

Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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THIS JUST IN!

SHARP INTRODUCES ENTRY-LEVEL SCANNING PRODUCT

Sharp has launched a fax-based MFP designed to serve as an entry-level network scanner. The Sharp FO-IS125N features a 12 ppm printer and 4 ppm simplex (and manual duplex) scanning capabilities. It also includes Sharp's Image SENDER firmware, which enables scan-to -e-mail, -fax, -network folder, and -FTP server options.

"Historically, the reason fax machines have been so successful is because of their ease-of-use," said Gary Bailer, associate director product management, Sharp Imaging and Information Company of America. "This machine tries to extend that simplicity to other methods of document communication."

"There is no integration with back-end systems or OSA (open systems architecture) (Sharp's platform for embedding application interfaces into its devices). The image processing is limited to what you'd get with a fax. This is a first-level scanning device."

The FO-IS125N does contain some of the advanced security features Sharp is known for. These include user authentication options, the ability to allow only authorized transmissions, and restricted memory clearing.

The device has an entry-level price of \$599.99. "The technology in the FO-IS125N isn't new," said Bailer. "But, we've never packaged it in something at this low of a price, and this compact of a design. It's an ideal unit for a receptionist's or a pharmacist's counter, or even a salesperson's office."

For more information:

<http://www.sharppusa.com/products/>

Dicom Turns To Bish

Capture industry legend joins former arch-rival.

Bish is back! A little over a year after departing from **EMC Captiva** and leaving behind the company he founded, Reynolds Bish has been named the new CEO of the **Dicom Group**. The centerpiece of \$400 million-Dicom is Irvine, CA-based capture software specialist **Kofax**. Kofax was Bish's chief rival when he was running **Captiva**.

"This really surprises me; I never thought I'd be in this position," Bish told us in a phone interview last week. "When I left EMC in July, I fully intended to find a new CEO opportunity after I took some time off. I had planned to return to the United States in October, [Bish had been spending time in Europe following his wedding last year], start networking, find a good position, and begin working sometime next year."



Reynolds Bish,
CEO, Dicom Group.

"Then in August, I got a call from the executive recruiting firm working with Dicom. They told me they had an opportunity. There were a number of reasons that made me a good fit, including the timing and the fact that I know the market and could immediately add value."

"I engaged with the board, and we had a series of meetings in London. One thing led to another, and here I am. I enjoyed my time off immensely, but I'm rested and ready to get back at it. It was never my intention to retire permanently. I'm too young for that."

In July, *DIR* mentioned Bish as a leading candidate for the Dicom CEO position after it was announced that a search was underway. We felt his background and experience fit perfectly with the "software solutions" tack Dicom had announced as its new direction [see *DIR* 8/3/07].

"Historically, Kofax's software business has been

focused on batch processing, indexing, and releasing documents to back-end systems," said Bish. "Recently, through some acquisitions, they have got their toes wet in forms processing. When Dicom talks about solutions, it means combining these two areas, and through that combination coming up with products targeted toward specific verticals.

"I fully support this strategy. For many years, I have publicly promoted the convergence of forms processing and document capture. Captiva's merger with ActionPoint, in fact, was put together with that convergence in mind."

Driving up the market cap

In addition to Dicom sharing a software strategy with Captiva following the aforementioned merger, it has a similarly (if not as drastically) undervalued stock price. If you remember, in the months immediately following its merger, Captiva's market cap dipped below the \$10 million mark, or about equal to its \$9 million in the bank. While Dicom's shares are not that bad off, its market cap of around \$350 million [up more than 10% in the days following Bish's hiring] hardly seems befitting a consistently profitable business that reported \$337 million in annual revenue last year and has \$75 million in the bank

Bish became a legend for the way he worked with the

NO MOVE PLANNED TO THE 'DAQ

Despite his experience working with **Nasdaq** investors, and the fact that he will be based in the U.S., new Dicom CEO Reynolds Bish said there are no plans to change the exchange on which Dicom shares are traded. "At this point, Dicom is traded publicly only on the London Stock Exchange (LSE)," he told *DIR*. "There is a huge financial community that follows the LSE, and there are no discussions about obtaining a listing on the Nasdaq.

"I will say that many of the investment funds and financial analysts I dealt with at Captiva also follow the LSE and have already contacted me. I sent out an e-mail blast after I was hired and several responded. So, there may be an opportunity to do some investor relations in the U.S., but we'll see."

Dicom changes reporting practices

Bish also noted that the rules of the LSE allow for Dicom to report its financial results only twice per year, as compared to the quarterly reports common in the U.S. "Historically, Dicom has reported quarterly as a matter of practice, but since it has missed its expectations for a couple recent quarters, reporting has been brought down to twice per year.

"The thinking is this will give us more leeway to meet expectations. However, it's my opinion that ultimately investors want more visibility. So, sometime in the future, I expect to go back to quarterly reports."

<http://www.londonstockexchange.com/en-gb/>

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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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investment community to steadily drive up Captiva's share value before finally selling out to EMC for a net of \$275 million [see *DIR* 11/4/05]. Based on the compensation plan that Dicom announced upon Bish's hiring, which includes up to 483,723 shares to be granted after three years (based on performance) and another 700,000 options, which vest over a four-year period, with an exercise price of 198.75p, (or approximately Dicom's share value upon Bish's hiring), Bish would seem to be extremely motivated to try and affect Dicom's stock price in the same manner.

"Yes, my financial interests are very much in line with the financial interests of the shareholders," said Bish. "The financial metrics at Dicom are not terribly broken. It basically had one year of flat revenue and missed expectations. As a result, the market cap was driven down to less than one-time revenue. But, we're still talking about what is primarily a software company with an EBITDA of almost 10% and \$75 million in the bank."

"We will see what we can do to improve our profitability and execution to meet or exceed the expectations of the financial community. If we do that, the stock price should take care of itself."

Improving the market perception

It's been observed by some that Dicom's stock price has historically been weighted down because of the company's roots as a distributor of third-party products. In fact, Dicom still generates more than 40% of its revenue from hardware sales and maintenance. It seems investors don't value Dicom as highly as they would a pure software play.

Bish's background in software, and the fact that he will be headquartered in Irvine, should do something to change investors' perceptions. That said, Bish clearly views the distribution business as an asset and has no plans to divest of it. "There is no question that from an investor relations and market capitalization standpoint, different multiples are applied to hardware and software businesses," said Bish. "However, and this is something I talked about when I was with Captiva [Captiva was the top reseller of **IBML** high-volume document scanners], document imaging hardware and software are synergistic offerings. There are competitive advantages to be gained with a combined offering. Dicom's distribution business is also profitable and increasing our cash flow.

"The biggest problem is the confusion that the

HOW'D WE GET HERE?

Significant events leading up to last week's hiring of Reynolds Bish as CEO of the Dicom Group:

1985: Kofax founded to develop boards to accommodate PC-based document scanning.

1986-1989: Bish is president and CEO of **Unibase**, a data entry specialist eventually acquired by **ACS**. The founder of **Unibase**, Lynn Blodgett, is now the CEO of \$5.7 billion outsourcing giant ACS.

1989: Bish founds **TextWare Corp.** in Park City, Utah.

1991: Dicom founded in Switzerland as a distributor.

1995: Kofax releases first version of *Ascent Capture* software.

1996-1997: Dicom completes IPO and moves shares onto London Stock Exchange.

1997: TextWare merges with Boston-based **Symbus** to create **FormWare**.

1998: InputAccel signs OEM deal with **Documentum**.

1998: FormWare merges with San Diego-based **Whet** to create **Captiva**.

1999: Dicom acquires \$38 million Kofax for a net of \$56 million. Kofax CFO cites lack of valuation by Nasdaq

investors as playing a large role in decision to sell out.

2000: Kofax founder David Silver leaves the company, and Dicom co-founder Arnold von Büren is named CEO of Kofax.

2000-2001: Dicom makes equity investments in Captiva competitor **Cardiff**.

2001: As Vice Chair of AIIM, Bish oversees restructuring of the trade association.

2002: Bish named Chair of AIIM and oversees sale of annual trade show to **Advanstar**.

2002: Captiva reverse-merges with publicly traded **ActionPoint** (formerly InputAccel).

2002: Rick Murphy named CEO of Kofax; von Büren promoted to CEO of Dicom Group.

2002: Dicom revenue approaches 150 million British pounds.

2003: Kofax acquires Captiva technology partner **Mohomine**.

2003: Dicom competitor **Headway**, a long-time Kofax distributor, begins offering Captiva's IAX alternative to *Ascent*.

2003: EMC acquires Documentum.

2003: Captiva's stock, which opened the year at around \$2 per share, closes it at more than \$12 per share, as the company surpasses \$50 million in

annual revenue.

2004: Cardiff acquired by **Verity**.

2004: Dicom acquires **Topcall**; Kofax acquires **Neurascript**.

2005: Captiva acquires **SWT**.

2005: Dicom announces re-org; Kofax CEO position eliminated.

2005: Captiva sold to EMC for net \$275 million.

2005-2006: Rob Klatell named CEO of Dicom.

2006: Dicom acquires **Learning Computers International** (LCI).

2006: Bish takes legendary "victory lap" around AIIM show floor after announcing he will be leaving Captiva.

2006: Dicom surpasses 200 million British pounds in annual revenue, but also sells off **Samsung** distributorship, which accounts for about one-fifth of the company's revenue, but only 9% of the profits.

2006: Dicom co-founder Otto Schmid announces he will be retiring as Chairman.

2007: Former **IBM** executive Greg Lock is appointed Dicom's non-executive Chairman.

2007: Dicom announces 60 Kofax-related layoffs.

2007: Dicom announces it is seeking a new CEO.

2007: Bish named CEO of Dicom.

combination of these two businesses creates in the marketplace. This fall, while I was in conversations with the Dicom board, I went to the **DMS** show in Cologne. I didn't tell anyone what I was doing, but I talked to a number of people, and there were clearly issues related to branding. Nobody could figure out what Dicom was doing. Dicom has identified that problem and has taken steps to improve our communications."

Moving ahead with caution

Bish said he is looking forward to working with investors on the **London Stock Exchange** (LSE) where Dicom's stock is traded, but that is not his top priority. "Right now, I need to roll up my sleeves and really get to know the business," he said. "Sure, I was told a lot during my meetings with the board, but now I need to validate what I heard or debunk it. I will be working with our executive management to review our strategy and see where I can add value."

"I think it will be about 100 days before I have anything intelligent to say to investors. Coincidentally, that will be about the time we are due to deliver our half-year results. In the mean time, I want to be careful not to break anything or damage the business."

One asset that Bish said he will be careful to maintain is the company's vaunted reseller channel. "Because Captiva sold primarily direct, I have heard questions about my dedication to working with resellers," said Bish. "In a business like this, I recognize that your real assets are intangibles like your employees, proprietary technology, and channel. I will not do anything to jeopardize any of those. If anything, I want to do what I can to make them stronger."

In it for the long haul

Bish concluded by saying he is looking forward to a long-term engagement at Dicom. In our opinion, his hiring should help dispel rumors that the company is being positioned for a sale to **IBM**. IBM is a longtime Kofax partner. It is also the former employer of recently named Dicom Chairman Greg Lock. If Dicom had brought in another ex-IBMer as CEO, the writing would have been on the wall.

"Perhaps, because of my background and my successful sale of Captiva, people think I was brought in to fix up the company and package it for a sale," said Bish. "That's absolutely not the case. Neither I, nor the board, had any interest in pursuing that strategy. I am here to build value over the long term, at least for the next three to five years."

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

TIS Discusses Recent Wins

Although **Top Image Systems (TIS)** recently announced it would miss third-quarter expectations, CEO Ido Schechter insists the company's pipeline remains strong. The Tel Aviv-based capture software developer continues to have success in the invoice processing/procure-to-pay space and is also picking up momentum in digital mailroom sales. *DIR* caught up with Gideon Schmucl, VP of sales and marketing, who shared some details of recent wins by TIS.

"Over the past couple months, we've won a double-digit number of invoice processing projects," Schmucl told *DIR*. "This includes applications for the **Robert Bosch** shared services center, **Honda** in Germany, **Iberdrola** (a large Spanish electric utility), and, through one of our outsourcing partners, a large European retailer. A couple of these installations will be processing more than a million invoices per year, and the majority are using our software for line-item capture."

Schmucl noted that workflow plays a major role in TIS' success in the procure-to-pay space. "I'd say about half of our invoice capture solutions go in with a workflow element," he said. "For **SAP** environments, we have developed our own workflow that competes head-to-head with **ReadSoft's** Ebydos-developed software. In **Oracle** environments, we rely on integration with software from **170 Systems**. In fact, we just won a contract with **Cheshire County** in the U.K., where we are partnering with 170."

In the mailroom market, Schmucl said TIS is seeing most of its traction in customer care. "We've won about 20 digital mailroom contracts in the past 18 months," he said. "Our customers are in markets like, telecom, utilities, and quite a few banks and financial institutions. It's basically anybody with a customer base that sends in communications."

"We capture all these communications, classify them, and then apply data capture technology if we can. At one digital mailroom customer, we are identifying more than 200 different document types. If it's a change-of-address form, after identifying it, we will automatically capture the data. If it's a complaint, we will send it to a customer service queue. We are almost always integrating with a CRM system."

TIS' development team is currently working on a purchase order (PO) solution, which will expand the company's arsenal. "We've already customized our

eFlow platform to handle POs for a couple customers and are now productizing it," he said. "We also continue to work with partners who bring us into other markets like processing healthcare forms, surveys, exams, taxes, and censuses."

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

"Father" Of Kodak Document Imaging Retires

Over the past couple years, a lot has been made about **Kodak** corporate's transition from the film-based to the digital world. Much of the attention has focused on how Kodak's photography business has somewhat fitfully been forced to embrace the future. Fortunately for Kodak Document Imaging, its transition was much smoother. In fact, Kodak actually led, rather than followed, its Japanese competitors into the digital age.

A lot of the credit for transforming Kodak Micrographics into Kodak Document Imaging goes to Michael Bida. Bida recently retired from Kodak more than 25 years after he began work on the company's first digital scanner. Bida joined Eastman Kodak almost 35 years ago as a software engineer after graduating from **SUNY Potsdam**.

"I like to refer to Michael as the father of our scanner business," said Brad Kruchten, the former COO of Kodak Document Imaging, who is now the general manager for retail printing and a VP at Kodak. "I joined Document Imaging about two years after the first scanner was launched. I think it was a \$10 million dollar business at the time, and it's continued to grow dramatically from there. The technology itself was not something Michael created or invented, but his understanding of who to work with and how to go to market really helped make us successful."

A man of many hats

Throughout his career at Kodak, Bida has held many titles and responsibilities. These included salesman of advanced microfilm systems, marketing director, business development manager, product manager, director of channel marketing, and most recently worldwide director of product marketing. Bida's duties took him around the world, and he developed especially strong relationships in Japan.

Bida is renowned for his ability to take input from others and incorporate it successfully into products. "I always appreciated the way Michael was able to get things done in a large organization," said Bo

Bowman, a long-time Kodak customer who is currently an executive with ECM software vendor **Global360**. "I used to run a large service bureau, and we were always giving Kodak feedback on what would be helpful in their scanners. A lot of times, you ask someone for something in a product, and it doesn't go anywhere. It was different with Michael. You'd ask him, he'd run with it, and you'd see results."

"Michael is always interested in other people's ideas," added Tim Vaughan, Kodak Document Imaging's worldwide director of product marketing who has worked with Bida for the past 10 years. "Not that Michael doesn't have his own ideas, but he is always very humble and ready to build on his thoughts with input from others. This was always helpful when we were doing a launch or coming up with a product concept or business proposition."

"Michael is very strong at collaboration. He has the ability to reach across boundaries, both geographically and in different areas of business."

Breaking new ground

As a software engineer, Bida worked on Kodak's computer output to microfilm (COM) devices. In 1975, he moved into sales of COM systems. His territory included New York City's financial district, and Bida was honored as a top sales rep annually from 1980 to 1983. In 1983, Bida was called back to Rochester to help Kodak with some of its initial digitally-centric development.

"One of the first things we worked on was computer assisted retrieval (CAR) of microfilmed images," reminisced Bida. "We put an index of images in a database, and after a user found the right item, our system would tell them which roll of film to load, and which image to go to on the roll."

"Taking it a step further, we decided, wouldn't it be great if users could digitize their images after they'd located them, so they could share them on a computer network?" added Dick Aschman, a former corporate officer at Kodak. Aschman was in charge of product planning around Kodak's document imaging initiatives in the 1980s. Aschman is currently the CEO of service bureau **DataBank IMX**. "We also began to think about storing those digital images on the new forms of optical media that were coming out. The final step in that line of thinking was to just capture the images digitally in the first place."

Interestingly, Kodak launched a document image management system (*KIMS*), before it launched its document scanners. "To capture images into *KIMS*, we offered an OEM scanner or told people just to

buy their own scanners,” said Bida. “TDC had about the only high-speed scanner on the market. Everything else was small and slow, or people were just using flatbeds.

“KIMS basically allowed you to index, retrieve, display, annotate and print images. Customers typically bought a Cornerstone imaging monitor, and we worked closely with DEC for their minicomputers. We sold quite a few systems, but I remember we had a large sale set up with **Travelers Insurance**, which was going to install KIMS in all its offices across the country. We were late in delivering and after two false starts, they decided to delay their imaging project.”

From analog to digital capture

To complement KIMS, in 1986, Kodak began development on its ImageLink 900 document imaging scanners. “Because of our legacy in microfilm, nobody knew how to move paper through a transport and optically capture an image better than Kodak,” noted Aschman. “We had a paper transport with the ability to move documents past a camera at high speeds. We also knew how to index the images being captured. It was a logical step to take away the camera and put in an image sensor.”

The 900s were part of a family of capture devices introduced at **AIIM 1989** in San Francisco. The ImageLink family included four new microfilmers, a pair of 90 ppm digital scanners (simplex and duplex models) and one hybrid device. “It was a natural transition for us to move into digital scanners, and we based the transport on our microfilmers,” said Bida. “However, we had to create a new lighting system.

“Also, this was Kodak’s first commercial digital camera of any kind, so the project went all the way up to the president of the company. After all, we were still pouring money into film-based projects. One of my biggest contributions was to champion the ImageLink project internally and keep the funding coming. We started development in 1986 and didn’t launch a product until more than three years later.

“During that time, part of my job was finding external customers to say they’d be interested in purchasing a high-speed digital scanner if we had one. I also considered their comments as marketing input and used them to help us develop the product specifications.”

Bida talked mainly to customers in the service bureau, government, and financial services/insurance markets. “They saw the

advantages of putting their paper on optical media, but there were no available scanners fast enough to handle the volumes they wanted to capture,” he said. “The TDC scanner was fast, but it had a vacuum transport that was large and loud and didn’t always keep paper in the same order. It also had a straight-line paper path.

“Our knowledge of paper-handling from our experience with microfilming provided us a huge advantage. In the microfilm market, we always were



Michael Bida recently retired after more than 30 years with Kodak Document Imaging.

looking at ergonomics and ways of making operators as comfortable as possible. This meant you didn’t want the operators constantly running to the back of the device to check on paper. Like our microfilmers, the 900 series utilized a J-transport that returns paper to the operator.”

The 900s did not immediately take the market by storm, but within a few years, Kodak was a market leader, selling hundreds of units per year. “We could have entered the market later, but we wouldn’t have the advantages and market share we have now,” said Bida.

Growing the business

Bida’s next job was working with Kodak’s Japanese research arm to develop a lower-cost, smaller version of the 900. The result was the 60 ppm, ImageLink 500, which was launched in 1992. “At that time, we were working with **InfoTrends** to develop the segmenting that they use for their reports on market share,” said Bida. “With the 900, we had a 60-70% share in the high-volume segment, and the 600 increased that further.”

During that time, Bida also helped Kodak develop an indirect sales model. This helped drive the scanner business to annual revenue of \$250 million by 1995. Two-tier distribution remains Kodak’s primary means of moving scanners.

“Historically, Kodak had sold microfilmers direct to end users, and that is how we first approached scanner sales. However, we found that scanners were usually being installed as part of a larger document imaging system. These systems included monitors and minicomputers. For example, just to keep up with the speed of a 90 ppm scanner, users needed a dedicated machine from **Sun Microsystems**. This trend led to our setting up a sales and training program for systems integrators.

"These integrators also needed document image management software. Sometimes this was KIMS, but we also developed a referral program with **IBM** for their *ImagePlus* software."

"*ImagePlus* was one of the few imaging systems that could handle the amount of data our scanners produced," recalled Tony Barbeau, who is currently Kodak's business director for scanner products. "Michael forged our relationship with IBM, which drove a lot of our early scanner sales. Michael has always had great industry connections. He brought us into the partnerships that enabled us to make a real go of our document imaging business."

Another hit scanner

In 1995, Bida moved into a business development role. It was his job to determine the direction of the company's document imaging business. "A lot of side businesses had developed around our scanners," said Bida. "This included a 5.25-inch optical disc library operation. It was my job to make recommendations about what to sell, what to keep and grow, and what to merge into other product lines. Basically, we decided to concentrate on scanners and microfilm and scale down everything else. This included spinning off the Kofile software business [*that eventually became the foundation for the Global 360 rollup.*]"

Bida noted that the decision to acquire the software division of **Wang Laboratories** for \$260 million in 1997 was not his. By that time, he was spearheading the market research that led to the launch of the 3500 mid-volume production scanner. "In the mid-1990s, working with Dave Wood Associates, we embarked on an extensive voice-of-the-customer study," reflected Bida. "We visited 48 scanner users in the U.S., who were mostly not Kodak customers. As a result, we saw that there was an opportunity in the mid-volume segment, where the **Bell+Howell** Copiscan was the leader.

"We found that customers liked the top-feed and bottom-exit design of the Copiscan, and we incorporated that into our design. But, the Copiscan did not have a very good auto-feeder, so we focused on that area. We leveraged some of what we had learned with our high-volume scanners."

The result was the 3500, which debuted at AIIM 1998 to long lines of participants looking to try their hand at the unique "Jam the Scanner" promotion. Anyone that could successfully foil the feeder was offered a free Kodak camera. (We remember Kodak executives complaining that a competitor went so far as to coat a document with hairspray.) The vast majority of participants came away with a jar of jelly as the 3500 successfully captured their documents.

"One thing we did right with the 3500 was put a fair amount of money into the marketing effort," said Bida. "We followed up the launch with a strong ad campaign." The success of the 3500 quickly catapulted Kodak past Bell+Howell to the leadership position in the mid-volume segment.

Worldwide influence

Bida's next role involved moving Kodak further downstream into the low-volume production [sub-\$12,000] segment of market. He leveraged his experience in Japan to set up an OEM deal with **Matsushita**. This produced the 1500 and 2500 models that were introduced at AIIM 1999 [see *DIR* 5/21/99].

"As part of the deal, Matsushita changed the design of its scanners so that our models were different than any other product they had on the market," said Bida. "Sales of those models far exceeded the business case numbers we projected. It was one of the most profitable products Kodak Document Imaging ever had."

During that time, Bida was also cultivating a relationship with image processing specialist **Kofax**. It eventually blossomed into a technology cross-licensing agreement signed in 1998. "We licensed Kofax our adaptive threshold processing technology, which was a key component in its initial VRS (virtual

MICHAEL BIDA TIMELINE

As the father of **Kodak's** Document Imaging business, Michael Bida played an important role in its conception, birth, growth, and maturation. Following are some of the highlights of Michael's career as well as some of the Kodak moments that he helped produce.

1966-1969: Serves in the U.S. Army, including a tour of Duty in Vietnam with the 82nd Airborne. Earns rank of sergeant.

1972: Graduated from **SUNY at Potsdam** with BA in Computer Science.

1973: Joins Eastman Kodak as software engineer.

1975-1983: Top salesman of high-end microfilm systems in the financial district in New York City.

1983: Transferred to Rochester to lead Kodak's entry into digital document imaging systems.

1986: Named marketing director for Kodak Business Imaging Systems (BIS).

1989-1990: Kodak introduces the ImageLink 900 digital document scanner.

1992: Kodak launches ImageLink 500.

1995: Named business development manager for BIS.

1998: Kodak launches the 3500.

1998: Kodak signs cross licensing deal with **Kofax** for image processing technology.

1999: As product manager for low-volume scanners, oversees launch of the 1500 and 2500, which are manufactured through an OEM agreement with **Matsushita**

2000: Named director of channel marketing responsible for US&C.

2002: Named worldwide director of product marketing for Kodak Document Imaging with responsibility for document scanner products, software, and service.

2007: Retires from Kodak and launches consulting practice.

re-scan) product," said Bida. "VRS [and Kodak's competitive *PerfectPage with iThresholding*] played an important role in driving adoption of document scanning. Prior to VRS, users were required to do a lot more sorting based on document color and content. They couldn't intermix documents, because the brightness and contrast settings couldn't adjust for variances."

A man of the people

In 2000, as Kodak Document Imaging's director of channel marketing for the U.S. and Canada, Bida helped develop a new reseller program. In 2002, he was appointed worldwide director of product marketing with responsibility for document scanner products, software, and service. From 2002 until his retirement in September, Bida helped Kodak launch around a dozen new scanners, and the company now has the widest breadth of scanners on the market.

"Michael has helped shape this industry," said Barbeau. "He has played an important role in determining which features needed to be included on our scanners. His connections brought us closer to the desires and needs of our customers, as well as helped create the partnerships we needed to jump start our business. And Michael was always very active traveling and preaching about the future of scanning and encouraging adoption of digital technology over analog."

"Michael mentored a ton of people both informally and formally," added Vaughan. "Because of his experience, he was very much looked up to within

the company. At the same time, Michael would never look down on anyone. He treated people with respect from the entry level up to the top management."

"Michael was one of my mentors," added Roger Markham, Kodak's marketing manager for distributed capture products. "He is always very educational to be around, and he was always making sure we did things the right way and maintained the Kodak standard."

Sharing his marketing expertise

In his spare time, Bida is an avid golfer and devoted family man. After fine tuning his game over the first few weeks of an unusually mild Rochester autumn, Bida is ramping up a consulting practice. "My background is in document capture," said Bida. "However, I am already taking on some work in other industries. I have a breath of experience in everything from product management, to M&A, to setting up a channel and a sales team, to market research and voice-of-the-customer exercises."

Anyone wishing to take advantage of Bida's vast experience, knowledge, and industry connections can reach him at mikebida@rochester.rr.com or by phone at (585) 748-1435.

DIR would like to wish Michael the best in his retirement, and we look forward to continuing to work (and golf) with him in this second stage of his career.

For more info: <http://www.kodak.com/go/docimaging>

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