

Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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January 20, 2006

THIS JUST IN!

RETAILER ROLLS OUT BIG INVOICES APP

The **Carrefour Group** recently rolled out the second stage of a very large *Ascent for Invoices* application. With more than 6,500 stores, Carrefour is the second-largest retailer in the world and the largest one in Europe. Its French operations are now in production with a system for capturing 10,000 invoices per day. The **Dicom Group** worked in conjunction with **Kofax** and **Accenture** to complete the project.

In the fall of 2004, Carrefour introduced a smaller *Ascent for Invoices* installation into its Belgian operations, which served as a pilot. Carrefour now has plans to expand the technology to cover its Turkish and Swiss operations.

Carrefour is using a combination of structured and unstructured forms processing technology to extract data, which is deposited into a **PeopleSoft** ERP application. This is one of the largest invoice processing installations we are aware of. **Wal-Mart**, which purchased a license for **Captiva's InputAccel for Invoices** in 2004, was planning on capturing some 10 million invoice pages per year, but is also notoriously reluctant to discuss its operations.

Former **Xerox** salesman and *Apprentice* contestant Nick Warnock is heading a new book scanner vendor. **Atiz** debuted its \$35,000 BookDrive at **CES 2006** held recently in Las Vegas. The BookDrive features automatic page turning technology and is advertised as being able to capture a 500-page book in black-and-white at 100 dpi in one hour. It slows down for higher resolution and/or color output. The scanner, which is manufactured in Asia, comes complete with image processing software, but does not include OCR. CEO Warnock touted its affordability and portability.

For more information: <http://www.atiz.com>

Alfresco Unleashes Open Source ECM

Documentum co-founder leads development of free software code

It has been more than six years since Linus Torvalds took the dais at the **AIIM** show and contributed to one of the most entertaining keynotes that event has even seen. At the time, we commented that while entertaining, Torvalds' address was not particularly relevant, because almost nobody in document imaging was working with Open Source.

Since then, AIIM has evolved its focus to envelope a wider set of technologies—covered under the umbrella of enterprise content management (ECM). Related to ECM, there are several Open Source Web content management (WCM) programs available. However, when it comes to document management and imaging, Open Source is still pretty much on the outside, looking in. **Alfresco** plans to change that.

Alfresco has some serious pedigree in ECM. It was co-founded by John Newton, who also co-founded **Documentum**. Alfresco features a team of ex-Documentum developers based in the U.K. *DIR* recently caught up with another ex-Documentum employee, Dr. Ian Howells, Alfresco's chief marketing officer.

"Toward the end of last year [2004], John started telling me about his vision for a next-generation content management system," said Howells. "He mentioned how he would leverage Open Source tools and published standards to piece together something quickly that would represent an entirely new architecture for ECM. We decided if we could do that, we'd be developing the first truly new ECM architecture in 15 years. We thought this might give us a chance at a piece of an ECM market that is projected to be worth more than \$5 billion in software and services in 2006."

Howells added that the rest of "the stack" for an

Open Source ECM deployment has already reached maturity. "Linux is very established as an operating system; MySQL is readily available as a relational database; and there are popular JBoss application server and portal programs," Howells told *DIR*. "All that was really missing from this parallel Open Source universe was a true ECM application."

Alfresco launched its business on Oct. 31, 2005 and has already had 100,000 downloads of its code. "We consider this impressive because **SugarCRM**, a successful Open Source movement that was launched more than a year before we were [in April 2004], only has 300,000 downloads," said Howells.

"When we do hear from [customers], they are well-informed because they have already downloaded and tried out the product. You don't get this kind of coverage with traditional ECM."

— Dr. Ian Howells, Alfresco

Show me the money

The main reason people prefer to work with Open Source is to save money. "We have testimonials of users who say they have saved at least 80% compared to the cost of a traditional ECM implementations," said Howells. "Some users go with Open Source because they want to work with cutting edge technologies. But 95% choose it to save on the cost of software and services. In many instances, an Alfresco installation can be done for less than the maintenance costs of a traditional installation."

There is no charge to download Alfresco's software. The company, which currently has less than 20 employees, plans to make its money from services and maintenance fees. "We offer three levels of maintenance contracts," said Howell. "A community level costs \$5 per seat, per month; a professional level is \$10 per seat, per month; and an enterprise level contract, for higher-volume installations, is based on the number of CPUs being utilized. Some content management vendors have 20-page price lists. Ours is one." Alfresco also offers a handful of installation support packages.

Howell estimates that if 1% of Alfresco's downloads turn into maintenance contracts, the company will meet its goals. "One key to a successful Open Source product is that it is easy to use," said Howells. "As a result, we never hear from the vast majority of our users. However, when we do hear from them, they are well-informed because they have already downloaded and tried out the product. You don't get this kind of coverage with traditional ECM. It's one of the reasons that, although we have aggressive growth plans, we don't see the need for a large direct sales force. This will go a long way towards keeping our operating costs down."

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DIR is the leading executive report on managing documents for e-business.

Areas we cover include:

1. Document Capture
2. Image Processing
3. Forms Processing/OCR/ICR
4. Enterprise Content Management
5. Records Management
6. Document Output
7. Storage

DIR brings you the inside story behind the deals and decisions that affect your business.

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The company's credentials have helped it get off to a fast start. Alfresco's early big-name customers include publishing and education specialist **Informa**, which has 350 users; leading UK recruitment firm **Reed Management Services**; and **Knight-Ridder Digital**. "The user community has already translated our product into 10 different languages," said Howells.

Partner program in place

Alfresco is now signing up partners to act as integrators or even OEMs. "It's important to mention that we offer a GPL agreement, instead of an MPL agreement," said Howells. "This means partners who incorporate our software in their own applications do not have to make all their code available to the community."

DIR caught up with Open Source consulting specialist **Enomaly**, which has recently signed on to represent Alfresco. Enomaly has historically focused on WCM, leveraging the *TYPO3* Open Source code. One of Enomaly's marquee projects is the **Dana-Farber/Harvard Cancer Center** Web site [<http://www.dfhcc.harvard.edu>].

"Over the past couple months, we've been receiving a lot of requests for Open Source document and digital asset management," said Reuven Cohen, co-founder and lead technologist at Enomaly. "The Alfresco application will help us transition from WCM to ECM. One of the things we like is its openness. It will be very easy to integrate with our existing base of *TYPO3* installations to improve their file management capabilities."

Cohen compared Alfresco's functionality to a cross between **Microsoft's** *SharePoint* and *Documentum* 5. "One of the great things about Open Source ECM is that there is a very low barrier to entry," said Cohen. "It's very hard, for example, to try out an **IBM Content Manager** application before buying it. In the long-run, when you factor in costs related to systems administration, the total expense of running an Open Source implementation might not be too much less than a traditional software implementation, but the up front costs are much lower."

Imaging on the way

Alfresco has standard document management functionality, such as library services and auditing, workflow, security, collaboration, data transformation, search, and categorization. Image management tools, such as a TWAIN/WIA driver and OCR/ICR for full-text search, are being developed under a separate GPL and are scheduled for release in the first half of next year. "We support Web Services and XML integration and are looking

for our partners to provide scanning support," said Howells.

Open Source is here to stay

Open Source, along with Web Services and SaaS, represents one of the most important emerging trends in the ECM industry. It is the next step in the evolution from proprietary, closed-loop solutions to open computing. This transition has been taking place since the PC was first introduced in the 1980s. Software is going down the same path that hardware has already traveled.

Are traditional applications going to be wiped off the map overnight? Well, has Linux destroyed Windows? Not even close. But, Open Source does have its followers—to date they have been mainly techie types. However, as more executives with mainstream business experience, such as Alfresco co-founders John Newton and (former **Business Objects** CEO) John Powell, move into Open Source, it will give the movement more credibility and visibility. Also, as ECM continues to move into the mainstream, it is not going to be able to hide from mainstream technological trends.

For more information:

<http://www.alfrescosoftware.com>;

<http://www.alfresco.org>; <http://www.enomaly.net>

OnBase 5.0 Retains Mid-Market Focus

CLEVELAND – The latest release of **Hyland Software's** flagship *OnBase* document management suite features improvements in areas like e-mail archiving, collaboration, and EDM. These are all areas ECM market leaders like **FileNet**, **Documentum**, **Open Text**, and **Interwoven** have been discussing for some time. We asked Hyland EVP and COO Bill Priemer if the traditionally document-imaging focused software vendor was doing its best to keep up with the Joneses and transition into the market of big-time ECM.

"Of all the ECM vendors, FileNet is most like us in product functionality and solutions," said Priemer. "However, we really only compete with them for business in very large accounts and in some of our vertical specialties. This does not represent the majority of our business. Most of the improvements in 5.0 are aimed at the largest portion of our customer bell curve—the mid-market space."

None of *OnBase's* new functionality is particularly revolutionary. "We are doing wholesale e-mail archiving and storing copies of everything sent and

received, while removing duplicate copies to save on storage,” said Priemer. “E-mails can be searched by header fields, or they can be full-text indexed for more granularity. The major improvement is that we are now leveraging the same database to store e-mails and other electronic documents. Users have the same interface for retrieving all their documents. We have not fully integrated our records and e-mail management, but that is in the works.”

OnBase's collaboration uses messaging threads and links to documents being discussed. The new EDM functionality enables users to better interact with *OnBase* from mobile computers and improves the program's ability to manage CAD files. While this may seem passé when measured against ECM products targeting the Global 2000, it's brand new to most of Hyland's install base. “This is the most functionality we've introduced at one time since we first came out with workflow in 1998,” Priemer told *DIR*. “For a change, we decided to take a step back and instead of just introducing what our customers were asking for, we decided to introduce technology designed at really rounding out our suite.”

Imaging, workflow still key drivers

According to Priemer, Hyland's core focus remains imaging, workflow, and application integration. “In those three areas, we can stand up to anybody in terms of enterprise class functionality,” he said. “Everything else is just bells and whistles, but at the same time, we want to introduce features the majority of our customers can really use. We're not looking to make points with the analysts by coming out with Web content and digital asset management technology. However, we really see a pent up demand within our customer base for something like e-mail management. If our mid-market customers are doing any e-mail archiving, they are likely using *Exchange*, which is not something they can sustain forever.”

Hyland also introduced some vertical-specific features in version 5.0. In particular, it added support for image replacement documents (IRDs) to service some of its large financial services OEM customers that are concerned with Check 21 compliance. Hyland also added some electronic signature technology designed to facilitate the approval process related to patient charts. Priemer noted that Hyland has more than 425 installations in

the healthcare market, after initiating a vertical focus on that space only four years ago. He also noted that company founder and former CEO Packy Hyland, Jr. now runs an EMR-focused company called **Workflow.com** that resells *OnBase*.

Priemer noted that Hyland Software recently completed another strong year and realized 30% revenue growth, while exceeding profit targets. By our estimates (based on Hyland's SEC filings from its prospective IPO), its 2005 revenue was \$65-70 million. The company currently has 475

employees and plans to add 200 more in the next 18 months. According to Priemer, international sales make up 5-10% of total revenue and will be a major focus in the upcoming year. He cited, the U.K., Latin America, and Japan as ripe for growth.

We concluded our discussion by asking Priemer for his thoughts on **Captiva's** recent acquisition by **EMC**. In addition to Documentum's ECM line, EMC carries *ApplicationXtender*, a document imaging product formerly marketed by OTG and Legato. Traditionally, *ApplicationXtender* has been one of the main competitors to *OnBase* for reseller market share. We also mentioned there have been rumors of Hyland capture partner **Kofax** being picked up by FileNet.

“We have always had a full portfolio of capture, including batch and Web-based functionality,” said Priemer. “We have not taken our eye off the ball and have continued to develop our capture technology. That said, Kofax has a very strong market presence, especially among resellers, so we maintain tight integration with their *Ascent* line. As far as forms processing goes, while we don't develop our own technology in that area, even with Captiva being acquired, there are still plenty of vendors left to partner with.”

For more information: <http://www.onbase.com>



“We're not looking to make points with the analysts by coming out with Web content and digital asset management technology.”

— Bill Priemer, Hyland

DIR will be on the road over the next few weeks

attending a couple reseller conferences. We are honored to be providing one of the keynote addresses at **Visioneer's** inaugural PartnerVision event, being held in St. Petersburg, FL, Jan. 25-27. We will also participate in Kodak's annual Breakaway, being held in Orlando, the following week. We hope to have plenty of news to report from both venues.

SaaS Proving Successful For Hyland

CLEVELAND – The recent success of *OnBase OnLine* is evidence that perhaps software as a service (SaaS) has already taken hold as a valid business model within the document imaging industry. On our recent visit to the headquarters of **Hyland Software** in Westlake, OH, we sat down with Ron McClellan, a former *OnBase* reseller who is now Hyland's director of online and hosting services. He told us about some of the success Hyland is already enjoying leveraging an application delivery model we recently tabbed as an emerging industry trend [see *DIR* 12/16/05].

"When I started at Hyland in January 2004, we had two customers using our hosted services," McClellan told *DIR*. "We finished 2005 with a little more than 100. In 2005, we grew *OnBase OnLine* by 300% and expect to grow it another 200% in 2006. In 2006, I expect 10% of Hyland's new customers to be using *OnBase OnLine*."

According to McClellan, there are two main reasons customers typically choose to go with SaaS. "Either they don't have the capital budget to make a software purchase, or they don't have available personnel or network resources to manage their own installation," he said. "At first, we expected SaaS to appeal mainly to lower-end customers. However, when measuring by number of seats, our current install base is divided evenly between less-than-20 user systems and more-than-20-user systems."

"Our largest SaaS customer has 9,000 seats. We also have more than 15 community banks using *OnBase OnLine*, mainly for its COLD capabilities. They average less than five users."

Lincoln Financial Services represents one of Hyland's big-name SaaS users. "For Lincoln, the choice was not based on budget," said McClellan. "They wanted to build out a distributed application and didn't want to stress the bandwidth of their WAN. They didn't feel they could build out their own infrastructure fast enough."

McClellan concurred with our opinion that the highly publicized success of **Salesforce.com** has made selling hosted software "politically correct" again after several ASP (application service provider) disasters set a bad precedent in the late 1990s. "Five or six years ago, people were more focused on the technology behind the ASP, rather than the solutions they could provide," he said.

"People were building data centers first and then looking for stuff to host. Today, we stress that we are not selling a network. Customers are buying a solution that happens to run on a hosted network."

McClellan added that, despite a recent, well-publicized, day-long service outage at **Salesforce.com**, hosted solutions are more reliable than most in-house networks. "People say SaaS providers have issues with security and availability; internal networks have issues with security and availability, too," he said. "The only difference is that SaaS providers have fewer issues, because they are able to pool the resources of several customers to finance functionality like encryption, backup, and failover. We can also offer options such as storage on compliant media like **EMC's** Centera platform, which smaller customers couldn't afford on their own."

OnBase OnLine's pricing is based on several factors, including the number of seats and features being utilized. "Through our base of more than 5,000 traditional *OnBase* installations, we know the prototypical usage models for various industries," said McClellan. "Based on that information, and the list price of the software, we have developed a price calculator. We factor it down to a cost per month, which our resellers pass on to their customers."

McClellan estimated it takes six to seven years for a customer's SaaS expenditures to catch up to the cost of purchasing its own software. "We have some customers that utilize SaaS as a trial before deciding to bring their installation in-house," he told *DIR*. "We have other customers that like the flexibility of being able to scale up the size and scope of their installation for special projects, such as imaging a large backlog of documents, and then scale it back down for regular use."

When we spoke, McClellan told us 27 resellers were actively marketing *OnBase OnLine*. They have all completed a half-day certification program.

"There is still some evangelization to be done," he told *DIR*. "Salespeople are used to going for the big kill. However, the principals at reseller organizations love the concept of SaaS. A recent survey by *VARBusiness* indicated resellers' number one challenge is guaranteeing that money comes in the door every month. If you land 10 SaaS customers, you have guaranteed yourself [revenue equal to] a new sale every month."

For more information:
<http://www.onbase.com/onbaseonline/index.asp>

Mailroom Proves Battleground For Scanner Vendors

IBML, OPEX trade shots over who supports the better capture process

IBML and **OPEX** have recently engaged in a marketing war. The main bone of contention has to do with the efficiency of combining mail extraction and scanning on a single device. OPEX, which manufactures such a device, has made some inroads into the capture space since first introducing scanning a couple years back [see *DIR* 7/11/03]. IBML, on the other hand, has emerged in recent years as the leader in very high-speed (120 ppm, plus) scan-only units and is the hardware vendor of choice for Captiva's *Digital Mailroom* installations.

DIR became aware of the growing competition between the two companies when in late Oct. 2005, IBML released a white paper "providing results of a study conducted to determine the efficiency between coupling extraction and document preparation in conjunction with scanning mail." The study sets up seven test cases for a combined extraction/scanning process. The successful throughput achieved ranges from 190 to 428 transactions per hour. The results suggest that in more complex environments, featuring mixed document types, the efficiency of combined scanning and extraction is severely reduced. Ironically, OPEX heartily disputes this conjecture and touts complex environments as its strong suit.

"OPEX is certainly not the first vendor to combine the extraction and scanning processes," said Craig Reeves, VP of worldwide product marketing for IBML. "In fact, the very first version of our ImageTrac was designed to be placed up against an extractor. We are by no means saying the combined approach is bad, but we thought we needed to clarify the ImageTrac's market position in comparison to the 3600." [*The OPEX AS3600i is a scanner that attaches to the company's Rapid Extraction Desk. Together, the unit sells for around \$65,000.*]

Reeves contends that a combined extraction/scanning unit will work great in a basic remittance processing environment. "That technology is designed for uniform envelope content, such as an environment in which the user consistently receives a single invoice with a check," Reeves told *DIR*. "When an operator has to spend time sorting and preparing complex content, he or she is spending less time with the scanner, which is sitting idle waiting to be fed."

OPEX representatives contend that the 3600 is already installed in several sites where it is effectively handling complex mail content. "In its study, IBML seems to ignore the cost of document preparation," said Bo Minogue, product specialist for OPEX. "There are other studies that show 78% of the cost of scanning is labor and the largest percent of that is document prep. The design of the 3600 takes this very expensive step out of the equation."

In OPEX's combined process, a single operator receives content from the extractor and feeds it directly into the scanner. "The 3600 also offers intangible advantages like improved security and redundancy that IBML doesn't address," said Minogue. "Because a single operator is responsible for both extraction and scanning, that operator knows exactly what is in an envelope and is doing the QA to make sure that content is digitized. In a traditional scanning environment, it is very expensive to go back and rescan a document when you discover downstream that two pages may have stuck together and you are missing a document. There are also redundancy advantages to using several 3600s to do the work of a single high-volume extractor and ImageTrac."

According to George Hayduchok, an electrical engineer and software manager at OPEX, in its study, IBML underestimates the volume that a single operator can process on the 3600. "Our users achieve a wide range of throughputs based on their applications," he said. "We have live applications exceeding 500 transactions per hour, dealing with three mixed documents per envelope. We also have users processing around 100 transactions per hour, but they like the security of our process so much, they would never go back to separate extraction and scanning."

Overall, OPEX has installed several hundred 3600s, in applications processing documents like child support payments, wholesale and whole-tail lockbox payments, financial services and mutual fund transactions, tax payments, fulfillment documents, and insurance claims. "About the only environment where combined scanning/extraction doesn't make sense is when you start getting 10 pages in a single envelope and you have to do some of the extraction manually."

Reeves did point out that IBML has installations where it is processing 40-50 page EOB forms that are received along with \$3 million checks. According to Reeves, most environments that receive more than 3,000 complex documents per day can cost justify the purchase of an ImageTrac. "We have always specialized in dealing with mixed batches of documents," said Reeves. "Our users deal

with a lot of exceptions. Some of them deal with up to a 40% volume of express mail and flats. How are you going to process flats using a combined extractor/scanner?"

IBML, which has scanners that can capture more than 10,000 images per hour and whose lowest volume scanner is rated at 125 ppm and starts at \$110,000, has started to address lower-volume applications through a partnership with **Kodak**. IBML has begun packaging its *SoftTrac* capture software with Kodak's i280 low-volume production model. Like OPEX's software, *SoftTrac* is designed to handle the intricacies of payment processing. "Why should a user pay \$65,000 for a combined extractor/scanner from OPEX, when it can buy a \$15,000 extractor and a \$6,000 scanner [list price around \$10,000], add our software, and get the same results?" asked Reeves.

Of course, OPEX will argue that by not having the two units connected, users lose both efficiency and security—and we've already been over that ground.

The bottom line is that both OPEX and IBML (which grew 20% in 2005, according to Reeves) are growing in a production scanning market that has been, by-and-large, flat in recent years. This indicates they are taking market share away from their competition through superior marketing, products, and service. We have always been impressed with the thoroughness of the executive teams at both companies and our request for information for this article was no exception. We received several pages of documentation and extensive interviews backing up each vendor's positioning.

IBML and OPEX have proven they understand the new frontier of production scanning. It features mixed document types that are increasingly going to be sorted electronically utilizing improving advanced recognition technologies. With Check 21 and ARC regulations now in place, payments are also becoming an increasingly important part of the mix.

Both the ImageTrac and AS3600i thrive in the new wave of document imaging environments. We expect both companies to continue to win new customers, with final decisions being made based on the individual nuances of each application and the preferences of the customers' management teams. We will continue to enjoy the spirited competition between two companies, which are both very confident in their products and processes.

For more information: <http://www.ibml.com>;
<http://www.opex.com>

Federal Courts Address E-Discovery

A recent article in *InfoWorld* has been receiving some attention due to a quote about a potential "legal Chernobyl," being brought on by a couple proposed changes to the federal Rules of Civil Procedure. The changes are related to e-discovery and one specifically mentions "document management." The new rules are expected to be passed by Congress by the end of 2006.

From what we have read, both rules seek to regulate the discovery process and remove some of the outrageous e-discovery burdens that have been heaped upon defendants in recent years. We've heard stories of corporations opting for out-of-court settlements rather than spending millions to recover electronic files from back-up tapes. We've even heard of attorneys using the threat of e-discovery to force settlements in otherwise frivolous cases.

The proposed changes seek to reign in this type of activity by requiring parties to meet and specifically discuss which electronic information is relevant to a case. Here's some of the language used in the notes discussing a proposed amendment to Rule 26: "They may discuss whether the information is reasonably accessible to the party that has it, including the burden of costs of retrieving and reviewing the information."

The proposed change also takes into account the format in which electronic information should be delivered, the preservation of material in relation to standard business practices, and the use of a "quick peek" to determine if a certain body of information is relevant.

The second proposed amendment is to Rule 37, which pertains to sanctions for failure to cooperate in the discovery process. Known as Propose Rule 37(f), the amendment is being called a "safe harbor" rule. "It provides limited protection against sanctions for a party's inability to provide electronically stored information in discovery when that information has been lost as a result of the routine operation of an electronic information system, as long as that operation is in good faith."

Bringing in our own expert

DIR caught up with Randolph A. Kahn, Esq, one of the ECM industry's foremost experts on records management and e-discovery and co-author of three books on the topics. We asked about the potential impact of these proposed changes. "They are being proposed because the federal court system realizes something is broken," Kahn told *DIR*.

"They've seen the fallout from some recent painful and expensive e-discovery disasters." [It's probably worth noting that the federal Rules of Civil Procedure apply only to cases tried in federal court. However, most state courts take their lead from the feds when developing their own sets of rules.]

From Kahn's viewpoint, the emergence of e-discovery has dramatically changed the litigation process. "In some ways, it puts big corporations at a disadvantage against smaller plaintiffs because of the disparity in the burden of e-discovery that often exists between the two parties," said Kahn. "A big corporation can have lots of systems with information spread across all of them. Obviously, an individual doesn't have these issues. In some cases, it's more economical for a corporation to settle, even if the plaintiff doesn't have a strong legal case. With these proposed changes, the courts are trying to address a whole bunch of issues that have extracted a lot of pain from a lot of people."

Kahn has helped several major corporations develop records management strategies based on best practices for preventing e-discovery disasters. "The idea to meet ahead of time to discuss e-discovery seems very prudent," he said. "However, these rule changes are not going to make e-discovery debacles go away. Ubiquitous mismanagement of electronic records is still going to cause major search and retrieval headaches. And that doesn't even address content in those records that can prove detrimental to a legal claim."

Kahn added that the proposed change to Rule 37

could create some wiggle room for companies that have mismanaged their records. "You are going to see some attorneys trying to hang their hats on that one," he said. "If their clients' e-discovery system fails, they are going to argue that it happened in the normal course of business and in good faith."

EMC becoming an essential

From our standpoint, there are two ways to look at these rule changes. On one hand, they seem to return some sanity to a discovery process that has gone wild due to the emergence of electronic records. On the other hand, they also swing the balance back in favor of large corporations that can afford clever lawyers to develop strategies that skirt the discovery process.

In a perfect world, these rules would mean little, as every organization would have their electronic records effectively indexed and retrievable upon command. And while there is definitely a trend in this direction, we all know it is far from complete. For ECM vendors, these rules are just another example of the emergence of electronic document management as a core business practice that is rapidly becoming a need-to-have vs. a nice-to-have application.

For more information:

<http://www.kahnconsultinginc.com>;

<http://www.uscourts.gov/rules/Reports/ST09-2005.pdf#page=114>

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