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# DIGITAL CONVERGENCE INITIATIVE:

## Creating Sustainable Competitive Advantage in Texas

digital**convergence**initiative

CENTRAL TEXAS

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# Digital Convergence Initiative: Creating Sustainable Competitive Advantage in Texas

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# 1. Executive Summary

The US in general and Central Texas in particular face a daunting challenge: our capacity to sustain the creation and growth of businesses and jobs is being undermined. The emergence of global competitors' greater cost efficiencies, productivity, and technological sophistication greatly challenge our economic future.

If Central Texas can embrace these changes by creating an environment which supports rather than retards the process of change, we will create a powerful motor for job creation and growth, which in turn will increase consumer choice and promote cultural diversity. If Central Texas fails to do so, or fails to do so rapidly enough, there are real risks that our businesses and citizens will be sidelined by the digital convergence revolution being embraced by businesses, users and governments around the world.

Digital convergence is a process that is expected to provide a level of competitive advantage and wealth creation to nations, regions, industries and companies, surpassing that created in the past by the emergence of the automotive, aerospace and semiconductor industries.

The purpose of this document is to introduce to regional stakeholders, a new approach to technology-based economic development—The Digital Convergence Initiative.

**The mission of the Digital Convergence Initiative is to catalyze public and private collaboration to transform the Waco-Austin-San Antonio corridor into a global competitor in digital convergence products and services.**

This document presents the founding elements of the Digital Convergence Initiative (DCI) by:

- Defining digital convergence and establishing a cross-sector, cross-industry vernacular for this complex process
- Assessing the position of US and global regions in digital convergence and the assets these regions can utilize towards their success
- Assessing Central Texas assets and capabilities including:
    - Our strengths, weaknesses, opportunities, and threats
    - The regional infrastructure that can be leveraged in pursuit of the digital convergence opportunity
    - A Central Texas technology resource map showing what we have to guide collaborative endeavors such as joint research, joint product development, and data and service integration
    - A directory of the approximately 1500 Central Texas organizations in the region that are actively pursing digital convergence
- Elaborating the structure and tools used by DCI to effect economic growth in the region. The keystones are:
    - A cross-sector horizontal structure
    - An action-oriented and specific strategic planning process
    - Multiple tools to facilitate participation and cooperation among divers digital convergence stakeholders

This is not a triumphalist announcement of the next-big-thing; rather, DCI offers a reasoned appraisal of our competition, our assets, and our opportunity, along with an executable strategy for increased prosperity. The complexity of digital convergence and the competitive landscape dictates that we must wed the right opportunities, technologies and resources much more efficiently and effectively than at present. This requires the investment of human, technological, intellectual, and financial resources. The DCI was created to maximize the potential return on such investments by providing the function of facilitator--a point of entry for organizations outside the region, and a shared resource for all those inside the region.

# 2. What is Digital Convergence and Why Does it Matter?

The world is awash in technology, but, if futurist Ray Kurzweil is correct, we will see more technological progress in the next 100 years than we have seen in all of human history (Kurzweil 2001). This rapid pace of innovation results in the exponential rise of new data and information; increased information and cognitive overload resulting in decreased human and institutional performance; information asymmetries across academic disciplines, industries and markets; shifts in the global economic order; emergence of new geographies of technological innovation; and new threats to global economic stability and peace. With the complexities and perils of scientific, technological, and social change, however, opportunity is present in the transformation of science and technology to meet existing and emerging needs.

The foundation for meeting these needs is digital convergence. Digital convergence combines numerous present and future markets, technologies and functions, and will serve as the foundation for innovation in extant and new industries. The organizations, states, and countries that capture controlling positions within digital convergence will have an unprecedented competitive advantage on the world stage for many years.

The idea of digital convergence originated with Nicholas Negroponte of MIT's Media Lab in 1978. He used the concept to describe the overlap of computing, printing, and broadcasting and posited that the greatest growth would be in the intersection of these separate industries. Twenty-seven years later Negroponte's vision has materialized. However, as developments in Texas and around the globe demonstrate, digital convergence goes well beyond this first conceptualization and we are only beginning to see the real opportunities of digital convergence arise.

## 2.1. Digital Convergence Defined

Which customer needs does digital convergence serve? Whether the customer plays digital games, manages complex logistics for grocery store chains, uses 3-D representations of geological formations to determine better where to drill for oil, or requires real-time integrated intelligence to make battlefield decisions, consumers of digital convergence have related needs: to use the widest range of relevant data as easily, quickly, cheaply, safely and securely as possible to best satisfy the greatest number of beneficial purposes. The customer wants their needs met at the appropriate time, place, and cost at the appropriate level of risk.

Digital convergence is the coalescence of all the functions for the acquisition, storage, distribution and utilization of all present and future human knowledge. Embedded in this sweeping scope are six discrete definitional elements. Digital convergence is the progression towards:

1. The **digitization** of the **full range of data**. Data can mean the information to which we have become accustomed such as voice or image information, as well as a host of other information that exists but has not yet been captured, created, or converted to a digital form.

2. The **enabling** of the data to be used with **increasing ease**. A key to digital convergence is the customer's ability to satisfy their needs without respect to the source, nature, and complexity of the data.

3. The **integration** of an increasing percentage of the **data handling systems**. Data handling systems themselves will continue to become increasingly transparent to the customers as data move seamlessly across software, platforms, and communication pathways.

4. The **satisfying of** an increasing portion of the **customers' present and future needs**. These needs include existing needs as well as those yet to be identified and formed into new markets.

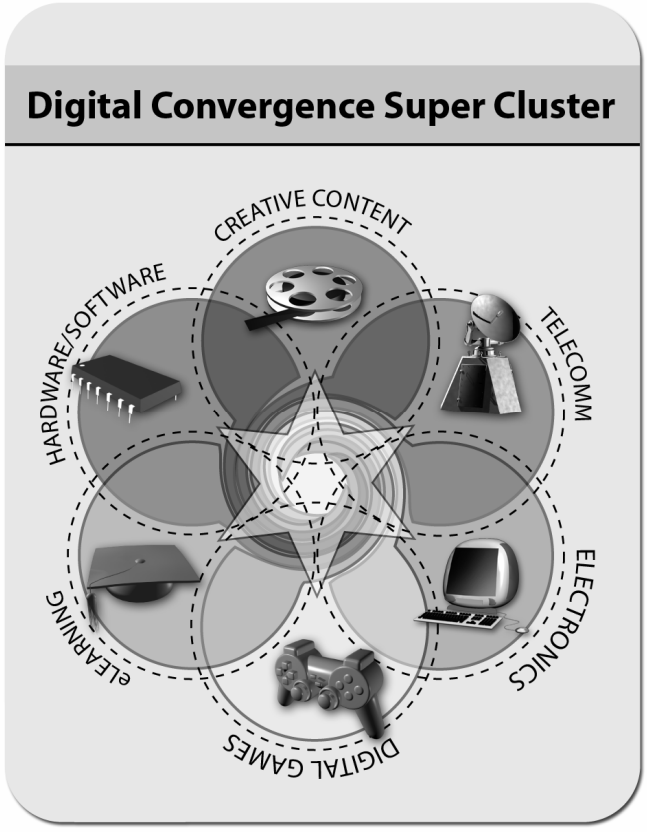
5. The **integration of** the **components of the value chain** to perform new functions, either through the dissolution of boundaries or through active partnership of dissimilar organizations.

6. The **global reach** of data, devices, content, communication and customers.

## 2.2. Scope of Digital Convergence

As the figure below illustrates, digital convergence touches a multitude of industries and endeavors and goes well beyond the traditional conceptualization of digital convergence as content, computation, and communication. A small sampling of digital convergence activity in the Waco-Austin-San Antonio region and Texas highlight the breadth of the phenomenon.

- A Texas company recently published the results of a proof of concept for a 25 inch carbon nanotube TV screen. This development will potentially make the screen longer lasting, more energy efficient, more convenient and less costly to manufacture than current screens. There will also be the opportunity to make them both thinner and flexible. Flat screen technology is expected to generate a multi-billion dollar market worldwide over the next few years.
- A Texas research center has recently developed the first holographic movie. When commercialized, the technology can be integrated into 3-D multiplayer games, amusement park rides, and advertising. The possible applications go well beyond entertainment to medical visualization of organs for better diagnosis and displays for better coordinating information in combat.




- Just as the nickelodeon revolutionized entertainment at the turn of the last century, a Texas company is producing creative content by regional film makers, visual artists and writers and opening up new distribution channels by transmitting entertainment directly to cell phones.
- A Texas start up gives heart patients their lives back by providing them with heart monitoring capabilities without the complexities, cost or lack of mobility of an ECG. Digital signal processing algorithms, sensors and wireless communications allow patients to monitor their hearts and at the same time, carry out normal daily activities.
- A Texas office of a global company is working toward making the digital home a reality by linking large and small appliances, entertainment systems, lighting, electrical and environmental systems to a home gateway where they can be managed seamlessly through a device interface, non-technical voice commands, and even physical gestures.
- Few commodities are more physical than real estate; however, digital convergence technologies and content have become integral to the home buying experience. Small and large agencies compete by providing rich media experiences, relevant location-specific data such as maps, reports, and client-specific resources such as mortgage, salary, and cost of living calculators.

## 2.3. Digital Convergence Drivers and Constraints

Digital convergence is subject to a number of technological, institutional, and policy developments, each of which has enabling and constraining elements. Among the most critical drivers and constraints are:

Embeddedness – digital convergence technologies will "form the invisible technical infrastructure for human action – analogous to the visible infrastructure provided by buildings and cities" (Nordman 2004). Embeddedness is driven by cost-effective computing, miniaturization, ubiquitous communication, and advanced materials and sensing devices. They are in our cars, appliances, toys, and even our clothes. In 2000 98% of computing devices sold were embedded in products and were not apparent to the product's users (Borrielllo and Want 2000).

Mobile communication networks – the holy grail of connectivity is ubiquitous mobile communication networks. While the availability of wireless access is increasing rapidly, there are still significant barriers to ubiquity. Large areas of the US and of the world have little or no connectivity, and migration among networks and protocols remains a significant technical and organizational challenge.

Specificity – convergence implies a coming together of disparate things; however a hallmark of digital convergence is relevance, which is particular to location, time and customer goals and is therefore a very specific product such as targeted drug delivery tailored to an individual's genome.

Interoperability and standardization – the ability of multitudes of data streams to work seamlessly on multiple devices and platforms is a critical challenge that must be overcome if digital convergence is going to reach its full potential. To address this challenge, Digital Living Network Alliance has 250 members worldwide to facilitate the establishment of interoperability specifications and standards for the digital home. However, the data streams to create and enhance user experiences will only get more complex. A Japanese consortium of government, academia, and private companies including Matsushita Electric and Sony is focused on integrating smell and touch into the television experience by 2020. Potential technologies could include ultrasound, electric stimulation, and wind pressure.

Distributed value creation – refers to a spectrum of new organizational forms that have evolved to create new and enhanced products and services. These new forms include global corporations that have flattened their hierarchies to manage better global design, production, and service delivery. Distributed value creation refers also to the capacity for evolving modes of producing value through network collaboration and customer participation. Ebay and Amazon produce value to consumers largely through reviews and ratings volunteered by customers themselves. Traditional brick and mortar companies are also harnessing, at least in part, the creative capacity of "the commons" to develop products and solve problems faster.

Policy – The policy issues relating to this wider set of convergent product and services include those where action is already well advanced, for example, in intellectual property rights, copyright and related rights. New policy mechanisms will have to be developed to appropriately address media pluralism, privacy, data protection, encryption and digital signatures.

Funding – in general and with regard to digital convergence the funding outlook is mixed. Federal R&D funding is up 4.8% in the 2005 budget; however, 80% of the increase is defense related. Venture capitalists are beginning to invest in early stage companies again, representing 33% of all rounds in 2004, and RFID, mobile applications, internet businesses, IT security, and biotech are well represented. Funding for the Advanced Technology Program, designed to support startups with innovative technology has decreased by 24% (MIT Technology Review 2005).

Power management – until the challenge of power management has been met, "wireless" and "mobility" will remain euphemisms. Power management is a particular challenge as devices undergo miniaturization. Several large device manufacturers of digital convergence devices, including Sanyo, IBM, Toshiba and Fujitsu, are turning to fuel cells. Current prototypes can keep a small handheld device running for 20 hours on 2ccs of methanol.

True convergence is elusive despite the rapid pace of innovation and adoption. Content and solutions are fragmented and narrowly-focused, and software and hardware incompatibilities continue to irritate users (O'Brien 2005). Digital convergence technologies and services have yet to overcome complexity and high costs. In a recent global survey of digital home solutions, Accenture found that 80 percent of consumers cite cost a major barrier to adoption and that 70 percent want someone else to aggregate the content, devices, and services used to run the digital home. (Accenture 2005) Both of these challenges present considerable opportunities for companies and groups that focus their efforts on making user experiences simpler and less costly.

## 3. Digital Convergence Centers of Excellence

Across the US and the world, we are able to identify a number of regions organized to exploit digital convergence to create competitive advantage. These include:

- New York Metro Area
- Washington DC Metro Area
- Central Florida
- San Fransico-Silicon Valley, California
- Los Angeles, California
- San Diego County (MSA), California
- South Korea (Seoul)
- Finland (Helsinki)

These regions are organized to: connect disparate geographies, industries, markets and technologies into an interconnected and coordinated whole; integrate disciplines with a particular focus on teaming of art-design-engineering-science disciplines; create new knowledge-intensive products and services; transfer intellectual property from public entities to the private sector; and create a better quality of life including higher employment rates, more industry-relevant educational and workforce programs, and better regional security.

Although we focus on these eight centers of excellence other regions are also on the rise. These include: Phoenix-Tucson-Tempe, Arizona; Colorado Springs-Denver, Colorado; and Las Vegas, Nevada. Globally, Sweden, Denmark, Germany, United Kingdom, Israel, Japan, Malaysia, China, Singapore and Taiwan have convergence capabilities and programs.

Based on our assessment of US and global convergence technology centers, the next wave of innovation-based competitive advantage for companies, industries, cities, regions and countries combines diverse geographies, industries and areas of knowledge specialization; focused action among industry, workforce and education leaders to transform learning and production in knowledge-intensive industries; and aggressive coordination of basic and applied research and

Leading High Tech States

| High Tech Indicators (2003 data unless otherwise noted) | California | Florida | New York | Texas |
|---|---|---|---|---|
| High Tech workers (state rank) | 915,500 (1st) | 258,800 (4th) | 305,300 (3rd) | 446,000 (2nd) |
| # of workers employed in high tech per 1000 private sector workers (state rank) | 74 (7th) | 42 (30th) | 45 (25th) | 59 (14th) |
| # high tech establishments (state rank) | 43,600 (1st) | 16,600 (3rd) | 18,500 (4th) | 21,400 (2nd) |
| High tech as a % of state exports | 44% | 33% | 19% | 30% |
| VC investments 2004 | $9.3B | $264M | $761M | $1.1B |
| R&D expenditures 2002 (state rank) | $51B (1st) | $5.5B (14th) | $13.4B (5th) | $14.2B (4th) |
| Top high tech segments (state ranking) | Computer systems design (1st)<br>Telcom (1st)<br>R&D, testing (1st)<br>Engineering Svcs (1st) | Telecom (3rd)<br>Engineering Svcs (3rd)<br>Com Equip Manu (4th) | Photonic Manuf (1st)<br>Defense Electronics Manu (2nd)<br>R&D, testing (3rd) | Telecom (2nd)<br>Engineering Svcs (2nd)<br>Semiconductor manuf (2nd) |

Source: AeA Cyberstates 2005, IC$^2$ Institute

commercialization to produce new prosperity.

In Finland and South Korea, we discovered: a high level of integration among regional technology centers specializing in fields such as artificial intelligence, biotechnology, medical devices, media arts, microelectronics, telecommunications and design; national hubs in Seoul, Korea and in Helsinki, Finland capable of converging specialized disciplines and technology outputs through linkage among art, design, engineering and science disciplines; formation of academic, industry and citizen-based, test-beds and R&D projects to create and test next generation products and services; and projects to integrate technologies with digital content (software, biomed, animation, visualization, audio). Both Finland and South Korea are constructing national networks of cooperation and "Digital Cities" for production of convergent products and services to diversify their high technology economies beyond microelectronics and telecommunications exports.

In the US we discovered that emerging and established high technology regions are aggressively pursuing digital convergence. US digital convergence centers exhibit increased teaming and transactions across industry boundaries; increased integration of specialized disciplines, professions and personnel (art, science, engineering and design); and regional planning and coordination to facilitate connectivity across technology sectors and industries. In some cases the co-location of active military personnel with defense and aerospace, entertainment and media, microelectronics and telecommunications and biotechnology firms and private-public partnerships propel these emerging centers of innovation.

Nearly all the centers of excellence have created or pursued shifts in public and economic development policy that support the emergence of the digital convergence industry. These shifts include increased and improved regional cooperation, planning and competition. A trend for action and cooperation among regional economic actors, including state policy makers, university presidents, corporate CEOs, economic development officials, workforce organizations and entrepreneurs, is leading to the rise of regional coordination. Convergence centers in the US, S. Korea and Finland all have a significant focus on catalyzing new entrepreneurial companies through university tech transfer and/or transfer from government R&D labs. Another shift is the partnering of art and science. In San Diego County (MSA), Central Florida and the Washington DC (MSA) there is a significant focus on the intersection of art-design-engineering-science disciplines and related industries (gaming, aerospace, telecom, wireless, etc). An example of this is the emerging learning games space which intersects at the boundaries of industries and disciplines related to modeling, simulation and training (MS&T), video games, educational technology, human performance improvement, software and computer networking. This is one example of how a region can benefit by combining technology and content intelligently in alignment with national priorities. China too is planning to complement their low cost technology manufacturing capacity with enhanced design. The Chinese government plans to invest $1.5 billion dollars over the next five years to support the development of online games as one foundation for a robust digital convergence industry.

In aggregate, these shifts provide the catalyst for the emergence of new centers of excellence in digital convergence and a new geography of innovation in the United States, as well as for new organizational approaches to science and technology commercialization.

Below, we provide an overview of key established and emerging digital convergence centers of excellence.

### 3.1. Central Florida

The culture of innovation in Central Florida is highly integrated and spurred by coordination among Disney, NASA, Florida state universities, defense contractors, military commands, high-technology-entertainment industries and local-regional government.

The Florida High Tech Corridor, founded in 1996 by UCF, USF and UF, is a unique initiative managed by volunteers and funded by academia to foster technology development through industry- and government-funded projects that engage faculty, students and external consultants to perform R&D activities, to

market the region ($7 million, half funded by regional economic development organizations), to create new curricula for community colleges (eight Associates Degrees, one half funded by community colleges with support from industry), and to train local K-12 teachers about high technology careers and industry needs (Berridge, Interview2005 and Florida High Tech Corridor 2005).

The Corridor was founded in 1996 with approximately $1 million from the state legislature. Today it receives $10.1 million in funds annually from the three partner universities. Since inception, the initiative has received approximately $40 million in university funding and $80 million in corporate matching grants for R&D projects that have engaged 225 companies. Seventy-five percent of the funds have been used to engage research with 1,000 graduate and doctoral students and 300 associate and full professors at regional community colleges, technical colleges and universities. The organization has no employees, revenue or expenses as it is administered by volunteers and committees composed of area economic development, workforce, government, academic and industry members managing independent consultants on projects (Berridge Interview, 2005).

Table 1 Central Florida Indicators

| | |
|---|---|
| Population | 1,460,000[1] |
| High Tech Firms | 2,200[2] |
| High Tech Workers | 235,000[3] |
| High Tech Exports | $8 bil. (Florida; 2002)[4] |
| High Tech Sectors | Defense, Aerospace, Homeland Security, IT, Microelectronics, Modeling, Simulation and Training, Video Games, Optics/Photonics, New Media/Film and Medical Technologies[5] |
| Modeling, Training & Simulation | 171 firms, 10,726 workers, $750 mil. payroll, $5.4 bil. sales[6] |
| Photonics/Optics | 145 firms, 9,600 workers, $3.2 bil. sales[7] |
| Medical Device | 370 firms, 51,000 workers, $5 bil. sales[8] |
| Defense-related | Florida- 750,000 workers, $44 bil.; Orange County- $3.12 bil.[9] |
| Civil Servants | 121,662 (Florida)[10] |

Fifty percent of Florida's high technology companies are located in Central Florida's Technology Corridor (Enterprise Florida n.d.). Central Florida has the largest concentration of modeling, simulation, and training (MS&T) companies in the world. The new media and MS&T industry in Metro Orlando grosses $9 billion a year (Metro Orlando Economic Development Commission n.d.). Central Florida's optics cluster is among the top four regions in the nation (Streeter, Hagen and Shannon 1999).

### 3.2. Washington DC

Washington, D.C. is the fastest-growing major metro in the US. It ranks first among "America's Largest Cities" and eleventh as "Best Performing City" in a 2004 Milken Institute study (DeVol and Wallace 2004). The Metro Area is also the only large MSA in the United States that produced positive growth in the IT sector between November 2001 and April 2004-- adding 4,100 jobs with 2.5% growth (Bureau of Labor Statistics in Srivastava and Theodore 2004). Regional growth is fueled by heightened military and security readiness and defense spending (FDIC 2003).

Table 2 Washington DC Indicators

| | |
|---|---|
| Population | 5,232,475, (4th largest MSA in US) (2003)[11] |
| Unemployment | 3.1 percent (2003)[12] |
| High Tech | 7,282 firms [13]; 161,400 workers, (Highest in the nation)[14] |
| High Tech Sectors | Aerospace, Defense, Homeland Sec., R&D, Telecom, Med. Devices, Analytical Instruments & IT[15] |

Virginia's tech economy is driven by Fairfax County's communication cluster, its proximity to the nation's capital and a strong R&D base. The relationship between high technology firms and the federal government is commercializing development of new products and services from the federal sector

(Chumra and Battle2000). High technology development in the region is fostered by the Virginia Center for Innovative Technology, Northern Virginia Technology Council, Virginia Economic Development Partnership and the Virginia Institute for Defense and Homeland Security.

Table 3 Virginia Indicators

| | |
|---|---|
| High Tech Firms | 3,000[7] |
| High Tech Exports | $1.8 billion (2002)[9] |
| High Tech Investment | $409 million (2002)[9] |
| High Tech Sectors | Defense, Homeland Security, Aerospace, R&D, Telecom, Electronics, MS&T, and ITS[10] |
| Biotech Firms | 180[11] |

Maryland's economy benefits from its proximity to the nation's capital and the collocation of federal agencies including the National Security Administration, the Department of Homeland Security, National Institutes of Health and the NASA Goddard Space Flight Center fuel Maryland's defense, homeland security and aerospace industries. The region's high technology development is spurred by the collaboration of the Maryland Technology Council, the Maryland Technology Development Corporation, and the Greater Baltimore Technology Council. Maryland is undertaking initiatives to fuel technology transfer and spur economic growth in spite of a lack of external risk capital.

Table 4 Maryland Indicators

| | |
|---|---|
| High Tech | 9,000 firms[16]; 158,000 workers; 49,000 IT workers[17] |
| Federal R&D | 50 Federal and University Research Labs, $9.3 billion[18] |
| High Tech Exports | $918 million (2002)[19] |
| High Tech Investment | $637 million (2002)[20] |
| High Tech Sectors | Defense, Homeland Security, Aerospace, R&D, Genomics and Drug Discovery, Telecommunications, Technical Instruments[21] |
| Biotechnology | 3000 firms[22] |

In June 2004, the NSA signed a precedent-setting Memorandum of Understanding that formalizes a partnership between the NSA and Maryland to advance technology development in the state in support of the NSA's mission (NSA 2004). The state supports a dozen incubators including the Maryland Technology Development Center (The Research and Technology Center 2003) and the Chesapeake Innovation Center. CIC is the first incubator to focus on homeland security (Anne Arundel County EDC n.d.) and targets budget increases at the NSA as a catalyst.

### 3.3. San Diego

The San Diego Association of Governments, San Diego Regional Economic Development Corporation, and the San Diego Regional Technology Alliance have all taken action to create a regional model for high technology, public-private partnerships (Wu 2005); seek commercialization opportunities for defense companies in non-defense industries (Fitzgerald, Perry, and Jaffe n.d.); become a global leader in biotech-life science-medicine. The rebound of defense related R&D spending and highly developed relationships across sectors gave rise to a military-business-academic collaboration across convergence-related sectors.

San Diego is a global leader in both biotechnology and telecommunications with emerging industries that are highly relevant to convergence. According to the Milkin Institute, San Diego ranks first in the country for biotech research and development (2004). According to a Deloitte and Touche study: "San Diego is one of the largest and most robust centers of telecommunications research, development and manufacturing in the US" (Deloitte 2004).

Cooperation between San Diego and Los Angeles, with its wealth of entertainment content, presents a major opportunity for convergence (LAEDC 2000).

Table 5 San Diego County Indicators

| | |
|---|---|
| Population | 2,961,600 (2003)[23] |
| Unemployment Rate | 4.2 percent (2003)[24] |
| High Tech Industry | 1,400 firms[25]; 160,000 workers[26] |
| High Tech Sectors | Defense, Aerospace, Life Science, Biotech, Telecommunications, IT, Video Gaming, New Media, Educational Technology[27] |
| Telecom | 300 firms, $200 billion[28] |
| Bio/Medical Tech | 55,600 workers, $5.8 billion[29] |
| Defense/Aerospace | 24 firms, 26,103 workers[30] |
| Military Personnel | 14 installations, 129,743 personnel[31] |
| Defense Spending | $13.6 billion (2002) [32] |

Organizations which serve San Diego's development include the San Diego Association of Governments (SANDAG), San Diego Telecom Council, University of California at San Diego CONNECT, San Diego Regional Network for Homeland Security, San Diego Software Industry Council, San Diego Defense & Space Technology Consortium, San Diego Regional Economic Development Corporation, and the San Diego Regional Technology Alliance. The San Diego Telecom Council supports R&D and has 145 members (San Diego Telecom Council n.d.). Composed of eighteen cities and the county government, SANDAG is this region's association of local governments (SANDAG n.d.). Founded in 1985, UCSD CONNECT is widely regarded as the nation's most successful regional program linking high technology and life science entrepreneurs with technology, money, markets, management, partners, and support services (UCSD Connect n.d.).

### 3.4. Los Angeles- Orange County

Los Angeles is the country's key trade district on the West Coast, possessing the nation's largest manufacturing base and one of our busiest international shipping routes ("LA County Profile", LAEDC). In recent years, Los Angeles has parleyed its leadership in aerospace and entertainment into a sophisticated infrastructure for emerging digital technologies ("Creativity Drives Success", LAEDC).

Table 6 Los Angeles Indicators

| | |
|---|---|
| Population | 12,925,330 (2004)[33] |
| High Tech Sectors | Aerospace, Defense, Biotechnology, Entertainment, Engineering & Design, Environmental Sciences, Electronics Manufacturing[34] |
| Entertainment | Firms: 10,901; Workers: 117,720 (2001)[35] |
| Biotechnology | Firms: 19,468; Workers: 331,331 (2001)[36] |
| Computers/Telecom | Firms: 5,531; Workers: 135,929 (2001)[37] |
| Defense/ Aerospace | Firms: 183; Workers: 66,462 (2001)[38] |

Los Angeles is the nation's top city for university research and development expenditure (Klein 2004). The California Institute of Technology, UCLA, USC, and the RAND Corporation offer academic programs and research facilities along with programs for collaboration with local technology businesses. Premier medical research facilities, such as Cedars Sinai Medical Center, City of Hope National Medical Center, and Los Angeles Biomedical Research Institute, have provided the infrastructure for a proliferation of small biotech companies ("Profile of Biomedical Research", Brookings Institution). Los Angeles is one of only two metropolitan areas categorized as a biotechnology leader by the Brookings Institution. The bio-pharmaceutical sector is expected to add more than 122,000 jobs and $60 billion in real output to the US economy in the next ten years ("Biotech, High-Tech to Spur California Growth" 2005).

Los Angeles Air Force Base and its supporting contractors in the South Bay and Long Beach areas, comprise the leading center of US aerospace innovation ("Los Angeles Air Force Base", Boxer). Northrop Grumman, Lockheed Martin, and Boeing maintain major research facilities in LA. Through the DoD Joint

Public Outreach Initiative, LAAFB has successfully collaborated with local industry to commercialize aerospace/defense technology (Los Angeles Air Force Base n.d.).

Southern California remains dominant in the nation's entertainment industry. The Los Angeles Economic Development Corporation, the South Bay Economic Development Partnership, and the Digital Coast Foundation have sponsored recent efforts to develop the regions digital media infrastructure. Los Angeles is home to the largest concentration of firms dedicated to new media. Additionally over 48,000 people work in the local computer software design development and publishing industries (Digital Coast, n.d.)

### 3.5. San Francisco and Silicon Valley

The San Francisco and Silicon Valley region is the nation's premier research hub, and a global leader in the creation of new technologies. For companies involved in digital convergence, the Bay area offers a sophisticated support infrastructure and a marketplace that leads the country in adapting to the new economy ("San Francisco", PPI). Recently, local research and development has produced significant advances in bio- and nano- technology, as well as continued leadership in internet architecture, and software and hardware design ("Economic Strategy", San Jose OED). The region's long-standing status as a technology pioneer has allowed it to sustain specialized and experienced infrastructure organizations, such as the Technology Convergence Consortium and the Bio-Info-Nano Research Institute, which address the needs of companies working in emerging fields ("The Silicon Valley Initiative", UCSC). Bay area workers are both educated and tech-savvy, with the second highest-percentage of high technology employment in the country ("High Tech Jobs", PPI).

Table 7 San Francisco and Silicon Valley Indicators

| | |
|---|---|
| Population | 5,839,058[39] |
| Population with Graduate Degrees | San Francisco- 16.3%<br>San Jose- 16.45%[40] |
| High Tech Firms | Firms: 25,787; Headquarters: 1,682 (SV Area,2001)[41] |
| Semiconductors | Firms: 816; Workers: 103,443 (SV Area, 2001)[42] |
| Bioscience | Firms: 847; Workers: 51,854 (SV Area, 2001)[43] |
| Computers/Telecom | Firms: 1,127; Workers: 150,974 (SV Area, 2001)[44] |
| Software | Firms: 4,505; Workers: 114,639 (SV, 2001)[45] |

Silicon Valley, the economic habitat that has developed along Route 128, is responsible for building US competitive advantage in many high technology industries ("Overview", JointVenture). San Jose is first in the country in utility patents per capita (Kolzow). Venture capital has been a key ingredient in the success of the region. The Milken Institute has rated the Bay area first in the US for venture capital investment ("San Francisco", Milken Institute).

San Francisco and the surrounding area also benefit from the presence of premier engineering universities and facilities. The Bay area represents the largest aggregation of research universities and federal research institutions in the nation ("Technology", SFCED). UC Berkeley supports innovation through management of its two national laboratories, and generates $1.1 billion annually in personal income for the Bay area ("UC Berkeley's Economic Impact", Berkeley). With the Department of Energy, Berkeley operates Lawrence Berkeley and Lawrence Livermore National Laboratories (Pimentel 2005). These institutions, along with Sandia Laboratories and the scheduled California Institute for Regenerative Medicine lend the region a strong R&D focus ("Stem Cells Headquarters Package, SFGov). In addition, Stanford University aggressively pursues industry partnerships and technology commercialization. In 2003-04, Stanford's Office of Technology Licensing earned $49.5 million in royalty revenue from 436 technologies, with royalties ranging from $15 to $21.2 million ("Wellspring of Innovation", Stanford).

### 3.6. New York- Newark, NJ Region

New York City and the surrounding region is the largest metropolitan economy in the US. New York itself is the primary telecommunications gateway to North America, and its leading domestic Internet hub ("Telecommunications and Economic Development, NYCEDC). The city has renewed its efforts to keep and attract high technology companies by offering more than $125 million in funds to promote technology growth (Choi 2004). New York is the world's leading financial center, and relies heavily upon its telecommunications and IT infrastructure to support other industries. The telecommunications industry, including digital media, had an output of $23 billion in 2003 ("Technology and Economic Development," NYEDC).

Table 8 New York – Newark Indicators

| | |
|---|---|
| Population | 18,709,802 (2004)[46] |
| Population with Graduate Degrees | New York: 12.6%; Newark: 12.06%<br>Nassau-Suffolk Counties: 13.68% (2000)[47] |
| High Tech Industries | New Media, Biomedical, Optics and Imaging, Software Development, Semiconductors, Information Hardware[48] |
| Biotechnology | Firms: 127; VC Investment: $629 billion (1995-2001)[49] |
| Nanotechnology | Firms: 52[50] |

Newark is one of the top ten US cities for doing business (Kotkin 2004). Its proximity to New York and its advanced transportation infrastructure have made the city successful in communications, finance and more recently, software development ("Newark," Enterprise Development Center). Both Rutgers University and the New Jersey Institute of Technology host high technology incubators ("History," J-Star Research). The Newark Technology Group and the New Jersey Technology Council both offer investment programs targeted at emerging technology ("Capital," NJTC).

Like many other industries in New York, digital convergence companies have access to a wealth of support organization resources. The New York Software Industry Association is the leading advocate for software, IT, and Web development companies, and conducts a variety of economic development programs ("FAQ," NYSIA). City College of New York's Institute of Software Design and Development administers an early stage investment program as well as research grants to state and local software companies ("What's Going on With CISDD?" NYSIA). The statewide "New York Loves Business" campaign has specialized programs for semiconductor, high technology, biotech, and nano-tech business, and offers investments from $50,000 to $500,000 for qualifying businesses ("Small Business Technology Investment Fund," NY Loves Business).

The New York technology economy draws considerable strength from the academic and research facilities in the region. The metro area is third in the US for university R&D expenditure (Klein 2004). Institutions participating in high technology research include Columbia University, New York University, Rockefeller University, and Cooper Union. The four top New York research universities were awarded 159 patents in 2002 ("Press Release", NYSTAR). In addition, the Strategically Targeted Academic Research Centers and Advanced Research Centers Program have made commercialization of emerging technologies a statewide priority for universities ("Facility Development Program", NYSTAR).

### 3.7. South Korea

Korea has one of the most integrated industrial R&D, economic development, and public policy frameworks in the world (Dong 2005). Korea is the global digital convergence capital, with a PC in nearly every home (National Computerization Agency in Korea Informatization Promotion Committee 2005), the highest per capita broadband penetration (Point Topic in IT Facts 2004), and an advanced consumer test-bed for digital media technologies (Korea National Computerization Agency 2004, Forsberg 2005, Shameen 2004).

In the past, information, communication and technology use and production were associated with equipment, rather than knowledge-intensive production and services, such as software, biotechnology, new media and information services (Hwang, Hur and Choi 2004) (Korea National Computerization Agency 2004) (Wong 2004). A new phase of public-private partnership including programs such as "Cyber Korea 21", "e-Korea Vision 2006", and "Broadband IT Korea Vision 2007" aims to make Korea the leading exporter of knowledge-intensive production (Korea National Computerization Agency 2004, The Korea Times in Swiss Talent 2004). This new phase is marked by integrating convergent information services into the fabric of society, industry, government and education; pioneering the development of technologies, products, services and knowledge-based exports; and the formation and development of new convergence companies.

Table 9 South Korea Indicators

| | |
|---|---|
| Population | Korea 48,598.175 & Seoul, 10,300,000[51] |
| Unemployment | 3.5 Percent[52] |
| Region | Songdo Media Valley-Seoul Digital City |
| High Tech Regions | Daeduk Techno Valley, Seoul Venture Valley (Teheran Valley), Poi Valley, Songdo Media Valley, Chuncheon Anitown |
| IT | 1,200,000 workers[53]; 28,146 start-ups (2001) [54] |
| ICT Exports | US $57.2 billion (2003)[55] |
| Entrepreneurship | 2nd in the world (First is US) (2001) [56] |
| VC by Gov. | US$605 million (2002)[57] |
| High Tech Sectors | Video Games, Telecom, IT, Semiconductors, Broadcast Equipment, Electronic Components, Software, New Media, Animation[58] |
| Telecom | US $37.6 billion (2003)[59] |
| Multi-Media | US$128.1 million (2002)[60] |
| Gaming | 34,000 workers (2002), Won 27.3 billion (2003) [61] |
| Software | 5,600 firms (2002), US 17.2 billion (2003) [62] |
| Biotechnology | 816 firms, 7,107 workers (2001)[63] |

Korean government and industry are now partnering to build several of the most advanced digital media cities in the world (Seoul Digital Media City n.d., Jee-yeon n.d., RFDESIGN 2004, Korea Overseas Information Service 2005, Daejeon Metropolitan City n.d.); invest US$920 million in convergence development to increase national wealth; create organizations to support the production, marketing, export and development of animation, music, comics, mobile content, Internet content and edutainment content (Legislative Council of the Hong Kong Special Administrative Region 2004); grow production and exports related to mobile telecommunication, digital televisions and broadcasting devices; home network devices, IT system-on chip, next-generation PCs, embedded software, software, telematic devices and robotics (Ministry of Information and Communication 2005); encourage foreign investment (Won and Park 2002); and expand regional cooperation to form a distributed high technology production system among cities to support Seoul and the national economy (Ministry of Construction and Transportation n.d.).

### 3.8. Finland

The Helsinki Region was ranked highest in the European Competitiveness Index (Holstila 2004 n.d.). Finland is one of the most coordinated, and research-intensive communities in the world (Tieke 2005, Teknologia 2005, Technology Industries of Finland n.d.). Finland consistently ranks above the US in patents per capita (Invest in Finland 2005, p. 18), network deployment and readiness (Invest in Finland n.d.), GDP share of R&D expenditure (Luhtala and Hämäläinen 2004), business researchers per 1,000 employees (Tieke 2005), and IT R&D expenditures for manufacturing- and service-related industries (Tieke 2005).

Today, Finland's strategy includes: multi-disciplinary and multi-industry collaboration to integrate nanotech, biotech, information science and cognitive science R&D (Tieke 2005); converging design, art and science in education and human development (Tahkokallio and Koivusilta 2004); national R&D policy and urban-rural development establishing connected regional centers of innovation; partnering with global

high technology markets and industries; and leading the world in "Public-Private Partnership" (Tieke 2005).

Finland's competitive advantage is its drive to accelerate human potential through "innovation networks", "Information Society" programs and "Knowledge-based" enterprises. This can be through programs that: integrate design, art, science, technology and decision-making (Prime Minister's Office 2004) (Helsinki Virtual Village n.d., Helsinki News 2005); connect research and product development to educational, cultural and social uses of ICT (Ahonen 2003, Joensuu 2005, Sipilä 2004); and build new physical and virtual environs for innovation (Sjoholm 2001, Virtual Helsinki n.d., Ahonen 2003, Joensuu 2005).

Table 10 Finland Indicators

| | |
|---|---|
| Population | 5.2 million & 1.2 million, Helsinki[64] |
| Unemployment | 9.2 percent (2005)[65] |
| High Tech | 200,000 workers[66] |
| S&T and R&D Expenditures | US$6.3 billion, 3.5% of GDP, 3rd highest globally[67] |
| High Tech Sectors | Telecom, Biotech, Instrumentation, Microelectronics, Optics/Photonics, IT, Design, AI, Visualization, Aerospace, Health Tech and Educational Technology[68] |
| Digital Media | 1,100 firms[69] |
| Telecom | 6,000 firms, US $6.7 billion[70] |
| Bio, Pharma and R&D | Firms: 107; Workers: 8,200 (1999) [71] |

Fueling development are seven centers of innovation in central and southern Finland (Sjoholm 2001) and efforts by Tekes (National Technology Agency of Finland); Sitra (Finnish National Fund for Research and Development); Finnvera, the Foundation for Finnish Inventions, VTT Technical Research Centre of Finland; and Culminatum. Culminatum, founded in 1994, is one-third owned by universities and research institutions, one-third owned by chambers of commerce, science park corporations and financiers, and one-third owned by the cities of Helsinki, Espoo, and Vantaa, and the Uusimaa Regional Council (Holstila n.d.). A support network of public venture capital from the Finish National Fund for R&D, export credits from Finnvera, and professional services from FinPro further support venture spin-offs (Patton 2003).

## 4. Central Texas Digital Convergence Leadership—Assets and Challenges

Over the last several months the DCI Task Force has invested substantial time and effort to better understand Central Texas' digital convergence assets and the challenges of converting these assets into an economic development force that will propel the region for years to come. DCI has produced four products to accomplish these ends:

*Central Texas SWOT Overview* -- DCI has held numerous stakeholder meetings with technologists, community leaders, public officials, researchers, entrepreneurs, and investors to better understand strengths, weaknesses, opportunities, and threats (SWOT) from the perspective of multiple stakeholders. The outcome of these meetings is distilled in the SWOT matrix and represents a starting point for understanding the region as a whole.

*Central Texas Infrastructure Overview* -- The region already has substantial digital convergence assets and the overview provides an assessment of the industrial, human, and organizational assets the region can bring to bare to create the economic future of Central Texas.

*Central Texas Technology Resource Map* -- As part of a technology strategic planning project, DCI created a digital convergence definition and the Central Texas Technology Resource Map. The digital convergence definition was produced with a wide range of digital convergence technology experts and stakeholders from throughout the region and is designed to be a central reference for the initiative. The Central Texas Technology Resource Map is designed to lay out the technology assets of the region according to a logical and verifiable structure.

*Central Texas Directory* -- DCI has identified approximately 1500 organizations in Central Texas that are active in some way in digital convergence. This directory, like the map, is a living document that will grow and change over time. The directory is available in Section 6 of this report.

## 4.1. Central Texas SWOT

Over the last year DCI has hosted a number of large and small group discussions regarding the opportunity and challenge of creating digital convergence as the foundation for economic growth. The main findings are presented here and highlight many of the issues that are being addressed directly by the work of DCI.

<table>
<tr>
<td>Strength<br><br>Central Texas has substantial digital convergence assets.<br><br>• Large, diverse, and highly skilled workforce.<br>• Large and diverse digital convergence industry<br>  o Creative content<br>  o Military<br>  o Hardware<br>  o Software<br>  o Communications<br>• Attractive standard of living.<br>• Good workforce retention.<br>• Rapid response to training needs by higher education institutions.<br>• Reputation for encouraging and supporting entrepreneurs.</td>
<td>Weakness<br><br>Assets are fragmented and the region lacks substantial pieces of a digital convergence system.<br><br>• Need to define digital convergence technological space.<br>• Funding sources not familiar with digital convergence opportunities.<br>• New incubation models needed for digital convergence businesses<br>• Infrastructure is not competitive relative to other regions.<br>• University-Industry technology transfer is poor.<br>• Surface transportation is inadequate.<br>• Partnering mechanisms needed.<br>• Communication within corridor needed.<br>• Region lacks creative content distribution mechanisms.<br>• Limited seed risk capital for early stage companies.<br>• Industry fragmentation.<br>• Regional fragmentation.<br>• Long-term vision needed.</td>
</tr>
<tr>
<td>Opportunity<br><br>If key assets are strategically identified, mobilized, recruited, and promoted, Central Texas will be a world leader in digital convergence innovation and commercialization.<br><br>• Central Texas as a proving ground for new technologies.<br>• Standards proliferation.<br>• New investment flows from suppliers/customers.<br>• Leverage reputation for IP production.<br>• New technologies creating opportunity to create content distribution channels and mechanisms. This will allow Central Texas to go beyond being a hub for content development to distributing and publishing content with the benefits of ownership accruing to the region.<br>• Digitization of energy and energy management.</td>
<td>Threat<br><br>Several regions in and outside of the US are establishing digital convergence-related efforts and are aggressively pursuing the opportunity.<br><br>• Global outsourcing of increasingly skilled jobs (manufacturing to IC design to creative content development).<br>• National and global regions emerging as potential digital convergence competitors with substantial financial and institutional support.<br>• Lost momentum in technology in general.<br>• Little perceived success in digital convergence in particular.<br>• Copyright protection.<br>• VCs relocate San Antonio companies .<br>• Wealth of digital convergence assets not widely acknowledged outside of region.</td>
</tr>
</table>

## 4.2. Central Texas Infrastructure

Over the past decade, the Waco-Austin-San Antonio corridor has experienced a remarkable growth of companies, research institutions, academic programs and operational military that possess and continue to create intellectual property relevant to digital convergence. Waco and San Antonio's active military and defense assets compliment Austin's high technology entrepreneurialism and create a foundation for the creation of a globally competitive center of excellence in digital convergence.

Other regions in the US and globally have a head-start in forming regional collaborations. The Central Texas Region has convergence-related human capital, intellectual capital and institutional capital but lacks effective regional coordination and strategy.

Austin remains one of the most entrepreneurial cities in the US, and is considered one of America's best places to live (Visa USA 2004, Mysack 2004). The Texas capital produces more patents per capita then any other high technology region of the US outside of Silicon Valley (Bureau of Business Research n.d.).

Table 11 Austin Indicators

| | |
|---|---|
| Population | 1,412,271 (2004)[72] |
| Population with BA/BS or higher | 36.7% (2003)[73] |
| High Tech Workers | 89,967 (3Q 2003)[74] |
| Major High Tech Employers | Dell, Freescale Semiconductor, IBM Corp., 3M Corp., Advanced Microdevices, University of Texas, Apple Computers, AT&T, Applied Materials, National Instruments, SBC Communications, Solectron Texas, Sematech[75] |
| Telecommunications | 4,900 workers (2005)[76]<br>2004 Venture Capital Investment- $51,199,900[77] |
| Semiconductors | 15,400 workers (2005)[78]<br>2004 Venture Capital Investment- $93,935,000[79] |
| **Computer and Electronic Product Manufacturing** | 30,000 workers (2005)[80] |
| Research Facilities | Pickle Research Center, Texas Advanced Computing Center |

*Forbes* Magazine has named Austin one of the best places for business and careers, and recently an article in the *Harvard Business Review* reaffirmed Austin's reputation for inventiveness by naming it the most creative city in America (Forbes 2004 and CreativeClass.org 2004).

San Antonio and Austin have capitalized on this creativity by cultivating a rich environment for digital content production. San Antonio is a leader in the growing Spanish language broadcasting market. Both of the leading national Spanish television networks, Univision and Telemundo, have studios in San Antonio and use digital means of content distribution (Hudson n.d.). It is also home to Clear Channel Communications, the nation's leading radio broadcaster, which offers digital streams of most on-air content (iBiquity n.d.). Austin has emerged as a major center for digital film, web content, and gaming media. Robert Rodriguez's Troublemaker Studios has pioneered the use of digital film in big budget features, such as the recent Sin City (Diaz n.d.). Assistance for digital video producers is available through the Austin Digital Resource Group, which seeks to create a community for peer cooperation (DFRG n.d.). The University of Texas at Austin's Digital Media Collaboratory facilitates

Table 12 San Antonio Indicators

| | |
|---|---|
| Population | 1,854,050 (2004)[81] |
| Hispanic Population | 946,510 (2003), Highest Hispanic percentage of any U.S city with population over 1 million (2000)[82] |
| High Tech Workers | 55,605 workers (2001)[83] |
| Major High Tech Employers | Fort Sam Houston, KellyUSA, Randolph AFB, SBC Corp., University of Texas, Southwest Research Institute, Toyota, National Security Agency[84] |
| Telecommunications | 7,100 workers (2005)[85] |
| Military Employment | 48,090 workers (2005)[86] |
| Related Civilian Employment | 25,099 workers (2005)[87] |

coordinated interdepartmental research in digital and interactive media. The DMC sponsors programs to improve the region's environment for interactive content development (DMC n.d.). Austin is the third largest location in the US for video game development, with 35 local game studios (AGI n.d.).

San Antonio is a rising leader in biomedical research and telecommunications, building on its historic defense and health science resources. It is home to four military installations, as well as being a principal location for the National Security Agency. The direct economic impact of its military bases is estimated at $5.1 billion, and their presence has left the region with a highly developed communications infrastructure (SACC n.d. and Invest San Antonio, n.d.). The Texas Engineering Experiment Station, Texas Center for Applied Technology, with an operating location at Brooks City-Base, is charted by the State of Texas and the Texas A&M University Systems to aid in DoD technology licensing (Brooks City Base n.d.). KellyUSA, a Defense Economic Readjustment Zone on the grounds of the former Kelly AFB, is now a high technology development space hosting companies such as Boeing, Lockheed-Martin, and General Electric. The on-site Advanced Technology Center provides profession training in electrical engineering and IT for workers (KellyUSA n.d.). The NSA's 2005 announcement that it would expand its operations in San Antonio re-enforced the city's growing reputation as a center for information security (Lorek n.d.).

Northwest San Antonio is home to the city's most impressive high technology innovation resources. The South Texas Medical Research Center complex incorporates the University of Texas Health Science Center at San Antonio, its Graduate School of Biomedical Sciences, forty-five hospitals, and assorted research facilities (UTHSCSA n.d.). UTHSCSA sponsors research in bioinformatics and digital bio-imaging through the Bioinformatics Core facility on campus (BCF n.d.). The Southwest Foundation for Biomedical Research possesses the world's largest computer cluster devoted to statistical genetic analysis and developing visualization software for biogenetic information (SBFR n.d.). Located nearby, the Southwest Research Institute occupies nearly two million square feet of laboratories, test facilities, workshops, and offices and a staff of 2,900 specializing in the creation and transfer of technology in engineering and the physical sciences (SWRI n.d.). Its Department of Electronics Integration and Information Technology develops convergence solutions for defense and commercial use (SwRI EI and IT n.d.). To the west, Texas Research Park houses a community of medical, defense, and homeland security firms and UTHSCSA's Institute of Biotechnology. Several of these companies do research related to digital convergence, including SypTech and Mission Technologies, Inc. both of which work with remote monitoring and control of defense devices, surveillance, and 3D user interfaces (TRPF n.d.).

Table 13 Waco-Kileen-Temple Indicators

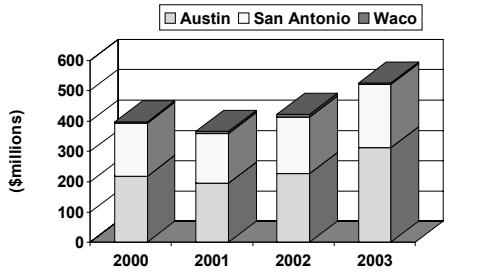
| | |
|---|---|
| Population | 568,555 (2004)[88] |
| Major High Tech Employers | Ft. Hood, DynCorp, L-3 Communications Integrated Systems, Baylor University[89] |
| Military | 45,777 workers (2004)[90] |
| Defense/Aerospace | Waco- 3,800 workers (2002)[91] |

The Killeen-Temple and Waco metropolitan areas also participate heavily in the US military economy, and have significant resources for convergence research. Ft. Hood is the nation's largest military installation, as well as the largest single location employer in Texas (KilleenWorks n.d.). The base contributes $6.09 billion to the Texas economy each year, and provides a workforce trained in advanced communications technology (CCEDC n.d. and Stevenson n.d.). In part because of the proximity of Ft. Hood, Waco has become a leader in defense and aviation technology and manufacturing. The city is home to L-3 Communications Integrated Systems and Marathon Norco Aerospace, both of which develop advanced aerospace communication systems for military and private use. Waco has been designated a state and federal enterprise community, and provides space for development within its Foreign Trade Zone and the Texas Central Aeroplex (GWCC n.d.). These advantages have led to Waco being declared one of the best small metro areas for business in the US (Inc 2004). Baylor University and Texas State Technical College sponsor cooperative research programs with local high technology and communication firms (GWCC n.d.). The schools presently cooperate in the management of laboratory facilities through Baylor's Center for Astrophysics, Space Physics and Engineering Research. Work at these facilities includes digital convergence-related study, such as sensor design and nano-manipulation (CASPAR n.d.).

Digital convergence technology companies located within the Central Texas corridor enjoy the support of many entrepreneur support organizations. Salsa.net specifically serves the digital convergence community by raising identity awareness among local tech companies and non-profits, as well as by promoting the region as a center for digital convergence innovation. The $IC^2$ Institute of the University of Texas at Austin provides technology and industry research, commercialization training and consulting, and start-up support through the Austin Technology Incubator ($IC^2$ n.d.). The Incubator currently houses several companies and non-profits seeking to develop and commercialize convergence technologies (ATI n.d.). The San Antonio Technology Accelerator Initiative provides similar services for high technology businesses to the south. SATAI serves firms involved in Digital Media Arts, Information Technology/Telecommunications, Aerospace and Biosciences (SATAI n.d.). The Austin Technology Council hosts peer forums and provides access to academic research and venture funding for the technology community (ATC n.d.). Opportunity Austin is a program administered by the Greater Austin Chamber of Commerce's Economic Development Council. The Initiative has made the strengthening of software, wireless, and digital media resources a priority (GACC n.d.). Bootstrap Austin is an organization oriented toward local entrepreneurs, and offers advice and networking opportunities with a focus on the Austin technology (Bootstrap Austin n.d.). The Technology Advocates of San Antonio serve high technology businesses by acting as a unified voice in the region in order to develop local infrastructure (TASA n.d.).

The most valuable assets for innovation within the corridor are its universities, several of which are actively leading the development of convergence technologies. The University of Texas system boosted local economies by at least $12.8 billion in 2004, and is ranked second in the nation for its number of associated institutions in the top 100 for R&D expenditure (Cline, Bridges, and McKinley n.d.). To facilitate technology transfer the UT System created the position of Vice Chancellor for Research and Technology Transfer in April 2005. The new Vice Chancellor will enhance tech transfer collaborations through large-scale university programs. The first step will be the expansion of the system's formidable existing resources (Barnhill n.d.). University of Texas at San Antonio not only provides medical research through the Health Science Center, but also accomplished programs in IT and data security. In 2002 the school was designated a Center of Academic Excellence in Information Assurance Education by the NSA (Thomas n.d.). Researchers at UTSA's Visualization and Modeling Laboratory are creating applications using computer animation, image processing, and interactive simulations (VML n.d.). The University of Texas at Austin is home to numerous high technology research programs many of which are housed at the university's JJ Pickle Research Campus. The Microelectronics Research Center contains facilities for work with semiconductors, chem/bio sensors, and optoelectronics (MRC n.d.). The Center for Strategic and Innovative Technology commercializes technologies addressing emergent needs in defense and homeland security, including biosensors and imaging systems for real-time monitoring of health conditions. Though based at UT Austin, the Center is intended to link sensor technology commercialization throughout the state (CSIT n.d.). Baylor University, in addition to its premier laboratory facilities, offers incubation services through its Institute of Emerging Technologies. The Institute cooperates with the Waco Chamber of Commerce and the Center for Entrepreneurship to develop information technology applications benefiting the local economy and global business (IET n.d.).

Central Texas Federal R&D Funding 2000-2003
Non-classified Disbursements to Public and Private Organizations




*Source: Rand Corp. Radius, IC² Institute*

During the previous legislative session, the state introduced the Texas Enterprise Fund. This measure allocated $55 million to improving the Texas' tech and biotech infrastructure. It also granted the Office of the Governor funds to attract or retain major tech employers (Office of the Governor n.d.). However, between sessions it became apparent that stronger measures were needed. In order to retain Texas' competitive advantage in high technology fields, the Legislature passed the Texas Emerging Technology Fund (ETF). The ETF dedicates $200 million to promote growth of high technology business and

research in Texas. The ETF has three thrusts. The first offers matching funds for small businesses in qualified industry clusters including semiconductors, software, IT, micro-electromechanical systems, and defense in order to attract matching private capital. The second is to recruit and retain new researchers in the targeted industries to produce a technology flow to the above businesses. Third, is the formation of new technology incubators to facilitate the technology transfer. Currently, there will be seven regional centers of innovation and commercialization (RCIC), and at least one industry specific state-wide center for innovation and commercialization. The DCI is contained by three of the seven RCICs, allowing tech entrepreneurs in digital convergence to enjoy significant financial and infrastructure benefits as a result of the legislation.

### 4.3. Central Texas Technology Resource Map

This section provides a map of the digital convergence technologies of the Central Texas corridor. It goes well beyond the standard directories assembled by economic development organizations and trade associations by both normalizing technologies from fields as disparate as nanotechnology, biotechnology, entertainment, and logistics, to name only a few of the fields represented here, as well as significantly increasing the level of precision by which the organizations' technology assets are known. Central Texas is defined by the Waco-Austin-San Antonio I35 corridor for the purposes of this technology map.

The goal of the map is to elucidate Central Texas' strengths and weaknesses in the area of digital convergence and to establish a framework for precisely understanding the competitive stance of digital convergence organizations in Central Texas as a whole and to develop tools, protocols and support structures to enhance that competitiveness.

The Central Texas Technology Resources Map presented here accomplishes three critical functions:

1. Defines the boundaries of what constitutes digital convergence.
2. Establishes the full set of digital convergence technology paths that could be used to excel at satisfying customer needs.
3. Details the full range of Central Texas capabilities that could be utilized today or tomorrow to implement the various digital convergence technology paths to excel at satisfying one or more customer needs to generate a competitive advantage.

In the first step of the DCI technology strategic planning project, experts from the Central Texas corridor, developed and agreed upon a technologically unbiased, but precise and accurate definition for digital convergence:

> Digital convergence is the coalescence of all the functions for the acquisition, storage, distribution and utilization of all present and future human knowledge, which is characterized by:
>
> - The digitization of the full range of data
> - The enabling of the data to be used with increasing ease
> - The integration of an increasing percentage of the data handling systems
> - The satisfying of an increasing portion of the customers' present and future needs
> - The integration of the components of the value chain to perform new functions
> - The global reach of data, devices, content, communication and customers

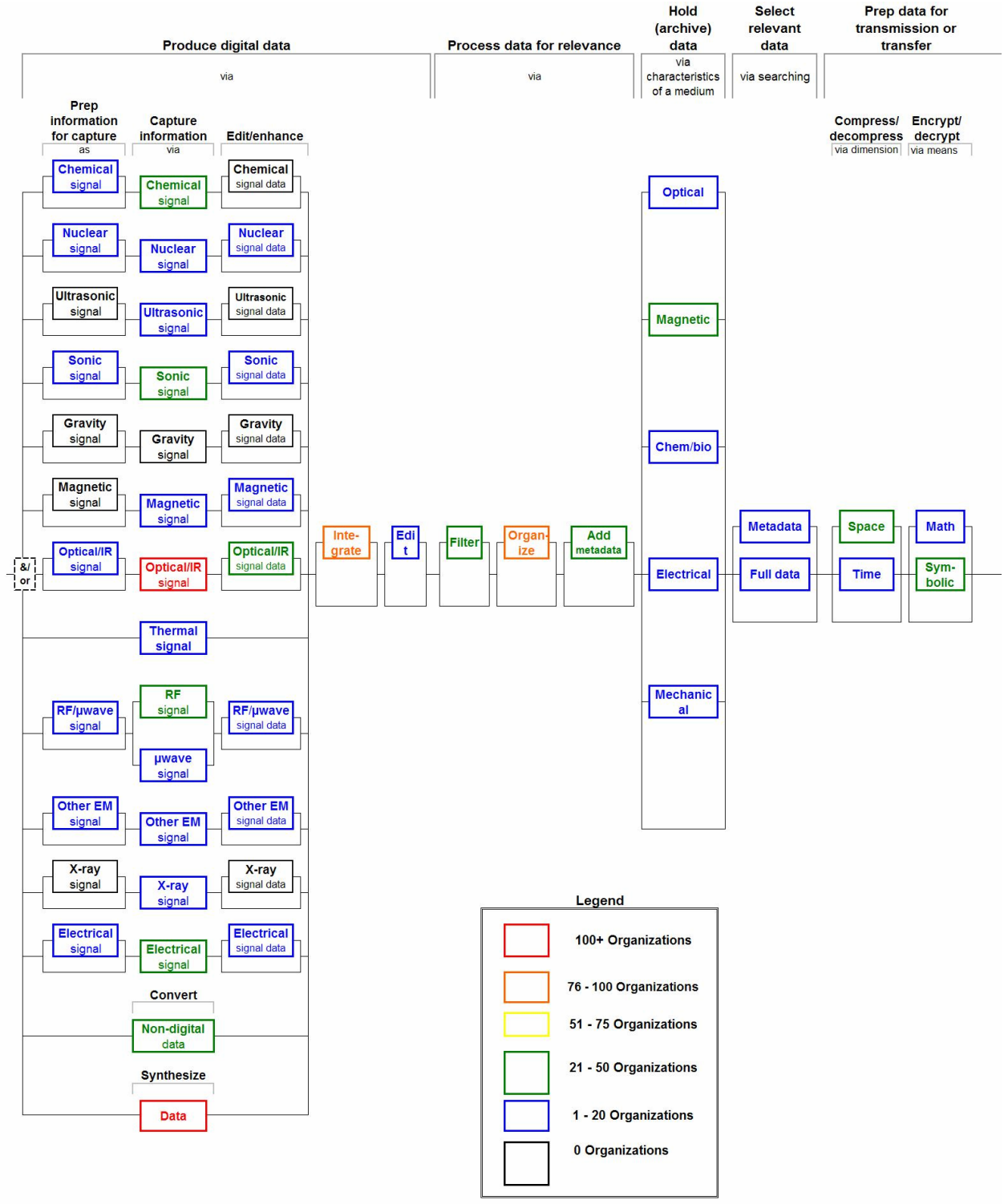
This definition bounds the second step of the DCI technology strategic planning project, the identification of the full set of technology paths that comprise digital convergence. The technology paths follow an unbroken thread of functions for the data which starts with its creation (the left side of the map) and ends with the consumer of the data responding to it (the right side of the map). The objective is not to lay out only the present or most feasible technology paths; rather, the objective is to lay out all the technology paths that could be feasible at any point in time.

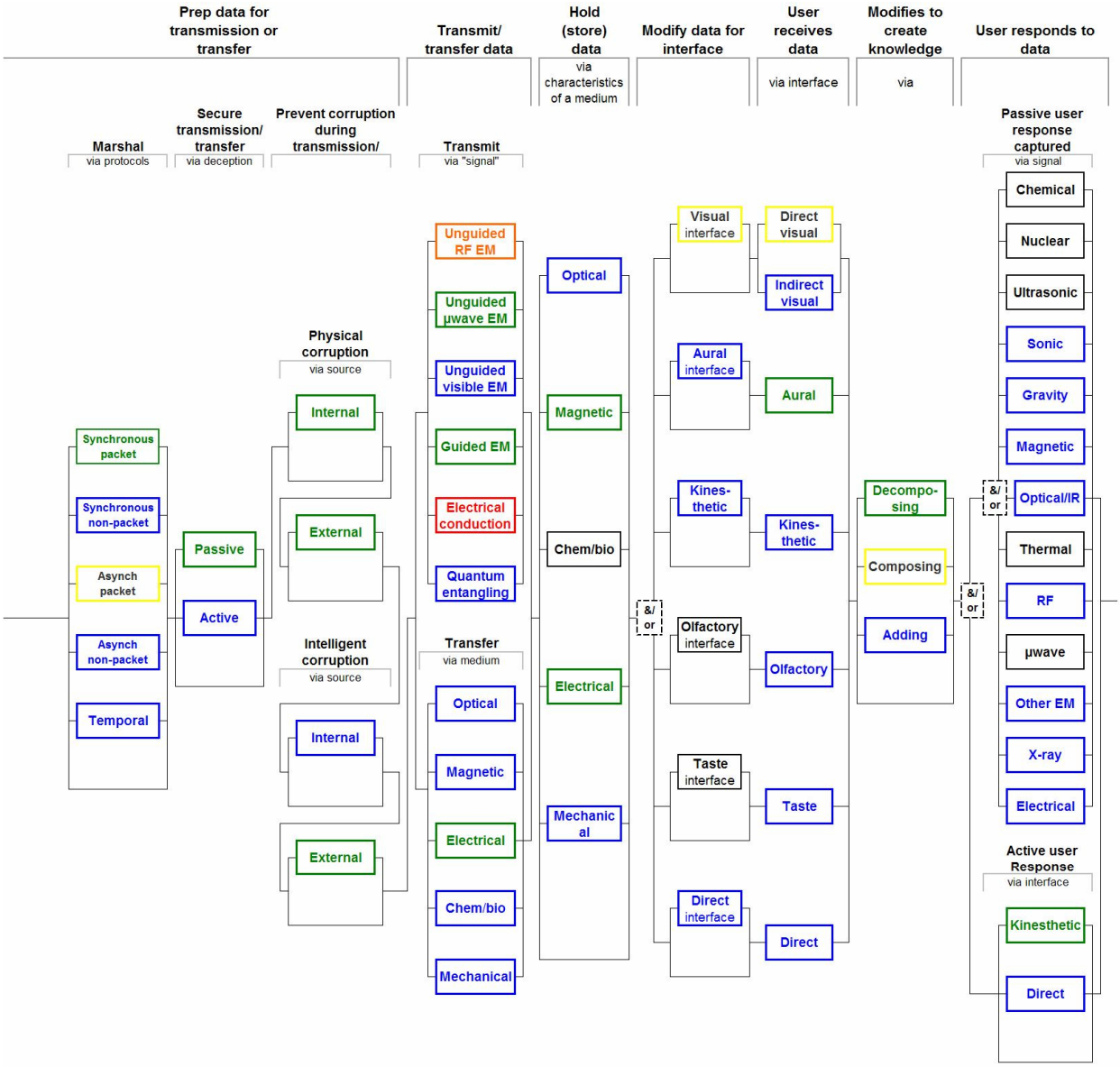
Across the top of the map are the major functions that must be accomplished to have digital convergence. They begin at the left with the function of "Produce digital data", and finish at the right with the function of "User responds to data". In some cases, due to the complexity of the function, the function is further sub-divided into sub-functions. For example, in the case of the main function of "Prep data for transmission or transfer", the function is further divided into "Compress/decompress", "Encrypt/decrypt" and so on. Underneath each of the main functions or sub-functions, the physical phenomenon which can be used to accomplish that function is given. For example, under the function of "Hold (archive) data" the map shows that this can be accomplished by using the characteristics of a medium and lists these characteristics as: "Optical", "Magnetic", Chemical/biological", "Electrical" and "Mechanical". The physical characteristics of the medium represent all possible methods of storing data. Optical methods include existing items such as DVDs, and CDs and more advanced items such as optically stored holograms. Chem/ bio includes more advanced items such as the storage of data in DNA type mediums. Mechanical includes items such as MEMS.

In the third step of the DCI technology strategic planning project, the technology structure produced in the second step is used as a precise and accurate guide for the collection and analysis of data on the organizations (e.g., companies, universities, non-profits, government agencies) within the Central Texas corridor. The technologies possessed by the organizations can be at any level of development from conceptual papers to a product in the marketplace.

The map legend indicates the number of organizations within the Central Texas corridor that possess one or more technologies of that satisfies a particular function via a particular means. It is important to note that when it is indicated that an organization possesses a technology, this does not mean that the organization is necessarily using their technology for the function of digital convergence or that the organization is even aware that their technology is applicable to digital convergence. One of the key values of the map is that it cuts across all industry, product and service boundaries to identify the full set of technologies within the Central Texas region that fall into the realm of digital convergence.

## Central Texas Digital Convergence Technology Resource Map




Prep data for transmission or transfer
Transmit/ transfer data
Hold (store) data
via characteristics of a medium
Modify data for interface
User receives data
via interface
Modifies to create knowledge
via
User responds to data
Marshal
via protocols
Secure transmission/ transfer
via deception
Prevent corruption during transmission/
Transmit
via "signal"
Passive user response captured
via signal
Synchronous packet
Synchronous non-packet
Asynch packet
Asynch non-packet
Temporal
Passive
Active
Physical corruption
via source
Internal
External
Intelligent corruption
via source
Internal
External
Unguided RF EM
Unguided µwave EM
Unguided visible EM
Guided EM
Electrical conduction
Quantum entangling
Transfer
via medium
Optical
Magnetic
Electrical
Chem/bio
Mechanical
Optical
Magnetic
Electrical
Chem/bio
Mechanic al
&/ or
Visual interface
Aural interface
Kines-thetic
Olfactory interface
Taste interface
Direct interface
Direct visual
Indirect visual
Aural
Kines-thetic
Olfactory
Taste
Direct
Decompo-sing
Composing
Adding
&/ or
&/ or
Chemical
Nuclear
Ultrasonic
Sonic
Gravity
Magnetic
Optical/IR
Thermal
RF
µwave
Other EM
X-ray
Electrical
Active user Response
via interface
Kinesthetic
Direct

# 5. The Digital Convergence Initiative

The United States faces an enormous challenge: our ability to create and commercialize advanced technology products is rapidly eroding. In 2004 the US advanced technology product trade deficit for all technology categories reached $40 billion. The trade deficit for information and communications technologies alone reached $73 billion, wiping out gains in other technology verticals. Our largest trade deficits are with China, Malaysia, S. Korea, Japan, Ireland and Mexico (Weller and Tepfer 2005). Many of the states—including Texas—that have driven science and technology excellence in the United States have experienced the loss of technology jobs. Our ability to turn the tide at the country, state and regional levels will depend on our ability to cooperate, to exploit complimentary assets and to compete globally.

The Waco-Austin-San Antonio corridor has a wealth of digital convergence, yet far too few opportunities are exploited due to the challenge of matching the right opportunities and resources. Despite the recognition that cooperation creates wealth and jobs, most cooperation remains an ad hoc, asynchronous, and informal process. The challenge of cooperation is compounded in the areas of technological convergence where barriers to communication are greater.

**The mission of the Digital Convergence Initiative (DCI) is to catalyze public and private collaboration to transform Central Texas into a global competitor in digital convergence technologies, products and services.**

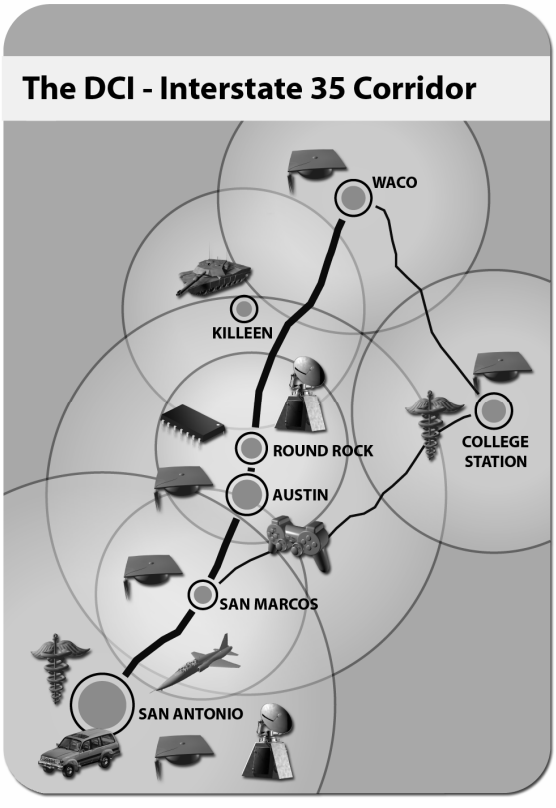
**DCI goals include:**

**1) Create regional competitive advantage globally in digital convergence technologies;**
**2) Advance opportunities for regional businesses with attention to small business growth; and**
**3) Align digital convergence research and development with consumer and government needs.**

The DCI will dramatically advance the region's capacity to cooperate by understanding fully the region's real and potential technology assets through rigorous assessments of our capacities in the context of market demand and customer needs, creating the organizational capacity to facilitate the myriad and complex relationships needed to transform ideas into products, and mobilizing resources to create and pursue a digital convergence strategy.

As an organization-of-organizations partnerships with facilitation or catalyst organizations are critical. Organizational partners will include incubators, chambers of commerce, economic development organizations and corporations. Potential research partnerships include corporations and research centers within and without the Waco-Austin-San Antonio corridor. Educational partners will include regional community colleges and workforce development organizations.

The DCI's geographic reach includes Waco-Austin-San Antonio, Texas and the span 100 miles east and west of Waco and San Antonio along the corridor. The scope of the corridor is large enough to have the capabilities needed for cross sector innovation, yet it is small enough to establish the structure, performance



measurement, and business processes of the DCI. When the DCI is prepared, the focus will reach a geographic scope to include all relevant Texas communities and technology assets.

The DCI will facilitate and coordinate the region's potential to become a global leader in digital convergence. This will:

- Ensure Texas' leadership position in the global marketplace for innovations rising from cross sector convergence;

- Increase the efficiency by which Central Texas and US organizations are able to identify and cross appropriate Intellectual Property (IP) across knowledge domains, technology sectors, industries, markets and geographies;

- Catalyze improved alignment among public and private sector Research & Development (R&D), technology transfer activities, government and large business requirements and DCI commercialization activities;

- Transfer IP from public or private scientific research instrumentalities to new and existing business entities for commercialization;

- Provide member organizations from local governments, economic development organizations, technology accelerators and other relevant public entities with technology strategy-based training and information to enhance their ability to achieve individual and collective goals;

- Advance coordination and reduce barriers to innovation among small and minority businesses, medium and large businesses, workforce, economic development, education and government organizations in the region;

DCI Value Proposition

Technology generator:
- •Create commercial – academia friendly playing field where speed, collaboration, and convergence drive future business and are rewarded
- •Partner regional entrepreneurial innovators to decrease costs and increase benefits realization

Economic generator:
- •Align government requirements and funding with commercial opportunities
- •Pro-active and rapid reaction to larger opportunities
- •Provide large corporations access to innovation at entrepreneurial level
- •Provide entrepreneurial innovators access to large corporate market channels and resources
- •Create an investment community that understands global nature of the competition, merging sector space, and need for creating new business models

Community Development
- •Generator of high-paying digital technology employment
- •Attract and retain talented researchers
- •Projects targeted at community development outcomes
  - •Science, technology, engineering and mathematics education
  - •Homeland security
  - •Arts
  - •Health

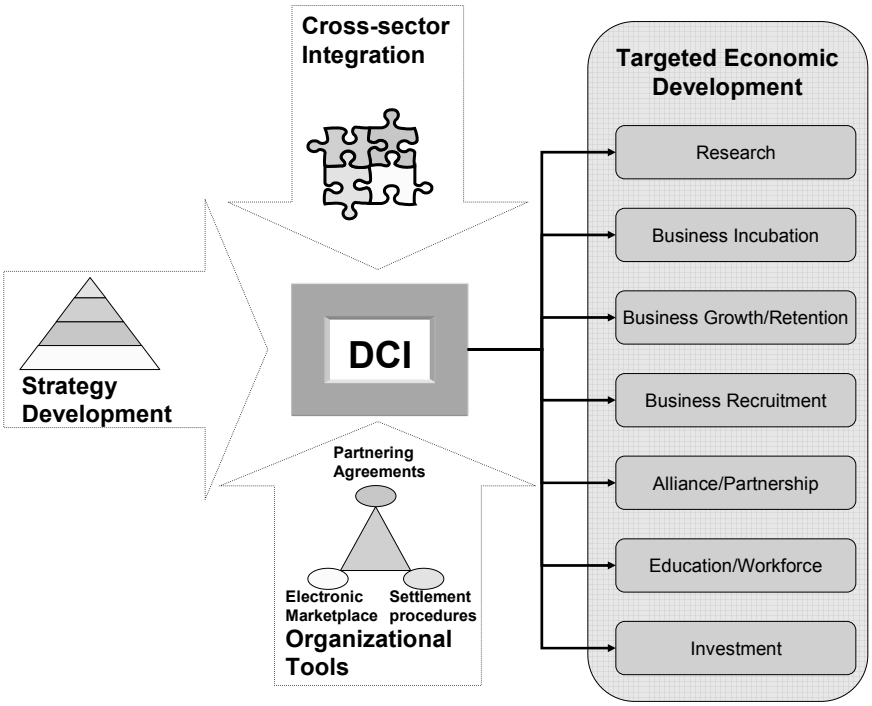
- Increase awareness and brand positioning for the region to attract and retain high technology researchers, workers, firms and students;

- Increase the competitiveness, wealth and public well-being of the region in particular and Texas and the United States as a whole.

A key focus of DCI is improved alignment among public and private sector Research & Development (R&D), technology transfer activities, government and large business requirements and DCI commercialization activities—Research, Development and Commercialization (RD&C). The DCI will identify government and large business technology requirements and align the applied research and product development efforts of its participants to these requirements. This "technology pull" will reduce barriers to innovation by matching government institutions and large businesses requirements with technology from small high technology firms and research laboratories. In some cases, small firms may

be able to "productize" R&D outputs from the research apparatus for consumption by large institutional buyers in need of technologies at price points not available in the commercial marketplace.

The technology pull strategy has the potential of diffusing next generation technologies at a cost savings acceptable to institutional buyers, while enabling efficiencies of scale to catalyze new business formation and business growth. Alignment of R&D is important, however, a particular focus on alignment of R&D and commercialization is paramount as "pure research" funding has been severely decreased by the Federal Government, while budgets for operational missions, "applied research", are burgeoning. This alignment of RD&C will enable public and private institutions, markets and industries to benefit from applied research in the face of pure research spending cuts. Over the past fifty years, pure research has fueled much of the U.S.' wealth and the basis on which economic- and defense-related technological superiority has grown. The DCI will work to expose the qualities and benefits of pure research through the RD&C process. Benefits may include increased national economic- and defense-related competitiveness.




The DCI will differ from other U.S. and global initiatives by virtue of its emphasis on integrated Research, Development and Commercialization (RD&C); small and disadvantaged business support and new venture formation; execution of the Technology Strategy Process to achieve cross appropriation of IP across industries; and creation of qualified sources for procurement by government agencies consistent with public laws. The cost efficiencies in producing these desired outcomes will differentiate the DCI from other similar initiatives – it is a need currently not met by any other organization and has the full support of our stakeholders.

The Initiative's success will hinge on three important constituent elements: a horizontally-integrated structure; a strategic planning process, and; tools to facilitate cooperation among DCI participants. The structure will integrate participants so that their objectives are met through the matching of capability, interest, opportunity and mutual benefit. The Initiative will detail the full set of internal and external technology resources and the interconnections among them, identify opportunities, create a plan of execution, and maneuver offensively and defensively to achieve specific objectives.

### 5.1. Cross-Sector Horizontal Integration

The regional convergence space is divided by several sets of vertical boundaries that must each be addressed in order for the initiative to be completely effective. These boundaries include sector boundaries, corporate boundaries and municipal boundaries. Combined, they represent a horizontally integrated approach to economic development and the potential to create competitive advantage for the DCI, the region and member organizations.

**Sector Boundaries.** Convergence represents at least 10 individual economic/technology sectors. Products and services from these sectors are combining at the intersection of sector boundaries to define new products, services and processes. For example, the intersection of the game industry and other industries are depicted below. The DCI must have structure and process to bring multiple sectors into closer working arrangements so that IP can be quickly identified, cross appropriated from one technology/ industry sector to another and commercialized.

**Corporate Boundaries.** The convergence space is populated by a wide range of companies, not only defined by sector, but also by size. The initiative must be effective at creating collaboration among small, medium and large corporations. This collaboration is important among the larger companies, but it is critical among the small and medium sized companies and especially the new ventures. DCI will have structure and process to facilitate large organizations having access to the inventions in Small and Medium-sized Enterprises (SME) and for the SMEs to be aware of where the large companies have requirements and/or funding for innovation. The structure will also accommodate the creation of new companies.

**Research Boundaries.** The region's colleges, universities, federal labs and non-profit research organizations represent an immense source of innovation and economic vitality. The DCI will identify a research agenda that enables regional companies to access IP, work closely with private and public R&D labs and put in place smart intellectual property agreements that will speed the transformation of research into products. This can be most effectively achieved by avoiding the most common IP arrangement where the IP structure is put in place **after** the research is completed. DCI will move to an IP arrangement where the IP structure is put in place **before** the research is performed. Three successful examples of this approach are the MIT Media Lab, Stanford's Media X program and the High Tech Corridor in Central Florida (collaboration among the University of Central Florida, University of South Florida, and University of Florida). This IP structure removes uncertainty from the IP domain while enabling the DCI to internalize intellectual property rights. It also expeditiously facilitates the flow of IP to public and private markets.

**Municipal Boundaries**. The region contains a variety of municipalities, small, medium and large, that must be brought together for an effective regional economy in convergence-related economic development. There are likely to be a number of opportunities where cooperation among the municipalities will serve economic interests much better than competition. For example, in the area of Homeland Security, regional-wide projects that address this pressing need may be more effective and more interesting to responsible federal agencies. Economic development organizations and educational institutions can collaborate to define curricula and workforce programs for emerging technologies rather than duplicating work. Chambers of commerce can collaborate on intelligent recruiting where attracting companies is done by identifying the regional synergies available to the newcomers. Central Florida has been very successful at all three types of municipal collaboration, including homeland security, workforce-education and regional marketing from Tampa-to-Orlando-to-Daytona.

## 5.2. Developing and Using Better Tools

The DCI expects to use a wide array of tools for promoting the growth of the regional digital convergence economy. These tools span the spectrum from workshops to regional collaboration through regional testbeds. Some examples of the tools envisioned by the DCI are:

- Conferences
- Workshops
- Regional project test-beds
- Infrastructure for regional collaboration and electronic marketplaces
- A convergence computer grid
- Human resource development
- Developing new business models
- Developing new investment models

The organization. structure, processes, and investment needed to deploy these and other tools will be addressed through various means as appropriate, including, but not limited to, additional reports, dedicated workshops, and specifically targeted projects.

# 6. Directory of Waco – Austin - San Antonio Digital Convergence Organizations

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| @ Networks, Inc. | San Antonio | Network Support | www.atnetworksinc.com |
| @hand Corporation | Austin | Mobile Software | www.hand.com |
| 0-In Functional Verification (Mentor Graphics) | Austin | ASIC/SoC functional verification products | www.mentor.com |
| 100 Percent Computers | San Antonio | PC services | |
| 1st Texas Electronic Assembly | Austin | Electronics Manufacturing | |
| 21st Century Technologies Inc | Austin | Custom software | www.21stsoft.com |
| 2am Productions | Austin | Digital Video Production | www.2ampro.com |
| 307X0 | Austin | Communications Consulting | www.307X0.com |
| 360 Commerce Inc | Austin | | www.360commerce.comdisplay.php |
| 3Com | Austin | Converged communication networks | www.3com.comindex2.html |
| 3M Austin Center | Austin | Electronic solutions, communications markets, electrical markets, visual systems | www.mmm.com |
| 4mercury | San Antonio | Mobile Media and E-Commerce | www.4mercury.com |
| 5 Point 6 Productions | San Antonio | Digital Video Production | www.5point6.com |
| 501 Audio | Austin | Digital Audio Production | www.501audio.com |
| 67th Information Operations Wing | San Antonio | USAF Cybersecurity | aia.lackland.af.milhomepages67iow |
| 7 Crows | Austin | Digital Game Development | www.7crows.com |
| 7/24 Technologies, Inc | San Antonio | Network Technology & Streaming | www.724technologies.com |
| 9Star Research Inc | Austin | Grid monitoring middleware | www.9starresearch.com |
| A & A Data Systems | San Antonio | Computer equipment and services | |
| A 3 Design | Austin | Graphic and information design | www.a3online.com |
| A A Wildcat Computer Systems | San Antonio | Computer design | |
| A C Morrow & Assoc Consulting | Killeen | | |
| A E Support Group Inc | San Antonio | Accessibility design, software, support | www.aesupport.com |
| A Fast Net | San Antonio | | www.afastnet.com |
| A Four Health Systems | Austin | Custom software | |
| A G Consulting Svc | San Antonio | Applications development, systems integration | www.agcstx.com |
| A O Design | Austin | Web Architecture | www.aodesign.com |
| A Piece Of The Net | San Antonio | Networking | www.piecenet.com |
| A Plus Computers & Networking | San Antonio | Consulting, networking | |
| A&A Telecom Group | Austin | Telecommunications | www.aatg.net |
| A&A Telecom Group, Inc | Waco | Telecommunications | www.aatg.com |
| A.S.Electronics | San Antonio | | www.aselectronics.net |
| A+ Net Solutions Inc | San Antonio | Internet Consulting | www.aplusns.com |
| A-1 Spectrum | Austin | Digital Audio Production | |
| Aaa Merchant | Austin | | www.aaa-merchant-account.com |
| Aardvark Digital Video | Austin | Digital Video Production | www.aardvard.ie |
| Aatex Films | Austin | Digital Editing | |
| Abax Corporate Software | San Antonio | Software | |
| Abm Data Systems Inc | San Antonio | Security monitoring | www.abmdata.com |
| Absolute Computing Solutions | San Antonio | Computer service | |
| Absolute Systems | Austin | Systems Integration | www.absolutesystems.com |
| Absolutely Digital Photography | San Antonio | Digital photography | www.absolutelydigital.com |
| Abstract Webs Design | San Antonio | Digital Media Design | |
| Acap Systems | Austin | Digital recording equipment | |
| Acceleration Studios | San Antonio | Visualization Software | www.accelerationstudios.com |
| Accenture | Austin | Systems Design Research | www.accenture.com |
| Acclaim Studios | Austin | Digital Game Publisher | www.acclaim.com |
| Accretech USA Inc | Austin | Semiconductor Manufacturing Equipment | www.accretech.jp |
| Accudata Systems | Austin | IT consulting | www.accusys.com |
| Accugraphics Inc | Austin | Digital publishing | www.accugraphics.com |
| Accurate Media | San Antonio | Web Architecture | www.accuratemedia.com |
| Accurate Online | Austin | Website management software | www.accuros.com |
| Accurate Video | San Antonio | Legal Videoconferencing | www.accuratevideo.com |
| Accu-Tech Corp | Austin | Voice/Data System Cabling | www.accu-tech.com |
| Accu-Tech Corp | Austin | Voice/Data System Cabling | www.accu-tech.com |
| Accutronics, Inc | San Antonio | Time, attendance, access verification systems | www.accutronicsinc.com |
| Ace Audio Communications, Inc | Austin | Digital Audio | www.aceaustiocom.com |
| Ace Engineering | San Antonio | Real-time Graphic Monitoring | www.aceng.net |
| Ace Media Productions | Austin | Digital Audio/Video Production | acemp.com |
| Acecom | San Antonio | Networking Services | www.acecom.sg |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Acer America | Killeen | Mobile Electronics | global.acer.com |
| Achoate Information Services | Austin | Multimedia Design | www.achoate.com |
| Ackrus Solutions | Austin | Remote Network Monitoring | www.ackrus.com |
| Acs Telecom | San Antonio | Telecommunications | www.acstelecom.com |
| Action Figure | Austin | Multimedia Design | www.actionfigure.com |
| Activant Inet | Austin | Online Financial Exchange | www.activant.com |
| Active Power, Inc | Austin | Real-time Data Monitoring | www.activepower.com |
| ACTV | Austin | Digital Video Facilities | www.austinaccess.com |
| Adalante Networking | Austin | Network Integration | adalante.net |
| Adams Electronics | Austin | Electronics Manufacturing | www.adamsinc.com |
| Adams Globalization | Austin | Software testing, localization | www.adamsglobalization.com |
| Adaptive Concepts | Austin | Network Consulting | www.adaptcon.com |
| Adaptive Concepts | Austin | Networking Services | www.adaptcon.com |
| ADC Of Austin | Austin | Systems Integration | www.adc-austin.com |
| ADC Telecommunications | Austin | Network Technology Products | www.adc.com |
| Addax | Austin | Specialty advertising | |
| Asdic | Austin | Digital Storage | www.adic.com |
| Admin Monitor | Austin | Internet Broadcasting | www.adminmonitor.com |
| Admin Softwares Inc | Austin | Web Architecture | www.adminsoftwareinc.com |
| Adobe Graphics | Austin | Digital Media Software | www.adobegraphics.com |
| Adobe Systems | Austin | Digital Media Software | www.adobe.com |
| Adolos Strategic | San Antonio | Systems engineering, knowledge engineering | |
| Ads Specialists | Austin | Systems Integration | www.ads-specialists.com |
| Adtech Systems Inc | San Antonio | Videoconferencing Installation | www.adtech-sys.com |
| ADV Films | Austin | Digital Broadcasting | www.advfilms.com |
| Advanced Bio Prosthetic Surfaces | San Antonio | nano technology | |
| Advanced Concepts And Technologies International, LLC | Waco | Emerging Tech Development | www.act-l.com |
| Advanced Data Recovery | San Antonio | Data Protection and Security | www.adrecovery.com |
| Advanced Datalynx Inc | San Antonio | Point of sale information services | www.advanced-datalynx.com |
| Advanced Energy | Austin | Real-time System Monitoring | www.advanced-energy.com |
| Advanced Film Mechanix | Austin | Digital Video Production & Postproduction | filmmechanix.com |
| Advanced Interconnect Technologies | Austin | Integrated Circuits | www.aithome.com |
| Advanced Materials Research Center | Austin | Mechanical Storage | www.sematech.orgamrc |
| Advanced Micro Devices | Austin | Wireless Electronics Circuit Design | www.amd.com |
| Advanced Personal Computers | San Antonio | Systems Integration | www.apcomputing.com |
| Advanced Personal Computing | San Antonio | Systems Integration | www.apcomputing.com |
| Advanced Programming Concepts | Austin | Real Time Defense Software | www.ultra-ats.com |
| Advanced Resources Computer | Austin | Mortgage product/pricing engines | www.arcsystems.com |
| Advanced Solutions International, Inc | Austin | Online Financial Exchange | www.advsol.com |
| Advanced System Integration | Austin | Systems Integration | www.asi-corp.com |
| Advanced Technical Solutions | San Antonio | Custom Internet Solutions | csos.comcustom |
| Advanced Wireless Solution | Austin | Wireless Networks | www.awsolutions.net |
| Advantage Telecom | San Antonio | Telecommunications | www.at2.com |
| Advantier | Austin | Real Time IP | www.advantier.com |
| Advent Networks Inc | Austin | Video Conferencing | www.adventneworks.com |
| AE Support Group | San Antonio | Networking | www.aesupport.com |
| Aegis Technologies Group | Austin | System Interoperability | www.aegistg.com |
| Aen Broadband | Waco | Rural Broadband Provider | www.aenbb.net |
| Aerco Electronics | Austin | | |
| Affiliated Telephone Austin | Austin | Telecom and Data Solution | www.affiliatedtelephone.com |
| Affinegy LLC | Austin | Wireless and Security | www.affinegy.com |
| Affiniscape | Austin | Web Architecture | www.affiniscape.com |
| Agent Networking Systems | Austin | Networking | |
| Aggressive Game Designs | Austin | Digital Game Development | www.aggressivegames.com |
| Agile Solutions | San Antonio | Networking | |
| AGR Associates Inc | Austin | Networking | www.agrassocites.com |
| Aidan Internet Solutions | Austin | E Commerce | www.aidan.net |
| Air Intelligence Agency | San Antonio | USAF Cybersecurity | aia.lackland.af.mil |
| Air Products And Chemicals, Inc | Austin | | www.airproducts.com |
| Airborn Inc | Austin | Aerospace Communications Convergence | www.airborn.com |
| Airlink Systems | Austin | | www.airlinksystems.com |
| Ajilon Consulting | Austin | Business Web Communications | www.ajilonconsulting.com |
| Aladdin Communications | Killeen | Mobile Software | www.aladdinscomm.com |
| Alamo City Informations Systems | San Antonio | IT Management | www.ac-is.com |
| Alamo Controls | Austin | Digital Facilities Management | www.alamocontrols.com |
| Alamo Controls-Automatic Logic | San Antonio | Digital Facilities Management | www.alamocontrols.com |
| Alamo Integrated Systems | San Antonio | Internet-Base Video Surveillance | www.alamois.com |
| Alamotech | San Antonio | Networking | www.alamotech.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Alarcon Design | San Antonio | Digital Graphic Communication | www.alarcondesign.com |
| Alcatel Network Systems Inc | Austin | Networking | www.alcatel.com |
| Alchemy Semiconductor | Austin | Owned by AMD | www.amd.com |
| Alchemy Studios, Ltd | Austin | Digital Educational Media | www.alchemystudios.com |
| Alchemy Studios, Ltd | Austin | Digital Educational Media | www.alchemystudios.com |
| Alcoa Fujikura Ltd | San Antonio | Automotive electrical distribution systems | www.alcoa.comglobalenhome.asp |
| Alereon | Austin | Semiconductors | www.alereon.com |
| Alert Computing, Inc | Austin | Network Security | www.premisesnetworks.comstorefronts alertc.html |
| Alex eBanking | Austin | eCommerce | www.alexebanking.com |
| All Access Today | Austin | E Commerce | www.allaccesstoday.com |
| All American Semiconductor | Austin | Semiconductors | www.allamerican.com |
| All Bout Communications | San Antonio | VoIP Accessories | www.pantel.com |
| All County Surveying Inc | Temple | Bluetooth Geographical Surveying | www.allcountysurveying.com |
| All Digital Designs | San Antonio | Digital Media Design | www.alldigitaldesigns.com |
| Allegiance Telecom | San Antonio | Integrated Telecommunications | www.algx.com |
| Alliance Communications | Austin | telecom | www.alliancecommunications.com |
| Alliance Data Systems Corp | San Antonio | E Commerce | www.alliancedatasystems.com |
| Alliance Studios | Austin | Digital Photography | www.alliance-studios.com |
| Allied Consultants Inc | Austin | Internet Consulting | www.alliedconsultants.com |
| Allied Vaugn | San Antonio | Multimedia Design | www.alliedvaughn.com |
| Allied Web Consultants Corporation | San Antonio | Internet Consulting | |
| Alltel | Waco | Broadband Provider | www.alltel.com |
| Alltel | Killeen | telecom | |
| Almadon Inc | San Antonio | Digital Video Productions | |
| Alpha Net Communications | San Antonio | Videoconferencing Installation | www.alphanetcom.com |
| Alpheus Media | Austin | Digital Graphic Media | alpheusmedia.com |
| Alta Vista Recording | Austin | | www.altavistarecording.com |
| Altair Technology | San Antonio | E Commerce | www.altairtech.com |
| Altarum | San Antonio | Digital Bioinformatics | www.altarum.org |
| Altec Lansing | Austin | Digital Audio Recording | www.alteclansing.com |
| Al-Tech Consulting | Austin | Networking | www.al-tec.com |
| Alternative Resource Corp | Austin | Networking | www.arcnow.com |
| Altex Computers & Networking | Austin | | www.altex.com |
| Altigen Telephone Systems | San Antonio | Systems Integration | www.genesistems.com |
| Altitude Digital | Austin | Digital Video Production | www.altitudedigital.com |
| Ama Nystrom Printing/Finishing | Waco | Digital Document Publishing | |
| Ambion | Austin | Digital Bioinformatics | www.ambion.com |
| Amcom Project Olr | Killeen | Defense Engineering | www.hoodolr.com |
| Amdocs Inc | Austin | Systems Integration | www.amdocs.com |
| American Entertainment Network | Waco | | www.aenbb.net |
| American Innovations | Austin | Wireless Remote Monitoring Systems | www.aimetering.com |
| American Real Time Captioning | San Antonio | Digital Video Accessibility | artcs.com |
| Amerx Office Solutions | Austin | Document solutions | www.amerxusa.com |
| Amicus | Austin | SEC Compliant Email Surveillance | www.amicus.com |
| Amicus Communications Lp | Austin | Data Protection and Security | www.amicusbackup.com |
| Amkor Technologies | Austin | Semiconductor Interconnect | www.amkor.com |
| Amplified Imaging | San Antonio | Web Design and Hosting | www.amplifiedimaging.com |
| AMS Productions Group | Austin | Digital Broadcasting | www.amspg.com |
| Amtech Systems | Austin | Semiconductor- Wafer Processing and Handling | www.amtechsystems.com |
| Anacon Systems | Austin | IC Design | www.anaconsystems.com |
| Analog Devices Inc | Austin | Analog to Digital Converters | www.analog.com |
| Analysts International | Austin | Systems Integration | www.analysts.com |
| Analytical & Computational Engertics | San Antonio | Modeling and simulation | http:www.aceng.net |
| Analytical Computer Services | Austin | Systems Design and Analysis | www.acstexas.com |
| Analytical Surveys Inc | San Antonio | GIS Mapping and Analysis | www.anlt.com |
| Anderson Consulting Group | Austin | Systems Engineering | www.andersonconsultinggroup.com |
| Anloy Technologies | Austin | Semiconductor Testing | www.anloy.com |
| Antelope Semi Inc | Austin | Chip Design | www.antelopesemi.com |
| Anteon Corp | Killen | Systems Integration | www.anteon.com |
| Anteon Corp | San Antonio | Systems Integration | www.anteon.com |
| Antx Inc | Austin | Remote Systems Monitoring | www.antx.com |
| Antx, Inc | Austin | Remote Monitoring | www.antx.com |
| Anytime Communications | Austin | Communications services and support | www.anytimecommunications.com |
| Anyware Inc | Austin | VoIP | www.anywareinc.com |
| Anyware Inc | San Antonio | VoIP | www.anywareinc.com |
| Aplus | San Antonio | Voice IC Design | www.aplusinc.com.tk |
| Apple Computer Inc | Austin | Mobile Computing Software & Product Design | www.apple.com |
| Apple Productions | San Antonio | Digital Audio/Video Production | www.applevideo.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Appliance Lab | Austin | Remote Business Communication | www.appliance-lab.com |
| Applied Custom Technologies | San Antonio | Networking | |
| Applied Data Systems | San Antonio | Networking | www.applieddatasystems.net |
| Applied Information Sciences | Austin | Network Clustering | www.appliedis.com |
| Applied Materials, Inc | Austin | Semiconductors | www.appliedmaterials.com |
| Applied Mechanical | Austin | | www.appliedmech.com |
| Applied Micro Circuits | Austin | Networking | www.amcc.com |
| Applied Nanotech, Inc | Austin | Remote Sensoring | www.appliednanotech.net |
| Applied Programming Solutions | Austin | Web Design and Hosting | www.apstx.com |
| Applied Wave Research, Inc. | Austin | High-frequency electronic design automation | www.appwave.com |
| Appraisal & Collection Techs | San Antonio | Tax collection software | www.acttax.com |
| Appworx | Austin | Real-Time Collaboration | www.appworx.com |
| Aprotex Corp | San Antonio | Digital Property Security | www.aprotex.com |
| Aps Systems | Austin | Systems Integration | www.aps-systems.com |
| Arc Information Assurance Institute | San Antonio | Data Security | www.arcsa.org |
| Arc International | Austin | Configurable Processors | www.arc.com |
| Architext Inc | San Antonio | Bar Coding & Digital Signatures | www.architext.com |
| Arinc | San Antonio | Aviation communications | www.arinc.com |
| Arm Automation Inc | Austin | Systems Integration | www.armautomation.com |
| Arm, Inc | Austin | Microprocessors, 3D processors, embedded memories | www.arm.com |
| Armida Technologies, Inc. | San Antonio | Wireless digital surveillance | www.armidatechnologies.com |
| Arques Technology | Austin | Mobile Electronic Components | www.arquestech.com |
| Arrow Electronics | Austin | Networking Components & Integration | www.arrow.com |
| Arrow Semiconductor Group | Austin | Semiconductors | www.arrow.com |
| Arrowhead Electronic Healthcare | Austin | Electronic patient pharmaceuticals diary | www.arrowheadehealth.com |
| Arrowhead Film & Video | Austin | Digital Video Production | www.arrowheadfilms.com |
| Art Attack Productions | Austin | Digital Multimedia Production | www.programmingarts.com |
| Artcom Associates, Inc | San Antonio | Telecom and Data Solution | www.artcomtx.com |
| Arteworks Net Inc | Austin | E Commerce | www.arteworks.net |
| Asahi Glass Electronic Materials | Austin | Semiconductor and Display Materials | www.agem-usa.com |
| Asap Computer Services | San Antonio | Wireless Networks | www.asapcomputerservices.com |
| Asat Inc | Austin | Integrated Circuit Testing | www.asat.com |
| Asbahr.Com, Inc. | Austin | Digital Game Development | www.asbahr.com |
| Ascendant Engineering Solutions | Austin | Electro-mechanical, electro-optical product system design | www.ascendant-es.com |
| Ase | San Antonio | Networking | www.aselectronics.net |
| Ase (Us) Inc | Austin | Semiconductor manufacturing svcs | www.aseglobal.com |
| A-Sharp Musical Studios | San Antonio | | |
| Ashley Laurent Inc | Austin | Embedded Software | www.ashleylaurent.com |
| Asi Music Inc | San Antonio | Digital Recording and Editing | www.asimusic.com |
| Asisa LLC | Austin | Systems Integration and Analysis | www.asisa.com |
| Asm Lithography | Austin | Semiconductor Materials | www.asml.com |
| Asna Inc | San Antonio | Custom Business Network Software | www.asna.com |
| Aspyr Media Inc | Austin | Online Gaming | www.aspyr.com |
| Asr Data Acquistion & Analysis | Austin | Digital Forensics | www.asrdata.com |
| Associated Productions Of Texas | Austin | AV Technology Integration | www.aptcommunications.com |
| Astec America | Austin | Computer Peripheral Power Solutions | www.astecpower.com |
| Astec Power | Austin | Computer Peripheral Power Solutions | www.astecpower.com |
| Asterisk Group | Austin | Digital Graphic Design & Communication | www.asteriskgroup.com |
| Asylumsoft Inc. | Austin | Digital Game Development | www.asylumsoft.com |
| Asyst Technologies | Austin | Automation solutions for semiconductor ind | www.asyst.com |
| AT&T Wireless Services | Austin | Wireless Services | www.attws.com |
| Athens Group | Austin | Systems Design | www.athensgroup.com |
| Ati | Austin | Digital Phone Services | www.atitexas.com |
| Atlasta Recording Studio | Austin | Digital Recording and Editing | www.atlasta.com |
| Atmel Corporation | Austin | Semiconductors | www.atmel.com |
| Atmi Inc | Austin | Semiconductor Materials | www.atmi.com |
| Atomic Pictures | San Antonio | Digital Animation | www.atomicpictures.com |
| Ats Plus, Inc | Austin | Telecommunications | |
| Atsi Communications Inc | San Antonio | telecom market expansion | www.atsi.netindex.php?view=business model |
| Audio Productions Co | Austin | Digital Audio Recording | www.audioproductions.com |
| Audio Source International | Austin | Digital Audio | |
| Audio Visual Innovations | Austin | Digital AV System Design | www.aviinc.com |
| Audiogalaxy | Austin | | www.audiogalaxy.com |
| Aural Networks | Austin | Voice and Data Integration | www.auralnetworks.com |
| Austin Business Computers | Austin | Digital Printing | www.ausbcomp.com |
| Austin Circuit Design | Austin | Circuit Design | www.austincircuitdesign.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Austin Community College Video Contract Svcs | Austin | Video Production | www.irt.austincc.eduservices |
| Austin Computing Solutions | Austin | | www.austincomputing.com |
| Austin Data Drops, Inc | Austin | Communications Cabling | |
| Austin Data Works | Austin | Business IT, web services | www.austindataworks.com |
| Austin Digital Media | Austin | Digital Media Technology Design | www.austindigitalmedia.com |
| Austin Digital Video | Austin | Video Production | www.austindigitalvideo.com |
| Austin Electric Utility Dept | Austin | Energy Systems | www.austinenergy.com |
| Austin Film Festival | Austin | Film Festival | www.austinfilmfestival.com |
| Austin Film Society | Austin | Digital Video Facilities | www.austinfilm.org |
| Austin Film Works | Austin | Video Production | www.austinfilmworks.com |
| Austin Film Works | Austin | Digital Video Facilities | www.meticulouspictures.com |
| Austin Free Net | Austin | Public internet access | www.austinfree.net |
| Austin Geomodelling | Austin | 3D geological interpretation | www.austingeo.com |
| Austin Graphics | Austin | Digital Imaging | www.austingraphics.com |
| Austin Graphics | Austin | Digital printing | www.austingraphics.com |
| Austin Info Systems | Austin | Defense Communications | www.ausinfo.com |
| Austin Instruments Inc. | Austin | Digital Imaging | www.austinai.com |
| Austin Multi Media Group | Austin | Digital Audio/Video Recording | austinmultimedia.net |
| Austin Music Network | Austin | Streaming Video | www.austinmusicnetwork.org |
| Austin Network Service | Austin | Networking | www.austinnetworkservice.com |
| Austin Networking Associates, Inc. | Austin | Data/telecom consulting | www.austinnetworking.com |
| Austin Photo Imaging | Austin | Digital Imaging | www.austinphotoimaging.com |
| Austin Professional Wireless | Austin | Wireless Networking | www.datavise.netapw-electronics |
| Austin Programmers Group | Austin | Network Consulting | www.a-p-g.com |
| Austin Semiconductor | Austin | Semiconductors | www.austinsemiconductor.com |
| Austin Silicon Inc | Austin | IC Design | www.austinsilicon.com |
| Austin Soundmine | Austin | Sound Design | www.soundmine.com |
| Austin Telephone Company | Austin | Telecom consulting | www.austintelephone.com |
| Austin Tele-Services LLC | Austin | Telecommunications Equipment | www.austints.com |
| Austin Test | Austin | Software Testing | www.austintest.com |
| Austin Theatre Alliance: Box Office | Austin | customer self-service with voice recognition | http:www.austintheatre.org |
| Austin Traffic Signal Construction Co, LLP | Austin | Real Time Systems Monitoring | atscc.com |
| Austin Trax Studio | Austin | Analog to Digital Transfers | www.austintrax.com |
| Austin Video Bureau Inc | Austin | Digital Video Production | www.ausvid.com |
| Austin Web Media | Austin | E Commerce | www.austinwebmedia.com |
| Austin Wireless City Project | Austin | Nonprofit public wireless internet access | www.austinwirelesscity.org |
| Austin-Bergstrom International Airport | Austin | Real Time Systems Monitoring | www.ci.austin.tx.usaustinairport |
| Autogas Systems | Austin | Fuel Station Hardware & Software | www.austogas.com |
| Automatic Control Electronics | San Antonio | Manufacturing Controls and Computers | www.ace-co.com |
| Automatic Data Processing | Austin | Employer-related data management | www.adp.com |
| Autometric Inc | San Antonio | Defense Communications | www.sismissionsystems.boeing.com |
| Autotest Company | San Antonio | Telecommunications Testing Equipment | www.autotest.com |
| Av Technologies | San Antonio | Custom AV Systems | a-vtechnologies.com |
| Av Works | Austin | Audiovisual Design and Integration | www.avworks.biz |
| Avanade | San Antonio | Technology Integration | www.avanade.com |
| Avant Technology | Austin | Memory Modules | www.avanttechnology.com |
| Avatar Technology | Austin | Digital Media Design | www.avatartechnology.com |
| Avco Data Systems Inc | San Antonio | Automation of Data Distribution | www.avcosystems.com |
| Avhar Services Inc | San Antonio | Avionic/Electrical Design | www.avhar.com |
| Aviation Technologies International | San Antonio | Avionic/Electrical Design | www.avtechinl.com |
| Aviri | Austin | Adaptive Workplace Software | www.aviri.com |
| Avnet | Austin | VARS | www.em.avnet.com |
| Avnet Enterprise Solutions | Austin | Systems Integration | www.es.avnet.com |
| Avocent Corporation | Austin | Keyboard, video, mouse switching and connectivity | www.avocent.com |
| Avsi Multimedia | Austin | | www.avsimultimedia.com |
| Avtec Corporation | Austin | Aerospace and Defense Communications | www.avtec.com |
| Avw-Telav Audio Visual Solutions | Austin | Digital AV Equipment | www.avwtelav.com |
| Aws Inc | Austin | Wireless Networking | www.awsolutions.net |
| Axalto Austin | Austin | Smartcards, point of sale terminals | www.axalton.com |
| Axcelis Technologies | Austin | Semiconductor Equipment | www.axcelis.com |
| Axil Systems Inc | Austin | IT Consulting | www.axilsystems.com |
| Axiomfire | Austin | Web advertising | www.axiomfire.com |
| Ayers Technology Corporation | Austin | Network Software | www.ayerstechnology.com |
| Azar Computer Software | Austin | Software services | www.azarinc.com |
| Azbell's Electronics | Waco | Digital Video Production | azbellelectonics.com |
| B D Systems | San Antonio | Aerospace Communications | www.bdsys.com |
| B J Assoc | San Antonio | Laptop supplies | www.bjassociates.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Bad Hat Productions | San Antonio | Web Design and Hosting | www.badhatproductions.com |
| Bae Systems | Austin | Aerospace Communications | www.baesystems.com |
| BAH! Design | Austin | Digital Media Production | www.bahdesign.com |
| Banctec | Austin | Digital Imaging of Financial Information | www.banctec.com |
| Bandspeed, Inc | Austin | Wireless LAN | www.bandspeed.com |
| BandWidthSolution | Austin | Broadband Provider | www.bandwidthsolution.com |
| Bantam | Austin | Supply Chain Management | www.bantamei.com |
| Barcelona Films | Austin | Digital Video Production | www.barcelonafilms.com |
| Bartlett Electric Co-Op | Killeen | Rural Electrical System | www.bartlettec.com |
| Bartlett Electric Co-Op Inc | Austin | Rural Power | www.bartlettec.com |
| Basler Electric Co | Austin | Networked Automation | www.basler.com |
| Battelle Memorial Corporation | San Antonio | Biotechnology | www.battelle.com |
| Bauhaus Media Group | San Antonio | Digital Post Production | www.bauhausmedia.com |
| Baxter Planning Systems, Inc. | Austin | Service parts planning software | www.bybaxter.com |
| Bay Advanced Technologies, Llc | Austin | Automation and control applications | www.bayat.com |
| Baylor U - Center For Applied Geographic And Spatial Research | Waco | Real Time System Visualization Research | www3.baylor.educagsr |
| Baylor U- Center For Astrophysics, Space Physics & Engineering Research At Baylor University | Waco | Technology Transfer | www.baylor.educasper |
| Baylor U. - School Of Engineering And Computer Science | Waco | Microelectronics research | www.ecs.baylor.eduindex.php |
| Baylortv | Waco | Streaming Media Production | www.baylortv.com |
| Bayou Radio Productions | Austin | Video Production | www.bayou-radio.com |
| Baytech Supply, Inc | San Antonio | Multimedia Projectors and Installation | baytechsupply.com |
| Bazzirk Inc. | Austin | Marketing intelligence | www.bazzirk.com |
| BBS Telecom Inc | Austin | IP Telephony | www.bbstelecom.com |
| BCD Electro, Inc. | Austin | Electronics recycling | www.bcdelectro.com |
| BCS Systems | Austin | Turnkey web-based process, content, business solutions | www.bcssys.com |
| BCW Systems Integration | Austin | Systems Integration | www.bcwsystems.com |
| BDM Enterprises | Killeen | | |
| Beckwith Electronic Engineering Company | San Antonio | Mobile Electronic Components | www.beec.com |
| Beef And Pie Productions | Austin | Video Production | www.beefandpie.com |
| Beemania Software Design And Production Consulting | Austin | Digital Game Development | www.beemania.com |
| Bell Microelectronics | Austin | Systems Integration | www.bellmicro.com |
| Bell Tex It, Inc | Killeen | Telecommunications | www.belltexit.com |
| Benson Design Associates | San Antonio | Digital Media Design | www.bdaworld.com |
| Bentley Systems | San Antonio | | www.bentley.com |
| Bereel Productions | Austin | Digital Video Production | www.bereelproductions.com |
| Best Of The Bunch | San Antonio | Video Production | |
| Best Solutions 4U Network | San Antonio | Networking | www.bestsolutions4u.com |
| Bestek Industries Inc | San Antonio | Gov't contracting | |
| Bestline Communications, Lp | Austin | Telecom and Data Solution | www.bestline.net |
| Between Markets Inc | Austin | B2B Internet Trade Acceleration | www.betweenmarkets.com |
| Bica Productions | Austin | Digital Video Production | www.mandy.com |
| Big House Sound | Austin | Digital Audio Recording & Production | www.bighousesound.com |
| Big Sesh Studios | Austin | Digital Art Studio | www.bigseshstudios.com |
| Big Sesh Studios | Austin | Digital Media Production & Gaming Media | www.bigseshstudios.com |
| Bigfoot Networks Inc | Austin | gaming | www.bigfootnetworks.com |
| Biglever Software | Austin | Software product line development tools and services | www.biglever.com |
| Bin 1 Design Services Inc | Austin | Integrated Circuit Design | bin1design.com |
| Binary Void Studios LLC | San Antonio | Web Architecture & Digital Graphics | www.binaryvoid.com |
| Bionumerick Pharmaceuticals | San Antonio | Drug-discovery technology | www.bionumerik.com |
| Birch Telecom | Austin | Telecom and Data Solution | www.birch.com |
| Bismeaux Studio | Austin | Digital Recording and Editing | www.bismeauxstudio.com |
| Bismeaux Studio | Austin | Sound Studio | www.bismeauxstudio.com |
| Bits Business IT Solutions | Austin | Networking | bitsconsultants.com |
| Blackhawk Management Corporation | San Antonio | System Integration | www.blackhawkmgmt.com |
| Blonde Creative | San Antonio | Digital Media Design | www.blondecreative.com |
| Blue Byte Software, Inc. | Austin | Digital Game Development | www.bluebyte.net |
| Blue Clover Studios Llc | San Antonio | Digital Media Design | www.bluecloverstudio.com |
| Blue Fish Development Group | Austin | Web Architecture | www.bluefishgroup.com |
| Blue House Design | Austin | Digital Video Production | www.bjdaustin.com |
| Blue Mesa Consulting, Inc | Austin | Network Consulting | www.bluemesaconsult.com |
| Blue Mountain Networks | San Antonio | Hospitality Networking & Teleconferencing | www.bluemtnnet.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Bluebonnet Electric Coop | Austin | Power System Management | www.bluebonnetelectric.coop |
| Bluecurrent LLC | Austin | Terminal Integration | www.bluecurrent.com |
| Bluespan | Austin | Wireless Tech for Parents | www.bluespan.com |
| BMC Software Inc | Austin | Enterprise management solutions | www.bmc.com |
| BMS Inc | Austin | Apparel industry supply chain management | www.bmsystems.com/ |
| Bob Smith | Waco | Digital Photography and Video | |
| Boc Edwards Kachina | Austin | Electrical Manufacturing Component Maintenance | www.bocedwards.com |
| Boeing Aerospace Support Center | San Antonio | Aerospace and Defense Communications | www.boeing.com |
| Boeing Co | San Antonio | Aerospace and Defense Communications | www.boeing.com |
| Boeing Company | Killeen | Aerospace and Defense Communications | www.boeing.com |
| Boxx Technologies | Austin | Digital Video | www.boxxtech.com |
| BPA Systems (Clear Orbit) | Austin | Supply Chain Management | www.bpasystems.com |
| Brainwash Creative | Austin | Digital Video Production | www.brainwashcreative.com |
| Brazos Electric Co-Op | Killeen | Electrical System Management | www.brazoselectric.com |
| Brazos Electric Co-Op | Waco | Electrical System Management | www.brazoselectric.com |
| Breez Graphic Design Studio | Austin | Immersive Digital Photography | www.graphicdesign.com |
| Brewer Science | Austin | Chemical and instrumentation solutions for the microelectronics, optoelectronics, MEMS, sensors | www.brewerscience.com |
| Bridgepoint Technical Manufacturing (Criteria Labs) | Austin | Semiconductor testing, reliability engineering | www.bridgept.com |
| Britek Sa, Inc | San Antonio | Custom Transducers | www.briteksa.com |
| Broadjump Inc (Motive) | Austin | Management software for networked products and services | www.motive.com/ |
| Broadq | Austin | "On-Demand media distribution to TV via PS2 | www.broadq.com |
| " | | | |
| Brooks Automation | Austin | Factory Manufacturing Software | www.brooks.com |
| Brookside Technology Partners | Austin | VoIP | www.brooksideus.com |
| Brookside Technology Partners | San Antonio | VoIP | www.brooksideus.com |
| BRS | Austin | Marketing and business planning software | www.brs-inc.com |
| Brunswick New Technologies | Austin | Middleware | www.brunswickwdi.com |
| BTDT Computer Support Services | San Antonio | Wireless Networks | www.btdt2.com |
| BTS, Inc | Waco | Networking | www.btslink.com |
| Buckalew Media | Austin | Digital Video Production | www.buckalewmedia.com |
| Buffalo Technology Inc | Austin | Networking, memory, storage and multi-media solutions | www.buffalotech.com |
| Buildforge, Inc | Austin | Software development automation | www.buildforge.com |
| Bulldog Solutions | Austin | Web Conferencing | www.bulldogsolutions.com |
| Burnt Orange Productions | Austin | Video Production | www.burntorangeproductions.com |
| Busch Semiconductor Vacuum Group, Inc | Austin | Vacuum pumps for semiconductor ind | www.buschsvg.com |
| Business Network Services, Inc | Austin | Website development, hosting | www.bnserve.com |
| C & D Semiconductor Services, Inc | Austin | Semiconductor equip remanufacture | www.cdsemi.com |
| C & H Technologies Inc | Austin | Integrated Circuit Design | www.chtech.com |
| C & T Consulting, LLP | Austin | Networking | www.ctconsult.com |
| C Faulkner Engineering, LLP | Austin | IT and Telecommunications Consulting | www.cfaulknerengineering.com |
| C H Consulting | Austin | Technology Integration | www.chconsultingllc.com |
| C M It Solutions | Austin | Networking | www.cmitsolutions.com |
| Cable Com | Austin | Video Broadcast Distribution | www.cablecominc.com |
| Caci International Inc | Austin | Systems Integration | www.caci.com |
| Caci International Inc | San Antonio | Systems Integration | www.caci.com |
| Cadence Design Systems Inc | Austin | Wireless Electronics Circuit Design | www.cadence.com |
| Calamp Solutions | Austin | Satellite, wireless, software solutions | www.vytek.com |
| California Micro Devices Corp | Austin | Mobile Circuit Design | www.calmicro.com |
| Callidus Systems Inc | Austin | VoIP Interface Design | www.callidussystems.com |
| Calogic | Austin | Integrated Circuits | www.calogic.com |
| Calumet Computers Inc | San Antonio | Networking | www.calumetcomputers.com |
| Canon Business Solutions | Austin | Digital Document Archiving | www.solutions.canon.com |
| Canon Business Solutions | San Antonio | Digital Document Archiving | www.solutions.canon.com |
| Canon USA Inc | San Antonio | Digital Imaging | www.usa.canon.com |
| Canyon Computers | Austin | Wireless Networking | www.canyoncomputers.net |
| Canyon Semiconductor Inc | Austin | Semiconductors | www.canyon-semi.com |
| Capital Network Solutions | Austin | Networking | |
| Capital Telecommunications Inc | San Antonio | telecom provider | www.captel.comabout.html |
| Capitol Technology Group | Austin | Networking | www.ctgaustin.com |
| Caprock Communications | San Antonio | satellite communications | www.caprock.com |
| Caprock Communications | Austin | satellite communications | www.caprock.com |
| Careco Multimedia | San Antonio | Streaming Media & Digital Video Production | www.outdooraction.com |
| Carrera Communications | San Antonio | telecom provider | www.callcarrera.com |
| Castalia Media | Austin | Video Production | www.castaliamedia.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Castleview Productions | Austin | Digital Animation | www.castleviewproductions.com |
| Catalyst Microtech Llc | Austin | Semiconductor Assembly | www.catalystmicrotech.com |
| Catapult Systems, Corp | Austin | Network Architecture | www.catapultsystems.com |
| Cazitech Consulting | Austin | Wireless Consulting | www.cazitech.com |
| CCE Telecom | San Antonio | Telecommunications | www.ccitele.com |
| Ccmoney.Com. Inc. | Austin | Virtual money | www.ccmoney.com |
| Cdic LLC | Austin | Networking | www.cdicbackup.com |
| Cdo Technologies | San Antonio | Network Security | www.edutech.com |
| Cedra Corp | Austin | Digital Visual Bioanalysis | www.cedracorp.com |
| Celerity Group, Inc | Austin | | www.celerity.com |
| Celoxica | Austin | C Based Design and Synthesis | www.celoxica.com |
| Cenozoic Studios | Austin | Digital Video Production | www.cenozoic.com |
| Centaur Technology | Austin | Processors | www.centtech.com |
| Center Point Energy | Austin | Electrical Distribution | www.centerpointenergy.com |
| Centex Information Technologies | Austin | Network Services | www.centexinfotech.com |
| Central Texas Cabling, Inc | Austin | Cable Installation | www.centraltexascabling.com |
| Centro Vision | Killeen-Temple | Silicon-based electro-optic components | www.centrovision.com |
| Century Tel | San Antonio | long distance provider | www.centurytel.com |
| Ceratec.Net | Austin | Network Services | www.ceratec.net |
| Cerium Labs | Austin | Semiconductor Materials Analysis | www.ceriumlabs.com |
| Cerprobe Interconnect Solution | Austin | Semiconductor Testing | www.kns.com |
| Cerqa | Austin | Supply Chain Management | www.cerqa.com |
| Certified Southwest Services | Austin | Voice and Data Integration | www.certified.com |
| Cfaulkner Engineering | Austin | Telecom engineering | www.cfaulknerengineering.com |
| Cfcti | San Antonio | Systems Integration | www.cfcti.com |
| CFX Engineering | Austin | Telecom engineering | www.cfxamerica.com |
| Channel 22- Austin Independent School District | Austin | Streaming Video & Digital Production | www.austinisd.org |
| Channel 6 - City Of Austin | Austin | Streaming Video | www.ci.austin.tx.uschannel6 |
| Chartered Semiconductor | Austin | Semiconductor Foundry | www.charteredsemi.com |
| Checkvantage | Austin | Point of purchase payment processing | www.checkvantage.com |
| Chemtrace Corporation | Austin | Precision cleaning for semiconductor ind | www.chemtrace.com |
| Ciber Inc | Austin | Integration Consultant | www.ciber.com |
| Cinematexas | Austin | Film Festival | www.cinematexas.com |
| Cingular Wireless, Llc | Austin | Wireless Services | www.cingular.com |
| Cirrus Logic | Austin | Semiconductors | www.cirrus.com |
| Cisco Systems Inc | Austin | VoIP | www.cisco.com |
| Citynet | Austin | Voice/Data Integration | www.citynet.net |
| Citynet | San Antonio | Voice/Data Integration | www.citynet.net |
| CKD-USA Corp | Austin | Distribution Sensors | www.ckdusa.com |
| Classic Components Corp | Austin | Integrated Circuit Design | www.class-ic.com |
| Clear Channel Communication | San Antonio | Digital Broadcasting | www.clearchannel.com |
| Clearcommerce (eFunds) | Austin | Fraud detection | www.clearcommerce.com |
| Clearcube Technology, Inc | Austin | Networking | www.clearcube.com |
| Clearorbit | Austin | Real-time Data Collection | www.clearorbit.com |
| Clockwork Solutions | Austin | IT Planning | www.clockworksolutions.com |
| CME Group | San Antonio | Systems Integration | www.cmegroup-inc.com |
| Cmodule Solutions | Austin | Circuit Design | www.cmodule.com |
| CMS Technology Services | San Antonio | Internet Telephony | www.cmsts.com |
| Co Com Cabling Systems | Austin | Network Cabling | www.cocomcable.com |
| Cobb Information Systems | Austin | IT Planning | www.cobbsystems.com |
| Codebridge Technologies, Inc | Austin | Digital Media Production | www.codebridgetech.com |
| Coefficient Designs | Austin | Web Design | www.cedsn.com |
| CIO Telecom | Austin | Telecom and Data Solution | www.coiworld.com |
| Colabranet | Austin | E Commerce Software | www.colabranet.com |
| Cole Tipton & Co | Austin | Software Development | www.tipton.com |
| Collective Technologies | Austin | IT Consulting | www.colltech.com |
| Collocation Solutions | Austin | Data center collocation solutions | www.collocationsolutions.com |
| Colorsciences | Austin | Color Digitization and Communication | www.colorsciences.com |
| Comdel, Inc | Austin | RF and DC power supplies | www.comdel.com |
| Comet Semiconductor Technologies, Inc | Austin | | www.comet.com |
| Commend Inc | San Antonio | Remote Communication | www.commendusa.com |
| Commercial Video Systems Inc | Austin | Digital Broadcasting Equipment | www.comvids.com |
| Communication Services For The Deaf | Austin | Video and Data over Phone Lines | www.c-s-d.org |
| Communication Services For The Deaf | San Antonio | Video and Data over Phone Lines | www.c-s-d.org |
| Communication Solutions | Austin | Wireless Services | www.cs-wireless.com |
| Communications Plus, Inc | Austin | Telecom Services | www.comm-plusinc.com |
| Community Techknowledge | Austin | Nonprofit database solutions | www.communitytech.net |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Compnet Services | San Antonio | Digital Integration | |
| Computer And Internet Resources (Prism Net) | Austin | Networking | www.igg-tx.net |
| Computer Communications Systs | Austin | ISP | www1.ccsi.com |
| Computer Consulting Company | Austin | Computer consulting, development | www.c-3.com |
| Computer Kinetics | San Antonio | Networking | www.computerkinetics.com |
| Computer Sciences Corporation | Austin | Systems integration, outsourcing, CRM, enterprise solutions | www.csc.com |
| Computer Task Group | Austin | IT staffing | www.ctg.com |
| Compuware Corp | Austin | Systems Integration | www.compuware.com |
| Comsec Solutions LLC | Austin | Telecommunications Consulting | www.comsecsolutions.net |
| Comsource Datacom | Austin | Network Integration | www.comsource.to |
| Comsys Information Technology Service | Austin | Systems Design | www.comsys.com |
| Comtex Austin-San Antonio | Austin | Telecom | www.comtextexas.com |
| Conceptual Mind Works Inc | San Antonio | Defense Communication | www.conceptualmindworks.com |
| Concordia Communications | Austin | Video Editing | www.concordia.edu |
| Concurrent Design And Drafting | Austin | Semiconductor Tools | www.concurrentdesign.com |
| Conexant Systems Inc | Austin | IC for Video | www.conexant.com |
| Connective Inc | Austin | E Commerce and Web Design | www.connective-inc.com |
| Constant.Com | Austin | ISP | www.constant.com |
| Constellation New Energy | Austin | Electrical Distribution | www.newenergy.com |
| Convergys Corporation | Killeen | Telecommunications | www.convergys.com |
| Convio | Austin | Internet fundraising for nonprofits | www.convio.com |
| Conxtec | Austin | IT Consulting | conxtec.com |
| Cooler Ideas Inc | Austin | Suspension | www.coolerideas.compage3.html |
| Corduroy Pictures | Austin | Digital Video Production | www.corduroypictures.com |
| Core Media Group | San Antonio | Digital Recording | www.coremediagroup.com |
| Core NAP | Austin | Data center operator | www.corenap.com |
| Coremetrics | Austin | E Commerce | www.coremetrics.com |
| Coretec Group Llc | San Antonio | Systems Integration | www.coretecgroup.com |
| Coretec Inc | Austin | Circuit Design | www.coretec-inc.com |
| Coupon Logix, Inc | Austin | digitizing coupons | http:www.couponlogix.com |
| Covad Communications Company | Austin | IP Centrex | www.covad.com |
| Coware | Austin | System-on-chip software | www.coware.com |
| Cox Communications | Austin | VoIP, ISP | www.cox.com |
| Craniac Entertainment | Austin | Digital Game Development | www.craniac.com |
| Creative Labs Inc | Austin | Media Peripherals | www.creative.com |
| Creative Link | San Antonio | Digital Media Design | www.creativelink.com |
| Credence Systems Corporation | Austin | Semiconductor design, testing | www.credence.com |
| Critech Research | San Antonio | Medical Networks | www.critech.com |
| Critical Mass Interactive | Austin | Online Gaming | www.criticalmassinteractive.com |
| Crossroads Systems Inc | Austin | Storage routers | www.crossroads.com |
| CRV Inc | San Antonio | Network Services | www.crvinc.com |
| CTG | Austin | IT staffing | www.ctg.com |
| Custom Insurance Solutions | San Antonio | Insurance ind software solutions | www.customins.com |
| Custom Network Integration | Austin | Network Services | www.cni-austin.com |
| Custom Telephone Systems, Inc | Waco | Data Cabling | www.customtelsys.com |
| Cutler Technology Corp | San Antonio | Real-time System Monitoring | www.cutlerjohnston.com |
| Cutting Edge Distribution | Austin | Custom Network Software | www.cedi.com |
| Cyber Crews Inc | Austin | Internet Security | www.cybercrews.com |
| Cyber Trader | Austin | Discount securities trading | www.cybertrader.com |
| Cyberdefenses, Inc | Austin | Network Security | www.cyberdefenses.com |
| Cybertex, Inc. | Austin | Online training for med asst and IT | www.cyber-tex.com |
| Cybervision Corp | Austin | Network Services | www.cybervtech.com |
| Cynergistek Inc | Austin | Network Security | www.cynergistek.com |
| Cypress Industries | Austin | Fiber Optic Cables | www.cypressindustries.com |
| Cypress Semiconductor | Austin | Semiconductors | www.cypress.com |
| D C Cadd Co | San Antonio | 3D Design Software | www.dccadd.com |
| D C Cadd Co | Austin | 3D Design Software | www.dccadd.com |
| D2 Audio Corp | Austin | Digital Audio Amplifiers and Peripherals | www.d2audio.com |
| D2 Technologies Corp | Austin | Voip Software | www.d2tech.com |
| D2m Technologies | Austin | Circuit Design | www.d2mtechnologies.com |
| Da Vinci Systems | Austin | Communications test and management solutions | www.acterna.com |
| Dabow-Inc | San Antonio | Ecommerce solutions | www.dabow-inc.com |
| Daedalus Group Inc | Austin | Educational Interactive Software | www.daedalus.com |
| Daly Solutions | Austin | Network Services | www.daly.com |
| Daman Consulting | Austin | Online Analytical Processing Software | www.damanconsulting.com |
| Data Fusion Technologies | Austin | Geographic Systems Management | www.dfti.com |
| Data Bank | Austin | Data Storage | www.databankmedia.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Data Interface Systems Dba Icom Informatics | Austin | Terminal Interface | www.icominfo.com |
| Data Optics Cable | San Antonio | Data and Voice Cabling | www.dataoptics.net |
| Data Processing Services | Austin | Software development, systems integration | www.dpslink.com |
| Data Projections | Killeen | Video projection systems integration | www.dataprojections.com |
| Data Projections Inc | Austin | Video projection systems integration | www.dataprojections.com |
| Data Projections Inc | San Antonio | Video projection systems integration | www.dataprojections.com |
| Data Seek Corp | San Antonio | Storage area network equipment, services | www.dataseekonline.com/ |
| Data Systems Of Texas Inc | Waco | Document Digitization | www.datasystx.com |
| Database City | Austin | Web development, applications | www.databasecity.com |
| Datafoundry.Net | Austin | Managed internet, data center, collocation and disaster recovery services | www.datafoundry.com |
| Datalink Corp | Austin | Information storage architecture | www.datalink.com |
| Datanet Systems, Inc | Austin | Network Architecture | www.dnetsystems.com |
| Dataphant | Austin | | www.dataphant.com |
| Datavise Information Technologies | Austin | E-commerce & Systems Integration | www.datavise.net |
| Datavise Information Technologies | San Antonio | E-commerce & Systems Integration | www.datavise.net |
| Davideo Productions | San Antonio | Video Production and Broadcast | www.davideo.tv |
| Davincian Technologies Inc | Austin | Healthcare revenue management | www.davinciantech.com |
| Deadlimb | Austin | Digital Post Production | www.deadlimb.com |
| Dek | Austin | Electronic Materials Manufacturing | www.dek.com |
| Deli & Marshall, Inc | Austin | Network Consulting | |
| Dell Computer Corporation | Austin | Personal Computing Component Manufacturing | www.dell.com |
| Delta Design Austin | Austin | | www.deltadesign.com |
| Deltaware Inc | San Antonio | Networking Materials | www.deltaware-inc.com |
| Dena Vinson Consultant | Austin | Payment acceptance consultative services | www.thepaypros.com |
| Denim Group | San Antonio | Business Communication | www.denimgroup.com |
| Denitech | Austin | Digital Imaging | www.denitech.com |
| Design Automation Solutions, Inc. | Austin | Electronic Design Tools | www.d-a-s-i.com |
| Detex Corp | San Antonio | Systems Integration and Security | www.detex.com |
| Diarcy Technologies | Austin | Engineering services | www.diarcy.com |
| Digi Optix | Austin | CD replication | www.digi-optix.com |
| Digic | Austin | Animation | www.digicadabra.com |
| Digital Anvil | Austin | Games (owned by Microsoft) | www.microsoft.com |
| Digital Assist | Austin | Mobile Computing Applications | www.digitalassist.net |
| Digital Cheetah | Austin | Web Architecture | www.dcheetah.com |
| Digital Concepts | San Antonio | Convergence Software | www.digitalconcepts.com |
| Digital Criterion | Austin | Custom Software and Web Design | www.digitalcriterion.com |
| Digital Defense | San Antonio | IT Security | www.digitaldefense.com |
| Digital Defense Inc | San Antonio | Network Security | www.digitaldefense.net |
| Digital Design Company | San Antonio | Digital Media Design | www.ddc.net |
| Digital Display Solutions Inc | San Antonio | AV system design | www.digitaldisplaysolutions.com |
| Digital Domain | Austin | Digital Recording | www.digdom.com |
| Digital Edge | San Antonio | Digital Media Design | www.digital-edge.com |
| Digital Mercenaries Inc. | Austin | Digital Game Development | www.digital-mercenaries.com |
| Digital Motorworks | Austin | Real Time System Monitoring | www.digitalmotorworks.com |
| Digital Thinking | Austin | IP Management | www.digitalthinkinginc.com |
| Digital Transaction Group | Austin | Digital Television Technology | www.dtgtv.com |
| Digital Voodoo | Austin | Online communications consultant | www.digital-voodoo.com |
| Digitx.Com, Inc | Waco | E-Commerce | www.digitex.com |
| Diligent Consulting | San Antonio | IT Consulting | www.diligent-us.com |
| Direct Edje | Austin | Systems Integration | www.directedje.com |
| Direct Resonance Recording Std | Waco | Internet Audio | www.drsrecording.com |
| Diva Productions | Austin | Digital Editing | www.divapro.com |
| Dlw Software Llc | San Antonio | Custom Software and Web Design | www.dlwsoftware.com |
| Dmerz's Domain | Killeen | Networking | www.dmerz.com |
| Dnovus RDI | San Antonio | Network Software | www.dnovus.com |
| Documation | San Antonio | Digital Media Imaging | www.documation.com |
| Dominion Environmental Inc | San Antonio | Natural Resource Monitoring | dominionenv.com |
| Dos Gringos | Austin | Digital Video Production | dosgringos.us |
| Dotcom Computer | San Antonio | | www.dotcompc.com |
| Dpi Reticle Technology Center | Austin | Semiconductor Materials (owned by DuPont) | www.photomask.com |
| Dragon Telemedia, Inc | Austin | VoIP, Voice Termination | www.dragontelemedia.com |
| Dragon's Eye Productions | Austin | Online Gaming | www.furcadia.com |
| Dunti LLC | Austin | Security Technology | www.dunti.com |
| Dvd Austin | Austin | Digital Video Recording | www.dvdaustin.com |
| Dynaconnections Corp | Austin | E Commerce Software | www.dynaconnetions.com |
| Dynalog Systems Inc | Austin | Network Consulting | www.dynalogsystems.com |
| Dynalyst Manufacturing Corp | Austin | Circuit Manufacturing | www.dynalyst.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Dynamics Research Corp | San Antonio | Government Networking | www.drc.com |
| Dynatech Turbine Svc Inc | San Antonio | Aerospace logistics, parts | www.dynatechintl.com |
| Dynatouch Corporation | San Antonio | e Government Architecture | www.dynatouch.com |
| E Commerce Austin | Austin | E Commerce Software | www.ectaustin.com |
| E Communication Advantage | Austin | Voice and Data Integration Customer Service | www.eca.com |
| Eagle Ap Inc | San Antonio | Network Consulting | www.eagleapi.com |
| Eagle Systems, Inc | Waco | Digital Video Surveillance | www.eaglesyst.com |
| Eastman Kodak--Austin Dev Ctr | Austin | Digital imaging technologies | www.asf.com |
| East-West Manufacturing & Engineering Inc | Austin | SCSO terminator Manufacturing | www.ewme.com |
| Easycom | Austin | Internet Telephony | www.easycom-austin.com |
| Easytrieve.Com | Austin | Intelligent software agents | www.easytrieve.com |
| Ebara Technologies | Austin | Vacuum pumps for semiconductor ind | www.ebaratech.com |
| Eblox | Austin | Internal Business Internet Design | www.eblox.com |
| Ecensity | Austin | E-Commerce | www.ecensity.com |
| Ecensity Corporation | Austin | IT Consulting | www.ecensity.com |
| Eclectic Pos Solutions | Austin | Networking Hardware | www.eclectic-pos.com |
| E-Commerce Austin | Austin | Website design, development | www.ecommerceaustin.com |
| Ecoresources | Austin | Water Distribution System Management | www.ecoresources.com |
| Edge Of Reality, Ltd. | Austin | Digital Game Development | www.edgeofreality.com |
| Edge Technologies | Austin | e-Government Design | www.edge-technologies.com |
| Edumethods | Austin | Educational Digital Media Applications | www.edumethods.com |
| eFunds | Austin | Integrated information, payment, and technology solutions | www.efunds.com/us/en/index.cnt |
| Eg&G | Austin | Systems engineering and technical assistance for government contracts | www.urscorp.com/EGG_Division/index.php |
| E-Lan Resources Ltd | San Antonio | Networking Consultants | www.e-lanresources.comm |
| Elan Vital Productions | Austin | Digital Media | www.elanvitalproductions.com |
| Electric Lightwave | Austin | Integrated communications provider | www.eli.net |
| Electronic Data Systems | San Antonio | Information-technology, applications and business process services | www.eds.com |
| Electronic Data Systems | Waco | Information-technology, applications and business process services | www.eds.com |
| Electronic Design Services | Austin | Circuit Design | |
| Elephant Productions | Austin | Video Production | www.elephantproductions.com |
| Elite Structural Svc | San Antonio | Aerospace maintenance, service | www.tankscum.com |
| Eloqua Corporation | Austin | CRM, marketing software | www.eloqua.com/home/index.asp |
| Embedded Microprocessor Benchmark Consortium | Austin | Industry standards group for embedded systems | www.eembc.org |
| Emergence Telecom Group | Austin | Integrated communications provider, VoIP | www.emergencetelecom.com |
| Emerson Performance Solutions | Austin | Process and asset performance management | www.emersonprocess.com |
| Emerson Process Management | Austin | Real-time System Monitoring | www.emersonprocess.comsystems |
| Encompassit | Austin | Network Security | www.encompassit.net |
| Enhanced Production Technologies | Austin | Digital Video Component Manufacturing | www.eptek.com |
| Eni Southwest | Austin | Real Time Systems Monitoring | www.mksinst.com |
| Enplas Tesco Inc | Austin | Optical and Electronic Convergence | www.enplas.com |
| Enport.Com | Austin | Web-Based Monitoring | www.enport.com |
| Enspire Learning | Austin | Digital Game Development | www.enspire.com |
| Entergy Texas | Austin | Electric System Distribution | www.entery.com |
| Enthought, Inc. | Austin | Scientific Software Applications | www.enthought.com |
| Epak International | Austin | Semiconductor Manufacturing Components | www.epak.com |
| Epicom Corp | Austin | Technology management strategy | www.epicom.com |
| Epsiia Corporate Headquarters | Austin | Electronic document archival and delivery svcs | www.epsiia.com |
| Ergosoft | Austin | Digital Media Technology | www.ergosoft.com |
| Esmertec | Austin | Interface design, human factors | www.ergolabs.com/ |
| Ets-Lindgren Lp | Austin | Semiconductor Manufacturing Components/ AV Components | www.ets-lindgren.com |
| Evermore Systems, Inc. | Austin | Embedded systems design, prototype and manufacture | www.evermoresystems.comcorporate |
| Evolutionary Technologies International | Austin | System Integration | www.eti.com |
| Ewa Services, Inc | Killeen | Systems Integration | www.ewaservices.com |
| Eyak Technologies | San Antonio | Information technology products | http:www.eyaktek.com |
| Ezcorp | Austin | Consumer finance | www.ezcorp.com |
| F M Industries | Austin | Semiconductor Equipment | www.fmindustries.com |
| Facekey Corporation | San Antonio | TCP/IP Protocols | www.facekey.com |
| Factorydna, Inc. | Austin | Manufacturing Software | www.factorydna.com |
| Factorylogic | Austin | Systems Integration | www.factorylogic.com |
| Facts | Austin | Semiconductor factory automation compliance and testing | http://www.facts-solutions.com/ |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Fairchild Aerospace Corporation | San Antonio | | www.fairchildaerospace.com |
| Fametech America | Austin | | www.tysso.com |
| Fire Station Studios | Austin | Sound Studio | www.firestationstudios.com |
| First Choice Power | Killeen | Electrical System Distribution | www.firstchoicepower.com |
| Fisk Electric Company | Austin | Audio/Visual Building Solutions | www.fiskcorp.com |
| Five Point Six Film And Video | San Antonio | Video Production | www.fivepointsix.com |
| Flair Data Systems, Inc | Austin | Telecom and Data Solution | www.flairdata.com |
| Flashback Data | Austin | | www.flashbackdata.com |
| Fleishman-Hillard | Austin | Digital Video | www.fleishman.com |
| Flight Safety Texas | San Antonio | | www.flightsafety.com |
| Floresville Electric Light | San Antonio, TX | | www.felpsis.net |
| Fms Technologies | San Antonio | | www.fmstech.com |
| Folkerson Communications | Austin | VoIP | www.folkersoncom.com |
| Forgent Corporation | Austin | Video Conferencing | www.forgent.com |
| Foris Solutions, Inc | Austin | Systems Integration | www.foris-solutions.com |
| Freeflight Systems | Waco | Aircraft Guidance | www.freeflightsystems.com |
| Freescale Semiconductor | Austin | | www.freescale.com |
| Frog Design | Austin | | www.frogdesign.com |
| Frontline Systems Inc | San Antonio | Network Security | www.front-line.com |
| Fujitsu Computer Products Of America Inc | Austin | Integrated Systems | www.fujitsu.com |
| Fujitsu Network Communications | San Antonio | | www.fujitsu.com |
| Full Circle Productions | Austin | Digital Video Production | www.fcproductions.com |
| Fundsxpress Financial Network, Inc | Austin | | www.fundxpress.com |
| Future Global | Austin | Mobile Electrical Components | www.futureelectronics.com |
| Future Link Technologies | Austin | Environmental Data Monitoring | www.future-link.biz |
| G2e Services, Inc | San Antonio | Digital Media Design | www.g2eservices.com |
| Gage Telecom | Waco | Telecom and Data Solution | www.gagetelecom.com |
| GAI | San Antonio | Network Engineering Research | www.GAI-Inc.com |
| Game Titan, Llc | Austin | Digital Game Development | www.gametitan.com |
| Gandigroup USA | San Antonio | Printers | www.gandinnovations.com |
| Gap Communications | Killeen | Cable Routing | |
| Gathering Austin | Austin | Online Gaming | www.gathering.com |
| Gathering Of Developers | Austin | Digital Game Publisher | www.godgames.com |
| GCK Technology Inc | San Antonio | Electrical Production & Distribution | www.gcktechnology.com |
| GE Consumer & Industrial | Austin | Electronic Products | www.geindustrial.comge-interlogix |
| GE Interlogix | Austin | Electronic Security Systems Monitoring | www.geindustrial.comge-interlogix |
| General Bandwidth Inc | Austin | VoIP | www.generalbandwidth.com |
| General Dynamics Electronic Systems | San Antonio | | www.gd-es.com |
| General Electric | San Antonio | Electronics Manufacturing | www.ge.com |
| Gentech | Austin | Semiconductors | |
| Gigantic Games | Austin | Digital Game Development | www.giganticgames.com |
| Glasseye Entertainment | Austin | Online Gambling | www.glasseye.net |
| Glemco | Austin | Semiconductor Equipment | www.glemco.com |
| Global Payments | Austin | | www.globalpaymentsinc.com |
| Global Scape | San Antonio | | www.globalscape.com |
| Globefone, Inc | Austin | VoIP | www.globefone.com |
| Goddess Consulting | Austin | | www.thefishingshow.com |
| Gold Key Network Services | Killeen | Wireless Networks | www.goldkeynetworks.com |
| Gore Design Completions Ltd. | San Antonio | Aerospace Communications | www.goredesign.com |
| Grande Communications Inc | Austin | Cable Networking | www.grandecom.com |
| Granite Communications | San Antonio | Telecommunications | www.granite.net |
| Granite House Inc | Austin | Digital Video Production | www.granitehouse.com |
| Gravity Systems, Inc | Austin | | www.gravitytexas.com |
| Greater Austin Chamber of Commerce | Austin | collaboration focused on digital and wireless media | www.austin-chamber.org |
| Grey Forest Utilities | San Antonio | Electrical Power System Monitoring | www.greyforestutilities.com |
| Group 5 Inc | Austin | Semiconductor Wafer Manufacturing | www.group-5.com |
| Gsd&M Advertising | Austin | Digital Media Marketing | www.gsd&m.com |
| Gsi Technology | Austin | SRAM Design | www.gsitechnology.com |
| Guadalupe Valley Electric Co-Op | San Antonio | Electrical Power Distribution | www.gvec.org |
| Guadalupe Valley Telecomms | San Antonio | | www.gvtc.com |
| GX Creative Communications | Austin | Digital Media | www.gxcreative.com |
| Hallmark Institute Of Aeronautics | San Antonio | | www.hallmarkinstitute.com |
| Hardline Video Production | San Antonio | Video Production | www.hardlinevideo.com |
| Harold L Millegan & Assoc. | Austin | Digital Geomapping | |
| Harris Corp | San Antonio | Wireless Communications Research | www.harris.com |
| Hayes Software Systems | Austin | | www.hayessoft.com |
| Haztek | San Antonio | Network engineering services | www.haztek.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Hdr | San Antonio | architecture and engineering consulting firm | www.hdrinc.com |
| HDR | San Antonio | architecture and engineering consulting firm | www.hdrinc.com |
| Helicopter Experts Inc | San Antonio | | www.helicopterexperts.com |
| Hewlett Packard | Austin | | www.hp.com |
| Hi-Tech Applications | Austin | Circuit Board Conformal Coating | www.hi-techapps.com |
| Holland & Davis | San Antonio | system requirements and change management | www.hdinc.com |
| Hoover's, Inc | Austin | | www.hoovers.com |
| Horizon Film & Video | Austin | Digital Video Production & Distribution | www.horizonvideo.com |
| Horizon Telephone Systems Inc | San Antonio | Telecommunications | www.hts-tx.com |
| Host U Online, Inc | Austin | Digital Media & Web Hosting | www.hostuonline.com |
| Hubbell Building Automation | Austin | Building Systems Monitoring | www.hubbell-automation.com |
| Hume Integration Software | Austin | | www.hume.com |
| Hutchinson Video Services | Austin | Digital Video Production & Distribution | www.hutchinsonvideo.com |
| Hynix Semiconductor | Austin | Semiconductors | www.hynix.com |
| IBM Austin Research Laboratory | Austin | Microprocessors | www.research.ibm.com |
| IBM Corporation | Austin | | www.ibm.comus |
| Icaught Incorporated | Austin | Network Security | www.icaught.com |
| Ice Cream Media | Austin | Sound Studio | www.icecreammedia.com |
| ICG Communications Inc | Austin | IP Telephony | www.icgcomm.com |
| Id3 Solution, Inc | Austin | E-Commerce | www.id3solutions.com |
| Ikon Office Solutions | Austin | Digital Duplication | www.ikon.com |
| Ikon Office Solutions | San Antonio | Digital Duplication | www.ikon.com |
| Image Metrology Corp | San Antonio | Nano-Scale Image Processing | www.imagemet.com |
| Image Micrographics | Austin | Digital Media | www.imagemicrographics.com |
| Imagistics International | San Antonio | Digital Duplication | www.imagistics.com |
| Imediaplus | Austin | E-Commerce | www.imediaplus.com |
| Immedient Corporation | Austin | Internet Collaboration | www.immedient.com |
| Impulse Images & Animations, Inc | San Antonio | Digital Media | www.impulseimages.com |
| Incell Corp | San Antonio | | www.incell.com |
| Independent Media Productions | Austin | Digital Media Production | www.independent-media.com |
| Industrial Communications | San Antonio | | |
| Industrial Sensors & Instruments | Austin | Network-Connected Sensors | www.i-s-i.com |
| Inertia Technologies, Inc | San Antonio | Media and Tech Integration | www.getinertia.com |
| Inevitable Entertainment | Austin | Digital Game Development | www.inevitable.com |
| Inferno Films | Austin | Video Production | www.infernofilms.com |
| Infinicom Network Solutions | San Antonio | Network Consulting | |
| Infinicorp Transgalactic | Austin | | www.infinicorp.com |
| Infinity Video Productions | San Antonio | Digital Video Productions | www.infinity-vp.com |
| Infoglide Software Corporation | Austin | Systems Integration | www.infoglide.com |
| Infonxx | San Antonio | | www.infonxx.com |
| Inforide Technologies Llc | Austin | Systems Integration Infrastructure | www.inforide.com |
| Information Design Group | Austin | Digital Imaging | www.austin-idgroup.com |
| Initiate Systems | Austin | | www.initiatesystems.com |
| Innovation Sphere | Austin | Digital Media Production | www.innovationsphere.com |
| Innovative Communications System | Austin | | www.ics-com.net |
| Innovative Technical Solutions, Inc | San Antonio | IT services | www.itsi.comit-servicesindex.html |
| Inplicity | Waco | E-Commerce | www.inplicity.com |
| Instructional Technology & Distributed Learning - Acc | Austin | Educational Streaming Video | itdl.austincc.edustreaming |
| In-Sync Business Systems | San Antonio | Network Consulting | www.insyncsa.com |
| Intag Communications | Austin | | www.intag.com |
| Integrisource, Inc | Austin | Systems Design | www.integrisource.com |
| Intel Corporation | Austin | Semiconductors | www.intel.com |
| Intellica Corporation | San Antonio | System Integration | www.intellicacorp.com |
| Intellisolve Group | San Antonio | Networking | www.intellisolve.com |
| Intellitechs Computer Corporation | Austin | Network Consulting | www.intellitechs.com |
| Inter Cept Inc | Austin | | www.fnf.com |
| Interactive Internet Solutions | Austin | E-Commerce | www.interaction.net |
| Internal Machine Industries, Inc | Austin | theatre device for interaction | http:www.internalmachine.com |
| International Test Systems | San Antonio | | www.itestsystems.com |
| International Web Works | San Antonio | | www.internationalwebworks.com |
| Internetperils, Inc | Austin | System Security | www.internetperils.com |
| Internetwork Experts | Austin | | www.inetx.com |
| Inter-Tel Technologies | Austin | VoIP Solutions | www.inter-tel.com |
| Inter-Tel Technologies | San Antonio | | www.inter-tel.com |
| Inter-Tel Technologies, Inc | Austin | Telecom and Data Solution | www.inter-tel.com |
| Interwoven | Austin | | www.interwoven.com |
| Intrinsity Inc | Austin | Embedded Processors | www.intrinsity.com |
| Ion Engineering | San Antonio | | www.ioneng.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Ion Storm | Austin | Digital Game Development | www.ionstorm.com |
| Ipi Grammtech | San Antonio | Technology Integration | www.ipi-gt.com |
| Ismeca Inc | Austin | Semiconductors | www.ismeca.com |
| Isochron, LLC | Austin | Networked Vending Machines | www.isochron.com |
| Isys Design, Inc. | Killeen | Systems Integration | www.isysdesign.com |
| IT Process Solutions Inc | San Antonio | Network Consulting | www.itprocessing.com |
| ITalk Global Communications | Austin | | |
| ITC Deltacom | San Antonio | VoIP | www.itcdeltacom.com |
| IZone | Killeen | Digital Laminate Graphics | |
| J E L Productions | San Antonio | Video Production and Editing | www.jelproductions.com |
| J&J Maintenance Inc | Austin | Real-time System Monitoring | www.jandjmaintenance.com |
| Jancom Technologies Inc | Austin | | www.jancom.com |
| JBC Internet Communications | San Antonio | E-Commerce | www.jbc-co.com |
| Jel Productions Llc | San Antonio | Digital Video Production | www.jelproductions.tv |
| Joey Records | San Antonio | Digital Recording and Printing | www.discosjoey.com |
| Joiner Consulting Group | San Antonio | Telecommunications Consulting | www.joinerconsulting.com |
| Jordan Valley Semiconductors | Austin | Semiconductors | www.jordanvalley-apd.com |
| Journee Corporation | Austin | | www.journee.com |
| Journyx, Inc | Austin | Real-time System Monitoring | www.journyx.com |
| Jpc Services, Inc | San Antonio | Systems Design | www.jpcservices.com |
| Jumper Productions | Austin | Digital Video Production | www.jumperproductions.com |
| Jusung America | Austin | Semiconductors | |
| Kaleidacare Management Systems | Austin | | www.kaleidacare.com |
| Karta Technologies Inc | San Antonio | Network Security | www.karta.com |
| Kdns America | Austin | Semiconductors | www.kdns.co.kr |
| Kemet Electronics Corp | Austin | Chip Design | www.kemet.com |
| KENS | San Antonio | Streaming Video & Digital Production | www2.mysanantonio.com |
| Kent Electronics Austin | Austin | Network Integration | www.kentelectronics.com |
| KEYE | Austin | Streaming Video & Digital Production | keyetv.com |
| KGSR | Austin | Streaming Radio | www.kgsr.com |
| Kinetic Concept Inc | San Antonio | Medical Instruments | www.kci1.com |
| Kla Tencor Corp | Austin | IC Design | www.kla-tencor.com |
| KLBJ | Austin | Streaming Radio | www.klbjfm.com |
| Knights Aerospace Products | San Antonio | | |
| Knockabout Games | Austin | Mobile Gaming | www.knockaboutgames.com |
| Kodak's Austin Development Center | Austin | Digital Imaging | www.appliedsciencefiction.com |
| KOOP Radio | Austin | Streaming Radio | www.koop.org |
| KPLA | Killen | Digital Production | www.kple.com |
| KSAT | San Antonio | Streaming Video & Digital Production | www.ksat.com |
| KSTX | San Antonio | Streaming Audio | tpr.org |
| KTM Communications | Austin | Telecom and Data Solution | www.ktmcommunications.com |
| KUT - UT Austin & NPR | Austin | Streaming Radio | www.kut.org |
| KVRX - UT Student Radio | Austin | Streaming Radio | www.kvrx.org |
| KVUE | Austin | Streaming Video & Digital Production | www.kvue.com |
| KWBU | Waco | Streaming Video | www.kwbu.org |
| KWD Manufacturing Inc | San Antonio | | |
| KWI Communications, Llc | Austin | Real-time System Monitoring | www.kwi.com |
| KXAN | Austin | Streaming Video & Digital Production | www.kxan.com |
| L-3 Communications Integrated Systems | Waco | | www.l-3com.com |
| L-3 Vertex Aerospace | San Antonio | | |
| Labnow | Austin | bio scanner | www.labnow.com |
| Ladotek | Austin | Telecommunications | www.ladotek.com |
| Lam Research Corporation | Austin | Semiconductor Equipment | www.lamrc.com |
| Landata Technologies | San Antonio | Electronic Document Convergence | www.landata.com |
| Lattice Semiconductor Corporation | Austin | Semiconductors | www.latticesemi.com |
| Lattice Semiconductor Corporation | Austin | Semiconductors | www.latticesemi.com |
| LBTJ Group | Austin | Video Production | www.lbtjgroup.com |
| Leading Bit Solutions | Austin | | www.leadingbit.com |
| Learning Designs, Inc. | Austin | | |
| Legerity Inc | Austin | VoIP Solutions | www.legerity.com |
| Less Networks | Austin | | |
| Lessnetworks.Com | Austin | Free Wi-Fi | www.lessnetworks.com |
| Liant Manufacturing Services | Austin | | www.liant.com |
| Liant Software | Austin | | www.liant.com |
| Liberty Solutions | Austin | Technology Integration | www.libertysol.com |
| Lifesize Communications | Austin | | www.lifesize.com |
| Lightspeed Semiconductor | Austin | Semiconductors | www.lightspeed.com |
| Lightspeed Technology | San Antonio | | www.lightspeed-tek.com |
| Linear Technology Corp | Austin | IC Design | www.linear.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Lingual Information System Technologies | San Antonio | Digital Translation | www.lingualistek.com |
| Links Communications, Inc | Austin | Telecommunications | |
| Lockheed Martin Corp | Killeen | Defense Communications | www.lockheedmartin.com |
| Lockheed Martin Corp | San Antonio | Defense Communications | www.lockheedmartin.com |
| Lockheed Martin Kelly Aviation | San Antonio | | www.lockheedmartin.com |
| Locomotion Studios | Austin | Motion Capture | www.locomotionstudios.com |
| Logan Technologies Lp | Killeen | Semiconductors | www.logantechlp.com |
| Logic House, Ltd | Austin | Systems Design | www.logichouse.com |
| Logical Information Machines | Austin | Real-time Data Collection | www.lim.com |
| Logix Communications | Austin | VoIP | www.logixcom.com |
| Logix Communications | San Antonio | VoIP | www.logixcom.com |
| Lone Star Aero | San Antonio | | www.lonestaraero.com |
| Loranger International | Austin | Printed IC Manufacture | www.loranger.com |
| Lore Crafters | San Antonio | Digital Game Development | www.lorecrafters.com |
| Lsi Logic | Austin | Semiconductors | www.lsilogic.com |
| Lucent Technologies | Austin | | www.lucent.com |
| M & M Digital Transfer | San Antonio | Digital Video Transfer | mmdigitaltransfer.com |
| M 7 Aerospace | San Antonio | | www.mssiusa.com |
| M Media | Austin | Digital Media | www.mmediausa.com |
| M2 Technology, Inc. | San Antonio | Networking and information technology products | http:www.m2ti.com |
| M7 Aerospace Lp | San Antonio | Aerospace | www.m7aerospace.com |
| Macattack Graphic Design | Killeen | Digital Media | |
| Magma Design Automation | Austin | Microchip Design | www.magma-da.com |
| Main Corridor | Austin | Network Consulting | www.maincorridor.com |
| Manning Navcomp, Inc. | Austin | | www.navcomp.com |
| Mantech Communications | Waco | Systems Integration | www.mantech.com |
| Marathon Power Technologies | Waco | Systems Monitoring | |
| Marc Cerutti Productions | San Antonio | Digital Post Production | www.filcro.comcerutti.html |
| Mark Video Production | San Antonio | Digital Video Production & Distribution | www.ttha.commarkvideomarkvidero.html |
| Marketquiz | San Antonio | | www.marketquiz.com |
| Marlabs | Austin | | www.marlabs.com |
| Marotz Inc | San Antonio | E-Commerce | www.marotz.com |
| Martini Shot Production | Austin | Video Production | www.martinishotproduction.com |
| Marvell Technology Group Ltd | Austin | Semiconductors | www.marvell.com |
| Match Frame | Austin | Digital Graphic Post Production | www.matchframe.com |
| Matrix Netsystems | Austin | | www.mids.org |
| Matson Multimedia | San Antonio | Digital video Production | www.matsonmultimedia.com |
| Matthew & Company | Austin | Digital Video | www.matthewandcompany.com |
| Mattson Technology | Austin | Semiconductors | www.mattson.com |
| Maverick Multimedia, Llc | San Antonio | Digital Media | www.mavericktexas.com |
| Maxim Integrated Products | San Antonio | IC Design | www.maxim-ic.com |
| Mc Howard Electronics Inc | Austin | IC Manufacturing | www.mchoward.com |
| Mc2 Creative Design | Austin | Digital Media Design | www.mc2creative.com |
| Mcbride & Associates | San Antonio | Systems Design | |
| Mcdonald Technologies | San Antonio | Systems Integration and Electronic Manufacturing | www.mcdonald-tech.com |
| Mci Worldcom Network | Austin | Mobile Voice and Data | www.mci.com |
| Mclane Advanced Technologies | Killeen | Defense Software | www.mclaneat.com |
| McLeod USA | Austin | Telecom and Data Solution | www.mcleodusa.com |
| Media Design | Austin | Digital Video Production | www.mediadesign.net |
| Media Riders, Inc | Austin | Systems Integration | www.mediariders.com |
| Media Riders, Inc | San Antonio | Systems Integration | www.mediariders.com |
| Melanie Hoag | Austin | System Integration | www.packetsandpings.com |
| Memec United | Austin | Semiconductors | www.memec.com |
| Memory Strategies International | Austin | Semiconductor Memory Services | www.memorystrategies.com |
| Mensor Corporation | Austin | Digital Sensors | www.mensor.com |
| Merris International | Austin | | jcmi.net |
| Mesquite Software, Inc. | Austin | | www.mesquite.com |
| Metanoia Technologies | Austin | Communication Semiconductors | www.metanoia-technologies.com |
| Metrowerks Headquarters Us | Austin | Game & Wireless Development | www.metrowerks.com |
| Mhc Semiconductor Inc | Austin | Semiconductors | www.mhcsemi.com |
| Micron Technology Inc | Austin | Semiconductors | www.micron.com |
| Microsoft Austin | Austin | Software Development | www.microsoft.com |
| Microsoft Studios – Digital Anvil Studio | Austin | Digital Game Publisher | www.microsoft.comgames |
| Midnight Studios | Austin | Online Gaming | www.midnight-studios.net |
| Midway Studios Austin | Austin | Online Gaming | www.midway.com |
| Milkshake Media Lp | Austin | Digital Media | www.milkshakemedia.com |
| Miltope Corporation | Austin | Defense Communications | www.miltope.com |
| Milum Corporation | Austin | | www.milum.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Mind Altering Creations | Austin | Video Production | www.mindalteringcreations.com |
| Minecor, Inc | Austin | | www.minecorinc.com |
| Mirage Networks | Austin | Network Security | www.miragenetworks.com |
| Mission Technologies | San Antonio | Defense Navigation and Communications | www.missiontechnologies.com |
| Misys Transaction Services | Austin | Medical Record Software | www.misyshealthcare.com |
| Mobile Technical Solutions | Killeen | Wireless Networks | |
| Mobius Parnets Server Solutions | San Antonio | Network Consulting | www.mobiuspartners.com |
| Molecular Imprints | Austin | Semiconductors | www.molecularimprints.com |
| Molex Inc | Austin | Networking Component Manufacturing | www.molex.com |
| Momentum Software | Austin | Systems Integration | www.momentumsoftware.com |
| Momentum Technical Consulting | Austin | Real Time Manufacturing Systems Analysis | www.momentumtechnicalconsulting.com |
| Monebo | Austin | Bio measurement device | http:www.monebo.com |
| Monebo Technologies Inc | Austin | Wireless Health Monitoring | www.monebo.com |
| Mosaid Technologies Incorporated | Austin | Semiconductors | www.mosaid.com |
| Motion Computing | Austin | Mobile Electronics | www.motioncomputing.com |
| Motion-Graphics | Austin | Digital Animation | www.motion-graphics.com |
| Motive Communications | Austin | Management software for networked products and services | www.motive.com/ |
| Motorola | Austin | Digital Imaging | www.motorola.com |
| Mst Technologies | Austin | Electrochemical Sensors | www.mst-technology.com |
| Mtc Technologies | San Antonio | system engineering, IT and program management solutions | www.modtechcorp.com |
| Multimedia Games | Austin | Digital Game Development | www.betnet.com |
| Multiplex Enterprises | Austin | Data Conversion | www.multiplexenterprises.com |
| Museworthy, Inc. | San Antonio | Digital Game Development | www.museworthy.com |
| Music Lab | Austin | Sound Studio | www.musiclab.com |
| Music Lane Recording Studio | Austin | Digital Audio Recording | www.musiclanerecording.com |
| Mydna Media, Inc. | Austin | | www.mydna.com |
| N2digital | Austin | Digital Game Development | www.n2digital.org |
| Nanometrics Inc | Austin | Digital Film Analysis | www.nanometrics.com |
| Nascentric | Austin | Mobile Circuit Design | www.nascentric.com |
| National Instruments Corporation | Austin | Mobile Electronics | www.sine.ni.com |
| National Semiconductor | Austin | Semiconductors for Bluetooth Media Devices | www.national.com |
| Navcomp, Inc | Austin | Automobile Computer Networks | www.navcomp.com |
| Navitaire | Austin | | www.navitaire.com |
| Nayak-Millionaire Aviation | San Antonio | | |
| Ncsoft Austin | Austin | Online Gaming | www.ncsoft.com |
| Nei Datacom | Waco | Voice and Data Integration | |
| Neogent, Inc | Austin | Systems Integration | www.neogent.com |
| Netbotz | Austin | Remote Environmental Monitoring | www.netbotz.com |
| Neteffect Semiconductor, Inc. | Austin | | www.neteffect.com |
| Netqos | Austin | | www.netqos.com |
| Netqos | Austin | Digital Security | http:www.netqos.com |
| Netsolve, Inc | Austin | VoIP, owned by Cisco | www.netsolve.com |
| Network Appliance Inc | Austin | Storage Visualization | www.netapp.com |
| Network Appliance Inc | San Antonio | Storage Visualization | www.netapp.com |
| Network Associates | San Antonio | Network Security | www.mcafee.com |
| Network Logistics Inc | Austin | Convergence Technologies | www.networklogistic.com |
| Networking Gobblins Inc | San Antonio | Wireless Network Integration | www.gobblins.net |
| Networks It Integration | Austin | Systems Integration | www.atnetworksinc.com |
| Newisys Inc | Austin | Server Design | www.newisys.com |
| News 8 Austin | Austin | Streaming Video & Digital Production | www.news8Austin.com |
| Next IO | Austin | Semiconductors | www.nextio.com |
| Nextel Communications | Austin | Telecom and Data Solution | www.nextel.com |
| Nextel Communications | San Antonio | Wireless Provider | www.nextel.com |
| Nextus Inc | Austin | IC Manufacturing | www.jrl.com |
| Nhec | San Antonio | Semiconductors | www.nhec.org |
| Nine Iron Media | San Antonio | | www.9iron.org |
| Ninjaneering | Austin | Online Gaming | www.ninjaneering.com |
| Niroomand Works | Austin | Digital Media Production | www.niroomad.com |
| Niya Studios | San Antonio | Digital Media Design | www.tracyegano.com |
| Nline Corporation | Austin | | www.nline.com |
| Nlynx Technologies | Austin | IP connectivity Solutions | www.nlynx.com |
| Noblestar Systems, Inc | Austin | Systems Design | www.noblestar.com |
| Nordview, Inc | Austin | Digital Imaging | www.nordview.com |
| Normad Corporation | San Antonio | VoIP | www.normadcorp.com |
| North Shore Circuit Design | Austin | Circuit Design | www.nshore.com |
| Northrop Grumman Mission System | San Antonio | Aerospace Communications | www.northropgrumman.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Novellus Systems Inc | Austin | Semiconductor Equipment | www.novellus.com |
| NovusEdge, Inc. | Austin | | www.novusedge.com |
| NPTest Inc | Austin | Semiconductor Equipment | www.nptest.com |
| NVision Software Technologies | Austin | Real-time System Monitoring | www.nvisionsoftware.com |
| Oasis Silicon Systems Inc | Austin | Components for real time multimedia technology | www.oasis.com |
| Obsidian Software, Inc. | Austin | | www.obsidiansoft.com |
| Octagon Industries | San Antonio | | |
| Omega Broadcast Group | Austin | Digital Editing | www.omegaaustin.com |
| Omni Visions | San Antonio | Digital Media Technology | www.omni-visions.com |
| On Semiconductor | Austin | Semiconductors | www.onsemi.com |
| Onboard Software Inc | San Antonio | Defense Communications | www.onboard-software.com |
| Onfiber | Austin | Networking | www.onfiber.com |
| Online Alchemy Llc | Austin | Digital Game Publisher | www.onlinealchemy.com |
| Online Business Services, Inc | San Antonio | Online Financial Exchange | www.onlinepayroll.com |
| Onramp Access | Austin | VoIP Provider | www.onr.com |
| Onsight Digital Imaging | San Antonio | | www.on-sight.com |
| Onsite Av Service Partners | Austin | Digital Teleconferencing | www.onsiteav.com |
| Open Forge, Llc | Austin | Networking and Wireless Consulting | www.open-forge.com |
| Operational Technologies Corporation | San Antonio | Wireless Telecom | www.otcorp.com |
| Optimal Iq | San Antonio | | www.optimaliq.com |
| Oracle Corporation | Austin | Data Center | www.oracle.com |
| Osteo Biologics Inc. | San Antonio | Medical Products | www.obi.com |
| Outernet, Inc | Austin | | www.outer.net |
| Outlaw Studios | Austin | Digital Game Development | www.outlawstudios.com |
| Paladin It Services | San Antonio | Networking | www.paladin-its.com |
| Palestar | Austin | Digital Game Development | www.palestar.com |
| Panasonic Industrial | Austin | Mobile Electronics | www.panasonic.comindustrial |
| Pangea Software | Austin | Digital Game Development | www.pangeasoft.net |
| Pape-Dawson Engneering | San Antonio | | www.pape-dawson.com |
| Paperless Bid | Austin | | paperlessbid.com |
| Papillon Web Design | Austin | Digital Media | www.papillondesign.com |
| Patentventures | Austin | Digital Patent Law Consulting | www.patentventures.com |
| Pathway Enterprises Inc | San Antonio | Real-time Data Collection | |
| Patterson Consulting | Austin | Network and Phone Systems | www.lockhart.netp_consulting |
| Payment Data Systems | San Antonio | electronic payment software | www.paymentdata.com |
| Pdq Consulting | Austin | | www.pdqconsulting.com |
| Penn-Tex Aerospace Inc | Austin | Defense Communications | www.penntex.net |
| Pentech Assembly LLC | Austin | Contract Electronic Manufacturing | www.pentechassembly.com |
| Perceptive Sciences | Austin | User Interface Design | www.perceptivesciences.com |
| Perficient, Inc | Austin | | www.perficient.com |
| Periscope Holdings, Inc | Austin | Systems Integration | www.goperiscope.com |
| Pervasive Software | Austin | | www.pervasive.com |
| Petersen Advanced Lithography | Austin | Semiconductor Lithography | www.advlitho.com |
| Petra Comm Telecommunications | Austin | | www.petracomm.com |
| Philips Semiconductors | Austin | Semiconductors | www.semiconductors.philips.com |
| Photo Booth Pictures | Austin | Video Production | www.photoboothpictures.com |
| PhotoTelesis | San Antonio | digital video, systems integration | |
| Photronics | Austin | | www.photronics.com |
| Phusion Graphics | Austin | Digital Video Production | www.phusiongraphics.com |
| Pilgrim Telephone | San Antonio | Digital Voice Networks | www.pilgrim.com |
| Ping Technology | Waco | Video Conferencing | www.pingtechnology.com |
| Pinion Software | Austin | | www.pinionsoftware.com |
| Pivot Networks | Austin | Networks & Telecommunications | www.pivotnetworks.com |
| Pixel Magic Imaging, Inc | Austin | | www.pixelmagic.com |
| Pixeldust Interactive, Inc | Austin | | www.pixeldust.net |
| Plugged In | Austin | Business System Integration | www.pluggedinbiz.com |
| Point 2 Point Video Conferencing | Austin | | |
| Pointone | Austin | | |
| Pollei Design Works | Waco | Graphic design | www.polleidesign.com/ |
| Polycom Inc | Austin | Video Conferencing | www.polycom.com |
| Polycot Consulting, Llc | Austin | Integration and Mobile System Design | www.polycot.com |
| Portelligent, Inc. | Austin | | |
| Postink Technology | San Antonio | | postinktechnologies.com |
| Powerhouse Animation Studios | Austin | Digital Art Studio | www.powerhouseanimation.com |
| Pragma Systems Inc | Austin | Network Security | www.pragmasys.com |
| Praxair, Inc | San Antonio | Semiconductor Equipment | www.praxair.com |
| Precision Micrographics | Austin | | www.imagescan.com |
| Premier Business Consulting | San Antonio | Network Security | www.premierbusinessconsulting.com |
| Premier Semiconductor Services, Llc | Austin | Semiconductor Services | www.premiers2.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Premiere Global Services Of Austin | Austin | Web Conferencing | www.premiereglobal.com |
| Prismnet | Austin | Network Support | www.prismnet.com |
| Pro Video/Frost Enterprises | San Antonio | Digital Video Production | |
| Proactive Communications, Inc | Killeen | Telecommunications | www.proactivecommo.com |
| Proactive Network Services | Austin | Networking | |
| Process Sciences Inc | Austin | Circuit Printing | www.process-sciences.com |
| Prodigy Lab Development | Killeen | Software | webcentra.netprodigywebdevelopers.php |
| Production Block | | | |
| Professional Datasolutions, Inc | Killeen | Networking | www.profdata.com |
| Professional Testing Emi Inc | Austin | Testing | www.ptitest.com |
| Projekt202, LP | Austin | | www.projekt202.com |
| Prompt Technology | Waco | Wireless Networks | www.prompt-tech.com |
| Proxtronics Inc | San Antonio | Health and Management | www.proxtronics.comindex.php |
| Qlogic | Austin | Fiber Channel SAN Switches | www.qlogic.com |
| Qlynxnet Corporation | Austin | Online Media Technology | www.qlynxnet.com |
| Quadralay Corporation | Austin | Digital Media | www.webworks.com |
| Quality Network Services Inc | Austin | Telecommunications | www.qnsi.net |
| Quantitative Environmental Analysis, Llc | Austin | environmental research | www.qeallc.comhtmlabout.htm |
| Quickflex, Inc | Austin | | www.quickflex.com |
| Quintiles Pacific Inc | Austin | biotech research | www.quintiles.com |
| Raak Technologies | Austin | Network Security | www.raaktechnologies.com |
| Rackspace Managed Hostings | San Antonio | web hosting solutions | www.rackspace.com |
| Radiant Research Inc | Austin | medical research | www.radiantresearch.com |
| Radioactive Labs | Austin | Digital Game Development | |
| Ranger Aerospace | San Antonio | Airport Communications (formerly Elsinore Aerospace) | www.rangeraerospace.com |
| Rapid Pcb Development | Austin | IC Design | www.rapidpcb.com |
| Raven Industries Inc | Austin | ELECTRONIC RESEARCH & DEVELOPMENT | www.ravenind.com |
| Raylar Design Inc | Austin | Remote Computing and Digital Solutions for Video | www.raylar.com |
| Raytheon Aircraft Svc | San Antonio | | www.raytheon.com |
| Raytheon Systems Company | Austin | Aerospace Communications | www.raytheon.com |
| Raytheon Technical Services | Waco | Defense Communications | www.raytheon.com |
| Real Normal Productions | Austin | Digital Editing | www.realnormal.com |
| Realvue Simulation Technologies | Austin | Digital Game Development | www.realvue.com |
| Red Clay Software | San Antonio | eTraining, web portals | www.redclay.com |
| Red Frame Productions | Austin | Video Production | www.rfproductions.com |
| Reinhart & Assoc Inc | Austin | | www.reinhartassoc.com |
| Reliatronics Inc | Austin | Mobile Electronics Power Supplies | www.reliatronics.com |
| Renew Data Corporation | Austin | | www.renewdata.com |
| Replicopy Digital Media Center | Austin | Multimedia Duplications | www.replicopy.com |
| Resolute Productions | Austin | Video Production | www.resoluteproductions.com |
| Resource Logic, Inc | San Antonio | Network Integration | www.resourcelogic.com |
| Retro Studios | Austin | Mobile Gaming | www.retrostudios.com |
| Reveille Technology Inc | Austin | Real-time Data Monitoring | www.reveilletech.com |
| Rfd & Associates | Austin | Systems Integration | www.rfdinc.com |
| Rhyan Technology Services Llc | Austin | Systems Design | www.rhytech.com |
| Riata Technologies | Austin | Managed IT services | www.riata-tech.com |
| Riata Technologies | San Antonio | Managed IT services | www.riata-tech.com |
| Rich Finney & Associates | Austin | | www.richfinney.com |
| Rigaku Msc Semiconductor | Austin | Semiconductors | www.rigaku.com |
| Risk Studios | Austin | Digital Art Studio | www.riskstudios.com |
| Rochelle Communications Inc | Austin | Internet Telephony | www.rochelle.com |
| Rocksteady Network, Inc | Austin | Networking | www.rocksteady.com |
| Rockwall Technology Solutions | Austin | Network Consulting | www.rockwalltechnologies.com |
| Roksolutions | Austin | Internet Architecture | www.roksolutions.com |
| Ross Technology | Austin | | www.ross.com |
| Roxor Games | Austin | Digital Game Publisher | www.roxorgames.com |
| RSIS | Austin | System Integration | www.rsis.com |
| Rx Technology | San Antonio | IP Telephony | www.rx-tech.com |
| S&C Advertising & Public Relations | San Antonio | Digital Media | www.scpr.com |
| S&P Communications | San Antonio | Telecommunications | www.spcomm.com |
| S&P Communications | Austin | Telecommunications | www.spcomm.com |
| S1 Corporation | Austin | | www.s1.com |
| Saab & Miller | Austin | Digital Art Studio | www.saabandmillerproductions.com |
| Saint Gobain Semiconductors | Austin | Semiconductors | www.saint-gobain.com |
| Salima Technologies | Austin | E-Commerce | www.salimatech.com |
| Samsung Austin Semiconductor | Austin | Semiconductors | www.sas.samsung.com |
| San Antonio- City Aviation | San Antonio | | www.ci.sat.tx.us |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| San Antonio Underground Film Festival | San Antonio | Film Festival | www.safilm.com |
| Sanmina Corp | Austin | IP Entertainment Devices | www.sanmina-sci.com |
| Santek Components | Austin | IC Design | www.santekcomp.com |
| Satc Co-Location Services, Ltd | San Antonio | Remote Servers | www.satccolocation.com |
| Satya Tech | San Antonio | Systems Integration | |
| Sbc Communications | San Antonio | VoIP | www.sbc.com |
| Sbc Laboratories, Inc | Austin | Telecommunications | www.tri.sbc.com |
| Science Application International Corp | San Antonio | | www.saic.com |
| Sclumberger-Sema | Austin | | www.slb.com |
| Second Foundation, Inc | San Antonio | Network Security | www.secf.com |
| Sector 7 USA Inc | Austin | Network Software | www.sector7.com/ |
| Secure Logix | San Antonio | Manage enterprised voice networks | www.securelogix.com |
| Secureinfo | San Antonio | Information Security | www.secureinfo.com |
| Selco Incorporated | Austin | Electronics Manufacturing | www.selber.com |
| Selectron Texas Inc | Austin | VoIP | www.solectron.com |
| Semantic Designs, Inc | Austin | | www.semdesigns.com |
| Sematech | Austin | Emerging Tech Development | www.sematech.org |
| Semi Resource | Temple | Semiconductor Equipment | www.semiresource.com |
| Semitool Inc | Austin | Semiconductors | www.semitool.com |
| Sensarray | Austin | Digital Thermal Sensors | www.sensarray.com |
| Servergraph | Austin | | www.servergraph.com |
| Sez America | Austin | Semiconductor Components | www.sez.com |
| Sharco Technologies | Austin | Telecommunications | www.sharco.net |
| Shootz Production Group | San Antonio | Video Production | www.shootz.com |
| Sidlinger Computer Corp | San Antonio | Digital Enterprise Networks for Independent Telecoms | www.sidlinger.com |
| Siemens Communications | Austin | Telecom and Data Solution | www.siemens.com |
| Sigmatel | Austin | | www.sigmatel.com |
| Signet 6 Corporate Headquarters | Austin | Data and Voice Services | www.signet6.com |
| Signet Design Solutions | Austin | LAN Design | www.signetnetsys.com |
| Silicon Hills Design Inc | Austin | Circuit Design | www.siliconhills.com |
| Silicon Laboratories Inc | Austin | Integrated Circuits | www.silabs.com |
| Siliconaid Solutions Inc | Austin | System on Chip Multimedia Solutions | www.siliconaid.com |
| Simpler-Webb | Austin | | www.swinc.com |
| Simply The Best Wireless Inc | Austin | Wireless Services | www.stbwireless.com |
| Sino Swearingen Aircraft Corporation | San Antonio | | www.sj30jet.com |
| Site Street Technical Services | Austin | Web Hosting | www.sitestreet.com |
| Skylab Entertainment | Austin | Digital Game Development | www.skylabgames.com |
| Socci Communications | Austin | Digital Production | www.socci.biz |
| Softech Inc | Austin | Internet Collaboration | www.softech.com |
| Softest Designs Inc | San Antonio | Systems Integration | www.softestdesigns.com |
| Solectron Austin | Austin | | www.solectron.com |
| Solomio Corporation | Austin | Mobile Software | www.solomio.com |
| Sony Online Entertainment | Austin | Online Gaming | www.sony.com |
| Soundcrafter | Austin | Sound Design | www.soundcrafter.biz |
| South by Southwest | Austin | Video Conferencing | http:2005.sxsw.com |
| Southern Datacom | Austin | IP Telephony | www.southerndatacom.com |
| Southwest Broadcast Video | Austin | Video Production | www.swbvideo.com |
| Southwest Airlines Co | San Antonio | | www.southwestairlines.com |
| Southwest Communications | Austin | Telecom and Data Solution | http:scitel.net |
| Southwest Reporting & Video Service | San Antonio | Videoconferencing | www.swreporting.com |
| Southwest Research Institute | San Antonio | Telecommunication Research | www.swri.com |
| Sovrenti | Austin | | www.sovrenti.com |
| Sozotek, Inc | Austin | Wireless Imaging | www.sozoteck.com |
| Space Exploration Technologies | Waco | Aerospace Communications | www.spacex.com |
| Spansion | Austin | Flash Memory | www.spansion.com |
| Spectrum Technologies, Inc | San Antonio | Network Architecture | www.spectrum-tx.com |
| Spm | Austin | Semiconductors | www.spm-inc.com |
| Sprint Relay Texas | Austin | Voice and Text | |
| St Microelectronics | Austin | Microprocessors | www.st.com |
| St. Mary's University- Biological Science | San Antonio | | www.stmarytx.edu |
| Staktek | Austin | High Density Memory | www.staktek.com |
| Standard Aero | San Antonio | Aerospace Communications | www.standardaero.com |
| Standard Microsystems Corporation | Austin | | www.smsc.com |
| Starcore LLC | Austin | Licensable DSP Core IP Solutions | www.starcore-dsp.com |
| Starlight Communications | Austin | Broadband Provider | www.voicemailsolutions.com |
| Stealth Networks | Austin | Real-time Data Collection | www.stealthnetworks.com |
| Stellar Micro Devices | Austin | Mobile Displays | www.stellardisplay.com |
| Stewart And Stevenson | Austin | | www.ssss.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Stillwater Consulting, Inc | San Antonio | Networking | www.stillwaterco.com |
| Storediq Corporation | Austin | | www.storediq.com |
| Stratfor.Com | Austin | | www.stratfor.com |
| Stryxus | Austin | Network Consulting | www.stryxus.com |
| Studdog Inc | Austin | Digital Media | www.studdog.com |
| Summa Telecommunications Inc | San Antonio | Systems Integration | www.summa-tech.com |
| Summit Projections | San Antonio | Videoconferencing | www.summitprojections.com |
| Sun Microsystems | Austin | | www.sun.com |
| Sunbelt Design & Development | San Antonio | | |
| Super Happy Fun Fun Inc | Austin | Mobile Gaming | www.superhappyfunfun.com |
| Superior Data Services | San Antonio | Networking | www.superiord.com |
| Superior Network Services | Killeen | Wireless Integration | www.snstexas.com |
| Surgient, Inc. | Austin | | www.surgient.com |
| Survivor Soft | Austin | Mobile Gaming | www.survivorsoft.com |
| Swift Fusion | Austin | Network Security Consulting | www.swiftfusion.com |
| Swissbit | Austin | Flash Memory | www.swissbit.com |
| Symmetricom Austin | Austin | IP Telephony | www.symmetricom.com |
| Syncromesh Computing | Austin | | www.synchromeshcomputing.com |
| Synthetic Pictures | Austin | Video Production | www.syntheticpictures.com |
| Sysdyne Inc | San Antonio | Electromechanical and Software Engineering | www.sysdyne.com |
| Systems Evolution | Austin | Systems Integration | www.systemsevolution.com |
| Systems Evolution | San Antonio | Systems Integration | www.systemsevolution.com |
| Sytex, Inc | Waco | E-Commerce | www.sytexsouthwest.com |
| T Star Internet | Austin | | www.tstar.net |
| T3 Technologies, Ltd | San Antonio | Systems Design | www.t3-tech.com |
| Tarantula Technologies, Llc | Austin | Network Software | www.tarantula-technologies.com |
| Taylored Systems Inc | Austin | Networking | www.tayloredsystems.com |
| TDK | Austin | Electronic Noise Measurement | www.tdk.com |
| Team Smarty Pants | Austin | Digital Game Development | www.teamsmarty.com |
| Tech Team 2000, Inc | Austin | Systems Integration | www.techteaminc.com |
| Techknowledge Consulting | Austin | Telecommunications Consulting | www.techknlg.com |
| Technolink Consulting Services | Austin | Digital Video Production | www.technolink.com |
| Technologent, Inc | Austin | Network Architecture | www.technologent.com |
| Technology Connexus | San Antonio | Emerging Tech Development | www.techconnexus.org |
| Technology Futures, Inc | Austin | Emerging Tech Forecasting | www.tfi.com |
| Technology Solutions, Inc | Waco | Wireless Networking | www.tsitechnologysolutions.com |
| Technos International | Austin | Semiconductors | www.technos-intl.com |
| Technovations | San Antonio | Performance Monitoring | www.technovations.com |
| Techsearch International Inc | Austin | Technology Licensing | www.techsearchinc.com |
| Techterra Communications | Austin | SIP Technology | www.tech-terra.com |
| Tekmos | Austin | | www.tekmos.com |
| Tekmos, Inc | Austin | | www.tekmos.com |
| Tektronix | Austin | Communication network monitoring | www.tektronix.com |
| Telco-Data | Austin | VoIP | www.telco-data.com |
| Telcordia Technologies | San Antonio | Mobility & Networks | www.telcordia.com |
| Telcordia Technologies, Inc. | Austin | Mobility & Networks | www.telcordia.com |
| Teleclip-Austin, Inc | Austin | Digital Archiving | www.teleclip.com |
| Telegenesis | San Antonio | Video surveillance | www.telegenesis.com |
| Teletouch Communications | Waco | Telemetry | www.teletouch.com |
| Ten X Technology, Inc. | Austin | | www.tenx.com |
| Tengointernet | Austin | Wireless Internet Access | www.tengointernet.com |
| Tequila Mockingbird | Austin | Sound Design | www.tequilamockingbird.com |
| Teravicta | Austin | | www.teravicta.com |
| Teres Solutions, Inc | Austin | Systems Integration | www.teressolutions.com |
| Terminal B LLC | Austin | | www.terminalb.com |
| TerraHealth | San Antonio | Medical health information systems | www.terrahealth.com |
| Tetradyne Systems | San Antonio | Networking and Wireless Integration | www.tetradynesys.com |
| Texas Aero | Waco | | www.texasaero.com |
| Texas Cable & Telecommunications Association | Austin | Cable Provider Representation | www.txcable.com |
| Texas Communications Of Austin | Austin | Telecommunications | www.texascom.com |
| Texas Digital Concepts | San Antonio | Digital Content Design | texasdigitalconcepts.com |
| Texas Film Festival | College Station | Video Festival | www.txfilmfest.org |
| Texas Independent Filmmakers | San Antonio | Video Production | www.texasindependentfilmmakers.com |
| Texas Instruments | Austin | Mixed-Signal Data Converters | www.burr-brown.com |
| Texas Managements Associates, Inc | San Antonio | Manufacturing Design | www.t-m-a.com |
| Texas Networking | Killeen | Networking | www.texasnetworking.com |
| Texas Research and Technology | San Antonio | Technology economic development | www.trpf.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Foundation | | | |
| Texas Voip Services | Waco | VoIP | |
| TexFx | Austin | Digital Media Production | www.texfx-austin.com |
| Texlink Communications Inc | Austin | Voice and Data Integration | www.texlink.com |
| Texlink Communications Inc | San Antonio | Telecom and Data Solution | www.texlink.com |
| The Animation Farm | Austin | Digital Video & Animation | www.theanimationfarm.com |
| The Audio Enginearing Institute | San Antonio | Digital Audio Recording | www.audio-eng.com |
| The Clockwork Group | San Antonio | Digital Media | www.theclockworkgroup.com |
| The Comp-Aid Company | San Antonio | Network Services | www.thecomp-aidcompany.com |
| The Fat Man | Austin | Sound Studio | www.fatman.com |
| The Fizz Factor | Austin | Online Gaming | www.fizzfactorgames.com |
| The Rivas Group | San Antonio | Voice and Data Integration | www.rivasgroup.net |
| The Telephone Connection | Austin | Internet Telephony | www.telephoneconnection.com |
| Thinkshed, Inc | Austin | | www.thinkshed.com |
| Thinkspark | San Antonio | Internet Architecture | my.thinkspark.com |
| Third Rail Creative | Austin | Digital Content Design | www.thirdrailcreative.com |
| Third Wire Productions Inc | Austin | Online Gaming | www.thirdwire.com |
| Thomas Instrument & Machine Co | San Antonio | | www.thomasinstrument.com |
| Threatguard, Inc | San Antonio | Network Security | www.threatguard.com |
| Three Side Software | Austin | Networking | www.3side.com |
| Tiburon Inc | Austin | Network & Archive Security | www.tibinc.com |
| Tidy Techs | Austin | Media Conversion | www.e-neva.comcatalog.htm |
| Time Warner Telecom | Austin | Telecom and Data Solution | www.timewarneraustin.com |
| Tipit Communications | Austin | | www.tipitcommunications.com |
| Tipping Point | Austin | VoIP Security, Division of 3Com | www.tippingpoint.com |
| Tips Inc. | Austin | | www.tipsweb.com |
| Titan Corporation | San Antonio | Defense Communications | www.titan.com |
| Titan Datacom Inc | Austin | IP Telephony | www.titandatacom.com |
| T-Mobile | Austin | Wireless Services | www.t-mobile.com |
| TMS Computer Services | San Antonio | Networking | www.tmstechsys.com |
| Tokairo | Austin | Digital Document Archiving | www.tokairo.com |
| Tokyo Electron America Inc | Austin | Semiconductors | www.tel.com |
| Topaz Technologies | Austin | Remote Sensoring | www.topazti.com |
| Toppan Photomasks, Inc | Austin | Microimaging technology | www.photomask.com |
| Toshiba International Corp | Austin | Electronics Manufacturing | www.toshiba.com |
| Toshiba Telecommunication Systems Division | Austin | Telecommunications | www.telecom.toshiba.com |
| Tosoh SMD | Austin | Semiconductor Components | www.tsmd.com |
| Total Access Network | Austin | | www.totalaccess.net |
| Totalcom Management Inc | San Antonio | Telecommunications | www.totalcom-inc.com |
| Tour Andover Controls | San Antonio | Digital Facility Management | www.andovercontrols.com |
| Trademark Media | Austin | Digital Media & E-Commerce | www.trademarkmedia.com |
| Traq | Austin | Wireless Solutions | www.traq.com |
| Trax Design | Austin | Printed Circuit Board Design | www.traxdesign.com |
| Trc Environmental Corporation | Austin | Systems Design | www.trcsolutions.com |
| Triactive Inc | Austin | Network Management | www.triactive.com |
| Triangle Technology Inc | Austin | Network Consulting | www.triangletechnology.com |
| Trifecta Communications | Killeen | Telecommunications | www.trifectacommunications.com |
| Trilogy | Austin | | www.trilogy.com |
| Trinity Films | Austin | Digital Video Production | www.trinityfilms.com |
| Trinsic Solutions | Austin | Network Monitoring | www.trinsics.com |
| Triple Dog Dare Media | Austin | Content Management | www.tripledogdaremedia.com |
| Trivue | Austin | Videoconferencing | www.trivue.com |
| Troublemaker Studios | | | www.troublemakerstudios.com |
| Tstc-Waco Digital Media Design Dept | Waco | Digital Media Design | www.dmd.tstc.edu |
| Tuanis Technology | Austin | Wireless Protocols | www.tuanistechnology.com |
| Turbine Tool Corp | Austin | | www.turbinetool.com |
| Tuxia | Austin | Video Codices | www.tuxia.com |
| Tw Services | Austin | | |
| Tyco Electronic Corp | Austin | Electronic Component | www.tycoelectronics.com |
| Unaxis USA Inc | Austin | Digital Display Technology | www.unaxis.com |
| Underground Planet | Austin | Digital Video Production | www.undergroundplanet.com |
| Unikala Software | Austin | Business Integration Software | www.czimmer.netunikala |
| Unisys Corporation | San Antonio | Network Integration | www.unisys.com |
| Universal Software Solutions | Austin | E-Commerce | www.unisoftinc.com |
| Universal Solutions, Llc | Austin | Data and Voice Services | www.universalsolutionsllc.com |
| Uplink Golf | Austin | Real-time Golf Course Monitoring | www.uplinkgolf.com |
| Uptime Devices | Austin | IP Based Facilities Management | www.uptimedevices.com |
| Urban 15 | San Antonio | Arts | www.urban15.org |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| US Army Medical Command Chief of Staff IM | San Antonio | Military health information management | |
| US Army Medical Department & School | San Antonio | Modeling and simulation | www.cs.amedd.army.mil |
| UT - Microelectromagnetics Device Group | Austin | Mechanical Storage | weewave.mer.utexas.edu |
| UT Austin - Media Relations | Austin | | |
| UT Austin - School of Music | Austin | Streaming Performances | www.music.utexas.edu |
| UT-Austin Accessibility Institute | Austin | Web Accessibility Research | www.utexas.eduresearchaccessibilityindex.html |
| UT-Austin Advanced Communication Technology Lab | Austin | Digital Media Technology | |
| UT-Austin Applied Research Laboratories | Austin | | |
| UT-Austin Center For Nano And Molecular Science And Technology | Austin | | |
| UT-Austin Computational Engineering Lab | Austin | | |
| UT-Austin Computational Visualization Center | Austin | Digital Imaging | |
| UT-Austin Computer And Vision Research Center | Austin | Computer Visual Recognition | |
| UT-Austin IC2 Institute | Austin | Technology Incubation | |
| UT-Austin Manufacturing And Design Research | Austin | Electronics Manufacturing Research | |
| UT-Austin Microelectronics Research Center | Austin | | |
| UT-Austin Parallel And Distributed Systems Laboratory | Austin | Networking Research | |
| UT-Austin Telecommunications & Information Policy Institute | Austin | | |
| UT-Austin Telecommunications And Signal Processing Research Center | Austin | Network Engineering Research | |
| UT-Austin Texas Materials Institute | Austin | Nanosccle Imaging | www.tmi.utexas.edu |
| UTHSC - Bioinformatics Core Facility | San Antonio | Digital Display of Biological Information | www.bioinformatics.uthscsa.edu |
| UTHSC - Digital Optical Imaging Facility | San Antonio | Digital Imaging for Medical Research | www.uthscsa.educsbimaging.html |
| UTHSC - Research Imaging Center | San Antonio | Biotechnology Imaging Research | ric.uthscsa.edu |
| UTHSC - X Ray Crystallography Laboratory | San Antonio | Digital Imaging for Organic Materials | instinct.v24.uthscsa.edu~xrayref |
| UTSA - Advance Computing And Network Research | San Antonio | Network Research | www.cs.utsa.eduresearchareas.shtml |
| UTSA - Center For Infrastructure Assurance And Security | San Antonio | Digital Security Research | cias.utsa.edu |
| UTSA - CNRC Neurocomputation And Neurovisualization Facility | San Antonio | Digital Display of Biological Information | intrepid.cs.utsa.edu |
| UTSA - Computer Science Information Security Laboratory | San Antonio | Digital Security Research | www.cs.utsa.edu~csislcsisl2.html |
| UTSA - Computer Visualization And Modeling Laboratory | San Antonio | Real Time Visualization of Digital Data | vip.cs.utsa.edu |
| UTSA Office Of Technology Ventures | San Antonio | Emerging Tech Development | www.uthscsa.edu |
| Valence | Austin | Military Telecommunications | www.valence.com |
| Valero Energy Corporation | San Antonio | Refing Manufacture | www.valero.com |
| Valor Telecom | Austin | Videoconferencing | www.valortelecom.com |
| Vantageware Creative Services | Austin | Digital Media Production | www.vantageware.com |
| Vast Systems Technology | Austin | Embedded Systems Design | www.vastsystems.com |
| VB Consulting, LLC | Austin | Voice and Data Integration | www.vbconsultinginc.com |
| VCon Americas Headquarters | Austin | Video Conferencing | www.vcon.com |
| Venkel Ltd | Austin | | www.venkel.com |
| Vericenter | Austin | Network Architecture | www.vericenter.com |
| Veridian | San Antonio | Defense Communications | www.veridian.com |
| Veridyn, Inc | Austin | Network Security | www.veridyn.com |
| Veritas Software Corporation | Austin | | www.tkg.com |
| Verizon Wireless | Austin | Telecom and Data Solution | www.verizonwireless.com |
| Vertex Software Corp | Austin | Content Management | www.vertex.com |
| Via Technology | San Antonio | Network Management | www.800viatech.com |
| Video Digital Security | Waco | Digital Video | |
| Video People, Llc | Austin | Voice and Data Integration | www.videopeopleus.com |
| Video Wave | San Antonio | Digital Video Productions | www.videowavedigital.com |
| Videocall | Austin | Video Conferencing | www.videocall.net |
| Vieo | Austin | | www.vieo.com |

| Company | MSA | Line of business | Web Address |
|---|---|---|---|
| Vignette Corp | Austin | Real-time Data Collection | www.vignette.com |
| Vincera | Austin | Internet Content Management | www.vincera.com |
| Vision Flow Inc | Austin | Video Compression Systems | www.visionflowinc.com |
| Visionary Media | Austin | Digital Content Production | www.visionarymedia.com |
| Visual Innovations Company, Inc | Austin | Video Conferencing | www.vicav.com |
| Visual Meeting Solutions | Waco | Video Conferencing | |
| Vital Needs International | San Antonio | Medical Instruments Research | www.vitalneeds.com |
| Vitesse | Austin | Communication IC's | www.vitesse.com |
| Vivid Print Innovations | San Antonio | Digital Printing | www.vividprinters.com |
| Voicestream Wireless | San Antonio | Wireless Networks | www.voicestream.com |
| Voicetext Communications | Austin | | www.voicetext.com |
| Voiping, LLC | Austin | | www.voiping.com |
| Volant Technologies | San Antonio | Digital Textile Imaging for Manufacture | www.volant-tech.com |
| Voxpath Networks, Inc | Austin | VoIP | www.voxpath.com |
| Voyence | Austin | Network Configuration Management | www.voyence.com |
| VT Aerospace | San Antonio | | www.vt-systems.com |
| VTel | Austin | Video Conferencing Products | www.vtel.com |
| Vugate | San Antonio | Networked Multimedia Communication | www.vugate.com |
| Waco 100 | Waco | Streaming Audio | www.waco100.com |
| Walker Imaging | Austin | | www.walkerimaging.com |
| Warthog Texas | Austin | Mobile Gaming | www.gizmondo.com |
| Waterloo Records | Austin | Streaming Video and Audio | www.waterloorecords.com |
| Watershed 5 Studios | Austin | Video Production | www.watershed5.com |
| Waveorigin | Austin | E Commerce Software | www.waveorigin.com |
| Wayport, Inc | Austin | High Speed Access Stations | www.wayport.net |
| WCIT 2006, Inc. | Austin | | www.wcit2006.org |
| Web Office, Inc | Austin | Networking | www.webofficenow.com |
| Webify Solutions, Inc | Austin | Internet Architecture | www.webifysolutions.com |
| Webmasterworld.Com | Austin | | |
| Westel | Austin | Networking | www.westel.net |
| Western Integrated Networks | San Antonio | System Integration | |
| Westlake Interactive Inc | Austin | Online Gaming | www.westlakeinteractive.com |
| Wham Engineering And Software | Austin | Network Profiling | www.wham.com |
| Whirligig Media | Austin | Digital Media Design Software | www.whirligig.com |
| Wholesecurity, Inc. | Austin | On-Demand Endpoint Security | www.wholesecurity.com |
| Wimax.Com | Austin | Wireless Networking | www.wimax.com |
| Wind River | Austin | System Integration | www.windriver.com |
| Wintegra | Austin | Semiconductors | www.wintegra.com |
| Winternals Software Lp | Austin | Systems Recovery Solutions | www.winternals.com |
| Wireless Connection Inc | Austin | Wireless Services | |
| Wireless Valley Communications, Inc. | Austin | Wireless Network Management | www.wirelessvalley.com |
| WOAI | San Antonio | Streaming Video & Digital Production | www.woai.com |
| Wolfe Engineering | Austin | Semiconductor Components | www.wolfe-engr.com |
| Wolfpack Studios | Austin | Online Gaming, owned by UbiSoft | wolfpackstudios.com |
| Woodward Creative Group, Llc | Killeen | Digital Media and Design | www.woodwardcreativegroup.com |
| Works Operating Company | Austin | | www.works.com |
| World Link Communications | San Antonio | Intranet Communications | www.wlnet.com |
| World Wide Technology | Austin | Systems Integration | www.wwt.com |
| X O Communications | Austin | Voice/Data Networks | www.xo.com |
| Xerox Corp | Austin | Digital Duplication | www.xerox.com |
| Xerox Corp | San Antonio | Digital Duplication | www.xerox.com |
| Xilinx Inc | Austin | Digital Video Productions | www.xilinx.com |
| Xspedius Communications | Austin | Internet Telephony | www.xspedius.com |
| X-Technologies | San Antonio | Engineering and information technology | www.x-technologies.com |
| Yellow Circle | Austin | Internet Content Management | www.yellowcircle.com |
| Z Net Systems | Austin | Networking | www.znetsystems.net |
| Zebra Imaging, Inc. | Austin | 3D Visualization Software | www.zebraimaging.com |
| Zilker Labs | Austin | IC Design | www.zilkerlabs.com |
| Zilliant Corporation | Austin | Distribution & Tracking Technologies | www.zilliant.com |
| Znovation, LLC | Austin | Emerging Hardware/Software Tech Research | www.znovation.com |

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