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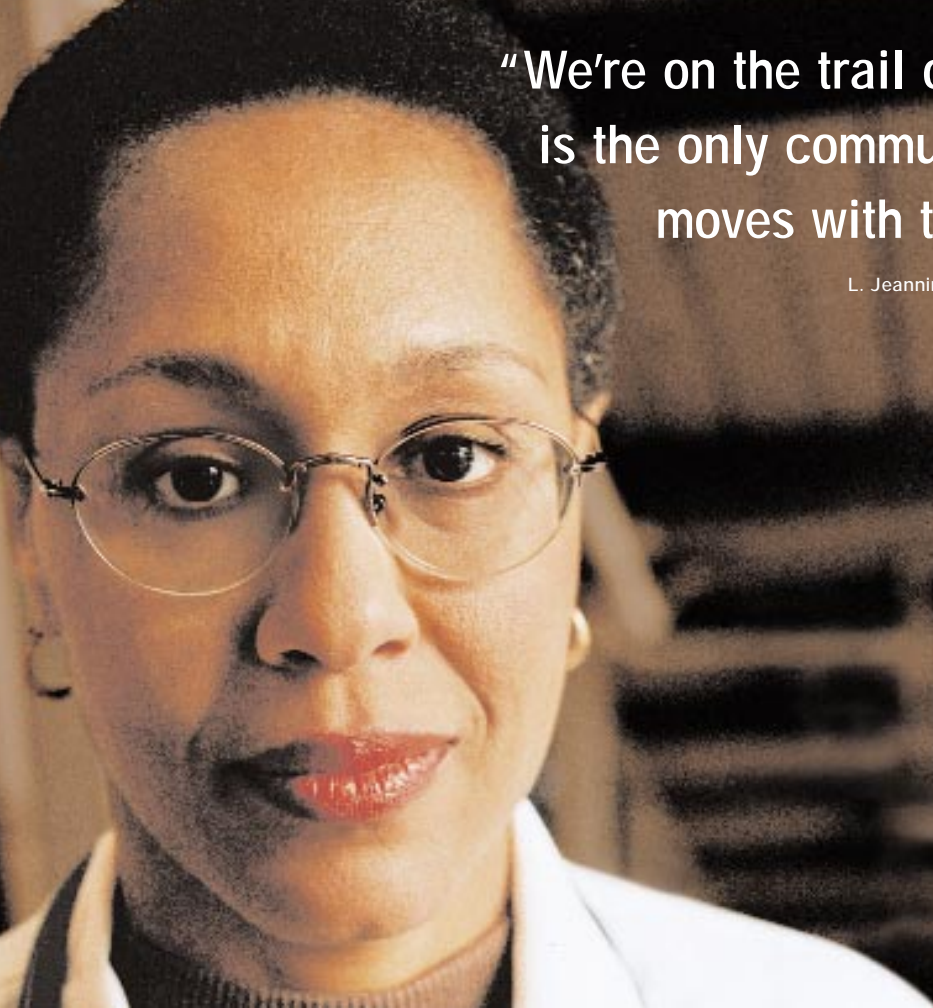
Because in a movement like this one – global, hair-trigger fast and playing out on largely uncharted terrain – **there will be leaders.** People with some courage, and a restless bone or two.

Be one  
OF THE  
LEADERS

We consider ourselves fortunate to count thousands of them among our customers. They're captains of industry – or plan to be soon. And they're worth watching.

They're found across all industries, and their organizations come in all sizes. But they have a lot in common. They don't settle for incremental improvement. They dream about breakthroughs, and search for entirely new models – new ways to build competitive advantage, sell, enter markets, learn, and win.


They share one more trait. A sense that in this movement, disproportionate rewards will be earned by those who strike first.



"We're on the trail of a killer. The Internet is the only communications medium that moves with the **URGENCY WE NEED.**"

L. Jeannine Bookhardt-Murray, M.D., HIV Treatment Data Project

In the battle against HIV and AIDS, researchers are learning that combinations of drugs succeed where individual medications fail. The HIV Treatment Data Project is a collaboration between the American Association of Health Plans and Lotus to create a safe, secure Web site where information on possible drug therapies is compiled and shared. The results are instantly available to doctors and researchers who have committed themselves to end this modern plague.

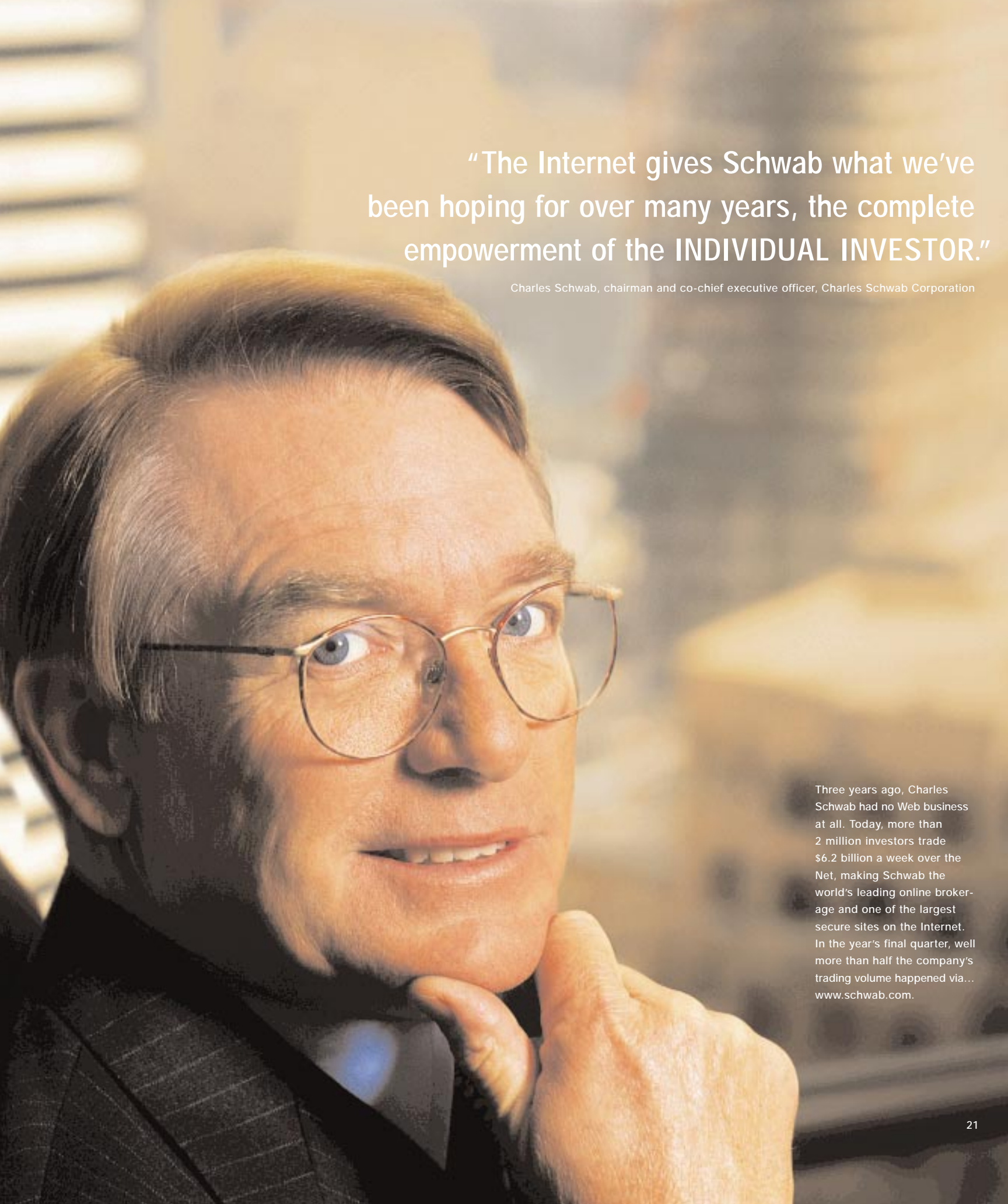


Chrysler generated more than \$2 billion in cost savings in 1998 with a Net-based application that tightened the partnership with its suppliers by inviting them to offer cost-saving ideas. The suppliers weighed in with more than 13,000 suggestions. In three out of four cases, Chrysler took action – and shared some of the savings with the idea's originator.

"We turned to the Net to create the world's most **PRODUCTIVE** suggestion box, and speeded up the implementation of a ton of great ideas."

Susan Unger, chief information officer, DaimlerChrysler





“The Internet gives Schwab what we’ve been hoping for over many years, the complete empowerment of the **INDIVIDUAL INVESTOR.**”

Charles Schwab, chairman and co-chief executive officer, Charles Schwab Corporation

Three years ago, Charles Schwab had no Web business at all. Today, more than 2 million investors trade \$6.2 billion a week over the Net, making Schwab the world’s leading online brokerage and one of the largest secure sites on the Internet. In the year’s final quarter, well more than half the company’s trading volume happened via... [www.schwab.com](http://www.schwab.com).

**“The old model of TEACHING built around the ‘sage on the stage’ has to be rethought – has been rethought – and I don’t think there’s any going back.”**

Dr. Rafael Rangel, chancellor, Monterrey Institute of Technology








With 30 campuses in Mexico and seven field offices across Latin America, the Monterrey Institute of Technology knows the value of distance learning. Mexico's largest private university uses a Collaborative Education System (based on Lotus LearningSpace software) to support 2,500 courses at 81 remote sites – and to put digitally delivered education within the reach of some 43,000 students.




A man wearing a tweed suit, a red tie, a yellow cardigan, and a tweed hat stands in a field of tall, dry grass. He is smiling and has his hands in his pockets.

In the quaint Scottish hamlet of Lugton, a four-person cooperative called Scottish Craft Brewers is online with an e-business Web site and is fulfilling orders from around the world. They built the site – and its secure ordering system – in hours. Since August, sales are up nearly 1,000 percent.

**“The RESPONSE is almost frightening. I thought it would die off after Christmas, but it just keeps coming. I shipped to Slovakia, and I don’t even know where that is.”**

Christopher Lynas, director, Scottish Craft Brewers Cooperative. [www.lugton.co.uk](http://www.lugton.co.uk)





“It’s true that we’re not a big company, and we’re no bigger in terms of staffing than we were before we put up the Web site. If this is **DAVID VERSUS GOLIATH**, then we’re David.com.”

Lynne and Alan Kuwahara, owners, Hawaiian Greenhouse. [www.hawaiian-greenhouse.com](http://www.hawaiian-greenhouse.com)

On the volcanic plains of the big island of Hawaii, the Kuwahara family has grown and sold world-class tropical flowers since 1965. But when massive international growers started to squeeze its sales, Hawaiian Greenhouse turned first to mail order, and then to the Internet. Today, 10 percent of all new orders originate on the Net and this small family business has found a way to compete with the big boys.