Welcome To Flushing Meadows

Serving up value-added services to ace the US Open experience

Mobile technology keeps Brickell Realty Group customer focused

Harlan Stone
Chief Business and Marketing Officer, US Tennis Association
Welcome to the US Open edition of Real Business Magazine.

The energy in New York City is building and we’re all in store for two weeks of outstanding tennis on the world’s biggest stage. While most fans will focus on the men’s and women’s singles events, I have to admit that the doubles competition excites me the most. It’s absolutely amazing to see the teamwork, the energy and the skill of two partners working as one to take on all challengers.

It’s the kind of partnership that reminds me of what we do every day at Xerox. The teams we form with our customers truly allow us to cover the court as one, in ways that solve our customers’ biggest challenges and help them grow their businesses.

In fact, at the US Open, Xerox® services and networked technology are keeping the flow of communication running smoothly throughout the tournament so players, officials, visitors and press are well informed of the on-court action. And that’s a 24/7 operation. When the lights go off on center court after a full day of tournament play, Xerox moves into high gear to produce the draw sheet for the following day—quickly accessing, formatting and printing real-time results and schedules in time for the gates to open for another round.

We’re ready to partner with you, too (doubles anyone?). Let us know what’s keeping you from focusing on what you do best. We’ll serve up solutions to help get you back to your real business.

Sincerely,

Ursula M. Burns
Chairman and Chief Executive Officer
Xerox Corporation
We focus on streamlining the US Open’s communications. (Now if only they could help us with our backhand.)

It isn’t enough to just provide fast, reliable document technology and services to the US Open. To ensure that fans, players, officials and the media have the information they need when they need it, Xerox upgraded the US Open’s on-site communications with fully networked printing technologies. So they can focus on what’s really important – delivering the ultimate tennis experience.

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“Everything at Brickell is HD,” says Cuban-born Rafael Del Monte, owner of Brickell Realty Group in Doral, Florida, a suburb of Miami. It’s an apt metaphor for the high-tech, highly detailed approach Rafael and his team take to doing business in this fiercely competitive industry.

“We are a mobile company. Everyone is always on the road,” says Rafael. “I don’t want them in the office. They need to be out making deals. That’s why we have the iPads. And that’s why it’s so important to be able to submit contracts for secure printing at the office, no matter where they are in the world. Across town…in the Bahamas…even in Venezuela.”
With breathtaking views, contemporary designs and amazing amenities, you might think the homes, condominiums and commercial spaces Brickell represents in the Miami-Dade area would sell themselves. But there’s a lot of competition. Fortunately, Brickell has a unique strategy, which includes Xerox® Mobile Print.

“We cater to Latin American buyers,” says Ignacio Fiterre, full-time broker and operations manager at Brickell. “There are many, many people in other countries who want to own property in Miami because it is a gateway to the U.S.”

“They come here to purchase American products at good prices and they know the real estate market here is a secure investment, and a safe place to be, compared to other parts of the world.”

Brickell’s clients come from Cuba, Puerto Rico, Dominican Republic, Venezuela and other South and Central American countries. So do its real estate agents. Of the nearly one hundred agents, more than half were born outside the U.S. For many, English is a second language. For others, including the owner, Spanish is all that’s needed to succeed.

The strategy is paying off. After just eight years in business, Brickell has grown dramatically. Even when real estate values in Florida plummeted in 2008 and 2009, foreign investors were bargain hunting. And last year, Brickell was the top-selling Florida agency for one of the nation’s biggest developers, Lennar.

Even hotter technology

“We’re totally mobile,” says Guillermo Rincon, one of the newer agents. “We are out with the clients, showing properties and closing deals. The iPad is a light, easy-to-use way to share pictures and videos. We have our own Brickell application on the iPad. We can even have a customer sign a contract on it. Then we send the signed digital document back to the office to print a hard copy for our records. Clients like it because they never need to go to a stuffy conference room to make a formal offer.”

Another agent, Emilio Raffo, summed it up. “I like the iPad and the Mobile Print Solution because I can spend more time with my clients and less time here at the office.”

When agents do stop in at the office, which is one to three times a week for just an hour or two, there’s plenty of technology on site, as well.

The Xerox® Mobile Print Solution is connected to a versatile Xerox® 7775 Multifunction Printer. There are flat-screen displays on the walls with gorgeous photos and videos of the properties. Even the coffee maker is a high-tech espresso/cappuccino machine worthy of its own barista.

Closing the deal

As one of the first businesses to purchase the Xerox® Mobile Print Solution, you might think that Brickell Realty is simply an early technology adopter. But Rafael, the owner, sees it differently.

“I’m not just looking for a new toy to play with. I choose technology that is simple for my agents to use, secure for my clients’ personal information and gives Brickell a real advantage. We don’t have time to get tied up with paperwork—money never sleeps!”

For more information about the Xerox® Mobile Print Solution, which lets users print securely from mobile devices to any enabled Xerox® multifunction printer, visit xerox.com/mobile or use your smartphone to scan the QR code that connects you to the Brickell Realty case study video:
It’s 10 a.m. in a fourth-grade classroom when the teacher announces a test. The kids all cheer. She steps over to a multifunction device and with a few quick selections, produces a stack of fresh, personalized assessments and hands them out for the students to complete. A short time later, she collects the finished assessments, feeds the stack back into the same multifunction device, and within moments, they’re digitally scored, charted and presented to her in a color-coded graphic table.

Everyone eagerly awaits the results as she reviews them with each pupil. She shows them how they performed and where they have opportunities to improve. She also notices 80% of her students missed question No. 14 and makes a mental note to investigate. Next time, she’ll do better—and so will they.

Why? Because when you lift the data off the page, analyze it and turn it into actionable next steps, you raise the potential in the classroom.

It could be the norm someday. Right now, it’s happening in one school, in partnership with Xerox researchers.

Big things happen when scientists team up with grade school teachers.

It might be the last place you’d think of when it comes to high-tech R&D. Yet Xerox scientists collaborated with a Webster, N.Y., school’s third- and fourth-grade teachers.

Using an Extensible Interface Platform (EIP) enabled multifunction printer, the research team has gone beyond printing and created a prototype they call the Xerox® Educational Assessment Management System (XEAMS).

The system lets teachers select, personalize, print, scan and score assessments in a fraction of the time it used to take. Even better, the results are compiled into data-rich reports that reveal classroom trends. That’s because XEAMS can read written marks, from numbers and letters to lines that connect objects to free-form marks like circles and slashes—which makes it far more versatile than old systems that could only read filled-in bubbles.

“One of the key technologies behind XEAMS is known as mark lifting,” said Eric Hamby, Ph.D., Principal Scientist at the Xerox Research Center Webster and the project’s co-leader. “That’s the ability to process, reconstitute, analyze and manage marks on paper, whether handmade or machine-made.”

A lesson in how we learn

Helping teachers learn more from students, and students learn more from assessments.
“It’s a core Xerox® technology that’s part of our rich tradition of helping customers make the transition from paper to digital,” Hamby said.

**Why elementary school?**

The early years of education set the tone for a student’s performance through high school and college. It’s critical to track progress during those years, but there’s never been an easy way to analyze assessment results in a much broader context.

That’s the challenge the research team from Xerox tackled. They called the superintendent and asked to talk to the school about how children learn. From that discussion, the researchers started to approach those needs.

“Our team went into Dewitt Road School in Webster and worked with teachers side by side for months,” said Hamby. “They studied teachers’ processes and developed a way to improve the way assessments were scored.” This is the essence of Xerox’s ethnographic-driven Customer Led Innovation approach.

The result: XEAMS.

**Saving time and gaining insight.**

The system has now scored more than one million questions—and saved teachers countless hours.

“Before, it would take 45 minutes to grade assessments. Now it’s 10 minutes,” said fourth-grade teacher Julie Ryan.

But even more important, the system makes analysis easier, too—and presents results in a way that kids love.

“It helps everybody see success,” said fourth-grade teacher Jen DellaPietra. “It helps students target things they need to work on—and see how far they’ve come.”

Parents like the feedback, too, said teachers.

**Teaching that’s more targeted.**

“We’re always looking for ways to individualize our teaching for each child, so this system is a huge benefit,” third-grade teacher Kristine Skarzynski said.

Katie Davis added that teachers work to prepare kids to be critical thinkers. “They’re going to need to solve bigger problems,” third-grade teacher Davis said.

The Xerox team hopes to help more kids prepare for solving bigger problems, as it anticipates expanding into multiple schools in multiple districts in Monroe County next year, according to Hamby.

**Research from the perspective of people’s needs.**

How do people work? What slows them down? How do they think and learn and share?

The core of Xerox research is about what it means to be human.

Hamby echoed that sentiment. “XEAMS demonstrates the power of bringing together educators and scientists to tackle the long-standing problem of helping teachers address individual student needs in the classroom,” he said.

And it all starts in elementary school.
“What court is my favorite player on today?”

The US Tennis Association has the answer, with an assist from Xerox.

The US Open by the Numbers
- $23,000,000+ prize purse
- 700,000+ attendees
- 23,771 seats in Arthur Ashe Stadium
- 1,500+ credentialed press
- 256 players
- 25 sponsors
- 13 field courts
- 14 days of match play
- 4 days of open qualifying
- 4 stadium courts
- 1 Arthur Ashe Kids’ Day
Nowhere is the sport of tennis more honored than in Queens, New York, late each August at the US Open Tennis Championships. Over 700,000 fans, celebrities and media flock to Flushing Meadows to watch the world’s greatest tennis players compete in Grand Slam tournament action.

The US Open is the centerpiece of the United States Tennis Association’s (USTA) mission to promote the sport of tennis.

### Putting the spotlight on tennis

At the USTA, it’s all about the game and the players. “We’re responsible for growing the sport and supporting our 750,000 members at all levels—professional and amateur, kids and adults from six years old to over 80,” says Harlan Stone, the Association’s Chief Business and Marketing Officer.

When the US Open is in town, Stone has even more constituents to support. “We’re the largest annual sporting event in the world—seven hundred thousand people plus. Once it’s a go, it’s really a go. We are going a million miles an hour. We’ve got 17 courts of on-court play to worry about. We’ve got a food court feeding thousands of people a day. We’ve got over 1,500 media to worry about.”

### Getting out the match information

“The draw sheets are critical for our tournament operations team,” observes Bonfante. “They articulate to our fans and to our media partners the draw of play, who’s going to be playing, where they’re going to be playing, when they’re going to be playing… So our fans know where to go on campus to see the tennis matches that are near and dear to their hearts.”

Draw sheets can only be composed after the completion of match play, which can be as late as midnight. “Getting that draw sheet in the hands of the people who need it in a timely fashion is really critical. The document capabilities that Xerox provides help us get that draw sheet printed and out to the media and our fans well in advance of the next day’s play,” says Bonfante.

### Keeping their eyes on the ball

“Partnering with Xerox for document management capabilities has allowed my team to focus on providing value-added services to drive the fan experience, the media experience, and the player experience,” concludes Bonfante. “And it’s really taken the burden of all the administrative document management services off of our plate.”

Harlan Stone concurs. “My door is darkened all day long with people who need their problems solved. That’s pretty much my existence during the US Open. The last thing I want to worry about is getting a document I need when I need it to look good and I need it now. With Xerox, no matter how many people are darkening my door, at least I know I don’t have to worry about that piece of it.”
Workers around the globe are leaving their offices behind to work in their homes, on planes, at customer sites and everywhere in between. According to research and consulting firm IDC, three-quarters of the U.S. workforce and 35 percent of workers worldwide will be mobile by 2013. They include frequent travelers, workers at remote locations and those who are mobile within their office or campus environments.

Business workers communicate with their colleagues, serve their customers, and run many business processes using just their smart phones and portable tablets, becoming ever-increasingly productive. They no longer need to lug their laptops to stay connected with their business. However, they still long for the same functionality that they have grown accustomed to on their laptops. Perhaps they’ve received last-minute updates to a presentation and need to print it out before a meeting. Or they’re on the way to the office and want to have paper documents waiting when they arrive.
Today, multiple vendors provide diverse solutions deployed in various ways to meet different user requirements. No clear standards have emerged. Confusion and skepticism remain common among users and IT departments. The good news is that Xerox is keeping up with the needs of the mobile business worker by delivering robust printing of business-relevant files in a simple, convenient and secure manner. The bad news is that the market for printing from smart phones and tablets is still in its infancy.

## Putting Structure on Emerging Market

To provide some structure for considering today’s solutions, IDC segments the business market for mobile printing based upon two factors: the place where the document is rendered for printing and the path used to communicate between the handheld and the output devices. The two basic models are:

- **Peer-to-peer printing**, based upon direct communication between handheld and output devices or associated computers. Rendering of the print job usually occurs with a universal driver on the handheld device, which can affect quality due to processing power and memory limitations.

- **Cloud printing**, in which the cloud serves as the intermediary between handheld and output devices. Print files typically are submitted via email or mobile app, and processed with either universal or printer-specific drivers that are hosted in the cloud. Both public and private cloud services are available, generally offering quality that consistently meets business requirements. Today, the public cloud-printing infrastructure remains early in its development.

## Business-Focused Solutions

Some of the most robust mobile printing capabilities are delivered on private clouds deployed within organizations. For example, the Xerox Mobile Print Solution runs on a private cloud and can be managed by the organization’s IT department or by Xerox, in a managed services arrangement—having the security that IT wants and, more importantly, needs.

According to research and consulting firm IDC, three-quarters of the U.S. workforce and 35 percent of workers worldwide will be mobile by 2013.

The solution integrates with an enterprise’s existing email and authentication systems, enabling it to use existing business rules for security, confidentiality and accountability. Popular business file types are supported, providing accurate file integrity through the use of Microsoft Office software. After submitting jobs to the designated mobile print email address, users receive a confirmation code to activate printing on any network printer—a simple, convenient and secure process.

Both cloud and peer-to-peer networks are in use for out-of-office printing. For example, Xerox has a partnership arrangement with EFI for the company’s PrintMe Server cloud-based and peer-to-peer solutions. Many hotel business centers offer PrintMe cloud-based services, which enable printing from PCs and handheld devices to any PrintMe-enabled printer. Users find nearby printers with an auto-discovery feature at www.printme.com and submit jobs via email. Alternatively, the peer-to-peer service enables printing from Apple devices to EFI Fiery-driven printers or MFPs.

But keep watching this space. With the ever-growing mobile workforce, mobile printing is poised to become a must-have capability. And with the anticipated development of standards and wider deployment of public clouds, mobile print services promise only to get simpler, more convenient and more secure.

This article was excerpted from IDC The Mobile Business Printing Landscape: Assessing the Opportunity (May 2011, IDC #228220, Volume: 1).
Delighting customers means finding a way to create what they want, when they want it, at a price that’s fair. And the Keiger team always pulls it off.

“When the words ‘Can you’ come out of the mouths of our customers, we want to be able to say yes,” says Louis Crockett, President of Keiger Inc. “Xerox makes that possible for us.”

Yes to cross-media

Keiger Direct, a division of Keiger Inc., was created because many of the printing company’s customers wanted to reach their customers on a more personalized level. They started out with basic text personalization and now use image personalization as well as personalized URLs.

“In 2009, Salem College came to us asking if we could increase response rates… with a reduced budget,” says Valarie Floyd, Director of Keiger Direct. “Of course we said yes.”

The team created what they called the Salem Shines campaign. It’s a highly targeted approach featuring invite, non-response and follow-up emails, video, interactive campus tours and personalized response brochures—all driven by personalized URLs.

In the first year, response rates increased by an amazing 303 percent. Now in its third year, the campaign features personalized QR codes for smartphone users, and it continues to generate response rates that are significantly higher than the industry average of 3.28%. This year, the campaign also features two different tracks: one for sophomores and one for juniors.
Louis Crockett, President of Keiger Inc., and Valarie Floyd, Director of Keiger Direct, discuss ways to improve on their highly successful cross-media campaign for Salem College.
City of Dallas Reaps Bottom Line Benefits of Being Green

The Green Dallas Initiative aims to reduce energy, conserve resources and nurture the environment. Dallas City Hall plays a leading role in this program, in part by implementing greener document management practices.
“Building a greener city.” That’s the mantra behind Green Dallas, the comprehensive environmental initiative put in action by the City of Dallas, Texas. More than a government program, Green Dallas is a sustainability-focused way of life for city dwellers and city workers alike.

The third largest city in Texas, Dallas is home to more Fortune 500 companies than any other U.S. city besides New York and Houston. In addition to being a principal business center, Dallas is also quickly becoming an international sustainability leader.

City officials know that sustainability is important for the environment—and they also realize that smart sustainability programs can increase efficiency and dramatically lower operating costs.

As Assistant City Manager Jill Jordan notes, finding a smarter approach to going green meant working with an expert. “We wanted to save money, but we also wanted to be green. It was the marriage of those two things—being green and saving money—that really put us as a partner with Xerox.”

Consolidating assets saves all around
City officials and Xerox analysts assessed the current infrastructure. They found that like many other municipalities across the country, Dallas had over a thousand printers, copiers, fax machines and scanners located in hundreds of facilities. These devices came from multiple manufacturers and required different consumables and service plans.

After the assessment, “we realized… we could collapse all those different pieces of equipment and put them all in one big device,” said Jordan.

The city was able to consolidate its devices into a network of just over 500 energy-efficient, state-of-the-art multifunction systems.

“Now we have one machine that does it all. And instead of having one machine for everybody, we’ve got one machine for a whole area,” said Jordan.

Dallas now has one partner responsible for all the equipment, service, supplies and help desk support, so staff know exactly whom to call. This reduction in vendors also reduced the number of bills the city paid per month, from more than 400 to just one, eliminating a complicated accounting hassle.

“So it saves us money, saves us time, and it also saves the environment. Because all of this equipment is ENERGY STAR® rated, we’re using less energy, we’re using less resources… it’s a win-win. It’s good for the environment and it’s good for the financial bottom line.”

Going digital, getting greener, serving better
Developing innovative work processes—like making the transformation from paper-based to digital document management—is yet another way Dallas is going green... and improving its service to the public.

For instance, by digitizing the City Water Department’s more than 100,000 unstructured legacy engineering documents, maintenance and repair crews are now able to quickly access critical information right at the point of need with their mobile devices.

Crews get crucial work done faster, and as Jordan says, “…we don’t have to go driving back and forth... we’re saving on emissions… we’re saving on gasoline. It’s another example of how we used Xerox® technology to really assist in making us more efficient and effective in our jobs.”

A digital faxing solution increased the productivity of City Hall administrative leaders and staff, while their reliance on paper documents decreased. The quality of service improved as well, due to quick digital document delivery.

This strong green partnership continues to grow as the City of Dallas and Xerox work together to explore more ways to develop leaner document processes and get greener results.

As Jordan sums up, “Our vision for Green Dallas is that we are a sustainable city. We’re doing it through engaging our suppliers, our vendors and our contractors. It’s all of us working together.”

“We’re using less energy. We’re using fewer resources. And the city’s productivity has improved as a result,” says Jordan.
Cross-media communications campaign by Swedish agency Propan lifts Renault Scénic sales by nearly 800%

“Get a new car for 123 kroner less per month than you pay for your current vehicle.”

Too good to be true? Not in the campaign Swedish agency and print provider Propan AB devised for Renault to drive new vehicle sales among current owners of the Renault Scénic. Because Renault knew the actual financials of the recipient’s current lease, each offer was individualized with the actual costs or savings recipients would incur by trading in for a new vehicle.

Thus, offers came in three categories: pay a little less, pay a little more or pay the same amount.

The results were spectacular. Sales grew by nearly 800 percent compared to past non-individualized campaigns as 7.9 percent of recipients signed a new car lease, up from 0.8 percent. Now Renault is applying the more personalized approach to additional campaigns, driving better results for Renault and more revenue for Propan.

Need a Lift?

Among standard operating procedures at French automaker Renault is direct marketing offering new car leases to customers in the last six months of their 36-month leases. Traditionally, Renault sent static direct mail pieces with less than stellar results, so the firm was open to new approaches that could improve sales.

Stockholm, Sweden-based Propan AB, a full-service marketing communications agency that also provides offset and digital printing through sister company, Propan Print Center, proposed a more personalized approach to open a dialogue with each individual customer.

Renault was hesitant to change its processes so dramatically. But after several meetings, Renault agreed to run a test campaign promoting the new Renault Scénic, the company’s compact multi-purpose vehicle, eventually sending it to 7,600 current owners. The goals:

- Get customers to refinance new Renault cars
- Lift the success rate to 5 percent or more
- Collect customers’ email addresses to enable future communications
A key enabler: Renault’s robust customer data, which includes dealer name, vehicle model, purchase cost, interest rate when purchased and current interest rate. Thus, Propan could individualize offers—from each car owner’s dealer.

Propan executed the program in XMPie® PersonalEffect®, which enabled them to generate pieces in multiple media from a single set of rules and resources. The campaign kicked off with a direct mail postcard printed on Propan’s Xerox® iGen4® digital presses and incorporating a personalized URL (PURL). Recipients who went to their PURLs were presented with several offers—including a purchase rebate, tire upgrade and insurance discount—in exchange for providing their email addresses.

Those who responded to the offers received emails with redemption coupons and another PURL link where they were prompted to learn more about the car, confirm or update their profile information and schedule a test drive. At the same time, XMPie’s analytics and reporting tools enabled Renault to automatically alert dealers that a customer asked for a rebate coupon, enabling timely follow-up on a hot sales lead. Customers who never visited their PURLs were sent personalized follow-up reminder postcards, inviting them again to join the campaign.

**Too Good to Be True?**

After just three months, the individualized campaign had exceeded all its targets and far outperforms the traditional Renault campaign. In addition to generating the nearly 800 percent lift in lease signings, half of recipients visited their PURLs.

Of those, 36 percent (18 percent of the total) shared their email addresses for future communications and to get their rebate checks.

Propan AB Owner Benni Feher attributes the campaign’s success to the “simple, short message, which speaks directly to the recipient, and the innovative XMPie technology, which uniquely enables efficient creation and deployment of such complex campaigns.”

Now Renault is staging additional multi-media campaigns, and Renault headquarters staff is monitoring their success for possible broader deployment. Among them: a loyalty campaign for Renault Clio owners that uses print, PURLS, email and mobile to once again exceed its targets for collecting contacts and generating sales.

Too good to be true? Not for Propan and Renault.
We focus on managing Michelin’s finance processing. So they don’t have to.

Xerox helps Michelin oversee financial processes ranging from accounts payable and accounts receivable to fixed assets. As a result, productivity and quality have increased, while costs have been reduced. All of which allows Michelin to focus on keeping the world moving.

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