Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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April 23, 2004

THIS JUST IN!

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The latest numbers show we are now averaging almost 500 visits per day on our Web site, with these visitors clicking on an average of more than 10 pages each. The totals continue to rise every month and so far the April numbers represent a 25% increase over our March numbers. This increase is being driven by some beefed up content and new methods of registering our site on search engines.

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Thanks for your continued support of DIR.

ONE MORE AIM ISSUE

We apologize if we spoke with you at **AIIM** and haven't got to your story yet. We just had so many rich interviews that we've had trouble fitting it all in the past three issues. We promise it will show up in the next issue, which we promise will also be our last official AIIM 2004 follow-up issue. Look at it this way, by the time our May 7 issue comes out, AIIM 2005 in Philadelphia will still be 12 months away!

ECM Players Show Signs Of Maturity At AIIM 2004

Whiz-bang product development takes back seat to strategic execution.

Heading into **AIIM 2004**, enterprise content management (ECM) was one of the hottest buzzwords in the IT sector. Analysts were predicting double-digit growth for the market over the next five years. In the

months leading up to the show, we saw a slew of consolidations as companies tried to better position themselves to capitalize on this projected growth. And, an 8% jump in show attendance at a time when most trade shows are in decline, seemed to back up this optimism.

"Content management is going mainstream," affirmed Dave DeWalt, president of



Dave DeWalt, president, Documentum division of EMC.

EMC's Documentum

division. "Everyone needs to manage unstructured information. The same forces that drove the growth of the database market for managing structured information are now driving ECM. We see huge opportunities for Documentum."

So, what did these bigger, and presumably better, ECM vendors show at AIIM? Well, to tell the truth, there wasn't much new. We mainly saw some fine tuning. Companies like **Open Text** and **eiStream**, coming off recent acquisitions, talked about digestion. **FileNET**, meanwhile, announced collaboration—which may be new to them, but is certainly not new to the space. Conversely, both eiStream and Documentum announced BPM strategies that covered some ground well tread by FileNET over the past couple years.

ECM is a maturing market, and cutting-edge development has somewhat been replaced by a focus on execution. Tom Deutsch, director, worldwide product marketing for FileNET, may have best summed up the state of things: "We have a lot of blocking and tackling to do," he told *DIR*. "Looking at FileNET's customer base of 3,900-4,000, there is still a lot of potential penetration in those accounts. Our goal is to help those customers make the leap from group, to division, to enterprise productivity."

FileNET Debuts Collaboration

Of course, as you'd expect from any good marketeer, Deutsch's words contained a message promoting FileNET's introduction of a collaboration module. FileNET is promoting the product as a way to manage group interaction as a part of the enterprise infrastructure. "All of our competitors' collaboration products were developed as standalone applications," Deutsch told *DIR*. "This means they have their own models for content, search, and discussion threads. These products have a very rudimentary concept of workflow with little concept of process.

"In contrast, FileNET's *Team Collaboration Manager (TCM)* is integrated right into our ECM repository. This means *TCM* users have access to anything stored in our repository, as long as they have the rights to it. It also means that everything done in *TCM* can be locked down like a secure record in our repository."

We asked Deutsch for an example of the potential power of *TCM*: "Say you're manufacturing a car. The design might start with several collaborative teams. Each one publishes some documentation, which is then distributed. As revisions are made, you need to exercise version controls until the documentation is finalized and published as a spec. That spec is put into the ERP system used during manufacturing.

"Let's say a car is manufactured following that spec, but the wheels won't attach to the axle. Instead of starting the process of determining what went wrong just by looking at the spec, using our technology, you would be able to view all the documentation associated with the development of that spec. This enables you to more efficiently resolve the problem."

Deutsch concluded by saying that *TCM* does not compete with standalone collaboration applications. "Part of the reason we came up with our own offering instead of buying someone else's problem was that our competitors' customers were complaining about the islands of information created by their collaborative systems," he said. "We view collaboration as an integral part of a business process. We are calling this integration point-in-process collaboration. This is the same concept that Matt Cain of **Meta** has referred to as contextual collaboration."

For more information: **FileNET**, Costa Mesa, CA, PH (714) 327-2729.

Documentum Acquires Search Specialist

At AIIM, Documentum's main focus was discussing its compliance solutions. The company also highlighted the

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recent integration of the old OTG product line into its fold [see DIR 3/5/04]. The biggest recent news from Documentum actually came the week following AIIM, when the company announced the acquisition of French search aggregation vendor askOnce from Xerox.

"It was a badly kept secret that we were looking for technology in the search market—more specifically in the enterprise content integration [ECI] space," DeWalt told DIR. "We looked at about 70 companies. With the backing of EMC's balance sheet, we had the choice of just about any one we wanted. We just fell in love with this little company. They had the right technology for us."

DeWalt stressed that askOnce does not have its own search engine. "Their whole technology is built around aggregating results," he said. "This means their technology can talk to engines from vendors like Verity, Google, Autonomy, and AltaVista. askOnce's technology will enable us to search across multiple repositories, from multiple vendors, and deliver results including both structured and unstructured content."

In other words, Documentum has improved its technology in the area of virtual content management, which was pioneered by the likes of **Venetica** [see <u>DIR</u> 11/17/00] a few years back. "Companies like Venetica build wrappers that are essentially the last mile of integration between a Documentum and an Open Text or a FileNET repository," said DeWalt. "We really like the search approach that askOnce takes to content integration."

According to DeWalt, askOnce has built connections to more than 300 different applications, including Documentum's. The Grenoble, Francebased company has less than 50 employees and a customer base of approximately 50, including several large pharmaceutical firms—also a specialty market of Documentum's.

DeWalt told DIR that, in particular, there were three very attractive elements to askOnce's technology:

- Web services-oriented architecture "This enables users to launch a search from any application," said DeWalt. "We also like askOnce's use of XML XQuery standards. Most of the leading search vendors use proprietary technology in this area."
- multilingual capabilities "This was very important to us as we grow our business worldwide," he said. "askOnce has the type of strength in this area you'd expect out of a French company."
- **real-time search capabilities** "Most other ECI (enterprise content integration) vendors run queries in a batch mode—sometimes even doing it overnight," said DeWalt. "With askOnce, users receive results immediately following their query."

Once these results are returned, Documentum is offering to combine them with its recently announced BPM technology. "We've been working hard disassociating our workflow services from our

FUMBLING THE FUTURE AGAIN?

The same week that **Xerox** announced the sale of **askOnce** to **Documentum**, it also announced the sale of all its 15.9 million shares in voice and text recognition specialist ScanSoft. Like Documentum, ScanSoft was born as a Xerox spin-off.

A few weeks later, Xerox announced it had sold its interest in another spinoff—DRM (digital rights management) specialist ContentGuard. Time Warner and Microsoft were the primary buyers this time. (Microsoft, by the way, also has a close relationship with ScanSoft.)

Xerox has definitely cashed in a few chips over the past month. However, that doesn't mean the copier giant has ceased advanced technology development. Shortly before these sales were announced, we received a release touting Xerox's new development in the area of autoclassification. Xerox just seems to have taken the smart financial approach of selling off some of its advanced technology as it becomes valuable.

While Xerox may be doing a much better job with its finances over the past couple years, we once again find ourselves questioning the company's long-term vision. By now, we're sure you all know the story about Xerox letting the first PC and other related technology walk out the door of its fabled Palo Alto Research Center.

Xerox has indicated that some of the technology it sold off recently does not fit the company's long-term

document management strategy. We assume that strategy has to do with the print-on-demand market. However, it's interesting to note that if you put together the capabilities of ScanSoft, AskOnce, Documentum and ContentGuard, throw in some of the new classification stuff, add some of Xerox's cool image processing technology, and mix in the intriguing DocuShare product line—backing it all with Xerox's immense resourcesyou've got something pretty compelling. Maybe you've even got a company on par with IBM and Oracle... but we probably don't need to go down that path again. Let's just give Xerox credit for developing some really fine technology. Here's hoping they continue on as a valuable contributor to the advancement of the document imaging and IT marketplaces.

content," DeWalt told *DIR*. "Coupling those BPM capabilities with search will allow our customers to fire off a search and quickly assimilate the results in a process. This could be compelling in publishing environments for example, where a search on 'Documentum,' might yield results of past articles that could be used for a report being assembled by an editorial team."

For more information: **Documentum**, Pleasanton, CA, PH (925) 600-6800.

eiStream Combining Product Lines

eiStream has also made BPM a major focus of its future. The growing company is in the process of combining its four product lines into two and launching a BPM platform targeted at its higher-end installations. "We have developed a common set of BPM capabilities that can be deployed across both our higher-end lines," explained John Oldham, VP of worldwide sales and marketing for eiStream. "Also, where we formerly referred to those lines separately as the ViewStar and WMS lines, going forward, they are both being rebranded as eiStream Enterprise 9."

eiStream's BPM platform is based on a Web services architecture. "All the BPM capabilities are backwards compatible with our legacy lines," said Lucy Norris, VP of eiStream products. "We will also continue to support our legacy installations at least two generations back."

Norris characterized BPM as more capable of dealing with exceptions than the workflow technology popular in document imaging installations. "Workflow works well when you have a well-worn path that documents follow," she said. "When you have exceptions in workflow, they also follow a relatively constant path. BPM takes things up a notch and enables businesses to make dynamic decisions based on real-time information.

"In a fictitious example, an insurer might be processing medical claims from several customers with certain higher-volume customers having a higher priority for turnaround time. Using BPM controls, the insurer could monitor the process and adjust it if the volume of high priority claims unexpectedly increased. With BPM tools, this customer could dynamically divert its resources from the lower priority claims until the deadlines for the higher priority claims are met."

In addition to cross-platform BPM technology, eiStream has combined the sales, marketing, development, and support organizations of the ViewStar and WMS lines. The recently acquired **Identitech** products will also likely be incorporated

into the *Enterprise 9* suite [see <u>DIR</u> 2/20/04]. eiStream is implementing a similar strategy with its lower-volume lines—rebranding the legacy Kofile and Keyfile products as the *Enterprise 3* line.

"We will maintain all our development centers, but we've converted their focus from product-oriented to goal-oriented," explained Norris. "For example, the former ViewStar center in Alameda, CA is now our .NET center of excellence, while the former Eastman Software site near Boston is our J2EE center."

Former Portal Boss Likes BPM's Potential

eiStream also recently announced the hiring of another former **Eastman Kodak** executive. Michael Crosno has joined eiStream as an executive VP and director. Most recently, Crosno was the executive VP for **Vignette's** worldwide operations. Previous to that, he served as Chairman and CEO of **Epicentric**—a portal vendor acquired by Vignette in 2002.



Michael Crosno, executive VP and director, ieStream.

Crosno said he was particularly excited about the potential of BPM. "The

majority of portals and document management systems that have been put in place so far are content centric and not process centric," Crosno told *DIR*. "If you look at the direction of technology leaders like **BEA**, **IBM**, and **SAP**, with their Web services initiatives, it is all about process-enabling applications. It's my view that most intranets that are currently information-centric will become process-enabled in the future."

Crosno cited **HP** as an example of a business that will process-enable its intranet. "HP has one of the largest intranet applications in the world," he said. "It contains a huge amount of information for HP's suppliers and partners. The next step will be creating an integrated supplier network through that intranet. That's a process application, not just an information application."

eiStream will be developing future products to support portal standards such as JSR 168 (www.jcp.org/en/jsr/detail?id=168). "Much like CRM, BPM is more than a product," said Crosno. "It's a family of products that can be used to organize processes. The goal is to build out these processes once and reuse them many times over. Whoever wins that battle will be the winner at the end of the day."

For more information: **eiStream**, Dallas, TX, PH (214) 520-1660, www.eistream.com

Open Text, IXOS Make Integrated Debut

At AIIM, Open Text and **IXOS** made their debut as a combined company. Just a couple weeks prior to the show, Open Text announced it had completed the acquisition of 88% of IXOS' shares under the terms of a deal that was announced last fall [see <u>DIR</u> 11/7/03]. Executives are touting the combined company as the largest player in the ECM market with projected 2004 revenue of \$425-450 million.

Initially, Open Text is focusing on three areas of integration between the product lines: e-mail management, information archiving, and Web content management (WCM). "These are the areas that really jumped out at us," said Bill Forquer, executive VP, marketing for Open Text. "Feedback from our customer base has validated these opportunities. We will roll out the integrated products through the course of the year."

■ e-mail management - IXOS was one of the first ECM vendors to recognize the potential of this space. Currently, IXOS has more than 300 e-mail archiving customers worldwide, managing more than 750,000 mailboxes. Earlier this year, IXOS announced compliance support for Lotus Notes e-mail applications.

"To date, the majority of our customers have installed e-mail management software to better manage their e-mail storage volumes," Roman Goetter, IXOS' manager for e-mail products, told *DIR*. "However, the demand for e-mail management for compliance purposes is growing, especially in the financial services market, and *Notes* is a very popular application in that vertical."

In addition, Open Text announced it would integrate its classification and search technology into the IXOS e-mail archiving solution. IXOS recently announced an OEM agreement to resell similar technology from **Convera**. It seems likely the Open Text technology will make that agreement moot.

Finally, at AIIM, Open Text announced support for instant messaging (IM) within its flagship *Livelink* document management and collaboration platform. IM will also be supported by the IXOS archiving solution.

■ Information archiving - In fact, all information created in *Livelink* will be able to be migrated to the IXOS system for archiving. This will enable *Livelink* users to take advantage of the variety of WORM storage options that IXOS has integrated with, including magnetic storage from **EMC**, **NetApp**,

and **Hitachi**, as well as optical libraries—a traditional IXOS strength.

Speaking of integration, Open Text's recent acquisition of **Gauss** [see <u>DIR</u> 9/5/03] provides the company with strong integration with the **J.D. Edwards** ERP system. "IXOS, of course, has a long history with SAP, while Open Text has tight integration with *PeopleSoft's* ERP application," said Forquer. "We now have strong connections with three leading ERP systems."

■ WCM - Speaking of Gauss, IXOS and Gauss each bring a WCM solution to Open Text. Gauss began life as a German (WCM) vendor before merging with U.S.-based document imaging specialist Magellan in 2000. Last year, IXOS acquired Swiss WCM vendor Obtree.

"The two WCM offerings complement each other nicely," said Matt Suffoletto, president of IXOS' North American operations. "The Gauss application is designed for very large structured environments, while Obtree is for smaller, more ad hoc implementations."

Overall, the Open Text/ IXOS integration seems very complementary. Traditionally, Open Text has been in the higher growth electronic document management (EDM) space, while IXOS has focused on the more plodding archiving space. Despite its slower growth, however, archiving has achieved more publicity over the past year due to some high-profile corporate scandals involving records mismanagement. Because archiving is so closely related to EDM, more than ever, buyers are seeking to combine the two applications. Yes, as our introduction states, ECM has finally arrived, and Open Text is well positioned as one of the early leaders.

For more information: **Open Text**, Waterloo, ON, PH (519) 888-7111; **IXOS**, San Mateo, CA, PH (650) 294-5800.

New Methodology Boosts DocuWare Channel Sales

Arming its resellers with a new sales approach helped German-based document imaging vendor **DocuWare** realize 30% growth worldwide last year. In 2003, the software developer's revenue jumped to \$7.75 million—with its partners reportedly generating more than \$40 million in DocuWare-related revenue. At the recent **AIIM** show, *DIR* caught up with DocuWare's president of American operations Greg Schloemer, who filled us in on some of the details of the company's success.

"In 2001, we contracted a German firm to do some research and asked them to focus on a few things," Schloemer told *DIR*. "We asked them to determine why our sales cycles were so long—an average of 6-9 months. We asked them to determine what motivates customers to look at document imaging in the first place. We also asked them to compare our more successful resellers to the less successful ones."

Schloemer didn't share all the detailed results; he did, however, say that based on these results, DocuWare came up with two important initiatives. "The first involves the fact that a team typically makes the decision to buy an imaging system," he told *DIR*. "This team typically includes four people: the initial sales contact, a department head, an IT person, and a C-level executive. We found that often resellers would be presenting their demos to only one member of this team.

"The reseller would then rely on that person to relay the information. This can both delay a project and create imbalanced information based on the perspective of the person receiving the demo. To eliminate these problems, we've told our resellers that at least three of the four members of the buying team need to be present for a demo."

The second key initiative is that DocuWare has instructed its resellers to charge their prospects for a needs analysis study following the demo. "We've had to stress to our resellers that they are selling an ROI and a system for managing documents, not a technology," Schloemer said. "The needs analysis includes information on specific types of documents, how to manage the people working with these documents, the IT configuration that will be used, and a plan for implementing the system. It should be 19-20 pages long.

"By charging for this analysis, our resellers are getting their customers to make a commitment. They are reducing the risk that the customer will back out after the reseller goes through the effort of putting together a detailed proposal. Only after the customer has accepted this needs analysis, or system blueprint, should the reseller present a proposal."

The improved reseller program has enabled DocuWare's American (North & South) operations to increase its revenue 19% without increasing its number of resellers—which Schloemer cites at 110. Worldwide, the company is also selling larger systems, as the number of new systems DocuWare sold in 2003 increased only 12%, while its overall revenue increased 30%.

For more information: **DocuWare Corporation**, Newburgh, NY, PH (845) 563-9045.

New President Revs Up LaserFiche

As enterprise content management (ECM) emerges as a mainstream technology, **LaserFiche** has hired an executive with mainstream sales and marketing experience to lead it to the next level. Late last year, long-time **Honda** executive Jerry Bengtson was named the company's new president and COO.

Bengtson is a long-time business associate of LaserFiche founder Nien-Ling Wacker. Wacker, who had previously held the title of president, is now serving as chairman and CEO. We caught up with Bengtson at the recent **AIIM Conference and Expo**.

"I did not come into this deal equipped with a magic wand," Bengtson told *DIR*. "I'm not just going to wave it and improve everything. One thing I have learned is that it does not make any difference if you are doing everything right—if you are not doing the right things. For any company to make the leap from entrepreneurial start-up requires improvements in organizational processes and procedures.

"I think I bring some professional management expertise to LaserFiche," Bengtson continued. "I have some experience in working for a company that was small—like Honda when I started in 1973—and helping it grow. Not that I was responsible for all of that, but I certainly did a lot to guide Honda's development."

Bengtson started working with LaserFiche as a consultant this summer. "At that time, we adopted the goal of becoming the leader in the digital records management space," he said. "We identified our market and began developing objectives and plans that will help us succeed in that market. One of our goals is to strengthen our distribution channel. This involves working more closely with our top selling VARs.

"We've also initiated a new branding strategy. This involves identifying our value and delivering a message that conveys that value to every contact—every VAR and end user we deal with. That message should show up in the way we answer the phone, as well as our communications and marketing. We need to get all our pieces, internally and externally, on the same track."

Under Bengtson, LaserFiche has set a goal of 50% growth for each of the next three years. "I'm not going to say we will reach the size of a **FileNET** or a **Documentum**, because I'm sure they have growth aspirations of their own," said Bengtson. "But the

ECM market is in search of a leader. In terms of software sales, nobody had more than a 10% share in 2003. With an installation base of 20,000 customers, we think we have as good a chance as anyone as emerging as that leader."

Like everyone else in the market, LaserFiche is trying to take advantage of the increased attention that compliance concerns have brought to ECM. Along these lines, LaserFiche recently introduced a version of its product that is **DoD** 5015.2-certified for records management [see DIR 12/5/03]. "Not all compliance depends on records management," stressed Bill Kouzi. VP

worldwide sales for LaserFiche. "Meeting Sarbanes-Oxley and HIPAA requirements might have more to do with better organizing documents than instituting records management controls.

"We are going to put more effort into eduction in specific vertical markets that have compliance requirements. This includes financial services and healthcare. Our goal is to



Jerry Bengtson, president and COO, LaserFiche.

simplify the process for buying a document management system. A lot of people have heard about the technology and think they need it, but don't quite understand what it can do for them. We need to explain that not only can we solve HIPAA or Patriot Act issues, our software is also a great tool for improving operations."

Historically, LaserFiche has built its reputation on sales to state and local governments. However, according to Kouzi, over the past two years, more than half of LaserFiche's new business has been in the commercial market. "We've chosen to go after five verticals," said Kouzi. "These are financial services, insurance/real estate, healthcare, education, and government. We've identified areas where we get the most traction, which is better than firing off shots in every direction."

In addition to marketing improvements, Bengtson stressed that LaserFiche will also increase its R&D efforts. "Honda puts a tremendous amount of focus on its product," said Bengtson. "LaserFiche has a great product too, and we need to maintain that. There are a lot of things you can do not quite right and still get by, but if your product is one of them, you're not going to make it."

To help with future direction, Bengtson plans to

institute an advanced R&D program. "We need to do more fundamental research," he said. "We plan to increase the number of engineers we have studying the potential evolution of business three to five years out. They will focus on the changes they see occurring and how we can address those changes with our software. At Honda, these are the people who create clay scale models of cars."

Big Boys Putting The Pressure On

No, selling document management software is not selling cars, but Bengtson brings proven growth strategies to a small company that has suddenly found itself in a position to enjoy the fruits of a burgeoning market. When we first talked with Bengtson last summer, he discussed similarities between LaserFiche's reseller channel and Honda's dealers. We thought that was an interesting analogy. More of those comparisons are going to be made as the document management market reaches maturity.

The days of profitably selling one-off document management solutions are now in the rearview mirror. While, we haven't quite reached assembly line production, pressure being put on by the likes of **IBM**, **Microsoft**, and **EMC**, is forcing document imaging vendors to run more efficient operations. Bengtson seems to understand this, and we look forward to following his tenure at LaserFiche.

For more information: **LaserFiche**, Long Beach, CA, PH (562) 988-1688.

dakota Accepts Offer From **WebMD**

In a deal rumored to have been in the works for some time, **WebMD** has announced its intention to acquire dakota imaging. dakota is a forms processing software vendor that in recent years has focused primarily on the healthcare claims space. WebMD is a billion-dollar entity that offers a variety of software and services related to healthcare. Most directly related to dakota's business, WebMD acts as a clearinghouse, or a middleman, for EDI claims submissions from providers (doctors and hospitals) to payers (insurance companies).

WebMD is also a leading vendor of healthcare practice management software. It offers on-line educational services as well. WebMD has agreed to pay \$40 million in cash for dakota upon the close of the deal, which is supposed to happen before the end of this month. WebMD has committed to pay an additional \$25 million over a period of three years starting in 2005 if certain milestones are met.

In addition to its paper processing business, in

2000 dakota acquired two EDI software developers that specialized in healthcare claims. At the same time, dakota launched an ASP business and positioned itself as the only vendor that could process both paper and electronic submissions for health insurance companies. The acquisition by WebMD obviously will broaden those capabilities even further, while providing dakota with some impressive capital reserves. At the end of 2003, WebMD reported \$270 million in cash and short term investments on its balance sheet. According to a WebMD press release, dakota had revenue of \$17.5 million in 2003 with an EBITDA of \$2.8 million.

WebMD was reluctant to grant a full interview before the deal closed. Spokesperson Jennifer Meyer had the following to say, "The acquisition of dakota represents another step in our plan to grow beyond our roots as an EDI clearinghouse. We want to offer services that facilitate the complete spectrum of claims processing, from their creation through their payment. We currently have relationships with 1,200 payers and more than 200,000 providers. We see some great potential to expand those relationships with dakota's products and services."

The acquisition announcement came a little more than two months following dakota competitor **Captiva's** \$5.2 million acquisition of **Context, Inc.** from **ADP** [see <u>DIR</u> 2/6/04]. That acquisition was designed to help Captiva expand its healthcare business further into the provider market. "I think the market is evolving quickly," said Michael Hurley, founder, president, and CEO of **GreenSquare, Inc.**,

a consulting firm specializing in healthcare claims processing. "In the past, it has been [dominated by] small players with limited views of a much larger marketplace. Companies like WebMD are changing



Sandeep Goel, president and CEO, dakota imaging.

the context [no pun on Captiva intended, we think]. Their perspective is the reverse. They are a big player with a deeper perspective."

Captiva President and CEO Reynolds Bish said he is not worried about competing with a vendor as large as WebMD. "We'll just stay focused and keep executing," Bish told *DIR*. "I am surprised that WebMD was willing to pay so much and am also surprised by dakota's

apparent profitability. Over the past couple years, we'd constantly heard dakota was struggling and had cash flow problems."

Chris Thompson, EVP at **Recognition Research, Inc.**, another dakota competitor, credited dakota's vertical focus for the amount WebMD was willing to offer. It represents a minimum of more than 2 1/4 times annual revenue and a maximum of close to four times. **Cardiff**, a more horizontally focused forms processing vendor, was recently acquired by **Verity** for about 1 2/3 times its annual revenue [see <u>DIR</u> 2/20/04].

For more information: **WebMD**, Elmwood Park, NJ, PH (201) 703-3400.

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