

Remarks for Jim Hoffman
Leadership Meeting
September 20, 2000

In last month's *Wall Street Journal*, there was a great front-page article, with an interesting evangelical and new age twist on e-business. It was entitled, "Soul Saver," that featured the colorful Hewlett Packard CEO and President Carly Fiorina's speech to company employees. At a June event, she communicated her vision of a remade Hewlett Packard to employees: "a winning e-company with a shining soul." In the article, she "exhorted employees to 'aspirational performance' and asked them to commit 'your hearts, minds and souls' to her mission."

Well, as I stand before you as the company's new "e-business leader or web guy," I'm certainly not a new age guru or evangelical type. But I will be an evangelist about communicating our e-business vision throughout the organization. I want to establish the mandate for all employees to look to the Internet to perform their job functions. I plan to use just about every opportunity—especially our Intranet and the Internet—to spread the "e-business" word throughout Alliant Energy.

Just about every business today recognizes that the Internet economy and e-business are real. As a company, we aren't just standing on the sidelines trying to determine if there are e-business opportunities for our organization. Even today's Fortune 500 companies recognize that their future success in today's marketplace is all about responding to e-business at e-speed.

Understanding e-Business

So, before we move forward with my presentation, I want to ensure everyone in this room understands the concept of e-business. No, it's not about having a website. Nor is it equivalent to e-commerce, which is defined as the buying and selling of goods and services over the Internet. E-Business is a much broader phenomenon that encompasses all business relationships. It is using Internet technology to completely transform business processes, distribution channels and organization structures to create a high-performance company. So, now you can understand why I was a little taken back by Erroll's recent appointment and announcement.

While I may be half joking about being overwhelmed at the daunting and amazing task of creating a winning e-business program at Alliant Energy, I am thoroughly excited about the opportunities for us all. I purposefully use the word "opportunities," just because I read so much about the "challenges" of riding the e-business wave and creating a successful e-business. As your humble web guy, I view my new role, not as overcoming a series of challenges, but as creating opportunities. Opportunities for every key stakeholder associated with this company-- our customers, shareowners, suppliers, business partners and employees. Did I leave anyone out?

Shaping Our Business Strategy

What was hard to fathom a few years ago is a now a reality. Technology is now shaping our company's business strategy. Who would have believed that just a few years ago, technology would be a fundamental part of the evolution of the utility business. Technology is now the backbone to just