

Document Imaging Report

Business Trends on Converting Paper Processes to Electronic Format

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New EVP Embraces Imaging As Core To PBI's Services

Over the years, we've written quite a bit about document imaging's presence in the mailroom. **Pitney Bowes**, which has quite an extensive mailroom presence itself, also realizes the value of imaging. In addition to the *dmail* offering we've profiled in *DIR* [see *DIR* 11/28/08], Pitney Bowes Management Services (PBMS), the outsourcing arm of the \$6 billion company, offers a range of information and records management services that leverage imaging.

DIR recently caught up with David Dobson, who has been appointed president of PBMS and will also lead a new Enterprise Sales and Solutions Group for Pitney Bowes Inc. (PBI). We discussed the significance that document imaging will play in PBMS' future. "Taking inbound hard copies of documents and digitizing them is a major growth platform for us," he told *DIR*. "This includes scanning, indexing, records consulting, and, as part of our litigation support practice, e-discovery.

"We have the ability to assemble world-leading technology

components and skills to deliver a broad range of services. This includes a combination of hosted and on-premise software. The ability to take this tiered approach, managed by experts in both outsourcing and technology installation, differentiates us."

Dobson joined Pitney Bowes a little over a year ago and was part of the team that decided to keep \$1.2 billion PBMS rather than spin it off or sell it. "We decided that having PBMS was critical to PBI's future," he said. "It was the beginning of the tough economic times, and we were looking at which pieces of our business would be core for us going forward. Being able to offer high value services around document, records, and print management, we decided was a big opportunity and an area in which we were already a leader.

"I was part of the team that helped architect the go-forward strategy for PBMS, and with my recent appointment, I am now getting to help implement the strategy."

PBMS manages the mailrooms of

several Fortune 1000 companies. In addition to imaging and document management, it offers mail opening and sorting, print, and correspondence/communications services. "Our customers expect us to offer services on top of what they would be able to do on their own," said Dobson. "If they can manage their own mailrooms for a million dollars, they expect us to be able to do it for less. Part of doing that involves introducing innovative technologies like imaging."

Spreading cost through shared services

One innovation that PBMS has introduced over the past year is the concept of shared client service centers. "We had clients asking us if there was a better alternative to an on-site mailroom, which is an expensive proposition," said Dobson. "So, we started building centers with the capability of hosting multiple clients. This enables us to deploy more advanced technology, because we can spread out the cost over multiple clients. Imaging and digital mail is a key element of this type of deployment, because it

enables us to get our customers their information more quickly.”

Dobson also observed that shared service centers could enable PBMS to bring its offerings further downstream. “PBMS has a very high penetration in Global 2000 businesses, as well as in legal services and within large government organizations,” he said. “But, if you look at PBI’s customer base, it includes some two million customers around the world that use items like our postage meters and desktop inserters. Shared client service centers potentially give SMBs the opportunity to access some of PBMS’ offerings like managing their outbound mail or scanning their inbound material.”



David Dobson,
*president, Pitney
Bowes Management
Services; EVP,
Pitney Bowes, Inc.*

A more unified approach

Dobson noted that Pitney Bowes has completed some 85 acquisitions over the past nine years and is now focused on growing internally. “That’s not to say that we wouldn’t buy someone if the right opportunity arose,” he said. “However, one reason we launched our Enterprise Sales and Solutions Group is to better integrate the offerings we already have.

“Pitney Bowes has historically approached the market as several separate business units—in areas like postage meters, sorting equipment, services, software, etc. The goal of the new Enterprise Sales and Solutions Group is to combine technology and expertise from these multiple units into solutions targeting a select number of vertical markets globally. We will look at our top verticals and try to pull from them three to five solutions that we’ve already demonstrated. The goal is to create repeatable solutions we can take to multiple customers.

“Initially, we will be targeting a subset of our largest customers. As I said before, one of our key advantages is being able to take a combination of products and services and roll them up into a combined solution to meet our customers’ needs. Our goal is to take a mix of hardware, software, and services and deliver them to end users as a mixed solution.”

For more information:

<http://www.pbmanagementservices.com/>

http://news.pb.com/article_display.cfm?article_id=4538

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3. Forms Processing/OCR/ICR
4. Enterprise Content Management
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