Swensonia Inc.

Eric Swenson
President | Principal Consultant
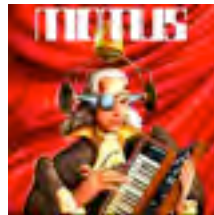
eswenson@swensonia.com
+1 (631) 486 6606
www.swensonia.com

Professional Work Samples
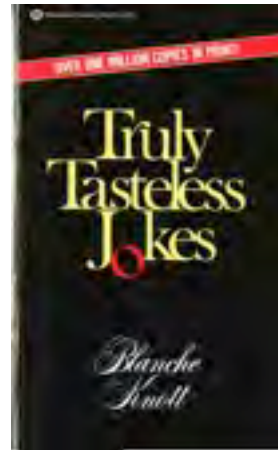Release V. 5.0 - Winter 2010

Who We Work With

Supervert

Momus

AT&T Labs Research

richard kern photography

HEARST corporation

Rise Agency
Concise Marketing &
Corporate Communications

gesso

Truly Tasteless Jokes
Blanche Knott

GENESIS BREYER P-ORRIDGE

L.A. Burman Associates

Danny Fields

capax|global

deka design

OXFORD UNIVERSITY PRESS

thaumaturgix
THE WORKING OF MIRACLES

Diversion Media

the Poetry Project at St. Mark's Church

Project Plans and Business Documents

- Project management platforms used:
  - MS Project
  - FastTrack Pro
  - OmniPlan
  - LiquidPlanner
  - CopperPlanner
  - ProjectOpen
  - MS Sharepoint
  - eRoom
  - BaseCamp (and various other SAAS-based systems)

- I have taken advantage of web and LAN-based PM collaboration technology over a decade. Systems like Groove, e-Room, OpenAir and more recent products such as ProjectOpen have helped me to manage geographically and organizationally diverse teams.

WorkFlow Analysis and Planning

Workflow planning often involves weeks, months or years of discovery and research. Often, a subject or a department is "shadowed" so that "current state" workflows can be mapped, analyzed and compared against the requirements of the "future state."

These artifacts come from a study of an artist and inventor's atelier. The inventor sought to streamline core components of the workflow surrounding him on a daily basis. Research flows, clippings collection, project and product development and art production methodologies were all studied and mapped.
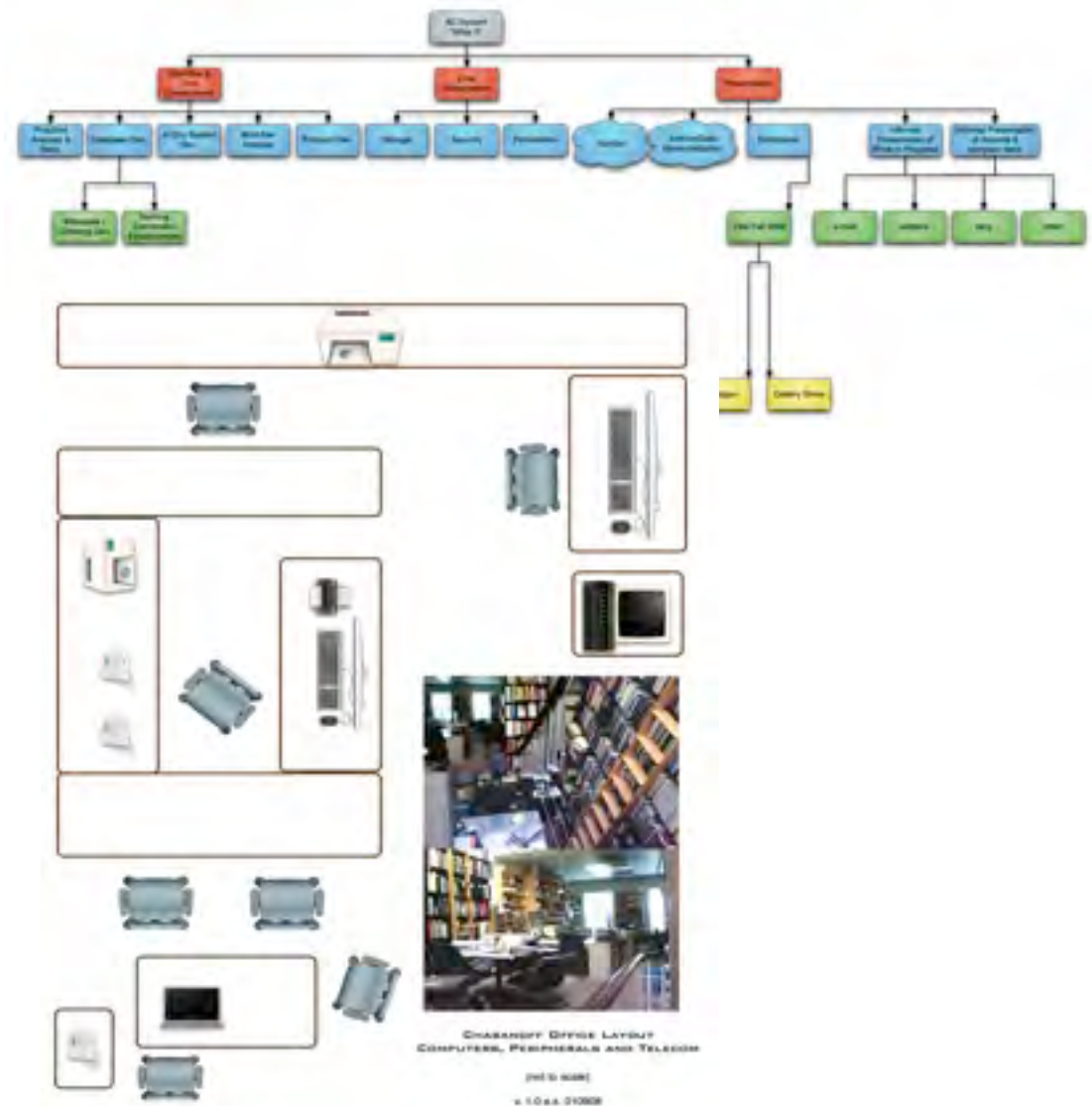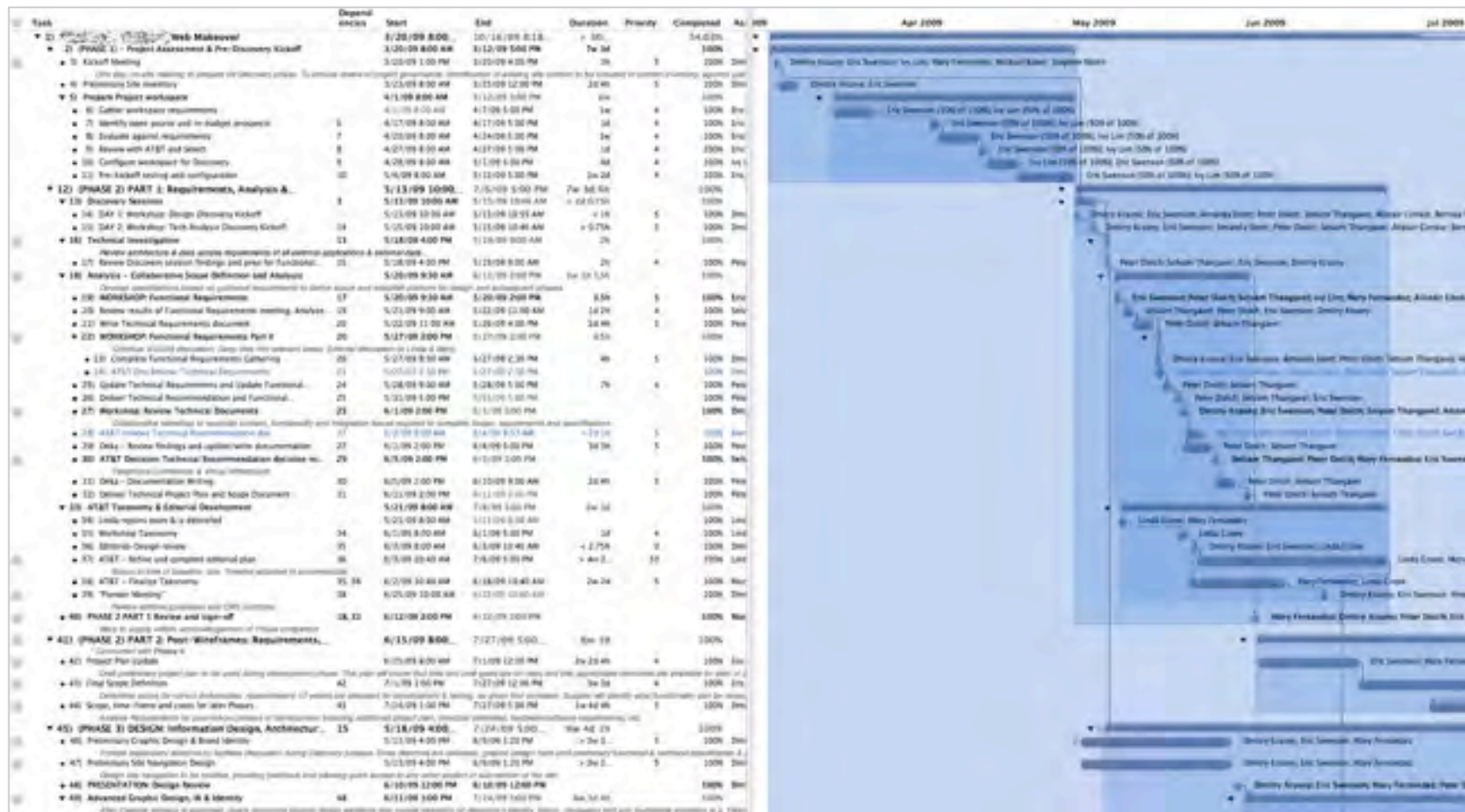
Extranet Project Plan
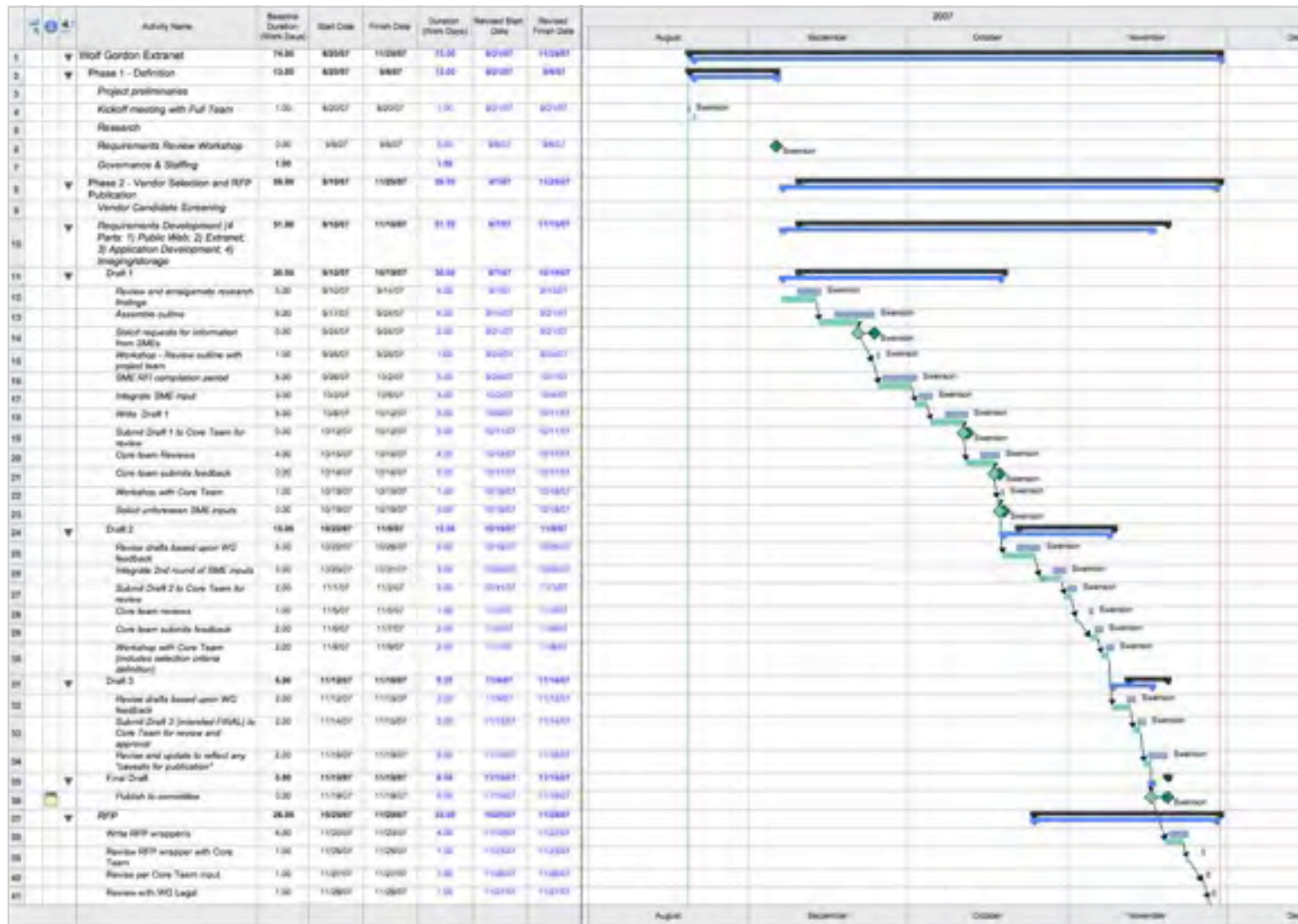
Enterprise Security Awareness Project Plan

Enterprise Web Site and Intranet Web Site Project Plan

Executive Briefing:
Contract and Intellectual Property Management

This presentation synopsized a six-month long project that would overhaul the way that Magazines interacted with contracts and intellectual property rights.

It was written to anticipate the needs of the managing editors as well as Editors in Chief who attended.

The result: buy in from both the editors and managing editors and support for a system that was designed to take their inputs and user experience needs into account.
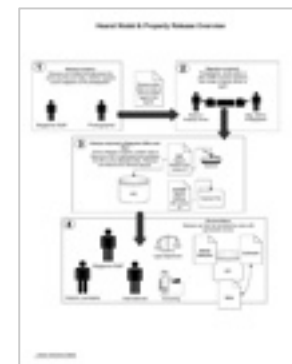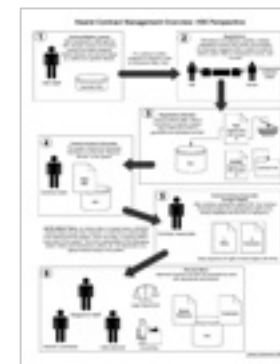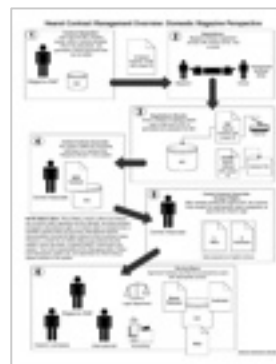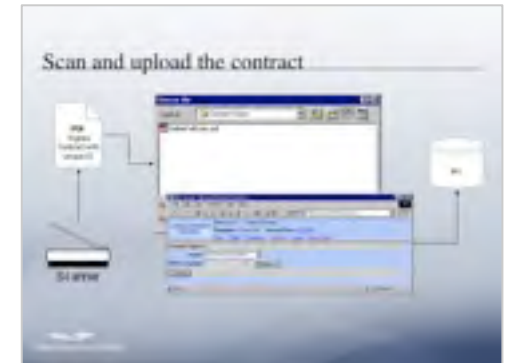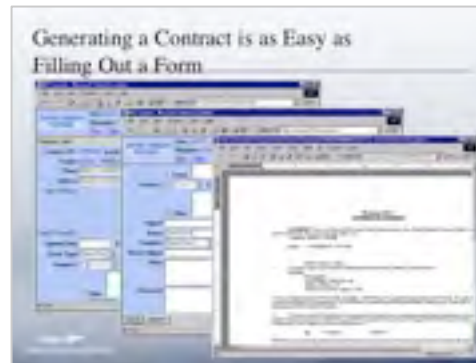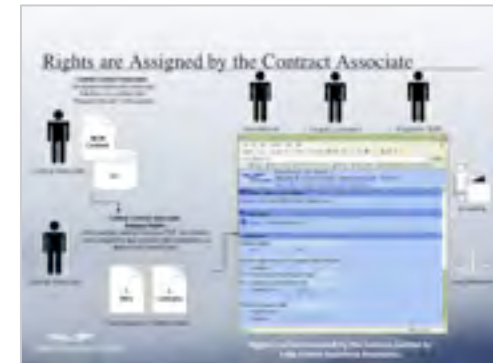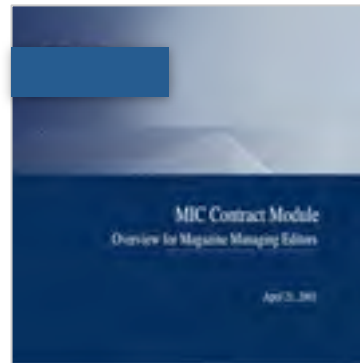
Rights Glossary | Legal Taxonomy

- This rights glossary accompanied an intellectual property taxonomy that was designed following a rigorous discovery and proof of concept (POC) process.

- This glossary represents a 50%+ reduction in the previous unstructured and magazine-specific rights lingo that was confusing to domestic and international editors and managing editors and made rights enforcement difficult.

- Document was utilized by core members of the IP legal staff.

Request for Proposal with UML Use Cases Appendix

- This RFP was for an enterprise Time and Attendance vendor to service 16,000 employees.
  - Several months of internal needs analysis, business case justification and comparative vendor analysis preceded the writing and release of this RFP.
  - The RFP was written with the help and input of the key stakeholders and the official Steering Committee, which I managed.
- I program managed the operation, solicited inputs, wrote the document and led the collaborative review process.
- All subsequent proposals were fielded by me and then processed through a rigorous scoring process by the project's Steering Committee.
  - The UML use cases provided all competing vendors with an even playing field for providing case-specific responses.
  - The workbook format allowed us to compile and manage a combination of quantitative and qualitative scoring measures, and made response accumulation very efficient.
- The RFP and selection process was highly praised by all vendors, irrespective of outcome.

Request for Proposal:

Time and Attendance System

and _____ Service Center
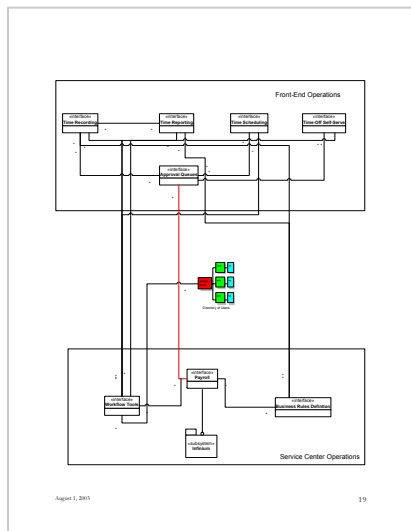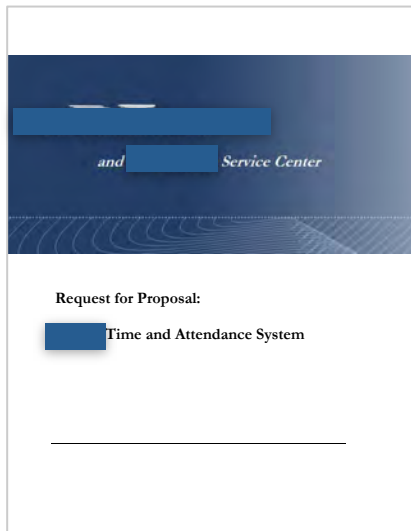
I. PRIMARY REQUIREMENTS

1. FEATURES

The system will need to provide three core functions:

- **Time and Attendance Recording.** A time and attendance recording system with built-in workflow and approval capabilities. This system will replace the core of our legacy paper-based system.
- **Reporting.** A reporting tool that allows both managers and individual employees to view relevant ranges of time and attendance data such as sick days taken, vacation allotments and balances, time off and other specific time and attendance information.
- **Planning Calendar.** Departmental online vacation-and-time-off planning calendar that is tied directly to the time and attendance reporting system.

Supplementary core functions which should be priced separately include:

- **Employee time off request capability (self-service).** Simple interface that allows employees to request time off by specifying the type of time off desired, the timeframe and the justification. This should be complemented with a managerial workflow interface that facilitates acceptance/rejection of the requests managed by a workflow tool. Scheduled events are fed into the Planning Calendar specified above.

In addition to these three core functional requirements, Hearst will require that the solution of choice offer robust professional services to assist with system integration as well as ongoing support and maintenance.

2. HIGH PRIORITY DEPARTMENTAL REQUIREMENTS

2.1. Payroll

- **Rules Based.** The system should be rules based in order to generate the correct pay for the respective classification of employee (e.g. 35 hr vs. 40 hr; exempt employee vs. non-exempt employee, etc.).
- **Overtime Rules.** The system should be rules based so that automatic triggers for generation of overtime pay can occur.
- **Flexible Daily input units.** The system should allow daily input of hours, units, and shifts.
- **Data Entry Interfaces.** "Out of the box" alternative interfaces, such as phone entry IVR (interactive voice response) would be beneficial to eliminate the current process of receiving spreadsheets for remote part-time employees.

Front-End Operations

Service Center Operations

II. SCOPE

1. ANTICIPATED SCOPE OF DEPLOYMENT

Phase 1. The Hearst Time and Attendance System will be deployed in multiple phases throughout the Corporation. The first phase will encompass a majority of the business units housed at our New York City Campus as well as our Charlotte Service Center, which comprises the following units and employees of the Corporation:

Hearst Corporate: 132 employees
Hearst Legal: 42 employees
Newspapers (executive mgt.): 13 employees
Magazines (executive mgt. plus magazine staff): 1,432 employees
Broadcasting (executive mgt.): 47 employees
Entertainment & Syndication: 107 employees
Interactive Media: 10 employees
Business Media (executive mgt. + staff): 112 employees
Charlotte Service Center: 450 employees
TOTAL: ~2,345 employees.

Phase 2+. Subsequent phases of deployment will encompass the remaining ~20,000 employees which are located across the globe and encompass a wider variety of employee types (multiple unions, pay scales, etc.).

Please provide us with pricing for both implementation phases.

2. END USER ROLES AND REQUIREMENTS

2.1. Example Roles and Functions

Please see the *Use Cases* document (Appendix F) for a full description of the various interactions between identified actors. Examples of actors include:

- **Front Office Actors** – End-users of the system, specific to the NY Campus deployment. Actors we have identified herein include:
  - Management Reporting
  - Line Managers
  - Time Sheet Approvers

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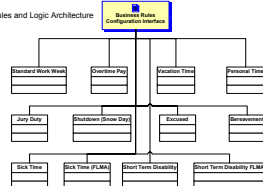

I. PROJECT REQUIREMENTS

1. INSTRUCTIONS

The Vendor should respond to the requirements in this section by describing their proposed deliverables and preferred approach to project management, system implementation, transition and deployment, data migration, testing and acceptance, release management, and training.

The proposed project management framework will be used by Hearst to assess a vendor's ability to manage a complex implementation in a technically competent, timely and cost effective manner — and in line with Hearst's business and operational needs. In particular, the proposed framework should include descriptions of the tools and techniques to be used for monitoring the project progress and managing project tasks and schedules.

2. DELIVERABLES

The vendor should provide an exact list of project deliverables. Vendors are not required to supply any standard, commercially available hardware, but must provide complete hardware specifications for the proposed solution. At a minimum, project deliverables have to include:

Software to be installed, including:

2.1. Core system modules, including any middleware and system software
2.2. Interfaces with external systems
2.3. System libraries and utilities
2.4. System database
2.5. System management scripts, tools and parameters
2.6. Control scripts for batch processes
2.7. Hearst-specific system configuration and control data

Please provide the exact list of software deliverables below (you may modify this and all subsequent tables to meet your specific needs):

Type of Software	Module Name	Version

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2. TIME SCHEDULING AND PLANNING CALENDAR

Use Case Reference: 2.0

Time Scheduling and Group Calendaring

IV: TECHNICAL QUESTIONNAIRE AND REQUIREMENTS

Please supply a copy of your product's technical specifications (whitepaper or specification sheet formats are both acceptable). In addition, please answer the questions found below.

Your proposal should provide a detailed description of how your solution meets the following technical requirements.

1. SYSTEM REQUIREMENTS

Your proposal should explain how your system achieves the following under the relevant conditions:

- Must be able to operate on Hearst's environment including:
  - **Database** - Oracle 8.1.7+ or DB2/400 v.5.r.1
  - **Servers** - Win2000, Sun Solaris, or the IBM I-Series
- Accessible via the Internet including zero-client installation for both end-users, as well as for administrators and supervisors.
- Provide Open Database Connectivity (ODBC) to allow easy integration with other Hearst systems (e.g. HR, Payroll)
- A scalable architecture
- Provide a browser-based interface that can operate in an efficient manner over a 56k access line.

Please provide your response below:

2. SYSTEM ARCHITECTURE

2.1. Version. What version is your current system? Provide the version's general release date.

Please provide your response below:

V: PROJECT IMPLEMENTATION AND SUPPORT

The proposal should address project plan, project management, training and maintenance issues as described below:

1. PROJECT MANAGEMENT

1.1. Describe your project management methodology for this project, including milestones or phases.

Please provide your response below:

1.2. Collaboration Strategy. Describe your process for collaborating with Hearst on the project plan and the mechanism used to allow Hearst to make final changes to that plan.

Please provide your response below:

1.3. System Integration Approach. Please provide your system integration approach and plan.

Please provide your response below:

1.4. Resources and Responsibilities. Provider should clearly list and define the project responsibilities of Hearst and of provider. Describe the Hearst project team members (by role) you expect to participate in the project and their required skill sets. Describe the roles and responsibilities of the provider.

Please provide your response below:

6. BUSINESS RULES AND LOGIC ARCHITECTURE

Use Case Reference: 5.7

Business Rules and Logic Architecture

It should be noted that pay rules can differ by business unit. For the most part NY based employees follow the same rules but there are differences. Examples include holiday processing (# of holidays) and in the recording of time spent on business trips. Please see Appendix E for a representative sample of Hearst's departmental business rules.

6.1. Exception Time. Coding paid and non-paid exception time taken during the timesheet week that are offsets to regular pay. This would include items such as paid time off (vacation, sick, personal, excused) and non-paid time off (sick, late, not excused).

Please provide your response below:

6.2. Overtime. Calculating and coding the number of overtime hours to be paid based on total paid/non-paid hours entered on the timesheet. A calculation of hours that count toward paying overtime at a 1.5X rate must be done to determine whether an employee is paid overtime

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commercially available and from which vendors.

5. Please provide detailed pricing for all Service Plans and Maintenance.

6. **IMPORTANT**: Please provide separate pricing schedules which include the price of the **Phase 1** deployment (New York City/Charlotte) as well as the **Phase 2+** deployment (remaining ~20,000 Hearst employees).

2. PRICING TABLES

The table below provides the basic format for pricing information that is to be provided by the Vendor. Additional items can/should be included in order to complete the quotation. If the Vendor desires to supply prices in another format, this can be done in addition to the pricing tables defined below. All offer prices shall be submitted in printed form, along with a spreadsheet in soft copy for **Microsoft Excel**.

The equipment quoted for shall comply with the Technical Specification as detailed in this RFP. If the equipment being quoted is different than the required specifications, a note to this effect must be attached as an appendix.

Description		Quantity	Cost	Amount
Hardware				
	Total			
Software				
	Total			
Customizations/Interfaces	Material			
	Time			
	Testing			
	Warranty			
	Training			
	Total			
Maintenance	Maintenance			
	Spare			
	Total			
Help Desk Support	Total			
Optional Modules	Hardware			
	Software			
	Total			
Grand Total				

Table 1. Price Summary Table

VII: VENDOR QUALIFICATIONS

Hearst seeks providers with demonstrated experience providing the proposed services and software for projects similar in scope, complexity and size. Provider should address the following topics. To be considered responsive, the Vendor must complete the qualification form provided below and can assume that Hearst will verify the responses herein. The Vendor is also asked to describe any relevant experiences from past projects of similar nature and provide client references for any such projects.

The material submitted by the Vendor will be used by Hearst to evaluate Vendor's qualifications and performance in past implementations of similar time and attendance tracking solutions.

A vendor qualification response should be structured as follows and comply with the specific requirements below.

1. COMPANY OVERVIEW

1. Provide a brief overview of your company's history.
2. Corporate structure, including whether your company is under the control of any other corporation or organization.
3. Describe your plans for future product development and support, current release revision of the product offering proposed, other revisions currently supported, previous releases supported, previous releases discontinued and/or no longer supported.
4. Describe the competitive advantage that your company possesses versus other potential providers.

2. REFERENCES

Please provide at least three (3) detailed references, indicating the appropriate process for contact. Include a brief description of the client and the size and scope of the project, including project team size (both provider and client). Primary providers must also provide the same information for each proposed alliance partner and/or subcontractor.
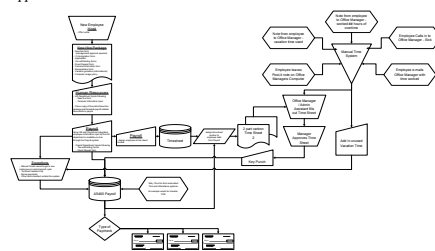
3. CONTRACT TERMS

Please provide a copy of your software license and service agreement(s) as part of your response to this RFP.

Appendix A: Current Time and Attendance Process

Service Center

Time and Attendance Initiative

Use Cases

Version 4

July 31, 2003

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1. Introduction

The following compendium of use cases is designed to capture both broad and narrow scenarios that a future system will be required to address. These use cases will inform a more specific set of functional requirements in a subsequent discussion. These use cases should be read critically and discussed and revised iteratively in order to expose potential deficiencies and "usability traps."

Use cases are used to help guide the requirements and specifications process. We have adopted an approach that borrows from the UML use case development methodology and tailored it to meet our unique scope requirements. As this document evolves, it should serve to help us accomplish the following:

- Describe system requirements in the vernacular of the governing parties;
- Inform various non-technical aspects of project deployment including testing plans, user guides and internal marketing;
- Creation of interface design specifications and workflow rules;
- Serve as a guide to implementation and deployment project management scheduling.

2. Objectives

The goal of this initiative is to develop and implement a means to automate the current manual process that exists in parts of our Company for collecting information about the hours that employees work, the vacation time they took and all other work-related time. The scope of the initiative's first phase will be limited to the New York campus, with special consideration to future potential growth in other parts of the Company.

The rationale for implementing this process is mostly obvious:

In the individual units:
- Eliminate handling, distribution and storage of multi-part forms;
- Provide greater accuracy and timeliness in time reporting;
- Significantly lower reporting requirements for most employees.

On a corporate basis:
- Eliminate cost of materials, printing, and distribution of forms;
- Eliminate cost of collection, keypunch entry, and storage of forms;
- Eliminate redundant handling and storage of time information.

Additional benefits we anticipate include:
- Ensures collection of an employee's "digital signature" on timesheets where required;
- For disputes on timesheets;

- For contention of exempt employees;
- Enables employees to more readily check their own vacation status;
- Eliminates some opportunities for fraud;
- Allows better attendance analysis by managers;
- Allows better vacation planning for employees and managers.

3. Assumptions

Based upon the goals stated above, we are operating under the following assumptions:

- **New York Deployment: Phase 1**
  - The first stage deployment will encompass Hearst's New York City Campus. This includes employees who reside in dispersed geographical locations but who are technically Hearst NY employees.
  - Approximately 1,500 employees will be represented by this system.
    - Note: Hearst Entertainment has asked to be exempt from the initial test trial roll-out.

- **Governance**
  - Requirements and Specification Development.
    - Requirements and specifications will be developed jointly by the Charlotte Service Center and Hearst Interactive Media. HIM will assume responsibility for leading the documentation exercises, but assumes support and input from relevant Service Center personnel.
  - Vendor Screening and Selection
    - Vendor due diligence, screening, selection and licensing negotiation will be conducted as a joint exercise between the Charlotte Service Center and Hearst Interactive Media.
  - Systems and Operation.
    - Primary responsibility for the system's rules and workflow will reside within the Payroll department. Systems administration responsibility will reside with the relevant technical staff.
  - Help Desk Support and Training. Consistent and quality technical support and training will be critical to the success of this project.
  - Marketing and Socialization
    - Marketing and socialization of the new system will be facilitated by Hearst Interactive Media and the Charlotte Service Center. Additional support will be required from each unit's HR department.

4. A Note on Actors

The term **actor** is used consistently throughout this and complementary documents. Within the lexicon of UML and related specification protocols, an actor is anything or anyone that interfaces with the system that does not exist as an independent block of code. In short, an

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Part II: Use Cases

Use Case Packages:

Time Recording	Time Scheduling	Reporting
User Profile Management	System Administration	
Training	Support	

Table of Contents

Panel 1

1. Time Recording and Reporting

Time Recording and Reporting

(Actors: Management Reporting, Line Managers, Time Sheet Approvers, Time Keepers, Employee, Payroll Administrator)

Panel 2

1.4 Notify Payroll of an Error Resulting from Data Entry

Note: Completion of this use case is dependent on our ability to decide on the scope of the project relative to employee access. Issues that have been raised in regard to this issue include Charlotte's concerns over the directory and support implications involved.

Errors can occur for a variety of reasons, but this use case focuses on errors discovered either by employees reviewing their recorded timesheet in the system or post-facto through a review of actual pay in their paychecks. Errors could also be discovered by timekeepers who recognize a mistake in their data entry.

Scenario 1: All employees are online and the ERM system contains communication and error notification features:

The use case begins with the employee reviewing his timesheet online. Although he does not have rights to "approve" the timesheet, the employee timesheet interface does contain a button called "Report an Error" which activates an error reporting screen. The screen allows the employee to describe the alleged inaccuracy. Hitting SEND routes the message to the timekeeper either as an email or some type of alert in the timekeeper's main menu interface.

Scenario 2: Employee's do not have access to the ERM system but are relegated to evaluating their payroll information via the end product, their paycheck.

This use case begins with an employee evaluating their pay stub. If the employee feels that an error has been made in regard to the recording of sick time, vacation pay or salary, s/he notifies either payroll or his/her timekeeper. Normal business communications will ensue to investigate and resolve the issue if indeed there is one.

1.4.1 Actors
- **Employee** – Identifies a perceived error in recorded time and attendance information either by reviewing the system through a dedicated employee interface or by analyzing the end result in his/her pay stub.
- **Timekeeper** – Identifies an error s/he generated as a result of receiving either inaccurate information or through a human data entry error.
- **Payroll** – Receives news of an alleged error.

1.4.2 Pre-Conditions
An employee's time and attendance data for a specific time period has been entered into the system by a timekeeper. That data has entered a state where it is viewable by the employee.
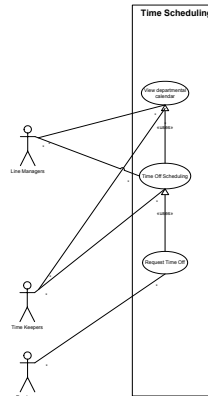
1.4.3 Flow of Events
Scenario 1
1. Employee reviews his/her time and attendance data for the most recent time period via a dedicated employee interface
2. A perceived error is identified in one of the following categories:

Panel 3

2. Time Scheduling

Time Scheduling

(Actors: Line Managers, Time Keepers, Employee)

Panel 4

2.2 Departmental Time-Off Scheduling

The Approver or Line Manager [Note: role to be decided. – ES 5/23/03] receives requests for time off via any variety of channels: through the system via a specialized time off interface – or – via personal requests, email, paper memos, etc. Once the Line Manager has received these requests, she is able to consult the system's planning calendar to evaluate the department's planned attendance status for any given time.

The Planning Calendar lets her see where all her employees are and will be at any given time in a simple grid calendar format. The standard reporting package lets her know exactly what type of time her employees used in the past and are planning to use in the future.

2.2.1 Actors
- **Line Manager** – The individual responsible for receiving time off requests (vacation, personal days, other) and granting or denying those requests.
- **Employees** – individuals making requests for time off.

2.2.2 Pre-Conditions
- Use case 2.1 – Employee Requests Time Off.
- An employee has submitted a request for time off via an alternative means.

2.2.3 Flow of Events
1. This use case begins with the Line Manager logging on to the system.
2. The LM responds to miscellaneous requests for time off by reviewing the master Time and Attendance calendar and selecting the "Time Off" calendar view.
3. When reviewing a specific date on the calendar, the Line Manager is able to see the following specifics:
   a. Name of person taking time off
   b. Classification of time off (e.g. Personal Day, Vacation Day, Sick Day, Leave of Absence, etc.)
4. If the Line Manager opts to give an employee time off on a specific day, she initiates the following sequence of commands:
   a. Selects the start date on the calendar interface
   b. Selects "Time Off" (or equivalent) from the primary interface
   c. Selects the name of the individual
   d. Enters the date range for the time off through either a calendar interface or a text-field start/stop interface
   e. Enters the appropriate time code indicating the classification of time off (vacation, personal day, etc.)
5. This data automatically updates the Employee's T&A record
6. The calendar interface is updated to reflect the following example data:
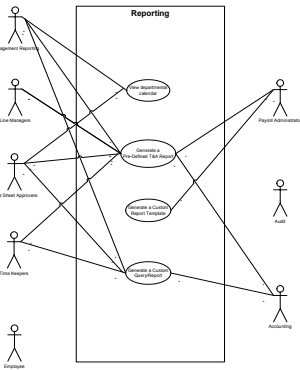   a. John Doe
      Personal Days: April 29 – 30

2.2.4 Post-Conditions
- Calendar view is updated to reflect the planned absence of individual employee

Panel 5

3. Time Reporting

Reporting

(Actors: Management Reporting, Line Managers, Time Sheet Approvers, Time Keepers, Employee, Payroll Administrator, Audit, Accounting)

Panel 6

3.1 Generating a Pre-Defined ("canned") Departmental and/or Individual Time & Attendance Report

Hearst manager logs in to the system. A reporting menu/interface appears on their personal home page presenting a variety of reports; the reports that appear are role based, meaning that they are selected by the system based upon the user's unique "rank and privileges."

Reports formats are standardized. Examples of standard reports that may be available to a departmental manager, for instance may include:

- Reviewing attendance on a specific day
- Individual: tally of sick days in a calendar year
- Group: tally of individuals out sick on a particular day
- etc.

3.1.1 Actors
- **Employee** – employee for who the time and attendance information is input and retained.
- **Timekeeper** – employees assigned to input employee time and attendance information into the system.
- **Approver** – employee assigned to approve time cards for a given area/department.
- **Line Manager** – employees direct manager and that managers manager on up the chain of command
- **Other Management** – line management's support staff
- **Human Resources** – Human resource representative assigned to the time collection process.
- **Payroll Administrator** – Payroll department employee assigned to the time collection process.

3.1.2 Pre-Conditions
- Access to reports is dictated by the user's access profile.
- Accurate and timely data has been entered into the system.

3.1.3 Flow of Events
1.) User logs into the system and selects the time reporting function.
2.) User selects the individual or group s/he wants a report on.
3.) User selects the report desired from a list/menu of available options.
4.) User selects the type of output s/he desires (on-screen, CSV, PDF, etc.)
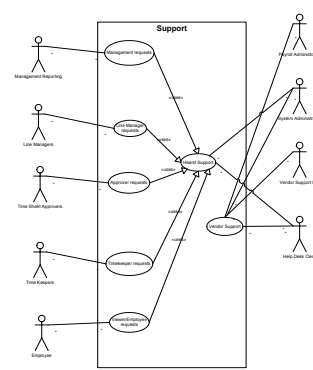
3.1.4 Post-Conditions
- If the data output type is intended for exporting, it should be readable in an alternative platform (Excel, Adobe Acrobat, etc.)
- The system logs the report parameters against the user's ID for auditing purposes.

Panel 7

7. Support

Support

(Actors: Management Reporting, Line Managers, Time Sheet Approvers, Time Keepers, Employee, Payroll Administrator, System Administrator, Vendor Support line, Help Desk Clerk)

Panel 8

7.2 Vendor Technical Support

Pursuant to Use Case 7.1, vendor-supplied technical support will be required on an as-needed basis in order to facilitate the needs of the Hearst Help Desk when issues arise that are outside of Hearst's domain of expertise. Vendor technical support may also be employed if/when Hearst's internal Help Desk is unavailable due to irregular circumstances.

7.2.1 Actors
- **Vendor Technical Support** – Available via telephone, email or instant messaging, 24/7/365.
- **Hearst Help Desk** – Escalates issues on an as-needed basis.
- **Payroll Administrator** – ibid
- **System Administrator** - ibid

7.2.2 Pre-Conditions
- **Only authorized Hearst Help Desk or Payroll/System Administration personnel should be authorized to use Vendor Technical Support.**
- A query has been submitted that falls outside Hearst's level of expertise. Driving circumstances could include:
  o Issues not addressed in the vendor's documentation;
  o Irregularities involving the exchange of data with the legacy Payroll system;
  o Complex integration issues not addressed in the system documentation or for which previously prescribed methods of resolution have failed;
  o Catastrophic events which mandate vendor support.
- Help Desk policies and procedures (escalation policy).

7.2.3 Flow of Events
- This use case begins with the identification of a problem that falls outside of Hearst's expertise with the system.
- An inquiry is placed to the Vendor support line.
- The vendor spends unlimited/unrestricted time working with Hearst to solve the problem until the problem is solved.

7.2.4 Post-Conditions
- N/A. Ongoing Service.

Information Architecture Analysis

- This web site analysis report was commissioned by a large dot-com era online media network as part of a larger consulting engagement.

- The document contains a structural analysis of a specific network property at a crucial stage of its development.

- The document contains observations and recommendations for enhancements to the user interface and information architecture, relative to the network's business plan at the time.

- The report resulted in an overhaul to the network's IA and graphical design.

Page 1 — Title Page

Swensonia! Report

Preliminary Architectural Observations & Analysis

An analysis of the site-in-progress

A living document.

Version 1.0 – Delivered 1/28/00 to

Urban Box Office, Inc.
t, 12th Floor
New York, NY 10001

Page 2 — Chapter 1

Chapter 1

Executive Summary

Overview

Architecture refers to the organization of content within a web site. Issues pertaining to the naming of content sections, navigational systems and interactive applications are all covered by this term.

A site's architecture can best be judged by evaluating the site from the perspective of its organization, navigation, labeling and searching systems. A site with a robust architecture is able to scale over time in a modular fashion. A site's editorial content and functional applications should all fit comfortably within a site's framework, preferably in a plug-and-play fashion.

In this respect, a site's information architecture should be built with two equal concerns: that of the **user** and that of the **producer**. The architecture should speak to the following points:

- Target audience's needs & expectations
- Site's business objectives
- Site's technical infrastructure

At the time of this writing, IndiePlanet is in a liminal phase in which multiple modes of production are occurring simultaneously, but not in perfect unison. This document contains recommendations for streamlining the pre-production and production process so that a) more efficient and holistic architectural plans can be developed for future projects and b) to inspire near-term efficiencies in the production time that remains prior to launching IndiePlanet.com.

Objectives

The purpose of this architectural analysis is to determine the viability of the information architecture and the related sub-components as they relate to the IndiePlanet site that is currently in production as an Urban Box Office satellite.

The respective management teams of Urban Box Office and IndiePlanet want an objective analysis of what is working and what is not working respective to the following aspects of the web site:

- Site Hierarchy
- Organization

Page 3 — Chapter 2

Chapter 2

Process

IndiePlanet.com is currently being produced on a multi-tier production management model. This model is currently being viewed by senior UBO management as a beta test relative to future product roll-outs. For this reason, it is essential that process be recognized within the scope of the Information Architecture process because of the wide-sweeping implications (and dependencies) that IA has on the production process as a whole.

Swensonia interacted with (and identified) the following core team members:

Name	Team	Title	Function
Arzie Hardin	IndiePlanet	President	Supervises all personnel and production with the exception of Shared Resources
Michelle Halsell	IndiePlanet	Producer	Responsible for overall site project management & content production. Interfaces directly with IP staff on a daily basis.
Corey Poldosky	UBO Corporate	SVP & GM	UBO satellite product development & executive production of all satellite brands
Michael Green	UBO Corporate + Creative	CCO	Creative direction for all satellite brands
Alex Rohrs	UBO Creative	Exec. Prod.	Manages creative production for the IP project; responsible for all incoming assets & creative pre-production & timely delivery
Eric Bachman	UBO	Producer in Charge of Community	Appointed by Corey Poldosky. Responsible for the successful implementation of all 3rd party community functions. Interfaces with Technology, Creative and IP-specific Production.

Observations

UBO's production process appears to be based on a combination of popular models: ad agency production, traditional new media & video production. This model, essentially, is intended to provides satellite UBO brands to build and maintain their own in-house editorial and business development crews; creative development, design, development and technology components are then distributed into respective shared services channels.

Bifurcated Process Results in Confused Management

While the premise for this model is based upon the notion of increased cost and time efficiency, it appears to have some inherent flaws. The primary flaw can best be identified
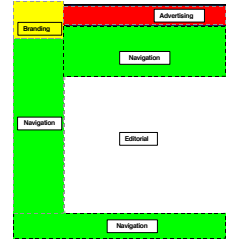

Page 4 — Chapter 3

Chapter 3

Home Page Implications

Site Overview - Home Page

Organizational Methodology: Home Page Sets the Standard

The IP home page is based on a four-column grid format. For the purposes of this report and general discussion, this grid has been broken down into a combination of **navigational**, **branding**, **advertising** and **editorial** content sections.

• Figure 1 - Indie Planet Home Page

Page 5 — Chapter 4

Chapter 4

Channel Pages

The channel pages are based on the home page's four-column template. Channel Home Pages and their concordant drill-down pages are intended to be flexible and to be customized on a case-by-case basis. The greatest degree of variety between channels occurs within zones 4 and 8; the central content zone (Zone 7) is stable throughout the site. See **Figures 5 and 6** to compare two extreme uses of the same grid.

The following channels are currently loaded into the IndiePlanet Channels matrix:

- **Channels**
  - Adult
  - Art
  - Biz
  - Culture
  - Film
  - Food
  - Humor
  - Motion
  - Music
  - Spirituality
  - Sports
  - Toys & Games
  - Theatre
  - Wordz
  - Indieplanet.org

Page 6 — Chapter 5

Chapter 5

3rd Party Features

Community Features

Community Features are currently being outsourced by the following 3rd parties:

- KOZ
  - Home Pages
  - Affiliate E-mail – users can acquire an affiliate e-mail account that represents their favorite channel's domains (e.g. joe@indieplanet.com)
- IChat
  - Chat
  - Message Boards
  - "Pager" (Instant Messaging)

The primary issue with third-party ASP integration is that the client (UBO) is restricted to a pre-determined style and architectural format that may not correspond with over-arching creative, production and technology policies. More often than not, simultaneous problems will arise between technology, creative and production as a result of inherent 3rd party system bugs. Another common occurrence that occurs on the client side during third-party integration is the client's proclivity to want to push the envelope beyond the capabilities of the third-party system.

It is not within the scope of this document to perform a qualitative analysis of these third-party tools, but we have raised the following flags relative to more technology-specific, system-wide issues.

Broad Issues / Questions

User Profile Tracking

UBO is implementing a system wide collaborative filtering user profiling system that is intended to be integrated with a parallel user tracking and traffic reporting system, according to IndiePlanet President Arzie Harden.

Page 7 — Chapter 6

Chapter 6

Help

Given IndiePlanet's extreme depth and breadth, a cursory analysis of the site's Help section seems appropriate. The Help section is referenced via the Zone 1: Corporate Info navigation bar. The section's hierarchy is as follows:

- Ubiquitous Navigation deep-link "Help"
  - Help Main Page
    - Help Sub-topic page

The following sub-section navigational hierarchy appears within each Help screen:

- IP Ubiquitous Navigation
- Help-specific Navigation
  - Select a Team
    - Scene Help
    - Scenebuilder Help
    - E-mail Help
    - Chat Help
    - Forums Help
    - Personals Help
    - Your Store Help
    - Auction Help
    - E-Card Help
    - Shopping Help
  - Help Topics
    - Helpdesk Chat
    - Helpdesk Forum

Page 8 — Chapter 7

Chapter 7

Appendices

Appendix 1: KOZ Community Feature Set Outline

Prepared by Eric Bachman, Producer in Charge of Community for IndiePlanet

COMMUNITY SECTION

Questions/Outstanding Issues:
1) Determine functionality of user homepages (Michelle, Arzie)
2) Set Signature Set template for all Indie Planet users (Michelle, Arzie)
3) What do we want on the Indie Planet Interest Page (Michelle, Arzie)

4) Is there a way to organize the site directory by sub-channel listings? (Steve)
5) Can a user set up more than one site? (Steve)
6) Sizes for design templates 1 & 2 (Steve)
7) Can we customize the Layout dropdown once we've decided on the offered features? (Steve)
8) Clarify differences between "Edit Page" and "Web Site Manager"
9) Content Feed? Yes or No? (Steve)

Answers:
Unfortunately we cannot make things any more efficient through bypassing pages and consolidating feature setups (for instance, the calendar takes 3 separate steps to set up). The structure is set forth this way in the Kozmo database on which we are naturally reliant.

AVAILABLE FEATURES:

Search Box
    6 templates to choose from
    Pixel and Border width
    Text fonts and background color
    Search Scope

Interest Guide
    User has complete control over this section (text fonts, column layout, etc.)

Calendar
    9 templates
    Pixel and Border width
    Heading Format
    Text fonts and colors

Chat
    8 templates
   User has complete control over this section (text fonts, column layout, etc.)

bookmark a framed page unless one chooses to view the page in a separate window and then book mark it out of context.

The "frames approach" toward UI design i
development forums and trade publications
with legacy frames issues, etc. but the curr
to avoid them altogether. Frames have
thought out, forward thinking manner but
which are not built to withstand growth pr
series of complex cause and effect relatio
are difficult to track and maintain over time, as

Another question relative to the use of fr
channel roster grows, the bottom-frame navig

There are a host of other arguments a
impression tracking and interference with
design approaches are available which avoi
of the benefits supplied by frames. We do r
measures are taken to avoid some of their pa
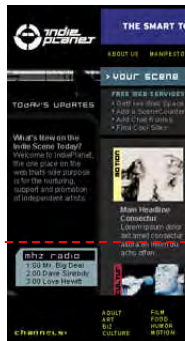
• Figure 3 - This screen represents what a u
with standard browser chrome on. The Cha
line indicates the cutoff for a 640X480 reso

Recommendations

Designing a search-engine-friendly architec
the crux of every site development checkli

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Navigational Premises

The home page establishes several general rules for site-wide navi
navigational infrastructure consists of all home page zones with the exc
Services. Ubiquitous navigation consists of the following components (see F

- Zone 1 – Identity (assumption: clicking IP logo returns user to home pag

- Zone 2 – Ad banner (with deep link off-site, presumably)

- Zones 3 & 4 – Corporate and Personal Communications

- Zone 6 – Today's Updates

- Zone 9 – Channels (frame)
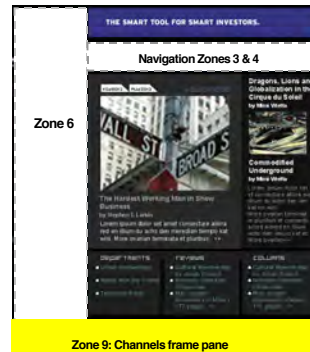
• Figure 3 - Site-wide Ubiquitous navigation components include: Zone

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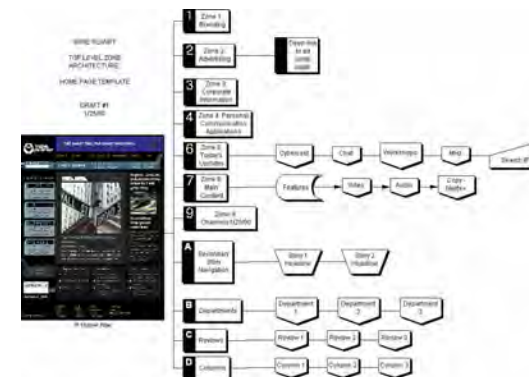
• Figure 5 - Top Level Channel-specific component relationship diagram

• Figure 6 - Art Channel – background color labels are arranged in a tier of dark, light and medium hues of brown.

• Figure 7 - Theater Channel – background color labels are arranged in a tier of dark, light and medium maroon.

Project Rescue: RFP With Embedded Corrective Specification

- This RFP was prepared for a developer who was behind schedule and was having difficult delivering a satisfactory product. My client did not want to "jump horses mid-stride" so I was asked to intervene with a project rescue, to help both parties.

- My mission was to help my client re-articulate the desired future state of the project using the previously delivered work as the baseline. In addition, my goal was to help my client "learn by doing". I worked side-by-side with the client on the requirements & specification writing process, exposing them to the analytical processes required to deliver comprehensive documentation.

SUDABA > RELEASE 1.0

Request for Proposal to XXX

Release Version 1.0

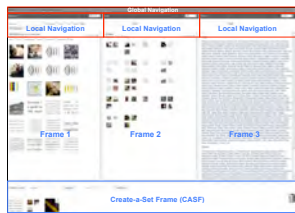**Authors:**
Jo Ann Wasserman
Eric Swenson

October 18, 2007

Glossary

The following terms and acronyms are used throughout this document. Some terminology deviates from dictionary definitions and speaks more to the vernacular of the AC SUDABA project.

AC	Allan Chasanoff (the person) and the AC operation (all inclusive of AC and the resident House staff)
CR	ZZZ and XXX
JAW	Jo Ann Wasserman, client-liaison and AC's project manager
CASF	The Create a Set Frame (currently located in the bottom-most horizontal expanse of the application)

The following location based terms are used throughout to represent the system:

---

1. Records

This section concerns the development of new functions and/or enhancements that pertain primarily to the creation, editing and manipulation of **records**. In SUDABA, records are observable in two distinct states:

1) the "**All Records**" view (*see figure 1*) and
2) what this RFP refers to as "**Record Detail View**" (*see figure 2*)

Figure 1 - All Records View   Figure 2 - Record Detail View

2.1. Set Creation (definition)

Set creation implies the grouping of two or more of the following: text record, video record, image record, audio record. Also, a set can be defined as a grouping of two or more pre-defined sets; hence, a set can be a "set of sets" and individual records.

A set can also be a set of sets and individual (or multiple) records. Hence, a new set could be comprised of a pre-existing set (represented by the set icon in SUDABA) and unique records (represented by the record icon or thumbnail), all being drag-dropped into the Create-a-Set Frame (CASF).

2.2. Set Creation (function) ❶

Drag and Drop: User should be able to **drag and drop** an icon when it is in any of the following modes: records, sets or terms. The following functional attributes should apply:

1. Within **frame 1**, you should be able to drag and drop when it is in any of the following modes: sets, records, terms
2. Within **frame 2**, you should be able to drag and drop when it is in any of the following modes: sets, records, terms
3. Within **frame 3**, you should be able to drag and drop when it is in any of the following modes: records, sets and terms
4. When **in Records mode**, in **frames 1, 2 or 3**, you should be able to drag and drop from both the "All Records View" ("List" or "Icon" view) and from within the Record Detail View.
5. When **in Sets mode**, in **frames 1, 2 or 3**, you should be able to drag and drop from both the "All Records View" ("List" or "Icon" view) and directly from Set Detail View.

2.3. Drag-Drop Functionality and Visual Feedback (within sets) ❶

As items are drag-and-dropped (according to the functions specified above in 2.2) from either a **full list view** or from a **record detail view**, the icon (or the full image/text/source file) representing the active item should appear in the CASF, but the item should also remain in the originating frame from which it was dragged (vs. being removed/deleted from view). A visual indication that an icon/item has been acted on in the originating (parent) frame should appear. Ideas to consider include:

- "Dog-earing" via color indication.
- Translucent color overlay (or similar mechanism) for recognition of prior use when looking at the parent frame.

Table of Contents

3. Terms

The following sections pertain specifically to action requests and function additions/modifications pertaining to functionality within the Terms frame.

3.1. All Terms View

The "All Terms" view shall function in all three available frames.

The following functions should be enacted:

1) **Visualization of terms** shall reflect usage (i.e. tag cloud visually communicating most frequently used terms via font size with option to view determined by all user statistics or individual user statistics).
2) **Bundling of tags/terms** shall be reflected visually i.e. color coding, creating "zones" within the all terms view.

3.2. Terms Detail View

The "Terms Detail" view shall function in all three available frames.

The following functions should be enacted:

3.2.1. Multi-Function Tool Bar

Add a tools bar (or equivalent functions) to the "**Definition > Edit**" function that allows for the following (*see figures 9–12 below detailing screenshots of MediaWiki editor/Sandbox*):

1) Function: Internal Link

Using the **tool bar**, you can **insert an internal link** with one of the function buttons directly above the typing field:

Figure 11 - Editing screen

2) Function; Allow hyperlinks to other related term definitions within the system

Adding hyperlinks to other related term definitions.

Example: Interlink. The definition as visible within the Definition field contains a word or phrase that is itself a member of the **Term** set; want to link the instantiation of that phrase to its own corresponding detail definition page.

Figure 12 - Example of Tool Bar facilitating addition of images, audio, web links

---

4. User Experience Enhancements

While nearly all of the specific functions and enhancements listed herein apply to the quality of user experience, the items listed in this section are largely global in nature and thus represent lowest common denominator experience-oriented functions and attributes.

4.1. Search

The SUDABA search functions should be enhanced by providing the following functions and services:

4.1.1. Search Help Guide

Pop-up window containing general and specific advice regarding the search parameters and common functions. Should explain specific nuances of SUDABA search.

Content would be based on a document developed by Chasanoff staff complemented by consultation with CR.

Examples: when searching for images, images are classified by artist and title. High altitude view of how to start. Primarily, you will look for images based on artist and title. Videos by director/auteur. Text would be: author/title.

4.1.2. Enhance Results Display

We acknowledge your recommendation from 9/27/07 to "Enhance Results Display." Please provide your detailed recommendation for these enhancements in your proposal. XXX's original statement was: "Improve results display and search of the large number of records we have. Consider an amazon.com or catalogue-like navigation by category/keyword."

4.1.3. Quick Find

1) Separate the "Quick Find" button visually from the rest of the content in each frame.

2) Standardize the "Quick Find." (Keywords + still image, video, text, audio) search functionality so that it appears exactly the same and in the same position at the top of each frame (e.g. Records, Sets, Terms).

3) Change radio buttons to check boxes in order to facilitate multi-modal search (e.g. search for "chairs" within both Still Image and Text).

---

progress, or a blue bar fills horizontally to report progress, a filling "pie" reports progress, etc). The following functional attributes should also apply:

1) **Task Manager shall generate visually consistent messages** telling user that a particular action has been **completed successfully** (e.g. "This record has been successfully updated").
2) **Task Manager shall generate visually consistent messages** telling user that a particular action has **NOT been completed successfully** (e.g. "This record has NOT been successfully updated").
3) **IF Task Manager generates three messages** telling user that the same action has **NOT** been completed successfully (e.g. "This record has NOT been successfully updated"), **THEN** a message to "Please contact the SUDABA administrator" shall be displayed.
4) **Task Manager shall generate visually consistent error messages** telling user that a particular action **has stalled** (e.g. "This action has stalled").
5) **IF Task Manager generates three (3) messages** telling user that the same action has **stalled** (e.g. "This action has stalled"), **THEN** a message to "Please contact the SUDABA administrator" shall be displayed.

4.4. Screen Layout: Display Optimization/Screen Resolution

4.4.1. Function-Specific and User-Specific Layouts

Build options to display 1, 2 or 3 full frames of SUDABA (by default or manual selection) in order to allow unobstructed viewing on the following size/resolutions monitors:

NOTE TO CR: Could the reduced pages include the option to open a left or right hand side horizontal "tray" area (the way that the application "Preview" allows you to view and navigate to additional pages of a PDF?

- 17" Apple Macintosh Intel MacBook Pro (1680 x 1050)
- 15" Apple Macintosh Intel Macbook Pro (1440 x 900)
- 13" Apple Macintosh Intel MacBook (1280 X 800)

Your proposal should include a process for working through new design treatments that will work with the aforementioned resolutions. Your project plan should anticipate time for iterative review with AC prior to final design and implementation.

Our intent for specialized design spawns from our desire to have function-specific layouts that can apply to the various resolutions outlined above. Functions that should be designed for include (but are not limited to);

1. **Data entry within record detail view** (should accommodate lowest resolution monitor)

---

5. Technical Design and Architecture ●

The SUDABA system exists in a beta state at the time of this writing. Legacy data has been migrated from approximately 30 FileMaker Pro databases to a central mySQL database and AJAX web tools have been developed that provide rudimentary manipulation of data. In order to move forward toward a more robust system, we require a series of recommendations for moving forward against a more robust, and heavily populated system; these recommendations should be based upon documentation and clear plans.

Issues pertaining to storage and retrieval methodology (SAN vs. NAS), version control, and data/disaster recovery all need to be addressed in detail. At present, we are unaware of any specific documentation that details current state, but if any exists, we would like it disclosed for review as part of the discussion and review process. Details regarding any recommendation in this area will need to be discussed with AC Staff, including technical maintenance director, David Patillo.

5.1. Storage and Retrieval / High Availability ●

At present, approximately 20% of the total assets that will eventually be referenced/retrieved/manipulated through SUDABA reside on the MediaTemple (MT) servers. A thorough cataloging of all AC digital assets will be required to facilitate more advanced conversations about data storage planning.

A storage and retrieval strategy should be proposed that involves one of the following options (or, a new proposal/option should be presented):

A) **Centralized: Consolidation at Media Temple**. All rich media assets would be migrated to the MediaTemple servers. All new assets would automatically load there as well.

B) **Distributed: Media Temple + AC House local storage**. Some rich media assets would reside on the MT servers, and some on local storage at the AC House.

> **NOTE TO CR**: While **XXX LLC** is our current vendor for realizing the vision of SUDABA Version 1.0, we realize that the scope of this section (5.1 Storage and Retrieval) may exceed XXX's native capacity and expertise. Please feel free to defer on bidding against this section; if you do so please rest assured that this will not reflect poorly on your proposal. We simply need to know whether or not we should pursue an external partner dedicated to this space.

Our understanding is that a centralized solution would simplify and streamline backup and recovery practices, but we seek your recommendation based on your expertise. Under either scenario, we require disclosure of a complete strategy, map and plan for determining issues relative to data uploading, backup and synchronization.

Our expectation is that Recovery Time Objective (RTO) and Recovery Point Objective (RPO) will be relatively low compared to those of say, a Fortune 500 enterprise. That said, however, the underlying requirement to provide a full recovery of in situ data is mandatory.

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described herein. While full set re-creation (including rich media) is not a baseline requirement, we would like your proposal to indicate the level of difficulty (time/cost/effort) required to provide a more robust historical rollback or time-based review/re-creation feature.

Baseline requirements for version control and rollback include instant access to time-based representation of the following attributes:

1. Name of set/record/term created
2. Date of set/record/term created
3. Time set/record/term was created
4. Name of creator (or author of set/record/term)
5. Any description in SUDABA that refers to that set/record/term (field name: description)
6. Any notes (field name: notes) that refer to a set/record/term
7. Names of records included in the set/record/term
8. Any terms added to the set/record/term

The same attributes are listed below under "Export Functions."

5.4. Export Functions ●

5.4.1. HTML EMAIL of Records and Sets ●

This section is included here because the requirement is driven by the desire to casually send emails with representations of records; instead it is driven by AC's desire to have "safe" manual methods of ensuring that certain record and set data can be sent offline for safekeeping. So, while AC is expected to use the function in a manner similar to the common consumer style (sending links to friends for fun or business, etc.) he is expected to use this function primarily as a memory protection and backup vehicle.

E-mail functionality should include the following attributes:

1) Provide a function that allows the user to e-mail a Set or Record page as an HTML e-mail along with a corresponding note field for a message.
   a. Assumption: individual Set and Record pages have been saved and exist in a persistent state, or are recoverable (in the event that a change is made subsequent to the sending of the email but prior to the recipient's retrieval).
2) Functionality would be similar to Apple's Safari browser's "Mail Contents of This Page" and/or "Mail Link to This Page" function.

In fact, if browser-specific functionality can be exploited to perform this function (in light of the heavy use of AJAX on the front-end) use of the browser-based function could be discussed.

APPENDICES

"Technology of Origin" field with drop-down menu

# Mind Mapping and Ideation

- I use various styles of mind maps to facilitate ideation sessions in face-to-face and remote settings.
- My mind mapping toolkit includes:
  - Mindjet MindManager (Windows & Mac)
  - Xmind (Windows & Mac)
  - ThinkMap (iPhone & iPad)
- Other mind mapping-like tools used for specific clients include:
  - The Brain
  - Tinderbox

Project Charter Mindmap

This mind map was developed over the course of several meetings as tool for envisioning a complex, multi-phase visual database application.

The mind map allowed the client to envision the inter-relationships between project phases and outcomes in ways that traditional outlines could not in a single view.

Eventually, the mind map was converted to an outline which served as the framework for the project charter and subsequent requirements documentation.
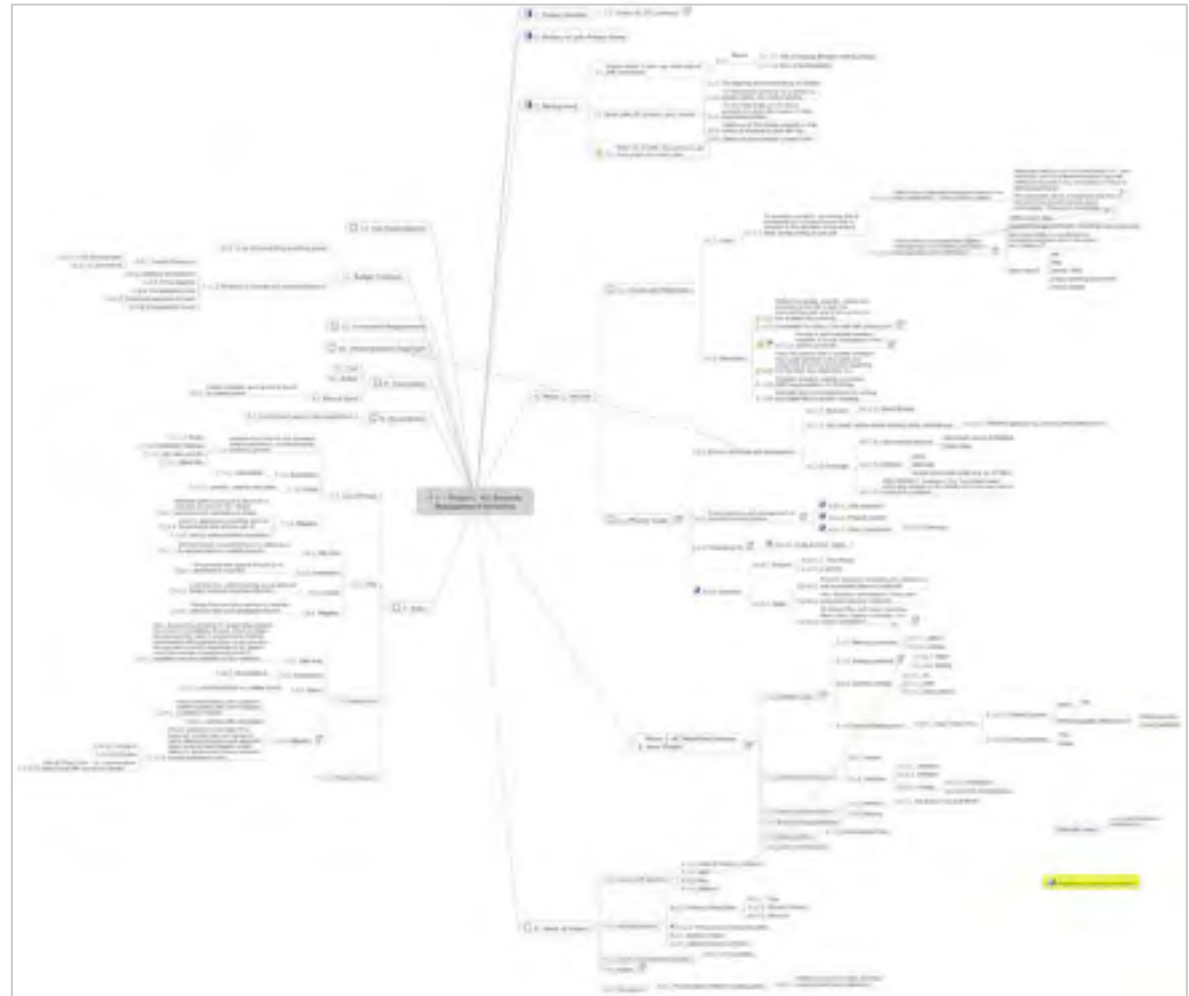
Database Planning Mindmap

This mindmap was built in a collaborative group setting to capture the primary functions of a group's workflow.

Concordant software applications (SAAS and LAN based) were then attributed to each node. Known pros and cons were immediately established to help inform subsequent comparative research.
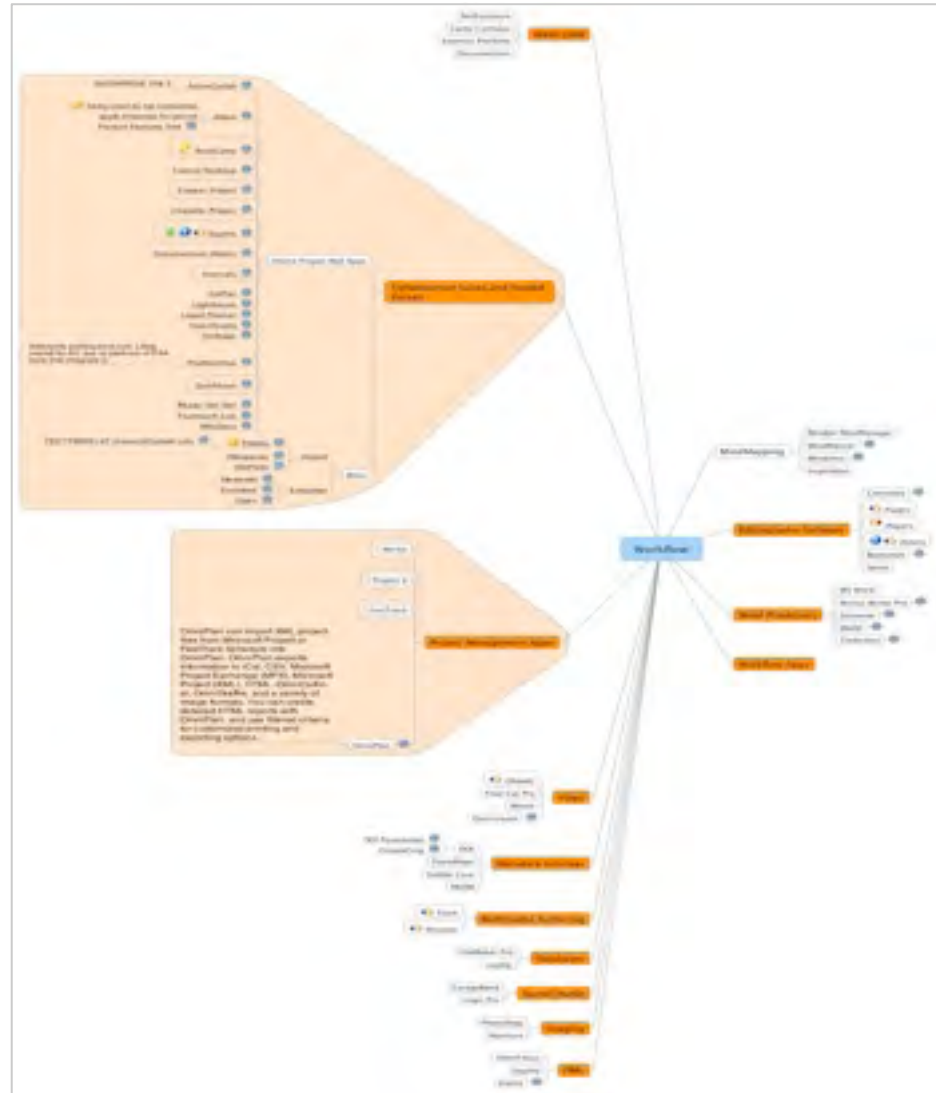
Cross-Referenced Project Resource "Brain"

The Personal Brain software facilitated the development of a "fly through" multi-nodal map of cross-referenced resource material required by a team for a complex multidimensional database project.

The Personal Brain software was used to first ingest flat file data. Once legacy data was incorporated, the Brain itself was updated regularly with titles and respective links.

This visual model of our reference library served other functions, such as the development of the a database taxonomy and related workflow tools.
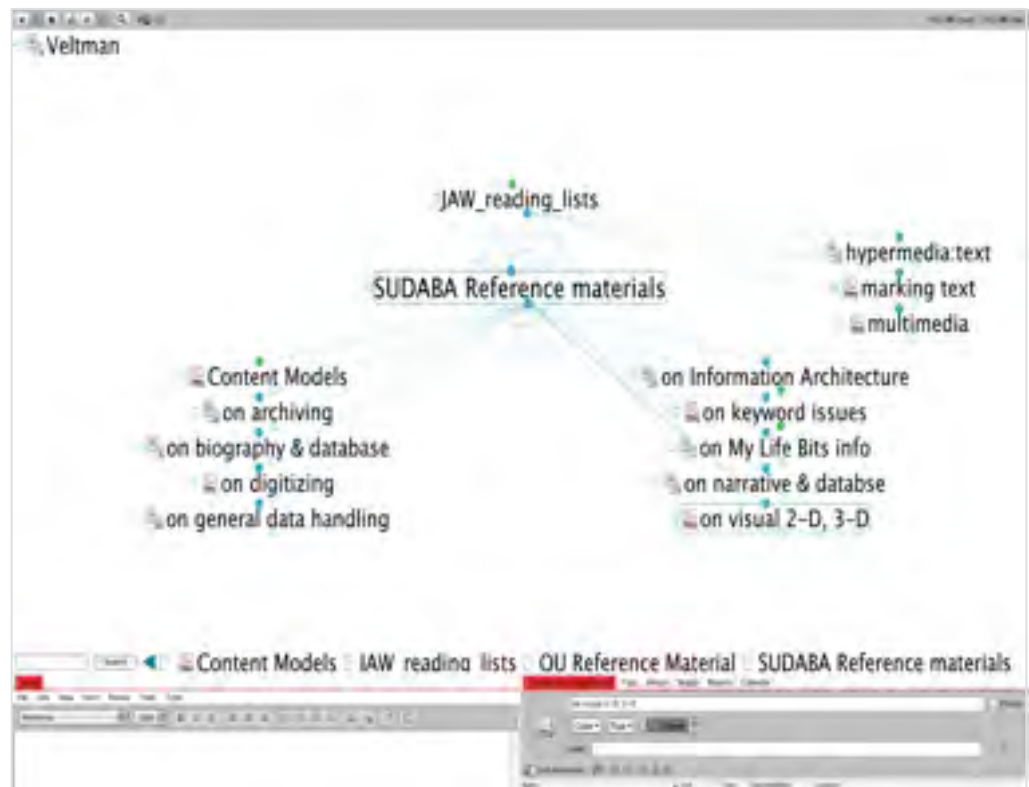
Articles

- ArtForum
- Ben is Dead No. 23
- Virtually Alternative No. 3
- Virtually Alternative No. 5
- Virtually Alternative No. 6
- Virtually Alternative No. 7
- Virtually Alternative No. 8
- Virtually Alternative No. 9

Art and Media
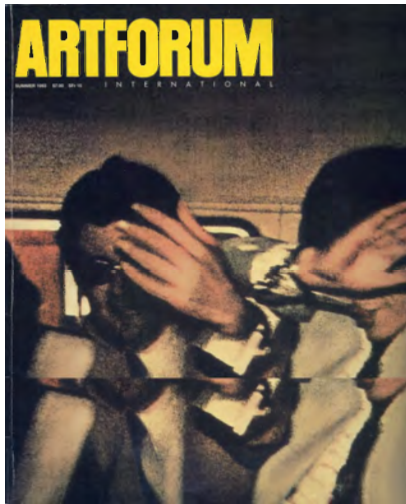
"McLuhan himself used to say that we march backward into the future. We hope the editors of *Wired* understand their patron saint's words as a diagnosis, not a destiny."

"*Computer Type: Keith Seward and Eric Swenson on* Wired"
ARTFORUM
Summer, 1993

Feature Writing

"DIY Hypermedia Publishing: A Primer"
Ben is Dead, No. 23
Spring, 1994

Technology & Music

"The digital revolution is being touted as the next best thing to KY Jelly."

"Hacking the Music Industry to Bits"
Virtually Alternative, No. 3
1994

Technology & Music

"Information is never free. Information wants to be expensive."

"The emperor might wear new clothes, but his butt will always be wrinkled!"

"Interactive Advertising and the Paradox of Control"
Virtually Alternative, No. 5
October 1994

Technology & Music

"…information is only valuable if you can get to it, trust it, and use it. If the Internet is a web, it's a sticky one. Blood sucking spiders and loose threads abound."
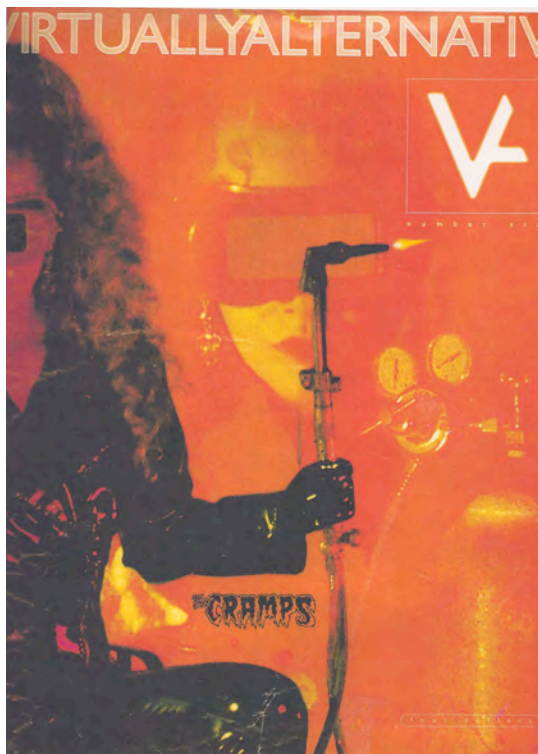
"A Guide to Healthy Living on the Internet"
Virtually Alternative, No. 6
November 1994
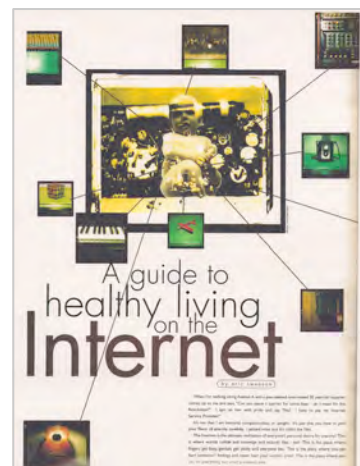
Technology & Music

"We do not define the Web with negations – but with inclusive affirmations[….] What's lacking on the web is the crucial performative aspect: *Speed*."
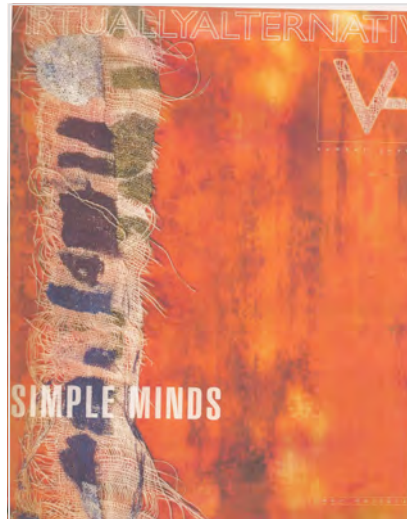
"More Healthy Living on the Internet"
Virtually Alternative, No. 7
January 1995

Technology & Music

"McLuhan's words about stepping backward into the future were meant as a diagnosis, not a destiny or a prescription."

"Programmers are just that: Programmers. We train you to use our products just as Pavlov trained dogs to salivate."
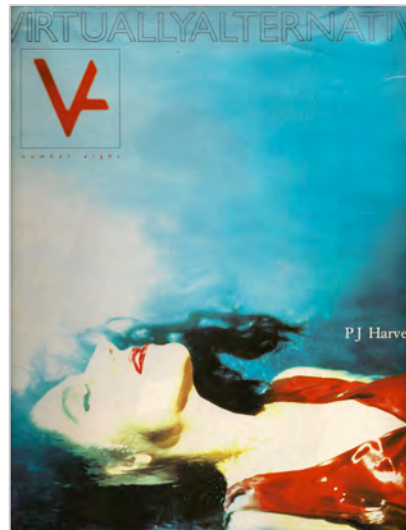
"Applications Without Art: The Stalled Promise of a Digital Renaissance"
Virtually Alternative, No. 8
1994

Technology & Music

"Surfing the Net to Catch the Tube"
Virtually Alternative, No. 9
March 1995

Web Design

Swensonia has been designing and developing commercial and experimental web-based products since the release of the first experimental browsers.

The Early Days
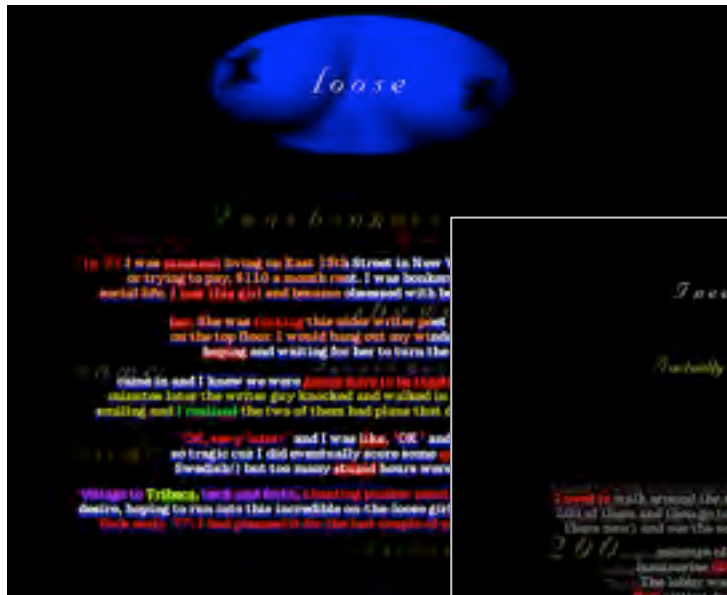
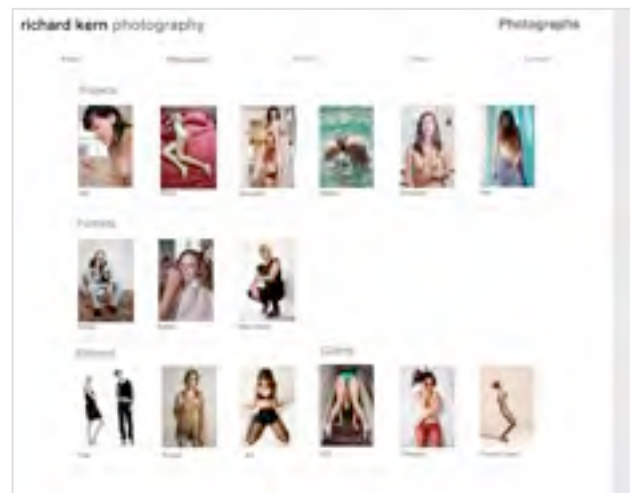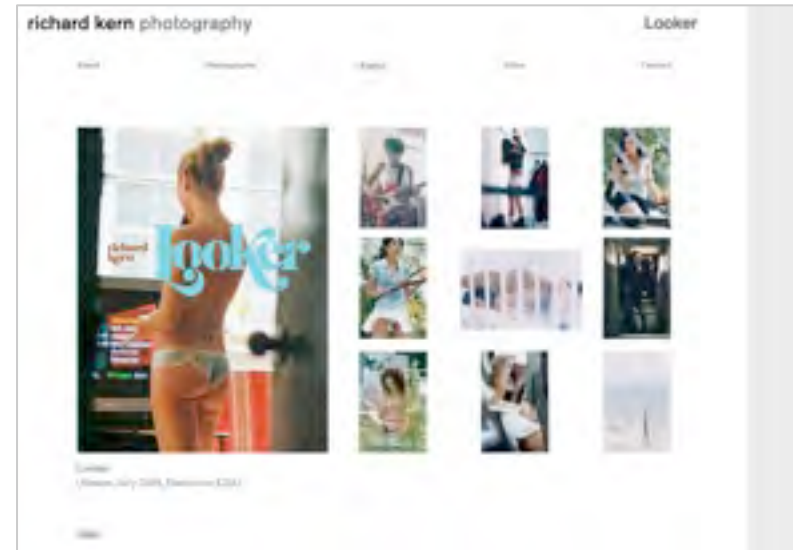This piece dates back to 1995 and was featured in the experimental NY-based online art magazine, Word.com

"Loose" by Thurston Moore of Sonic Youth.
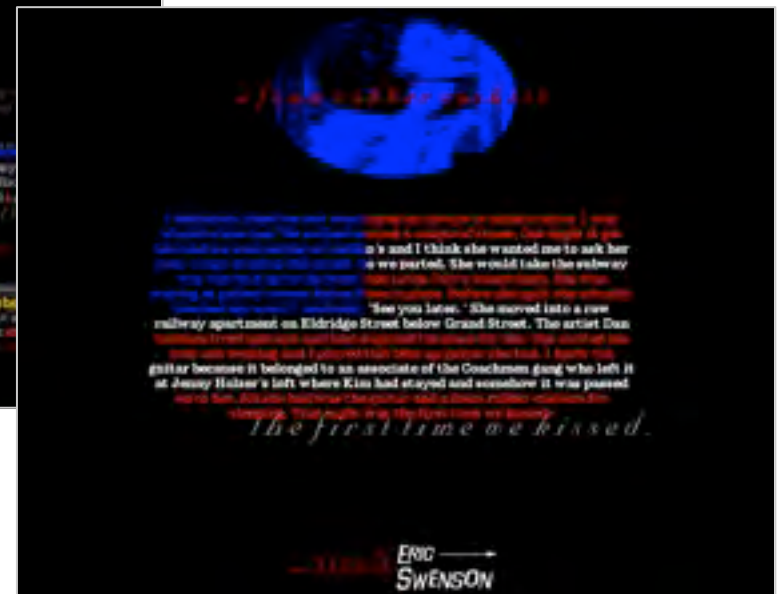
Artist Web Sites

Richard Kern

Artist Sites

Genesis Breyer P-Orridge

Video & E-Commerce

Abasement (dungeon & gallery)

Corporate Identity

Stratezen Marketing Partners

Corporate Identity

Hearst New Media Center

CD-ROMs

- Eric Swenson is the co-founder of Necro Enema Amalgamated (www.necroenema.com), award-winning publishers of the BLAM! CD-ROM series.

Blam! 1

Blam! 1

1993

Necro Enema Amalgamated

The first BLAM! disk premiered at MacWorld in 1993.

"BLAM! attaches itself to you in the guise of a CD-ROM magazine," noted Wired, "but once purchased devolves into an assault on the consumer."

Contributors to the disk included underground legend Lydia Lunch, Sonic Youth founder Kim Gordon, philosopher Georges Bataille, ANSWER Me! creator Jim Goad, artist Rita Ackermann, and a bunch of others.

Blam! 2

Blam! 2

1995

Necro Enema Amalgamated

The second BLAM! CD-ROM was released in 1995. Whereas the first CD had pretensions to being a magazine, the second abandoned that premise and became what it truly was: art. Wired reviewed this disk too: "BLAM!2 — a CD-ROM that's a cross between a guerrilla art project and an online zine — is so seductive, colorful, and goddamned loud it all but obliterates the original BLAM! disc."

A few favorite contributors (namely Rita Ackermann and Richard Kern) remained, but mostly BLAM! 2 veered toward the expressionist. It was like a German woodcut on CD-ROM. Highlights included Do-It-Yourself Gynecology (illustrated, of course), I Love My Pets But I Hate You, and W.A.R.: A Wook At Wacism, a "graphical exploration of the grassroots propaganda of America's most feared rhetorician, Tom Metzger, leader of the White Aryan Resistance."
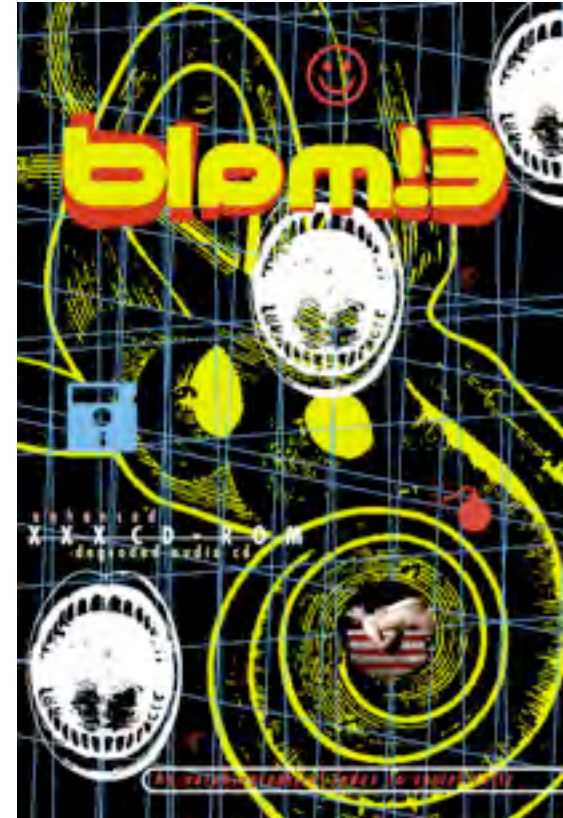
Blam! 3

Blam! 3

1998

Necro Enema Amalgamated

Subtitled "An Autobiographical Index to Social Evils," the third BLAM! disk was released in 1997. The pièce de résistance, the culmination, the masterpiece, the "final fucking one," BLAM! 3 won a prestigious Silver Award from ID Magazine and took top prize at the Berlin Videonale.

Contents? There were no more outside contributors. BLAM! 3 was pure Necro Enema Amalgamated — aggressive, obscene, fucked up, and yet sometimes sweet and pretty too. The interface mutated as you progressed through the disk. The creators sometimes expressed their boredom with interactive design — "Click this pink piece of shit to proceed" — but then overcame that boredom by plunging into further extremes of perversion and hatred. Nigger Trigger, Tape Raper, Tit Man, Megiluguhguh, and the entire manuscript of Supervert's first book, Kreepy — it was a nightmare, a carnival, a bacchanale, a mindfuck, a death trip...

Art Exhibits

Vidarte (Video/Multimedia festival). "Blam! 3". Centro Nacional de las Artes (Mexico City, Mexico) Sept. 1999

Sick Sh*t (group art show) "Blam! 3" CBGB Gallery. New York, May 1999

European Media Art Festival (multimedia exhibition) "Blam!'s 1 - 3 Retrospective". Osnabrück, Germany, May 1999

Festival De Video De Navarra (film festival). "BLAM! 3." Pamplona, Spain. November 1998 - April 1999

Kasseler Dokumentarfilm- & Videofest (film & video festival). "BLAM! 3." Berlin. November 18-22, 1998

XOBject Space (gallery - permanent collection) "BLAM!s 1 - 3." Düsseldorf Videonale 8, "BLAM! 3" (first prize) Berlin, Sept., 1998

NY Underground Film Festival (performance exhibition), "Blam! 3" Pseudo, March 21, 1998

Artifices 4 (museum exhibition), "Blam! 2" Salle de la Legion d'Honneur à St.-Denis, Nov.-Dec. 1996

The Crime Show (exhibition) "BLAM! 1 & 2." The Physics Room. Christchurch, New Zealand. Summer 1996

Burning The Interface (exhibition) "Blam! 2." Museum of Contemporary Art. Sydney, Australia. March 28, 1996 - November 1996

Pandaemonium: London Film Festival Of Moving Images (exhibition) "BLAM! 2." ICA Cinema & Cinematheque, London. March 8-14,1996

Berlin Videofest '96. (exhibition/festival) "BLAM! 2." Berlin. February 15-26. 1996

Videothek Der Jugend (video/art exhibition) "BLAM! 2." Berlin, April 1995

Viscomm Multimedia Design Conference (exhibition/lecture) "BLAM! 2." Jacob Javitts Center. November 3, 1995

International Video Festival Of Belo Horizonte (exhibition/festival) "BLAM!s 1 + 2." Belo Horizonte, Brazil. October 17-22, 1995

Art in the Digital Age (group show) Curated by Fred Ritchin. Pulse Art gallery, New York, July 6-29, 1995

Filmothek Of Youth 1995 (festival/exhibition) BLAM! 1. Berlin. April 1995

Revue Virtuelle (museum exhibition) Centre Georges Pompidou, Paris, November 9, 1994 – Jan. 23, 1995

Artifices 3 (museum exhibition) "BLAM! 1." Salle de la Legion d'Honneur a Saint-Denis, Paris. November 5 - December 4, 1994

Videofest '95 (group show and festival) "BLAM! 1" Berlin, Winter 1994

"Pages Or Pagers?" (gallery exhibition), "Blam! 1" 450 Broadway Gallery (NY), May 3, 1994

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