneur with strong business ties to Utah has achieved the rare distinction of owning three companies appearing on the Inc. 500 2012 list of fastest-growing private companies.

Mike Mann owns Phone.com, DomainMarket.com and SEO.com, which appear on the 2012 Inc. 500 list at positions 262, 292 and 491, respectively. DomainMarket.com is located in Orem and SEO.com is located in Draper.

Mann said neither he nor Inc. 500 were able to verify whether an individual owner had ever appeared on the list three times in one year.

"I don't want to say it's never been done before," he said.

According to Inc. 500, in 2011, New Jersey-based Phone.com completed a period of three-year growth at a rate of 1,373 percent, with revenues rising between 2008 and 2011 from \$362,411 to \$5.3 million, making it the eighth fastest-growing telecom on this year's list. DomainMarket.com grew 1,266 percent, with revenue rising in the same period from \$151,246 to \$2.1 million. SEO.com saw a 774 percent three-year growth rate, with revenue rising from \$1 million to \$9.1 million.

Chad Bennett, who took over as president of DomainMarket.com in April, said the company is continuing similar growth rates this year, with projected revenue up 60 percent over 2011.

"We should get close to \$4 million this year. We're still growing at the same rate as last year. We're kicking butt," he said.

According to its website, "DomainMarket.com is an online market for the purchase of premium domain names." Those domain names, like "DomainMarket.com" are, in essence, Internet real estate that, like actual real estate, can fetch extravagant sums because of their inherent scarcity. And as with property values in the real world, numerous other factors can influence price.

DomainMarket.com is currently offering HappyBirthday.com for \$1 million. Because Internet users show an overwhelming preference for websites ending in .com, visitors to DomainMarket.com can buy HappyBirthday.net for \$30,000, a price \$970,000 lower than the nearly identical HappyBirthday.com. Bargain shoppers can pick up HappyBirthdayDaddy.com for a mere \$350.

The vast divergence in price between HappyBirthdayDaddy.com and



HappyBirthday.com lies at the heart of Mann's business strategy. Phone.com and SEO.com both have so-called keyword domain names. SEO stands for search engine optimization, the seemingly alchemical process by which websites are customized to increase the likelihood they are discovered among the billions of other websites on the Internet, and providing SEO service is what SEO.com does.

Because their Internet addresses describe what they do, companies with keyword domains, like Phone.com and SEO.com, are vastly easier to find online than competitors with less obvious domain names. But keyword domains also possess a mysterious appeal that goes beyond an easy-to-find domain name. Only recently identified, that almost subconscious appeal gives companies with keyword domains a significant advantage in the fight for Internet traffic.

On his personal Web page, and in interviews, Mann frequently cites a groundbreaking research paper by Microsoft, published in February, called "Domain Bias in Web Search." The paper's authors, Samuel Jeong, Nina Mishra, Eldar Sadikov and Li Zhang, identified a phenomenon they call "domain bias," which leads an Internet user "to believe that a page is more relevant just because it comes from a particular domain." According to the paper, domain bias alone can give one domain name 25 percent more traffic than competing domains.

Phone.com, SEO.com and, to a slightly lesser extent, DomainMarket.com are keyword domains, allowing Mann to leverage the unique and intrinsic nature of their domain names to create advantages over competitors. In other words, the companies' names alone give them a competitive advantage, both because they are easy to find, and because of domain bias. Because of their inherent scarcity, keyword domains are not something that can be compensated for with advertising or capital outlays.

"Leveraging keyword domains ... is a mathematical certainty. It's really two things. By using Phone.com or SEO.com, it will get to the top of the search ratings. But [because of domain bias] we can prove a higher percentage will convert," Mann said.

According to Mann, domain bias and keyword domains gave his companies higher search engine ratings, higher click-

through rates and a higher likelihood a Web visitor will become a paying customer. Competitors, no matter their brick-and-mortar advantages, would always operate at a disadvantage online. It was as if, having come late to the game, Coke's great rival found all the other names taken and was forced to brand itself Theothersoftdrink instead of Pepsi.

Keyword domain name dominance, and domain bias, provided enough of a competitive advantage that Mann said it was worthwhile to use a domain name as the backbone of a growing company.

"If you have a great name ... you have a strategic advantage to build a company around that. There's millions of great companies out there. Say there's 10,000 apartment building companies out there. They all should be trying to buy ApartmentBuildings.com," he said.

Mann, who lives between Dewey Beach, Del., and Boca Raton, Fla., said he owns 10 entities, which include both for-profit companies and charities. The majority of those are based in the Orem area. Mann said it was chance that brought his business empire to Utah.

"I purchased a two-person company there and grew from there. It just so happens that SEO was out there. If SEO had been for sale in Minnesota, I would have bought it in Minnesota. It was organic. It was by accident," he said.

In addition to SEO.com and DomainMarket.com, another Mann company, PRMarketing.com, is also located in Utah. The three were listed on the Utah Valley Entrepreneurial Forum's Top 25 Under 5 list for fastest-growing companies less than five years old. Accident or not, there is a unique trait among the people of Utah that helped Mann grow from two employees to the multi-million dollar companies he owns today.

"There's a lot of smart, very hardworking people [in Utah]. It's a very homogenous Internet marketing community," he said.

While his foothold in the Utah marketplace may have originated with SEO.com, of Mann's Utah-based companies, DomainMarket.com was the most successful last year. DomainMarket.com was modeled in part on rival BuyDomain.com, which Mann reportedly founded in 1994 and sold in 2005 for nearly \$80 million. Bennett said that so far, DomainMarket.com's millions of dollars in revenue are exclusively from sales, though the company is expecting increased revenues with projected expansions into new markets.



"We have one of the largest domain portfolios, with over 320,000. Our average price is over \$1,000. More than 50 percent of our revenue is from domains over \$1,000," Bennett said.

According to Bennett, the company's projected \$4 million in 2012 revenue will also be from sales, though he said DomainMarket.com is planning on entering the lucrative market of domain name brokerage sometime in the next six months.

"That 60 percent growth rate is purely from domain sales. We don't broker names right now, but we're planning to go into that. Revenues are going to double just from that," Bennett said.

Like a true real estate tycoon, Bennett said he is constantly buying up domain names that have the promise of profit.

"We're one of the most active buyers in the world today. We have multiple different ways of buying names. Last month we probably bought over \$350,000 in domain names. This isn't somebody sitting in the back room thinking up names. We have proprietary algorithms," he said.

According to Bennett, those algorithms perform complex calculations, pulling data from user activity online to determine what domain names are most profitable. He said the algorithms, though proprietary, are as yet unpatented because DomainMarket.com did not want to publicly disclose its methods. Those algorithms are indispensable to generating new inventory for a company that, according to Bennett, has only 12 full-time employees in the U.S, with an additional 20 overseas.

"We're growing by leaps and bounds. We have so many names and literally the best portfolio in the world," Bennett said.

Despite its extraordinary growth, DomainMarket.com has no long-term plans to go public, he said. Instead, according to Bennett, the company is looking for interested investors, most likely out-of-state venture capital companies, "to come in and put down \$5 million to \$7 million to take us to the next level."

"An IPO is a little bit out there. We have had interested parties looking to purchase us. If a buyer comes by with the right number, we'd sell," Bennett said. "There's a window of opportunity to invest in DomainMarket.com."

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# Death by PowerPoint

By Steve White

We've all been there at one time or another. It's Friday afternoon after a big lunch. As the lights dim and the laptop begins to purr, we are suddenly lulled into a semi-comatose state. The presenter prepares to introduce the first of more than 30 slides, and we prepare for the grueling endurance test that lies ahead, perhaps second only to the Iditarod.

But if we dread it so much, why has it been estimated that there are more than 30 million PowerPoint presentations taking place all around the world each day, even though the result may be businessmen staring glassy-eyed at endless slides in boardrooms all over New York, New Zealand and New Delhi? There has to be a reason that PowerPoint has been *the* industry program and the most common presentation software on the market since Microsoft introduced it in 1990, effectively replacing the 35mm projector, presentation boards and, in some cases, even handouts.

Unfortunately, the No. 1 reason

for PowerPoint's popularity may be the wrong reason. Too many people have used PowerPoint as a crutch, a way to circumvent their most dreaded fear — public speaking. As one executive explained, "Fear of public speaking ranks slightly below night-landing a plane on an aircraft carrier during a storm." But he also points out that PowerPoint can actually help those with a public speaking phobia. "When they freeze up and forget their own name, they can just read it off the first slide."

So, it's PowerPoint to the rescue! But in our haste to hide in the dark, glaring errors are committed that can prove lethal to even the most well thought-out presentation. In a recent survey of 750 business professionals who incorporate PowerPoint presentations in their business, only 22 percent were ultimately happy with what they have accomplished, with 78 percent saying they felt they needed to shorten their presentation. Explains one industry leader, "Presenters mistakenly assume that if the number of slides is modest, the audience

will not believe the presentation adds much value."

The problem isn't usually the number of slides, but what is actually on them, which in many cases is too much text. In a medium made for bullet points, why do so many people write whole paragraphs after each bullet and then recite them from the slides? This is something that particularly angers one advertising vice president: "If you are going to just read the slides, why not e-mail them and don't make everyone come to the meeting?"

The slides should not serve as notes; most grown-ups haven't enjoyed being read to aloud since they were four years old. And if the *audience* is doing all the reading, then they aren't listening to you. But before they can listen to you, they have to find you — which means don't stay attached to your laptop at the back of the room. It's like telling the audience "Hey, don't look at me. I'm not important, I'm just an accessory to the equipment." Use a remote, not a mouse. Get out front and lead the presentation —

don't let it lead you.

Proponents of PowerPoint tell us it can be an effective tool, one that puts powerful features at our fingertips, once we learn how to use them. "PowerPoint doesn't bore people — people bore people," they are quick to point out. True enough, but how do we handle those features? Perhaps the most effective way to know how to use PowerPoint to the best of our abilities is to first understand what *not* to do. Here is what is referred to as the "Seven Deadly Sins of PowerPoint," as put forth by Dr. Joseph Sommerville, head of a Houston-based firm specializing in helping professionals develop their presentation skills:

**Avoid distracting special effects** (fade-outs, wipes, dissolves, etc.) and sound-effects.

**Avoid clip-art.** It shows a lack of creativity. Try to use only your own scanned photos or purchase a CD of good quality stock photos.

**Avoid templates.** Why fit your original ideas into somebody else's pre-packaged design? Create your own distinctive look and put your company logo at the bottom right-hand corner.

**Avoid text-heavy slides.** Don't use paragraphs, quotes or even complete sentences. Limit your slides to no more five lines of text. Don't use your slides as speaker notes.

**Avoid small type.** It's OK to read 10-point type in this article, but for a PowerPoint presentation, a minimum of 40-point type is the way to go.

**Avoid passing out handouts** of your PowerPoint presentation before the event. They will be reading it rather than listening to you.

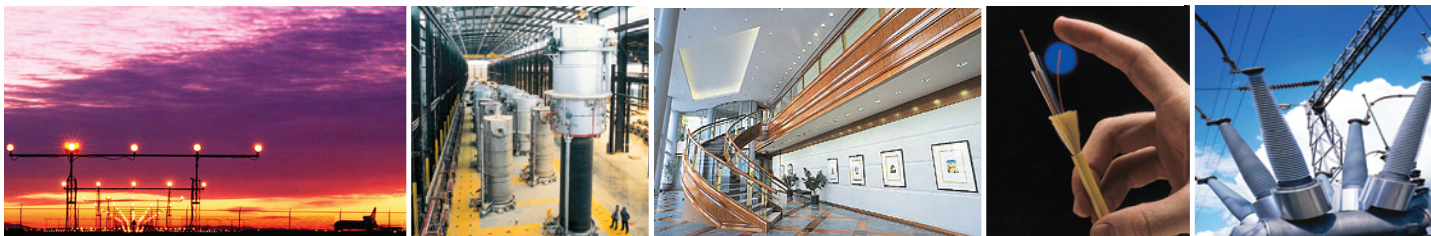
**Avoid faith in technology.** It's the law of nature — machines break down. Have a backup of either another machine or transparencies or, at the very least, handouts.

Even though one legal scholar proposed a constitutional amendment banning PowerPoint, and we assume he was speaking in jest (maybe), millions of businesspeople throughout the world will continue to use it and refine it, as the technology upgrades. If used correctly and in tandem with a strong and confident speaker, it can be a powerful presentation tool, one that holds the audience's attention and accomplishes its ultimate goal — to drive home a single, indelible point.

However, if used with little foresight and preparation, with graphics that appear to have been drawn by a small child, an overabundance of text that flies around the screen like a swarm of locust and a narration that drones on like verbal elevator music, the result will be like comparing PowerPoint to what one expert calls "corporate karaoke."

"Like karaoke, for the most part it's tough to listen to," he explains. "But we all applaud each other when it's over — even though we know how bad it is."

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# SOFTPHONES

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while simultaneously sending secure instant messages asking his secretary to place a missing document saved on a desktop office computer in the client's online portfolio. After the call, he could monitor the office network, checking in on staff productivity from a hotel suite on the other side of the country.

TriTel, which has been in the telephone and communications industry since 1984, does not make softphone software. Rather, it integrates existing office networks with the required IP-enabled phone systems necessary to run the technology. Because they communicate via the Internet, softphones cannot operate on traditional telephone lines.

"We're building the IP networks and integrating them. We're a software integrator," Brown said.

With IP networks in place, customers can choose from a rainbow of available price points that run from free, for a downloadable app made for the Android smartphone, to hundreds of dollars, for much more sophisticated software, Brown said. He said no matter which softphone software a company operates, the technology, including the free app, which Brown uses on his Android, is very reliable, with one exception.

"What is not as reliable is voice quality," he said.

With the free Android app, softphone reliable voice quality is only as good as the smartphone's signal. And with all platforms, from smartphone to desktop, call clarity is

also only as good as the quality of the device's microphone pick-up and speaker hardware. Brown recommended softphone users get a headset for optimum clarity.

"The more you spend on the software, the higher the voice quality, because you are using a managed network, end to end," he said.

According to Brown, the cost of updating an office from an old-fashioned telephone network to a softphone-enabled network, which requires installing necessary IP hardware, runs about \$500 to \$600 per seat. That cost does not include the cost of the softphone software. Nor does it include the cost of upgrading office computers, although that is not always necessary.

Brown said that while most of TriTel's clients upgrade their office communications networks when they move into softphone technology, because the software is browser-based, softphone technology can run on most existing computers. That allows offices to upgrade their telephone network systems without the capital outlays of replacing office computers — up to a point. Offices dependent on obsolete computers would have a difficult time running softphone software, he said.

"If you've still got machines where you're trying to run Vista, it's not going to work well for you," he said.

Most clients use the IP network installation process to upgrade computers and to shift their office telephone lines to session initiation protocol, or SIP, trunking, Brown said. SIP trunking is, in layman's terms, a telephone network that runs off the same line as the Internet, rather than a separate telephone line. As with the switch to SIP trunking, most businesses find the invest-

ment in requisite technologies to host softphone software worthwhile, Brown said.

"A lot of people, when they see the functionality, they don't choose to keep their old infrastructure because the functionality is greater. It's not difficult to cost justify," he said.

As for its ease of use, Brown said

even the most technologically averse office Luddite can learn to use the softphone software.

"It's very straightforward. I could show you everything you need to know in 15 minutes," he said. "If you can use your computer, if you can use your mouse, you can learn in a few minutes."

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Firm Name Address	Phone Fax Web	# of Employees # of Offices in Utah	% of Business within Utah % of Business outside of Utah	Revenue for 2011 Industry Type	Services Offered	Owner/Managing Principal Year Established
<b>LANDesk Software</b> 698 W. 10000 S. South Jordan	801-208-1500 DND landesk.com	700 2	10% 90%	\$150 million Technology	Management, security and service provisioning software of mid to large enterprise IT organizations.	Thoma Bravo 1991
<b>Spillman Technologies</b> 4625 Lake Park Blvd Salt Lake City	800-860-8026 801-902-1210 spillman.com	239 1	10% 90%	DND Public Safety Software	Spillman provides comprehensive public safety software for police departments, sheriff's offices, communications centers, fire departments, and correctional facilities nationwide. We specialize in integrated CAD, RMS, mobile data & field reporting, mapping & GIS, crime analysis & CompStat, JMS, Fire, data sharing, and personnel & resources software.	Lance Clark 1982
<b>ClearOne</b> 5225 Wiley Post Way Salt Lake City	801-975-7200 801-977-0087 clearone.com	159 1	99% 1%	\$46.06 million Audio and Visual Communications	ClearOne is a global company that designs, develops and sells conferencing, collaboration, streaming and digital signage solutions for audio, video and data multimedia communications. The performance and simplicity of its advanced comprehensive solutions enhance the quality of life. ClearOne products are designed for business and residential use, offering unprecedented levels of functionality, reliability and scalability.	Zee Hakimoglu 1983
<b>Mindshare Technologies</b> 310 E. 4500 S. Ste 450 Salt Lake City	801-885-3696 DND mshare.net	100 1	1% 99%	\$18.94 million Enterprise Feedback Management (EFM)	Using Mindshare, companies improve operational excellence, build customer loyalty, and support employee retention. Our industry experts guide clients in building comprehensive enterprise feedback management (EFM) solutions. Mindshare's proprietary survey technology captures the voice of the customer in real-time, immediately transforming in into actionable intelligence through powerful and incisive reporting.	John Sperry 2002
<b>Allegiance</b> 10235 South Jordan Gateway, 5th Floor South Jordan	801-617-8000 801-302-9043 allegiance.com	85 1	5% 95%	DND Saas, Service, Voice of Customer	Enterprise saas platform. Allegiance helps companies translate customer insights into actionable business intelligence.	Adam Edmunds 2005
<b>Squire &amp; Company, PC</b> 1329 S. 800 E. Salt Lake City	801-225-6900 801-226-7739 squire.com	68 1	95% 5%	\$12.1 million Accounting/ Financial Services/ Technology	Quickbooks ProAdvisor Program, accounting software support, audit, tax, business advisory, payroll, wealth management	K. Tim Larsen 1973
<b>Parvus Corporation</b> 3222 Washington St. Salt Lake City	801-483-1533 801-483-1523 parvus.com	60 1	12% 88%	DND Electronics Manufacturing/ Aerospace/ Defense	Rugged computing and IP networking subsystems for military, aerospace, and homeland defense applications. Parvus' modular tactical mission processors, network routers, and Ethernet switches provide highly reliable command, control, computing, communication, intelligence, surveillance and reconnaissance (C4) capabilities for situational awareness and mobile data processing in aircraft, ground vehicle, and shipboard installations.	Dusty Kramer 1983
<b>FatPipe Networks</b> 4455 S. 700 E. Salt Lake City	801-281-3434 801-281-0317 fatpipeinc.com	54 1	1% 99%	DND WAN solutions	Wide Area Network (WAN), redundancy, reliability, security and optimization solutions	Ragula Bhaskar Sanchaita Datta 1989
<b>Autonomous Solutions, Inc.</b> 990 N. 8000 W. Petersboro	435-755-2980 435-752-0541 autonomous solutions.com	42 1	0% 100%	\$3.7 million Robotics	Design and manufacture robotic systems for over 60 vehicle platforms ranging from small under vehicle surveillance robots up through 100 ton mining trucks. Specialize in multi-vehicle command and control, mission/path planning, sensor fusion, and dynamic obstacle detection and avoidance	Met Torrie 2000
<b>Proactive Network Management Core</b> 124 S. 400 E. Salt Lake City	801-355-1099 801-355-1566 pnmc.com	DND DND	DND DND	DND Information Technology	Consulting services and associated hardware and software	John Dunn 1991

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