



ÆGIS e-journal

Addressing threats that affect your bottom line

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This month's features:

• **Special Announcement**

- 1. Due Diligence — Avoiding social unrest in new oil producers**
- 2. OPSEC, Economic Espionage, and Competitive Intelligence — Learning to take candy from babies**
- 3. Executive Protection — Rescue whistles**
- 4. Technical Issues — GSM bands, and why you care**
- 5. Real Stories from the Field — Is there a doctor in the house?**
- 6. Book and Product Reviews — SpinRite 6.0**
- 7. Free-Subscription/Unsubscription/Copyright Information**

**L Burke Files will be speaking at OffshoreAlert's 3rd annual
Due Diligence and Asset Recovery Symposium
13-15 October 2004, Coral Gables, Florida, USA
<http://www.offshorebusiness.com/DDARS/agenda.asp>**

1. Due Diligence — Avoiding social unrest in new oil producers

Most Americans are puzzled by the fact that oil-rich countries could be so poor. By all rational standards these countries should have excellent education, excellent health care, excellent infrastructure, and excellent manufacturing and trade, rather than being merely the spawning ground for hatred of the United States. The 911 Commission Report mentions five factors that usually seem to be involved, and which are causally different from social factors in other areas with more-normal economies.

- As oil wealth appears, an attempt is made to bypass the decades of development needed for a people to intellectually and psychologically modernize. Infrastructure is developed, and subsidized industry and social welfare programs are put in place, shoring up unprofitable ventures.
- Population expands as wealth increases.
- These programs create a sense of entitlement for the expanding population.
- When oil prices drop, entitlement programs become unsustainable, causing great resentment, especially when huge amounts of money went into the pockets of the country's rulers, their families, and their friends.
- There is a large, and increasing, cadre of young people (in Muslim countries this is generally only young men, as half the country's intellectual resources are isolated from the workforce), often well educated (albeit with no emotional or psychological connection to the modernized world), and increasingly cranky at having no reasonable expectation of ever having suitable or stable employment.

This is, historically, a recipe for social disaster.

Unfortunately, it is something that we in the West rarely observe until late in the game. It is also something we rarely get to observe unaffected by a host of other factors in normal economies, such as some dominant ethnic minority that dominates the economy. We now have, however, a natural laboratory in which to watch this process at work: A homogenous ethnic majority, widespread poverty, and a sudden influx of wealth to the country.

Equatorial Guinea is a tiny West-African nation, somewhat smaller than the state of Maryland, with a population of about half a million souls. The area is largely deforested, and the people are relatively poor. A democracy – we note that on 19 April 2002, “Human Rights Watch sounded an urgent alarm at today’s votes by the world’s highest human rights body, which chose one by one to ignore severe human rights violations in several countries on its agenda, such as Russia/Chechnya, Zimbabwe, and Equatorial Guinea.” – the current president (the general who overthrew his uncle in 1979) gets over 97% of the popular vote at election time!

Because of the U.S. stated desire to free itself from dependence on Middle Eastern petroleum sources, there has been a lot of exploration in many parts of the world. One that has paid off has been in Equatorial Guinea, where we found the perfect combination of proven (2002 figures) oil reserves of 563.5 million barrels (with estimated reserves of 1.1 billion barrels, and natural gas reserves of 20 million cubic meters) and relative un-sophistication. Whereas we understand that in most countries the government keeps 60 percent of the oil revenues, with the oil company taking 40 percent, rumor has it that in Equatorial Guinea the division is 16 percent for the government and 84 percent going to the oil companies. This is a great deal for the U.S. And while 16 percent is not as good a deal as 60 percent, it is still a lot of money for the ruling family.

At the moment, the Equatorial Guinean government is dealing with the issue of overly rapid population growth and infrastructure growth via the traditional African approach. They are keeping it all for the ruling family and their friends.

So far this looks like a win-win situation for everyone: The U.S. gets oil. Islamists aren’t angry because Islamic natural resources are being exploited. Local leaders get money. Citizens don’t face disappointment from unfulfilled social and economic expectations. But three bad things could happen.

The first is that the president of the country would decide to spend some of the money on the country itself. Now, we have had a long interest in Africa – family tradition says that this editor’s great-great-granduncle was a chief of the Zulu – and our gut feeling tells us that this isn’t going to happen. But if it did happen, it would create the same problems that we have seen in other suddenly rich countries, including the eventual likelihood of population increase, social unrest, and anti-American activity.

The second is that the population, or some competing leader, may try to overthrow the government. We deem this unlikely, as there doesn’t appear to

be either the funds or the political structure to go against the government. In any case, this would not really be bothersome for the West. While it might, for a time, disrupt the flow of oil, there are, at the moment, no leaders of stature in sub-Saharan Africa – actually anywhere in Africa – and whichever dictator took over would soon go back to business as usual. In this case, no matter what happened short-term, the status quo is likely to be maintained over the long haul by killing or jailing political dissidents, and there will be a low probability of social unrest and anti-American activity.

The third is that the country, like so many in Africa (and other places) will continue to be kept from globalization. There are a couple of downsides to this.

One is that it is simply unjust, and the role of the United States should be one of spreading justice, not encouraging injustice.

Another is that peoples condemned to poverty tend to be a breeding ground for people who resent the fact that others support bad governments. This resentment, combined with recognition that there is no future, tends, these days, to spill over into our world.

The combination of a desire for justice and the recognition that sub-Saharan Africa could become a problem area make this a particularly interesting case.

The ability to see and analyze, real time, the interaction of competing social and economic forces in Equatorial Guinea will provide a fascinating study for those concerned with the geopolitical implications of exploitation of natural resources, and the spread of globalization.

2. OPSEC, Economic Espionage, and Competitive Intelligence — Learning to take candy from babies

Learning how to identify and protect critical information – OPSEC – is difficult because it is not taught in business schools, it is not in the skill set of your consulting company, it is not in the experience base of the retired FBI, Secret Service, and Chiefs of Police that you hire as your heads of security, and because the number of companies like LUBRINCO that deal with OPSEC can be counted on the fingers of one hand.

Although material losses from economic espionage or competitive intelligence must be reported and discussed under Sarbanes Oxley, exposing the governance committee to real liability, awareness is so low that even the American Management Association said, in an e-mail to us, that that OPSEC was not a subject of interest to its client base. The end result is that, to the best of our knowledge, there is no American corporation with a senior

manager funded and charged with the identification and protection of critical information. This is great news for those in the business of gathering competitive intelligence (CI), in which there *is* great corporate interest!

The common belief in the CI trade is that over 90 percent of all information needed to gain a competitive advantage over your competitors can be freely obtained, with no excursions into the world of espionage. Ninety percent ain't bad in anybody's book, but you have to know how to do it. And once you know how, it is like taking candy from babies.

Learning about CI is easy. As an example, we recently got a flyer regarding a seminar on *Competitive Intelligence for Financial Services: Using Market Intelligence to Create Actionable Insight & Strategic Advantage*. The seminar is jointly sponsored by the *Institute for International Research* and the *Society for Competitive Intelligence Professionals*. Both of these are excellent groups, and the editors of *ÆGIS* have spoken at seminars of each.

We know many of the speakers, and they are very good. The topics include:

- Analyzing and Understanding Financial Data
- Competitive and Counterintelligence in an Age of Risk
- Converting Information Into Actionable Intelligence
- Creating the CI Program that Meets Your Organization's Current and Future Business Needs
- Early Warning Systems in Financial Services
- Eliciting the Information you Want and Need
- Enabling the Front Line in Creating Customer Value via Reciprocal
- How to Get the Most Out of Trade Show Intelligence
- How to Prove the Value of CI Through its Impact on the Bottom Line
- Pricing and Competitive Intelligence: When it Helps and When it Doesn't
- Profiling Financial Services Personalities for Competitive Advantage
- Smarter Research: Using 3M's Lessons in Internal CI to Create Better Profiles & Strategies within Your Financial Services Firm
- Technology focused Competitive Analysis – Why Specialize?
- The Changing Competitive Intelligence Needs of the Financial Service Industry

If you are interested in knowing what your competitors are doing, this conference will be held in New York City, from September 8th through the 10th. Information on the conference can be found at

<http://www.iirusa.com/cifs>. You should consider sending your staff to it: Getting your competitors' information will be like taking candy from a baby.

Of course, your competitors will also be going, and getting the information they need about *you* will also be like taking candy from a baby.

If you don't want your competitors and adversaries to have your information, call us to talk about implementing an OPSEC program.

3. Executive Protection — Rescue whistles

We have a preoccupation – some might call it a mild obsession – with being able to be found when something goes wrong. In the October 2003 AEGIS we discussed personal locator beacons, which allow you to alert Search and Rescue if something goes awry anywhere in the world. In some cases, however, a personal locator beacon is not the appropriate tool.

As an example, if you are going for a walk in Central Park it is unlikely that you will take a Personal Locator Beacon with you: Few are as paranoid, er, cautious, as we are, and even WE wouldn't take a PLB on a stroll in the park. In this case a simple whistle would be a better choice when you slip and sprain your ankle in an area where your cell phone doesn't work. Or imagine there is a fire, and you need to let people know where you are trapped. A whistle is a good choice.

Whistles work well in many situations because they create a high volume of sound and don't go hoarse. You, on the other hand, *will* go hoarse, and fairly quickly at that, if you are doing a lot of yelling.

In looking at whistles we discovered there were two tradeoffs that make it impossible to describe a single *best* whistle – other than saying the best whistle is the one you carry with you.

The first tradeoff is loudness versus size. On the one hand, we want whistles to be loud. However, it turns out that louder whistles tend to be bigger whistles, and most people won't carry a big whistle with them. It is better to own and carry a whistle that makes less sound than a louder whistle you always leave at home.

The second tradeoff is loudness versus breath. Loud whistles generally require more breath. If you are injured you will likely have less breath available to you. We discovered that if you give a whistle to your elderly

grandmother with respiratory problems she won't be able to make any sound. She also won't have enough hand strength to press a button on a cell phone, proving once again that ours is not a perfect world....

The bottom line is that, as with any emergency safety tool, the best one is the one you actually have with you when you need it!

We tested whistles from three manufacturers: All-Weather Safety Whistle Company, Fox 40, and ITW Nexus. All were plastic, so you don't have to worry about a metal whistle freezing and sticking to your mouth in the cold of winter.



ITW Nexus makes the most compact of the whistles we examined. Their Rescue Whistle measures 22 mm wide by 73 mm long, and is quite slim. This whistle meets or exceeds SOLAS 74 / 83 Chapter III, Regulation 32.1.6. It can either be used with a lanyard or attached via an integral belt clip.

All of the women we surveyed chose the ITW Nexus Rescue Whistle over the others offered in our study.

ITW Nexus

195 Algonquin Road

Des Plaines, IL 60016-6197

<http://www.itwnexus.com/catalog/index.php/dw/op/a/8/c/24/p/75?PHPSESSID=a3bea028e5485a7fba6c697078f09c76>

1-847-299-2222



The All-Weather Safety Whistle Company offers two whistles. These whistles are very loud: The manufacturer claims the Storm is the loudest whistle in the world, and that the WindStorm is the second loudest, and we see no reason to dispute this. They are also larger than the average whistle due to a harmonic chamber that boosts the sound (they are tuned to the particularly audible frequency of 3150 hertz) while making it easier to blow. The Storm measures 44 mm wide by 75 mm long and the WindStorm measures 43 mm wide by 64 mm long.

While the Storm was the first choice of rescue workers and protective personnel we polled (actually, some protective service people preferred the slightly smaller WindStorm), don't expect women to ever carry them, and don't expect most men to carry them on a daily basis.

All-Weather Safety Whistle Company
P.O. Box 8615
St. Louis, MO 63126-0615
<http://www.stormwhistles.com/> 1-314-436-3332



Fox 40 whistles are known worldwide, and if you are involved in sports these whistles are likely to be heard on the playing field. While Fox makes a variety of safety whistles, we particularly liked their classic whistle and believe it is a

good compromise between the compact ITW Nexus Rescue whistle on the one end, and the larger Storm and WindStorm whistles at the other.

This whistle was favored by most men to whom they were shown.

FOX 40 U.S.A. INC.

4600 Witmer Industrial Estate

Niagara Falls, New York 14305

1-716-298-1129

<http://www.fox40whistle.com/consumer/OrderProduct.aspx?ProductNo=104>

You cannot go wrong with any of these whistles, and one of them will be of a size that you will be willing to actually carry on a daily basis. Remember that any whistle that you have with you when you need it is better than a louder whistle sitting at home because it was too big to carry.

Each of these whistles sells for seven dollars or less, making them a safety bargain. With your company logo on them – you can do that – they would make great handouts to employees and clients.

4. Technical Issues —GSM bands, and why you care

For most of the world, GSM is the mobile phone protocol of choice. There are four frequency bands on which GSM works throughout the world, and different handsets use different combinations of frequencies. We care about this because in case of an emergency you may need to make a mobile call, and if you do not have all locally available frequencies on your mobile device you may not be able to make a call, even though there is a usable signal available.

More GSM history than you wanted to know...

In 1992, when GSM handsets became available, the only frequency used was 900 MHz. This was used in Europe and Asia. At this point, a worldphone was a single-band 900 MHz device

In 1993 the UK launched an 1800 MHz network, which meant that a worldphone was a 900/1800 MHz device.

In 1995 GSM was launched in the U.S, using 1900 MHz, which became the North American standard frequency, much the way 900 MHz was in most of the rest of the world. This meant that a worldphone was now a 900/1800/1900 device.

On 31 July 2001 the first GSM 850 (sometimes known as GSM 800) call was made, and soon a number of countries in the Western hemisphere

(Antigua & Barbuda, Argentina, Cayman Islands, Colombia, Dominica, Ecuador, Grenada, Montserrat, Panama, Paraguay, St Kitts & Nevis, St Lucia, St Vincent & The Grenadines, and most recently the United States) implemented 850 MHz. The addition of GSM 850 rendered 900/1800/1900 handsets obsolete as worldphones: Now you need 850/900/1800/1900.

900/1800 and 850/1900 frequency pairs

There are two frequency pairs: 900/1800 MHz and 850/1900 MHz. While some countries use only one frequency of the pair, in general both frequencies of the pair are likely to be used. This means that for the best coverage in any dual-frequency country you need a handset with both frequencies of the frequency pair. And if you go to a place where the second frequency pair is used you need a handset with both frequencies of *that* frequency pair. To get both frequency pairs you can either have two handsets, each of which have the appropriate frequency pair (some handsets throw in a third, totally useless, frequency for no valid reason), or a single handset that has both frequency pairs.

In practical terms, what does this mean to you?

- If you don't plan to go abroad, just get an 850/1900 MHz device in the U.S., or a 900/1800 device if you live in Eurasia or Australia. In Latin America, where all four frequencies are in use, get a handset with the frequency pair of the country in which you live.
- If you plan to travel abroad infrequently, or want to use a different SIM abroad than you do at home, get a second dual-band device with the frequency pair you don't have. If you travel infrequently, you can probably pick one up on E-bay for under \$30.
- If you travel abroad regularly and want to use the same SIM at home and abroad, get a quad-band device. If you live in one of those unusual areas with more than one frequency pair, get a quad-band device.

Tri-band handsets

Since there are so many in production, tri-band handsets deserve a special mention. The third band in tri-band handsets serve no valid purpose for any user, effectively rendering them obsolete. We suspect they are made because the manufacturers are trying to stretch out amortization of their tri-band chipsets. We recommend that nobody buy a tri-band device.

Our primary objections to the useless third band are twofold.

First – and least important – is that the development of a mobile terminal appears to be a zero-sum game: There is a fixed development budget, and everything comes out of it. It takes some marginal amount more of the constrained development resources to enable the third band, which means that the money is not being spent elsewhere, like eliminating software bugs. All this so you can have a band you don't need if you don't travel, and which you will replicate in a second dual- or tri-band handset if you do travel. In any case, the third band will never be of any legitimate use to you.

Second – and most important – is the safety issue of not being able to make an emergency call. The worst offenders are 850/1800/1900 MHz devices that lack GSM 900, and sold to unsophisticated North American users as “worldphones.” This is what you, as an international traveler, should expect if you imprudently go abroad with only a single 850/1800/1900 device:

With an 850/1800/1900 device **you should have access to all available signal in** Anguilla, Bahamas, Belize, Bermuda, Bolivia, Brazil (except in a few parts of the Amazon where they are putting in GSM 900), Canada, Chile, Colombia, Dominican Republic, Ecuador, Guam, Guatemala, Honduras, Mexico, Montserrat, Nicaragua, Panama, Paraguay, Peru, St Kitts and Nevis, Turks and Caicos Islands, and the United States.

With an 850/1800/1900 device **you should have access to a signal all but rarely in some odd places in** Argentina, Aruba, Barbados, Brazil, Dominica, El Salvador, the Cayman Islands, Grenada, Jamaica, the Netherlands Antilles, St Lucia, St Vincent and the Grenadines, and the United Kingdom.

With an 850/1800/1900 device **you should have widespread areas of no signal outside of large cities in** Afghanistan, Albania, Algeria, Australia, Austria, Bahrain, Belarus, Belgium, Benin, British Virgin Islands, Bulgaria, Congo (Democratic Republic of the), Cyprus, Czech Republic, Denmark, Estonia, Finland, France, French West Indies, Georgia, Germany, Greece, Hong Kong (China), Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Jersey, Kuwait, Laos, Latvia, Liechtenstein, Lithuania, Luxembourg, Macau (China), Malaysia, Malta, Mozambique, Namibia, Netherlands, Nigeria, Norway, Philippines, Poland, Portugal, Qatar, La Reunion, Romania, Russia, Rwanda, Serbia and Montenegro, Singapore, Slovakia, Slovenia, Somalia, South Africa, Spain, Sri Lanka, Sudan, Suriname, Sweden, Switzerland, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Turkey, Uganda, Ukraine, and Uzbekistan.

With an 850/1800/1900 device **you should have NO signal at all in** Andorra, Angola, Armenia, Azerbaijan, Bangladesh, Bhutan, Bosnia and Herzegovina, Botswana, Brunei Darussalam, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, China, Comoros, Congo, Cook Islands, Côte d'Ivoire, Croatia, Cuba, Djibouti, East Timor, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Faroe Islands, Fiji, French Polynesia, Antigua and Barbuda, Gabon, Gambia, Ghana, Gibraltar, Greenland, Guernsey, Guinea, Guinea Bissau, Guyana, Iran, Iraq, Isle of Man, Jordan, Kazakhstan, Kenya, Kiribati, Korea (North), Kyrgyzstan, Lebanon, Lesotho, Liberia, Libya, Macedonia, Madagascar, Malawi, Maldives, Mali, Mauritania, Mauritius, Micronesia, Moldova, Monaco, Mongolia, Morocco, Myanmar, Nepal, New Caledonia, New Zealand, Niger, Oman, Pakistan, Palestinian Territory, Papua New Guinea, São Tomé and Príncipe, Saudi Arabia, Senegal, Seychelles, Sierra Leone, Swaziland, Togo, Tonga, Tunisia, Turkmenistan, United Arab Emirates, Vanuatu, Venezuela, Vietnam, Yemen, Zambia, and Zimbabwe.

If users simply refuse to buy obsolete tri-band devices, this will quickly induce manufacturers to make sensible dual- and quad-band devices.

Do users recognize the importance of this? It appears so. As recently as last year, one major manufacturer of mobile devices was saying that the only place in the world that GSM 850 had been implemented was in the U.S. by Cingular. This in spite of the fact that GSM 850 had been implemented in Latin America and the Caribbean, and that AT&T Wireless had been announcing its impending arrival. At roughly the same time that NEC was introducing its quad-band model N515 (see the August 2000 *ÆGIS*), the more retrograde company was advising that users should buy two of their tri-band handsets in order to get the two band pairs. The result of this mindset? According to Gartner their global market share fell from 34.6% to 28.9% in 2003.

The Bottom Line

Get a dual-band device with both local frequencies if you don't travel. Get a second dual-band device if you do travel. Or get a quad-band device.

You should **not** buy a handset having GSM 1900 but lacking GSM 850 (or vice versa). By the same token, you should **not** buy a handset having GSM 1800 but lacking GSM 900 (or vice versa).

If you don't have the bands you need (think tri-band), expect at some point to be unable to make calls when you need to do so (think emergency).

5. Real Stories from the Field — Is there a doctor in the house?

R.J. told the sheriff that he, R.J., was a union rep, and that the union he represented was looking for some good Republican officeholders to support.

The sheriff found this pitch irresistible, and R.J. was soon part of the sheriff's inner circle of friends and supporters. R.J. delivered some small funds, and even got the sheriff invited to some rallies.

Things went pretty well for R.J. until Daniel, the head of the union R.J. claimed to represent, saw R.J. next to the sheriff, pledging Daniel's union's support. Since R.J. *used* to work for the union, but was canned for embezzling money, apoplectic does not adequately describe Daniel's response. Quasi-homicidal would be much closer to accurate.

Daniel showed up on R.J.'s doorstep, screaming at the top of his lungs. R.J. quickly called the sheriff's office about a crazy person, and the sheriff sent out his top deputies.

Daniel was taken to jail for disturbing the peace, as well as calling the deputies something on the order of pawns for an idiot sheriff of questionable parentage... Daniel made his one phone call to the union lawyer, who was at the jail within twenty minutes. The lawyer's response to the charges was just as verbal, but with bigger and more legally meaningful words. Actually, the smaller, more emotional, words were even juicier!

The sheriff's office, citing a technicality, refused to release Daniel, and the lawyer then threatened the sheriff's office with a lawsuit and exposure. The lawyer was put in jail for threatening the sheriff. The lawyer made *his* phone call to the local judge, who immediately ordered the release of the lawyer. (Daniel was on his own for the night.)

Daniel went before a judge the next morning, and was released on his own recognizance. He walked halfway down the steps of the county jail and was greeted by about a dozen reporters, with cameras rolling. The charges Daniel leveled at the sheriff's office were direct and brutal, and included the fact that 18 months earlier Daniel had tried to get the sheriff's office to prosecute R.J., but the sheriff's office declined, claiming that it was a civil matter. Because this is a family publication, "morons" is about the only word we can reprint here...

Has the sheriff learned from this experience? No! Several other similar incidents have occurred that show a complete lack of willingness to do background checks. Trust but verify is not in the sheriff's lexicon.

The sheriff is running for re-election and, unfortunately, will most likely get re-elected. You, however, may not be so fortunate, so don't overlook background checks.

6. Book and Product Reviews

SpinRite 6.0

Steve Gibson

Gibson Research Corporation \$89.00

<http://www.grc.com/> 1-949-348-7100

Hard drives have the bad habit of occasionally dying, at best causing inconvenience, and at worst taking with them important data that should have been backed up, but wasn't. In most cases the crash is not caused by a mechanical failure, but, rather, by an increasing number of sectors which have gone bad, eventually rendering the drive useless.

SpinRite addresses this problem in two ways. The first is prophylactic. The program directly reads and stores the data from each sector – bypassing the system software that can sometimes mask problems – and then tests the sector. If the test is successful, the data is returned. If the test fails, the data is put into a clean sector and the sector marked as bad. SpinRite contains a good deal of sophisticated logic to get all possible data from a sector. In essence this helps assure you that all of your data is safely stored.

This brings us to SpinRite's second feature, the ability to recover data from a dead drive. Because of SpinRite's ability to do direct reads of sectors – including multiple reads, repositioning the heads to find spots at which a read is possible, and a host of other tricks, SpinRite is often able to either recover a lost file in its totality, or with minimal loss, or with a statistical reconstruction of a given sector, disaster is often avoided. Shortly after getting SpinRite, we had a drive go bad in three critical sectors. SpinRite made it work again, with no data loss. In many cases, use of SpinRite for recovery will avoid the necessity of spending thousands of dollars to send the disk to a lab for reconstruction.

As it worked out, sometime after getting the software, we had a machine give us the dreaded message that it couldn't find the drive, and that we needed to insert a boot diskette. We ran SpinRite in recovery mode, and it booted up properly. We then ran it in maintenance mode, and it found three bad sectors. It recovered the data and marked the sectors as bad, and we were back in business!

SpinRite is the only product of its kind. According to the documentation, “SpinRite is able to operate on all Windows XP NTFS formats, all DOS FAT, all Linux file systems, Novell, Macintosh (if temporarily moved into a PC) or anything else — it can even be used to repair and recover the hard drive from an ailing TiVo!”

SpinRite goes into the must-have category. If your people aren’t using SpinRite, tell them they should.

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