

Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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THIS JUST IN

NEW GM IMPLEMENTING CHANGES AT NUANCE IMAGING

As we reported last issue, **Nuance** recently reported its fiscal Q2, 2018 results. Its Imaging division revenue was \$48.9 million, representing an 8% YOY decline. This also represented a 12% decline compared to Q1 and was lower than any quarterly revenue total for the division last year. Margins were down to 25%, and the \$12.3 million in profits represented a 33% YOY decline.

Since January, Nuance Imaging has been under the direction of Al Monserrat, who had previously served for more than two years as CEO of **RES Software**, which is in the digital workspace market and was acquired last summer. Monserrat, who also spent almost seven years as an SVP at **Citrix**, took over at Nuance for Mike Rich who retired in late 2017.

According to the Nuance earnings release, “[Monserrat] is focused on a business assessment and initial actions to drive long-term performance improvements including making key new hires, aligning product and R&D functions, and organizing sales resources into geographic units. In his short time with Nuance, he has identified a number of additional initiatives to improve performance and drive growth including simplifying the solutions portfolio, better defining long-term product strategy and increasing OEM productivity.”

One of Nuance Imaging’s new hires is Doug Rudolph, the long-time industry executive who has spent time with **Kofax**, **Fujitsu**, and most recently EMC and

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Growing KM ECM Business Addresses “Information in Motion”

NATIONAL HARBOR, MD—More than 10 years ago, **QAI** held its first customer event—a fishing trip as a way of showing appreciation. The Washington, DC-area service bureau and systems integrator has come a long way since then. Last month, more than 200 attendees and representatives from 15 sponsors joined employees from QAI and its sister company **DocPoint**, as well as its parent **Konica Minolta**, for the organization’s 10th annual User Conference held at the Riverview Ballroom at the Gaylord National.

The theme of the event was “Information in Motion” and it was keynoted by Chris Dancy, who is often referred to as “The Most Connected Man on Earth.” Dancy offered an entertaining talk, touching on how he has turned the tables on companies collecting information on him. He said something along the lines of, “if they can access all this information on me, why can’t I?” He has set about changing that paradigm by leveraging smart technology to track everything he does and feels, and then analyzing that information to improve his life.

Dancy eventually predicts the disappearance of screens for interacting with technology and, as a result, a loss of control. “A screen at least gives you a choice,” he conjectured. “Without them, stuff is just automatically downloaded to you.”—which takes the concept of Information in Motion to the extreme.

In the ECM market where QAI and DocPoint play, we are also trying to speed up the movement of information, often with the goal of completing business transactions faster. Event Platinum sponsor and DocPoint partner **Nintex** addressed this issue with its presentation on intelligent process automation (IPA). As Steve Witt, senior strategic partner manager at Nintex noted, intelligence is

just as important as speed.

"There is a saying that intelligence is the new currency of business," Witt said. "Nintex is a process automation company and it's our goal to take intelligence and apply it to what we do. If you look at the process automation market, on one end you have traditional BPM companies whose solutions are more 'full-code' when you configure them. In the middle is 'low-code' software, and we offer a no-code solution. The next step is to introduce features like intelligence and cognitive learning to automate processes even further."

Witt listed several elements that can be incorporated in intelligent process automation. "We offer some of these but not all," he said. "They include advanced workflow, document generation, mobile apps and forms, and robotics."

Witt offered contract management as an example of a potential IPA application. "This is a typical process that we currently address," he said. "It involves a lot of back and forth between organizations, where you could interject intelligence to make it more efficient. For example, you can do intelligent routing if you can understand the content of a contract and route it to the person that can respond the quickest. You could also add features like intelligent red-lining, so, if someone asks for a price change that is more than two deviations from the norm, it could be automatically flagged. There is also the potential for intelligent archiving to ensure that contracts automatically get stored in the right place. Users can decide where to best apply this intelligence by looking at their timeline analytics and determining where the bottlenecks in a process are occurring."

There were also case studies presented involving large federal government agencies the **Centers for Medicare and Medicaid Services (CMS)** and the **Food and Drug Administration (FDA)**. Working with DocPoint, CMS has implemented more than 900 Nintex workflows running on SharePoint 2013, serving 5,000 full-time employees and 10,000 users. A representative from the CDER Ethics Liaison Staff at the FDA discussed how she worked with DocPoint to fix workflows related to a complex government form.

KM's successful ECM strategy

This was the second user conference since Konica Minolta acquired QAI and DocPoint in 2016 [see [DIR 10/7/16](#)]. The acquisition represents that largest of several ECM-related acquisitions that Konica Minolta has made since 2013. As evidence of the importance of QAI and DocPoint to Konica Minolta's ECM strategy, earlier this year QAI and DocPoint Principal Scott Swidersky was named president of ECM for Konica Minolta Business Solutions USA [see [DIR 4/20/18](#)].

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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

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At the user conference, *DIR* caught up with Hugo Palacios, director, ECM, at Konica Minolta Business Solutions U.S.A., Inc. "We had substantial success this past fiscal year [ended March 31] in ECM," Palacios told *DIR*. "We grew organic revenue by 25.6 percent. Our ECM practice is generating great results, and Konica Minolta plans to continue to support the practice with additional investments.

"Our strategy is to leverage this support to grow our annual ECM revenue to more than \$100 million over the next couple of years. We have recently restructured the leadership team with Scott Swidersky guiding our sales and professional services. His leadership will help drive organic growth and start our second phase of the practice – focusing on expansion. We are going to continue to acquire organizations that are synergistic to our objectives and complement our product and services model." [Swidersky's predecessor as VP of ECM, Les Walker, is now serving as VP, ECM mergers and acquisitions.]



Hugo Palacios, director, ECM, Konica Minolta Business Solutions U.S.A.

Konica Minolta's ECM acquisition strategy has primarily focused on value-added resellers and systems integrators. "We have taken a managed approach with our entry into the ECM space," said Palacios. "We have acquired businesses with expertise in sales and professional services that have proven to be successful. With our established practice, we are able to help these smaller resellers to solve their biggest challenge, which is customer acquisition, as we have access and activities driving new business where they will be able to participate. For our customers, we now have greater resources to support their needs and provide the value that ECM has to offer."

Palacios noted that Konica Minolta has learned by trial and error – as any start-up does – and from its competitors. "With a history as an MFP vendor, as we introduce new solutions like ECM software into our portfolio, we initially needed to utilize existing salespeople and engineers but, as we have learned, it is not a successful model," he said. "To be successful, you need a different sales model for solution selling. It is a longer sales cycle than we are used to with MFPs (30-days) and the type of sale is more complex. Those nuances of the sales process mean that the type of

salesperson for ECM solutions is different from an MFP salesperson.

"We created a national model to build on what has been working for the acquired resellers, and we complement the teams with our ECM consultants. Thus, we fill their pipelines with more potential customers than they ever could have uncovered on their own."

Konica Minolta's ECM strategy is built upon several technology pillars:

■ **ECM software:** Several of Konica Minolta's acquisitions have been of **Hyland** OnBase resellers. The company has also built a **Square 9** practice. "Our OnBase sales are primarily direct; we've added to our consulting practice with the staff of acquired companies," said Palacios. "We also sell Square 9's suite of solutions directly to customers plus we utilize our extensive dealer channel. By having an array of solutions, we can solve a range of problems that our customers have, especially since some needs are more complex. Our dealers tend to focus on companies that are smaller and have core content management needs; Square 9 is perfect for that."

■ **SharePoint integration and consulting:** "We are creating a national practice around SharePoint, with a big focus on complementing it with Nintex's process automation, as well as advanced capture," said Palacios. Through its acquisitions of DocPoint and Hershey Technologies [based in San Diego, which Konica Minolta acquired in 2015, see *DIR* 8/14/15], Konica Minolta is well-positioned to leverage East Coast and West Coast bases for a unified consultancy.

■ **Advanced capture:** Similar to its strategy for content management solutions, Konica Minolta has augmented its advanced capture focus through acquisition. "We primarily work with **Kofax** for advanced capture, but we find that **Ephesoft** Transact is a better fit to solve some customer problems," noted Palacios. "Overall, we know that having a portfolio of solutions to work with gives our consultants the flexibility to guide their customers effectively toward digital transformation."

■ **BPO scanning services:** Through the acquisition of QAI, Konica Minolta inherited a large practice focused on the federal government, and it has also acquired a couple of other ECM resellers with scanning and content conversion services practices.

“Scanning and content conversion are the first steps in creating the paperless office environment for the Workplace of the Future,” said Palacios. “Besides having the ability to perform onsite conversion services nationwide, we currently have three regional locations doing conversion services and are looking at adding more.”

Expanding international footprint

While the U.S. market leads the way in ECM for Konica Minolta, the Japan-based parent company is replicating its U.S. strategy in other parts of the world. “Konica Minolta has been expanding its ECM footprint in EMEA, Australia, and Japan,” said Palacios. “Globally, we have acquired Hyland resellers in the U.K. and France, and two resellers in Australia that offer Hyland, Kofax, SharePoint, and **OpenText** products.”

Konica Minolta has worked to cultivate partnerships with global ISVs to satisfy its worldwide ECM ambitions. “This not only helps us to meet the needs in our various regions, but it also satisfies the requirements of customers with global footprints,” Palacios said. “We want to offer a best-of-breed ECM platform that can be used across continents and provide our customers with visibility into their organizations across the globe.”

Palacios concluded by saying that Konica Minolta plans to stick to its strategy of growing its ECM business through acquisition and complementing that initiative with organic hires. “We have been moving steadily, performing our due diligence,” he said. “This is the strategy that works for us. We do not anticipate accelerating our acquisitions; operating too quickly is a recipe for failure. We will continue to go through our process and invest in technology, people, and companies that can provide value to, and generate satisfaction for, our customers.”

For more info : <http://uc2018qai-docpoint.com/>

TIS, FROM PAGE 8

teams under Arvind Sharma, SVP of Engineering. As a result, Carsten Nelk, who joined TIS as CTO in 2015, is no longer with the company. Nelk and Fresneda represented two high-profile hires from ReadSoft where they had been successful addressing accounts payable applications in the SAP space—a market TIS is still pursuing.

Panasonic Network Scanners Target Commercial Market

To answer a perceived need in the market for business-class network scanners, **Panasonic** has introduced new versions of three of its workgroup and departmental models. The new models are the KV-S1037X, the KV-S1057C-MKII and the KV-S1027C-MKII. They basically feature the same specs as their predecessor models but include a Gigabit network interface and onboard image processing. The KV-S1037X (which is the successor to the KV-S1026C) also offers wireless networking.

“We have been seeing the success in the market of some of the lower-end, more consumer-type network scanners,” noted Joseph Odore, product manager at Panasonic System Solutions Company of North America. “Those devices may be okay for SOHO type operations, but our scanners are designed from real commercial type use.”

The KV-S1037X is rated at 30/60 ppm/ipm, the KV-S1027C-MKII is 45/90, and the KV-S1057C-MKII is 65/130. The list prices are \$675 for the 1037, \$995 for the 1027 and \$1,295 for the 1057. The 1037X lists for \$80 more than its predecessor, while the other two models carry the same list price as the KV-S1027C and the KV-S1057C, respectively.

Both MKII models have been released in other countries using a different model number—the KV-S1028C and the KV-S1058C. Odore explained that in the U.S., Panasonic does a significant amount of business with the federal government and changing a product name, as opposed to just adding a suffix, can create additional challenges related to government listings.

The new models move processing features such as auto-cropping and dynamic thresholding onboard to ensure that high quality images can be captured through a network connection. “Historically, we have done image processing in our Image Capture Plus software that runs on a USB-connected PC,” Odore said. “Image Capture Plus is included with these new models. They also include an embedded web page that will allow users to configure the devices and set up direct scan-to-jobs.”

Panasonic will continue to offer its KV-SS1100 network scanning utility, which can plug into the

USB port of any Panasonic scanner and provide it with network capabilities. "The SS1100 has additional processing power that enables it to do things like apply OCR to an image and output searchable PDFs," said Odore. "You can't incorporate that type of processing power inside a scanner yet. These new models can output PDFs, but there is no full-text search capability."

Odore said we should stay tuned in the coming months for network scanners with even more capabilities. "Our target customer base typically has high requirements when it comes to feature sets," he concluded.

For more information:

<http://bit.ly/Panasonicnetworkscanners>

Notes from AIIM Conference Meetings

I finally finished digging through all my notes from meetings at the recent AIIM Conference. Following are some insights that I gained at the San Antonio venue and that I think you'll find interesting:

Cloud Capture Service Targets SMB

One of the more intriguing vendors I briefed with was **CaptureFast**. Based in New Jersey, CaptureFast offers a cloud-based document and data capture service aimed at the SMB. Launched in 2016, it has deep roots in the document capture space, as it's a spin-off from **DigiForm**, a Turkish forms processing specialist that has been in business for more than 12 years.

Gurkan Karagoz, who founded DigiForm, explained the genesis of CaptureFast. "A VC firm (Turkey-based fund **Revo Capital**) came to us at DigiForm and said it had commissioned a study on the U.S. market and found there was an opportunity for a cloud-based data capture service targeting the SMB," Karagoz told *DIR*. This was after the technology now used in CaptureFast's mobile application was awarded third place overall and first place among non-university competitors at The International Conference on Document Analysis and Recognition (ICDAR) 2015 held in Kyoto, Japan. CaptureFast officially launched its cloud capture service last year at the **Harvey Spencer Associates** CapServe event.

CaptureFast offers three levels of service,

based on monthly volumes. A Basic account is \$69 per month, for 1,000 pages; a Professional is \$299 for 10,000 pages; and a Business is \$799 for up to 30,000 pages and also includes access to APIs and CaptureFast's mobile SDK for customization. All levels allow unlimited users and include use of the CaptureFast mobile app.

CaptureFast is designed to be primarily a self-serve model, at least on the lower end, and there is even a free trial available. Users upload an image of a form they wish to capture and then create a template with the help of CaptureFast's "AI-powered template creation technology." CaptureFast has pre-developed templates for certain types of documents, including one for invoices that they say will work with "90% of U.S. invoices."



The Smart Scanner from CaptureFast offers an affordable, secure alternative to smart phone capture and can also be used in production environments.

There are data verification options that can be accessed either through the mobile app or the Web interface. Data can be output in XML or CSV formats, and a QuickBooks integration was in development when we met. Images can be delivered to several destinations, with pre-configured integrations available to Box, Google Drive, and Dropbox. Several other integrations to destinations like FileNet and Salesforce.com are advertised as "coming soon." CaptureFast is also looking to develop a reseller channel that could leverage its APIs to create additional integrations.

In addition to its capture service, CaptureFast was showing its Smart Scanner, which is an overhead type scanning device that can be utilized for bound volumes and stapled documents. It includes a quad-core CPU and can be connected through a network directly to DigiForm's enterprise capture software. According to Karagoz, the device can be used to capture 20-25 pages per minute. He showed a video of it being used in a production environment, with operators rapidly turning pages under the camera.

"You can set up a Smart Scanner to act like a hotspot for scanning," he noted. "And it's more

secure than utilizing a smart phone because there is no downloading of an app or uploading of images onto a personal device.”

The Smart Scan lists for less than \$200. When we met, Karagoz indicated that it had been primarily sold in Europe but that he was receiving a great deal of interest from U.S.-based businesses. We have discussed it being deployed in the field so that thousands of agents could use it to capture documents,” he said.

For more information: <https://capturefast.com/>

CIIS expands its BPA focus

When **Canon** first launched its Information and Imaging Solutions subsidiary in 2017, CIIS had a fairly general business plan of focusing on business process optimization (BPA). A few years in, it narrowed this to primarily optimizing A/P processes in **Oracle** ERP environments. Having proven successful in that area, CIIS has now expanded its focus once again.

At AIIM, *DIR* caught up with Lynne Munns, who joined CIIS in 2014 after working for several years at **VersionOne**, a document imaging ISV with a healthy A/P practice. Munns is director of sales and marketing for CIIS. “Now that we’ve proven to the market what we can do with A/P, we are looking at introducing additional business process optimization solutions,” said Munns.

CIIS’s breakout into the more general market was due to be introduced at COLLABORATE 18, an Oracle users’ group event held recently in Las Vegas. CIIS presented the partner keynote, “From Chaos to Control—How AI and Robotic Technologies Will Shape the Future.” “A/P automation was really an entry point into BPA,” said Munns. “And while we will show that at COLLABORATE, we will also introduce machine learning, robotics, and solutions offering control across the entire enterprise.”

At last year’s OneCanon event, a contextual learning engine developed by CIIS that utilizes machine learning was featured [see *DIR* 4/7/17]. “Machine learning enables us to create solutions that learn from the documents that are submitted to our software,” explained Munns. “It can look at the content, understand associations, and then suggest workflow routes.

“This can be used by attorneys in case management, for example. Or, insurance underwriters could use it to look for trends and

see what factors drive people to make more claims. This type of information could help them come up with better quotes.”

A lot of the technology incorporated by CIIS is developed at the vendor’s advanced research center in Irvine, CA. “A lot of this technology has been leveraged within Canon products in the past,” said Munns. “With CIIS, we are looking to expand its use and bring more solutions to the market at large.

“Our focus is on BPA, with an eye on the future. I think the big story is around control, operations, cash, and risk. And the best way to attain more control is to better manage your data. In the future, tools like AI, analytics, and machine learning are going to help people get better control over their data.”

Munns added that predictive analytics are high on the agenda for CIIS. “Historically, a lot of businesses have been very reactive to market trends,” she said. “As they have the ability to better analyze data, I think it can help them stay ahead of trends.”

At this year’s OneCanon event, the vendor announced the launch of a new Global Managed Services group, which plans to leverage CIIS similar to the way its predecessor, Enterprise Managed Services, did, but on a larger scale [see *DIR* 2/16/18]. “We have multiple sales channels, including Canon Solutions America (which Global Managed Services falls under),” said Munns. “We also have our own strategic relationships with companies like **Box** and Oracle. We had significant growth in 2017 and are looking forward to a strong year in 2018 as we expand our focus further beyond A/P.”

For more information: <https://www.ciis.canon.com>

SDK vendors discuss improvements

The AIIM Conference is always a popular event for SDK vendors, as there is plenty of opportunity for networking with their ISV partners. At this year’s event, *DIR* managed to catch up with representatives from **LEAD Technologies** and **Snowbound Software**. LEAD recently released version 20 of its LEADTOOLS imaging SDK while Snowbound continues to expand its channel relationships.

According to Greg Kieslich, business development manager for LEAD, the biggest improvement in the latest version of LEADTOOLS is support of the .NET Core

platform. "Working in .NET Core enables our partners to create applications that will run in Apple, Android, as well as Windows operating systems," he said. "This really broadens our potential customer base."

Version 20 also includes new libraries for creating imaging and recognition cloud services. According to the press release, "These services can easily be deployed to the most popular cloud hosting providers, such as Microsoft Azure. Developers can add OCR, barcode, passport, driver's license, and check recognition, as well as convert over 150 imaging and document file formats to their cloud-based services."

Kieslich noted that LEAD is seeing a spike in demand for its tools related to ID card scanners. We heard a similar sentiment regarding the health of that niche from Jorge Aguirre of distributor **Compucenter de Mexico** in Mexico City.

For more info: <http://bit.ly/LEADv20>

According to Jean-Baptiste Ronfard, product manager at Snowbound, the company has three major areas of channel focus:

■ **Alfresco:** The open source ECM vendor has worked with Snowbound for several years now and the relationship continues to gain momentum. Snowbound offers an integrated HTML 5 viewer for the Alfresco platform.

■ **Box:** This is a fairly recent relationship that came about through a mutual partner in **Zia Consulting**, which resells Alfresco and also works with Box. "We are just getting our feet wet and working closely with Zia, but this could develop into an opportunity either for our RasterMaster SDK or our HTML 5 Document Viewer," said Ronfard.

■ **OpenText** Documentum and **IBM** content management users: This is a large legacy market for Snowbound that has come under some pressure due to IBM acquiring its own viewing technology a few years back and Documentum's technology being acquired by OpenText, which has its own viewing software as well.

"We also have some smaller partners that might embed our technology in something fairly focused like a mortgage processing app," said Ronfard. "In addition, it seems like we see ourselves working more often with resellers like

Zia and **Perficient**, which has worked with IBM for years and is now growing an Alfresco practice."

Finally, Ronfard discussed some features that Snowbound has added recently. "We've introduced a compare feature, which enables users to see similar documents side-by-side and automatically highlights the differences," he said. "We've added watermarking to improve security. We've also improved our display capabilities on mobile devices. And, we now support OCR in the viewer to enable full-text searching; users can choose to save the results or not.

"Over the last year, we've also made improvements around optimizing the viewing of larger files in PDF and Office formats. We are starting to see more demand from businesses like insurance companies that have to manage documents that are 1,000 pages or more."

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

Partner discusses ELO advantages

We also caught with ECM ISV **ELO Digital Office USA**, which was at the show with recently signed on partner **ATLAS**.

Headquartered just west of Milwaukee, ATLAS specializes in Asset Management. It added ELO to its portfolio to complement its offerings and expand its business.

"Our core business involves organizing disparate systems by collecting data on them and enabling our customers to analyze this data," said Dave Westlake, founder and president of ATLAS. "We are typically focused on data driven systems in areas like ERP, CRM, and HR. While this provides a pretty good service to our customers, I realized we had no way of tracking their documents, so I started looking for an ECM partner."

Westlake vetted several offerings and chose ELO because he felt they approached business in a similar fashion to ATLAS. He is quoted in a press release, "ELO came out on top by a long shot. The projects we've already worked on together prove that they are a superior choice."

"After we started working in ELO, we began to realize that managing documents is very similar to managing data," Westlake told *DIR*. "With documents, you are also trying to capture data related to people and processes."

Westlake noted that as ATLAS' conversations

with potential buyers move upstream, having ECM capabilities is an asset. "It has extended our data management capabilities on the back end," he said. "This is especially important for organizations with information governance policies. For example, one of the things we can do with ELO's technology is separate out documents that include personally identifiable information."

For more information: <http://bit.ly/ATLASELO>

Discussing IML with M-Files

One of the most anticipated ECM products of the year was **M-Files** 2018, which incorporates an intelligent meta data layer (IML) designed to separate ECM functionality from the repository. At AIIM, we caught up with Greg Milliken, M-Files' VP of marketing, who discussed the early impact of this potentially revolutionary technology. "It enables businesses to automate processes like contract management without disturbing their existing systems," he said. "It helps eliminate the need to migrate repositories.

"That said, the vast majority of our deals still need or desire a secure content store. I don't want to lead people to believe that we don't have a good value repository. But the value of IML is that if you don't want to move documents out of Box or SharePoint, you don't have to. In the past, whenever we integrated with a third-party system, we always replicated the item in our repository. Now we can just refer to them directly where they are sitting. This offers a huge improvement in the way content management features can be deployed."

For more information: <http://bit.ly/M-Files2018Blog>

NUANCE, RUDOLPH, FROM PAGE 1

OpenText. Rudolph was one of the drivers' of Kofax's early success with VRS and most recently was Director, Global Partner Management, for EMC and then OpenText (following its acquisition of EMC's Enterprise Content Division). With Nuance, Rudolph is serving as Director, Global OEM Sales.

According to Rudolph, this primarily involves the ISV's OmniPage SDKs. "We are seeing a lot of growth in use cases for OCR," he noted. "It used to be the market was just around scanning and processing documents for ECM, but, with all the stuff going on with AI and RPA, we are seeing new opportunities in areas like call centers and data loss prevention. There is a

huge uptick in demand, which has created some new and interesting opportunities."

For its fiscal 2018, Nuance is projecting Imaging revenue to be approximately flat with 2017's revenue of \$217.7 million.

For more info: <http://bit.ly/NuanceQ2prepared>

TIS reduces expenses, secures finances

After a delay of over a month, **Top Image Systems** finally reported its Q4 2017 and year-end results. The Tel Aviv-based document capture, archiving, and business process automation (BPA) ISV had a relatively strong fourth quarter with revenue of \$7.7 million, representing 13% sequential and YOY growth. However, TIS still lost money, with an adjusted EBITDA of -\$700,000. For the year, TIS reported an operating loss of \$5.8 million, which put a considerable strain on its cash reserves, which dropped from \$7.6 million at the end of 2016 to just \$2.2 million at the end of 2017.

Its end-of-year 2016 figure had been buoyed by a \$5 million investment from **Hale Capital Partners**. At the end of 2017, TIS once again turned to Hale to help it potentially increase its reserves. On the day it announced its Q4 results, TIS announced it had entered into a term sheet agreement with Hale for the provision of up to \$3 million of senior debt financing "to provide the Company with additional liquidity if needed."

CEO Brendan Reidy cited the negotiations with Hale as the reason the Q4 filing was delayed. "...so it was predominately while we were negotiating the Hale Capital arrangement, what I didn't want to do was announce earnings and then have sort of a cloud about what the situation was with Hale," he said in a conference call with investors.

Reidy expressed optimism that TIS is on the road to at least being able to break even. "Measures instituted in fiscal 2017 have resulted in a reduction of our annualized operating expenses by \$2 million," he noted.

These measures included consolidating all U.S. sales and marketing under John McCaffrey, who joined the company in April of last year, shortly after Bob Fresneda departed as president of TIS Americas. They also included integration of TIS' global engineering

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