

Archway International

Archway International Limited
51 Midhurst Hill
Bexleyheath
Kent DA6 7NP
United Kingdom

Email: archway.international@btinternet.com

Registered in England No: 3831835

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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

Have you been Googled today? (continued)

As a webmaster it is vital to know how to get your website at the top of those listings, as an Internet user knowing how the listings are created will help you navigate the Internet more efficiently.

Location, location, location – where have you heard that before? It is no different in cyberspace real estate. One of the main rules in a ranking algorithm involves the location and frequency of keywords on a page. For example - pages with the search term in the HTML tag, near the top of a page or in the first few paragraphs are assumed to be more relevant. Frequency is the other major factor – the search engine will analyse how often the keywords appear and rank higher. Meta-tags (user defined search terms) are also part of the algorithm, but are weighted differently by different engines. Search engines may also penalise pages or exclude them altogether if they detect spamming - for example – when a word is repeated hundreds of times on a page to increase frequency and propel the page higher in the listing. As webmasters become more sophisticated and constantly re-write their web pages to

reverse-engineer the location/frequency algorithms, search engines also use some off-the-page factors such as link analysis (how the pages link to one another) and clickthrough measurement (how a user clicks through the results of a search).

There seem to be search engines for all purposes. In addition to the common ones mentioned above, there are also speciality or topical search engines. These are also known as "vortals" (vertical search engines) and help you search through listings in specific areas such as business, shopping and travel, medical or legal. Then there are metacrawlers that only search search engines, community-based search engines where the volunteers do the listing, even family friendly search engines.

SearchEngineWatch.com is a comprehensive site where you can learn more and keep up-to-date with the ever-changing world of the search engine.

How do you search, sleuth and sift your way through the minefield of information that is the Internet?

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 *

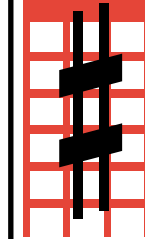


AUSTRALIAN OFFICE

We are delighted to announce that our Australian office is now open. Archway International (Australia) can be contacted at:
38 Whitehead Road
The Gap
Brisbane 4061
Queensland
Australia
Phone : +61 7 3300-2842

SEARCHING TIPS

Boolean searches are not considered the best way to search the Internet. SearchEngineWatch.com advises you to brush up your search engine maths and add, subtract and multiply your way to success! Ask the engine for words you know must appear by using the + symbol.
Eg. +French+champagne
Ask the engine to exclude words by using the - symbol.
Eg. +French+champagne-wine
Use quotation marks to multiply terms through a phrase search. Eg. "French champagne"
And use them altogether. Eg. "French champagne"- "sparkling wine"+ France



Archway International Magazine

Archway International

May 2002 Edition

Where are the Gurus Now?

Imagine yourself as a stereotypical office professional. You might be reading this edition of AIM over a cup of coffee at your ergonomically designed desk in an air-conditioned office. You sit near colleagues with whom you teamwork on various projects such as business process re-engineering. You have survived the latest downsizing exercise and although it never seems big enough, you know that your monthly pay-cheque will arrive in the bank soon. You have a manager who has completed various leadership courses and has set your work objectives aimed at furthering your organisation's competitive advantage.

Whether you directly fit this stereotype or not, it is most likely that you recognise some of the characteristics described above. Which just goes to show the powerful influence a minority of business gurus have had in shaping the modern workplace with motivational, strategic and leadership theories.

They have shaped the modern workplace with motivational, strategic and leadership theories

So where are these gurus now?

Some of them are sadly no longer with us. Take Abraham Maslow, who devised the well-recognised Hierarchy of Needs. This argues that a person's needs must be met in a certain order – first, physiological needs (hunger etc), then security needs, followed by social needs and lastly the need to increase self-esteem. Maslow, who died in 1970, was a New Yorker who would have

been horrified to learn of the events of last September 11th. They only serve to prove his theory that until one's safety needs are met there is not much point in aiming for personal fulfilment.

A predecessor and icon of Maslow's was American academic Frederick Herzberg. He identified two categories of motivators: hygiene factors that serve a person's animal needs and those that serve a person's human needs. The former include physical working conditions such as heat and comfort and are alone not motivators. True motivation comes from achievement, job enrichment and recognition.

Controversially Herzberg argued that salary is a hygiene factor - a view that has been the subject of many a heated debate! Sadly he is no longer able to join in himself since he died in Utah in January 2000.

Still earlier in the field of motivational theory was Australian Elton Mayo (1880 – 1949) who believed that a workplace needs humanity in order to avoid strikes and sabotage. He coined the now almost clichéd term "teamworking". The overused word "synergy" was introduced by Igor Ansoff, who also developed that well-known technique "gap analysis". Igor Ansoff is now retired having held a number of well-respected academic and senior managerial posts.

continued page 2

Have you been Googled today?

Ever been googled? Now a recognised term, it refers to the act of ego surfing – entering your name (or that of a friend/colleague/foe) into an internet search engine to see what comes up.

But just how do you search, sleuth and sift your way through the minefield of information that is the Internet? We have all used a search engine, but how do they work, and how can we make them work for us?

There are two main types of search engine: First, Crawler-Based. These 'crawl' or 'spider' the web automatically creating their own listings. The crawler will visit your website, read it, analyse it, follow links to other sites and rank (putting the most relevant pages first out of millions and millions of pages) the website on their lists according to internal algorithms (highly guarded secrets!) When you change your web site, the crawler-based engine will eventually find these changes. Secondly, Human-powered directories. You (as webmaster) must submit a short description of your website to the directory or a directory editor will write one. A search looks only in the description submitted and it is up to the webmaster to submit updates. Humans also usually rank the website manually on their directories.

Most common commercially available search engines (such as Yahoo, Google, Altavista, FAST Search, AOL, Ask Jeeves, HotBot, Looksmart, Lycos) are hybrid and present both types of entries on their listings.

continued page 4

Inside this issue:

AIM Crossword 2

Millionaires 3

Googled (continued) 4

World Cup 2002

Virtual hooliganism will hit Japan just before the soccer World Cup finals start next month. A local firm is launching a software game that puts gamers in charge of hooligan gangs. In the game, groups of hooligans fight other hooligans and the gamer has to come up with strategies to destroy these groups. These strategies include plying hooligans with beer, beating security guards and throwing cans. Sounds fun – doesn't it? The soccer World Cup finals kick off in Japan and Korea on May 31. These sites will keep you on the ball:

- www.FIFAWorldCup.com
- www.soccer.net
- www.mrbookmaker.be
- www.wldcup.com
- www.soccerphile.com





Where are the gurus now? (continued)

Someone who is not ready to retire (or, to use his words, "not ready to be a fossil") is Michael Porter, hailed by some as the single most important strategist working today. He defined five competitive forces which interact in the business environment, and suggested three strategies for managing them. Although he has his critics, his ideas are widely adopted and are, he says, still relevant in today's Internet age. His work has also been applied to a variety of important social issues, for example, the economic development of US inner cities. He is now a Professor of Business Administration at the Harvard Business School.

Ask someone to name a business guru and often the first person they think of is Tom Peters, who had us all In Search Of Excellence in the 1980's. It is a book that became not just a best seller but an entire industry. Yet interestingly Peters himself now admits that much in the book was both unfounded and, in hindsight, wrong. He told the Fast Company Magazine: "I didn't know what I was doing when I wrote Search ... but I did have an agenda: I... was pissed off. Nearly 100% of innovation ... is inspired not by 'market analysis' but by people who are supremely pissed off". And it paid off, certainly for Peters. Just take a look at his website, www.tompeters.com and you get an impression of how difficult (and expensive) it is to get hold of him. You'll also see some of his current bon mots – for example, "by and V-E-R-Y large ... life is messy. V-E-R-Y messy".

Also doing very nicely thank you are top management consultants Michael Hammer and James Champy. It is they who got everybody doing it – re-engineering, that is – in the 1990's. A look at www.hammerandco.com shows that they are still out there advising and very lucratively so.

No article on business gurus would be complete without a mention of psychologist and lateral-thinker Edward de Bono. He is a leading authority in creative thinking and teaches thinking as a skill. He has written 62 books that have been translated into 37 languages and has been invited to lecture in 54 countries.

The bottom line is that those gurus who haven't gone the way of Britain's dear Queen Mum are doing very well for themselves. So don't just sit there reading AIM – get "pissed-off", as Peters would say, and come up with a business theory. The next guru could be YOU.

Most Admired

Fortune (www.fortune.com) have recently published their 20th anniversary list of America's most admired companies. In the wake of the Enron collapse Fortune asks if there is anyone out there worthy of respect, and rates qualities such as credibility, leadership, innovation and fiscal responsibility more important than ever. GE tops the list followed by Southwest Airlines, Wal-Mart and Microsoft.

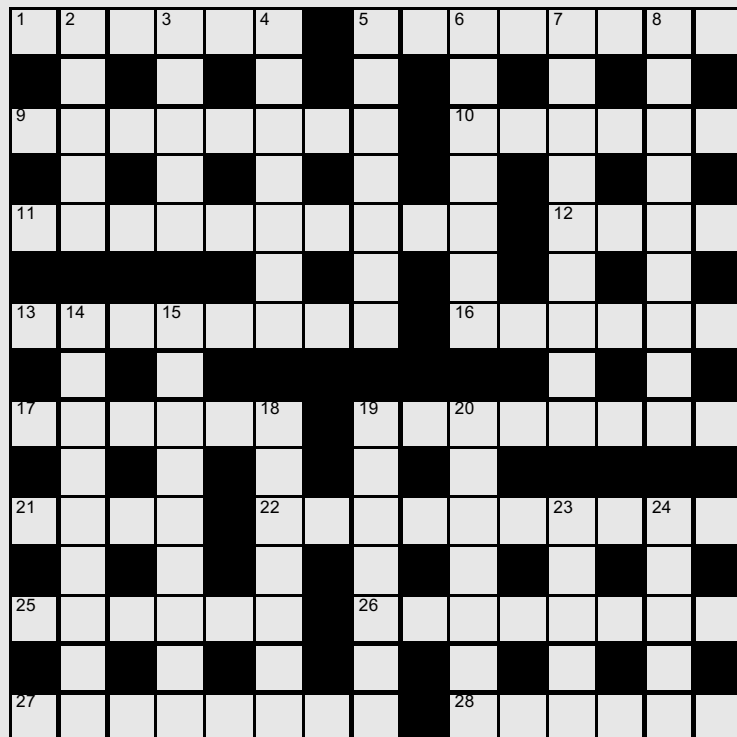
Space Travel?

As the summer holiday season approaches it is interesting to read about South African Mark Shuttleworth's recent trip. In going into space he certainly went to extreme lengths to find a holiday unlikely to be troubled by terrorist attacks. Not that it is an option open to most of us – although he is also an IT professional, his trip cost US\$20 million and required 9 months training in Russia. Still, he's the second ever space tourist so the possibility that future generations of Archway Consultants could be advising the likes of Thomas Cook on space tourism strategy is one step closer.

ACROSS

- 1 Sally softly chimed (6)
- 5 Conflict of values (5,3)
- 9 Behind in far right area (2,6)
- 10 Recently on a telly (6)
- 11 Approval for accountant Ed's small part of a northern Church of England (10)
- 12 Almost swore back in arguments (4)
- 13 He uses ploys (8)
- 16 Lean outside New York (6)
- 17 Little magpie's catch is attractive (6)
- 19 Disbursements include spent pens and Evening Standard (8)
- 21 Indebted within - how edifying (4)
- 22 I create a very soft honour (10)
- 25 Bit of title left (6)
- 26 Settled and wrote (8)
- 27 Us & Dave have mishaps at nuptials (8)
- 28 She met subjects (6)

The AIM Crossword



DOWN

- 2 Father Christmas, in short (5)
- 3 Yes, it's about a mixed-up age (5)
- 4 Alfred the adverb, perhaps (7)
- 5 Co-star on the Rent Rap backing track? (7)
- 6 Sick monster (7)
- 7 Lawyers' fees, perhaps? (9)
- 8 Give ants, we hear, some pocket money (9)
- 14 Scrooge waiting (9)
- 15 A lengthy engagement, perhaps (9)
- 18 Exchange dear tin (5,2)
- 19 Hangs around for former pets (7)
- 20 Foresee a quiet temper (7)
- 23 A golfer's dream (2,3)
- 24 More of this (5)

See our website for answers. www.archway-international.com



World Loses Many Millionaires

Reading such a headline in this day and age is a cause for alarm. Was there a gaggle of millionaires in the World Trade Centre on September 11th? Has a suicide bomber attacked a casino somewhere?

The reason that the world has lost many of its millionaires is far less horrific but equally significant in historical terms. On 1st January 2002, Europe changed over to its single currency, the Euro. It is the first time in 1200 years that Europe has had a common currency. At a single stroke all those Italian and Greek millionaires whose currencies were traditionally counted in thousands, were demoted.

The facts behind the changeover are staggering. It affected some 300 million people in 12 countries. 50 billion new coins and 14.5 billion banknotes became legal tender overnight in a logistical operation involving the deployment of troops to transport the money, and technicians to convert 200,000 cash machines. In Germany alone the new coins weighed 100,000 tons. Some 3.5 million vending machines needed to be reconfigured or replaced, along with motorway tollbooths, ticket machines, parking meters and telephone boxes.

Coin collectors and charities experienced a surge in business as people discovered forgotten stashes of old coinage in piggy banks or down the backs of sofas. And the many Bureaux de Change in Europe – 6,000 in Spain alone – faced extinction.



Given the scale and impact of the operation, the fact that it was completed so smoothly is remarkable. Whilst Europeans experienced long queues at checkouts getting to grips with their unfamiliar change, the rest of the world barely noticed anything different. There were no news headlines of chaos, no riotous protest, no major system failures. The success is being attributed to the large-scale information campaign that the European Union undertook in the decade before the launch. The near-flawless transition has delighted the European central bank and dismayed Eurosceptics.

"Given the scale and impact of the operation, the fact that it was completed so smoothly is remarkable"

Archway consultants and customers can learn much from this glitch-free implementation. Given sufficient time, information and investment, there is no reason why projects should fail at the rate they often seem to. The key is careful planning and application of proven project management techniques – as discussed in previous editions of AIM.

But what of the fraudsters who were expected by Police forces across Europe to benefit so much on conversion? Some of the inevitable robberies read like a script for a slapstick comedy. In Sardinia, thieves smashed a car through a bank door and escaped with a pitiful 200 Euros. In Germany, thieves tried to steal a cash machine but took an account statement dispenser instead.

Forgery is the crime that most concerns Europol (the EU's police agency in the Hague), especially since there has been a run on the specialist ink and paper required to forge banknotes. But here again early attempts have been laughable. In Cologne a man tried to pay for petrol with a photocopied 20-Euro bill. In Germany a man cut out two photographs of a 50-Euro note, stuck them back-to-back and spent it in a casino. And in Ireland, a forged coin was easy to spot as the serrated edge was marked with EUR instead of EURO.



The costs of the Euro conversion have of course been enormous. The European Central Bank estimated the total bill as 50 billion Euros, or 0.8% of the eurozone's gross domestic product. One estimate suggests that system changes cost European banks about 10 billion Euros. In Germany alone it cost 3.4 billion Euros to convert each of the country's 46,000 bank branches. Charles Hom, senior analyst at Forrester, estimates that it cost organisations five times as much as dealing with the Millennium bug. (Note: at the time of writing, one Euro was worth about 61 English pence, about 88 US cents and about 1.66 Australian dollars).



Some say the costs have been over-estimated. Many costs were absorbed in routine replacement programs – such as refitting vending machines. Consumer goods producer Unilever said the conversion of its SAP enterprise resource planning (ERP) system went smoothly and cost less than one percent of the company's global annual IT budget.

Such news will please IT managers in countries such as Britain who have not (yet?) joined the single currency. Those using mainstream software such as SAP or Oracle are unlikely to encounter problems since Euro-ready versions are probably already in use. The biggest snag, as with most major implementations (the Millennium bug included), is likely to be that of data integrity. Andrea di Maio, research analyst at Gartner, said: "What typically happens is that companies who have not done sufficient rehearsal of their conversion find errors. Those are not conversion errors but pre-existing errors that have been amplified by conversion."

But whether or not the British could give up their beloved pound with the stoicism shown by their European neighbours remains to be seen. Romano Prodi, the president of the European commission, said: "The Euro changeover has been an enormous success, all thanks to the European people who have shown themselves capable and ready to rally with resolve and determination behind ideas that make good sense for them, their daily lives and future." Indeed, for such a culturally diverse (and, in many cases, famously emotional) populace, the various currencies have passed into history with barely a whimper. Roderigo Rato, the Spanish finance minister, said that "in the space of little more than a month it [the Euro] has become totally assimilated." In surveys carried out in February, only 40% of French people polled confessed to missing the Franc.

Only Tim Parks, writing a verbose obituary to the Lira in the Guardian, seems to miss the old money. And, probably, all those erst-while millionaires.