Document Change Management

By Deepak Massand

Legal and corporate governance processes all have one thing in common: They generate large volumes of documents. Teams of professionals must produce most of these documents. The teams may be in multiple locations, and the members may have diverse responsibilities and skills. All of them must provide their input in a timely way, often influenced by one another's contributions. Someone must pull all of the input together to complete the document under strict deadline pressure. And there frequently are multiple approval steps; final approval cannot be given until all input is provided, comments considered, and several round of changes made and signed off on.

In other words, the success of the team generating the document depends on the ability of its members to collaborate quickly and effectively. The burden of all this administrative give and take is enormous.

To people in highly regulated industries like pharmaceuticals, public utilities, financial services or the legal profession, none of this is new. But the issue of collaboration is more visible now that the pressure to document compliance with complex regulations has been extended across all industries by way of Sarbanes-Oxley. Now it's everyone's problem. One corporate counsel recently reported he now puts in 75 to 100 hours a week on Sarbanes-Oxley compliance issues alone. And DCM SOX is only one of several initiatives

E-mail, Instant Messaging and Voice-mail

The Evolving Role of Electronic Communications in Litigation

By Christopher Kruse

Electronic communication has been a productivity boon in nearly every industry. E-mail, voice-mail, and the latest favorite, instant messaging (IM), enable workers to communicate at the pace and level of interaction they need. Unfortunately, the more digital messages workers exchange, the more risk companies face from electronic information that could prove damaging during litigation.

The Sarbanes-Oxley Act requires auditors to retain all records relevant to an audit or review, and this includes "workpapers, documents that form the basis of an audit or review, memoranda, correspondence, communications, other documents, and records (including electronic records)." This clearly includes e-mail, and failure to properly maintain these records can result in jail time.

But language such as "data compilation" and "electronic records" includes more than just e-mail. Relevant electronic records can also include data in databases, accounting, and calendaring systems. While the courts are not yet clear on some of the finer points, this may also include electronic data stored by instant messaging (IM) systems and new digitally-based voice-mail systems. IM is of particular concern because according to the "2004 Workplace E-Mail and Instant Messaging Survey Summary" published by AMA/ePolicyInstitute Research, only 11% of organizations employ IM gateway/management software to monitor, purge, retain, and otherwise control IM risks and use." The survey report also concludes that with 31% of employees using IM, and 78% of users downloading IM software from the Internet, 89% of organizations are vulnerable to a growing array of IM-related legal, compliance, productivity, and security threats.

The mere fact that this electronic data can be stored indefinitely, and in the case of Sarbanes-Oxley must be kept for 7 years, means it will increasingly be a target of discovery. Companies must understand the issues with these media and be prepared for possible litigation.

Elec. Communications

E-MAIL

Was e-mail the turning point for the U.S. Department of Justice (DOJ) antitrust trial against Microsoft? Many believe so. The e-mail exchanges between Bill Gates and other Microsoft executives revealed far more than Gates would admit to on the stand and supported the DOJ position that Microsoft was violating antitrust laws. The fact that the e-mails were old and Gates claimed he could not remember them served only to raise questions about his credibility. As a result, the trial became a hot topic in many corporate boardrooms. Many executives realized they knew little about the information lurking in their own e-mail archives or how this information could impact possible litigation.

Today, litigators certainly recognize the importance of e-mail. Rule 34 of the Federal Rules of Civil Procedure now recognizes that "data compilations" are discoverable. This has been broadly interpreted to permit discovery of raw computer data, archived data, and data stored on backup media. As a result of this broad interpretation, the pervasiveness of e-mail makes it an easy target for discovery. In "How Much Information? 2003," researchers at the School of Information Management and Systems at the University of California at Berkeley, estimated that 31 billion person-to-person e-mails were sent each day in 2002, and that number is expected to increase to 60 billion per day by 2006.

Many companies have responded to the challenge of e-mail as a potential discovery target by instituting rules governing security, control, archiving, compliance, and even the content of e-mails. Software vendors such as Veritas with its KVS business

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unit or EMC with its Legato business unit offer solutions for e-mail control, archiving and compliance.

INSTANT MESSAGING

Created in 1996, instant messaging enables computer users connected to the Internet to send typed messages back and forth instantly. Unlike e-mail, which can take several seconds or minutes to arrive, and then must be opened and replied to, IM messages arrive almost instantly, are automatically displayed, and are replied to simply by typing. Ongoing exchanges take on the air of a conversation, and the pace is limited only by the speed of typing. Most IM programs also have a "chat" feature that allows three or more people to "converse."

Once a tool limited to computer experts, teenagers, and college students, IM has become an essential business tool. According to the Radicati Group, IM is used in 85% of all enterprises in North America (www.radicati.com), and according to "How Much Information? 2003," IM programs create a staggering five billion messages a day (750GB), or 274 terabytes a year. Forrester predicts instant message traffic will surpass e-mail traffic by 2006 (www.forrester.com).

The ramifications for electronic discovery are powerful. IM is often brought into companies without the knowledge of the IT department, and there are often no policies regarding its use. According to Nucleus Research, only 18% of Fortune 500 companies sanction IM use, but actual usage is likely much higher. According to Nemertes Research (www.nemertes.com), as much as 74% of all corporate IM use is initiated by employees without the sanction of corporate IT. Most companies that allow IM use lack security, control, archiving and compliance systems. Unfortunately, the seeming privacy of the exchanges creates an atmosphere of informality, even intimacy, which can encourage users to be more outspoken and reveal more information than is appropriate in typical business communications. As with e-mail, a record of such communication could prove very damaging to a company.

Using PowerPoint to Make Winning Presentations

By Sarita Livit

Successful and interesting presentations are a challenge, but they are not impossible to achieve. They require a lot of planning and forethought, but the rewards (an educated, entertained, persuaded and engaged audience) make it well worth the effort. One of the most effective and powerful tools available for effective presentations is Microsoft's PowerPoint. Presentations created with PowerPoint can be eye catching and creative. You can use the program's built-in features to inject colors, graphics, animations, tables/charts and photographs to appeal to your audience's visual senses. By enhancing your presentations with music and sound effects you can engage your auditory senses as well.

APPLICATION AND USES

There are many practical uses for PowerPoint presentations:

PowerPoint, and the Office 2003 suite, provides you with tools needed to create captivating and winning multi-media presentations. Take PowerPoint into the courtroom with you. According to Microsoft, 85% of visual evidence is retained by jurors;

- Training (in-class, or virtually over the corporate intranet and public Internet);
- Visual and audio support for your speech or case (adding impact and visual "proof" of your points);
- Sales presentations (tradeshows, self-running kiosks and Internet based presentations);

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- Social or casual functions. PowerPoint can be used to create photo albums or entertaining presentations that incorporate animations or even movies; and
- Package your presentation for the road (and distribution) by copying it onto a CD.

USING TEMPLATES

A slide presentation is basically made up of title slides and the general slides. You can use title slides as the very first slide in the presentation as well as a slide which transition from one point (or section) to another. The general slides contain the details, facts or bulleted lists of the key points of the topic you are presenting. PowerPoint comes with a set of pre-designed templates that you can use to get started. Even if you don't use any of the templates, and just start typing in the text for your slides, you are using a default template. By selecting a pre-designed template and applying the template to "All Slides" each slide in your presentation will have the same design and same formatting. Let's say that you created a presentation earlier (or received a presentation from someone else) and you really like the format and styles that were used, well, you can use that same design again. Rather than "copy" the template (which would also bring in everything from the presentation, text included), you can use the Browse option from the Slide Design menu and choose the presentation from there (select the .pot, .ppt, or .pps file that has the desired template). By using the browse feature, you are only using the design or format of the template. If you save your presentation as a template file (*.pot), you will have quicker access to it in the future because PowerPoint will add it to the Slide Design view under the "Available for Use" section.

WORKING WITH MASTERS

Slide masters are a tremendous timesaver. When working and making changes to the slide masters, you make the change just once (rather than on each individual slide) and the changes are incorporated on each slide based on the elements or attributes that master contains. For example, let's say you want to change the position and font size of the titles for all of your slides. Make them left justified instead of centered. Have them really stand out, and make the text bold. Instead of making this change numerous times on each slide, make them just once to the slide master.

How does this work? The masters contain and reflect all the style and formatting attributes used in the design template you've created or applied. These attributes include font and paragraph styles; the position of your titles, text, and footers on the slide; the color scheme; and the background design. There are actually two masters because every template has one general set of styles for your slides (Slide Master), and a variation on those styles for your title slide, or slides (Title Master) in the presentation.

The slide master and title master for the design template are in the background, hidden from normal view. (You can access them in the master view. Click on View, Master, Slide Master in the menu.) The title master exists to give you the ability to have additional design options for the title slides to make them unique from the general slides. They are by the default the first slide in the presentation, but as mentioned they can also be used through the presentation to transition from one idea or section to another. One thing to note, any formatting changes you make to the slide master, are also reflected in the title master because there is a connection between the text styles. The title and first level of body text on the slide master is connected to the title and subtitle text on the title master. You may want to first modify the slide master and set its elements before modifying the title master's elements. By making your changes in this order, you help to preserve the changes on the title master.

If your presentation has multiple design templates, then you can simplify the process of controlling and managing them by using multiple masters.

OTHER FEATURES

Grab your audience's attention with a host of features that help add punch and visual impact to your presentations. You can add color, sound, animation, photographs, charts and tables and even movies to help capture your audience's attention and to help drive home your point. Imagine the impact of a sudden burst of music or animation strategically placed to command your audience's

Elec. Communications

According to "Instant Messaging: What You Can't See Can Hurt You (In Court)" (www.technolawyer.com), the IM server (the computer that sets up the communication between the two users' computers) does not log instant messages. If the users don't configure their programs to log the conversation, then the exchange is similar to a telephone conversation during which nothing is recorded. However, if the users log their conversation or a hard copy or electronic record of the conversation is otherwise created, a smoking gun may be created without the corporation's knowledge. In regulated industries such as financial services, particularly those dealing with securities matters, where archiving IM conversations is prescribed by regulation, the ability to circumvent record keeping can be dangerous.

The FDIC recently issued a warning on the risks associated with the use of IM in the 5,300 banks and financial institutions it regulates. The warning applied to both official and unofficial IM use in the workplace. According to *PC World*, self-regulatory organizations, such as the New York Stock Exchange, already explicitly ask that members archive IM conversations.

IM also presents the IT department with a challenge: how to protect the intellectual property of the company if information can be sent without any means to track it. IM could become the tool of choice to evade the policies regulating the use of e-mail.

As an "electronic record" of business communication, IM likely falls under the Sarbanes-Oxley guidelines, where penalties for destroying documents in an effort to keep them from an official proceeding run as high as 20 years in prison. IM is already being included in some discovery requests. According to the AMA/ePolicyInstitute Research study "2004 Workplace E-Mail and Instant Messaging Survey Summary," 21% of employers have had employee e-mail and IM subpoenaed in the course of a lawsuit or regulatory investigation, more than double the amount reported in 2001. Yet only 6% of organizations archive business IM records and only 35% have an e-mail retention policy.

VOICE-MAIL

While voice-mail has been around a long time, it is usually thought to have little value in litigation. With most voice-mail systems, messages are quickly deleted, and copies of the deleted messages are not saved. Even when messages are saved, they may be of little help to litigators who lack the resources to spend hours listening to messages in the hopes of finding some tidbit of evidentiary value. However, in "EDD: Calling All Voice-mail," published on the Legal Technology section of Law.com (www.law.com), Steven C. Bennett provides a compelling argument that voice-mail may soon become as discoverable as e-mail.

According to Bennett, new voice-mail systems store messages as digital files that can be easily forwarded to multiple parties or sent via e-mail as attachments. Voice-mail archiving technologies have advanced and now include the ability to add metadata, such as a date and time stamp, sender and recipient information, and the response to the voice-mail (deleted, forwarded, saved). This additional information makes voice-mail far easier to access and search. Finally, new voice-recognition and transcription technologies, combined with new mass storage capabilities, may ultimately make voice-mail nearly as easy to store and search as e-mail.

CONCLUSION

Specific requirements — according to industry or business activity — regarding the applicability of IM and voice-mail to discovery requests remain to be defined by the courts. However, e-mail burst onto the electronic evidence scene as a damaging smoking gun when savvy litigators started treating it as a valuable source of evidence. IM and voice-mail are likely to have their own breakthroughs when a previously unaware company suddenly experiences the uncomfortable reality of confronting an IM or voice-mail smoking gun. IM may be even more potentially dangerous than e-mail because it currently exists outside of corporate control in many companies — with individual users bringing it into the workplace without the knowledge or approval of their IT department. Smart companies will stay ahead of the curve by implementing corporate IM and voice-mail usage and compliance policies that will likely save them money and embarrassment sometime in the future.

*[**Editor's Note:** Law Journal Newsletters has a new publication devoted to electronic evidence issue, including the use of e-mail and IMs as evidence. Go to www.ljnonline.com/alm?edisc for more — try the 14-day free trial.]*

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DCM

that have focused attention on the growing burden of compliance.

There have been times when the mounting costs of administrative processes such as these could be passed along to clients, but that is no longer the case for law firms. Firms are sharply aware of cost of complex, time-consuming document authoring, review and approval processes, and the management of the audit trails these processes create. With continuing downward pressure on fees and margins on services, firms must get help from technology to control these costs.

Technology offers immediate help in two critical areas:

- Document Change Management; and
- The management of collaboration.

A conventional word processing package is part of every lawyer's desktop. A system like Word or WordPerfect includes "change tracking" functionality that allows an individual editing a document to see changes that have been made, who made the changes and in what context. Once a document passes through several people's hands, however, the "redlined" version becomes increasingly difficult to decipher. Generally, on the way to a final draft, many versions of a document will be created, with each reviewer incorporating his or her own changes. The document's owner

Technology Safety Nets

Implementing Technology to Ensure Business Continuity and Safeguard Client Confidence

By Stova Wong

Protecting essential business information in the event of a terrorist attack or other unexpected threat is a priority that tops most business agendas today — not just in the legal industry but across all business sectors. The uncertainties that exist in this precarious security environment are forcing technology executive to develop innovative approaches to protecting systems and data to ensure that their business can not only continue in the event of a wide-scale disruption, but also thrive.

At Paul, Hastings, Janofsky & Walker, LLP, our answer to this overriding business concern is our proprietary information management and protection solution.

This technology provides rapid recovery of critical client data in the event of catastrophic loss, ensuring business continuance and boosting the firm's credibility with clients. In addition, off-line "snapshots" of production databases have dramatically improved month-end accounting processes, which have boosted billing productivity and responsiveness to client needs.

Paul Hastings operates through an international network of fifteen offices with more than 1000 attorneys providing legal advice in corporate, real estate and employment law, litigation and

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tax. All financial-related client information is managed centrally by the firm's Elite accounting system located in the Los Angeles headquarters facility. Clients, which include many of the world's largest enterprises, demand assurance that their confidential information is protected. In addition, the accounting system is integrated with other business applications such as new case entry and billing.

To ensure data protection, we have implemented a coast-to-coast data replication solution utilizing two mirrored EMC Symmetrix storage area networks (SANs) — one in Los Angeles and one in New York City. Data replication is achieved using EMC's Symmetrix Remote Data Facility (SRDF), which performs full replication of the firm's databases from LA to New York every 4 hours. The New York system provides 100% business continuance for all accounting records. It is configured to fail back to Los Angeles in the event that a full system recovery is necessary, or assume full operations in New York should the L.A. facility suffer a catastrophic loss.

In addition to this full data replication, we also use EMC TimeFinder software to automatically create business continuance volumes (BCVs) — virtual copies of the production databases — on the Symmetrix systems in both L.A. and New York. The BCVs provide rapid recovery for up to five days worth of data. In the legal industry, the application of coast-to-coast data replication is a unique and innovative approach to achieving business continuance.

Initially, the primary focus of the solution was to provide business continuance. But by taking advantage of BCVs, we have also been able to streamline month-end closing of our books, reducing downtime of the accounting system by 50%. The BCVs have also helped reduce the time for report generation by 50% and enable non-disruptive backup and testing.

We have exceeded our original goals for business continuance and have established a new benchmark for protection of client data in the legal industry.

In our initial assessment of business needs, we determined that an acceptable point of recovery was one day's worth of data to ensure minimal disruption and cost to the business.

Following deployment and tuning of the business continuance solution, the firm has been able to close the point of recovery to just 4 hours without a significant increase in cost.

The business continuance solution has allowed us to improve our credibility with clients. Today's businesses demand more from a law firm and they expect outside legal counsel to apply the most advanced means to protect their information. The business continuance solution has more than met this important criterion for doing business.

The use of BCVs to streamline month-end processing was an unanticipated benefit of the solution. Under its former process, we shut down our accounting system for 5 days to close the books at the end of each month. Because the accounting system is linked to other applications, including new case entry and billing, downtime of the accounting system had a negative impact on the rest of the business. For example, since all new cases must be validated against existing client accounts to avoid potential conflicts of interest, the firm could not respond promptly to new client requests during the period of downtime. In addition, attorneys could not enter billable hours in a timely manner without access to the accounting system for proper codes and records.

By using BCVs as part of the month-end process, we have been able to reduce by half the time needed to take the accounting system off-line. The result has benefited the entire firm. The accountants now have the freedom to perform additional checks and balances, as well as generate reports, with no negative impact on the live accounting system. In addition, disruption to the billing process is minimized, improving cash flow. And, most important, clients can be served more promptly and efficiently.

The use of BCVs has also accelerated report generation by 50% as a result of off-loading processing from the production system. We can use BCVs to test upgrades before they are applied to the production system to improve deployment time and reduce errors. And even after upgrades are performed, if an error occurs, the entire database can be recovered in a matter of minutes from a back-up BCV.

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will face the challenge of reviewing all of these versions, evaluating each suggested change, and manually cutting and pasting them into the "official" version — a laborious and time-consuming process.

Newer "document change management tools" enable side-by-side comparison of one version a document with another, but they are not all equally accurate in recognizing and highlighting changes, especially in highly formatted documents with tables. The economics of being able to accept changes automatically — to see what changes have been made, evaluate them and accept or reject them one by one instead of just viewing the redlines and inserting the changes manually — are compelling.

A trend among law firms is toward increased handling of documents in the Adobe PDF format. Being able to convert PDFs to MS-Word for document comparison and redlining (something that can't be done with PDFs directly) and then back to PDF is a feature of the latest tools, along with the ability to edit documents in the PDF format.

Document Change Management technology addresses the mechanics of authoring and editing. A separate current in technology is toward changing the nature of collaboration between the professionals responsible for the content of critical legal documents.

Collaboration, as most lawyers and executives know it, is a linear, sequential process. A document is drafted, and then it passes from reviewer to reviewer, and each individual creates a new version adding his or her additions, corrections and critiques. The document's "owner" must take all of these drafts, merge the changes into the original and produce a fresh new draft. But of course, that is not the end of the

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process. Now the senior stakeholders must review the new version to weigh in on each other's changes. And so it goes until the team reaches consensus.

But new technology, taking inspiration from the knowledge management discipline and confronting the collaboration problem head-on, provides a software environment in which a document can be managed through a lengthy life cycle, involving many participants assigned very specific roles in contributing, commenting, editing and approving the final version.

The document's owner assigns rights to these participants and defines the workflow to complete the document. Potentially, everyone can see the contributions the other participants make, in real time, and comment on those contributions as they view them. The implications of this approach are potentially huge: This technology takes an enormously time-consuming and expensive linear process and turns it into a much more cost-effective, synchronous, real-time collaboration.

There actually is no precedent for synchronous collaboration in the legal process. Real-time collaboration could fundamentally change the economics of a key process in the business of law firms and corporate governance/regulatory compliance functions.

This general value proposition for synchronous collaboration is being refined and adapted to specific compliance processes. Sarbanes-Oxley compliance, for example, involves not only high volumes of complex documentation but also very detailed process auditing. Novel collaboration technology provides a workspace for teams to collaborate in real time. Instead of passing around successive drafts of a complex, redlined document for changes and approvals, they view all participants' contributions and suggestions in real time. The changes are stored in a database that allows them to be displayed and commented on, as they are made, in context. And all of these changes are captured in a detailed audit trail specifically designed for Sarbanes-Oxley compliance.

A practical solution must address other specific issues:

- **Access control:** Access to documents and changes is subject to specific password authorization, and

every document has an owner who controls access and which changes are accepted. ONLY users "invited" to work on a specific document may be authorized to view or suggest changes to all or specific parts of the document; and may be allowed to view changes made by others.
- **Security:** Documents are stored on secure servers with 3 layers of security and do not travel as attachments. Users go to the document in a secure workspace instead of the current e-mail methodology.
- **Database reference to changes:** The system compares any two versions of a document or all versions of a specific paragraph by individual user or all users and identifies all changes, which reviewers made them and when.
- **Audit:** A simple report provides the complete history of changes and approvals for every document in one view.
- **Workflow:** Every critical process can be laid out step by step, including all authoring, review and approval steps, so the process can be followed, and audited, every time.

Implementation of real-time, synchronous collaboration will enable law firms provide better service at lower cost through:

- Accelerated negotiations and drafting with real-time collaboration on a single, "live" document;
- Prevention of errors and misunderstandings by capturing changes and comments of all editors;
- Increased attorney productivity by reviewing all comments side-by-side on a live document, rather than sorting through multiple red-line e-mail attachments and marked-up copies of outdated versions; and
- Increased profitability and improved quality of work by getting the best people's input and allowing them to do the same with other intellectual resources.

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NextClient.com: The Future for Law Firm Web sites!

By Alan Pearlman

During the American Bar Association GP/Solo Section meeting in Beverly Hills this past October, I happened to be talking to a colleague who was busy on his laptop. When I asked him what he was working on, he told me he was in the process of updating his Web site. I knew he was not a "techie" by any stretch so I became intrigued. I asked him how he was able to work on his Web site at all, let alone make updates while away from the office. He then showed me a solution he found that allowed him to choose and launch a custom Web site in minutes, and then update it from anywhere he could connect to the Internet.

This solution comes from NextClient.com, a company that recently released **Custom WebExpress**, a unique product that allows you to instantly launch and manage a custom law firm Web site and includes practice-specific articles that feed directly into your Web site every week.

After returning from the meeting, I went to www.nextclient.com and discovered that Custom WebExpress offers about 100 or so Web site designs, all ready to launch to the World Wide Web. The interesting twist is that when you select and deploy your design choice, the system automatically removes that design from the online catalog. This means that no other lawyer can use the design you selected, unlike many of the template-based Web site solutions out there.

SELECTING A CUSTOM WEBEXPRESS DESIGN

My colleague had also explained that he purchased his Web site instantly online all on his own and suggested that I do the same. However, when I combed through the online catalog, I had a difficult time selecting a final design for my Web site. Although the catalog displayed a wide variety of design styles, I was looking for something with images that conveyed "family unity" and "togetherness." I contacted NextClient and asked them about further customizing one of their designs for my very specific needs. A company representative suggested that I go ahead and select a design from their library with a suitable basic layout and then their design department would change the graphic images for me. They said that many of the lawyers using Custom WebExpress further customize and personalize their design choice by adding a staff photo or even a firm logo.

So I selected a design, immediately deployed it, and started adding my firm's information. Within a few days, the design team at NextClient made the changes I requested including the addition of a small Flash component to the home page. What I ended up with was a truly customized Web site that I can control and manage at anytime, all for a fraction of the price other Web site companies have quoted me. You can see the results at www.alanpearlmanltd.com.

MANAGING YOUR CUSTOM WEBEXPRESS SITE

The benefit of the NextClient Custom WebExpress product goes beyond the ability to launch a custom Web site in a matter of minutes. What I really like is the control I have over my Web site without relying on a Web designer or knowing any HTML. I simply log on with my user name and password and manage my site via the intuitive interface that is as easy to use as the word processor on my computer. Once I am satisfied with the pages I created or edited, I click on the "Publish to Web" button and instantly, my live site is updated.

The flexibility of the system allows me to accomplish everything I would want to with my site, including adding images, creating external links, uploading pdf documents or other files, and creating and managing sub-pages.

INSTANT WEB SITES THAT ARE 'CUSTOM'

The bottom line is that NextClient has created a Web site solution that blends the simplicity and control of a template-based Web site with the sophisticated, high-impact look of more expensive custom-designed sites.

One advantage a template-based system offers is that Web sites are deployable instantly and on demand. The main disadvantage is that they generally look amateurish at best because, dynamic elements you can change, such as your firm name, can only be displayed in HTML text that limits the design's flexibility. Alternatively, if you hire a designer to create a custom site, dynamic elements are not necessary because the designer will create a static graphic image that optimally displays the name on your site. The problem here is that a custom Web site designer can charge thousands of dollars in up-front fees to create this for you.

NextClient has solved this problem by developing a method of dynamically generating graphics so you don't end up with the "template look." When you deploy a Custom WebExpress site and enter your firm's name, the system automatically generates a graphic image and posts it on your new site. Furthermore, because the site you selected is removed from the online catalog, it seems like your "instant site" was custom created just for your firm.

ABOUT THE CONTENT

Like most lawyers, I need to spend most of my time performing billable tasks. However, this does not negate the need to keep my Web site updated with fresh information. Another way NextClient helps me is by including practice-specific content on my site that updates every week with newsletter articles my clients can understand and appreciate, and believe it or not, is included as part of the basic $99-a-month Custom WebExpress product. In fact, they also include hosting and 15 e-mail accounts as part of my service.

IN CLOSING

Well, as you can tell, I have become a fan of this product and believe NextClient's Custom WebExpress offers lawyers a lot of value. So go to www.nextclient.com for more details, and if you contact them at 1-800-410-NEXT, you can get a free sample Web site personalized for your firm to evaluate for up to 30 days with no obligation. I highly recommend NextClient and without a doubt believe that you and your firm will be more than just a little satisfied with the results you obtain with your new Web site from NextClient!

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Powerpoint

waning attention. Or the effectiveness of using charts to graphically illustrates your point that profits are down, and costs are skyrocketing.

Save your presentation as a Web page (*Tip:* First save your presentation as a PowerPoint document so that you can easily edit it later if you need to). This option allows you to save your slideshow in a format suitable for a Web page.

As mentioned earlier, you can take your presentation and all of its supporting files and package it all onto a CD (you can also include other files which don't directly relate to the slide, *ie*, handouts). This makes your presentation portable and viewable on any computer, even if the viewing computer does not have PowerPoint

or, does not have the same version of PowerPoint. After all, you do want your audience to be able to see all of those great features you used in your presentation. Add a microphone to your computer, and you can include a narration to your presentation. You can also save your presentation to a folder on your network, so that it can be viewed or worked on by others.

POWERPOINT ADD-ONS

There are a variety of add-on products available on the web to enhance your PowerPoint presentations. A quick search on Google, or any variety of search engines should yield some interesting results. In addition, Microsoft provides a free add-on program for PowerPoint 2003, called Producer 2003. This add-on feature offers an array of tools that make it easy to create, edit, synchronize, and publish rich-media presentations that can

be viewed anytime in a browser. Producer provides you with some really powerful tools to turn your presentations into memorable productions.

Despite the fact that I began this article by listing all of the features available to add a little pop to your presentation, please remember more is not always better. The features you incorporate should enhance your presentation, not overwhelm it. If you want to incorporate animation, stick to a single element or two. Another tip: don't forget run through your presentation as a "viewer" instead of the presenter. If you can find a couple of volunteers to take it for a test drive, even better.

Implementing some of the features in PowerPoint will help allow you to say goodbye to boring presentations.

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Safety Nets

Recovering 100% of business data in just four hours would not be possible without highly advanced information technology. It is the combination of high-capacity, high-performance networked storage systems and sophisticated data replication software that allows data from Los Angeles to be fully replicated in New York. In addition, it is this same technology that provides automated failback should a recovery be necessary. As a result, this technology provides Paul Hastings with a remote recovery site that is an exact mirror of the primary site and is able to assume full operations with minimal disruption to the business.

Many factors must be considered in a comprehensive business continuance solution, including both the technology and the human resources required to continue operations. In a disaster scenario, for example, it may

be very difficult to bring people into a recovery site that is too close to the primary site. As we saw on 9/11, the impact can span great distances beyond the actual disaster site. Therefore, it was very important to Paul Hastings that a recovery site be far removed from the primary site.

In addition, the cost of building a site is a major consideration. With existing offices and network links in New York City, it was a practical business decision for Paul Hastings to choose New York as the recovery site.

In addition, the experience of employing data replication and BCVs for the accounting system provides the foundation for expanding the firm's information management and protection solution to include other applications, such as its document management system. Documents are one of the most important assets in a law firm and the current solution is providing a basis for expanding SRDF and TimeFinder functions to document management for Paul Hastings.

The solution has been welcomed by users in the accounting, as well as by attorneys and other personnel who must interface with the accounting system. The reduction in downtime has enabled these users to stay productive and serve clients needs, while allowing accounting personnel to conduct their operations completely and accurately. Management has also been very pleased with the added value gained from the solution.

When determining what level of resources to put into a business continuity solution like this, it comes down to a question of what the cost would be of *not* having business continuance. What would the cost be to your business if you were shut down for 2 or 3 weeks while the system was re-built? For a firm like Paul Hastings, it would cost millions of dollars in revenue — and the loss in client confidence. The cost is simply a requirement for doing business in the 21st century.

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