

Strategy 2001

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The Digital Convergence Is Beginning.

The Leaders Are Convening at Pebble Beach.

You Are Invited.

Announcing Strategy 2001.

A Conference for Senior Executives

Presented by Phoenix Technologies.

The Inn at Spanish Bay,

November 19-21, 2000.



Join Us For Strategy 2001.

Digital Convergence: A Brave New World of Computing, Communications and Entertainment.

The Internet is connecting people and companies throughout the world as never before. And it's driving the convergence of some distinct and traditional industries: Computing, Consumer Electronics, Entertainment, Telecommunications and Commerce. Industry analysts predict that emerging classes of Internet-enabled devices will vastly alter the computing and communications landscape and shift the paradigm of traditional revenue opportunities in forging a new e-economy.

At Strategy 2001, we'll address the opportunities, trends, and issues that will impact future platforms. We will explore and assess how the convergence of digital technologies will affect the business of technology, and how consumer demand will drive these issues.

The New E-economy: Changing Rules For a New Game.

At this year's conference, we'll discuss and debate the technology and business issues concerning the digital e-economy. In recent years, the PC business has explored some interesting business models, such as the "free PC" and the subsidized or "nearly free PC". Internet appliances have built on this subscriber model by tightly-integrating the platform with Internet access and backend services and offerings. As new devices come on the market, what business models will be employed to ensure their success?

We will also explore how new technologies might impact the new e-economy. What role will Linux play in the creation of new digital devices? How will emerging technologies like broadband and wireless connectivity affect the delivery of content and services? Will content have monetary value in the digital e-economy? The recent Napster debate has raised important issues about content ownership and copyright, and further demonstrates how our conventional and digital worlds are colliding.

We invite you to join us at Strategy 2001 where we'll address new opportunities and trends, debate the important issues and discuss the new rules of the game that will impact your company's future in the new e-economy.

A Relaxed Setting To Discuss Important Issues.

For over a decade now, Phoenix Technologies' annual Strategy Conferences have provided a shirt-sleeved forum for key industry executives. With a relaxed setting, several receptions, engaging seminars, product showcases, a golf clinic and 18 holes of golf at the fabled Pebble Beach Links, Strategy 2001 promises to be the perfect environment to consider and explore digital convergence issues.

Here, you'll join other industry leaders in learning how to leverage new digital technologies to gain a competitive edge. And you'll be able to exchange ideas with your peers that can help you solidify your business strategies.



Enjoy 3 Days and 2 Nights at a World Class Resort: The Inn At Spanish Bay.



Fronting the legendary 17 Mile Drive, The Inn At Spanish Bay is consistently recognized as one of the world's finest resorts. As one of the hotels of Pebble

Beach Resorts, it's a magnet for golf devotees, a haven for luxury seekers and Nirvana for nature lovers.

Hugging California's rugged central coast and known worldwide for its exceptional level of service, guest rooms feature beautiful views of the ocean, Del Monte Forest and the picturesque golf course.

A Secluded Retreat. A Spectacular Locale.

Set amidst groves of Monterey pines, the Inn sits majestically along Spanish Bay and the Pacific Ocean. This provides an atmosphere of both a secluded retreat and a dynamic playground.

The Inn offers world-class meeting facilities for both large and small groups. With stunning views of the links or the moors, you will relax as you discuss the important issues covered by Strategy 2001.



Enjoy Elite Dining And Unparalleled Lodging.

This January, The Inn at Spanish Bay was bestowed with the coveted Mobil Five-Star award from the 1999 Mobil Travel Guide. It is now one of only 44 elite dining and lodging establishments throughout North America to earn last year's prestigious award.



Four exceptional restaurants provide distinctive cuisine, including authentic Tuscan-style dishes, Euro-Asian fare, healthy California food, and hearty appetizers.

Play Pebble Beach: One Of The World's Most Celebrated Golf Courses.



Spanning eight decades, Pebble Beach Golf Links holds a firm grip on golf history. From the recently hosted 100th U.S. Open to the

annual AT&T Classic (formerly the Crosby Pro-Am) each winter, it is as famous for its stunning Pacific Ocean views as for its unpredictable weather.

Rain has dampened the spirits of tournament leaders. Snow and fog have halted play. Another day may bring bright sunshine and no wind. Typically, Novembers at Pebble Beach have been favorable for our event.

"The Most Felicitous Meeting Of Land And Sea In The World." -Robert Louis Stevenson

Pebble Beach has hosted golf's finest champions as well as some of its most defining moments.

Hole by panoramic hole, you can experience this celebrated golf course and the surrounding community nestled along the craggy coastline. Here, beauty takes many forms: pounding surf, bracing winds, majestic cypress and pine forests, autumn sun, and blue-gray skies.



Walk In The Footsteps Of Giants: Hogan. Palmer. Tiger Woods. And You?

Players the world over flock to Pebble Beach to stroll in the footsteps of golf's giants. It has been a hero-maker and a giant-killer. It is breathtaking, but heartbreaking. Challenging and mystifying. Jack Nicklaus has said if he could choose only one course to play one round, he would choose Pebble. Wouldn't you? Please go online and register today.

