

# Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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September 3, 2010

## THIS JUST IN!

### NSI COMPLETES STRONG YEAR

A maturing market for MFP capture software has helped **Notable Solutions, Inc. (NSi)**, not only survive, but thrive, during the economic downturn of the past two years. From its fiscal 2008 to its fiscal 2010 (ended June 30), the Rockville, MD-based ISV reported it doubled its annual revenue. VP of Marketing Mike Morper cited geographical diversity and increasing deal sizes as two driving factors.

“Forty-percent of our revenue is now coming outside North America,” said Morper. “We’ve had some fantastic results in Latin America, and we’ve started to expand our penetration in Europe beyond the German and Benelux markets, where we’ve traditionally been strong.”

“The ability of our product to address a range of implementation sizes has also been a strength,” said Mehdi Tehranchi, CEO of NSi. “When the market downturned, like everyone else, we saw large deals turn to medium-sized ones. Now, we are starting to see enterprise deals come back—albeit with longer sales cycles.”

Tehranchi said NSi is starting to see second-generation adoption of its technology. “Initially, a lot of our customers are looking for basic functionality, like scan-to-fax, -e-mail, or -folder,” he said. “They find they can’t use the applications provided by their hardware vendors, because they’re not secure or scalable enough. We won a deployment at Canada’s largest financial services organization for this reason.

“Now, that organization realizes it has

**CONTINUED ON PAGE 7**

## Capture and BPM Remain Strong SharePoint Plays

### *Beefed-up ECM capabilities benefit from complimentary technologies*

Historically, automated capture and business process management (BPM) have been the primary drivers of ROI in the document imaging industry. Coincidentally, these are two areas that have not been addressed very well to date by **Microsoft** SharePoint implementations. As a result, our market has continued to thrive, despite SharePoint’s increasing adoption as a document repository.

And guess what? Even with the vast content management improvements made in SharePoint 2010 [in areas like scalability, records management, and search and retrieval—see *DIR* 11/6/09], there are still plenty of opportunities for ISVs to add capture and BPM to SharePoint. Its capabilities in those areas are still very limited. In fact, the SharePoint content management improvements could even help pave the way for adoption of more capture and BPM software.

“Microsoft has certainly changed the terminology it is using around the marketing of SharePoint,” said Mark Miller, the founder and editor of **EndUserSharePoint.com**, who was recently hired as the chief community officer and SharePoint Evangelist at ISV **Global 360**. “In 2007, Microsoft began marketing SharePoint as a departmental platform that users could set up and manage on their own—IT was supposed to be removed from the equation. Now, the message is that SharePoint is a .NET development platform.

“In other words, Microsoft is giving users a foundation, but they will have to build solutions on their own. SharePoint represents a nice way to get started, but if users want to do anything complex, they are now being encouraged to bring in help.

“In addition, while SharePoint started out as a very cool project management tool for departments, when enterprises realized what was going on, they started to

worry. For example, I was working with one company that did an analysis and found more than 30 SharePoint environments operating in different departments. They began to think about security and what would happen if any of these environments crashed. There was no enterprise-level back-up and support.

“To address this, Microsoft has started rolling out enterprise-level capabilities for SharePoint. A global corporation can now put all its department-level content in one place utilizing SharePoint.”



**“Every capture product has a release to SharePoint...They all demo nice, but when you try to introduce any volume, they usually don’t work.”**

**—Chris Riley, ShareSquared**

### ***From collaboration to ECM***

In other words, SharePoint 2010 has many features of an enterprise content management (ECM) system. “Previous generations of SharePoint were targeted at collaborative applications, and the final assets that came out of SharePoint were often put into a proper content management system,” said Chris Riley, a senior ECM and image capture architect for systems integration and consulting firm **ShareSquared**. “Now, it’s hard to argue that SharePoint can’t be that ECM system.

“Granted, SharePoint is a platform, and it takes some customization to develop it into an application, but, in reality, any ECM system requires some customization. With SharePoint 2010, Microsoft has introduced features, in areas like records management, taxonomy, and file structuring and management, that strip out a lot of the effort that was formerly required to address ECM.

“With SharePoint 2010, the only reason I can see for using a third-party ECM system is compliance with the DoD 5015.2 records management standard. It used to be that integration with capture systems was a differentiator, but with SharePoint’s new Content Organizer feature, that isn’t necessarily going to be the case.”

### ***Clearing the capture hurdle***

According to Riley, to date, it has been fairly difficult to do any high-volume document capture into SharePoint. “Every capture product has a release to SharePoint, but the vast majority are not doing it in the optimal way,” Riley said. “They all demo nice, but when you try to introduce any volume, they usually don’t work.

“That’s because they’re all set up to send images to a single location or library. Nobody that does batch scanning wants to

## **Document Imaging Report**

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capture everything to the same library, so they end up having to re-configure the settings each time they scan.

“**KnowledgeLake** really has the only product I’ve seen that integrates capture in a more sophisticated way. However, KnowledgeLake doesn’t really offer any advanced data capture and classification.

“I’ve been encouraging users to separate their capture requirements from SharePoint. In other words, I tell them to determine the best capture solution for their problem, and then make it work with SharePoint the way they want it to—through customization. The Content Organizer feature in SharePoint 2010 is going to make that customization a lot easier.”

According to Riley, to a capture application, Content Organizer appears like any other document library. “However, once documents show up there, they can be automatically routed to other destinations based on their meta data,” he said. “The trick is setting up rules that align with the capture process. At the most basic level, you need to identify document types. The Content Organizer can also serve as an exception queue for any documents that can’t be identified and routed automatically.”

### **The workflow food chain**

Riley acknowledged that, in addition to capture, there may be a need for third-party software in other areas, such as viewing and BPM, to complete a document imaging application. We’ve profiled SharePoint viewing options, such as **Atalasoftware’s** Vizit SP, in previous issues [see *DIR* 6/4/10]. Global 360’s Miller was happy to talk about how his new employer can address SharePoint’s BPM shortcomings.

“There are three levels of workflow that users will attempt to use with SharePoint,” said Miller. “The first is the default workflow that comes out of the box and everybody gets. This works fine for automating simplistic processes in a parallel or sequential fashion. The problem is that, in the real world, there is no such thing as a simplistic workflow.

“When users reach the stage where they need conditional workflows, they may consider moving to SharePoint Designer. This is Microsoft’s old FrontPage Web design product, which has been put on steroids. The problem with Designer is that many organizations have it locked down, because you can really hose a SharePoint site if you don’t know what you’re doing. So, utilizing Designer typically requires arranging for the IT department to implement a workflow, and most people don’t want to bother

with that.

“The third level is getting a hard core developer who can whip out a workflow process utilizing Visual Studio. But, this is also a resource-intensive approach.”

### **Where BPM comes in**

Global 360’s software is designed to marry the power and scalability of a hard-coded workflow, with the flexibility and ease-of-use non-programmers desire. “Real BPM takes more of a case-management approach,” said Miller. “The problem with utilizing a simplified workflow is that sooner or later you start hitting your head against the wall, because you’ve reached a point in your process that you can’t get past.

“Take a loan application process. What happens if, when the loan gets to the approval stage, the lender finds out it’s missing a document. In a simple workflow, the whole process gets cancelled and they have to start all over again.

“In a real business process, you have data, information, and people, all over the enterprise, that are contributing. Microsoft workflows are great for handling the Microsoft piece of a process, but a true BPM application puts a wrapper around the entire process.”

“Global 360 has a number of customers utilizing

### **SHAREPOINT OFFERS NEW SEARCH PARADIGM**

In addition to requiring capture and viewing add-ons, **ShareSquared’s** Chris Riley acknowledged that SharePoint can’t exactly duplicate the search and retrieval capabilities inherent in most document image management systems. “Most imaging applications enable users to search for specific fields in meta data tables; with SharePoint, even with the FAST Search upgrade, you can’t do that,” said Riley. “What you can do is ‘refine’ searches.

“This means that, in a patient records application, for example, instead of searching specifically for the ‘last name’ of Riley to find my records, you’d do a general search on ‘Riley,’ and then continue to refine that search until you get what you’re looking for.

“So, to avoid a paradigm shift, a SharePoint user might want to implement KnowledgeLake technology or another ECM package with traditional search capabilities. But, as the world continues to change, I think the way users will want to search will change, and they will eventually embrace this paradigm shift.”



our BPM software with SharePoint,” said Jennifer Troxell, VP of corporate and product marketing at Global 360. “We have a financial services organization utilizing it for stock trades and handling a volume of a half-million transactions per night. SharePoint alone could certainly not scale to that level.”

According to Miller, new features in SharePoint 2010 should encourage even more advanced BPM adoption. “With SharePoint 2010, Visio 2010 can be utilized to model workflows,” he said. “Global 360 can now leverage Visio premium as a modeling environment for our BPM application. Visio is a tool that every business process analyst has on their desk. Now, the models they create in Visio can be ported over to run actual workflows.”

### ***Education will drive demand***

Miller and Riley agree that education will be a key factor in getting people to adopt advanced capture and BPM within SharePoint environments. “Many people just assume SharePoint is a file server on steroids,” Miller said. “There is some understanding that it can also be used for collaborative purposes. However, as the user group is maturing, we are just starting to see solutions being built that address real business problems.”

“Trying to get the ECM and SharePoint worlds on the same page is a big challenge,” said Riley. “Terminology is just one issue. Terms like meta data and taxonomy can mean one thing to an ECM user and something completely different to a SharePoint user.”

“Then, there’s the issue of implementation planning. When using it for collaboration, all an IT department needs to do is install SharePoint and let the users at it. When you starting using SharePoint for ECM, however, it requires some planning around stuff like building taxonomies and records retention schedules—stuff that many IT departments have no idea about. This creates a new set of challenges around SharePoint implementations.”

### ***The price is right***

Despite these challenges, Riley said, because of its price, SharePoint will continue to gain traction in ECM environments. “Most large organizations have three-year enterprise software agreements with Microsoft, which means they already own some form of SharePoint,” he said. “So, then the question becomes, why do they need to continue paying maintenance on third-party ECM software, when they already own SharePoint?”

“I think at some point in the future, we’re going to be down to the big three—when it comes to ECM

## **THE WORKFLOW BLUES**

Robert Johnson almost certainly never heard of workflow, but **Global 360** SharePoint Evangelist Mark Miller thinks we can learn something about the technology from the blues musician’s legendary trip “down to the crossroads” [where he traded his soul for extraordinary musical prowess]. “I’ve been at the crossroads where Robert Johnson stood [reportedly at the intersection of Highways 61 and 49 in Clarksdale, Mississippi],” said Miller. “Basically, you stand there, and you can choose one road or another. I’ll compare that to workflow.”

“BPM is like standing in the middle of Times Square—with activity swirling around you in every direction, and each time somebody touches you or says something to you, it causes something to happen. Workflow is really just a component of a true BPM application.”

vendors. That’s **IBM, Oracle**, and Microsoft, because they own the databases that ultimately control the content.

However, even though IBM and Oracle have made document capture acquisitions, Riley does not see Microsoft going down that path. “Capture is just too much of a niche market, and like many software vendors, Microsoft barely acknowledges that paper even exists,” he said. “That said, I am very excited about some of the improvements being made in the architecture of SharePoint that enable better integration of capture technologies.

“Document capture has always had a huge problem gaining user adoption. Most people don’t want to think about scanning documents, and when they find out how much they do have to think about it to implement a successful capture strategy—they get angry. That’s not even mentioning those that aren’t aware of capture technology in the first place. I think as more capture options for SharePoint are made available, our market will be able to piggyback on the adoption and awareness of SharePoint to open some doors.”

Miller is hoping to use a similar approach to encourage BPM adoption. “My audience is SharePoint users,” he said. “But, when I talk about BPM, I need to get them to think outside of SharePoint. Yes, there are statistics that relate that 60% of organizations’ mission critical information is kept on documents that can be managed by SharePoint, but BPM solutions also involve personal knowledge and other sources of data.

“When discussing BPM, we are really addressing processes that have been created to help people get through their days. And we are trying to take these

manual solutions and automate them.”

For more information: <http://www.sharesquared.com/>;  
<http://blog.livinganalytics.com/>;  
<http://www.global360.com/>;  
<http://www.endusersharepoint.com/>

## Has the Time Come for E-Mail Capture?

The idea of using document capture software to process e-mails is certainly not new; it has been kicking around the industry for at least five years. However, it appears that adoption is finally starting to take off. We recently caught up with executives from a couple ISVs who are starting to make waves in the e-mail capture market.

“E-mail processing and classification is certainly a growing market,” said Sam Schrage, president of **AnyDoc**, which recently introduced an e-mail capture option into its Infiniworx capture workflow platform [see *DIR* 8/20/10]. “I’ll give you an example of where it’s useful. We have one customer using our AnyDoc Invoice software, who, unbeknownst to us, was receiving half its invoices through e-mail.

“This customer was printing these e-mails and scanning them in order to apply our data capture technology. With e-mail capture, we are wiping out that process. In fact, once this customer implements e-mail capture, it is going to encourage all its vendors to submit invoices through e-mail. This will reduce the labor associated with opening and sorting physical mail.”

Infiniworx has the ability to pull e-mails and attachments directly from an e-mail server. “It can target multiple mailboxes; we can grab the e-mail body, headers, attachments—even ZIP files,” said Schrage. “The first thing we do is put everything into a normalized state—typically a text file. Then, for further processing, we can convert them to TIFFs or PDFs, or any format the user wants.”

Infiniworx’s auto-classification technology can be applied to e-mails in a variety of ways. “We can classify e-mailed documents based on their meta data, zones captured from a TIFF image created from a Word file, the layout of the document, etc.,” said Schrage. “In one scenario, we can capture

vendor data from the e-mail header and then utilize that information to do table look-ups when applying OCR to the invoice document.”

### **TIFF: LCD for OCR**

Schrage acknowledged that despite invoices potentially arriving in formats that contain electronic data, like Word or Excel files, data extraction is more effective if these formats are converted to TIFFs and then OCR is applied. This is a process that Scott Blau, the founder of **Datacap** [which was recently acquired by **IBM**, see *DIR* 8/20/20] also supports.

“It’s really about applying the least common denominator,” said Blau. “With TIFF files, you have a better idea of what you are getting. The only variation is going to be the layout. With electronic files, you have to worry about different formats, versions of formats, and even things like macros.”

### **E-mails continue to increase**

In addition to accounts payable, Schrage expects claims processing and digital mailroom

### **PERY TO PURSUE LEGAL STUDIES**

After four years in charge of marketing for capture ISV **Kofax**, Andrew Pery is moving on. In 2006, the former Hummingbird/Open Text executive was hired by the company then known as “Dicom,” with the initial mission of re-branding both the company and product line. He successfully completed these initiatives under the direction of CEOs Rob Klatell and, since 2007, Reynolds Bish.

“I’m grateful to have had the opportunity to work with a strong leader like Reynolds Bish, who really brought some focus to the company,” said Pery. “I’m very proud of what we’ve accomplished, creating what I truly believe is the best-in-class company in the capture industry.”

In May, Kofax named former FileNet and IBM executive Martyn Christian to succeed Pery as chief marketing officer. “As more of Kofax’s corporate activity has moved to Irvine (in southern CA), I was spending a lot of time commuting from my home in Ottawa, and it got to be too much, so I made a decision to move on. I’m staying on though Sept. 10, helping with the transition,” Pery said.

Pery, who has a law degree, has been pursuing his Master’s degree in that area in his spare time. He will now finish up his studies at Northwestern University in Chicago. Pery said the electronic discovery market is of particular interest to him. “I’ve been a marketing executive for large software companies for the past 15 years,” Pery told *DIR*. “It’s time for me to explore some other endeavors more entrepreneurial in nature.”

When Pery joined Kofax from Open Text in 2006, he became one of the first evangelists for the tighter integration of capture and ECM technologies—a vision which has certainly come to fruition in recent years.

environments to be interested in adding e-mail capture. "The number of documents coming in through e-mail is continuing to increase," he said. "I bet two thirds of our current customer base could take advantage of this new technology."

According to Schrage, service bureaus could offer e-mail processing as a next-generation lockbox offering. "We expect some of our customers who offer payment processing to make this available in a software-as-a-service offering," he said. "Their customers could set up e-mail addresses, which would automatically submit messages to a hosted version of our software for data extraction."



**Sam Schrage,**  
president, AnyDoc  
Software

On a note related to that market, AnyDoc is about to go live with its first Check 21-compliant implementation. AnyDoc customers are already scanning checks to automate payment processing. They will now be able to submit the images of these checks directly to banks, instead of having to send the paper checks for clearance.

Schrage said that classifying e-mails for e-discovery purposes is not currently on AnyDoc's radar. "There are a lot of people already specializing in the e-discovery market," he said.

Pricing for the Infiniworx e-mail processing module will be based on the volume of e-mails being captured. Schrage expects that, eventually, Infiniworx capture will be applied to even more types of documents. "E-mails and attachments are currently the biggest area of demand outside of paper," he said. "However, Web forms, XML files, and other types of electronic documents are certainly possibilities, because they all need to be captured as part of a business process."

For more information:

<http://www.documentimagingreport.com/index.php?id=1931>

<http://documentimagingreport.blogspot.com/2010/04/datacaps-capture-portal.html>

## PBMS Stays the Course Under New Leadership

Don't expect any major changes at **Pitney Bowes Management Services (PBMS)** under the watch of Vicki O'Meara. O'Meara was recently appointed president of PBMS—the billion dollar outsourcing arm of \$5 billion Pitney Bowes. She is also an EVP for corporate and in charge of government and

postal affairs.

O'Meara is a former **Ryder** executive who joined Pitney Bowes in 2008 as chief legal and compliance officer. "My original training is as a lawyer," O'Meara told *DIR*. "And at Ryder, before I became president of the supply chain solutions group, I had worked as general counsel. So, when I was hired by Pitney Bowes, it was understood there was the potential I would grow back into an operations role."

O'Meara succeeds David Dobson, who we profiled last year in *DIR* [see *DIR* 9/4/09]. "The focus of the organization will remain the same as it was under David," said O'Meara. "Really, our focus has been fairly consistent since around 2000—after PBMS completed a series of acquisitions in the 1990s. The focus, since then, has been growing the organization created through those acquisitions."



**Vicki O'Meara, EVP**  
and president, Pitney  
Bowes Management  
Services and  
Government &  
Postal Affairs

When we talked with Dobson, he cited document imaging as a potential growth area. "Taking inbound hard copies of documents and digitizing them is a major growth platform," he told us. "This includes scanning, indexing, records consulting, and, as part of our litigation support practice, e-discovery."

O'Meara downplayed the significance of her legal background. "My background doesn't mean that we'll be increasing our focus on compliance or legal services," she told *DIR*. "My former role was, however, a good way to learn PBMS and the various services it offers. Because I was deeply involved in contracts, for example, I understand the services we offer and customers we have."

PBMS' focus is managing the mailroom and printing operations for Global 2000 organizations. "We are solidly focused on continuing to grow our core mail and print business," said O'Meara. "We also would like to grow vertically, leveraging the solutions we've developed for our base of enterprise customers. This includes some complex digital communication and document processing systems.

"Any vertical with a high number of transactions is a good candidate for us. This includes the financial services, insurance, telecommunications, energy, and healthcare markets. While some of their problems fall into similar categories, the way they go about approaching them can vary, related to the needs of their customers, as well as the regulatory environments in which they operate. That's why it's



important for us to increase our focus specific to their markets.

“We also have a fairly large global footprint, which puts us in a great position to serve multi-national corporations.”

### ***Bullish on services opportunities***

In 2009, PBMS saw its revenue decline approximately 9%. For the first half of 2010, it was down another 5%. “A down economy certainly forces a lot of firms to consider outsourcing,” said O’Meara. “But, the flip side is that transaction volumes are down, so there is less mail and less documents to process.”

O’Meara did say that Pitney Bowes is very bullish on the opportunities for PBMS. “We have a solid core of impressive and loyal customers who want us to grow with them into the digital world,” she said. “They look at us as a trusted service provider who can not only help them cut costs, but also bring enhancements to how they manage a complex mix of paper and digital documents.

“The opportunity for us lies in the fact that we are at a critical point in the evolution of documents. As companies struggle to find the right balance between paper and digital, our solutions can help them build a bridge between the two worlds. Document imaging is a key component in building that bridge.”

For more information:

[http://news.pb.com/article\\_display.cfm?article\\_id=4413](http://news.pb.com/article_display.cfm?article_id=4413)

## **USPS Considering Hybrid Strategy**

In her role as an EVP in charge of government and postal affairs for **Pitney Bowes**, Vicki O’Meara has had the opportunity to work closely with postal services around the world, including the **United States Postal Service (USPS)**. “Pitney Bowes’ business is very intertwined with what postal services do,” she said. “We’re always making efforts to enhance our partnerships with the posts.”

O’Meara has worked closely with several top executives in the USPS, and she noted that the organization has been discussing “hybrid” mail delivery models. A couple years ago, *DIR* asked the USPS if it had any interest in scanning and electronically delivering mail. The answer we received was that it was not being considered.

However, as the USPS has continued to lose

billions of dollars annually, it appears it may be changing its tune—if even just a little. O’Meara referred us to some announcements that came at a conference held this spring. According to a presentation made at the conference, the USPS is considering hybrid mail options including E2E, E2P and P2E digital solutions.

When asked point-blank if it would consider partnering with a company like **Earth Class Mail**, which scans paper mail and makes it available as images, or if the USPS would consider building its own service in this area, a USPS representative answered: “The e-class mail products are an interesting and potentially new growth area. USPS is actively exploring a variety of digital services and hybrid mail solutions.

“Collecting revenue online for use with Postal and other services might serve customers in a better way, using online and other technology, and also help the USPS remain viable. There is a great deal to explore, and we’re working on the strategy for digital and hybrid mail.

“Whether physical mail to electronic communications, or a piece of mail that starts as electronic correspondence, hybrid mail has physical addresses at its foundation. With the Postal Service being the keeper of every business and residential address in the country, hybrid mail represents one more option for customers to do business with us. And it allows the Postal Service to continue another time-honored tradition—blending the best of private/public partnerships to bear for Americans.”

So, even though some sort of hybrid system is in the works—to tell you the truth, I remember doing articles 10 years ago discussing the USPS’ program for delivering secure, certified e-mails—it doesn’t necessarily appear that there are any scanning plans in place. (I guess the independent service bureaus don’t have anything to worry about.) And yes, I did query the USPS a couple times about commenting specifically on potential document capture initiatives, but it was not something they wanted to discuss.

For more information:

<http://www.usps.com/strategicplanning/futurepostalservice.htm>

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### ***NSi SUCCESS, FROM PAGE 1***

created a capture infrastructure that is going to outlast its hardware, and it is taking the next step. It is starting to use our software for loan processing.”

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

# IAPP-TAWPI Moves Event, Narrows Focus

**IAPP-TAWPI's** annual document capture conference has been moved to February 7-9, 2011, in Dallas. The event had originally been scheduled for early December in Orlando. IAPP-TAWPI CEO Tom Bohn said the changes were made to "breathe new life" into the event, which has been held by TAWPI since 2006.

"Last year's event [which was held in December in Fort Lauderdale] drew only 200-250 attendees; we are hoping to get that back up to 400-500," Bohn told *DIR*. "One thing we've seen in the conference space is that a lot of organizations are reluctant to pay for attendees to take a trip to a destination like Orlando around the holidays. It conjures up images of everything but training."

Bohn cited the Dallas location as building on the success of this spring's Fusion show—the first event that IAPP and TAWPI collaborated on, which led to their combining staffs [see *DIR* 5/21/10]. "We looked at Boston and some other locations, but decided on Dallas. It's centrally located, so it's easy to get speakers in and out, and there are a lot of capture-focused vendors in the area like **eGistics** and some others."

The event is being held at the The Omni Dallas Hotel Park, on the Monday through Wednesday following the Super Bowl, which is also being held in Dallas. "We are hoping some people come down to enjoy the Super Bowl and stay on through our conference," said Bohn.

IAPP-TAWPI has also narrowed the focus of the conference. "We're not going to try to be all things to all people," he said. "The entire conference will be devoted to financial document management, including accounts payable and receivable, purchase-to-pay, and the back-end office. We're not going to address areas like medical records, as they are well represented by other groups.

"A financial document management focus is a natural fit for our organization—especially based on the feedback we heard loud and clear coming out of Fusion. Surveys we've done say the number one issue for A/P professionals is document imaging and management. While, at Fusion, imaging was featured only as part of an automation track, it will be the main focus of the entire conference in February."

Bohn said the event will be run similar to past TAWPI Capture conferences, with keynotes, breakouts and exhibitors. "We are hoping to bring in someone with celebrity power for the keynote," he said. "At our upcoming Healthcare Payments Automation Summit (HPAS) [Sept. 19-21 in Boston], we have [former Wisconsin Governor and US Department of Health & Human Services (HHS) Secretary] Tommy George Thompson speaking. We're hoping to attract someone like that."

Bohn said the timing of HPAS was one reason that the Capture conference was pushed back to early 2011. "We felt we needed to implement changes, and with HPAS in September, the December date was too close for us to get everything done that we wanted to," he said.

For more information: <http://www.iappnet.org/>

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**Charge My Credit Card** (Charge will appear as RMG Enterprises.)

\_\_\_\_ AmEx \_\_\_\_ Visa \_\_\_\_ MC \_\_\_\_ Discover \_\_\_\_\_ card number \_\_\_\_\_ expire date

**Bill My Organization** (Purchase order # optional.) \_\_\_\_\_