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## About FreePint

FreePint is an online network of information searchers. Members receive this free newsletter twice a month: it is packed with tips on finding quality and reliable business information on the Internet.

Joining is free at <<http://www.freepint.com/>> and provides access to a substantial archive of articles, reviews, jobs and events, with answers to research questions and networking at the FreePint Bar.

Please circulate this newsletter, which is best read when printed out. To receive a fully-formatted version as an attachment or a brief notification when it's online, visit <<http://www.freepint.com/subs/>>.

ISSN 1460-7239

## Editorial

As we reach the half-way point with the rebuilding of our offices <<http://www.StationApproach.com/>>, I find myself being asked to make decisions about things of which I have no experience.



What colour paint for the exterior? How should we arrange the toilets to take into account Building Regulations Part M for ambulant disabled people? Understand Part J when rebuilding the chimney and, of course, Part P for the electrics? What about anchor points for the window cleaner's harness, inside and out?

To make me feel better, the builders have given me a new mantra: "First one, worst one". The first time you do anything new is going to be the hardest. They've also expanded my vocabulary, with new words like baluster, corbel, noggin, newel-post, nosing, purlin, screed, soffit and trimmer. I'm on the same learning curve as my four-year-old son who's just started school and my seven-year-old daughter who had her first piano lesson yesterday.

Of course, 'learning' is what FreePint is all about, and today we're publishing the 'Enterprise Search Guidebook'. Martin White has produced an excellent in-depth guide to enterprise search solutions <<http://www.freepint.com/shop/report/>>, and gives us a sample in today's Feature Article.

We've been learning what Willco and VIP customers like too, with the completion of our first ever subscriber surveys. As a result, we've re-written the Willco site and added the Willco News Module <<http://www.Willco.com/>>. The business-information analysis newsletter VIP Eye will be enhanced too from next month, with a change from text to HTML format <<http://www.vivaVIP.com/>>.

We've also been learning about the best information vendors through the nominations we've received so far for the 'Online Information / FreePint Award for Best Customer Service Team' <<http://www.freepint.com/events/online-info-2005/>>. Voting closes next week, so vote today and add your citation to the broad selection of organisations already nominated. The award will be presented at the annual gala awards dinner at Online Information here in London in November at which we're exhibiting as usual. Free tickets for the exhibition are available at <<http://www.online-information.co.uk/>>.

Learning is a continuous process, and we're learning a lot at the moment, but we're never too saturated to learn more. So please make use of the 'Suggestion Box' to post your anonymous comments and suggestions about FreePint:

<<http://www.freepint.com/suggestionbox.htm>>

Learning new things is exhilarating and challenging. If it gets too tricky then just remember the builder's mantra: "First one, worst one". It is certainly helping to remind me of the bigger picture. William Hann Managing Editor and Founder, FreePint

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<<http://www.jinfo.com/>>

The Jinfo service enables you to search for and advertise information-related job vacancies.

The Jinfo Newsletter is published free every two weeks, and contains a list of the latest vacancies along with job seeking advice. The latest editorial is entitled "Accentuate the positive - tips for handling rejection".

To read the latest Jinfo Newsletter and to subscribe to receive it twice-monthly by email, visit <<http://www.jinfo.com/newsletter/>>.

Here are some of the latest featured jobs:

### Library & Information Executive

Four month project to integrate three small library collections, develop an index and do an information audit of staff needs.

Recruiter: Sue Hill Recruitment  
<<http://www.jinfo.com/go/j4414>>

### Senior Information & Records Officer

Cumbria County Council's Information & Communications Team is looking to recruit a full-time Senior Information & Records Officer. Recruiter: Cumbria County Council - Strategy & Performance

<<http://www.jinfo.com/go/j4436>>

### Junior Business Analyst / Researcher

Entrepreneurial Researcher with potential and business acumen? Exc. opportunity with prospects for exceptionally bright person. Recruiter: Glen Recruitment

<<http://www.jinfo.com/go/j4446>>

[The above jobs are paid listings]

NB: There are 43 other jobs in the current edition of the Jinfo Newsletter

<<http://www.jinfo.com/newsletter/>> and over 80 in the Jinfo database <<http://www.jinfo.com/>>.

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## "Enterprise Search Guidebook" ISBN 1-904769-10-1 - September 2005

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<http://www.freepint.com/events/online-info-2005/>

## VIP compares prospectus databases

The September issue of VIP reviews and compares two of the best known prospectus databases - prospectus+ from Europrospectus and Perfect Information's Perfect DEBT. October's issue will review LexisNexis' new platform together with CI-Newsdesk from Moreover.

<<http://www.vivaVIP.com/>>



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## My Favourite Tipples

by Penny Crossland

- The Wise Marketer <<http://www.thewisemarketer.com/>> - news, analysis and resources on all aspects concerning customer loyalty. Free weekly e-mail news service after registration.
- DoubleClick <<http://www.doubleclick.com/>> - quarterly trend reports on online advertising and e-mail marketing for the UK, US and Asia-Pacific markets.
- Clickz Network <<http://www.clickz.com/>> - white papers, news and statistics on all aspects of internet usage by industry sector, demographics and geography.
- CRM Guru <<http://www.crmguru.com/>> - a portal with news, event information and white papers on issues dealing with customer relationship management.
- CIA Factbook <<http://www.cia.gov/cia/publications/factbook/>> - Comprehensive facts on every country in the world, including history, current political situation, economics, geography, demographics, trade statistics and conflicts.

Penny Crossland started her business research consultancy in 2001 <<http://www.chbusinessresearch.co.uk/>> and for the last year has also worked with the Institute of Direct Marketing, assisting in the provision of marketing information to its members.

Submit your top five favourite Web sites. See the guidelines at <<http://www.freepint.com/author.htm>>.

### Factiva Keeps Your Skills Sharp

With Factiva's monthly newsletter, "InfoPro Intelligence", you get the latest search tips, research tools and new sources.

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<<http://www.factiva.com/ad/freepint0908>>

### VIP focuses on US and Scotland

The latest issue of VIP features an in-depth review of Hemscott's CoreReference product which provides financial and executive data on 10,000 active public companies trading in the US. A second review examines the Member's Area of SCOTBIS, the national business portal for Scotland.

<<http://www.vivaVIP.com/>>

## FreePint Bar

In Association with Factiva  
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It has been three weeks since my last Bar Summary and if I were to include the majority of new threads since then, it would be a very long one indeed. Technical problems seem to be rife at the moment, especially with Microsoft Outlook <<http://www.freepint.com/go/b33727>>. One of the solutions suggested is to replace Outlook with a different email program <<http://www.freepint.com/go/b33913>>. What do you think?

Do you know of any free software that does link-checking <<http://www.freepint.com/go/b33962>> or evaluates different patent analysis software? <<http://www.freepint.com/go/b33680>>. How about a weekly news alert that provides foreign language newspaper articles already translated? <<http://www.freepint.com/go/b33702>>.

Perhaps you can help to find any of the following information: The number of children hurt or injured each year around the home or garden <<http://www.freepint.com/go/b33796>>; living costs in Limerick, Ireland <<http://www.freepint.com/go/b33961>>; a list of housing associations <<http://www.freepint.com/go/b33915>>; or a full list of tractor models produced by different manufacturers <<http://www.freepint.com/go/b33816>>.

Do you know of any half or one day courses on enquiry-handling skills for information officers? <<http://www.freepint.com/go/b33904>>.

This FreePinter is looking to recruit a Research Analyst but wants to know if there are any tests he can give them to see if they can order and analyse information <<http://www.freepint.com/go/b33686>>.

Is there a source that lists companies according to the value of sales they make over the Internet? <<http://www.freepint.com/go/b33794>>. What about the numbers of employees working in multinational companies? <<http://www.freepint.com/go/b33713>>.

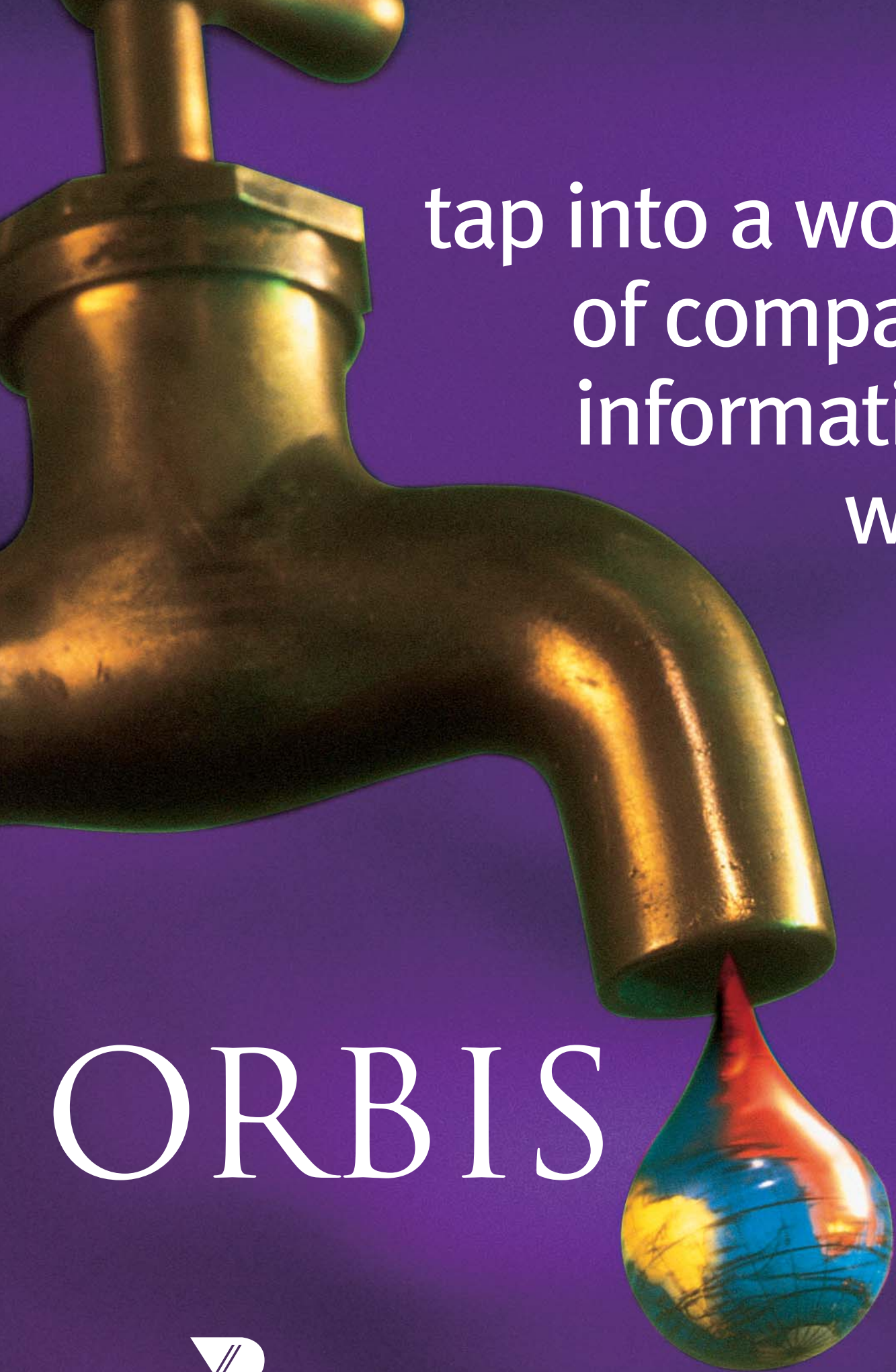
You can view all of the postings made at the FreePint Bar in the Bar Browser, which makes it easier to browse by category rather than by date <<http://web.freepint.com/forum/bar/browser/>>.

Thanks to everyone who has posted.

Until next time.  
Penny Hann, FreePint  
<[penny.hann@freepint.com](mailto:penny.hann@freepint.com)>







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## Tips Article

### "Mentoring Independent Information Professionals - A Case Study" By Amelia Kassel



Amelia Kassel <[amelia@marketingbase.com](mailto:amelia@marketingbase.com)> is President of MarketingBase <<http://www.marketingbase.com>>, a consultancy that specializes in industry, company and competitive and market intelligence research. Amelia combines research expertise with knowledge of business and marketing strategies. She taught at the University of California Berkeley for 15 years and currently teaches at San Jose State University School of Library and Information Science.

A recognized author and speaker, she conducts seminars and workshops worldwide. Amelia is a recipient of AIIP's Sue Rugge Memorial Award and the Gale Group Writing Award. She authored Super Searchers on Wall Street <<http://www.supersearchers.com>> and writes for Searcher and other industry publications.

#### Background

In a recent FreePint Bar discussion, a poster asked where he could find a mentor to learn more about the information industry <<http://www.freepint.com/go/b33018>>. Suggestions from FreePint members included organizations such as SLA Europe <<http://www.sla-europe.org>>, and a recommendation to join the City Information Group as an "excellent organisation to keep up to date about what is happening in the industry and to network with experienced people who are always happy to offer advice <<http://www.cityinformation.org.uk/>>".

In the U.S., both the American Library Association, see for example, <<http://www.ala.org/ala/iro/iroactivities/intlmentor.htm>>, and SLA's various divisions offer mentoring programs for librarians and information professionals. A new division of SLA, the Competitive Intelligence Division <<http://www.sla.org/division/dci/cihome.htm>>, is in the early stages of formulating its mentoring program. AIIP <<http://www.aiip.org/AboutAIIP/aiipmentor.html>>, also suggested in the FreePint Bar discussion, matches experienced members with newer members who would like some advice and support in growing independent information businesses.

According to the American Library Association, "a mentor is an experienced person who provides guidance and support to a developing professional." (Adapted from Bolton's definition of a Mentor, 1980). Mentees are "protégés" and benefits include receiving support and guidance to help in developing confidence <<http://www.ala.org/ala/nmrtbucket/nmrtmentguide/nmrtmentoring.htm>>.

In addition to mentoring programs from industry and professional associations, I began mentoring about online research using fee-based database systems, specifically Dialog <<http://www.dialog.com>>, in 1994. I had started a business in 1982, specializing in online research across many industries. As my business grew, I was asked to participate in a variety of panels. A presentation about alternative careers for librarians led to an invitation to develop several two-day courses at the University of California, including one about online research, another about business research, and a third about how to market an information business similar to mine.

One day a student attending the online research class told me she needed more training to fully master the material and wanted me to mentor her privately. Because we lived a couple of hours driving distance apart, we agreed to telephone mentoring. Early on, I encouraged my new mentee to use email as a way to save on

expensive telephone calls. Moreover, email is an excellent medium for communicating written materials and responding to questions, allowing students to keep answers to refer to at a later time.

#### The Mentor Program Takes Shape

Working with one student was a turning point. I had developed a course about "Information Brokering," and taught at a California graduate school of library and information science. In 1993, a company offering home-based business opportunities commissioned me to write a manual about information brokering. Although they retained copyright, I negotiated use for my own students. The company also engaged me to consult for those who purchased the manual. With experience in developing curriculum and teaching at the graduate level, and having produced a written manual and consulting about the field, I launched the Mentor Program for new information brokers. The idea of calling the formal program "The Mentor Program" seemed fitting based on my vision of what I wanted to do. A mentor is a "wise and trusted guide and advisor" and that is exactly what I wanted to be to mentees.

Interest in the program came from all walks of life including those with graduate degrees in library science wanting to embark on independent research careers, folks that were looking for new careers

- usually second and third careers - and from former corporate employees who experienced redundancy for any number of reasons. As time went on, some mentees entered the program to specifically learn new tools and methods for expanding existing research businesses to different markets. After initially working by telephone, I became convinced that email-based training was more effective and made it possible for me to reach not only Californians, who I had been teaching in the San Francisco Bay area, but also interact with mentees from all over the United States and around the world.

Mentoring has become one component of my business and along with other forms of teaching, dovetails nicely with my background, interests, and daily life, which focuses on conducting research. To be a good mentor, I stay up to date on new technologies and techniques and continually expand my own knowledge. Based on a varied client base covering diverse industries and professional service businesses such as legal, medical, and consulting fields, I mentor students with wide-ranging interests in terms of their research needs and target markets.

**Related FreePint links:**

- 'Information and Libraries' articles in the FreePint Portal <http://www.freepint.com/go/p69>
- Post a message to the author, Amelia Kassel, or suggest further resources at the FreePint Bar <http://www.freepint.com/bar>
- Read this article online, with activated hyperlinks <http://www.freepint.com/issues/290905.htm#tips>
- Access the entire archive of FreePint content <http://www.freepint.com/portal/content/>

**The Mentor Program Today**

Broadly, the Mentor Program has two central themes:

1) Teaching online research using the Internet and fee-based database systems such as Dialog, DataStar, Factiva, LexisNexis, Thomson Business Intelligence (formerly Profound), ProQuest, and others.

This portion of the Mentor Program consists of extensive hands-on exercises. Mentees practice with real-life questions, evaluate their own work, and email their research results and analysis. I provide guidance and feedback with comments, tips, and recommendations. These procedures facilitate experiential learning. Mentees study how to search and become familiar with content and cost. Learning cost-effective search techniques is a necessary component for searching those expensive fee-based databases. Importantly, mentees learn when to search which database or online system and why. I also emphasize how to differentiate between using the open Web, fee-based databases, print, or the telephone, knowledge essential for successful results.

Topics in the Mentor Program related to research embrace, but are not limited to, the following:

- Advanced Internet Research
- Industry and Company Research Tactics
- Fee Databases and Aggregators
- Competitive and Market Intelligence Research
- Telephone Research

2) Teaching the Business of the Business, with topics centering on:

- Business Practices
- Market Planning and Niches
- Marketing Strategies that Work
- Managing Clients and their Expectations
- Client Retention
- Search Cost Management

**How the Mentor Program Works**

The Mentor Program is an instructional training program tailored to each mentee and is based on individual backgrounds, particular interests, and strengths and weaknesses. I work with mentees for a year or more. To accommodate individual needs, the Mentor Program is go-at-your-own pace. I provide my own writings and reading lists, plus tailored, written mini-lectures that I prepare to respond to individual needs and circumstances. Mini-lectures incorporate guidance about an array of topics such as business infrastructure, pricing, budgets, negotiating contracts, marketing, and profitability.

A unique, rich and synergistic relationship evolves as I encourage and persuade mentees to implement a particular business, research, or marketing strategy. It's not unusual for those who are less experienced to lack confidence and part of my job is to help mentees boost themselves. For example, I recommend

conducting research only after closing a sale. For many novices, the desire to find the answer first is strong but I stalwartly discourage this. Yes - there may be exceptions necessary for preparing a proposal, like checking database pricing or sources, using the Web to look at definitions for unfamiliar terminology or for a quick overview of a topic but spending more than 15 minutes on research before closing a sale, in most instances, can lead to disappointments and wasting time on unqualified prospects. I often provide ideas about more than one way to get something done and encourage mentees to analyze options or solicit information from other experts. Mentees then weigh and balance what they learn, taking their own style, opinions, and experience into consideration.

**Benefits of the Mentor Program**

Those entering the Mentor Program learn skills more quickly than without a mentor. Through written materials and guidance, I show mentees the ropes. Although there are books, free training materials, and seminars and webinars on a host of topics related to this field, when it comes to the nitty-gritty research and business questions, there's nothing like asking someone who can help cut through the morass of available information. I emphasize maximizing productivity when conducting research in order to free up time to build a client base. I work with mentees on proposals for complex research projects, which entails dissecting the request into components, assessing research methods to use for each, and determining time and expense estimates. Figuring out how to charge is an art that requires balancing what the market will bear, other variables, and what mentees must charge to create sufficient profitability. One goal of the Mentor program is to teach a broad spectrum of tools of the trade and techniques that are applicable in a great number of situations. After a solid period of time and experiences with a wide array of databases and questions, students gradually become self-sufficient and need less direction. They're ready to take off on their own. I'm available for subsequent assistance on an as-needed basis.

Developing and operating the Mentor Program has been a genuinely gratifying experience and I believe that many mentees have reaped rewards based on their comments to me. Some mentees have gone on to take leadership roles in the Association of Independent Information Professionals <<http://www.aiip.org>>.

The world of information research offers an opportunity for individuals to apply their unique combination of background, education, and experience. Many of those entering this field are able to carve out a business specific to capabilities and interests. My role is to guide and train; however, mentees hold the key through self-motivation and discipline. A budding research business requires determination, excellent skills, and the willingness to learn and implement marketing programs. Through the Mentor Program I champion strong-minded, dedicated information entrepreneurs. Creative and enduring efforts result in success.



{ the ugly truth: }

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## FreePint Bookshelf

<<http://www.freepint.com/bookshelf>>

Lisa Anderson is a Learning Advisor for Law working in Information Services at The University of Birmingham. Lisa is also a committee member of UC&R West Midlands.

#### Related FreePint links:

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- "The New Information Professional" ISBN 1843340879, published by Chandos Publishing Oxford Ltd.
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#### "The New Information Professional: How to thrive in the Information Age doing what you love"

Written by Sue Myburgh

Reviewed by Lisa Anderson

From the title of the book I had expected a practical guide, full of hints and tips, on how information professionals could develop skills and attitudes that would help them to survive and flourish in the current trend towards the use of ICT in the library profession. However, it soon became evident that Myburgh approached the topic from a more theoretical perspective, drawing on her two decades of teaching in academia.

The book covers topics such as 'What is information work anyway?' and 'What is the Information Society anyway?' Principally aimed at those who teach future information professionals and information professional students themselves, the book covers a range of interesting topics. Myburgh calls for those that run such courses to reassess the core modules in order to give future information professionals the skills they will need, so that they are capable of diversifying into the many areas of information work, and not just those of academic and public libraries.

Myburgh deals in detail with the political and social aspects of the Information Age, stating that information professionals largely lack political acumen and are seldom politically active. She also discusses the implications of the information divide between the technology rich and poor and the globalisation of information. Due to this globalisation, Myburgh believes that it may soon become essential for the information professional to speak, read and write at least one other language.

## FreePint Forthcoming Articles

[Provisional]

- Social exclusion
- VOIP
- KM and blogging
- Extreme sports
- Implementing new library management systems
- Accidental library management
- CD to online publishing
- Engineering portals measuring public relations
- German business information

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Although interesting at times and theoretically useful, this book is similar to Susan Horby's and Zoe Clarke's edited work, 'Challenge and Change in the Information Society'. And for those new to the information profession and wanting practical tips on how to thrive as part of the information age, Sheila Corral's and Anthony Brewerton's book, 'The New Professional's Handbook', is a good starting point.

## FreePint

## Contributors to this issue:

William Hann (FreePint Managing Editor), Penny Hann (FreePint Administrator), Pam Foster, Amelia Kassel, Martin White, Penny Crossland, Lisa Anderson, Plain Text <<http://www.plain-text.co.uk/>> (proofreading).

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## Enterprise Search Guidebook

ISBN: 1-904769-10-1

This report sets out the principles and practice of specifying and selecting intranet or enterprise search software, based on the practical experience of the author.

Many organizations just want a search engine to work the way Google does. This report discusses the differences between web and enterprise search, and as well as search engine software applications outlines the capabilities of the Google and Thunderstone search appliances. The IT requirements of an enterprise search application are discussed and the use of personas to develop user requirements is described.

The report will be of value to any manager seeking to ensure that employees are able to find the information they need to make effective business decisions.



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## Feature Article



Martin White is Managing Director of Intranet Focus Ltd. <<http://www.intranetfocus.com>>. He specializes in intranet strategy development and the specification and selection of content management software applications, and has worked in over 25 countries. He is the author of The Content Management Handbook <<http://www.intranetfocus.com/technology/cmhandbook.php>>.

Martin is the Chairman of the Online Information Conference and a regular columnist on intranet issues for both Econtent <<http://www.econtentmag.com>> and Intranets <<http://www.intranets.today.com/>>. His own experience in information retrieval dates back to the mid-1970s.

### "Specifying and Implementing Enterprise Search" By Martin White

This article is an introduction to the new in-depth report published today by FreePint: "Enterprise Search Guidebook" ISBN 1-904769-10-1 <<http://www.freepint.com/shop/report/>>.

In July 2005, the Quarterly Survey from McKinsey Consulting <<http://www.mckinsey.com/ideas/mck%5FQuarterly/>> reported on the Global Executive Survey that the company had conducted amongst 7,800 executives in 132 countries, a fifth of them at CEO or CIO level. Overall, 29% of CEO/CIO level respondents and 40% of other senior managers reported that it was difficult to find information on which to make company-wide decisions. The inability to find information from within the enterprise will almost certainly be decreasing the productivity of employees and increasing business risks.

This is born out of a survey that was carried out in 2004, under the sponsorship of Inxight Software, among some leading UK financial sector institutions. According to this survey, 73% of respondents reported that the main barrier knowledge workers face in sharing corporate information is not being able to use one information retrieval tool to capture data across several repositories. 58% of respondents said that their company's search tools were ineffective at quickly and efficiently sourcing needed information. 66% of the companies interviewed said employees were re-generating information simply because they were unaware whether the documents already existed in the business.

The overall awareness of search by many managers has been limited to the experience of using Google, and other web search engines, and there seems to be little understanding of the differences between web search and intranet/enterprise search. This situation may improve now that desktop searching is rapidly increasing in performance.

The fundamental issue about search is that metrics such as relevance and speed are irrelevant if a user does not trust a search engine to deliver information that can be used immediately for making a business decision. The moment that level of trust is broken, because of poor indexing, search results lists that cannot be easily interpreted and documents that still cannot be obtained, then the investment has been totally wasted. There also has to be the trust that accepts that no relevant documents have been found because there are none in the index. Null results are always difficult to accept.

Already many organisations are seeking to ensure that their intranet search engine is complementing other information architecture components. Search on its own will not paper over the cracks of a poorly designed intranet with inadequate metadata. The better the intranet search experience the sooner the suggestion will be made that the search engine should be

extended to search document and records management applications, client management systems and even structured databases. The requirement is now for enterprise search.

The challenges of specifying, selecting and implementing an enterprise-level search engine can be daunting. Until the search engine is fully implemented and has indexed all the designated content, the performance of the software cannot be assessed, and there is also a continuing need to 'tune' the search engine as new content is added and new types of user requirement arise.

#### Establishing requirements

The main tasks a search engine undertakes are the acquisition of content to be searched (through spiders or scripts), indexing (together with taxonomy generation and metadata enhancement), query management, results presentation, document presentation and, finally, performance management. The way in which each of these tasks is carried out varies between vendor, and it is essential to have a good understanding of which approaches are best for a particular collection of documents and applications in order to evaluate possible vendors.

There are three interlinked elements in the process of establishing requirements for an enterprise search engine:

- 1) A thorough audit of current and anticipated document types and volumes needs to be carried out. The rate of addition is important as the indexing of the documents needs to be carried out on a schedule that ensures the documents are available to be searched within an appropriate time.
- 2) Assessing the implications for server architecture, storage, application integration and network bandwidth is important, because the search will almost certainly be extended over time, and then IT scalability issues become critical. The most intensive server element is the indexing of the documents, but the ability to then serve up the documents rapidly as a user identifies them can put quite a load on servers and networks.
- 3) Determining the range of user requirements for search will assist in ensuring that the right information/metadata elements are presented in the search results page. Knowing how long a search engine took to do the search is one of the most useless bits of information ever presented on a desktop.

The document audit and the user research will also assist in the development of a test collection of documents which will enable the search engines to be evaluated on a 'real' collection. Just taking a random 10% sample is not going to be good enough.



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This article is an excerpt from the new in-depth report:

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### Implementation never stops

Having selected and installed an enterprise search engine is just the start of the implementation. There will be a continuing need to optimise search engine performance through changes to the indexing routines, enhancing taxonomies and other metadata, reviewing the results page presentations, undertaking ongoing usability tests and responding to feedback from users who can't find what they are sure is in the document collection.

This means that there needs to be an appropriate range of skills in the project team that is maintaining the search engine, and that can be difficult to set up as the demand may be periodic rather than daily.

### Ten critical success factors

There are at least ten critical success factors for selecting and managing an enterprise search application:

#### 1. Excellent project management

From the outset, a broad-based project team and a senior-level sponsor are essential because of the range of knowledge and skills required to develop the initial specification and then to evaluate the products.

#### 2. Knowing what there is to be searched

The characteristics of the document collections that will be initially and potentially indexed and searched need to be audited to a high level of reliability. Just a few important documents in an unusual file format may remain undiscovered forever.

#### 3. Rigorous testing as part of the product evaluation

One outcome of the document audit should be a representative test collection of documents so that all the relevant functionalities of the search engine can be evaluated before any decision to purchase is made.

#### 4. Understanding user requirements

In any organization there will be a range of different search requirements from users, depending on the purpose for which they are searching and their previous experience of searching. These requirements are best identified through the development of search personas and scenarios.

#### 5. Understanding the technology of search

All search software products index documents, run queries against the index and then present the results of the search to the user. Understanding clearly how this is carried out is important in assessing the relative merits of each product.

#### 6. Anticipating scalability and extensibility issues

Most enterprise installations start small and then grow. The implications of scaling up the indexing process and extending the functionality (for example for multiple languages) need to be assessed at the outset and kept under continuous review.

#### 7. Assessing integration issues

The ease with which a search engine can be integrated into, or with, other applications (for example a database of clients) is not easy to determine in advance of the work being undertaken. A minor upgrade in either the search software and the other application(s) may give rise to a substantial loss of search performance.

#### 8. Testing for usability

Providing a high degree of usability of the search interface is essential, and should be based around the search personas and scenarios developed in the specification phase. A small change in the presentation of search results can have a significant impact on usability.

#### 9. Meeting changing user requirements

A search engine needs to be continuously monitored and tuned to ensure that search performance and changing user expectations and requirements are identified as quickly and unambiguously as possible, and feedback provided on the extent to which they can be met.

#### 10. Appreciating that 'trust' is the best metric of search performance

Raw computer power will, in itself, not meet user requirements for search. Effort has to go into developing and applying appropriate metadata, taxonomy and categorization schemes that enable the user to trust the search engine to either deliver the information being sought or confirm that no relevant information exists.

### Ten useful web resources

Search tools for web sites and intranets  
<<http://www.searchtools.com>>

This site is maintained by Avi Rappoport, and offers comprehensive lists of search engines, useful articles and links to just about everything of importance on the practice and technology of searching. The best place to start without a doubt.

New Idea Engineering  
<<http://ideaeng.com/pub/entsrch/index.html>>

New Idea Engineering was founded in 1996 to provide technical consulting, training, and programming to companies implementing

search technologies from Verity, Ultraseek, Fulcrum Technologies, and Autonomy. The company is based in Cupertino, near San Francisco. The site offers the good 'Enterprise Search Newsletter'.

Ballardvale Research  
<<http://www.ballardvale.com/reports.htm>>

Ballardvale Research is an IT analyst firm that analyzes how organizations can optimize their online persona -- their Web site -- by the appropriate use of content management, search, personalization, and Web analytics technologies. The coverage of enterprise search is quite good and there is a useful blog from Guy Creese.

Unstruct.Org <<http://www.unstruct.org/>>

The best of the search blogs from the Swedish consultancy Infosphere.

Searchmax <<http://searchmax.blogspot.com/>>

This is the blog of Dave Goebel, the Chief Executive of the Goebel Group, and covers both web and enterprise search developments.

In Search of Search Solutions.

The Gilbane Report: Volume 10, Number 3 April 2002 <<http://digbig.com/4esce>> An excellent introduction to search technology by Sebastian Holst.

Searching for Value in Search Technology.

The Gilbane Report: Volume 10, Number 7. September 2002 <<http://digbig.com/4escf>> A follow-up article by Sebastian Holst. Both articles touch on both web search and enterprise search.

Search Engine Meeting  
<<http://www.infonortics.com/searchengines/index.html>>

This is organized by Infonortics, and usually takes place in Boston in April each year. The Eleventh Meeting takes place on 24/25 April 2006. The papers cover new technical developments in both web and enterprise searching. Most of the papers given at the event from 2001 onwards can be downloaded from the web site.

Search papers from Step Two Designs  
<<http://www.steptwo.com.au/papers/index.php?subject=searchtools>>

James Robertson writes very practical papers on search topics, including:

- What to include in intranet search results
- Intranet search reports
- Deploying an effective search engine

The Enterprise Search Report. Second Edition, July 2005 CMS Watch  
<<http://www.cmswatch.com>>

This report, which costs USD1350, provides detailed profiles and comparisons for over 25 of the leading search engines.

### "Google Legacy -- How Google's Internet Search is Transforming Application Software" September 2005

This unique 290-page report places Google under a microscope, dissects Google's technology, evaluates its potential and determines that Google's future lies beyond search.

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<<http://www.Willco.com/>>

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