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Netscape - Is It The Bottom Of The 9th?

IE Explorer Gains Market Share As Netscape Plummet To Oblivion

Santa Monica, CA -- Positive Support Review, Inc. (PSR) released the latest results of an extensive ongoing study of the Internet Browser War. In the study, PSR found that Microsoft's browsers (versions 2, 3 and 4) are being used in over 58% of all Internet sessions versus Netscape's browsers (versions 2, 3 and 4) which garnered only 39.6% during the first week of April.

All other things being equal, it looks like Netscape is going the way of the IBM Microchannel Card and Apple Computer. It was a great idea when it started but there was no one there who knew how to promote the product.

IE 4.0 Winning

Starting with less than 8% of the market in September of 1997, IE 4.0 continues to gain "wider" acceptance of the Internet community. IE 4.0 is snagging 28.5% of the market while Netscape 4.0 lags with only 20.1%.

When the detail market share by browser version is reviewed, the current market forces become quite clear:

- There are a small percentage of users who have not upgraded from version 2.0 of Netscape. By far, a greater number of users are still comfortable with the features of version 2 of Netscape than Version 2 of IE.
- It seems that users of IE 3.0 are pleased with the capabilities of IE.
- Users of Netscape 3.0 are looking for more browser capabilities, and are going to IE 4.

Users who have switched to Netscape 4.0 are

Balanced Scorecard and Job Content Analysis

Many Enterprises Looking To Measure Performance Fail Because No One Is Responsible

The rage today is to say that people and organizations are paid for performance. The current buzzword used for this process is "Balanced Scorecard".

In lay terms, a Balanced Scorecard takes into consideration all of the factors that impact performance and productivity. Included are costs, service

levels, and subjective evaluations of performance and units of work or output produced. Another way of defining this is to look at the value added to a function.

To achieve this goal, many IT organizations begin a process to implement a Balance Scorecard metrics program, but many flounder as they take the first steps in the implementation process followed by an operational phase that does not produce any results.

What typically occurs is a new executive is added to the management process, or some "crisis" takes place

that shows the organization that they are not doing a good job. It is at this point, someone or a "committee" is assigned the responsibility to implement a metrics program.

Causes for Failure

The process of implementing a Balanced Scorecard is very different than its continued operation and use in the management process. To accomplish the latter, someone has to be responsible for the ongoing processes and modifications.

Without that, the process is nothing but bureaucratic organizational red tape. This is the main reason why most achieve no results and implement a process that is unnecessary and costly.



My code is Year 2000 compliant but I am running it on an IBM OS/2 system -- Is that a problem?

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Netscape - Is It The Bottom Of The 9th?

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“loyal” to that browser; however, there does not seem to be any major movement toward it.

Starting Point

At the start of the study Netscape had a larger market share than Microsoft’s Internet Explorer (IE) product. There has been a slow but steady increase in market share for IE. There were two weeks during the study where there was a rapid increase in IE’s market share. The first was the middle of October when the 4.0 product was available to the market after its beta period. The second was during Christmas week when a large number of users tried out the IE product. On the down side prior to the release of IE’s service pack 1, there was a defection from the product.

Study Methodology

Between 58,000 and 80,000 individual Internet sessions are captured on a weekly basis. Only the first time the session is started is it counted in the statistics. The study was initiated in mid-September of 1997 and has been funded by Positive Support Review, Inc.

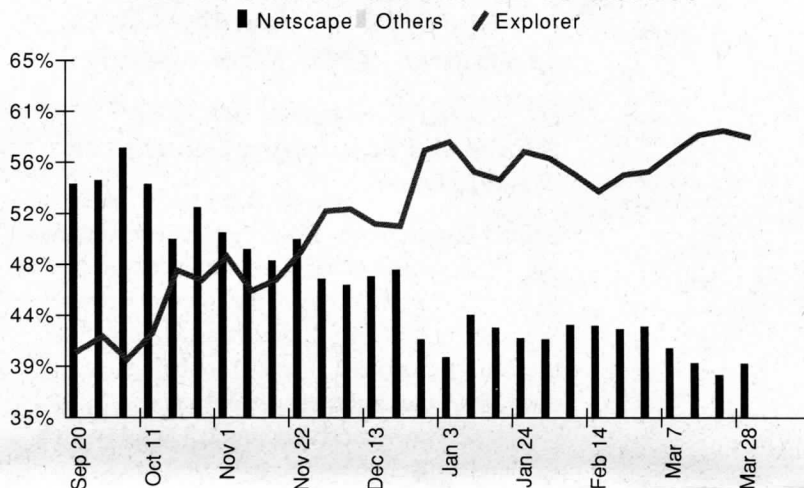
The sites monitored are all managed or hosted by Positive Support Review. Included are a major search engine, a corporate “image” site, an active electronic commerce site and an active “Internet secure site.” No adult sites are included with the sites monitored and 50% of the samples are from times other than normal work hours (Pacific Coast Time).

Positive Support Review and its related companies do not receive any compensation from Netscape or Microsoft to conduct the study. Both Netscape and Microsoft are free to acquire the study at the full retail price.

Summary data from the study is available at <http://www.psrinc.com/browser.htm>. All of the graphics and charts on those web pages were generated using Zinnote® (<http://www.zinnote.com>), a comprehensive and flexible visualization, connectivity and integration tool.

This summary data is updated every two weeks using Zinnote®. The draw data is maintained in a data base that is linked to Zinnote. After it is reviewed, the Zinnote “binder” with the entire study is updated with the single click of the mouse. Then with a second click of the mouse, Zinnote exports the graphical images that populate the web site. Zinnote output is available electronically both as Microsoft Word or HTML.

Market Share Percent - IE vs Market



The full study includes the data, report in WORD format and Adobe Acrobat format, and can be purchased electronically for \$299 at <http://www.psrinc.com/browser.htm>.

	Share		Difference	
	Netscape	IE	Netscape	IE
9/20/97	54.64%	40.59%		
9/27/97	54.97%	41.82%	0.33%	1.23%
10/4/97	57.67%	39.89%	2.70%	-1.93%
10/11/97	54.66%	42.08%	-3.01%	2.19%
10/18/97	50.01%	47.36%	-4.66%	5.28%
10/25/97	52.68%	46.54%	2.68%	-0.82%
11/1/97	50.58%	48.52%	-2.10%	1.97%
11/8/97	49.17%	45.67%	-1.41%	-2.84%
11/15/97	48.20%	46.57%	-0.97%	0.90%
11/22/97	50.02%	48.98%	1.82%	2.41%
11/29/97	46.68%	52.38%	-3.34%	3.41%
12/6/97	46.18%	52.54%	-0.50%	0.15%
12/13/97	46.87%	51.29%	0.69%	-1.25%
12/20/97	47.46%	51.09%	0.59%	-0.20%
12/27/97	41.63%	57.48%	-5.83%	6.38%
1/3/98	40.10%	58.15%	-1.53%	0.68%
1/10/98	43.67%	55.64%	3.56%	-2.51%
1/17/98	42.57%	54.99%	-1.10%	-0.65%
1/24/98	41.71%	57.38%	-0.85%	2.39%
1/31/98	41.62%	56.81%	-0.09%	-0.57%
2/7/98	42.83%	55.47%	1.21%	-1.34%
2/14/98	42.74%	54.01%	-0.09%	-1.46%
2/21/98	42.46%	55.42%	-0.28%	1.41%
2/28/98	42.70%	55.69%	0.23%	0.27%
3/7/98	40.87%	57.25%	-1.83%	1.57%
3/14/98	39.62%	58.77%	-1.25%	1.52%
3/21/98	38.61%	59.13%	-1.00%	0.36%
3/28/98	39.56%	58.62%	0.95%	-0.51%

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the Wrong Way

The team trying to implement this will typically start by gathering all of the information and reports that are currently produced. Then as a magic first step, they say they have a metrics Balanced Scorecard program in place, and often proceed by spending hundreds of thousands of dollars trying to implement the process without understanding if it is going to improve performance or productivity.

Once this first set of reports is produced, the committee goes away and no one individual or group is accountable for getting any value out of the Balanced Scorecard.

The Better Way

The first thing that successful enterprises do is to understand the work that is actually done and the output that is produced. There are a number of tools that can be used. One is job content analysis that takes into account the purpose of the function and the individuals or groups that are responsible for results.

Job Content Analysis provides a clear set of responsibilities and duties that need to be performed by the individuals in the enterprise. These are most often documented in the form of Job Descriptions. In most enterprises Job Descriptions then translate into compensation, performance reviews, and organizational stature. If a Balanced Scorecard is tied to this, it has the greatest possibility of being successfully implemented.

Where To Start

Once it is clear that an enterprise is going to implement a Balanced Scorecard, clear sets of objectives need to be defined and agreed to by all. Questions that need to be addressed are:

- What is the value of the process going to be to the enterprise?
- What types and magnitudes for benefits will the Balanced Scorecard provide?
- Who is going to be responsible for managing the process after it is implemented?
- What is the timing for the implementation of the first set of Balanced Scorecard Reports?

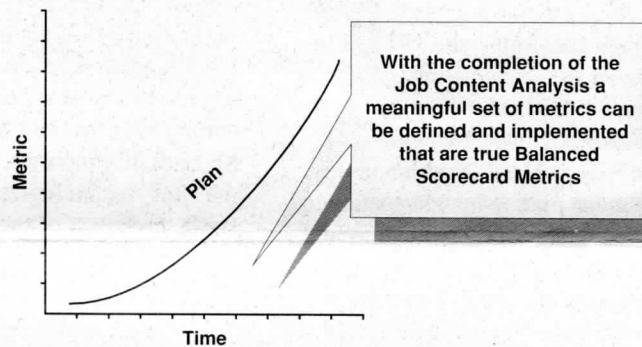
Once all of this is done, then a work plan can be created to

meet these objectives. One of the key task areas will be to conduct a "Job Content Analysis." A helpful framework for this is included in the Information Technology Position Descriptions HandiGuide®. (you can get more information on this book at our web site www.psrinc.com/job.htm).


In summary, what is done is a complete review of all the tasks and responsibilities of the function that is being measured. Once this is completed, a matrix of the tasks and responsibilities associated with each job position is created. Once this completed, specific metrics associated with each position and scorecard is established.

The table below illustrates what one such metric looks like. Each one of these table elements can be converted to a measurement item. There are a several sets of industry specific metrics that are defined in the the Internet and Information Technology Metrics HandiGuide®. In addition

	Costs	Service Levels	Production Quantity	Staffing
VP Manufacturing	Budgets	QA Std.	Units Mfg.	Emp/Unit
Plant Manager	Budgets	Just In Time Std	Scrap/FGI	Hours/Unit
VP Customer Svc	Budgets	Satisfaction Index	Customer Contacts	Emp/ Customer



to this, there is a complete Balanced Scorecard for an Information Technology function that comes with the Zinnote® system. You can get more information on them at our web site or by contacting us directly. We do have a detailed methodology with questionnaires that we have found to be very helpful in this process.

In addition, there are many other sources for the reader including past issues of the Harvard Business Review on Critical Success Factors and some of the past issues of PSR Reviews that are available on the Internet. 



Forecast for the National Information Technology Market

Staying Bonus When Your Company Closes Your Facility - You Can Win The Lottery.

by M. Victor Janulaitis
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Just as everything seems to be going great there is one more thing that happens, which makes one question if all is as well as the main stream media continues to report. In California for example, announced job closings in the months of March and April exceeded 20,000 for high paying positions. Included in that number was the closing and elimination of at least one large Information Technology facility in the Los Angeles area.

Here is a case where you can look at this as a glass half full instead of half empty. The company has offered a great package for the Information Technology employees who stay on to the end some time this fall.

The plan is very generous. If you happen to have been hired the day before the closure was announced, you get 13 weeks of pay as a bonus for staying six months. In addition, all employees will be vested 100% in their pension and profit sharing plans if they stay to the end. The higher up you go in the organization and/or the longer tenure, the better the plan. At the Vice Presidential level, the bonus is 18 months of pay, full participation in the existing bonus plan (which is guaranteed to be 100% of plan and could go as high as 150%) and full vesting in all of the executive pension, profit sharing, and stock option programs. Not a bad deal at all, unless you happen to be the two Vice

Presidents who left the organization in early March because they did not like the idea of an unstable climate. In this case, where there is risk there is reward. Those folks may be out looking for a job in the near term but they won the lottery.

There are some people who have "critical" skills and employers are going after them with offers of salary increases, at the same time they will MATCH the staying bonuses. Not bad if you happen to be someone with the right skill mix. Based on this one organization the skills in demand are Networking (NT preferred), object oriented programming, webmaster and web designers, and project managers who know how to implement client server applications.

The organization is now working on a plan to provide more than what was offered in order to keep these key resources. The pot of gold keeps on getting bigger.

On the other hand, if you work for a Japanese company in the US, the "Asian" crisis which has the Japanese Yen being pegged at over 130 to the dollar versus 97 to the dollar less than two years ago is causing great pain. First, many of these organizations have been under a lot of cost cutting pressure for the last several years. Second, they have not invested in many of the "hot" technologies with their own staffs, and most of the best and brightest have already left. As they eliminate

positions you can really look at a half empty and going to zero. The termination packages in those organizations are non-existent. If the employees are lucky, the company will see that they have a job with the outsourcers (with fewer benefits) or they will let you stay on as a contractor with no benefits.


What should you do? First make sure that you are doing the things to increase your understanding and skills in the "critical" skills currently in demand. Second keep your eyes open and focus on the things that you need to do to grow. As time goes on, see if you can follow these rules:

In your 20's – compensation is more than money, it is your time to learn

In your 30's – expand your horizon into new technologies, business disciplines and implementation skills

In your 40's – reap rewards and invest in your future

In your 50's – stay on top of new technologies as you match your experience with ways to implement that leverage where you have been

In your 60's – look ahead with a visionary role that will let others learn from your successes and your failures. 

Vic

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Location	Prospects Short Term	Prospects Long Term
Northeast	Good	Good
Mid Atlantic	Excellent	Good
Southeast	Good	Excellent
South	Good	Good
Midwest	Excellent	Good
Southwest	Good/Excellent	Excellent
West	Good	Good
Pacific Northwest	Excellent	Good
Best Location	Midwest	Chicago to Cleveland