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information management & security

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March/April 2009

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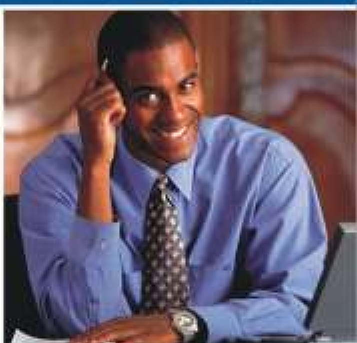

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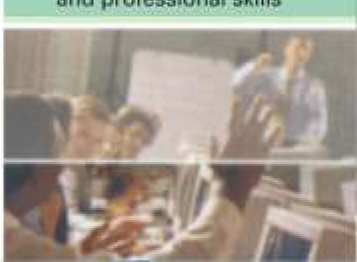

vol. 2 issue:5
March/April 2009
www.imworldmagazine.rimafoundation.org

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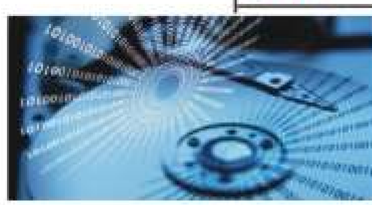

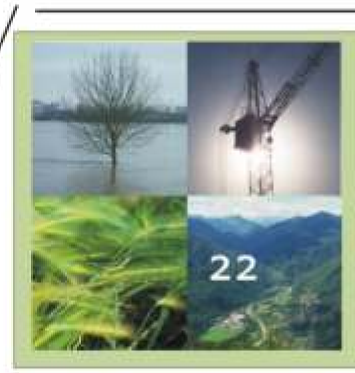

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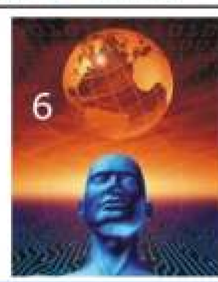

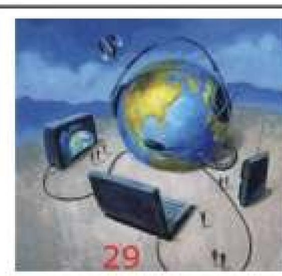

From the Editor-In-Chief

ECONOMIC MELTDOWN

The prevalent stifling economic meltdown (slowdown or showdown!), christened economic downturn or melt down, is no longer news. It's ripples and impact is global with its effect evidenced in perpetually shrinking workforces or outright foreclosures. The consequence, the world over compels organizations, household and even the man-on-the street scouting for means and strategies of turning the tide in favour of their survival and even going a step further in stage-managing increased returns on their investments.

A more practical, realistic approach would consider implementing IM/ECM technologies rather than resorting to job cuts or downsizing. At least then, majority of the citizenry would concentrate on proactive pursuits while being spared the burden of the consequences of increased unemployment.

Harbingers on the radar, however, are twittering whispers of hope. It definitely would be in order to be optimistic that the very near future will evolve an economic condition which should usher in a refreshing stemming out of proven strategies that have stood the test of time. Then life would not only return to normal, but the prudent mind will internalize the exceptions that almost succeeded in grounding world economic wheels to a halt.

The IM market in Africa is yet to make the desired impact as most people are still grappling with the wisdom behind implementing such technologies in the first, place at a time like this.

Should your take differ on this issue, your comments and views will be most welcome.

The next edition of IM World Magazine promises to be juicier and will continue to be relevant.

Until then, remember: effective information management is the key to effectively managing the future.

Editor-in-Chief,
Oyedokun .A. Oyewole.
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Don't miss the president's article every Friday in Guardian Newspaper (Executive Brief)

IM World MAGAZINE
Information management & security
www.imworldmagazine.rimafoundation.org

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E-mail: subscription@rimaw.org
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IM World Magazine is published bi-monthly by RIMA Foundation, 8 Association Avenue, Ilupeju Lagos, Nigeria; phone +234-1-8940451, +234-8023819008, +234-8083773640. Annual subscription rates: United State , $20, United Kingdom, £12.5, other Foreign distribution, $25, Local N3,000 . Single copy price: United State , $4, United Kingdom, £2, other Foreign distribution, $4, Local N500, digital edition is free. Please enclose cheque or money order, payable to RIMA Foundation with your order.

Printed by: AASTY Marvel co.
Tel: 01-7437344, 08037199690

FOUR STEPS
TO MAKE INNOVATION PREDICTABLE

Why you must innovate or die

Creating sustainable value for your business is, when all is said and done, dependent on the ability to continue to delight the customer. Otherwise you must live in what Jeff Immelt describes as "commodity hell", with many to offer that can only attract prices that leave you with razor thin margins. To attract superior margins, your product and service offerings need to be highly differentiated. In other words, you must innovate or die.

Innovations can either sustain current market, industry and technological trends or completely disrupt and redefine them.

Understand the Process

The first step to predictable innovation is to understand that it is a process made up of a sequence of steps intended to result in something new that delights the customer and creates a competitive advantage for the business. What are the steps in this process? Roughly they are (following Michael George):

- Generate idea
- Create solution options
- Create prototypes
- Run a pilot test
- Produce
- Release or launch

Not recognizing this sequence makes innovation a haphazard process with very low success rates in most organizations.

Involve Stakeholders

Many innovation attempts involve the customer at the beginning and near the end of the process. At the beginning, the whole

process is triggered by perceived needs as gleaned from customer and market data.
The next contact usually is at the pilot stage when feedback is sought. Not surprisingly, because many of the things that could go wrong in the intervening steps do go wrong, (Murphy's law) we end up with a solution that does not impress the customer. Expensive changes late in the game drive up costs.

A better process employed by successful organizations involves stakeholders not just at the endpoints but throughout the process. In the first place, in addition to the traditional customer information from surveys, focus groups and so forth, customers and potential customers are observed directly. This yields a truer picture of the needs to be met.

Observation is important because people are notoriously incapable of articulating their needs. Thus depending only on what they say leads to solving the wrong problem. Henry Ford once commented that if he had asked his customers what they wanted, they would most likely have asked for a faster horse.

Leading organizations involve customers, suppliers and employees in the innovation process.

Tap into the Wisdom of the Crowd

If involving others (not just the in-house specialists) in the process can add so much value, why not cast a wider net for innovative solutions? This is just what is beginning to happen.

Companies like Goldcorp, Procter and Gamble, Intel and others involve individuals from the world through contests and challenges, in creating breakthrough solutions. The method yields breakthrough results in far less time than traditional approaches, with no loss in creativity or quality. The method has gained so much popularity that innovation market places are springing up that bring together solution seeking organizations and potential solution providers. Companies sometimes make decades of progress within a few months, as problems seeking solutions meet ready made solutions in search of problems.

Protect Innovation from the Effects of Good Management

In Innovator's Dilemma, Christensen shows that in seeking to align their strategies to the needs of their current customers, the decision making processes in companies will likely deselect disruptive innovations. This is because by their nature, they are likely to be very different from anything the company is doing and may not be well suited to meeting the needs of current customers.

However, these are usually the very innovations that change the game in their industry, or create entirely new industries.

If these game changing innovations are likely to be doomed within the traditional decision making process of the organization, what then can be done? This dilemma is handled by creating a different organization (either within the same company or an entirely new company) to pursue the opportunity, unhampered by the structures of "good" management.

In conclusion, to make innovation predictable, understand the process, involve stake holders, tap into the wisdom of crowds and protect the more radical ideas from good management.

Catching Up with the Last Technology Train at the Next Station

Rick Barry, Principal of Barry Associates, is an internationally recognised authority in the field of information management, records management and electronic records. He may be remembered from the RMAA 1996 Convention in Canberra and subsequent workshops. More recently, he has had engagements with the United Nations Headquarters, the International Council for Archives, the US Department of Justice, and provided consultancy services to the Electronic Records Work Group set up by the US National Archivist.

ABSTRACT

Tracking developments in other disciplines and emerging technologies provides one means for recordkeeping professionals to avoid being overtaken by technological change, and concurrently permits proactive innovation to adapt to such change, using the technology in the interests of organisational business. The technologies discussed include multimedia, the implications of the Internet and internets, the World Wide Web, intranets and extranets, Web-enabled recordkeeping systems, Enterprise Resource Planning (ERP) systems, and Thin-Client technology, suggesting some recordkeeping implications for them.

Introduction

In the 'good old days' major changes came in periodic cycles. There was time in between to acknowledge, digest, accept, adapt and master these changes to the best of our abilities. At least in the knowledge and service sectors, most of the change was in ways of managing organisations and not very often because of threatening new office technologies. Now that has changed too. As far ahead as we can see, change will be an inherent feature of modern organisations. Organisations will have to sense, learn and adapt to movements in the social and economic ecosystems in which they operate in ways that were earlier attributed only to humans and other biological forms. It is not difficult to understand why some archives and records management (ARM) professionals throw up their hands and hope that it will all somehow work itself out before anything really bad happens or before they move on. This essay will stress the importance of tracking developments in other disciplines and emerging technologies as a way for ARM professionals to avoid being blindsided and to catch 'technology trains' rather than be overran by them. It will briefly discuss some of the more recent and upcoming of these trains and suggest some record keeping implications for them.

The value of weird disciplines and technology

Coming from an interdisciplinary background in both the arts and sciences, and professional experience in information management and technology as well as records management, one frequently finds that important changes in one discipline or technology pose risks, or offer opportunities to another that are not always readily apparent across those disciplinary or even technological lines.

One of the things I have tried to do over the years has been to alert the archives and records management community of emerging technologies, mainly in the information management and information technology fields, and the potential effect of these technologies on recordkeeping practices. Examples of this have included alerts concerning natural language processing and computational linguistics research in the 1980s that resulted in the development of new *recordmaking* systems that were not necessarily trustworthy *recordkeeping* systems, and therefore present new records management risks to the organisations using them. Such systems are already in place in many organisations, and are likely to be more prevalent in the future. They include *speech generation*, a fairly simple text-to-voice conversion, and more recently desktop *speech recognition*, a very complex voice-to-text conversion. These applications provide the tools for easy conversion between text and voice, including email and vmail. Now we have quite inexpensive continuous speech recognition systems such as Dragon Systems, Inc.'s *Naturally Speaking™* and *Point and Speak™*, Dictaphone's *Boomerang™* system; and integrated voice/email messaging systems such as *Voice E-mail 3.0 for AOL™* and ITServ's *FirstGate*. There are also highly sophisticated intranet -ready integrated telephony and messaging systems such as the *IBM/CallWare™* system.

On the other side, the same basic research is beginning to yield automatic language translation and automatic document abstracting tools: for example, Xerox and others. A more recent example of this technology involves artificial intelligence research; being carried out by the U.S. Army Research Lab which offers great potential as means of addressing one of the most intractable problems facing records managers: how to consistently and reliably ensure that email and other electronic records are identified and captured into trustworthy record keeping systems. The current method of leaving it up to document creators is not an effective way of identifying and capturing such records.

However, up until now, no other alternatives have been available. EDMS vendors, anxious to provide a technical solution to this problem, would do well to embrace this technology.

In 1996 when the original version of this article was written, it was becoming increasingly apparent that there was a new entry into the Internet/World Wide Web (WWW) arena (i.e the 'intranet) that appeared likely to bring about considerable changes in the way we organise and conduct business in the public and private sectors. It seemed clear that the then emerging intranet technology was something that archivists and records managers would want to learn more about.

Multimedia

A couple of years ago, an archivist told me that the best strategy for dealing with electronic records was to simply print them to paper and treat them in the old fashioned way as paper records. It was something I had heard and recommended in the short term myself before. We understand paper. We know what to do with it. It is a more stable medium, et c. I agreed that this was a common and wise stopgap approach that many archivists and records managers are finding necessary to employ until such time as they can deal more directly with electronic records in their native forms. I now believe that it is a wise approach to take in any case at least until after we discover what the real fallout will be following Friday, 31 December 1999, Y2K.

I would even recommend that practice for vital electronic records where at all time is economically feasible. Until we see a clear path beyond Y2K, we should seriously consider running dual electronic and paper records, at least in the final months of 1999, and at least for systems that are either not Y2K compliant or that rely heavily on external systems over which the organisation has little control. Does this mean that we should put a moratorium on the development and implementation of trustworthy electronic recordkeeping systems? Not at all. However, it does suggest a short-term strategy of 'prudent avoidance' of Y2K problems where it is economically feasible to do so. Pay a small amount up front as we would for fire insurance, and don't consider it a waste if there isn't a fire. Consider it a reasonable cost of risk reduction. Even taking Y2K into account, however, managers should continue to work toward electronic-based recordkeeping systems and not defer substantial reductions in paper and paperwork that are, at best, a holding strategy to buy some time to get effective, ARM-proof, electronic recordkeeping systems in place.

In my opinion, innovations in information management and technology have not changed the nature of the record, but they are significantly changing the manner in which records will have to be managed. The increasing use of the Internet and the World Wide Web (WWW) have given people a glance at how effective multimedia documents (including records) can be in conveying business messages and attracting clients. Virtually all new desktop computers are multimedia equipped for sound, CD-ROM, extensive memory and storage facilities, and in many cases, Web browser and video capture software. This, coupled with the relative ease and low costs associated with access to the WWW, and the increasing generation of children who were raised on multimedia games and systems, will hasten the day when multimedia will become standard fare in business communication in both the private and public sector. It does not need to be emphasised that multimedia records cannot be printed on paper.

The Nets

The WWW Glossary of the World Wide Web Federal Consortium offers the below definitions:

- **Internet -** An internet is a collection of interconnected networks. The Internet is the largest of the internets. It has a tiered architecture and supports multiple protocols.
- **Intranet -** The intranet is the use of internet technologies within an agency deployed on an internal network based on open WWW technologies.
- **WWW or World Wide Web** - The World Wide Web is a network information delivery system that uses HTML as the authoring language and the Hypertext Transport Protocol (HTTP) as the transport protocol. It is used to find and access Internet resources.

Internet and internets

The internet concept has been with us for many years. As defined above, any interoperable set of local area networks constitutes an internet. When capitalised, as in Internet, the term refers to the Internet of internets, the largest worldwide collection of internets. The Internet has also been with us for decades. As a young naval aviator in the Pentagon in the 1960s, the author recalls the early form of the Internet, then known as the Advanced Research Projects Agency Network or ARPANET. However, it was limited in membership largely to organisations carrying our federally funded research. Only in the 1990s did it blossom into the worldwide, fully open Internet.

There are few recordkeeping implications of the Internet that do not apply also to internal email systems. While the recordkeeping aspects of internal email systems are not trivial by any means, the recordkeeping aspects of Internet email can normally be addressed at that same time as the internal system is addressed, and should be. An added complication of Internet mail is that, while internal email is usually controlled in terms of linking employees' names, functions and locations, external mail may not include sufficient person and organisational identification information to fulfil requirements for recordkeeping metadata for the record's provenance. Thus some system needs to be employed both to require, and to enable the recipient of the incoming Internet mail to ensure that it is so identified and marked.

WWW

The WWW had its beginnings about 1993 with the invention of the first web browser by Tim Berners-Lee, while at CERN (a European centre for physics research) and the development of a markup language that would make it possible to view documents across disparate technology platforms. Subsequently, Marc Andreessen and other undergraduate students at the National Center for Supercomputing Applications (NCSA) in the United States, developed Mosaic which was the first web browser to become widely used. At that time, most people who had Internet access did not have access to the WWW. In recent years, however, the two most common browsers, Netscape Navigator™ and Microsoft Internet Explorer™ became free offerings and were included with ISP accounts. This has resulted in a blurring of the distinctions between the Internet and the WWW even though they serve different functions in bringing web information to the users.

At first, when organisations began to use the WWW to establish customised WWW home pages or web sites, there were few recordkeeping implications because there was little information on most of these pages beyond what might be found in a newspaper advertisement.

Also, the information did not change much so was it probably well reflected in the organisation's record keeping system. Organisations using web technology soon discovered, however, that people would visit a web site once or twice, but not more if the content was not changed. Soon organisations began to provide interesting and regularly updated information on products, schedules, etc., mainly to present its desired image to the outside world. More recently, especially with the advent of secure systems for making credit card charges, web sites have become widely used for public access to purchase goods and services in what is now called electronic commerce or e-commerce applications. As the use of web sites for business purposes increases (whether private sector or public sector), so do the record keeping implications.

A recent study funded by the National Historical Publications and Records Commission (the research grant arm of the U.S. National Archives and Records Administration), and carried out by Charles McClure and Timothy Sprehe studied web site usage patterns of various federal and state government organisations. The study reveals that, in numerous cases, there were more up-to-date records on the web sites than there were in the paper record systems of the parent organisations. And, it noted that no provisions had been made to capture web site records into a recordkeeping system or otherwise to make the web sites functionally recordworthy. The study recommended guidelines for the management of web site information, recommended that federal and state organisations examine their web sites from a recordkeeping perspective, and suggested the following separation of responsibilities in the management of web sites:

- Webmaster: manage the technical aspects of the web site.
- Content manager: manage the information maintained on the web site.
- Records manager: ensure appropriate recordkeeping arrangements for the site.

Intranets and Extranets

Intranets are the logical extension of WWW technologies and applications in systems that are designed for use *within* an organisation, rather than between an organisation and the public at large. Think of the typical web site that is now common on the WWW, only now restricted to internal use within an organisation.

Extranets are external intranets, the next wave in TCP/IP internetworking. Extranets allow an organisation to permit selected customers or suppliers to securely connect via the Web to carry out e-commerce transactions, or to access typically product-oriented information stored behind the organisation's firewall on its intranet while disallowing access to others not so authorised. They operate much like private networks but enable external access, virtual project team operations, and secure electronic commerce applications.

Intranets are similar to the Internet and World Wide Web in that they use like standards and technologies. It is not important to the thrust of this article to explain them here. For the purposes of this discussion, it is enough to note that they include the open system standard Hypertext Markup Language, or HTML, Web browsers, servers, and related software and Internet protocols such as Transmission Control Protocol/Internet Protocol (TCP/IP). Intranets may use architectures that are logically or physically centralised or decentralised depending on the need. HTML is a daughter of the long-established and internationally recognised Standard Generalised Markup Language (SGML or ISO Standard 8879). Structure is an important characteristic of records that is apparent in traditional paper documents. One of the important features needed in electronic records is that they have, or can be given, that needed structure. SGML, and now HTML help do this, and thus are standards of considerable interest to the ARM community.

Intranets also differ from WWW web sites in some very important ways. First, most WWW sites on the Internet are open to anyone in the world who has access to the Internet, and has a Web browser. The public is the customer. By contrast, intranets exist behind organisational, password-controlled, telecommunications /computer security 'firewalls'. It's customers are the internal operating units and staff.

The definition of 'internal' is up to the implementing organisation. Access can be selectively extended outside the immediate organisation to global field offices and designated suppliers or customers. This selective extension ensures the security of the system, protecting it from the general public, while providing access to the 'extended family' directly involved in the business of the intranet organisation. When so extended, the intranet becomes an 'extranet'. To illustrate the recentness of the term 'extranet', the term 'extended family' was used in the original version of this essay in September 1996 because the term 'extranet' had not yet been coined.

Similarly, as may be seen above, the WWW Federal Consortium Glossary, that was last revised in November 1996, did not include a definition for 'extranet' or any alternative term for the concept. This technology is ideal for supporting emerging workplace patterns involving strategic partnering, supplier and other e-commerce transactions, and outsourced services.

Secondly, the content and applications of intranet systems are normally vastly different from those of the typical WWW site or homepage. The content of web sites is normally information about the owner organisation or individual, usually concerning public or private sector services or products that the homepage owner wants the public to use. They were originally of primary interest to public relations or sales managers.

By contrast, the intranet is typically used as a vehicle for conducting the core internal business and support processes of an organisation, for example:

- human resources business processes (hiring, training, pensioning, etc.),
- internal 'help desk' or 'customer service' operations,
- gaining access to and searching internal document stores and legacy databases in different technological environments, whether through off-the-shelf or customised database packages, using forms created in HTML instead of the vendor-supplied interface,
- manuals and forms management including dynamic 'fill-out-the-form' applications such as time sheets and vacation requests,
- ordering reports, parts, supplies, etc., or
- groupware applications such as group authoring and project management tasks.

However, as public-access web sites are increasingly used for business transactions, the demarcation lines between them and extranets are becoming blurred. Thus web sites, extranets and intranets are of increasing interest to senior executives and operational managers.

WWW applications and intranet systems are in no way mutually exclusive. On the contrary, most organisations implementing intranets will probably also have WWW sites or homepages where they can have a public image and presence. They will serve very different but complementary purposes.

Similarly, intranets and groupware (eg. LOTUS NOTES) are not presently mutually exclusive. Today, most intranets are more in the nature of networking utilities than groupware. However, as groupware developers race to give their products Web functionality, and intranet technology matures to include groupware functionality, the differences between the two will become less distinct. However, intranet technology, in contrast to most groupware products, uses open systems architectures rather than proprietary ones, and typically costs much less than most groupware products. Intranets will become quintessential groupware.

About two and a half years ago, a client, who is an EDMS developer, asked me what, beyond recordkeeping functionality, would be wise to consider for the next generation EDMS? My response was to make the EDMS interface browser-like and intranet/extranet/WWW enabled. As more and more record creation takes place in an intranet, extranet, and Web environment, it will become critical for EDMS applications to be where that action is.

Web-Enabled Recordkeeping Systems

What is most interesting about this emerging technology from an ARM practitioner's perspective is its potential for the delivery of textual and multimedia records and recordkeeping services to the clients of the ARM function. Moreover, if transactions and other organisational business are taking place over them, then intranets will be record-making systems whether they are so regarded or not. As ARM professionals have learned the hard way, the fact that a system produces records does not guarantee that it is a trustworthy recordkeeping system. The fact that a system produces documents that are not considered part of the recordkeeping system, does not technically lessen the evidentiary value of those documents, or the likelihood that they will become the subject of court discovery findings.

The ARM function should, of course, deal with the recordkeeping aspects of the underlying individual systems independently of the intranet. But this will often be very costly to undertake; for example, in legacy mainframe applications. The intranet offers an excellent platform for the delivery of certain records management services to the client within the organisation and its extended family or, in the case of web sites, to the public. Similarly, web sites offer the same opportunity for records that are available for public access. A technical barrier to this approach has been the fact that HTML is not of sufficient depth and strength to serve recordkeeping functions. The emergence of XML and other advanced markup languages for special purpose applications, will reduce that barrier.

However, it will continue to be necessary for ARM practitioners to deal with the difficult issue of preserving the underlying video, image, sound and text materials which exist in their separate formats.

Is web-enabled recordkeeping services a panacea or ready made solution? No! As noted above, while it can significantly automate services and improve responsiveness to client needs and productivity in the conduct of ARM business activities, it is still necessary to worry about long-term preservation of electronic records in different and complex formats. Working through some of the recordkeeping functionality of intranet/WWW applications would make an excellent candidate for anyone interested in electronic records management R&D. With or without the benefit of such applied research, ARM professionals are going to have to step onto the platform again (or hire their own IT specialists) to ensure the appropriate incorporation of recordkeeping functionality in web-based systems. Archivists and records managers should approach their chief information officer or equivalent, and find out if plans for implementation of an intranet are already under way. If not, ARM managers may be in the unusual position of advancing a state-of-the-art technology to their IT colleagues as a means of improving their own ARM services.

to be continued

Source: **Richard E. Barry**

This essay was first published in Informaa Quarterly, February 1999. It is republished here with the kind permission from the Editor

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What You Can Learn From the World's Most successful Fast-food Restaurant

Did you know that the high volume sales for the world's most successful fast-food chain has nothing to do with their menu. They didn't gain customers because of their quality ingredients. Their massive success is not because they employ spotty, young teenagers. (In fact, many would say they've achieved impressive results in spite of it).

Yes, the fast-food chain I'm talking about is McDonald's. And yes, you can learn something very valuable from them.

You see, the key to McDonald's success is simple. They have a system. It is their day to day food preparation and operations that have made McDonald's the biggest restaurant chain in the entire world.

And it's no surprise, really, because all Ray Kroc (McDonald's Founder) did was take the idea and the principles of mass production from one industry – automobile manufacturing, and apply them to another – fast food!

The concept behind McDonalds' prosperity is not new. But, so few people "get" it.

OK, so what does this have to do with your business? Unless your company is a fast food restaurant, there is nothing to be gained from knowing all this, right? Well, consider this valuable lesson to be learned from the McDonald's story: no matter what business You are in, a pre-determined system is invaluable to you and your company.

Let me explain.
You've undoubtedly heard about "email autoresponders" and "contact managers." Both of these are types of marketing systems. They provide ways to keep your business running with assembly line precision. now, you've probably also heard of drip marketing and automated follow-up. These and many other features are all part of a revolutionary transition into follow-up marketing software.

But here's something you might not realize: the part of marketing follow-up software that is often under-used or even completely ignored is Sales Force Automation. Sales Force Automation is the part of marketing follow-up that deals with the narrow process between receiving the lead and making the sale.

Underused and ignored? Oh yes. And do you know why?
Because most people have not learned the skills of great "salesmanship." And being able to sell successfully is certainly a skill.

Let me clarify. Any truly good sales person knows a transaction proceeds from lead to sale along a predefined route built up of many parts - building blocks if you like. And a good sales person knows the value of a script, even if it is one with detours and side-roads leading to the same result.

A poor sales person, on the other hand, makes the sale "off the cuff", never doing the same thing twice in quite the same way. And because of this, they fail to see the system emerging.

Yes, that's what I said: the system.
In short, most sales people do not realize that sales is the result of a process. Just let that sink in for a moment, because it is really important.

Why?
Because it means you can systemize your Sales process.
What's more, it's a system you can plug into the right software.

And do you know what that means?
It means the difference between doing "OK", and having a flood of cash pouring into your bank account while you soak up the sun on an exotic beach somewhere.

Because it means you can automate your sales process!

And that's HUGE!
Let's spell it out with...

7 Powerful Reasons Why Every Business Must Use sales Force Automation IF It Wants to Be successful

1. You Can save Yourself time

If your leads are in a properly set-up Sales Force Automation System you've just earned yourself hours of free time.

A good Sales Force Automation System will have the tools to follow up with your prospects automatically. You can schedule calls and make appointments with laser-like precision. The software will send letters, emails, faxes, and voice-broadcasts without any extra help from anyone.

The only thing a quality Sales Force Automation System won't do is go to your appointments for you! In businesses, where the sale isn't dependent upon meeting with or calling a prospect, the whole sales process can run on autopilot! Even collecting the money! How easy is that?!

2. You Can Give Yourself A Productivity Boost

Think of all that time you spend managing your company, writing reports, and putting together proposals. It's a lot of work. So, why are you wasting time, using unnecessary effort to make a sale?

The truth is: you shouldn't be burning your "energy budget" actually talking to anyone who's not already 90% of the way towards giving you money. ***It might seem selfish but think of it this way:*** the less time you spend with the cold prospects the more time you have for the hot ones and your existing customers and clients... which means you can give them better service, and charge higher prices for this premium service (because you can bet your boots your competitors aren't doing it!)

3. You Can Close More sales

If you're working more efficiently (because the software is doing all the "grunt work" for you) and you're investing your time only in those red-hot prospects ... then obviously you'll be more effective, too. You can finally spend a little more time with prospects that are ready to discover what your business can do for them.

Bottom line: you're making more sales.

4. You Can Work smarter

Because everything is automated and configurable and you'll have up-to-the-minute facts and figures at your fingertips you're taking the guess-work out of the selling process.

By targeting your message, you won't be wasting precious contact time trying to figure what your prospect wants. You'll be prepared to meet their needs whenever you reach out to them. And as you know, prospective customers respond better when they believe you understand their concerns.

> ***"By targeting your message, you won't be wasting precious contact time trying to figure what your prospect wants."***

In businesses, where the sale isn't dependent upon meeting with or calling a prospect, the whole sales process can run on autopilot! Even collecting the money! How easy is that?!

5. You Can streamline the Marketing And sales Process

Measurement. It's what's missing from all these major corporation ads and campaigns. They don't know what's working... because they can't measure it.
If you can't measure it, you shouldn't be using it. And if it's automated using a quality Sales Force Automation System, then you can measure it. The upshot is you'll know exactly where your marketing and sales dollars are going, and what the payback is. Your whole sales and marketing process becomes measurable and accountable.

6. You Can see What Is Working And What Is not

If your sales process is automated it means it's got discrete steps. If it's got steps, you can pinpoint where it's going right and where it's going wrong.

In our company we have a 37-step sales process... and we can spot trends and anomalies the instant they occur. Getting a "bump" in sales on Day 23? Move it to Day 15 and see what happens. With quality Sales Force Automation software you can do that with the click of a button and see the results within days. It could easily mean closing sales a whole week or more sooner.

7. You Can serve Your Customers And Clients Better

As I alluded to earlier... if you're working more efficiently and you have the sales process nailed down tight with a powerful and automated system, then you can concentrate on the "human" side of your business. You can close your sales quickly and then begin working on and improving the relationships you have with your customers and clients.

Automate Your sales Process With Care

All this stuff sounds pretty good, doesn't it?

Sure it does... and so it should. Because it is good. Using a system like this and changing nothing else in your business can almost double, triple or even quadruple your profits!

No joke.

But you do have to be careful.

Because it's not that simple.

Modern CRM software programs like Act! and Goldmine are great at all the "contact" stuff, but they are comparatively weak on the business automation side.

So they're great as far as they go, and businesses have done some pretty cool things with them. But, there comes a point when you hit the limit. A point beyond which you can't take the next quantum leap. A point where the limits of the software are holding you back.

That's when you need to go to the next level. That's when you need an automated follow-up marketing solution like Infusionsoft.

Introducing... Infusionsoft

Even when our users take advantage of only a tiny fraction of the benefits it puts at their fingertips, they realize Infusionsoft is easily the best "system" available. It's better than contact managers, CRMs, or any other marketing solution out there.

You see, Infusionsoft was written by a hardcore team of expert marketers and sales professionals to be used by expert marketers and sales professionals.

From the user's perspective it runs in an ordinary browser, so you don't have to install any software or anything tricky like that. nope, it's Web-based... meaning we host it on Infusionsoft's own secure, backed-up and bulletproof Servers.

You access Infusionsoft over the Internet, so you always have access to your system, wherever you are. We could tell you dozens of stories about people who've picked up "hot tips" from our user conferences and have raced to their laptops and implemented strategies worth tens of thousand of dollars in hard cash within literally minutes of hearing about them!

How is this possible? How does it work? How can it work?

Because it's a system we're talking about. A system run by the software for you, *24/7*. Just boot up, log in and *BOOM!* There you are... in the driver's seat of the Formula 1 race car of marketing automation software.

Infusionsoft is a staggeringly powerful software system created specifically for direct-response marketers... meaning it handles contact management, marketing, sales, e-commerce and accounting functions. It's the first and only one of its kind in the world.

And, of course, there's no costly hardware, no software to install, and you don't have to hire an IT guy to run it!

Infusionsoft is so darned smart and flexible it'll create all types of reports for you and instantly analyze the data. Every single one of the thousands – possibly millions – of leads you get from your marketing campaigns goes straight into the super-secure database, so it can start working for you right away.

So, once you have all these leads... Just what do you do with them?

Well, if you're like most businesses, you do nothing. And if you're like most of the rest, you might email them a couple of times and let it go at that.

Hey... don't you need some kind of automated process in there to do the selling FOR you?!

Yes! And if you're smart, one of the top few percent, you let loose the might of computer technology and marketing on your leads! Leaving YOU free to focus your energy on the people 90% of the way to being "sold." Let the software handle the "chaff" in your list.

How to Get Maximum Value From Your Leads

See, this list of prospects, and by extension the list of customers they become, is the most valuable asset your business will ever have. But leads that sit in your database are as much use as unread books sitting on your shelf. In other words, they're good for nothing.

So what do you do with them?
Well, you market to them. You send them a free report and then you measure response.

Infusionsoft is a staggeringly powerful software system created specifically for direct-response marketers... meaning it handles contact management, marketing, sales, e-commerce and accounting functions.

And this is where is gets clever. See, it's not just the numbers of responses you're after. It's the whole dynamic, the whole demographic. If you're selling flower pots you might find you're selling 70% of your products to little old ladies in Ohio on alternate Thursdays between the months of April and June. Don't laugh. Some really strange things have been found by slicing and dicing leads like this.

OK, so how do you dissect your sales information?

Well, right now Infusionsoft is the one system designed and built for the purpose of performing this kind of online wizardry.

From the instant your prospects hit your landing page, the power of Infusionsoft is right behind you, crunching away behind the scenes, processing your leads and reporting the results to you in any one of a myriad of fullycustomizable Ways.

Even better, Infusionsoft isn't some passive "number cruncher". Oh no... it's so smart it can take pre-determined actions depending on how visitors behave when they're on your site.

And there's more.. unlike a plain autoresponder, Infusionsoft can interface directly with your in house and commercial printers... so your Free Reports are printed on demand and sent automatically without you even knowing about it.

You got it... this is sales force automation on steroids!

And afterwards when your prospects become customers?

Infusionsoft handles billing, email, fax, voicebroadcast...in fact, if you've read The 4-Hour Work Week and you were wondering if a single system could run a totally "hands off" business... the answer is ***YES.***

If you've been using a hodge-podge of offthe-shelf software, home-grown databases, spreadsheets, manila folders, calendars, sticky notes, or any other kind of half-baked, lame excuse-for-a-system... you can keep doing it the hard way, or you can work smarter by using Infusionsoft, the all-in-one sales and marketing automation software designed specifically for marketing-minded entrepreneurs.

If you are serious about maintaining solid relationships with your prospects and customers, then you should be serious about maintaining their information in a database system that's not only secure and reliable, but that enables you to access, analyze, and slice & dice your customer information easily.

The end result is better marketing and better customer communication, and ultimately... more profit!
Infusionsoft puts virtually ***ANY*** business on autopilot. The only other thing you need is... well, nothing.

OK, you're probably wondering how you can discover more about the powerful features in Infusionsoft. You undoubtedly want to learn how you can use Infusionsoft to significantly increase your sales (and by extension-revenue).

Well, it's easy. Because for a strictly limited time, you can attend a ***FREE live Internet demo of Infusionsoft***, hosted by one of our experts (no, this is not some slick sales guy who doesn't know his tonsils from his tennis shoes… ***ALL*** our people know the software inside out).

Source from
Www.infusionsoft.com/demo

Anyway, this demo is ***FREE*** for a limited time, so here's what to do while you're thinking about it and before anything comes up to distract you:
go HERE right now and register:
www.infusionsoft.com/demo
The demo really is *FREE*, and comes with no obligation and no strings attached. It won't cost you a single, solitary cent to attend… but it could be worth a million bucks to your bottom line.

How to SURVIVE ORGANISATIONAL DOWNTURN With Effective BUSINESS PROCESS MANAGEMENT (BPM)

Today's harsh economic reality is one of increased competition, informed and demanding customers, commoditization of products and services, and relentless pressure to cut costs. Organisations are again being asked to do more with less. Implementing Business Process Management (BPM) technology offers significant opportunity for automation and efficiency gains and return-on-investment across a wide range of business needs and functions, including accounts payable, procurement, human resources, order management and many more.

How can businesses expect to realise cost savings by automation?

The expected cost savings from fully automating a business process is about half of the current cost of completing the same process.

Benefits of Implementing an Automated Business Process Management (BPM)

Reduced labour costs

The optimal processes to focus on are those that are repetitive and take a significant amount of labour. Any reduction in labour equates to an immediate cost savings. We look at what we are doing today and whether there is a faster, better way to do it. For example, by automating a task that requires five hours of manual intervention, we can expect to cut that time in half. Thus the 2.5 hours, multiplied by the number of times the process is completed in a cycle, will yield a significant cost savings.

Increased productivity

In an environment where we're all asked to do more with less, the best method to achieve the desired result will give organisations a competitive advantage. By automating many of the processes that you are currently completing manually, you will allow these same individuals to work more efficiently and take on new tasks.

Shorter cycle times

Time is money. By automating such activities as invoice processing, order processing and/or RMA processing, you can expect to significantly shorten the processing time. Shorter cycle times can lead to monies coming in the door much more quickly than by using manual processes.

Reduced error handling

What does it cost your organization to fix a self-inflicted problem? Manual processes are prone to human error. By automating these processes you will experience a reduction in the number of human errors.

Consistent process handling

Consistency comes from having an established procedure and ensuring this procedure is followed every time. BPM has the additional advantage of enforcing these procedures by automating the routine tasks which otherwise might be completed frequently using a flawed procedure.

Increased customer service

Would your customers like to see fewer mistakes from their vendors? Would they also be in favour of more responsive service, or receiving your product faster? BPM can help you increase the level of service to your customers.

Increased profits

With the savings mentioned previously, you can expect to significantly cut your expenses, increase throughput and ultimately boost the bottom line.

In summary, for your organisation to increase operating efficiency and cost reduction while providing better service, organisations should automate business processes using modular, reusable components. For example, banks can build automated workflow capabilities such as updating account information, submitting or checking status of applications or claims, generating rates and quotes, renewing policies, and purchasing products, thus enabling their customers to perform these functions through self-service options rather than having to call customer service. This automated workflow, combined with Web self-service, can help your company meet customer expectations without requiring agent intervention, increased hold times or manual processing.

Choosing the Right Approach to Automating Business Processes

There are many reasons to automate a business process. First, technology can reduce the time and effort required by people performing repetitive tasks, a great productivity saver. Second, technology can reduce errors and by extension reduce costs. Finally, technology can ensure a process runs ONLY as intended, either for internal compliance reasons or to confirm with external legal or regulatory frameworks.

Once the decision is made to automate a process, the next step is usually a "buy versus build" determination. Depending on the business process, a vertical off-the-shelf application such as customer relationship management (CRM) or supply chain management (SCM) may exist, which performs the automation as part of its functionality. In making this critical determination, it helps to ask a few questions:

1. Do we need to continue to use our existing systems for some or all of the business process?
2. Is our business process unique and inflexible such that off-the-shelf software would require substantial customization?
3. Does the process begin and/or end in other systems, requiring extensive integration to automate all its aspects?

If the answer to these questions tends toward "no," a buy approach probably makes more sense.

If, on the other hand, a "build" decision is made, a little bit more homework will help determine the best development approach.

It used to be that custom application development involved programmers writing and testing low level code such as C++ or Java. However, with the evolution of Web services development platforms and business process management (BPM) systems, creating an application to automate a business process has become much easier. With these solutions, programmers assemble individual, independent parts into larger processes. While this approach has improved productivity and reusability by reducing the amount of code that has to be written, it has also been strained by the advent of a new class of event-driven applications involving pro-active response to unpredictable activity often found in such areas of fraud prevention, compliance, and customer service.

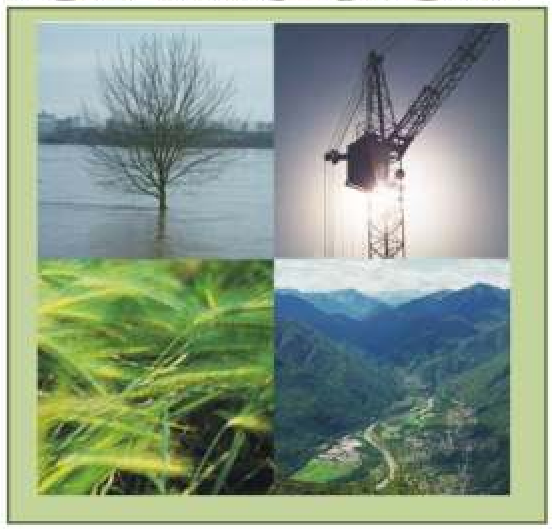
These applications involve processes that are typically non-linear (their timing and sequence cannot be defined in advance), dynamic (their characteristics change quite frequently), and continuously influenced by outside events (they can quickly mutate in response to real-time external activity). A new event-driven approach, complex event processing (CEP), also addresses these types of applications and offers another option for automating business processes. While CEP includes functionality that seems similar to BPM, when used applied to automate event-driven business processes, this functionality supports a larger capability ideally suited to this new class of problem.

So in order to determine which "build" option is best BPM or CEP it helps to look at the individual characteristics of the business process.

Finally, not all processes are created equal, and the best approach to automating a process really depends on the nature of the process itself. Making the correct decision can save headaches down the road, so it is important to think not only of today's process requirements, but tomorrow's as well.

Geoinformation

Surakatu Adebayo,
Chairman NGN, NGGIS



The Future of Geoinformation

Geoinformation already build the “Basis” for many Applications today, from Navigation in Automobiles, Regenerating Energy Sources, Online Digital Mapping on Handys to Map Services in Internet, Interactive Location Based Systems etc.

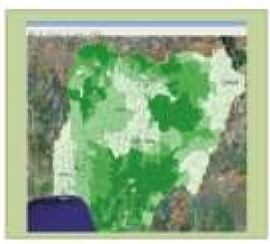
Todays' Geoinformation Status

❖ Portals Management :

Geodatas are made easily accessible through Geo-Portals. These Portals are capable to rendering GeoServices and Functions. All made Online…easy to use, flexible and integreable with existing Geodatas. The Nigeria Geospatial network is working on a GeoPortal Project for the Nigerian Community.

❖ Google Map/Earth Visualization

GeoVisualisation has brought a new dimension to Geoinformation. Google Earth , MS Virtual Earth , NASA WorldWind, Yahoo Maps have all enhanced the power of GeoNavigation.



Current Problems

GIS Portal is no Solution today, why? Because Users now want to integrate their own information. Users now need Services for Geo-Applications for
-- Positioning Entrepreneurs' Information (customizable APIs)
-- Improve Business Processes/Transactions
-- Integration Based Geoinformation

GeoDataInfrastructure
OpenSourceNetwork
OnlineGeoServices
???

Future Geoinformation Services

❖ KML/GML Project in Nigeria

The Nigeria Geospatial Network will launch a campaign for “KML/GML Project” in Nigeria. GeoExperts are urged to learn how to generate KML Files and subsequent import into Google Earth.

❖ Server-Based GIS Functions

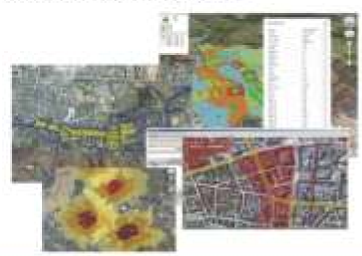
GIS Functionality should be made accessible over the Internet. Services such as Web Mapping Services (WMS), Web Feature Service (WFS) and Web Coverage Service (WCS) among others will constitute major GeoServices deployed for use by

❖ Open Source Database

The Open Source Database will ameliorate the accessibility of Spatial Datas. The Nigeria PostgreSQL/PostGIS User group has been launched by the Nigeria Geospatial Network in order to

❖ Marketing and Sales

Almost 80% of a Company's Data are spatially inclined. Integrating Market-Information with Geodata is the core of GeoMarketing. Not depending on Intuition or Subjective know-how, Geomarketing uses the power of Spatial-Analysis to make optimal Decisions, gain Customers, strategize Company's



The Nigeria Geospatial Network (NGN)

The Nigeria Geospatial Network (NGN) is an Online Geospatial Community / Network for Nigeria. The NGN integrates all Nigeria's Geo-Experts together and uses the dynamic power of Spatial-Technology in sustaining our environment. Established since 2007, The NGN raises awareness and provides adequate Geospatial Information to strengthen The Nigeria Geospatial Industry and support the Synergy and cooperation within the Nigeria Geospatial Sector.

To Join The First Online Geospatial Network in Nigeria. Please sign on at: http://www.eldigitals.ning.com
The NGN welcomes you as we bring “Geospatial Development” in Nigeria to Reality

NGN

RIMA foundation FQT group Photography

A cross section of attendees

A cross section of attendees

A cross section of attendees

Refreshment @ RIMA foundation FQT.

A presentation on entrepreneurial Development @ the FQT

A cross section of participants

Interactive section @ RIMA foundation FQT.

A cross section of participants

A cross section of Corporate representative at the FQT

Five Cost-Effective Ways to Enable Fast Recovery

If you experience data or system loss, how quickly can you recover and get back to business? Not all your business data and systems are created equalsome mission-critical systems, such as mail or transaction servers, severely impact operations for every minute of downtime. Your data protection solution should allow you to deploy flexible strategies for recovering data with different business impacts. Today there are a variety of options that can help you rapidly recover from a data or system loss, and save you from spending days or weeks and potentially losing thousands of dollar strying to restore business operations.

This paper reviews options for a multifaceted recovery strategy, ensuring that your key systems are protected with maximum efficiency at minimal cost.

Introduction

Data protection is about more than backup. It is also about the ability to recover data in the event of loss, and to get back to business without delay. Recovering a single file may be quick and easy, but recovering your key systems after a site disaster could take weeks. A loss of a transaction server may demand a faster return to operations (and higher recovery cost) than the loss of an employee's desktop. Nightly backups of a file server may be adequate for routine data but inadequate for an e-commerce application server running multiple transactions every couple of minutes. Using a one-size-fits-all approach to recovering data under these various circumstances may leave you with unacceptable trade-offs. Instead, look for a data protection solution that provides a broad range of recovery solutions to ensure the most rapid return to operations and minimize data loss under each recovery scenario your company may face.

1. Implement Online Backup and Recovery

Many organizations use tape-based methods to protect data. A typical backup scheme using tape consists of a periodic full backup supplemented with daily incremental backups. Once backups have completed, backup tapes are moved to an offsite location either by internal employees or a tape vaulting service vendor. While this seems like a simple solution, it introduces a number of risks **including security, operational cost, data loss and lengthy recovery times.** Moving to a disk-based backup solution, such as EVault Software or SaaS (Software-as-a-Service), eliminates those risks.

If rapid recovery time is important, online disk-to-disk backup and recovery enables dramatic improvements over traditional methods. Backups execute automatically once scheduled, there are no manual steps. Recovering a single file or even an entire directory can be accomplished in minutes, requiring just a few mouse-clicks. Compare that to a tape-based system: It can easily take hours or a day or more to restore even a small amount of data.

An online backup and recovery process also enables techniques that cost-effectively shorten recovery times. These include replication, integration of data and system backups, real-time protection, and recovery to a remote site. The remainder of this paper describes the ways you can implement these techniques to achieve recovery times far shorter than with tape, and significantly faster than with basic online backup and recovery alone.

2. Use replication to keep backup data onsite and offsite

While the case for storing data offsite is overwhelming, and essential for proper disaster recovery planning, there's a compelling reason to keep a copy of backup data at your main office locations: You can dramatically speed the recovery process for failures that involve sizeable amounts of data. To benefit from this, select a solution that allows you to replicate the data you back up offsite to an additional destination at your onsite location. By creating backups both offsite and locally, your data is safeguarded from a complete site disaster and you have immediate access to the complete data set for rapid recovery via your LAN.

3. Use "real time" protection of mission-critical servers

You may have some systems that are not adequately protected by nightly backups. E-commerce application servers and email servers are examples of highly transactional systems in which data is constantly changing. Consider a solution that provides near-real-time protection of mission-critical systems as well as nightly backups for more static ones. This ensures that you minimize potential data loss. And if you choose a solution that backs up to a local storage device, as described above, you get the added benefit of rapid local recovery at LAN speeds.

4. Integrate system and data protection

While data protection is important, system protection with rapid restores may be even more critical. What happens if an entire system goes down? What steps must you take to get the system back to working order? And when you do get it back up and running, how do you get the protected data back on it? Improving the performance of a complete system restore is another essential tool for minimizing downtime. In a typical system failure scenario, you need to:

- obtain a replacement server
- install or update the operating environment
- install the application
- restore the data from your backup

An ideal solution automates this rebuilding effort, eliminates most of these steps, and guides you through a complete system and data restore to the same system, a new system, or a virtual environment. This gives you maximum flexibility when you need it. Consider a solution that allows a restore of everything from one backup, including the operating system, applications and even the data in a single pass. With this capability you eliminate complexity and streamline backup management.

5. Prepare for a disaster with remote site backup and recovery

What happens if you suffer a regional or site-wide disaster? How quickly can you recover your critical systems? Unless you have made prior arrangements for a recovery site, you are likely to suffer an extended loss of operations that could threaten your organization's survival. Large companies typically create redundant data centers or hot sites that enable almost instantaneous recovery after a disaster. However, these types of solutions are costly and thus impractical for many cost-conscious organizations or small- to mid-sized businesses. If your company lacks the budget or staff to implement a hot site, an alternative is to lease collocation space in a data center and maintain hardware for use in a disaster. However, while these types of solutions are cost-effective, they pose some challenges. Your staff would be required to travel to the collocation site to perform a restore. After a disaster, your staff may not be able to reach this location as they may be busy relocating their families or otherwise constrained. In addition, best practices recommend that your staff travel to the facility and perform a comprehensive test before disaster strikes to ensure the strategy works as planned. Many organizations fail to do this because other, more strategic tasks get it in the way.

Finally, you need to document every step in the recovery process. Performing some or all of these steps may be overwhelming.

Consider an alternative solution that is in the middle. An ideal solution provides a comprehensive service including:

- A 24-hour guaranteed return to operations
- A team of experts that walk you through the process
- Access to state-of-the art facilities to host your systems
- A thorough DR test and plan you can reference
- Use of the facility for as long as you need to rebuild your primary site

This type of service is cost-effective: No capital infrastructure expenditures are required. And it is easy: Someone else takes care of the details in your time of need.

How to Choose the Right Solution for Your Business

Whether some or all of these techniques are appropriate for your organization depends on the criticality of your IT systems, your tolerance for risk, your regulatory environment, and your resources. A simple perspective suggests that the more frequent the transactions in a system especially when that data is important to your business the more critical that data is to safeguard.

Start with a thorough assessment of your systems' relative importance to your organization. This gives you the basis for a "tiered recovery" strategy, in which you assign the shortest recovery requirement to the most critical systems and data. Work with an established data protection vendor that offers an integrated product-and-service mix to help you achieve your tiered recovery requirements. That mix should include comprehensive recovery options, disaster recovery planning, offsite backup, and local and remote recovery options. You will then have a solution that gets your business up and running quickly no matter what the nature or scope of data loss.

i365 Data Protection Solutions

i365 EVault Data Protection solutions address the complexity of explosive data growth while solving regulatory compliance, disaster recovery, and protection for local and remote offices. Incorporating DeltaPro™ technology, patented Quick File Scanning, and patent-pending Adaptive Compression technologies, i365 EVault Data Protection solutions provide efficient backup and recovery across a broad range of operating systems and applications. A portfolio of products and services address a comprehensive range of recovery requirements for data and mission critical systems, enabling tiered recovery management:

Evault Replication | Many to One enables the creation of satellite data vaults for faster backup and recovery in remote and branch offices. These local vaults replicate back to a base vault at headquarters for additional disaster recovery. Choose the EVault Express Recovery Appliance for pre-configured storage appliance that serves the same purpose.

EVault System Restore helps you restore a failed system in minutes. It integrates the backup of your system, applications and data, and lets you restore them all in one pass, saving you the hours or days otherwise required to build new systems. Restore to similar hardware, dissimilar hardware, or virtual environments.

EVault's Remote Disaster Recovery is a hosted service that helps you quickly recover your critical data after a disaster, and remotely access it in a secure virtual environment. You get state-of-the-art technology and a team of experts that walks you through the entire recovery process.

These solutions address different needs for file, application, server and site recovery, and offer customers the choice of attached, virtual, onsite or remote solutions with the flexibility to choose, Software as a Service (SaaS) or a managed service deployment.

Source from

i365 EVault data protection solutions, please visit our website at http://www.i365.com/data-backups/index.html or call 877-901-DATA (3282).

Information Technology Governance

Information Technology Governance, IT Governance or ICT (Information & Communications Technology) Governance, is a subset discipline of Corporate Governance focused on information technology (IT) systems and their performance and risk management. The rising interest in IT governance is partly due to compliance initiatives, for instance Sarbanes-Oxley in the USA and Basel II in Europe, as well as the acknowledgment that IT projects can easily get out of control and profoundly affect the performance of an organization.

A characteristic theme of IT governance discussions is that the IT capability can no longer be a black box. The traditional involvement of board-level executives in IT issues was to defer all key decisions to the company's IT professionals. IT governance implies a system in which all stakeholders, including the board, internal customers, and in particular departments such as finance, have the necessary input into the decision making process. This prevents IT from independently making and later being held solely responsible for poor decisions. It also prevents critical users from later finding that the system does not behave or perform as expected, as explained in the Harvard Business Review article by R. Nolan:

A board needs to understand the overall architecture of its company's IT applications portfolio ... The board must ensure that management knows what information resources are out there, what condition they are in, and what role they play in generating revenue

Background

The discipline of information technology governance derives from corporate governance and deals primarily with the connection between business focus and IT management of an organization. It highlights the importance of IT related matters in contemporary organizations and states that strategic IT decisions should be owned by the corporate board, rather than by the chief information officer or other IT managers.

The primary goals for information technology governance are to:

· Assure that the investments in IT generate business value,

- Mitigate the risks that are associated with IT. This can be done by implementing an organizational structure with well-defined roles for the responsibility of information, business processes, applications, infrastructure, etc.

Relationship to other IT disciplines
IT governance is supported by disciplines such as:
- Business Service Management
- Business Technology Optimization
- Enterprise architecture
- Data governance
- IT asset management
- IT portfolio management
- IT security assessment
- IT service management
- Project governance
- Project management and Program management in the enterprise IT context (including software engineering where appropriate

Governance is used to describe the processes for deciding how money should be spent. It includes prioritisation and justification of investments. It includes controls on spending such as budgets and authorisation levels.
Governance is used to describe many different aspects of IT change.

At the low level, it is sometimes used to describe project management and control. More often it is used to describe the management and controls of a portfolio of projects. It is used to make sure that IT change processes comply with regulatory requirements. Sometimes it covers the deployment of IT staff. Governance aligns IT change and expenditure to business change and expenditure.

Governance is also used to describe the management and control of IT services. Service Level Agreements (SLAs) are used to define levels of service that are acceptable to business, and then used as a basis for monitoring services. Governance makes sure that day-to-day problem fixing and support are aligned to business needs.

Rather than argue which is the correct definition of governance, look at the similarities. In every case, governance involves a mix of the following:
- Control of the work.
- Co-ordination between different pieces of work.
- Measurement of outcome.
- Compliance with internal policy or regulation.
- Justification of spending.
- Accountability and transparency.
- Connecting with the needs of customers, the broader organisation, and other stakeholders.

Corporate Governance vs. IT Governance
Corporate governance is the set of processes, customs, policies, laws, management practices and institutions affecting the way an entity is controlled and managed. It incorporates all the relationships among the many stakeholders involved and aims to organise them to meet the goals of the organisation in the most effective and efficient manner possible.

An effective corporate governance strategy allows an organisation to manage all aspects of its business in order to meet its objectives.
Information technology governance, however, is a subset discipline of Corporate Governance. Although it is sometimes mistaken as a field of study on its own, IT Governance is actually a part of the overall Corporate Governance Strategy of an organisation

Corporate Governance
The field of Corporate Governance is a multi-faceted subject that includes several fields of study. These fields include areas such as:
1. Accountability and fiduciary duty. These advocate the implementation of guidelines and mechanisms to ensure management acts in good faith and that the public organisation is protected from wrongdoing or fraud.
2. Economic efficiency view. This involves how the corporate governance system intends to optimise results, and meet its objectives.
3. Strategic efficiency view. This involves public policy objectives that are not directly measurable in economic terms such as alleviation of poverty, access to markets, income stabilisation, health care and job creation. These are issues that are the main focus of most public sector institutions and are not readily measured in economic terms.
4. Stakeholder view. This area of study focuses more attention and accountability on other stakeholders such as citizens, employees, businesses and other levels of government (i.e. provincial, municipal or local authorities).

IT Governance
IT Governance focuses specifically on information technology systems, their performance and risk management.
The primary goals of IT Governance are to assure that the investments in IT generate business value, and to mitigate the risks that are associated with IT. This can be done by implementing an organisational structure with well-defined roles for the responsibility of information, business processes, applications and infrastructure.

IT governance should be viewed as how IT creates value that fits into the overall Corporate Governance Strategy of the organisation, and never be seen as a discipline on its own. In taking this approach, all stakeholders would be required to participate in the decision making process. This creates a shared acceptance of responsibility for critical systems and ensures that IT related decisions are made and driven by the business and not vice versa.

Why IT Governance is Necessary
IT governance is needed to ensure that the investments in IT generate value-reward-and mitigate IT-associated risks, avoiding failure.
IT is central to organisational success effective and efficient delivery of services and goods especially when the IT is designed to bring about change in an organisation. This change process, commonly referred to as "business transformation," is now the prime enabler of new business models both in the private and public sectors. Business transformation offers many rewards, but it also has the potential for many risks, which may disrupt operations and have unintended consequences. The dilemma becomes how to balance risk and rewards when using IT to enable organisational change.

IT Governance Best Practices
Despite efforts of the software industry to identify and adopt best practices in the development of IT projects, there is still a high rate of failure and missed objectives. Most IT projects do not meet the organisation's objectives See summary of survey carried out by the Standish Group.

A key best practice is implementing an organisational structure, including an effective governance framework, with well-defined roles and responsibilities for IT stakeholders including IS auditors. Such a framework ensures that IT investments are aligned and delivered in accordance with corporate objectives and strategies; without this framework, IT projects are more susceptible to failure. But many organisations fail to consider the importance of IT governance. They take on IT projects without fully understanding what the organisation's requirements are for the project and how this project links to the organisation's objectives.

Identifying organisational objectives for IT is another key best practice for IT governance. Historically, senior managers saw IT projects from the limited perspective of input and output objectives. This inefficient and ineffective perspective stemmed directly from these managers' lack of technical experience to deal with the complexity of such projects. In addition, these managers were unjustly blamed for the vast inefficiencies caused by the organisation's failure to integrate the objectives of IT projects with the overall objectives of the organisation.

To be successful an organisation should consider all of the following factors, which lead to best practices: high-level framework, independent assurance, performance management reporting, resource management, risk management, strategic alignment, and value delivery:

High-level framework including defining leadership, processes, roles and responsibilities, information requirements, and organisational structures ensures the IT investment is aligned with the overall strategies of the organisation, maximising the application of available IT opportunities.

Independent assurance, in the form of internal or external audits (or reviews), can provide timely feedback about compliance of IT with the organisation's policies, standards, procedures, and overall objectives. These audits must be performed in an unbiased and objective manner, so that managers are provided with a fair assessment of the IT project being audited.

Resource management, through regular assessments, ensures that IT has sufficient, competent, and efficient resources to meet the organisation's demands.
Risk management embedded in the responsibilities of the organisation, ensures that the organisation and IT regularly assess and report IT-related risks and organisational impact.

Column

Exposures of any problems are followed up, with special attention paid to any potential negative effects on the overall objectives of the organisation.

Strategic alignment a shared understanding between the organisation's management and the IT department, enables the board and senior management to understand strategic IT issues.

IT strategy demonstrates the organisation's technology insights and capabilities and ensures that the IT investment is aligned with the overall strategies of the organisation, maximising the use of available IT opportunities.
Value delivery demonstrates the benefits that can be achieved from each IT investment. Such investment should always provide value to the organisation and be driven by the needs of the investing entity.

Performance management reporting, including accurate, timely, and relevant portfolio, programme, and IT project reports to senior management, provides a thorough review of the progress being made towards the identified objectives of the IT project. Through this review, the organisation can assess IT performance in terms of which deliverables have been obtained, and what shortfalls need to be addressed. Performance metrics is a good way to get some of the data needed for performance.

Tokunbo Smith
Managing Consultant (T & Y Consult)

Jokes

IF MICROSOFT WAS THE FIRST TO PUBLISH BOOKS:

1. Before you can open the cover of your new book, you must obtain a book activation code by phoning Microsoft.
2. Sorry, only one person may ever read your book.
3. It's full of spelling mistakes and typos.
4. When you're reading your book, the type can mysteriously disappear.
5. Libraries, which are for sharing books, are illegal.
6. You must acknowledge you have read and understood the Book License Agreement Hype (BLAH) before you can read your book.
7. Microsoft has the right to enter your premises to conduct book inspections to make sure your book is being read in accordance with the BLAH.
8. The Book Users' Group General Alliance (BUGGA) calculates that the annual loss of revenues to Microsoft arising from BLAH violations in 2001 was $10.97 billion.
9. There are two versions of your book - the "Standard" and the "Pro" versions. In the standard version, those pages containing the most useful information have been stuck together.
10. At random times the letters your book may suddenly scramble for no apparent reason. Simply give the book a good kicking - this is called rebooting.

THE PROGRAMMER ON THE SEA

Once a programmer drowned in the sea.

Many Marines where at that time on the beach, but the programmer was shouting "F1 F1" and nobody understood it.

GIVE A MAN A FISH

Teach him how to fish and you have fed him for life…

Give a Nigerian guy a fish and you feed him for a day.
Teach him to use the Internet, and he won't bother you for weeks!

QUESTION & ANSWERS

Question: Definition of an upgrade?
Answer: Take old bugs out, put new ones in

Question: What do computers eat when they get hungry?
Answer: Chips.

Question: How is the new iMac like a woman?
Answer: Neither one will take a 3 1/2 inch floppy and they both like a big hard drive.

Question: How do you keep a programmer in the shower all day?
Answer: Give him a bottle of shampoo which says "lather, rinse, repeat."

Question: Why all Pascal programmers ask to live in Atlantis?
Answer: Because it is below C level.

Question: What's the difference between Windows 95 and a virus?
Answer: A virus does something.

Question: Why is software like sex?
Answer: For everyone who pays for it, there are hundreds getting it for free.

Personality Profile

aiim Professionals Member

Mr. Oyedokun A. Oyewole Founder of the Records and Information Management Awareness Foundation (RIMA Foundation), a computer professional with over twelve (12) years of experience in the IT and Oil/Gas industry. His professional career has seen him through Swenig System Nigeria, a Swedish company that specializes in information security, sales and support of Dr. Solomon Anti-Virus toolkit, where he worked as the Head of the Computer department with technical support functions. In 1998, he moved to Chevron Nigeria Limited, where he works as an Information Analyst in the Technical Information Services unit. He is a member of Network and system professionals Association (USA), Member of Association for Information and Image Management (AIIM), Computer Professional Registration of Nigeria, and Professional member of the International Association of Business Communicators (IABC). He is still waxing stronger to steer the ship of RIMA Foundation. He has won several awards locally and internationally.

Mr. Oyedokun, a respected information management practitioner, publisher of Information Management World Magazine (IM World Magazine), and Executive Producer of Information Management World (Television) he lives with his wife, Juliana Abiola Oyedokun, in Lagos Nigeria, West Africa. He is also the Managing Director of Wolexdok Micro-processor (www.wolexdok.com) where he brings to bear interdisciplinary skills in information management, information technology, information security, archives and records management.

Professional Experience/Qualification:

Employer's Name: Swenig Systems Nigeria Ltd.(Subsidiary of QA Information, AB Jafalla, Sweden)
Rank/Status: Head of Computer Department
Date Employed: October 1996 September 1998.

Employer's Name: Wolexdok Micro-processor (IT Support & Data Specialist)
Rank/Status: MD/CEO
Date Employed: 1998 To date

Employer's Name: RIMA Foundation
Rank/Status: President
Date Employed: 2005 To date

Employer's Name: Chevron Nigeria Limited.
Rank/Status: Information Tech.
Date Employed: October 1998 March 2006
Employer's Name: Chevron Nigeria Limited.
Rank/Status: Information Management Coordinator
Date Employed: March 2006 To date.

Education Qualification:

First School Leaving Certificate, Junior Secondary School, Senior Secondary Certificate Examination, (S.S.C.E.), General Certificate Examination (G.C.E.), Diploma in Computer Studies, Ordinary National Diploma in Computer Science (O.N.D), Certificate in Electronic Data Processing (E.D.P.), Higher National Certificate in Information Technology (H.N.C) , Bachelor of Science in Information Technology (Bsc.) DFTY9 , Master of Science Computer Information System (MSc.), Bachelor of Science in Computer Science (BSc.), Specialist Certificate, AIIM Electronic Records Management, Master Certificate, AIIM Electronic Records Management Specialist.

Markets Place

Data Management Companies

Company name: Vialect Inc
Address: 1435 Tecumseh Rd East Windsor, Ontario N8W 1C2
Tel: 519-258-2555
Toll free: 877-842-5328 (US and Canada)
Fax: 519-258-3563
Email: information@vialect.com
Website: www.vialect.com

VIALECT RELEASES NOODLE!

Vialect, a leading provider of business collaboration & social-networking software, announced today the release of **Noodle**. **Noodle**, formerly known as IntraNet, is now the flagship product of Vialect.

Use your Noodle!
"The name change is a result of product evolution" says founder Tim Dorey. "Companies are using our product for much more than just an Intranet. Wikis and Blogs are being created, and with the latest version, Social Networks can now be built inside **Noodle**."

What's your corporate wisdom?
One of the most exciting new features added is the *Corporate Wisdom* feature. Many collaboration and intranet projects fail due to inactivity. This inactivity is the result of outdated information, hard to use tools and employees not being encouraged to review and contribute to the overall success of the project. **Noodle** solves this problem by monitoring the *Corporate Wisdom* of each employee.

Corporate Wisdom is calculated by the total amount of items an employee reviews and the total amount of items the employee creates. These numbers are then added together and compared to the total site content to produce that user's *Corporate Wisdom* "rating". *Corporate Wisdom* also fluctuates as new content is added to the site.

Find people with expertise
Also new with **Noodle** is the enhanced *People* section that displays the names and photos of all site members. This page has four different views so users can sort people based on group, expertise, status update and wisdom level.

What are you working on?
Another new enhancement is the social-networking feature, *What are you working on?*. Each user can update their status and notify coworkers what they are currently working on. These updates can then be shared with fellow team members to facilitate corporate unity.

Deployment Options
Noodle is available in both an online service (SaaS) or a local software installation. **Noodle** can be installed on both Windows and Linux, and supports Microsoft SQL, Oracle and PostgreSQL databases. Free demos are available from the Vialect website.

Vialect will be launching **Noodle** at the KMworld & Intranets Conference in San Jose, California on September 23. Demonstrations of the new Corporate Social-Networking features will be presented at Booth 234 at the show. For more information, or a trial version of Noodle, visit www.vialect.com

About Vialect
Vialect's mission is to help corporations improve productivity and achieve business objectives using social-networking tools. Our software creates a network based on participation, where users are the driving force. The product offers a suite of collaborative applications that are quick to setup, easy to use and extremely cost effective. Vialect's wiki-centric software is designed for any organization that wants to accelerate team communications, better enable knowledge sharing, foster collaboration, and build online communities.

To find out more or create a free 30-day trial of **Noodle** visit www.vialect.com

Company name: Phoenix Technologies Ltd
Address: 915 Murphy Ranch Road Milpitas, CA 95035
Tel: 1-408-570-1000
Toll Free: 1-800-677-7305
Fax: 1-408-570-1001
Email: Haley.Couch@beinsync.com
Website: www.beinsync.com

About the Company
Phoenix Technologies builds world-class core systems software platforms, tools and applications that take full advantage of our history of expertise at the core of digital devices, to enable the broadest set of users a more simple, trusted and reliable experience.
Phoenix is dedicated to providing superior core systems software and platform software products for specifiers of connected digital devices. Phoenix enables OEM and ODM customers to differentiate and create value for their end users by dramatically improving the manageability, reliability and usability of their products. Phoenix's latest advancements in core systems software have led to the creation of a wide range of products that address the PC industry need for radically simplified and trusted computing.
Founded in 1979, Phoenix Technologies core systems software helped launch the PC industry more than 20 years ago. Today, we have extended this leadership beyond the PC to a wide range of platforms and other digital devices. Approximately 400 employees around the globe join in Phoenix's continual commitment to redefining core systems software and leveraging a history of expertise at the core of all digital devices to deliver the world's best core systems software products. Headquartered in Milpitas, California, Phoenix is traded on the Nasdaq National Market under the symbol **PTEC**.

Products
BeInSync offers powerful data solutions for individuals, professionals and businesses. These solutions allow users to have their data where and when they need it, by providing integrated online backup, PC synchronization, secure file sharing and remote file access. So, rather than install and run many different applications or run dedicated servers BeInSync gives you a one-stop solution that's simple, secure and affordable

Businesses
Designed for businesses who would like to deploy and centrally manage the BeInSync solution for multiple employees.

Professionals
Designed for individual mobile professionals who'd like to use BeInSync to protect their documents, sync their home, office and notebook computers, and work together with partners or colleagues

Training

Visual Studio Live (VSLive)
7-10 December 2008
Dallas

RIMA Foundation Quarterly Training Program on Records & Information Management
Date: 17 January 2009)
Venue: Lagos
Admission: Free (Strictly by registration)

RIMA Foundation Quarterly Training Program on Records & Information Management
Date: 7 March, 2009
Venue: Lagos
Admission: Free (Strictly by registration)

AIIM ECM/ERM Master Certificate Training Programme
(Practitioner, Specialist, Master) Certificate
Date: 24 - 27 March, 2009
Venue: Lagos.

RIMA Foundation Quarterly Training Program on Records & Information Management
Date: 6 June, 2009
Venue: Lagos
Admission: Free (Strictly by registration)

AIIM ECM/ERM Master Certificate Training Programme
(Practitioner, Specialist, Master) Certificate
Date: 24 - 27 March, 2009
Venue: Lagos

Storage Expo 2009
Date: 14th 15th October 2009
Venue: Olympia, London

McAfee 2009 Worldwide
Sales Kickoff –
Date: January 19-22,
Venue: The Hyatt Regency Hote, Atlanta, Georgia USA.

Business Continuity Expo
25-26 March 2009
Excel London
(www.businesscontinuityexpo.co.uk)

Infosecurity 2009
28 - 30 April, 2009
Earls Court, London

Rational Software
Development Conference 2009 Venue: Orlando, Florida Date: 31 May to 4 June, 2009.

AIIM Roadshow 2009
Edinburgh - Jun 1st
Leeds - Jun 2nd
Birmingham - Jun 3rd
Bristol - Jun 4th
London - Jun 5th

Records & Information Management Awareness Workshop & Exposition
28 August 2009
Sheraton Hotels, Ikeja Lagos

Records & Information Management Awards (RIMA Awards)
29 August 2009
Sheraton Hotels, Ikeja Lagos

Information Management Training

AIIM is the community that provides education, research, and best practices to help organizations find, control, and optimize their information.
For over 60 years, AIIM has been the leading non-profit organization focused on helping users to understand the challenges associated with managing documents, content, records, and business processes. AIIM was founded in 1943 as the National Microfilm Association and later became the Association for Information and Image Management.

Today, AIIM is international in scope, independent, and implementation-focused. As the industry's intermediary, AIIM represents the entire industry - including users, suppliers, and the channel.

As a neutral and unbiased source of information, AIIM serves the needs of its members and the industry through the following activities.

Market Education
AIIM provides events and information services that help users specify, select, and deploy ECM solutions to solve organizational problems.
· **Infonomics Magazine** (previously AIIM E-DOC Magazine) - AIIM's bi-monthly publication for over 37,000 subscribers. Each issue contains intelligent articles, case studies, thought-provoking columns, and lessons-learned.

- **User Guides** - Thousands of office walls have been plastered with these graphic illustrations on ECM, Records Management, Compliance, Email Management, and more.
- **AIIM Wednesday Webinars** - Provide education on the key issues and trends affecting the industry and typically attract over 500 registrants per session.
- **Focus On...** - Provide studies and white papers, articles and research studies focused on Compliance, Financial Services and Healthcare industry, Energy/Utilities, and Government.

Professional Development
AIIM provides an educational roadmap for the industry.
· **Certificate Training Programs** - Our industry leading Certificate Training Programs include enterprise content management (ECM), electronic records management (ERM), business process management (BPM), information organization & access (IOA/Search), enterprise 2.0 (E2.0), and email management (EMM). Courses are available via the web or classroom.

- **AIIM Expo and Conference** - The leading industry event for Enterprise Content & Document Management, which encompasses all the technologies that are used to capture, manage, share, and store documents and digital content.
- ECM Solutions Seminar - General and vertically focused educational seminars held in 20 cities throughout the U.S. and Canada, help educate professionals with information on the latest industry trends, key business drivers, case study examples, solutions, and more.
- IM Expo - The major educational event for the ECM industry, held in five or six locations each year across the United Kingdom.
- Info Ireland - A two-day educational event held annually in Dublin Ireland.

Peer Networking
AIIM creates opportunities that allow, users, suppliers, consultants, and the channel to engage and connect with one another - through chapters, networking groups, programs, partnerships, and the Web.
· AIIM Chapters - A network of 39 chapters in North America providing educational and networking opportunities at the local level for AIIM members.

- Communities- groups of members and constituents that form or become their own communities. .

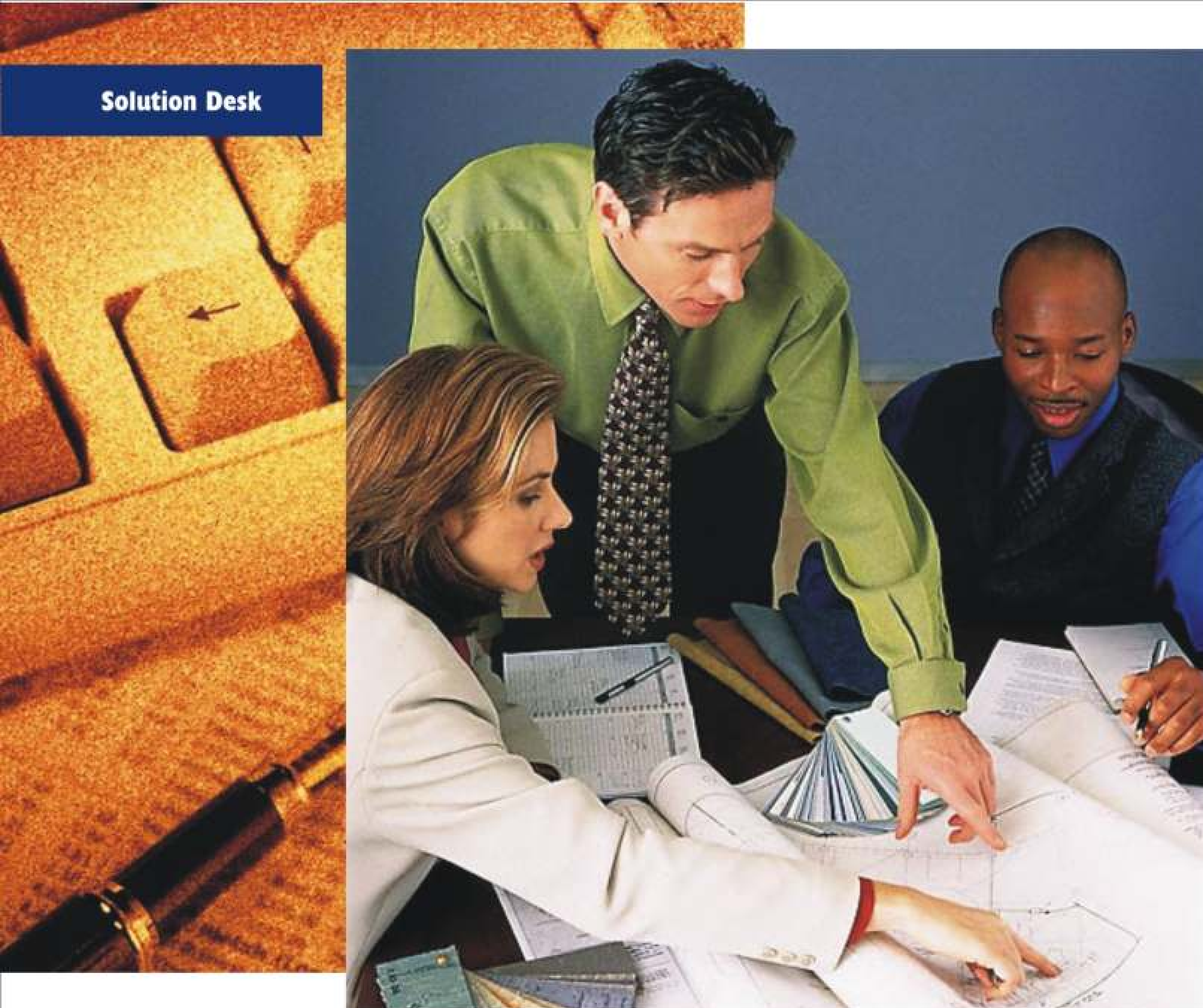
Industry Advocacy
AIIM acts as the voice of the ECM industry in key standards organizations, with the media, and with government decision-makers.
· Market Intelligence - Industry research reports provide intelligent information about user trends and perceptions several times a year.

- AIIM Standards - AIIM is an ANSI (American National Standards Institute) accredited standards development organization. AIIM also holds the Secretariat for the ISO (International Organization for Standardization) committee focused on Information Management Compliance issues, TC171.

Membership
Through year-round support, AIIM offers several types of membership to suit your needs. Select the one that's best for you, and become a recognized leader in the ECM industry. Increase visibility for you company, develop standards for the industry, get industry information and research, and network with industry professionals and peers.

· Professional Membership (for people using ECM products and services) Education, industry research, toolkits, awards, committees, and discounts.

- Trade and Advisory Trade Membership (for suppliers of ECM products and services) Comprehensive market exposure and increased visibility for your company, products, and services.
- Document Management Service Provider Membership (for VARs, VADs, systems integrators, and consultants) Specialized training and education, company visibility, annual forum, and networking.



QUESTION:

Is let possible to have a paperless environment ?
by Hakeem A. Adeniran
BHAKOAD COMPUTER LIMITED

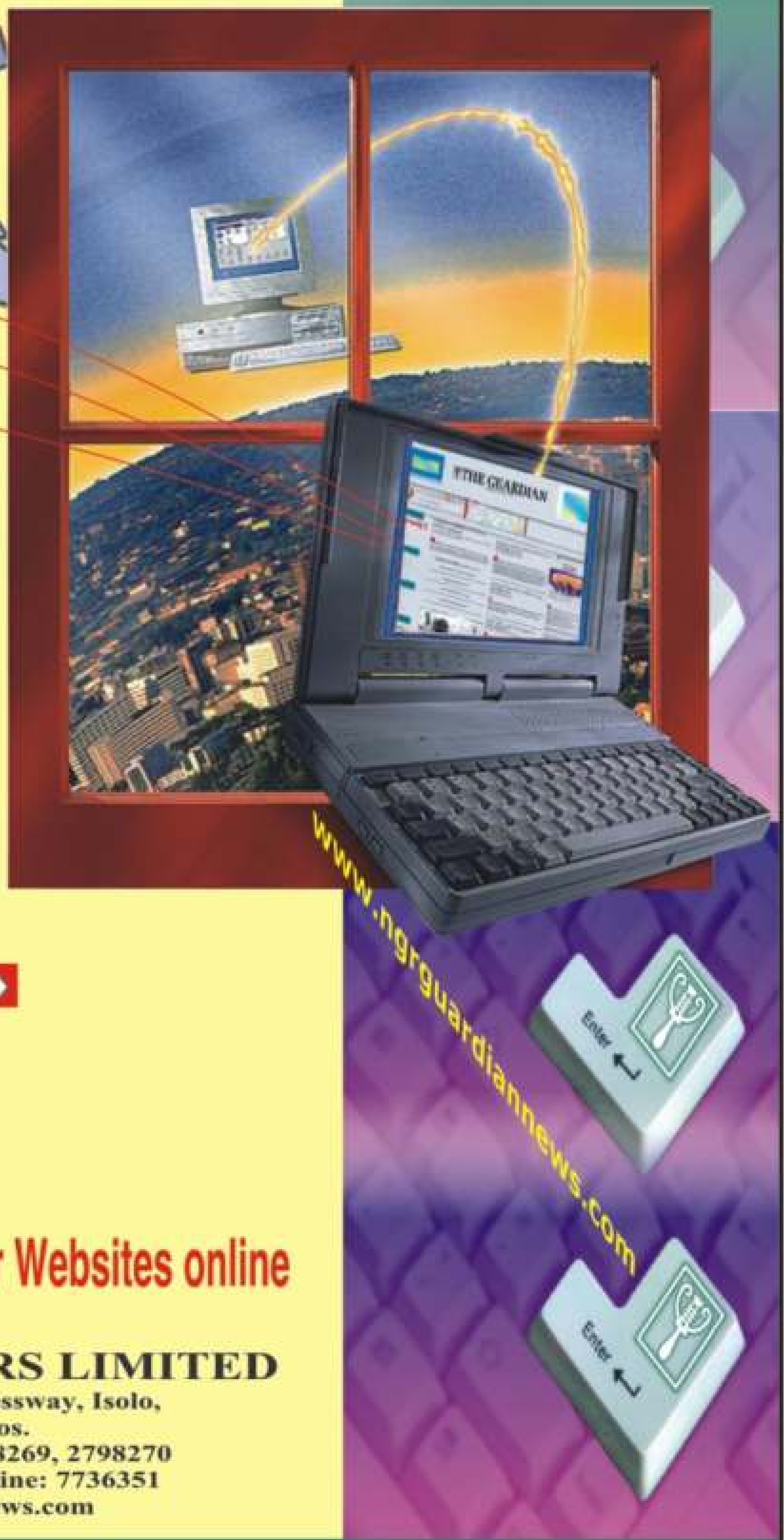
Answer

No it is not possible to have a paperless environment but it can be reduced to the barest minimum.

Post any information/content/record/document/security related question(s) for an expert to resolve for you and your organisation, Send email to: info@rimaw.org

And the world keeps coming...

In Decemer 2008
Total Hits : over 15 million
Total Visits : over 1 million
Total Pages : over 3 million
worldwide



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