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***Imagine a single simple way into the wealth of the Internet,***

***growing at the same exponential rate as the Web,***

***built for the people by the people...***



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## Executive Summary

As we are all aware, the invention of the microchip heralded the start of an information revolution on a scale not seen since the unveiling of the printing press in the last century. Over the last two decades a struggle has been taking place amongst emerging technologies for ascendancy in driving this new information revolution.

During the 1980's the dominant players were those companies that provided the physical 'hardware' that made up computer systems, with companies like IBM. By the 90's it was the 'software' to run the computers that really drove the market, with companies like Microsoft leading the fray. In the new millennium with the ascendancy of *the Network* the power is shifting again, to be balanced now between the actual 'content' providers and those brokers who mediate this content to its users.

In the future it will not matter what hardware we are using, or even what software we are running on it – what will count is 'content' and how we find it. The Internet has now reached maturity in terms of content growth, but continues to be hampered in achieving stability by the fact that locating what we want is complex. It is as ultimate Internet information intermediary that **AllChannels** stakes its claim in the global marketplace.

With **AllChannels** its *simple* – a single way into information on the Internet, so obvious to use that it will become universal – as intuitive as turning on your television and selecting which channel you want to view. It is because **AllChannels** holds the key to unlocking this kind of mass appeal and ease of use of the web that it has potential to command a massive audience of users and generate significant associated revenues.

What makes **AllChannels** so different from the legions of web 'pathfinder' competition today is its holistic approach to the problem. It is clear from surveying the marketplace that the range of search tools continues to proliferate at a rapid rate, all offering aids based on single specific strengths and individual perspectives. This situation is completely counterproductive to fostering an effective solution for the user, since it presents a chaotic array of starting points rather than a single comfortable place to go.

**AllChannels** is more than a 'search engine' or 'directory', it does far more than help find – it actually helps people 'arrive' :

- A – Allowing instant **access** via the address bar
- R – Guaranteeing **retrieval** by harnessing a range of search tools
- R – Organising **results** into a clear & consistent framework
- I – Presenting **information** in different quality layers
- V – Encouraging **volunteers** to submit, rate & review links
- E – Cultivating **enthusiasm** from each Channels' community of users

We believe the **AllChannels** concept presents a very realistic possibility for achieving the next step-forward in web development, and as such also offers a major investment opportunity.

This document is aimed at informing potential investors of the current state of play with **AllChannels**. The following pages highlight the key features, explain the background and then the concept, together with providing a development strategy. There are also a series of Appendices offering more detail in various areas.

**AllChannels** development is being driven by a team of experienced management and ICT professionals with a proven track record of delivering results in this field:

- **Justin Vincent** – *President*
- **Philip Flynn** – *Chief Executive Officer*
- **Maurice O'Connor** – *Chief Financial Officer*
- **Oliver Vicars-Harris** – *Content Director*
- **Pascal King** – *Marketing Vice President*
- **Aisling Brady** – *Sales Vice President*

[For further information on management and strategic relationships, see Appendix A]

If you have any questions or would like to discuss the project further, please contact:

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Tel: 00 353 1 4911430 – Email: [justin@visunet.ie](mailto:justin@visunet.ie)



## Background

### ***Evolution of the World Wide Web***

The network of networks which has become known as the Internet contains the largest and most wide-ranging single body of information the world has ever known.

The Web offers a non-exclusive place in which all classes of information can co-exist comfortably, be they academic or commercial, public or personal.

The ease and low cost of publishing and retrieving information on the Web positions this new medium firmly as the future for global information exchange and is set for unprecedented growth.

### ***The missing link***

Despite the prevalence of the Internet now as a mature form of media for communicating information, its usability continues to suffer from one vital flaw:

*... limitations in reliable access to appropriate content...*

There are four main routes into information on the Web, each has a major shortcoming:

- *Typing a specific website address or URL (like 'http://www.microsoft.com/products/') – with the problem that these tend to be complex and, of course, need to be known precisely in advance.*
- *Dedicated subject portals (like 'www.world-arts-resources.com') – providing links to specific sites, which themselves have to be known to be found and which are limited in scope and often not kept up to date.*
- *Structured finding aids organising the Web by content (like 'Yahoo'<sup>1</sup>) – many of which compete with different strengths, causing confusion to the user. These also suffer from often not being kept up to date and have all the difficulties associated with the fact that one centralised sense of order cannot work for everyone.*
- *Search engines (like 'AltaVista'<sup>2</sup>) – providing free-text hooks into terms offered by registered site owners, with the problem that they are mindless and even next-generation search engines like 'Google'<sup>3</sup> which incorporate sophisticated ranking algorithms cannot filter out the trash from the treasure.*

### ***The dominant species***

The key players in Internet development are currently vying with one another for ascendancy in providing some central source of order for the Web. In our view, all will fail, since their strategies are based around winning the world over as customers to their approach.

The key to unlocking the full potential of the web lies within the evolution of a single approach to what lies within. To be ascendant, this single pathfinder must be far reaching enough to work for *everyone* in relation to *everything* – a Web within the Web. It must be adopted by people, not due

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<sup>1</sup> <http://www.yahoo.com>

<sup>2</sup> <http://www.altavista.com>

<sup>3</sup> <http://www.google.com>

to any supplier allegiance, but simply because it is the best and most obvious choice. To stay the best it must be designed to be inherently sustainable, to be the natural choice it must be created as a single simple concept...< **A I I C h a n n e l s . N e t** >

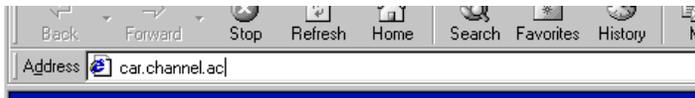


## Explained

### What it is

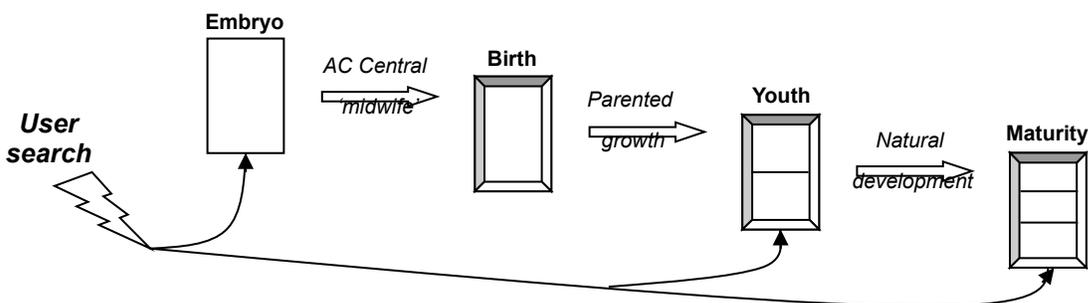
**AllChannels** is a simplified **multilingual** Internet-based search engine and directory. It offers the potential for satisfying any type of Web enquiry, by typing normal language phrases directly within the browser address bar for the words or concept you are looking for. You simply type *whatever-you-want.channel.ac*, for example *car.channel.ac* (or *voiture.chaine.ac* if you are French speaking) and you will instantly be displayed with a page of relevant, rated and reviewed, Web links on that subject which have been hand-picked from multiple perspectives.

Put simply, the user has the impression that they are 'tuning into a channel'. Each of these channels', by the very way that the language flows, automatically gives a sense of its being authority on the subject. Due to this simple and quick one-step approach **AllChannels** will allow people from all over the world direct access to desired information faster than ever before. As well as offering this new approach, **AllChannels** will provide a familiar home page that will also be browsable by conventional methods as required by the user.



### Where the Channels come from

New Channels will initially be generated in embryonic form in response to user searches on as-yet-unformed Channel areas. At this stage the 'unborn' Channel will deliver the equivalent of combining the best the standard search engines have to offer. These will be queued in order of popularity for review by AC Central. Here decisions will be made on whether the new Channel should be born as a newly christened Channel in its own right, or as a new term for an existing Channel, and what its links are to the family of related Channels. The following diagram illustrates Channel development [for further information see Questions & Answers in Appendix C]:



Before **AllChannels** goes live, Central Office will create over 100,000 'most commonly searched for' start-up Channels. The links for these start-up Channels will be culled from the Internet. After the site goes live new Channels will be created and maintained by the Internet community at large using highly sophisticated automation techniques. By de-centralising the workforce

organising pathways into the web, **AllChannels** will encourage this workforce to grow to huge proportions. This home-based army of 'Internet librarians', each specialised in their own way, will realise the world's most powerful and sustainable single Internet gateway – providing the ultimate people-portal.

### ***Why it gets better***

**AllChannels** will be guaranteed to maintain the highest standards of growth and popularity due to the fact that it is created collectively by the people for the people. As a result the community of users will identify with and trust this democratic system since they have collective control. The number of potential users is bounded only by global population and the range of Channels is limited only by scope of human interest.

Channel link contributors and editors will be self-selecting, in that anybody can submit candidate links and comments (governed within overall **AllChannels** guidelines). A process of natural selection will oversee the existence of each link and overall Channel, since usage monitoring and voting systems will measure ongoing performance at all levels. **AllChannels** Central will have an ongoing 'parenting' role in overseeing Channel quality and maintaining relationships. In this way **AllChannels** harnesses the different strengths of two approaches, the free-form democracy of the Web for generating the actual content links, combined with the structure of an overall authority for organising them.

### ***How it offers a new paradigm***

One feature that serves to make **AllChannels** unique over any other Web pathfinder, is the new paradigm of being able to type English sounding phrases, that make sense, into the address bar. In itself this creates unlimited brandable properties under the umbrella of one mother directory. This is due to the implications of the very name of **AllChannels** and the term 'channel'; in other words, **AllChannels** offers an infinite amount of high quality specialised portals.

*fly-fishing.channel.ac*

*dating-agency.channel.ac*

*spice-girls.channel.ac*

*fly-fishing-rods.channel.ac*

*milk-carton-manufacturing.channel.ac*

*whatever-i-want.channel.ac*

### ***How it makes money***

**AllChannels** offers virtually unlimited potential for generating income for its shareholders through ways as wide as the web. The primary strategies are as follows:

- **Advertising revenues** – generated through a range of groundbreaking delivery techniques, targetable to horizontal and vertical markets. There are also a number of added revenue streams through opportunities such as affiliate networking and channel franchising.
- **Sales revenues** – since user trends are tracked **AllChannels** has a profiled marketplace ready to be capitalised upon by the use of targeted product placement and marketing. These opportunities can be exploited directly by **AllChannels** as well as through affiliate and franchise partnerships.

- **In built profitability** – inherent in the very nature of the ***AllChannels*** development, since overhead costs are minimised and value is maximised through a concept and technology concentrated product with exponential growth potential. This adds up to excellent potential for return on investment.

What lies behind the interface?



The screenshot shows the allChannels.net website interface. At the top, there is a search bar with "fly-fishing" entered and ".channel.ac" as the domain. A "GO!" button is next to it. Below the search bar, there are suggestions for "Wrong channel? Did you mean:" followed by several terms in angle brackets: <aviation>, <clothing fastners>, <insects>, <slang words>, <the sport fly fishing>, and <travel>. The main content area is divided into sections: "Favourites" (with sub-sections GENERAL, COMMERCIAL, PERSONAL, ACADEMIC) and "New" (with a "VOTE" button for each item). The "Favourites" section lists "A-rated, Fly Fishing internet Links", "Joel's Flyfishing Page", and "Anglers Online Flyfishing/Flytying Chat". The "New" section lists "The American Museum of Fly Fishing", "Anglers Online Flyfishing/Flytying Chat", "A-rated, Fly Fishing Internet Links", and "Archives for Fly Fishing". Below these is a "Super Search" section with "The Fly Fishing Loop - the largest ring of fly", "AA Outfitters 1998 Complete Fly Tying Supply Catalog", and "Fly Fisherman's Virtual Flyshop".

16 → [allChannels.net logo]

6 → [GENERAL | COMMERCIAL | PERSONAL | ACADEMIC | amazon.com.]

11 → [A-rated, Fly Fishing internet Links]

12 → [Joel's Flyfishing Page]

2 → [Anglers Online Flyfishing/Flytying Chat]

9 → [VOTE The American Museum of Fly Fishing]

9 → [VOTE Anglers Online Flyfishing/Flytying Chat]

9 → [VOTE A-rated, Fly Fishing Internet Links]

9 → [VOTE Archives for Fly Fishing]

3 → [VOTE Bill Throne's Fly Fishing Page]

4 → [The Fly Fishing Loop - the largest ring of fly]

4 → [AA Outfitters 1998 Complete Fly Tying Supply Catalog]

4 → [Fly Fisherman's Virtual Flyshop]

7 → [Wrong channel? Did you mean: <aviation> <clothing fastners> <insects> <slang words> <the sport fly fishing> <travel>]

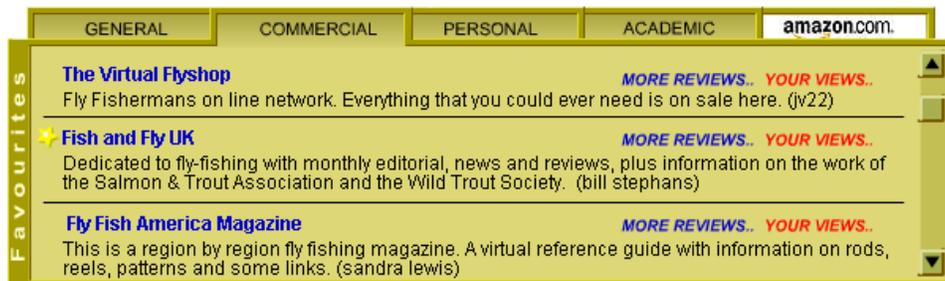
8,10 → [A-rated, Fly Fishing internet Links]

14,15 → [Joel's Flyfishing Page]

Note: The numbered points on this sample screen cross-reference the explanations that follow

## Notes to the interface

- <1> Each Channel consists of three dynamic layers of links:
- 'Favorites' at the top.
  - 'Candidates' in the middle.
  - 'Meta-Search' at the bottom.
- <2> The 'AllChannels Favorites' layer lists high quality subject links, along with displayed descriptions of the links, which have been voted up by **AllChannels** users from either of the lower layers.
- <3> The 'AllChannels Candidates' layer shows proven subject links, with hidden descriptions, which have been pulled from a combination of pre-existing human moderated internet directories (such as DMOZ), together with new links suggested by **AllChannels**. Site descriptions are displayed when the user rolls their mouse over a link.
- <4> The 'AllChannels Meta-Search' layer displays the raw search results from combining the returns from the top ten search engines; it shows the link plus the search engine's constructed link description. (In the background the system takes note of pattern of use of links within this layer, those consistently selected will be promoted to the 'candidates' layer for further review. In the foreground, users will have the option to vote links directly from this layer up into the 'favorites' layer if they so chose.)
- <5> A Channel will be returned in response to every enquiry, though the number of layers shown will depend upon how mature a Channel is:
- Unborn Channels (or Channels that have not yet been christened by AC Central) will only deliver the bottom layer of search results.
  - Channels approved and populated with 'candidates' will deliver this middle layer of established subject links (along with the lower layer of search results).
  - Fully formed Channels will deliver the top layer of 'favorites' along with the second layer of candidates (the Meta-Search layer then becoming optional).
- (From the point that each Channel is approved and christened by AC Central this will become apparent to the user through an explanatory 'strap line' and display of full **AllChannels** branding.)
- <6> The 'AllChannels Favorites' layer is presented in tab format, organising the links into a series of standard categories; for example: GENERAL / COMMERCIAL / ACADEMIC / PERSONAL. Links will be categorised by the users at the point of voting (with the option to simply place under 'general'); there is no limit to the number of links that can be voted into each category.





<7> In certain cases a Channel will have a number of different meanings, for example, fly (fishing) / fly (insects) / fly (flight). These alternative meanings will be clearly within the Channel title bar. By default the Channel will present links relating to the most popular meaning for the term. If a user is interested in a different meaning they simply click on the corresponding choice.

<8> Users familiar with the system will be aware that each link has two entry paths. If a user clicks directly on a link they will be taken to the relevant site (similar to any other directory). However, if a user clicks on the button marked 'your views', next to a link, the relevant site will be displayed within an **AllChannels** frame that contains site voting, reviewing, and classification options.

<9> The voting system for the Candidates and the Meta-search layers will be a simple option to say 'promote this link' or 'don't promote this link'. Categorisation can be achieved by a single click and the use of 5 simple buttons.

YES!    [GENERAL](#)✓   [COMMERCIAL](#)✓   [PERSONAL](#)✓   [ACADEMIC](#)✓  
NO!     [DON'T PROMOTE THIS LINK](#) X

<10> The voting system for the Favorites layer will be a simple option to say 'this link is good' or 'remove this link'. A single click and the use of 2 simple buttons can achieve this.

YES!   [THIS LINK IS GOOD](#)✓                      NO!   [REMOVE THIS LINK](#) X

The more 'yes' votes the higher up on the Favorites list the link appears, and vice versa. If enough no votes are received then the link will be removed entirely. [Note that the voting sample will always be a fresh representation of current consensus.]

<11> The **AllChannels** 'All-time Favorites' will be highlighted by the use of stars; these are links that have constantly resurfaced by being voted for many times over time.

<12> The **AllChannels** 'Hot Favorites' will be highlighted by the use of up arrows; these are fast movers that have received a large number of votes in a short time.

<13> Each Channel will have an overall 'rating system' with levels from ☹ to ☺ which will be displayed on the channel by the use of a 'user confidence thermometer'. If user confidence dips below a predefined threshold **AllChannels** Central will be notified and thus take action to improve the quality of the Channel. The rating area will also contain an invitation to become a 'Channel Reviewer'.



<14> Each link within the Favorites layer will display a review. Over time the links will start to collect a number of different reviews – these are simple descriptions written by the

Channel Reviewers; each person can only submit one review per link, but there can be an infinite number of different Reviewers for each link.

- <15> AllChannels** users can rate the reviews in a similar fashion to how they rate the links; this will determine whether they remain and the order in which they are displayed, the top review being the one displayed next to the link by default. [Note that these review ratings are also collated into an overall **AllChannels** 'Star Reviewer' system – with top reviewers being presented as personalities in their own right, therefore providing another way into the **AllChannels** links.]
- <16>** Each Channel has one 'Hierarchical Parent' and may have any number of 'Hierarchical Children'. A user can start at the *fly-fishing.channel.ac* and use the 'Dig Tool' to scan down the hierarchy with just one click.





## **Key Features - User**

### **User benefits**

#### ***Simplicity...***

Its one-step approach means that you simply type "*whatever-you-want*" followed by the '*channel.ac*' brand in the web browser address bar.

#### ***Familiarity...***

The 'channel.ac' branding provides a universal and intuitive route into the web; a channel can exist in answer to any enquiry in any language.

#### ***Speed...***

The user is offered instant access to relevant results, no matter what system they are using, without having to download any additional software.

#### ***Accuracy...***

Information links will be presented in hierarchical layers, graded by quality, the top two layers being hand-picked by humans, not machines.

#### ***Quality...***

Extensive use of user rating systems in conjunction with 'channel editors' will assure appropriate up-to-date content, organised within a logical framework.

#### ***Currency...***

Proprietary automated quality control systems will be implemented to maintain links and help guarantee up-to-date content.

#### ***Size...***

Due to its ability to deliver channels in response to user need and three tier approach to returning information, this will be the largest directory on the Internet.

#### ***Trust...***

The community of users will identify with and trust this democratic system since they have control and say in relation to its shape.



## **Key Features - Financial**

### **Financial benefits**

#### ***Targeted advertising...***

For example, Calvin Klein might advertise on *perfume.channel.ac*, with the advantage of knowing that anyone seeing their ad is already interested in perfume.

#### ***Unlimited opportunities...***

**AllChannels** can build and franchise any number of information services such as *weather.channel.ac* and *stockmarket.channel.ac*.

#### ***Unlimited brandability...***

Since users are typing directly into site name address bar, each request becomes a valuable brandable website in its own right; for example, *car.channel.ac*.

#### ***Affiliate network...***

Other third party enterprises can 'skin' their own branded version of the **AllChannels** interface, in return for profit sharing.

#### ***Marketing data goldmine...***

User trends can be clearly analysed and therefore highly targeted advertising can be placed accordingly.

#### ***High profit ratio...***

Since the product is created 'out of thin air', it requires no real-world warehouse or distribution channels, thus saving huge amounts on overhead costs.

#### ***Technology added value...***

The **AllChannels** artificial intelligence 'word and concept association' engine will be a saleable product in its own right.

#### ***Exponential growth...***

The system will be designed to grow with use; as the system is used the number of channels will grow exponentially.





## Development Strategy

**AllChannels**'s objective is to launch with a fully functioning service in order to seize overnight competitive advantage and become the leading Internet pathfinder for professionals and consumers alike. To this aim management have refined a logical and scalable development strategy, and have projected twelve months from incept to launch. The strategy to achieve this objective is as follows [for further information on critical development path, see Appendix E]:

### Build the winning team

Up to three months lead-time has been allotted to finding and familiarising a top quality team of industry professionals. Potential team members will be vetted extensively in order to assess suitability for the project. In particular, individuals with multi-faceted skill sets will be sought (with a view to adding maximum value to the workforce).

### Establish AllChannels infrastructure

In conjunction with recruitment the **AllChannels** headquarters will be established and equipped. At the same time registration of key domain names will be effected as a precautionary measure against competitors (for example, Channel alternatives such as 'route.com'). In addition to the central '*channel.ac*' it will be necessary to secure a number of prime 'ac' domains for extended future services, such as *freesite.ac* and *freemail.ac*.

### Implement system development

Once the right team is in place **AllChannels** will be ready for full specification and then technical development. This will include constructing the 'Flash' user interface, all the back-end scripting and databases, management tools and population mechanisms.

### Populate AllChannels

After the main development has begun, 'startup channel' data will be culled from the Internet in order to launch with a critical mass of high quality subject hooks into the Web (100,000 start-up channels will be created at this time). A team of forty AC Central Channel moderators will work for six months on shaping initial development; each Channel will need to be approved, classified, given a descriptive 'strap line' and placed in appropriate position on the hierarchy.

### Install IT infrastructure

In conjunction with software development, IT delivery architecture will be specified and sourced. Due to the anticipation of exponential growth, the specification will aim to provide a fully scalable solution for all the hardware, network, physical location and bandwidth needs of **AllChannels**.

## Execute marketing plan

**AllChannels** must be a 'better than the rest' Internet-specific service, and will be marketed as such. First phase promotion will be on the Internet itself (while establishing the core service) followed by real world media campaigns to capture the wider public audience. The marketing plan will be created in parallel with the above development strategy and will be ready for full implementation as soon as **AllChannels** is ready to 'go live'.



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## APPENDICES

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Management & Strategic Relationships

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Company Ethos

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APPENDIX D  
Access & Classification systems

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The Market Opportunity

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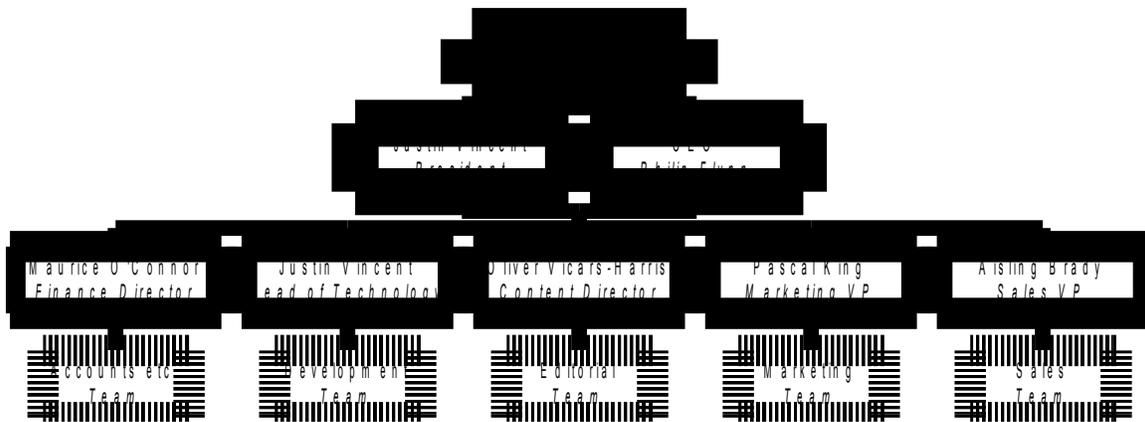
# APPENDIX A

## Management & Strategic Relationships

### Management

The management is composed of experienced individuals who have demonstrated vision and dependability within their professional fields. They have joined together for a unique combination of insight, drive and know-how that has led to the inception of **AllChannels.Net**.

*AllChannels.Net*  
Staff Structure



The leadership of AllChannels consists of individuals with substantial experience in Information Technology, Internet Strategy, Project Management, Content Development, Finance, Administration and Marketing as follows:

**Justin Vincent – *President***, in charge of concept and strategic development

Since June 1999 Justin has been steadily guiding his vision for *AllChannels* towards the ultimate goal of being the leading 'Internet Pathfinder'. The integral use of humans (rather than clever but ultimately inaccurate computer algorithms) in solving the question "*How do I find what I am looking for on the Net?*" is typical of Justin's ability to look at a problem from a lateral perspective. Justin's other strengths include team leadership, conceptualising new ideas and inspiring others to believe in and help further develop those ideas. He also has an excellent aptitude for quickly unraveling, learning and implementing solutions using unknown tools, programming languages and operating systems.

Age 31, Justin has over 12 years hands on experience within the IT sector, with over 6 years at management level. He started his career as troubleshooter for Apple Computers in 1988. He moved to Ireland to work as a software engineer within the Localisation industry in 1991. In 1994 he was the founder member and Technical Director of VISUnet Ltd. (one of Irelands first Internet consultancy firms). VISUnet Ltd. were key players in the formation of the Irish Internet Association and went on to create the Virtual Irish Pub which is currently Irelands 3<sup>rd</sup> busiest Website. In 1999 Esat Telecom head-hunted Justin to work as systems administrator for their electronic publishing division. Also during 1999 Justin founded Absolutchat Ltd. which went on to create Absolutechat.com (a free live chat site which now has 50,000+ subscribers).

**Philip Flynn – *CEO***, in charge of business strategy and company workforce

Age 47, Philip Flynn is an experienced international business leader offering breadth and depth of expertise across the entire business management skill-set. He has a unique combination of deep functional experience in Marketing, Sales, Finance & Operations. Along with exceptional people management, business development and organisational building skills. He is a strategic visionary with entrepreneurial orientation and commercial acumen who has proven abilities to build and lead world-class teams. Philip has spent the last three years as Managing Director (International Operations) for Visio, a Seattle-based graphics software publisher which IPO'd on Nasdaq (VSIO) in 1994 and was recently acquired by Microsoft in a deal valued at \$1.5bn.

Philip was hired to build and 'professionalise' the organisation for expected growth. He achieved that goal and 'International' business grew from \$25m to \$80m and was highly profitable throughout. The operation was mainly 'outsourced' and direct employment grew from 60 to 180 people. Prior to Visio Philip worked for Digital Corporation. During his 10 years at Digital he held several positions including 'Director of Commercialisation', (*Global Supply Operations, Digital Services Division*), Head of Operations for Europe (*Digital Components & Peripherals Business Unit*), Marketing Operations Manger for Europe and Group Financial Planning & Analysis (FP&A)Mgr. Prior to Digital Philip was a successful entrepreneur and established his own music promotion

business which ran an annual festival event successfully for 6 yrs. The event achieved national acclaim within Ireland for both the musical programme and quality of the event organisation.

**Oliver Vicars-Harris – Content Director**, establishing methodology for building channels

Age 32, Oliver has spent the last ten years working with the diversity of content held by museums, galleries, and picture libraries, acting as translator between the needs of this sector and the possibilities offered by emerging technologies. He specialises in advising on systems for effective information management and delivery to improve public access to content. Oliver has a proven aptitude for establishing effective new approaches to creating logical and usable resources.

Oliver acted as primary intermediary between Media Projects and the Wellcome Institute on the development of a visual database of over 50,000 artifacts, which was linked to a library system database for retrieval by the public. For the City of London he was responsible for conceiving, developing and managing implementation of 'COLLAGE' - a state of the art high resolution image database of over 30,000 works, delivered to the world via touch-screens, networked workstations, and the Web ([www.collage.nhil.com](http://www.collage.nhil.com)). He has spent the last two years acting as primary new media consultant to the Tate Gallery, engaged on a number of long-term Information Systems developments, including specification of a Collections Management System, digitisation and asset management strategies, as well as Web based public access systems for the new galleries ([www.tate.org.uk](http://www.tate.org.uk)).

## APPENDIX B

### Company Ethos



***“Built for the people, by the people”***

There is a philosophy of doing business that goes well beyond the selling of goods or services. It calls for serving the public interest as well as the consumer. More often than not these goals are markedly similar. This is not just by the showcasing of a company’s social concern through cause-orientated marketing, philanthropy or community service; important as all these are. Values-driven business is different in that it can directly improve one’s trade. What is most noticeable about this style of business is the incredible goodwill and customer loyalty it engenders. The AllChannels team have given a great deal of thought to the ‘company ethos’ and to ‘how we aim to be perceived’ within the global market place; quite apart from the teams unified desire to ‘give something back’, we also believe that this approach is common sense and sound marketing thinking.

Our entire ethos can be seen within our tag line ‘Built for the people, by the people’. The first four words ‘Built for the people..’ encompasses the company’s aspiration of ‘giving something back’ to society; both on and off the Web. This can be seen in the fact that our primary goal (and our core business) is to make the internet useful and easy to use for all people everywhere. Taking this principle one obvious step further; we aim to help under privileged communities with no Web access to ‘get on line’ by re-investing a portion of profits back into the global community. Along with this ‘global re-investment’ we promise to set aside 20% of banner advertising to making a valuable difference within the global community. This means that when AllChannels Internet traffic levels reach the heights that we expect, we can offer a huge amount of free marketing exposure to various charities and socially responsible businesses.

We believe that in order for AllChannels to achieve its goal of being universally accepted as the worlds favorite search aid (and encouraging thousands of people to help us make it so) the organization needs to engender complete trust and respect to all who encounter it.

Our company ethos is key to the success of AllChannels and we believe it will benefit us in many ways from reinforcing our marketing efforts right the way through to helping inspire top quality staff to join the AllChannels team.

## **APPENDIX C**

### **Questions & Answers**

#### **Questions about channel creation**

##### ***1.. How are Channels born?***

Part of the beauty of the AllChannels concept is that in one sense an embryonic Channel will always automatically be delivered in response to user demand due to the AllChannels unique content layering system, whereby at the very least the 'Meta-Search' layer will be returned. The AllChannels monitoring system will keep track of all such searches on as yet unchristened Channels, so that when enough users request the same thing this will be brought to the attention of AC Central. A permanent team of AllChannels moderators will control the birth and christening of new Channels to ensure that only appropriate Channels emerge fully-formed with the AllChannels branding.

##### ***2.. How will they look when they first emerge?***

In order to assure an appropriate level of quality to the service from the outset, there will be an initial process of official Channel creation and 'Candidate' layer population to generate a critical mass of 100,000 christened start-up Channels prior to general public launch. This selection will be achieved through automated processes for absorbing and building on the numerous pre-existing Internet directories of established links. In advance of promotion outside the Internet, AllChannels will be released within the Web community in order for the 'Favorites' layer of the Channels to start to develop. In this way a wide range of fully mature Channels reflecting common interests will be in place by the time the AllChannels publicity campaign launches.

##### ***3.. How is each Channel identified?***

Since there are inevitable issues with potential misunderstanding of Channel content in relation to differences in understanding of a given name, each will be given a 'strap line' description by the AC Central moderators at time of christening. These strap lines will appear alongside the Channel name as short and simple text, for example:

***fly-fishing.channel*** – *"specific to the sport of fly fishing"*

(Added AllChannels value may be obtained from these strap lines through the fact that could be engineered to be keyword searchable.)

##### ***4.. How do they grow?***

Once established and active each Channel will continue to grow naturally as a function of its use. The more popular it is the more quickly its shape will expand and change, as a result Channel quality will in a sense be determined again by public demand.

## Questions about channel control

### **5.. What happens if different channels carry the same name ('doubles')?**

Where two or more unrelated Channels carry the same name the user will be presented with a double meanings panel just below the Channel title bar. This panel will display alternate meanings. If a user is interested in a different meaning they simply click on the corresponding choice, for example:

*fly.channel.ac (fishing)*

*fly.channel.ac (insect)*

*fly.channel.ac (flight)*

Where necessary the creation of channel doubles will be administered by AC Central when new Channels are born as a fundamental part of the christening process.  
[For further information about Channel 'doubles' see Appendix D]

### **6.. How do we link related Channels?**

One very important feature of a Channel is that it will also provide a distinct area of cross-references to other general or specific existing Channels on related content, for example:

*fly.channel.ac (fishing)*

*fly fishing.channel.ac*

*fishing rods.channel.ac*

Again, the linking of related Channels will be administered by AllChannels Central. Intelligent tracing mechanisms within the AllChannels monitoring system will enable us to identify potential relationships through proportion of link overlaps. The related Channels will be grouped together within the main database as they emerge by a specialised team focusing on this area.  
[For further information about related channels see Appendix D]

### **7.. What else happens 'behind the scenes' at AllChannels Central?**

Although embryonic Channel creation and birth is a natural process, Channel growth and interrelationships will be assisted by the guiding hand of AC Central parenting in a number of ways. New Channels will be constantly monitored as they emerge, and will be organised hierarchically within a directory-like structure which will both serve to ensure logic and preserve the relationships. This process will also add value to the AllChannels service in many ways, such as being able to provide the 'dig-tool' to explore around and beyond each channel through a simple layered menu structure.

### **8.. How do we deal with problem Channels?**

Through use of each Channels individual 'user satisfaction thermometer' it will become quickly apparent to AllChannels Central when problem channels comes to light due to a lot of users rating it poorly. At this point the AllChannels quality control team will focus in on it and improve or reformat it as appropriate.

### **9.. What form of content control will be used?**

AllChannels Central will not be legally responsible for the content behind any of the links it provides; however, clear policy guidelines will be formulated and adhered to in terms of removing links to undesirable sites. This would include, for example, those promoting illegal pornography or drugs, and those inciting violence or racial exclusion. A range of pre-existing Internet filters and protection mechanisms will be investigated and introduced in order to get an effective balance between barring mechanisms and democracy on the Meta-Search results and candidate links. It should not be forgotten that the most effective form of content control will come through the users themselves, since 'fly-fishing' enthusiasts (for example) are unlikely to sanction links to child pornography on their Channel.

### **10.. Will users themselves have any control over content?**

AllChannels will develop a Channel Moderator tool. This will provide ability to select a series of content filters which can be applied according to each users needs, effectively limiting the links offered in response to each Channel enquiry. It will be possible for the Channel Moderator to be set and password protected if necessary for schools and parents, etc..

## **Questions about Channel use**

### **11.. What happens when people type different words to access the same subject?**

This will be resolved through the use of multiple Channel Access Terms (CATs) within the database; for example, somebody typing in '*angling.channel.ac*' will automatically be returned to the same place as someone typing '*fishing.channel.ac*'. CAT creation will be assisted and to some extent automated through the use of thesaurus software; however, more specialized CATs will need to be determined and resolved by AC Central moderators at time of Channel birth.

Note: Channel title text is dynamic. For example, if a user typed *angling.channel.ac* the title text would be 'The Angling Channel', if they typed *fishing.channel.ac* the title text would be 'The Fishing Channel' – yet in reality they are the same subject area.

### **12.. What about different languages?**

Use of different languages will impose no obstacle for AllChannels, since its aim is to provide a multilingual search and results tool. AllChannels can be branded in each different speaking country using its nomenclature equivalent, for example '*chaine.ac*' in France. Channels will be born and mature in the same way, and different language Channels on the same subject will co-exist comfortably and even be cross-related – the difference being that a search on '*voiture.chaine.ac*' will return links to predominantly French sites. **Part of the AllChannels development strategy will be to establish Central Offices to administer each linguistic zone.**

### **13.. Why do you have to type ‘... .channel.ac’?**

Channel.ac will be the gateway domain used to define and sell the concept, because it makes sense in common parlance and allows each subject area to be branded as a ‘Channel’. To avoid experienced users being irritated by having to type ‘channel.ac’ all the time, as users become more familiar with the system they will become aware of two shortcuts:

- Instead of typing ‘channel.ac’ users will be able to type LLL.AC or EEE.AC, this is because ‘L’ is next to the ‘.’ key on a QWERTY keyboard and ‘E’ is next to the ‘.’ key on a DVORAC keyboard, thus saving time spent typing for the user.
- The second shortcut is that users will be able to download a small piece of software from AllChannels that splits the browser address bar, allowing them to type any query without having to type channel.ac:



Over time, through strategic alliances and user demand, it is anticipated that this would become a standard feature integrated within most browsers.

## **Questions about editors**

### **14.. Who are the AllChannels editors?**

Quite apart from the AC Central team, a much wider ‘trusted’ editorial workforce will be cultivated from subject enthusiasts around the world. AllChannels will provide a user registration system for identified people to gain special status within the user community, and a stake in the ongoing Channel quality. These editors will be self-vetting, rather than having to be approved by AllChannels, in that the approach relies on the fact that taking time to complete the registration process is a good indication of interest given that no financial rewards are attached. It should also be noted that part of the AllChannels marketing strategy will be aimed at harnessing the input of subject specialists in order to maximise Channel quality.

### **15.. Why become an AllChannels editor?**

People who register with AllChannels will mainly do so because they are interested in ‘having their say’ about a specific subject channel. They will also see it as an opportunity to become part of a community of people who have the same special interest as them. A number of benefits will help provide incentives for these editors:

- Their votes will carry more weight (since they have shown interest in helping the cause).
- They will be allowed to input site reviews (a privilege unavailable to regular users).
- They will be automatically given an AllChannels editors email account (or an email forwarding account), for example: [justinvincent@editors.ac](mailto:justinvincent@editors.ac)
- They will be automatically given a personalised editors home page, accessible directly via the browser address bar, for example: <http://justinvincent.editors.ac>

- Reviews that they input will carry a link to their editors home page and thus offer them personal exposure.
- If they become a 'star editor', they will be promoted by AllChannels (creating a sense of celebrity).
- They will be automatically registered for any new services that AllChannels offers in the future.

### **16.. Why don't we offer money to Channel editors?**

This is to maintain the level of quality through encouraging the input of genuine enthusiasts. We believe that people who want to have their say and help shape a subject channel that is 'important to them', in return for nothing more than personal pride incentives, will create a better quality product than people who are 'doing it for the money'.

### **17.. Will people really want to get involved and contribute?**

Yes. There can be no doubt that huge numbers of people already enjoy interacting and having their say on the Internet. The many news groups, bulletin boards, chat forums, guest books and countless other types of site interaction are proof positive of this **as well as a number of 'user moderated' directories that already exist. Some examples being:**

Go Guides	<a href="http://www.go.com/WebDir/">www.go.com/WebDir/</a>
Open Directory	<a href="http://dmoz.org">dmoz.org</a>
Planet Click	<a href="http://www.planetclick.com">www.planetclick.com</a>
Zeal	<a href="http://www.zeal.com">www.zeal.com</a>

### **18.. How can we enhance the sense of community?**

AllChannels will make it possible for editors to align themselves with a particular set of channels and be listed on community listings **and chat forums** to do with that channel. This will help to strengthen the sense of common purpose alongside individual say in shaping the Channels.

## **Questions about the voting system**

### **19.. How does the voting system work?**

Everybody who uses AllChannels has the right to vote their approval or disapproval of as many links as they want. They are permitted to vote once for each link within a given time period (say a month) in order to prohibit false promotion of links but still allow the ability to respond to quality changes over time. It is important to note that users are not forced to vote, and can completely ignore this area if they are not interested in expressing their opinion on Channel links.

### **20.. What's to prevent the voting system being abused?**

AllChannels will implement measures to avoid abuse of the voting system through the general principle of 'one user one vote'. We can make sure that users do not vote more than once per link, by the use of cookies, IP identification, unique machine identification and Secure HTTP. In

this way we can be as secure as possible against foul play in terms of unscrupulous promotion of artificial links.

### **21.. How can we uniquely identify a machine without cookies?**

It is possible to build a unique profile of a user by taking a snapshot of their machine, via environment variables (What OS are they using? What browser? What version? What language? What plugins?) and combining it with their IP address. In this way we can make absolutely sure that AllChannels is armed against any mechanised procedures for multiple voting on a link.

## **Questions about technology**

### **22.. Why use Flash?**

We see the use of Flash technology as a central factor in the AllChannels killer application:

- Flash is a fully interactive and animated technology that allows us to enhance AllChannels (for example, the tab feature and scrollable layers will work far more efficiently in Flash than would be possible in HTML).
- All the advanced features of AllChannels will be available to anyone with the Flash plug-in, no matter what operating system they use, even if they have an antiquated browser.
- AllChannels will look 'exactly the same' to everyone everywhere, no matter what browser or operating system they are using.
- Flash allows for easy inclusion of highly lucrative rich media ads and split page ads.
- The use of Flash will reduce the overall bandwidth requirements therefore saving money.

### **23.. Will we be limiting our audience by using Flash?**

With over 222 million Internet users already having the Flash plug-in, even at this stage AllChannels would be open to over 80% of the market place – with this percentage increasing every day. For users who need to install the plug-in, it will be a fast and small download at less than 150k.

### **24.. What is the AllChannels 'word and concept association engine'?**

This is the pivotal behind the scenes smart software which will be developed to direct search queries to relevant 'subject channels' thus linking searches to answers.

### **25.. What kind of technical infrastructure will there be?**

*To be completed*

**26.. *Where will the main IT infrastructure be hosted?***

The actual IT infrastructure will be setup outside of Ireland and administrated remotely.

*To be completed*

**Financial questions**

**27.. *Why invest given the current climate in the technology marketplace?***

In our view the recent drop in the share value of many companies involved in the Internet represents the introduction of a healthy dose of realism to a previously over-inflated market. This does not however mean that the market itself is without value, indeed the fact that key global investors continue to stake their claim in the future of Internet development is testimony to belief in the fact that this commercial environment will start to pay longer-term dividends. Despite short-time fluctuations in the financial marketplace, time will soon tell that the enduring importance of e-business within the global economy cannot be underestimated.

**28.. *How is AllChannels positioned in the marketplace?***

In terms of concerns about AllChannels' positioning within the field, it is revealing to look at the nature of recent prominent company failures relative to that of the many other less publicised successes. The majority of problems have arisen with those players that have founded their business on the profitability of e-commerce as alternative to conventional retail – enterprises such as 'boo.com'. Those that have established a more central presence as Internet content mediator, rather than Internet shop-keeper (such as Yahoo.com) continue to thrive and demonstrate impressive growth and profitability. In a Web so wide there will always be need for these kind of 'Web-searching' services.

**29.. *Why does AllChannels represent a particularly good area for investment?***

In all the years that Internet users have been looking for information online, the search process has never been less than frustrating. Searching inevitably turns up information you don't need, and you have to sift through it to find what's relevant. Yet search engines and directories continue to be the most heavily used services on the Web. AllChannels represents the next generation in Internet search technology and can genuinely deliver where others have failed. This is a proposition that should not be underestimated. The fulfillment of this promise, along with the fact that all our data is proprietary (we control who gets to access it and how it is accessed), in our view positions AllChannels as nothing less than an Internet gold mine.

**30.. *What makes AllChannels profitable?***

A key aspect of the AllChannels concept is that it has been built around maximising opportunities and appeal for a wide range of advertising and sales streams to maximise revenues. This combined with the in-built profitability of the low overheads and high technology value business model, combine to achieve very early break-even point in terms of profitability.

[Please see Appendix H for financial projections of what this represents in real terms]

### **31.. What kind of advertising will AllChannels offer?**

AllChannels will be able to attract advertisers by exploiting a wide range of innovative formats:

\* Denotes completely new opportunities.

- Standard banner advertising
- Large Area Advertising\*
- Rich Media Advertising
- Favorites Layer 'Tab Advertising'\*
- Background Advertising\*
- Button Advertising
- Lightning fast ad placement\*
- Any combination of the above

[See 'Appendix D - Market Opportunity' for further explanations of the above]

### **32.. Can AllChannels really be built in Ireland?**

Yes. Ireland is purported to be the IT capital of Europe and boasts one of the most knowledgeable Information and Communications Technology workforces in the world (since ICT education is of a particularly high standard). Other reasons for this are that the Irish government offer incentives and tax breaks to IT companies willing to startup in Ireland (most major software and hardware players have a presence in Ireland). Of further interest is that due to Irelands geographical location (between the U.S. and Europe) companies based in Ireland carry out over 70% of the worlds software translation. Ireland also recently passed a law allowing non-EU citizens easier access to Irish work permits within the IT industry.

## Questions about the future

### 33.. *How will AllChannels continue to grow?*

The core AllChannels concept provides a stable foundation from which it will be possible to build a range of value-added services in response to market need. Once the AllChannels brand is established amongst consumers there will be no limit to extending the range of services offered. This approach will strengthen the AllChannels brand, expand profile and increase profitability in line with our longer-term business development strategy. Some examples follow:

***my.channel.ac*** – a ‘personalised web terminal’ written in Flash that allows users to organise their entire world from one Internet ‘Home Base’. In many respects ***my.channel.ac*** will look and feel just like a normal desktop computer with familiar icon, window, click and drag features. It will represent the first step in Internet based ‘virtual computers’ and run a ‘virtual operating system’. It will have the added advantage of being accessible via any Web browser from any computer with an Internet connection. Services on ***my.channel.ac*** will be presented as icons on a ‘virtual desktop’ and will be accessible in the familiar ‘double-clicking’ style. Some examples follow:

- My Accounts – *personal account tracking*
- My Chat – *live chat and meeting place*
- My Contacts – *on-line address book*
- My Email – *fully featured e-mail package + free address*
- My Messages – *on-line instant paging system*
- My News – *up to the minute live news*
- My Weather – *up to the minute forecast details*
- My Organizer – *daily planner including alarms and anniversaries*
- My Photo Album – *upload photos on-line for the world to see*
- My Sketch Pad – *basic paint package*
- My Word – *light word processor*
- My Spread Sheet – *light spread sheet application*
- My Web Drive – *fully featured remote hard disk space*
- My Shared Directory – *share your files to the world*

***shopping.channel.ac*** – premier ‘Internet shopping portal’ offering the global user-base access to millions of products via a ‘delivered to your doorstep’ carrier service...

***holiday.channel.ac*** – premier ‘Internet holiday portal’ offering the global user-base access to millions of flights and holidays directly on-line...

***freemail.ac*** – premier ‘free e-mail’ service offering the global user-base free e-mail accounts (similar to Hotmail<sup>4</sup>) with the added prestige of association with the \*.ac domain...

***freesite.ac*** – premier ‘free Web page’ service offering the global user-base free Web page accounts (similar to Geocities<sup>5</sup>) within the centrality of the \*.ac domain...

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<sup>4</sup> [www.hotmail.com](http://www.hotmail.com)

<sup>5</sup> [www.geocities.com](http://www.geocities.com)

**freename.ac** – premier ‘free domain name’ service offering the global user-base free domain names (for example, justin.freename.ac) under the umbrella of the \*.ac mother domain...

#### **34.. What is our ‘exit strategy’?**

Management’s intention is to provide an opportunity to exit via IPO or Trade Sell (depending on the market) at the appropriate point within the two years following public launch.

### **General questions**

#### **35.. What makes AllChannels unique?**

Although many individual elements within AllChannels have been introduced and proven elsewhere on the Net, the overall AllChannels concept is unique. The AllChannels strength lies not in any one critical area of technical development, open to immediate competition, but rather in the fact that it combines a number of simple but important ideas into a single universal solution. Not only will AllChannels in its entirety be very difficult to imitate, there simply will be no point – since it makes sense from the users perspective for only one such solution to exist. AllChannels is likely to be the first and last of its kind.

#### **36.. Why is the AllChannels address bar search method the best?**

Equivalent search entry tools, such as Microsoft or Netscape’s address bar searches, leave the user with one page of ambiguous HTML search results. This is like allowing people to ask the question without actually providing the answer, when compared to the AllChannels Flash driven, multi layered portal approach for each and every subject.

#### **37.. What is so good about the AllChannels layers?**

The bottom ‘Meta-Search’ layer combines the top results of the top 10 search engines. In this way it provides the best that the competition has to offer; however even though this is ‘as good as the competition’ within the AllChannels paradigm the Meta-Search layer is the least qualified layer of links. Even the most immature Channels will deliver this layer of links, whereas fully mature Channels will also deliver the value-added ‘Candidates’ and ‘Favorites’ links layers – where the AllChannels branded quality lies. Part of the fundamental value of this approach is that the relative quality levels of links will be immediately transparent to the user.

#### **38.. Why are all the examples to do with Fly Fishing?!**

The example of Fly Fishing was chosen because it is a relatively specialised topic compared to main stream subjects (such as Skiing or Motorbikes) yet it is abundantly clear that the Fly Fishing Channel could generate significant amounts per year in advertising revenues. If one then visualises the quantity of subjects – obscure or otherwise – there are, and adds up all the potential revenue that they might make, it doesn’t take much imagination to realise that AllChannels has a huge amount of money making potential.

### **39.. Some interesting excerpts:**

*In Feb. 2000, a joint study published by Inktomi and the NEC Research Institute estimated that there were 1 billion indexable pages on the web. – Search Engine Sizes*<sup>6</sup>

[The] single word search method seems to be growing in popularity. It allows users to be more comfortable knowing that they'll narrow in on what they are looking for.. – *Search Satisfaction And Behavior Results Released.*<sup>7</sup>

“I wouldn't like to see a situation where "technology is improved" and search engines begin to index more documents than they currently do. ...a preferable system would be that documents are vetted by humans and duly included or excluded according to the criteria of the search” – *Nua internet Surveys: Analysis.*<sup>8</sup>

The most common way to locate a Web address is through search engines (57 percent), email messages (38 percent), Web sites (35 percent), word of mouth (28 percent), magazine ads (25 percent). Other Web address sources were TV ads (14 percent), periodical articles (11 percent), vendor catalogs (11 percent), newspaper ads (9 percent), banner ads (7 percent), radio ads (2 percent) and mail ads (2 percent). – *Nua internet Surveys.*<sup>9</sup>

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<sup>6</sup> <http://searchenginewatch.com/reports/sizes.html>

<sup>7</sup> <http://www.searchenginewatch.com/sereport/00/04-npd.html>

<sup>8</sup> [http://www.nua.ie/surveys/analysis/weekly\\_editorial/archives/issue1no21.html](http://www.nua.ie/surveys/analysis/weekly_editorial/archives/issue1no21.html)

<sup>9</sup> [http://www.nua.ie/surveys/index.cgi?f=VS&art\\_id=905354655&rel=true](http://www.nua.ie/surveys/index.cgi?f=VS&art_id=905354655&rel=true)

## APPENDIX D

### Access and Classification

The AllChannels goal is to 'get people where they want to go' ninety nine percent of the time, within two minutes of starting out. In order to facilitate this we must create a parent Channel framework capable of housing the entire Web content within an organised and categorised hierarchical structure. This will be transparent to the user, since the way the Channel search works simplifies the hierarchy to a horizontal network of easily accessible subject Channels.

Creation of the Channel infrastructure represents a significant task, akin to the information management process at the heart of every good library, and to-date this has never been properly undertaken in the web environment. The importance of this aspect of AllChannels cannot be overestimated and is akin to providing logical shelf space to accommodate books on all areas of human interest.

In this way AllChannels will move beyond the usual bargain basement clutter of search results, to deliver information in a reassuringly meaningful fashion. Quite apart from the excellence provided through ease and speed of *search*, AllChannels sets out to add enormous value through quality and presentation of search *results*.

#### ***One term having multiple meanings***

The complicated thing about horizontal access systems is the same word can mean different things to different people. For example, someone entering the search *fly.channel.ac* may have been looking for any one of the following:

fly.channel.ac (Aviation and Aeroplanes)	fly.channel.ac (Slang words)
fly.channel.ac (Clothing Fasteners)	fly.channel.ac (The sport Fly Fishing)
fly.channel.ac (Insects)	fly.channel.ac (Travel and Holidays)

It is for this reason that 'all possibilities' must be displayed when a user searches for a term. These will be shown by way of the 'Double Meanings' **panel** (which will only appear if the term has more than one meaning). By default the Channel returned will relate to the most popular meaning for the term; if a user is interested in a different meaning they simply click on the corresponding choice, which will then become the 'default meaning' for their future visits. The idea being that if someone expects to find links about insects at the *fly.channel.ac* they will. It is in this way that each Channel can mean exactly what everyone wants it to mean.

#### ***Multiple terms having one meaning***

In the same way that one word can carry different meanings, different words can have the same meaning for different people, for example:

angling.channel.ac	fish-catching.channel.ac
fishing.channel.ac	netting.channel.ac

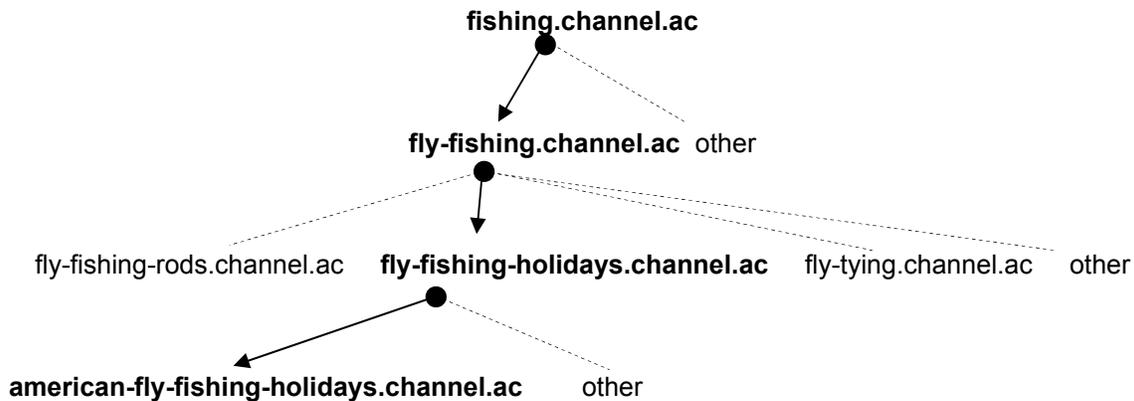
It would be misleading if all of the above terms pointed to different places. This can be resolved by removing the concept that Channels have static names. For example, if someone thinks that the area containing links about 'Fishing' should be called 'Fish Catching', it will. The following table should help to explain how this can work:

<b>Subject ID</b>	2222 (The unique key for this cluster of links)
<b>Description</b>	The sport Fishing
<b>Channel Access Terms</b>	angling.channel.ac, fishing.channel.ac, fish.channel.ac, fish-catching.channel.ac, catching.channel.ac, catch-fish.channel.ac, catch.channel.ac, net.channel.ac, netting.channel.ac, fish-catch.channel.ac, catching-fish.channel.ac
<b>Hierarchical parent</b>	sports.channel.ac (ID 222)
<b>Related Channels</b>	sports.channel.ac, holiday.channel.ac, river.channel.ac, boat.channel.ac, time-wasting.channel.ac

The strength of this classification system lies in the multiple 'Channel Access Terms' [CATs], each of which allows entry to the same subject area. It is only by providing a framework for gathering all possible access terms that over time a AllChannels can become a catch-all.

### Organizing Channels hierarchically

Each Channel has one 'Hierarchical Parent' and may have any number of 'Hierarchical Children'. This is so that users can enter the system horizontally and then explore the hierarchy from that point down. For example, a user can start at the *fishing.channel.ac* and use the 'Dig Tool' to scan down the hierarchy to the *american-fly-fishing-holidays.channel.ac*



Since the 'Dig Tool' is a Flash based single-click device AllChannels will offer unsurpassed speed and ease of use for those browsing the Channel classification system hierarchically. Coupled with the new paradigm of an 'infinitely-wide-horizontal-access-system' for users (that actually works) AllChannels will emerge as market leader.

### Organizing Channels by region

*Horizontal access by region*

The most obvious way to search by region is to include the locality of choice within the channel name. For example, the *dublin-fly-fishing.channel.ac* is a channel dedicated to Fly Fishing links with special significance to Dublin. If there is no such Channel the system will display the *fly-fishing.channel.ac* and **place all links related to Dublin at the top of the each layer**. It should also be noted that the Meta-search Layer will return highly relevant results; since the query 'Dublin Fly Fishing' (sent to the top ten search engines) is very specific.

#### *Hierarchical access by region*

It will also be possible to browse the hierarchy from a regional point of view. **Each channel will present a single-click 'Get Local' button allowing the user to specify a region of interest**. In this way a user can start at the *fishing.channel.ac*, specify a region of interest such as Dublin and then use the 'Dig Tool' to scan down the hierarchy. While in this mode the system will place all Dublin related links at the top of each layer.

#### *Hierarchical access by region (general)*

**Country and city named channels, such as the *london.channel.ac* and the *dublin.channel.ac* are specially reserved and will present a hierarchical point-and-click access structure (Yahoo style) specific to region. These will act as regional portals and look similar to the AllChannels home page (with the exception of carrying regional specific branding and advertising).**

#### **Creating the classification system backbone**

Before AllChannels is officially launched 100,000 subject areas will be in place. These can be created from links extracted from a cross section of pre-existing 'human moderated' Internet directories. In order to avoid copyright infringement, links that are culled from the Internet will be stripped of review text. Once culled and stripped, links will be clustered into subject groups which will subsequently be classified. Each separate subject group will become a Channel.

Channel classification consists of:

- Placing the Channel within the AllChannels parent hierarchy
- Entering a channel 'Strap Line' (short contextual description)
- Entering all known 'Channel Access Terms'
- Creating cross-references to other points within the hierarchy (if required)
- Specifying regional relevance (where appropriate)
- [Specifying key related Channels \(if any\)](#)

<b>Expanded Channel classification table</b>	
<b>Subject ID</b>	2222 (The unique key for this cluster of links)
<b>Description</b>	The sport Fishing
<b>Channel Access Terms</b>	angling.channel.ac, fishing.channel.ac, fish.channel.ac, fish-catching.channel.ac, catching.channel.ac, catch-fish.channel.ac, catch.channel.ac, net.channel.ac, netting.channel.ac, fish-catch.channel.ac, catching-fish.channel.ac
<b>Hierarchical parent</b>	sports.channel.ac (ID 222)
<b>Cross-references</b>	hunting.channel.ac (ID 123), water-sport.channel.ac (ID 345)
<b>Region of relevance</b>	Entire World

**Related Channels**

sports.channel.ac, holiday.channel.ac, river.channel.ac,  
boat.channel.ac, time-wasting.channel.ac

***The classification team***

The Channel startup and ongoing maintenance team will consist of classification specialists, split into separate teams each focusing on individual areas of the hierarchy (such as culture, commerce, history, society). When recruiting candidates we will make a point of locating individuals with broad general knowledge and excellent lateral thinking skills. From the outset the teams will be encouraged to work closely together in order to develop a highly consistent approach to the overall Channel schema, whilst bringing contrasting areas of knowledge. We estimate a team of forty will take six months to classify the first 100,000 Channels, after which a core team of around twelve will be retained to maintain new Channel creation and evolution.

## APPENDIX E

### The Market Opportunity

AllChannels has the growing wealth of the web as its marketplace. According to Global Internet Statistics<sup>10</sup>, 288 million people currently have access to the Internet, split into the following languages:

- English Language: 155 million
- European Languages (Non-English): 96 million
- Asian Languages: 51 Million

*Note: There is an overlap between English and non-English figures, as many Americans access the Web in two languages*

The initial focus for the marketing of **AllChannels** services will be aimed at English speaking Internet users, who represent 51.3% of the total on-line population.

Forrester Research, Inc.<sup>11</sup> recently completed an extensive study into the growth of the European IT Market. Forrester predicts that Europe's online business and consumer trade will grow at triple-digit rates in the next five years.

### Advertising Potential

According to the Internet Advertising Bureau<sup>12</sup> revenue from Internet advertising exceeded US\$1 billion for the first time in Q3 1999. Revenue for the period was US\$1.2 billion, bringing the year-to-date revenue for 1999 to US\$2.8 billion, more than double that of the first nine months of 1998. Total revenue for this year is forecast at about US\$4 billion.

**[Note: According to a report from Forrester Research (Nasdaq: FORR) worldwide Internet ad spending in the United States will climb to \$22 billion by 2004.]**

The sectors that spent most on advertising spending during Q3 were consumer-related goods at 32 percent, computing at 21 percent and financial services at 19 percent. **Telcos** took out 6 percent of ads while business services accounted for 5 percent.

55 percent of online advertisements were banners, 27 percent were sponsorships and 4 percent were **interstitial**. Email advertisements constituted 2 percent of the total and the remaining 12 percent were made up of other advertising formats.

**AllChannels** will initially focus on generating revenue through banner advertising and sponsorship which when combined, represent 82% of the global Internet advertising opportunity.

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<sup>10</sup> <http://www.gleach.com/globstats/index.php3>

<sup>11</sup> The Sleeping Giant Awakens - Dec 1999

<sup>12</sup> <http://www.iab.net/news/content/3Q99revenue.html>

## Affiliate opportunities <sup>13</sup>

"Affiliate" is a term for a reseller where the reseller can be a multinational corporate or a teenager using up free megabyte space on a community portal such as Geocities <sup>14</sup>. Amazon paved the path in 1996 when they invited the general public to resell their products for a percentage of the sale price; they now have over 230,000 affiliates. CDNow own the second largest affiliate program with over 207,000 dedicated resellers.

In an interview with the New York Times, Forrester Research analyst James McQuivy revealed just how big the market for affiliates is. According to McQuivy the return paid by online merchants to resellers has grown from 8 percent to 20 percent in some cases. Jupiter Communications found that 15 percent of affiliates now account for 85 percent of sales.

The **AllChannels** affiliate strategy would be to allow anyone to 'skin' the **AllChannels** interface with that of their own companies or personal branding and present it as their own search engine / directory. In return for this they would get a slice, approximately 20%, of advertising revenue for any traffic that used **AllChannels** via their site. They would also be encouraged to resell targeted advertising on **AllChannels** directly from their site, for which they might get a larger cut of up to 80%.

With this strategy in mind, two types of affiliation can be offered:

- Opportunities for anyone wishing to add value to their pre-existing web services by providing 'their very own' Web wide search tool; for example, *BT's Internet Directory (in association with AllChannels.Net)*.
- Openings for anyone who maintains a specialist Web site and wishes to enhance its prestige by presenting 'their very own' subject specific portal; for example, *Barney's Tackle Fly-Fishing Portal (in association with AllChannels.Net)*.

## Rich media ad opportunities <sup>15</sup>

Since the entire **AllChannels** interface will be created in Flash, a totally interactive and animated technology, the possibilities for creating and placing 'rich media ads' are endless. Rich media ads allow measurement parameters to move away from click-through to interaction. In some cases users will be able to complete purchases from an advertiser without ever having to leave **AllChannels**. In a test run of rich media ads in April 1999, Onsale fed live auctions into banners and achieved 15 percent interaction. The average time users spent interacting with the ad was 120 seconds, according to ChannelSeven.com.

Good rich media ads benefit both the consumer and the advertiser because they exploit the Internet medium in a way that really works. The consumer is entertained and gets a feel for the brand/product before visiting the corporate website. The advertiser gets to push the product and in some cases, the actual transaction, right into the lap of the consumer and thus does not have to fret over click-through rates.

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<sup>13</sup> <http://www.nua.ie/surveys/trendmuncher/archives/1999/issue1.html>

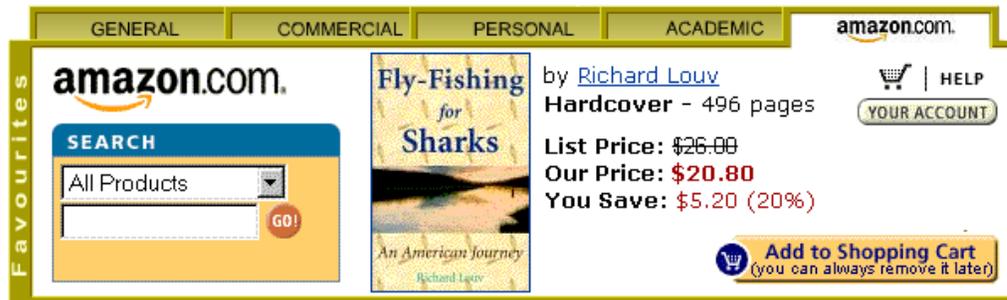
<sup>14</sup> <http://www.geocities.com>

<sup>15</sup> [http://www.nua.ie/surveys/analysis/weekly\\_editorial/archives/issue1no97.html](http://www.nua.ie/surveys/analysis/weekly_editorial/archives/issue1no97.html)

## Favorites layer 'tab hire' opportunities

Since users will be typing arbitrary 'domain names' into the address bar to search **AllChannels**, simple one word searches will create 'super channels', such as the *book.channel.ac*.

**AllChannels** can take advantage of this by offering a 'Tab' within the favorites layer to potential advertisers, for example, Amazon.Com might opt to place a 'rich media' version of their home page within a Tab on the Favorites Layer of the *book.channel.ac*, or they may choose to advertise on a number of subject specific channels such as the *fly-fishing.channel.ac*



This kind of advertising can offer much higher financial rewards than current banner advertising models due to the positioning within the heart of the Channel itself. It will allow the advertiser exclusive association within their chosen area, with powerful marketing implications.

## Large area ad opportunities

Since the **AllChannels** interface will be created in Flash, a standard advert can take up a larger area of the page than standard banner advertising (without costing heavily in bandwidth terms). Management have chosen a size of 600 x 100 pixels as opposed to 468 x 60. One considered marketing approach may be to charge the same for a 'large area ad' as other services charge for a standard banner ad, thus making advertising on **AllChannels** more appealing. The below diagram highlights the advantage:





## APPENDIX F

### Competitive Analysis

There are currently over 400<sup>16</sup> search engines and directories trying to make sense of the Web. Each one of these purportedly provides a service to help the users find links to relevant Web content; by definition then, each of these can be regarded as competition. The following section provides a summary outline of thirteen primary competitors (along with observational notes) and then compares them to AllChannels by way of comparison charts.

#### ***Services built by corporate entities***

##### ***Yahoo! (www.yahoo.com)***

***“Yahoo is a global Internet communications company that offers a comprehensive branded network of services to 120 million users each month worldwide. As the first online navigational guide to the Web, www.yahoo.com is the leading guide in terms of traffic, advertising, household and business user reach, and is one of the most recognized brands associated with the Internet.”<sup>17</sup>***

Launched in April 1994 Yahoo is unquestionably one of the great Internet pioneers and has grown to become the world's most successful Internet Directory. They have achieved this position by focusing primarily on the needs of people and not the potential of technology. Yahoo has always kept things simple and from the start their website has had minimal graphics and a select, well-organised set of information. Yahoo is now much more than just a Web Directory. During the past six years management have been focusing on the introduction and expansion of 'sticky' functionality to the site, such as *Yahoo Mail* and *Yahoo Chat*. As well as this they have franchised a large number of international versions of the site.

The company's registration base has grown to an incredible 120 million cumulative registrations for Yahoo member services to date. During the month of December 1999, Yahoo's traffic increased to an average of 465 million page views per day, compared to an average of 167 million page views per day in December 1998. Net revenues for fiscal 1999 were \$588,608,000 compared to \$245,100,000 in fiscal 1998, an increase of 140 percent. The Yahoo directory has 14 subject areas in the top level of the hierarchy, with over 25,000 subcategories in as many as five more levels and has more than 1 million sites listed.<sup>18</sup> Yahoo employs approximately 150 people to maintain the site.

##### ***GOOGLE (www.google.com)***

Founded in 1998 by Larry Page and Sergey Brin, Google is a next-generation search engine that uses complex mathematical algorithms to determine importance and relevancy of web pages. Core to Google's search engine is its patent-pending PageRank technology. PageRank performs an objective measurement of the importance of web pages and is calculated by solving an equation of 500 million variables and more than 2 billion terms. The company are so proud of PageRank technology that within their company literature they proudly state *“Google does not use editors, its own employees, or*

<sup>16</sup> <http://submitit.bcentral.com/subcats.htm>

<sup>17</sup> <http://docs.yahoo.com/docs/pr/4q99pr.html>

<sup>18</sup> <http://www.crosswinds.net/~directories/cons/vlarge/yahoo.htm>

*business relationships to judge a page's importance". Google processes approximately 13 million searches each day.*

### **About.Com** ([www.about.com](http://www.about.com))

***"About.com is a leading Internet media company that provides a branded network of niche vertical sites led by human experts. Each site provides a comprehensive experience on a particular area of interest and includes a filtered directory, original content, and community tools including chat, bulletin boards, newsletters and events"***<sup>19</sup>.

Launched by Scott Kurnit and Bill Day on June 27, 1996. About.Com is made up of over 700 GuideSites, each of which is maintained by a different About.com Guide. About.com Guides are from all over the world and are closely supervised by editorial staff. They provide hand-sifted links, post fresh original content on a regular basis, review and recommend products and services, and are encouraged to actively build the About.Com community via chat, bulletin boards, and newsletters. GuideSites are organized into 13 interest areas with 70 subheadings and contain over 400,000 links when combined. Average daily page views were 8.2 million for December 1999, compared with 5.3 million for September 1999.

Revenue for the fourth quarter ended December 31, 1999 increased to \$13.0 million, more than 6 times greater than the fourth quarter of 1998, and an increase of 65% over revenue of \$7.9 million in the third quarter of 1999. Total revenue for 1999 was \$27.0 million, compared with revenue of \$3.7 million for the full year of 1998.<sup>20</sup>

### **4anything.com** ([www.4anything.com](http://www.4anything.com))

Launched by Vince Schiavone, *4anything.com* is comprised of approximately 2,500 branded community portals. Each *4anything.com* subject area is branded with the number "4," and the topic, creating sites such as *4news.com*, *4wine.com*, or *4babies.com*. Professional, full-time Net editors locate links for each area. Editors prioritize Web sites and constantly update their selections. Users are encouraged to 'have a go' and see if there is a *4anything.com* site of interest to them by typing directly within the browser address bar. For example, *4fly-fishing.com*.

During the course of research we found that only the most obvious searches returned a result. The main problem with this concept is that *4anything.com* have to register a domain name for each subject search. If no site is registered then the familiar Microsoft Internet Explorer error 'This Page Cannot Be Displayed – No Such Site' is displayed (with AllChannels users are always returned with top quality links, no matter how obscure the search is).

When we tried *4fly-fishing.com* we were returned with the above Microsoft Internet Explorer error, yet in fact *4anything.com* do have a Fly Fishing section; which can only be accessed by typing *4flyfishing.com* (without the hyphen). The approach that they have taken is a costly one. AllChannels aims to have over 1 million multi-lingual subject Channels. If *4anything.com* were to follow the same plan they would have to pay over \$35 million dollars per year in domain name rental alone! Here are some searches that we tried using the *4anything.com* concept:

<b>SEARCH</b>	<b>RESULT</b>
<i>4cars.com</i>	Microsoft Internet Explorer error
<i>4autos.com</i>	Worked
<i>4flying.com</i>	Microsoft Internet Explorer error
<i>4snoopy.com</i>	Microsoft Internet Explorer error
<i>4spicegirls.com</i>	Microsoft Internet Explorer error

<sup>19</sup> [http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=bout&script=11000&layout=7&item\\_id='bout\\_faq.html'](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=bout&script=11000&layout=7&item_id='bout_faq.html')

<sup>20</sup> [http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=bout&script=410&layout=7&item\\_id=70508](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=bout&script=410&layout=7&item_id=70508)

4golf.com	Worked
4paintings.com	A completely different server
4fishing.com	A completely different server

Note: *About.Com* and *4anything.com* are not Internet directories; both services employ 'site guides' to create information pages about specific subjects such as 'Fly Fishing'. When visiting the top level of a subject there are no off-site links; all links point to internal pages created by the site guide. This is in contrast to the AllChannels ethos that aims to get the user 'where they want to go' as quickly as possible.

### ***DIRECT HIT*** ([www.directhit.com](http://www.directhit.com))

Launched by Gary Culliss in, 1988 Direct Hit produces relevant search results by analyzing the search activity of millions of Internet searchers. Sites that are routinely selected by other users are positioned higher in the list than those that are often ignored. In February 2000, Ask Jeeves acquired privately-held Direct Hit Technologies, Inc., in a tax-free, stock-for-stock transaction. Together, the companies reach approximately 80 million Web users, and capture just under 10 million searches a day.

### ***ASK JEEVES*** ([www.ask.com](http://www.ask.com))

Launched by Garrett Gruener in April 1997 Ask Jeeves is a question-answering system that allows users to ask questions in plain English, then tries to deliver the answer. Ask Jeeves combines a natural language engine with a proprietary knowledge-base. Taken together, this mechanism processes the meaning and grammar of 'real questions' in plain English; and tries provide intelligent responses and links to related Web sites. The Ask Jeeves knowledge-base contains links to approximately 7 million answers and is asked approximately 10 million questions per day.

### ***QAZ.com*** ([www.qaz.com](http://www.qaz.com))

Launched by Steven Homer on April 27, 2000, QAZ.com is an Internet search engine / directory accessible by typing searches into the browser address bar, for example '*whatever-you-want.qaz.com*'. There are approximately 70 individual 'Quick Access Zones' containing a total of 1500 reviewed links. Whatever query is typed the system tries to relate it to a 'Quick Action Zone'. For example, dog.QAZ.com delivers users to pet.QAZ.com. Most searches that we tried simply returned a page saying 'sorry we didn't find a 'Quick Action Zone' for that search' – including fly-fishing.QAZ.com!

### ***COPERNIC*** ([www.copernic.com](http://www.copernic.com))

Launched in early 1996, Copernic.com develops agent technology as its premier application, Copernic 2000, is an Internet metasearch engine (a tool that searches the search engines). Users can send queries, via Copernic, to up to 520 search engines with natural language querying. The downside being that each connection to a search engine takes from 2 – 20 seconds to process, depending on your internet connection. Copernic compiles a list of the best results and presents them as a single page. Approximately 4 million people use Copernic 2000.

## **Services built by Web communities**

### **DMOZ – Open Directory Project ([dmoz.org](http://dmoz.org))**

The ODP, which used to call itself Newhoo, was started when Rich Skrenta and two other programmers at Sun Microsystems saw that Yahoo was becoming a victim of its own success, and a growing number of its links, first entered by human hands, were dead or expired. Their mission was to create the Web's most comprehensive and accurate directory by building an open system that could accept input from an unlimited number of volunteer editors.

Launched on June 5 1998, by the time it was a month old the ODP had 400 editors, 31,000 sites and 3,900 categories. In November 1998, shortly before AOL announced it was buying Netscape, Netscape bought Newhoo (ODP). Since then, the volunteer staff has increased to 22,000 editors who have indexed more than 1.5 million sites in more than 200,000 categories.<sup>21</sup>

America Online and its Netscape subsidiary use content drawn from the Open Directory on their own sites, and they place advertisements on each page of search results that Open Directory delivers to their customers. Lycos, Alta Vista, Hotbot, Metacrawler and scores of other sites due to the ODP's GNU free license also follow this practice. A Web magazine called *Wide Open News*<sup>22</sup> reported that *"Every single action of every single editor is maintained in a permanent log,"* this includes additions, deletions, edits, and posts to the editor message boards. *"It's easy for us to go through it and look at what they are doing. ODP also encourages other editors to police the directory for self-promotional abuse, and it has hired a community manager to investigate every complaint of abuse"*.

In essence The Open Directory is a self-regulating republic where experts and Web fans alike can collect their recommendations and make them available to the general public at large.

Launched in June 1998, by the time it was a month old the ODP had 400 editors, 31,000 sites and 3,900 categories. Just two years later the ODP is now over six times larger than Yahoo and includes more than 1.7 million web site links, which are organised into more than 260,000 categories by more than 24,000 home based volunteer editors.<sup>23</sup>

### **ZEAL ([www.zeal.com](http://www.zeal.com))**

Zeal, based in Culver City, California was founded by Brian Goler and Kevin Berk in 1999. The Zeal directory is compiled and edited by members of the general public who join the Zeal.com community (to date approximately 4000). Every member has the opportunity to rate and review web-sites and may submit new sites to the directory. As an incentive Zeal pledges to donate 10 cents (USD) to its members' favorite charities for every web-site that a member adds or rates in the Zeal directory (with a maximum of \$30.00 accruable by any one member on any one day).

One negative aspect of this approach (as can be seen by studying the Zeal.com bulletin boards) is that in general the community are building the directory in order to accrue money for their chosen charity; as opposed to benefiting the Web. It appears that Zeal marketing and branding is quite narrow in its approach and tends to appeal to a certain kind of contributor. Here is an example tag line from of their recent marketing campaigns:

*Zeal.com: "Share your Zeal" Charity Drive - Choose any of 520,000 tax-exempt non-profit organizations, select it as your "favorite charity," and raise money for it every time you add a website, rate a website, or refer a friend.*

Further more, their site although clever does not efficiently encourage the idea of subject driven communities. When browsing through the bulletin boards it is clear to see that 'Zeal' itself has become the

<sup>21</sup> [http://dmoz.org/Computers/Internet/WWW/Searching\\_the\\_Web/Directories/Open\\_Directory\\_Project/Press/2000/](http://dmoz.org/Computers/Internet/WWW/Searching_the_Web/Directories/Open_Directory_Project/Press/2000/)

<sup>22</sup> <http://www.wideopen.com/story/224-4.html>

<sup>23</sup> <http://dmoz.org/>

issue on contributors minds and subsequently 'gets in the way' of subject specific conversation. Within the AllChannels framework each subject area will be presented as an individual Web site in its own right. For example, the *fly-fishing.channel.ac* will be a Fly Fishing portal and to this end will encourage conversation about Fly Fishing amongst enthusiasts; thus adding value to the community as a whole.

### **SUITE101** ([www.suite101.com](http://www.suite101.com))

Suite101.com was founded by Peter Bradshaw, Julie Bradshaw, Robert Cudney, and Sunny Hirai in 1996. They were the first to pioneer the concept of a Web Directory created by the general community at large. Suite101.com's directory is created and maintained by what they have labeled "Contributing Editors" who use on-line software to add links and publish articles relating to their chosen topics. The entire model is similar to (and probably the inspiration behind) About.com. As of June 21, 2000, the Suite101.com Directory had 1034 unique topics, each managed by a single Contributing Editor. Collectively, the Editors have created 33,300 reviewed links and written 28,000 articles.

Suite101.com are currently working to reorganize and reclassify all their 87,000 unique pieces of content (including the 28,000 articles, 33,000 links, and 28,000 discussions) using the Dewey Decimal Classification® (DDC) system. Even though this move will serve to make it easier for visitors to get better and more predictable search results from suite101.com's database it poses no obvious threat to AllChannels since the database is so selectively small.

### **HOTRATE** ([www.hotrate.com](http://www.hotrate.com))

Hotrate was launched by Frank Martens in December 1999. Management claims to have come up with a self-teaching search technology that enables the hotrate.com Search/Directory to 'retrieve the exact information users are looking for'. Furthermore, hotrate.com claims to be a platform through which people can help each other by exchanging opinions and ratings on web-sites.

They are so confident about their self-learning technology returning 100% relevant data, that they have left out the 'Next 20' button on all search results; therefore rendering it impossible to be shown more than 20 web-sites in response to any single search. The downside to this approach being that most search terms have multiple meanings and it is impossible to cater to all the different user perspectives with just 20 returned links.

As an incentive the general public are invited to help build the Hotrate Search/Directory in return for financial rewards. Users are also paid for introducing new community members (as long as they add and rate some links). This has had the effect of boosting the workforce to almost the size of dmoz.org in a short space of time; the problem being that it is a disloyal workforce as the below chart displays:

	<b>#Editors</b>	<b>#Categories</b>	<b>#Links</b>	<b>#Links (per user)</b>
<b>Hotrate.com</b> ( <i>paid</i> )	25,721	4,745	69,007	2.6
<b>Dmoz.org</b> ( <i>for the common good</i> )	27,586	295,993	1,945,095	70.5

The workforce tends to be 14 year olds looking for some extra pocket money.

### **PLANETCLICK** ([www.planetclick.com](http://www.planetclick.com))

Planet Click launched in 1999 call themselves 'The Web Discovery Engine'. The idea is that sites are submitted, rated and reviewed by the general public and the most highly regarded sites appear first in search results. Users are asked to rate sites from 1-10 in five separate categories; being Useful, Creative, Fun, Easy and Fast. The downside to this type of rating system is that it renders the site highly undemocratic since one user can have up to 50 times more influence than another user (in either direction). Search results never offer more than 10 links at a time and are not always the most relevant. On a search for 'Fly Fishing' ordered by 'Usefulness' a site called '*Women's issues and Women's Resources*' came up second. The site had nothing to do with Fly Fishing.

**Chart 1 – (AllChannels compared with various services built by ‘corporate entities’)**

	<b>AllChannels</b>	<b>Yahoo</b>	<b>Google</b>	<b>About</b>	<b>4anything.com</b>
<b>Number of editors?</b>	500,000+	110	0	800	2500
<b>Type of listing for main topic?</b>	Portal style (Flash), publicly ranked & rated	Alphabetical - HTML	Search Engine Style	Portal style (HTML), (No off site links)	Portal style (HTML), (No off site links)
<b>Type of listing for refined search?</b>	Portal style (Flash), meta-search of top ten search engines, related channels, and AllChannels listings	1 page (HTML) taken from yahoo search engine	1 page (HTML) taken from Google database	1 page – HTML taken from About database	1 page – HTML taken from the Web
<b>Address bar access (no plug-in)?</b>	YES (publicised) Unlimited num. of subjects 'anything.channel.ac'	YES (un-publicised) Limited to 100 subjects 'specific.yahoo.com'	NO	YES (un-publicised) Limited to 800 subjects 'specific.about.com'	YES (publicised) Limited to 2500 subjects '4specific.com'
<b>Download browser plug-in for quicker access?</b>	YES - Type anything without needing 'channel.ac'	YES - Type anything without needing 'yahoo.com'	NO	NO	NO
<b>Subject specific portals?</b>	YES - 100,000 to start with, then unlimited.	NO	NO	Limited to 800 subjects	Limited to 2500 subjects
<b>General Public reviews of sites?</b>	YES - & reviews are also rated by the users.	NO	NO	NO - Reviews are by the subject guide	NO - Reviews are by the subject guide
<b>Links rated by general public?</b>	YES	NO	NO	NO	NO
<b>Links ordered by quality?</b>	YES - Ordered and rated by public opinion.	NO - Alphabetical.	NO - Search engine.	NO - Ordered by subject guide.	NO - Ordered by subject guide.
<b>Functional Flash interface?</b>	YES	NO	NO	NO	NO
<b>Site layout restricted by HTML templates?</b>	NO - Flash is modular and unrestricted by static HTML template systems.	YES	YES	YES	YES
<b>Live feed directly into page?</b>	YES - Flash is object orientated so interactive objects can be fed anywhere in to the page at any time.	NO	NO	NO	NO
<b>Media rich advertising?</b>	YES - & Flash enhances use of media rich adverts.	YES	YES	YES	YES
<b>Large area advertising?</b>	YES. 600 x 100 pixels	NO	NO	NO	NO
<b>Lightning fast ad placement?</b>	YES - Available in all areas.	NO	NO	NO	NO
<b>Flash based on-line</b>	YES - Users can assemble an	NO	NO	NO	NO

**advert building tools?** ad instantly.

**Chart 2 – (AllChannels compared with various services built by ‘corporate entities’ cont.)**

	<b>AllChannels</b>	<b>Direct Hit</b>	<b>Ask Jeeves</b>	<b>QAZ</b>	<b>Copernic</b>
<b>Number of editors?</b>	500,000+	0	0	2	0
<b>Type of listing for main topic?</b>	Portal style (Flash), publicly ranked & rated	Alphabetical - HTML	Alphabetical - HTML	Search Engine Style	Search Engine Style
<b>Type of listing for refined search?</b>	Portal style (Flash), meta-search of top ten search engines, related channels, and AllChannels listings	1 page (HTML) taken from Direct Hit database	1 page (HTML) taken from Direct Hit database	1 page (HTML) taken from Atomz.Com database	1 page taken from taken from top ten search engines
<b>Address bar access (no plug-in)?</b>	YES (publicised) Unlimited num. of subjects 'anything.channel.ac'	NO	NO	YES (publicised) Limited to 70 subjects, with aliases.	NO. Standalone application.
<b>Download browser plug-in for quicker access?</b>	YES - Type anything without needing 'channel.ac'	NO	NO	NO	NO. Standalone application.
<b>Subject specific portals?</b>	YES - 100,000 to start with, then unlimited.	NO	NO	NO - (although it tries unsuccessfully.)	NO
<b>General Public reviews of sites?</b>	YES - & reviews are also rated by the users.	NO	NO	NO	NO
<b>Links rated by general public?</b>	YES	NO	NO	NO	NO
<b>Links ordered by quality?</b>	YES - Ordered and rated by public opinion.	NO - Ordered by most clicked.	NO	NO - Alphabetical.	NO - Search engine style.
<b>Functional Flash interface?</b>	YES	NO	NO	NO	NO
<b>Site layout restricted by HTML templates?</b>	NO - Flash is modular and unrestricted by static HTML template systems.	YES	YES	YES	NO - Standalone application.
<b>Live feed directly into page?</b>	YES - Flash is object orientated so interactive objects can be fed anywhere in to the page at any time.	NO	NO	NO	YES - Standalone application (not put to use).
<b>Media rich advertising?</b>	YES - & Flash enhances use of media rich adverts.	YES	YES	YES	[Not known]
<b>Large area advertising?</b>	YES. 600 x 100 pixels	NO	NO	NO	NO

<b>Lightning fast ad placement?</b>	YES - Available in all areas.	NO	NO	NO	NO
<b>Flash based on-line advert building tools?</b>	YES - Users can assemble an ad instantly.	NO	NO	NO	NO

**Chart 3 – (AllChannels compared with various services built by ‘Web Communities’)**

	<b>AllChannels</b>	<b>DMOZ</b>	<b>ZEAL</b>	<b>SUITE101</b>	<b>HOTRATE</b>	<b>Planet Click</b>
<b>Number of editors?</b>	500,000+ (100,000 start-up categories. 1 million start-up links.) Est. 2001	27,586 (295,993 categories. 1,945,095 Links.) Est. 1998	4000+ Est. 1999	1,000 (1,073 categories. 33,000 Links.) Est. 1996	25,721 (4,745 categories. 69,007 Links.) Est. 1999	(Withheld) Est. 1999
<b>Type of listing for main topic?</b>	Portal style (Flash)	HTML - List	HTML - List	HTML - List	HTML - List	HTML - List
<b>Type of listing for refined search?</b>	Portal style (Flash, meta-search of top search engines, related channels, and AllChannels listings)	1 page (HTML) taken from DMOZ listings	1 page (HTML) taken from ZEAL listings and Google.	1 page (HTML) taken from Suite101 database.	1 page (HTML) taken from HOTRATE database.	1 page (HTML) taken from Planet Click database.
<b>Address bar access? (with no plug-in)</b>	YES (Publicised. Unlimited num. of subjects 'anything.channel.ac')	NO	NO	NO	NO	NO
<b>Comprehensive underlying classification structure?</b>	YES (40 classification specialists for 6 months. Web's first infinitely wide access system.)	NO	NO	NO (Currently constructing Dewey Decimal Classification system )	NO	NO
<b>One click ‘Dig Tool’?</b>	YES (Instantly dig the hierarchy from any channel start-point. Similar to the MS ‘Start Button’)	NO	NO	NO	NO	NO
<b>Download browser plug-in? (for quicker access)</b>	YES (Type anything without 'channel.ac')	YES (Highlight some text and click Zeal search button)	NO	NO	NO	NO
<b>Subject specific community driven portals?</b>	YES (100,000 to start with, then unlimited)	NO	NO	NO	NO	NO
<b>Truly democratic system? (for link selection and listing)</b>	YES (Thumbs up/down. One man one vote per link. Links ordered by public popularity.)	NO (Links are alphabetical and selected by individuals)	NO (One user may have up to 5 times more influence than another user)	NO (Links are selected and rated by individuals)	NO (Links are selected and rated by individuals)	NO (One user may have up to 50 times more influence than another user)
<b>Layers of quality?</b>	YES (Favorites. Candidates. Meta-search.)	NO	NO	NO	NO	NO
<b>Different user perspectives?</b>	YES – ('Tabs' - General, Commercial, Etc.)	NO	NO	NO	NO	NO (Tabs, different rating filters)
<b>Chart style presentation?</b>	YES (Stars and bullets)	NO	NO	NO	NO	NO

<b>Functional Flash interface?</b>	YES (Saving user time and money on page downloads)	NO	NO	NO	NO	NO
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**Chart 3 cont. – (AllChannels compared with various services built by ‘Web Communities’)**

	<b>AllChannels</b>	<b>DMOZ</b>	<b>ZEAL</b>	<b>SUITE101</b>	<b>HOTRATE</b>	<b>Planet Click</b>
<b>Large area advertising?</b>	YES (600 x 100 pixels)	NO	NO	NO	NO	NO
<b>Lightning fast ad placement?</b>	YES (Available in all areas)	NO	NO	NO	NO	NO
<b>Flash based on-line advert building tools?</b>	YES (Users can assemble an ad instantly)	NO	NO	NO	NO	NO
<b>Restricted by HTML templates?</b>	NO	YES	YES	YES	YES	YES
<b>Media rich advertising?</b>	YES (Flash enhances use of media rich adverts)	YES	YES	YES	YES	YES
<b>Live feed directly into page?</b>	YES (Flash is object orientated so interactive objects can be fed anywhere in to the page at any time)	NO	NO	NO	NO	NO
<b>Multiple access terms for each subject?</b>	YES angling.channel.ac fishing.channel.ac catching.channel.ac	NO	NO	NO	NO	NO
<b>Permanent classification team adding new access terms?</b>	YES	NO	NO	NO	NO	NO
<b>Displays multiple meanings for the same search term?</b>	YES fly.channel.ac (planes) fly.channel.ac (fishing) fly.channel.ac (insects)	NO	NO	NO	NO	NO
<b>Individual subject area ‘quality control’ system?</b>	YES ☺ - ☹ - ☹	NO	NO	NO	NO	NO

## Competitive analysis conclusion

### ***No one has got it right yet***

Not one amongst the above competitors offers an all embracing solution to finding information quickly on the Internet. *Ask Jeeves*, for example, claims to have solved the problem by providing natural sounding searches...but when you 'Ask Jeeves' you quickly find that even though it offers a large number of links in response to your question, none of them are rated or reviewed thus making it impossible to know the best place to go.

### ***The best solution wins***

As the above comparison chart illustrates, the overall advantages AllChannels offers far outweigh any single existing competitor. It is through this overall competitive advantage that AllChannels is set to become the leading Internet pathfinder and the most obvious choice. In designing the AllChannels concept we have examined every conceivable aspect of our competition and the service they are offering and taken a holistic approach in order to far outstrip them.

The three most significant consistent failures in our competitors are:

- *Poorly designed classification systems* – Competitors systems are simply not big enough. The AllChannels high-level classification system is infinitely wide and is a key strength.
- *Limitations of HTML* – Competitors use HTML, which cannot compete with Flash. In addition to this, Flash entirely eradicates any browser incompatibility problems and layout issues.
- *Complicated to use* – No competitor has made searching the Internet fool-proof (as easy to use as changing channels on a Television Set) only AllChannels offers this advantage.

### ***Gaining market share***

Despite the prevalence of competing web guides we can be certain that AllChannels will be quickly noticed when it is launched, as the following paragraph illustrates:

*Despite the popularity of existing portals, many newcomers are still able to gain a foothold and see strong traffic growth, Nielsen/NetRatings' data suggest. For instance, Directhit.com grew 452%; Google.com saw a traffic increase of 244%; Ask Jeeves (nasdaq: ASKJ) rose 140%, while Looksmart (nasdaq: LOOK) added 77% to its audience. "What we're seeing is that portals with a twist can still see solid traffic gains," said Strand, citing Ask Jeeves as an example.<sup>24</sup>*

### ***Market independence***

Perhaps the most important commercial feature that AllChannels offers is true market independence, due to 100% proprietary ownership of the classification hierarchy along with all accumulated links, reviews and associated data. This is because to date management have found no way for competitors to reap information from AllChannels by copying and pasting or using automated 'Web-Bots' (since all data is embedded within Flash). Thus, AllChannels will

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<sup>24</sup> <http://www.forbes.com/tool/html/99/Dec/1229/mu1.htm>

soon own the largest and most valuable classification structure for information on the Internet and entirely control who can access it and how. This positioning is unique to AllChannels.

## **APPENDIX G**

### **Critical Development Path ## To be extended**

#### **Outline of development plan**

##### **Location** – Setup

- Source office shell
- Install fittings & furnishings
- Install telecommunications systems
- Setup IT Infrastructure and hardware

##### **People** – Source the team

###### *Admin & Management*

- 1 CEO
- 1 MD
- 1 Content Manager
- 1 Office Admin / Secretarial
- 1 PA / Secretarial
- 1 Content Managers Assistant
- 1 Researcher

###### *Technical*

- 1 Head of Development
- 1 Head of IT Architecture
- 1 Head of Flash Development
- 1 Database Developer / Administrator
- 3 Developers (PERL – C – UNIX – DATABASE)
- 2 HTML – Flash Developers
- 1 Graphic Designer
- 1 Documentation Specialist
- 1 Information Support – Hardware and Network
- 1 Information Support – Unix Administrator

**Development** – Create and launch **AllChannels**

Create the specifications

Develop the software

Setup the main IT Infrastructure

Create 100,000 start-channel classification system (20 editors for 6 months)

Perform quality and assurance tests

Marketing and Internet launch

## **APPENDIX H**

### **Financial Projections**

#### **Summary Consolidated Financial Data and Projections**

##### **Summary**

*These Illustrative Financial Projections plot the development of an innovative approach to Internet search services. The highlights of the projections are as follows:*

- *Once off capital investment of IR£6,000,000 (Appx. £5,000,000 Stg.)*
- *Revenues of IR£605,118 in year 1 rising to IR£38,813,076 in year 3*
- *Earnings of IR£12,945,278 over a 3 year period*
- *Positive cash flow within 18 months of start up date*

##### **Risk Factors**

###### ***Classification***

The essence of the innovative approach adopted by AllChannels is a superior subject classification system resulting from direct human moderation. This is a highly innovative approach, which to the best knowledge of the promoters has not been attempted elsewhere. This fresh approach has been facilitated by the experience gained in other large-scale classification projects.

Taking this experience and transforming this into an industrial scale process is untried. A clear profile of the type of individual required to successfully complete this work has been established. The promoters are confident that these individuals are readily available in Ireland. Realistic and prudent estimates have been made of the productivity of the classification including an allowance for the integral quality processes.

###### ***Competition***

Others have not attempted this process. There are machine moderated classification systems but these do not have the flexibility and depth envisaged for the AllChannels service. There is a critical mass of channels required before full service launch. During this critical building process, planned to be completed within a six month period, there is a possibility that others may develop a similar concept. However the promoters are confident that they have an expertise in the classification process not easily matched by others.

## Revenue Model

Advertising drives the revenue model. Several innovative variations on current Internet advertisements have been developed. The higher quality of these forms of advertising are estimated to produce differential revenues in excess of standard advertisement revenues. As can be seen in the below tables, advertising rates have been calculated at significant discounts to the published rates of other Internet Service Providers.

Current market rates for banner advertising (468 x 60 pixels)		
	CPM Untargeted	CPM Targeted
<b>www.hotrate.com</b>	--	\$24.80 (Text only)
<b>www.geoportals.com</b>	\$28.00	--
<b>www.4anything.com</b>	\$20.00	\$40.00
<b>www.lycos.com</b>	£25.00 (UK)	£50.00 (UK)
<b>www.go2net.com</b> (Metacrawler, 100hot, Free Yellow, HyperMart)	\$15.00 - \$35.00	--
<b>www.google.com</b>	\$15.00 - \$30.00 (categories – Text only)	\$35.00 - \$60.00 (Text only)
<b>www.yahoo.com</b>	\$7.50 - \$9.50	\$20 - \$120.00
<b>Average Cost</b>	\$21.50	\$46.50

CPM = Cost Per Thousand

AllChannels Rates (used within projections)		
	<b>CPM Untargeted</b> <i>(Displayed globally across all channels and keywords. Accounts for 70% of advertising revenue within projections.)</i>	<b>CPM Targeted</b> <i>(Displayed according to an individual keyword or channel. Accounts for 30% of advertising revenue within projections.)</i>
<b>Standard Banner</b> (468 x 60 pixels – same as competition)	\$4	\$20
<b>Large Area Animated</b> (600 x 100 pixels - display only)	\$5	\$30
<b>Large Area Interactive</b> (600 x 100 with user interaction)	\$6	\$40
<b>Large Area Point Of Sale</b> (600 x 100 with user interaction. A sale can be completed without leaving the AllChannels site.)	\$7	\$50
<b>Tab Advert</b> (Interactive & Point of sale with added value due to being part of the AllChannels quality branded layer system.)	--	\$60
<b>NOTE: Average rate of competitors (for standard banner 468 x 60 pixels).</b>	\$21.50	\$46.50

### ***User Perception***

The promoters intend that AllChannels will provide a superior Internet Search service which will be continually be enhanced by the user community. To achieve a balance between commercial success and user participation will require intelligent management of user perception. To achieve this the company intends to promote a significant community programme and by providing a high profile innovative working environment.

## **Revenue**

### ***Revenue assumptions***

The core assumption is the AllChannels in providing an efficient Internet search service will attract significant volumes of visitors. The specialisation of the channels and their attractiveness to advertisers will ensure high quality revenue streams.

### ***Channel Volumes***

A critical mass of channels is required to enable a successful launch. This critical mass has been determined as 100,000 channels. We have estimated that 6 months effort will be required to build this critical mass of channels. Thereafter additional channels will continue to be developed at the same rate but will be immediately added to the available channels. We believe that this is a very prudent approach.

Once operational channel users will recommend links and new channels. This will allow a greater rate of increase in channel volumes. No direct recognition has been made for this additional growth in channel volumes. This calculation is to allow for potential revisions and enhancements to existing channels.

### ***Successful Channels***

A successful channel is defined as one which will attract 1,000,000 page views per annum. We have estimated that a maximum of 1% of the total channels will eventually prove to be successful. To allow for a take up period we have built this level up over a nine month period starting at 0.01%. We believe that this is extremely prudent. We would expect that a significantly higher percentage will ultimately prove to be successful and also that a number of 'super channels' will come to light that have a much higher traffic volume such as the *car.channel.ac*.

## **Advertising Revenues**

### **Specific**

This is advertising for specific designated channels. Due to the specific nature of these advertisements they are the most expensive category of advertising. The revenues increase in line with the complexity of the advertisement and hence its effectiveness. Unique to AllChannels is the concept of Tab Advertising. This is a mechanism to channel interested consumers directly from the AllChannels to specific sales outlets.

*These revenues are classified as follows:*

- *Standard Banner*
- *Large Area Animated*
- *Large Area Interactive*
- *Large Area Point of Sale*
- *Tab*
- *Tab Commission*
- *Background*

### **Global**

This revenue stream represents advertisements placed randomly across all channels. The specific revenue types are:

- *Standard Banner*
- *Large Area*
- *Large Area Interactive*
- *Large Area Point of Sale*

### **Affiliate Advertising**

These revenues arise allowing established Internet Service Providers to incorporate AllChannels technology into their web services. Minimal revenue levels have been forecast for these activities.

- *Existing Web Services*
- *Subject Specific Portals*

## **Cost of sales**

### **Infrastructure**

Included in infrastructure costs are bandwidth, telehouse and operations staff costs. The promoters based on their direct personal knowledge of these costs have prepared all costs. All costs are thought to have been prudently prepared and exclude allowance for future volume discounts.

### ***Classification***

Classification costs are the staff costs associated with the manual classification effort. Salaries have been calculated to include an allowance for performance based pay and other incentives to ensure that production targets are met on schedule.

### ***Development***

These are the staff costs associated with the user facing aspects of the AllChannels service. Salary levels have been calculated to enable the company to recruit the most talented individuals.

### **Overheads**

#### ***Salaries & Benefits***

These costs relate to the Executive, Finance and Administration costs. Salaries have been calculated to allow the company to attract the most talented individuals. Details of the staffing levels and individual costs are contained in an appendix to the financial projections.

#### ***Premises***

These costs are based on securing a lease on a single unit in Dublin sufficient to house the company's needs from day 1 through to the end of year 3. The budget would allow for the property to be located in a less central area. The Property taxes and service charges are also included as are all other costs associated with operating the premises. Full details are available as an appendix to the financial projections.

#### ***Communications***

Included under this heading are all telephony, postage, stationery, and courier costs. Full details are set out in the appendix to the financial projections.

#### ***Professional***

The costs included under this heading are audit, legal, tax, marketing, public relations, and non-executive directors' fees. Audit, legal and tax fees have been calculated at a level appropriate to an organisation at this stage of development. The marketing fees and public relations projected costs facilitate a high level of third party support in directing the company's marketing efforts. Non-executive directors' fees have been calculated at a level to attract talented individuals.

#### ***Travel & Subsistence***

Travel and subsistence costs have been calculated at a level sufficient to allow the company staff to travel to prospective customers and technology partners. All travel has been budgeted at economy levels.

## Marketing

This is a key element in promoting the use of the AllChannels services. A very substantial advertising and sales budget has been set-aside for this purpose. Advertising by the latter half of year 3 has been calculated at 40% of gross revenues. This level is directly comparable with major Internet Service Providers. A substantial allowance has also been made for seminars and other customer entertainment.

## Staff Development

Recognising the importance of creating the right culture and the value of training in retaining high caliber staff a significant budget has been created for this purpose.

## Community Giving

The promoters believe that the AllChannels services will make a significant difference to Internet users. To achieve its full potential the service will also need full enthusiastic support from the user community. As a visible sign of the company's commitment the promoters have set aside 1% of the gross profits generated for community giving. This fund will be managed by a separate charitable foundation to be managed independently.

## Summary Consolidated Financial Data and Projections

The following tables set forth, in summary, projected financial data for AllChannels.Net. The projections are based on management's assumptions as to the future events and conditions, including the timing and success of AllChannels.Net's service, increased acceptance of the Internet for online commerce, the size of the market, the potential market share, general industry conditions and other matters.

While the projections reflect estimates of AllChannels based on assumptions, which AllChannels believes are reasonable, they involve matters that are inherently uncertain and involve significant elements of subjective judgment. There can be no assurance that any of these assumptions will prove to be correct or that the projected figures will be attained. It is highly likely that the actual results will vary from the projections, and the variation may be material and adverse. AllChannels is in a start-up stage and the predicted results are not necessarily indicative of the results to be expected in the future.

<b>AllChannels .net</b>									
Financial Projections									
<b>MULTI-YEAR PROFIT &amp; LOSS FORECAST</b>									
	Sep 00 - - Nov 00 IR£	Dec 00 - - Feb 01 IR£	Mar 01 - - May 01 IR£	Jun 01 - - Aug 01 IR£	Sep 01 - - Nov 01 IR£	Dec 01 - - Feb 02 IR£	Mar 02 - - May 02 IR£	Jun 02 - - Aug 02 IR£	Sep 02 - - Nov 02 IR£
<b>SALES</b>									
Advertising - Specific	-	-	95,677	332,789	984,058	1,864,254	2,821,461	3,947,568	5,242,600
Advertising - Global	-	-	23,409	92,321	272,987	505,374	749,479	1,069,971	1,410,000
Affiliate	-	-	8,904	52,018	188,538	326,620	560,413	783,866	1,163,600
	-	-	127,990	477,128	1,445,583	2,696,248	4,131,353	5,801,405	7,816,200
<b>DIRECT COSTS</b>									
Infrastructure	-	39,548	176,185	199,145	219,455	299,921	361,065	395,505	510,400
Development	8,790	142,937	185,670	98,170	139,620	139,619	139,621	139,620	139,620
Classification	434,940	434,940	434,940	434,940	559,170	559,170	559,170	559,170	559,170
	443,730	617,425	796,795	732,255	918,245	998,710	1,059,856	1,094,295	1,209,200

<b>GROSS PROFIT</b>	(443,730)	(617,425)	(668,805)	(255,127)	527,338	1,697,538	3,071,497	4,707,110	6,606,99
<b>OVERHEADS</b>									
Salaries & Benefits	136,133	201,474	281,607	345,614	373,876	373,875	373,875	373,874	373,87
Premises Costs	112,300	114,460	116,320	117,040	126,675	126,675	126,675	126,675	133,87
Communications Costs	18,900	23,550	27,350	29,150	35,950	35,950	36,250	36,250	43,20
Professional Fees	36,000	53,000	71,000	64,500	94,500	102,000	107,000	124,500	154,50
Travel & Subsistence	25,650	39,200	52,650	63,000	72,900	72,900	72,900	72,900	72,90
Marketing Costs	-	-	104,184	103,756	260,206	532,277	963,118	1,412,222	2,305,77
Staff Development	16,700	22,500	27,175	29,075	35,625	35,625	35,625	35,625	35,62
Community	-	-	-	-	4,938	16,976	30,715	47,071	330,30
	<u>345,683</u>	<u>454,184</u>	<u>680,286</u>	<u>752,135</u>	<u>1,004,670</u>	<u>1,296,278</u>	<u>1,746,158</u>	<u>2,229,117</u>	<u>3,450,00</u>
<b>OTHER COSTS</b>									
Depreciation	15,208	20,355	27,874	31,417	32,259	35,801	39,030	42,155	45,30
	<u>15,208</u>	<u>20,355</u>	<u>27,874</u>	<u>31,417</u>	<u>32,259</u>	<u>35,801</u>	<u>39,030</u>	<u>42,155</u>	<u>45,30</u>
<b>OPERATING PROFIT</b>	(804,621)	(1,091,964)	(1,376,965)	(1,038,679)	(509,591)	365,459	1,286,309	2,435,838	3,111,63
<b>NET PROFIT</b>	<u>(804,621)</u>	<u>(1,091,964)</u>	<u>(1,376,965)</u>	<u>(1,038,679)</u>	<u>(509,591)</u>	<u>365,459</u>	<u>1,286,309</u>	<u>2,435,838</u>	<u>3,111,63</u>
<b>CUMULATIVE</b>	<u>(804,621)</u>	<u>(1,896,585)</u>	<u>(3,273,550)</u>	<u>(4,312,229)</u>	<u>(4,821,820)</u>	<u>(4,456,361)</u>	<u>(3,170,052)</u>	<u>(734,214)</u>	<u>2,377,40</u>

**Note:** For detailed three year 'Input Data', 'Employee Schedule' and 'Fixed Asset Schedule' please see the accompanying word file 'AC financial detail.doc'.

**AllChannels .net**  
Financial Projections

**MULTI-YEAR CASH FLOW FORECAST**

	Sep 00 - - Nov 00 IR£	Dec 00 - - Feb 01 IR£	Mar 01 - - May 01 IR£	Jun 01 - - Aug 01 IR£	Sep 01 - - Nov 01 IR£	Dec 01 - - Feb 02 IR£	Mar 02 - - May 02 IR£	Jun 02 - - Aug 02 IR£	Sep - No IR£
<b>RECEIPTS</b>									
Invoiced Sales	-	-	17,398	243,563	681,190	1,878,601	3,134,653	4,655,788	6,4
Increase in Share Capital	6,000,000	-	-	-	-	-	-	-	5
VAT	72,295	84,179	158,142	146,256	163,118	213,008	285,876	382,980	7,0
	<u>6,072,295</u>	<u>84,179</u>	<u>175,540</u>	<u>389,819</u>	<u>844,308</u>	<u>2,091,609</u>	<u>3,420,529</u>	<u>5,038,768</u>	
<b>PAYMENTS</b>									
Invoiced Costs	305,397	545,784	853,189	817,889	1,006,550	1,345,036	1,864,502	2,430,783	3,5
Infrastructure	-	9,455	28,366	28,366	27,166	27,166	27,166	27,166	1
Development	3,742	34,321	43,511	43,511	61,164	61,163	61,164	61,164	6
Classification	168,751	168,751	168,752	168,751	217,954	217,954	217,954	217,954	2
Salaries & Benefits	56,185	82,879	114,093	138,161	149,247	149,246	149,246	149,246	14
Leasehold Improvements - Infrastructure - Dublin	211,750	-	54,450	-	60,500	-	-	-	18
Computer Equipment - Dublin	90,750	10,890	8,470	12,100	6,050	12,100	-	-	6
PAYE/NI	110,054	198,232	271,108	295,521	340,887	359,480	359,480	359,480	38
	<u>946,629</u>	<u>1,171,312</u>	<u>1,602,439</u>	<u>1,564,799</u>	<u>1,930,018</u>	<u>2,232,645</u>	<u>2,740,012</u>	<u>3,306,293</u>	4,6
<b>NET CASH FLOW</b>	<u>5,125,666</u>	<u>(1,087,133)</u>	<u>(1,426,899)</u>	<u>(1,174,980)</u>	<u>(1,085,710)</u>	<u>(141,036)</u>	<u>680,517</u>	<u>1,732,475</u>	2,3
<b>OPENING BANK</b>	-	5,125,666	4,038,533	2,611,634	1,436,654	350,944	209,908	890,425	2,6
<b>CLOSING BANK</b>	5,125,666	4,038,533	2,611,634	1,436,654	350,944	209,908	890,425	2,622,900	4,9

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**MULTI-YEAR FUNDS FLOW FORECAST**

	Sep 00 - - Nov 00 IR£	Dec 00 - - Feb 01 IR£	Mar 01 - - May 01 IR£	Jun 01 - - Aug 01 IR£	Sep 01 - - Nov 01 IR£	Dec 01 - - Feb 02 IR£	Mar 02 - - May 02 IR£	Jun 02 - - Aug 02 IR£	Sep 02 - - Nov 02 IR£
<b>PROFIT &amp; LOSS</b>									
Operating Profit	(804,621)	(1,091,964)	(1,376,965)	(1,038,679)	(509,591)	365,459	1,286,309	2,435,838	3,000,000
Plus Deprec'n/Grant Income	15,208	20,355	27,874	31,417	32,259	35,801	39,030	42,155	45,000
Plus Accrual/Prepayments	-	14,000	99,540	122,500	145,460	225,925	287,070	321,510	360,000
	<u>(789,413)</u>	<u>(1,057,609)</u>	<u>(1,249,551)</u>	<u>(884,762)</u>	<u>(331,872)</u>	<u>627,185</u>	<u>1,612,409</u>	<u>2,799,503</u>	<u>3,405,000</u>
<b>WORKING CAPITAL CHANGES</b>									
Trade Debtors	-	-	(110,592)	(233,565)	(764,393)	(817,647)	(996,700)	(1,145,617)	(1,300,000)
Trade Creditors	160,931	93,935	33,760	(10,526)	139,496	153,856	178,745	196,845	210,000
Other Creditors/Debtors	4,148	(14,459)	1,484	13,873	(23,941)	(44,430)	(63,937)	(68,256)	(75,000)
	<u>165,079</u>	<u>79,476</u>	<u>(75,348)</u>	<u>(230,218)</u>	<u>(648,838)</u>	<u>(708,221)</u>	<u>(881,892)</u>	<u>(1,017,028)</u>	<u>(1,165,000)</u>
<b>CASH INFLOW FROM OPERATIONS</b>	<u>(624,334)</u>	<u>(978,133)</u>	<u>(1,324,899)</u>	<u>(1,114,980)</u>	<u>(980,710)</u>	<u>(81,036)</u>	<u>730,517</u>	<u>1,782,475</u>	<u>2,240,000</u>
<b>INVESTMENT RETURNS</b>	-	-	-	-	-	-	-	-	-
<b>INVESTING ACTIVITIES</b>									
Leasehold Improvements - Dublin	(175,000)	-	(45,000)	-	(50,000)	-	-	-	(100,000)
Infrastructure - Dublin	-	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-
Computer Equipment - Dublin	(75,000)	(9,000)	(7,000)	(10,000)	(5,000)	(10,000)	-	-	-
	<u>(250,000)</u>	<u>(109,000)</u>	<u>(102,000)</u>	<u>(60,000)</u>	<u>(105,000)</u>	<u>(60,000)</u>	<u>(50,000)</u>	<u>(50,000)</u>	<u>(100,000)</u>
<b>CASH INFLOW BEFORE FINANCING</b>	<u>(874,334)</u>	<u>(1,087,133)</u>	<u>(1,426,899)</u>	<u>(1,174,980)</u>	<u>(1,085,710)</u>	<u>(141,036)</u>	<u>680,517</u>	<u>1,732,475</u>	<u>2,140,000</u>
<b>FINANCING &amp; OTHER</b>									
Increase in Share Capital	6,000,000	-	-	-	-	-	-	-	-
	<u>6,000,000</u>	<u>-</u>							
<b>TOTAL CASH INFLOW</b>	<u>5,125,666</u>	<u>(1,087,133)</u>	<u>(1,426,899)</u>	<u>(1,174,980)</u>	<u>(1,085,710)</u>	<u>(141,036)</u>	<u>680,517</u>	<u>1,732,475</u>	<u>2,140,000</u>

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**MULTI-YEAR RATIOS & STATISTICS FORECAST**

	Sep 00 - - Nov 00 IR£	Dec 00 - - Feb 01 IR£	Mar 01 - - May 01 IR£	Jun 01 - - Aug 01 IR£	Sep 01 - - Nov 01 IR£	Dec 01 - - Feb 02 IR£	Mar 02 - - May 02 IR£	Jun 02 - - Aug 02 IR£	Sep 02 - - Nov 02 IR£
<b>FORECAST SALES</b>	-	-	127,990	477,128	1,445,583	2,696,248	4,131,353	5,801,405	7,816,405
<b>BREAKEVEN SALES</b>	-	-	-	-	2,842,516	2,115,779	2,401,188	2,799,291	4,131,353
<b>SALES COVER</b>	0.0%	0.0%	-94.5%	-32.6%	50.9%	127.4%	172.1%	207.2%	181.8%
<b>GROSS PROFIT MARGIN</b>	0.0%	0.0%	-522.6%	-53.5%	36.5%	63.0%	74.3%	81.1%	81.1%
<b>NET PROFIT MARGIN</b>	0.0%	0.0%	-1075.8%	-217.7%	-35.3%	13.6%	31.1%	42.0%	31.1%
<b>RETURN ON CAPITAL</b>	-60.8%	-103.1%	-183.3%	-209.7%	-112.7%	162.5%	227.9%	212.7%	172.1%
<b>RETURN ON NET ASSETS</b>	-62.0%	-106.5%	-202.0%	-246.2%	-173.0%	94.7%	181.8%	185.0%	141.8%
<b>CURRENT RATIO</b>	2279.1%	1151.7%	561.6%	305.0%	172.9%	178.6%	230.1%	306.9%	306.9%
<b>LIQUID RATIO</b>	2279.1%	1151.7%	561.6%	305.0%	172.9%	178.6%	230.1%	306.9%	306.9%
<b>CLOSING BANK</b>	5,125,666	4,038,533	2,611,634	1,436,654	350,944	209,908	890,425	2,622,900	4,980,425

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**ASSUMPTIONS & PARAMETERS**

**CREDIT TERMS**

Days Credit Given (average) :	60
Days Credit Taken (average) :	30

**BANK DETAILS (Bank Details)**

Credit Interest Rate (average) :	0.0%
Overdraft Interest Rate	10.0%

**PROVISION ASSUMPTIONS**

No Bad Debts provisions.  
No Obsolete Stock provisions.

**CURRENCY and EXCHANGE RATES**

US Dollar	IR£1 =
Pound Sterling	IR£1 =

**PAYE/NI/PENSION ASSUMPTIONS**

PAYE/NI/Pension paid monthly.

Employee Pension Scheme :	YES
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## VAT ASSUMPTIONS

VAT scheme: Invoice (Accrual).

VAT paid with quarter end March, one month in

### VAT RATES

Standard		21.0%
Zero		0.0%

### INCOME TAX RATES

On the first	17000	22.0%
Thereafter		44.0%

### EMPLOYER NI RATES

On the first	36500	12.0%
Thereafter		0.0%

### EMPLOYEE NI RATES

On the first	26500	6.5%
Thereafter		2.0%

### EMPLOYER PENSION CONTRIBUTION RATES

Flat Rate		6.0%
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### EMPLOYEE PENSION CONTRIBUTION RATES

Flat Rate		6.0%
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## **APPENDIX I**

### **Glossary of Terms**