DoDots™

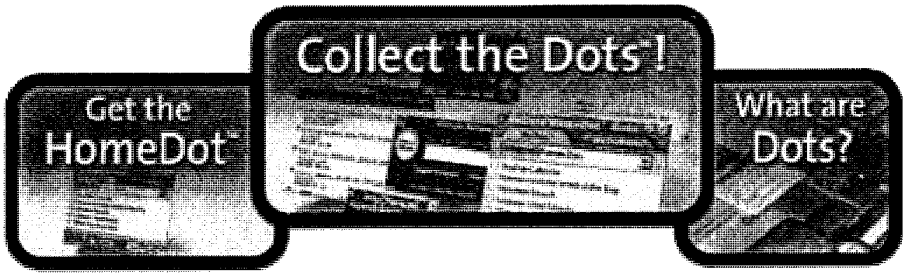
WEB SITE

DoDots Exhibit 2033
Samsung v. DoDots - IPR2023-00701

DoDots™

The Internet is no longer just a place to go.
The Internet is something to do.

Do the Dots™.



customers | company | join us!

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DoDots

Get the HomeDot

What are Dots?

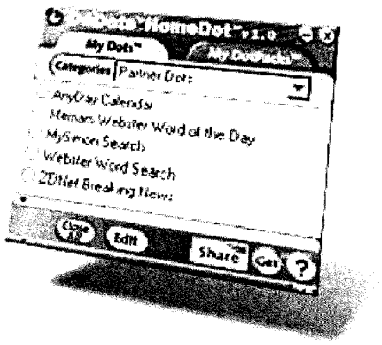
Customers

Developers

Get the HomeDot

Download the HomeDot™ to start using Dots from the DoDots™ web site or from any customer site.

Once you "Dot™-enable" your computer, you can add Dots, delete Dots, make groups of Dots and even share Dots with others.



Download the HomeDot™

Download Size: ~500K
Download Time: 28.8K Modem - ~2.75 min | 56K Modem - ~1.4min.
Tell me more about Dots

DoDots™ supports Microsoft Internet Explorer 4.0+, Netscape 4.0+ and AOL 5.0+ on Windows 95, 98, NT and 2000.

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DoDots

Collect the Dots™

Collect the Dots

Developers

Dots List

Collect the Dots : Applications :

AnyDay.com

AnyDay Calendar - Keep an eye on your AnyDay Calendar while you continue to work in other applications.

more detail created: 3/4/2000

get it now

AnyDay.com

AnyDay Contacts - Keep track of friends and colleagues with AnyDay!

more detail created: 3/4/2000

get it now

Search by: Dot Title Search

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Dot Information

Collect the Dots : Applications : AnyDay Calendar

created: 5/31/2000

AnyDay Calendar
You'll never miss an appointment with the AnyDay Calendar Dot. Keep your schedule on screen all day while you check your email, crunch numbers in a spread sheet or simply surf the web.

Get This Dot!

Search by: Dot Title Search

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Collect the Dots : Search Results for: *'what' in Dot Titles*

NO DOTS AVAILABLE

Search by: Dot Title Search

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Collect the Dots : Search Results for: *'the' in Dot Titles*

The Weather Channel - The Weather Channel Dot can help you monitor weather in your backyard or around the world.
more detail created: 5/31/2000
get it now

HELP: Using the HomeDot - A support Dot from DoDots.
more detail created: 5/31/2000
get it now

Merriam-Webster Word of the Day - Increase your vocabulary! Learn a new word every day with the Merriam-Webster Word of the Day.
more detail created: 5/31/2000
get it now

PhotoPoint Photo of the Day - See real photos by real people everyday on your desktop - from PhotoPoint.com
more detail created: 5/31/2000
get it now

TellThemNow.com - Give your opinions the power they deserve.
more detail created: 6/13/2000
get it now

Dr. Drew Question of the Day - Get your daily dose of medical advice as well as a laugh or two from DrDrew.com.
more detail created: 6/15/2000
get it now

ZDNet Tips of the Day - ZDNET Tips of the Day - Easy Access to software & hardware Tips and Tricks.
more detail created: 6/26/2000
get it now Get a DotPack which contains this Dot!

Search by: Dot Title Search

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DoDots

What are Dots

What are Dots? | What Do Dots Do? | Working the Dots | DoDots HomeDot

What are Dots?

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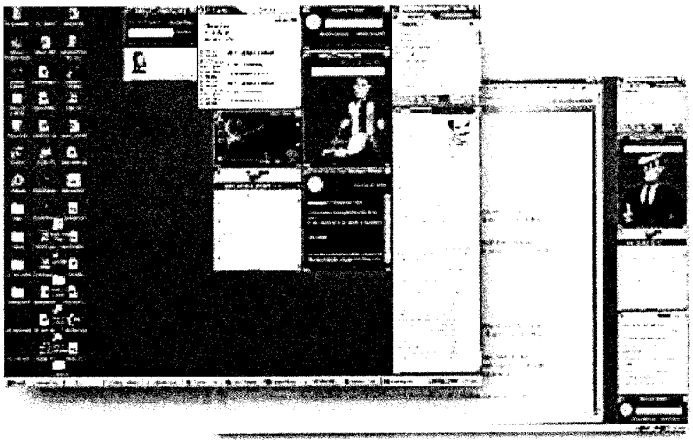
Take a Quick Tour

What are Dots™?

Next ▸

Working alongside your favorite applications, Dots™ are pieces of Internet content and applications that are convenient and easily accessible.



Dots provide a powerful link between the content provider and the user. Dots are packaged pieces of branded Internet content and applications that reside on the desktop with any application. Our customers make Dots using DoDots technology.

Benefits to users

- Convenient, instant access to live Internet information.
- Ability to do several things online simultaneously while working in any application -- accomplish tasks faster and easier

Benefits to companies

- Brand, package and distribute pieces of Internet content
- Obtain direct access to online customers -- no intermediary server
- Secure longer on-screen presence and an expanded audience through Dots

Next ▸

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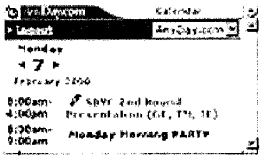
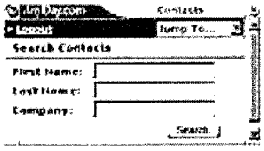
It's what Dots enable you to do that matters. Dots give you instant access to do the things you want to do on the web, while taking up minimum desktop space. Things like reference searches, shopping and news updates are just a few examples of the flexibility Dots offer today. Some of the Dots available right now include:

AnyDay.com Dots - Calendar/Contact Application in Dots

The only thing hipper than an online web-based day planner is an online day planner at your fingertips. The AnyDay.com Dots are just that. Immediate access to your personal online calendar and contacts all day long.





Merriam-Webster Dots - Quick References in Dots

These must-have Dots offer quick word-definition look-ups and a word-of-the-day vocabulary expander. And what better source for a dictionary Dot™ than Merriam-Webster?

mySimon Dots - Price Comparison Service in Dots

When you want to buy, you want to buy, not shop! mySimon has become the Internet's favorite shopping tool, offering price comparisons with quick results. The mySimon Dot offers an ever-ready search window so that you can get right to your results with minimal hassle.

MP3 Player Dot - Media Delivery in Dots
"Cool" doesn't begin to describe this clever Dot. It's a deluxe MP3 sound file player. Sound juicy? This is a great example of the potential that DoDots technology offers.

Click the links above to learn more about each Dot listed. Check the DotIndex on DoDots website regularly for more new Dots.

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Working the Dots™ into your online business

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Dots work with the Internet you already know. No new servers, web browser plug-ins or network connections are required. In fact, if you're reading this page now, you're already half way there.*

Are they web aware? Certainly. Dots are made of the same content that you can see in your web browser. HTML, XML, JavaScript™, Flash™ and QuickTime™ are a few examples.

Are they web friendly? Absolutely. Dots work with your web browser

* DoDots™ supports Microsoft Internet Explorer 4.0+, Netscape 4.0+ and AOL 5.0+ on Windows 95, 98, NT and 2000.

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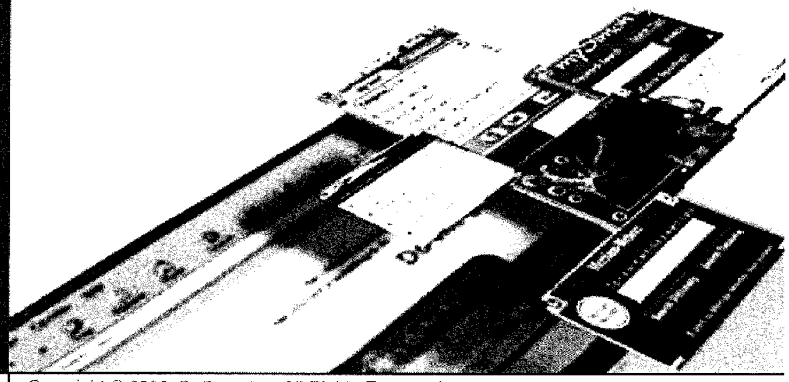

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There's No Place like HomeDot™

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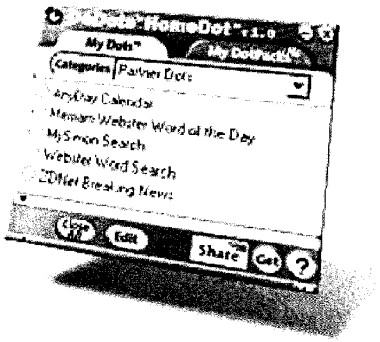
When you get your first Dot™, you also sign up for a free account with DoDots™. This gives you access to your personal Dot collection from any supported* Internet-connected computer on Earth via the HomeDot™.



The HomeDot lets you use Dots and manage your ever-growing collection of Dots. Add Dots, delete Dots, make groups of Dots, and even share Dots with others.

Want to collect Dots? First, download the DoDots HomeDot. Once the HomeDot is on your computer, you can log in and begin collecting all the Dots! Dots can be organized, grouped, sized and maintained to suit one's daily needs. If you see a really cool Dot, simply hit the share button in the Dot or on the HomeDot and send an email to friends and family.

Dots are an easier way to get the information you want to your desktop in just one click. Download the HomeDot now!

Download the HomeDot™

Download size: ~500K
Download time: 28.8K modem - ~2.75 min. | 56K modem - ~1.4 min.

* Dots support Microsoft Internet Explorer 4.0+, Netscape 4.0+ and AOL 5.0+ on Windows 95, 98, NT and 2000.

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DoDots™: a New Way to Brand, Package and Distribute Internet Content and Applications

DoDots is a digital infrastructure company that provides online and offline companies with technology that enables all web content to be branded, appropriately packaged and distributed. Any content that can be delivered in a web page can be delivered in Dot™products, such as streaming media, commerce, transactions, games, music, etc. Dots™ offer a fast, convenient and highly flexible alternative to today's document-based model of the Internet.

Benefits to Users

- Convenient, instant access to live Internet content, services or applications
- Ability to do several things online simultaneously while working in an application
- No need to download custom software from each site
- Accomplish online tasks faster and easier
- No URLs to type
- Dots comprise only one tenth the data of a web page so they are faster and quicker to access than a web page.

Benefits for Businesses with an Online Presence

- Fully brand and control user experience with flexible packaging that's appropriate to content
- Obtain direct access to customers and target audience - no intermediary server
- Secure longer on-screen presence and an expanded audience
- Easily leverage existing content with no applications to maintain
- Instantly distribute new content and features

Dots In Action

Users can collect Dots from any site offering them with simple mouse clicks. Once collected, Dots can be:

- Active simultaneously
- Used in groups
- Resized and repositioned for convenience
- Shared with friends and co-workers
- Turned on and off as desired

Most importantly, Dots can communicate with one another, which means they can be used as building blocks to create sophisticated cross-company relationships or functionality.

Market Overview and Opportunities

E-commerce currently constitutes a $27 billion market that is growing at the rate of at least 100 percent per year. DoDots gives users a new way to experience the Internet and enables companies to better exploit the multi-billion dollar opportunity that exists online. Early consumer applications include publishing, shopping, entertainment and access to frequently used reference sources such as online dictionaries.

DoDots Customers

The following companies have already adopted Dots as a means of packaging their online content and improving the Internet experience of their target viewers:

Technical Highlights

When users turn a Dot™ on, they establish a direct link to the content provider, with no intermediary. The technology that enables users to acquire html content from web sites and perform other communication functions is entirely client-side. It is built on Internet standards and uses existing communication protocols to ensure reliability, scalability, fast and easy leveraging of existing web site content. Because Dots comprise only one-tenth the data of a web page, they are fast and load quickly.

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Our Team

George Kembel, Chief Executive Officer and Founder
George Kembel, a DoDots™ co-founder, has experience starting and managing successful companies, most recently as founder and president of ENGAJE Corporation. The firm attracted numerous Fortune 500 and prestigious clients; including GVO, LeapFrog, and Interval Research. Previously, as a marketing engineer at the Intel Architecture Lab, George worked on new software technology and conducted frequent press, customer and conference briefings. He has received two national awards for excellence in engineering design. George holds a B.S. degree in Mechanical Engineering from Stanford and a M.S.E. degree in Product Design with focus on high-technology marketing and corporate strategy, also from Stanford.

Tony Medrano, President/COO and Founder
Tony Medrano, a DoDots co-founder, gained his first experience in the venture finance arena at Cooley Godward LLP, where he worked with numerous entrepreneurs, venture capitalists and investment bankers. Previously, he was an Engineering and Operations Officer in the U.S. Navy, where he was awarded the Navy Achievement Medal for outstanding leadership and management of a 100+ person department. He has also taught physics. Tony holds a B.A. from Harvard, an M.A. from Columbia University and attended the J.D. and M.B.A. programs at Stanford University.

John Kembel, Chief Technology Officer and Founder
John Kembel, a DoDots co-founder, was also a founder of ENGAJE Corporation where he served as chief technology officer focused on new technology architecture and development. The company attracted numerous Fortune 500 and prestigious clients; including GVO, LeapFrog, and Interval Research. Previously, John worked as a software engineer at Intel and holds multiple patents assigned to Intel Corporation for software development. He has also served as a Design Engineer at IDEO, where he worked on consumer and technology product development, and as the lead software and database engineer for a Stanford University archaeological 3D-mapping expedition in the Peruvian Andes. He has received two national awards for excellence in engineering design. John holds a B.S. degree in Mechanical Engineering from Stanford and a M.S.E. degree in Product Design, with focus on embedded software, architecture and protocols, also from Stanford.

Scott Sorochak, Vice President of Sales and Business Development
Scott is a seasoned Internet professional who has also been active in funding startup companies for the past 10 years. Prior to joining DoDots, he held various sales management positions at Excite@Home, most recently as director of network sales for @Work, the commercial division of Excite@Home. He previously worked as manager of affiliate sales at Netcom. Scott holds a B.S./C.S. in computer science and MIS from the University of Massachusetts, Lowell. Scott is currently an advisor to the board of directors at eBalance, Openauto, Fortress Technologies and @Court.

Ralph Rogers, Vice President of Marketing

Ralph Rogers, Vice President of Marketing
Ralph has 20 years of marketing experience. He has been a major contributor to the definition and development of software for content and application developers and sophisticated Web marketing systems. Widely quoted in trade and public media, Ralph has developed branding, product marketing and business development strategies for a number of world-class platforms and Internet applications. In 1998, he became the vice-president of marketing and fourth employee at Site2 Corporation, a developer of Internet marketing applications. Previously, he held the position of service director and principal analyst for new media at Dataquest and served as the QuickTime program manager at Apple. Ralph holds a B.S. in Engineering from West Point and an M.B.A. from Stanford University.

Advisory Board
DoDots' advisory board brings a wealth of academic, engineering and marketing experience.

- Mark Goldstein, Founder & CEO of Impulse! Buy Network, Reality Online, NetAngels and K-Mart's new BlueLight.com
- Thomas J. Kosnik, consulting professor at the Stanford School of Engineering
- Ryan McIntyre, Principal Engineer and co-founder of Excite, Inc., (now Excite@Home)
- Juan Rodriguez, Chairman of the Board and CEO of Ecrix Corporation, co-founder of Storage Technology and a Professor of Engineering at Colorado University
- Joe Vetter, a 15 year Microsoft veteran who retired with sales responsibilities well over $1 billion
- Michael Armistead, VP and GM, Lycos Finance/Investing, Lycos, Inc.
- Jon Staenberg, Managing Partner, Staenberg Private Capital, LLC

Board of Directors

George Kembel, Chief Executive Officer and Founder
George Kembel, a DoDots™ co-founder, has experience starting and managing successful companies, most recently as founder and president of ENGAJE Corporation. The firm attracted numerous Fortune 500 and prestigious clients; including GVO, LeapFrog, and Interval Research. Previously, as a marketing engineer at the Intel Architecture Lab, George worked on new software technology and conducted frequent press, customer and conference briefings. He has received two national awards for excellence in engineering design. George holds a B.S. degree in Mechanical Engineering from Stanford and a M.S.E. degree in Product Design with focus on high-technology marketing and corporate strategy, also from Stanford.

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Heidi Roizen, Managing Director of SOFTBANK Venture Capital
Today, Heidi is a managing Director of SOFTBANK Venture Capital, a $600 million venture fund focused in early stage Internet companies. She serves on the Boards of Directors of Bayla, DoDots Inc., DrDrew.com, iPrint.com (Nasdaq: IPRT), Great Plains Software (Nasdaq: GPSI), Preview Systems (Nasdaq: PRVW), Reelplay.com, and the Software Development Forum. She is an advisory board member of Time Domain Corporation and Garage.com. She is also a member of the Stanford Board of Trustees Nominating Committee. Prior to this, Heidi was VP of Worldwide Developer Relations for Apple Computer (Nasdaq: AAPL). Before joining Apple, she served for 13 years as CEO of T/Maker Company, a successful software developer and publisher. Heidi is a past president of the Software Publisher's Association and has served as a Public Governor of the Pacific Exchange. She has been recognized as one of the 100 most influential people in the microcomputer industry by MicroTimes, Personal Computing Magazine, and Upside Magazine.

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Press Releases

17-Jul-2000	DoDots Announces Dots™ 1.0, the Most Effective Way to Brand, Package and Distribute Internet Content and Applications
10-Jul-2000	DoDots' Technology Enables ZDNet to Further Distribute Its Content With a DotPack™
19-Jun-2000	DoDots Partners with iFUSE to Distribute Popular Youth Video, Audio and Editorial Content
7-Jun-2000	DoDots Online Branding, Packaging and Distribution Technology Now Available to Netscape and AOL Users
3-Apr-2000	Dots Go Live
13-Mar-2000	Leading Online Companies Do Dots With DoDots
7-Feb-2000	DoDots Introduces New Web Experience - Dots!
15-Dec-1999	DoDots Stacks the Deck for Success
13-Oct-1999	SOFTBANK Venture Capital's Technology Fund Invests in DoDots, Inc.

In the Press

7-Jul-2000 Tools turn browser into galaxy *(San Jose Mercury News)* Mercury Center

12-Jun-2000 No end to bigger, faster and cheaper *(The News & Observer)*

Finally, there's a service called DoDots, available at www.dodots.com. This company lets you download small, single-purpose programs called Dots, which you can keep on your desktop.
- Walt S. Mossberg, *Wall Street Journal*

Click here for complete story.

18-May-2000 New 'Metabrowsers' Allow You to Create a Quilt of Web Pages *(Wall Street Journal)* THE WALL STREET JOURNAL

15-May-2000 Browser Bashers
(Forbes Magazine) **Forbes**

One of the most appealing solutions is in the latter camp, and it puts a new spin on the term "dot-com."
- **Edward Baig**, *USA Today*

Click here for complete story.

10-May-2000 Bits of organization clear clutter
(USA Today) USA TODAY

7-Apr-2000 DoDots: The Web without a browser
(CNN.com from PC World) CNN.com

5-Apr-2000 DoDots: Small Windows to the Web
(PC World) PC WORLD

Apr-2000 Sites can now join desktop DoDots.
(Revolution USA) Revolution

9-Feb-2000 Catch of the Day: Dot's nice
(Red Herring) RED HERRING

As with DoDots, taking the best advantage of this platform requires different packaging strategies than do traditional Web pages, but forcing content producers to think about media in new ways is a positive side effect.
- **Rafe Needleman**, *Red Herring Catch of the Day*

7-Feb-2000 Imagining a Web Beyond the Browser
(Fortune Magazine) FORTUNE

That's what makes the ideas of DoDots, a Palo Alto startup, so interesting. The company unveiled the prototype of a platform that online companies can use to develop Internet applications that don't feel like Web pages but like handy virtual appliances.
- **Mark Gimein**, *Fortune Magazine*

15-Nov-1999 Venture Capital's Newest Star
(Forbes.com) **Forbes**

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For interviews or more information, please contact:

Virginia Jamieson
Eastwick Communications or buzz@DoDots.com
650-480-4040

Awards / Accolades

Presenting Company,
Upside Digital Living Room

Digital Room
6.18-20.2000

Demo God Award,
Demo2000

DEMO 2000

DoDots™ Logos

We are pleased to offer DoDots logos and images to press and analysts. The following are EPS format.

DoDots™

Black and White
Color - Coated
Color - Uncoated

DoDots™

Black and White
Color - Coated
Color - Uncoated

DoDots™ Screenshots (1024 x 768 pixels)

Screenshot 1 Screenshot 2

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FOR IMMEDIATE RELEASE

DoDots Announces Dots™ 1.0, the Most Effective Way to Brand, Package and Distribute Internet Content and Applications

Dots 1.0 improves how companies extend their brands online

SUNNYVALE, California - July 17, 2000 - DoDots, Inc., a digital infrastructure company, today announced the availability of Dots 1.0, the most effective way to brand, package and distribute online content and applications. Dots version 1.0 delivers enhanced functionality, including automatic login, a new user interface, advanced feedback and help systems and additional Dots.

"Dots are ideal vehicles for companies to create and deliver compelling packaged content and applications on the Internet," said George Kembel, CEO of DoDots. "Because Dots are easier to use and more accessible than web pages, people use them more often and longer, providing companies with a persistent presence and the user with instant information. The Beta version of Dots was extremely well received by analysts, companies and users, creating a market demand for version 1.0."

In less than two minutes, Dots 1.0 can be downloaded from the company's Web site - www.DoDots.com - or from any customer site. DoDots' customers include leading online companies, such as ZDNet, Merriam-Webster, StartSampling, CNET, mySimon, BlueLight.com and more (visit http://www.dodots.com/partners/index.html for a complete list of customers).

Dots are packaged pieces of branded Internet content and applications available on the desktop with any application. Any content that can be delivered in a Web page can be delivered in Dots, such as streaming media, commerce, transactions, games, music, HTML and JavaScript. Using open standards based technology, Dots offer a fast, convenient and highly flexible alternative to online branding and distribution. Once collected, Dots can be turned on or off, re-sized, moved around and grouped together on the desktop with the click of a mouse. Dots provide users with a direct link to content, with no intermediary, allowing them to quickly search, monitor and shop, while working with other desktop applications.

"We will continue to advance our technology to align the interests of online companies and their users," commented Kembel. "Dots 1.0 enables companies to extend their brand to the desktop more persistently, while delivering continuous interaction with content and applications for users. Company and user feedback will continue to play a major part in the increased functionality and distribution of Dots."

About DoDots Technology

About DoDots Technology

Dot technology enables companies to fully brand, package, and instantly distribute their content to consumers. The process of creating Dots is quick and easy. Dots can behave just like applications, so companies can use them to distribute new features and highlight new content. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and a way to easily leverage existing web site content.

About DoDots, Inc.

Based in Sunnyvale, Calif., DoDots was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from SOFTBANK Venture Capital. More information is available at www.DoDots.com.

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FOR IMMEDIATE RELEASE

DoDots' Technology Enables ZDNet to Further Distribute Its Content With a DotPack™

New ZDNet Dot Pack Enhances ZDNet Experience

SUNNYVALE, California - July 10, 2000 - DoDots, Inc., a Silicon Valley-based company, today announced that ZDNet (NYSE: ZDZ), which operates the Web's leading destination for people who want to buy, use, and learn about technology, has expanded its ZDNet branded Dot™ to include a ZDNet DotPack. In addition to using the ZDNet Dot to provide its visitors with a direct online connection to its breaking news stories, ZDNet is now using a new introductory DotPack that gives visitors a broader range of ZDNet branded information and services, including a ZDNet Tech News Dot, a ZDNet Top Downloads Dot, and a ZDNet Tip of the Day Dot.

Dots™ are packaged pieces of branded Internet content and applications available on the desktop. The new ZDNet DotPack provides a direct link to ZDNet content, with no intermediary, allowing people to search, monitor or shop, while working with other desktop applications. ZDNet visitors can collect Dots from the ZDNet site as well as the DoDots Web site.

The ZDNet DotPack enables ZDNet to extend its content to loyal audience members when they are online. ZDNet's audience now has a powerful new way to access the content and services they need, delivered through the trusted ZDNet brand.

"The ZDNet DotPack enables us to extend our brand while helping our visitors to collect even more of the ZDNet content they desire and use most often with any other application," said Dan Farber, executive vice president of content development and integration, ZDNet. "This experience is unique in that ZDNet Dots and the ZDNet DotPack let our visitors go online without having to open a full-screen Web page, while still offering instant access to our resources. By driving new traffic to the ZDNet site we expect the ZDNet DotPack to strengthen ZDNet's consistent leadership in all key metrics, including visitor reach and retention."

"ZDNet understands the importance of providing the most relevant and enriching content for its audience," said George Kembel, founder and CEO of DoDots. "The ZDNet DotPack helps to ensure that ZDNet is maintaining a one-to-one connection with its visitors in delivering the content they need. "

About ZDNet
ZDNet (NYSE: ZDZ) operates the world's leading Web destination (www.zdnet.com) for people who want to buy, use, and learn about technology, part of a global network of technology-focused sites produced through local operations in 22 countries, and in 14

languages. Winner of the Computer Press Association's Best Overall Online Site Award for two years in a row, ZDNet Sites consistently ranks among the top 20 Web properties in the United States in unique visitor reach, and the top 15 among the "At Work" audience, according to Media Metrix. Its technology-interested audience -- ranging from consumers to IT professionals -- visits more often and spends more time on ZDNet Sites than on any other technology content property, a testament to its enormous depth and breadth of original, fresh content and services. ZDNet's headquarters are in San Francisco.

About DoDots Technology
Dot™ technology enables companies to fully brand, package, and instantly distribute content to consumers. The process of creating Dots is quick and easy. Dots can behave just like applications, so companies can use them to distribute new features and highlight new content. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and a way to easily leverage existing Web site content.

About DoDots
Based in Sunnyvale, Calif., DoDots, Inc., was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com.

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FOR IMMEDIATE RELEASE

DoDots Partners with iFUSE to Distribute Popular Youth Video, Audio and Editorial Content

iFUSE Improves Branding and Distribution of Youth Culture Content with Dots™

SUNNYVALE, California - June 19, 2000 - DoDots, Inc., a Silicon Valley-based company, today announced that iFUSE (www.ifuse.com), the online champion of youth culture, has become its most recent Dot Partner. iFUSE will use DoDots™ technology to provide today's youth with a daily dose of stimuli and community from the core of the Los Angeles scene.

Dots will enable iFUSE to extend proprietary video, audio and an alternative style of editorial to the key youth culture whenever they are online and in any application. Customers will have a powerful new way to access the iFUSE content they want, delivered through the edgy iFUSE brand. iFUSE Dots will contain popular iFUSE content including Popculprit Fast News, Karmagraph and Box Office Horoscopes, as well as action sports videos, style news and music news feeds.

"The iFUSE Dots will provide persistent stimuli from the core of the Los Angeles scene, the heart of the entertainment and lifestyle industry," said George Kembel, founder and CEO of DoDots. "iFUSE does a great job of reaching out to and identifying with the youth culture online," said Kembel. "Dots are the perfect vehicle for iFUSE to deliver their specialized Flash content directly to their users. iFUSE Dots are a great example of the variety of applications that are best packaged in Dots."

Dots are bite-sized pieces of branded Internet content and applications available on the desktop and accessible while in any application. The new iFUSE Dots provide customers with a direct link to content, with no intermediary, allowing them to quickly search, monitor and "play" while working with other desktop applications. DoDots technology is easy to use, and iFUSE customers can collect Dots from the iFUSE site.

"With Dots, we will be able to extend our brand more persistently to deliver Generation Y a daily dose of interactive entertainment content," said Jonathan Ross, director of digital strategy at iFUSE. "We think people are going to really be drawn to our Dots. We offer content and a perspective that no other site can. Dots are a perfect complement to our progressive cross-media branding strategy."

About iFUSE
Utilizing the Internet as its initial distribution platform, iFUSE (www.ifuse.com) is the first cross-media entertainment and lifestyle brand targeting the youth culture audience. With proprietary video,

audio and whip smart editorial content, iFUSE champions the key youth culture lifestyles focusing on pop culture obsession, action sports, self made-style and undiscovered music. Committed to liberating its users from pop culture mediocrity, the staff of this Los Angeles based company delivers a daily dose of stimuli and community from the core of the scene and heart of the industry that can't be found anywhere else.

About DoDots
Based in Sunnyvale, Calif., DoDots, Inc., was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com.

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DoDots Online Branding, Packaging and Distribution Technology Now Available to Netscape and AOL Users

DoDots extends online presence through key partnerships, stronger features and extensive multi-platform support

PALO ALTO, Calif. - June 7, 2000 - In a move to continue development of its progressive technology, DoDots, Inc., a Silicon Valley-based company, today announced a major upgrade with the release of Beta 2.0, which supports Netscape and America Online browsers in addition to Microsoft Internet Explorer. The upgrade will enable DoDots and its partners to deliver Dots™ to millions of new users.

DoDots is a digital infrastructure company that provides online and offline companies with technology that enables all web content to be branded, appropriately packaged, instantly distributed and shared. Any content that can be delivered in a web page can be delivered in a Dot, such as streaming media, commerce, transactions, games, music, etc. Using open, standards-based technology, Dots offer a fast, convenient and highly flexible alternative to online branding and distribution. Dots are bite-sized pieces of branded Internet content and applications available on the desktop and accessible while in any application.

"By broadening the DoDots technology to support Netscape and AOL, we now enable millions of people using these platforms to access and develop Dots," said George Kembel, founder and CEO of DoDots. "Our partners now have access to a larger potential audience with this extended browser support. We are also finding that our partners are recognizing significant increases in duration and frequency with Dots as compared to traditional web pages. Our enhanced functionality addresses key user insights learned throughout the beta release phase."

The process of creating Dots is quick and easy, and they behave just like applications, so companies can use them to distribute new features and highlight new content. Typically, Dots contain one-tenth the content of a web page so they load quickly. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and a way to easily leverage existing web site content.

In less than two minutes the HomeDot™, which indexes all the available Dots, can be downloaded from the company's web site - www.DoDots.com - or from any partner site. The Beta 2.0 upgrade offers the following innovative features:

- Extended browser support - Dots are completely compatible with Microsoft Internet Explorer, Netscape 4.0 and America Online on Windows 95,98, NT and 2000;
- DotPacks™ - Dots can now be used in groups to provide multi-window application like behavior for online company content while delivering instant access to frequented information;
- Improved installer - smaller file size and a streamlined process increases download speed and aids in faster user adoption;
- Dot prioritization - users can set priorities on a Dot which allow them to keep focused on selected Internet content while working on other desktop applications

Using DoDots technology, users can collect Dots from each partner web site, such as ZDNet, Merriam Webster, Start Sampling, mySimon, and more (see a complete list of partners at http://www.DoDots.com/partners/index.html). Once collected, these Dots can be turned on or off, re-sized, moved around, and grouped together on the desktop with the click of a mouse. Dots deliver content quickly, immediately providing the user with an optimized online experience while not having to access a full-screen web page.

"The Dot revolution continues, and now our partners and their users can use Dots with their browser of choice, " continued Kembel. "Users can keep a Dot visible at all times while using other programs. Dots can be inserted between the windows of other open programs and/or float above all programs. It's the user's choice. Because Dots are easier to use and more accessible than web pages, people use them more often and longer providing partners with a persistent presence and the user with instant information."

About DoDots, Inc.

Based in Palo Alto, Calif., DoDots, Inc., was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com.

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DOTS GO LIVE

Web Sites Now Offer Internet Applications, Content, and Services in Dots

PALO ALTO, Calif. - April 3, 2000 - DoDots™, Inc., a Palo Alto, California-based start-up, today announced that Dots™ are now live at partners' Web sites. DoDots' technology enables online companies to create Dots - discrete, branded packages of Internet applications, content and services - and distribute them directly to consumers.

DoDots' HomeDot™ is available free from partner web sites and is downloaded to the consumer's computer. Consumers use the HomeDot to instantly collect Dots with simple mouse clicks from any partner website and to organize their Dot™ collection. Once collected, these Dots can be turned on or off, re-sized, moved around, and grouped together on the desktop with a single click of the mouse.

Dots operate outside the browser, and provide customers with a direct link to the content provider, with no intermediary. Comprising one-tenth the data of a web page, Dots are fast and allow people to do several things online simultaneously, such as monitor news, comparison shop, and schedule a meeting, all while working with other desktop applications.

Leading online companies bringing the benefits of DoDots' technology to their consumers include AnyDay.com, Inc., BlueLight.com, Broad Daylight, Inc., drDrew.com, Epinions, Inc., eHow, Inc., GreatRestaurants.com, Jumbomall.com Corporation, Kibu, Merriam-Webster, Inc., mySimon, Inc., Noomedia Solutions, Ltd., PC World.com, PhotoPoint Corp., Snapfish, StartSampling, Inc., Work.com, ZDNet and zupit.com (formerly i2e2).

Dot Availability
Users can get Dots immediately from the partner web sites listed below or from the DoDots' web site:

- AnyDay (www.AnyDay.com)
- eHow (www.eHow.com)
- Merriam-Webster (www.m-w.com and www.Merriam-Webster.com)
- mySimon (www.mySimon.com)
- PhotoPoint (www.PhotoPoint.com)
- Work.com (www.work.com)
- ZDNet (www.ZDNet.com)
- DoDots (www.DoDots.com)

Soon, Dots will also be available from:

- BlueLight.com (www.BlueLight.com)

- Broad Daylight (www.broaddaylight.com)
- drDrew.com (www.drDrew.com)
- Epinions (www.Epinions.com)
- GreatRestaurants.com (www.GreatRestaurants.com)
- Jumbomall.com (www.jumbomall.com)
- Kibu (www.Kibu.com)
- Noomedia Solutions (www.noomedia.net)
- PC World.com (www.pcworld.com)
- Snapfish (www.Snapfish.com)
- StartSampling (www.StartSampling.com)
- zupit.com (www.zupit.com)

"The Dot revolution has begun - and it will fundamentally change the way we experience the Internet," said Tony Medrano, president and founder of DoDots. "With Dots, consumers have instant access to live Internet content, services or applications and can do several things online simultaneously while working in other applications - all outside the browser."

About DoDots Technology
Dot technology enables companies to fully brand, package, and instantly distribute their content to consumers. The process of creating Dots is quick and easy. Dots can behave just like applications, so companies can use them to distribute new features and highlight new content. Typically, Dots contain one-tenth the content of a web page, so they are fast and load quickly. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and a way to easily leverage existing web site content.

About DoDots, Inc.
Based in Palo Alto, Calif., DoDots was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com.

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LEADING ONLINE COMPANIES DO DOTS WITH DODOTS

DoDots' Technology Delivers Internet Packaging and Distribution for Internet Content, Applications and Services

PALO ALTO, Calif. - March 13, 2000 - DoDots™, Inc., a Palo Alto, California-based start-up, today announced Premier Partnerships with leading online companies committed to using DoDots' technology to package and distribute their content, applications and services in Dots™ - discrete, branded packages with instant distribution and user sharing. The company's first partners include AnyDay, Bluelight, drDrew, Epinions.com, eHow, Kibu, Merriam-Webster, mySimon, PC World, PhotoPoint.com, Snapfish, StartSampling, Work.com, ZDNet and Zupit.com (formerly i2e2).

DoDots enables online companies to exploit the multibillion-dollar opportunity that exists "outside the browser" with a whole new approach for Internet content. DoDots' technology delivers the benefits of consumer packaging and distribution to the Internet, enabling online companies to fully brand and appropriately package their content so it can be instantly distributed and shared between users.

Dot Revolutionaries Adopt Dots

"Dots are a cool new technology that give our customers a greater user experience. Partnering with DoDots was an obvious decision for AnyDay, given the value-add that Dots provide," said Dennis Kelly, AnyDay co-founder and chief operating officer.

"Our brand is very strong, and we work hard to keep it that way," said John Morse, Merriam-Webster president and publisher. "Being associated with DoDots' exciting new technology definitely enhances our leadership position, both on the Web and in the conventional publishing world."

"We understand the fear associated with making the wrong purchasing decision," said Mike Speiser, co-founder of Epinions.com. "By leveraging DoDots' technology, consumers will be able to quickly access high quality, unbiased product reviews directly from their desktops."

"Our new mySimon Dot™ offers our shoppers instant and easy access to the online shopping features they care about most," said Adam Taggart, product marketing manager for mySimon. "DoDots provides an attractive new means for mySimon to enhance our brand and increase distribution among online shoppers."

"We're always looking for innovative ways to meet the informational needs of our management level audience, and DoDots' technology

needs of our management-level audience, and DoDots' technology offers swift access to PCWorld.com's award-winning editorial," said Bob Ostrow, publisher of PC World. "Since the business PC-buying process is a collaboration between several individuals, the ability to share Dots is a benefit to our readers - who turn to PC World to help them buy and use technology. And Dots' continuous presence on the desktop is invaluable as PC World continues to strengthen its brand, both in print and online."

"DoDots technology enables us to quickly and seamlessly share our 'Photo of the Day' with everyone on the Internet, " said Dale Gass, chief technical officer of PhotoPoint. "We're amazed how easy it is to brand, package and distribute PhotoPoint content."

"Our customers are looking for ready access to the many resources and information available on Work.com," said David Williams, Work.com general manager at Excite@Home. "DoDots' technology lets us put the right information at our customer's fingertips."

"ZD Net's innovative customer retention program has been expanded by DoDots," said Steve Giannini, director of strategic partners. "As the Internet market-leader in keeping customers (according to Media Metrix), we are always looking for creative ways to enhance and lengthen our customer's experience with ZDNet. Dots deliver for us."

"We will be using Dots to package, brand and distribute our gaming content," said Joe Perez, chief executive officer of Zupit.com. "We are excited to be the first gaming site to feature content in Dots."

Dot Availability
Dots will be available from DoDots' partners and at the DoDots web site later this month. Users interested in Dots can register now for the DoDots beta software at www.DoDots.com.

"Dot Revolutionaries are packaging and distributing amazing Internet content and applications in Dots," said George Kembel, chief executive officer and founder of DoDots. "We look forward to working with our partners to increase the impact and broaden the use of their online products and services."

About DoDots Technology
DoDots' technology enables companies to fully brand and package their content so it can be instantly distributed to and shared between users. The process of creating Dots is quick and easy. Dots can behave just like applications, so companies can use them to distribute new features and highlight new content.

Typically, Dots contain one-tenth the content of a web page, so they are fast and load quickly. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and a powerful way to easily leverage existing web site content.

About DoDots, Inc.
Based in Palo Alto, Calif., DoDots was founded in early 1999 by John Kembel, George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com

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DoDots™ Introduces New Web Experience - Dots!

New Technology Provides Consumer Packaging and Distribution for Internet Content

PALM SPRINGS, Calif. - February 7, 2000 - DoDots™, a Palo Alto, California-based start-up, today previewed technology at Demo 2000, the prestigious invitation-only opportunity for companies to demonstrate unannounced products and technologies. DoDots delivers a whole new approach to the Internet by applying the principles of consumer packaging and distribution to Internet content. DoDots introduced patented Dots™ - discrete packages for Internet content that companies with an online presence can distribute directly to consumers. The DoDots approach is a significant change to today's document-based, one-page-at-a-time model of the Internet - a model that has become increasingly cumbersome and frustrating with the explosion of the worldwide web.

Using DoDots technology, consumers will be able to collect Dots with a single mouse click from any website where Dots are offered. Once collected, Dots can be turned on or off, re-sized, moved around, and grouped on the desktop to provide an integrated set of functions. Dots function outside of the browser, allowing people to monitor a sporting event, trade a stock, or bid on an auction, and work with other desktop applications.

"Just as packaging and distribution revolutionized the consumer products industry, we expect Dots to do the same for Internet content," says George Kembel, DoDots' CEO. "Most people who go online have a goal in mind. Dots let people do what they want to do without having to remember URLs or navigate through layers of pages. Dots also let people do more at once."

"Before Dots, companies were putting everything on the Internet in the same way-big pages. That's like putting everything a store sells in the same box, whether it's toothpaste, a watch or a TV set," adds John Kembel, DoDots' chief technology officer. "It doesn't make sense. The package should be appropriate to the content. We have also built a sophisticated DotDistribution infrastructure to support online companies and enable consumers to help distribute content."

In addition to providing users with a convenient and "cool" experience, Dots offer significant branding and distribution benefits to online companies that package their content as Dots. Because Dots operate outside a browser and can be "on" even when users are working in another application, they give companies a much longer on-screen presence. Dots also support stronger branding, giving complete control over both the appearance and user experience that Dots deliver. Finally, DoDots' distribution infrastructure allows Dots to be easily shared with others much like e-mail messages, so corporate distribution efforts can be augmented by "viral" (person to person)

distribution efforts can be augmented by "viral" (person-to-person) distribution.

About DoDots Technology
Dot technology enables companies to fully brand, package, and instantly distribute their content to customers. The process of creating Dots is quick and easy. Dots can behave just like applications, so companies can use them to distribute new features and highlight new content.

Typically, Dots contain one-tenth the content of a web page, so they are fast and load quickly. Dot technology is built on established Internet standards and utilizes existing communication protocols to ensure reliability, scalability, and easy leveraging of existing web site content.

About DoDots, Inc.
Based in Palo Alto, Calif., DoDots was founded in early 1999 by twin brothers John and George Kembel and Tony Medrano. The company is privately held, with initial funding from Softbank Venture Capital. More information is available at www.DoDots.com.

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DoDots™ Press Release

DoDots Stacks the Deck for Success

PALO ALTO, Calif., Dec. 15, 1999 - DoDots, Inc., the company providing technology that allows users to experience the Internet through a simultaneous collection of Dots™, today announced the addition of several well-known industry experts to its Advisory Board and executive team.

DoDots' Advisory Board members have led a number of successful technology and emerging growth companies through product releases, international distribution, mergers and acquisitions and public offerings. George Kembel, chief executive officer of DoDots commented, "We are excited about the invaluable resources that these individuals bring to DoDots. Their experience and energy will be instrumental to the future growth of the company."

The newly appointed members of DoDots' Advisory Board include:

- Mark Goldstein, founder & CEO of Impulse! Buy Network, Reality Online and NetAngels
- Ryan McIntyre, principal engineer and co-founder of Excite, Inc., now Excite@Home
- Joe Vetter, a former Microsoft executive with 15 years of experience at Microsoft who most recently served as Microsoft's vice president of sales

These individuals join existing Advisory Board members Tom Kosnik, consulting associate professor in the Department of Industrial Engineering and Engineering Management at Stanford University, and Juan Rodriguez, the chairman and CEO of Ecrix Corp., and co-founder of both Storage Technology Corp. and Exabyte.

In addition, DoDots has hired Ralph Rogers as vice president of marketing and Scott Sorochak as vice president of sales & business development. Mr. Rogers is former vice president of marketing at Site2 Corp. Mr. Sorochak is the former director of sales at Excite@Home. Combined they bring extensive technology and creative experience from companies like Apple and Netcom.

"We are extremely pleased to welcome these professional managers to the DoDots team," said John Kembel, chief technology officer of DoDots. "Mr. Sorochak and Mr. Rogers bring a tremendous amount of experience and outstanding records of success, which will continue to fuel our company's rapid growth."

About DoDots, Inc.
DoDots, Inc. provides technology that allows users to experience the Internet through a simultaneous collection of Dots. Dots are free-floating mini-sites that enable users to "do" multiple things on the

Internet while working in other desktop applications. DoDots gives businesses direct access to consumers and longer on-screen presence while offering users more convenient access to online content and services.

DoDots, located in Palo Alto, CA, is a privately held company funded by SOFTBANK Venture Capital. DoDots was founded by twin brothers John and George Kembel and Tony Medrano.

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DoDots™ Press Release

SOFTBANK Venture Capital's Technology Fund Invests in DoDots, Inc.

MOUNTAIN VIEW, California--October 13, 1999--SOFTBANK Venture Capital, which manages venture capital funds focused primarily on early-stage Internet companies, today announced it has made a first-round investment in DoDots, Inc. Heidi Roizen, managing director for the fund, will join the company's board of directors.

DoDots(TM) technology enables users to access and manage live Internet content from multiple online companies at the same time by organizing a collection of Dots(TM) -- free-floating mini-sites -- on the desktop. These "Dots" are a fraction the size of full-screen Web pages, allowing users to "Do" multiple things on the Internet, such as trade stocks, bid on auctions, monitor breaking news, and check online orders, while working in other desktop applications.

Unlike the full-screen document model of the Web which forces users to a single page at a time, DoDots enables online companies to engage users with a simultaneous collection of content, services, and Web applications. Not only can online companies enable users to do more at once, they can also notify the user of certain content events, such as reaching a particular stock price, sale price, or auction bid.

"DoDots has the potential to revolutionize the way people use the Internet. They have created a very powerful technology for both Internet content providers as well as Internet users," said Heidi Roizen, managing director for SOFTBANK Venture Capital's current technology fund and director of DoDots. "We see a huge potential for our partners in the e-commerce space, as well as a rich and robust organization mechanism for consumers."

"We are excited to be working with SOFTBANK," stated George Kembel, CEO, DoDots, Inc. "Their investment is a strong vote of confidence for our technology and our team."

About DoDots, Inc.
Palo Alto-based DoDots, Inc., was founded in early 1999 by twin brothers George and John Kembel, and Tony Medrano. For more information visit www.DoDots.com.

About SOFTBANK Venture Capital
SOFTBANK Venture Capital (SOFTBANK VC) manages venture capital funds focused primarily on early-stage Internet companies. SOFTBANK VC's technology fund directors are all experienced technology leaders with prior operating experience as founders of early-stage companies, senior managers of major technology corporations, and leaders in investment banking. SOFTBANK VC's past and current portfolios include public Internet companies such as Critical Path, E-LOAN, GeoCities, Interliant, MessageMedia.

Net2Phone, and TheStreet.com.

About SOFTBANK Corporation
SOFTBANK Venture Capital is an affiliate of SOFTBANK Corporation, the world's leading Internet investor. Through its ownership positions in over 100 Internet companies and its unique Internet-zaibatsu (NETBatsu) management concept, SOFTBANK Corporation creates market synergies for its family of companies on a global scale. SOFTBANK Corporation is the largest shareholder in leading Internet companies such as Yahoo!, E*TRADE and ZDNet, and has launched more than ten Japanese joint ventures with U.S.-based Internet companies such as Cisco Systems, Yahoo!, E*TRADE, GeoCities, CarPoint, and OnSale. SOFTBANK Corporation and its affiliated funds, SOFTBANK Venture Capital and SOFTBANK Capital Partners, and its international partners, News Corporation and Vivendi, will back a company from seed stage to global presence. For more information, visit www.sbvc.com or www.softbank.com.

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Posted at 9:42 p.m. PDT Friday, July 7, 2000

Tools turn browser into galaxy

BY KRISTI HEIM
Mercury News

Nobody would expect to explore the world's biggest library page by page, yet some would say that's exactly what it's like trying to get around on the Internet.

While the Web has become increasingly sophisticated, the tools available for using it haven't kept pace. Now that's starting to change.

Navigating the ever-expanding Web "is not as intuitive or visual as it ought to be," said Billy Pidgeon, an analyst at Jupiter Communications in New York.

Offering an alternative to the click-and-wait frustration of downloading pages, a growing mini-industry is coming up with ways to organize the Web into more manageable and visually attractive pieces. The new software tools, which are generally downloadable for free, make use of symbols such as dots, snippets and even a miniature solar system.

Some of these new tools sit on a desktop as icons and eliminate the need for turning on a browser and typing in Web addresses or finding bookmarks. Where the browser acts like one big window onto the Net, these objects act like small portholes onto sites people want to visit regularly.

Rather than clicking through numerous pages of a Web site, users can combine parts from different pages into one icon, which can be sent to others through e-mail. They're designed to let people do several things on the Web simultaneously, such as keep track of auctions or stock prices, read the news and search for

information.

Even when they're open, the icons leave plenty of room on the screen for working on other desktop applications.

For consumers, the new software tools may help in weeding through the information jungle.

Businesses can license the technology to package and distribute their online content.

But the real test is whether these new Web navigation tools can achieve critical mass at a time when many dot-com companies are going under. Their long-term success may hinge on forging alliances with larger content and commerce companies, Pidgeon said.

George and John Kembel, twin brothers and graduates of the same Stanford University product design program, founded Sunnyvale start-up DoDots Inc. to give Web sites better packaging.

In their analogy, surfing the Web is like trolling the supermarket aisles for lettuce, croutons and dressing. They aim to combine everything into a single bag of mixed salad.

The dot icons they offer are like those bags, serving up bite-size applications written with the widely used HTML code. Companies use the dots to package their content and services, and then send them out to users as miniature versions of their Web pages.

''Album dots'', for example, look like little album covers and can play music and store song lyrics.

DoDots has agreements with about 30 companies, including Merriam Webster, advice service Epinions.com, technology news site ZDNet and online shopper mySimon. For now, consumers are limited to using dots from these companies.

DoDots makes money through licensing, distribution and click-through fees as well as a percentage of sales by DoDots' partners.

Snippets.com, a start-up in Pleasanton, has a similar service that offers a ''drawer'' of small boxes that flicker with online content at the bottom of the computer screen. Each ''snippet'' is a slice of a Web site from one of the 40 partners that pay to be in the drawer. The boxes light up with a green exclamation mark whenever the information on the site changes, letting users know about new stock prices, for example. Users can customize the settings to view highlights or greater detail.

For Snippets partners, the drawers represent a potentially powerful marketing pipeline, said Dennis Moulton, vice president of business development and marketing. They can learn the contents of each user's drawer, allowing them to send targetec ads to viewers, he said.

Snippets' partners include CNN, ESPN and Yahoo Weather.

Snippets had 50,000 users in May and aims to increase that tenfold by the end of this month.

Another company attempting to change the face of the Web is San Francisco-based UBUBU Inc. Its Universe product features images of planets, sculptures and other art objects that sit on the desktop like bookmarks. The objects represent not only Web sites, but e-mail, applications and computer files.

UBUBU's partners deliver content to Web users through UBUBU's icons. One of the 75 partners is the TV show ''Absolutely Fabulous,'' which beckons its online audience with icons of lipstick, champagne bottles and high-heeled shoes. Other partners include BBC America, the World Wrestling Federation, Amazon.com, barnesandnoble.com and actor Patrick Stewart.

UBUBU Chief Executive Brian Backus, a former producer for Disney Interactive, said the tool was born out of his ''frustration at having to stare at an ugly computer screen all day.''

''We're all living off a system of Windows designed for professionals and engineers transmitting facts and numbers,'' he said. ''It's bad at representing other parts of human experience.''

Aimed at the youth market, UBUBU lets people transform what's on their computer into a ''personal cyber solar system'' with planets that lead to cities, buildings and even rooms.

In September, UBUBU plans to promote a Web-based ''public universe'' by offering a tool set for anyone to construct their own planet and disseminate it on the Internet. Backus envisions a Web in which a search for ''gourmet food'' might bring up a Wolfgang Puck planet, or a search for ''politics'' might lead to Ralph Nader's planet.

''We believe for the Web to ever become a true worldwide mass medium, it needs to speak as most people do,'' Backus said. ''Pictures are a global language.'' The challenge for companies offering software tools beyond the browser is that people may not want to spend time to learn a completely different system, notes Pidgeon.

Contact Kristi Heim at kheim@sjmercury.com or (408)920-5026.

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News

DoDots in the Press

New Net programs let you have it your way

Cape Cod Times
By Leslie Walker

For the next big idea in Internet navigation, don't look to browser kings Microsoft and America Online. They seem more concerned about using their Web browsers to consolidate their own power--adding buttons that send us to their business partners--than about empowering frustrated Web surfers.

Look instead to dotcomland, where a batch of navigation aids was fortunate enough to get funding before Wall Street soured on Internet ideas.

A few of the software programs rolling out this summer have the potential to dramatically alter the way we see the Web, much as Marc Andreessen's Mosaic browser did when it gave us point-and-click graphical navigation in 1993.

The software comes in many flavors and bears fanciful names such as Octopus, CallTheShots, OnePage, Snippets and DoDots. All aim to give us faster access to information we deem relevant.

DoDots and Snippets work separately from our Web browser as small programs we can download and keep on our computer desktop. I found Snippets surprisingly useful because with one click I could open a tiny dictionary from the bottom of my screen and look up a word, or monitor news headlines about companies I follow.

Even more powerful are the programs that work directly inside our ordinary Web browsers: Octopus and CallTheShots. Their creators hope they will help fulfill the Web's much-hyped promise of personalization by letting us rearrange content to match our interests.

Both Octopus and CallTheShots developed page-editing interfaces that appear inside Microsoft's Internet Explorer or AOL's Netscape browser. They let people create custom Web pages by pulling live content--such as stock quotes, job listings or weather maps--from different Web sites and assembling them on one page. Because the custom pages pull nuggets of information from different sources in real time, they are more like micro-sites than pages.

The two companies are pursuing different business strategies. They disagree on who should control the customization--Web site publishers or their customers. Octopus wants users to be in control and has created a portal at www.octopus.com where anyone can build and share custom pages.

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But Octopus chief executive Steve Douty, who helped pioneer free e-mail for the masses at Hotmail, thinks he can license his software to Web publishers and also offer it for free. Douty thinks the top Web portals--AOL, Yahoo and Microsoft's MSN--have grown too controlling about what we see online.

"The Web is regressing to the way TV was in 1965, when three networks controlled what we watched before cable came along," Douty said. "The average user today sees only 10 unique Web sites in a month. I think that is a disaster. Users are being sequestered inside the portals and are not getting to some of the Web's best content."

All the big portals have custom pages, such as "My Yahoo," where you can combine your e-mail, stock portfolio and favorite news. Research suggests, though, that few people bother to create these pages. That might be because they take too much time to make and offer limited content--almost all from the portals' own networks. Most of the new super-browsers, by contrast, let you grab content from anywhere online.

To create a page with Octopus or CallTheShots, people choose from predefined content items or visit any Web site and grab images or text. The point-and-click software "scrapes" Web pages and deconstructs them into components. It then lets people grab items by clicking and dragging.

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The business model remains cloudy, because the licensing deals may not generate enough money to turn the tools into full-fledged navigation platforms. Advertising is questionable on pages created by users, particularly if they bypass the main entry points of Web sites.

The meta-browsers remind me of Netscape's early days, when no one was sure how it would turn a profit but everyone could see that its point-and-click interface threatened the closed platforms of CompuServe and AOL. Netscape did revolutionize online publishing--only to be bought by AOL.

Net history may repeat itself. My hope, though, is that if a Web giant scoops up the super-browsers, it doesn't turn off the open-publishing features. For the ability to scoop up content from anywhere online--rather than just a few sites--and rearrange it to match our quirky needs could make the Web feel friendlier and less like a mall full of chain stores.

July 2, 2000

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Leslie Walker

Finders That Are Keepers

By Leslie Walker
Thursday, June 29, 2000; Page E01

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Leslie Walker's e-mail address is walkerl@washpost.com.

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Manage trading partners...

IN_THE_PRESS_000612_CACHE:

Published: Monday, June 12, 2000

Paul Gilster: No end to bigger, faster and cheaper

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Disk storage has gotten so cheap that we hardly have to think about it any more. I was reminded of this last week when I bought a replacement hard disk for my laptop. Its original 1 GB drive was both huge and costly when the machine was new. But the 4 GB drive I put in cost a quarter of its price. And even 4 GB, it seems, is a paltry amount in today's storage environment.

Seagate, for example, is now capable of storing 45 gigabits of data per square inch on a hard disk, topping IBM's 35 gigabits per square inch announced not long ago, and Fujitsu has announced 56 gigabits per square inch. That's dense storage, but the Naval Research Laboratory is working on a storage technology with no moving parts thatshould hold up to 400 gigabits per square inch.

The upshot is that we're looking at hard disks in the 100-plus GB range on standard computers in the not so distant future. I've got a 13 GB drive on my desktop machine, have exercised little space discipline in adding new software, and have still only used up about 3 GB, so you might wonder how we'll use all this storage room.

But it's clear enough that high-speed connections, from cable modems, DSL and satellite hook-ups, will quickly have us wishing for even more. Multimedia is so demanding on storage that keeping a couple of full-length movies on your machine will quickly double your disk usage, just as digital music and other forms of audio are space gobblers.

I'd love to be able to store my movie collection on a truly gigantic disk. Instead of rooting around in the closet trying to figure out which tape houses what film, I could easily search my machine for the right movie. The advent of home networking means that in a few years, it will be simple to ship the signal from my PC to my television and, using technologies like that now available from Raleigh's Peracom Networks, throughout the house to any of the fiber-connected TVs I might own.

If storage is a big story (and disk capacity is growing by 60 percent a year, according to Jeffrey Harrow's "Rapidly Changing Face of Computing" newsletter), then what about chips? Harrow points out that IBM has found a way to make them 30 percent faster, using a new insulation material that makes it possible to crowd millions of transistors even closer to achieve greater performance.

Using today's glass insulation methods, you can't squeeze chips much closer than 0.25 micron without creating interference. IBM's methods will allow 0.13 micron spacing.

It was IBM that, three years ago, began making computer chips with copper wire

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It was IBM that, three years ago, began making computer chips with copper wire instead of aluminum, boosting performance at the time by 30 percent. The new insulator helps Big Blue improve performance yet again, with implications for computers and small devices.

Those 1 GHz computers aren't going to seem so fast when 3 GHz becomes possible, and that's exactly where all this research is pointing. Intel naturally is conducting its own research in the direction of faster chips. Its 1 GHz "Coppermine" Pentium III chip should theoretically be able to reach 1.2 GHZ, and its next-generation Willamette chip has already been demonstrated running at 1.5 GHz.

But the biggest of the big breakthroughs is the so-called "opto-chip." As reported in Science, the technology could be used to convert electrical signals into optical signals and vice versa at speeds that are mind-numbing. Chemist Larry Dalton, who helped develop the technology, puts it this way in a Reuters story: "We'll be able to take telephone signals, computer data, TV signals -- any type of signal you can think of -- put it on fiber optic, route it around the world with almost no optical signal loss, and accomplish this with infinite bandwidth."

An opto-chip can convert electrical impulses into fiber-carried information at an astonishing 100 GB per second, bypassing conventional semiconductor methods. Where this could affect us in a big way is in the way the so-called "backbone" networks carry data, allowing Internet information including audio and video to move without data congestion, a boon for business customers and consumers.

How to keep ahead of trends like these? I find Harrow's newsletter indispensable. "The Rapidly Changing Face of Computing" pops up in my mailbox with Web links and reader comments on a regular basis, probing the frontiers of technology. You can view it on the Web at http://www.compaq.com/rcfoc , where an index of past issues is also posted. At the site you'll find instructions about how to subscribe.

Connect the dots

A new service called DoDots has caught my eye because of the way it presents information. It's sort of a cross between an online news ticker and a tiny Web browser, with Web information presented in little boxes called "dots." These dots are actually Internet windows that operate without calling up Internet Explorer or Netscape, and the advantage is that you can keep a lot of Web sites open at the same time for cross-checking and monitoring.

But it only works with sites that have chosen to set up the technology. Right now, for example, I can create a ZDnet dot that continually updates the latest technology news. As long as I'm online, I get a list of headlines and tiny capsules of the news. Other dots do things such as search dictionaries or maintain personal calendars. There's even a shopping dot that connects to MySimon.com .

I like the idea of getting to Web data without the rigmarole of opening a browser to do it. If I'm simply keeping an eye on the weather, say, or want to be sure I have a search engine quickly available, DoDots provides the tiny venue. When I do need the background, I can click through to launch the full browser at any time. Interesting concept; check it out at http://www.dodots.com/ .

Paul A. Gilster can be reached at gilster@mindspring.com

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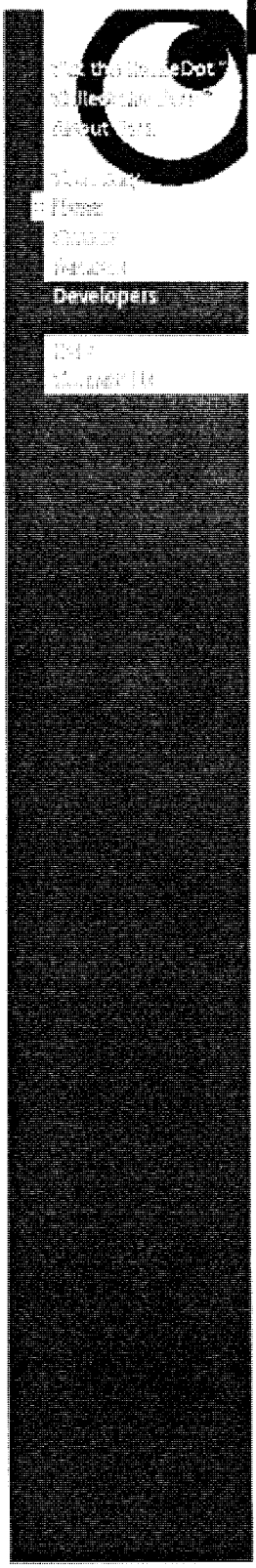

News

DoDots in the Press

New 'Metabrowsers' Allow You to Create A Quilt of Web Pages

Wall Street Journal
By Walt S. Mossberg

FOR LOTS OF PEOPLE, the Web has ceased to be about idle browsing. Instead, they've settled on a routine collection of sites related to their work or interests, and try to check each one regularly, sometimes several times a day.

When you approach the Web that way, the standard browser experience becomes pretty tedious. So a number of companies are working on ways to let you see all or parts of multiple Web pages in one sort of super page that allows you to quickly scan them all.

Some very big outfits, notably Microsoft, are working on ways to change the basic architecture of standard Web pages so that browsers could combine them into these super pages. But without waiting for such big, systemic changes, some smaller companies have developed clever Web services that try to accomplish the same thing.

I've been testing four of these so-called "metabrowsing" services. Each is different, but I've found that, as in so much of life, the simplest approach is the best. Here's a rundown on some of the most promising entries.

MY FAVORITE of the early metabrowsers, and the simplest, is called Quickbrowse, a service founded by a free-lance journalist who was tired of looking up the same large group of separate sites daily for his work. It's available free of charge at www.quickbrowse.com. Here's how it works. You simply list a bunch of Web addresses for pages you check regularly, and Quickbrowse strings them together into one long, scrollable Web page. All of the content, including graphics, is preserved and all of the links work. When you click on a link, a separate window opens for the new page, so you can always return quickly to your Quickbrowse page.

Once you assemble a Quickbrowse page, you can save it at the site's home page so you can quickly retrieve it again without retyping all the addresses. You can create multiple pages. For instance, I created a technology-news page drawn from five sites, then a media-news page drawn from an entirely different set of sites. You can also bookmark the pages so you can get right to them from your browser without even visiting the main Quickbrowse page. The pages that make up your Quickbrowse page can be any page on the Web. Every time you call up the combined page, it gets updated.

The site is simple, almost crude. It has a number of preconfigured

The site is simple, almost crude. It has a number of preconfigured Quickbrowse pages you can use. But there are some drawbacks. You must manually type in the addresses of the component pages the first time you set up a Quickbrowse page. It would be better if you could automatically grab them while browsing. And the system doesn't work well with some sites that require registration, including The Wall Street Journal and the New York Times sites. The company says a new version, due in a month or so, will fix these problems.

NOT QUITE AS GOOD, but still useful, is OnePage at www.onepage.com. It lets you combine subsections, or parts of Web pages, into a patchwork page kind of like My Yahoo!, but drawn from disparate sources. You might have sports from ESPN, political news from the Washington Post, and entertainment news from Hollywood.com. The system for grabbing Web material is better than Quickbrowse's; you can choose just part of a page. But I found it slow, and it didn't work in a few instances.

A worse problem with OnePage is that it can be hard to arrange and read all those chunks of Web sites on the combined metapage. The layout controls are limited and I found the process time-consuming. The site's internal canned-page sections, selectable from a copious catalog, fit on the combined pages better.

Like Quickbrowse, OnePage lets you create multiple pages and save them for later retrieval. But OnePage pages can't be bookmarked in your browser independently. You must always fetch them from the OnePage site, which is really designed to be your browser's start page.

Octopus, at www.octopus.com, wasn't originally designed to include whole outside Web pages, just the canned content Octopus offers. However, Octopus has recently added the capability to include outside Web pages inside its metapages, and when the new feature worked, it displayed them better than OnePage did. But it didn't always work. I also found this site complicated. Certain kinds of content can only go on certain kinds of pages, and there are too many options and choices.

Finally, there's a service called DoDots, available at www.dodots.com. This company lets you download small, single-purpose programs called Dots, which you can keep on your desktop. For instance, one Dot lets you look up words at the Merriam-Webster Web site. Another lets you enter a search on Yahoo!. Another lets you get breaking news headlines from ZDNet. You can collect all your dots in a sort of dock called a "HomeDot."

The main weakness of DoDots is that you can only get the Dots from a limited number of sites the company has signed up as partners. Also, the Dots are designed to perform only narrow tasks, rather than display large amounts of Web content.

This is a positive trend, and the whole metabrowsing field will be growing and getting better. These four services are a good start.

May 18, 2000

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Forbes MAGAZINE TECHNOLOGY
May 15, 2000

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The Forbes 800 Top Paid CEOs Interactive Database

Everybody says that the Web is ugly, unreliable and hard to use. At last someone is trying to do something about it.

Browser Bashers

By Daniel Lyons

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WHEN MOST PEOPLE WERE just discovering the World Wide Web five years ago, Roy Stringer was already discovering its shortcomings. Stringer was a consultant in a computer lab at John Moores University in Liverpool, England at the time. His main beef was with the browser, that supposedly nifty little piece of point-and-click software used by 240 million people worldwide to surf the Web.

He has been trying to build a better one ever since. Stringer figures the basic problem is that typical Web sites arrange information in a hierarchical structure. You spot an underlined "link," click on it and go down one step, then another, then another--then realize you're in the wrong place. So you back up, back up, back up, then start all over again on a different ladder.

A better approach, Stringer reasons, would be to arrange a Web site's information as points on a globe. On a globe with 12 points, each point would be no more than three clicks away from any other. And you could see the whole thing by rotating the globe on-screen.

He called this structure a "navihedron," and in 1997 his operation was spun out of John Moores University into Amaze Ltd., a 100-employee Web design shop with offices on the banks of the Mersey. Last year Stringer published his concept on the Web, along with some prototypes, inviting other Web designers to try it.

Today about 2,000 navihedrons exist, visible at www.navihedra.com, but most are experimental. Many of Amaze's clients shun the navihedron in favor of traditional site design. Stringer, Amaze's "chief hypermedia architect," admits it will be a struggle to get the world to scrap the old browser. "We have 20,000 years of hierarchy in our systems. It goes back to kings and queens. Those sorts of hierarchical mechanisms in society are very strong in our psyche," he says.

Stringer's experiment points up a growing dissatisfaction with the way the Web looks and works. Many critics blame the browser and are trying to develop an entirely new way of navigating the Internet. Excite at Home, the Web portal, runs a handful of skunkworks projects, including one aimed at creating three-dimensional Web interfaces. Microsoft is pursuing a 3-D design, as well. At the World Wide Web Consortium, scientists are working on a voice-driven browser.

Now Stringer, a Liverpool native who dropped out of school at age 16 and never attended college, is accelerating his crusade to one-up the browser. This summer Amaze releases its software free for any Web site to use, so long as it plugs Amaze on-screen. Later this year it will debut its own browser, free of charge and specially geared to run animation and video.

But displacing such a pervasive, if antiquated, software tool as the browser will be a huge challenge. First designed under the name Mosaic at the supercomputer lab of the University of Illinois at Champaign-Urbana in 1993, it inspired Netscape's Navigator and Microsoft's Explorer and is still the only game in town. Netscape, now owned by America Online, just introduced its sixth major release in six years, and it boasts such whiz-bang features as integrated messaging and search functions. But it's still essentially the same thing Marc Andreessen helped create.

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- By Daniel Lyons
- Technology
- From May 15, 2000 Issue

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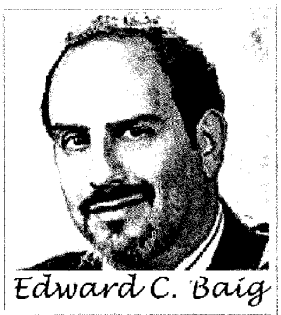
By Edward C. Baig, USA TODAY



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- Elizabeth Weise
- John Yaukey

I'm not the neatest person you'll ever meet. The last time anyone saw the top of my desk was during the Eisenhower administration. OK, I exaggerate. But I need all the help I can get organizing the piles around me.

I'd rather be more orderly on the Internet, too. For all the Net's riches, it can be a royal pain in the rear. There's too much happening, and accessing even the simplest stuff - a quickie stock quote or weather forecast - takes too long. Sure, I can bookmark favorite sites or customize a portal page. But those involve surfing from site to site. What if I'm not in the mood, or simply don't have the time? Why must I be exposed to a full Web page each time I want to digest a slice of the material on display?

Several start-ups - DoDots, iWare, NetSanity, Snippets.com and Winfire among them - narrow the distance between you and Net content you crave in a hurry. Some of these companies have unleashed browser companions, or toolbars that run along the edge of your Netscape or Internet Explorer browser. Others offer approaches that work completely outside the browser.

One of the most appealing solutions is in the latter camp, and it puts a new spin on the term "dot-com." DoDots, started by Stanford alumni and twin brothers George and John Kembell, is built around small, discrete windows known as Dots. Think of them as bite-size Net applications that sit on your desktop. But you need not type Web addresses to get to them. Dots can hold your daily schedule, pictures or

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restaurant reviews; the typical Dot contains about one-tenth of the contents found on a full page. You can resize Dots, turn them on or off, and drag them around the screen. The first Dots went "live" last month, though the program is in its pre-release stages.

The Kembells, who have a consumer packaging background, extend the packaging metaphor to the Web. "Before Dots, companies were putting everything on the Internet in the same way - big pages," John Kembell says. "That's like putting everything a store sells in the same box."

To use DoDots, download a free HomeDot at the DoDots site. The HomeDot is the first thing you'll see when you subsequently click on the DoDots icon and log in. With it, you can store and categorize Dots you collect around the Web, found at the DoDots home page and partner sites. You also can click a Get button in the HomeDot to find available Dots.

The idea is to connect the Dots to the tasks that brought you to the PC. While I typed this column in Microsoft Word, for example, I accessed a Merriam-Webster thesaurus and dictionary Dot. Burned by the ILOVEYOU virus last week, I checked the latest "love bug" news by perusing stories in a ZDNet Dot. For more detail, I clicked on a link and jumped to the ZDNet site.

You can e-mail Dots to friends, who can view them if they've downloaded the HomeDot. Online merchants can send you Dots with branded product pitches. Most promising is the ability to group active Dots into packs that can "talk" to one another. You might play MP3 music files in one Dot, display an album cover or lyrics in another, and open another Dot to buy concert tickets.

I have a few quibbles. You can get Dots only from the 20 companies DoDots has partner deals with, though more are on the way. I'd like to be able to make a Dot out of any site. You also can't print from Dots yet.

If Dots don't do, Snippets might. Snippets version 2.0, out Wednesday, is a free, downloadable toolbar with side-by-side thumbnail icons called snippets. Individual Snippets represent dynamic slices of the Web, parsed from the company's partners. An advantage over DoDots is that the always-visible Snippets use graphics and color to convey information. You'll see local temperature on the Snippet representing weather, provided incidentally by Yahoo! A thumbnail version of the Yahoo! weather satellite photo is visible on a separate weather Snippet. Financial Snippets (from Go.com) display stock quotes and charts. When you click on any of these small icons, a window pops up with more detail (earnings per share, a more complete weather forecast). When you click again, you'll move to the complete Web pages of the information providers.

As with DoDots, I displayed Snippets for

Merriam-Webster and ZDNet. My Snippets drawer, as it's called, also included icons for *Dilbert* cartoons, the *Letterman* Top Ten list and USA TODAY.

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To add or delete Snippets on the toolbar is a cinch. You can hide the Snippets drawer if you want to devote the full screen to other purposes. One nice feature: If a favored site isn't among Snippets' partners, you can add a bookmark Snippet and type the Web address you want to access.

You can receive visual alerts (a glyph, grayed-out Snippet) when stock prices hiccup, auction bids are updated, or other content is revised. And you can schedule when Snippets are updated or even shown - for example, displaying stock prices only on weekdays.

Now the nits: You can display the toolbar at the top or bottom of your screen but can't drag the bar elsewhere. Nor can you change the size of individual Snippets or lift the icons off the drawer to place them anywhere you want. Another downer: The preview version I tried froze a few times.

Taking scraps from the Web makes sense on the PC. But increasingly you'll view fragments on an array of hand-held devices. NetSanity, which offers a free browser companion, the SmartBar, plans "digital pebbles" for mobile phones and personal digital assistants this summer.

Choosing Dots, pebbles or Snippets is a matter of taste. But whether used on a desktop computer or a portable device, it's neatness that counts.

Bottom line

DoDots (3 out of 4; http://www.dodots.com/)
Pro: Bite-size information. Dots can be resized, dragged anywhere around the desktop and e-mailed. Plus, separate Dots can work together.
Con: Relatively few partners so far. Can't create Dots for your own sites.

Snippets (3, http://www.snippets.com/)
Pro: Clever toolbar conveys a lot of information before you click on anything.
Con: No way to drag icons off the toolbar. A little buggy.

Edward C. Baig covers technology for USA TODAY.

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DoDots: The Web without a browser

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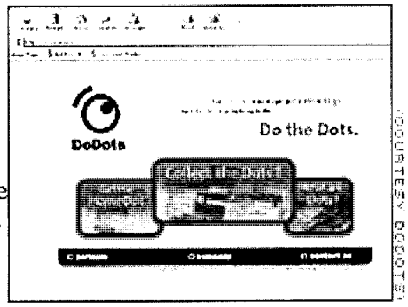
April 7, 2000
Web posted at: 9:40 a.m. EDT (1340 GMT)

by Chris Yurko



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Because the dots are small and operate outside the browser, they provide a faster, more direct link to content providers, according to representatives of DoDots, the new Internet company that makes the application. Each dot handles a specific task.

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Upon DoDots' launch this week, a handful of dots are available. The partners include AnyDay, an online calendar; eHow, a Q&A site; Merriam-Webster, a dictionary and thesaurus; MySimon, a price comparison site; PhotoPoint, a site for posting photographs; Work.com, a business information site; and ZDNet, for news and information on the computer industry. Other dots let you download MP3s or get the current time.

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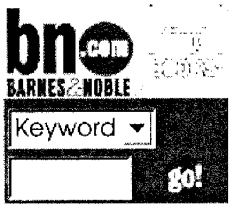

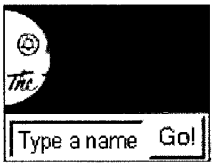

All of the dots appear in your home dot menu; you simply click on one to open it. Choosing, say, the Merriam Webster dot opens a 1-by-2-inch window where you can enter words you want defined by the Merriam Webster dictionary.

The advantage of this is that if you're working in another application, such as writing a letter, you don't have to launch your Web browser to access a Web resource, George Kembel says. Sometimes, though, the search itself will launch your browser to display the results.

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DoDots also plans to tackle devices other than the PC. "The desktop is just the start," George Kembel says.

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DoDots: Small Windows to the Web

Program lets you launch partner sites without leaving other applications to browse.

by Chris Yurko, special to PC World

April 5, 2000, 1:13 p.m. PT

"DoDots" may sound like some new kind of candy, but it's not. And it's not the latest kid-crazy, animated Japanese import.

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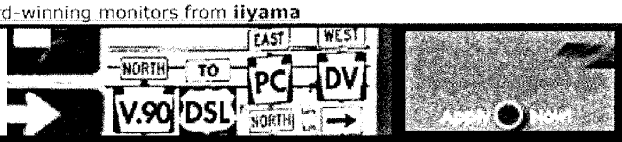

'I generally have too little time for magazines. This one I read from cover to cover.'
Greg Baron, Director of Marketing, Litho Inc
Join the Revolution

June 15, 2000

Archive

Sites can now join desktop DoDots.
April, 2000

Emily Booth.
USA , Revolution USA

In the battle for desktop real estate, Kibu, mySimon and AnyDay are among advertisers partnering with DoDots technology, which packages and distributes content, applications and services to users' desktops. DoDots claims to offer an entirely new approach to internet content, delivering the traditional tangible benefits of consumer packaging and distribution to the intangible world of the net.

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Consumers collect "Dots" from their favorite web sites, listing them in their DoDots menu, called the "Home Dot." Typically, a "Dot" contains one-tenth the content of a web page, so it can sit on the user's desktop while the user is working in another application. Otherwise, users can keep them in the menu, until they want to activate them.

Customers can group types of dots together, and can also email them to friends. Each branded "Dot" can contain specific information from its web site that the user would normally have to go online to find, for example, an online day planner from the AnyDay.com site or the word definition tool from Merriam-Webster.

"A good analogy is the salad industry," said co-founder George Kembel.

"A few years ago, if you wanted a salad you had to go to the produce section of a supermarket to find lettuce, then go to the dairy section to find cheese, then go to the grocery section for croutons. With advances in bag technology, all the ingredients can be packaged. That's what DoDots can do for the internet."

According to Kembel, DoDots provides four main benefits: presence, better branding opportunities, communication, and distribution. While DoDots has features similar to navigation tools and targeted emails, the packaging and distribution elements set it apart: "We provide the packaging and distribution technology, so companies can better brand their products and services," said Kembel.

Dot's nice

By Rafe Needleman, Editor
Redherring.com, February 9, 2000

INDIAN WELLS, CALIFORNIA -- Exploring further a theme I raised in a recent column, that of Internet content outgrowing the browser, today we look at DoDots, which is revealing its plans at the Demo 2000 conference.

DoDots makes a platform that lets Web publishers set up "Dots," its term for small panes of information. At Demo, George and John Kembel, the twins who founded DoDots, were kind enough to show off a "Catch of the Day" Dot to illustrate how discrete chunks of information make more sense as standalone windows than as sections of Web pages.

The Kembels envision a world in which Web publishers distribute Dots of content and other functionality (auction trackers, stock tickers, weather maps, and so on) that are not only self-contained, but that interact with each other in way Web pages generally cannot.

My favorite beyond-the-browser company, though, remains AvantGo, which makes a distribution system for getting Web content and forms onto Palm Pilots and Windows CE machines. As with DoDots, taking the best advantage of this platform requires different packaging strategies than do traditional Web pages, but forcing content producers to think about media in new ways is a positive side effect.

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Cool Companies

Imagining a Web Beyond the Browser

What's the difference between using a dot and going to a Web page?

Mark Gimein

Tim Berners-Lee, the creator of the World Wide Web, thinks it stifles creativity. Jakob Nielsen, the reigning guru of Web usability, thinks it's a disgrace. Bill Gates wishes it would just go away and become "part of the operating system."

What we're talking about, of course, is the browser, the software that serves as the personal computer's window onto the Internet. Some hate the browser because it turns the Web into nothing more than "pages." That metaphor works well for reading text, but less well for other purposes. Like a book, the browser functions best when one is looking at one page, and much worse if one wants to look at several at once. It does little to help people exchange information (unless pasting Web addresses into e-mail is your ideal information-management solution). When it comes to building applications, adapting software to the "page" makes for clunky design. In short, the browser just isn't much fun.

Hardly anybody believes the browser is on the verge of disappearing, but new applications have been nibbling away at its edges. "Browser companions" run alongside it, giving one-click access to frequently used applications like stock-quote monitors. Still other applications, like Real Media's Real-Player, come with their own dashboards, giving audiophiles a way to bypass the browser entirely. Each begs users to rely less on their browsers. But a desktop full of such disparate programs seems no more appetizing a vision of our computing future. Better, one thinks, to stick with the browser than rely on a mishmash of

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That's what makes the ideas of DoDots, a Palo Alto startup, so interesting. The company unveiled the prototype of a platform that online companies can use to develop Internet applications that don't feel like Web pages but like handy virtual appliances. DoDots hopes that its partners will begin distributing the free applications, or "dots," in March.

DoDots was started by 27-year-old twin brothers John and George Kembel, both graduates of a Stanford University program in product design. George is chief executive officer; John (who has also worked as a programmer for Intel) is chief technology officer.

Dots will offer convenience: They can easily be sent back and forth between users and summoned with just a few clicks. In some cases, they'll have the same kinds of functions that one now finds on Web pages. Because dots are built out of the same basic ingredient--hypertext markup language--as Web pages, DoDots' partners can build dots from existing content and applications. DoDots' software, in fact, uses code already present in a user's browser (which won't even have to be turned on) to do most of the heavy lifting.

So what's the difference between using a dot and going to a Web page? For starters, you won't have to hand over most of your computer screen. Second, you won't have to put your other work aside and navigate to a Website when all you need is an often-used appliance.

Most important, desktops will look dramatically different. Unlike Web pages, each dot can be "packaged," with its own logo and look. Demonstrating a prototype, George pulls up a stock-tracking dot created with BigCharts, a Web-based stock analysis service. It looks like a smaller version of BigCharts' Web page, festooned with its logo and lime-green color scheme. But when George keys in a ticker symbol, he doesn't go to a Web page. Instead, a new dot appears with the stock price and other data. Another click and a third dot appears, this one charting the

stock's recent progress. Now the screen looks like a mini version of a multipaned Bloomberg terminal. Any of the windows can be quickly closed--or left open--without affecting the others. Soon, a day trader will be able to keep a stock chart in a corner of his screen and have it automatically updated every few seconds.

And new possibilities will emerge. For example, George predicts users will be able to assemble playable packages of songs--"album dots"--that can easily be stored on their hard drives. Music vendors will even be able to create onscreen packaging--a virtual album cover--that makes using the dot resemble the experience of playing a real CD or record (Sergeant Pepper, after all, wouldn't be Sergeant Pepper without the famous album cover). Creating applications that feel like consumer products rather than "pages," George argues, will change the way users interact with the Web.

Indeed. The big marketing battles of the Web today are fought over what pages users visit. That won't be the case forever. It seems likely that in the next few years the battles will be fought not simply over where users go, but how they use the Web in the first place. The winners could turn out to be companies that learn to use tools like DoDots to wean their users away from the browser. Browsers being what they are, it shouldn't be too hard.

Vol. 141, No. 4
February 21, 2000

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Venture capital's newest star

By David Einstein

For years, Heidi Roizen has been considered just about the most connected person in Silicon Valley. Now she's also among the most powerful.

The reason: She has money to give away. As a managing director of Softbank Venture Capital, Roizen is sitting atop a $630 million fund designed to help technology startups turn into hot public companies.

Armed with Softbank's checkbook and her own extensive contacts--Roizen knows Bill Gates, Steve Jobs and everybody in between--she has, in the space of just seven months, emerged as one of the bright new stars in the venture capital (VC) firmament. Some are already comparing her to top dealmakers like Dave Beirne, Michael Moritz and the king of the VCs, John Doerr.

Since joining Softbank in April, Roizen has closed three deals, all of which have the potential for a big pop. She led the third-round funding for iPrint, the leading printing house on the web; she made a first-round investment in DoDots, which lets Internet users access and manage content from multiple companies simultaneously; and she's leading the financing for drDrew.com, a new health and lifestyle site for young adults based on television and radio personality Dr. Drew Pinsky.

Roizen didn't become a venture capitalist until she was 41, but it seems that her entire career has led up to it. After getting her MBA at Stanford in 1983, she cofounded and ran her own software company, T/Maker, for 13 years before selling it.

> "It wasn't that I decided that what I was doing on my own was bad, but I recognized I could do better if I was affiliated with a group."

From 1996 to 1997 she was vice president of worldwide development for Apple Computer (nasdaq: AAPL)--during its bleakest period. She quit two months after Apple bought Next, setting up a bitter power struggle in which Jobs eventually ousted Chief Executive Gil Amelio.

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"I was having a pretty horrible time," she says. "I didn't believe in the roadmap of having Next as Apple's operating system technology. I was trying to sell the proposition to developers when I wouldn't have bought it myself. And I could see the handwriting on the wall in terms of the political environment.

"As interesting as it was on a daily basis, that just wasn't the way I wanted to live my life," she says.

After leaving Apple, Roizen went into business for herself, pioneering what she called "mentor capitalism" by helping young companies develop business strategies. She was doing that when Softbank partner Gary Rieschel called and offered her a job making deals.

"Venture capital for me was the natural progression," she says. "I ran a company, hired and fired people, went through downturns and changes in strategy. It was training. Then I went to a big company [Apple] where I had to think more globally and learn about corporate politics. And then I spent time doing mentor capitalism and serving on boards. So, venture capital is the next step."

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DoDots

What are Dots?

Customers

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Careers

Jobs at DoDots!

DoDots™ is a hot pre-IPO company, located in Silicon Valley.

The bottom line is we are a group of people that are bright, fun and a little zany at times. We're the type of crowd that you would want to hang out with for at least eight hours a day. We're solidly backed with venture funding and believe in working hard and playing hard. If you are into the challenges and rewards of a start up send your resume to jobs@DoDots.com.

If you don't see the job you are looking for, let us know what you are currently doing and what you would like to do at DoDots.

Click on the job title for a complete job description.

Engineering
- Software Engineers
- Senior QA Engineer
- QA Engineers
- Web Master
- Web Designer
- Director IP Development
- Advanced Research Engineer / Member Research Staff
- Senior Director Advanced Technical Operations

Network and System Operations
- Lead UNIX System Administrator
- Senior Oracle Database Administrator
- Lead / Senior Web Administrator
- Senior Network Administrator / Engineer

Design Team
- Interaction Designer
- Graphic Interface Designer
- Senior Graphic Designer

Business Development / Sales
- Channel Sales Manager, B2C Sales
- Channel Sales Manager, B2B Sales
- Sales Development Manager, B2C Sales
- Sales Development Manager, B2B Sales
- Sales Development Manager, B2C Sales (New York)
- Sales Development Manager, B2B Sales (New York)
- Sales Development Manager, Entertainment Sales (Los Angeles)
- Advertising Sales Manager
- Account Manager, Partnership Sales
- Director Advertising
- Technical Pre-Sales Engineer

Business Development / Strategic Development
- Sr. Director Business Development
- Manager Strategic Development

Manager OEM Development

Marketing

Market Research Specialist
Advertising Markets Manager
Data Mining Markets Manager
Marketing Program Manager
Partner Marketing Manager
Product Line Manager
Product Manager
Product Manager, Developer Tools
Web Producer

Finance

Treasury Manager
Financial Analyst
Senior Systems Accountant

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Collect the Dots™

Developers

Careers

Senior QA Engineer

As a DoDots™ Senior QA Engineer, you will ascertain and document testing requirements on a web-based data system. This position is hands on, with a focus on system and database testing of our web site. Experience with startup environments is crucial. You should have some experience in leading test engineers in the creation and execution of regression tests and scenario tests.

The ideal candidate possesses the following background:

- 5+ years of experience working in variety of testing environments
- Windows NT and/or UNIX
- Web Servers and Internet connectivity
- Java
- Automated Testing with Silk or QA partner a plus
- SQL/Oracle Database
- Excellent written and verbal skills

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Developers

Careers

QA Engineer

As a DoDots™ QA Engineer, you will focus on functional testing of our Web Site. You must be able to work on your own to document and execute test cases in a variety of QA arenas. The QA team at DoDots consists of high energy hunters and seekers.

The ideal candidate possesses the following background:

- 2+ years working in a development environment on Web based databasing systems
- Windows NT
- UNIX and/or Windows NT
- Understanding of scripting in Java
- Database experience
- Logging and tracking Bugs
- Documentation Skills
- Excellent verbal skills

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Careers

WebMaster

As the DoDots™ Webmaster, you will be responsible for the development and maintenance of the company Web Site. You will work with web developers and marketing to determine and implement site design and content. Experience should include:

- 2+ years experience managing large, high traffic Web sites.
- Knowledge of HTML, JavaScript, XML, PhotoShop and latest web related technologies is essential.
- BS degree in computer science is desired.

Successful candidate will have a thorough understanding of the Internet and current Web technologies. Excellent communication skills and the desire to work in a fast paced, uncertain environment are critical.

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Careers

Web Designer

As a DoDots™ Web Designer, you will design next-generation web content with an energetic and multi-talented design team. You will produce content and interfaces for a wide variety of commercial level web projects - variety will be the norm. A successful candidate will have an eye for visual design and a firm commitment to user-centered design principles.

The position requires at least two years of experience using HTML extensively as well as a strong design background. The candidate should have expertise in the use of frames, forms, cascading style sheets, and layering. Knowledge of Javascript required - knowledge of CGI/Perl a big plus. The candidate must have a strong sense of teamwork and cooperation, and be able to communicate effectively with both designers and engineers. Finally, the position requires a willingness to handle short deadlines in a fast-paced environment. BFA/BA in Design or equivalent preferred. Applicants must provide URLs with examples of work.

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Careers

Director IP Development

Responsible for DoDots strategic intellectual property portfolio stewardship.

Principal Duties and Responsibilities:

- Lead, promote, facilitate ongoing IP creation and protection, working closely with internal groups.
- Ensure appropriate business use/leverage of IP portfolio.
- Lead technology licensing-in/out activities.
- Develop strategies for the execution of strategic technology partnerships
- Evaluate and manage new technology initiatives and business opportunities for maximizing the business potential of DoDots IP Portfolio.
- Foster the development of relationships with strategic technology partners
- Work cross-organizationally to help negotiate technology licensing relationships
- Uncover new revenue opportunities for existing and future products and technologies
- Participate in the development of strategic direction for new technology development activities

Skills, Experience and Education:

- BS Engineering required, MS & MBA preferred
- 5+ years successful technology licensing/business development experience
- 2+ years online experience, cultivating, negotiating, closing and maintaining strategic technology relationships.
- Previous start up experience strongly desired
- Ability to set, prioritize and achieve business goals and objectives.
- Ability to interact with personnel and other departments in a effective manner
- Excellent problem solving and analytical skills
- Excellent networking and negotiation skills
- Exceptional presentation and communication skills
- The candidate must have consistently demonstrated qualities of diplomacy, integrity and decisiveness.

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Member Research Staff / Advanced Research Engineer

Fill an exciting and important role linking rapidly evolving business and market requirements with leading edge Internet technology research. Research, prototype, explore, and advance understanding of Dot(s), DotPlatform(s), the DotEconomy, and related technologies.

Principal Duties and Responsibilities

- Identify and track emerging technologies and trends
- Work with a team to define and execute a research agenda that results in published results and technology transfer to DoDots product engineering teams
- Contribute to research in supporting technologies, building experimental prototypes and conducting studies on the value and risks of adoption
- Consult with product teams, work cross-organizationally to transfer technology into products and conduct pilot studies with leading edge customers
- Capture and protect intellectual property and publish results internally

Skills, Experience and Education

- Ability to define, analyze and articulate business, market and customer needs
- Ability to work across organizational boundaries and academic disciplines to exploit the cross-fertilization of ideas
- Strong brainstorming, ideation, and visualization skills
- Clear communication of ideas and recommendations in presentation and writing
- Documented ability to perform research and generate valuable research results; ability to generate intellectual property
- Strong knowledge of key Internet technologies, protocols, standards and security
- Strong knowledge of programming languages (including but not limited to C++ and Java), systems and applications software development and prototyping skills, experience with object-oriented and component-based development.
- Demonstrated ability to build complex web application systems
- Strong familiarity with UNIX and Windows operation systems and associated software development tools
- Bachelors degree +5 years experience, Masters degree + 4 years, or PHD +2 years in a computer science field

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Careers

Senior Director Advanced Technical Operations

Build and manage a forward-looking Advanced Technology organization to guide the strategic evolution and leverage of DoDots' technologies in order to ensure technical leadership in the DotEconomy.

Principal Duties & Responsibilities:

- Direct, grow, and manage an organization that handles Advanced Technology Research, IP Portfolio Management, Technology Licensing, Strategic Engineering Analysis, and Tracking of New and Emerging Technologies

Skills, Experience, and Education

- 2+ years advanced technology development/research experience
- 2+ years managing/directing new technology development/research
- 3+ years product development experience preferred
- Engineering degree (MS CS preferred)
- MBA preferred
- Ability to manage and organize a diverse group of highly skilled individuals
- Demonstrated understandings/execution of new technology development and product development methodologies
- Thorough understanding of current & cutting-edge web technologies
- Experience thriving in small, entrepreneurial environments, having the necessary vision and skill to build and manage an organization and create direction in an unstructured environment
- Must have the ability to effectively manage a team as well as the ability and desire to engage in projects with a direct, hands-on approach.

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Careers

Lead / Senior UNIX System Administrator

Key responsibilities include:

As a Lead/Senior UNIX System Administrator in the Technical Operations organization of DoDots, you will implement, configure, upgrade and maintain our Sun/Solaris/UNIX based server platform in both our Internet production environment and our internal engineering/development environment. You will lead the effort to identify tools or technology for improving overall performance, redundancy and uptime. You are responsible to support the systems 7x24 on a shift basis, and maintain documentation, event monitoring, performance tuning, and trouble-shooting.

Successful candidate will have the following experience and skills:

More than 5 years experience as a UNIX system administrator in a large-scale, high-availability installation environment or major Internet sites. Extensive hands-on experience with SUN server hardware and various subsystems. Very familiar with SunOS/Solaris operating system or other flavors of UNIX (such as Linux, BSD, HPUX, IRIX etc). Fluent in Perl, various shell scripting language (such as sh, ksh, bash, tcsh, awk, sed). Thorough understanding of TCP/IP networking and security. DNS, NFS, NIS, LDAP, SMTP, NNTP, HTTP, Apache, SSH, VPN. Understand C and able to compile GNU or other free software from the net. Must be a team player and self motivated. Excellent organizational, communication, and interpersonal skills.

Pluses: HA/Clustering, Network Devices (CISCO Routers, Firewalls, Switches), Oracle, Netscape/iPlanet Software, WebLogic, RAID Storage, Understanding of needs for Co-location facility and data center. Veritas FS, VM, NetBackup. Windows 98/NT.

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Developers

Careers

Senior Oracle Database Administrator

Responsibility:

As a senior Oracle database administrator of DoDots' Network and System Operations, you're responsible to provide operation support to Oracle database for DoDots' external production site as well as internal development environment. Work with database developers in the engineering team on database architecture and future technical solutions related to production site. Develop tools for operation task automation. Responsible for smooth database transition in production software releases. Document database architecture and operation procedures. Help on trouble-shooting and emergency response as 7x24 on-call support.

Requirement:

Candidate must have 4 years experience minimum working as database administrator. Have extensive experience in providing support to 7x24 production environment (preferably in an Internet web site or e-commerce site environment). Have solid experience in Oracle installation, configuration, upgrade/patch, backup/recovery, security, replication, and performance monitoring/tuning. Must be very fluent in SQL and have basic understanding of database web application. Must be a team player and self-motivated. Have excellent organizational, communication, and interpersonal skills.

Pluses:

Good knowledge of Perl, Java, Oracle 8, Oracle 8i and HTML. Experience as DB developer for designing and implementing backend database for web application of large-scale Internet web sites. Experience in high-availability solutions for database. Have moderate knowledge of UNIX, shell scripting and web applications.

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Lead / Senior Web Administrator

Responsibility:

As a lead/senior web administrator of DoDots' Network and System Operations, you're responsible to architect, implement, configure, and maintain web infrastructure for DoDots' external production site as well as internal development environment. Take leadership in shaping up the technical direction of the company's production site. Interface with engineering team on long-term web server strategy as well as work with web content developers to ensure content being published properly. Manage web production software promotion and content release. Evaluate emerging new web technology and products. Develop solutions to achieve high level of web site overall performance, capacity, and security. Develop tools for web site automation and for monitoring usage statistics. Document web platform architecture and operation procedures. Help on trouble-shooting and emergency response as 7x24 on-call support

Requirement:

Candidate must have 4 years experience minimum working as web administrator or web master. Have extensive experience with dynamic web sites involving CGI, SQL, Servlet, and application servers. Have a good mastering of HTML and programming languages such as Perl, JavaScript, Java, C++ and shells. Have thorough working knowledge of TCP/IP protocols and network security including TCP/IP,Telnet, SSL, HTTP, HTTPS, DNS, FTP, SSH. Must be a team player and self-motivated. Have excellent organizational, communication, and interpersonal skills.

Pluses:

Experience in designing and implementing large-scale Internet web sites or portals. Experience in Apache, iPlanet suite, WebLogic (and clustering). Have basic understanding of UNIX system administration and Oracle database.

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Careers

Senior Network Administrator / Engineer

Responsibility:

As a senior network administrator/engineer of DoDots' Network and System Operations, you're responsible to design, implement, configure, and maintain network infrastructure for DoDots' external production site as well as internal development environment. Evaluate networking hardware and software products. Develop solutions or tools to manage network performance, capacity and security. Document network architecture and operation procedures. Help on network trouble-shooting and emergency response as 7x24 on-call support.

Requirement:

Candidate must have 4 years experience minimum working as network administrator or network engineer. Have solid hands-on experience dealing with various networking equipment such as routers, switches, bridges, hubs, firewalls, load-balancers, NAT-translators (preferably on CISCO hardware; other platforms would be fine). Have thorough understanding of TCP/IP protocols and network security. Have strong working knowledge with DNS, VPN, SNMP, RMON, RIP, BGP, VLAN, subnetting, IOS, etc. Must be a team player and self-motivated. Have excellent organizational, communication, and interpersonal skills.

Pluses:

Experience in designing and implementing network infrastructure for a large-scale Internet web site or corporation intranet. Experience in dealing with co-location vendors for technical issues. Understanding basics of UNIX system administration and web operations.

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Careers

Interaction Designer

As a part of the interdisciplinary DoDots™ Design team, you will design, implement, test and iterate on new interaction design concepts for the entire DoDots user experience: from the site to client software to Dots.

- Knowledge of interface design heuristics
- Knowledge of human cognition and perception
- Knowledge of platform UI standards, including terminology
- Experience in designing and conducting user tests
- Creativity and "out of the box thinking" a must
- Effective at brainstorming and ideation
- Experience in task analysis and observation
- Able to build rapid prototypes for testing and demonstrating interactions
- Expert level programmer in VC++, VB a must
- Strong HTML, JavaScript and Flash a plus

Ideal candidate has a BS/MS in CS with a focus in HCI or UI. Preferred candidates will have 3+ years experience in software interaction design and development. Interview process will require a demonstration of candidate's work.

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Careers

Graphic Interface Designer

As a part of the interdisciplinary DoDots™ Design team, you will design, implement, user test and iterate on new interaction design concepts for the entire DoDots user experience: from the site to client software to Dots.

- Knowledge of interface design heuristics
- Knowledge of human cognition and perception
- Knowledge of platform UI standards, including terminology
- Experience in designing and conducting user tests
- Creativity and "out of the box" thinking a must
- Effective at brainstorming and ideation
- Experience in task analysis and observation
- Able to build rapid prototypes for testing and demonstrating interactions
- Innate sense of taste and design a must
- Able to produce high-quality interface graphics
- Expert level proficiency in graphics tools: Photoshop, Illustrator, Kai's PowerTools, etc.
- Expert level proficiency in Flash/director and other prototyping tools
- Experience in HTML, JavaScript a big plus

Ideal candidate has an MFA, MDesign, or MS with a focus in software interface/information design, HCI, or UI. Preferred candidates will have 3+ years experience in software interaction design and development, but raw talent is always appreciated. Interview process will require candidate to give a demo/portfolio of his/her work.

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Developers

Careers

Senior Graphic Designer

As a DoDots™ Senior Graphic Designer, you will use your talent, energy and experience to execute, lead and manage rapid-development design projects in new media as well as traditional media. Must be self-motivated with great people skills to work in a multi-disciplinary team of talented designers, marketing specialists and software programmers. Candidates should have the following:

- Minimum 2+ yrs experience in Web content design and development: site design/layout, banner ads, multi-media content (CD) or games. Interaction design experience background is a plus. Strong background in HTML, Java, Flash, Shockwave a plus.
- Minimum 3+ yrs experience in traditional media (print) graphic design: print layout, presentation design (PowerPoint), marketing collateral.
- BFA in graphic design, new media or equivalent required. Advanced degree candidates in MFA preferred, but pure talent and experience always welcome.
- Minimum required software experience (daily use): Adobe Photoshop, Illustrator, PowerPoint. Dreamweaver or equivalent HTML, Macromedia Flash, Macromedia Director/shockwave a plus.
- Portfolio and references required.

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Developers

Careers

Channel Sales Manager, Business-to-Consumer (B2C) Sales

As the DoDots Channel Sales Manager for Business-to-Consumer (B2C) Sales, you will be responsible for leading the B2C sales team targeting the following online B2C vertical market segments:

Auctions
Automotive
Business
Entertainment and Media
Gaming
Health and Fitness
Music
News
Personal Finance
Real Estate
Shopping
Sports
Technology
Travel and Leisure

As the DoDots Channel Sales Manager for Business-to-Consumer (B2C) Sales, you will be responsible for:

- Hiring, training and managing an effective team which will identify prospective partners and execute partnership opportunities with content, commerce, applications and services companies in the B2C market segments listed above.
- Development of strategy, priorities and goals for partnerships with companies in the online B2C market.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

The DoDots Channel Sales Manager for Business-to-Consumer (B2C) Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in management of sales, business development and/or related activities (partner or account management), preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet B2C business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong leadership, management and motivational abilities

- Strong leadership, management and motivational abilities.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical values.
- Good sense of humor.

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Careers

Channel Sales Manager, Business-to-Business (B2B) Sales

As the DoDots Channel Sales Manager for Business-to-Business (B2B) Sales, you will be responsible for leading the DoDots B2B sales team. You will be responsible for hiring, training and managing an effective team which will identify prospective partners and execute partnership opportunities with B2B e-frastructure and e-markets companies. E-frastructure companies include Web-based commerce enablers and companies selling auction solutions software and content management software. E-markets companies include Web sites where buyers and sellers come together to communicate, exchange ideas, advertise, bid in auctions, engage in transactions, and coordinate inventory and fulfillment.

As the DoDots Channel Sales Manager for B2B Sales, you will be responsible for:

- Development of strategy, priorities and goals for partnerships with companies in the online B2B markets.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

The DoDots Channel Sales Manager for Business-to-Business (B2B) Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in management of sales, business development and/or related activities (partner or account management), preferably at least 3 years in a B2B Internet or software company, or in an enterprise environment.
- An understanding of Internet B2B business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong leadership, management and motivational abilities.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical

values.

- Good sense of humor.

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Careers

Sales Development Manager, Business-to-Consumer (B2C) Sales

As a DoDots Sales Development Manager in Business-to-Consumer (B2C) Sales, you will be responsible for identifying prospective partners, engaging decision makers, negotiating business terms and closing transactions with content, commerce, applications and services companies in a specific vertical online business-to-consumer market segment. Sales Development Managers in B2C Sales will be evaluated and hired for the following specific online market segments, and will preferably have direct experience in sales or business development in the specific online market segment of interest:

Auctions
Automotive
Business
Entertainment and Media
Gaming
Health and Fitness
Music
News
Personal Finance
Real Estate
Shopping
Sports
Technology
Travel and Leisure

As a DoDots Sales Development Manager in B2C Sales, you will be responsible for:

- Development of strategy, priorities and goals for partnerships in the specific market segment.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Sales Development Managers in B2C Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in sales, business development and/or related activities (partner or account management), preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet B2C business models.
- Proven track record in building strong partnerships and

structuring and negotiating transactions.

- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical values.
- Good sense of humor.

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Sales Development Manager, Business-to-Business (B2B) Sales

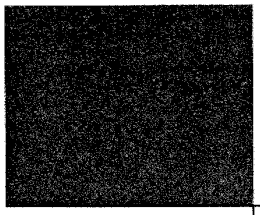
As a DoDots Sales Development Manager in Business-to-Business (B2B) Sales, you will be responsible for identifying prospective partners, engaging decision makers, negotiating business terms and closing transactions with B2B e-frastructure and e-markets companies. E-frastructure companies include Web-based commerce enablers and companies selling auction solutions software and content management software. E-markets companies include Web sites where buyers and sellers come together to communicate, exchange ideas, advertise, bid in auctions, engage in transactions, and coordinate inventory and fulfillment.

As a DoDots Sales Development Manager in B2B Sales, you will be responsible for:

- Development of strategy, priorities and goals for partnerships in a specific market segment.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Sales Development Managers in B2B Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in sales, business development and/or related activities (partner or account management), preferably at least 3 years in a B2B Internet or software company, or in an enterprise environment.
- An understanding of Internet B2B business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical values.
- Good sense of humor.



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Sales Development Manager, Business-to-Consumer (B2C) Sales (New York)

As a DoDots Sales Development Manager in Business-to-Consumer (B2C) Sales, you will be based in New York and will be responsible for identifying prospective partners, engaging decision makers, negotiating business terms and closing transactions with content, commerce, applications and services companies in a specific vertical online business-to-consumer market segment. Sales Development Managers in B2C Sales will be evaluated and hired for the following specific online market segments, and will preferably have direct experience in sales or business development in the specific online market segment of interest:

Auctions
Automotive
Business
Entertainment and Media
Gaming
Health and Fitness
Music
News
Personal Finance
Real Estate
Shopping
Sports
Technology
Travel and Leisure

As a New York-based DoDots Sales Development Manager in B2C Sales, you will be responsible for:

- Development of strategy, priorities and goals for partnerships in the specific market segment.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Sales Development Managers in B2C Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in sales, business development and/or related activities (partner or account management), preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet B2C business models

- An understanding of Internet B2C business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical values.
- Good sense of humor.

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Sales Development Manager, Business-to-Business (B2B) Sales (New York)

As a DoDots Sales Development Manager in Business-to-Business (B2B) Sales, you will be based in New York and will be responsible for identifying prospective partners, engaging decision makers, negotiating business terms and closing transactions with B2B e-frastructure and e-markets companies. E-frastructure companies include Web-based commerce enablers and companies selling auction solutions software and content management software. E-markets companies include Web sites where buyers and sellers come together to communicate, exchange ideas, advertise, bid in auctions, engage in transactions, and coordinate inventory and fulfillment.

As a New York-based DoDots Sales Development Manager in B2B Sales, you will be responsible for:

- Development of strategy, priorities and goals for partnerships in a specific market segment.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Sales Development Managers in B2B Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in sales, business development and/or related activities (partner or account management), preferably at least 3 years in a B2B Internet or software company, or in an enterprise environment.
- An understanding of Internet B2B business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
- Extremely high level of integrity and strong sense of ethical values.

- Good sense of humor.

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Sales Development Manager, Entertainment / Media Sales (Los Angeles)

As a DoDots Sales Development Manager in Entertainment / Media Sales, you will be based in Los Angeles and will be responsible for identifying prospective partners, engaging decision makers, negotiating business terms and closing transactions with online entertainment and media companies. You will be responsible for:

- Development of strategy, priorities and goals for partnerships in the online entertainment / media market.
- Identification and prioritization of partnership prospects; initiation of partnership discussions; and engagement of decision-makers.
- Development and management of partnership relationships.
- Development, evaluation and implementation of new sales initiatives.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Sales Development Managers in Entertainment / Media Sales will have the following background and characteristics:

- BA / BS degree (or equivalent) (MBA desirable).
- At least 5 years of experience in sales, business development and/or related activities (partner or account management), preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet entertainment and media business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
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Advertising Sales Manager

As a DoDots Advertising Sales Manager, you will be responsible for identifying target accounts, engaging decision makers, negotiating sales terms and closing transactions. You will be responsible for:

- Development of strategy, priorities and goals for target accounts.
- Identification and prioritization of account prospects; initiation of account discussions; and engagement of decision-makers.
- Development and management of account relationships.
- Development, evaluation and implementation of new advertising sales initiatives.
- Structuring, negotiation and closing of advertising sales agreements.
- Maintaining ongoing relationships with accounts.

DoDots Advertising Sales Managers will also have the following background and characteristics:

- BA / BS degree (or equivalent).
- At least 5 years of experience in advertising sales and/or related activities (partner or account management), preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet advertising models.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
- High levels of drive, goal-orientation, persistence, creativity and energy.
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Account Manager, Partnership Sales

As a DoDots Partnership Sales Account Manager, you will be responsible for qualifying, engaging, and closing inbound partnership sales leads, and for:

- Development and management of partnership relationships.
- Structuring, negotiation and closing of partnership agreements.
- Maintaining ongoing relationships with partners.

DoDots Partnership Sales Account Managers will have the following background and characteristics:

- BA / BS degree (or equivalent).
- At least 5 years of experience in account management or inbound sales, preferably at least 3 years in an Internet, software or media company.
- An understanding of Internet business models.
- Proven track record in building strong partnerships and structuring and negotiating transactions.
- Strong interpersonal skills and team orientation.
- Extremely strong written and oral communication skills.
- Ability to take initiative in fast-paced, dynamic environments requiring a high level of flexibility and adaptability.
- Strong selling, presentation and negotiation skills.
- High level of self-confidence and entrepreneurial spirit.
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Director Advertising

The Director of Advertising will be primarily responsible for developing and implementing the required sales strategies, tactical sales plans, and programs required to achieve quarterly revenue goals. The Director will be building the Advertising Sales team from the ground up and responsible for hiring, training and devising the tactical execution plans for territory sales manager and staff. The role will also work closely with the product marketing team to expand ad sales opportunities into larger sponsorships/partnerships, manages the process for regional proposal writing and presentation development, and manages sales support and collateral needs for the territory.

Requirements include:

- Five to seven years of advertising sales or business development management experience
- Demonstrated experience in managing a sales team and achieving results by exceeding targeted revenues
- Strong experience in negotiation and closing business deals
- Internet advertising sales management experience strongly preferred

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Technical Pre-Sales Engineer

As a DoDots Technical Pre-Sales Engineer, you will design and implement state-of-the-art technical projects to support our Sales and Business Development efforts. You're self-motivated, a good listener, and smart. You possess enthusiasm, computer savvy, and excellent verbal and written communication skills. You're willing to travel.

Candidates should have:

- College degree (preferably in a technical field)
- A portfolio of web development work and technical writing samples
- 2+ years of web development experience, including extensive knowledge of Internet technologies such as Flash, Javascript, HTML, dHTML, CGI, Perl Java, TCP/IP, C/C++, HTTP protocol, network administration
- 1+ years of sales engineering experience
- Expertise with web authoring software, including Adobe Photoshop, Illustrator, PowerPoint, HomeSite, Dreamweaver, Macromedia Flash, Director/Shockwave, Real Player/Audio and related multimedia technologies
- A zest for working on fast-paced, deadline-driver projects with an interdisciplinary team
- A great sense of humor and a watch set to Internet time

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Careers

Senior Director Business Development

As the Sr. Dir. of Business Development, you will lead the channels responsible for shaping the strategy and forming the partnerships for our new platforms that will provide ubiquitous distribution of Dots™. Responsibilities will include identifying distribution channels, assessing target platforms, developing strategic plans, evaluating, negotiating and implementing business development opportunities with direct P&L reporting to the V.P. of Business Development. You will have previous job related experience building OEM and strategic Internet relationships and must possess a high degree of comfort interfacing all levels of a company with a proven track record of closing Fortune 500 and web-centric deals. An MBA is required. A minimum of 8 years of direct business development experience is also required, 4 years of which must be directly related to the Internet-based business development. Must possess exceptional prioritization, written, verbal and presentation skills. Must be comfortable working on multiple cross-organizational projects related to business development while providing P&L divisional focus.

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Careers

Manager Strategic Development

As the Manager of Strategic Development, you will lead the team responsible for shaping the strategy for our future platform distribution channels. Responsibilities will include identifying and prioritizing new platforms to foster ubiquitous distribution of Dots™. You will have previous job related experience building platform and Internet-based relationships and must have experience in negotiating high-level, complex deals in related fields. A BS/BA is required with an MBA preferred. A minimum of 4 years in developing strategic relationships is also required, 2 years of which must be directly related to the Internet-based business development. Must possess exceptional prioritization, written, verbal and presentation skills. Must have previous management experience.

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Careers

Manager OEM Development

As the Manager of OEM Development, you will lead the channel responsible for shaping the strategy in our various platform partnerships. Responsibilities will include identifying and prioritizing OEM relationships to foster ubiquitous distribution of Dots™. You will have previous job related experience building OEM and Internet-based relationships and must have experience in negotiating high-level, complex deals in related fields. A BS/BA is required with an MBA preferred. A minimum of 4 years in developing OEM relationships is also required, 2 years of which must be directly related to the Internet-based business development. Must possess exceptional prioritization, written, verbal and presentation skills. Must have previous management experience.

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Careers

Market Research Specialist

Help guide the market direction of a quickly growing startup. DoDots provides great, new packaging and distribution for Internet content. The Market Research Specialist is essential in planning, gathering and reporting quantitative and qualitative information on market and business segments.

This position requires an individual who can identify segments that fit business development and marketing goals, collect relevant information and generate reports and recommendations. A successful Market Research Specialist will work closely with business development, marketing and outside resources.

Responsibilities:

- Gather requirements and messaging from Management, Business Development and Marketing.
- Generate research proposals outlining Goals and Objectives.
- Identify information sources and appropriate resources required to complete research and reporting.
- Generate market segment and competition reports.

Requirements:

- Desire to convert data into information.
- Working knowledge of statistics and related PC software including graphics.
- Working knowledge of research methods, sources and tools.
- Writing and presentation skills.
- Ability to identify business requirements and prioritize activity to meet those requirements.

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Careers

Advertising Markets Manager

DoDots™ presents a unique platform for packaging, syndicating, and distributing content on the Internet. We are looking for a creative, aggressive individual with experience in the advertising industry to help define and promote advertising products. The Advertising Markets Manager takes responsibility for identifying and exploiting advertising opportunities exposed by DoDots technology.

Primary responsibilities include:

- Gather requirements for advertising products from customers, Business Development and Marketing
- Generate proposals for advertising products outlining goals, objectives and milestones
- Schedule production, launch and promotion of advertising products
- Write and drive advertising product lifecycle plans
- Collect feedback from customers and users for new advertising product requirements

Successful candidate will have the following background and skills:

- Experience defining, managing and delivering web-based advertising programs
- Clear vision of Internet advertising potential
- Strong communication skills
- Leadership and initiative
- Ability to work with teams

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Data Mining Markets Manager

DoDots™ presents a unique platform for packaging, syndicating and distributing content on the Internet. As the Data Mining Markets Manager you will help translate technology into product and opportunity into success. DoDots collects data to help determine the performance and effect of Internet offerings. You will work with Engineering to design the data collection and reporting required to deliver a line of data products for our customers.

Primary responsibilities include:

- Gather requirements for data products from customers, Business Development, and Marketing
- Generate proposals for data products outlining goals, objectives and milestones
- Work with Engineering and Design to define and implement data collection and reporting
- Help develop paper designs and prototypes
- Generate and document requirements and specifications for data products
- Drive schedule and communicate on-going status to management
- Collect feedback from users and recommend improvements

Successful candidate will have the following background and skills:

- Familiarity with statistics and demographics
- Project planning and project management skills
- Working knowledge of project management tools
- Verbal and written communication skills
- Ability to identify business requirements and prioritize activity to meet those requirements

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Marketing Program Manager

As the DoDots™ Marketing Program Manager you will develop and execute marketing plans to achieve business objectives for our Partners:

- Drive traffic to the Dots
- Reward and encourage sharing of Dots
- Increase the retention rate for Partners
- Increase the level of involvement with Partners and DoDots
- Create scaleable programs

The Program Manager will perform market analysis, identify and advocate Partner needs and requirements, develop and execute new promotional concepts, track and analyze results.

Successful candidate will have the following background and skills:

- Experience managing cross-organization and cross-functional projects requiring skills from a broad range of experts throughout the company including designers, product marketing, and business development account managers.
- Desire to champion programs to gain approval and support.
- Ability to quickly create strong supporting data and messaging for business development.
- Strong written and verbal communication skills.
- Strong organizational skills, ability to manage multiple projects simultaneously and interface with numerous internal and external customers.
- Ability to work with outside contractors and drive projects from conception to completion with speed.
- Minimum of five years experience in programs marketing.
- Ability to contribute to a fast-paced, highly charged environment.
- Experience with internet startup companies a decided plus.

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Partner Marketing Manager

As the DoDots™ Partner Marketing Manager you will play a significant role in managing, growing and maintaining existing partner relationships. You will develop, propose, analyze and implement creative, customer specific DoDots Marketing campaigns. You know the Internet and software product development. You understand what it takes to establish and maintain a strong relationship with partners. You will work closely with virtual teams consisting of Business Development, Engineering, and Design. This position reports to the Director of Partner Marketing.

Successful candidate will have the following background and skills:

- Energy and optimism coupled with keen problem solving skills
- Intense desire and solid ability to perform at highest levels of achievement
- Experience in identifying and establishing online promotional or marketing strategies and opportunities
- Excellent presentation and communication skills
- Minimum 3-5 years Internet/new media, or marketing and sales experience
- Strong web and internet knowledge
- Able to work in fast paced, high growth environment, with a focus on team success
- BA/BS required
- You must play well with others

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Product Line Manager

Invent history as a product line champion. Combine your experience in software design, development and marketing with exciting technology reaching beyond existing Internet Business horizons. Invoke your leadership ability to coordinate teams and deliver the Right Stuff at the Right Time. Have fun, drive fast, scout new paths in unexplored Internet terrain.

Management expectations include:

- Documented market requirements that reflect customer, marketing and business development input.
- Functional level product specifications co-written with engineering.
- Sychnronized marketing and engineering schedules.
- Content for marketing and sales tools.
- Product lifecycle plans.
- Inplementation of new product process.
- Documented goals, priorities and schedules.

Successful candidate will have 5+ years experience in product management, project management or market programs management. A strong vision of Internet business potential is required. The position also requires extremely strong communication and leadership skills, and an ability to take initiative in fast paced, uncertain environments. Proven ability to work well with internal and external teams is required. Prior experience in defining, managing the development of, and launching marketing communications programs for web products and/or services preferred. Prior start-up experience is a major plus.

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Product Manager

Invent history as a product line champion. Combine your experience in software design, development and marketing with exciting technology reaching beyond existing Internet Business horizons. Invoke your leadership ability to coordinate teams and deliver the Right Stuff at the Right Time. Have fun, drive fast, scout new paths in unexplored Internet terrain. Key responsibilities include:

- Document market requirements that reflect customer, marketing and business development input
- Co-write functional level product specifications with engineering
- Synchronize marketing and engineering schedules
- Create content for marketing and sales tools
- Plan product lifecycle
- Implement new product process
- Document goals, priorities and schedules

Successful candidate will have 5+ years experience in product management, project management or market programs management. A strong vision of Internet business potential is required. The position also requires extremely strong communication and leadership skills, and an ability to take initiative in fast paced, uncertain environments. Proven ability to work well with internal and external teams is required. Prior experience in defining, managing the development of, and launching marketing communications programs for web products and/or services preferred. Prior start-up experience is a major plus.

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Developers

Careers

Developer Tools Product Manager

Our developers are savvy in HTML and JavaScript and we bring an exciting new way for them to use their talents. Our tools need to meet their requirements while guiding them to build great Dots. As the DoDots™ Developer Tools Product Manager you will work with a high energy staff including Business Development, Marketing and Engineering to define and deliver these tools and the whole product Dot developers need.

Responsibilities:

- Gather requirements and messaging from Management, Business Development and Marketing.
- Generate Tool proposals outlining Goals, Objectives and Milestones.
- Work with Engineering and Design to develop Tools and Communication materials.
- Help develop paper designs and prototypes.
- Generate specifications, identify resources and schedule development.
- Drive schedule and communicate on-going status to management.
- Define how to reflect development guidelines in tool functions.
- Collect feedback from users and recommend improvements.

Requirements:

- Passion for tools that allow people to create great web presentations.
- Project planning and project management skills.
- Working knowledge of project management tools.
- Verbal and written communication skills.
- Ability to identify business requirements and prioritize activity to meet those requirements.
- Understanding of Web technologies: HTML, dHTML, JavaScript.

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Careers

Web Producer

We are looking for a top Web Producer to help define and deliver our product, corporate and developer web sites. In this role you will balance market and corporate requirements with technical resources and schedules. As the DoDots™ Web Producer you will deliver a web experience that communicates, educates and entices customers. You will create a user experience that pushes the Internet envelope.

Responsibilities:

- Gather requirements and messaging from Management, Business Development and Marketing.
- Generate Web project proposals outlining Goals, Objectives and Milestones.
- Work with Design to develop solutions to Web communication challenges.
- Help develop paper designs and prototypes for site features.
- Generate site specification, identify resources and schedule site development.
- Drive schedule and communicate on-going status to management.
- Define how to reflect site content into DoDots technology.
- Collect feedback from site users and recommend site improvements.

Requirements:

- Creativity, passion and energy applied to site creation.
- Project planning and project management skills.
- Working knowledge of project management tools.
- Web development experience.
- Verbal and written communication skills.
- Ability to identify business requirements and prioritize activity to meet those requirements.
- Understanding of Web technologies: HTML, dHTML, JavaScript.

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Developers

Careers

Treasury Manager

Principal responsibilities include the following:

- Administer and valuate stock options
- Maintain capitalization records and assist the Company Secretary in secretarial matters
- Monitor investment portfolio, manage cash
- Assist corporate development activities
- Maintain and establish relationships with banks and other financial institutions
- Monitor lines of finance - negotiate and pursue the best available terms
- Monitor compliance with financial covenants and prepare reporting packages
- Prepare and submit information to support draws from equipment finance lenders
- Other duties as considered necessary

Principal qualifications include:

- BA/BS or higher in accounting or finance or equivalent experience
- Prior experience in treasury functions
- High attention to detail and well organized
- Proficient with Excel and previous experience with ShareData or similar software packages
- Enjoys a fun work environment

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Financial Analyst

Responsibilities include the following:

- Develop and implement performance measurement metrics, financial and operational performance metrics
- Investigate variations in metrics on a regular basis - identify causes and propose solutions
- Assist in preparation of weekly, monthly and quarterly management reports
- Assist in preparation of quarterly and annual financial statements
- Assist in month end close procedures
- Prepare forecasts and budgets, monitor performance, and update reports on a regular basis
- Prepare custom reports using report writing software on an as needed basis

Ideal qualifications would include:

- BS/BA in relevant field, MBA a plus
- Prior analyst experience in an Internet environment
- Prior experience with a Tier 1 system
- Proficient with Excel, Access and report writing, budgeting and forecasting packages
- Attention to detail
- Understanding of Internet business models
- Team player who enjoys a fun work environment

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Senior Systems Accountant

Specific responsibilities include:

- Development of internal procedures surrounding processing of transactions
- Automation of invoicing and revenue recognition
- Continuous improvement in all areas of financial processing
- Capture and extraction of relevant operational data
- Development of internal reports including coding/writing reports and data queries
- Assistance with month end close including preparation of required reports and reconciliations
- Development of ad-hoc reports and completion of special projects

Ideal qualifications include:

- BA/BS in relevant field or equivalent experience
- Experience with Tier 1 systems
- Proficient with Excel, Access, and report writing packages
- Implementation and system configuration experience
- Innovative approach with attention to detail
- Enjoys a fun work environment

Successful candidate has prior experience with Tier 1 ERP systems - ideally in a fast growing, Internet environment. Prior experience with system implementations and continuous improvement initiatives preferred.

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DoDots

Customers

Our Customers | Become a Customer

What are Dots?

Customers
Developers

Customers

The following companies have already adopted Dots as a means of packaging their online content and improving the Internet experience of their target viewers. Click on each company to check out their Dots.

- **AnyDay.com™** - online DayPlanner
- **BlueLight.com** - totally free Internet service
- **Broad Daylight, Inc.** - interactive Q&A content
- **CNET.com** - the source for computers and technology
- **DealTime** - free online comparison-shopping service
- **drDrew.com** - relationship advice and chat
- **eHow™** - how to do just about anything
- **Epinions.com** - unbiased advice to help your buying decisions
- **GreatRestaurants.com** - restaurant reviews and reservations
- **HotLinks Network**
- **iFuse** - new media entertainment and lifestyle brand for youth culture
- **Kibu** - an online world for teen girls
- **LiveMind** - applications for anywhere, anytime e-commerce
- **MapBlast!** - accurate interactive maps and driving directions
- **Merriam-Webster** - online dictionary and thesaurus
- **mySimon™** - online shopping assistant
- **Noomedia.net** - integrated digital media solutions
- **PCWorld.com** - online resource for PC users
- **PhotoPoint** - make photos accessible to the world
- **Politics.com** - the place where politics happen on the Internet
- **Snapfish** - film development and online sharing
- **StartSampling** - free sample products
- **TellThemNow** - send email to people and organizations in the news
- **TrafficStation** - personalized traffic, transportation and traveler information
- **Work.com** - online business portal
- **ZDNet** - technology news and information
- **Zupit.com** (formerly i2e2) - computer game community

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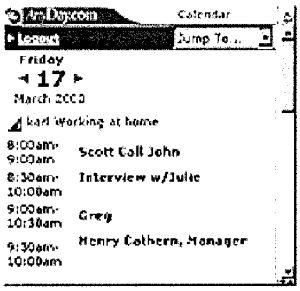
AnyDay.com™

Developers

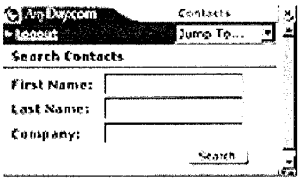
AnyDay's Online Dayplanner is now also in a DOT™

Quick View Dot



You'll never miss an appointment with the AnyDay Calendar Dot. Keep your schedule on screen all day while you check your email, crunch numbers in a spreadsheet or simply surf the web.

Get This Dot!



Quick Search Dot

Quickly search your contacts in the AnyDay address book & sort by name or company with the new AnyDay Contacts Dot.

Get This Dot!

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From the Sponsor

From the Developer

CNET Dots™

DoDots Fast one click access to content you want

Instantly get the CNET information you want with CNET Dots™. Dots are bite-sized pieces of CNET content and applications that sit on your desktop, putting CNET information right at your fingertips. All you need is the DoDots™ HomeDot™, and then you are ready to collect the different CNET Dots. Gain access to all your favorite content such as reference material, searches, shopping, hardware, business reports, and news updates. Collect them all. CNET Dots: the Web made easy.

Supports Internet Explorer 4+, Netscape 4.72 +, & AOL 5+

Windows 95/98/2000/NT 4.0
File size: 550k
Download now

More Info

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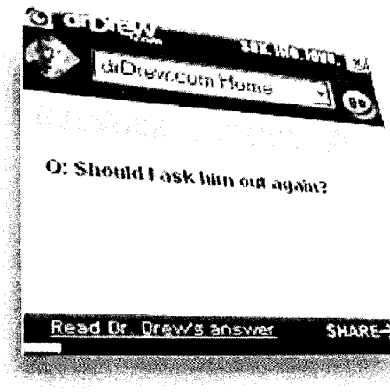


of the day? DOT™

- It's FREE to users & easy to use

Get This Dot™!

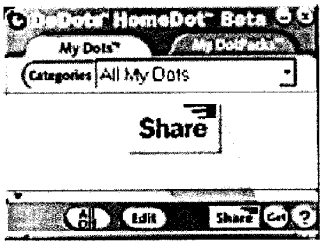
The drDrew.com Question of the Day Dot™ lets you check out what Dr. Drew is saying daily - right from your desktop ! The Question of the Day Dot also allows you to link to other popular features of drDrew.com. Don't wait another day without learning what Dr. Drew has to say! It's Fast, Fun and FREE!

- Windows 95 / 98 / 2000 / NT
- Microsoft Internet Explorer (4.0+)
- Netscape (4.72+)
- AOL (5.0)

Contact support@DoDots.com
or call Toll Free 800.320.0050
8:00am & 5pm M-F pst.

Share Dr.Drew Dots™ With Friends & Family

Share theDr. Drew Dots™! with your friends and family, so they too can enjoy *QUICK* access to their Dots. Use the share feature on the HomeDot™!.



What are Dots™?

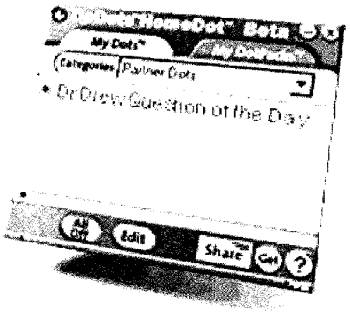
Dots™! Technology provides instant access to connect you directly with the pieces of the Internet you use most.

Use Dots For
- Quick Searches
- Specific Applications
- News Updates
- Shopping & More

Get the HomeDot™!

Manage your ever-growing collection of Dots with the DoDots™! HomeDot™!

A single click on your favorite Dot and you are ready to go!



the drdrew.com show | dr. drew's office | drew's lounge | celebrity stories | reviews | events

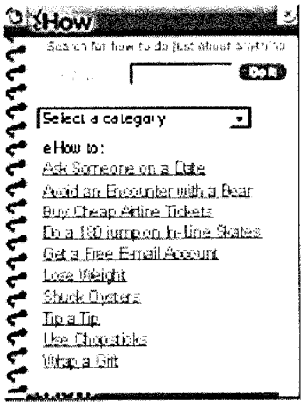
DoDots

eHow

Developers

just about anything is now also in a DOT

- On your desktop while you surf or work
- Find out how to do just about anything while you work
- Access the top ten eHows, updated daily
- It's free



The eHow Dot allows you to find out how to do just about anything, plus access the top 10 eHows every day on your desktop.

Get This Dot!

Back

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HotLinks
Where to find and keep what's cool on the web

Other HotLinks Utilities

These additional features are also available to HotLinks members:

Make Your HotLinks your Home Page
- Click Here to make your HotLinks your home page
- Your HotLinks will be the first page you see each time you launch your browser
- When you click "Home" on your browser, you will also be taken to your HotLinks

Reset NEW Flags

- ***New*** flags are placed to the right of all categories and links that you add
- Click Here to remove all ***New*** flags in your HotLinks (All links and categories added after you reset will have these ***New*** flags attached)
- If do not want ***New*** flags next to your newly added categories and links, click here to change your preference

Search HotLinks from your Desktop (powered by **DoDots™**)

- Instantly access the HotLinks Guide and Individual Members' Links without opening your browser
- Click Here to download the **HotLinks Dot™**
- What's a Dot™, you ask? Click Here to learn more

Continue...

Home | Join Now | About HotLinks | Company Info | Jobs | News | Contact Us | Help
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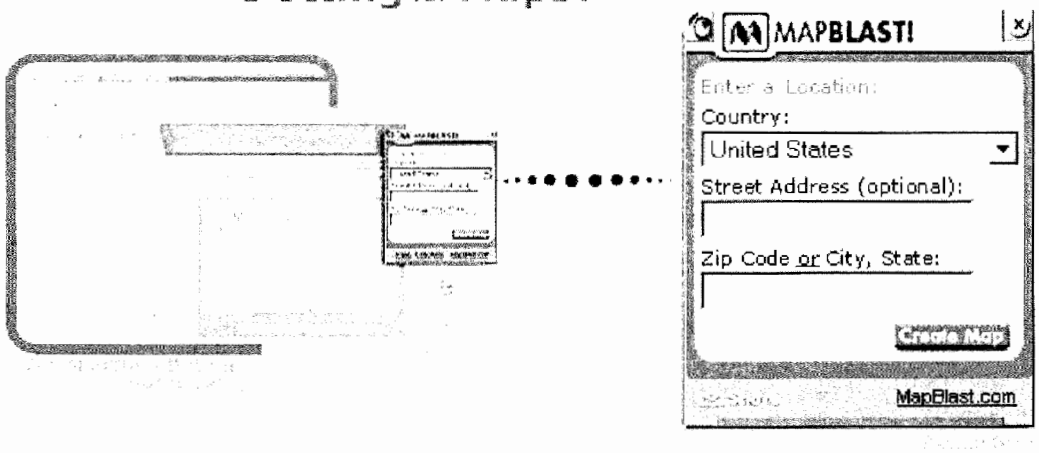
MAPBLAST!
Everyone needs a little direction in life

Put on your reading glasses

Maps | Directions | Locate Anything | Pocket MapBlast! | My Map!

MapBlast D

Have you thought about
Dotting for Maps?

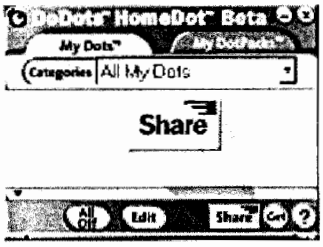


Need maps fast?
Put MapBlast right on your desktop with Dot Technology.

Get This Dot!

Share the MapBlast.com Dot™

Share the MapBlast.com Dot™ with your friends and family, so they too can enjoy QUICK access to their Dots™. Use the share feature on your HomeDot™.



Get there instantly with Dots!

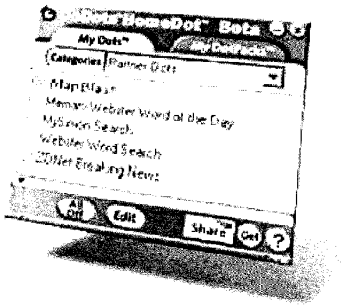
What are Dots™?

Dots™ Technology provides instant access to connect you directly with the pieces of the Internet you use most.

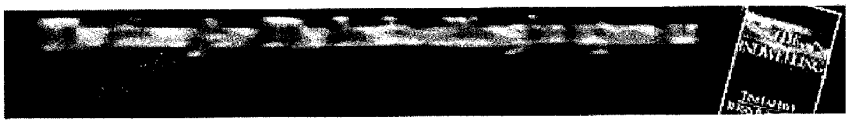
Get the HomeDot™

Manage your ever-growing collection of Dots with the DoDots™! HomeDot™!

A single click on your favorite Dot and you are ready to go!



What are the system requirements for using Dots™?
• Win' 95/98/2000/NT4 • Internet Explorer (4+) • Netscape (4.72+) • AOL (5+)



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reviewed by TRUSTe site privacy statement

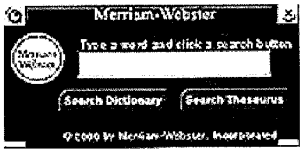
DoDots

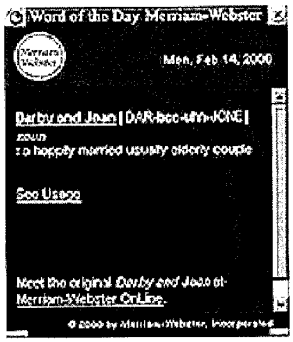
Developers

Get the Merriam-Webster **Dots**

Dictionary & Thesaurus and Word of the Day

- On your desktop while you work
- Instant definitions
- Learn a new word everyday
- It's free





Get This Dot!

The Merriam-Webster Search Dot enables you to type in your word or phrase and search a dictionary or thesaurus.

Get This Dot!

The Merriam-Webster Word of the Day Dot gives the user a new word every day.

Back

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DoDots

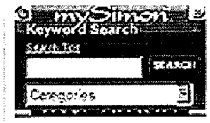
mySimon

Developers

Keep Simon around everywhere you go

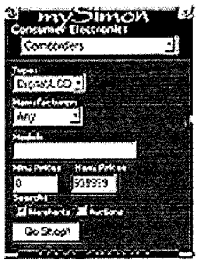
...with mySimon shopping Dots.™

- On Your Desktop While You Surf or Work
- Instant Shopping
- 1000's of Stores
- It's Free



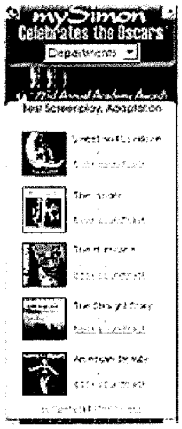
The **mySimon Search** Dot enables a user to do a quick keyword search for any product anytime.

Get This Dot!



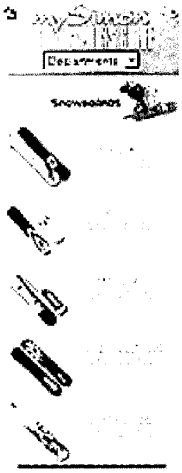
The **mySimon Light** Dot allows the user to search within different categories for types of products, manufacturers or prices.

Get This Dot!



Get This Dot!

The **mySimon Oscar Day** Dot enables you to search within different categories of the 72nd annual academy awards for books, videos and soundtracks.



Get This Dot!

The **mySimon winter** sports Dot application allows the user to shop for winter winter sports merchandise.

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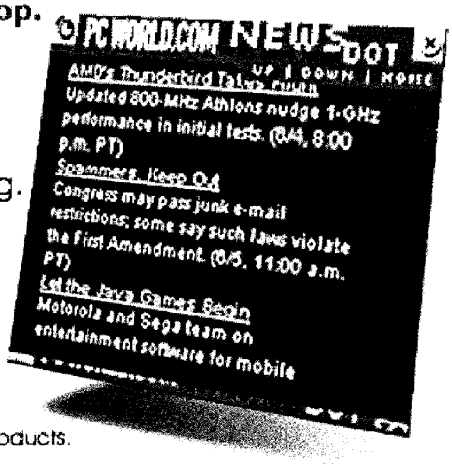
PCWORLD.COM on your desktop.

PC WORLD.COM

Get instant access to **PCWORLD.COM News** from the convenience of your **Desktop.**



Keep an eye on the latest news.
Stay informed all day long.

Here's what you **get** in **a Dot**™:

- Breaking News Stories about the Computer Industry.
- Information on the Latest Hardware and Software Products.
- PC World's Award Winning Editorial.

Get This Dot™!

Stay Connected!

Put the PC World Dot on your Desktop

What are Dots™?

Dot™ Technology provides instant access to connect you directly with the pieces of the Internet you use most.

Use Dots For
- Quick Searches
- Specific Applications
- News Updates
- Shopping & More

Take The Flash Tour
(high bandwidth)

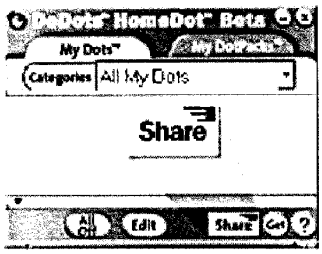
Get the HomeDot™

Manage your ever-growing collection of Dots™ with the DoDots™ HomeDot™.

A single click on your favorite Dot and you're ready to go!

Share the PCWorld.com Dot™

Share the PCWorld.com Dot™ with your friends and family, so they too can enjoy QUICK access to their Dots™. Use the share feature on your HomeDot™.



What are the system requirements for using Dots™?

• Win' 95/98/2000/NT4 • Internet Explorer(4+) • Netscape(4.72+) • AOL(5+)

Need Help ?
Contact support@DoDots.com
or call Toll Free 800.320.0050
8:00am & 5pm M-F pst.

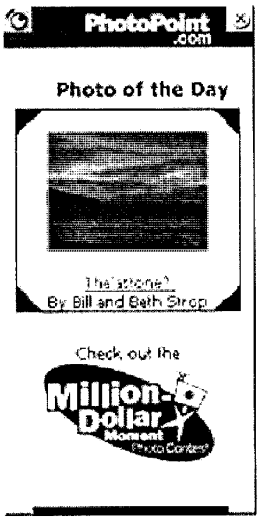
DoDots

PhotoPoint.com

Developers

PhotoPoint.com's Photo of the Day is now also in a DOT™

- On your desktop while you surf or work
- Instant real photos by real people
- Updated daily
- It's free



Get This Dot!

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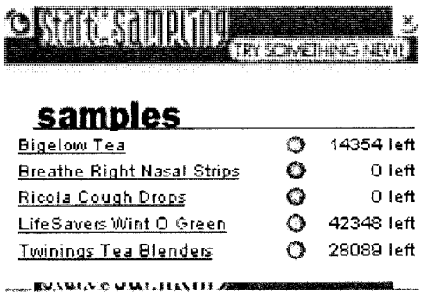
Go for the *Green!*

StartSampling's
SampleDot™
now available

- Continually updated sample availability
- On your Desktop while you work or play
- Instant access to our homepage
- **Free to members**



The StartSampling™ SampleDot™ is refreshed constantly so it always lets you know when new samples are available, no matter what else you are doing online. Click on our SampleDot™ to get connected immediately to our home page and into the fast lane to the newest samples and offers featured on our site. It's fast, fun and free!

Get This Dot'l

Find out more about Dots:
Take The Flash Tour

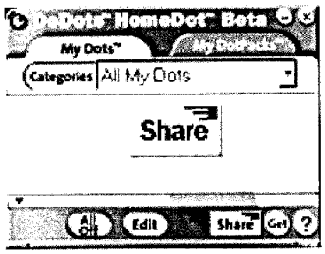
What do I need ?
- Windows 95 / 98 / 2K / NT Operating System
- Microsoft Internet Explorer (4.0+)
- Netscape (4.72+)
- or AOL (5+)

Need Help ?
Contact support@DoDots.com
or call Toll Free 800.320.0050
8:00am & 5pm M-F pst.

Quit Browsing!
Get there instantly with Dots!™

Share the StartSampling SampleDot With Friends & Co-Workers

Send the StartSampling SampleDot via e-mail to others for improved productivity and quick access to the latest samples and offers. Use the Share Button on your HomeDot! ™.



What are Dots?

Dots Provide instant access to connect you directly with the pieces of the Internet you use most often

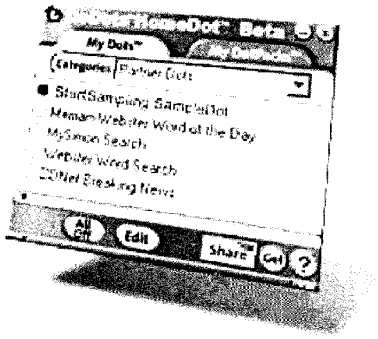
Use Dots For:

- **Quick Searches**
- **Specific Applications**
- **News Updates**
- **Shopping & More**

Collect the Dots from your favorite Web sites and keep them right on your desktop.

Take The Flash Tour

Get the HomeDot!™



Manage your ever-growing collection of Dots with the DoDots!™ HomeDot

A single click on the Dot you want to use and you're ready to go!

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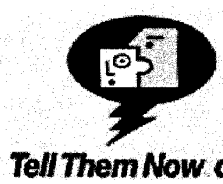


Tell Them Now.com

home what's new services customer support

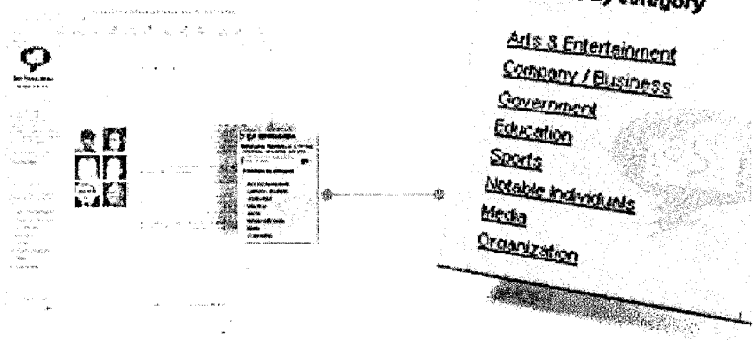
tools

send mail
smart mail
affiliates
suggest a recipient

email them now!
type in a name go

Tell Them Now on your Desktop!

...speak your mind with the Tell Them Now Dot.



Instant 1 click search for politicians, celebrities, companies & more
turned on and off as desired
Browse by category from Dot
It's Convenient, Fast, & Free!

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- Specific Applications
- News Updates
- Shopping & More

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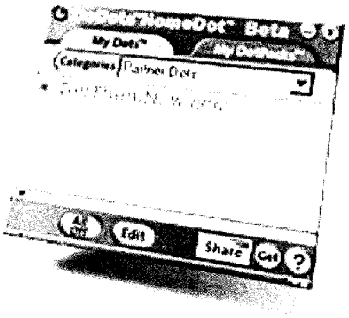
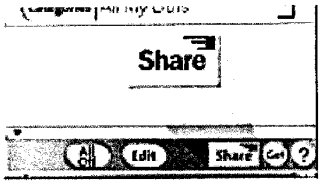


Share the TellThemNow Dot™

Share the TellThemNow Dot™ with your friends and family, so they too can enjoy QUICK access to their Dots™. Use the share feature on your HomeDot™.



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or call Toll Free 800.320.0050
8:00am & 5pm M-F pst.

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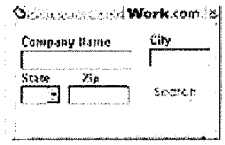
Work.com

Developers

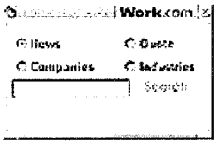
Work.com's Online company services are now also in a DOT™

- Increased Productivity
- One-Click to Calendar & Contacts
- Takes Less Desktop Space
- It's Free



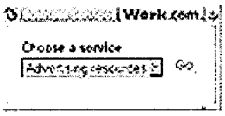
Search for companies by name, state, city or zipcode with the Work.com Company Search Dot™

Get This Dot!



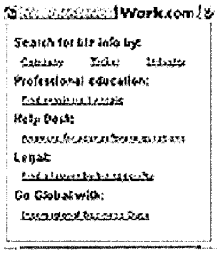
Look up stock quotes, news, companies, and industries with the Work.com Business Search Dot™

Get This Dot!



Get instant access to services like seminars, help desk support, legal information, and international business topics with the Work.com Business Services Dot™

Get This Dot!



With the Work.com Information Services Dot™ you can get instant access to information services sorted by Company, Ticker and Industry. You can also get instant access to Professional Education, Help Desk, Legal, and International Business.

Get This Dot!

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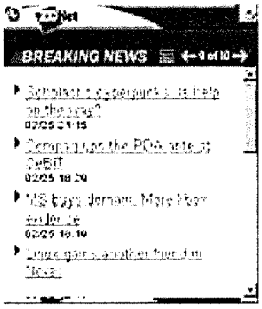
DoDots

ZDNet

Developers

ZDNet's latest breaking news is now also in a DOT™



- Latest Breaking News
- On Your desktop while you work
- Everywhere you go
- It's Free

Get This Dot!

The ZDNet Dot enables you to access frequently updated late breaking news no matter where you are, working in an application or surfing the web. Get brief summaries on news or get the complete story.

Back

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DoDots

Customers

Our Customers | Become a Customer

What are Dots?

Customers
Developers

Customers

Take the Flash Tour
(High Bandwidth)

DoDots™ is actively establishing relationships with businesses to improve the branding, distribution and on-screen presence of their online content. Dot™ technology enables these businesses to:

- Use the DoDots packaging architecture to fully brand and control the user experience
- Use the DoDots' distribution architecture to drive adoption by new users. Users can share Dots™ with friends and associates to build site traffic.
- Obtain direct access to customers - while they use other applications, no intermediary server
- Secure longer on-screen presence and expanded audience
- Easily leverage existing content with no applications to maintain
- Instantly distribute new content and features

If you would like to discuss the potential of working with DoDots, fill out the partner registration form.

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DoDots

What are Dots?

Customers

Developers

Customers

Contact Us

Customer Registration Form

DoDots™ is actively establishing relationships with leading companies. Dots open opportunities for businesses to improve branding, customer acquisition and return on investment.

- Use the DoDots packaging architecture to fully brand and control the user experience
- Use the DoDots' distribution architecture to drive adoption by new users. Users can share Dots™ with friends and associates to build site traffic.
- Obtain direct access to customers - while they use other applications, no intermediary server
- Secure longer on-screen presence and expanded audience
- Easily leverage existing content with no applications to maintain
- Instantly distribute new content and features

Please fill out the form below and we'll get in touch with you.

Fields with an asterisk (*) in front are required.

Please provide primary contact information

*First Name:

*Last Name:

*Job Title:

*Telephone:

*Email Address:

Fax:

*Company Name:

*Street Address:

*City:

State or Province: - Select -

* Postal Code:

Country: United States

*Main Phone:

Company URL:

*Company Description:

Industries/Verticals (check all that apply)

- B2B
- Travel
- B2C
- Retail
- Entertainment
- Education
- Financial
- Other

List your partnership needs:

Submit

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DoDots

Customers

What are Dots?

Customers

Developers

Contact Us

Thank you for registering with DoDots™.

We have received your information and will be contacting you soon. We look forward to working with you.

Back to the Home Page.

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DoDots

Help

FAQ Help Desk

What are Dots?

Customers
Developers

Help - FAQ

- What is a Dot™?
- What do I need to use Dots™?
- Is it possible to get Dots without the HomeDot™ software?
- What is the HomeDot?
- How do I get a HomeDot?
- How do I get Dots?

- How are Dots different from web pages?
- What is a DotPack™?

- How big are Dots?
- Do Dots support streaming media?
- Are Dots constantly connected to the Internet?
- Can Dots be filtered from my computer?

- What are the system requirements for using Dots?
- Can I use Dots with Internet Explorer?
- Can I use Dots with Netscape browsers?
- Can I use Dots on Macintosh, Linux, or Solaris computers?
- How large is the HomeDot download?
- How often do I need to get a HomeDot?
- How do I update my username or password?

What is a Dot? - Take a tour!
Dots are efficiently packaged information and web applications distributed over the Internet. People use groups of Dots to do several things on the Internet simultaneously - such as shop, monitor news, and keep an eye on their schedule for the day.

What do I need to use Dots?
Dots require the DoDots™ HomeDot software. Partner sites that offer Dots can provide a link to a streamlined HomeDot download.

Is it possible to get Dots without the HomeDot?
The HomeDot software is required to view and use Dots.

What is the HomeDot?
The HomeDot acts as a control for Dots. With the HomeDot you can organize Dots, create DotPacks and share Dots with others. The HomeDot organizes your personal Dot collection online, so you can access it from any computer.

How do I get a HomeDot?
You can get the HomeDot from the DoDots web site or from our customers' web sites.

How do I get Dots?
You can get Dots in several ways. Web pages can contain DotLinks™ that instantly add a Dot to your HomeDot when clicked. You can grab more Dots from the HomeDot by using the "Get" button, which displays a list of popular Dots. Friends and associates can share you Dots via email (and vice-versa, of course). In addition, you will find a comprehensive, searchable list of every available Dot on the DoDots website.

How are Dots different from web pages?
Dots are different in several ways. When you click a link to a Dot, the Dot becomes part of your HomeDot - making the Dot instantly available. Because Dots are small you can keep Dots open while working on other applications or looking at other Dots. Dots are smaller and quicker than web pages. You can collect favorite Dots and share them with friends and co-workers. Dots can also be assembled into DotPacks™: groups of Dots that can work together.

What is a DotPack?
A DotPack is a shortcut to turn on a number of Dots and move the Dots to specific positions on the screen. You can create DotPacks by clicking the "Make Pack" button on a HomeDot. Once created DotPacks can be shared and distributed.

How big are Dots?
Dots are usually small but can be of any size. Dot Creators define Dot size and can choose to make a Dot resizable. Dot size can also change on the fly to accommodate content updates.

Do Dots support streaming media?
Yes. Any content that can be distributed through popular browsers can be delivered with Dots.

Are Dots constantly connected to the Internet?
Dots are connected to the Internet in the same way a web browser is connected to a web page. When a Dot is open, it can refresh its content or give you live updates. Not all Dots need a constant connection. For example, the Calculator Dot & MP3Dot only need a connection to load the first time - after that they can fucntion on their own.

Can Dots be filtered from my computer?
If you can block a web site with your computer, then you can do the same with Dots.

What are the system requirements for using Dots?
Windows 95, 98, 2000 or NT running with Internet Explorer 4+, Netscape 4+ or AOL 5+.

Can I use Dots with Internet Explorer?
Yes, but Dots require IE 4 or higher.

Can I use Dots with Netscape browsers?
Yes, but Dots require Netscape 4 or higher.

Can I use Dots on Macintosh, Linux, or Solaris computers?
Not yet. We are currently looking at Dots on additional platforms.

How large is the HomeDot download?
The current HomeDot application is only about 300KB. With the installer the download is approximately 500KB.

How often do I need to get a HomeDot?
You only need to download the HomeDot once. As soon as you have

it you can instantly collect other Dots.

How do I update my username or password?
You can change you username by sending email to support@DoDots.com *with your current username and desired new username. If you would like to change your password, please send email to* support@DoDots.com *with your username, current password, and desired new password.*

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DoDots

What are Dots?

Customers

Developers

Help

FAQ Help Desk

Help Desk

Do you need to contact DoDots™ for help with your HomeDot™ or collection of Dots™?

Please read our FAQ for answers to frequently asked questions. If you would like to report a problem or make suggestions, try our User Feedback Form.

You can email questions to the DoDots Help Desk at support@DoDots.com or call 800.320.0050 between 8:00am and 5pm Monday - Friday Pacific standard time.

General inquiries about DoDots, Inc. should go to info@DoDots.com, and press related questions are best for buzz@DoDots.com.

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DoDots

Contact Us

What are Dots?

Customers
Developers

Contact Us

Feedback - Tell us what you think!
Are you using our beta software? Our feedback form helps you tell us what you think, report problems, and make suggestions.

Developers - Become a Dot™ developer!
DoDots™ will offer several programs tailored to individuals and companies with interest in developing Dots™. Fill out the developer registration form and we'll notify you when our Beta Developer Kit is available.

Customers - Become a Dot customer
DoDots is actively establishing relationships with leading businesses to improve the branding, distribution and on-screen presence of their online content. Is your company interested in working with DoDots? Take a look at our customer page or fill out the customer registration form.

PR/News
If you are an analyst or member of the press and need additional information, please contact us at buzz@DoDots.com.

Careers
If you are interested in join our DoDots team, email us at jobs@DoDots.com and visit our Careers section.

General Inquiries - info@DoDots.com
DoDots, Inc.
830 Stewart Drive
Sunnyvale, CA 94086
408.331.7200
408.331.7410 fax

Help Desk - Call or email our support team

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DoDots

Contact Us

What are Dots?

Customers
Developers

Contact Us

Feedback Form

I am using

- Windows 95
- Windows 98
- Windows NT
- Windows 2000

with the following browser software:

- Internet Explorer 4.x
- Netscape Navigator 4+
- Internet Explorer 5.x
- Other

Please describe the problem you found:

Email (optional)

Using dots is enjoyable.

Not at all No Yes Very Much

I find Dots to be useful.

Not at all No Yes Very much

I would recommend Dots to friends and co-workers!

Not at all No Yes Very much

Additional Comments:

Submit

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DoDots

Collect the Dots™

What are Dots?

Customers

Feedback Form

DoDots™ thanks you for your feedback.

Back

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