

the business of breakthroughs™

parc[®]
A Xerox Company



deep knowledge vast experience

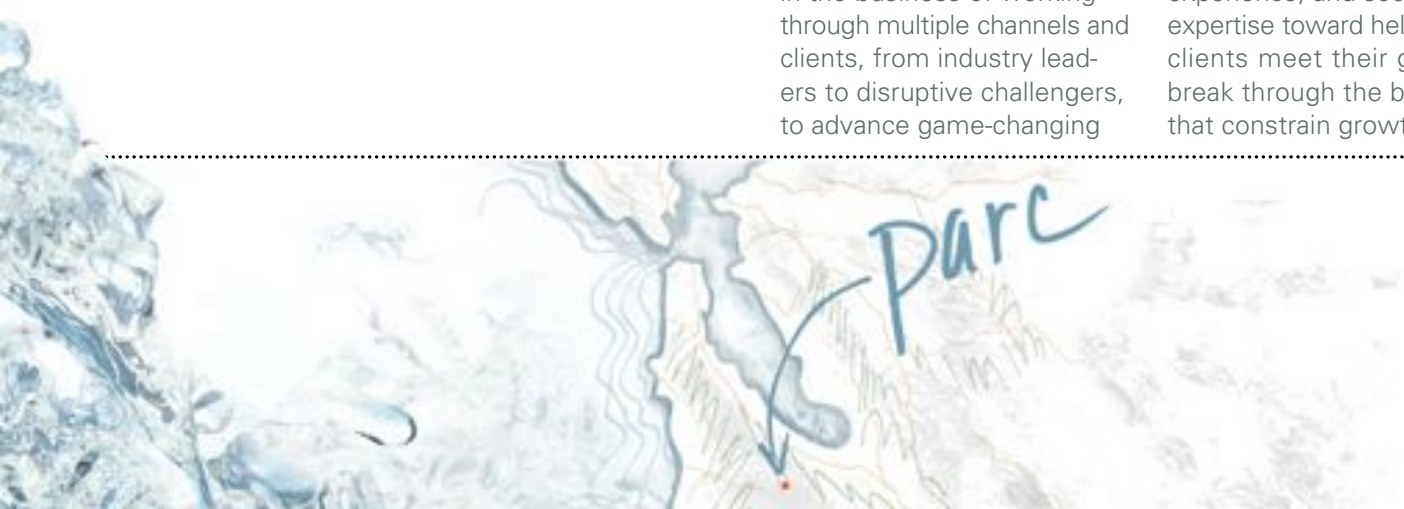
PARC has changed the way we work and live, turning a number of great ideas into new markets and industries. Since becoming an independent subsidiary in 2002, we've been in the business of working through multiple channels and clients, from industry leaders to disruptive challengers, to advance game-changing

technological breakthroughs throughout the world. PARC researchers and business experts are the best minds in the industry. They apply their deep knowledge, collective experience, and social science expertise toward helping our clients meet their goals and break through the barriers that constrain growth.

breakthrough to business value

PARC is a premier center for commercial innovation located in the heart of Silicon Valley, California. We help companies of all kinds succeed by enabling access to expertise they otherwise may not have. Our passionate experts live and breathe breakthroughs. But we're far more than "research for hire."

We work closely with an international network of *Fortune* Global 500 and medium-sized companies, government agencies, university collaborators, and startups. We have practices and processes in place to make sure that, from inception to manifestation, new ideas are transformed into real business value.



- Affiliated Computer Services
- ARPA-E
- Dai Nippon Printing
- DARPA
- dpiX
- Dentsu
- Documentum
- Dowa Electronics Materials
- Fujitsu
- Honda
- IARPA
- Inxight
- Kirtas
- MicroGlyph Systems
- Microlytics
- Microsoft
- Motorola
- National Institutes of Health
- NEC
- Office of Naval Research
- PlaceWare
- Powerset
- Samsung
- Solfocus
- Spectra Diode Labs
- Sun Microsystems
- Synoptics
- U.S. Air Force
- U.S. Army
- VLSI Technology
- Xerox
- 3Com

finite paths infinite possibilities

Our clients come to us with diverse challenges and big ambitions. We listen carefully to understand your unique requirements and determine the best way to work together.

For each engagement, we form a custom, multidisciplinary team that provides exactly what is needed to reach your goals.

Regardless of what your engagement looks like, you'll carry the benefits of working with PARC far into your company's future.

The process

Based on our experience partnering with clients

Discovery.

Together, we conduct business and technical needs analyses.

Definition.

We deliver a proposed framework and statement of work for the engagement. Then, we work with you to establish terms and create a formal agreement.

Delivery.

We execute on the statement of work. We regularly review progress, conduct follow-ups, and remain in close contact. We also license IP and transfer know-how as required.



Creating concepts from the ground up

You need to expand your options, or take your company in a new direction. Or perhaps you have a hunch about a technology trend or shift looming over the horizon. We can help you discover opportunities and imagine, design, test, and develop products and services that have market- or industry-changing impact.

Dai Nippon Printing Co., Ltd. (DNP)

Publishing company DNP knew it needed to expand its traditional print business to the digital market, but wasn't sure how to proceed. PARC helped them identify the most promising new concepts, created and tested prototypes based on consumer desires, and delivered a technology platform DNP could build upon. The result? A mobile activity recommendation system that attracts local and demographically targeted advertising.



Co-developing to move your business forward

You have a nascent product you want to take further. Or perhaps you're missing a key piece of the puzzle and lack the resources to create it. We can work with your internal R&D team to develop technology platforms and prototypes customized to your specific application. Together, we'll achieve milestones and form a valuable partnership.

Sun Microsystems®

Sun (now owned by Oracle®) wanted to maintain a competitive advantage in the high-speed, high-end server market. They had identified a game-changing opportunity to relieve bottlenecks in these systems, but were missing a critical component. Sun engaged PARC, which had the key technology, to co-develop the solution with each other's technical teams.



Gaining know-how and licensing IP

You need to create a secure, firm foundation to protect business value. PARC has expertise in all areas of intellectual property (IP) portfolio creation and protection. We license IP as well as transfer know-how, allowing you to build your in-house expertise.

Powerset®

Powerset's founders wanted to create a search engine that would help people access the exact information they needed and interact more naturally with computers. After investigating multiple options, Powerset found that PARC's natural language technology platform, which PARC had been investing in for years, was the best match. Acquired by Microsoft® in 2008, Powerset licensed PARC IP and our scientists' expertise.

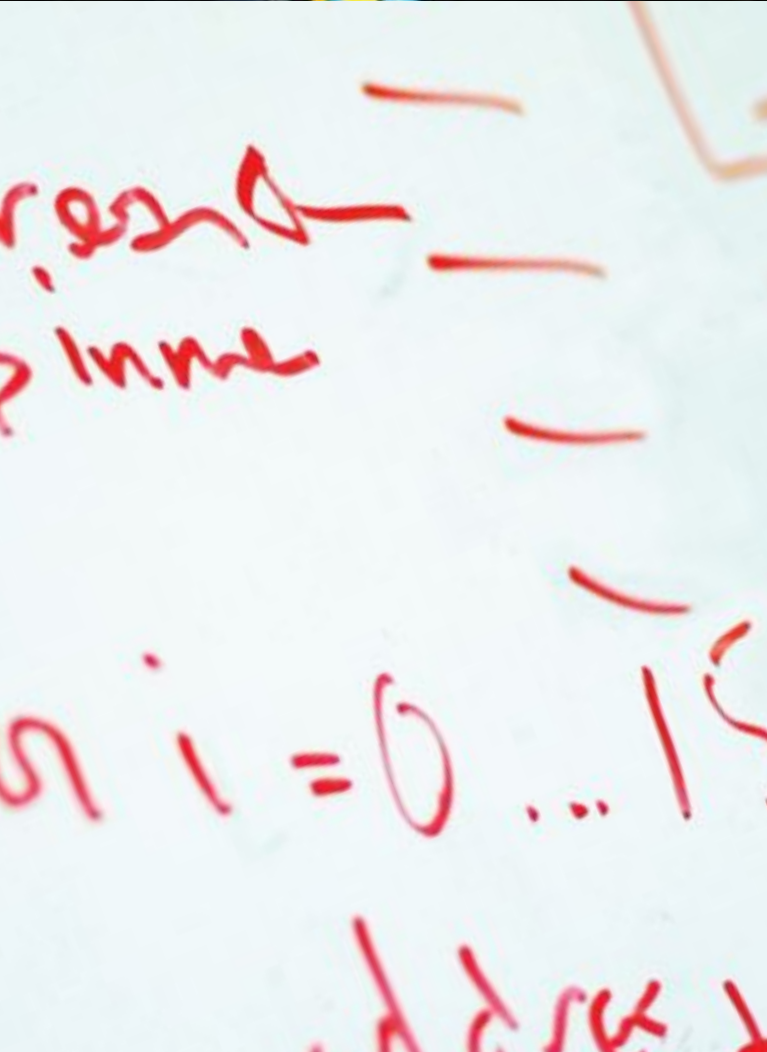
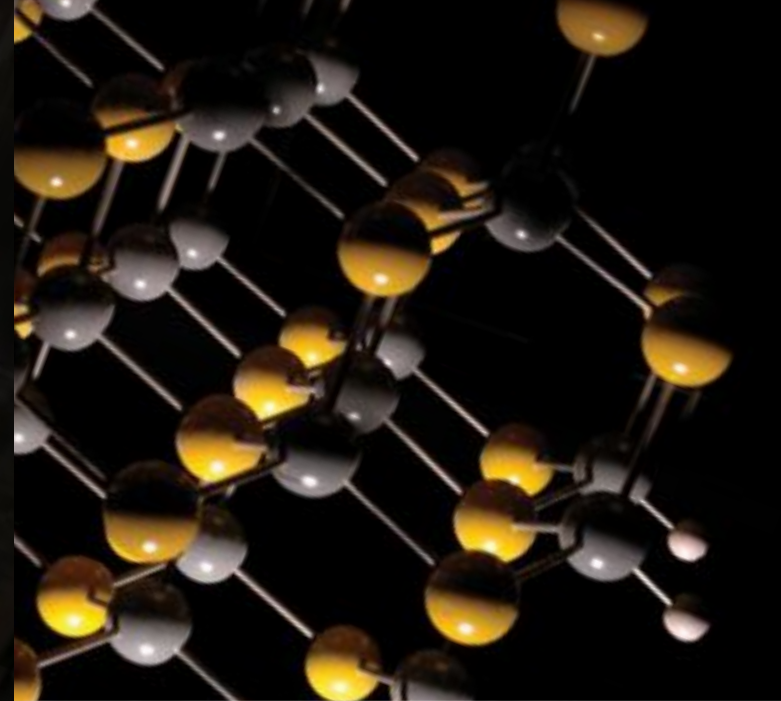
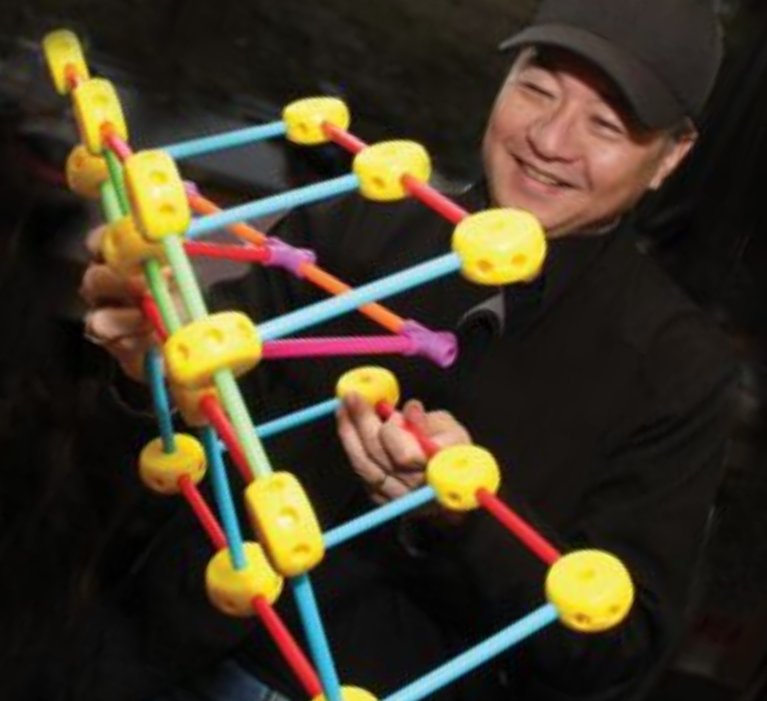


Accelerating new ventures

New ventures present incredible potential and risk. We partner with entrepreneurs to create competitive advantage and significantly reduce time to market. Startups at PARC can take advantage of our technologies, IP, and people, as well as access our facilities and extended network.

SolFocus®

The entrepreneurs at SolFocus wanted to develop a cost-efficient and scalable solar electricity technology. PARC helped the team develop the technology and second-generation design, and incubated the company at our facilities. Within just 18 months, the company had expanded significantly, closed multiple highly valued funding rounds, and deployed its product in Europe.



Companies choose to work with PARC because we deliver results. Because we're creative. Because we're business-savvy. But most of all, because we help them bring new technologies to market and realize new revenue streams.

Our track record of real-world breakthroughs proves this: our innovations change the world. We've forever altered the way humans interact with computers by inventing

the graphical user interface (GUI) and what you see is what you get (WYSIWYG) document processing. We've connected people within and beyond their workplaces through networking and laser printing. We introduced ethnography—the naturalistic study of human behavior in context—into the realm of technology innovation. We made possible the technologies of biomedical digital imaging and scanning, improving countless lives.

We've contributed to more than 30 successful startups; many of these companies or their assets were acquired by powerhouses such as Google, JDS Uniphase, Microsoft, SAP, and Time Warner.

Our track record is why leading companies and government agencies from around the world choose to partner with PARC. It's why we continue to nurture our own R&D investments to ensure a comprehensive IP portfolio.

ideas

inspire

results

count

- ad hoc networking
- agent-based workflow
- algorithm design
- artificial intelligence
- a-Si and poly-Si applications
- behavior modeling
- biomedical
- business practice transformation
- cleantech
- collaborative filtering
- collective intelligence
- content-centric networking
- context-aware services
- data mining
- digital x-ray imaging
- distributed computing
- embedded data glyphs
- energy efficiency
- Ethernet
- ethnography
- flexible electronics

- GUI and WYSIWYG
- hydrodynamic separation
- IC interconnects
- image recognition
- information visualization
- intelligent automation
- Internet standards
- knowledge sharing systems
- large-area electronics
- laser printing
- lasers and LEDs
- machine learning
- materials
- MEMS & microelectronics
- microfluidics
- mobile interaction
- model-based reasoning
- modular systems
- nanotech
- natural language
- object-oriented programming

- opportunity discovery
- optical detectors
- optoelectronic systems
- organic electronics
- personal computing
- predictive social analytics
- printed electronics
- processing lines
- prototyping
- recommendation systems
- robotics
- sensemaking
- sensors
- social computing
- solid-state electronics
- thin films
- ubiquitous computing
- usable security
- user experience design
- user interfaces
- virtual worlds

Will YOU take it to the next level?

Working with us means you have access to unmatched expertise and world-class resources. But how do you know if PARC is right for your company?

Typically, our clients either:

.....
have a business need that can be met by a technology we developed or by a service we offer; or

.....
want to lead their markets and industries by creating the next disruptive technology or service, and require a partner to help them achieve this reality.

Many of our clients have worked with outside partners and understand the risk and rewards of integrating external technology and resources. They often have a baseline understanding of IP and legal issues, and they value the rewards of true collaboration.

So, is your company ready to work with PARC?

Ask yourselves:

.....
Are we committed to leading our industry?

.....
Do we have a strategic vision for the business?

.....
Are our leaders prepared to guide the strategic direction of the business?

.....
Do we understand that innovation is key to achieving our goals?

.....
Are we willing to do what it takes to effect meaningful change?

Start NOW

Only PARC brings together a proven culture of innovation, a world-class research staff with diverse expertise, global experience, and a history of successful business partnerships. We help our clients bring their ideas to market in ways that reduce risk and create new revenue streams.

Working with us enables you to scale your capacity for innovation. You will reap the benefits of cross-fertilization across dozens of industries, countries, cultures, and technologies. With PARC, possibility is as limitless as your drive to succeed.





© 2011 Palo Alto Research Center Incorporated.
All Rights Reserved. PARC®, the PARC logo® and
The Business of Breakthroughs™ are service
marks of Palo Alto Research Center Incorporated.
All other trademarks used herein are the property of
their respective owners.

Palo Alto Research Center Incorporated is a
subsidiary of Xerox Corporation.

**3333 Coyote Hill Road
Palo Alto, California 94304
USA**

**+1 650 812 4000
engage@parc.com
www.parc.com**

Art direction and design: Jean Craig-Teerlink
Design and production: Lisa Fahey