

The Professional Services Opportunity: Document & Content Solutions

Focused

Responsive

Credible

Visionary



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Visionary

- Buyer perspectives on needs, priorities, and experiences
- Optimal professional services portfolio
- Procurement trends
- The service provider landscape



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Introduction

Documents and content are an essential part of nearly all business processes. They affect how organizations communicate, officially record and reference transactions, and capture information for later use. The growing interest in document and content-based solutions is driven by numerous business needs and initiatives, including:

- Business process improvement
- Knowledge management
- Portals and intranets
- Enterprise-wide access to information
- Compliance and records management
- Marketing automation: brand equity management, improved lead generation, and promotion
- Commerce/sales
- Enhanced customer service and support
- Customer, channel, and partner extranets

A solution does not start and end with the final document, Web page, or e-mail. It must encompass creation processes, content management, integration with other enterprise systems, publishing, printing, delivery, and increasingly, a way for the consumer to interact with and respond to the information.

To address document and content needs, organizations implement a variety of technologies. A single product rarely satisfies the entire need, and implementing a solution is never as simple as deploying new hardware and installing new software. A range of professional services are required to sculpt the technologies into real solutions from which organizations can directly derive business benefits.

To that end, organizations utilize their own IT resources to implement, integrate, and deploy document and content-based solutions. They often supplement this effort with external resources, and sometimes nearly completely outsource the services. Our research has shown that organizations turn to many different sources for assistance, including the technology providers, system integrators, professional service firms, full solution and managed service providers, and consultants.

This is a fragmented market, with many hands in the pot. What factors do companies consider when procuring external professional services? What is the balance of strategic, advice-oriented consulting versus hands-on implementation experience that companies prefer to buy? How important is an understanding of the business process that is driving the need? What type of organization is best positioned to capitalize on this opportunity?

The primary objectives of InfoTrends/CAP Ventures' study are to profile the document and content professional services opportunity and the provider landscape, and to identify the practices and strategies required for successful market engagement and deployment. This study will provide the foundation to effectively target and sell to this growing market segment.

Professional Services for Document & Content Solutions

There are a myriad of professional service providers that play in the document and content solution market. They include the technology providers offering services to complement their products, large IT service providers, system integrators, document print and service providers, managed service vendors, industry-specific VARs and consultants, and boutique implementation and consulting firms.

These firms use many different approaches to sell their services. Some services are offered as complements to product sales; some are consultative-led with services to help organizations define requirements and identify solutions; others are solutions-focused, starting with a base solution concept that is then customized to meet the unique needs of the organization.

Although the range of services provided runs the gamut from strategic solutions to hands-on expertise, they often fall into some specific categories:

- **Process and workflow:** Services to help organizations evaluate existing and model new processes to increase responsiveness, reduce costs, and meet regulations
- **Information analysis:** Services that assist in defining document and content requirements, organization, and usage objectives
- **System architecture:** Services to analyze and recommend document and content technologies and solutions for meeting corporate business objectives
- **Implementation:** Services to install, configure, customize, integrate, and deploy document and content solutions
- **Capture and print services:** Services to speed and enhance legacy data conversion, scanning, printing, fulfillment, and delivery

The service portfolio offered by any individual service provider is often based on the company's heritage, domain expertise, and solution focus. For example, a system integrator may start with the system architecture as its core competency and add services to extend into document processes. Likewise, a print service provider may begin with services to capture and print documents, adding services to implement document management systems. To what extent does each company's portfolio need to encompass a broader set of services? How deep must the services be within each category? What do organizations that are purchasing these types of services expect when evaluating service providers? When does a partnering strategy make sense?

As the market continues to grow and focus shifts to meet new requirements, service providers must understand which needs are most pressing, the value placed on this broad array of services, perceptions about past experiences with service providers, and how customers intend to procure these types of services in the future.

Project Scope

InfoTrends/CAP Ventures' study will answer the following questions:

- Which aspects of document and content projects do organizations need external professional services for?
- Which specific skills are most needed for projects?
- In which technologies and standards must a provider be proficient?
- Which factors are considered more important when an organization compares professional service providers?
- What business and solution domain expertise is valued most?
- How important are global capabilities?
- Who is involved in determining which professional service providers to hire? Who makes the final decision?
- What is the landscape of service providers?
- Which perceptions exist based on past experiences in working with various types of (or specific) service providers?
- How do companies want to purchase services? Do they prefer fixed price, time and material, value-based solution pricing, technology & services from one provider, etc.?
- How are service providers measured?
- Which factors determine if a complete solution should be outsourced as a managed service?

Methodology

To answer these questions, InfoTrends/CAP Ventures will conduct primary market research with 350 medium-sized (100-999 employees) and large (1,000+ employees) organizations with C-level, IT, and line-of-business managers across multiple industries and functional areas. We will also conduct 10 in-depth interviews to further explore the dynamics of the decision-making process. This study will combine qualitative and quantitative research, providing respondents with the opportunity to supply information about initiatives, trends, concerns, and interests.

Secondary Research

InfoTrends/CAP Ventures will also thoroughly examine existing market information, using a variety of sources including:

- Annual reports and SEC documents
- Periodicals and trade articles
- Web sites
- White papers
- Published industry reports
- Industry databases
- Research reports

Deliverables

The final report will include extensive analysis of primary and secondary research to develop a comprehensive understanding of professional service expenditures for document and content solutions, including best practices and InfoTrends/CAP Ventures' recommendations. The material will include:

- An executive summary that addresses key issues, findings, and overall recommendations
- A detailed written report with text and charts addressing the objectives of the study
- A set of presentation-style overheads for internal communication of the research results
- Data tabs, charts, and questionnaire from the study
- An optional, on-site briefing

Who Should Subscribe?

- Document and Content Solution Providers
- Managed Service Providers
- IT and System Integration Service Providers
- Technology Vendors with document and content-related products
- CIOs, IT Directors, and others involved in purchasing professional services for document and content solutions

Project Schedule

InfoTrends/CAP Ventures intends to begin this project in the second quarter of 2005. The project will be completed with material distributed during the third quarter of 2005. Throughout the course of the project, InfoTrends/CAP Ventures will issue regular status updates.

Early study sponsors will have input into the development of the questionnaire and will help shape the overall study in addition to receiving a discounted price.

Key project milestones are as follows:

- April 29, 2005 Last date for charter subscribers
- June 1, 2005 Questionnaire finalized
- June 24, 2005 Data tabs and charts available
- Q3 2005 Deliver final report

Terms and Conditions

Liability for Advice

Although reasonable efforts will be made by InfoTrends/CAP Ventures to ensure the completeness and accuracy of the information contained in written and oral reports in connection with the proposed study, no liability can be accepted by InfoTrends/CAP Ventures for the results of any actions taken by the Client in connection with such information, opinions, or advice.

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Confidentiality

InfoTrends/CAP Ventures will use its best efforts to ensure that any confidential information obtained about the Client and its business during the course of the proposed study is not, unless agreed otherwise in advance, disclosed to any third party without the prior written permission of the Client. InfoTrends/CAP Ventures retains the right to reuse any non-proprietary information as part of its ongoing analysis of the document and content solution market.

Timely Delivery

InfoTrends/CAP Ventures will take all reasonable steps to ensure that the time scales called for by the proposed study are met in accordance with the agreed schedule, but no liability can be accepted for the consequences of delays, howsoever caused.

Terms

One half of the fee will be due upon initiation, and the other half will be due upon report delivery.

Authorization

Before April 29, 2005:

- Complete report with data tabs \$12,995
- Complete report with no data tabs \$9,995
- Optional On-Site Briefing \$1,500 plus travel expenses

After April 29, 2005:

- Complete report with data tabs\$ 14,995
- Complete report with no data tabs \$10,995
- Optional On-Site Briefing \$2,500 plus travel expenses

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