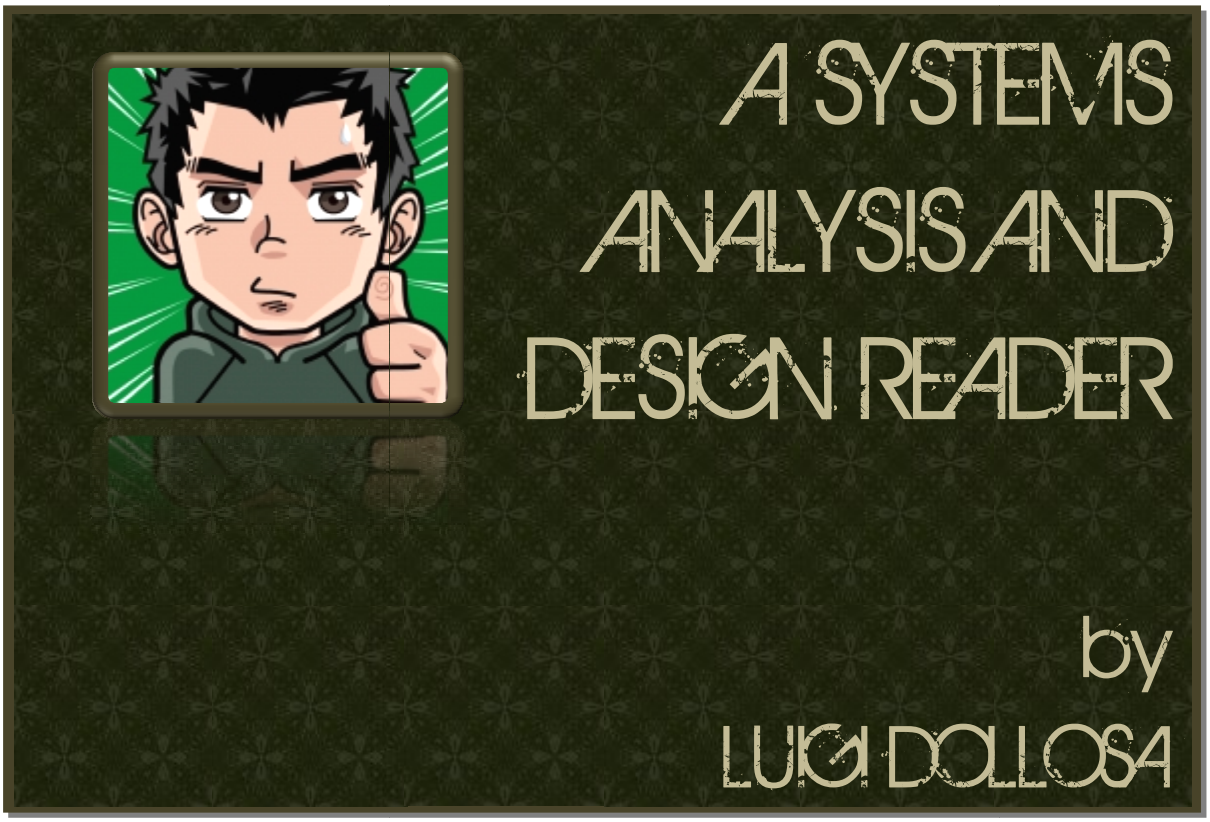

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DEDICATION

To Sir Paul

who has opened my eyes to the splendor of Information Technology…

To the Association of Information Management

which is my prime motivator to educate myself with all these learning materials…

To Migz Cueto

who will be my future co-founder…

and

To God

to whom I offer my every endeavor…

PREFACE

Greetings to you reader!

A semester has almost reached to a close, and this Systems Analysis and Design Reader is a testament to the productive yet worthwhile time which our SYSANAL subject granted our batch for the entire semester. I bring to you this 152 page anthology worth of rich ideas, new encounters, and novel realizations. Sleepless evenings and hours of reading don't compare with the learning experiences that I and my peers have undergone zealously in making this compilation a possibility. It is with privilege for you to come across with this material, for this is the first book that I have written all my life.

This 'book' has four parts, all of which are considered as the subject's deliverables for the whole semester. The Book Reviews mainly comprise a chapter synopsis of a selected book, from the Learning Resource Center, subjected to weekly perusals. Case Studies are what I consider the core of my learning for this term; they are mainly composed of realizations, insights, learnings, and assessments of/from each start-up company and founder presented in Founders at Work. The Use-Cases are sort of a hands-on practice venues for systems analysis itself, as I 'undergo the process' of valuable systems on the web or even of the government.

More than the technical knowledge acquired throughout the very tiresome process of compiling the contents of this book, I have learned to read-between-the-lines just to capture the real lessons here. The case studies are rich of values, for they never fail to integrate the importance of good character and ethical lifestyle in these tales of success. The book reviews has inculcated in me the love of reading types of books that I never imagined to be engrossed with before. I learned the value of the LRC and how the school provides us with this gift but sadly not being tapped by the majority of students. The use case allowed me to gain confidence and critical thinking skills in 'intruding' systems, and it also instilled me the value of self-reliance in approaching new tasks on hand.

Let this SYSANAL Reader be informative and insightful for you dear reader. I have created this in such a way that a reader will get a vivid idea of what the author, like me, has in mind. I won't keep long, so I finally present you my first book, a Systems Analysis and Design Reader. Enjoy!

Yours truly,

Uij

BOOK REVIEWS

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 1

BOOK : MODERN SYSTEMS ANALYSIS AND DESIGN
AUTHOR : HOFFER, GEORGE, VALACICH
REFERENCE # : QA 76.9 S88 H64 1999
CHAPTER : 1- The Systems Development Environment

QUOTE : "Regardless of how an organization structures its Information Systems department, systems development is a *team effort*. "

BOOK REVIEW :

This introductory chapter provides a concise overview of the chief topics and themes about Information Analysis and Design (in the modern context) that shall be elaborately discussed in the book's subsequent chapters. Included matters of discussion in this chapter are the broad introductory to information SAD, roles and organizational responsibilities in SAD, the SDLC, and the types of Information Systems.

In perusing the contents, I have learned that information systems analysis and design is an intricate process of enhancing organizational modes of operations. It brings about benefits and solutions to an ever-changing trend of needs and services of a particular organization. Significant terms were methodologies (approaches to systems development), techniques (processes for quality output), and tools (computer programs which complement the techniques and follows the methodologies).

One of the more interesting portions of the chapter was the roles in systems development. I have realized that, in order to attain the goals and objectives of the IS department, a DIVERSE team is necessitated, which includes the IS manager, Systems Analyst, Programmers, Business Managers, End-users, etc. These roles play distinctively with the systems development process, and yet this diversity is the one that produces more quality deliverables. Interaction skills and leadership are just a few of the values reiterated in this part of the chapter.

Furthermore, it discusses the SDLC. However, I did not dwell much on this because it introduces a new scheme, one that is somehow dissimilar to the one that we were familiarized with. I realized that there are different frameworks being implemented globally and it just matters into which method is apt for a specific situation. This is the reason why the SDLC has been overly criticized because it has to be restructured for progress.

The 25 page opening chapter allowed me to at least acquire a fine grasp of what the entire book is going to encompass. Reading the text, it was sort of a recap of what we had taken during the last term in IST CON. By the way, I commend how the book organizes itself. It was easy to preview the text and it allocated a culmination section at the end. The language it uses is technical yet still understandable by the general reader (with a background on information systems). I think I will be using the book for the following book reviews and for additional research material. It's a good find.

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BOOK REVIEW 2		

BOOK : MODERN SYSTEMS ANALYSIS AND DESIGN
AUTHOR : HOFFER, GEORGE, VALACICH
REFERENCE # : QA 76.9 S88 H64 1999
CHAPTER : 2- Succeeding as a Systems Analyst

QUOTE : "...the process of identifying problems is the process of identifying differences(between the existing situation and the desired situation) , so problem solving is the process of finding a way to reduce differences."

BOOK REVIEW :

Chapter 2 of my preferred book discussed about succeeding in the profession of a systems analyst. The chapter was subdivided into two parts: explanation the specific skills demanded for the job and the further description of the system analysis profession. It first enumerated the requisite skills: analytical skills, technical skills, management skills, and interpersonal skills. Then in the latter part of the chapter text is a brief elaboration and discussion of the profession in a global context.

Analytical skills were first discussed because they were a priority. Thinking like a system analyst is thinking and viewing things in a perspective involving systems. The chapter first had a recap of the definition, characteristics, and important terminologies of a system so as to provide background and information support. But the bottomline is that thinking things in comparison to a system is a definite skill a system analyst should master. It would entail skills on how to separate subsystems and processes to identify problems and to finally implement solutions; systems thinking is a sure-fire and systematized way of solving things which may be even applicable to real-life scenarios.

Technical skills were discussed after which. The essence of this part is to 'sharpen the saw'. To be a booming systems analyst, one must not only be adept with the capacity, but also at pace of the ever-changing trend of Information Technology. He must be updated with new emerging technologies, products, methods, and events. The chapter even lists of some recommended checklists which included attending conferences, seminars, forums, lectures, reading publications, joining clubs, and being acquainted with recent technologies.

Management skills succeeded and it was subcategorized to resource, project, risk, and change management. Resource management entails cautious and efficient handling of

resources: both information and people. Project management is related to leadership. It emphasized the importance of delegation and motivation to improve the process and the output as well. Risk management is needed so as to identify risks to reduce their chances of happening. Lastly, Change Management is being an instrument to help people adapt to transitioning systems in order for them to just keep up and not to oppose evolving processes.

Interpersonal Skills were just as important as the aforementioned skills. Communication skills came directly below this because it is a necessity to be able to communicate correctly, clearly, and credibly to co-workers or team members. This encompasses listening, interviewing, and presentation skills: three critical areas that need not be taken granted of. Team-work was also included in interpersonal skills. A SA must be a good leader and project manager that can manage/ supervise individuals and group expectations.

Finally, Chapter 2 of this book discussed the profession of systems analysis. It provided insights to the reader of what tracks and career paths that originates from being a system analyst. I learned that being an SA is an advantage for the reason that I can freely select on being on either the technical side or the managerial side. It also discussed proper SA ethics and practices which were standard world-wide conventions.

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BOOK REVIEW 3

BOOK : MODERN SYSTEMS ANALYSIS AND DESIGN
AUTHOR : HOFFER, GEORGE, VALACICH
REFERENCE # : QA 76.9 S88 H64 1999
CHAPTER : 3- Managing the Information Systems Project

QUOTE : "...what you experience as a project manager is an environment of continual change and problem solving..."

BOOK REVIEW :

Chapter 3 focused on project management and discussed the essential role of a project manager in handling an IS project. Although in IT, the main focus is on the development of competency particularly in the technical dimension, the skill of managing projects are very vital since projects are what businesses are for. Project management is an occupation that is accountable for delivering the demands of the end-users and responsible for solving a problem in the system or to get the most out of opportunities present on the business itself. The chapter focused on the scenario of the system analyst being the project manager of a certain business activity.

As I have mentioned on the previous paragraph, the goal of projects in information systems development is to solve a problem and to seize an opportunity. Therefore, the function of a project manager is to ensure that all undertaken steps are inclined to meet the goals and standard objectives. He/she must be equipped with all the necessary skills so as to partake effectively and efficiently in all the steps undergone during the project management process. Among this skills are leadership, interaction, and technical skills. That is why the systems analyst is the most suitable to occupy the project manager position because an effective analyst possesses all of these proficiencies.

There are four phases in the project management process as stated in the book: initiation, planning, executing, and closing. And under these distinct phases are also several sub-procedures to be taken into consideration. In the following paragraphs, I will discuss the four phases briefly.

In project initiation, the PM establishes the groundwork for the rest of the project development process. This includes creating the core group, which implies the establishment of functioning committees for the project; understanding the customer, which includes being able to be informed of their needs and demands and being able to foster a healthy partnership with them; formulating the initiation plan so as to clearly define the activities needed for the team to identify the project scope; developing management procedures which has to be inclined with the standards of operations of the company; and lastly, constructing the project workbook to summon the tools for creating a successful documentation of the project.

In project planning, the PM clearly determines the activities to be accomplished and the amount of work to be spent in each activity of the specific project. This includes defining the scope, complexity, content and nature of the project and, as well, the success feasibility. Next is decomposing management tasks wherein the whole project is broken down into manageable chunks with detailed description of each task. Next is making a resource plan to determine in estimate amount the requisite resources for each task. Next is developing the schedule in which you take into account the nature of broken tasks and the availability of resources to allocate timetables to accomplish activities of the whole project. Next is developing a communication plan so as to summarize procedures in communication between the company's management, project members, and the customers themselves. Next is determining project standards and procedures to identify what kind of methodologies to be used.(e.g. modification of the SDLC to accommodate the project). Next is risk identification and assessment wherein the team studies the probable sources of risks and loopholes across the project development so as to lessen its damaging consequences. Next is the creation of the budget to determine the expenses and profits that will stem from the project development process. And lastly is the establishment of the baseline project plan that summarizes all tasks and resources to be used in aiding into the next phase which is the execution proper.

In project execution, the team basically implements the baseline project plan itself. The first step is to execute the contents of the plan, starting from execution of tasks, collecting and distributing the resources, orienting project members, sticking to the schedule and budget and taking note of the quality of the outputs of each task. Next step under this phase is monitoring of progress in which permitted adjustments/modifications in terms of following the schedule or allocation of the budget and resources are being closely observed across the entirety of the execution phase. Next is managing the changes wherein the baseline project plan in altered in itself if circumstances pressure the project manager to do so in order to accommodate better delivery of effectiveness among all aspects. And the last step, the maintenance of the project workbook wherein updates on the documentation of the project development is being constantly recorded.

And in project closing down, the team brings proper closure to the project. First is the fundamental project close down wherein assessment, evaluation, and appraisal are duly given to each contributor and member of the project. Next is the post-project review to examine the outputs delivered by the project activities, if it had met the standards of the management and the customers as well. And lastly, the close down of the customer contract in which all legal contractual negotiations are checked to have been satisfied by all parties involved in the project management process.

The latter parts of the chapter discusses about management software and utilities that offer a large contribution of project management. I dwelled more on the project management phases rather than this portion for the reason that I am fully aware that the book was published ten years ago and softwares have been developed already that enhanced the project processes.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 4

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 22- Object-Oriented Systems Analysis and Design & UML

QUOTE: "The use-case model provides an effective means of communication between the business team and development team."

REVIEW:

Due to the rapid usage and increase of Object Oriented systems, software, and programming languages, Object-oriented analysis and design originated. In this chapter (actually the last chapter of the used book), two approaches of OO analysis and design was introduced wherein the other is UML (Unified Modeling Language).

In this chapter, the fundamental concepts and terminologies involves in OOA were discussed, such as objects (representation of a thing or event in the real-world), classes (a group of similar objects), messages (way of communication between objects), encapsulation, inheritance, and polymorphism (programming structures that object-oriented designs are capable of specifying).

The first approach discussed in this chapter is the Coad and Yourdon model. It consists of five layers: first layer in which object and classes belong, second layer which contains the structure and relationships, third layer which is comprised of the object's attributes, the fourth layer which is known to be the service layer, and the fifth and final layer which is the subject layer. In the first layer are the objects. As stated above, it is a computer representation of things or objects which is characterized by attributes so that they can be identified and remembered. The second layer has the structure, the link between classes and objects. The third layer which are the attributes, are related to classes. The fourth layer, the service, describes how the object behaves. The fifth layer, the subject, divides the large model into smaller parts.

Next approach is UML, a topic I am much more acquainted with than the previous approach showed in this book's chapter. Actually, the main purpose of opting for this chapter is that I wanted to have enrichment learning with UML. It has been discussed since last term

and still up to date but I do admit that I still commit errs when constructing this diagram or when using this approach for instance.

UML or Unified Modeling Language is a recognized notation for documenting OO analysis and design and is based basically on case modeling. Its main component is what they call a 'thing'. Among its classification, is the most common- Structural, which includes classes, UIs, use-cases and various elements which also create a model. Other classification is Behavioral things which describe the processes of things. Group things on the other hand are responsible for boundaries, annotational things allow for notes and comments to be added to the diagram. A use-case model shows a scenario on the system called use-cases that is actep upon by what you call actors, the actual users of the system.

There are two basic types of UML diagrams: Structural and Behavioral. Structural diagrams describe inner-class relationships and include class, object, component, and deployment diagrams whereas Behavioral diagrams include use-case, sequence, collaboration, statechart, and activity diagrams.

Lots of resources can be saved by utilizing the UML. Indeed it is a very powerful instrument to enhance, and further improve the quality of OO analysis and design, which in turn results to more effective computer-based business systems.

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BOOK REVIEW 5

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 18- Designing User Interfaces

QUOTE: "Continuous feedback on the manipulated object means that changes or reversal in operations can be made quickly, without incurring error messages."

REVIEW:

It is very true to assume that the over-all success of system design is heavily influenced by the way and manner the end-users accept, involve, and interact with the system. To design an interface is simply considering yourself as a designer in the shoes of the user, whereby you think emphatically the state of the user in designing system interfaces that would give great significance to them.

In the current chapter ("Designing User Interfaces"), a couple of types of UIs were covered together along with a variety of examples of input devices. It further discussed the importance of interface design leaning towards the accessibility of inexperienced clients. Interface elements suitably appropriate for such sorts of users are question and answer, menus and forms, natural language, GUI (more particularly in Web), devices such as the mouse, stylus, touch-screen, lightpens, and audio recognition tools. On the other hand, common computer language is more apt for experienced users. The chapter moreover concludes the potential of the Internet cloud (websites and webpages) to be the most influential interface for the next generation advancements in application design.

Noteworthy also is the generalization of combining elements of interface categories is significant in fostering efficiency in users and designers. Therefore, interface design must be anticipated by software developers to lay down the vital challenges in integrating software and programming language in creating user-friendly interfaces. With each passing decade, or each passing era in IT, newer challenges and opportunities arise for interface designers, more of being caused by the changes in user compatibility trends.

The chapter expounds as well on the matter of feedbacks as system control mechanisms. System feedback is necessitated so as to provide appropriate information

accordingly with as to user's inputting. Users must be duly aware of the where's and how's of the manner their inputs are being processed, whether they are in the correct form, or whether they are accepted and processed. Feedbacks are generally presented in visual, text, auditory or graphic forms. To move along from feedbacks, the chapter built up its content by adding another topic - queries. By definition, queries permit system users to obtain, from the database, valuable information. There are six types of queries mentioned in the book and they can be powerfully integrated by Boolean logic to increase complexity.

Another concept introduced in this chapter is Data mining, a terminology which denotes the involvement of Database Management Systems for the sole objective of targeting the users/customers. It is claimed to be a powerful tool but with an expense, it demands high-costs and maintenance, and it intrudes user privacy or human rights.

In the latter part, the chapter discussed the link between office workplace environment and the user willingness. Furthermore, a discussion of workplace improvement is presented with basis of a list of principles to follow. To elucidate, there are certain aesthetic considerations in arranging hardware such as keyboard, monitor, computer tables and stands, and even seating apparatuses, to be versatile in individual workplace preferences.

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BOOK REVIEW 6

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 9- Using Data Flow Diagrams

QUOTE: "The data flow approach serves as a useful exercise for analysts to enable them to better understand the interrelatedness of all subsystems."

REVIEW:

In business organizations, the integral role of making use of a Data Flow Diagram is to clearly illustrate the logical flow of data and information to bring about increased understanding and clarity of an existing system. DFD's are basically the systems analyst's tool to implement effective analysis and design to a reference system. Moreover, it allows analysts and other people belonging to a workgroup to understand and comprehend the logicality of a whole system and, as well, its subsystems by the visual representation of related and connected data flows.

In constructing a very comprehensive Data Flow Diagram, it is a must to firstly be introduced to its basic elements- the symbol and shapes which characterize the data flow, storage, and transformation. A rectangle with soft edges (aka rounded rectangle), represent any system process (data processing and transformation). To represent a data sender-receiver, or an outside entity to a process, DFD's employ the shape of a double square. Arrows denote the data movement while a rectangle with an open end represents a database or data storage.

The prime source of a Data Flow Diagram is a comprehensive system narrative which is comprised of all the details on the data processes and transformations, inputs, outputs, resources and sources, and storage. System analysts extract essential information on this organizational narrative to employ a macro-level analysis of the business process and so as to be able to draw a general context diagram by usage of the said methodology.

The first phase is drawing of a level 0 data flow diagram wherein the data processes and data storage are included. After which, a child diagram is created by the analyst to each of the processes included in the level 0 DFD. What remain unchanged are the inputs and, as well, the outputs, and the only altered components are the data storages themselves. In order to delve more onto the keenly details of the data flow depictions, analyst 'explode' the initial DFD which is accomplished on the previous step.

From there, the system analyst constructs a physical DFD from the logical DFD, so as to partition it for the implementation of the coding phase. During which, each data process is assessed to categorize it as whether an automated or manual process. If it is identified as an automated procedure, it is clustered to a set of computer programs, either online or batch.

Other methodologies that further facilitate the creation of a well-constructed Data flow Diagram are event response tables and Use-Case Diagrams. Furthermore, the chapter discussed six particular considerations in DFD partitioning. These include identifying if a process is utilized by user groups, the process is executed in synchrony or the process has similar tasks. Batch data processes can be merged to provide processing efficiency. Likewise, processes can be combined as well in a single program for data consistency. To add, processes can be partitioned also to different programs for security.

Data Flow Diagrams are advantageous to a great extent due to the simplicity of notation. Moreover, it allows analysts to possess greater information on users. This simply results to system analysts being able to better visualize concrete data movements without the burden of being attached to a distinct physical implementation. This allows them to gain a more conceptual framework of the interrelatedness of the system and its components and to further perform an analysis to an existing system to discern distinct data, information, and defined processes.

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BOOK REVIEW 7

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 7- Observing Decision-Maker Behavior and the Office Environment

QUOTE: "Great care and thought must go into what and who will be observes as well as when, where, why, and how. It is not enough simply to be aware of the need for observation."

REVIEW:

Observation is one of the key skills and techniques, with regards to gathering data information, that a system analyst must be equipped with. By competently making use of this technique, an analyst can be able to accomplish the flowing set of activities: a. obtaining a grasp on what processes are transpiring, b. gaining a direct perception on the relationships between the organization's decision makers, c. comprehend the workplace scenery's influence on decision-makers, d. deduce an inference of the decision-making on the basis on the visible perception of physical appearance and office semblance, and e. understand the leadership of decision-makers and how they influence and inspire their subordinates.

The systems analyst uses observation to a case-in-point decision-making activity wherein the decision-maker is noted with his activity and body language, and this is done with the assistance of either time or event sampling. To note such observations by the analyst, several recording methodologies are employed, namely, category systems, checklists, scales, field notes, and play scripts.

Furthermore, not only does the analyst have the duty of observing the decision-maker's disposition and activity, he/she is also tasked to take into consideration the decision-makers environment and surroundings. STROBE (Structured Observation of the Environment) is a method utilized by the analyst to process this type of observation.

During the observation of the decision-maker's environment, the analyst must bear in mind the following elements in order to deliver a credible interpretation of the observed

surroundings. These are the office location, desk situation, office equipment including stationeries and technological tools, data files, office color and lighting, and garment and clothing. The aforementioned STROBE method can facilitate the holistic understanding of the analyst in terms of how decision-makers, in actuality, collect, manage, save and impart data and information.

The STROBE method also has various alternatives for application in an organizational context. Among of which that comprise these alternatives are: a. photograph analysis supported on a departmental Website, b. Likert scales/ checklists, c. adoption of an anecdotal list with shorthand symbols, and d. composition of a narrative comparison of an observable circumstance. Each alternative for the STROBE method have their own pros and cons, their respective benefits and disadvantages, all of which yield to the responsibility of the analyst to consider each alternative when proceeding to a specific option.

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BOOK REVIEW 8

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 17- Designing Databases

QUOTE: "Databases are not merely a collection of files but a source of data that can be shred by many users for a various applications."

REVIEW:

In Information Systems design, a key component or decision that must me taken into consideration is data storage. Two schemes were developed for storing data, the first being individual file storage (for each individual application there exists one file), and the other one being interactive data storage wherein users are capable of accessing a single database, that is a database can shared to be utilized for a variety of application by a variety of users. GUI's were used to enhance design of data storage application. The first approach is traditional and may at some occasions more effective than not due to its application-specific nature. The latter approach being the database approach is more suitable in most occasions due to the convenience brought by single update, input, and storage of similarly grouped data.

To completely understand the concept of data storage, one must be able to master three important elements involved in such, namely reality, data, and metadata. Furthermore, one must understand the following terminologies: entity, attributes, key, and again, metadata. An entity is described as an object or event that allows us to make use of data storage, whereas attributes are the characteristics that these entities possess. A key accesses a record, an organized tablature of valuable collected data. Lastly, metadata refers to data description and as well data restriction.

Master files, table files, transaction files, work files, and report files are just some of the known file types. The first two are capable of long-period storage whereas the last three are just considered as temporary files. Moreover, these file types can be organized using sequential organization, linked lists, hashed file organization, indexed organization, and indexed-sequential organization. To add, database structures include hierarchal, network, and relational structures.

A concept discussed also is normalization and denormalization. Normalization is when user views are retrieved to create less complex structures named as normalized relations. In these process, three steps are followed: removal of repeating groups, removal of partial

dependencies, and removal of transitive dependencies. After the normalization process, third normal form (3NF) relations are formed. On the other hand, denormalization is when logical data models are retrieved to create a physical model which will be vital for accomplishing essential tasks. Data warehouses are different from conventional databases because they just store denormalized data thereby allowing easy data access by usage of siftware, a data-mining program which is capable of recognizing data patterns and relationships that cannot be distinguished by human decision-makers.

A diagram called entity-relationship diagram determines the keys involved in a record or database relation. There are design protocols for designing such as, a. every unique entity must have a single master file created, b. a unique data field can only appear on a single master file, and every master file or database relation must have software that are able to create, read, update, and delete. Further more data retrieval is comprised of eight steps: a. choosing relations, b. joining of relations, c. projection of these, d. extraction of relevant rows and columns, e. derivation of new attributes, f indexing of extracted rows and columns, g. calculation of total performance metrics, and h. presentation of results to user.

XML (Extensible Mark-up Language) is a standard language translates raw data to universal language which can be read by any individual equipped with the appropriate translation tools. It is non-proprietary and used mainly on data exchange involving business.

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BOOK REVIEW 9

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 15- Designing Effective Output

QUOTE: "The significance of this fact for systems analyst is that great thought and care must be put into designing the output so as to avoid biasing it."

REVIEW:

Any valuable data or information produced by a system, particularly computer-based information system, to a end-user, is defined as the output. It can present itself in a variety of forms such as print screen, audio, video, microforms, CD-ROM/DVD, electronic and web-based documents. Thus, the analyst must bear in mind six vital objectives on output design: a. to design output to deliver targeted requirements and results, b. to be user-friendly, c. to produce the adequate amount of output, d. to deliver it to the appropriate location, e. to deliver it at the suitable time, f. to select the most apt output design scheme.

It is a must for a systems analyst to be able to the significant relation of output content and output method. Technologies of sorts vary from output designs and so they have an immediate effect on a variety of users as well, accordingly. Moreover, technologies that deliver output vary from speed, cost, portability, versatility, and data storage and recovery capabilities. When analyst select among the various forms of output (print, onscreen, audio, electronic or web-based), he must fully consider the corresponding factors to implement the fitting method or just a combination of them.

Further more, users' understanding on output design and presentation can be prejudiced. Therefore, system analysts must be fully conscious of the roots of these prejudices. They also have the responsibility to network with users to know their preference so that it would be coherent with output design and customization. Analysts must also provide training for the users themselves in order to educate them on making use of numerous output forms so as to substantiate a specific report's accuracy. To discuss more on reports, printed reports are those that are produced by the technology of computer-generated software design devices which have built-in structural models and drag and drop graphical user interfaces. Data dictionaries are the sources of pertinent data and information for each particular report

contents. Report prototypes or more commonly known as mock-ups are exhibited to the users prior to the completion of a webpage design so that requisite alterations can be performed. Newly designed screen are utilized by the analyst to convey the physical design to the software developers.

Another central output form for the Web and decision support systems are none other than display screens, which are constructed by making use of available onscreen templates. In creating a well-crafted display screen, both fashion and functionality must be taken into full consideration. It is also equally important to create display screen and web file prototypes in order to let end-users to perform changes when they feel the need to do so.

Nowadays, onscreen graphical output is gaining rampant usability, particularly in the case of decision support systems. Hence, the analyst must take these useful factors: a. effect of graphs and diagrams on the users, b. display of a particular data type, c. pertinence of the graphs, d. and the targeted population. Finally, it is indispensable for the decision-makers to be supplied with training and familiarity in terms of graph interpretations if this graphs have built a serious important for them.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 10

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 16- Designing Effective Input

QUOTE: "It is also important to be able to recognize poorly designed, overlapping, or unnecessary forms that are wasting the organization's resources and therefore sould be eleiminated. "

REVIEW:

Last book review was about designing output, now it is about input design. In so far as to what this chapter has covered, majority of the valuable lessons are in the sorts of guidelines and protocols. It has taken the coverage if designing input for forms, screens, and web documents. To add, in designing input, an analyst is required to attain the standards of effectiveness, efficiency, accuracy, usability, simplicity, consistency, and aesthetic. To achieve the mentioned criteria, a system analyst must be knowledgeable of the multitude of design elements that are suitably being implemented for input design. So, the four guidelines effective design input are: a. easy to answer forms, b. relevance of purpose of the design of the forms, c. assurance of precise completion of the form's design, and d. consideration of aesthetic and appeal of the form.

There are some known distinctions of input design of substantial forms, display screens, and web fill-in type documents, although they are interrelated in facets of different manners. For instance, a mouse cursor is used and displayed to assist accordingly the user. Oftentimes, screen assists with input, except in cases of preprinted commands; it is with less ease to obtain supplemental assistance in the case of forms. For web-based documents, they possess more features such as hyperlinks, context sensitive help tools, and forms of feedback to correct input prior to due submission. For personalization, web skins are provided to add appeal to web pages. For screens, these are the design input guidelines: a. simplicity of screens, b. consistency of quality between screen to screen, c. facilitation of movement of screen design, and d. screen design aesthetic.

Equally significant as well is the correct flow of forms, screens, and web fill-in forms. For forms, they are ought to cluster data logically into seven categories, whereas, screen shall be subdivided into three distinct groups. Form and screen subtitles can vary, likewise to typefaces and line attributes subcategorizing data and information. To ensure forms achieve their functions, multiple segment forms are employed, and to guarantee design effectiveness,

designer and analyst are allowed to utilize windows, prompts, dialogue boxes, and also defaults. Screen design for microcomputers and screen design for mainframe systems share their most common similarities and focal differences as well. Mainframe screens are conveyed in entirety instead of a set of single keystrokes so as to optimize productivity.

The latter part of the chapter discusses on screen design by usage of CASE tools and code generators which produce CICS code, (Customer Information Control System), a popularly employed mainframe screen programming platform. User comprehension can be augmented by the effective usage of graphical user interfaces which comprises icons, colors, and other aesthetically well and functional design tools. Fill-in forms for web documents are to be created by strictly complying with these 9 protocols: a. opting for a variation of text boxes, push and radio buttons, scroll down menus, check boxes, b. supplying understandable user instructions, c. involving radio buttons for bipolar decisions employed by users, d. using checkboxes to permit users to judge a true or invalid test conditions, e. displaying logical entrance flow for fill-in files, f. providing submit and clear buttons for web fill-in documents, g. making feedback responses for informing of user errors in a suitable color and refusal for submission of forms unless compliance for completion of requisite data fields, h. supplying scrolling enabled text boxes in instances of uncertainty when users lack space for answers and responses, and i. division of forms into simple yet separate pages due to form length.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 11

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 21- Successfully Implementing the Information System

QUOTE: "Throughout the systems development life cycle, the user has been involved so that by now the analyst should possess an accurate assessment of the users who must be trained. "

REVIEW:

The process of making sure that systems and networks alike are operating and including users in their functioning is therefore defined as Implementation. The significant role of the systems analyst is possessing the big picture of the implementation through time estimation, installation supervision, user training, and file and data conversion. By taking advantage of telecommunications technology and database management systems, distributed systems manage to network individuals by processing raw data to convert it to something substantial and valuable. The systems analyst also have the role to weigh the cost and benefits of utilizing a distributed system and hardware and software evaluation, in order to satisfy end-user demands, interests, at requisites. The Client/Server (C/S) model is one of the most prominent approaches of implementing distributed systems. Moreover, conventional categories of organizational networks are LAN (Local Area Network) and also WAN (Wide Area Network). By utilizing a top to bottom procedure, systems analysts are able to use five representations of diagramming network decomposition and hub connectivity. Groupware, a specialized program, is developed for the sole use to aid work teams with certain operational applications. Its role is just to assist workgroups in their synergy via usage of network technology.

It is a must during Implementation that user training be executed. Personnel are supposed to engage in interaction in the newly implemented information system. This is attributed to the reason that users must be able to use the system even without the supervision of systems analysts themselves. Thus, analysts must also determine the persons who are apt to be involved in user training. Included also in his job is to acquire the trainers, establish the training objectives, design the instruction approach, and preparation of training venue and accoutrements. Furthermore, another important portion of Implementation is none other than Conversion. The analyst must be equipped with the skill set to transition from the new to the previously existing information system. These mentioned conversion strategies are direct changeover, parallel conversion, phased or gradual conversion, modular prototype conversion, and distributed conversion. Analysts are aided in selecting the suitable conversion

strategy by using contingency approaches which takes into consideration all factors involved in organizational systems.

E-commerce applications brought about a new wave that emphasized system security. In order for security to be effective, the physical, logical, and behavioral aspects must be synchronized and incorporated. Security precautions that systems analyst can use are anti-virus software, e-mail/SPAM/URL filtering, firewalls, gateways, virtual private networks, intruder detectors, secure socket layering, secure electronic translation, and public key infrastructure. These precautions guarantee the safeguarding of privacy, confidentiality, security of data, systems, networks, users, and organizations. Contemporary research reveals that newly implemented systems will be more successful if analysts take into consideration organizational variables, internal or external. Society, family, machine, organism, journey, game, war, jungle, zoo are nine of the basic metaphors that analysts must stick into mind.

Evaluation is the sure-fire next step after Implementation. Various approaches are being employed, such as cost-benefit analysis, revised decision approach, and user involvement. Lastly, a straightforward method of evaluation of newly implemented systems is by using the information system utility framework. It is founded on six facets: possession, form, place, time, actualization, and goal, which answer the 5 W's to yield proper evaluation of the system's utilities, which can also serve as a checklist during the system Implementation phase.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 12

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 16- Designing Effective Input

QUOTE: "It is also important to be able to recognize poorly designed, overlapping, or unnecessary forms that are wasting the organization's resources and therefore sould be eleiminated. "

REVIEW:

I chose this chapter to give a synopsis for it will be very beneficial for our group. We will be having a second interview for our SAD paper this weekend and I thought educating myself more with interviewing would make our visit to the company fruitful and productive on our and their part.

Proceeding, this 5th chapter of the Kendall discussed all the essential informational guidelines and protocols for professional interviewing. Basically, interviews are purposed for attaining gathered data for system information requirements during the second phase of SDLC. In the process of interviewing, system analysts inquire with decision-makers involved in a particular system being analyzed with concerns with their objectives, viewpoints, and sentiments. In this phase also where they try to put to fore their intended proposal for the existing system on hand.

Interviews are, in actuality, is composed mainly of a question and answer conversation wherein the interviewer has already prepared his part prior to the interview proper. Interviewing involves basically two individuals, one interviewer, and an interviewee, but in some cases, group interviews are ensued. Another purpose of interviews is to establish a healthy rapport to a certain customer or client. Moreover, as it involves data gathering, interviewing involves workplace observation, and of course obtaining real data for the information requirements of a current system being analyzed.

A certain guideline for interviewing is to conduct it in a person to person manner. Despite the popularity of web-based emails and instant messaging, a personal conversation must be the priority; such electronic applications can be utilized to inform the interviewee of the scope and overview of the interview and the details and questions that will be included in the interrogation.

Pre-interviews, the planning step for interviews, this five steps must be undergone: a. researching for the topic content background, b. formulating the interview aims, c. selection of interviewee, d. informing and orienting the interviewee, e. question and approach selection. Questions to be asked during the interview can either be an open-ended or closed; open-ended being questions that grants freedom to the interviewee for a broad reply, and closed being questions that bound the interviewee to a limited response selections. Follow-up questions allow the interviewer to obtain more detailed answers and this permits the interviewee to further expound on his/her initial response.

There are primarily three fundamental interview structures namely, pyramid- which start off with closed type of questions then proceeds to open-ended questions as the interview progresses, funnel- which is the opposite of pyramid whereby open-ended questions are thrown first then it progresses to closed questions at the latter parts, and lastly diamond- which is a mixture of the previous two wherein it commences with closed question then progresses to open-ended at the middle parts then proceeds to closed questioning once more after which. Analyst must cautiously opt for the appropriate interview structures when conducting such by considering all the factors that will contribute to the fruitfulness of the data gathering. Each structure has its own strengths and weaknesses, hence, an analyst must bear into mind the situational variables and must be rational in opting for the suitable structure and question types. Documentation, an essential post-action of the interview of an interview, can be done through written recording or audio recording. It is methodical and vital to enumerate and list the critical ideas, opinions, viewpoints, and concerns as divulged by the interviewee as soon as the interview has transpired.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 13

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 13- Preparing the Systems Proposal

QUOTE: "Do not think there is only one 'correct' system solution to help a business solve its problems and reach its goal. Different businesses call for different system attributes, and system analysts themselves differ about the best way to handle various business problems."

REVIEW:

In preparing for a systems proposal, material contents that must be included in such are hardware and software evaluation, cost and benefits identification, forecast and analysis. Thus, crucial and inevitable activities such as those mentioned must be successfully undergone to be able to have the grounds for the contents that will be stipulated in the systems proposal. These said activities are duly important since the information requisites greatly aid in molding the software and hardware requirements for prospective user purchasing. Software will be directly employed by clients and future users and hardware is essential in executing data transformation processes.

Furthermore, in evaluating hardware, their workload capacity- current and projected, must be firstly determined through an analyst's workload estimation. These estimated workloads can be sampled to be employed in a certain hardware designated. Moreover, in hardware evaluation, the process utilized in which is universal and unchangeable despite the tools and equipment evolve and transform quickly through time. Systems analyst can distinguish hardware for prospective use if it is old, new, current, or modified by a hardware inventorying system. Through this system, analyst can also monitor if a specific hardware is in order for purchase or if it is already at hand. Hardware to be used in personal computers could be possessed through buying or renting it. Computer hardware retailers and vendors will eagerly provide customer support services like equipment maintenance and repair, and customer training for hardware familiarity.

Systems analyst must also make it a point to assess the quality of purchased software as users who support packaging such. Lots of time will be wasted if extensive customization is allied with the product. The time duration supplied for software development can be greatly reduced by having a certain packaged software product functional yet without the requirements of in-depth customizing. To add, software evaluation consists of assessing certain software in terms of functionality, usability, user-friendliness, documentation, and ensured customer services.

The chapter then proceeds discussing the core context of proposal preparation. Such practice must involve first discerning system alternatives and then evaluating each by basis of their respective cost and benefits. There are conventional tools and methods to perform such, all of which resulting to a fulfillment of predicting the prospects for each alternatives cost and benefits and external variables/ factors that affect them, and of course their transaction volumes . Identifying costs and benefits entails researching on their natures whether they are tangible or intangible, more like distinguishing quantifiable or non-quantifiable costs and benefits. As I have mentioned previously, there are a variety of methods for cost and benefit analysis in the likes of: Break-even (existing system cost vs. proposed system cost), Payback method (time estimation of system implementation and profitability), Cash-flow analysis (calculation of money outflows), and Present Value analysis (borrowing cash cost). To construe, the aforementioned methods for proposal preparation will guide an analyst in evaluating alternatives and then in formulating the system proposal itself.

LUIGIDOLLOSA	10754903	OOA

BOOK REVIEW 14

BOOK: Systems Analysis and Design
AUTHORS: Kendall & Kendall
REFERENCE #: QA 76.9 S88 K45 2002
CHAPTER: 14 – Writing and Presenting the Systems Proposal

QUOTE: "All the best arguments for proceeding in a specific way are brought to the fore when writing the systems proposal. By the same token, the proposal must be visually persuasive. "

REVIEW:

I chose to end the book review sequel with this chapter because it is very timely with our SAD Paper Presentation and Submission, and I think that this chapter is the appropriate one alongside with such crucial endeavor.

Moving on, I learned that presenting an effective systems proposal involves three key procedures. First it starts off with the scrupulous organization and gathering of the core content of the proposal. Next will be the writing proper of the proposal where it also ensures that the style of writing is apt in a business-like manner. Lastly, the third step is where a team finally presents verbally the systems proposal in front of a group of assessors and panelists. Having an effective systems proposal entails that the content written does comply with the conventional standards of clarity, comprehensibility, and conciseness and should be follow the paper divisions as specified by a higher authority. Nonetheless, the paper should be subcategorized into ten essential portions which include the cover, title page, table of contents, summary and recommendations, outline of the existing system with documentation, results of study, alternatives, recommendations from analysis, proposal, and lastly the appendices.

In order for a systems proposal paper to have a wholesome reception by the audience, it must communicate well through the usage of suitable and informative visuals. A proposal is more understood by having it put with accurate figures in the forms of diagrams, tables, graphs, and charts. With the usage of such figures, the analyst's comparison and contrasting of different variables used in the study will be appropriately addressed to an audience who will peruse the paper. Furthermore, it is elucidated with a follow-up interpretation and summary to give more credibility into it. Pertinent information will be presented properly in a paper

through visual representation and not by mere textual information and data. Visual figures are a must to be featured to enhance the intelligibility of the reports and data findings.

The last and most critical step with regards to the systems proposal process is none other than the presentation per se. Basically, a presentation is a means for the contents of the entire proposal to be delivered to a particular audience to capture their attention and interest. The most popular means of presentation is through the use of Microsoft PowerPoint. It employs a so-called 'slide-by-slide' show presentation and incorporated in such are the visual figures being significantly mentioned in the previous paragraph along with its inherent features like clip-arts, custom animations, and customizable text graphics, which add to the over-all appeal of the presentation. Several tips must be taken into consideration in prior, during, and after the delivery of the systems proposal presentation. The author of the proposal, the analyst for this instance, should be informed about the audience's background and preferences, be prepared with the logistics like the venue, time, duration and accessibility and presence of needed equipment. He/she must greatly master the contents of the proposal in order for him to deliver with less effort and more charisma. To guarantee the success of the presentation, the analyst must be able to keep in mind the mentioned tips especially in the aspects of content mastery and event preparation. A post-evaluation of the presentation must also be conducted to ensure that standards are met and for corrective action will be considered, all in for the sake of improvement a next serving of another systems proposal presentation.

CASE STUDIES

LUIGIDOLLOSA	10754903	OOA
PAYPAL		

1.] Ideas will evolve. Adapt to change.

As to what I can recall, PayPal has undergone various changes before being in its final state as PayPal. Initially it just sprung from crypto coding by utilizing cards, then it involved the usage of PalmPilots for SECURITY, and then it incorporated the storage of money which became the milestone, then it evolved to sending encoded data, and finally the usage and integration of the web as a financial service company. In start-ups, it is expected that in order for your service or idea to be marketed, it will undergo several modifications until an ultimate idea will surface, one that will win the interest of the community. By being adaptable to either drawback or progress, one can manage to escape the uncertainties involved in start-ups and finally obtain the 'financial gain' element of such undertaking.

2.] People Skills are a must!

Max emphasized in his advice the importance of having a co-founder. It's a collaborative effort after all. Taking this very risky mission of starting-up entails synergy. As he mentioned, he could not have done it without the teamwork. It is thus a must to have a buddy that you can depend to. Having someone also at your team maybe helpful in so far as specialization of roles are concerned. When obligations are delegated, the burden will be reduced, results will come gradually. I also realized that without dealing effectively with prospective clients and investors, PayPal couldn't have actually thrived at all in the market.

3.] Persistence. Period.

I learned from Max that his main goal is to build a business, with no specific objective whatsoever. He had the skills, he had the brilliant ideas, he had a trustworthy co-founder- these were fairly enough to propel them to the huge success this start-up has achieved for them. What I admired from this success story is that he just persisted for his venture, confronting struggles ranging from business identity and seeking funds to marketing strategy and battling fraud. Persevering with the end in mind, he trampled every anxiety, fallback and shortcoming before emerging as one of the most successful start-ups in history.

LUIGIDOLLOSA	10754903	OOA
HOTMAIL		

1.] "… great idea > management experience…"

The one factor that made me engrossed with this article is that it over-emphasized the power of creative and innovative ideas. At one point in the interview, Bhatia clearly recounts their story of starting as two youngsters with a brilliant idea unequipped with management experiences. This is what is fascinating about start-ups, they initially portray themselves as 'no-bodys'; they are just plain simple folks, but with a revolutionary concept. I realized that in start-ups, one can persevere and sustain only if they possess the one vital component: the innovation they offer. With this, all else follows. They were funded. They negotiated. They had been successful because of that one, only one, but one splendid idea.

2.] Own the customer

He continuously repeats this learning throughout the latter part of the interview. Forming a customer support group is crucial for any start-up for the reason that a huge base will contribute a lot to the marketing headway of your service and creating for them a comfort zone in using what you are providing for them. What is important are the numbers, primarily. The money part of the business will soon follow as the demand for your product augments in time.

3.] Handy business plans and proposals

I believe in his advice at the end. To sort of collect all the information about the general plan, objectives, procedures, outcomes, tactics and targets, one must be used to formulating, at least, a draft of a business plan. This is somehow connected to the Law of Attraction - Unless it is written, it is just a dream. Besides, a business plan is something inevitable for corporate negotiations. Creating this paperwork can be a two-fold benefit in a way.

LUIGIDOLLOSA	10754903	OOA
APPLE		

1.] Strive for quality. Compete with yourself!

Wozniak stresses in different portions of the interview of seeking perfection in your craft. Be conscious of every detail of your work and don't settle for mediocrity. He mentioned that he had to compete with himself to bring out the best of his abilities. His skills were really enhanced through this conviction of excellence and self-competition. This was the key reason of his extraordinary feats of hardware and software engineering which was marveled by the tech enthusiasts and which propelled the foundation of Apple Computers towards colossal success in the future. Another motive for this kind of practice is to make his achievements very dear to him. Truly, success will be most heartfelt if your entire person was offered for its completion.

2.] Build skills outside the classroom walls.

I had to admit that I read Wozniak's interview a couple of times because I was really fascinated by his inquisitive character. Imagine a high school student already 'manipulating' technology out of a hobby. And he recounted his life episodes wherein he needed to educate himself by reading supplemental materials and hobbyist electronics magazines in order to be technically adequate since this subject matter wasn't included in his formal education. He continued to 'construct' out of interest. This just demonstrates that if one is really fuelled with a vision, one can manage to supervise his own learning.

3.] Simplify and maximize resources.

One of his ever enduring mottos is to be cheap. He advocates simplistic approaches. If he can use fewer chips he'll find ways to do so. Being uncomplicated allows him to picture his mini theories with ease. Wozniak also optimize the available resources. He narrates his story of having limited money, tools, and gizmos, so what he'll do is to create his own stuff by utilizing what he has with him. Now that is intellect + resourcefulness. Perhaps, this habit carried through Apple's development as a company start-up. Use less resource and market it with increased cost; it made them financially secure.

LUIGIDOLLOSA	10754903	DDA
EXCITE		

1.] Don't quit.

The one instance that stuck into my mind about the start-up story of Excite is how they bounced back after losing the big bid on the Netscape buttons. Their no-surrender mindset paved the way for them to regain the deal and consequently launched Excite in the Internet market. Very very lucky though, being determined to 'fix' the huge screw-up that arose in that big start-up bid made them attract their luck, their fortune. There's always a way, there is certainly an alternative escape route in each obstacle. Just persevere. In start-ups or in any other businesses, luck won't come to you, but you must come towards luck for this sort of undertaking is purely a gamble. Like what they did, after the initial bidding, they somehow courted Netscape even though it was really embarrassing and awkward, and it captured 'chances'; they got the bid.

2.] An opportunity leads to another.

Kraus confesses his ultimate luck towards VC's that he even describes it as an unrelated chain of events. But that what start-ups are all about. One isn't sure of what will be going to occur tomorrow, or the next hour, or even the next minute or so; it is just all about rising to the occasion and using to the fullest the chances and opportunities. Guided by the plainest of luck, and their promising idea, their team's quest began from a book author, then to InfoWorld, then to IDG, then to a couple of VC names, and then a bid. Start-ups must be versatile and open to all doors that open, because everything's uncertain. Capitalize on every opportunity cause it may possibly lead to another one.

3.] Others don't hold your views always.

Just like as Kraus mentioned in his analogy of the sausage factory, you might think you're that big, but not everyone might see it in a similar way. In start-ups, you have the prime challenge of persuading people to share your personal viewpoints on your service. It is not that unproblematic, in fact, it is a roller coaster ride, a start-up is full of highs and lows. Never assume to be perfectly executing, don't be lax since anything can ensue. Don't be full of yourself; constantly check performance from an objective standpoint.

LUIGIDOLLOSA	10754903	OOA
SOFTWARE ARTS		

1.] Friendship aids the management aspect

Trust is an essential dimension in people management. It keeps the team on a mindset that small-deals all financial distribution. Friendship entails bonding, and bonding results to better team dynamics- better role understanding, conflict management, resource sharing, and cohesion. For a start-up to be sustainable, the people must maintain healthy relationships, and that's where friendship should be injected. This would greatly prolong the synergy involved in a group. A perfect manifestation is Bricklin's 25 year continuing friendship with Frankston that significantly catalyzed their early start-up days.

2.] Think win-win

A huge point of downfall for Software Arts is when they had a lawsuit against VisiCorp and it resulted to be toxic on both parties. He advised to discuss things personally rather than resorting to legal proceeding. Just like in their story, if it hadn't transpired, vistas of opportunities might have been opened to Software Art, but unfortunately, it was a major cause of their breakdown. Wrong timing it was, since competition from other similar companies started to emerge at that point. In start-ups, I realized that one fatal error can mean everything. Since it is an uncertain uphill climb, one instance can already be a make or break defining moment. Think twice before proceeding conflicts on court. It is historically proven unconstructive. Even though Bricklin asserts of having no regrets, their tale would have been more legendary if VisiCorp and Software Art had settled things for a win-win occasion.

3.] Complementariness

In choosing a co-founder, it is NECESSARY to have someone (preferably a friend) that will complement you- your skills and work behaviors. Why? Simply because of that it helps in the process. There is assistance, give-and-take, and inter-dependency. Bricklin and Frankston had apparently had a normal run of ups and downs in the business. They would argue or dispute among little and big matters as well, but the fact is that their friendship made up for it. The main objective of complementariness is having someone to rely on the things that you can't do alone. There is specialization and encouragement at the same time. You'll learn from each person's diverse opinion or sentiment, which is rather fruitful than hostile.

LUIGIDOLLOSA	10754903	OOA
LOTUS DEVELOPMENT		

1.] Treat subordinates with esteem.

One serious blunder that Personal Software committed was to underrate Kapor. They overestimated the potential of Kapor's undertaking and had sort of ignored him in terms of special treatment. Personal Software was not fully aware that the next killer app was going to evolve from what Kapor was initially developing (Troll-VisiPlot-Lotus 123). If I were Personal Software, I should regret of having this big opportunity go astray. The morale lesson should be that I should trust what I invest in. Cause, you'll never know if it s going to turn out as the next big thing in the business. Holding an upper position in the management, we must trust the abilities of our subordinates in a sense that they should feel that they are being valued as an asset of the company.

2.] Prove yourself.

In connection with number one, it really shows that credentials make people trust you. Having lesser background on software engineering, Kapor had a tough time convincing others especially, the publishers and developers, to pursue his ideas and suggestions for the improvement of technologies. He had to prove himself in another way but people didn't give him credibility because they're too full of themselves. It goes to show that in a start-up scene, you have a lot of try-to-prove-yourself episodes, even more if you have no technical background. People will easily see future in brilliant ideas, but it is hard to obtain people's trust to believe that you can accomplish the idea. At the end, Kapor has proven himself, with freedom and liberation, that he can build the killer app killer and which will overrule the ones in Personal Software that 'discarded' his capacity.

3.] Share the drive.

One important advice and insight I gained in the interview is that a group of people will become more productive if they aspire for a common goal and they are driven together. One important group dynamic for a successful start-up is having people that you can work with comfortably, people that will bring out the best in you, leaders that will bring out the leader in you. If working relationships are very healthy and are based on ethics, an atmosphere of creativity and open-mindedness will surround and will be truly conducive for quality outputs.

LUIGIDOLLOSA	10754903	OOA
GROOVE NETWORKS		

1.] Foresee the future

Ozzie's strategy which was emphasized in the interview was to anticipate the changes that will occur in the future and the opportunities it might bring about. He insists on building a roadmap both for the technical and marketing aspects and perceiving it as a challenge course that will exceed several years or so depending on the complexity of the technology, product, or service you are introducing. You have to be a step advanced by mere foresight of how the market is going to turn out in the future in order to be prepared for the unexpected changes or turn of events that will confront your business. Business-wise, foresight aids the financial management aspect, and technology-wise, foresight enables one to predict the demands of the general public, both IT experts and non-IT practitioners as well.

2.] Aim for a bigger purpose.

When doing something, don't go for the cash, go for the change. Instead of aiming for the financial gain, try to aspire for a more noble cause, a larger impact to the community and to the world in general. Constantly bear in mind that when building something, it has to be targeted for a much larger scale of goals, one that is not entirely for personal interest (not bad although), but for others. Ozzie shares that his main drive was to address the necessities of customers and clients and he developed technology so that he can achieve not only entrepreneurial success but also self-actualization for providing an impact and change to the world. No wonder that he is still on the rise on the IT business- starting from Iris, then to Groove, then Microsoft at the present, this might be attributed to his appropriate kind of mindset towards the business.

3.] Know when to trust and when to not.

At the latter part of the interview, he advises on people management. He shares his experiences that shaped him in terms of dealing with different kinds of people with different personalities and backgrounds. He recommends giving proper respect and recognition to others that possess a unique range of technical abilities, 'cause it will hugely help with regards to 'carry-the- load' scenarios, and splitting tasks by specialization functions. As a business techie, also, one must be cautious in dealing with the 'business-type' of people. They may be the ones that gamble a lot and may be the root cause of financial downfall. It takes time to build trust among people with this sort of background, thus, it is also requisite to have a corporate setting experience.

LUIGIDOLLOSA	10754903	OOA
PYRA LABS		

1.] Patience and Perseverance

When Blogger had suffered to its lowest point, when all the employees had already boycotted the company, I think that was defining moment for Williams. Instead of turning things into its worst state, he looked at the brighter side of the scenario. It was a make or break point, and yet, he eagerly rose to the occasion and chose not the option of quitting. He was still persevered at that point in time that there still lies power in his visions for Blogger. He sustained the services and he gradually assisted himself with the bills. And with luck coming from sides of the story, Williams had rebuilt Blogger from its lowest point. It was an inspirational story that he had been patient throughout the transition period of having no one around to being acquired by Google. When there's a will there's a way! Williams, chose to capitalize on that harsh situation of almost stopping with the business, but he was persevered enough not to upset the blog fanatics and patient enough to build upon what has been lost; he managed to be a one-man effort which brought Blogger to life again.

2.] Focus

One of Williams' weakness is his lack of follow-through on the projects that he had undertaken. He had the tendency to bury the business he has originated, and this pattern has occurred repeatedly through-out his early career in his first established company in Sri Lanka. He totally admits that he can't focus on what he has started. And somehow, this lack of follow-through and focus manifested when they had come up with Pyra. It had many features but he had realized that to earn immense money he had to focus on one distinct feature of it. If he had discovered the potential of Blogger application in the onset, it might have turned out to be different or, should I say, a better success story.

3.] Follow your instincts

If it were not for following 'my-own-gut-feel', Williams would not have survived the start-up scene. He had made the more right decisions than wrong. He had a vision, he owned a plan, he knew who to connect to, he had control of situations, he had the fuel to flourish, and perhaps, he also had the right inklings in the most critical situations. Everything that happened in the timeline of this story was a typical start-up story. You rise on the start, become stable for a while, something gets wrong and you fall downhill, and then you rise from the fall. Williams had a different view on circumstances relative of his co-workers. Although disagreements would frequently arise, he knew in himself that he had to decide, and he had followed what the voice inside dictated him, and it was apparently the 'right' selection.

LUIGIDOLLOSA	10754903	ODA
YAHOO		

1.] Importance of introspection in the start

Brady shares a very substantial lesson on start-ups which can also be highly applicable to any major undertakings a person will venture in the future. Motivation must be identified and evaluated in the very first phase. The emotional/mental aspect that contributes to any success in life is attributed to the passion that surmounts in the beginning. When little successes in start-ups begin to arise, there is so little time to recollect and contemplate on the self. Everything you perform is focused on the task at hand- the operations, technicalities, management, and the like involved in the start-ups. It is absolutely crucial to reflect from the very beginning. When a fine personal foundation is firmly established from the start, your undertaking, specifically a start-up business can be safe-guarded from off-tangency. Once Brady identified the driving force, he had been able to settle all of his thoughts and thus attained focus on the specific undertaking. Not only in the scenario of start-ups can be this advice be applicably valuable, this can be of equal importance in other aspects of living. It is a universal principle that it yields positive consequences for those who make use of Brady's advice. Moreover, it is useful to know the constraints that you would put your self into. One must be able to evaluate first the scope and limitations on what he has put himself into. In doing so, you know, for yourself, that you are following the vows you have established from the start. This is effective also for start-ups that began with friendships. Knowing in the beginning what each is entailed and obligated to perform, relationships cannot be involved because the scope and limitations of the job is established and has been agreed upon from the start from a entrepreneurial perspective.

2.] Importance of a Business Proposal

I realized that Brady's story was just a part of the whole Yahoo! Story in the sense that it was from the account of Brady's account. Since it was from his viewpoint, the business/management-related dimension of the start-up story was stressed throughout the interview. First, he was fundamentally a business specialist. It is the prime reason for him to be selected to be one of the cofounders of the highly successful Yahoo! He was the creator of the first business plan of their company- a product of his ability and field of specialization- business and product. Business proposal helps in sharing the vision of the idea to prospective venture capitalists. It is a key to crystallize the plan into formal and business-like terms and procedures, and it gives due formality to a business venture such as a start-up to be recognized by the VC's, clients, and investors. An idea without a business proposal is merely a dream. Business proposal also make or break a first impression on investors and fund givers. An idea excellently dressed as an impressive business proposal have an edge with regards to the probabilities to obtain starting funds for your business.

3.] Even the most prestigious business today had their simplest roots.

One of the lighter parts of the story of Yahoo is an anecdote about the power generator. What was amusing in this circumstance is that they had business meetings on an unbusiness-like whereabouts. As Brady had vividly illustrated their situation- absence of light, clutter-filled setting, and cords of the generator unintentionally scattered, and rainwater dropping from their office ceilings- it was really an awkward situation to hold 'official' appointments with that kind of surrounding. Although they knew for themselves that they are on the rise and currently owning the limelight of the internet business, it was pretty humble to even showcase the simplistic environment that they allow there. It didn't matter to them to appear big, and it was acknowledged that a rising business like them is still engaged with an unprofessional aka. typical start-up workplace. It is somewhat encouraging for us, aspiring start-up entrepreneurs in the IT scene, that even one of the highly deemed internet companies, Yahoo!, had their share of this no-that-so-big-time beginnings with their careers. Yahoo!, as I perused the contents of the interview, had a relatively smooth and flawless flow of career events, and it was so heartening that they also had their share of those hilarious and awkward job episodes.

LUIGIDOLLOSA	10754903	OOA
RESEARCH IN MOTION		

1.] Maximize the resources for learning.

What made the RIM's story fascinated me was the history behind the co-founders starting from their high school lives. I could relate to their story because I also belonged to a technical school in high school and we had that same upstairs and downstairs curriculum. In their stories they had been youthful whiz kids because they already possessed the knack for manipulating the technical stuff with the academic stuff, and they somehow can understand the relation between the theoretical and practical. Lazaridis was fond of experimentation with the tool jobs and integrating it with the knowledge on the paper jobs. This growing interest with exploring utilities had carried on till college but with a bigger array of technology and facilities. Lazaridis's toolbox and electronic apparatuses in high school was surrogated by University of Waterloo's computer and networking technology that, fortunately, was accessible to students. He managed to seek for a way to get a hand on these amazingly-built, science novel machineries which was heaven to his sight. Every inquisitive pupil must follow his example of seeking and seizing each opportunity to take hold or control of these available tools for learning. In high school, he was one of those few who engaged in shop work, but it paid in the years that came. The tools in their school were for free accessibility and he had not wasted any chance to grab this educational resource and turn it to a scholastic development endeavor. Likewise, during college, students are somehow permitted into accessing the technology, he also used his social networks to gain access and acquire related knowledge about it. To briefly summarize my thoughts, here's his statement that crystallizes my first learning, "..the exposure you had in high school and in the university was actually preparing you for a decade and two decades out."

2.] Predict the plan

I believe that one of the most important insights I had learned in this interview was that if people possess the ability to see potential on things, they are the forefront of luck for the opportunity available to them to make maximal use of the perceived potential. Across the contents of the Lazaridis interview, it was pretty much emphasized the potential of wireless technology perceived by the influential people in his life. He was well aware of the endless possibilities for wireless applications and this conviction was further supplemented by the counsel other people had repeatedly imbibed in his mind. And this was a great blessing because he has already predicted the future of wireless. And his instincts were perfectly right for wireless boomed in the market as it was proven to be launched with other applications to

speed systems and provide convenience. In a start-up mindset, one must think the present as a time that would immediately become obsolete in terms of technology, for technological revolution is still in our midst. For a start-up to become prosperous, one must think ahead, very ahead of the present time. Products, services, and certain technologies will take time to develop, but big ideas now will be the ones that will mold tomorrow. What I am trying to claim is to just simply think of the future today. Just like wireless that wasn't popular at the time of its conception, it received immediate success in the following decades as people recognized the brilliance of the idea.

3.] On dreams and ambitions…

Space was one of Lazaridis childhood fantasies since childhood and coincidentally in the future that came, wireless technology was an essential component to function its processes efficiently. But at one given opportunity to fulfill these juvenile aspirations, he had taken the offer down for the reason to focus more on the main objectives- wireless data, not space technology. The story goes on telling that it was the appropriate choice for Lazaridis to select. Turning down for once was not a big matter at all because it was just part of the bigger picture. Because of his full dedication to the development of wireless data, Blackberry surfaced and this technology incidentally became a chief proponent to the NASA Space Systems. So it is sort of just pausing for a moment or two then returning to the pending agenda. It takes time to develop something, and in that case, patience made a difference. At the end of the tale, wireless technology which Lazaridis developed fully fulfilled the childhood ambition that he turned down from his past. At the end of the day, he achieved fulfillment despite of the initial postponement. Every happening had a broader purpose after all.

LUIGIDOLLOSA	10754903	OOA
MARIMBA		

1.] Surround your team with talent

Van Hoff was fortunate enough to gather a pool of fine talents. Sun Microsystems, the producer/creator of Java, has made a mark in programming history that it is with great convenience to have co-founded a start-up business with four team members coming from this eminent company. It was a promising start in the sense that his co-founders was equipped with the top of the line competency at that time stemming from the Java Team roots. What is so common in all successful start-ups is that the co-founding team was a summoning of great minds and great hearts for computers. Ability for this track of interest is very critical since it's the bedrock of the technology that the team is yearning to produce money out of. A passion without a foundation can lead to anywhere, but a drive accompanied with skill is a sure-fire path to achievement. It is just about building your team with a balanced mix of passion and profession.

2.] Take care of your people

One of the anecdotes that van Hoff recalled in the interview was their purchase of the espresso machine. Funny how it had affected the company, but it turned out that it was a well compromised expense for the reason that it had an indirect upshot to the performance of the employees. It denoted a far more importance than the technology, infrastructure etc. but it targeted an intangible aspect of an organization- the morale. A small deed it may seem, but as far as what I have interpreted, it had huge tributes to the betterment of the workplace in terms of workplace atmosphere. As van Hoff said, "People are happy and feel valued", it just manifests the great extent into which a plain simple espresso machine had meant for the employees. Espresso is just a drink concentrated with caffeine, but it had been one crucial decision of purchase that was never regrettable to his experience. This just expresses the lesson of investing not only in the physical aspects of the team or organization but also investing for the goal of instilling harmony and good-vibe workplace disposition amongst, and between, all office personnel.

3.] The initial idea is just the catalyst

Another reoccurring theme in Founders at Work is the presence of evolution in the founders' conceptual frameworks. Yet again, as blatant in this interview is another success story rooting from a basic original idea that progressed to the final 'ideal' idea of the start-up company. Charging it to experience, van Hoff, restated the 'uncertainty' principle of start-ups as he recounts the risk his team had undergone with the fundamental start-up purpose. The four of them found a group with pure intentions of getting big in the industry and earning huge amounts of cash; it was a group with the guts and the skills hoping for the right idea to emerge at the right time. Their first idea was user interfaces, in which they were too late because another group had worked on that same idea earlier. They shifted to software distribution, soon to be the core of Marimba. This shows that start-ups have starting ideas which are essential but not necessarily final. Ideas on the start are for the purpose of gearing up towards seeking for the true technological identity of the start-up team.

LUIGIDOLLOSA	10754903	ODA
GMAIL		

1.] Google is a great place to start.

While reading the interview, I have come to realize the multitude of benefits when it comes to technically starting-up or founding an enterprise inside Google. I learned from Buchheit's experience that resource-wise, Google is a great place to start. First, the infrastructure is not a problem. Google can afford or even allocate existing machines to support the development of your proposed technology. Next, in Google, a founder doesn't have a hard time to find an investor due to the fact that its co-founders, Sergey and Larry will go all the way to support and even contribute and suggest to the project development. And lastly, and perhaps the most vital, is the finest people resource. When you say that you work for Google, it is sort of a reward and a compliment, for a prestigious IT company such as this only hires the cream of the crop talents around. So it is not critical area of concern in hiring people that will best aid you in the start-up process. This leads to one generalization: I'd like to work for Google. ☺ As what I have read in the interview and in articles, and as I have done research lately on Google, I believe that the company caters to budding specialist on IT and computers. It hosts to a number of facilities and it boasts of its pool of talented and competent employees. Google possesses the environment and culture that will allow people to think innovatively and yet with a dose of practicality and awareness of the future. As I have read in the articles, it is the best, yes number 1, place to work for (Fortune 2007). The people are empowered and energized, the culture is endearing and less 'corporate', and it is growing exponentially in all resource areas. I was even delighted to know that they are implementing a 70-20-10 time management rule for all employees. And it is a very productive idea seemingly through the records Google is plotting on the charts. Buchheit's interview was an additional story to what further adds to my fascination for Google at this point. I had a grasp of what it was like to work, think, and live at Google.

2.] Gmail wasn't wholly accepted internally

Buchheit shared that his ideas was resisted by co-workers at first because it was an apparently very ambitious endeavor. Let us take a look at Gmail now. It has a huge memory capacity for Emails, and it has features that are user-friendly and convenient for basic Email tasks. Although I use my Yahoo account most of the time, I can't argue that Gmail's services are far more appealing to Internet users. My point is that, if Buchheit didn't follow through with his concepts against the people's risk-averse convictions, there wouldn't have been an amazing web-based Email service existent today, such as Gmail. It had resistance on the platform (which was Javascript), the electronics, and even after the launching - the addition of new features. It just tells that even at a very intelligent place like Google, a founder will always have a party of disagreeing people. It takes more than just pure brains to fuel a vision, most especially in start-ups, for it takes a lot of guts. Yes guts, the more you have, the more you can

thrive in such scene. The common tenet of founders throughout the interviews that I have read is that the more daring the founder is, or the more he is not daunted by risks and uncertainties, the more he is appearing on the limelight later. Buchheit is another curious character, but he is a highly skilled one. Another interesting element of the interview is how he easily manages to accomplish tasks that he is really into. He created AdSense in a day and so are the basics of Gmail (with the help of Google Groups code). He just had the right calling to follow his instincts despite resistance and he soon found himself smooth-sailing even after the Gmail launching.

3.] Google is not just search ☺

All the time, my only basic knowledge on Google was their search and Email, neither did I know that they are hosting a lot of great tools, applications, and products. The readings made me curious about Google that for the past days, I have been downloading Google stuff into my laptop. I have found out their a lot, I mean a lot, of Google products already available for download on the web and I was unaware of them all the time. I discovered that they are really great. All the stuff that I have installed are really functional, simple yet sleek, and of quality performance. I may already label my computer as a Google PC ☺. I just realized for myself that I need to really update with developing web technologies because for a short period of time, hundreds of web tools and applications are being offered to users and it such a shortcoming as an IS student that I am not at pace with the progress. At least now, my unawareness of evolution of the Internet is getting into my nerves that I need to get at par with the technologies. This means I need to reconfigure my perception of Internet only as a tool for social networking and chatting. There is a bigger world out there that I can freely access to my and for my personal convenience. The Buccheit interview became an instrument for me to do more going-with-the-flow in terms of dealing with Internet and web technology advancements.

LUIGIDOLLOSA	10754903	OOA
WEBTV		

1.] Lots of investors doubted WebTV's potential

The story of how WebTV became a market figure had its toughest times. In the interview, I realized that Perlman and the his 2 co-founders had a hard time convincing people, more particularly investors, VC's, and manufacturers, of the technology they are offering as to how it is going to create a huge impact to the average person. Investors didn't want to take the risk to fund the development of WebTV due to their inkling that it would not click to the interest of the consumer market, particularly because it would not be competitive against the software boom of that time considering it is basically a hardware technology. Even if at certain times they escaped from the financial trouble of funding the development, they had experienced an arduous time of convincing manufacturers in the likes of Sony and Philips. Not until they had an indeed lucky moment to showcase their product for a second chance to the CTO of Sony that they manage to get away on the verge of being bankrupt of resources. It was really lucky in the sense that it was a hit or miss opportunity for them. It was a defining moment, a make or break chance of the WebTV tale. And they were able to pull it off as they had an impressive showcase presentation with the CTO which heightened the hopes of reconsideration. And to add, hiring the right consultant was an ingredient to their luckiness for it broadened their network towards the CEO of Sony, the forefront of hardware technology in their country at that point in time. And after the lucky incident, funding gushed in the midst of WebTV that their previous problem involving financial constraints were gradually resolved. But the main insight in this realization is that before reaching the comfort zone of achievement, WebTV had undergone a very troublesome, uncertain, and tense search-and-seek for the right people to 'support' their technological idea. From being initially funded by non-technological oriented companies to the best of the field (Sony and Philips, and to a certain extent, Microsoft), Perlman and company had survived the most risky phase of their start-up.

2.] Design for consumers

Another significant learning in the Perlman interview is none other than the concept of WebTV. It was targeted to normal/average/non-technical consumer market to engage in a worthwhile multimedia interaction and communication. Actually, I only learned that a technology such as WebTV (now known as MSNTV), exists around the globe. I was unaware of the matter of a technology wherein Internet browsing can be done using TV (maybe it is not mainstreamed into our country). I did some research just to be acquainted with the product. And as I did, I realized that it was really for ANY user. Surfing can be done with a home and casual convenience and not by unhealthy staring at monitor screens. Perlman's design philosophy, which is similar to Apple, was simple and effective: delight the general public's aesthetic. Design wise a product must be user-friendly in interfaces and accessibility, and even to its core service. WebTV was built in such a way to have people with no technical or IT

background to appreciate accessing the World Wide Web by means of the most accessible multimedia household appliance, the TV. As times progress, MSNTV still owns a market share, but in a very Internet-craving fan base around the world, the concept of the technology has evolved in an opposite manner- the TV inside the internet (IPTV). The sustenance of WebTV/MSNTV on the lifestyles of many tech-savvy individuals is because of Perlman's idea of basing the product design for the typical person's amusement.

3.] Solid Friendship

Proceeding to more intangible matters and realizations on start-up stories, this interview further reinforces the importance of establishing a genuine companionship with co-founders. For better or for worse, it is best to keep and maintain a stable healthy rapport with others because in start-ups more than the other vital factors and resources, the people who constitute a team should be deemed with greatest esteem. As Perlman recounts his experiences ranging from General Magic to Catapult, he and the other co-founders had an unbreakable bond that kept them propelling towards their shared vision and objectives. It may not be smooth-sailing perfection at the start of their start-up careers, but eventually, they managed to survive in all the roadblocks that they have confronted. They may have an originally mediocre idea, and then partnered with futile execution, they did not break-down, but rather they had sustained their names in the business. They may have experienced the giant hassles brought about uncertainties during their humble beginnings with WebTV, and yet they were a living testament to the immense role of building peaceful and productive and powerful relationships, especially for the risky business of start-ups. The worst thing that Perlman believes is having power struggles surfacing on the start. It ruins the team dynamics. Fights are self-destructive. A co-founding team with a solid bond, even if faced with many challenges, will really be triumphant at seeking the light at the end. A community or a family of persons infused with a common aspiration is a must-have when attempting to strike the path of entrepreneurship. Perlman shares that he was very fortunate to be in the company of golden-hearted individuals that is not pre-occupied of the elusive vision of money gain but rather inculcated with the true vision of invention for the welfare of their neighbors – the true vision towards true success.

LUIGIDOLLOSA	10754903	OOA
TIVO		

1.] TiVo was mistakenly considered a threat by networks.

The last interview bits were very informative as how TiVo had gotten away from the ensuing friction against media networks and companies. As we are all aware of the functions of TiVo, being a DVR, it has the propensity to be labeled by TV networks as a threat due to their 'stealing' of airtime property. At first, they had the first-hand offshoot of lawsuits being filed against Ramsay and company since the technology fundamentally possesses the intrusive capabilities of manipulating collected TV program data. Later on, they were fortunate as the real evil party had surfaced through the eyes of the media companies, in the name of ReplayTV, and this instigated the series of ill-timed happenings that soon paved way for its downfall in its area in the market industry. TiVo had a fairly valid service, whereas ReplayTV had hit a below the belt maneuver for implementing its skip the ad feature, which was detrimental to the advertising and marketing areas of the entire network company community. Networks had a wrong first impression with TiVo for they later found themselves investing on it as they saw its real potential, value, and benefit for the market. After which, a settled win-win scenario permeated both parties, TiVo and the network establishments, going hand in hand in delivering the best viewing pleasure for home clients. Replay was given their right dose of consequence, a result of their intense competitiveness which was wrongly translated to wrong ideas and which triggered lawsuits and finally their anticipated collapse. TiVo was deemed as a threat at the early stage but they triumphed in their biggest turning point.

2.] TiVo was advanced of its time.

The most interesting bit on this interview was that I didn't have prior knowledge on TiVo and I was totally unaware that such technology has been already out there in parts of the globe since 1999. Perhaps, it is just not shipped in the Philippines which is why I am ignorant of the existing product. I even can't believe that an advancement brought about by TiVo was already thought out and invented 10 years ago that I was thinking that it can be probably be just a recent developing domain of research. Certainly, TiVo is a splendid client product, for it not just a complex technical manipulation but also a home service or product that would definitely cater to more convenient amusement and leisure time for avid TV enthusiasts. Another point to bring up is the fact that it was entirely distinct from what VCRs could offer, and it was a huge blunder to consider it at first glance to be technologically similar. TiVo's capacity was beyond that, it was a VCR with time-shifting features and a home-based entertainment interface. I could really bring up the notion that it was advanced of its period by reason of its can-it-really-do-this capabilities. Even the first investors were attracted to the concept, and they were these so-called 'visionaries'; it might be the future of viewing entertainment. To add, due to the very abstract nature of its forming, they hired the brightest engineers who were admittedly engrossed with the complex technicality for it to become an actual possibility. The 'beauty' of

TiVo's technology radiates to the user experience as people become aware of the vast limits of hardware engineering being integrated to home entertainment.

3.] Challenges magnetize real critical thinkers.

Just to further add to the point I held in the previous paragraph, the key to success for Ramsay and his TiVo is that he attracted sharp minds because of what he envisioned for his DVR, low-cost pioneer entertainment system for homes. As I can recall, this point is magnified on the earlier parts of the interview wherein Ramsay mentions of TiVo being a forerunner, in its own right, that became an avenue for great 'manipulators' at that time to contribute to a single yet highly technical innovation. TiVo had many functions that at that time were pretty challenging because of the limited resources and undertaken research. In fact, the story of Ramsay was something you can call 'creative' due to the number of the patents they filed along the development process. And it was also challenging, for TiVo, before being shaped to its true form on launching date, had experienced a lot of trial and error experimentation and testing. It is this whole story of innovation, challenge, pursuit for the vision, and merging of efforts and minds that let TiVo set a wide vista of trends on home entertainment mixed with up-to-date information technology.

LUIGIDOLLOSA	10754903	OOA
VIAWEB		

1.] ViaWeb was the first server-based software

Graham's Viaweb was the newest and most novel idea of its time to implement the concept of web-based application. Viaweb, "working through the web", was a client-based software that allows customers to create their very own online stores by the usage of the web browser. It was a relatively unique idea at their time due to the prevailing rampancy of desktop softwares. Viaweb ushered in the era of E-commerce by its emergence on the public eye. And as a typical start-up story, Graham's prime intent was to build software for a company to eventually buy and own in exchange for a huge return. They achieved their chief objective as Yahoo bought Viaweb and later developed and renamed it as Yahoo Store, one of their early acquisitions. And it was a very typical start-up story to narrate. Graham and co-founders had a technical background on computers and didn't have the business knack for things to begin with. They were solely focused on designing software for end-users to utilize with a degree of ease. The concept of Viaweb was that of a similar account to a previous start-up of Graham, instead of employing Art Galleries to be displayed on the web, they aimed at putting business, in the form of online stores, on the web. They pre-assumed that there is and will be and increasing interest in the scene of online business, and now termed as electronic commerce. So, as they had the software specialization, they were wholly focused on developing a functional and quality software first, that Graham, Rtm, and Trevor had allocated and shared their individual time, during the design process. They worked with a fair amount of funding at first, but gradually necessitated greater amounts to develop more of its components. They were unbusiness-like, as well, with their work attitudes and preferences, choosing to operate on a usable space supplied by Rtm's place and making use of unofficially used computers at Massachusetts. Their established mindset was to of the software and customer aspects, with less consideration on the business aspect. Their lack of entrepreneurial background did bring obstacles but it didn't become a big matter since Graham and company wasn't deterred to accomplish their ultimate endpoint. Soon, after the rollercoaster ride of the start-up phase, they ended up being bought by Yahoo, an option that they willed from the very start.

2.] Graham yearned for a Yahoo! deal.

Yahoo! was the company Graham had absolutely desired for since the very beginning. It was the exact, single company that he really set his eyes onto for their ViaWeb application to end up. As Viaweb's powerful service became widespread by word of mouth, they were gradually nearing Yahoo!. They looked very highly of Yahoo! and treated it as the 'best', the 'ideal, the 'right choice', as to which Viaweb will be officially owned. As to what the interview described, Graham and co-founders already did product demos to attract Yahoo's attention. Their lucky break happened through Partovi, a common friend of the co-founding squad, who had linkage with Yahoo due to his Link Exchange start-up. From thereon, being bought by Yahoo- a

definite dream come true for Graham- all was like occurring as to what they originally intended. Yahoo! had adapted to their work philosophy since they were of the same breed- they had very similar backgrounds and their perspectives on businesses were aligned. The truth of the matter on the acquisition is that it was a definite win-win situation, for Graham had satisfied his personal aspiration and Yahoo had made large profits because of the software, and it leads to the convenience of the general customer- a common goal of both involved parties.

3.] Fred Egan saves the day!

There was a point wherein Viaweb would have almost lost an angel investor. This transpired soon after Rtm's departure towards California, and Graham had to explain it to investors as a personal career decision. The angel investor demanded that in order for his next investing to proceed, the company should manage to hire a business associate, more preferably a CEO. It was a prerogative Graham had to comply with, as he is in the threshold of losing funding from the angel investor. And to another very fortunate start-up story turning-point, a major figure came forth into the tale to save the hopes of Graham. It was definitely pure luck that played the part on this scenario, for Fred Egan was the one who searched for Viaweb instead of the other around. Not only that, the fortunate angle of this is that Egan was the most suitable character for the position because of his inherent attitude towards their business, uncharacteristic of the stereotype Graham has with business people. With Egan, Graham and his technical people had the full freedom to concentrate on their specialization- the technical dimension, the software itself whilst Egan was tuning in to his stuff- the business aspect. Egan didn't intrude what Graham and his people were focusing on, he was there to mind his own stuff, and he did it pretty well. Graham had huge respects for Egan, and the latter was attributed to a major part of the success of Viaweb itself as an established start-up company.

LUIGIDOLLOSA	10754903	OOA
DEL.ICIO.US		

1.] The "Bookmark Organizer"

Schachter's del.icio.us is basically a site that utilizes 'tagging' for swift navigation of bookmarks between collaborative workspaces. It allows a pool of website clients to view other individual's bookmarks by similarity; this brings about organization of URL's of interest between web surfers. It promotes interaction of thousands of online web enthusiasts to share information and interests, as well, aided enormously by the concept of tagging, a tool that enables web addresses to be represented or described for convenient indexing purposes. Let's just say that with del.icio.us, organized browsing is made in entire possibility. It is one of a kind bookmarking service that stemmed from another typical start-up root- a personal need. He, Schachter, himself was experiencing difficulty due to his seemingly large accumulation of 20,000 bookmarks of which were inn disorganization. It was in this troublesome instance that he acquired the idea of organizing his bookmarks for more convenient search, organization, and navigation. The tagging principle was introduced to this service. It was indeed a personal product at first. He built a system for better organization of his bookmarks. What had been a personal benefit tool turned out in the later run a tool that many global web users took advantage of. del.icio.us had become a rampant service to the general user-base public that he was prompted to extract a business opportunity from it. The introduction of tagging not only became a widespread technique for this bookmarking service but was also applied in other applications as well (just like in multiply). Yahoo saw the immense potential of del.icio.us that it acquired it for a very large monetary amount of thirty million US dollars.

2.] The power of word of mouth

The reader is insisted to bear in mind that a large portion of del.icio.us success was instigated by word of mouth. The word was spread rapidly (like cancer). The propagation of the good news of bookmarking organization paved way for del.icio.us to achieve its stellar status on the Web 2.0 era. The Tagging concept was a contagious technique that users were pretty much convinced of del.icio.us capability to provide the solution of mega-browsing. Word of mouth is the reason of the del.icio.us sensation.

3.] Start-up Freedom

Schachter as I have read, self-funded himself at first. However, there comes a point in start-ups that scaling is indispensable for the service to further be available to users and consumers. He was funded, but this was a meager short-lived funding, for the original development of del.icio.us was from his own building of the project on the side. Schachter expresses his convictions of the joys of being away of outside venture capitalists. There is freedom and control for your very own intellectual property. The fortunate matter for del.icio.us was that it already spread amazingly to user channels, thereby creating an instant user-base. This attracted both VC's and of course future company acquisition. Yahoo also acquired them in the end.

LUIGIDOLLOSA	10754903	ODA

ONELIST & BLOGLINES

1.] ONElist and Bloglines were two dissimilar start-up experiences for Fletcher

Fletcher has already been in the scene of start-ups before engaging in ONElist and Bloglines and this gave him different experiences of how to deal differently with each distinct business. ONElist and Bloglines, although similarly successful in their own rights, were a very different mix of a start-up story. First and foremost, the two had unique service orientations. ONElist was a mailing list service of Fletcher, whereas Bloglines was a feed aggregator. ONElist originated from the intention of Fletcher to be of assistance to his dear and accomplished parents, whilst Bloglines was rooted from his individual necessity for navigation convenience. The most note-worthy case in point comparison was that of how the two businesses were funded. ONElist was funded by outside investors. Bloglines was self-funded. I think that my most notable insight was how I managed to understand the funding aspect of a start-up business. I have come to settle on a crucial generalization: Venture Capitalists > cofounders. Only in this interview that I finally realized the way VC's affect the work behaviors of a start-up company. They breed pressure, stress, and uncertainty into the consciousness of a co-founding group. They force results. And sadly to say, it is how they really operate, it is the way of their business. One thing about VC's is that start-up people are very wary of committing to them. They know that business have their own motives, they have their own world. Generally, VCs intends to take control of a company. How? First they increase their share as rounds progress. It approaches such a time when the company already has a fewer summation of shares than what VCs own. They get more yet they can fund less. The matter on hand concerning Bloglines is that is was self-funded; Fletcher had huge amounts accumulated from the acquisition of ONElist that he had to get back to the computer start-up scene to fund his own business undertaking. It proved to be less cumbersome on their part at this instance. Cause, the truth of the matter, funding a technology- a web-based, client-centered application such as Bloglines, was cheap. It didn't require huge amounts that were tendered in his previous start-up. It was even a pioneer application in the emergence of the Web 2.0. To end, I must also mention that Bloglines was acquired by Ask, ONElist by Yahoo!. Although, it was a blatantly unlike tales, one thins is certain- Fletcher had achieved not only the financial prevalence, but also, his projects was attested to be pleasing to the user-base and beneficial to the world wide web in general.

2.] Web 2.0

Although not much accentuated in the entirety of the Fletcher interview, I was drawn to curiosity when I read the opening italicized paragraph of the chapter. I instantly googled Web 2.0. as it had caught my inquisitive side. Fletcher was at the fore by having his start-ups characterized by Web 2.0 elements. While conducting enrichment search, I learned that Web 2.0 is the now of the web - increased graphics, multimedia, and enhanced UI capabilities and features- all of which providing limelight to social networking and information dissemination,

Thanks to Fletcher's ideas that we are now enjoying the fruits of the computer savvy of his person. And just to add another case in point, I am anticipating the bang of the next phase of the www- Web 3.0. I am so excited of how the web technologies could evolve so users will be supplied with more computer-enriching services. I hope also that by the time Web 3.0 hits the market grounds, I am able to contribute my competencies that are still on an ongoing formation.

3.] Your own problem might be other's same problem also

One advice that I can rightfully heed into memory, is how he spoke in the interview about the hint of his success in Bloglines. He began with a solution to an individual difficulty- bookmark organization. Bloglines basically employed tagging to solve this personal problem. Systematic organization of 100 website bookmarks is sure a great lot of relief. This solution is what brought Fletcher the idea. If he undergoes this problem of interest, this might be also applicable to the thousands of web users around the globe. The acclaimed success of Bloglines is solely attributed to Fletcher's advice. If it hadn't occurred to mind the case of sharing the solution to fellow web enthusiasts, Bloglines wouldn't had garnered an immense user-base even on its very first week of accessibility. Users loved it. It was an ingenious concept executed to a user-friendly fashion. This was also the mere cause of big companies desiring for acquisition. Google, Yahoo, Ask- perhaps the three titans of search back then; Bloglines had obtained their attention. Ultimately, Bloglines was a smooth-running start-up story. When users were gladly advocating its usage, everything good or better had passed the threshold of Bloglines h

LUIGIDOLLOSA	10754903	OOA
CRAIGSLIST		

1.] Craigslist's Chronicle

The origin of Craigslist's was the very humble CC list in Pine wherein Newmark informs his contacts, friends, and acquaintances with the much anticipated happenings inside San Francisco. It was sort of a newsletter sent to a particular list of persons weekly that became the starting point of the future business idea. On the course of time, people demanded to be included on his lists. He maintained the e-mail quality in terms of content that as the list population increased to a great degree, he had to advance to a building a website to further accommodate the huge number of CC in his Pine, and it was known by the name of Craig's List. The technical concept of this website is that he utilized Pine as the database and Perl for the codes. Through this he had email categories and emails can be instantly published after extracting them from the folders. This marked the birth of the Craigslist website. Thereafter, it had been a steady progress of website traffic until 1998, after the failure of running it as non-profit did he conceived Craigslist being transformed to a business; he had to form a company. He got serious of this undertaking that he decided to make it a full-time thing. He had to hire people, to be full-time employees including Buckmaster who played a pivotal role in the company's growth. Until today, Craigslist is still continuing on its business, though very very low-cost due to its 'moral standings', and E-bay has 25% share. It operates on a very small workforce comprised of twenty, and continually strives to uphold its non-profit roots (as much as possible).

2.] Non-profit?

Newmark had established from the start his moral compass of having Craigslist FREE. He was decided from the start that he had to form a non-profit endeavor for it was the natural roots of his list. He knew for himself that he had enough financial support from his contraction business that making this start-up end to be a profit generating venture was not at all his original intents. They held the principle of not charging until the end although it was swayed by legal concerns. Though MS Sidewalk entered the scene by bringing in the prospect of running banner ads but he prudently relied on his moral compass and decided to implement a banner ad-free website. Up to this time, Craigslist run 99% free of charge for site customers. And this was greatly aided by the presence of Buckmaster, CEO (formerly hired as CTO), who was constantly praised by Newmark to be critical in the role of building Craigslist as a business without compromising the morals put by Newmark in the beginning. 99% is so close that it can be deemed as a success for Newmark towards his goal-setting. It is non-profit in its own right except for the constraints that legal people put when dealing with non-profit businesses. Nonetheless, non-profit or profit, Newmark kept true to what he originally determined for this web-based service.

3.] The 'Moral Compass'

The over-all prevailing theme in the interview conversation was Newmark's 'Moral Compass". From the nature of Craigslist to the company profile and to the whole tale of this 'business', the moral compass was kept with the highest priority by Newmark and company. First, Craigslist was supposed to be non-profit, for his moral compass entailed that his financial status was well supported by his primary business (contracting), and he was fully satisfied with this condition. Having Craigslist profitable is a demonstration of being untrue to his what he held as his personal convictions and values in life. Thus, he maintained Craigslist as non-profit as much as the legal constraints would allow him to do so. The Moral Compass is carried on to the company employees for that is what keeps Craigslist running thus far. The employees were inculcated with this principle that there is an immense atmosphere of trust enveloping between each of the twenty employees. The main issue of spamming is certainly resolved by flagging and self-policing, which is responsibly owed to the instituted mutual trust inside the company. This is all attributed to the 'moral compass'.

LUIGIDOLLOSA	10754903	OOA
FLICKR		

1.] Typical Start-up

Like any start-up story found in the interviews of the book, Flickr was an idea that evolved from the original idea. The cofounders were primarily creating an application that was entirely unique and Flickr was just a by-product of what was realized to be a potential in the aspects developed in the original concept. They, Fake and Butterfield together with Classon, created Game Neverending, a multi-layer web-based game that integrated Instant Messaging, social networking and chat groups. An added photo-sharing feature of the said game allowed drag-and-dropping of pictures to form discussion groups and for sharing's sake as well. Soon, this feature that was just considered by the founders as 'additional' turned out to be one element of the gaming experience that drew a lot of attention, fascination, and interest among all users. This discovery became the turning point for another idea to be expanded, something to be enhanced and to be focused on due to the demands of the user-gamers concerning the picture-sharing feature. The co-founding team opted to concentrate on developing the feature and chose to discontinue Game Neverending; this was the origin of Flickr in being a sole product/service that the team will be centering on. What started out to be a feature of the chief product evolved as an undertaking to be capitalized in. Fake, Butterfield, Classon, the original three, with a lot of sound technical background and experience with them built the Flickr program for approximately two months. The feature which was formerly drag-and-drop to feature user desktops was added with additional services that made Flickr thrive in the context of the time.

2.] On timing and tagging

Indeed, Flickr was timely. A photo-sharing service all together geared up with the surfacing trends in those times, including social networking, mobile phones with built-in cam, Internet gaming rampancy, blogging, and broadband networks, all contributed to Flickr's service to prosper amongst its avid users. When all of these technological emergence converged, there was an undoubtedly a huge potential for Flickr to flourish considering the timely rise of the complementary transpirations. The Web 2.0 applications were suitably opportune to the birth of Flickr since its service greatly harmonized with the services of the other technologies that were coming forth. With these, users that were engrossed with social networking built a steadfast reliance to what Flickr could offer. Alongside with the portable cams and availability of the internet and networking, it was a certain win-win circumstance for Flickr and concerned parties.

Flickr also relied on the great aid of tagging. With this concept Flickr became more user-oriented, systematic, accessible, and organized. Similar tags assisted various people browsing the site towards effortless navigation. People across the globe linked by the Internet and who have access to the site have the freedom to relish their personal interests, for tags link

individuals with similar interests. A favorable instance is when a user had an immediate indexing of his burning apartment because a user tagged 'Atlantic Landing Georgia'. Another is when the embassy in Jakarta was bombed, Flickr users around the world were aware because of the pictures that were uploaded instantly and were tagged 'Jakarta'. With tagging, Flickr was transformed to an ultimate user-friendly product for both photo and networking enthusiasts.

3.] raw ideas > research

Creativity was just the right scheme for Flickr. It was through these that the features of Flickr were unique and competitive in the market, offering to users what their interests were rooting for. The founding team decided not to focus on research, and they ended up making the correct choice. Being innovative equipped them with the edge as the pioneer photo-sharing website. Had they done market research, they could have been ruining their identity. They could have emulated the business models of Ofoto, Shutterfly, or Snafish, all of which were downgrading the ability of photo-sharing as lesser knowns for photo-finishing. Their naivety in pursuing this path of creativity and innovation led them to creating Flickr to be a photo-sharing site that would be adored by many users worldwide.

LUIGIDOLLOSA	10754903	DDA
ALEXA		

1.] The Kahle Narrative

Kahle had been involved as a work-team member of the prominent WAIS-Wide Area Information Servers at the onset of his career. WAIS was primarily a search engine run by Thinking Machines. After departing from WAIS, he soon sallied forth to a newer endeavor in the names of Alexa and the Internet Archive, in pursuits of fulfilling his vision of building the world's vastest library of published information. His fundamental ambition was to trigger the birth of Internet publishing. Alexa and the Internet Archive's foremost feature was to supply Internet users with pertinent ratings via their tracking mechanisms installed on the user's web browser. Alexa 'stalked' the user behavior with what webpages they visit so they can retrieve a websie snapshot that users index, and this will be forwarded to the Internet Archive (which is I think non-profit), in the aims of accumulating chunks of Internet user behavior information over time. By reading the interview did I became aware of Alexa. I am grateful for this instance because I admit that Alexa truly helps in terms of my surfing experience. Now I can navigate through a vast list of websites, and the site assists me in research through its website popularity recommendations. Now, I can cling to Alexa's service for my daily web browsing necessities, whether it would involve research, recreation, downloads, or just even catching up with current global news, trends, and outlooks.

2.] Suitable setting

One of the interview response-counsel which I kept into memory was Kahle's advice to opt for a location that surrounds you suitably. In so doing, minds are stimulated to evoke ideas geared up for innovation and interest. The company setting is a central factor for a founding troupe to consider as it dictates the work disposition of the workforce. The environment exterior to the company whereabout must take into account the ideal preferences of the individual constituents, in terms of recreational inclinations, the distinguishable ambience, or even how the team copes or responses to the area's 'vibes' and external stimuli. The concept of what I am attempting to put across is that, more than the very core elements to be considered in a company day-to-day scenario, the physical setting do act a partial function. To address my point, Kahle and company when he was still working for Thinking Machines, situated themselves in a park, a mansion, as I can recall, and remote to Boston. It was an apt position for the group can consider taking a walk outside after being overloaded with the burdensome start-up demands. On the same light, Kahle eagerly recommends the West Coast as the ideal set-off point for start-ups. He advocates it for the reason that it was with much ease on the West Coast to initiate the start-up pursuits. The West Coast was home to a myriad of accessible facilities and numerous services of overt availability. Moreover, there is in close proximity a network of people who are adept with the IT start-up scene. It is manageable to liaise between social linkages, whether organizations of mere specialist folks, for the hope of

hiring a high-performance co-founding team, or even just an affiliate of the company. There is also a difference on the infrastructure necessity when involved in a West Coast style of start-up. This Coast West decision holds true as well to his personal principle of "Doing something somewhere where people don't think you're crazy". I believe that this very teeny advice of Kahle on deciding on the most appropriate set-up is a keepsake worth of counsel that a lot of up-and-coming start-up youngster hopefuls constantly remind themselves.

3.] On corporation acquisitions…

When Kahle's first company was acquired by AOL, I think he regretted this occasion because of the unanticipated scenario that he put himself in. AOL had a dissimilar vision of inclining towards Internet usage, and this dimension was the fallback of Kahle. He didn't have the proficiency to direct the company onto this path. Though he desired for his first company to financially flourish though the AOL acquisition, it proved to be arduous at the end for he spent a year performing what he didn't intend and what he isn't capable of. However when Alexa was bought by Amazon, they acquired the freedom to operate on their own. Alexa ran as an independent company inside Amazon, striving to keep at tempo with the exponential development of Amazon. Kahle was advised to lessen infrastructure costs and he followed this line of command, for they had the obligation to work cheaply. Trust was given to Kahle, and Amazon knew very well that Alexa can be a crucial cause for the company to generating innovations on the field. This was a short-lived three years, as Kahle renounced his job at Amazon and now ventured forth to a brand new undertaking involving and focusing on the Internet Archive itself. He still keeps his ambitions of building a library for the general people that makes accessible everything and anything that is published within the internet.

LUIGIDOLLOSA	10754903	ODA
ADOBE SYTEMS		

Charles Geschke started his work at Xerox PARC (Palo Alto Research Center) in 1972. He created the Interpress technology which was what would become the predecessor to Postscript in Adobe. It was a language that made computers capable of 'communicating' to any printer. In 1977, there was a internal trade show in Florida for the Xerox management and his team was one who put a demonstration of two DC-10 computers connected to a printer. The wives of the managers and executives had a very pleasant reception with their demonstration, and predicted that it would be the future of office technology. Indeed, Geschke's demo was remarkable and successful and the Xerox management looked to their product with excitement. However, the management told Geschke and the others, who were very eager to commercialize their Interpress idea, were very disappointed to know that there would be a 7-year wait before it can be released. Geshke and Warnock (his chief scientist) cannot possibly wait for that long year gap, so they decided to join in a start-up to commercialize the Interpress technology. The two talked with an acquaintance, Dave Evans, who was a professor at the University of Utah and who sat on the board of a venture capital firm. After which, they were introduced to Bill Hambrecht of Hambrecht & Quist Venture Capital. The two founders- Charles Geschke and John Warnock- discussed Interpress. "The idea that we talked about was to build laser printers and typesetting equipment that could produce not only text, but also images." p.283. Bill absolutely found potential in their idea that he persuaded them to resign on their jobs on Xerox PARC and use the $50k personal loan as initial funds for their company- Adobe Systems.

So Interpress was a technology that they developed to address printer integration, that is, having a variety of printers with different attributes and features be able to 'talk' to any computer and vice-versa (any computer to any printer so to say). Adobe was created because they were very excited about their idea and Xerox couldn't find a way to market the idea in due time. "Oh, wait a minute. At Xerox, it takes us at least 7 years to bring a product out." p.283. So that was the concern of the two. They were foreseeing the potential of their idea to be timely if it was to have a marketing plan in the soonest time. And they made the right decision to found Adobe, because through this, desktop publishing soon emerged.

At first, Adobe produced the 'wrong' baseline product, for their computer-printer package wasn't sold as a complete self-publishing solution. They were initially approached by Digital Equipment (Gordon Bell) and then later Apple (Steve Jobs), who both saw the enormous potential in the printing program they had created. However, the two founders being naïve in a start-up scenario, yet very determined, didn't agree with the terms provided by both companies. The two companies that approached them asked them to 'think it through' and hopefully give a return call for a swayed decision. Geschke and Warnock returned to their board, Q.T Wiles, and were counseled to convert their business plan and focus on customer/client demands. "You guys are nuts. Throw out your business plan. Your customers -

or potential customers - are telling you what your business should be. Why don't you rewrite a business plan that is focused just on providing what your customers want?"p.285. Subsequently, they followed this perceptive advice from the chairman and the two founders had the deal with Digital Equipment and Apple.

What is so unique about the Geschke and Warnock story is that their aspirational objective was to create an industry and not just a meager product. Ambitious it may be but it turned out that their instincts were very true. The Postscript of Adobe paved way for the desktop publishing industry and also the graphic and design industry which also blossomed with the effective ease provided by their software, "As graphic artists and designers began to learn how to use a computer, we brought out products like Adobe Illustrator. All of a sudden, the whole industry began to move, and within less than a decade the entire printing and publishing industry went from the old analog world completely over to the digital world." p.287. And so with the emergence of Illustrator, was the soon release of Photoshop and Acrobat, and the Macromedia acquisition, and this is what Adobe is focusing at the present time.

LUIGIDOLLOSA	10754903	OOA

OPEN SYSTEMS

Open Systems was founded by Ann Winblad together with her three Fed co-employees (two sabbatical, one also quit) after she chose to resign on her first corporate job experience. At present, she is dubbed as the 'most powerful woman in venture capital', and working on Hummer Winblad Venture Partners, which is a software venture firm. Her success story, which is being heralded in business books, started when she landed her first job on Federal Reserve Bank after she finished her double major in Business Administration and Mathematics. While working, she had her masters degree, being the second woman only to have masters on the entire Fed. After, she co-founded Open Systems with her three Fed mates. Their start-up was one of the pioneer ones in the software scene, and their story was a classic 'experimental' entrepreneurial experience that paved way for the next generation start-ups to surface.

Winblad's prior drive for Open Systems is her sheer empowerment: girl-power, should I say. This rooted from her achievements even before entering college up until she got hired on Fed. The start-up spirit was inherent of Winblad that she divulges, "I was somehow already fully trained for anything that might confront me. Of course, all that is false; there's a lot of risk that you are never fully equipped to. You just have to be very adaptable. It turned out I was adaptable." P.299. It was a typical FAW scenario of individuals forming an ensemble just to risk for what will happen to their start-up decision. They targeted building software for accounting systems. By the help of the $500 from her brother, the quadro settled on an apartment office to start working on their venture towards creating accounting systems for micro-computers.

Their first big break occurred when they got an assignment to develop a student account system for a certain school. This was the start of their learning experience, for they learned first-hand, in a start-up situation, the essentials of project management. Also, this was a wake-up call; they built the program by merely consulting her college accounting notes. They did this at a portion of their work-time (actually in the morning) whilst they do their professional job the rest of the evening. This time management system allowed them to gain financially to settle their bills ('cause their were constrained with funds), while they were focusing on their high-end accounting systems development.

The impact of Open Systems / Ann Winblad's inspirational story, was that it was a part of the first generation of start-ups on computing. They were the first ones to undergo entrepreneurship in so far as software business and marketing was concerned. Thus, it was, as the introduction claimed, "trial and error". It was an adventure indeed as she recounts. They lacked the operational and marketing knowledge as narrated on the CADO event. In retrospect, it was the major turning-point for the company, and it was the empowerment of Winblad which was translated to her 'stupidity' / 'insanity' / or more appropriately – guts!

The underlying theme on the interview is not much on the nature of the company itself, but how the company journeyed its way around the start-up rollercoaster. From the CADO

success, to the Comdex mishap, up to the $15M sell-out of Open Systems, and how Winblad managed to situate herself as a mogul of venture capital business. She shares her adventurous episodes and experiences that earns her the respect of many budding entrepreneurs, establishing herself also as a director, advisor, consultant of start-up groups and major companies as well.

A striking insight from the interview is how she emphasizes self experiential learning. Of 20 years experience, she is undoubtedly a haven of counsel yet she stresses of founders of finding leverage points without external aid or supervision. "You have to have tactics to get to strategies, but you have to have a strategy, and you have to put your strategy up here to get to this aspirational goal." P.307. To add, in her role as venture capitalist, she has a challenge to teach rather than tell. With her myriad of rich experiences in Open Systems, she lets founders figure their ways out of the start-up scene. "You want to make sure that you can grab them by the cocktails if they are falling off a cliff, but you want them to discover the edges by themselves." P.305.

I can relate myself to Ann Winblad's character. When she was still schooling she was really into being well-rounded. She was eager to learn and not just to earn good marks. More than the numbers, she had to be empowered from being equipped with the knowledge-base and skill-set that the courses/classes endow her with. Like me, I am willing to pursue anything worth trying. This is my mantra in college. I would like to go for every opportunity as long as it is inclined with my holistic development. Similarly, I don't want to be stereotyped as nerd-ulent. As much as possible, I'd like to excel in my multiple intelligences, since I know I am empowered and capable of a variety of skills. Like Winblad, I really want to capitalize on my stay in school, I would like to exploit on every learning, opportunity, success, and even failure that I have and will encounter during my student life.

On a lighter note, I did further research on the life of Winblad just to know her lovelife. She dated their football captain and surprisingly unmentioned in the interview – Bill Gates. I just imagined how to great shapers of the software industry was linked. Moreover, I learned that she was also a cheerleader and an actress- so much for being a well-rounded student/learner. She really is not just a business mogul, a big-time venture capitalist, but a radiant model of a modern renaissance woman who is empowered, adept, and should I say, complete.

LUIGIDOLLOSA	10754903	OOA
37 SIGNALS		

37 Signals is headed by Jason Fried, its founder and present president. David Heinemer Hansson, the interviewee, was the developer of the 37 signals flagship service- Basecamp. Before creating the said web application, Hansson is a part of the management team of the company, whose former service was client consultation. Now, it has turned to be a privately held product company offering web applications which cater to project management tasks. Their applications include Basecamp, Backpack, Ta-Da List, Campfire, Highrise, and they feature their weblog, Signal vs. Noise. At present, Hansson is still operating on the 37 signal's applications, and also focusing on Ruby on Rails, a popular platform for web applications that he developed alongside with Basecamp.

Before Basecamp, Hansson was a contractor for 37 Signals when he realized the problem of the company in terms of managing its client projects. His motive was to create solutions for the consultancy needs of 37 Signals. The available solutions at that time were MS Project and other e-mail approaches that aren't capable of targeting productivity on a large-scale team. They were able to gather positive feedback on their vision of creating an application that caters to project management. This was reinforced with their principles of simplicity, focus, and working on constraints. Basically, Basecamp came forth from the problem of 37 Signals itself on their client work.

Basecamp was success because Hansson kept it simple. This was because the entire Baseecamp project wasn't funded. Constraints on money, time, and people were prevalent on this start-up story. For this reason Hansson was more productive because he focused on features that were essential and which were truly needed by the prospective users. "The funny thing is that most people were impressed by all the stuff Basecamp didn't do." p.310. By working with very limited resources, Hansson (the lone developer at that time), faced the challenge to create Basecamp as simple as possible and very user-oriented. To add, "...those constraints, which sound negative, were actually the greatest gift to the development of the Basecamp" p.311. Basecamp offered what just users really needed in terms of project management- project weblog, milestone tracking, file and to-do list sharing, just to name the necessary features of Basecamp. Users' reception was encouraging because they got what they wanted and what they needed as well.

Something unique about Basecamp was that it developed on the littlest resources, Hannson and the other developers dedicated just a third of their time (10 hrs a week) to develop this and there were no funding. Also, they were constantly guided with the "focus" principle. The simpler the better. "... whenever we wanted to do something new, we would brainstorm ideas and try to look for the idea that required the least amount of work." P.314.

I picked up a lot of insights from the interview. Hansson's story is a success story on top of the other. Earlier I was focusing on Basecamp. But another important note was that he was

also the brains behind the very popular Ruby on Rails. I found out that RoR was developed while he was immersed in the Basecamp project; RoR was 'extracted' from Basecamp. It was intended to speed up and simplify the process of creating the Basecamp. So naturally, Hansson was building a project (RoR) to aid in the building of the main project (Basecamp), which was aimed to address problems in managing projects.

The resonating theme was CONSTRAINTS. RoR and Basecamp were a product of working against constraints. Indeed, in start-ups, founders are initially faced with limited resources. This drives them to work with what they have, so they get more resourceful and innovative in pursuing their goals. Creativity is breed from constraints, practicality leads to productivity. To add, the Freemium concept was exemplified by 37 signals. Basecamp offers free trials for users and let real customers pay for the prolonged service. Moreover, I also learned that updates mean a lot to customers. They give the assurance that the developers are working for quality customer satisfaction. I will bear in mind this critical marketing principle of not being lax after the launching.

Another good point raised by Hansson was that "you can't let your customers drive your product development for they often don't know what they want" P315. It was like the iPod story or any Apple-related services. Do people want an iPod-ish gizmo before it was launched? People generally don't know what they need and want unless a product or service comes up. Although I agree that user problems are what drives many services, but in the case of introducing NEW innovations, the people aren't really that smart to figure out the next big thing to take control over their interests. I can as well analogize this with Music. People with no taste for music only go with the flow. That is why there is an ever-changing trend in the music industry. Everyday, listeners are introduced to various kinds of music. This is for the reason that they don't really know the real 'aesthetically appealing' genre for them.

Lastly, I'd like to point out a point Hansson mentioned on the last interview question about the 'alone' time. It was an insight for me because it made me realize that an interruption-free workplace set-up is conducive for productive output. Ironically, distance is a strength rather that a weakness of 37 Signals. Unnecessary disruptions are avoided and so people deliver more. I would like to associate this to personal time management. I figured just lately that I accomplish things, especially reading tasks, when I'm away from the keyboard. Being alone and away from the screen 'distracts' me from useless browsing. It really cuts wasted time and thus gives me more achieved deliverables at the end of the day.

LUIGIDOLLOSA	10754903	OOA
ARTS DIGITA		

Was this the longest interview in Founders at Work? ☺

Arts Digita was the first established company in FAW who distributed Open Source software. It came from a previous project of Philip Greenspun, a photo blog to be specific, which documented his Alaska travels. He used his e-mail to update contacts and this eventually lead him to publishing web pages which contained his updates plus his photographs. This photo blog gathered huge readership and people were bringing up questions on photography. He then created a discussion section wherein his readers where engaged in a forum, answering the question of fellow readers for him. A community emerged, but not just a community, a digi-photo community site to be exact. After which, he created the code to run this community site and published the code as open source (free). Companies immediately wooed Greenspun to utilize the custom software he has just developed for his site. He refused the offers for he was satisfied with his grad student salary ('cause at that time he was studying for PhD at MIT). Putting his grad work on hold, he focused on this consulting opportunity.

So in 1997, he founded Arts Digita with 5 programmers with him independently developing the codes in a rental house, until they scaled from thereon. What was unique in this ensemble is that they believed that, as programmers alone, they are capable of making into the business and establish a reputation by themselves. Large salaries were awarded to the employee who yielded high customer satisfaction. All project teams were composed of minimal employees, and this entailed lots of transparency and responsibility. They also had a mentorship program for they knew that programmers also necessitate development like athletes. He also enabled his programmers to consult with the customers and decision-makers, due to his belief that in developing software, both parties are equally important; he did not downgrade the function of programmers as mere coders; he sees to it that they are able to communicate this with the end-customers.

Another unique feature of Arts Digita is that they focused on 'educational' marketing. They promoted web site tutorials, authorship of books, and guest-speaking on seminars and conferences. They had no major publications whatsoever and they did not advocate much of Public Relations. Their 'educational' platform worked for it just matched sales of those engaging in ads. Moreover, they implemented a strategy of integrating Photo.net changes to their community site. So if their occurred a user-load traffic on Photo.net, they would anticipate this and hence be prepared for their photo site.

The company grew in enormous revenues (20 MM), private yet profitable (3MM). They had gathered unexpected loads of cash that they had to spend it to lessen tax, so as to advance yearly rental payments. There came a point when Greenspun was pressured to take venture capital to IPO Arts Digita in order to be dramatic to their customers, hoping to convince people that theirs was a rags-to-riches tale. So he was a CTO, but forcefully became CEO and he insisted to pass this role to a 'natural' CEO. The VC's (Greylock and Gen Atlantic), put beginners on the management, who had no business experience yet with MBAs. These were employees turned to businessmen; and this wasn't favorable since employees and businessmen have exact opposite psychological mindsets. This was the turning point of their decline.

This interview was devoted to recounting the VC disaster: how Greenspun was ousted from his own company and how he regained his spot after. So the puppet management board removed the programmers and distanced them from end customers- a move which was an opposite of their original philosophy. The most valuable lesson perhaps in this interview is that to opt for steady growth, minimize competition, focus on excellent customer satisfaction, hiring the brightest who can, in the end, reproduce the quality HR cycle. In 2001, Greenspun decided to sell all of his remaining shares, and in 2002 Arts Digita closed. At present, Greenspun is focusing on his profession in photography and occupation as a helicopter instructor.

LUIGIDOLLOSA	10754903	OOA
FOG CREEK		

Joel Spolsky co-founded Fog Creek Software because of the start-up story of ArsDigita. He believed in the hacker/programmer centered culture exemplified in Arts Digita that he incorporated this on Fog Creek itself to make the workplace more amusing to each employee. Similar to FAW interviews, his team had no vivid vision whatsoever, but what they possessed was immense empowerment. Spolsky devoted his summer into blogging and composing articles on Joel on Software, a personal blogging site that promoted software development; it had brought forth an avid audience of readers. Subsequently, the company gained consulting opportunities through the popularity of Joel on Software. However, they were unlucky to have started on the web collapse, causing their business to dissolve by year 2000.

After the collapse of their consulting business due to the market implosion, they focused on Fog Bugz, their flagship product which is an internal bug tracking application, to solve the financial burdens of their company (which had no clients at that point). They shipped Fog Bugz and experienced a gradual monthly sales growth. Actually there initial plan was similar to ArtsDigita- a consulting business which branched out to a software business. But because the consulting business evaporated, they had no choice but to focus on software as their product. Luckily, they had not accumulated a large group of consultants with salary like the other companies, so while the others were excessively losing money while consulting market dwonhill, Fog Creek was supported because of the sales of Fog Buzz.

Emulating the example of ArsDigita (Greenspun), their priority was the creating the most favorable work environment for programmers to tap into the finest talents (MIT grads). They were very experienced to be aware of the unsatisfactory treatment to software developers inside consulting businesses at that time, and they bade not to commit the mistakes of these agencies. They provided the most suitable workplace setting (privacy, convenience, vacations) to have programmers at their peak performance. With provisions and amenities accessible to people they hire, they were able to attract cream of the crop graduates, and also established an atmosphere of which talent is honed and the mind stimulated. They believed that the brightest minds could only function at best when they were surrounded with the brightest also.

Just like many founders, they were highly technical people, with fine programming backgrounds, but they lacked the competence within the business and sales dimensions. Now

they sought the example of Lotus this time, which had Iris settle a 50/50 share of revenue with software distribution; this was unsuccessful, however. They had no takers and it failed to sale. After which, they attempted a variety of approaches, including percentage commission payments and coupon give-away's. He says, "The one thing we learned over five years is that nothing works better than just improving your product. Every minute, every developer hour we spent on any one of these crazy things - although they had some marginal return on the work that we put into them - was nothing compared to just making a better version of the product and releasing it. If we had taken all the effort we put into these crazy schemes and put it into moving our software development schedule ahead by the equivalent amount, it would have paid off much more."

To construe, Spolsky was a hands-down sharp minded person and he was very instinctively right on a majority of occasions. Today, Fog Creek is a private company, profitable as well with the continuing sales of the ever popular Fog Bugz and the emergent, Co-Pilot application.

LUIGIDOLLOSA	10754903	OOA
TRIP ADVISOR		

Co- founder Stephen Kaufer had the idea of forming Trip Advisor because of the inconvenience of searching for a prospective vacation location for him and his wife. Although there were numerous travel websites which cater hotel booking, no website was existing in which non-opinionated articles on accommodation quality were present. Consulting to various travel agents only proves futile for them since they soon found out in web forums, reviews, and message boards of untruthful and over-rated travel spot suggestions. From this scenario, Kaufer conceived the idea of turning this deficient area in travel research into an opportunity by founding with Langley Steinert to tackle this. Together they funded and Kaufer decided to resign on his previous job. Their plan was straight-forward: to develop the best travel-related search engine. It was sort of Google specialized on traveling. Firstly, they tapped on the idea of web site crawling to search for travel-related articles and contents but it only yielded noise. Eventually, they opted to hire individuals to focus on the sole role of perusing a vast collection of travel articles available on the web and then compose a rundown and then tag each with relevant key words. This was a daunting task, because it involved a vast scope. After a year or so, they realized that it was fairly easy to index travel publications because there is a small but pertinent database of travel-related information on the web.

On October 2000, they formally launched TripAdvisor (concentrating on the U.S area), and they progressively scaled to cover the remaining parts of the globe within a span of two years. People liked their service and it soon became prominent to travelers as requests surfaced for the expansion of the scope of their service on different areas. However, their existing business model was unsound. With the deal with Lycos, they had the license to obtain revenue shares through portal advertising; it was indeed flawed for it didn't suffice financially on their part (Kaufer's). Their business was stagnant during the Internet bubble but crashed as the dotcom implosion hit America, and the travel businesses were paralyzed, including them. As a solution, they trimmed down from 11 to 8 employees, received salary decreases yet raised investing capital despite insignificant revenues. Their website was beginning to have minimal traffic, and they experimented with banner ads which did not gain enormous clicks. They soon realized that their clients were just page visitors who were searching for a hotel to book for a stay in a city. Linking them to an external page for reservation and thus reducing booking will entail profits for that specific site and as well, minimal payments only for the clicks that lead to the site. They experimented for a month with a trial version with Expedia; it clicked. The traffic on TripAdvisor increased, so the clicks toward Expedia also heightened. By transforming to a new business model, they have regained profits in a short span of time of less than half of a year.

TripAdvisor grew and became more popular to people especially travelers and establishment owners. One drawback of this was that hotel owners who were granted an

unpleasant synopsis attempted to proceed to file cases until the reviews were permanently eliminated from the website. But because there model advocated unprejudiced mixture of good and bad reviews, these hotel owners and all the other future prosecutors were impelled to just improve on the service they render on their institutions.

In terms of hiring Kaufer's principle was to summon the bright people so during scaling these hired individuals will also be capable of attracting bright employees. Recruiting the finest not only boosts organizational productivity and growth, but it also aids greatly in acquisitions of quality human resources. In 2004, Trip Advisor was acquired by InterActiveCorp $200MM and functions as a profit-generating area of the mentioned company up to this date.

LUIGIDOLLOSA	10754903	OOA

HOT OR NOT

James Hong and his trusty companion, Jim Young created in 200 Hot or Not primarily as a gag. Unexpectedly, Hot or Not turned out to be widespread in a single day and this caused massive traffic onto their server. Thereafter, the story of Hot or Not was a tale of survival from the enormous traffic increase, and the big concern on site scaling. Hong had just finished graduate business schooling and his partner, Young had been exhausted from pure PHD labor, prior to building HotorNot.com as profitable web business. All along, their start-up story on Hot or Not is about sheer entrepreneurial survival rather than developing it as a next-big-thing product

From the start, the two already realized that they shall have staggering rates up ahead for the site's cost- $150 per year for bandwidth. Having the photos run and load on their own server caused huge traffic that processing time on picture files were nearing 30 seconds/pg. At 3 am from the first day they released the site, they rushed till 3 am to transfer the file hosting to Yahoo to alleviate the situation. Picture hosting was resolved but here remained still another issue, Xmethods was the main host of the site itself, which belonged to one of their employers. Salon.com was going to interview them the subsequent daylight and they were very aware that these would jeopardize the Xmethod server and soon will be receiving numerous scrutinizing. Immediately, they seized a 400 Mhz Celeron box, proceeded to Berkeley and worked it while hiding it underneath book piles. At around 5 am, just before the upcoming interview, they transferred the host responsibility to the box, just ample time to resist the traffic that would be instigated by the Salon.com interview article.

Those two survival maneuvers were of great relief for them yet there still exists an issue of slow loading of the site. They liaised with Rackspace to host Hot or Not for promotional grounds, and both agreed at terms 3 days after. Moreover, they sent a message to DoubleClick to solve the issue of running ads and capitalizing on the site traffic. Unluckily, DoubleClick viewed a photo of an undressed lady and this was another pivotal issue to be solve-porn and spam. From thereon, a moderation system was necessitated for the site to be true to its primary principles- fun, clean, real.

Fortunately, they implemented an effective site clean up yet ad rates were blatantly going uphill and this spelled future disaster for them. This called for another novel idea; they had to be able to monetize the features. 'Meet me' system was aimed to battle spammers and was a feature to network two individuals. They opted to charge $6 per month for 'Meet me' users; and this was effective since people didn't compromise the dating service for a measly 6 bucks. Next, they were able to tie-up with Ofoto to host the photos, thereby turning the situation from money loss to profit gain. From all of this time, Hong admits that this was still part of the survival scheme for it buys them time to monitor the scaling issue.

One valuable insight in this interview was the fascinating delegation of task between both co-founders. Hone was accountable to safeguard the traffic issue whereas Young was tasked to handle the scaling concern. This two-fold task of traffic and scaling brought about laborious entrepreneurship for both of them as they suffered sleep deprivation. It was a challenging yet tedious technical experience for them.

Another notable realization that I kept was his start-up advice. I learned that responsibilities are challenges and open opportunities in one's life. Being an entrepreneur doesn't denote your entire capability, but rather how you cope up with real-life context problems at large. Experience is the best teacher and the best was to be taught is to live up with those roadblocks with lots of willpower. Another is that plans don't usually run smoothly in reality. When plans don't seem to follow 'as planned', one must be adept and versatile in external conditions and circumstances. An entrepreneur must do the needed sacrifice and stick to over-all goal. The most important is the ambition. What is it rather than how to do come across with it.

Presently, Hot or Not is a private company and had just made their site free for every user since they only attempt to increase the user population across the web. Because of this, Hot or Not continually grows from the said pivotal decision.

LUIGIDOLLOSA	10754903	OOA
TICKLE		

James Currier founded Tickle, a web site that lets users to engage in self-discovery through a series of online tests that involved character and personality analysis and interpretation. Currier originated the idea of building this self-help website after his completion of the Meyer-Briggs corporate personality assessment test in Harvard while pursuing his MBA schooling. It became noteworthy that the results generated by this personality examination gathered more hearsays and discourses amongst Harvard MBA students than popular entertainment mediums like paperbacks and cinemas. He envisioned the internet cloud as a vehicle for test administration as online assessment services that would be accessible to all web users. By being informed of the fact that knowledge of oneself is the most amusing facet of discovery ("we are our own favorite subject"), he undoubtedly set forth to build and develop this web service. He realized that data being accumulated and retrieved from the personality assessment online tests would be precise, unprejudiced due to the reason of users are answering inquiries about themselves. It was natural for people to input sincere answers to the tests because personal curiosity is akin to all persons, and they would go across just to discover both truthful and trivial 'facts' about their own selves.

Currier encountered issues as he set forth to create Tickle since the personality analyses didn't generate traffic as expected. He recalled that effective advertising can be achieved by having ads depict typical user amusements such as infants and pets. With this, he set out to build upon a personality test that would determine what type of dog the user is based on his answers to the provided test questions. Although unscientific, the 15 question test immediately summoned million individuals as test-takers just after a week after that particular test was released online into the website. This 'catch' gave them promotional momentum that traffic consumed the loading period every 10 minutes or so. They were experiencing frequent server downs caused by the dog test yet this propelled them to get limelight on the user base and also Venture Capitalists and investors began wooing their non-scientific personality assessment web service.

Thereafter, he had met a grand total of 43 VCs of which he liaised before taking investing money. People from the outside who were fascinated by Tickle suddenly yearned to work with Currier and to eventually finance the assets of the website. Currier mentions that in order to advance in a premiere start-up scenario, you must be able to capture first the attention and interest making them risk-averse in loaning you money.

In 2004, Tickle was bought by Monster.com for $100MM, a similar occasion when Amazon acquired Alexa. Monster.com was somehow convinced that incorporating a different management into Tickle would completely destroy the company dynamics; they permitted and opted for Tickle to operate independently. Further, Currier shares his epiphany back then about prospective Tickle acquirers. If they allowed Yahoo for instance, Tickle would have turned out to be a mere widget on some web service department of the prestigious company, and this would absolutely kill the whole business to pieces. At the end of the day, Currier sustained the start-up vibe and disposition, and continued to do what Tickle had performed for years towards success. Tickle is still active today with new features such as matchmaking services for job-hunters and employers as well.

LUIGIDOLLOSA	10754903	OOA
FIREFOX		

In 2002, Blake Ross and Dave Hyatt developed Firefox because they were terribly unsatisfied with the Netscape web browser performance. When Ross was 14, he worked for Netscape as he witnessed the development of the browser to be unscrupulous for it compromised user functionality for making the browser profitable for the portal site. With Hyatt, he sidelined a project entitled Phoenix denoting a rebirth of the falling Netscape. With a small ensemble, they developed the code confidentiality whilst subdividing for the Mozilla open source project. Across times, Firefox was known as a response for Internet Explorer, but the truth of the matter is that it was for Netscape, and was just eventually a market share competition for Internet Explorer.

Firefox started as a sideline project, a hobbyist endeavor, which turned out as a business eventually as they solved the internet browsing issue. One thing that propelled Firefox to success is that it was built without external monetary pressure; truly, money is easier to raise when not faced by daunting deadlines. As Ross utters, "Companies usually worry about competition for financial reasons, but when we did Firefox, money was just always sort of there. There were donations, seed money from AOL; we eventually got this Google deal, but it wasn't a source of fear for us, because we knew if it didn't make money... It wasn't even supposed to make money - it was a hobby, right, so we didn't really care. I was in school. It didn't have to succeed." They ventured to a different route with Firefox which was completely opposite with what Netscape had done. They avoided politics, financial competition, and faulty decision making, all of which became the critical factors that brought the decline of the Netscape browser; they kept it as a hobby in a sense instead of thinking it as a business. This made them keep the entire start-up adventure to be hassle-free and simple, paving way to user attraction and user fidelity.

With these principles at mind, Firefox set off, finding itself faced with the concern of adapting to the initial user base, for the reason that it was Open Source intended for technically amateur user population. Majority of the earliest feedback was brought about by users who were downloading daily evening constructs and they were suggesting alphageek features; they were not on the same lens of having the Open Source maintain the highest simplicity. Ross divulges, "We're making a product for mom and dad. You still have a voice here, but some of the features that you think we should add may not be the ones that they want tot use. So you have to take our word for it that, even though 500 of you want something right now, you may actually be in the minority of a much larger group that we're pursuing that's going to be silent during this phase of development."

Another substantial learning on this interview was how Ross and company implemented unconventional promotional strategies for their project. In fact, they built

SpreadFirefox.com so as to form local teams which engaged interdependently in revolutionary promotions. To add, by collecting donations, they accumulated $250 000 to purchase a dual truck advertisement in New York Tomes to further capture interest from the public for their browser. Moreover, they called 100 bloggers to write a review of Firefox and most of them were eager to embed a Get Firefox button on their respective sites. Soon, they fortunately found steadfast patronizing from the adopting user audience community. Some attributes this from the anti-microsoft mindset of the general public, or it was just the aesthetic appeal of Firefox logo. "I thought marketing was something that required a degree and formal experience. It turns out that marketing is just making the product good enough that people spread it on their own, and giving them ways to do that. It's a lot easier and more natural than I thought it would be. Now I can't stand meeting with professional marketers who try to 'craft' the 'message' and all that junk." Ross expounds.

At the present, Ross is pre-occupied with a new-found venture with Joe Hewitt in Parakey, which is reportedly stealth at this time. However they haven't surrendered this Parakey project for they still envision this model as a future market forerunner. The matter is confidential nowadays and they opt developing Parakey with just both of them. Ross speaks of his uncertainty, "We're nervous about finding someone else, so it's hard… There's a question of 'Is it better for us to spend all of our time iterating very quickly, or potentially ruin that dynamic by bringing on someone that we don't know well?' In short, I'm nervous about everything. If you're doing a startup and you're relaxed, you should be very worried."

LUIGIDOLLOSA	10754903	OOA
SIX APART		

Married couples, Mena and Ben Trott founded Six Apart, from the frustration of the lack of blogging tools present at that time. Initially, they developed Movable Type, a software that solved their blogging dissatisfaction and they published this at each of their own sites.

While building upgrades and features for Movable Type, they worked as consultants for a time not until the software became well-known that it already gained consulting profit that they finally decided to commercialize the software and make it available for a lot of users and clients. By taking in decent funding from Neoteny, they started to build a new version of Movable Type, called Type Pad, which had a new host.

After which they bought Live Journal and then established a community of bloggers hosted with Vox, a platform which successfully integrates social networking into blogging.

One good thing, an inspiring one which I can relate to, is that the inexperienced nature of the Trott couple did actually worked wonders for them. Attribute this to the fact that their mindsets were channeled towards accomplishment. Lack of experience tells you that everything can have a way, because it tells you that you can't either attain or not attain it at all, and with this disposition, they managed to persevere in numerous roadblocks, until they reached their ultimate objectives.

As they say, attitude determines altitude, the Trotts were so much driven towards their true ambition with the start-up. They had a no-surrender attitude, bearing in mind that winning is always an option that must be given outmost priority. By sheer focus towards the end in mind, they found the key towards Six Aparts's success. To make it short, there lack of experiential knowledge made them think that there is always a path to make things work according to their plans and visions.

Though plagued, or lucky, with inexperience, they had a CEO, Barak Berkowitz who educated them in entrepreneurial strategies and assisted them in learning the start-up 101 : operations + networking. Berkowitz let the Trott couple to learn through experience, because it best applies to their nature and background. By allowing shortcomings and minor pitfalls but guiding the way for them, the couple didn't stray away from success; rather, they neared it through Berkowitz's tactic of instruction.

The two formulated the vision, concentrated on the strength of their web service, but just lacked depth on operational knowledge. Struggling at first, they found their way, avoiding

to overemphasizing small matters for it only lead to drawbacks. Again, there lack of inexperience was vital since they aren't daunted with impending failure.

With 4 new blogging services released by Six Apart, they are still successfully operating as a private company, growth is stable thus far.

LUIGIDOLLOSA	10754903	OOA
LYCOS		

The story of Lycos started when Michael Maudlin developed an innovative algorithm to index the web. Through the help of Carnegie Mellon University, he was able to commercialize this advancement and also managed to network to CMGI, it's first VC. He then built a company and the VC got an 80% share together with the university and with Maudlin who shared the rest of the 20%.

Bob Davis became the CEO after which and spent the starting month creating the company vision and having a team of employees. Their technology was focused on search as they entered the scene competing with Yahoo, Excite, and Infoseek. At one point, they felt that they were offering the best indexing service but they soon transformed into a media company.

The university deal pushed them to situate the company in Boston, but their engineering headquarters was in Pittsburgh. This was the beginning of the communication problem with the company. The CEO then focused on branding, making it relevant to the vision he had created. He aimed Lycos to be a user-friendly internet service that will allow users to experiment on the web, to emphasize self-training and learning. He branded Lycos very simply, but functional.

One valuable insight I've learned in the interview is that Lycos employed an effective licensing strategy. By commercializing their services to big-time companies such as AT&T, Prodigy and CompuServe, they gained financially, and by the "Powered by Lycos" search buttons in numerous websites, their name easily became widespread.

Davis admits that the liaising between these tie-ups were substantial gains for them as the license agreements with lots of corporations paved the way for them to be visible to the people, and it also resulted to profit increase. With these partnerships, Lycos was able to generate cash gains doubling or even tripling annually, bringing scaling issues, however.

Davis was startled at how Lycos would scale and profit so fast that he was fulfilled at the end because he managed to resolve the scaling issues to compensate the company's financial growth. According to him, fast company growth is a start-up dilemma, but it is one of the most memorable experiences during such. He needed to update with the technology he used because of the rapid growth; stressful yet exciting.

Lycos was bought for $5.4B, an amount that, not only equalized the VC investment, but even tripled the return. By far, Lycos has the grandest conclusion in FAW as they yielded an enormous payout of venture capital, and still persisted after a partnership failure with USA Networks. They have the record for the fastest IPO in NASDAQ history; Davis now works at Highland Capital Partners VC Firm as a managing general partner.

LUIGIDOLLOSA	10754903	OOA

ALLIANT & SHAREHOLDER

After his resigning on his first job at Data General, Ron Gruner established two startups in the entirety of his career: Alliant Computer Systems and Shareholder.com. Alliant began in 1982 together with his co-founders Craig Mundie and Rich McAndrew. Focusing on parallel processing, they aspired to build a technology that is more performance oriented, and which could deliver better in high-end Vax mainframes. In a six month period, they were able to create a business strategy for marketing this technology to generate income. Alliant was a success for the first three years, but declined later on due to incapability to be versatile with the market trend, and due to the lack of competitiveness brought about by wrong timing. On the other hand, Shareholder.com, was began with finer experiential wisdom on start-ups. To expound on Alliant's bankruptcy, Gruner blames it on the unsuitable schedule of shipping, competition and commoditization of the same services, and drifting of the market trend to workstations from the earlier Vax mainframes. Gruner divulges the fact that they failed to go with the flow of the market, not anticipating the foreseeable adjustments on trends and customer demands. Though, it remains true that people necessitated top-of-the-line quality computers, customers can't deny that they rely on software adaptability in them. Customers only end purchasing computers that best performs their intended software programs instead of buying Gruner's ultimate quality mainframe computers.

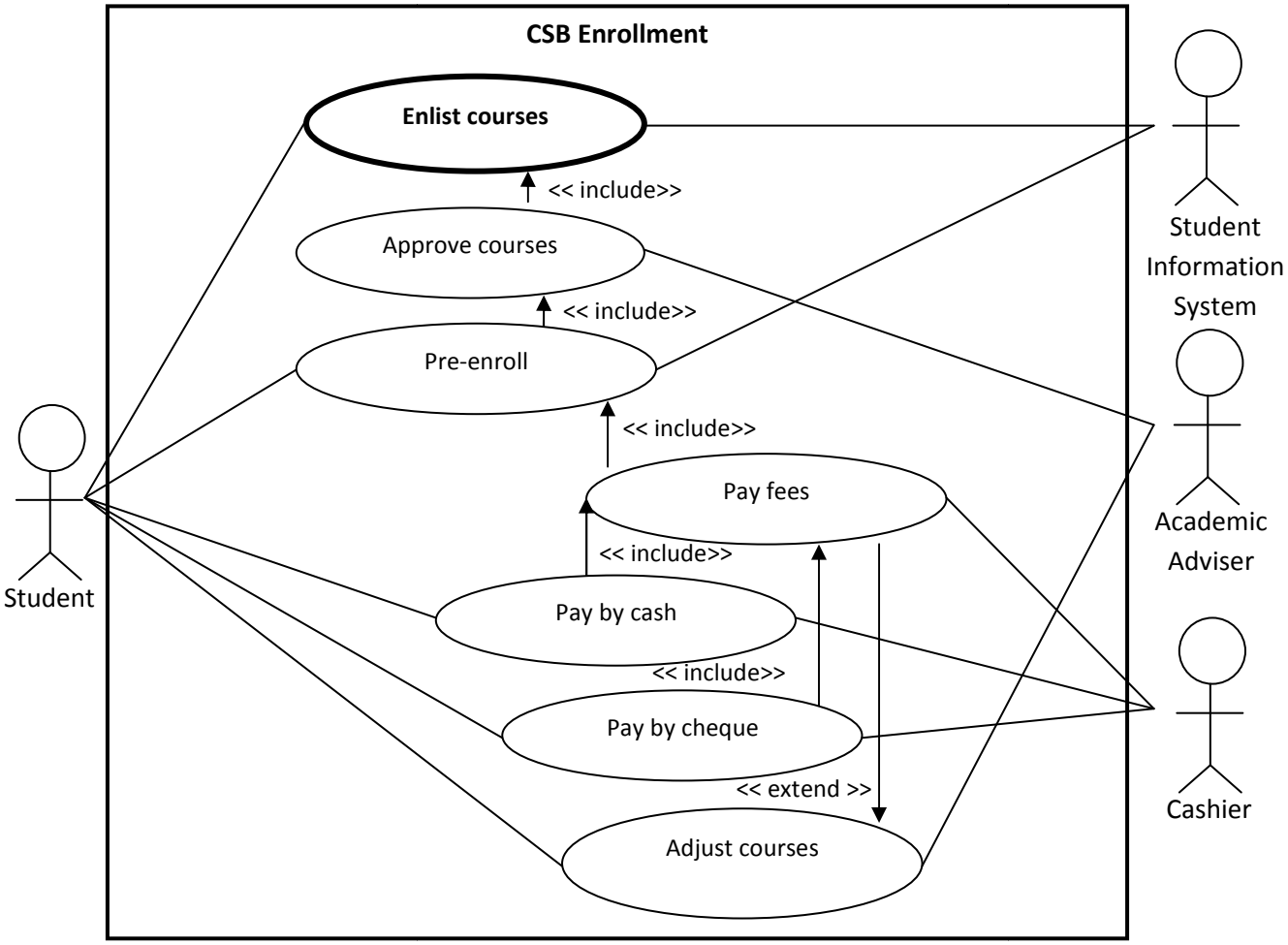
A particular learning from this last FAW interview is that Gruner was able to distinguish the fallback of external investing. For instance, whenever Alliant stock hits an enormous drop, phone calls would be guaranteed to ensue in his office. The major setback here is that Institutional investors get the attention of the businesses, but, it fails to underscore the roles of the small and middle tiers alike. Another recurring theme, is the midnight run by Shareholder, which was, like the many previous start-up stories, turned out to be a make or break situation. A client in a pharmaceutical industry committed a fatal error when they printed millions of an erroneous phone number in their yearly reports. They were tasked by law to dispense the million reports a month before the annual report. Though it was not a fault by Shareholder, the huge error manifested a great negative impact on the company. They immediately worked for a solution by hiring an investigator to trace the pager number's owner to get a deal of a whole year paging service just to swap his own pager number. By this act, the company evidently manifested their unrelenting concern for their customers and present clients. Thus, they were successful in building a mighty good impression towards people of that they are beyond the shareholder communication services. Gruner shares his principle of channeling problems into clear opportunities and relative benefits. By dedication towards resolving obstacles, they even

managed to build a very healthy rapport with their clients. It's about looking at the bright side of problems instead of dwelling on the negativity itself that propelled Gruner to thrive often. Actually, the only shortcoming is that he was deterred to accept investment due to his trauma in Alliant, just staying underneath his entrepreneurial comfort zones. In the start of 2006, Shareholder.com was bought by NASDAQ for a confidential amount. Gruner's start-up is now a integral component of the company's corporate duties.

USE-CASES / NARRATIVES

LUIGIDOLLOSA	10754903	OOA

CSB ENROLLMENT



IDENTIFICATION SUMMARY:

Title: Enlist courses
Summary: This use case allows a student to enlist courses in the CSB's enrollment system.
Actors: Student, Student Information System
Creation Date: June 5, 2008 **Date of Update:** June 5, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Student must be an undergraduate enrolled in the previous term
- SIS is functional and not under maintenance
- Student has no pending clearances

Main Success Scenario:

1. Student logs-in in Student Information system (SIS)
2. SIS verifies log-in
3. SIS permits log-in
4. Student chooses Pre-enrollment
5. Student chooses courses to enlist from selection
6. SIS verifies courses chosen courses
7. Student chooses Save record
8. SIS saves current enlistment record

Alternative Sequences

A1 – *Incorrect username or password*; From 2

3: Student retries log-in

Back to 1

A2 – *Student has not passed or taken course pre-requisite;* From 6

7: Student must take subject first or must pass first the intended course

8: Student chooses other available and allowed courses

Go to 7

Error Sequences:

E1 – *SIS server is down; from 1*

2: User cannot successfully log-in in SIS

3: UC fails

E2 – *Student has pending clearances; from 4*

5: User cannot enlist courses

6: UC fails

Post Conditions:

- New record saved
- New enlistment record and account number for the semester

USER INTERFACE REQUIREMENTS

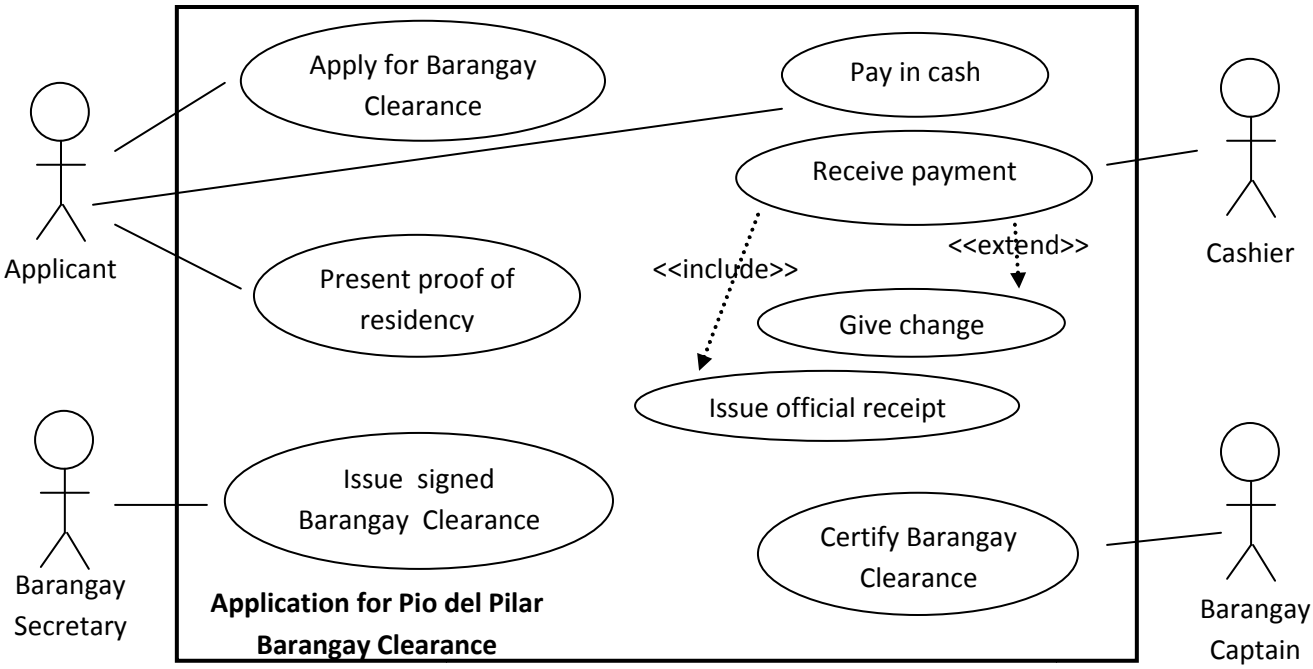
- Computer with internet connection supporting the Firefox browser

NON-FUNCTIONAL REQUIREMENTS

- *Privacy*: courses of preference for enlistment are deemed to be personal and must be respected. Confidentiality will be observed by having a line gap from the computer terminal being used by the student enlisting to the next person to access SIS.

LUIGIDOLLOSA	10754903	OOA

BARANGAY CLEARANCE



Identification Summary

Title: To apply for a Barangay Clearance for Barangay Pio del Pilar

Summary: the use-case diagram illustrates Barangay Pio del Pilar's system of Barangay Clearance issuance

Actors: Applicant, Barangay Secretary, Cashier, Barangay Captain

Creation Date: June 11, 2008

Date of Update: June 11, 2008

Version: 1.0

Person in Charge: Luigi Dollosa

Flow of Events

Preconditions:

1. Barangay Hall must be open.

2. Barangay officials involved should be present at work.
3. Applicant must be a Barangay resident.

Main success Scenario:

1. Applicant obtains a signed Barangay Clearance signed by the Barangay Secretary.
2. Applicant pays P20 to the cashier for the issuance of the Barangay Clearance.
3. Barangay Captain certifies the Barangay Clearance by signing.

"Alternative Sequences":

A1: Pending cases filed against the applicant as of the date of application

Error Sequences:

E1: Applicant is not a resident of Barangay Pio del Pilar

E2: Applicant has no valid I.D, birth certificate or other proofs of residency.

Post Conditions:

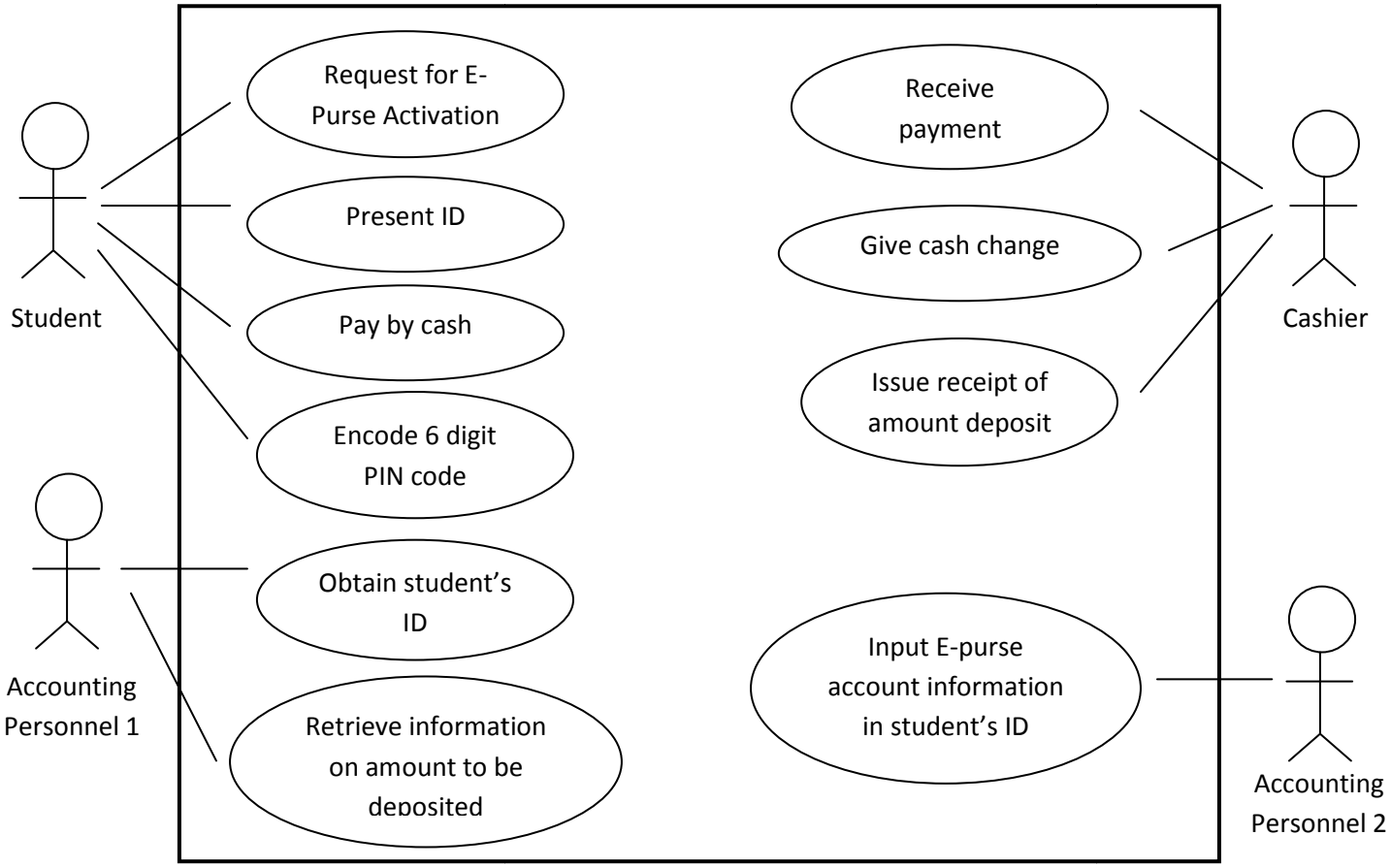
User Interface Requirements

1. Office of the Barangay Secretary to accommodate the issuance of the Barangay Clearance
2. Available cashier window or desk for payment
3. Office of the Barangay Captain for authorized certification of the Barangay Clearance.

Non-functional Requirements

1. Privacy: Any transactions or ongoing conversations transpiring in offices between the applicant and concerned Barangay officials must be kept confidential.
2. Availability: All concerned offices must be open and occupied by their respective officials during work days.
3. Integrity: The Barangay Hall ambiance must be kept pleasant for all arriving transactors so as to uphold the name of local government service.

LUIGIDOLLOSA	10754903	OOA
E-PURSE		



CSB Activation System for E-purse

IDENTIFICATION SUMMARY:

Title: E-purse Activation
Summary: This use case diagram illustrates CSB's process of activation for the E-purse.
Actors: Student, Accounting Personnel 1, Accounting Personnel 2, Cashier
Creation Date: June 18, 2008
Date of Update: June 18, 2008
Version: 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Student must be enrolled in the current semester
- Student owns an official identification card of the college
- All involved offices must be open in the time of activation
- Personnel involved must be present in their windows during the process

Main Success Scenario:

1. Student pays desired deposit amount to the cashier
2. Student encodes PIN code
3. Accounting Personnel 2 inputs amount paid or deposited.

Alternative Sequences

A1 - Student inputs invalid PIN number.

- Accounting Personnel 2 requests for a retype of the 6 digit PIN number.

Error Sequences:

E1 - Student deposits amount less than P50.

E2 - Student fails to present the college ID

Post Conditions:

- ID can be used as E-purse
- E-purse contains deposited money.
- Less receipt paper and ink for the Accounting Office

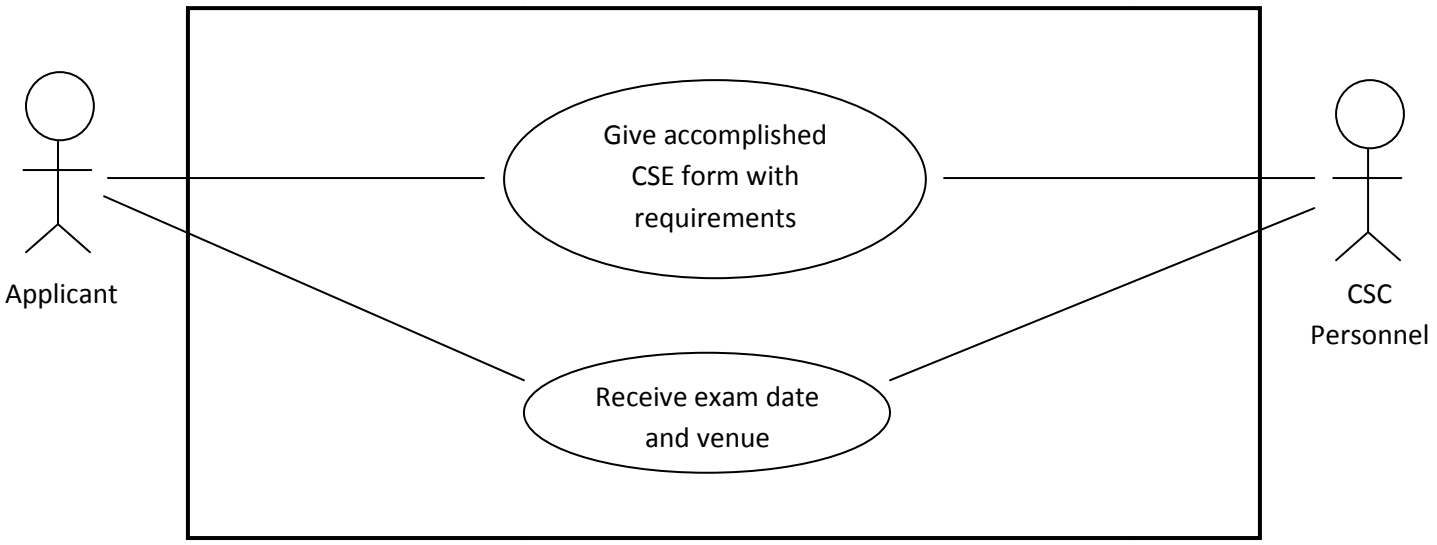
USER INTERFACE REQUIREMENTS

- Open Accounting office windows for transactions on the E-purse activation system
- Functional computer keyboard for typing the PIN number

NON-FUNCTIONAL REQUIREMENTS

- **Availability:** Accounting office must be available for transaction procedures.
- **Confidentiality:** All transactions between personnel and student must be kept highly confidential. Amount deposited and PIN code digits are to be kept private from outside parties.
- **Time Management:** Since this activation system involves a few processes, time must be maximized on information transfers between office windows.

LUIGIDOLLOSA	10754903	OOA
CIVIL SERVICE EXAM		



Application for the Civil Service Eligibility Examination

IDENTIFICATION SUMMARY:

Title: Applying for Civil Service Eligibility Examination
Summary: This use case diagram illustrates the system of application for the Civil Service Exam administered by the Philippine Civil Service Commission
Actors: Student, CSC Personnel
Creation Date: June 26, 2008
Date of Update: June 26, 2008
Version: 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Applicant must be of legitimate age for employment.
- Applicant must have needed requirements.

Main Success Scenario:

1. Applicant requests to personnel for exam application.
2. Applicant obtains Civil Service Exam application form.
3. Applicant submits accomplished CSE form together with requirements.
4. Applicant obtains examination schedule.

Alternative Sequences

A1 – From 2

2a: Personnel gives a wrong form

3a: Applicant returns form and receives real form

A2 – From 3

3b: Applicant fails to answer certain fields in the form

4b: Personnel refuses submission, applicant returns form upon completion of entries

A3 – From 4

4c: Applicant isn't available on given exam date and venue

5c: Applicant requests for alternative schedule; Personnel responds to request

Error Sequences:

E1 – From 1

1a: Applicant is a minor

2a: System fails; applicant can't continue exam application

E2 – From 1

1b: Office is closed

2b: System fails; transaction can't continue.

E3 – From 3

3a: Applicant fails to submit needed requirements

3b: System fails; applicant must first have the needed requirements for submission

Post Conditions:

- Applicant is scheduled for a definite exam date and venue.
- Less exam application forms.

USER INTERFACE REQUIREMENTS

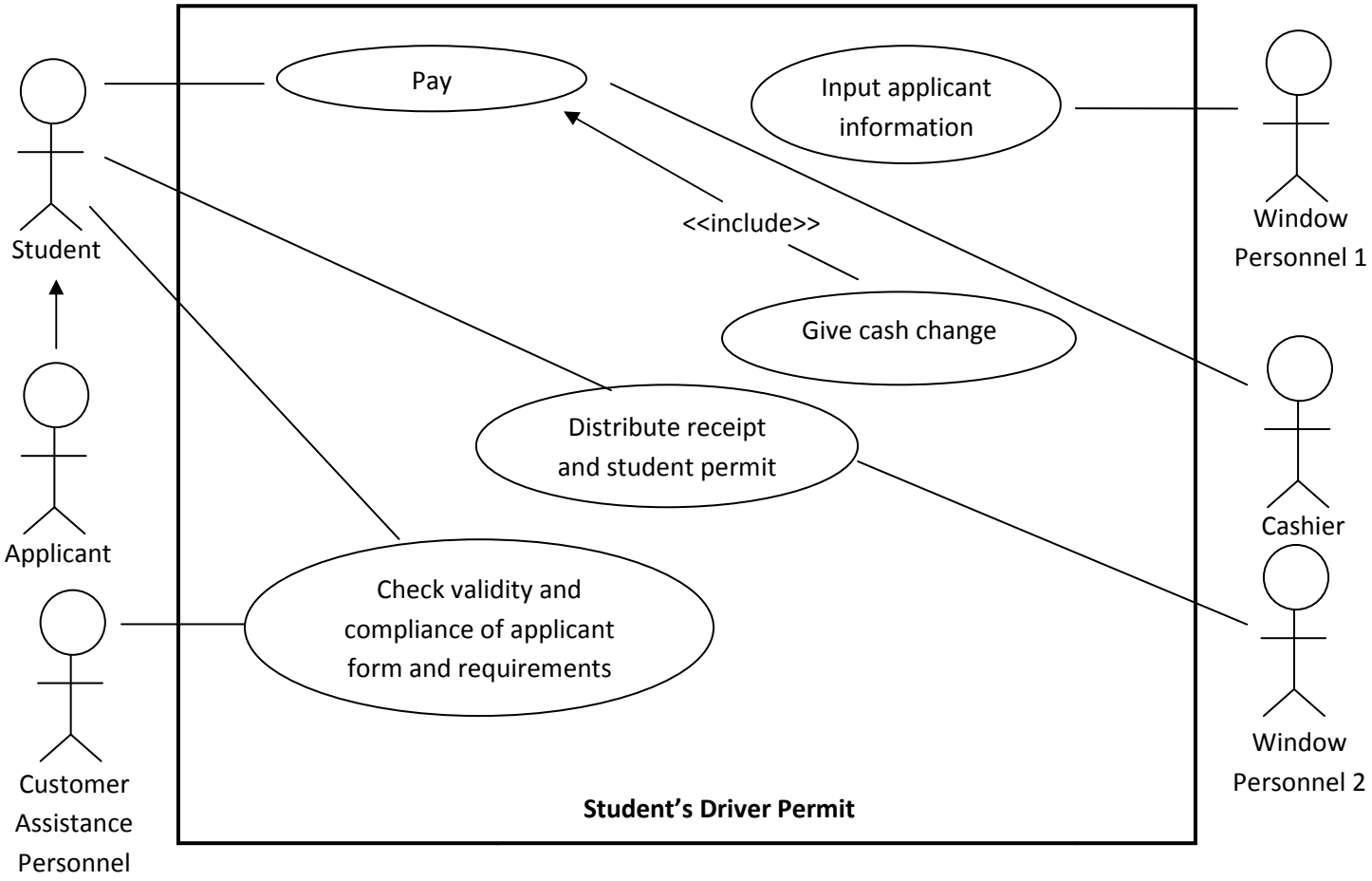
- Staff windows

NON-FUNCTIONAL REQUIREMENTS

- **Availability:** Personnel offices must be open and, as well, welcoming to applicant requests.
- **Confidentiality:** Submitted forms and personal information in requirements must be kept highly confidential from outside parties.
- **Time Management:** Personnel must be able to transact quickly but efficiently to avoid long lines in the office.
- **Adjustability:** Personnel must give leeway for adjustment on exam schedules and venues.

LUIGIDOLLOSA	10754903	OOA

DRIVER'S PERMIT



IDENTIFICATION SUMMARY:

Title: Applying for Student's Driver Permit
Summary: This use case diagram illustrates LTO's process of applying for the Students Driver Permit
Actors: Student, Customer Assistance Personnel , Window Personnel 1, Photo and Signature Personnel, Cashier, Window Personnel 2
Creation Date: July 2, 2008
Date of Update: July 2, 2008
Version: 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Applicant must be a student
- Applicant has brought the requirements: Birth Certificate, ID picture, Parent's Consent (if minor)
- All involved offices must be open in the time of application
- Personnel involved must be present in their windows during the process

Main Success Scenario:

1. Customer Assistance Personnel permits applicant to proceed to Window 6.
2. Window Personnel 1 inputs applicant personal data.
3. Photo and Signature Personnel inputs shot photo and applicant's digital signature.
4. Cashier obtains payment.
5. Window Personnel 2 distributes receipt and student permit

Alternative Sequences

A1 – From 1

1a: System offline

2a: Applicant waits until system resumes after specified breaktime.

A2 – From 1

1b: Applicant fails to include required information details on application form

2b: Customer Assistance Personnel refuses submission, applicant returns form upon completion of entries

A3 – From 1

1c: Applicant fails to include specified requirement

2c: Customer Assistance Personnel requests for requirements, Applicant submits authenticated papers

A4 – From 3

2d: Photographer commits photoshoot error.

3d: Applicant poses for another shot.

A5 – From 4

1c: Applicant pays short.

2c: Cashier requests for deficient cash amount.

A6 – From 5

1c: Window Personnel 2 gives the permit and receipt to applicant.

2c: Applicant returns mistaken permit and receipt and requests for the valid one, Applicant receives it.

Error Sequences:

E1 – From 1

1a: Applicant is not a student

2a: System fails

E2 – From 1

1b: Office is closed

2b: System fails; transaction can't continue.

E3 – From 3

1c: Applicant doesn't have money

2c: System fails; collect the amount first.

Post Conditions:

- Money increase for LTO office.
- Less receipts and forms for LTO.
- Applicant can proceed for driver's license application

USER INTERFACE REQUIREMENTS

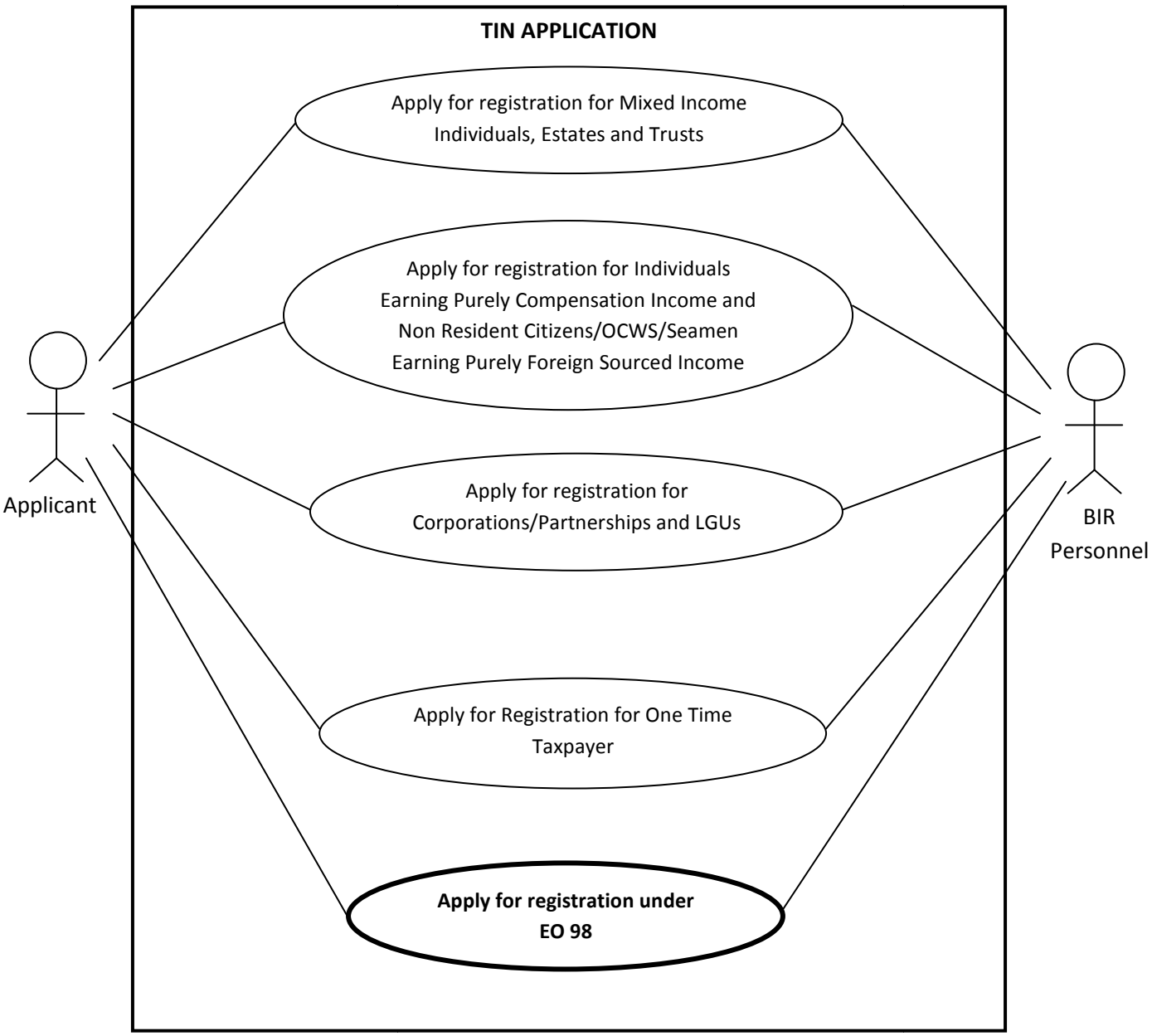
- Open office windows for transactions
- Webcam for the photo shoot, and digital stylus apparatus for the signature

NON-FUNCTIONAL REQUIREMENTS

- **Availability:** LTO office must be available for transaction procedures.
- **Confidentiality:** All transactions between personnel and applicant must be kept highly confidential. Amount tendered, and photo and signature records must be kept private from outside parties.
- **Time Management:** Application system must strictly comply with the legitimate process time of 30 minutes.

LUIGIDOLLOSA	10754903	OOA

TAX IDENTIFICATION NUMBER



IDENTIFICATION SUMMARY:

Title: Apply for Taxpayer's Identification Number as a person registering under EO 98 at the designated district BIR office
Summary: This use case allows an applicant to apply for TIN under the grounds of EO 98
Actors: Applicant, BIR Personnel
Creation Date: July 9, 2008 **Date of Update:** July 9, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Applicant must not have been issued previously with a TIN.
- Applicant must be a district resident of the branch office jurisdiction where he/she is applying for.

Main Success Scenario:

1. Applicant submits accomplished BIR Form 1904 to BIR Personnel
2. BIR Personnel double-checks completion of required form details
3. BIR Personnel asks for documentary requirements
4. Applicant gives documentary requirements (Birth certificate & Barangay Clearance)
5. BIR Personnel inspects completeness and validity of documentary requirements
6. BIR Personnel searches if applicant already has TIN on record
7. BIR Personnel creates applicant's TIN account
8. BIR Personnel stamps applicant's form for authorization
9. BIR Personnel inscribes TIN on applicant's form
10. Applicant retrieves sanctioned BIR Form 1904

Alternative Sequences

A1 – *Wrong accomplished form*; From 2

3: BIR Personnel returns form to applicant

4: BIR Personnel informs applicant to answer BIR Form 1904

Back to 1

A2 – *Incomplete form*; From 2

3: BIR Personnel returns form to applicant

4: BIR Personnel informs applicant about unanswered data fields

Back to 1

A3 – *Incomplete requirements;* From 5

6: BIR Personnel requests for missing requirement

Back to 4

A4 – *Not photocopied requirements*; From 5

6: BIR Personnel returns original copies of either the Birth Certificate or Barangay Clearance

7: BIR Personnel requests for photocopied document copies

Back to 4

Error Sequences:

E1 – *Applicant applies in the wrong district office;* From 2

3: BIR Personnel informs applicant of designated district branch/office for TIN application

4: BIR Personnel refuses further transaction, UC fails

E2 – *Applicant already owns a TIN;* From 6

7: BIR Personnel refuses further transaction, UC fails

Post Conditions:

- Fewer forms of BIR Form 1904
- Data increase in Taxpayer database of the district

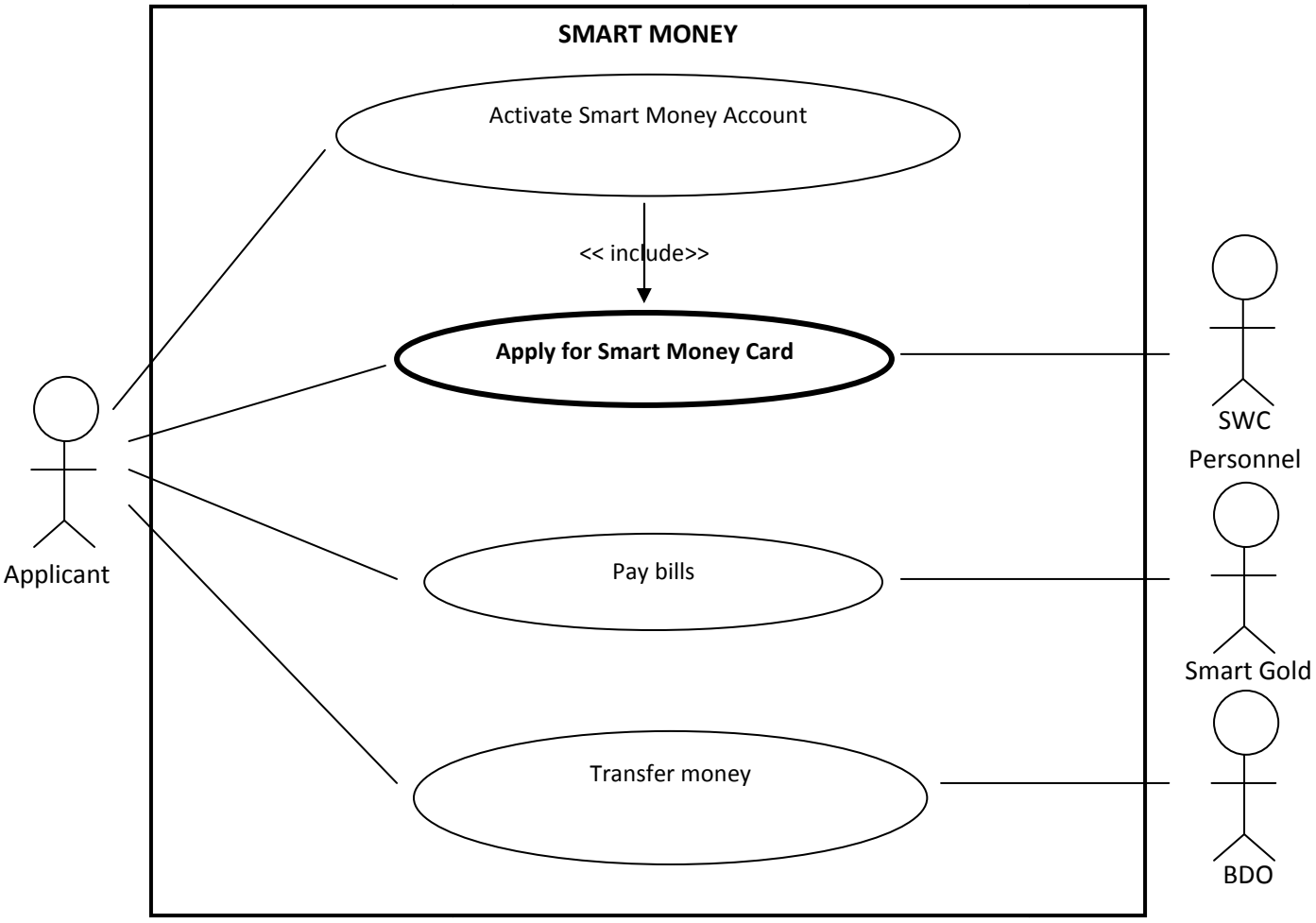
USER INTERFACE REQUIREMENTS

- Personnel desk

NON-FUNCTIONAL REQUIREMENTS

- **Availability:** BIR Personnel must be in his/her respective office desk during transaction.
- **Confidentiality:** Personal information present in the submitted form and submitted requirements, and most especially the TIN, must be kept highly confidential from outside parties.
- **Time Management:** Personnel must be able to transact quickly but efficiently to avoid long lines inside the office.

LUIGIDOLLOSA	10754903	OOA
SMART MONEY		



IDENTIFICATION SUMMARY:

Title: Apply for Smart Money Card
Summary: This use case allows an applicant to apply for Smart Money Card
Actors: Applicant, Smart Wireless Center Personnel
Creation Date: July 14, 2008 **Date of Update:** July 14, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- Applicant must be a Smart subscriber.
- Applicant must be 12 years above and a Filipino resident and citizen.
- Applicant has Smart Money account activated.

Main Success Scenario:

1. Applicant submits accomplished Smart Money Application Form.
2. SWC Personnel gives applicant application number
3. Cashier announces applicant's number for payment proper
4. Applicant pays P30 processing fee
5. Cashier transfers applicant's number to Customer Service Personnel (CSP)
6. CSP announces applicant number for requirements transaction
7. Applicant submits requirements
8. CSP verifies documents
9. CSP confirms Smart Money Card application

Alternative Sequences

A1 – *Wrong accomplished form*; From 2

3: BIR Personnel returns form to applicant

4: BIR Personnel informs applicant to answer BIR Form 1904

Back to 1

A2 – *Incomplete form*; From 2

3: BIR Personnel returns form to applicant

4: BIR Personnel informs applicant about unanswered data fields

Back to 1

A3 – *Incomplete requirements;* From 5

6: BIR Personnel requests for missing requirement

Back to 4

A4 – *Not photocopied requirements*; From 5

6: BIR Personnel returns original copies of either the Birth Certificate or Barangay Clearance

7: BIR Personnel requests for photocopied document copies

Back to 4

Error Sequences:

E1 – *Applicant applies in the wrong district office;* From 2

3: BIR Personnel informs applicant of designated district branch/office for TIN application

4: BIR Personnel refuses further transaction, UC fails

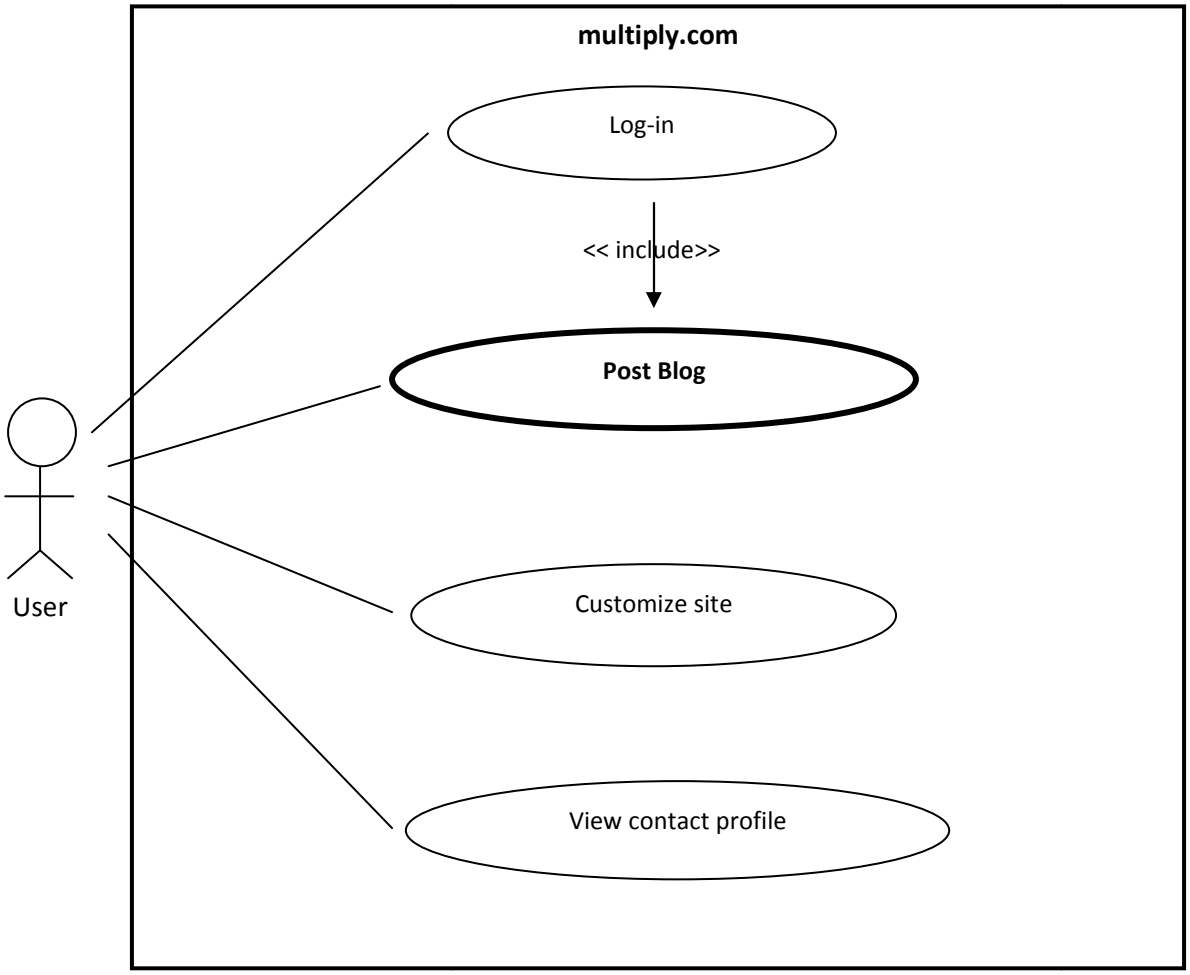
E2 – *Applicant already owns a TIN;* From 6

7: BIR Personnel refuses further transaction, UC fails

Post Conditions:

- Fewer forms of BIR Form 1904
- Data increase in Taxpayer database of the district

LUIGIDOLLOSA	10754903	OOA
MULTIPLY BLOG		



IDENTIFICATION SUMMARY:

Title: Post Blog
Summary: This use case allows a user to create a new blog entry using multiply.com
Actors: User
Creation Date: July 14, 2008 **Date of Update:** July 14, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a multiply account
- There is internet connection
- Multiply.com is not under maintenance

Main Success Scenario:

1. User logs-in user name and password
2. Multiply accepts log-in request
3. Multiply displays inbox page of user
4. User selects 'post blog' feature
5. Multiply displays blog creation webpage
6. User creates and edits blog content
7. User saves and publishes blog entry

Alternative Sequences

A1 – *Wrong user name or password*; From 1

2: User retypes correct user name and password

Go to 2

Back to 1

A2– *Connection Timeout;* From 7

3: Refresh page

4. Publish again

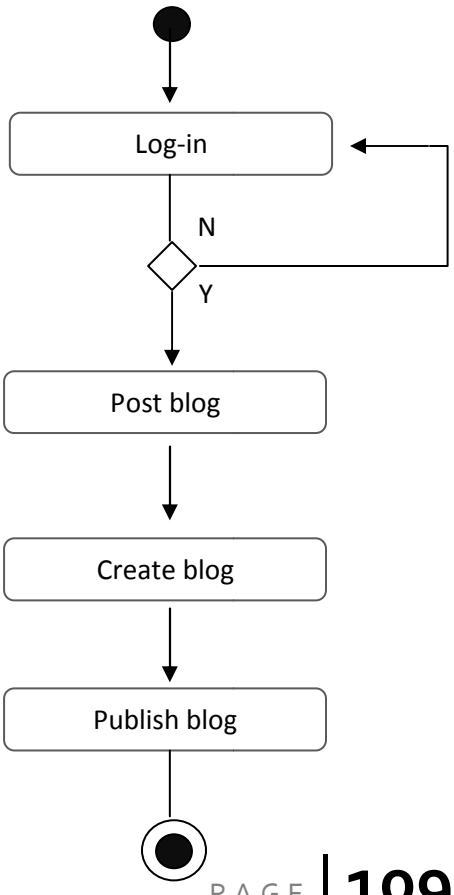
Error Sequences:

E1 – *User does not have a multiply account;* From 1

2: UC fails

Post Conditions:

- Blog post appears in inbox



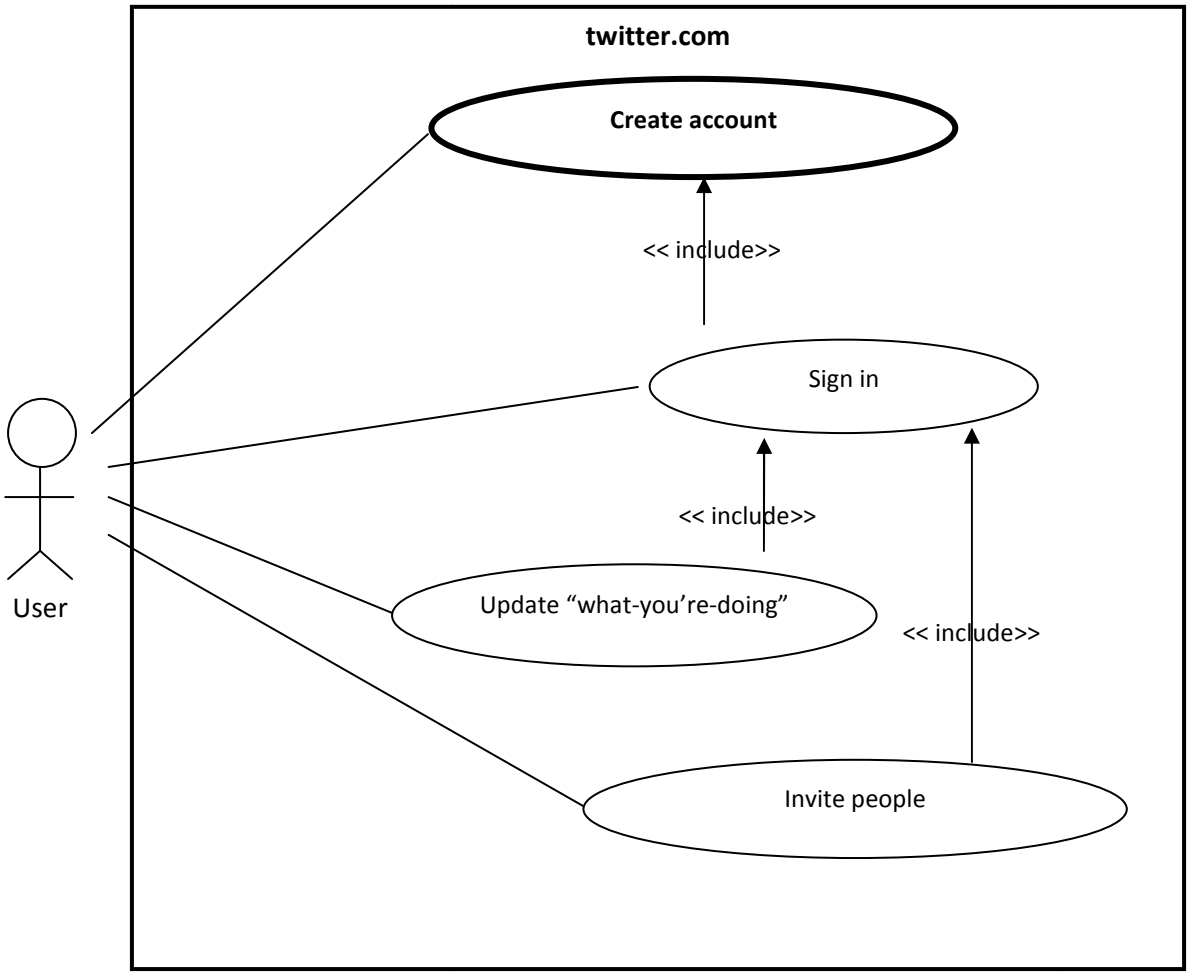
USER INTERFACE REQUIREMENTS

- Computer with internet connection

NON-FUNCTIONAL REQUIREMENTS

- Blogging Ethics

LUIGIDOLLOSA	10754903	OOA
TWITTER		



IDENTIFICATION SUMMARY:

Title: Create account
Summary: This use case allows a user to create an account for twitter.com
Actors: User
Creation Date: July 30, 2008 **Date of Update:** July 30, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have an existing e-mail account
- There is internet connection
- twitter.com is not under maintenance

Main Success Scenario:

1. User inputs User Name
2. Twitter verifies user name availability
3. User inputs Password
4. Twitter verifies password validity
5. User inputs E-mail Address
6. User types anti-spam code
7. Twitter verifies code
8. Twitter creates user's account

Alternative Sequences

A1 – *Existing user name*; From 2

2: twitter.com posts alert message

3: User retypes new user name

Back to 1

A2 – *Invalid password character count*; From 4

3: twitter.com posts alert message

4: User retypes 6 character minimum password

Back to 3

A3 – *Not matching encryption*; From 7

4: twitter.com posts reminder

5: User retypes code

Back to 6

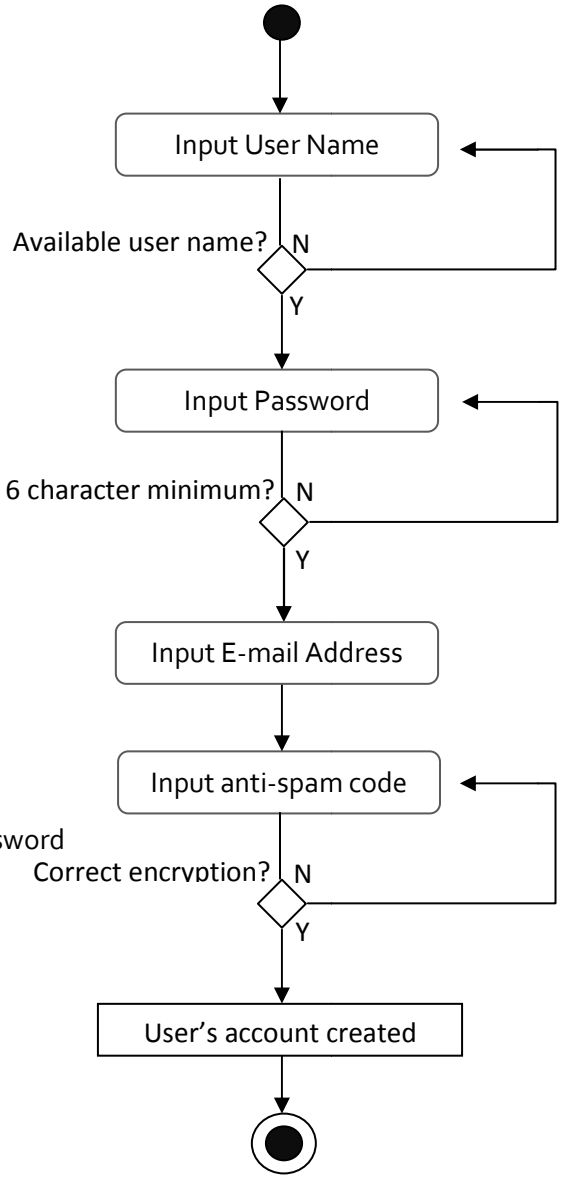
Error Sequences:

E1 – *No Internet connection;*

2: UC fails

Post Conditions:

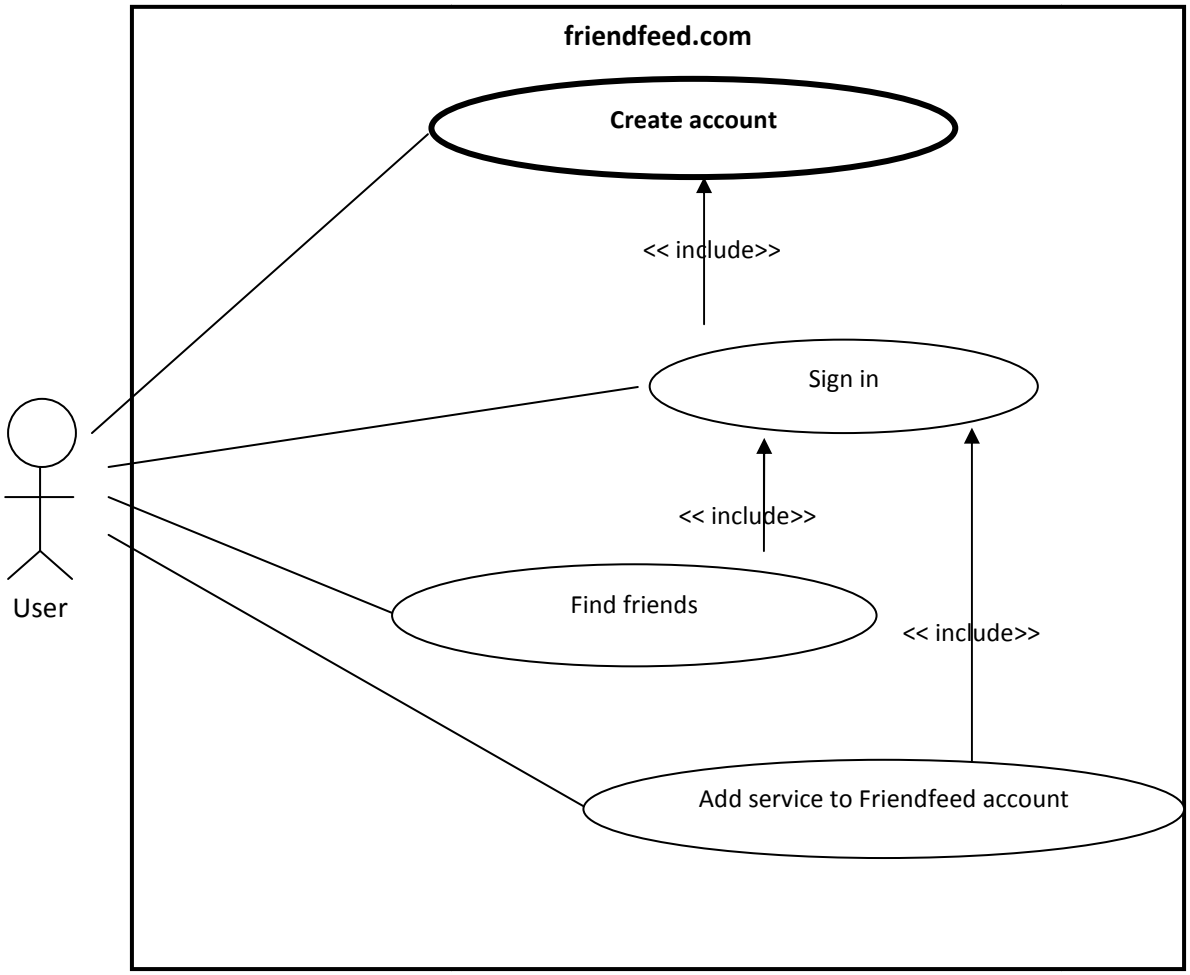
- New Twitter account



USER INTERFACE REQUIREMENTS

- Computer with internet connection

LUIGIDOLLOSA	10754903	OOA
FRIENDFEED		



IDENTIFICATION SUMMARY:

Title: Create account
Summary: This use case allows a user to create an account for friendfeed.com
Actors: User
Creation Date: Aug 7, 2008 **Date of Update:** Aug 7, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have an existing e-mail account
- There is internet connection
- friendfeed.com is not under maintenance

Main Success Scenario:

1. User inputs E-mail Address
2. User inputs Name
3. User inputs Nickname Available user name?
4. Friendfeed generates user account URL
5. User inputs Password
6. User confirms Password
7. User chooses 'make my feed public'
8. User finishes create account
9. Friendfeed creates user's account

Alternative Sequences

A1 – *Existing user name*; From 2

2: twitter.com posts alert message

3: User retypes new user name

Back to 1

Error Sequences:

E1 – *No Internet connection;*

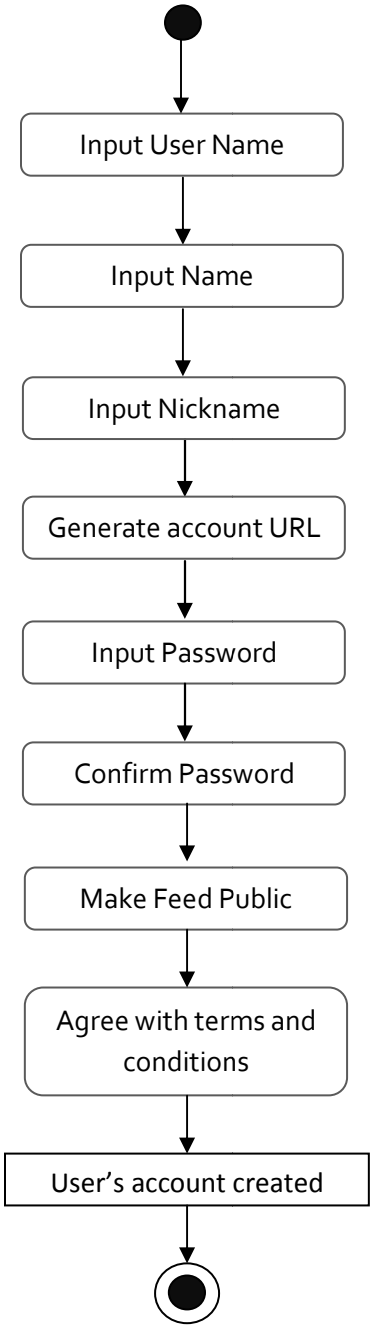
2: UC fails

Post Conditions:

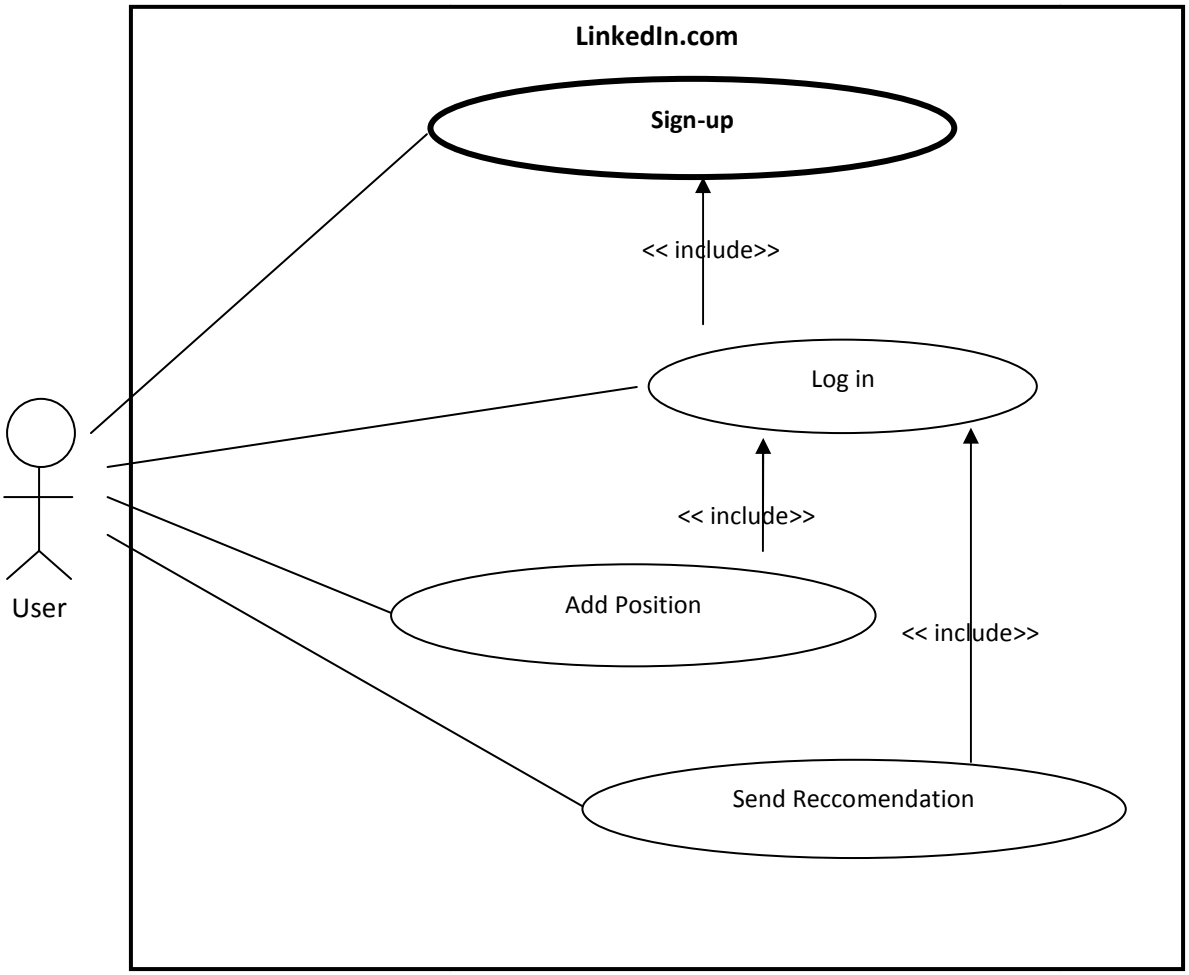
– New Friendfeed account

USER INTERFACE REQUIREMENTS

– Computer with internet connection



LUIGIDOLLOSA	10754903	OOA
LINKEDIN		



IDENTIFICATION SUMMARY:

Title: Sign up
Summary: This use case allows a user to sign up an account for LinkedIn.com
Actors: User
Creation Date: July 24, 2008 **Date of Update:** July 24, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have an existing e-mail account
- There is internet connection
- linkedin.com is not under maintenance

Main Success Scenario:

1. User inputs First Name
2. User inputs Last Name
3. User inputs E-mail Account
4. LinkedIn.com verifies account availability
5. User inputs Password
6. LinkedIn.com verifies password
7. User chooses Country
8. User inputs Postal Code
9. User chooses work status
10. User inputs Company name
11. User inputs Title in company
12. User chooses industry of company
13. LinkedIn.com verifies filled in user data
14. User selects Settings preference
15. User confirms e-mail address

Alternative Sequences

A1 – *Existing e-mail account*; From 4

2: LinkedIn.com posts alert message

3: User retypes in different e-mail account

Back to 3

A2 – *Invalid password character count*; From 6

3: LinkedIn.com posts alert message

4: User retypes 6 character minimum password

Back to 5

A3 – *Invalid/Incorrect data input*; From 11

4: LinkedIn.com posts reminder

5: User retypes in data field/s

Back to 7

Error Sequences:

E1 – *User does not have an available/unused LinkedIn e-mail address;* From 3

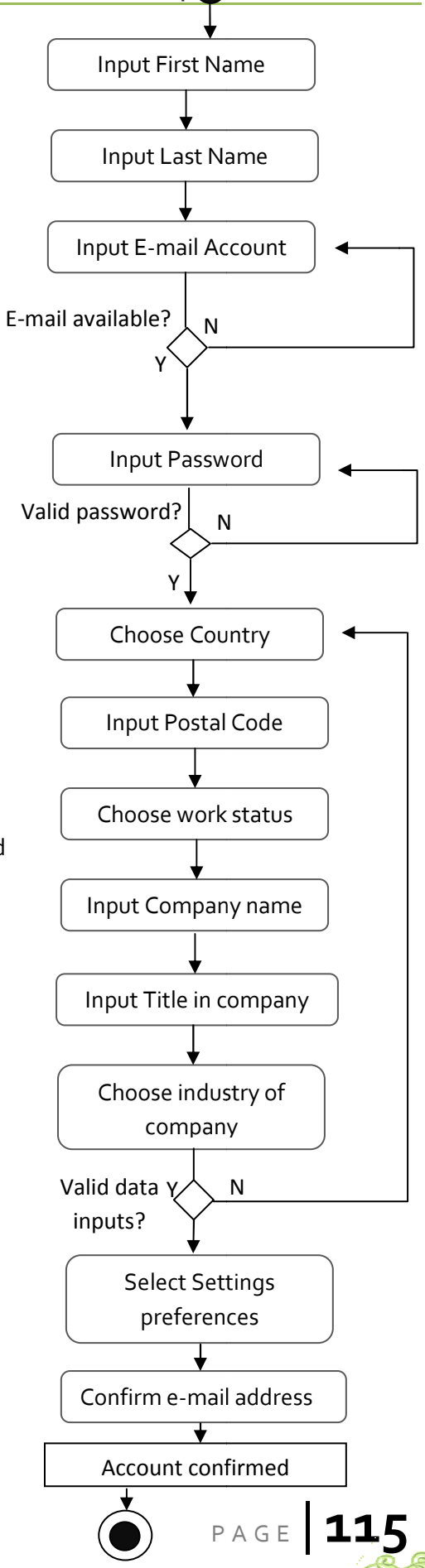
2: UC fails

Post Conditions:

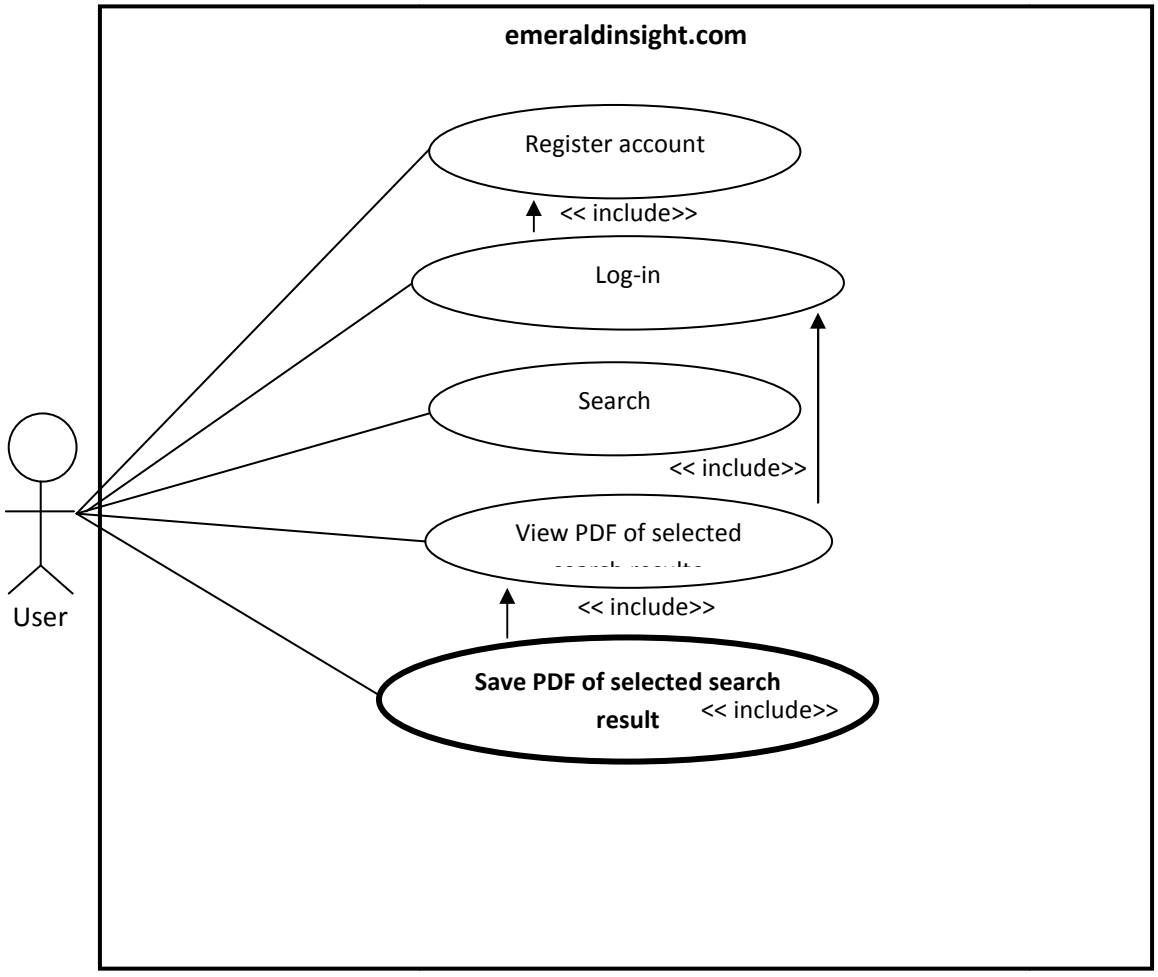
- New LinkedIn account

USER INTERFACE REQUIREMENTS

- Computer with internet connection



LUIGIDOLLOSA	10754903	OOA
EMERALD		



IDENTIFICATION SUMMARY:

Title: Save PDF of selected search result
Summary: This use case allows a user to save a PDF document from emeraldinsight.com.
Actors: User
Creation Date: August 16, 2008 **Date of Update:** August 16, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- emeraldinsight.com is accessible with the internet connection
- User must be logged in with an emerald account

Main Success Scenario:

1. User chooses View PDF of a particular search result
2. Emerald displays into the browser the PDF file
3. User chooses to Save file to the computer from the PDF user interface
4. Emerald allows file transfer of file

Alternative Sequences

A1 – *Unavailability of PDF due to user restriction*; From 2

Back to 1

Error Sequences:

E1 – *emeraldinsight.com remote server is unavailable; from 1*

2: UC fails

E2 – *PDF is restricted to registered users; from 4*

5: User must register account

6: UC fails

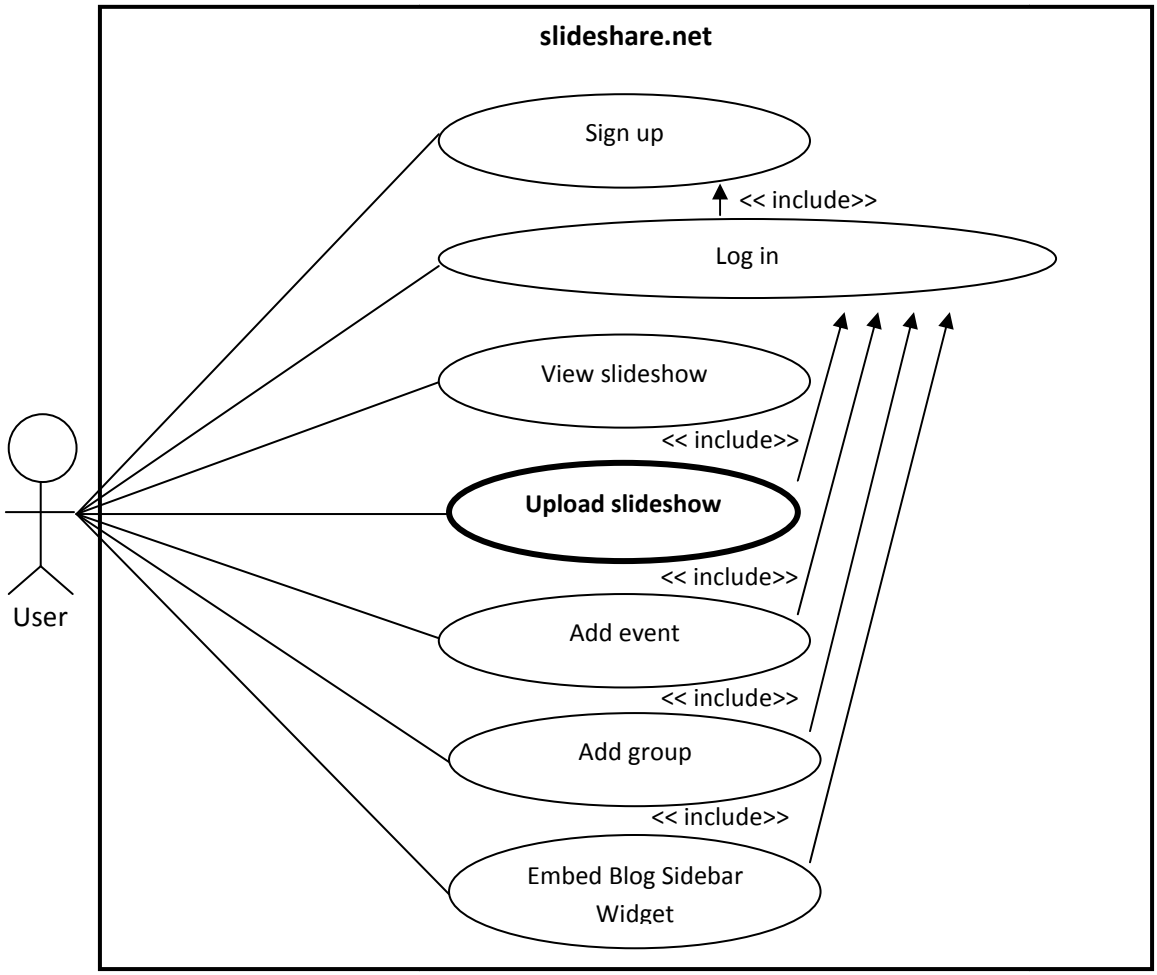
Post Conditions:

- New PDF document is saved to user's computer

USER INTERFACE REQUIREMENTS

- Computer with internet connection supporting any Internet browser

LUIGIDOLLOSA	10754903	OOA
SLIDESHARE		



IDENTIFICATION SUMMARY:

Title: Upload slideshow
Summary: This use case allows a user to upload a slideshow presentation in slideshare.net
Actors: User
Creation Date: August 12, 2008 **Date of Update:** August 12, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a slideshare account
- There is internet connection
- Slideshare.net is not under maintenance

Main Success Scenario:

1. User chooses Upload
2. User browses file from computer
3. Slideshare uploads file
4. User browses for more files
5. User enters Title
6. User enters Tags
7. User enters Description
8. Users selects Privacy preference
9. User selects Allow File Download preference
10. Slideshare verified entered data
11. User publishes file
12. Slideshare converts file
13. Slideshare publishes file

Alternative Sequences

A1 – *File format not supported*; From 2 **3:** slideshare does not accept browsed file

Back to 2

A2 – *Browse more files*; From 4

Back to 2

A3 – *Incomplete data fields*; From 10 **11:** slideshare reminds user to complete needed data fields

Back to 5

Error Sequences:

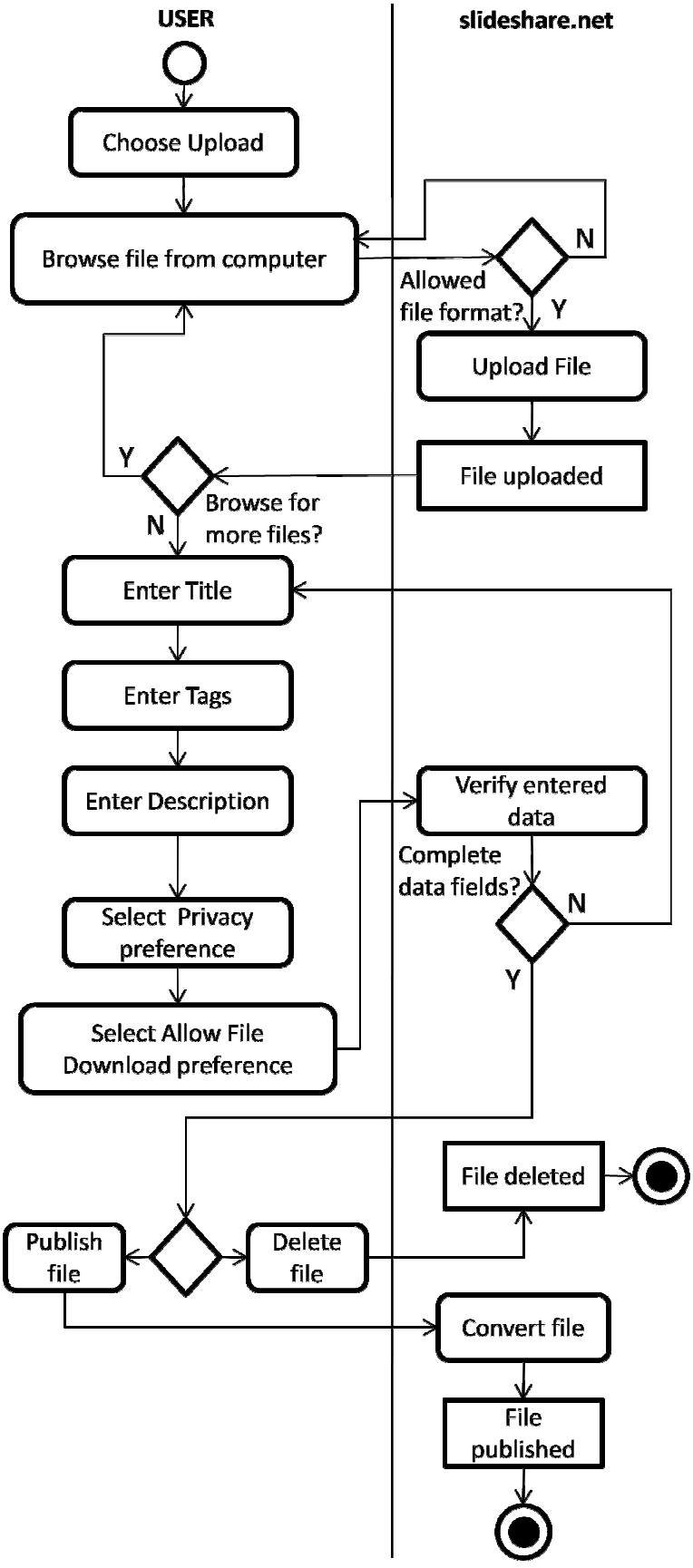
E1 – *User is not signed up to slideshare* **2:** UC fails

Post Conditions:

- New file (slideshow presentation uploaded into user's slidespace

USER INTERFACE REQUIREMENTS

- Computer with internet connection



APPENDICES

LUIGIDOLLOSA	10754903	OOA

INTEGRATIVE QUESTIONS

LOTUS

1.] What made Lotus 1-2-3 expand in the market faster than they thought?
It was sold at a very affordable price and the business world became excited in owning an amazing spreadsheet application.

2.] What was the position of Mitchell Kapo?
He was the CEO from 1982-1986 and became the director until 1987.

3.] Who was in charge in programming it?
Jonathan Sachs was the person in-charge for programming.

4.] How much did they invest in the end to earn money?
They decided to invest it for 2-3 million dollars.

IRIS/GROOVE

1.] Who decided to invest in an idea to help Lotus Symphony develop?
Ray Ozzie decided to invest the idea to help Lotus Symphony develop.

2.] What is Groove Network?
It is an Internet-based work-group collaboration software by Microsoft at2005.

3.] How long did you do to synchronize the software?
They synchronized it for 3-4 months.

4.] Who are the two brothers who helped Ray Ozzie to work in Groove?
Jack Eric Paley & Brian Lambert

PYRA LABS/ Blogger.com

1.] What was the original idea of Evan Williams?
He initially planned on designing a web-based management application that soon became Pyra. Not long did they decided to focus on Blogger (one of its applications) to earn money.

2.] Where did Williams began start-up business?
Five years before Pyra Labs, he had a start-up business in Nebraska wherein he failed to follow-through on 30 projects.

3.] Why did employees left Blogger?
Money collected from fund-raising donations via website announcement was used for hardware rather than for employee salary.

4.] What company acquired Pyra Labs after rising from the brink?
Google acquired Blogger as one of its pioneer applications.

LUIGIDOLLOSA	10754903	OOA

EXISTING VS. PROPOSED

	EXISTING SYSTEM	PROPOSED SYSTEM	IMPROVEMENTS + PROBLEMS SOLVED	INSIGHTS AND LEARNINGS
ONELIST & BLOGLINES	Anti-spam	Weblogs with RSS; web-based aggregator	Immediate updates and instant news	Make something people want
CRAIGSLIST	E-mail notification using CC	Free-of-charge events plugging website	Effective scaling, proper handled traffic	'moral compass'
FLICKR	Online game with instant messenger	Photo sharing site aided by Tagging	Enhanced user interaction; increased photo organization	Fine timing with market trend, naivety
ALEXA	Unmonitored internet browsing and usage	Webpage archiving	Tracking of user behavior; monitored site traffic; accurate site popularity ratings	Independence despite acquisition
ADOBE	Computer-printer package (self-publishing only)	Desktop publishing software with computer-printer package	Increased quality and efficiency of paperwork production	Try not to create just a product, but an industry
OPEN SYSTEMS	Conventional entrepreneurship	Accounting system, dawn of IT-related start-ups	Computer-based accounting system; increased data processing	Girl-power, experience is the best teacher
37 SIGNALS	Hard-to- use MS Project	Project management tool with simple yet most essential features	User-friendliness, increase ease of use, increased user/work-team effectiveness	Simplicity, good side of working with constraints
ARTS DIGITA	Personal blog and photo posting	Open Source Digital photo community forum site	Better accommodation of site visitors, increased user interaction	Special treatment to programmers, danger of venture capital

LUIGIDOLLOSA	10754903	O0A
SAD PAPER		

A Systems Analysis Study on the Research, Learning, and Training Materials Inventory of TeaM Energy

Presented to the

Information Systems Program

School of Management and Information Technology

De La Salle–College of Saint Benilde

In Partial Fulfillment of the

Requirements of the subject

Systems Analysis

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SYSANAL O0A

August, 2008

SUBMITTED TO:

Mr. Paul Pajo

SYSANAL Final Project (1st term, SY 2008-2009)

TITLE:

"An Analysis on the Research, Learning, and Training Materials Inventory of TeaM Energy's Strategic Planning Department"

I. CHAPTER 1 :: ORGANIZING FOR IMPROVEMENT

❖ **COMPANY BACKGROUND**

TeaM Energy Corporation, CTC Building 2232 Roxas Boulevard, Pasay City 1300

" We are TeaM Energy, the Nation's growth partner.

We generate and supply reliable and affordable energy to uplift lives and promote the sustainable development of the country while creating value for our stakeholders.

We are committed and empowered to achieve cost effective, safe and environmentally-sound operations, using superior technology. " *(Mission-Vision Statement)*

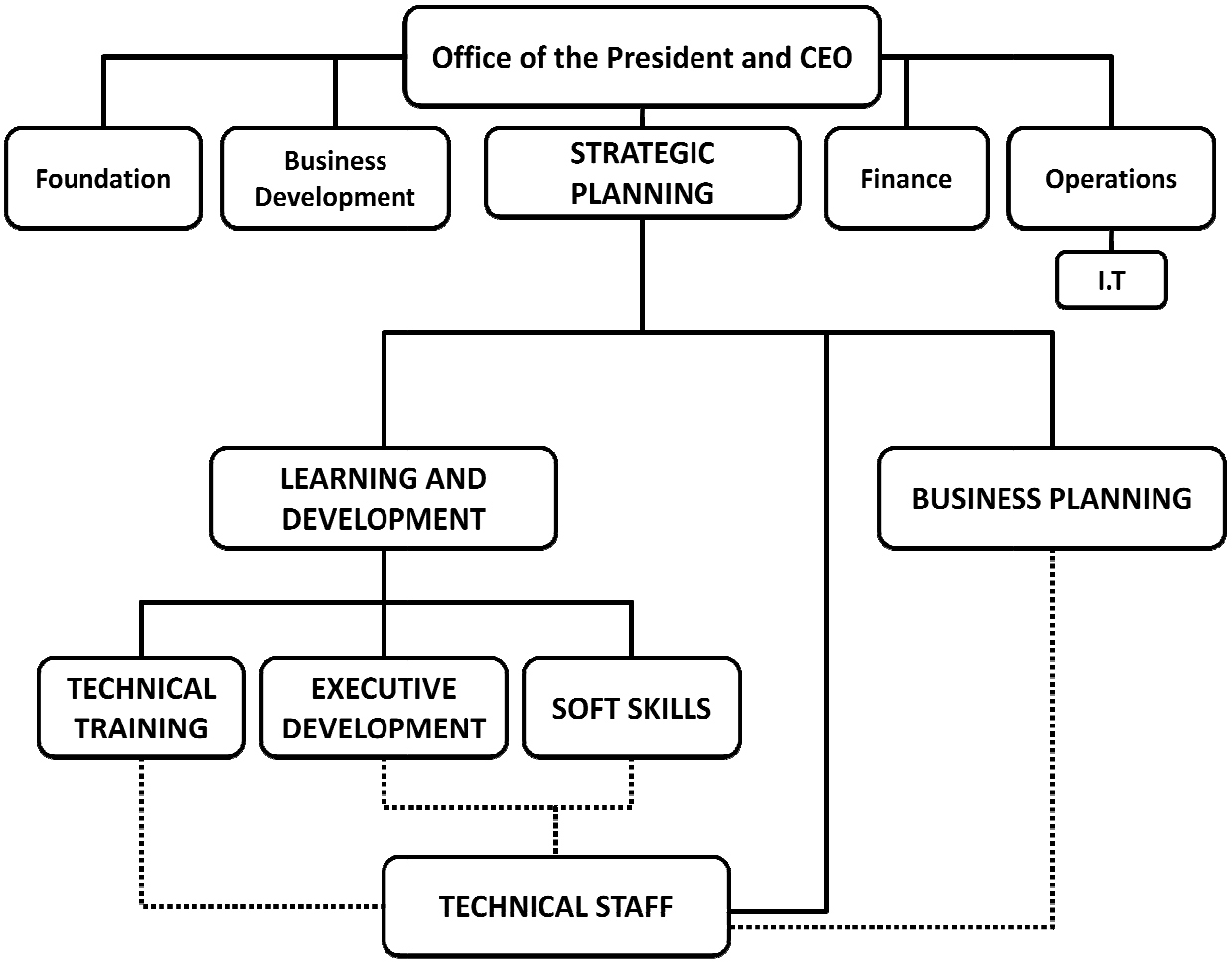
TeaM Energy Corporation, a partnership between the Japanese firms Tokyo Electric Power Company and Marubeni Corporation, is one of the largest independent power producers in the Philippines, with over 2000 megawatts of installed generating capacity nationwide. It owns and operates power plants in Pagbilao, Quezon and Sual, Pangasinan, and owns a 20% stake in the natural gas-fired plant in Ilijan, Batangas.

TeaM Energy has achieved ISO 14001 Certification in Environmental Management System for Pagbilao and Sual, and has received numerous awards for its exemplary environmental, health and safety performance. It also sets the standards in the industry for operational excellence, with its world-class EFOR (Equivalent Forced Outage Rate) and EAF (Equivalent Availability Factor).

They consider themselves as partners in the country's growth and remain committed to promoting sustainable development. They care deeply about the people they serve and support their local communities in terms of education, health and economic development.

Their mission is to generate and to supply reliable, affordable and environment friendly energy to the Philippines. By establishing an indispensable linkage with the state-owned company NAPOCOR (National Power Corporation), their foremost client in the locale, they synergize in a mutual endeavor of serving as providers and generators of electricity in the Philippines.

(Organizational Chart)



❖ STATEMENT OF THE PROBLEM

The Strategic Planning Department of TeaM Energy Corporation has the twofold function of formulating the business plans, strategies, and project studies of the organization, and facilitating the learning and development of all units and levels inside the organization.

They are presently coping with the challenge of developing an accessible, expedient, and regimented research, learning, and training resource inventory to settle the affairs of:

- File integration
- Information access and retrieval
- Maintenance of inventory

At this point in time, they are utilizing a so-called computerized system by using Microsoft Excel. To access the system, every departmental function must approach the Technical Clerk's office at the Corporate Office (CTC) for inquiry on a prospective learning material to be borrowed. The department head then accesses the spreadsheet application wherein information on a specific identifiable material is stored on record. He supplies the key datum, the office location of the material, since individual office's data box filers and cabinets are employed as immediate storage for the materials, in the variety of books, journals, modules, manuals, binders, and departmental forms. The employee then mobilizes to the office situation to borrow from its owner (the office occupier) the preferred material. This manual business process is attested to be time-consuming and ineffective, and unable to cater the need for access on the materials stored at the Sual and Pagbilao company offices. More-over, the department reports of the existing system being incapable of monitoring material status and, as well, unable to sustain the physical conditions of the inventory.

With a department unit that has the integral obligation of composing the directional course of action towards organizational achievement of objectives, a system that doesn't meet the modern trends on computing will lag behind in research and proficiency. And with the parallel unit duty to facilitate personnel learning and development, an outdated catalog methodology will not influence, towards excellence, the unit's shared target expectations.

❖ **OBJECTIVES OF THE SYSTEM**

By successfully devising and executing our proposed computer-based library system, we are looking forward to optimally upgrade the business process on corporate and developmental research. Our proposed system is comprised of a dual package deal of a computerized online library catalog system assimilated in an eDocument-based information storage system. With our proposed system named as COILS (Centralized Online Integrated Library System), we intend to:

- Boost information access and retrieval by progressing to a computer-based information system from the current manual search and sorting system
- Integrate the library system to all sections and locations of Sual and Pagbilao corporate offices in order to widen user accessibility

Our vision for our proposed system, COILS, is to design a computer-based application that will highlight:

- instant accessibility by the usage of the desktop computer of the personnel's office
- instant display of organized search results
- instant retrieval of material information

Through these features, we hope to bring about:

(Tangible benefits)

- shorter time consumption inventorying, searching, and borrowing processes
- conservation of space and time
- reduced process inaccuracy

(Intangible Benefits)

- increased organizational coordination
- increased performance and quality delivery of departmental functions
- increased information reliability and availability
- enhanced departmental information security

❖ SIGNIFICANCE OF THE STUDY

We opted for this business process as the area of study due to the perceived prospects for successfully building an effectual computer-based information system as the existent system's replacement. There is a seemingly critical opportunity, out of the ongoing challenge, that our group would like to capitalize in. Designing a computer-based system will, in fruition, alleviate the organizational hassles of manual inventory processing, one that poses the challenges to all departmental functions. This will improve, to a great extent, the usage and accessibility of research resources, thus, accelerating work performance and output delivery on project implementation, particularly of the Learning and Development Department.

With this study, the Strategic Planning Unit of the organization will be thoroughly reinforced in the facets of research, consultation and leisure as well. There shall be a perceptible improvement in how user-personnel of the department will access and recommend learning materials, thus, heightening department unit operation in terms of specialization and task liabilities. Due to the features propounded by our proposed system, TeaM Energy will benefit from the headway of knowledge and skill foundation granted by the Learning and Development, and Business Planning Departments.

❖ SCOPE AND LIMITATION

This system is exclusive for an integrated library system solely for the Strategic Planning Department, therefore it encompasses:

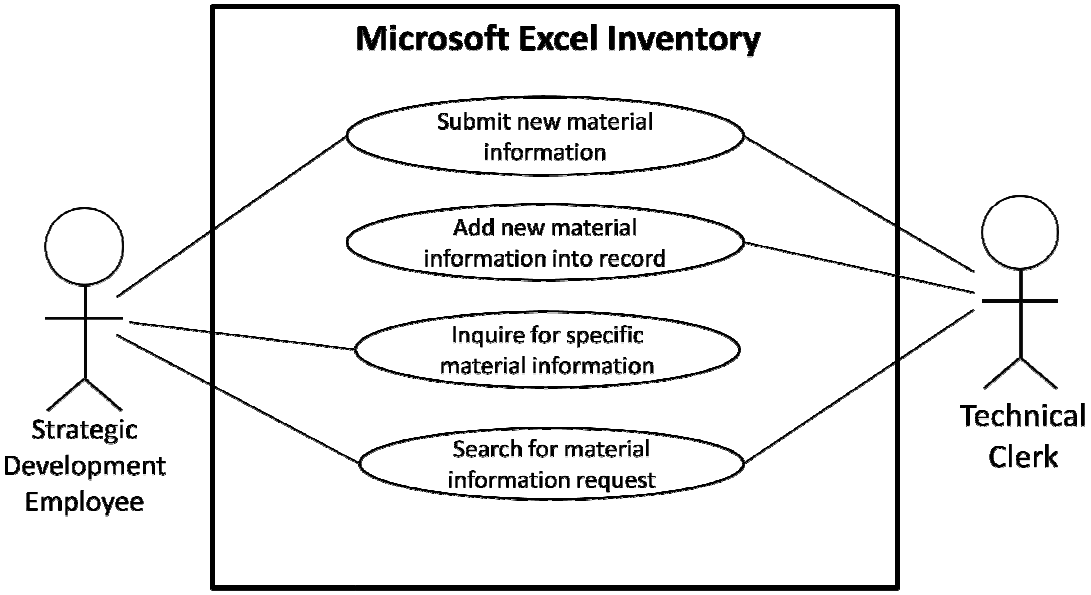
- Design and implementation of the software application and database system
- System integration and maintenance

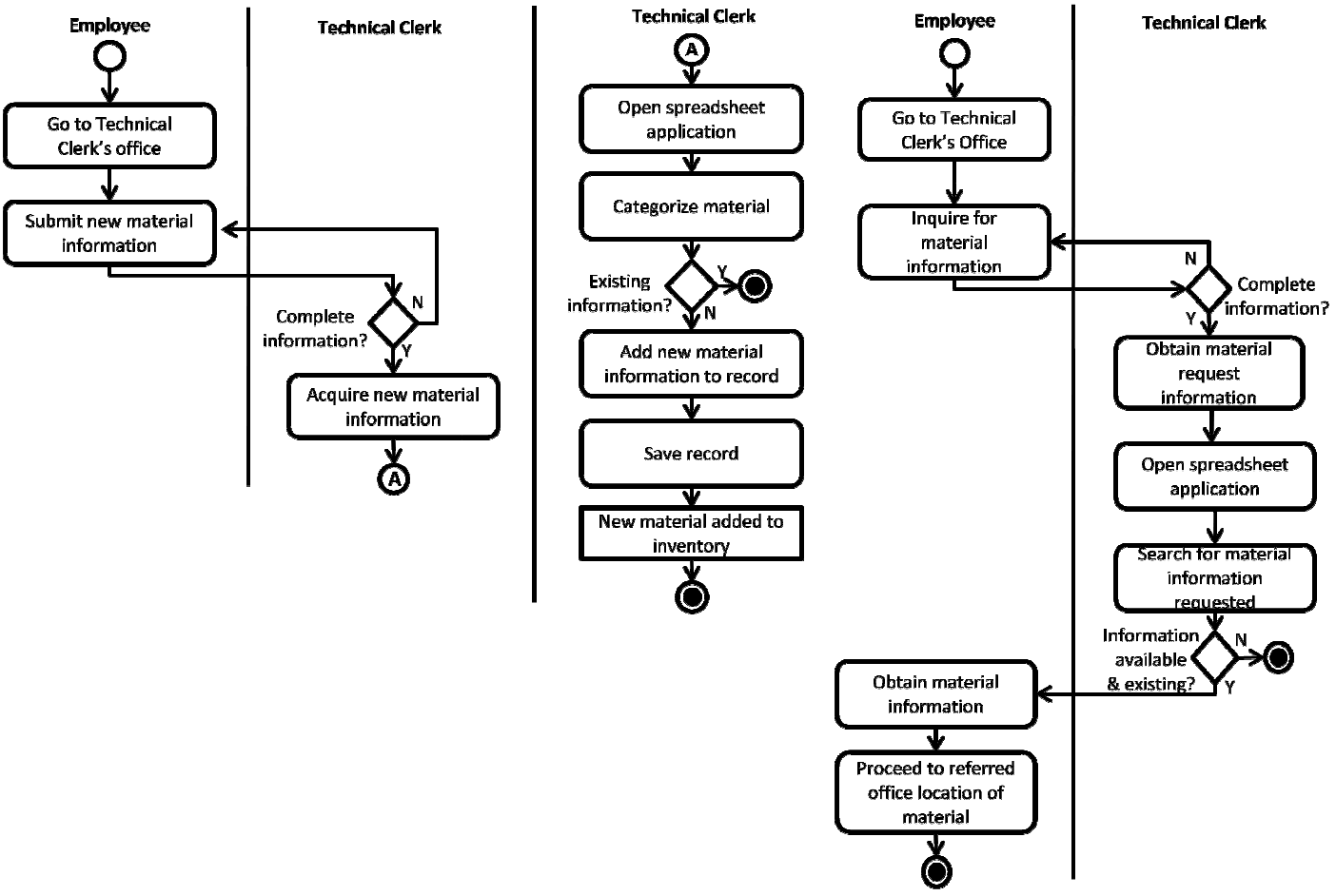
Because the proposed system needs a systematic inventory, every research and learning material must possess a corresponding account identification code, hence, designation of the record information is still incorporated within our scope. Our proposed system has no concern to any further extent beyond these projected affairs, namely:

- Organization and physical safe-keeping of all inventories
- Library system suitable for the classification and organization of the materials
- Conversion of the research, learning, and training materials into electronic documents

II. CHAPTER 2 :: SYSTEMS ANALYSIS

❖ USE-CASE DIAGRAM OF EXISTING SYSTEM





IDENTIFICATION SUMMARY:

Title: Submit the new material information

Summary: This use case allows an employee to submit new material information to Technical Clerk

Actors: Employee, Technical Clerk

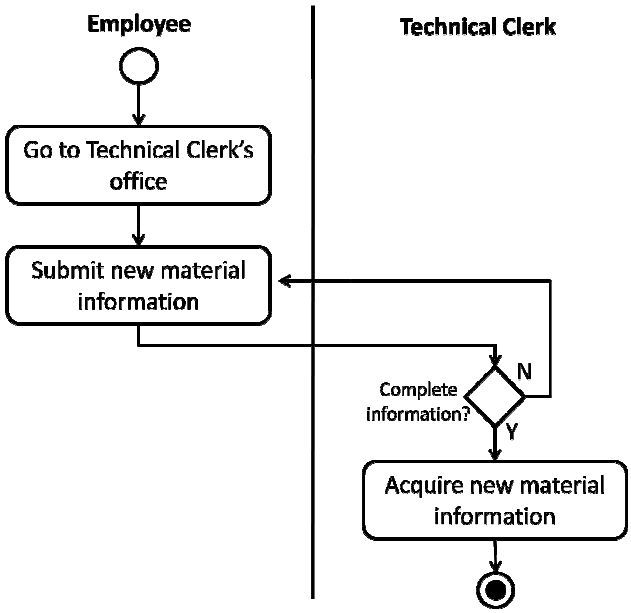
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0

Person in Charge: Camz Maddela

FLOW OF EVENTS:

Preconditions:

- Employee should be under the Strategic Planning Department
- New material information must not be an existing record in the Excel inventory



Main Success Scenario:

1. Employee goes to office of Technical Clerk
2. Employee submits the necessary information about the new material
3. Technical Clerk acquires new material information

Alternative Sequences

A1 – *Incomplete new material information*; From 2

3: Technical clerk requests missing information

Back to 2

Error Sequences:

E1 – *The employee is not part of the Strategic Planning Department;* From 1

2: UC fails

Post Conditions:

- New material information to be inputted into inventory

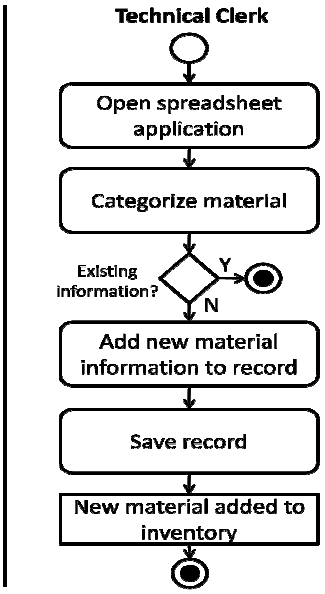
IDENTIFICATION SUMMARY:

Title: Add new material information into record
Summary: This use case allows the Technical Clerk to add new material information into record.
Actors: Technical clerk
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Camz Maddela

FLOW OF EVENTS:

Preconditions:
- Microsoft Excel is functioning.

Main Success Scenario:
1. Technical Clerk opens the Excel file.
2. Technical Clerk categorizes material information submitted.
3. Technical Clerk adds information of new material.
4. Technical Clerk saves record.



Alternative Sequences
A1 – *Incomplete material information*; From 2
3: Technical Clerk supplies information submitted by employee
Go to 3

Error Sequences:
E1 – *Existing material information;* From 2
3: UC fails

Post Conditions:
- New material added in the inventory

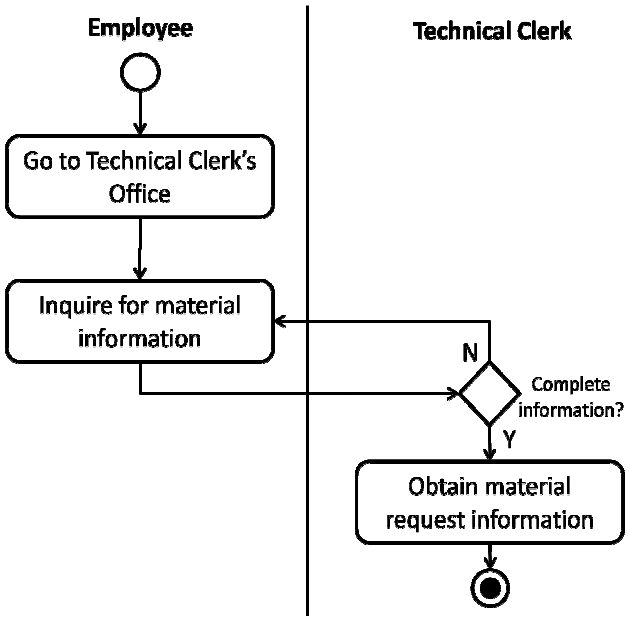
IDENTIFICATION SUMMARY:

Title: Inquire for specific material information
Summary: This use case allows an employee to inquire for specific material information stored in the Excel inventory.
Actors: Employee, Technical Clerk
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Camz Maddela

FLOW OF EVENTS:

Preconditions:
- Employee must be under the Strategic Planning Department

Main Success Scenario:
1. Employee goes to the Technical Clerk's office.
2. Employee inquires for needed material.
3. Technical Clerk obtains request information.



Alternative Sequences
A1 – *Incomplete material information*;
From 2
3: Employee supplies needed material information
Back to 2

Error Sequences:
E2- *Employee not under Strategic Planning Department*; From 1
2: UC fails

Post Conditions:
- New search inquiry for Technical Clerk.

IDENTIFICATION SUMMARY:

Title: Search for material information request

Summary: This use case allows the Technical Clerk to search for the employee's material information request.

Actors: Technical Clerk, Employee

Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0

Person in Charge: Camz Maddela

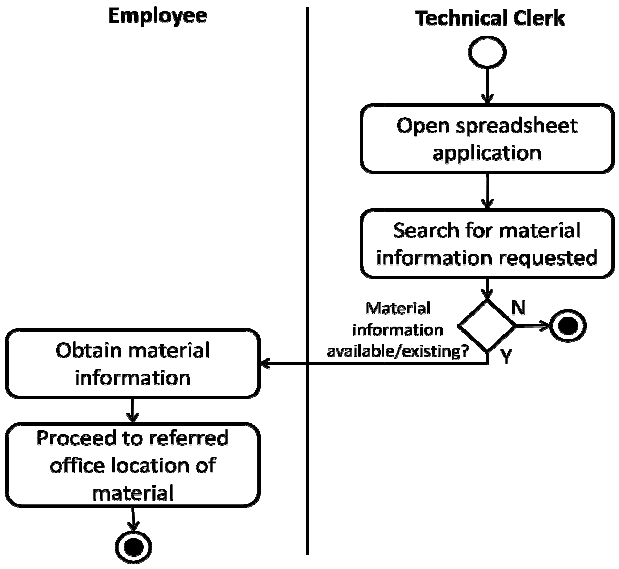
FLOW OF EVENTS:

Preconditions:

- Microsoft Excel is functioning.

Main Success Scenario:

1. Technical opens the spreadsheet application.
2. Technical Clerk searches for material information requested.
3. Employee obtains material information.
4. Employee proceeds to office location of material.



Alternative Sequences

A1 – *Microsoft Excel is bugged down*; From 1

2: Reboot computer

Go to 2

Error Sequences:

E1 – *Requested material information not found*; From 2

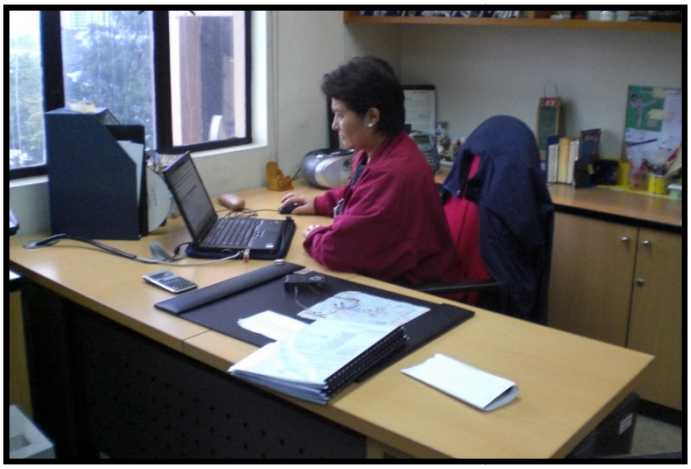
3: UC fails

Post Conditions:

- Material information requested is/are obtained by employee

❖ **PROCESS WALKTHROUGH**

STEP	ACTIVITY
1	GO TO TECHNICAL CLERK'S OFFICE
2	SUBMIT NEW MATERIAL INFORMATION
3	ACQUIRE NEW MATERIAL INFORMATION
4	OPEN SPREADSHEET APPLICATION
5	CATEGORIZE MATERIAL
6	ADD NEW MATERIAL INFORMATION TO RECORD
7	SAVE RECORD
8	GO TO TECHNICAL CLERK'S OFFICE
9	INQUIRE FOR MATERIAL INFORMATION
10	OBTAIN MATERIAL REQUEST INFORMATION
11	OPEN SPREADSHEET APPLICATION
12	SEARCH FOR MATERIAL INFORMATION REQUESTED
13	OBTAIN MATERIAL INFORMATION
14	PROCEED TO REFERRED OFFICE LOCATION OF MATERIAL



[1-3]

[8-10]

Microsoft Excel - Chebong update file

File Edit View Insert Format Tools Data Window Help

C376

Office of the President - Strategic Planning

TEAM ENERGY

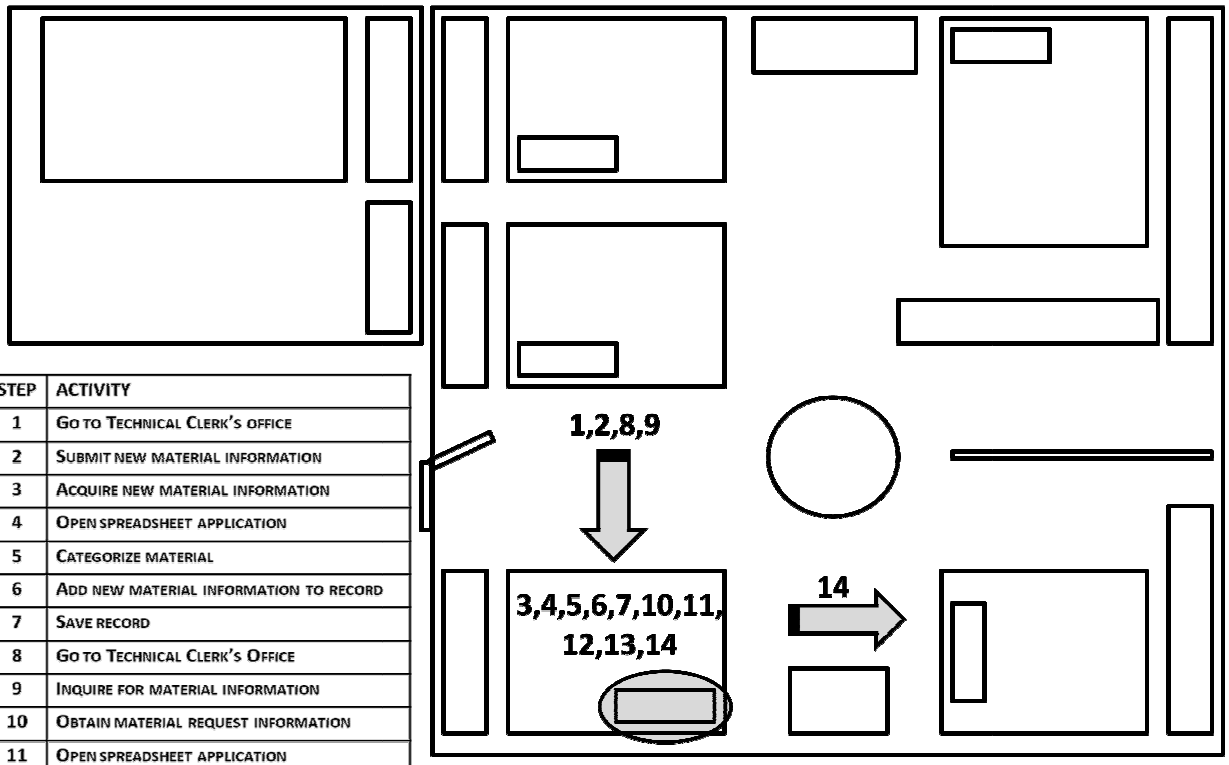
MASTERLIST OF DEPARTMENTAL FILES

REF #	FILE TITLE	OLD LOCATION	RTOF NAME	RTOF DATE	REMARKS
27	> PAGBILAO 3 EXPANSION INFORMATION MEMORANDUM -	Office	Chebong Dollosa	May 14 2008	1 - Set
28	> ORGANIZATIONAL DIAGNOSIS (DR. D. DUTTA ROY) -	Office	Chebong Dollosa	May 14 2008	1 - Set
29	> E-MAIL - SUBJECT: COMMENTS ON THE SUMMARY				
	INFORMATION MEMORANDUM -	Office	Chebong Dollosa	May 14 2008	1 - Set
30	> MIRANT 2003 EMPLOYEE SURVEY RESULTS (January 26, 2004)				
	Jackie Greaner, Ph. D. Matt Valenti, Ph. D. Watson Wyatt -	Office	Chebong Dollosa	May 14 2008	Bind
31	> MIRANT PHILS. OVERVIEW BEYOND TODAY, BEYOND ENERGY -	Office	Chebong Dollosa	May 14 2008	1 - Set
32	> WHEN LIGHT BEGINS, DARKNESS ENDS -	Office	Chebong Dollosa	May 14 2008	Folder
33	> PAGBILAO 3 EXPANSION SUMMARY INFORMATION MEMORANDUM -	Office	Chebong Dollosa	May 14 2008	Bind
34	> MIRANT CODE OF ETHICS AND BUSINESS CONDUCT -	Office	Chebong Dollosa	May 14 2008	Magazine
35	> PAGBILAO EXPANSION -	Office	Chebong Dollosa	May 14 2008	1 - Set
36	> MIRANT - CORPORATE GOVERNANCE (March 2005) -	Office	Chebong Dollosa	May 14 2008	Bind 2 pcs
37	> M P S P -	Office	Chebong Dollosa	May 14 2008	Black arch binder
38	> AIM - EXCELL EXCECUTIVE EDUCATION AND LIFELONG				
	LEARNING CENTER -	Office	Chebong Dollosa	May 14 2008	Blue arch binder

[4-7]

[11-13]

❖ **GEOGRAPHIC FLOWCHART**



STEP	ACTIVITY
1	GO TO TECHNICAL CLERK'S OFFICE
2	SUBMIT NEW MATERIAL INFORMATION
3	ACQUIRE NEW MATERIAL INFORMATION
4	OPEN SPREADSHEET APPLICATION
5	CATEGORIZE MATERIAL
6	ADD NEW MATERIAL INFORMATION TO RECORD
7	SAVE RECORD
8	GO TO TECHNICAL CLERK'S OFFICE
9	INQUIRE FOR MATERIAL INFORMATION
10	OBTAIN MATERIAL REQUEST INFORMATION
11	OPEN SPREADSHEET APPLICATION
12	SEARCH FOR MATERIAL INFORMATION REQUESTED
13	OBTAIN MATERIAL INFORMATION
14	PROCEED TO REFERRED OFFICE LOCATION OF MATERIAL

❖ **PROCESS TIME VS. CYCLE TIME**

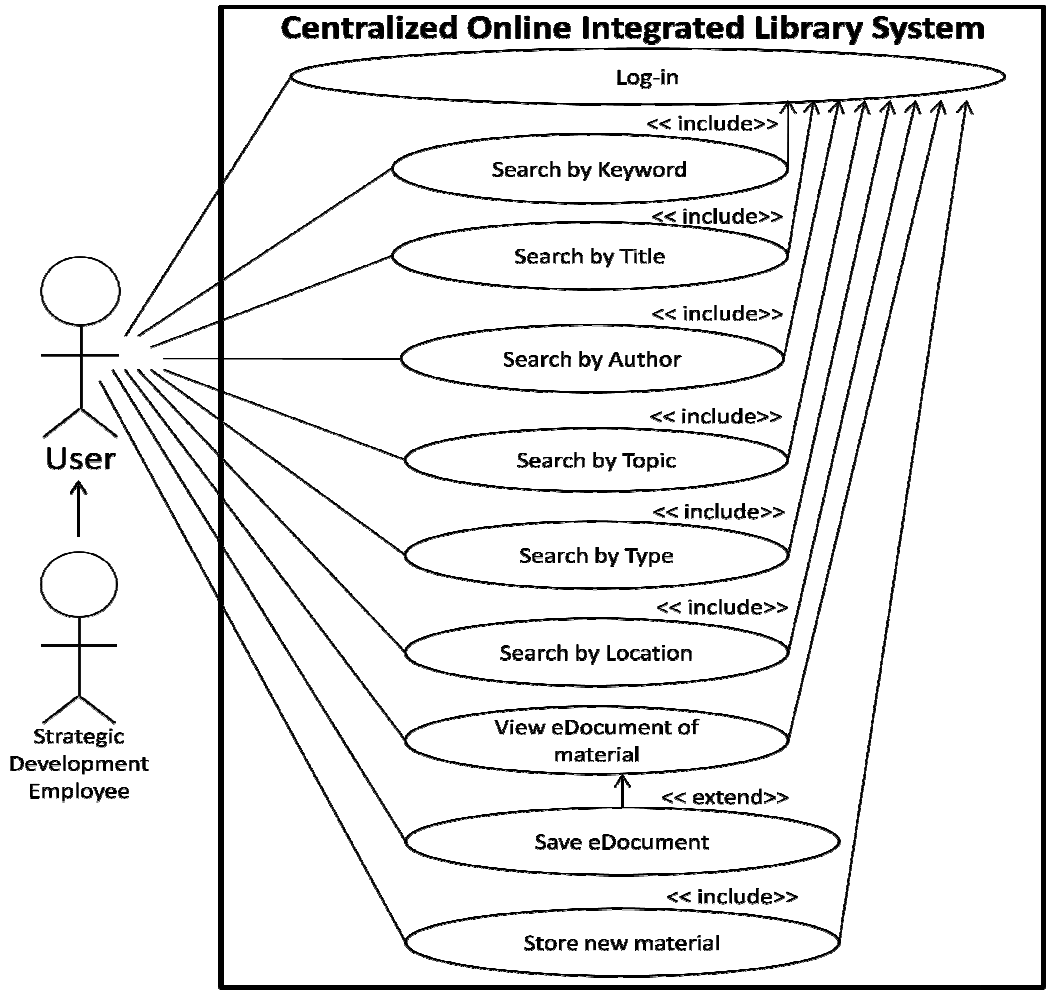
ACTION	PROCESS TIME	CYCLE TIME	DELAY CAUSE
SUBMIT NEW MATERIAL INFORMATION	2-3 minutes	5 minutes	Incomplete information; invalid material
ADD NEW MATERIAL INFORMATION INTO RECORD	5-8 minutes	10 minutes	Bugged-down CPU load speed
INQUIRE FOR SPECIFIC MATERIAL	2-3 minutes	5 minutes	Miscommunication; unauthorized request
SEARCH FOR MATERIAL INFORMATION REQUESTED	3-5 minutes	8 minutes	Sizeable record; slow index; unavailable material
	12-19 minutes	**28 minutes**	

III. CHAPTER 3 :: SYSTEM DESIGN

❖ **TABLE OF RECOMMENDATIONS**

PROBLEMS TO BE ADDRESSED:	RECOMMENDED CHANGE NEEDED TO IMPROVE:	ACTIVITIES AFFECTED BY THE CHANGE:
FILE INTEGRATION	» From scattered materials inventory to a centralized online library database	» Proceed to Technical Clerk Office
INFORMATION ACCESS AND RETRIEVAL	» From physical information to electronic information » From a single employee access to a multi-accessible application for all offices	» Open spreadsheet application » Manually search record » Proceed to specified office location
MAINTENANCE OF INVENTORY	» From the Technical Clerk of the Strategic Planning to the IT Department	» Submit material information to Technical clerk

❖ **USE-CASE DIAGRAM OF PROPOSED SYSTEM**



IDENTIFICATION SUMMARY:

Title: Log-in
Summary: This use case allows a user to log-in in COILS
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

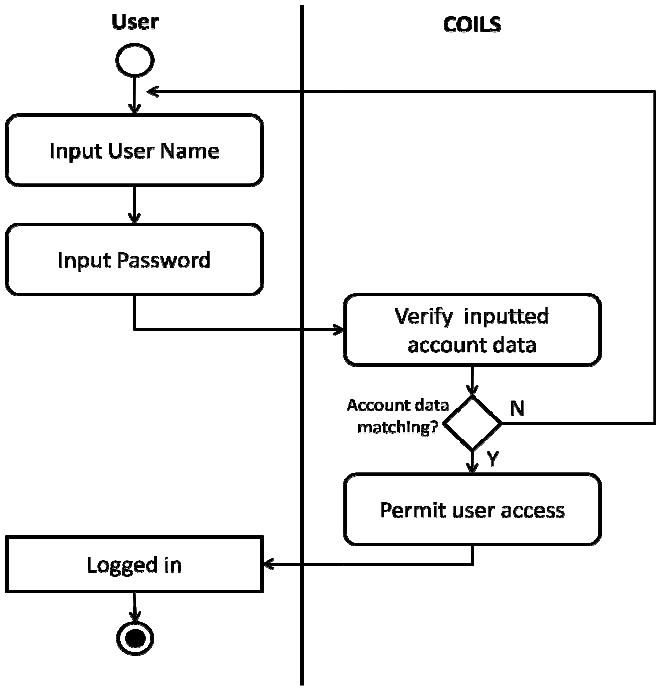
FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.

Main Success Scenario:

1. User inputs Username.
2. User inputs Password.
3. COILS verifies inputted user account data.
4. User successfully log-in in COILS.



Alternative Sequences

A1 – *Not matching account data*; From 3
4: COILS does not accept user log-in
Back to 1

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

E2 – *No existing user account;* From 3
4: UC fails

Post Conditions:

- User is logged-in into the system

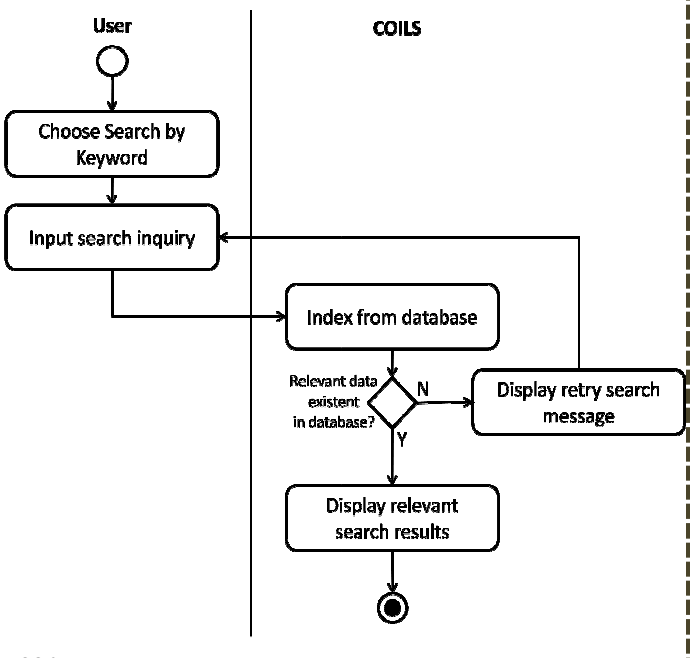
IDENTIFICATION SUMMARY:

Title: Search by Keyword
Summary: This use case allows an applicant to search the database by inputting the keyword
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.



Main Success Scenario:

1. User chooses Search by Keyword.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.

Alternative Sequences

A1 – Non-e*xistence of relevant data*; From 3

4: COILS displays retry search message to user

Back to 2

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1

2: UC fails

Post Conditions:

- Display of search results according to relevance

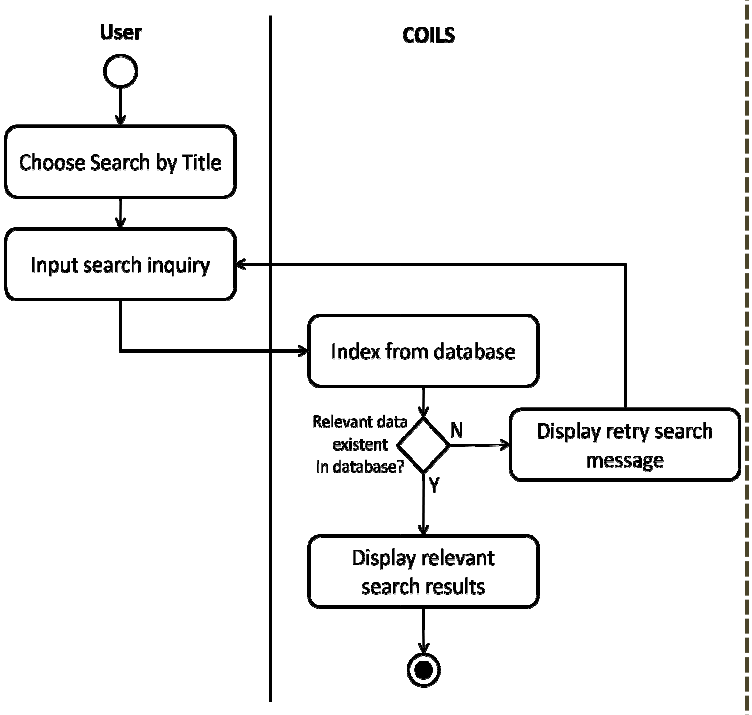
IDENTIFICATION SUMMARY:

Title: Search by Title
Summary: This use case allows an applicant to search the database by inputting the title
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.



Main Success Scenario:

1. User chooses Search by Title.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.

Alternative Sequences

A1 – Non-*existence of relevant data*;
From 3
4: COILS displays retry search message to user
Back to 2

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

Post Conditions:

- Display of search results according to relevance

IDENTIFICATION SUMMARY:

Title: Search by Author
Summary: This use case allows an applicant to search the database by inputting the author
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.

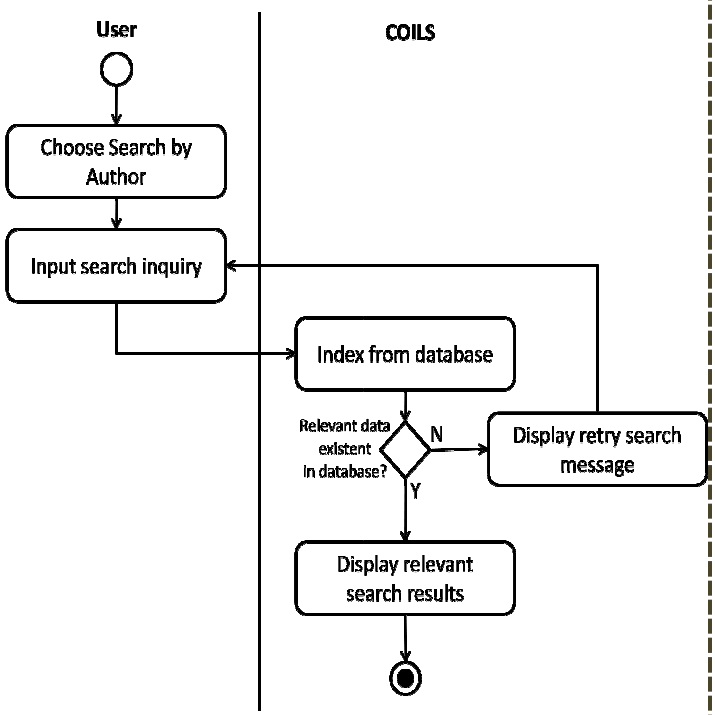
Main Success Scenario:

1. User chooses Search by Author.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.

Alternative Sequences

A1 – Non-e*xistence of relevant data*; From 3

4: COILS displays retry search message to user
Back to 2



Error Sequences:

E1 – *Network connection abruptly disabled;* From 1

2: UC fails

Post Conditions:

- Display of search results according to relevance

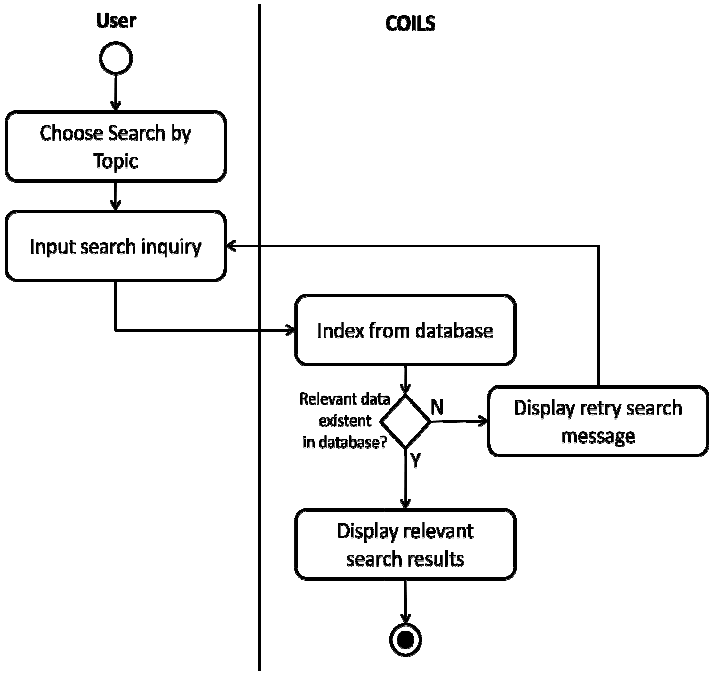
IDENTIFICATION SUMMARY:

Title: Search by Topic
Summary: This use case allows an applicant to search the database by inputting the topic
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.



Main Success Scenario:

1. User chooses Search by Topic.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.

Alternative Sequences

A1 – Non-*existence of relevant data*;
From 3
4: COILS displays retry search message to user
Back to 2

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

Post Conditions:

- Display of search results according to relevance

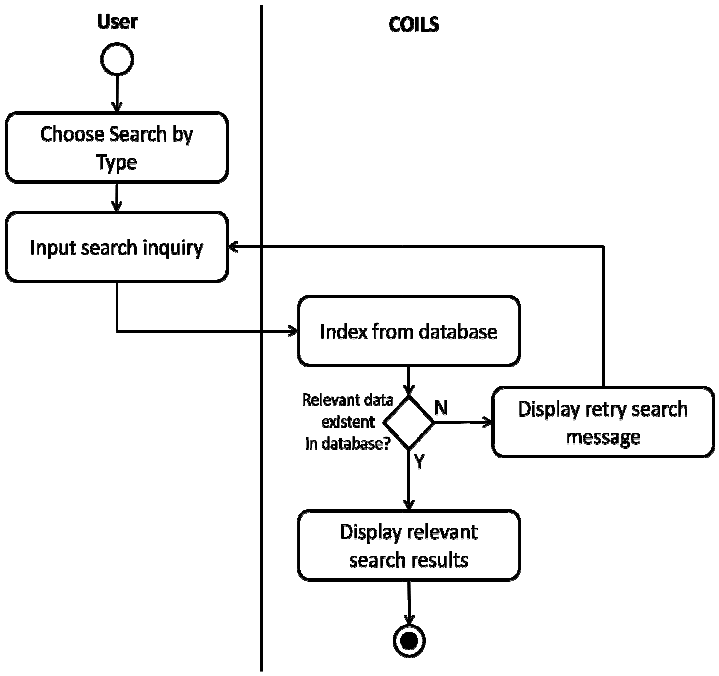
IDENTIFICATION SUMMARY:

Title: Search by Type
Summary: This use case allows an applicant to search the database by inputting the type
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.



Main Success Scenario:

1. User chooses Search by Type.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.

Alternative Sequences

A1 – Non-*existence of relevant data*;
From 3
4: COILS displays retry search message to user
Back to 2

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

Post Conditions:

- Display of search results according to relevance

IDENTIFICATION SUMMARY:

Title: Search by Location
Summary: This use case allows an applicant to search the database by inputting the location
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

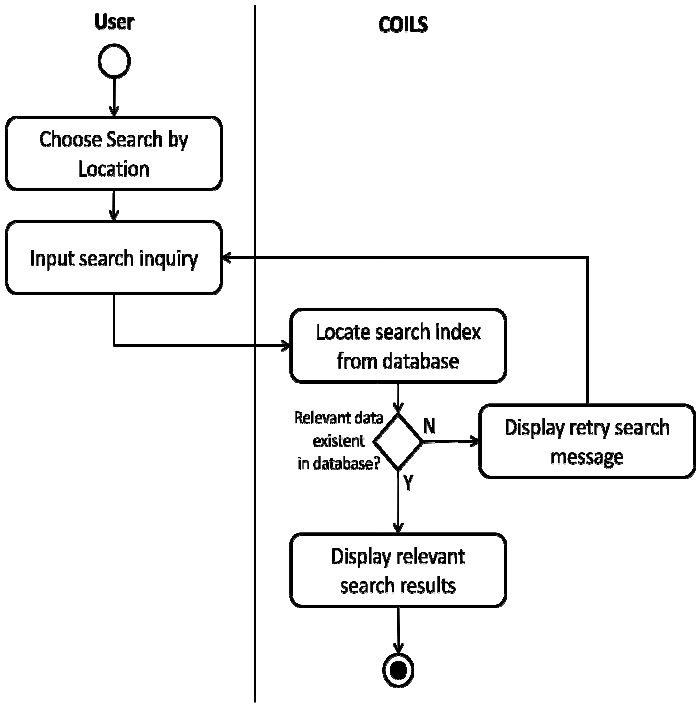
FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.

Main Success Scenario:

1. User chooses Search by Location.
2. User inputs search inquiry.
3. COILS indexes from database.
4. COILS displays relevant search results.



Alternative Sequences

A1 – Non-*existence of relevant data*; From 3

4: COILS displays retry search message to user

Back to 2

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1

2: UC fails

Post Conditions:

- Display of search results according to relevance

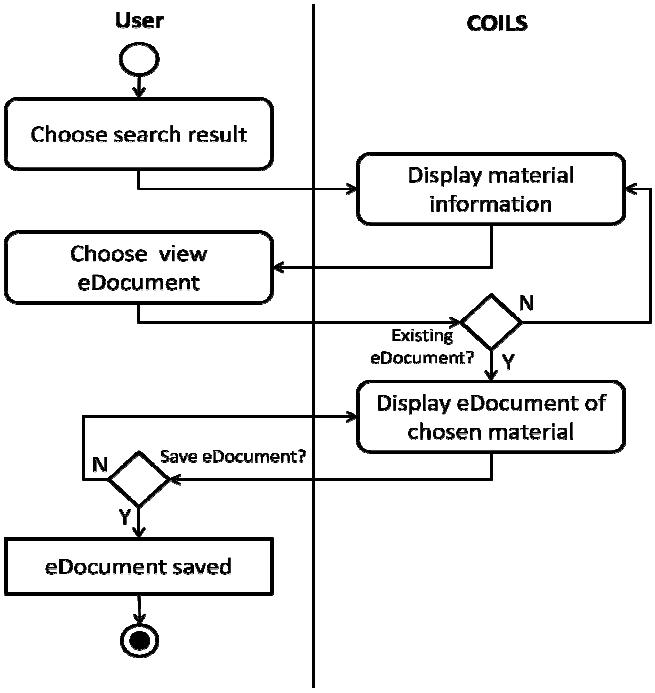
IDENTIFICATION SUMMARY:

Title: View eDocument of material
Summary: This use case allows a user to view the eDocument of a selected material.
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.
- Material has an existing eDocument in COILS.



Main Success Scenario:

1. User chooses a particular search result.
2. COILS displays material information.
3. User chooses to view eDocument of selected material.
4. COILS displays eDocument.
5. User successfully saves eDocument.

Alternative Sequences

A1 – *No existing eDocument of material*; From 3
4: COILS displays no eDocument message
Back to 2

A2 – *User chooses to save eDocument*; From 4
5: eDocument is saved to user's computer
Go to 5

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

Post Conditions:

- New eDocument is stored in user's computer.

IDENTIFICATION SUMMARY:

Title: Store new material
Summary: This use case allows a user to store a new material in COILS
Actors: User
Creation Date: August 8, 2008 **Date of Update:** August 8, 2008 **Version:** 1.0
Person in Charge: Luigi Dollosa

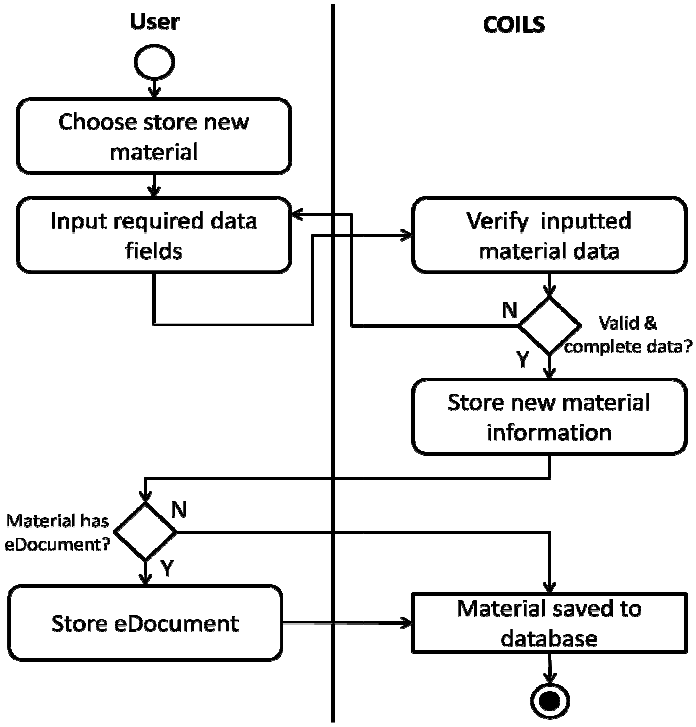
FLOW OF EVENTS:

Preconditions:

- User must have a COILS user account.
- COILS is fully functional and not under maintenance.

Main Success Scenario:

1. User chooses Store new material.
2. User inputs required data fields.
3. COILS verifies inputted material data.
4. COILS stores new material information.
5. User stores eDocument of material.
6. COILS saves new material record to database.



Alternative Sequences

A1 – *Invalid/incomplete inputted data*;
From 3
4: COILS displays message to answer required data fields
Back to 2

A2 – *No eDocument of material*; From 5
6: COILS just saves data the user inputted
Go to 6

Error Sequences:

E1 – *Network connection abruptly disabled;* From 1
2: UC fails

Post Conditions:

- New material record is stored in COILS.

❖ **BENCHMARKING**

OPAC (Online Public Access Catalogue), an integrated library system, is a computer-based inventory of the learning materials contained in a library. Individuals can be able to access it at computer terminals held inside the facility, or even at home, through the internet. It possesses an index of the learning materials cataloged in the library system.

The LRC's (Learning Resource Center) of DLS-CSB are fully housed with several functional computer units which have OPAC accessible for library users.

METRIC	DLS-CSB LRC OPAC	COILS
NUMBER OF CUSTOMERS	1	1
AVERAGE TRANSACTIONS PER DAY	30	10
NUMBER OF BRANCHES	1	1
TYPE OF INFORMATION SYSTEMS	CBIS	CBIS
INDEX SPEED	0.3 seconds	0.3 seconds
ACCESSIBILITY	Each computer of each LRC branch	Each computer in each office in the CTC (Corporate Office), Sual and Pagbilao Powerplant Offices
RESULT DISPLAY	Infinite (Scroll-down window)	15 per page
RESOURCE MATERIAL INFORMATION	Title, Author, Subject, Series, Call Number, Category	Title, Author, Type, Topic Office Location, eDocument

❖ **STREAMLINING**

TOOL	REASON | ADVANTAGE
BUREAUCRACY ELIMINATION	Instead of going to the Technical Clerk's office for material request and proceeding to a specified office location for material borrowing, COILS does only a single interfacing through the office desktop computer, thereby eliminating over-all process cycle time.
SIMPLIFICATION	The over-all process is simplified in COILS by having COILS possess a search engine together with eDocument user accessibility, and giving users the immediate freedom to add new material in storage.

PROCESS CYCLE-TIME REDUCTION	By eliminating unwanted office interfacing through the implementation of a centralized information system, cycle-time is enormously reduced in the over-all process.
ERROR PROOFING	The manual process eminent in the department is prone to human flaw because it is maintained by a non-I.T practitioner and the Spreadsheet application can be misused without appropriate user accessing.
UPGRADING	Since COILS is a CBIS, the I.T department is accountable to the evaluation, maintenance, and enhancement of the system, making it suitable to the changing needs of the departmental employees in the Corporate and Power Plant offices also.
SIMPLE LANGUAGE	COILS graphical user interface is constructed in a manner that there will be reduced effort in accessing the application. COILS also makes data organized and its features ensures the employees of efficient and productive research and reference.
STANDARDIZATION	The features of our proposed system are subject to instinctive interpretation. Alongside with the user-friendly interface, employees will be able to comprehend the processes involved in COILS even at first glance.
SUPPLIER PARTNERSHIP	COILS is guaranteed to be 100% functional at initial purchase. We, as developers of the system, ensure that our clients in TeaM Energy will be supplied with authenticated, functional, and long-lasting product quality.
BIG PICTURE IMPROVEMENT	With COILS, there is a sure-fire improvement in research efficiency, training proficiency, and personnel competence- 3 key goals the Strategic Planning Department give great emphasis on.

IV. APPENDICES

- **INTERVIEW TRANSCRIPTION**

Hi ma'am! Can you give us an overview of the Strategic Planning Department?

"Function wise lang muna ha. So, this is Dannie, he developed a way of developing the goals for the whole company. And then we monitor the performance. On the other side, we also have learning and development functions. "

"For trainings, we have 2 plans. One in Pangasinan and one in Pagbilao in Quezon. Each of these sites has around 300 personnel. So we also look at the training requirements of these people which we can categorize into two. Technical training which is related to the operations of the plant. The other one is the skills training which is related to the non- technical like communication, leadership."

So we've heard that you have a learning resource inventory here. Kindly expound on this.

"Actually I have two ideas there e, although one, we are already working with IT. One is having an inventory of all the existing trainings of the organization. That's something that we're currently working on. A need that we still aren't looking into is an inventory of all the new materials that we have and I think that's something that you can focus on."

"Right now, because it was only in January where we were organized to have all the trainings under us. Before kasi, it was just the executive development. But then even the organization, we might as well have all the learning development activities under us. So it was only early this year that we have paper from the site, the one in Pagbilao and this is should be under HR, but now nasa amin na."

"We have an existing inventory, the one with Eddie?? He's a technical clerk and he is encoding the files that we have. In the others sites, they have their own which I haven't seen. Technical training and Soft skills for the executive development, they are manual. "

So, why and how do you use this system using Excel?

"We want to provide training that is efficient, effective and we're also developing our own system where in they can develop their own manuals. One help that we could inquire is this type of system should have a search engine where it is easy for us to determine the location of the manual. Or what are the relevant files for this subject matter. In which you have to do some categorizing. "

"We have shelves where the manuals are, by office too. You have to consult the technical clerk if you need something. Boss Ed handles our files here in the office. In Pagbilao, it's Joseph. He is just new and he's just starting to familiarize himself with the files. Training officer is Carlo, Joseph is the assistant. Si boss Ed titignan niya pa dun sa Excel file."

What problems do you deem important in utilizing this process?

"Hiwalay pa yung files. Sual has (simulator) room where a person is to be trained in using the similar control in the actual plant. I have a feeling it would have to borrow the manuals. I agree also that later on there could be cross training din. Pwedeng maghiraman sila ng files."

"Not actually sharing but making available certain forms that are common to all. Forms related to enrolling or applying for a learning activity. We just started implementing on reporting forms for all."

"I think number one would be efficiency in us working as a team. There are some things that we need to share. Efficiency as we serve our internal clients and employees. Second is yung organization. We're not that organized yet. As we begin sharing we lose it."

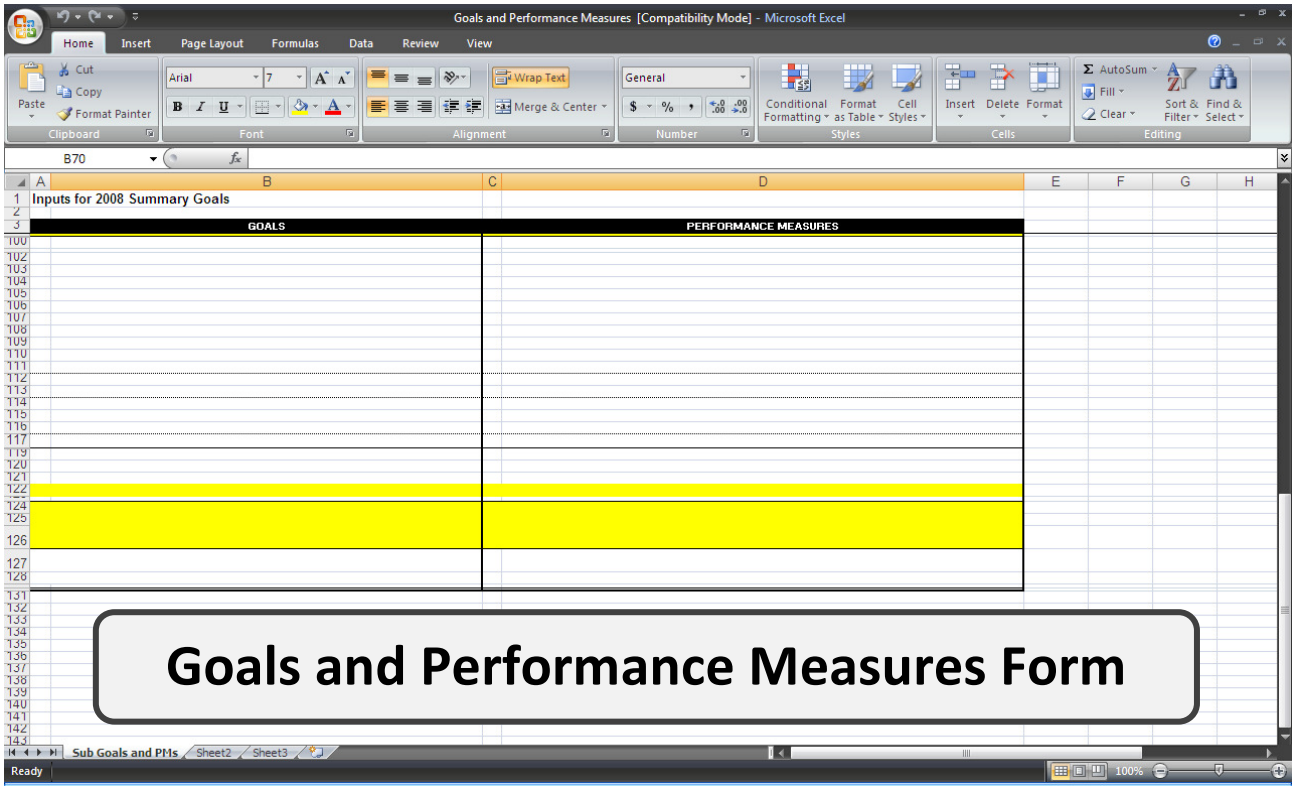
"Is it possible that people outside can access to the files that we can share? "

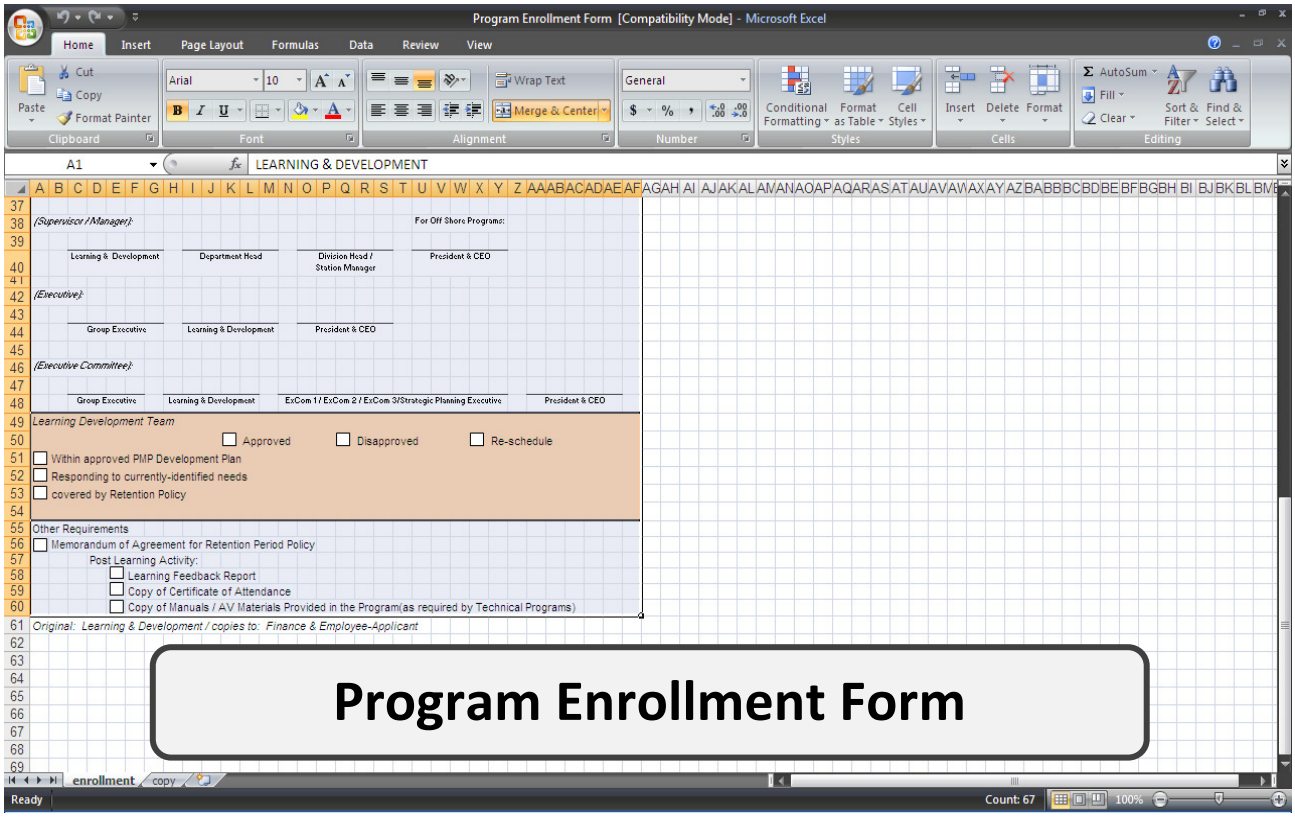
"What if magkasakit si Boss Ed? Siya lang may alam ng lahat. Parang kanya- kanya din. I think pinaka kelangan ng tulong is yung sa Sual and Pagbilao kasi very similar yung mga technical trainings."

Last question, what are the main issues to be tackled with your Excel inventory?

"More on speed, efficiency, organization, cohesiveness of the offices and employees."

❖ IMPORTANT DOCUMENTS





V. CONCLUSION

The Strategic Planning Department of TeaM Energy is posed with an opportunity to spur their cohesive unit headway by improving the existing system they are employing for their Research, Learning, and Training Materials Inventory. The Microsoft Excel inventory system they are utilizing, for the meantime, is definitely granting them drawbacks in terms of file integration, information access and retrieval, and maintenance of inventory. With the integral organizational role of the Strategic Planning Department, an inventory system that hampers their efficiency and effectiveness in attaining their short-term and long-term objectives in research and training, such system should be immediately resolved through corrective actuation. Our group, by implementing a first-hand systems analysis on such scenario, decided to conceptualize a system design proposal that we are proudly putting to the fore, the Centralized Online Integrated Library System.

COILS, as we may commonly address our design, is simply a computer-based library application that creates a centralized system that will allow users to index their inquiries in an embedded search engine mechanism that obtains results through an in-built database inventory. Furthermore, COILS makes it possible for users to gain the online experience by the integration of eDocuments. Not only does COILS boosts information access and retrieval, but it also realizes the ongoing departmental issue of centralizing all their vital data for their actual activities. And by furnishing the accountability to the I.T department, COILS can be managed proficiently by a more specialized workforce. Lastly, COILS boasts its undoubtedly appealing and user-friendly user interface that gives the software application the functionality and as well the aesthetic it rightfully deserves.

From a simple spreadsheet application to a real deal computer-based information system, the TeaM Energy's Strategic Planning Department is on a clear path towards their sure-fire goals of fulfilling their over-all functions whilst retaining confidentiality, and catalyzing their research, training, and learning necessities. It will, from now on, boil down to the ingenuity of COILS.

LUIGIDOLLOSA	10754903	ODA

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