

All:

My thoughts on the Ops Manual follow. Some areas are left blank because considerable work already exists in Obe's draft. I still may add some more, but here's an overview of my expectations. I know it all can't be fully complete for the first iteration, but it's got to come soon...

Joe

USWeb Affiliate Operations Manual

Book 1: The USWeb Concept

1.1 About the Operations Manual

1.1.1 Its Purpose

The Operations Manual is intended to provide USWeb affiliate owners and senior managers with a comprehensive understanding of how to operate a USWeb Center within the USWeb Network. The Manual is essentially the 'DNA' of the USWeb Network. It will rapidly become progressively more detailed, and will quickly evolve as the state of the art of technology and marketing shifts in the embryonic Internet marketplace.

1.1.2 Its Contents

The Operations Manual presents as complete a blueprint as possible for the operation of a USWeb Center. The following diagram visually describes how the contents of the Manual fit together:

The first section of this Manual, *Book 1: The USWeb Concept*, describes the vision, purpose, and mission of the USWeb Network. It summarizes the roles and principal responsibilities of USWeb and USWeb affiliates, and then describes some of the most important performance, operational, and legal issues for owners and senior managers to review and understand.

Building on the USWeb Concept, the next sections, *Books 2 & 3: Establishing and Operating the USWeb Business*, describe the processes, parameters, strategies, and tactics for creating, converting, and administering your USWeb business. These sections also describe how to manage your relationship with USWeb Corporate, and how to obtain support from the central operation as you need it.

Surrounding the basics of operating a USWeb Center are the true engines of revenue and growth: creating and fulfilling demand. Thus, the next section, *Book 4: Creating Demand*, describes the marketing and sales programs, materials, and resources which USWeb Corporate will deploy to generate demand for you, and how can go about augmenting USWeb's efforts with your own marketing and sales efforts. And the final section, *Book 5: Fulfilling Demand*, describes USWeb's Authorized Offerings, and the methodology by which USWeb Centers should go about providing superior professional services to business customers. Technology-, development-, and customer support-related subjects are covered in this final section.

[Include discussion of what is NOT in this Manual]

1.1.3 Its Use and Maintenance

This Manual is intended to be reviewed and used on a continuing basis by all USWeb Center owners and employees with managerial, financial, or legal responsibilities. Like the Web itself, this document is dynamic. As new strategies, tactics, and programs are developed by USWeb Corporate, this Manual will change, and updates will be distributed to affiliates on a regular basis. You are responsible for maintaining the most current version of the Manual at your location, and for ensuring that updates are reviewed by owners and employees for whom updated information may be relevant.

1.2 Executive Summary

The Internet's World Wide Web constitutes the most significant paradigm shift in information computing ever. The Web is a new medium with the potential to give billions of people the ability to communicate and access information any time, any place. USWeb's vision asserts that all organizations and individuals in the world will eventually be represented in a single web of information and communication sites.

Web sites will become tomorrow's publications, software applications, telephone numbers, and broadcast programs. From businesses, Web sites will provide storefronts and information centers for external commerce, entertainment, and internal communication, streamlining innumerable everyday business functions and extending the market reach of virtually any business to the entire planet. For cities and communities, Web sites will be the places where we citizens go to vote, to register our automobiles, to join town hall discussions, or to check out the local schools before we move into town. For each individual, his or her personal Web site will become an online homestead, where all live communication is conducted, where personal information is presented to others, and where one can jump to other sites of interest.

Despite the enormous promise held by the Web, there are several obstacles in the path of its progress. Product vendors are focusing their energies on solving software and hardware challenges. Communications companies are working to expand bandwidth and stabilize access. USWeb will provide the professional services that enable businesses to avoid the complexity and tap the enormous promise of the Web.

1.2.1 Mission Statement

USWeb's mission is to *become the world's largest provider of professional services for the Web*. To accomplish this mission, USWeb Corporation is establishing the USWeb Network – a worldwide affiliation of USWeb Centers, each providing a consistent level of Web-related professional services, along with resale of Internet access, hardware, and software products from third parties. USWeb Corporation and its partners will provide economies of scale to USWeb affiliates, enabling them to offer unparalleled services to their customers.

1.2.2 What USWeb Corporate Offers to Affiliates

USWeb Corporate is in the business of helping its affiliates create successful professional services businesses. With this objective in mind, USWeb is working to provide the following services to USWeb affiliates:

USWeb Marketing Services – USWeb Corporate will generate substantial demand for services through its local, regional, and national marketing campaigns. USWeb is working to establish one of the most recognizable brands in the world, giving businesses and individuals a simple answer to the complexities of the Internet and the Web.

USWeb Research Services– USWeb Corporate has established a central R&D organization. Our lab is integrating, testing, and configuring development and deployment systems and technologies for use by each USWeb affiliate as they support customers. USWeb reduces this knowledge base to education camps, courseware, and programs to help keep affiliates at the head of the technology curve.

USWeb Hosting Services – USWeb Corporate is establishing relationships with some of the world's leading communications companies and ISPs to jointly provide access and carrier-grade hosting services that can be leveraged by and resold through USWeb Centers. USWeb Centers or their customers then can manage Web content hosted through this high-performance, scalable, reliable central infrastructure. Thus, USWeb Centers do not need to invest in scores of modems or servers to offer access and hosting services to customers.

USWeb Development Services – USWeb R&D is developing content and licensing content from partners to create a vast library for Web site development, containing both media and logic application templates for use in customer Internet and intranet sites. This library will substantially advance the baseline from which USWeb affiliates start the process of developing compelling Web sites.

USWeb Operations Services – USWeb Corporate is creating economies of scale in many aspects of operating a USWeb Center, including recruitment, location selection and build-out, training, volume purchasing, accounting, marketing, and development.

USWeb Channel Services – From USWeb's partners, USWeb Corporate will enable USWeb Centers to operate as a 'channel', through which Centers may resell Internet access, hardware, software, original content, advertising placements, and other products and services.

1.2.3 What Affiliates Offer to Customers

In the context of USWeb's marketing programs, USWeb Centers will be described as 'one-stop locations' for businesses of all sizes to access, learn about, and establish a presence on-line. Customers will thus expect to find the following products and services at the closest USWeb Center:

Professional Web site development and marketing – USWeb Centers will create leading-edge Internet and intranet Web sites for businesses of all sizes and individuals. USWeb Centers tap the central resources of USWeb Corporation, which invests millions each year to help affiliates deliver the world's most compelling, immersive Web sites. Because of its economies of scale, the USWeb Network will also be able to deliver some highly effective means for customers to market their sites, and for advertisers to reach target audiences on-line.

Professional Web site hosting and management – USWeb Corporate and its telecommunications partners will provide the highest quality scaled hosting services available anywhere. Under contract with its customers, each USWeb Center will then professionally manage Web site content hosted through USWeb's central infrastructure. Education and training – Each USWeb affiliate will provide a local education center for businesses and individuals to obtain training on every aspect of the Internet and Web, including technical subjects from access to development, and business subjects from on-line marketing to leveraging intra-business communication.

One-stop location for all aspects of the on-line experience – USWeb Centers will provide a channel to resell Internet access services, hardware, and software products purchased

from technology and communications companies specializing in those areas.

1.2.4 Summary of Affiliate Obligations

The success of USWeb and USWeb affiliates depends upon the overall fulfillment of obligations from everyone involved in the Network. Not only are you partly dependent upon USWeb Corporate for success, but USWeb itself and other affiliates are partly dependent upon you for success. Thus, your performance of the following obligations – described in detail later in this manual – is an important prerequisite for the USWeb Network to prosper.

[We'll want to simply bullet-list the fee, royalty, performance, operational, and legal obligations.]

1.3 General Business Guidelines

This section is intended to provide you with a working understanding of some of the most important, high-level operating, legal and contractual expectations and processes within the USWeb System. It's important that all owners and senior managers review the contents of this section.

1.3.1 USWeb Code of Ethics

[What you've got is good. Let's add some principles on employee relationships, etc.]

1.3.2 Rights and Limitations

In any business relationship, but particularly in franchise relationships, there are specific rights and limitations that intersect many aspects of operations, marketing, and development. Both the Affiliate Agreement and the Operations Manual contain numerous discussions on rights and limitations across these areas. Described below are a few of the most important of these rights and limitations, and it's important for every owner and senior manager of your USWeb Center be familiar with these issues, regardless of whether they're involved in day-to-day management of your operation.

1.2.3.1 Liability Disclaimers

[Let's make sure that we cover franchise disclaimers, intellectual property (software license) disclaimers, and disclaimers that we require affiliates to make in our behalf to their customers in contracts]

1.2.3.2 Confidentiality

[Let's make sure that we cover confidentiality per the Agreement. Ken, Jim: What confidentiality constraints can/should we place on affiliates discussing their own

business information or
'views on the world' with third parties? Their financials?]

1.2.3.3 Non-competition

[Let's include verbage to cover the obligations not to compete in a separate business, not to divert business, and not to operate this kind of business for the [Agreement period] following termination. Also include discussion of ensuring that each affiliate employee or contractor sign a non-disclosure form approved by USWeb, and let's include in this section our default copy of that form.]

1.2.3.4 Use of USWeb Names, Marks, etc.

USWeb Corporation is investing millions of dollars in marketing programs that will help establish 'USWeb' and related marks as powerful, meaningful symbols to customers, partners, and influencers. In order to preserve and grow the usefulness and reputation of these marks, we've defined a set of guidelines, obligations, and materials for you to use as you employ USWeb marks. When the Network follows these guidelines, the USWeb marks become tremendous assets that add value to USWeb and all affiliates.

[First, describe the category of materials that saves the affiliate from having to create its own communications pieces. Second, state that any use of USWeb marks must be approved per Agreement. Third, state that the license of the marks does not entitle the affiliate to act as an agent for USWeb Corporate (get specific language from Ken). Fourth, state that we would encourage affiliates to make suggestions and proposals to Corporate on new and innovative ways to leverage the marks.]

1.3.3 Renewal, Transfer, & Termination of the Contract

1.2.4.1 Renewal

1.2.4.2 Transfer

1.2.4.3 Termination

1.3.4 Legal Issues

1.2.5.1 Export Laws

1.2.5.2 Patents, Trademark Infringement

1.2.5.3 Electronic Communication

[We need to discuss the Communications Decency Act and any other legislation regarding e-commerce and communication. We need to point out that USWeb Corporate will be actively engaged in public debates on these issues. Sheldon: I assume you agree that we will not place any guidelines on impermissible content developed or placed by affiliates other than our interpretation of general public laws.]

1.3.5 Affiliate Agreement

[Get some language from Kennedy which states that in case of any conflict, the terms of the Affiliate Agreement take precedence over the content of the Operations Manual. Include their official copy of the Affiliate Agreement for reference.]

Book 2: Establishing a USWeb Affiliate

2.1 Introduction to this Book

2.1.1 Welcome into the Network!

Dear XXXX:

Let me personally welcome [old business name] into the USWeb Network. You have made a decision to combine your strong capabilities and resources with those of USWeb. Together, I believe we will create something quite remarkable.

As our ### affiliate, [new business name] will open its doors during perhaps the most exciting phase of development for the Network. Having recently launched USWeb, we are in the process of creating and delivering the value propositions across marketing, development, and operations which will bind the USWeb Network together and align tremendous independent momentum towards our common mission: becoming the largest provider of professional services for the World Wide Web. Thus, you are joining the Network at a time when your involvement can have a material impact on the direction and strategy of the entire USWeb enterprise. We will seek your involvement on a regular basis to help us refine and perfect the USWeb model. This manual is meant to provide a permanently-evolving description of that model. Since you have joined the Network as an early affiliate, the first input we will ask you to provide is constructive comments and suggestions on the content contained herein.

I look forward to working with you in this venture, and I welcome you to contact me directly at any time, with questions, concerns, and suggestions. Once again, welcome aboard!

Sincerely,

Joe Firmage
Chairman & CEO
USWeb Corporation

2.1.2 Working with USWeb

USWeb Corporate has assembled a team of professionals across operations, finance, marketing, and development with the common purpose of helping you be successful. [Include language and a diagram on how and where to get

support for each aspect of the “wheel” shown at the beginning of the Manual, perhaps with an organization chart overlaid to indicate organizational contact points.]

2.2 Conversion Plan

2.2.1 Identity

[Cover issues of business naming, registration with state, phone companies. Describe need to present themselves as USWeb XXX, not by former name alone. Describe mechanism to get business cards, letterheads, forms made up localized to specific affiliate.]

2.2.2 Facilities

[Cover issues of location criteria and USWeb approval process, make suggestions on lease strategies (like, if you’re going to be growing at 100% year, it’s good to have an easy exit strategy to get a larger place), signage and suggested vendor for building signs, compliance with laws on facilities.]

2.2.3 Systems

[Get from Sheldon. Have a three- or four-point plan for transitioning systems into USWeb technology envelope.]

2.2.4 Employees

[Define standard process of indoctrination of employees into USWeb system: code of ethics, education on USWeb services, communication standards for USWeb representatives, confidentiality form agreement for use by affiliates, standard HR file elements for each employee, etc.]

2.2.5 Customers

[Define three- or four-point plan for converting customers into USWeb. Get from Toby and Sheldon]

2.3 Business Planning

The success of any business, no matter how large or small, depends upon planning. A company’s business plan is a document that describes the idea, reviews the market opportunity, establishes objectives, and presents strategies and tactics to meet the objectives. We’ve provided below an outline for the contents of a business plan for your USWeb operation. You may already have a business plan for your present business, in which case much of the information may be reusable. We would encourage you to create or refine a new business

plan as you launch your USWeb Center, update it regularly, and share it in confidence with those partners and employees upon which your success depends. Though not required, you're welcome to provide a copy to USWeb Corporate. We'll be happy to review it and make constructive suggestions.

[Check this with Ken for legality.]

Introduction

Purpose

Mission

Objectives

Market Assessment

Market Overview

Strategic Goals

Competitor Evaluations

Tactical Plans

Financial Plan

Revenue Projections

Profit & Loss Forecasts

Break-even Analysis

Funds Analysis

2.4 Grand Opening Event

[Get from Toby and Ken]

Book 3: Operating as a USWeb Affiliate

3.1 USWeb Operations

3.1.1 Overview of this Book

Running a successful consulting operation is much more complicated than simply employing good Web developers and running advertisements to draw in customers. Like any business, success depends not just upon creating and fulfilling demand, but on the details, processes, and procedures to support day-to-day operations, to enhance profitability, and to accommodate growth. This section of the Operations Manual describes the basics of running a USWeb Center. It describes the expectations you should have of us and those that we will have of you.

USWeb Corporate has put in place a team of operations experts who are available to help your organization be as successful as possible. The fields of support available from this team include:

[Get a dozen or so line items from Ken, Jim]

Beyond these areas, USWeb Corporate has technical and sales/marketing support teams, which are introduced in later sections.

3.1.2 Affiliate Support Web Site

USWeb Corporate has established a secure Web site at AFFILIATE.USWEB.COM, which is a central point of contact with USWeb Corporate for all affiliate support functions. You have been registered to be able to access this Web site, and a registration card describing the login process should have accompanied this manual. [Shel: We'll need to get this operational soon.]

At this Web site, you will be able to:

[Get line items from Toby, Ken, Jim, Shel]

You are required to change your password to this site every thirty days, to ensure that the site remains as confidential as possible. Remember that unauthorized access is competitively disadvantageous to yourself and to the entire USWeb Network. If you have reason to believe that the confidentiality of your password, or of the site itself, has been compromised, please contact USWeb Operations immediately.

3.1.3 Affiliate "800 Hot Line" Support

In addition to the services available through AFFILIATE.USWEB.COM, USWeb Corporate maintains a [24 hour?] affiliate support line, which enables you to speak directly to USWeb personnel at any time, to obtain support services.

At this number, you will be able to:

[Get line items from Toby, Ken, Jim, Shel]

3.1.4 On-site Support

Many affiliates may require on-site technical, operations, or marketing/sales support or consulting outside the assistance that USWeb provides as part of the USWeb University Startup Track [my suggested name for the initial training course track, which should be described in Book 2]. Examples of this kind of support might include:

[Get list from Ken, Jim, Toby, Shel -- This is \$\$ opportunity, so don't underestimate the importance of this section guys...]

[Get process for scheduling on-site support from Ken.]

3.1.5 Fee Schedule for Support

All support services made available through AFFILIATE.USWEB.COM are free to all USWeb affiliates. For support services outside the scope of (1) reasonable conversion or startup assistance, or (2) reasonable support for a USWeb-developed product or USWeb-managed service, a fee schedule applies. This schedule is provided below:

[Get schedule from Ken, Jim, Shel, Toby covering telephonic and on-site support.]

3.2 USWeb Corporate Responsibilities

The USWeb Network is essentially a two-tiered channel for delivering professional services to businesses. In any two-tiered channel, the central organization provides products and services to channel affiliates, which in turn make their products and services available to customers. By layering the process in this fashion, each set of organizations can focus and invest in the areas in which they specialize, and everyone benefits, most importantly the customer.

[Show diagram from Corporate Backgrounder]

In the course of operating your USWeb Center, USWeb Corporate will provide and/or make available the following services, all aimed to establish 'economies of scale' that bring the power of large, central investments to bear in your behalf:

3.2.1 USWeb Marketing Services

[Get language from affiliate recruitment brochure regarding demand-creation marketing.]

USWeb Marketing Services are described in detail in Book 4 of this manual.

3.2.2 USWeb Research Services

[Get language from affiliate recruitment brochure regarding testing, evaluation, configuration, specification.]

USWeb Research Services are described in detail in Book 5 of this manual.

3.2.3 USWeb Development Services

[Get language from affiliate recruitment brochure regarding content library.]

USWeb Development Services are described in detail in Book 5 of this manual.

3.2.4 USWeb Hosting Services

[Get language from affiliate recruitment brochure regarding hosting services.]

USWeb Marketing Services are described in detail in Book 5 of this manual.

3.2.5 USWeb Operations Services

[Get language from Ken. Full language should go here. Let's build good descriptions of everything from our recruitment programs to facilities help to finance systems, etc.]

3.2.6 USWeb Channel Services

[Get language from Toby, Ken and George RE channel programs and partnerships. Full language needs to be included here.]

3.3 Affiliate Responsibilities

3.3.1 Products & Services

[Get language from corporate brochure on our customer offerings, for each of these line items.]

A comprehensive discussion of authorized products and services is provided in Book 5 of this manual.

- 3.3.1.1 Web Site Consulting
- 3.3.1.2 Web Site Management
- 3.3.1.3 Web Education
- 3.3.1.4 Other Products & Services
- 3.3.1.5 Customer Support

3.3.2 Basic Operations

[Jim, Ken]

- 3.3.2.1 Hours and Days of Operation
- 3.3.2.2 Standards of Sales / Service
- 3.3.2.3 Territory of Operation
- 3.3.2.4 Facilities Requirements
- 3.3.2.5 Liability & Insurance
- 3.3.2.6 Regulations & Taxes
- 3.3.2.7 Vendors and Suppliers
- 3.3.2.8 Relocations
- 3.3.2.9 Customer Contracts

[I really would like to see the standard customer consulting contract 'headers and

footers' that require in all USWeb affiliate contracts. These can be prepared Kennedy, Bonham, Jim, and Ken hopefully.]

3.3.3 Finance

[Jim, Ken]

3.3.3.1 Reporting Obligations

Monthly Reporting

Annual Reporting

Forms and Processes

Audit Policy

3.3.3.2 Fees & Royalties

License Fee Schedule

Royalty-Bearing Revenue

Royalty Schedules & Payment Procedures

Use of Marketing Fund Royalty

Other Fees

3.3.3.3 Pricing

[Let's get Greg, Dwayne, Chris to work on a set of pricing guidelines, not requirements, that will encourage uniformity amongst our affiliate base.]

3.3.3.4 Your Accounting System

[Let's have more here than just a recommendation on a software package. Let's have a flow chart that shows the process of managing the entire financial system, with specs for products and processes in each step of the flow chart, with reporting points/systems identified.]

3.3.3.5 External Financial Communications

[Jim – What do you want to require with respect to access to affiliate financial information?]

3.3.4 Human Resources

[Jim]

3.3.4.1 Workplace Guidelines

3.3.4.2 Employment & Compensation Guidelines

3.3.4.3 New Hire Package

3.3.4.4 Employee Handbook

3.3.4.5 Employee Files

3.3.4.6 Contractors & Consultants

3.3.4.7 Federal & State Regulations

3.3.5 Training of Personnel

[Let's go overboard here. We've got to get detail on what education will be made available and in which forum.]

3.3.5.1 Annual USWeb Affiliate Conference

[Get breakdown of tracks from Toby, Shel, Ken, Jim]

3.3.5.2 Continuing Education – USWeb University

[USWeb's version of Novell's CNE program. Two-tier training and certification program. Get marketing jargon from Toby. Get breakdown of tracks from Toby, Shel, Ken, Jim]

3.3.5.3 Affiliate "Train the Trainer" Programs

[Part of USWeb University structure, allowing distribution of training authority.]

Book 4: USWeb Marketing

[Toby – you guys are further along than the rest of the company in terms of information content for this manual. I've thus not spent much time on this book. Have at it!!!]

4.1 About this Book

This section of the Operations Manual focuses on marketing. The purpose of marketing is to create demand, and one of the key areas of focus for USWeb Corporate is to conduct and help you conduct great marketing. Perhaps the most universal value provided by franchisors is in this area, and through the collective resources of centralized marketing investments, a tremendous amount of momentum can be created to build awareness and generate demand.

There are two basic aspects to USWeb Corporate's marketing programs: establishing the USWeb brand, and then leveraging that brand to create demand for USWeb Centers.

4.1.1 Building the Brand

[Brief introduction to the concept of branding in our context; not strategy, just concepts.]

4.1.2 Creating Demand

[Brief introduction to the concept of creating demand in our context; not strategy, just concepts.]

4.1.3 Communicating With USWeb Corporate Marketing

[Marketing contact process]

4.2 Corporate Marketing Programs

[Here's the detail section for Corp Marketing strategies]

4.2.1 USWeb's Marketing Fund

4.2.2 USWeb's Marketing Strategies

4.2.2.1 Building the Brand

4.2.2.2 Creating Demand

4.3 National Lead Referral Program

[Once demand is generated, how does it get dispatched to affiliates?]

4.4 Your Own Marketing

[Leveraging our investments with your own]

4.4.1 Reporting To Corporate

4.4.2 Marketing Strategy

4.4.3 USWeb Mark Usage Guidelines

4.4.4 Approved Materials From USWeb

4.4.4.1 Obtaining USWeb Materials

4.4.4.2 Usage Guidelines

4.4.5 Choosing Media

[Let's get some information on media strategy. Must be good texts from which we can get good info.]

4.4.5.1 World Wide Web

4.4.5.2 Newspapers

4.4.5.3 Radio

4.4.5.4 TV

4.4.5.5 Magazines

4.4.5.6 Yellow Pages

4.4.5.7 Direct Mail

4.4.5.8 Outdoor

4.4.6 Your Own PR

[Why to do it, What to do, How to do it, When to do it, Where to do it, Who can help]

4.5 Other USWeb Programs for Promotion

Book 5: USWeb Customer Products, Services, & Support

5.1 About this Book

Everything contained in the Operations Manual up to this point has focused on the operational and promotional aspects of running a USWeb Center. The focus now shifts to the core purpose for which all of the prior foundation is needed: providing Web-related professional services to business customers.

In this book, the first topic of discussion is the definition of the term Authorized Offerings. Authorized Offerings establishes the boundary of what can and cannot be offered through your USWeb Center. Included in this discussion is a review of the general capabilities required to provide Authorized Offerings.

Next, within that definition, we have provided a review of the overall process for the provision of professional consulting services. In this section, we have described the interrelationship between sales & marketing, project management, requirements analysis, information acquisition, and then Web site development, management, and support.

Third, we have provided information on how USWeb Centers can leverage third parties – inside and outside of the USWeb Network – to enhance the quality, breadth, and cost-effectiveness of the solutions you offer to customers.

Fourth, we have described the USWeb University education programs, which enable you to provide certified training and education to business customers and individuals, across a broad range of Internet-related subjects.

And finally, we have described the process for you to register yourself as a provider of products and/or services to other USWeb Network affiliates. Over time, this will enable a rich interrelationship to develop among all the participants within the USWeb Network, using the combined horizontal reach and vertical specialization of the entire affiliate base to offer peerless services to every potential USWeb customer.

5.2 Authorized Offerings

By way of introduction to the definition of Authorized Offerings, it is useful to first review the underlying philosophy USWeb Corporate employs to determine the kinds of products and services that should fall within the definition.

The mission of USWeb is to become the largest provider of *professional services* for the World Wide Web. The revenue model that supports *professional services* is based upon *billable hours*. At its core, the USWeb System is designed to tap the revenue and profit potential of billable hours invested in Web-related services for customers. Thus, the focus of each USWeb Centers is to create, maintain, and grow this kind of core services business.

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Given that the ‘one-stop-source’ concept is a major part of the value proposition of the USWeb Center to business customers, USWeb Corporate has defined Authorized Offerings to include a very broad range of consulting services, development services, and products. The definition of Authorized Offerings will be as dynamic as the medium of the Web requires, and USWeb welcomes your input on the evolution of this definition.

5.2. What You

Provide to Customers

1 Are Authorized to

At this time, USWeb has defined Authorized Offerings as “products and services clearly related to accessing, establishing, or operating a presence on the Internet, including:

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Software design, development, testing services

Information and media acquisition, production, design, development, and testing services

Hardware, software, and communications configuration, integration, installation, and testing services

Hardware, software, communications, and information products and services

Technical support services

Training and education courses and seminars

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Ongoing maintenance and management of any of the above categories
Outsourced equivalents in any of the above categories

Specifically excluded from Authorized Offerings are:

Affiliate-self-provided Internet access services

Affiliate-self-provided Internet hosting services”

You are not required to offer all Authorized Offerings, although USWeb Marketing Services programs are designed to best support those USWeb Centers which provide the most complete range of Authorized Offerings. Products or services that do not fall into at least one of these categories may not be offered through your USWeb Center. Please contact USWeb Affiliate Operations to obtain answers to questions regarding this definition.

5.2.2 What Customers Will Expect You to Provide

As implied above, the target customer base for USWeb services will be defined mainly by USWeb Marketing Services programs. In other words, USWeb’s marketing programs will set a certain expectation that a core set of offerings will be available from the closest USWeb Center -- you. It is thus in the interest of both USWeb and USWeb affiliates for us to set customer expectations for the breadth and depth of available offerings at a level attainable by or through most affiliates. Similarly, it is in our mutual interest for affiliates to do their best to provide as complete a range of Authorized Offerings as possible.

5.2.3 How USWeb Corporate Helps

USWeb has establish five affiliate service programs to help you provide Authorized Offerings. The diagram below shows the deployment schedule for these services:

[Get timeline/architecture diagram from Sheldon; is there a new version of the one I drew?]

5.2.3.1 USWeb Research Services

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5.2.3.2 USWeb Development Services

[We need detailed discussion of form and substance; i.e. Three-phase content library deliverables]

5.2.3.3 USWeb Hosting Services

[We need detailed discussion of form and substance; i.e. Three-phase hosting services]

5.2.3.4 USWeb Operations Services

[We need detailed discussion of form and substance; i.e. Ken's Ops team and Sheldon's Systems Engineering team]

[We need detailed discussion of form and substance; i.e. Sheldon’s partnership activities for access, technology deals, and Toby’s deals around marketing, education, online advertising placement/sales, etc.]

5.2.4 Baseline Capabilities Requirements

[Get from Dwayne. List and describe baseline competencies from both a human and resource point of view.]

5.2.4.1 Hardware

5.2.4.2 Software

5.2.4.3 Media Development

5.2.4.4 Telecommunications

5.2.2.5 Logic Programming

5.2. .6 Security

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5.2.4.7 Information Management

5.2.4.8 Project & Team Management

5.2.5 Capabilities Evolution

5.2.5.1 Growth of Your Business

[We need a discussion of how to scale up. What are 'choke points' on growth in ability to fulfill demand? Let's list these points and provide guidance on how we/they can address them over time.]

5.2.5.2 Continuing Training Programs

[Here's where we present USWeb University, Affiliate Track]

5.3 Core Consulting Business

[Dwayne has started on this. State that we're presenting an overall lifecycle, only part of which any individual customer may require.]

5.3.1 Overview of the Consulting Business Life Cycle

[Let's show a flowchart of the process of providing professional services, each aspect of which is listed and described below]

5.3.2 Project Management

[Dwayne: let's talk about systems and process requirements to successfully manage parallel projects, through each stage of contract lifespan]

5.3.3 Handoff from Sales & Marketing

[Describe the handoff process to turn a prospect into a well-supported customer. Three stages: (1) sell prospect on idea (2) host prospect through initial meetings with technical people (through 5.3.4 below), up to contract closure, and (3) then account-manage as development takes over the project, through the life of the contract. This stage: inputs:

prospect; outputs: customer (overlaps stages below)]

5.3.4 Requirements Analysis

[This stage: inputs: customer information, meetings, dialogue, research, knowledge; outputs: project roadmap, development plan, determination of require elements/services/outsourcing, price]

5.3.5 Information & Component Acquisition

[This stage: inputs: development plan, customer deliverables, content library, external information and products; outputs: complete set of raw materials for development, integration, assembly. This section should fully cover Web content library and our plans for it]

5.3.6 Site Development

[This stage: inputs: complete set of raw materials for development, integration, assembly; outputs: complete initial Web site]

5.3.6.1 Content Management

5.3.6.2 Creative Concepts

5.3.6.3 Graphics/Scanning

5.3.6.4 Artwork Design

5.3.6.5 Navigation Design

5.3.6.6 Page Layout & Construction

5.3.6.7 Logic/Script Creation

5.3.6.8 Back Office Linkage

5.3.6.9 E-mail Integration

5.3.6.10 Outside Contracting

5.3.6.11 Quality Assurance

5.3.6.12 Handoff to Site Management

5.3.7 Site Management

[This stage: inputs: complete initial Web site; outputs: operating Web site, managed on a sustainable basis]

5.3.7.1 Customer Orientation

5.3.7.2 Hosting

5.3.7.3 Traffic Analysis

5.3.7.4 Information Maintenance

5.3.7.5 Performance Monitoring

5.3.7.6 Security

5.3.7.7 Customer Support

5.3.8 Site Marketing

[This stage: inputs: operating Web site, managed on a sustainable basis; outputs: increased exposure to customer's online presence]

5.3.8.1 Building Search Links to Sites

5.3.8.2 Placing Advertisements for Sites

5.3.8.3 Building blended media marketing campaigns

5.4 Outsourced Services

[We need to describe the several instances when outsourcing is required or makes sense.]

5.4.1 Intra-Network Contracting

5.4.1 Internet Access & Hosting

5.4.2 Advertising Placement

5.4.3 Demand Generation for Customers

5.4.4 Hardware, Software, and Network Sales & Integration

5.5 Business Customer Training

[USWeb University Tracks. We need to discuss tracks, programs for affiliates to get certified, programs for end customer certification (i.e. USWebmaster -- like CNE). We also need to describe handoff back to sales and marketing as education customer turns into consulting prospect]

5.5.1 Courseware Tracks

5.5.2 Train-the-Trainer Programs

5.5.3 Education and Certification Process

5.5.4 Handoff to Sales & Marketing

5.6 Leveraging the USWeb Network For Your Own Content

USWeb

Partners

USWeb
San Jose

USWeb
SLC

USWeb
New York

USWeb
etc...

Customers

ROLE

Marketing
Hosting Services
Turn-key Systems
Content Libraries
Operational Assistance
Education

Hosting Infrastructure
Internet Access
Hardware
Software
Original Content

ROLE

Professional Web Services
Consulting
Development
Maintenance
Marketing
Hosting Services
Communications
Site Management
Education
Resale of Internet Access, Hardware, Software