

# FOIA MARKER

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**OA/ID Number:** 17678  
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**Folder Title:**  
Digital Divide - Briefing Books

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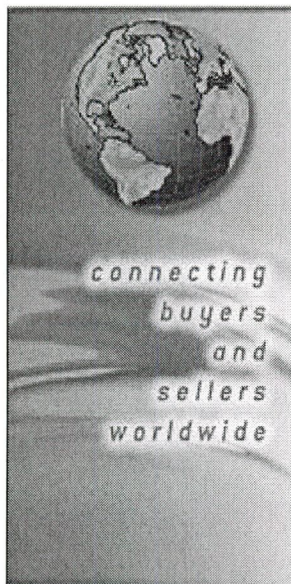
shopnow.com

Corporate Information

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## About ShopNow.com Inc.

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### Company Overview

ShopNow provides an end-to-end solution that enables businesses to engage in e-commerce with other businesses, merchants and shoppers. We offer access to online marketplaces and a comprehensive suite of e-commerce enabling products and services. These products and services include secure payment and order processing, fraud prevention, hosting and maintenance, custom application and online store development, marketing and customer acquisition and order fulfillment.

The ShopNow online marketplace aggregates merchants and shoppers over a distributed network of web sites. With access to the ShopNow marketplace, merchants can reach concentrated and targeted groups of shoppers at the ShopNow.com portal site and at our more than 4,000 affiliate and syndication shopping sites. There are currently over 45,000 merchants offering more than five million products on the ShopNow marketplace. In the quarter ended December 31, 1999, there were more than 20 million visits to the ShopNow marketplace.

In January 2000, we launched [b2bNow.com](#), a business-to-business portal and marketplace that aggregates businesses that seek to transact with one another. We intend to continually expand the features offered on [b2bNow.com](#) and have recently agreed to acquire [Ubarter.com](#), an online barter marketplace, to facilitate the exchange of goods and services between businesses.

By combining the ShopNow marketplace, [b2bNow.com](#), and the web sites of clients utilizing our end-to-end solution, we have created the ShopNow network. The ShopNow network, together with our suite of e-commerce products and services, allows our business and merchant clients to address the challenges of online commerce by providing the following benefits:

**END-TO-END INTEGRATED SOLUTION.** We believe that we provide all of the critical capabilities required to enable businesses and merchants to conduct commerce online. Our end-to-end solution minimizes the time, complexity, inconvenience and cost ordinarily associated with a multi-vendor or internally developed solution.

**QUICK TIME TO MARKET.** Our extensive experience typically allows us to create commerce-enabled web sites for our clients in less time than an in-house developer.

**IMMEDIATE AND LONG-TERM SAVINGS.** Our clients are able

to avoid the significant investment of resources required to develop and maintain end-to-end e-commerce capabilities internally or to integrate an outsourced multi-vendor solution.

**FACILITATE CUSTOMER ACQUISITION.** With our custom sales and marketing services, and access to the ShopNow marketplace, merchants can more effectively and more efficiently attract targeted shoppers to their online stores.

**COMPREHENSIVE TECHNOLOGY PLATFORM.** We provide a flexible scalable technology platform from which we can tailor solutions to meet the changing needs of our clients.

ShopNow was incorporated in Washington in January 1994. Our executive offices are located at 411 First Avenue South, Suite 200 North, Seattle, Washington 98104. Our telephone number is (206) 223-1996 and our main web site is located at <http://www.shopnow.com>.

## **Industry Background**

### **Rapid Growth of the Internet and E-Commerce**

The Internet has grown in less than a decade from a limited research tool into a global network consisting of millions of computers and users. The Internet is an increasingly significant medium for communication, information and commerce. International Data Corporation, or IDC, estimates that at the end of 1998 there were over 62 million web users in the United States and over 142 million web users worldwide and that by the end of 2003 the number of web users will increase to 177 million in the United States and to over 502 million worldwide.

The rapid growth of the Internet has given businesses, merchants and shoppers the opportunity to conduct an increasing amount of commerce online. We believe that e-commerce offers numerous advantages to businesses, merchants and shoppers. Shoppers receive increased selection, competitive prices and the convenience of being able to shop on the Internet 24 hours a day, 7 days a week from the location of their choice. The Internet enables merchants to reach a global audience and operate with limited infrastructure, reduced overhead and greater economies of scale. Merchants can customize web site content to match the needs and preferences of individual shoppers by transparently personalizing content for each shopper. By facilitating access to information, the Internet enables merchants to give customers more detailed product information while affording merchants the opportunity to obtain detailed information about the purchasers of their products. In addition, online merchants can reduce selling costs by reducing or eliminating investments in physical retail locations and automating much of the interaction with their customers. These advantages are resulting in a dramatic increase in the amount of commerce conducted over the Internet and the number of businesses and merchants advertising and selling goods and services online. According to IDC, worldwide transactions on the Internet are expected to increase from approximately \$111 billion in 1999 to approximately \$1.3 trillion in 2003, with the total number of users who purchase products and services online increasing from approximately 48 million to approximately 182 million worldwide during the same period.

### **E-Commerce Challenges**

#### **Challenges to Conducting Commerce Over the Internet**

Businesses and merchants increasingly are determining that they need an online presence to take advantage of the rapid growth and benefits of e-commerce. To conduct commerce online effectively and efficiently, however, businesses and merchants must address a number of challenges:

**WEB SITE PLANNING AND STOREFRONT DESIGN:**

Businesses and merchants must design and implement the look and feel of their online stores and custom web sites in a way that provides a rich, easy-to-use and generally satisfying end-user experience that fosters buying and repeat visits. Storefront design must promote the merchants' brands, identities and product information through the use of graphics, images and text content.

**VISIBILITY AND CUSTOMER ACQUISITION:** Merchants need to effectively communicate with their targeted online audience to maximize the number of visits to, and purchases from, their web sites. Both online merchants seeking to establish a brand and traditional merchants with established brands need to create visibility online and to distinguish themselves from the significant number of competitors selling products and services on the Internet. Achieving widespread brand recognition and customer loyalty in a crowded market where consumers are inundated with Internet-related advertising requires a comprehensive and focused marketing strategy to reach the desired audience. These efforts require a broad range of both online and traditional techniques ranging from banner and hyperlink advertisements or e-mail communications to traditional methods, such as direct mail. In order to attract the highest number of desired online shoppers, merchants need to employ creative marketing solutions that position their products and services more effectively than those of their many competitors.

**TRANSACTION PROCESSING:** Businesses and merchants must implement solutions that enable them to efficiently and effectively process orders once they are placed. Online transaction processing is complex and involves a number of elements including secure, dependable, automated real-time payment authorization, calculation of tax and shipping charges, order tracking and customer service. Online orders for physical goods must be transmitted to fulfillment centers, distributors or merchant-owned distribution centers for shipment of the goods.

In light of these challenges, businesses and merchants who choose to internally develop and maintain an e-commerce presence must invest a significant amount of capital and technical resources. E-commerce technology evolves rapidly, necessitating timely implementation and upgrades. The lengthy and often cost-prohibitive nature of in-house development and maintenance has caused an increasing number of businesses and merchants to outsource some or all of their e-commerce capability development to third-party service providers. Outsourced solutions offer convenience and savings but most service providers specialize in specific, limited aspects of an Internet merchant's business. Merchants who outsource their e-commerce capability development typically must devote significant technical expertise and other resources to coordinate multiple vendors and integrate the various components.

As e-commerce solutions evolve and online businesses and merchants proliferate, need and demand increase for outsourced e-commerce solutions that seamlessly integrate every aspect of an online business from storefront development to marketing services, transaction processing and fulfillment.

### **The ShopNow Solution**

We are an end-to-end developer and provider of e-commerce enabling solutions for businesses and merchants. We provide a comprehensive suite of products and services that enable businesses and merchants to create, support and grow an efficient, scalable and reliable online presence. Our marketing services use both traditional and online methods to bring businesses, merchants and shoppers together, while our other e-commerce products and services enable businesses and merchants to develop and complete online transactions. Our

e-commerce platform includes custom application and online store development and design, hosting and maintenance, fraud prevention, payment processing and order fulfillment. We provide customers with a wide variety of supporting technologies in order to meet their specific needs. Our sales and marketing services include merchant and product listing on our online marketplaces, advertisements and e-mail promotions and other creative services. We also operate the ShopNow marketplace, a distributed network of web sites comprised of the ShopNow.com portal and more than 4,000 affiliate and syndication shopping sites, which together provide access to more than 45,000 merchants offering over five million products. In addition, we operate b2bNow.com, our business-to-business portal and online marketplace.

Key benefits of our solution include:

**END-TO-END INTEGRATED SOLUTION.** We believe that we provide all of the critical capabilities required to enable businesses and merchants to conduct commerce online. We offer businesses and merchants a comprehensive suite of e-commerce products and services and access to online marketplaces. Our marketing services include advertising, merchandising and e-mail services on our ShopNow marketplace and on our b2bNow.com marketplace. Our end-to-end solution minimizes the time, complexity, inconvenience and cost ordinarily associated with a multi-vendor or internally developed solution.

**QUICK TIME TO MARKET.** The pace of change and the rate of growth of the Internet require greater speed in implementation of e-commerce solutions. Our extensive experience in web site planning and storefront development allows us to create commerce-enabled web sites for our clients - ranging from the basic to the highly customized - in less time than such tasks typically require of an in-house developer.

**IMMEDIATE AND LONG-TERM SAVINGS.** We enable businesses and merchants to improve their return on investment by allowing them to avoid the significant diversion or investment of resources required to develop and maintain e-commerce capabilities internally or to integrate a multi-vendor solution. Because we regularly reevaluate and update our merchant services and network offerings, our clients can easily keep pace with rapidly evolving e-commerce technology.

**FACILITATE CUSTOMER ACQUISITION.** ShopNow.com allows merchants to market their products and services in an established online marketplace where shoppers congregate for the specific purpose of making purchases. We enable shoppers to search for products and services in an organized manner and to evaluate offerings from numerous merchants based on a variety of criteria. Unlike content and community-oriented portals, ShopNow.com is focused principally on, and identified with, shopping. As a result, we can attract visitors who are more likely to buy a product or service at our clients' sites. Our ability to utilize detailed demographic and shopper preference data enables us to offer targeted marketing services to our merchant customers. The ShopNow marketplace, together with our merchant marketing services, allows merchants to quickly and efficiently attract a targeted group of customers.

**COMPREHENSIVE TECHNOLOGY PLATFORM.** We provide a flexible scalable technology platform from which we can tailor solutions to meet the changing needs of our clients. Our platform is a combination of third-party technologies and technologies that we have developed. We also have serving and hosting capabilities that enable our clients to outsource the storage and transmission functions of their e-commerce operations. This technology provides merchants a high level of reliability, 24 hours a day, 7 days a week. Using data centers

with redundant servers, continuous monitoring and high speed Internet connections, we can provide clients with the performance they require for uninterrupted e-commerce operations.

## **Products & Services**

### **Merchant Services**

We offer businesses and merchants a wide variety of enabling products and services, including:

**SECURE PAYMENT AND ORDER PROCESSING.** We provide online payment and order processing software and services. Our software and services assist our merchant clients with credit card authorization, address verification, automated tax and shipping calculations, order tracking and customer service. Our payment processing system currently interacts with 21 credit card processors. For security, we use advanced encryption methods. To exchange information with merchants and shoppers on our web sites, our network servers use software that complies with the Secure Sockets Layer specification, the predominant method for managing the security of transmissions over a network.

**FRAUD PREVENTION.** Our fraud prevention services use artificial intelligence programs, a database of historical transactions and validation by an authorized financial institution to confirm shoppers' identities and to assess their credit status. We can adjust the stringency of the fraud screening process based upon a merchant's requirements and the nature of the transaction to assist the merchant in maximizing sales opportunities. Under an agreement with HNC Software, we have licensed the right to use their eFalcon fraud management system.

**E-COMMERCE HOSTING AND MAINTENANCE.** We provide services to operate and maintain online stores on behalf of our listed merchants. We use data centers with redundant servers, 24-hour monitoring and support and high-speed Internet connections to provide customers with continuous e-commerce operations. We also provide merchants with detailed electronic and hard copy reports summarizing visits to and transactions made on their online stores.

**CUSTOM APPLICATION AND ONLINE STORE DEVELOPMENT.** We provide businesses and merchants with design and technical development services for their web sites and online stores, including design and advertisement copy services and image management and production. We create commerce-enabled web sites ranging from the basic to the highly customized.

**MARKETING AND CUSTOMER ACQUISITION SERVICES.** Our marketing services are designed to enable merchants to enhance their visibility on the ShopNow marketplace, facilitate customer acquisition and retention, and increase sales. We offer a range of online advertising and listing services, e-mail promotions and lead delivery programs for merchants. We offer merchants a variety of listing positions in our merchant database, which shoppers access through ShopNow.com. The merchant listing positions differ by length of store description, number of search engine keywords that refer to the merchant's products, order in which the merchant is listed within a product category and availability of certain promotional listings. Advertisements can be prominently displayed on ShopNow.com or on the web site networks of our marketing affiliate, 24/7 Media. From these advertisements, shoppers can hyperlink directly to an advertiser's web site, enabling the advertiser to directly interact with an interested shopper. Merchants can also

reach a more focused audience by sponsoring a specific product category or, alternatively, a wider audience by marketing to visitors on our affiliate and syndication shopping sites. Our e-mail promotions enable merchants to alert shoppers registered with us to special merchant product or service offerings. We also offer a lead delivery program that provides merchants with a specific number of visits by shoppers to the merchants' web sites over a given period of time. If we fail to deliver the specified number of visits, the contractual term is extended until we have delivered the required number of leads.

**CUSTOMER ORDER FULFILLMENT AND CALL CENTER MANAGEMENT.** We have preferred supplier agreements with several companies that specialize in providing customer order fulfillment services for merchants that lack such capabilities. These services include warehousing, packaging and distribution and call center services. Our preferred supplier agreements allow us to obtain pricing discounts and other favorable terms from these companies by aggregating several of our clients' order fulfillment and call center activities under one contract that we enter into and manage on behalf of our clients. We also have relationships with several vendors whose warehouses we use to fill orders that we take on behalf of our clients through our web sites and to deliver the purchased merchandise directly to shoppers. We have integrated our order processing, payment processing and fraud prevention systems with those of our preferred suppliers to provide our merchants with an integrated e-commerce platform.

Our various merchant services can be purchased as an integrated suite or individually, which allows businesses and merchants to tailor their service package to their particular needs. Fee arrangements are based on the specific service purchased and may be computed on a project basis, a monthly fee basis, a per transaction basis or a combination thereof.

#### **The ShopNow Marketplace**

The ShopNow marketplace aggregates merchants and shoppers over a distributed network of web sites. The ShopNow marketplace consists of ShopNow.com, our shopping portal, and more than 3,000 affiliate sites and over 1,300 syndication sites. Our marketplace aggregates more than five million products and services offered by more than 45,000 merchants, including retailers, catalog companies, manufacturers and individuals. The ShopNow.com directory lists merchants under 28 different product categories. Our web site provides shoppers with multiple ways to search our merchant database. To reach a specific merchant's web site, a shopper clicks on the hyperlink to that site. Shoppers complete transactions directly at a merchant's web site, allowing merchants to conduct e-commerce under their own brand names. In some cases, we act as the merchant-of-record and offer products directly to consumers from the ShopNow marketplace. These products usually are shipped directly from the manufacturer or distributor. We principally offer these products to drive traffic to the ShopNow marketplace.

During the last quarter of 1999, we completed three acquisitions to enhance the ShopNow marketplace. They were the acquisition of the SpeedyClick community web site, the bottomdollar.com comparison shopping engine and the Cortex merchant rating system. The acquired businesses also provide additional means for shoppers to access our merchants' web sites. We believe that these enhancements will generate additional consumer traffic on the ShopNow marketplace, which in turn will attract additional participating merchants to whom we can cross-sell our e-commerce enabling products and services.

We recently launched eBuy, our proprietary transactional banner service. eBuy allows a shopper to click on a banner advertisement from within any web site and purchase the product or service in the banner advertisement without leaving the site where the shopper

originally saw the banner advertisement. We have licensed the eBuy technology to 24/7 Media, GiftSpot.com, AthleteNow.com, ChickClick.com and ArtGalleryLive.com. The private label version of eBuy for 24/7 Media is marketed as Click2Buy.

**b2bNow.com**

b2bNow.com is a global business-to-business portal that enables businesses to buy, sell and promote their products and services to other businesses in a single online marketplace. Launched in January 2000, b2bNow.com's e-commerce features currently include a request for quotation/request for proposal search engine, enhanced business listings and placements, business web hosting, business web store building tools, business headlines, financial news, targeted newsletters, stock quotes, site traffic reports and other sales and marketing services. In addition, following completion of our proposed acquisition of Ubarter.com, we plan to integrate Ubarter.com's online barter marketplace into b2bNow.com. We believe barter provides a valuable and flexible alternative to cash transactions for businesses wishing to exchange goods and services without disadvantaging their distribution partners. The availability of an online barter marketplace will allow our clients to better manage sales of business assets, excess inventory, surplus production and other goods and services.

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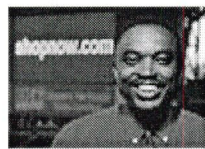
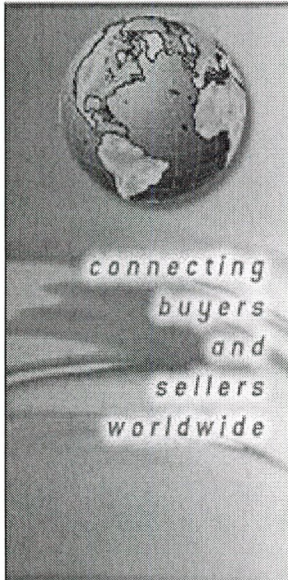
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## Management Team

- **Dwayne Walker**  
Chairman and Chief Executive Officer
- **Joe Arciniega**  
President and Chief Operating Officer
- **Melinda Hinson**  
Vice President, Marketing
- **Alan Koslow**  
Chief Financial Officer and General Counsel
- **Ganapathy Krishnan, Ph.D.**  
Executive Vice President and Chief Technology Officer
- **Ranjit Mulgaonkar**  
Senior Vice President, b2bNow.com
- **Keith Oelrich**  
Senior Vice President, Consumer Division
- **Othniel Palomino**  
Executive Vice President, Corporate Development
- **Anne-Marie Savage**  
Executive Vice President, E-Commerce Services
- **Michael Wychocki**  
Executive Vice President, Direct Marketing Division



### Dwayne Walker

Chairman and Chief Executive Officer

Dwayne M. Walker has over 18 years of business and technology experience. Mr. Walker began as president and chief executive officer of

ShopNow.com Inc. in March 1996 and prior to that served as chairman of the board. During 1995 and 1996, Mr. Walker was also chairman of US Connect which was acquired by IKON Office Systems. Mr. Walker is also an investor and advisor to NETDelivery, Inc. and other technology and services companies.

Mr. Walker first entered the high tech industry by building software that connected early personal computers to mainframes at Hughes Aircraft in 1980. He then became a programmer and systems analysts for TRW in 1983. In 1985, Mr. Walker co-authored the book *Micro to Mainframe: Creating an Integrated Environment* before Ashton-Tate acquired his expertise in 1986 to manage their database products and software application development. Mr. Walker then moved into the technology and management consulting with DMR Group (a 1200 person technology and management consulting company).

In 1989, Mr. Walker began his seven year successful journey with Microsoft Corporation where he held several positions including general manager of sales and marketing, director of Windows NT and Networking Products, director of SQL Server and network products and other senior management positions. Mr. Walker was recruited by Microsoft Corporation to spearhead the launching of the first two versions of SQL Server and Windows NT. In addition, Mr. Walker designed and led the worldwide deployment of the Microsoft Solutions Provider Channel program. Under his direction, the Solutions Provider program grew from just a few hundred participants to more than 7,000 and has become one of Microsoft's most successful business partnership programs of all time - generating over \$1 billion in sales for

Microsoft.



**Joe Arciniega**

President and Chief Operating Officer

Mr. Arciniega joined the Company in November 1998 as its executive vice president and chief operating officer. He was promoted from EVP to president in January 2000. Prior to joining the Company, he was vice president of operations for Humongous Entertainment, a software developer and publisher. At Humongous Entertainment, Mr. Arciniega built the operating structure, setting the stage for the growth and success of the company, and culminating in its sale to GT Interactive Software in 1996. Continuing in his role as vice president of operations, Mr. Arciniega also established GT Interactive's national electronic commerce, technical support and customer service departments, building and directing teams that support these efforts for all corporate locations and studios. Mr. Arciniega brings 19 years of experience in business management, holding key positions in a variety of industries including high tech, service and retail. Mr. Arciniega has also been a keynote speaker at business and motivational seminars throughout the country.



**Melinda Hinson**

Vice President, Marketing

Ms. Hinson joined the Company in June 1999 as director of corporate marketing. Ms. Hinson brings to the Company over ten years of marketing and general management experience. Prior to joining ShopNow.com, Ms. Hinson managed the coffee and whole bean businesses at Starbucks Coffee Company in the retail marketing division. Before moving to Seattle, she served in a senior brand marketing role at Polaroid Corporation in Boston, Massachusetts, managing the multi-million dollar instant film business in North America. Also while in Boston, Ms. Hinson managed the flagship juice and jelly businesses at Welch's in a brand marketing role. Ms. Hinson received her Bachelor of Science in public health at the University of North Carolina in Chapel Hill. She also has an MBA from the College of William and Mary in Williamsburg, Virginia.



**Alan Koslow**

Chief Financial Officer and General Counsel

Mr. Koslow joined the Company in June 1998 as its chief financial officer and general counsel. Before joining the Company, Mr. Koslow was a principal at the law firm of Graham & James from May 1997 to May 1998. At Graham & James, he worked on a wide variety of corporate finance transactions, including public and private securities offerings, venture capital financings and mergers and acquisitions. From April 1990 to May 1997, Mr. Koslow worked at the law firm of Foster Pepper & Shefelman, where he was elected as a partner in December 1995. From May 1988 to April 1990, Mr. Koslow worked as a corporate associate at the law firm of Cahill Gordon & Reindel. He has worked at Coopers & Lybrand as an auditor and at Midlantic National Banks Inc. as vice president of auditing. Mr. Koslow is a certified public accountant and is admitted to practice law in New York and Washington. He graduated magna cum laude from Rutgers University with a BA in economics and accounting and graduated cum laude from Rutgers Law School.


**Ganapathy Krishnan, Ph.D.**

Executive Vice President and Chief Technology Officer

Dr. Krishnan joined the Company in January 1997 as an executive vice president and the Company's chief technology officer. In 1991, Dr. Krishnan founded and was CEO of Intelligent Software Solutions (ISS) which developed e-commerce software for the Windows 95, Windows NT and UNIX operating systems. In 1996, Dr. Krishnan founded Web Solutions, Incorporated, where he served as CEO. He has experience in developing server technology, cryptography, certificate management, Internet development, and a deep understanding of e-commerce technology and its deployment. From 1988 through 1996, Dr. Krishnan was a professor of computer science at Stetson University. Dr. Krishnan earned his BS technology degree from IIT Madras in India. He also holds an MS chemical engineering degree from the University of Louisville, as well as an MS and Ph.D. in computer science from State University of New York, Buffalo.


**Ranjit Mulgaonkar**

Senior Vice President, b2bNow.com

Mr. Mulgaonkar joined the Company in February 1999 as vice president and general manager of ShopNow eBusiness Solutions. He is currently in charge of the b2bNow.com portal business. Mr. Mulgaonkar has over 18 years of experience in e-commerce, digital printing, desktop publishing and digital imaging technologies. He has represented many high technology companies in the executive, product marketing, business development and engineering capacities. Mr. Mulgaonkar joins the Company from iCat Corporation where he was the general manager of iCat products. At iCat, he was in charge of the product marketing and program management functions for e-commerce products and services. Prior to iCat, Mr. Mulgaonkar was the vice president and general manager for Moore's Interactive Marketing Solutions, a pioneer in one-to-one digital printing technology. Mr. Mulgaonkar also worked at Xerox Corporation as the manager of strategic products and director of Aldus Pre-Press Division, a business he initiated. Mr. Mulgaonkar holds a Master's Degree in computer science from Virginia Polytechnic Institute and an undergraduate degree in Electronics & Telecommunications from Poona, India.

**Keith Oelrich**

Senior Vice President, Consumer Division

Mr. Oelrich joined the Company in October 1998. His experience includes international financing of commercial jet aircraft, creating the European headquarters for a wireless phone service, running the Latin American and Asian operations for a music distribution business, and serving as vice president of operations for a small software startup. He has also worked for Boeing, and in the management development program at General Electric. Mr. Oelrich is a graduate of the University of Washington, and also holds an MBA from the Johnson School at Cornell University.


**Othniel Palomino**

Executive Vice President, Corporate Development

Mr. Palomino joined the Company in April 1997 as an executive vice president. He began his career at Andersen Consulting in 1985, where he served in a broad range of assignments including financial software development, training course development, and project management. From 1991 until April 1997, he

managed the marketing of Microsoft's database products, delivered end-user-marketing programs and built Microsoft's Value-Added Reseller and Systems Integration channels. Mr. Palomino is a graduate of Princeton University with a BS in operations research and civil engineering. He also has an MBA from Stanford University.



**Anne-Marie Savage**

Executive Vice President, E-Commerce Services

Ms. Savage joined the Company in July 1996 as its senior vice president of marketing and business development. Ms. Savage brings over 11 years of experience in marketing communications and technology to the Company. As an account manager at EvansGroup, Seattle's largest advertising agency, Ms. Savage was responsible for developing and executing an integrated communications plan for their largest account. Her other responsibilities at EvansGroup included database marketing, print and broadcast advertising, collateral development, public relations, events and direct mail. Ms. Savage then founded her own consulting business where she used these skills for a variety of clients including Microsoft Corporation. Before joining ShopNow.com, she was the marketing manager for Integra Technology International, where she was responsible for all corporate marketing activities. Ms. Savage holds a BA in hotel and restaurant management from Washington State University.

**Michael Wychocki**

Executive Vice President, Direct Marketing Division

Mr. Wychocki joined the Company in October 1998 as an executive vice president, with primary responsibility for daily management and operations of the Company's direct marketing division. Mr. Wychocki's experience includes years of senior management experience with a leading retail catalog agency where he was part of a six person executive team that grew that agency over 2000% in a five year span. Prior to that position, Mr. Wychocki spent seven years with the Sears Corporation, where he held various positions in creative development, merchandising and marketing. Mr. Wychocki has a marketing degree from the University of Illinois at Champaign-Urbana and is an active member of the DMA (Direct Marketing Association), the RAMA (Retail Advertising and Marketing Association) and the DSA (Direct Selling Association).

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Briefing Book Items (3 books)

Policy Book

- 1. Hot Policy Issues
- 2. The Internet Glossary - done
- 3. FY2001 Budget Items - detailed version
- 4. Internet Tax - Sarah
- 5. CyberSecurity - Tom
- 6. Digital Signatures - Sarah
- 7. H1B - Sarah
- 8. Export Controls
- 9. China Background (relevant issues for high-tech firms) - Tom
- 10. Clinton-Gore History on Supporting Digital Opportunity

1 pp. on broadband

long OP paper

Site/ Event Book

- 1. East Palo Alto
  - a. event schedule
  - b. message/ connection to goals
  - c. invitees/backgrounds
  - d. deliverables
    - i) private sector
    - ii) public sector
    - iii) key partnerships
  - e. hot issues
  - f. background press
  - g. background articles
- 2. Shiprock/ New Mexico
  - a. event schedule
  - b. message/ connection to goals
  - c. invitees/ backgrounds
  - d. deliverables
    - i) private sector
    - ii) public sector
    - iii) key partnerships
  - e. hot issues
  - f. background press
  - g. background articles

2 pp on all deliverables

#2

Memo on each company deliverable

Day 1

Get the HNTB NC Report

- 3. Rural North Carolina
  - a. event schedule
  - b. message/ connection to goals

Day 2

- c. invitees/ backgrounds
- d. deliverables
  - i) private sector
  - ii) public sector
  - iii) key partnerships
- e. hot issues
- f. background press
- g. background articles

4. Boston

- a. event schedule
- b. message/ connection to goals
- c. invitees/ backgrounds
- d. deliverables
  - i) private sector
  - ii) public sector
  - iii) key partnerships
- e. hot issues
- f. background press
- g. background articles

Corporate Book

- 1. Key Corporate Partners
- 2. Deliverables (extended version)
- 3. Q&As