



# Sharing Knowledge

## Through Documents

SPECIAL EVENT EDITION

### Xerox and IBM Strengthen Document Management in the Networked Enterprise

#### *Xerox Document Centre family to Link with IBM's Lotus Domino Software*

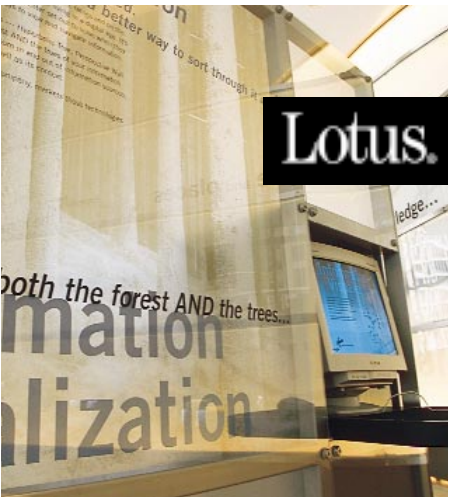
In his remarks at the opening of the Xerox Knowledge Sharing Centre at 245 Park Ave., Xerox President and Chief Operating Officer, G. Richard Thoman announced a major new initiative between Xerox and IBM that will strengthen document management in the enterprise.



The announcement builds on a rich history of collaboration between the two companies. It expands the value customers have come to expect from two of the industry's flagship solutions, the Xerox Document Centre family and Lotus Domino webserver software, which is developed by IBM subsidiary Lotus Development Corp.

"When I came to Xerox 15 months ago from IBM, it didn't take long to see how the complementary strengths of our two companies could be applied to address the problem of sharing knowledge in the mainstream office," said Thoman. "I am delighted to announce that Xerox, IBM and Lotus are teaming to help customers more effectively manage information in the networked world."

"As we began to network our Document Centre products, we saw coming to life the promise of the intelligent digital office product," he continued. "It's grown into a document portal - easily moving between, and serving, both the paper and digital worlds."



Under the new relationship, the companies will enable Document Centre devices to link with the Lotus Domino infrastructure and the Lotus Domino.Doc document management and workflow product. This will provide customers with an integrated solution that bridges the paper and electronic worlds, enabling office users - whether on-site or remote - to quickly and easily access any documents they need from anywhere, at any time.

The solution, which will be available initially to customers in North America and Europe, will include support of the Salutation Consortium's Salutation Architecture. The Salutation Architecture - industry standard middleware for enabling computers and office devices to communicate - is supported by both IBM and Xerox. The companies are also planning collaborative marketing programs based on the new solution.

## The Knowledge Age Has Arrived



Since the beginning of September, New York was wondering what was happening at 245 Park Ave. China silks with a large red X were hung in all the windows, but no one could see inside.

On the 10th of September, the China silks dropped. The doors opened. New York dignitaries along with the chief executive officer of Xerox Corporation addressed those who arrived for the event. And when they all went inside, they found most of the first floor had been transformed into a working, interactive exhibit on knowledge sharing.

Xerox Chairman and CEO Paul A. Allaire christened the high-tech showcase the Xerox Knowledge Sharing Centre, and traced its roots back to the invention of xerography by Chester Carlson, nearly 60 years ago.



"Over the past 30 years of my career, I've been a part of Chester Carlson's legacy, and I've had the opportunity to be a steward of one of the world's most inventive companies, with one of the world's most powerful brand names," said Allaire.

"Today Xerox is committing to a strategy that transforms its core business, completes the transition to digital, and leads our industry in a new direction - rediscovering and reinventing the way people share what they know," he continued.

Allaire promised attendees that throughout the day Xerox would outline its vision of sharing knowledge through documents in a digital and connected age that will characterize the 21st Century.



Inside the building, guides ushered guests into a series of talks and dramatizations that illustrated and elaborated on a full range of knowledge-sharing solutions for various kinds of enterprises. It was a two-day event entirely devoted to a new way of working, where the sharing of knowledge becomes the key to economic growth.

#### *Showcasing a new strategy.*

For this event, Xerox invited analysts, customers, CEOs, reporters, and consultants into what was essentially a showcase for how to create new and faster traffic patterns for the flow of knowledge throughout an enterprise. Xerox conducted demonstrations, put on performances, and gave speeches - organizing a highly structured and purposeful event to help people visualize new business solutions. The products Xerox demonstrated were impressive - everything from new Document Centre multifunction devices to software for managing the portal between paper and digital documentation. For people who wanted to work on immediate solutions to immediate problems, the show was a feast.

Yet no single, new product alone was as remarkable as the company's total vision of a new way of doing work.

#### *Xerox believes knowledge sharing drives business.*

If you stand back and take in the whole picture of what these new products represent, you can anticipate a new horizon in knowledge-sharing systems from Xerox. These systems integrate seamlessly into a standard suite of information technology - a company's existing mainframe systems and client-server networks and desktop PCs and intranet firewalls and World Wide Web sites. That horizon is visible in the knowledge-sharing solutions Xerox has put in place for many of its customers: which, essentially, enables them to gain far greater value from knowledge at a lower and lower cost.

The company's recent results prove it's exactly the right thing to do: to anticipate and help drive the shift toward a new way of putting documents to work. It's a comprehensive change, a crucial turning point - for both Xerox and its customers.

With the same products that enable Xerox to help customers take care of business now - doing copying and printing in their traditional workflow patterns - the company is laying the groundwork to help these customers take advantage of new opportunities in the not-so-distant future. For Xerox, and for its customers, the future is an opportunity to enter a new world of knowledge-sharing which Xerox, and others, are now in the process of re-inventing.

### Xerox Showcases More Than 20 New Products at Park Avenue Event



While the big message focused on new ways for organizations to share knowledge, including a new strategic alliance with Lotus, Xerox supported that message with a wide array of new products.

Together with new software solutions that facilitate the sharing, distribution and production of documents in all forms - digital, paper, black and white, and color - plus Xerox professional services, consulting and outsourcing, the company is poised with an impressive portfolio of knowledge-sharing offerings that span the enterprise.

From networked color inkjet and black-and-white laser printers to new Document Centre systems, Xerox signaled their intent to intensify the battle with Hewlett-Packard in the office. (see p. 6)

New DocuPrint color laser printers and DocuColor copier-printers fill strategic gaps in the Xerox color solutions spectrum - offering customers the widest array of choices in price point, capabilities, and distribution. (see p. 4)

In the production environment, Xerox unveiled two new solutions, the DocuPrint 65 and DocuTech 65, designed to bring the power of digital printing - the ability to personalize and customize printed materials and print them on demand - to customers with lower-volume requirements, and/or space and budget constraints. (see p. 8)

Of course, the goal isn't necessarily to have the biggest product portfolio. According to Mr. Thoman, "More and more organizations are looking for a vendor that functions as a strategic partner. One that can assess, advise and then implement cohesive, integrated solutions across the enterprise. When it comes to sharing knowledge in the form of documents, no one can provide more expertise, technology, service and support than Xerox."



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THE DOCUMENT COMPANY  
XEROX





# Knowledge Sharing: Business Imperative for a New Century



Most businesses have spent the 1990s getting themselves in shape for a new style of competition – one that’s played across a global field, where the players, the opponents, the equipment, the information, even the rules, move and change at breathtaking speed.

These companies have adopted quality. They’ve re-engineered. They’ve downsized. They’ve increased their time to market and lowered their costs of producing, distributing and selling their products and services. They’ve become lean and mean.

Success in the 21st century will be built upon these achievements, but the companies that stand out will do so on the strength of something else: knowledge.

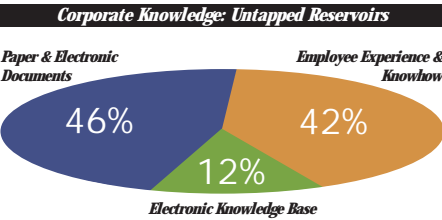
## The Strategic Importance of Knowledge

At Xerox, we’ve been observing and investing in knowledge, especially knowledge *sharing*, seeing beyond its current hype as a fashionable management trend and into its major strategic importance. In fact, we see knowledge sharing as a business imperative for the new century.

We’ve made long-term investments in knowledge-sharing tools, technologies, processes and services based on decades of experience as a company in the information sharing and distribution business – one that has always stressed the marriage of innovative technology to an understanding of work practices and work cultures.

Why? Because creating systematic ways to share existing knowledge will make the biggest initial contribution to knowledge-worker productivity, competitiveness and growth. Much of companies’ existing knowl-

edge is ripe for sharing and a good portion of the technological infrastructure is in place for people to share it – if they have the proper environment and tools to do so.



*A study conducted by Delphi Consulting Group indicated that only 12 percent of the organizational knowledge in any one company is in some sort of knowledge base where it can be accessed by others who need it. And 42% is experience and knowhow trapped inside the minds of the employees. Yet another 46 percent lies in paper and electronic documents, which can and should be made available for sharing*

## Documents: the DNA of Knowledge

Documents are the most pervasive vehicle that people use to share knowledge with each other. The strategic importance of documents is so high, that we have staked our company’s strategy on them.

The knowledge that’s embedded in documents represents what a company knows but, to date, has had difficulty sharing, growing or putting into action. Capturing this knowledge and making it widely accessible is the low-hanging fruit in the knowledge-management process.

Using today’s technology and networks, we can make this knowledge shareable, but doing it properly requires a unique approach that couples technology with a cultural or sociological awareness – and puts the ultimate importance on the value and contribution of people. Thus, managing for knowledge requires a different

approach than that used for managing information; it needs a strong human dimension.

We’ve recognized that the gulfs and barriers between paper and digital documents represent serious inhibitors to knowledge sharing. So, too, does a natural human resistance to sharing valuable knowledge in traditional business environments – where knowledge is power and hoarding is common practice.

For these reasons, we’ve invested in products that bridge the paper and digital worlds of documents; in software that makes it easy for people to view, find and share knowledge in digital form; and in services that help clients address both the technological and cultural aspects of knowledge sharing.

We’ve tested our ideas and new products on ourselves, and have been steadily engaging the market with them.

## Knowledge Sharing at Xerox

Within Xerox, we’ve established two very successful knowledge-sharing environments. One involves DocuShare, which evolved from a grass-roots collaborative work space into a software product that we now offer customers. DocuShare uses the intranet to store and share electronic files; more than 25,000 Xerox people currently use it and it’s the heart of knowledge-sharing environments for many Xerox customers.

Another successful knowledge-sharing system at Xerox, called Eureka, was developed in partnership with our technologists and anthropologists at the Xerox Palo Alto Research Center (PARC) in California. It leverages social systems and community computing to give Xerox service technicians the ability – along with an incentive and a process – to share machine-repair tips with each other. In France, where we began the project, technicians now use Eureka to access 5,000 tips a month. Eureka has contributed to a five-percent drop in parts usage and labor costs in Xerox France since the system was installed in 1995.

Meanwhile, Xerox has added new knowledge-sharing initiatives to our R&D agenda. Knowledge is one of five main research themes at PARC, for example, crossing several technological, scientific and sociological disciplines under the name Knowledge Ecologies.

Knowledge sharing is the focus of the Xerox European Research Centre in Grenoble, France. There, researchers are developing tools that help organizations exploit and mine existing knowledge bases, map communities of experts, and share knowledge and best practices. Pilot versions of Grenoble-developed software to support “push” and “pull” methods of sharing knowledge are in some customer sites in Europe; they’ll reach the general market soon.

Some technologies developed at PARC, Grenoble and in other Xerox laboratories are available today from the Xerox New Enterprise Companies.

## Xerox and Knowledge: A Long-Term Commitment

To stay in touch with the knowledge-management movement as it evolves, Xerox has assembled a panel of more than 100 knowledge managers in large organizations in eight countries. We survey them several times a year to understand their needs, to

track their successes and failures, and to help them be more effective in their work.

And to remain at the forefront of academic thinking on the subject, Xerox and Fuji Xerox recently created a first-of-its-kind professorship in knowledge at the University of California in Berkeley.

Our commitment to knowledge is a deep one and covers many fronts. But what’s common to all of our efforts is that they are designed to help our customers, as well as ourselves, use technology and workplace understanding to generate and share knowledge, and compete more effectively in the century to come.

# DocuShare and Document Centre Bring Paper and Digital Worlds Together

Anyone who has tried to work on a distributed team with remote contributors knows how difficult it is to share information and build knowledge. The team often works with numerous documents in both paper and electronic formats and relies on a variety of technologies such as email, physical mail, faxes and file drawers to distribute them among the group. Invariably, someone doesn’t get the message: they didn’t get the email, they have the wrong version, they can’t read the fax, they don’t have access to the file drawer. The Document Company, Xerox now offers a way to easily share knowledge, from both digital and paper sources, across an entire organization with a product called DocuShare.

DocuShare is a web-based software tool for sharing knowledge. It is unique in that it is specifically designed for the web rather than adapted to it, and in that most of its capabilities do not need to be centrally administered. Its web-based design allows people to easily use their existing web browsers to store, organize, protect, access and manage their documents with no client software distribution and minimal training. Its ability to be community maintained gives teams tremendous flexibility and agility in how they organize and control access to knowledge collections. Not only can all team members share documents, they can also add new members to the team by simply adding them to a group list and sending them a URL. All this can be done immediately; without waiting for a system administrator, without shipping and installing client software, and without lengthy learning curves.

The newest version, DocuShare 1.5SE, now links with the scanning capabilities of the Document Centre multifunction machines to let groups share paper as well as electronic documents. Now all the documents a team needs to use can be shared across the web, in the same folder, with the appropriate access permissions, and with version control. Perhaps now, everyone really will be on the same page.





# The Best of Both Worlds: Xerox New Enterprises (XNE)



Exciting things happen when visionary solutions combine with technological and financial resources.

That's essentially the driving force behind Xerox New Enterprises (XNE), a group of start-up technology firms who operate independently of Xerox Corporation, even though Xerox owns a controlling share of stock in each of the companies.

These independent companies have privileged access to Xerox Corporate research, engineering, professional services and support, brand equity, and global marketing as well as ready access to much-needed capital, through Xerox' purchase of stock — resources unavailable to most software start-ups.



## Tapping into the Knowledge Base: Inxight Software

Software from Inxight provides millions of Internet users improved access to knowl-

edge on the World Wide Web. Inxight's LinguistX™ Platform relies on a class of information it calls "meta data" to enable the software to find, summarize and deliver precise types of information in global searches of large databases, such as the World Wide Web.

In essence, software that identifies and displays "meta data" can offer a thumbnail profile, a mini-picture of any document located by a search engine, speeding up the process of getting and using the most pertinent information in a data search.

Inxight licenses the use of its software components to application developers and Internet services providers such as: Infoseek, Microsoft, VTI, Excite, Inktomi and Verity. Yet the software is also being used within corporations that want to get the most from their existing digital knowledge base through data mining. Online news providers also use the software to display, for customers, instant summaries of selected news reports.

Compaq's Alta Vista Discovery, an Internet and desktop search product, uses Inxight software to deliver web-page documents, as well as documents on a

computer desktop, with summaries attached to each document.

Because it can find and assess the relevance of information in an organization's digital document library, it's easy to see how Inxight Software plays an integral role supporting Xerox' move into knowledge sharing.



## Integrating Business Processes, Sharing Knowledge: InConcert

Before deregulation, telecommunications companies concentrated their efforts on the technical side of their product offerings, making certain that the network that provides the "dial tone" to customers was capable of handling any and all requests for service. However, in the new, deregulated and highly competitive marketplace, the greatest concern is now customer acquisition and retention. Unfortunately, the IT systems of this highly complex and technical industry were not aligned with these new corporate objectives. Instead of having the ability to share information across departmental boundaries, each department acted as an "island of information."

Teoss™, from InConcert, Inc™, an XNE company, integrates these islands of information by linking and streamlining the business processes that cross departmental boundaries. The ability to have an integrated IT infrastructure helps telecommunications companies communicate throughout the entire organization, run their business more competitively, bring products to market faster and increase customer satisfaction.

Ignited by the company's transition in 1996 from a division of the Xerox Corporation to an independent, Xerox New Enterprise company, InConcert has dedicated itself to solving the complex, high-value, mission-critical processes that support the knowledge worker. "Our customers are growth-oriented, Fortune 500 companies that demand excellence in the processes that are critical to meeting their business goals and objectives. We provide them with a means to achieve their goals with a solution that is robust, adaptable, and scalable," said Jeremy Davis, President and CEO, InConcert, Inc.

## Keys to the Vault: Chrystal Software



Chrystal Software, formerly XSoft, specializes in content management, enabling organizations to leverage the content within high-value documents for real business benefits. The company offers two primary products: *Astoria*, a flexible, extensible, industrial-strength component system for mixed-format environments, including XML, SGML, and other graphic and text files; and *Canterbury*, the ideal solution for managing Adobe® FrameMaker® documents.

Astoria is content management client/server software for companies that

produce technical documentation and other types of business-critical publications. Unlike conventional document management systems, Astoria can deconstruct document files into their component parts (paragraphs, footnotes, captions, part numbers, etc.) and manage these independently. Documents that have a predictable structure, such as user documentation, training materials, and technical specifications, easily can be turned into a library of reusable pieces. For high-value, long-lived documents with a potential for reuse, Astoria can add significant value.

Canterbury is an out-of-the-box product that manages Adobe FrameMaker documents at the component level. FrameMaker users need only to import existing documents into the repository to immediately transform their work group to a collaborative authoring enterprise. This new, advanced technology extends FrameMaker's functionality, allowing publishing organizations to better store and manage the components of information that comprise FrameMaker documents.

# DocuShare Changes the Way Businesses Work

The flexibility and affordability of the DocuShare web-based knowledge-sharing product enables a wide range of businesses to utilize its capabilities in a number of creative and innovative ways.

Xerox was its first user. DocuShare was initially developed at the Xerox Wilson Center for Research as an internal solution for the need to share critical and time-sensitive information. It has been quickly adopted by other workgroups including marketing, sales, research and development. Today there are over 25,000 enthusiastic internal Xerox users.

The Wayne-Finger Lakes BOCES, an education cooperative in upstate New York, is deploying DocuShare throughout the organization for a variety of uses. "DocuShare represents a breakthrough technology for us and the 47 school districts and 80,000 students we serve throughout our educational technology division," says John McCabe, Assistant Superintendent for Curriculum and Technology. "The beauty of DocuShare is in its simplicity and the amount of control and creativity it puts in the hands of the user. This combination is making technology users of staff members who before have not been able to find purpose in other more glitzy, but unwieldy technologies."

Canada Communication Group, Inc., an integrated communications company from Hull, Quebec is using DocuShare to share knowledge between their 70 locations and numerous home offices throughout Canada. "Having bulletins across the country weekly, sharing on a daily basis and being on-line five minutes after you have authored a document," says Michael Monette, Vice President of Strategic Planning and Development, "has a major impact on the company."

Government agencies, universities and others have also found unique and valuable uses for this technology which allows all forms of documents to be shared quickly, and easily over the web.