



The Personalization of Portals and E-Commerce

*Dr. Eric J. Golin
CTO, BroadVision*

The Net is changing everything.
E-business will be
everywhere.



From Dot.bam To Dot.com

Dot.bam: Bricks and Mortar

WAL★MART®

Symbol	Age	Revenue	Market Cap	EPS
WMT	49	\$167B	\$210B	\$1.25

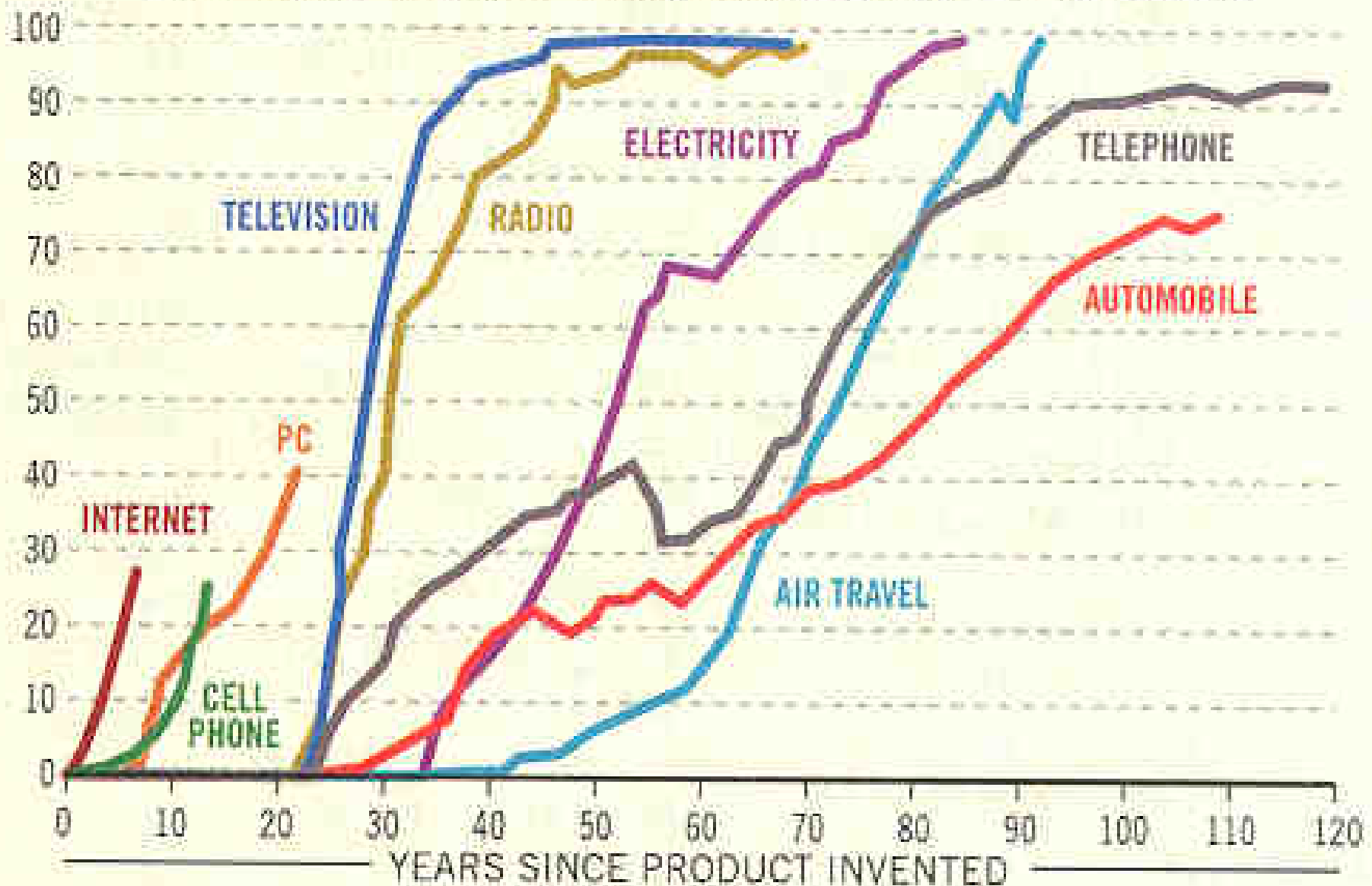
Dot.com: E-Corporation

BOOKS, MUSIC & MORE amazon.com

Symbol	Age	Revenue	Market Cap	EPS
AMZN	4	\$1.64B	\$22B	(\$2.20)

5X
100X

THE AMAZING TECHNOLOGY CASCADE

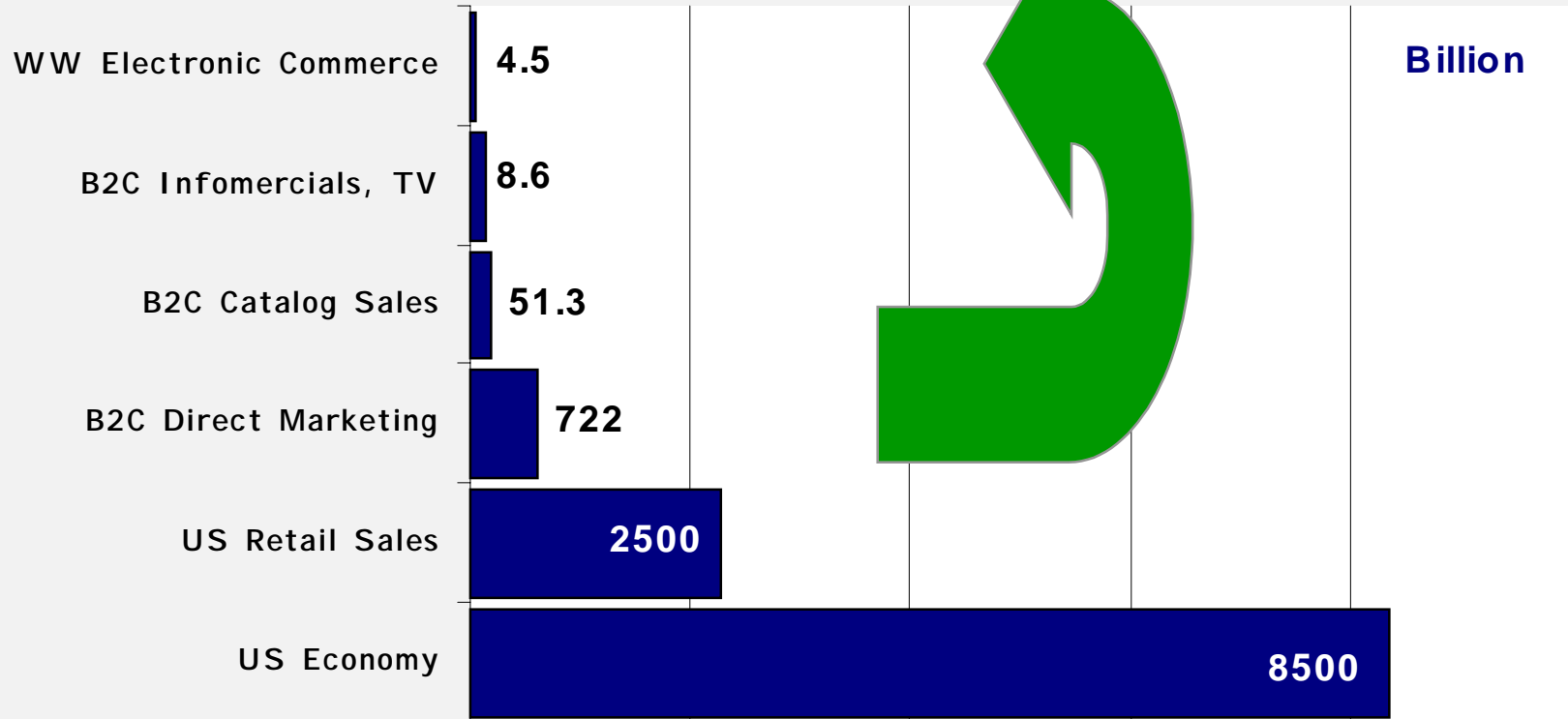


▲ PERCENT OF HOUSEHOLDS WITH:

DATA: W. MICHAEL COX, FEDERAL RESERVE BANK OF DALLAS

Changing Shopping Methods

1998 B2C eCommerce VS Traditional Selling Revenues



Myth

eBusiness
is all about
eyeballs

I don't Yahoo - Do You?

Dichotomy of Web Portals

Chapter 1 Web Content Portals



Gateway to cyberspace
Entertainment
Content

HITS are good
Anonymous
Eyeballs
Impressions
CPM
Popularity contest
Lookers
Kill time

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Chapter 2 E-Business Portals



New business channel
Extended enterprise automation
Marketing, selling, servicing

HITS: *Highly Irrelevant Traffic*
Registered user
Engagement
Relationships
Transactions
Business bottom line
Bookers
Save time

Competing in the E-Era

◆ Know your customers

- Establish personalized e-relationships: *make them sticky*

◆ Know yourself

- Empower personalized self service
- *EB₃C enterprise ecosystem* — supply/demand/feedback

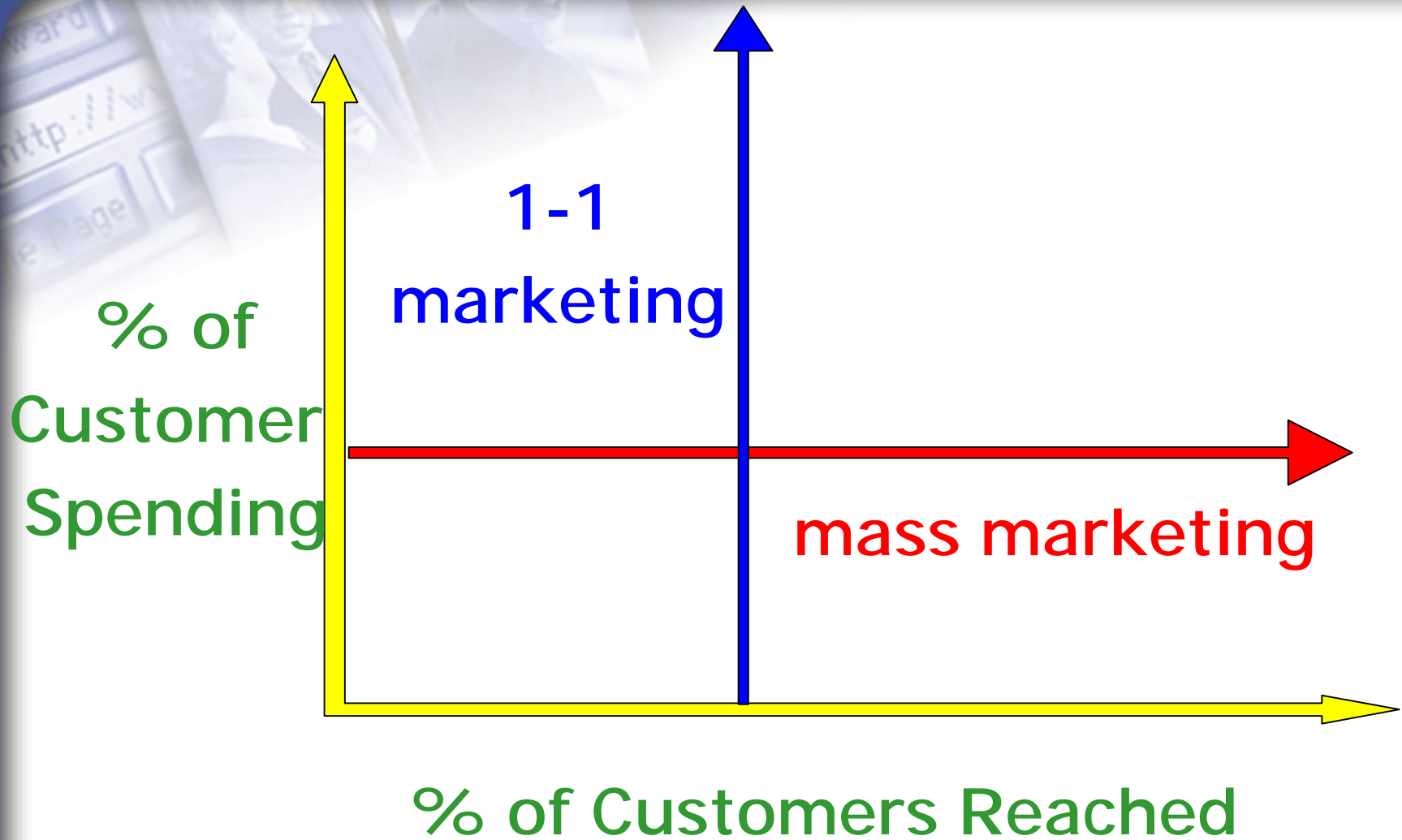
◆ Know your market/competition

- E-speed: first mover
- Not afraid of experimenting
- Have realistic expectations
- Financial engineering e-NewCo: WRONG approach
- Structural change effects



**eBusiness
will be based on
*relationships***

Customer Share vs. Market Share



eBusiness Relationships The Enterprise Ecosystem — EB₃C

1. Workplace: B2E

3. Demand Chain: B2B

Business eCommerce

Enterprise Relationship Management™

4. Supply Chain: B2B

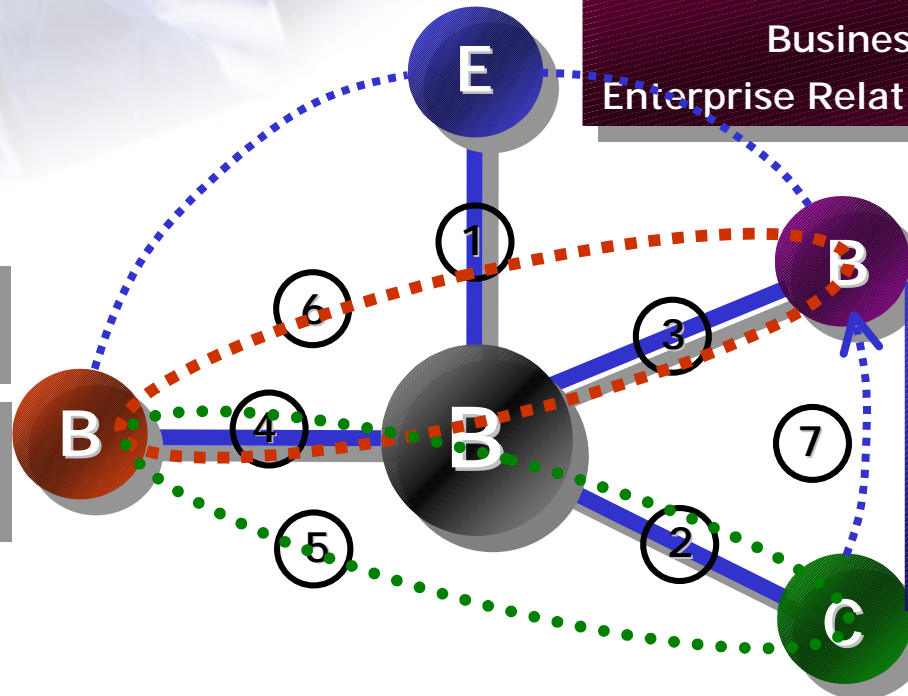
Procurement

5. Total Value Chain: B2B2C

E-Mall™

6. Total Value Chain: B2B2B

Marketplaces/Exchanges



7. High Yield ROI

Increased revenues

Cost reductions

Born-again loyalists

Retention

TCO

2. Demand Chain: B2C

1-1 Marketing

Retail Ecommerce

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E-Relationship Benefits

End User

Control

- Personalization

Convenience

- Multi touchpoints

Cost savings

- Time efficiency

e-Enterprise

Architectural rigor

- End-to-end scalability
- High performance
- Openess, ease of integration

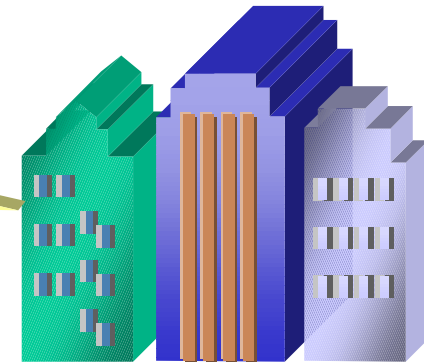
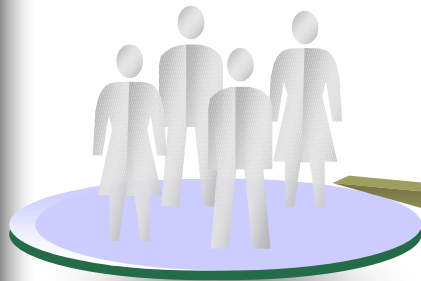
Cost of ownership

- Time to market
- Finite templates vs. infinite pages
- Dynamic control

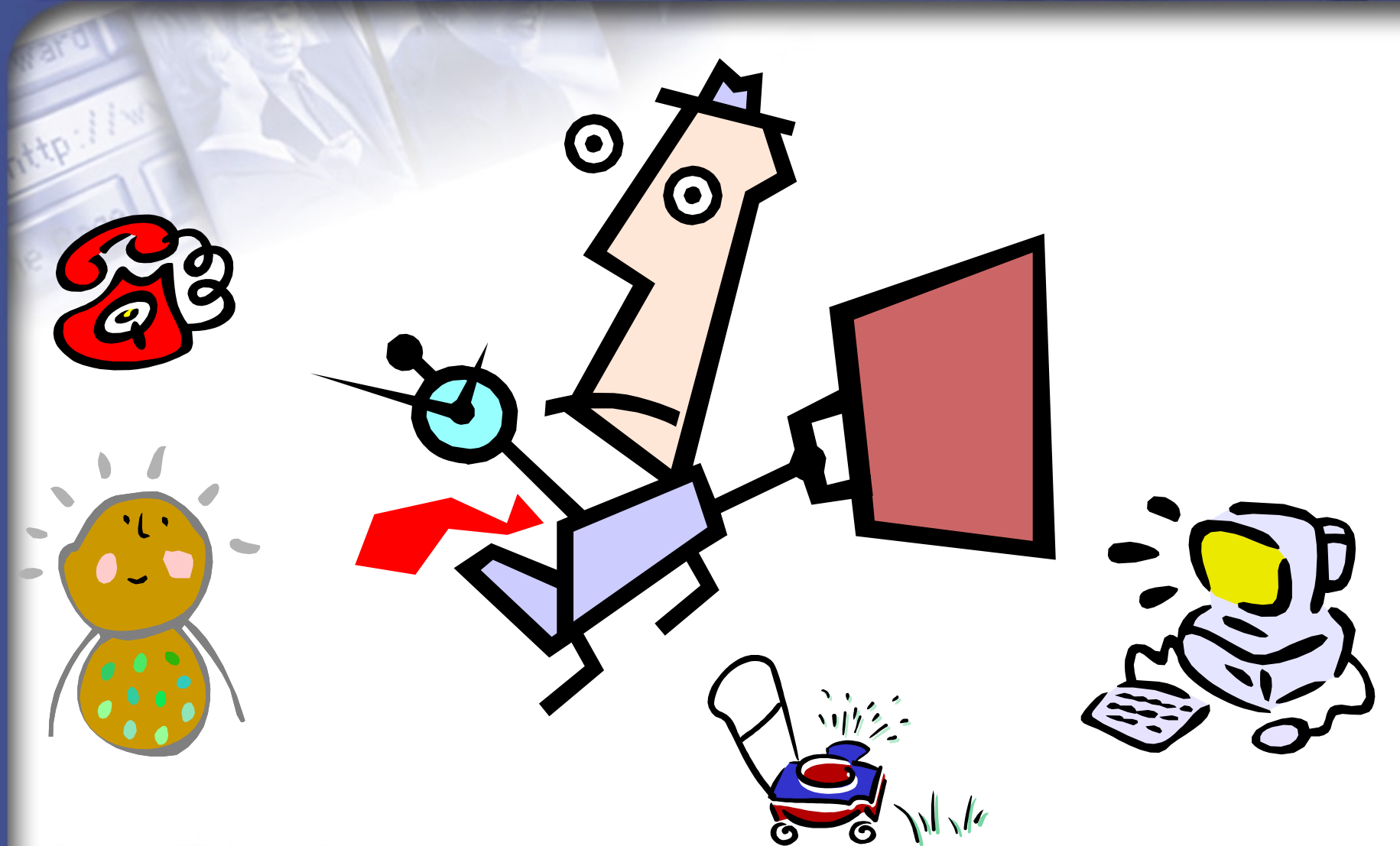
Profitability

- Lower cost
- Higher revenue
- Accrued loyalty

BroadVision One-To-One



The User's Dilemma

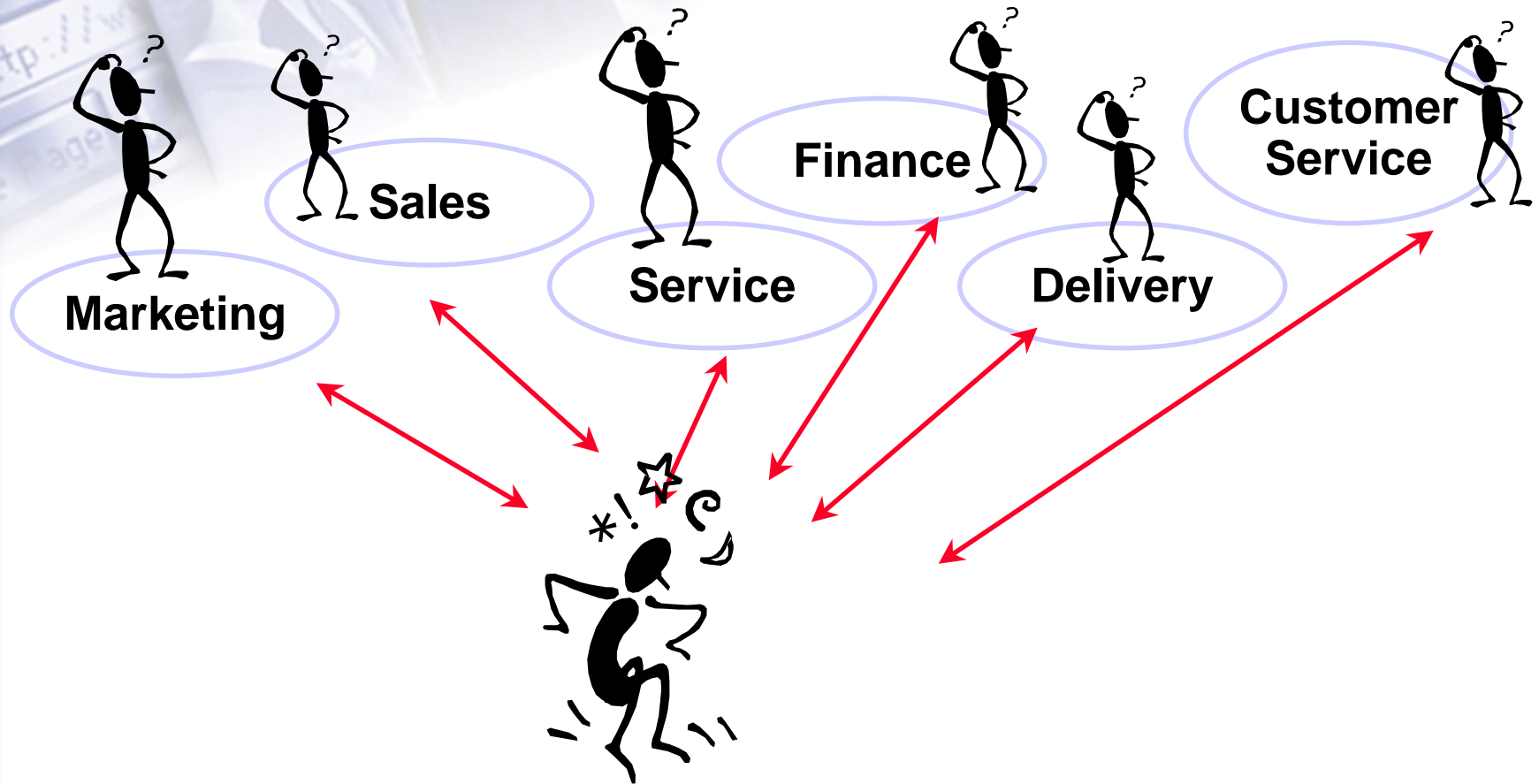


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Source: Patricia Seybold Group, Customers.com

HP World, September 11, 2000

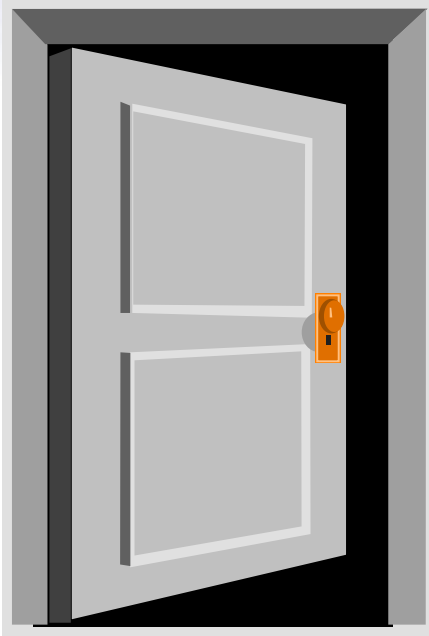
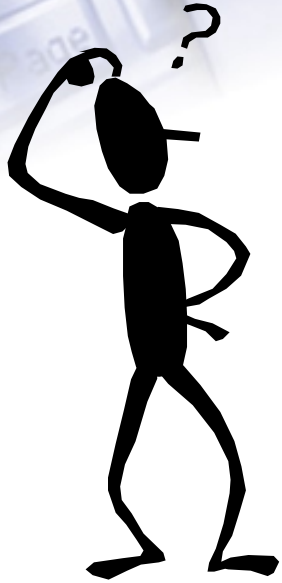
The Unfortunate Reality



Source: Patricia Seybold Group, *Customers.com*

Don't you know who I am?

Company-Centric Web Site



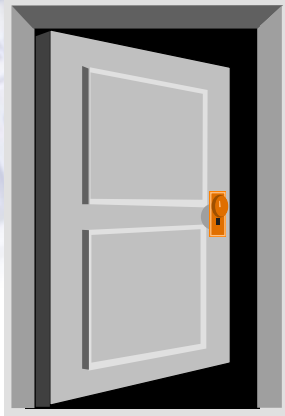
“Welcome to our company”

Help yourself to our:

- 100,000 product catalog
- Organizational overview
- All published news about us
- Ads for the products we are currently promoting

Also, *please register* so that we can forward your demographic information to our advertisers.

Customer-Centric Web Site

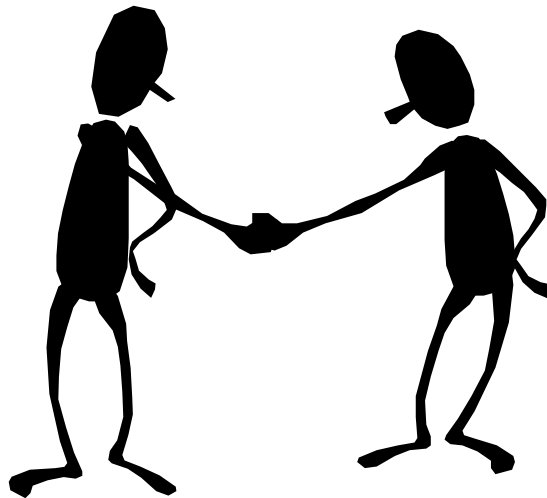


“Welcome to our company
How can I help you?”

Since I know that you are x type
of user, let me recommend:

- products & info relevant to you
- offers considering what you
have purchased from me in past
- company news and services
relevant to you

“it’s all here at your fingertips”



Personal, One-to-One Sites

- ◆ Designed for user needs
- ◆ Dynamically generated content based on user/account information *and* community/individual profile
- ◆ Dynamic Profiling/ Interactive dialogue
- ◆ Simulates personal agent
 - asks relevant questions
 - filters information
 - recommends
 - remembers and learns
- ◆ User is always in control

Personalization

Tell me who you are; I'll give you what you want.

1. Segment people; ask what they want

↓ 1. *Profiling*

2. Show people what you've got

↓ 2. *Content management*

3. Give people what they need

↓ 3. *Matching*

4. Allow people to service themselves

↓ 4. *Transacting*

5. Ask/observe if people like what they get

↓ 5. *Dialogue/feedback*

A Broad Vision of One To One

- ◆ Many Techniques
 - playback, menus, matching, searching
- ◆ Many Technologies
 - rules, dynamic algorithms, search engines
- ◆ Many Applications
 - B2C, B2B, B2E, B2G, G2C, x2y
 - Ecommerce (selling, buying, trading, paying)
 - Information Access

Web Site Personalization Requirements

Web Site Engine

Profile
Content
Matching
Transaction

Real Time Presentation

Templates
Objects

Real Time Marketing

Business Rules
Matching Agents
Monitoring & Reporting

Existing Systems

Back & Front Office Apps
Transaction Processing

Personalized E-Commerce Portals

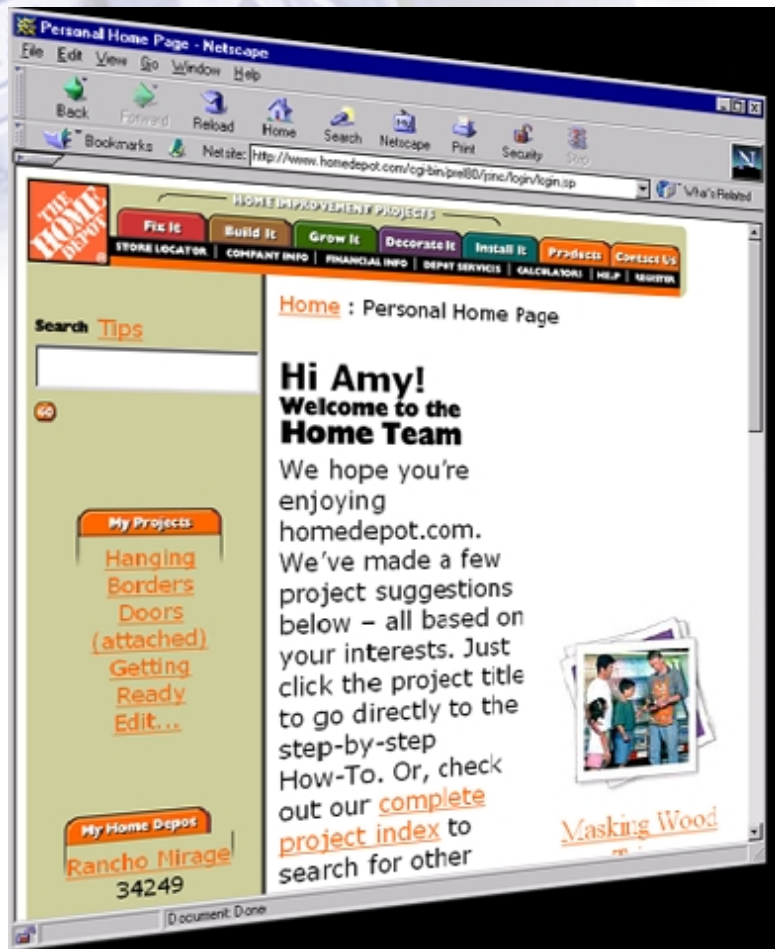
The Home Page

The screenshot shows a personalized e-commerce home page for a user named 'Joe Customer' who joined on 'December 1, 1997'. The page is organized into a sidebar on the left and a main content area on the right. The sidebar contains a vertical list of menu items: 'Announcements', 'Alerts', 'New Order', 'Order Info', 'Order History', 'Products', 'News', and 'Feedback'. The main content area is titled 'Profile' and includes a 'Message from Rep' box, two buttons for 'My Alerts' and 'Order Status', a 'Relevant Company News' box, and two more buttons for 'Relevant Events/' and 'Special Offers'.

Announcements Alerts New Order Order Info Order History Products News Feedback	Profile
	Joe Customer December 1, 1997
	Message from Rep
	My Alerts Order Status
	Relevant Company News
	Relevant Events/ Special Offers

- ◆ Alerts/messages
- ◆ Recommended Products
- ◆ Access to Entitlements
- ◆ Relevant information and Order Processes
- ◆ Profile Management
- ◆ One-To-One Marketing

The Home Depot

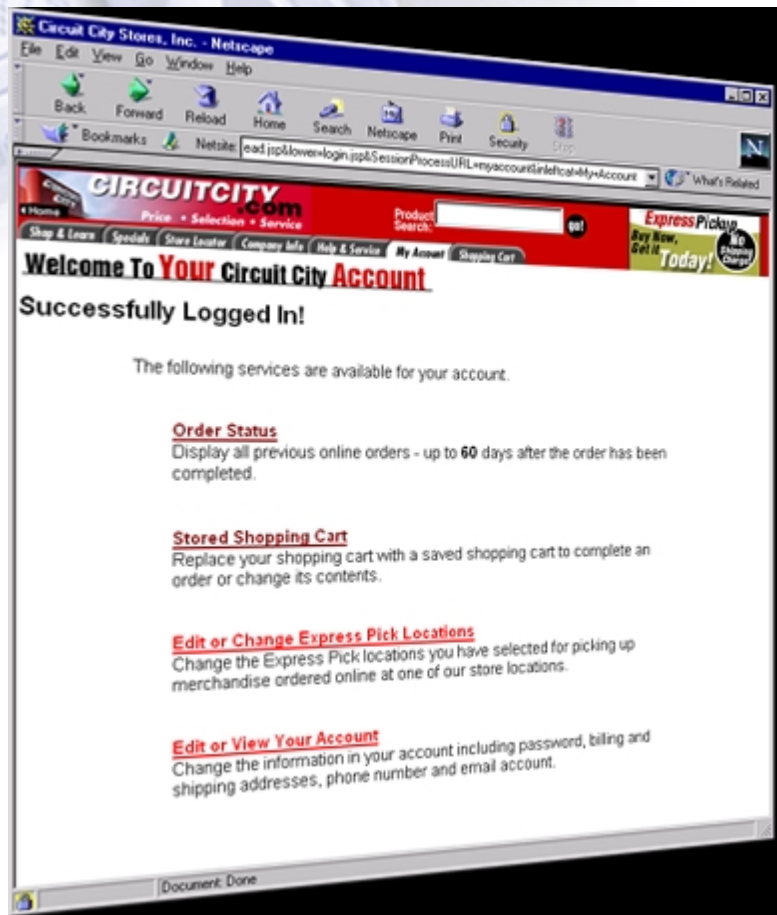


- ◆ World's largest home improvement retailer
- ◆ 822 stores, \$30B, 160K employees
- ◆ Voted most admired specialty retailer 6 years in a row by Fortune Magazine
- ◆ Launched in 8 weeks: www.homedepot.com

Best Practices: Personalization

- ◆ Extending high quality in-store service to the Web
- ◆ Organizing site around customers' needs ... not around Home Depot products
- ◆ Focusing on infrastructure--huge volume of visitors
- ◆ HomeTeam®: focus group for new product
- ◆ HomeMinder® personalized emails
- ◆ Closest .bam's
- ◆ Jobs at local .bam, apply online

CIRCUIT CITY



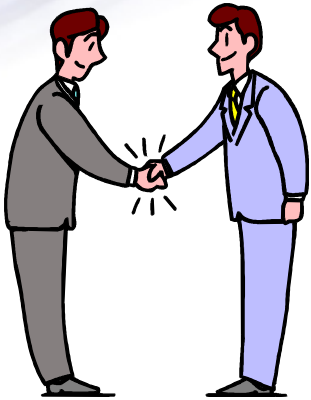
- ◆ A leading national retailer of consumer electronics
- ◆ 596 '.bam' superstores, \$9.3B in revenue
- ◆ Introduces the "e-superstore" on 7/20/99
- ◆ www.circuitcity.com

Best Practices: Personalization

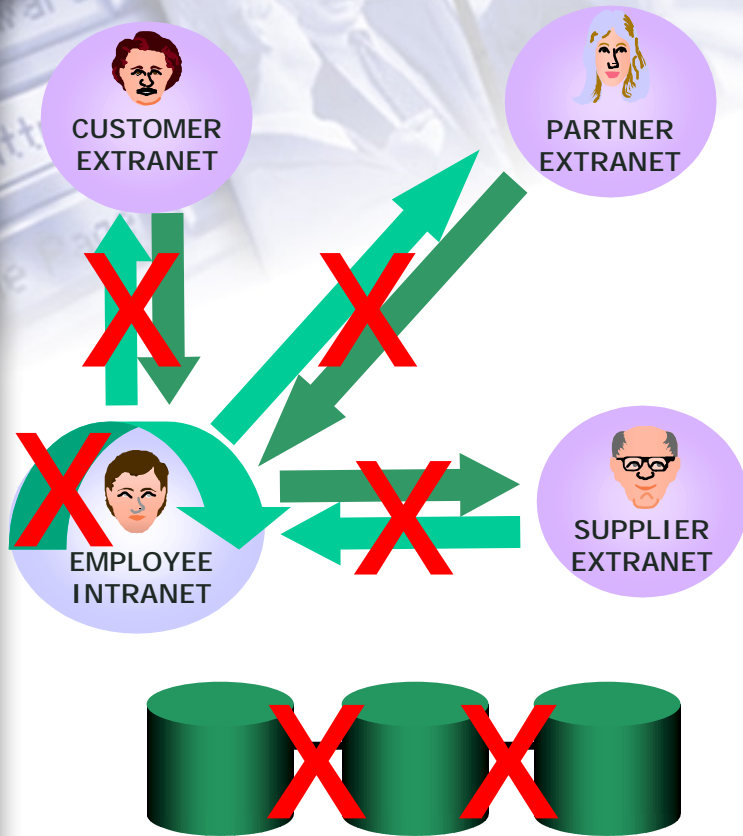
- ◆ Combining cyber-shopping with traditional retailing
 - ◆ seamlessly connecting .com to .bam's for real-time credit authorization, instant inventory reservation, automatic price adjustment, hourly inventory updates
- ◆ Moving POS to the browser to condition shoppers to buy online, pick up from local .bam
 - ◆ Incentives: no shipping charges, inventory checked for guaranteed availability, price adjusted between stores, "express pick up"
- ◆ Distributed Web-based content publishing

Enterprise Relationship Management

- ◆ Successful business relies on trusted relationships
- ◆ Mutual understanding of the buyer's needs and the seller's offerings is at the heart of these relationships
- ◆ The BroadVision *Enterprise Relationship Management (ERM) Application* personalizes the flow of information between customers, partners, suppliers and across the organization



Today's problems



- ◆ Slow processes
- ◆ Redundant/ inconsistent information
- ◆ Loosing competitive edge

Previous attempts: Point solutions (e-mail, static sites, search, CD ROMs, paper ...)



Situation

Large, global, high-tech manufacturing
70K commercial accounts
500K individuals in varying roles
Existing site over 300,000 HTML pages
Low partner satisfaction

Objectives

Partners informed in real-time
Reduce number of pages to manage
Consolidate content

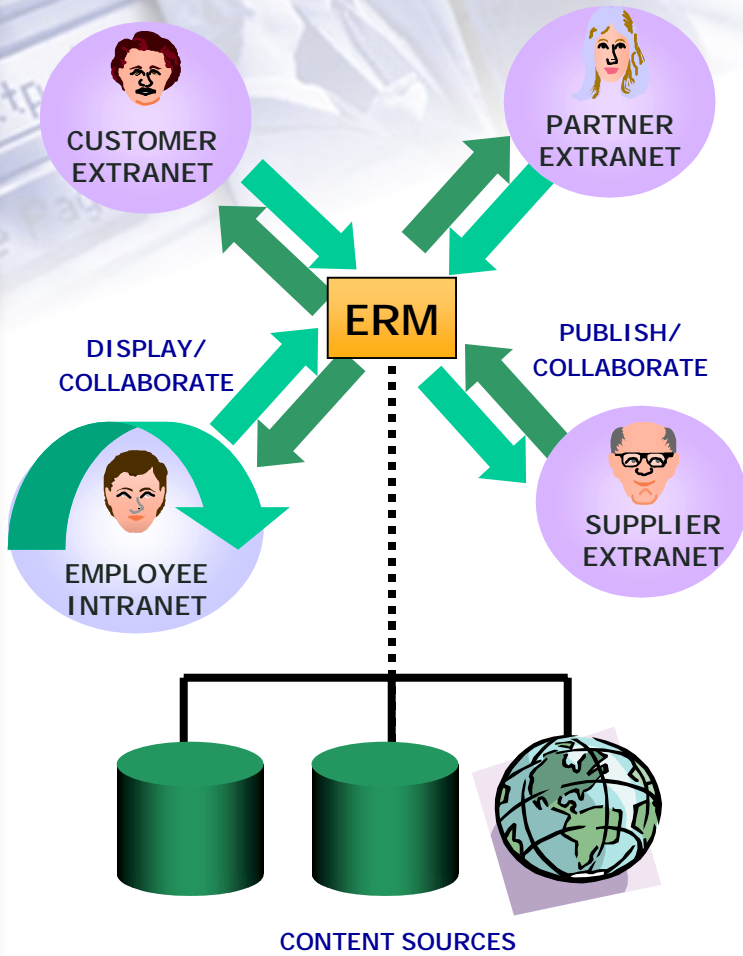
Why BV ?

Access Control
Personalization - Partners find what they need
E-mail notification
Dynamic pages
Tie to content management

Results

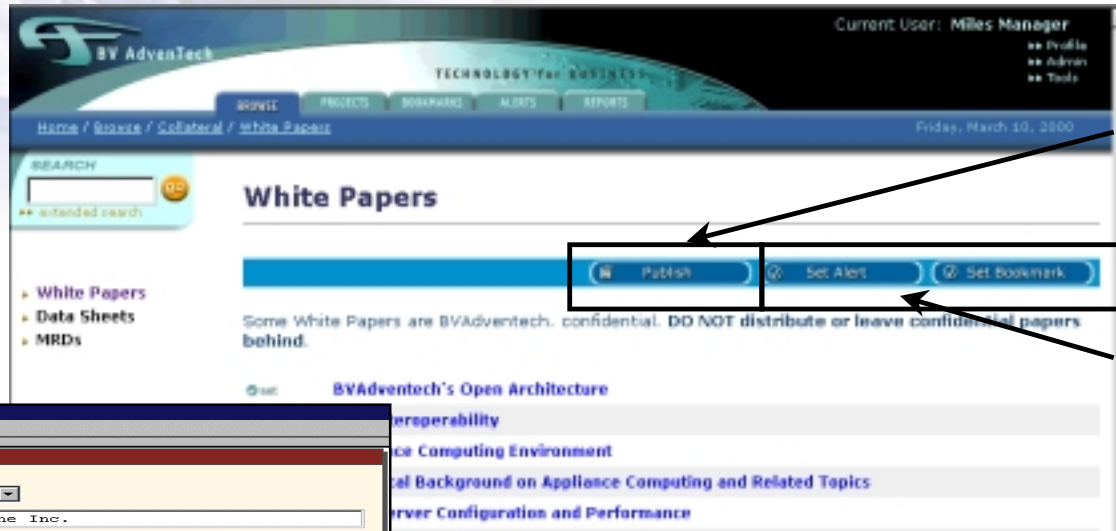
Better customer relationships and loyalty
Reduced number of pages
Better understanding of end customers
Expanding to 85 countries

The ERM Solution



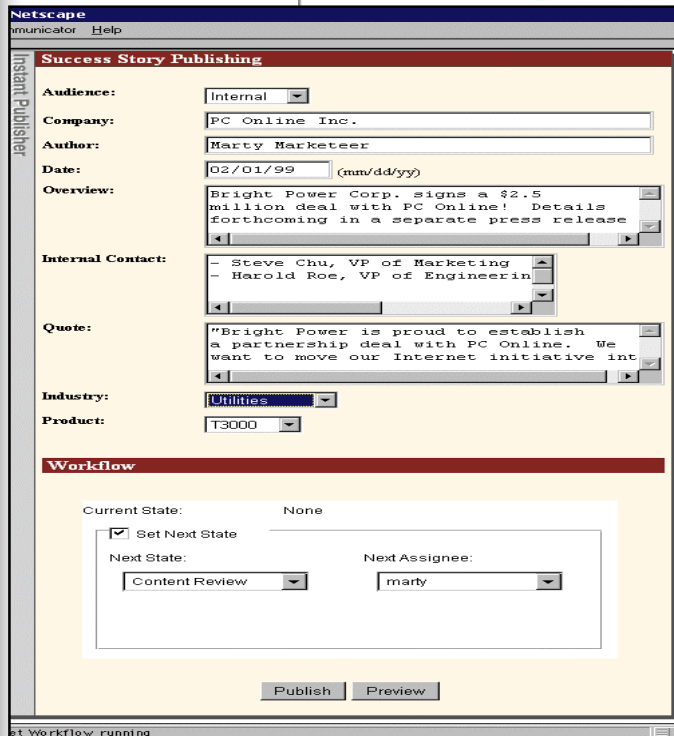
- ◆ Easy organization-wide mainstream publishing
- ◆ Secure, personalized, configurable display
- ◆ Flexible collaboration on projects and processes

Mainstream Publishing



Integrated Publishing buttons

Set Knowledge alerts and bookmarks

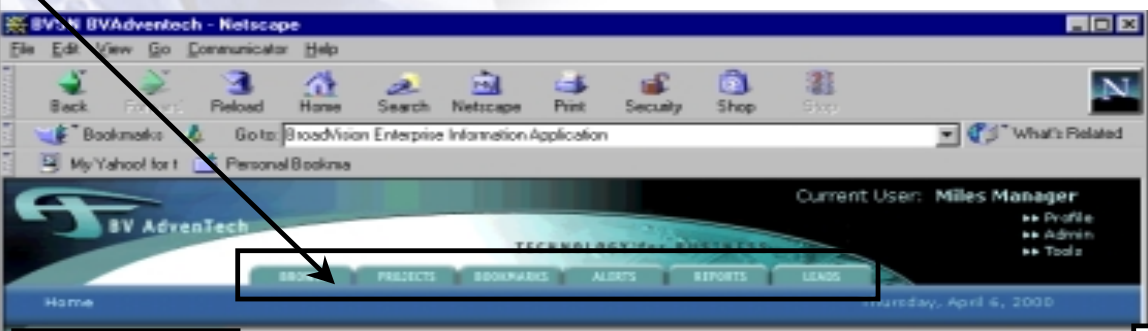


- ◆ Web Distributed publishing for novice users
- ◆ Desktop publishing
- ◆ News Feeds/ quotes
- ◆ Report writers
- ◆ Legacy DB



Configurable Home Page

- Access the right applications or other areas of the site
- Access Knowledge information channels
- Access Knowledge alerts and bookmarks



Integrated Search

Self configuration tools

Targeted messages and information to larger community

SEARCH
ERM

Customize:
+ content
+ layout
+ style

Last Trade:
2:00 p.m. @ 1.65 1/2
Change:
+1 1/4 (+1.72%)

From the CEO
Congratulations team! Our next generation executives are raising the bar of high-performance computing. BVAdventech has traditionally held a strong position in network and technical computing and now has a leading role in the e-business market.

Welcome back, Miles Manager!

BVAdventech Today!
Your Department News

- New Department Chair To Be Announced
- Annual Department Picnic

<p>Internal</p> <p>Tradeshows</p> <ul style="list-style-type: none"> • Tradeshaw Calendar <p>Investor Relations</p> <ul style="list-style-type: none"> • Securities Analysis <p>Sales Tools</p> <p>Competitive Analysis</p> <ul style="list-style-type: none"> • DAQ Competitive Analysis • TEK Competitive Analysis 	<p>TechFocus</p> <p>Internal News</p> <ul style="list-style-type: none"> • New Product Review Website • Linux Has Arrived <p>White Papers</p> <ul style="list-style-type: none"> • BVAdventech's Open Architecture • ACE Interoperability • Appliance Computing Environment • Technical Background on Appliance Computing and Related Topics • Web Server Configuration and Performance
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User targeted messages

• Target the right information

• Admin configurable area

• Used to target department or community level information

• User access only the information they need

• User configurable area

• Configure topics, layout, and color

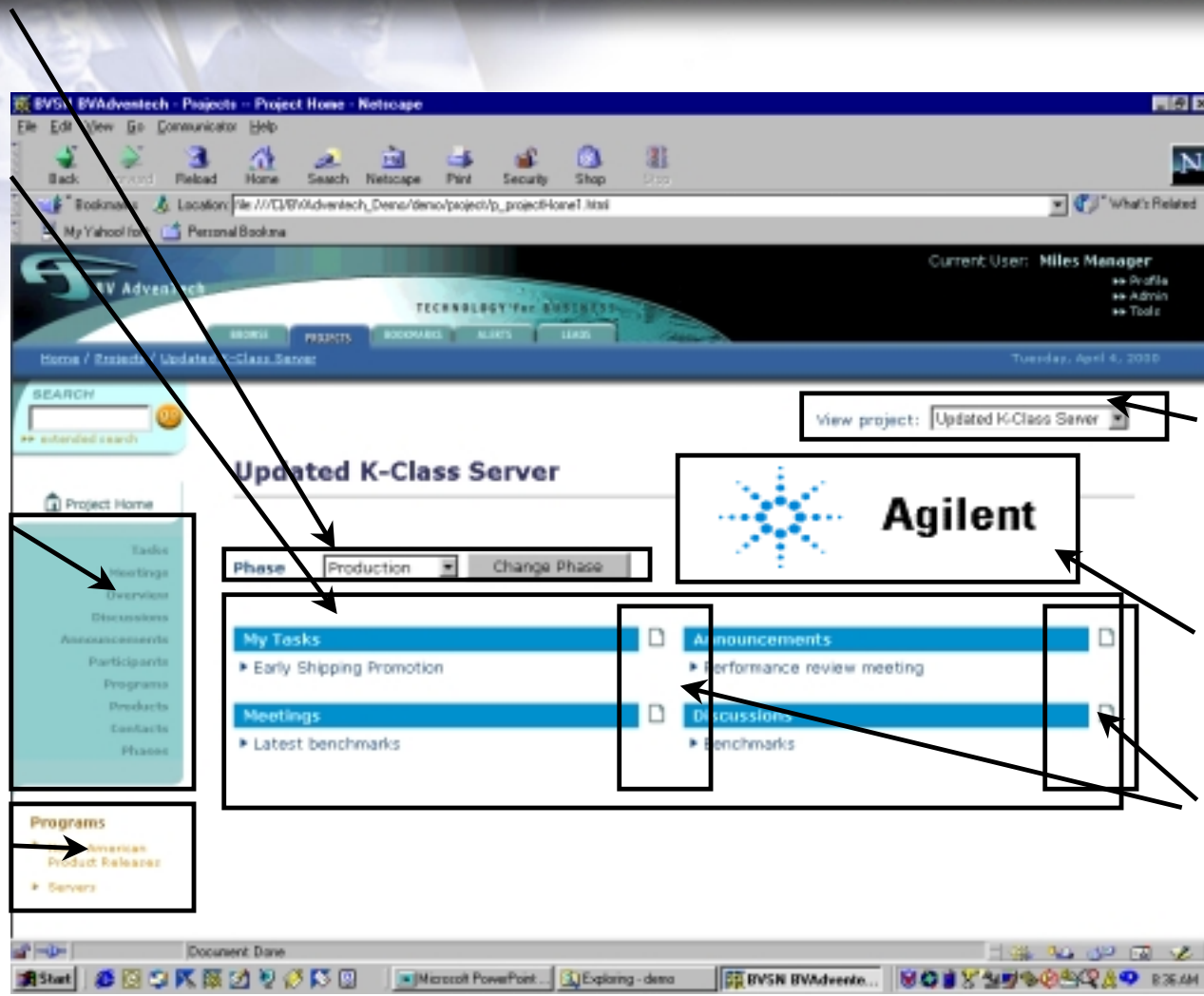
Project Collaboration Space

Users quickly navigate from phase to phase

Users quickly view tasks, Meetings, Announcements and threaded discussions, at a summary level

Users quickly navigate from one project area to the other and access list of contacts and participants

Project information is captured and shared among the project members



Users quickly navigate from one project to another

Upload project or company logo

New tasks, Meetings, Announcements and Discussions, can easily be created

Closed-Loop Process Management

Lead Management Example:

The screenshot shows a web browser window with the title 'BVSN BVAdventech - Leads Management - Inbox - Netscape'. The browser's address bar shows the URL 'http://www.bvsn.com/leads/leads_inbox_sot.html'. The page header includes the BV AdvenTech logo and the text 'TECHNOLOGY For BUSINESS'. The current user is identified as 'Suzannah Salesmanager'. The main content area is titled 'Lead Inbox' and shows a search bar and a list of leads. A table titled 'All Leads' contains the following data:

Prospect	Product	Status	Date Created	Assigned To	Ref. No.	
Jonny John	L Class	New	03/01/2000 12:05:30	Ann Associate	8530	[details] [history]
Rich Richards	430se	New	03/01/2000 12:05:29	Suzannah Salesmanager	8522	[details] [history]
Rob Roberts	K Class	Declined	03/01/2000 12:05:29	Suzannah Salesmanager	8523	[details] [history]
Mat Mathews	L Class	New	03/01/2000 12:05:29	Suzannah Salesmanager	8524	[details] [history]
Lisa Beth	M Class	Assigned	03/01/2000 12:05:29	Suzannah Salesmanager	8525	[details] [history]
Mary Happy	M Class	New	03/01/2000 12:05:29	Suzannah Salesmanager	8526	[details] [history]
Lisa Beth	K Class	New	03/01/2000 12:05:30	Suzannah Salesmanager	8528	[details] [history]
Heather Feather	D Class	AutoDeclined	03/01/2000 12:05:30	Suzannah Salesmanager	8529	[details] [history]
Paul Jones	K Class	Declined	03/01/2000 12:05:30	Suzannah Salesmanager	8531	[details] [history]
Thomas Cahill	P Class	New	03/01/2000	Suzannah	8532	[details]

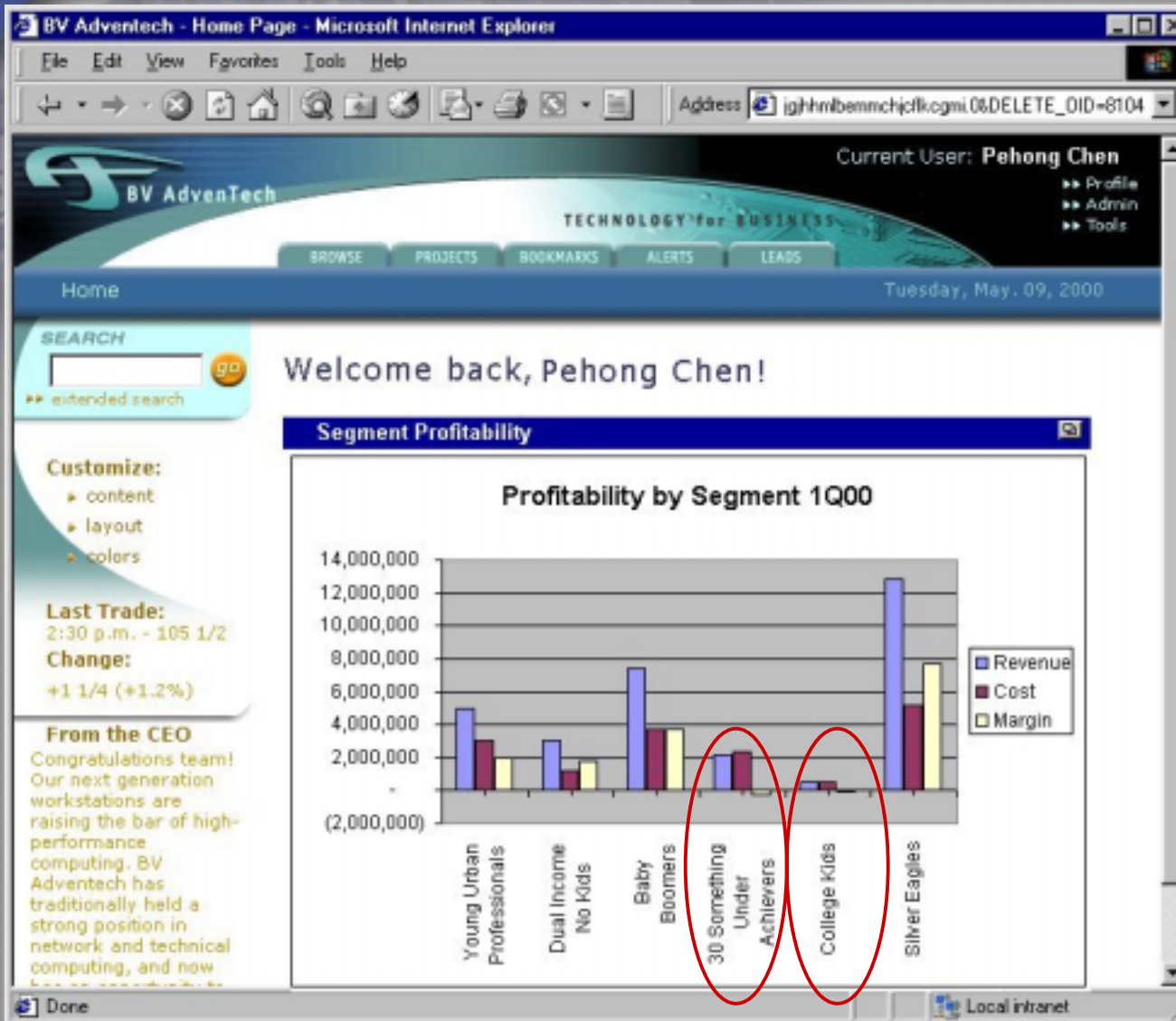
Agent administration tools to add/edit/delete agents

- inbox
- edit/delete agents
- add new agent

- Partners can view their new leads and leads detail
- Account managers can view leads status and history, re-assign leads
- Account managers can also manage partner records

Easy to read leads tables can be sorted by any column in ascending or descending order.

Business Intelligence



Let's ditch those 30 something under achievers ...they're a losing proposition

But keep those college kids because they might be worth something later on

ERM ROI



- ◆ Increase employee productivity
 - Increase efficiency
- ◆ Reducing product development cycle times
 - Decrease costs
- ◆ Real-time pricing and product availability
 - Increase Revenue



- ◆ Leading vendor of unified telephony/IP networks
- ◆ Enhance relationships with prospects, customers and partners
- ◆ Provides information, alerts and updates
- ◆ www.nortelnetworks.com/cnews

BroadVision Intranet

The screenshot shows a Netscape browser window displaying the BroadVision Intranet. The browser title is "Eric Golin's Page - Netscape". The address bar shows the URL "http://knet/cgi-bin/netlog/dev/utility/login.jsp". The page features a navigation menu with links for HOME, PROFILE, MY LINKS, ALERTS, INDEX, and SUPPORT. The main content area is divided into several sections:

- Product Management News**: A section with a search bar and a list of news items, including "February 28, 2000 -- [January Birthday's](#) [Edit]" and "February 28, 2000 -- [Welcome New Hires, 02/28/00](#) [Edit]".
- HR Company News**: A section with a list of news items, including "December 29, 1999 -- There's a new release of Broadvision.com! [See what's new!](#) [Edit]" and "December 15, 1999 -- Welcome New Hires, [December 13](#) [Edit]".
- BV In The News**: A section with three news items: "BroadVision, Inc. Settles Patent Litigation" (February 23, 2000), "Q&A for Settlement of ATG Infringement Suit" (February 23, 2000), and "BroadVision and STC Announce Strategic Global Alliance Software Partnership" (February 23, 1999).
- BVSN Today**: A section showing the current time (4:01PM), stock price (233 1/16), and change (-7 7/16 (-3.09%)).
- Q&A With Internet World Australia**: A section with a photo of a woman and a quote: "E-business is about integrating the entire value chain of an enterprise--from supplier to consumer--in one fell swoop. BroadVision provides the glue that puts it all together." -02/27/2000.

The left sidebar contains a "REFRESH DIRECTORY" section with a tree view of various categories such as "How Do I", "Quick Links", "BVSIN.COM", "Customers", "Employees", "Engagements", "F&A", "Marketing", "Other Depts", "PM News", "Partners", "Product Management", "Proposals", "Prototypes", "Sales Forms", "Sales Methodology", "Sales Tools", "Sites", "Technical Notes", "WPSO Methodology", and "Other Links".



**The World is Wider
Than the Web**

Wireless Channels are Exploding

- ◆ Wireless access becoming universal
 - wireless subscribers will grow from 469 million in 1999 to 1.26 billion by 2005 (The Yankee Group)
- ◆ Wireless Internet Devices Spreading
 - shipments to reach 350M units by 2003 (Datacomm Research)
- ◆ Wireless Internet Access Soaring
 - increase 10x to 9M users by 2003 (Cahners)

Maximizing reach

Wireless application architecture

- ◆ Key wireless challenges
 - Re-purposable content
 - Presentation styled for the device
 - Application navigation
 - Scalability / Performance
- ◆ Demonstrable live sites
 - CellMania
 - MyAlert.com



The screenshot shows the CellMania.com website interface. At the top, there's a navigation bar with links for Home, Learn, Rent & Rate, Phones, Plans & Accessories, Two-Way Radios, Pagers, and MobileMail. Below this, there are search bars for 'Quick Phone Search' and 'Quick Plan Search'. A prominent banner advertises a '\$75 OFF' reward for donating an old cell phone. The 'Hot Products' section features the Motorola StarTAC 2860W and the Nextel i200 Plus Black. The page also includes sections for 'Getting Started', 'Get Advice', and 'In a Hurry? Try Cellmania.com's Quick Picks'. On the right side, there are links for 'Best Mobile Computing Sites', 'Tell a friend about us!', and 'Check This Out'.



Fourth Generation Web

- ◆ Information relevant to the user, where that user is, for right now
- ◆ Wireless adds new dimensions to Personalization
 - By time
 - By location

Buffy Goes to the Mall

- ◆ "Where's the shoe store?"
- ◆ "Can I buy this online cheaper?"
- ◆ "Who's at the mall that I know?"
- ◆ "What restaurants have the shortest lines?"
- ◆ "What stores that I like are having sales?"
- ◆ "Can I extend my credit limit?"
- ◆ "When's the next bus home?"

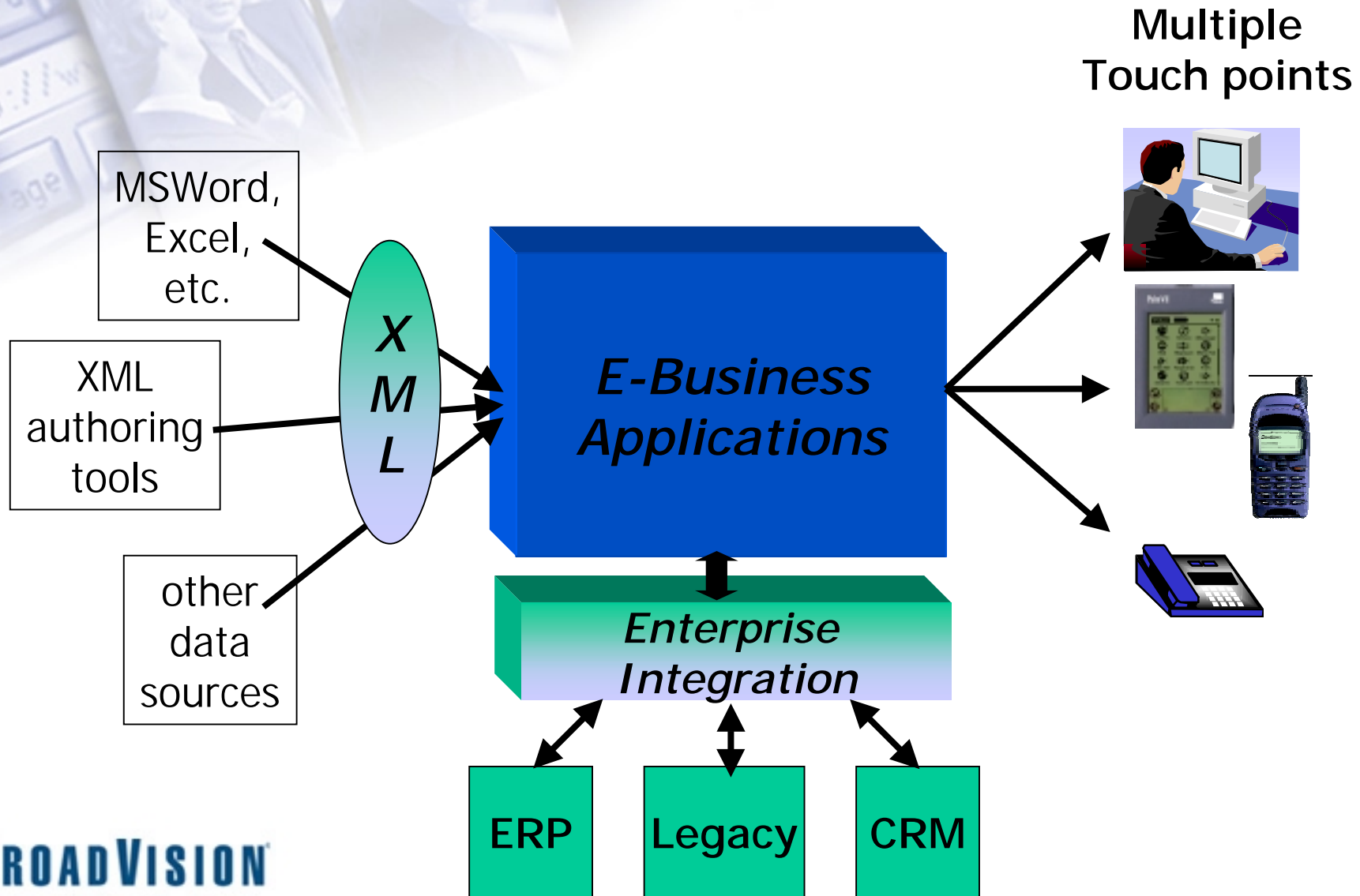


At the Job Site, or, "I Don't Think So, Tim"

- ◆ "How do I get to the site from here?"
- ◆ "How much will a truckload of 2x4's cost?"
 - ➔ "Who's closest?"
 - ➔ "Who's got the best price?"
 - ➔ "How much is delivery to this site?"
 - ➔ "When can it be delivered?"
 - ➔ "Can I add it to our existing PO?"
- ◆ "I need a jackhammer right now!"
- ◆ "How far is the Emergency Room?"



E-Business Architecture



The Velocity of Information is Accelerating

- ◆ Information access is changing peoples lives.
- ◆ One-To-One Applications will help to manage the complexity

e-business, Anywhere, Anytime!



Personalizing e-BUSINESS

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