

Rust Report

News and views of the action in Australasia's IT sector this week

August 11, 2006

THE RUST BUCKET

IT in a changing world

I ALWAYS look forward to stimulating and enlightening speeches and discussions, catching up with familiar faces, and meeting new ones, whilst all the while thinking outside the box about tomorrow's technology people and communities.

Linking business planning and ICT planning — looking for ways to affect the company's bottom line through IT — is becoming increasingly important.

ICT has spent the last 50 odd years automating business processes. Now it is being called upon to step forward and to be a leader in business process innovation. As various studies have shown, the demand for IT people who are innovative will only keep increasing. This requires specialists who have both the technical skill and creative vision to create new products and capabilities. Companies are also looking for ICT staff who possess relationship management and project management skills.

When researchers at the Society of Information Management asked ICT leaders in 2005 which skills they felt might disappear from their departments by 2008, the top ranked responses were programming (with the exception of Java, .Net and Linux), operations, and desktop help.

Reasons for the decline in demand for these skills is that they are likely to become either obsolete, automated, or outsourced. Application engineers, systems engineers and network analysts, on the other hand, are the areas where employment in ICT has made the biggest gains since 2000. The same survey also revealed that the top skills ICT leaders believed to be the most important to keep inhouse were those related to project management and business process.

The notion of widespread, uniform access to IT is not a trivial problem. Regardless of the rapidity or direction of change offered by exciting or revolutionary new technologies, the true challenge for developing guiding principles for their appropriate implementation lies in the inclusion of all students, at all types of academic institutions, with secure and tangible links to the public and private sectors.

The rate and magnitude of change will continue to outpace the theories — economic, social and philosophical — on which public and private sector decisions are based. To that extent we cannot continue to view the ICT world from the perspective of an earlier vanishing age or we will misunderstand the developments and requirements surrounding the continuing transition of the information society. Ongoing advances in ICT along with increasing global competition will continue to add complexity and uncertainty of several orders of magnitude to the organisational environment.

— Len Rust RustOz@bigpond.com.au

ISS wins Shell as North American reference site

Western Australian developer ISS has won a contract to provide its BabelFish data-sharing application and Operational Conformance product to Shell Canada. The software will be implemented over 18 months and will provide a "significant" reference site for the company in North America, claimed Shane Attwell, managing director of ISS.

Attwell explained that BabelFish facilitates the data sharing of production, technical, and operational applications. "The system will provide Shell Canada with an integrated capability to monitor the performance of all of its Western Canadian gas-producing assets and five gas plants in real time," he said. "With gas prices so high in North America, the high cost associated with downtime or under-performance is at an all-time high. It is therefore imperative that an organisation can monitor and proactively manage assets in real time to ensure that they are operating at their optimum levels. The BabelFish application, with its inbuilt visualisation, event detection, calculation, and modelling tools provides this capability." www.issgroup.com.au

Eden outfits Malaysian Navy vessels

Sydney developer Eden Technology has completed the implementation of its Asset Management and Planning System (AMPS) on two of the Royal Malaysian Navy's patrol vessels. The systems were installed as the vessels were being constructed in Penang.

Katrina Doring, CEO of Eden, said that a key part of the project was a transfer of technology component by which Eden provided expertise to allow the AMPS software to be customised to Malaysian specifications.

"We are particularly pleased that this project has enabled the company to expand its scope to include Malaysia, one of the world's leading naval operators with the security of key shipping straits as one of its imperatives, Doring said. www.eden-technology.com

INSIDE THE RUST REPORT

Insider Edition	Page 2
● This week's orders and installations	
Aussies Worth Watching	Page 3
● Companies making waves at home and abroad	
Deal Makers	Page 4
● Mergers, acquisitions, & funny business	
Rust e-Research	Page 6
● What the analysts said and did this week	
A CEO told me	Page 7
● Florian Hoornaar, MD of Mavim in Australia	
Guest Spot	Page 8
● Cyril Brooks talks of the importance of vocabulary	
Revolving doors	Page 9
● Who's in work and whose jobs they took	

INSIDER EDITION

Technology One scores two unis

Queensland software developer Technology One has been selected to implement its student management software at the Queensland University of Technology and at La Trobe University in Melbourne. The QUT implementation, which will be the largest Technology One has undertaken in Australia, will be rolled out to more than 5000 staff and 40,000 students.

"These are landmark deals in the higher education sector," claimed Adrian Di Marco, executive chairman of Technology One. www.technologyonecorp.com

Working Systems wins contracts

Working Systems Solutions, a Melbourne-based software developer, has been awarded four contracts for the provision of its enhanced patient administration system, e-PAS. Two of the deals are with new customers — Frankston Private Day Surgery and Victoria Parade Surgery Centre — and two — T&G Day Surgery and Eye-Tech Day Surgeries — are with existing customers upgrading from WSS's previous system, BJS. www.ws.com.au

Beethoven books police checks

Beethoven Computer Services, a Victorian software developer that specialises in customer care systems, has been selected to provide an application to Disability Services Queensland. The system, which will be based on Beethoven's Resolve customer service management software, will manage requests for the Queensland Police Service to conduct criminal history checks for all DSQ staff and volunteer workers. The system is being implemented as part of the Criminal History Check screening project, which was launched to reduce the likelihood of abuse and neglect within the DSQ and DSQ-funded services, explained Ross Allardyce, managing director of Beethoven.

"Resolve will streamline the process to ensure the DSQ can remain focused on providing the highest level of care to the community," Allardyce said. It is expected that the system will process more than 21,000 criminal history checks by the end of 2006. www.beethoven.com.au

CDAA builds health fund portal

CDAA, a South Australian provider of Internet-related services, is gearing up for the launch of a corporate Web site for health services provider Health Partners. A spokesman explained that Health Partners operates a health fund as well as providing dental, optical, physiotherapy, and pharmaceutical services.

The new site will require sophisticated content management features and member support functionality, the spokesman said. "Changes to the Web site are not restricted to technology as the Web site's new look and feel will be given a significant boost," he added. www.cdaa.com.au

Astea scores boiler manufacturer

Australian boiler manufacturer Tomlinson Boilers plans to implement Astea's Alliance Service Management suite to reduce service costs, streamline workflow, and improve service levels.

Clarity wins Hutchison in Indonesia

Australian company Clarity International has been awarded a contract to provide its operational support system to PT Hutchison CP Telecommunications in Indonesia. The system will provide scalable real-time provisioning of 3G mobile services, explained Angela Dickenson, Clarity's senior vice president of strategy.

"3G operators face a number of complex convergence challenges," Dickenson said. "3G networks mean deployment and management of both traditional mobile as well as next generation IP technology. 3G services necessitate on-demand delivery of innovative application and content services, as well as traditional voice and messaging services to the subscriber's mobile phone." www.clarity.com

BilltoBill signed up by travel group

Payment services provider BilltoBill has won a contract to provide services to Chinese travel agency network Guilin Brilliant Pearl Comfort International Travel Service Co. The online services will allow the sale of travel products in China, explained Yang Lei, COO of BilltoBill's parent company Oriel Communications. Testing has been completed and the system is ready to go into production.

BilltoBill had made earlier inroads into the Chinese travel sector through arrangements with Singapore Airlines (*Rust Report*, June 23, p1) and China Southern Airlines (*Rust Report*, Aug 4, p2)

"This is another step in our strategic efforts to service the travel market in China," Yang explained. "We anticipate these agreements will raise our profile in this market when targeting other prospective merchants across China." www.billtobill.com



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Continued from page 2

Aussie links Fuji Xerox to customers

Australian digital marketing company Returnity has been selected to manage Fuji Xerox's e-mail communications with customers. Under the terms of the deal the Returnity e-mail marketing engine will be integrated with Fuji Xerox's CRM system, explained Paula O'Connell, managing director of Returnity.

"Fuji Xerox Australia sees e-mail marketing as a growing and effective way to communicate with customers. It maintains ongoing, relevant contact with the customer base. It is also useful for strategic, time-limited campaigns," O'Connell added. www.returnity.com

Cognos drives market researcher

Cognos has been selected to provide its business intelligence system to Evaluate, a market research company that specialises in measuring customer experiences in the automotive industry. Evaluate will use Cognos 8 BI to collate and deliver customer satisfaction reports to car makers and dealers.

The core components of Evaluate's new reporting suite and database integration were handled by Cognos solution-provider Focus Strategies & Solutions. www.focuss.com.au

Getronics wins back gaming group

Getronics has won a contract renewal on its deal to provide onsite gaming machine maintenance and installation services for Tasmanian company Network Gaming. Getronics has been providing services to Network Gaming for 10 years.

Melbourne hotel takes US package

The Hotel Windsor in Melbourne has selected US developer TravelClick as the supplier of an integrated distribution and marketing system. The system will include TravelClick's iHotelier central reservation system for Internet bookings and connectivity to the major global distribution systems, a spokesman said. The hotel will also use market intelligence and travel agent advertising from TravelClick's product suite.

Kiwi library digitises with Endeavor

The National Library of New Zealand has turned to Endeavor Information Systems, a subsidiary of Elsevier, for the development of digital repository and preservation technologies. As a first step in the process the library has established a National Heritage Archive Program to manage the development of the software that will drive the process.

Aussies worth watching**A roundup of companies making waves at home and abroad**

- **THE FRAME GROUP** provides end-to-end services and has a client portfolio that covers a wide range of financial, government, and commercial organisations. The company's services include consultancy and strategic planning, and Frame has the planning, analysis, design, deployment and operations management experience to ensure that technology and business are aligned. www.framegroup.com.au

- **MAJITEK** has expertise in emerging fields such as digital convergence, grid computing, and pervasive computing. The company's products deliver business benefits from leveraging these technologies and its technologies enable enterprises to adopt more agile business practices by transforming core capabilities into digital services that are delivered via the Internet. Majitek maintains international offices in San Francisco and Singapore. www.majitek.com

- **BROAD INVESTMENTS (ASX: BRO)** is a service provider in the mobile content market. Clients include Sensis, MTV, Admax, and MSN. Broad's agenda is to be the leader in the online-to-mobile application and call-to-actions via mobile. www.broadinvestments.com.au

- **MULTIBILL** provides a billing service for utilities and local government. The company offers a range of customer management services ranging from outsourcing the end-to-end billing process, to specific services such as customer acquisition. MultiBill has its own inbound call centre designed to handle the wide range of tasks associated with utility billing. www.multibillcorp.com.au

- **CAP-XX** develops and manufactures super capacitors and has been recognised for its nanotechnology process for producing high capacitance, low equivalent-series-resistance supercapacitors. These energy-storage devices enable manufactures to make smaller, thinner, longer-running portable electronics, such as cell phones, PDAs, medical devices, and notebook computers. www.cap-xx.com

- **IMC COMMUNICATIONS** specialises in the design and implementation of LAN and WAN infrastructure, thin client technologies, Internet security, and Web-enabled software development solutions for the business and government sectors. IMC provides clients with a complete procurement service that extends beyond the supply of hardware and software. Clients include BNP Paribas, Network Ten, Ebsworth and Ebsworth, Clayton Utz, Suttons Motors, and Capital Finance. www.imc.net.au

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FORWARD thinking



DEAL MAKERS

Netlink looks globally via venture

Netlink Inspection Systems — a division of WA company WebSpy that specialises in asset integrity management software for the oil and gas industry — expects to be exposed to broader global markets after entering a joint venture with Ionik Consulting. Ionik is a business unit of JP Kenny Group that specialises in metallurgy, welding, and corrosion.

The two companies began working together about 18 months ago in Indonesia, where Ionik used Netlink's asset integrity software 4-Site and Inspection Manager to fulfil services contracts with oil and gas suppliers.

"The joint venture will dramatically accelerate the global awareness of Netlink's software products over the next five years with the marketing of the specialist tools being taken up by Ionik's engineering staff and with access to JP Kenny Group resources worldwide," said Jack Andrys, CEO of Netlink.

www.netlinkinspection.com

Chariot takes axe to overheads

Garry Hersey, the newly appointed CEO of Chariot, has wasted no time in announcing a large restructuring to cut costs for the struggling ISP. In an effort to save at least \$A1 million in the current financial year, the company has closed nine branch offices in Victoria, NSW, and Queensland, and laid off 48 staff. It will retain three regional offices in Adelaide, Ballarat, and the Gold Coast.

"The company's ability to lead the market is being stifled by its overhead structure and the cost of debt used by the company to acquire businesses over the past few years," Hersey explained. www.chariot.net.au

Optus bundles services with HP gear

Optus has created mobile computing bundles that include a Hewlett-Packard notebook computer and an Optus broadband connection, which can be either DSL or wireless. A number of variations will be on offer designed for consumers and small and medium-sized businesses, explained Mike Smith, marketing director of Optus Consumer.

Payment plans for the bundles start at \$A69.90 per month provided the customer also has an Optus home phone or eligible mobile phone plan, Smith added. www.optus.com.au

Sausage founder takes slice of BQT

Steve Outtrim, founder of Sausage Software and Majitek, has invested in Australian security solutions provider BQT Solutions through his participation in a share placement. Outtrim said he believed BQT was "well positioned" because it is "in the fortunate position of having well-developed intellectual property, a proven track record, and the support of major distribution channels". www.bqtsolutions.com.au

In 1996 Outtrim became the youngest person to be CEO of a public company in Australia when he listed his one-year-old Sausage on the ASX. He departed the company in 2000 and in 2002 founded Majitek.

Denton wins entrepreneur award

Stead Denton, CEO of the IPL Group, has been named eastern district winner of the 2006 Ernst & Young Entrepreneur of the Year award. The judges noted that Denton has "an impressive track record of building businesses and not being emotionally attached to them. He is a true serial entrepreneur".

MobileActive buys real estate tech

MobileActive, an Australian provider of content and entertainment for mobile phones, has agreed to buy the assets and technology of MapShed Australia's Mobile Real Estate technology. The subscription-based application enables customers to obtain the sales history of a property, view maps and aerial photographs, and access property dimensions, explained Chris Thorpe, CEO of MobileActive.

The application launched on 3 Mobile in April and MobileActive is holding discussions with other telcos, Thorpe added. "As spring's peak property sales period begins we expect more customers to experience the benefit of having all the information at their fingertips wherever they are." www.mobileactivecorporate.com

Members support comms alliance

Special general meetings of the both the Australian Communications Industry Forum (www.acif.org.au) and the Service Providers Association (www.span.net.au) have approved the merger of the two organisations into The Communications Alliance. The new group will be formally launched on September 1 under a transitional board co-chaired by Neville Stevens, chairman of ACIF, and John Kranenburg, chairman of SPAN.

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DEAL MAKERS

Continued from page 4

Kiwi group teams with Viewlocity

New Zealand mobile solutions developer Blackbay, which was known until its sale last year as iTouch Business Mobility, has joined forces with supply chain software developer Viewlocity to offer fleet management solutions.

The offerings will be based on Viewlocity's event management software and Blackbay's track and trace software, and it is expected that the solutions to emerge from the partnership will assist organisations maintaining fleets of any kind — including cars, trucks, and containers — to track and manage performances, said Grant Pugh, Blackbay's technical director in Australia and NZ. "This partnership answers some of the key questions of transport owners and managers," Pugh said. www.blackbay.com

Recruitment group buys Diversiti

Chandler Macleod, an ASX-listed HR outsourcing and recruitment company, has agreed to acquire IT contracting and recruitment company Diversiti from Accenture. The deal will allow Chandler Macleod to fill a gap in its portfolio, said Stephen Cartwright, managing director of Chandler Macleod.

Deborah Howard, managing director of Diversiti will continue to run the business under the Diversiti banner.

— BUSINESS BRIEFS —

- Australian search engine company Ansearch has been selected as the supplier of search and advertisements for all templates distributed by Mambo Communities, which was set up to support users of the Mambo open source content management systems. www.ansearch.com.au
- Linux Australia has selected Melbourne as the site for its 2008 conference, linux.conf.au2008. See <http://linux.conf.au>
- The Australian arm of Open Channel Solutions has been appointed a distributor of Syncsort's Backup Express data protection product. www.ocs.au.com
- Mavim, a Dutch provider of business process management software for compliance management and quality assurance, plans to create an Australian VAR network over the next three months, according to Florian Hoornaar, Mavim's managing director for Australia. The company set up its Australian operation in Sydney earlier this year (see page 7).

COMMS BITS**Telstra hogs the week's headlines**

Telstra grabbed the attention of the press big time this week, first with its announcement that failure to reach access price agreements with the Australian Competition and Consumer Commission had forced it to shelve plans for a fibre-to-the-node network, and then with the release of annual results that reflected the increased competition in the telco marketplace.

Although the ACCC declared it was "perplexed" by Telstra's FTN decision, and Federal Minister Helen Coonan said she was "disappointed", there had been little chance of the new network proceeding without substantial concessions.

If Telstra was reluctant to set up a network that could encourage its competitors, the reason could be seen in the big telco's balance sheet. Net profit for the year fell \$A1.13 billion to \$A3.18 billion, while total income (excluding finance income) grew by just 2.9 per cent to \$A23.1 billion. Analysis by Ovum showed that standard telephone revenues fell 6.7 per cent in the year, despite a slowdown in the rate during the second half, as customers turned to mobile and broadband for calls and connections. Market share gains were, however, made in broadband (up three per cent) and postpaid mobile (up one per cent), generating additional scale. The revenue growth came principally from growth in Telstra's mobile and broadband businesses.

— Comms briefs —

- Mitel has deployed a metropolitan area IP telephony network for Bathurst Regional Council in NSW. The network design and implementation was undertaken by Ethan Group. www.ethangroup.com.au
- ASX-listed ISP EFTel has acquired Instant Communications, a Brisbane-based ISP. It is the third acquisition for EFTel in less than a month, boasted Simon Ehrenfeld, CEO of EFTel. <http://w3.eftel.com>
- Melbourne-based communications integrator CalibreNet is installing satellite communications systems on the mobile libraries of the councils of Ipswich and Clarence, and has received a contract to install a similar system for Bega in April 2007. The systems are based on NewSat MVS Series satellite receivers. www.calibrenet.com.au
- Southern Cross Cables is increasing the capacity of its US terrestrial network with a Nortel optical solution.
- Webjet has launched a hotel Web site, Lotsofhotels.com.au, as part of its supply agreement with Travelport (previously Cendant).

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Rust e-Research Roundup

Australian security market on a roll

The security solutions market will grow at a close to double-digit growth rate to reach more than \$A1.3 billion by 2010, according to forecasts by IDC. This growth will be driven by the continuously evolving threat landscape, the need to secure new and emerging business enabling technologies, and the increasing pressure from government and industry regulations among many other factors.

IDC's latest study, *Australia Security Solutions 2006-2010 Forecast*, provided an analysis of the Australian security solutions market. It includes an analysis of the current market size and its growth potential through 2010 and provides insight into the key dynamics shaping this diverse and dynamic market.

"Customers will demand lower cost, well integrated solutions, and easy management to maintain low total cost of ownership of their security investment. This provides a challenge for security vendors who need to continue to develop new business models and strategies in order to be successful in this highly competitive market," an IDC analyst said.

Aust ICT salaries steadily increase

A survey of Australian Computer Society (ACS) members has revealed that the salaries of information and communication technology (ICT) professionals have steadily increased over the 12 months to May 2006, a trend that has occurred since 2003.

Increases in remuneration paid to ICT professionals across the 12 month period totalled 4.3 per cent and were felt across all sectors, according to the *2006 Australian Computer Society Remuneration Survey*. The survey reported a 4.5 per cent increase for those employed in the private sector, 3.8 per cent amongst those in the public sector, and education sector employees reported an average increase of 4.7 per cent.

According to the study, the rebound of the ICT sector over the past year is highlighted by the pattern of difference in rates charged by independent contractors, compared to the previous year. Although rates charged by independent contractors generally fell in a range of \$A50 to \$A100 per hour (depending on the nature of work undertaken), 53 per cent of independent contractor respondents had increased their rates during the course of the year.

ACS president Philip Argy said: "The results of this year's survey indicate that the level of salaries for the

majority of ICT job functions has steadily increased over a three year period, which bottomed out at 3.1 per cent in 2003. Whilst factors such as skills shortages, resources boom, increased spending on infrastructure, and an ageing workforce are affecting the industry and will do so for some time, for those considering entering into an ICT career, the current salary climate is positive".

"Employment demand in the ICT industry is shifting towards jobs that support the competitive drivers of an organisation and soft skills like project management, people management, negotiation, and business case (ROI) development. To ensure their continued value and position in the workforce, it is critical for all ICT professionals to stay on top of training and skills development in their chosen profession," Argy said.

Spending on health-care IT rises

US state and local government spending on health care and welfare IT is expected to grow from \$US7.6 billion in fiscal year 2006 to \$US12.2 billion by fiscal year 2011 (FY11), according to INPUT. Major program integration along with the advancement of health IT initiatives are the major factors behind the market's growth over the next five years.

Recently, the Health Information Technology Promotion Act of 2006 was passed into law, solidifying the National Co-ordinator Office for Health Information Technology (ONCHIT), and the Certification Commission for Healthcare Information Technology (CCHIT) announced that it had certified the first set of e-health record (EHR) products for use by health care providers.

In addition, INPUT pointed to grants announced by the Centres for Medicare and Medicaid Services (CMS) that will provide states with \$US150 million in 2007 and 2008 to increase the quality and efficiency of patient care through IT.

"Both the amount of action and the type of action we are seeing are indicative of forward momentum for health IT," said James Krouse, acting director, public sector market analysis at INPUT. "This is the first time that we've seen CMS provide grant funding for health IT and at a level 300 per cent greater than what the Department of Health and Human Services will likely issue this year. We are seeing notable health IT projects from numerous states essentially serving as laboratories for the national efforts."

Rust e-Research continued on page 7 >



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RUST e-RESEARCH
Continued from page 6

The accelerating digital marketplace

An IDC study has found that the accelerating digital marketplace creates significant opportunities for software, services, and hardware vendors even as it threatens business models for advertising, technology use, and distribution.

IDC analysts have speculated on how IT vendors can make the most of this parallel economy that is characterised by such Web 2.0 phenomena as communities and the long tail, and what IDC calls the "Google Effect".

According to IDC, a digital marketplace has emerged that both expands upon and threatens traditional markets. The study revealed that this marketplace, composed of gateways, nodes, and hubs, is growing rapidly due to a confluence of demand, technologies, customers, and changes in the way people live their lives.

"The digital marketplace presents a series of paradoxes," said Susan Feldman, a research vice president at IDC and author of the study. "It expands our reach from local to global, and yet shrinks the world so that it is more tightly knit. Our old familiar world of places, stores, and neighbourhoods is now paralleled by a robust cyber world that offers similar goods and services.

"Neither has replaced the other, nor are they likely to. The fact is, we live in both worlds, and the tools and services that make sense of, and connect these two worlds — helping users navigate both their local and their cyber-realities — represent opportunities for those who can identify the gaps and fill them," Feldman explained.

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QM TECHNOLOGIES

A CEO TOLD ME

Florian Hoornaar

Mavim's managing director for Australia

RUST: Can you outline Mavim's proposition?

HOORNAAR: Process management and optimisation is an area of growing concern for many organisations as the need to comply with legislation and regulations multiplies.

Mavim makes the processes of any business, organisation, or institution, transparent and much more manageable. All the tasks, transactions, and agreements that enable organisations to function can be documented in Mavim.

While most organisations follow or adhere to a set of rules that are set by themselves, government agencies, regulatory committees, or standards institutions, Mavim's business process management software substantially simplifies this entire process by allowing companies and department to easily link their business processes to one or multiple guidelines.

RUST: How do you differ?

HOORNAAR: Our software provides the required clarity about what is found where, who has which role, and which factors steer and influence a process. The information is made available to users, which allows the processes to be examined and improved. That's the core issue — the improvement of processes. Mavim Structured Information System (SIS) allows users to build up a system of links, cross references, and relationships from and between information. The information can also be published to an intranet so that it is available to the employee and allows the individual to carry out their work with optimal efficiency.

RUST: Who makes up your customer base?

HOORNAAR: We have doubled in size over the past three years and been exceptionally successful in working within both the private and government sectors. Our customers include Deloitte, KPMG, Jones Lang LaSalle, LogicaCMG, ING, The Salvation Army, T-Mobile, and the University of Amsterdam to name a few.

RUST: What are some business problems that you solve?

HOORNAAR: Within every organisation, managing auditing, compliance, and quality assurance systems take a lot of time and effort. In addition, more and more businesses and organisations are now faced with trying to satisfy industry guidelines such as the ISO standards.

Mavim can be used to set up a compliance and quality control system that complies with important organisational issues, such as health and safety regulations and environmental legislation. Or, for example, it can be used to link ISO standards to your quality control processes. In addition to this, you can link your business practices to the appropriate resources, such as online training, to promote more awareness among staff.

RUST: What will we be seeing from the company in the future?

HOORNAAR: Our immediate plans are to establish new networks and marketing/distributor partner relationships which will carry us into new markets. We entered the Australian and New Zealand markets earlier this year and are now in the process of recruiting local partners in both countries.

GUEST SPOT

Get your business a vocabulary – or it will never know what it knows

* By Cyril Brooks

COMPANIES should exploit the value of their tacit corporate knowledge — the opinions, ideas, explanations, and suggestions that are known, but not shareable. Data warehouses, schemas, metadata, etc, are all unconscious of these data items, yet they are critical to successful business.

If we don't manage this resource, we are condemned to:

- Solve problems many times over;
- Make errors in interpreting hard data; and
- Be unaware of early warning signs that people know about, but the data doesn't yet show

There now appears to be consensus that corporate performance management is impractical if the reported information is not accompanied by the explanations of subject experts and assessments of implications. You're not measuring corporate performance, you're just keeping score without knowing who is winning. The hard without the soft is pretty much useless. The strategic database of an enterprise is in the minds of its managers, not in the memory of its computers (Henry Mintzberg — HBR July-Aug 1975).

A first step in managing the milieu of tacit knowledge is to realise that we can neither share, nor search, nor retrieve soft information that is not classified. It's like having an iPod with all the music dumped in one sector, or navigating a city without street names.

Classification is the heart of the task, and classification requires that you have a vocabulary. Here is one area of corporate IT where Nazi principles are required. Everyone must use the same "label" to describe the same concept — synonyms can be poisonous, one person's synonym is another's swear word.

A vocabulary for BI tacit knowledge is a set of preferred topics or keywords that facilitates categorisation of documents in an enterprise.

This is why you need to consider building an enterprise wide vocabulary.

It is almost impossible to share, browse, search or filter a large amount of information unless it is categorised; this needs a standard vocabulary.

Automatic categorisation of a large, existing and evolving collection of documents in many databases is often required.

Pure text searching is not adequate in a corporate context, it throws up too many hits,

Browsing the collection using topics from a vocabulary as the directory is efficient and satisfying to the user.

Alerting staff to new items depends on classification using standard terms

*Cyril Brookes is CEO of BI Pathfinder, see more of his work on BI at his blog:
<http://cyrilonbi.wordpress.com>

REVOLVING DOORS continued from page 9

- Peter Heather has joined FrontRange Solutions as account director for the southern region, based in Melbourne. He has previously worked for Infra Corporation, Memorex Telex, Canon, Xerox, and Honeywell Process Solutions.
- Mike Doering has been appointed ACT manager of Internet Security Systems.

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REVOLVING DOORS

Pointsec names MD for Australia

Sandeep Joshi has been appointed managing director of the Australian operations of security software developer Pointsec. He replaced Oscar Moren, who has returned to the company's headquarters to head the sales efforts of Pointsec's wireless division.

Joshi joined the company from document integrity specialist Workshare, where he was director of sales. He has also worked for Sophos, Trend Micro, and Clearswift.

Chen joins Business Objects

Ronnie Chen Kong Kwee has been appointed senior director of sales operations for Asia/Pacific and Japan at Business Objects. He will be based in Singapore.

Chen previously worked for Hyperion, prior to which he spent 13 years with Oracle.

Chris Miller joins Workshare

Chris Miller has joined Workshare as business development manager, with responsibility for driving the commercial aspect of the business in Australia and New Zealand. He was previously ANZ business development manager of Hummingbird, and has also worked for Westcon.

Anna Simpson has taken the role of systems engineer at Workshare. She was previously technical account manager in the company's New York office.

Attachmate builds channels team

Attachmate has appointed Graham Hawkins Asia/Pacific channel manager and Diana Bicanin channel account manager for Australia and New Zealand.

Prior to joining Attachmate Hawkins spent three years working in London with British Telecom's Media and Broadcast business. Before going to the UK he had held a number of jobs in the ICT industry.

Bicanin, who had worked for Attachmate in the 1990s, has since worked with Fleetsystems and The Red Cross.

SecureTelecom expands sales team

Telecommunications and IT services company SecureTelecom has selected Brian O'Rourke and Damian Worthy to head business development operations in Victoria and South Australia respectively.

O'Rourke, who will be based in Melbourne, was previously with Fujitsu. Worthy has worked for a number of companies in South Australia's ICT sector, including Optus, Commander, and, most recently, Hutchison 3.

Cosenza to head payments house

Adrian Cosenza has been appointed CEO of Strategic Payments Services, a newly formed joint venture between Customers Limited (40 per cent), Bendigo Bank (40 per cent), and MasterCard Asia/Pacific (Australia). Cosenza was formerly group executive and head of group strategic development at the Commonwealth Bank of Australia.

Familiar faces on Tassie panel

A number of industry identities have turned up on a panel that has been formed to assess applications for funding under the Market Access and Partnerships Program for Tasmania. The panel will report its findings to the executive of the Intelligent Island Project.

Panel members are:

- Graeme Poulton (chairman), former managing director of NEC;
- Allen Aaron, director of Technology Venture Partners;
- Sharon Don, general manager of iBurst;
- John Dyson, investment principal of Starfish Ventures;
- Dr Dagmar Egen, regional general manager (SA) of KAZ Technology Services;
- Matthew Michalewicz, CEO of SolveIT Software; and
- Gary Twomey, director of Innovation Management Consultants.

Yahoo!7 imports executive team

Yahoo7 has appointed Bruno Fiorentini COO and Markus Barnikel chief sales officer.

Fiorentini was previously South America general manager of Yahoo! Brazil and Argentina, while Barnikel was previously director of global sales for Yahoo! in the US.

Fairfax names mobile services chief

Terry Paleologos has been appointed to the newly created job of director of Fairfax Digital mobile services. He was previously with Singaporean mobile carrier Starhub. In 2001 he founded LiveEvents Wireless Media, which developed an interactive sports betting application on a mobile phone. He spent several years in Europe as head of Arthur Andersen's telecom practice for global corporate finance engagements and then went on to found Digital Avenue Media.

◀◀Continued on page 8