

# PAFET

Partners Affiliated for Exploring Technology

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## PAFET OPERATING COMMITTEE MEETING

Boston, MA  
October 20-21, 1997

### HOTEL

#### **Regal Bostonian Hotel**

At Faneuil Hall Marketplace

Boston, MA 02109-1605

(617) 523-3600 or (800-222-8888 Reservations)

Guest fax: (617) 523-2454

### MEETING ROOM

**Room 427 (4th Floor)**

### COCKTAILS/DINNER

**Sage (7:00 PM)**

69 Prince Street

Boston (North End)

(617) 248-8814

### ATTIRE

**Business casual is appropriate for the meetings and dinner.**

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Boston, MA

October 20-21, 1997

### AGENDA

#### Monday, October 20<sup>th</sup>

8:00 - 8:30 AM	Continental Breakfast
8:30 AM - 9:45 AM	Project Updates <ul style="list-style-type: none"><li>- <i>Automotive</i></li><li>- <i>Hybrid Media Workshop</i></li><li>- <i>WorkAvenue</i></li></ul>
9:45 AM - 10:00 AM	Break
10:00 AM - 11:00 AM	Member Company Updates
11:00 AM - 12:00 PM	Transition Issues/1998 Plans
12:00 PM - 1:00 PM	Lunch
1:00 PM - 3:00 PM	Transition Issues/1998 Plans (Continued)
3:00 PM - 3:15 PM	Break
3:15 PM - 5:00 PM	OpCom Member Session
7:00 PM	Dinner - Sage

#### Tuesday, October 21<sup>th</sup>

No formal session planned.

**PAFET**  
**Receipts and Expenditures Statement by Project**  
**For the Nine Months Ended September 30, 1997**

	Amount YTD 9/30/97	Annual Budget	Difference
<b>MEMBER CONTRIBUTIONS</b>			
PAFET Co. Capital	\$1,500,000	\$2,000,000	(\$500,000)
<b>TOTAL CONTRIBUTIONS</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>	<b>(\$500,000)</b>
<b>EXPENSES</b>			
<b>Information/Monitor:</b>			
Cybercities	\$0	\$10,000	(\$10,000)
NCN	\$1,542	\$16,000	(\$14,458)
Real Estate	\$0	\$8,000	(\$8,000)
TV	\$0	\$8,000	(\$8,000)
Web Tools	\$0	\$8,000	(\$8,000)
<b>Total Information/Monitor</b>	<b>\$1,542</b>	<b>\$50,000</b>	<b>(\$48,458)</b>
<b>Getting Deeper/Research:</b>			
Commerce	\$0	\$40,000	(\$40,000)
Content Sharing	\$0	\$40,000	(\$40,000)
E-Mail	\$0	\$40,000	(\$40,000)
External Alliances	\$0	\$40,000	(\$40,000)
Information Sharing	\$34,522	\$50,000	(\$15,478)
Research	\$30,000	\$40,000	(\$10,000)
<b>Total Getting Deeper/Research</b>	<b>\$64,522</b>	<b>\$250,000</b>	<b>(\$185,478)</b>
<b>Development:</b>			
Agents	\$0	\$150,000	(\$150,000)
Automotive	\$183,475	\$400,000	(\$216,525)
Opportunities	\$188,634	\$300,000	\$187,935
Recruitment	\$1,469,126	\$500,000	\$969,126
Think Tank	\$9,613	\$50,000	(\$40,387)
<b>Total Development</b>	<b>\$1,850,848</b>	<b>\$1,400,000</b>	<b>\$750,149</b>
<b>Administrative:</b>			
Interest Income	\$8,870		
Staff	\$120,428	\$200,000	(\$79,572)
Bonus	\$20,000	\$0	\$20,000
Travel & Entertainment	\$31,027	\$50,000	(\$18,973)
Publications	\$34,343	\$5,000	\$29,343
Meeting Expenses	\$17,197	\$10,000	\$7,197
Computer Expense	\$8,054	\$15,000	(\$6,946)
Office Expenses	\$16,875	\$10,000	\$6,875
Miscellaneous	\$60,487	\$10,000	\$50,487
<b>Total Administrative</b>	<b>\$299,541</b>	<b>\$300,000</b>	<b>\$8,411</b>
<b>Net Expenditures</b>	<b>\$2,216,453</b>	<b>\$2,000,000</b>	<b>\$216,453</b>
Partners' Equity 1997 Deficit	(\$716,453)		
Surplus Brought Forward Jan. 1 1997	\$745,546		
Surplus Carried Forward	\$29,092		
<b>Represented by:</b>			
<b>Cash &amp; Equivalents</b>			
Vista Money Mkt Fund	\$97,930		
Operating Account	\$71,077		
	\$169,007		
Accounts Payable	(\$139,914)		
	\$29,093		

  
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 James F. Gall  
 A. H. Belo  
 PAFET Treasurer

## Hybrid Media Workshop

*Final Results*

### *Attendees*

OpCom	9
Member Company Participants	21
Invited Speakers/Panelists	14
<u>PAFET Staff</u>	<u>2</u>
<b>TOTAL</b>	<b>46</b>

### *Costs*

Meeting/Catering Expenses	
Dinner Expenses	\$1,224.81
Audio Visual / Computer Expenses	
Panelist Travel Expenses	
Briefing Books/Workshop Material	
Unused Hotel Rooms	
<u>Misc. Expenses</u>	
<b>TOTAL</b>	

# Hybrid Media Workshop

## Participant Survey Results

Overall Evaluation	#RESPONSES	AVERAGE	5	4	4	4	4	4	4	4	4	4	4	
<b>Content</b>														
Focus/Objectives of the Session	12	3.92	5	4	4	3	3	5	5	3	4	3	4	4
Breadth of Information Provided	12	3.92	5	4	4	4	4	4	5	3	4	3	3	4
Level of Information Provided	12	3.67	5	3	4	3	3	4	4	4	3	4	3	4
Quality of the Presentations	12	3.75	5	3	4	3	3	4	4	4	3	4	4	4
Quality of Q&A Panels	12	3.75	5	3	5	4	2	4	4	3	4	3	4	4
General Usefulness to You	11	3.82	5	3	4	3	3	5	4	3	3		5	4
<b>Workshop Organization</b>														
Pre-Conference Arrangements	12	4.17	5	3	3	4	3	5	4	5	5	3	5	5
Schedule/Agenda	11	3.91	5	3	3	4	2	4	4	5	5	3		5
Length of Sessions	12	4.25	5	3	4	4	3	4	5	3	5	5	5	5
Timing of Breaks	12	4.17	5	3	4	4	2	4	5	4	5	4	5	5
Quality of Workshop Materials	12	4.17	5	3	3	4	3	5	4	5	5	4	4	5
<b>Logistics</b>														
Quality of Hotel Facilities/Accommodations	12	4.83	5	4	4	5	5	5	5	5	5	5	5	5
Quality of Hotel Personnel	12	4.83	5	4	4	5	5	5	5	5	5	5	5	5
Quality of Food/Beverages Provided	12	4.75	5	4	4	4	5	5	5	5	5	5	5	5
<b>Comparison to Industry</b>														
Value of the Information Provided	11	3.73		4	4	4	3	4	4	4	3	3	4	4
Value of Interaction with other Participants	11	3.91		4	4	4	3	4	5	4	4	4	3	4
Overall Organization/Logistics	11	3.86		4	4	4	2.5	4	4	4	4	4	4	4
<b>Value</b>														
Yankee Group Presentation	12	4.08	5	4	4	5	2	4	4	4	5	3	5	4
ichat Presentation	11	3.27	5	3	5	3	2	3	4	3	3		3	2
The Palace Presentation	11	3.18	2	4	4	3	5	3	3	3	2		3	3
JamTV Presentation	11	3.73	5	5	5	4	2	4	4	2	3		3	4
Marketscape Presentation	11	3.73	5	4	5	3	2	4	4	3	4		3	4
Intel Presentation	10	3.10	3	4	3	3		4	2	3	2		3	4
Sprint Presentation	11	2.73	2	2	3	2		3	3	3	2	3	4	3
GTE Presentation	11	2.64	1	2	3	2		4	4	2	2	3	4	2
Tri-Media Services Presentation	9	3.28		2		1		4	4	3	3	4	5	3.5
Nortel Presentation	8	2.63			3	1			4	2	1	3	4	3
Thomson Multimedia Presentation	8	3.44		4		2			4	4	3	3	4	3.5
<b>Other</b>														
Attend Another Workshop	12	y - 12; n - 0	y	y	y	y	y	y	y	y	y	y	y	y

### *Comments*

#### **Topics that would be of interest for another workshop:**

- an expanded conversation about "trusted third parties"
- yellow pages – extended listings, a new business for newspapers
- community – what does it really mean
- transactions
- specialized content initiatives – directories (business, phone, etc.), school news (menus, class schedules, contacts, etc.), sports & sports scores, statistics people can use (census, school test scores, crime stats)
- internet sales/marketing
- community applications (Zip2, etc.)
- consumer motivations

#### **What could we do to improve future workshops/events?**

- Encourage the speakers to tie things back to what the development means to newspapers. Usually happens in a Q&A but can't be stressed enough – still helpful to get a global view however.
- more panels, less vendor pitches
- more panel discussion format to encourage more discussion
- better explanation of nebulous topics in initial handout to our corporations. Our topic is pretty nebulous – not really clear to non-new media folks. Remember our core needs convincing. Explanations help a lot.
- Roundtable discussions among attendees
- More discussion forums

#### **Additional Comments:**

I found my first contact with PAFET to be extremely educational. I loved the discussion. A great two days. I hope the group will continue to run these informative events. If some of the regulars have lost interest, fresh blood could greatly benefit from these programs. Perhaps you might want to consider specific breakout sessions for individuals to update their counterparts at other companies on how they are dealing with specific challenges and opportunities. Thanks for a great few days.

This was a well-organized workshop that provided useful information and thought provoking presentations and discussion.

I love this hotel but is pretty pricey.

Q&A panels were a misnomer. We had topics with presenters who each answered questions, but not together as a panel per se.

30 minute break on Monday afternoon was too long.

## Memorandum

**To:** PAFET Operating Committee Members  
cc: Product Management Team  
**From:** Jan Oldenburg  
**Date:** October 15, 1997  
**Subject:** WorkAvenue Status Report

### Summary Status

During the last month, WorkAvenue has been stable. Phoenix has moved into beta status (as of October 10), along with a new release including minor enhancements. The team has been exploring options to enhance WorkAvenue marketing.

### Project Highlights:

#### **Green Light (proceeding smoothly)**

- 1) Phoenix beta installation of WorkAvenue.
- 2) Indianapolis production operations
- 3) WorkAvenue stability.
- 4) Budget.
- 5) Hardware/software environment.
- 6) Resumix contract negotiations

#### **Yellow Light (caution!)**

- 1) Minneapolis and Orange County transaction tracker down time.
- 2) EDI contract negotiations.

#### **Red Light (Major Mid-course corrections ahead)**

- 1) Migration from Resumix.
- 2) PAFET transitions.

### **Project Details**

#### **Green Light (proceeding smoothly)**

- 1) Phoenix beta installation of WorkAvenue.  
Beta installation for Phoenix occurred on October 11. The installation went well. This week has been focused on continuing to demo the site to employers and getting beta employers set up to enter jobs. Phoenix has chosen not to use scanned resumes. Instead, Cindy has arranged for temps to enter resumes from job fairs on the site. The temps have been working busily this week.
- 2) Indianapolis production operation of WorkAvenue.  
Indianapolis continues to operate smoothly in production. Amy is very busy demonstrating the system and selling new employers. Job seeker numbers continue to rise, and community acceptance of the product continues to be high.

- 3) **WorkAvenue stability.**  
WorkAvenue was down for approximately 45 minutes on September 25, because the extractor crashed. We also had less than 5 minutes of down time associated with regular resume purges. We continue to struggle with the RTT crashing periodically. It affects site administration users, but not the public, and has generally occurred at night.
- 4) **Budget.**  
The project is proceeding according to budget (see attached). I have been operating with a budget of \$1,288,000; it now appears that this may be a revised budget, which may require higher contribution levels than sites were expecting. If so, this could be a red flag issue. The Product Management team is currently working on assumptions about the 1998 operating budget for WorkAvenue, as well as developing recommendations for governance rules and procedures.
- 5) **Hardware/software environment.**  
The hardware and software environment has been stable this month. We used the new regression testing process during the new release installation in September. It went smoothly, which is another milestone for the project. It should help us continue to maintain the stable environment.
- 6) **Resumix contract negotiations.**  
Marla completed negotiations and contract signing with Resumix. We expect to see a new release in November, as well as new Site Admin functions in January, and a final release in May.

**Yellow Light (caution!)**

- 1) **Transaction Tracker down time.** We continue to struggle with issues about down time from the Resumix Transaction Tracker. Resumix is reluctant to spend much time fixing the problem, because this section of code will be eliminated in the December rewrite of Site Admin functions. We continue to discuss options with Resumix. In the meantime, EDI restarts the system each time the transaction tracker crashes.
- 1) **EDI contract negotiation.** We have begun negotiations with EDI. So far, they are going well. Key issues include:
  - ◆ Length of the contract. At the moment, we are discussing a one year renewal, but with options for sites to drop off earlier.
  - ◆ Hosting prices. We have asked for EDI to reduce hosting prices, and are looking at options for consolidating some of the existing machines next year. Both of us are comparing local hosting prices as a part of this process.
  - ◆ Application support prices. We are aiming to negotiate price tiers so that month-by-month we can choose the level of application support appropriate to our situation.

**Red Light (Major Mid-course corrections ahead)**

- 1) Migration from Resumix.  
The Product Management team has been participating in some of the Migration discussions. This provides an opportunity to make sure that there will be a smooth transition path for current sites, current marketing messages, and current employers.
  
- 2) PAFET transition.  
The Product Management team has been working to develop recommendations for ongoing 1998 WorkAvenue 1 operations. The discussions have been productive, although there are still some unresolved issues. A document reflecting the current state of our discussions is attached.

## GENERAL TRANSITION ISSUES

<b>FINANCIAL</b>
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### **Remaining 1997 Expense Projections**

WorkAvenue Operating Expenses  
 WorkAvenue Migration Planning  
 Meeting Expenses  
 Admin Expenses

### **1998 Budget**

Consultants/Market Research Contracts  
 Workshops/Seminars  
 Communications  
 Other ?

<b>LEGAL</b>
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### **Current Contracts**

#### *Information Sharing:*

Contract	Expiration Date	Cost
SIMBA Newsletters	November 1997	\$15,000
Yankee Group	May 1998	\$30,000
Forrester Research	pending invoice to renew thru 10/98	\$37,500
Jupiter Communications	current proposal	\$32,500
misc subscriptions		

#### *WorkAvenue*

Contract	Expiration Date
Resumix	June 1999 w/ possible six month extension
EDI	renegotiating contract
VIA	project management; migration planning

#### *Confidentiality Agreements*

- active agreements with various vendors associated with the current WorkAvenue project (operations and migration), phase one activities and the investment program.

#### *Joint Venture Agreement*

**OFFICE**

Inventory/Dispose of Assets  
Archive Files  
Move Library  
Transition Website  
Forward Mail

**MISC**

Press Release

**WORKAVENUE TRANSITION ISSUES****FINANCIAL**

Current Value  
Allocation of 1997 Operating Costs  
Funding of 1998 Operating Costs  
Funding of WorkAvenue Migration

**LEGAL**

Ownership Rights  
Copyright  
Contractual Obligations (assignability)

**GOVERNANCE**

Funding Source  
Decision-Making Authority  
Roles & Responsibilities  
Daily Operations