

# Archway International

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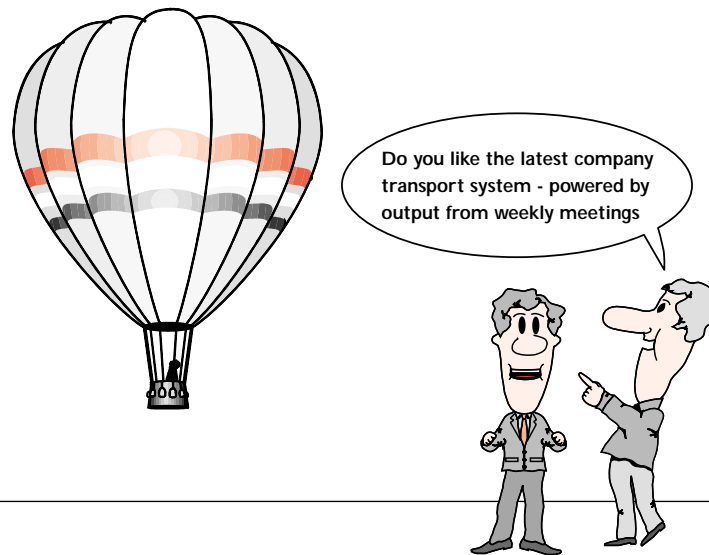
**A group of independent consultants specialising in cross cultural IT and Business projects**

*We're on the web*

*[www.archway-international.com](http://www.archway-international.com)*

Archway International's mission is to raise the profile of process knowledge as core intellectual value in international organisations. Our objective is to advise and guide businesses through cross cultural process re-engineering and technology change. Services include:

- \* Managing the legacy systems trap and leveraging the power of internet technologies
- \* Business process reengineering inception and management
- \* IT and Operations Project Inception and Management
- \* Operational Modelling
- \* Designing and implementing Operational Risk and Control Processes
- \* Applying technology to reengineer businesses



## Australia Brief

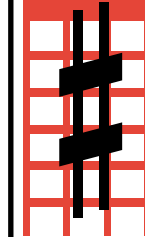
A new tax system. Australia is gearing up for the introduction of a new tax system starting on 1 July 2000, the beginning of the next tax year. The new system proposes to provide a fairer and more consistent tax system for all. There are a number of new elements to the system, the main one being the introduction of a Goods and Services Tax (GST) - a broad based tax of 10% on the value and supply of most goods and services consumed within Australia. For more information visit the governments comprehensive website at [www.taxreform.ato.gov.au](http://www.taxreform.ato.gov.au)

**In Brief** take advantage of the free advisory services offered by the ATO. Then prepare your systems, processes and people.

**BITS.** Building on IT Strengths (BITS) is the Government's \$AUS158 million program which aims to build the strengths and competitiveness of the Australian Information Industries sector, including fostering much stronger commercialisation linkages with R&D organisations and the creation of clusters of innovative IT & T businesses. \$AUS78 million is earmarked to develop incubator centres in each State and Territory to support the formation and development of high growth businesses in the IT & T industries. **In Brief** Visit the website at [www.dcita.gov.au](http://www.dcita.gov.au) for full details of these initiatives.

**Queensland.** Queensland has declared itself the 'Smart State' and has an aggressive strategy to win IT business. In 1998 the government set the target of making IT the State's second largest industry within 5 years (it's currently fifth). The strategy seems to be paying off, in the past 2 years Queensland has enticed Red Hat Linux, Boeing, Saville Systems, Virgin Australia, AAPT's national CDMA hub and the Asia Pacific call centres for Citibank and IBM amongst others. **In Brief** Are there any government incentives that are advantageous to your business?

Insurance experts warn that Australian companies taking advantage of e-commerce may not have sufficient insurance cover and recommend that all policies should be reviewed. Examples where on-line business may be exposed range from changing business from a distributor to an importer by buying goods from an offshore entity to Jurisdictional issues relating to buying and selling goods from foreign entities. **In Brief** check your policies and be aware.



# Archway International Magazine

Archway International

April 2000 Edition

## K.I.S.S—Keep It Simple & Safe

Have any of you ever hired a consultancy firm to deliberately hack into your systems, thus exposing your weaknesses and giving you the chance to do something about them? For those who have, what follows should come as no surprise to you. For those who haven't – read on. This article could save you some money!

The first thing these consultants would do, on arriving at your office, would be to make themselves comfortable at a vacant desk, refusing your offers to sign on to the computer for them. Instead, they switch on and fifteen or so minutes later have somehow logged on to your network.

How they do it exposes the first loophole in your security – either they phoned your PC Helpdesk claiming to have forgotten their password, or they tried the standard "guest" signon to your LAN (how many of you have remembered to remove it?) And even if they are not given access to your office site, they will soon have found their way in via that one unsecured modem installed on a techie's PC.

Once into your networks, hackers have several other tricks up their sleeves. They

will try to gain access to your systems administration directories, giving a wealth of access information. They will also snoop around to find development or training copies of your main systems – this may not give them the data they require, but it will give them the key to it – knowledge of how the security of the systems are set up.

In one UK company, a consultant carrying out exactly this sort of exercise was posting transactions to a training copy of a major front-office system within three hours of walking through the office door. Not the sort of thing the company would have liked either its customers or shareholders to know.

Now, you may be sitting there thinking that none of this applies to you; your organisation has spent millions on firewalls and access control systems; you have policies and procedures which force staff to change passwords monthly and only allow three grace logins. In fact, you probably have a whole department of staff whose sole function is to administer your systems' security.

**"Straightforward staff education is the key to implementing successful systems security."**

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## Have you got an 'Ology?

In the late 80's, a UK advertising campaign featured an elderly lady enthusing over her son's obtaining an "ology" at university. It didn't matter what the ology was, the important thing was that he had one. Around the same sort of time, the big consulting houses all had their own ologies, in the shape of cumbersome project management methodologies. They generated impressive volumes of paperwork, warranting price tags of millions. Whether project deliverables were any use or not, the fact that some poor unsuspecting executive director had signed a "User Acceptance Document" meant that the consulting houses claimed another success for their portfolio.

Over the last decade and a half, project management methodologies have been hailed as the panacea for failing IT projects. Businesses have invested millions in training their staff in various methodologies. Staff, whether they'd ever worked on a project or not, gleefully added "Project Management" to their CV's and went off to get better-paid jobs elsewhere. The phrases "project initiation / analysis / design / testing / implementation / quality review" became embedded in corporate vernacular and appeared on monthly reports everywhere. Yet still projects went on failing. Why?

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### Did You Know...

As a result of the explosion in telecoms over the past few years, the UK is running out of numbers. OFTEL (the telecoms regulator) has launched "The Big Number", a reorganisation of the UK's numbering system that will create the capacity for millions of new numbers and provide a clear way to recognise the different types of numbers.

The main change is the introduction of new area codes and eight figure local numbers in Cardiff, Coventry, London, Northern Ireland, Portsmouth and Southampton. In addition the international access code for ISDN data calls will be changing from 000 to 00. Changes occur from 22 April 2000.

So check your phones, mobile phones, faxes, network services or any electronic memories as they will all be affected. More details at [www.numberchange.org](http://www.numberchange.org)



## K.I.S.S continued . . .

Have you ever stood in line in a bank branch and heard one cashier shout across the banking hall to another, "Can you remember the password to our group signon?" Or seen a yellow post-it note stuck to a terminal screen with some combination of numbers and letters which you recognise to be a password? This author has – on more than one occasion.

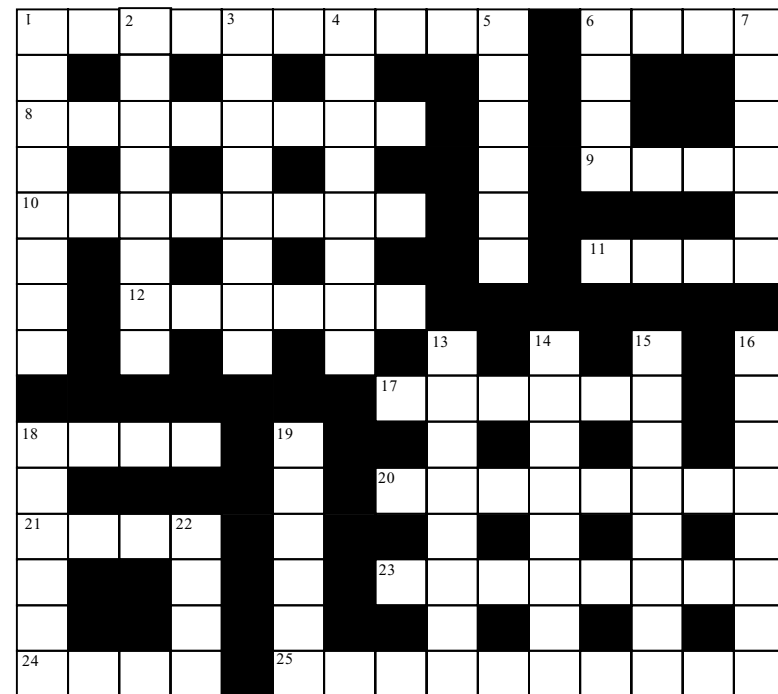
Implementing a security system is like any other project – its success or failure depends entirely on the one thing that is so obvious but always gets cut from the project budget – staff education and training. If your users don't understand why they need to keep their passwords to themselves, if they don't know how easily hackers make use of simple, innocent indiscretions, they will not see the need to be scrupulous with their secrecy. Having policies which make password disclosure a disciplinary offence won't help – most organisations do, yet we've all seen colleagues give each other their passwords when going on holiday.

Publish a bulletin to your staff about this NOW. If you don't, then here's a good way to save your organisation some money – stop maintaining your firewall, redeploy the systems security department and cancel the licences for your access control software. Because all that makes no difference to the experienced hackers who, whilst you're reading this article, are musing on how they might gain access to YOUR company's systems ...

## Cyber Crime

*Our lead article highlights security issues and with the recent hack attacks on some of the biggest sites on the web, it's time to think secure—both at work and home.*

*Scan your PC for free using the Webtrends Security Analyzer at [www.webtrends.net](http://www.webtrends.net) and protect your precious files by encrypting them with a free key from [www.mit.edu/network/pgp.html](http://www.mit.edu/network/pgp.html)*



## The AIM Crossword

### DOWN

1. A run of your money (4,4)
2. Lain onto a type of interest (8)
3. Most multi-friend! (8)
4. Voluntaries blow their own (8)
5. Sticky stuff achieved its objective (6)
6. Millennium and all arcade (4)
7. Branches into systems (4,2)
13. Poor investment? Can't go back! (2,6)
14. Calamity? Rid asset somehow (8)
15. Waffle on in here (4,4)
16. Uses disc for translating talks (8)
18. Plan for it to be cheap (6)
19. End of American e-mail (3,3)
22. Shift from lower to upper (4)

### ACROSS

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Advisor does tricks, ending exultant (10)</li> <li>6. Magazine of Archway International Ltd, initially (4)</li> <li>8. Don't stand while situation resolves itself (3,2,3)</li> <li>9. Networks over lands less an old penny (4)</li> <li>10. Diagrams of small flowers and mashed spam (4,4)</li> <li>11. It may be drawn up, much altered and never adhered to! (4)</li> </ol> | <ol style="list-style-type: none"> <li>12. Observant but broken statue (6)</li> <li>17. Buff from Warsaw (6)</li> <li>18. Beef sold up-market (4)</li> <li>20. It may be nitpicking, but depict an assortment (8)</li> <li>21. It may be stored on and slipped in back (4)</li> <li>23. Much suction with a sale or two (8)</li> <li>24. There's never enough, Old Father! (4)</li> <li>25. Computers burn - call Fireman Sam! (10)</li> </ol> |
|--|--|

For answers visit our website at [www.archway-international.com](http://www.archway-international.com)



## The Demise of the European Legacy Currencies

Indecision about the UK's entry into the Euro Zone is causing a quandary for many UK multi-nationals. The conversion when it comes will require significant IT and process investment. Before entry, the UK Clearing Banks are known to be demanding at least 3 years notice from the Government. Multi-nationals are even now planning for the implementation - so that any imminent reengineering or IT investments will be "Euro Ready".

Perhaps not so evident is the impending demise of the legacy Euro currencies. The timetables are not fixed in stone - and local countries have significant leeway in deciding the eventual date of demise - however the introduction of Euro notes and coins as legal tender is set in stone 1-1-2002. It is important not to let the macro UK entry in Euro debate cloud this deadline. Gone will be the need (or desire) to report Euro equivalents - which may bring about a dilemma for companies who have "grafted" Euro functionality onto existing legacy applications.

There is also always a marketing opportunity to be the first to raise this issue with your own customer base!!

So - if you don't understand the impact on your world, find out!! If you do - well done. Now, what are the odds for UK entry into Euro on the 1-1-2002.....

## Have you got an 'Ology? (continued)

A clue can be seen in the nomenclature. Methodologies are not about project management - at best they are a checklist. Project managers who spend their time slavishly following methodologies are not project managing, they are doing administration. If this is happening in your organisation, save yourself some money by replacing all your project managers with project officers – you will get the same results.

The really successful project manager should really only be doing two things:

- Selling the benefits of a project.
- Delivering the benefits of a project sounds simple, doesn't it? So why are good project managers so hard to come by? Let's look at what actually needs to be done to sell and deliver project benefits.

**"What's in a methodology?  
A checklist by any  
other name would be  
as effective."**

First of all, you need to build a benefits case for the project you've been asked to deliver. Now, it may be obvious to you and all around you that, say, a corporate intranet would be a terrific asset, but how do you quantify it to the satisfaction of the finance director? The fact that it may "improve communication" is very hard to put a price on – especially if your bonus depends on realising the benefits you claim.

If (and it's a big if), you do manage to get the benefits case of your project signed off, the next stage of selling those benefits to all stakeholders is even more difficult. It involves political skill and flair that no methodology can teach you. How do you enthuse everyone in an organisation, from the managing director to the back-office clerk, about the massive change you're about to implement? And having done it once, how do you maintain that momentum through the weeks / months / years it takes to implement a major project? Training in dramatic art would be more use to you for this than training in project management.

The easy bit, having sold your benefits, is to deliver them. Why, all you need to do here is produce a project plan that has a chance of being met whilst at the same time being acceptable to the impatient marketing director; motivate teams of staff labouring under impossible deadlines; make sure you don't overspend the project budget which is periodically cut by 20%; and re-work the benefits case and plans to accommodate the shifting sands of user requirements. Still want to be a project manager? It may be simpler to hire someone from Archway to do it for you ...

## Find out more

*Find out more about the Euro, the legacy currencies and their impact by visiting the following websites:*

[www.bankofengland.co.uk](http://www.bankofengland.co.uk)  
[www.hm-treasury.gov.uk](http://www.hm-treasury.gov.uk)  
[www.banque-france.fr](http://www.banque-france.fr)

*Site [www.ecb.int](http://www.ecb.int) is good. It contains links to the central banks of all euro zone countries.*



## Top Web Site

*Sweepstake sites are all the rage, with iWon.com giving away \$US10,000 every day, \$US1 million each month and \$US10 million each year (unfortunately we have missed it for 2000, the annual draw took place on US Tax Day, April 15). In a Nielsen/NetRatings survey of internet usage at work, iWon was one of the top 10 sites visited and each of the 7000 employees questioned spent an average of 65 minutes at iWon during January.*