

Issue 7 - June 1997



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Not An Ordinary Web Site

Xerox Widens the Net with Documents.com An Interview with Larry Masinter, PARC

Location, location, location — that's the common guideline to delivering products and services, but Xerox's Documents.com gives this rule a new dimension. "As a deployment strategy, the Documents.com Web site allows users seamless access to Xerox services, such as document translation, document summarization, OCR, format conversion and print shop services via the Internet," said Larry Masinter (pictured below), Principal Scientist, Xerox Palo Alto Research Center (PARC). "It exemplifies the power of network technology to transform the way we work in the digital age."

Documents.com also holds potential for the development of new products and services, according to Masinter. "The Internet, in particular, provides an intriguing marketing avenue because Xerox technology and components can be used to facilitate entry to and exit from Xerox — we become the electronic middleman."



Motivated by the desire to play a critical role on the Internet and to take advantage of its capability as a delivery channel, the PARC team conceived the idea for Documents.com in December 1995. The objective, according to Masinter, was to provide a new method of delivering Xerox technology and services, as well as a new way of working. "To accomplish our goals, we needed to rethink our deployment strategy — the whole process of generating an idea, nurturing its development and bringing it to market." This strategy will enable Xerox to become a technology partner in the evolution of the digital office, Masinter explained.

No ordinary Web site — Masinter describes how Documents.com can engage customers and open the door for new Xerox services. "A tax account service uses Xerox document services now (copying, faxing) to prepare a tax return. Documents.com shows how Xerox can provide value in the digital office by providing digital document services such as time stamping, reporting, and document retention, all accessed through the Internet."

Documents.com

While Xerox hopes to attract new clients, existing customers will also benefit, related Masinter. Small Office/Home Office businesses will be a prime target as they represent one of the fastest growing groups of Internet users without access to traditional Information Management (IM) department resources.

Larger companies will benefit as their demand for outsourced IM services increases. "With decentralization, more and more companies will be looking to outside sources to provide these services, and Xerox, the Electronic Document Company, intends to be a major supplier," Masinter said.

Masinter indicated that Documents.com's future is bright. Still, he admitted several challenges remain. "We're developing a new way of thinking about the 'user experience' accessing network services, as well as the quality and 100% availability of those services." And there are business challenges as well — like devising an appropriate pricing structure. Specifically, Masinter noted that "...there are no good models or true competitors we can look to for comparison. We have competition, but only in specific service areas. No one that we know of is providing a suite of network-enabled services." Nevertheless, Masinter was confident that they would overcome these remaining challenges before the initial launch at summer's end.

Presently, Documents.com is being incubated and tested within Xerox. Visit the site at: <http://documents.parc.xerox.com>. Larry Masinter can be contacted by e-mail at masinter@parc.xerox.com.



BEYOND THE BOX

Stretch Your Mind....

Net.gain. John Hagel III and Arthur G. Armstrong. Harvard Business School Press, 1997. (<http://www.hbsp.harvard.edu/netgain/>)

The 500-Year Delta. Jim Taylor and Watts Wacker. Harper Business, 1997. (<http://www.harpercollins.com/business/TaylorWacker.p.htm>)

To help you with your Acronym Acrobats — check out the Small Business Resources Web site (<http://www.sbr.com>)

A Clinton task force is expected to announce a "hands-off" policy regarding Internet regulation. A Draft report is available (<http://www.itf.nist.gov>)

Where do you go to get information on the Web? "State of the Internet" contains interesting facts about the net, trends and usage. (<http://www.mids.org>, <http://www.survey.net>) or (<http://www.openmarket.com/intindex>)

Find the Insider online at <http://xww.internal.xerox.com/otn>.

Building Customer Value in a Digital World

USCO Major Accounts Electronic Commerce

So what's the big deal regarding E-Commerce (or 'EC')? Isn't it just a way to provide for on-line ordering and payments? "Not so," says Cathy Shaw, Manager of Major Accounts Electronic Commerce - United States Customer Operations, "...it's a whole new application of Xerox's 'Customer First' philosophy. E-commerce is not only becoming a contract requirement but a value-added opportunity to establish Internet-based electronic trading partnerships with our major accounts, thus creating a win-win scenario to decrease cost and improve productivity."

Often, customers say, "Xerox, you're The Document Company and the expert. You tell me what I need to do."

Establishing a one-on-one major account relationship is critical to the overall success of E-Commerce. Shaw explained that in order to migrate to full-scale E-Commerce on the Internet, Xerox needs to collaborate with its major customers to understand their requirements and vision. "We are currently establishing partnerships with ten multi-million dollar accounts."

She added that each customer has a unique set of requirements for Web-based technologies and/or EDI (Electronic Data Interchange). "Not everyone needs or wants the same thing. These opportunities enable us to develop electronic business-to-business document transfers that are just right for each customer." Customer requirements range from simple joint homepages for contract information to complex restricted access Web sites with electronic catalogs, product configurators, messaging, ordering, invoicing and electronic payment. The development of Internet processes will enable customers to maximize their business operations with Xerox, added Shaw.

With the growth of the Internet, Major Accounts across all market segments have made electronic commerce a priority. Customers want E-Commerce but are not sure how to go about implementing it, Shaw said. Often, customers say: "Xerox, you're The Document Company and the expert. You tell me what I need to do." In the Federal market, a Presidential Memorandum on Streamlining Procurement Through Electronic Commerce, was signed by President Clinton. This memorandum and the National Performance Review set in

motion the requirements for E-Commerce for the \$200 billion annual procurement of goods and services, Shaw said. "In commercial markets, Texaco, Citibank, Cigna, EDS, and General Electric have requested that Xerox collaborate on their E-Commerce initiatives. Some state markets have already made E-Commerce a contract requirement."

Based on industry experts, the efficiencies captured by using the Web will provide Xerox with a tremendous opportunity...

The Major Accounts group is currently ahead of the competition with E-Commerce initiatives. However, this will only stay a competitive advantage if Xerox learns from its initial experiences and deliver first, according to Shaw. "One customer requirement is for a central product database that's easily accessible. Feedback on the Product Selector Guide recently released by the Office of the Net, has confirmed the need to take the next steps."

The advantages of establishing E-Commerce partnerships with Xerox Major Accounts will be measured by strengthened account relationships and in long-term savings, explained Shaw.

"Customers spend \$125-\$200 to generate a hard copy purchase order. Electronic ordering will reduce this cost

to roughly \$25; a savings of at least 80%." Xerox currently spends approximately \$4.75 to generate a paper invoice while an electronic invoice costs \$.25. E-Commerce has the potential to reduce this cost by 95%. Shaw noted that this is only one component. "It may not sound like much until you consider that we generate about 6 million invoices annually to our Major Accounts." Based on industry experts,

You can reach Cathy Shaw by e-mail at Catherine_Shaw@co.xerox, internally by phone at 8*454.3821, or externally at 703.790.3821 or by contacting Stefano Iocco via e-mail at Stefano_Iocco@co.xerox.com, internally by phone at 8*454.3536 or externally at 703.734.3536.

XEROX NETLY NEWS

You can look at the online reporting statistics for www.xerox.com by accessing (<http://zeke.parc.xerox.com/concorde/reports/>).

The Office of the Net Web site is located at (<http://www.internal.xerox.com/otn/>)

Please contact us via e-mail: otn@pa.xerox.com or call the Office of the Net at 8*923.6950 (internal) 415.813.6950 (external).

In April, www.xerox.com registered over 6.3 million hits.

Traffic on the Xerox Web presence is increasing by about 15 - 20 percent per month.

The CTN Insider page visits (on-line) increase approximately 25 percent per month.

Who's Who at Documents.com

Documents.com is being developed by a team of researchers with broad interests and activities.

Larry Masinter – Principal Scientist, ISTL/DST, Xerox PARC. Larry works on development of Internet technology, and is the project lead of Documents.com. He can be reached via e-mail at: masinter@parc.xerox.com.

Eric Bier – Area Manager, Graphics and Interaction Research Area, Xerox PARC. Eric's general interests are in development of novel user interfaces. In the Documents.com project, Eric leads the user interface design team. He can be reached via e-mail at: bier@parc.xerox.com.

Ken Pier – Member Graphics and Interaction Research Area, Xerox PARC. Ken's has worked with Eric Bier for many years on user interface infrastructure and innovation. In the Documents.com project, he's developing the user interface infrastructure. Ken can be reached via e-mail at: pier@parc.xerox.com.

Jim Thornton – Computer Science Laboratory, Xerox PARC. Jim's research interests include system architectures for document distribution, applications of embedded digital data in paper documents, distributed systems, and distributed configuration management. In the Documents.com project, he is responsible for the architecture and implementation of job management within the Documents.com server. He can be reached via e-mail at jthornton@parc.xerox.com.

Les Niles – Member of Research Staff, Document Image Decoding project, Information Systems and Technologies Laboratory, Xerox PARC. Les' research interests are in novel technologies for document recognition. In the Documents.com project, Les has been responsible for the integration of OCR and image services into the system. Les can be reached via e-mail at: niles@parc.xerox.com.

Dan Brotsky – Manager, Document Systems Technology Area, Xerox PARC. Dan's research centers on document management and includes related areas such as digital libraries, automated document layout, and distributed document systems. Dan was responsible for the design of repositories and interfaces in the Documents.com prototype. Dan can be reached via e-mail at: brotsky@parc.xerox.com.

Jim Davis – Document Systems Technology Area, Xerox PARC. Jim's general goal is to build software systems that improve communication among people. Jim was responsible for the implementation of job management and services in the Documents.com prototype. Jim can be reached via e-mail at: jdavis@parc.xerox.com.

Steve Putz – Document Systems Technology Area, Xerox PARC. Steve helped develop the user interface design and implementation of the Documents.com prototype. Steve can be reached via e-mail at: putz@parc.xerox.com.

For more information on Documents.com, including a complete list of current and former team members, please visit the Documents.com informational site at: <http://parcweb.parc.xerox.com/documents.com>.



Benchmark Focus Advertising On the Web:

The Almighty Banner and the Virtual Swimming Pool

Manuel Terranova, Office of the Net

This Benchmark Focus highlights some of the best practices that some companies, including our competitors, employ to market themselves on the Web. The objective, like in any benchmarking exercise, is to identify best practices and implement them as part of our own Xerox Web presence.

Try this. Go to your favorite search engine on the Web, type in the word "Xerox" or "copiers" and watch what appears on your screen. Besides listing your search results, chances are your screen will be decorated with a flashy and enticing Mita banner advertisement. In psychedelic colors and patterns, the banner ad exclaims: "Beautiful blues, Raging reds, Yippee Yellows...Mita color imaging."

Now type in "Hewlett Packard." In seconds, a Canon banner loads, beckoning you to the Canon site to find out



about the fifty dollar rebate offer on Bubble Jet printers.

This and other examples indicate that the trend on the Internet these days is to advertise in the places where people begin looking – the index, or in Internet terms – the search engines. Some have recognized this as a marketing opportunity and have purchased advertising space next to the search term entry boxes. Particular search terms, like "copier" and "Xerox" are

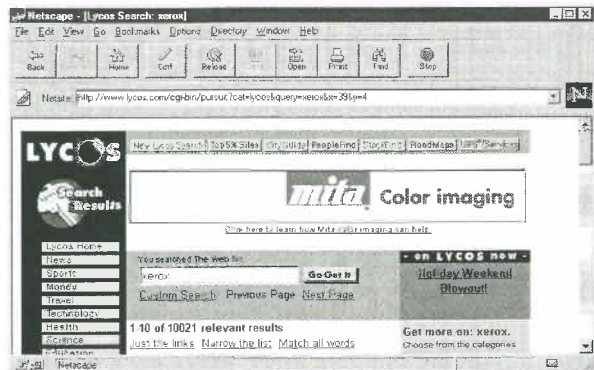
"bought" and trigger the launch of advertising banners designed to lure customers away from their intended destination.

It has taken some time for Fortune 500 companies to realize that building an effective Web site is only part of the Internet marketing challenge. While it may work in Hollywood, the mantra, "if you build it, they will come" does not necessarily hold true in the world of the Web. After all, even brilliant sites

can be remote islands. Companies advertising on the Web need to provide ferries that transport their customers to their on-line headquarters. Banner advertising is becoming a popularly used method to do just that.

According to a recent Nielsen/CommerceNet survey, Web advertising banners may be better at creating brand awareness than print or television advertising. The Internet user population (over 60 million and growing) is a marketer's dream – young, well educated, and earning higher than average incomes. Moreover, techniques like banner advertising can effectively reach a specific target audience at a low cost. In 1996, 301 million dollars were spent on Internet advertising, which is a five-fold increase from the 1995 expenditures.

Building a virtual swimming pool... Who is the most popular kid in the neighborhood? Probably the one with the swimming pool. How does one



involve using a (Polaroid) camera to build self-esteem in children. Polaroid has built brand awareness by reaching out to the on-line parenting community. As a result of the campaign, sixty-eight

...the mantra, "if you build it, they will come" does not necessarily hold true in the world of the Web.

augment the perfect banner advertising campaign? Build a virtual swimming pool for your customer.

Be sure to offer real value to your customer in the form of information or economic incentives (e.g., Canon's fifty dollar rebate offer). Polaroid, Excederin, Visa, Microsoft and Kodak have done so by building virtual areas that appeal to the interests of highly-targeted customers.

Visa's Web strategy, for example, includes banner advertising that directs potential customers to rewarding on-line destinations, including a virtual trip to the NEL Hall of Fame, an ATM locator, and Rankit, a site that allows students to compare their opinions on a variety of issues to those of students in other geographic regions.

Polaroid is nurturing its own on-line customer community using the unconventional marketing strategy of sponsoring and maintaining a Web area on a popular parenting site called Parent Soup. The Web area showcases an activity-based campaign, which

percent of polled Parent Soup users were "likely or somewhat likely" to purchase a Polaroid camera.

As electronic commerce and on-line purchasing take hold, it will be more important to advertise and market The Document Company on-line. Some groups within Xerox, including those responsible for the DocumentCentre line and PaxisPro 97 software, are leading the marketing foray into this new electronic environment. We must continue to take advantage of the Internet by seizing opportunities to build brand awareness and customer loyalty. The marketing answer, for now, will involve effective on-line banner advertising, and more importantly, building virtual on-line swimming pools for our customers.

In a continuing effort to seek out and implement best practices, the Office of the Net (OTN) benchmarks Xerox's Web presence with a number of Fortune 500 companies. The current list of companies which are tracked includes notables such as: Kodak, Microsoft, IBM, Intel, Lotus, Cisco, Canon, Digital Equipment Corporation and EDS.

NEWS FROM THE NET

New poll indicates that the Internet/Web will soon resemble the mass population having doubled in the number of users since last year. In brief, of the 45 million plus users, the demographics reported include:

- 45% are over the age of forty
- 41% female, 59% male
- 73% college educated
- 83% see the advertisements.

(Source: BusinessWeek/Harris poll, May 5, 1997)

Campbell's Soup to increase Web budget by \$1 million -- a four-fold increase in Internet spending. (Source: AdWeek, April 1997)

Amazon Books (<http://www.amazon.com>) no longer alone in the jungle as Barnes & Noble (<http://www.barnesandnoble.com/>) hits the Web. (Source: Advertising Age, April 1997 (<http://adage.com/>))

The First Annual Internet Awards

1997 Call for Entries

Xerox is paving its cyberspace path with extraordinary contributions made by members of the Community of the Net (CTN). The X^X Internet Awards celebrate and honor these models of excellence which demonstrate Xerox's Internet potential and underscore the essence of the company as a solid, yet entrepreneurial enterprise.

Call for Entries: As leaders spearheading Xerox's presence, the Office of the Net (OTN) encourages all CTN members

"The Internet presents Xerox with the biggest business opportunity of this generation...the potential is truly extraordinary."

-Paul Allaire, CEO

(and non-members) to submit their nominations for superior Internet achievements in the following categories:

Electronic Commerce: innovations in building Xerox's on-line transactions and customer relations strategies.

Marketability: achievements in the adaptation of Xerox Internet technology for use by external customers.

Individual/Group Achievement: best overall contribution to Xerox's Web presence by an individual or group within Xerox.

Style/Image Appeal: most engaging and artistic portrayal of the Xerox image through the Internet.

"The X^X Internet Awards represent the opportunity for all of Xerox to demon-

strate and celebrate 1997 as the year we prove ourselves on the Internet," said Mark Resch, General Manager, Advanced Technology Business Services.

Don't miss this chance - nominate yourself, co-workers or teams whose contributions inspire others to move in similar directions and illustrate why Xerox is The Digital Document Company.

Look for the entry form on the OTN/CTN Web page at <http://xwww.internal.xerox.com/otn/xawards>

All entries must be received by July 31, 1997 with winners selected in the early Fall. Watch the CTN Insider for updates on the time and location for announcement of winners.

Submit Your Application Today

Please select the appropriate category

- Marketability: achievements in the adaptation of Xerox Internet technology for use by external customers.
- Individual/Group Achievement: best overall contribution to Xerox's Web presence by an individual or group within Xerox.
- Style/Image Appeal: most engaging and artistic portrayal of the Xerox image through the Internet.
- Electronic Commerce: innovations in building Xerox's on-line transactions and customer relations strategies.

YOUR NAME (first and last, please)

XEROX DIVISION

E-MAIL ADDRESS (e.g. Jane_Doe@ab.xerox.com)

YOUR INTERNAL PHONE NUMBER

PLEASE ENTER THE PERSON, GROUP OR PROJECT YOU WOULD LIKE TO NOMINATE

PLEASE ENTER THE SUPERVISOR OF THE PERSON, GROUP OR PROJECT YOU ARE NOMINATING

Please attach a 300-400 word description of the project/application/individual being nominated, category it is being nominated for and why the effort/individual should be considered for the award. Where possible, tangible benefits and/or results should be included that help demonstrate and support rationale for award. Fax your nomination to the OTN internally at 8*923.6960 or externally at 415.813.6960.

Upcoming Internet Events

June 26, 1997
The Law of the Internet
Embassy Suites City Center
Philadelphia, PA
ph: 201.666.4433
e-mail: seminars@erols.com

July 9-11
COMDEX/Canada '97 (including
WINDOWS WORLD and CONNECTED
COMPUTING '97
Metro Toronto Convention Center
Toronto, ON Canada
<http://www.comdex.com>

July 21 - 25, 1997
Internet World Summer 1997
McCormick Place,
Chicago, IL. Call 1.800.500.1959
or go to <http://www.iworld.com>

August 3 -8, 1997 SIGGRAPH,
Los Angeles Convention Center
Los Angeles, CA. Call 1.312.321.6830
or <http://www.siggraph.org>

The CTN Insider is published by the Office of the Net (OTN), (Manuel Terranova, editor) in collaboration with Corporate Communications and the Office of the Intranet (OTI). It appears monthly in electronic form and occasionally in a companion print version. It is available on the OTN Web site located at <http://www.internal.xerox.com/otn>. To reach us, e-mail to: Agtn@pa.xerox.com or call the Office of the Net Help Desk at 8*923.6950 (internal) 415.813.6950 (external).

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Find the Insider online at
<http://www.internal.xerox.com/otn>.

Your Thoughts... Our Mission

CTN members are primary customers of the Office of the Net (OTN). Membership reflects a global Xerox presence with representation generally consisting of individuals responsible for managing and serving a particular Xerox Web area on www.xerox.com. Your membership is encouraged. Be an Insider! The Community of the Net Insider asks you to express yourself. Please enter your COMMENTS in the space below.

Clip and fax your thoughts to:
415-813-6960 externally or
8*923-6960 internally.

- I would like to be added to the Community of the Net Distribution List.
- I would like to find out more about Community of the Net membership.
- I would like to order additional printed copies of the CTN Insider. Please deliver ___ copies to the given address.

NAME

E-MAIL ADDRESS (e.g. Jane_Doe@ab.xerox.com)

PHONE NUMBER

ADDRESS

CITY, STATE, or PROVINCE, and ZIP or POSTAL CODE

COUNTRY

Take a Trip – And Discover the Wonders of the Intranet

An Interview with Tamara Burris and Mike Trapani, XBS

New technology can sometimes seem more intimidating than useful. The Great Intranet Learning Adventure, an innovative training program created by Xerox Business Services (XBS), empowers employees by unlocking the resources of the intranet through an interactive series of self-paced modules.

Recently, Tamara Burris and Mike Trapani (XBS Information Management Systems) talked with *CTN Insider* about one of Xerox's latest Web-related creations. According to Burris, the Great Intranet Learning Adventure was inspired by the need to increase intranet usage. For XBS people, the intranet offers a great place to learn more about XBS customers, competitors, products, and services. Burris noted, "XBS has made an investment in developing Web content, but people either didn't know how to access the intranet or were uncomfortable when they did."



"In just one month, 134 users have registered and completed 608 modules."

—Tamara Burris

The Great Intranet Learning Adventure is suited to all learning styles. Using colorful brochures and a detailed poster map for reference, employees embark on a scavenger hunt for clues and hidden treasures posted on the Xerox intranet. Beginning with basic browser skills, users learn how to configure bookmarks, identify a default home page and use the toolbar.

The next series of modules promote improved communications by building awareness of the resources within XBS. Users journey to a variety of internal Web sites, such as the XBS Home

Xerox employees can access The Great Learning Adventure from the internal XBS Home Page located at: <http://ids.xbs.xerox.com/xbs/>. For more information please contact Tamara



Page, where they discover the XBS personnel directory. Another destination includes the XBS "Marketing & Sales Support" pages, which contain brochures, PowerPoint sales presentations and article reprints. "This step by step, guided process enables employees to become comfortable navigating the Web while they learn more about XBS," noted Burris.

By making the environment easy, fun and non-threatening, people are encouraged to learn and participate. "The Adventure demonstrates that the intranet is a great communications tool and makes people feel they have a vehicle for getting and submitting information," added Trapani. XBS hopes to leverage the result – increased sharing of information and use of the intranet to make a difference in the bottom line.

The future of The Great Intranet Learning Adventure looks rosy. "In just one month, 134 users have registered and completed 608 modules," Burris said. Work is already underway to incorporate Adventure into employee orientations. Efforts are also underway to create new Adventures that will build on the knowledge people have gained.

"We want to transform subscribing users into publishers who will add to XBS' content," Trapani added. Eventually XBS would like to market Adventure to external Xerox customers who face similar challenges in Web related technology training.

Burris. Tamara can be reached by telephone at 716.264.5531 (externally) or 8*224.5531 (internally) or via MS Mail at tamara.burris@mc.xerox.

"It is to our advantage that we all become comfortable using the intranet as it is developing into an outstanding means of enhancing communications."

—Tom Dolan



EMPOWERING XEROX
ON THE INTERNET