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The Forrester Wave™: Document Output For Customer Communications Management, Q2 2009

by Craig Le Clair and Sheri McLeish
for Business Process & Applications Professionals

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No Overall Market Leader Emerges As Vendors Build Out DOCCM Capabilities

by **Craig Le Clair and Sheri McLeish**
with Stephen Powers and Peter Schmidt

EXECUTIVE SUMMARY

In Forrester's 95-criteria evaluation of document output for customer communications management (DOCCM) vendors, we found no overall Leader across all segments; however, numerous Strong Performers and Contenders bring their own strengths to the structured, interactive, and on-demand segments of customer communications. Within these segments, HP and Pitney Bowes Business Insight are Leaders in structured output, Thunderhead achieves Leader status in interactive, and EMC Document Sciences emerges as a Leader in the on-demand segment. During the next five years, powerful, transformational DOCCM platforms will evolve built on advanced authoring, workflow, business rules, integration with enterprise marketing platforms, and service oriented-architecture (SOA). We expect then to see true enterprise solutions that can manage requirements across all DOCCM segments.

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- Traditional Market Providers Jostle For Leader Status
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Forrester conducted vendor evaluations in the fall of 2008 and interviewed 12 vendors and dozens of user companies, including Adobe Systems, Aia Software, Cincom Systems, EMC Document Sciences, HP, ISIS Papyrus, Metavante, Oracle, Pitney Bowes Business Insight, Sefas Innovation, StreamServe, and Thunderhead.

Related Research Documents

- ["The ROI Of Correspondence Management"](#)
February 13, 2009
- ["Market Overview: Document Output Management"](#)
February 8, 2008
- ["Give DOM Its Due"](#)
October 24, 2007

WHY DOCUMENT OUTPUT FOR CUSTOMER COMMUNICATIONS MATTERS

Information and knowledge management (I&KM) professionals looking to help line-of-business (LOB) owners to improve the customer experience increasingly realize that the potential document output for customer communications management (DOCCM) has to satisfy customer experience concerns. Not surprisingly, I&KM professionals have trouble telling DOCCM suppliers apart. All claim to be easy to use, to be enterprise-capable, to support XML, and to have strong enterprise content management (ECM) support.

We evaluated the solutions from the major enterprise DOCCM providers. EMC Document Sciences, HP, ISIS Papyrus, Pitney Bowes Business Insight, and StreamServe provide structured output solutions. Thunderhead leads innovation in the rapidly growing interactive segment. EMC Document Sciences appears as a Leader in the emerging on-demand segment, with Adobe Systems achieving Strong Performer status and HP Contender status. Advances in DOCCM usability — such as integration reach, workflow, and ECM integration — will allow I&KM pros to rely on DOCCM to help improve the customer experience.

DOCCM Emerges As A Broad Market Segment

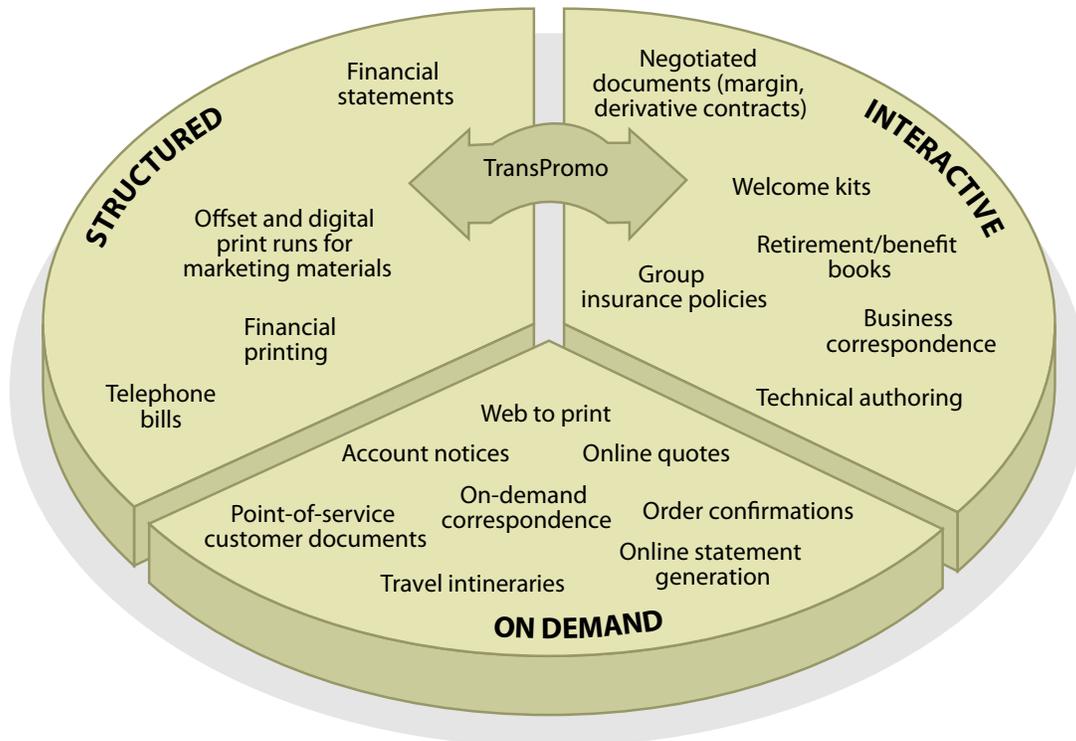
Forrester defines DOCCM as:

Software used to compose, format, personalize, and distribute content to support physical and electronic customer communications and improve the customer experience.

DOCCM software supports content types such as letterhead, invoices, correspondence, marketing materials, policies, statements, and welcome kits. Dividing document output needs into structured, interactive, and on-demand processes can help I&KM pros get a better handle on their diverse application needs (see Figure 1).¹

- **Structured output runs in batches, often in large volumes.** Structured output is scheduled, consistently formatted, and sent as part of a service relationship (much like phone bills and brokerage statements); it also includes batch digital or offset print runs.
- **Interactive output marries custom content or data with preset structure.** Interactive output requires the human touch, often matching variable customer data with structured forms or templates, providing a more individualized output; examples include customer correspondence and negotiated documents like group insurance policies or derivative and margin contracts.
- **On-demand output is triggered by multichannel requests.** Events from the Web, fax, phone, email, transactional systems, or enterprise applications drive on-demand output, and on-demand events may also be initiated by a human being via a keystroke, as in call center correspondence.

Figure 1 DOCCM Categories And Applications



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Source: Forrester Research, Inc.

Multichannel And On-Demand Growth — Aided By ECM — Drive The DOCCM Market

Forrester rated strategies for DOCCM providers based on our view of where the market will head. Enterprises today require flexible output solutions that empower business users, support multichannel output, personalize content, and provide rapid return on investment (ROI).² A crowded field of vendors now has offerings that promise to address these needs.

- **Multichannel output: providers get it.** The print channel started the DOCCM market, but multichannel communications will finish it. We rewarded providers that address the multichannel direction with features and R&D expenditure with higher strategy ratings. Communications sent to a customer via the print or interactive channels should be consistent visually (in terms of logos, images, and other brand elements) and content-wise (such as the degree of personalization, language, and contact information). “The statement has to be personalized and relevant — you need to be able to do data mining and segmentation. If you can do that in your communications it will make ROI easier and much faster,” said a customer and loyalty manager for a global mobile operator.

- **On-demand output: poised to take off.** Movement to on-demand output comprises the second major market force. The recent economic downturn that forces both business-to-business (B2B) and business-to-consumer (B2C) organizations to maximize every customer interaction and move to the less expensive Web channel has driven this growth.³ Rich Internet application (RIA) support, strong integration capabilities, and architectures that support real-time and straight-through communications are important technology drivers. “Our Web version gives us more flexibility in how we produce [customer communications] in the future,” commented a business process consultant for a European financial services firm.
- **DOCCM convergence with ECM: faster than expected.** In 2007, Forrester predicted the convergence of ECM and DOCCM, particularly for interactive applications.⁴ This turned out to be truer than we imagined, as several DOCCM companies were purchased by ECM companies.⁵ We see this trend continuing as ECM capabilities become even more important for DOCCM apps.

Enterprises Feel The Pain Of Aging Structured Apps And Search For ROI

Enterprise road maps for DOCCM start with ROI and improving customer experience. Today’s economic climate puts more pressure than ever on moving processes to less expensive channels. Projects on enterprises’ short lists include:

- **Moving structured apps to on-demand and e-transactions.** Enterprises are migrating to on-demand applications because structured output types (statements and bills) prove expensive, pose environmental challenges, and allow limited personalization. Some firms pick off structured apps to move to lower-cost e-transactions.⁶ Providers like EMC Document Sciences leverage parallel capabilities to deliver historically structured print output via the emerging on-demand channel. Outbound email and print require features like queue management and post-processing, for example. “Once the customer signs up with a bank, we stop sending a bill. It’s the same thing with the online service — they sign up to say they don’t want the statement mailed. Of 6 million customers, almost 15% are paperless. [It] saves about \$20 a million a year,” says a manager from a regional utilities firm.
- **Eliminating a big headache — aging structured output systems.** Many structured DOCCM solutions have worked well for years — so well that they have not been modified since initial implementations. In short, converting structured apps proves difficult, time-consuming, expensive, and laden with risk — and often lacks sufficient ROI. IT resources don’t want to touch these systems, fearing that they’ll get lost in highly customized code or break aging architectures. “We were a DocuMerge shop for 20 years, and we needed a more robust system. One of our businesses was requiring a complete policy print — so it needed to combine multiple print streams from Word and legacy systems. Conversion to the new system required replacing custom software that compiled and reformatted these inputs,” said a program manager at a US financial services company.

- **Targeting extensive Microsoft Word and mail merge systems.** Customer correspondence remains a core communication supported by DOCCM. Many enterprises still rely on Microsoft Word templates with custom macros and mail merge to compose and generate correspondence. DOCCM squarely addresses this output and improves on traditional tools by enabling easier conversion and reuse for Web, print, and email.⁷
- **Empowering the business to move DOCCM out of IT infrastructure.** Today's DOCCM products require IT intervention to make key changes to templates, business rules, and authoring workflow, as well as to insert content into print streams. Enterprises want to move DOCCM out of IT infrastructure and control and into the business process because reliance on more costly IT resources can affect significant ROI.⁸ Also, companies want highly skilled IT development resources to concentrate on connecting core systems and maintaining infrastructure. But surveyed companies have expressed concerns with enabling business users to make changes to the DOCCM system.
- **Linking ECM and business process management (BPM).** DOCCM has converged with ECM to meet emerging demands for interactive and on-demand output.⁹ Interactive applications need ECM integration more so than structured applications, which only integrate with ECM for archival and post-production work. Interactive applications require versioning, audit trails, check in, and check out, and they often need human-centric BPM to design, execute, and improve the document process.¹⁰
- **Configuring authoring environments that reduce behavioral change.** A diverse range of roles and skills currently perform document design. Structured content, once overseen by IT, now gets input from marketing professionals, who provide design direction and elements for documents such as TransPromo statements. Interactive output requires an even more diverse set of authors. Providers use a mix of proprietary and standard de facto authoring environments like Microsoft Word for business content and Adobe InDesign for more professionally designed materials. Increasingly, line-of-business (LOB) staff members want to design and update correspondence and negotiated document templates to improve personalization and relevance.

DOCCM also requires flexible development environments, which enable IT to build rich Internet applications (RIAs) and wizards and to integrate with core processes. LOB stakeholders enlist IT to help:

- **Create starting points to kick-start interactive apps.** Interactive content can benefit from a tailored front end that prompts the author and pulls in the correct form, product information, marketing message, or compliance language based on the author's responses; examples of this include new-hire packages, account-opening kits, and benefit books. Enterprises benefit when they can tailor vendor-developed business rules, workflow, collaboration, and forms to their specific requirements. Forrester's evaluation found that providers have the capability to tailor front ends in a design-for-people approach, but, as a group, they do not have a wide and available set of packaged capabilities.¹¹

- **Build process-specific templates with scalable controls.** Companies can use thousands of templates for negotiated documents such as contracts and insurance policies, account notices and correspondence, marketing collateral, and proposals. Enterprises must update, version, and track templates and individual fragments — a painful process. Today, different departments in many enterprises manage templates and fragments, store them in different environments, and use an average of six separate point solutions to manage them.¹² Interactive DOCCM products will make template management easier. Adobe LiveCycle Designer Enterprise Suite, for example, supports form fragments that can be assembled into document templates.¹³
- **Design output infrastructures and processes that work.** IT supports the business by managing the output infrastructure. This includes maintaining printer efficiency and print stream workflows. Some DOCCM vendors, such as HP with HP Output Server and Pitney Bowes with StreamWeaver, provide specialized tools to ensure optimal print hardware utilization. ISIS Papyrus and StreamServe excel at print stream workflows by providing granular control during the production workflow.
- **Develop authoring approaches that work for the user.** EMC Document Sciences, Cincom Systems, and Aia Software employ industry authoring environments from Microsoft or Adobe. Vendors with proprietary authoring argue that their technology drives greater performance and avoids issues with version upgrades in Word. While Word is familiar to the author, often the DOCCM output processing engines are separate from composition tools. Most providers, including HP and StreamServe, allow conversion from third-party tools such as Word or InDesign to their platform via plug-ins or conversion scripts.¹⁴

DOCCM VENDORS SHOOT FOR THE ENTERPRISE

The DOCCM product landscape includes enterprise-level solutions that can potentially support all three DOCCM segments and others that provide strong support for one or two of the three segments. Forrester included 12 vendors in the assessment: Adobe Systems, Aia Software, Cincom Systems, EMC Document Sciences, HP, ISIS Papyrus, Metavante, Oracle, Pitney Bowes Business Insight, Sefas Innovation, StreamServe, and Thunderhead (see Figure 2).

Included vendors have a strong market presence and the ability to meet a broad set of DOCCM needs. A number of vendors are not included in the evaluation due to limited space and varying approaches to customer communications that may be narrower, or they simply build on technology from a larger provider to create an alternative solution. Elixir Technologies, PrintSoft PReS, Xerox XMPie, and GMC Software Technology focus on direct marketing materials. Xenos adds analytics and ECM support to an EMC Document Sciences core product. Assentis is geared toward the investment management industry. Bottomline Technologies has DOCCM capabilities and offers direct marketing. Traditional correspondence solutions such as Top Down Systems' Client Letter and technical authoring tools such as PTC Arbortext and JustSystems XMetaL also provide some DOCCM capabilities.

Figure 2 Evaluated Vendors: Vendor Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
Adobe Systems	Adobe LiveCycle ES	Update 1	July 2008
Aia Software	Aia ITP	3.2.23	November 2008
Cincom Systems	Cincom Eloquence	v1.2.06	October 2008
EMC	EMC Document Sciences xPression	v3 SP1	November 2008
HP	HP Exstream	6.0	April 2007
ISIS Papyrus	ISIS Papyrus Communications and Process Platform	v7	July 2008
Metavante	CSF Designer	8.5	November 2008
Oracle	Oracle Documaker	11.3	July 2008
Pitney Bowes Business Insight	EngageOne Interactive	1.0	November 2008
Sefas Innovation	Open Print Suite	6.2	April 2008
StreamServe	StreamServe Persuasion	SP3	June 2008
Thunderhead	Thunderhead NOW	v.4.0.7	September 2008

Vendor selection criteria

Vendor must support interactive, on-demand, and structured document output segments.
Vendor must have an innovative solution for DOCCM.
Vendor must have generated strong interest from Forrester clients through inquiry.

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Source: Forrester Research, Inc.

For inclusion in this evaluation, the enterprise DOCCM software solution must:

- **Support all three document output segments.** Interactive, on-demand, and structured segments each have unique requirements. To be included in this research, providers needed to have released products for all three categories.
- **Have innovative solutions or significant market share.** We considered vendors on dimensions of revenue, employees, and the size of their networks in terms of customers, partners, and installed base. Furthermore, we included providers that were innovators in developing new approaches to meeting DOCCM needs.

- **Generate strong customer interest.** Through Forrester inquiries, consulting, media requests, and ongoing conversations with players in the market, we developed an understanding of demand for the vendors and solutions included in this evaluation.

DOCCM EVALUATION OVERVIEW

To assess the state of the document output for customer communications market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top DOCCM vendors. After examining past research, user-need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against approximately 95 criteria, which we grouped into three high-level buckets:

- **Current offering.** Forrester reviewed functionality across structured, interactive, and on-demand segments for authoring, post composition, output management support, production and content management, integration, and application development environment.
- **Strategy.** We reviewed the vendors' planned enhancements across the output segments, as well as partnership approaches, corporate strategy, target markets, and costs.
- **Market presence.** We looked at installed base, revenue growth, services, number of employees, and technology partners. We estimated numbers where vendors would not disclose actual figures.

VENDOR PROFILES: NO DOCCM SUITE IS READY FOR FULL ENTERPRISE REQUIREMENTS

During the next five years, there will be powerful and transformational DOCCM platforms built on advanced authoring, workflow, business rules, integration with enterprise marketing platforms, and SOA. These will emerge as true enterprise solutions and fulfill requirements across all DOCCM segments. Enterprises that maintain point solutions without adopting enterprise solutions will struggle to meet emerging customer experience expectations.

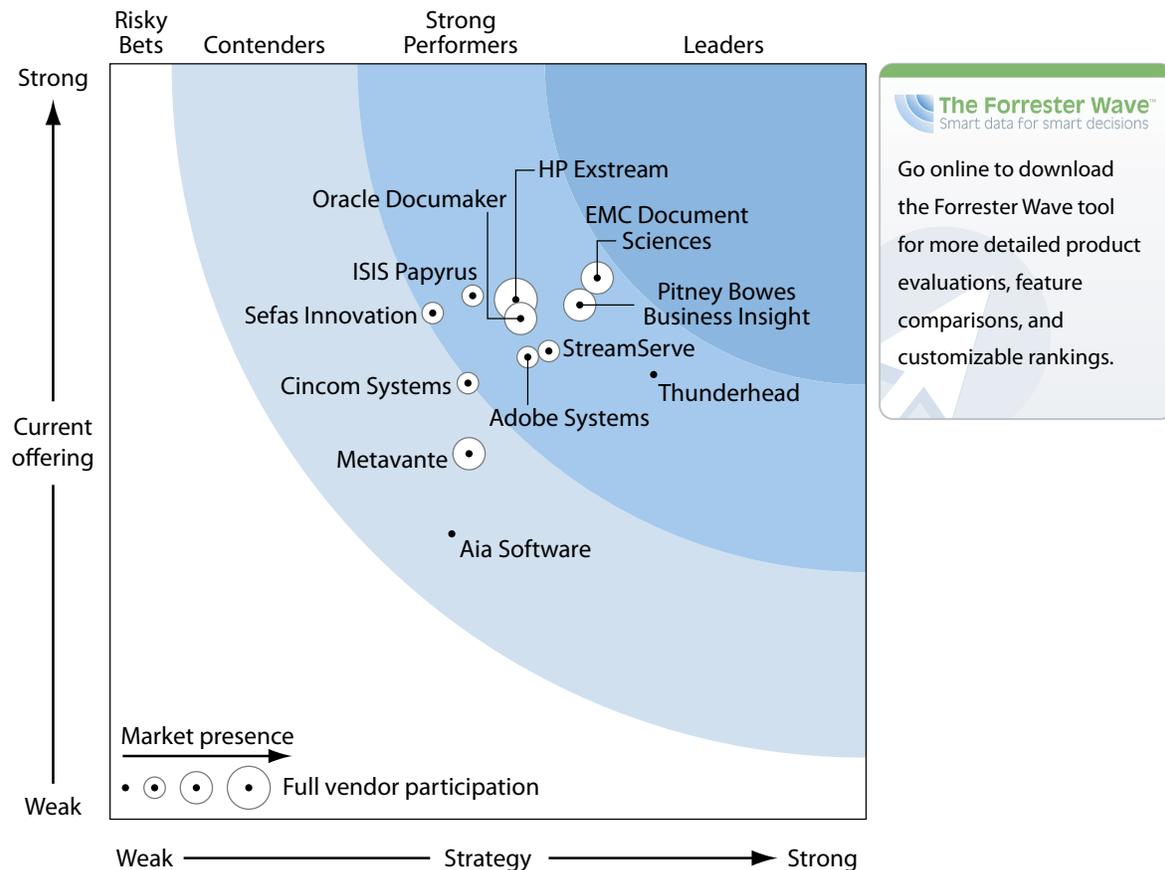
Yet our evaluation showed that no provider supplies enough strength across all areas to be considered a best-in-class enterprise solution (see Figure 3). The strongest structured providers only recently introduced interactive capabilities or focused too much on the print channel to fully embrace on-demand requirements. Leading interactive and on-demand providers lack sufficient experience and depth of features in the structured segment. We expect this to change, but, in the near term, enterprises may be forced to select multiple products to meet their needs.

The evaluation uncovered a developing market with numerous Strong Performers and Contenders but no overall Leader across all segments. Within the segments, HP and Pitney Bowes Business Insight are Leaders in structured output while Thunderhead is a Leader in interactive. EMC

Document Sciences is a Leader in the on-demand segment due to a strong multichannel strategy and a Web-services-based architecture suited to event management. Adobe Systems follows closely behind in the on-demand segment, with strong capabilities for RIAs and electronic forms support.

We encourage readers to use this evaluation of the DOCCM market as a starting point only; they should view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool. Because many clients have made existing investments in part of DOCCM, and the noted differences in different segments of the DOCCM market, Forrester provides three additional views of the market based on an emphasis for the following market segments: 1) structured output; 2) interactive output; and 3) on-demand output (see Figure 4, see Figure 5, and see Figure 6).

Figure 3 Forrester Wave™: Document Output For Customer Communications Management, Q2 '09



The Forrester Wave™
 Smart data for smart decisions

Go online to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

Source: Forrester Research, Inc.

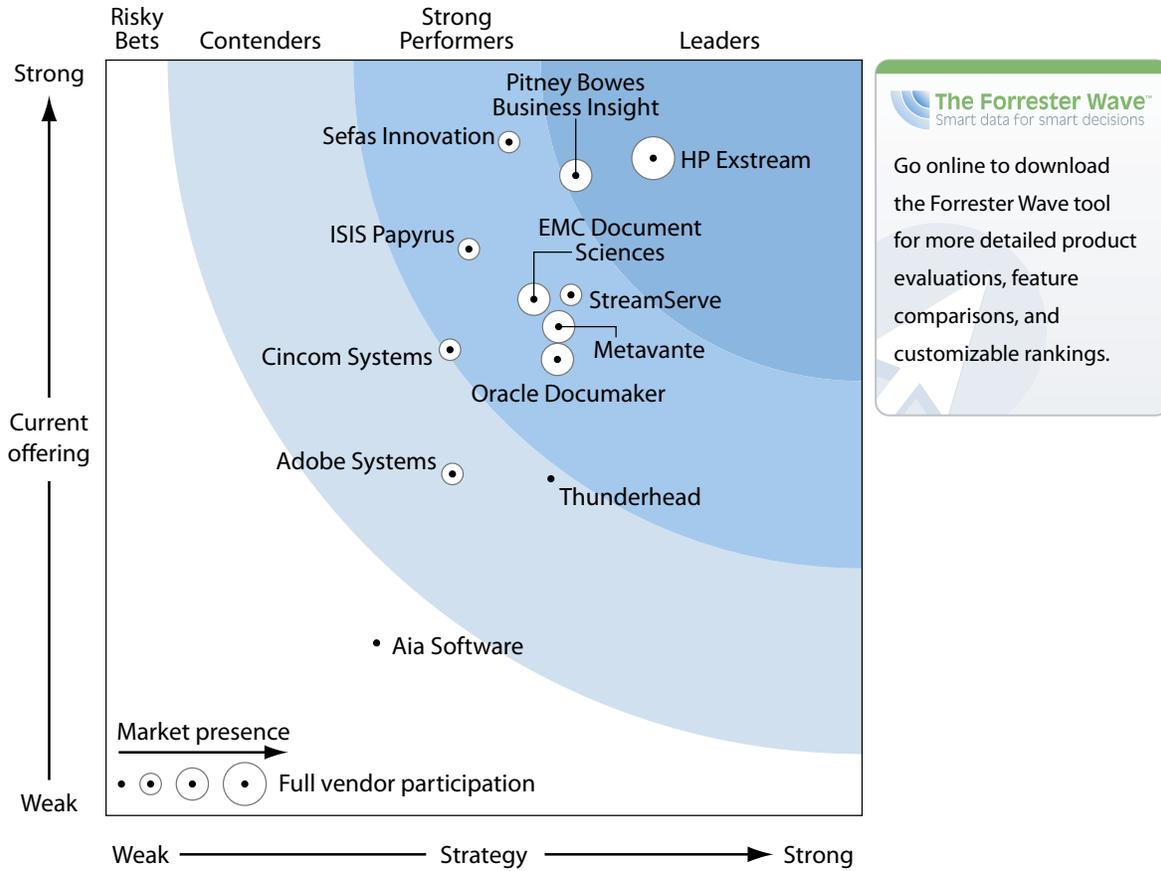
Figure 3 Forrester Wave™: DOCCM, Q2 '09 (Cont.)

	Forrester's Weighting	Adobe Systems	Aia Software	Cincom Systems	EMC Document Sciences	HP Exstream	ISIS Papyrus	Metavante	Oracle Documaker	Pitney Bowes Business Insight	Sefas Innovation	StreamServe	Thunderhead
CURRENT OFFERING	50%	3.06	1.89	2.89	3.58	3.44	3.46	2.42	3.31	3.40	3.35	3.10	2.94
Structured output	34%	2.26	1.14	3.09	3.41	4.35	3.75	3.24	3.01	4.23	4.46	3.45	2.23
Interactive output	33%	3.07	2.78	3.43	3.54	2.93	3.15	2.31	3.28	3.16	3.20	2.92	3.65
On-demand output	33%	3.87	1.77	2.14	3.78	3.02	3.47	1.70	3.66	2.81	2.34	2.91	2.96
STRATEGY	50%	2.76	2.26	2.37	3.23	2.68	2.40	2.38	2.71	3.10	2.14	2.90	3.59
Product strategy	60%	2.83	1.66	2.17	3.16	2.68	2.00	2.17	2.51	2.83	2.01	2.84	3.32
Corporate strategy	40%	2.65	3.16	2.67	3.33	2.69	3.00	2.69	3.01	3.51	2.35	3.01	3.99
Cost	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MARKET PRESENCE	0%	2.02	1.26	2.04	3.50	4.40	2.04	3.12	3.35	3.17	2.49	2.77	1.93
Installed base	20%	3.10	1.30	2.20	3.50	4.00	2.20	2.60	2.75	2.85	2.45	2.85	2.65
Revenue	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Revenue growth	20%	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	4.00
Services	20%	1.00	1.00	2.00	5.00	5.00	2.00	3.00	4.00	4.00	3.00	3.00	1.00
Employees	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Technology partners	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 4 Forrester Wave™: DOCCM Structured Output, Q2 '09



Source: Forrester Research, Inc.

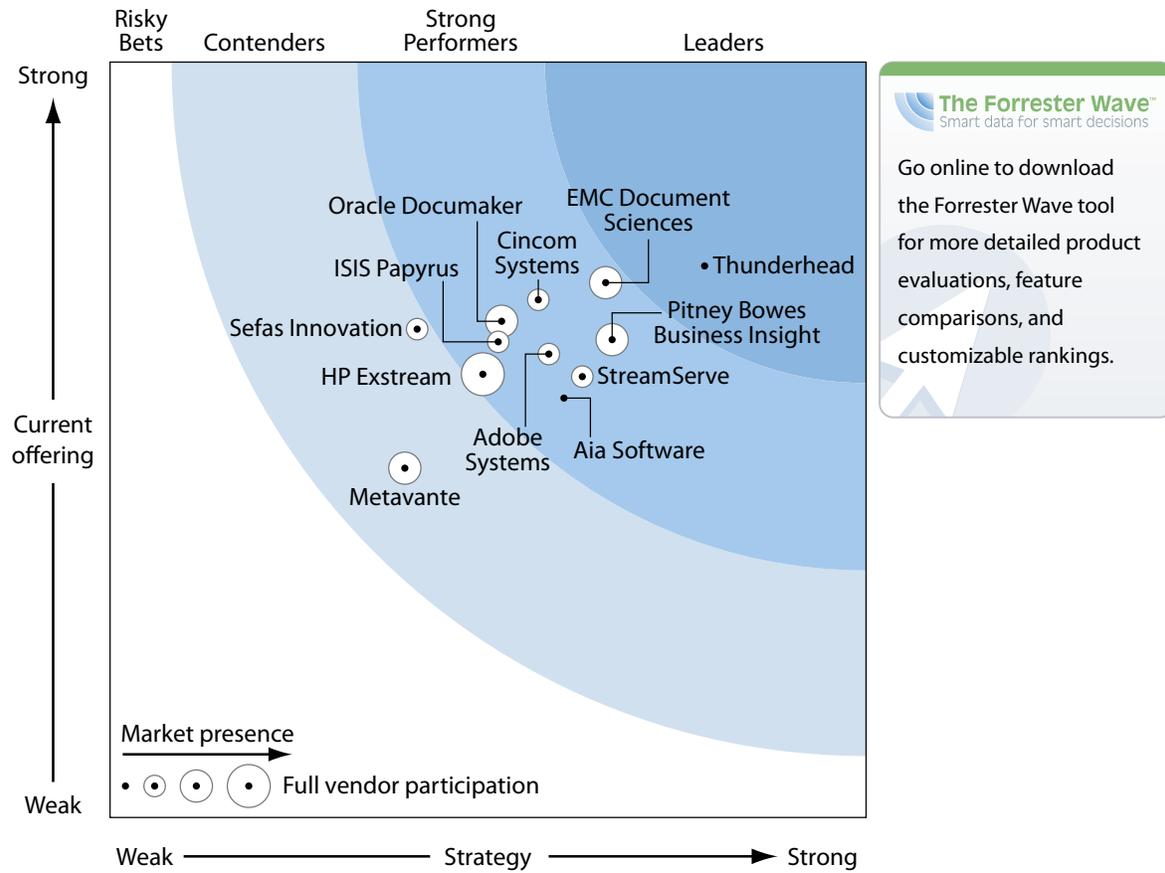
Figure 4 Forrester Wave™: DOCCM Structured Output, Q2 '09 (Cont.)

	Forrester's Weighting	Adobe Systems	Aia Software	Cincom Systems	EMC Document Sciences	HP Exstream	ISIS Papyrus	Metavante	Oracle Documaker	Pitney Bowes Business Insight	Sefas Innovation	StreamServe	Thunderhead
CURRENT OFFERING	50%	2.26	1.14	3.09	3.41	4.35	3.75	3.24	3.01	4.23	4.46	3.45	2.23
Structured output	100%	2.26	1.14	3.09	3.41	4.35	3.75	3.24	3.01	4.23	4.46	3.45	2.23
Interactive output	0%	3.07	2.78	3.43	3.54	2.93	3.15	2.31	3.28	3.16	3.20	2.92	3.65
On-demand output	0%	3.87	1.77	2.14	3.78	3.02	3.47	1.70	3.66	2.81	2.34	2.91	2.96
STRATEGY	50%	2.29	1.79	2.28	2.83	3.62	2.40	2.99	2.98	3.10	2.67	3.07	2.94
Product strategy	60%	2.65	1.30	2.08	2.80	3.40	2.00	2.35	2.78	2.65	2.28	2.93	2.60
Corporate strategy	40%	1.75	2.53	2.58	2.88	3.95	3.00	3.95	3.28	3.78	3.25	3.28	3.45
Cost	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MARKET PRESENCE	0%	2.02	1.26	2.04	3.50	4.40	2.04	3.12	3.35	3.17	2.49	2.77	1.93
Installed base	20%	3.10	1.30	2.20	3.50	4.00	2.20	2.60	2.75	2.85	2.45	2.85	2.65
Revenue	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Revenue growth	20%	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	4.00
Services	20%	1.00	1.00	2.00	5.00	5.00	2.00	3.00	4.00	4.00	3.00	3.00	1.00
Employees	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Technology partners	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 5 Forrester Wave™: DOCCM Interactive Output, Q2 '09



Source: Forrester Research, Inc.

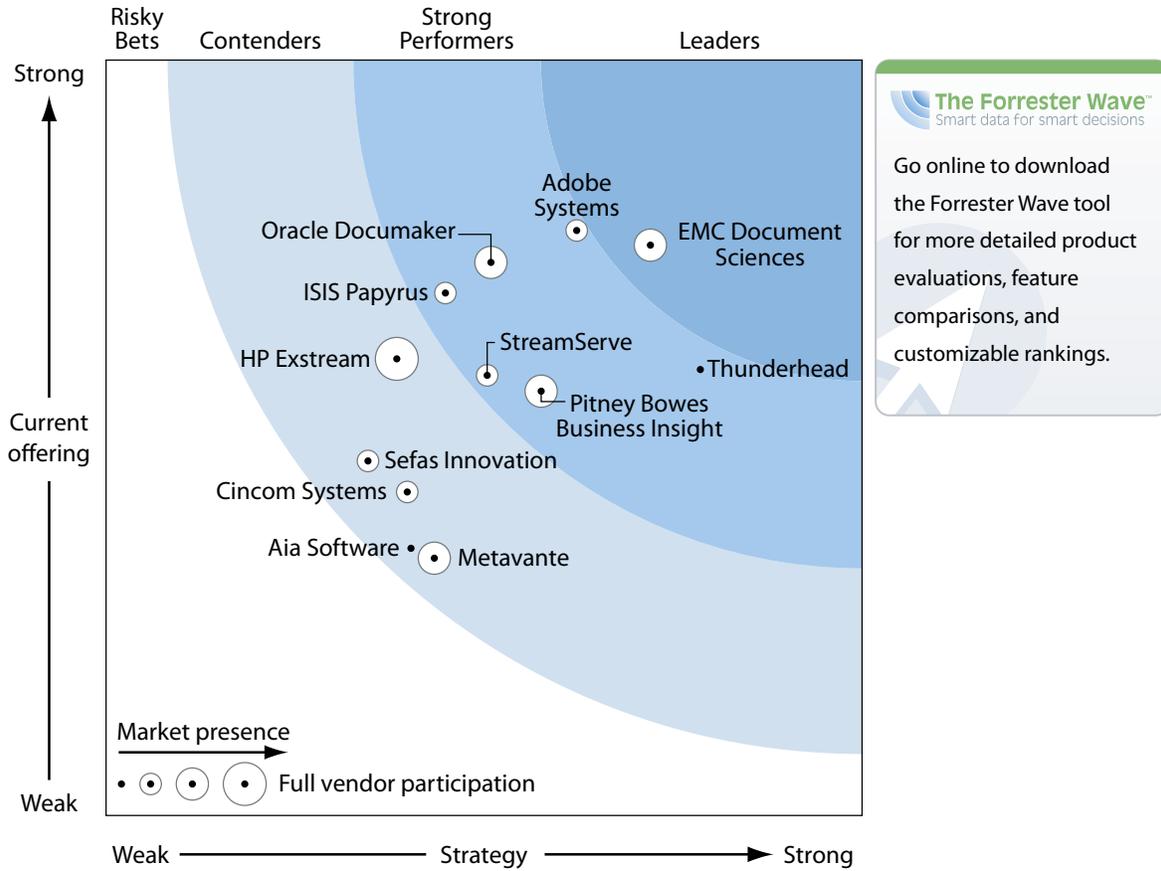
Figure 5 Forrester Wave™: DOCCM Interactive Output, Q2 '09 (Cont.)

	Forrester's Weighting	Adobe Systems	Aia Software	Cincom Systems	EMC Document Sciences	HP Exstream	ISIS Papyrus	Metavante	Oracle Documaker	Pitney Bowes Business Insight	Sefas Innovation	StreamServe	Thunderhead
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STRATEGY	50%	2.90	3.00	2.83	3.27	2.47	2.57	1.95	2.59	3.32	2.01	3.12	3.93
Product strategy	60%	2.93	2.40	2.63	3.35	2.58	2.28	2.08	2.50	3.20	2.28	3.20	3.70
Corporate strategy	40%	2.85	3.90	3.13	3.15	2.30	3.00	1.75	2.73	3.50	1.60	3.00	4.28
Cost	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MARKET PRESENCE	0%	2.02	1.26	2.04	3.50	4.40	2.04	3.12	3.35	3.17	2.49	2.77	1.93
Installed base	20%	3.10	1.30	2.20	3.50	4.00	2.20	2.60	2.75	2.85	2.45	2.85	2.65
Revenue	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Revenue growth	20%	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	4.00
Services	20%	1.00	1.00	2.00	5.00	5.00	2.00	3.00	4.00	4.00	3.00	3.00	1.00
Employees	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Technology partners	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 6 Forrester Wave™: DOCCM On-Demand Output, Q2 '09



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Source: Forrester Research, Inc.

Figure 6 Forrester Wave™: DOCCM On-Demand Output, Q2 '09 (Cont.)

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Structured output	0%	2.26	1.14	3.09	3.41	4.35	3.75	3.24	3.01	4.23	4.46	3.45	2.23
Interactive output	0%	3.07	2.78	3.43	3.54	2.93	3.15	2.31	3.28	3.16	3.20	2.92	3.65
On-demand output	100%	3.87	1.77	2.14	3.78	3.02	3.47	1.70	3.66	2.81	2.34	2.91	2.96
STRATEGY	50%	3.12	2.01	2.00	3.60	1.92	2.24	2.17	2.54	2.88	1.73	2.52	3.93
Product strategy	60%	2.93	1.30	1.80	3.35	2.03	1.73	2.08	2.23	2.65	1.45	2.38	3.70
Corporate strategy	40%	3.40	3.08	2.30	3.98	1.75	3.00	2.30	3.00	3.23	2.15	2.73	4.28
Cost	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MARKET PRESENCE	0%	2.02	1.26	2.04	3.50	4.40	2.04	3.12	3.35	3.17	2.49	2.77	1.93
Installed base	20%	3.10	1.30	2.20	3.50	4.00	2.20	2.60	2.75	2.85	2.45	2.85	2.65
Revenue	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Revenue growth	20%	2.00	2.00	2.00	3.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	4.00
Services	20%	1.00	1.00	2.00	5.00	5.00	2.00	3.00	4.00	4.00	3.00	3.00	1.00
Employees	20%	2.00	1.00	2.00	3.00	5.00	2.00	4.00	4.00	3.00	2.00	3.00	1.00
Technology partners	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Traditional Market Providers Jostle For Leader Status

Traditional structured output providers with proven support for high-volume batch production have a strong foothold to meet the largest enterprise demands. There are a variety of use cases for structured applications — e.g., utilities, telecom, and brokerage statements — that require complex pre- and post-processing. Other structured apps are still batch processed with intelligent print streams but may not require the same volume or complexity.¹⁵

- **EMC Document Sciences focuses on multichannel.** EMC Document Sciences xPression is well positioned for a complete DOCCM enterprise platform, with an open architecture based on Java and Web services. It leads the on-demand segment due to a strong multichannel strategy combined with a strong services architecture well suited to real-time and straight-through content generation. EMC Document Sciences and Documentum teams work to combine

dynamic content generation capabilities with the Documentum Process Suite and Documentum Content Management platforms. The xPression platform will continue to emphasize third-party tools like Adobe InDesign or Microsoft Word for interactive DOCCM functions that require more sophisticated design elements or ease of use for business users. However, real differentiation over time will come from its laser focus on multichannel and on-demand apps that leverage a strong services architecture.

- **HP Exstream leads high-volume, structured applications.** HP Exstream leads the structured segment with top numbers in authoring, post composition, output, and production management support, as well as support for high-volume applications. HP's printing unit, known as IPG, has complete coverage: Exstream for on- and off-premise digital printing, HP Output Server for on-demand delivery and secure printing, and Web Jet Admin for distributed output.¹⁶ Exstream's core engine, well suited for batch structured output, complements HP Output Server, particularly for the on-demand segment.¹⁷ Exstream's formatting and output options need to keep pace with customer trends that will evolve to richer interactive channel experiences.
- **Metavante continues to leverage installed base and banking expertise.** Metavante is a Strong Performer in the structured segment due to its print-stream manipulation and data input processing capabilities. Metavante created the Custom Statement Formatter (CSF-MVS), which was once the preeminent mainframe DOCCM solution and remains widely deployed today. The revamped CSF Designer suite has more than 200 licensed customers, many in banking, utilities, and Metavante's own service bureau. Metavante will leverage its installed base and grow its service bureau business due to its emergence as an independent entity, continued release of newer capabilities for the interactive and on-demand segments, and stronger Web-based authoring tools.
- **Oracle focuses on insurance but has broad DOCCM potential.** Oracle was a Strong Performer across all three segments, indicating a well-balanced platform to serve all three modes of output from a single product. Documaker complements and differentiates Oracle's application portfolio, providing the key assets to deliver end-to-end multichannel output management. Oracle has shown commitment to Documaker, although the acquisition may have been due to Skywire's insurance assets.¹⁸ Skywire fits nicely in Oracle's portfolio, and Oracle has a strong road map to integrate and support this product. Strong potential exists for DOCCM within the Oracle suite, particularly the insurance vertical. For clear DOCCM success, Oracle will need to further integrate Documaker with rest of Fusion Middleware such as the Oracle SOA Suite, ADF, Identity Management Suite, BPM Suite, and Enterprise Manager.
- **Pitney Bowes Business Insight shows strength in data quality and marketing databases.** Pitney Bowes leads in the structured segment due to a modular product with above-average design capability. It has extended its solution with ECM technologies, including document archival and retrieval, electronic bill presentment and payment, workflow management,

data access and manipulation, and print-stream manipulation and validation. Pitney Bowes' structured DOCCM offering includes output management software that improves printer efficiency and print-stream workflows or that maximizes throughput by balancing document production. Pitney Bowes also has unique data sets for improving address quality, as well as for improving marketing campaigns through "location intelligence." Tighter integration of the later data sets will add value as DOCCM matures.

- **StreamServe increases its North American presence — and focuses on process support.** StreamServe has an open and flexible front end with strong post composition, output management, and production management. StreamServe leads outside the US, in terms of customers, for structured DOCCM content, particularly invoices and statements generated by ERP systems, including SAP and Lawson Software. It's a dominant provider in the energy, utility, and supply chain segments and also has strength and a growing presence in financial services. Its partnership with Adobe — which integrates StreamServe's Persuasion with Adobe LiveCycle Designer ES and repackages it as LiveCycle Production Print ES — will do much to enhance StreamServe's North American presence along with its own growing pipeline of US opportunities.¹⁹ StreamServe excels at integrating DOCCM into structured and enterprise apps to leverage their work processing and would benefit from integrating with other systems and apps with a more capable BPM solution or partnership.

European Providers Are Rising Fast With Individual Strengths

European DOCCM vendors' innovation is propelling solid growth and adoption.

- **Aia Software drives communications as a business process.** Aia Software launched in the Netherlands in 1988 and got a foothold in the local Benelux and wider European markets but continues to extend its global reach through partnerships and regional networks. Aia's Intelligent Text Processing (ITP) Document Platform integrates with SAP, but the vendor has focused its road map on tapping CRM systems to improve multichannel content and personalized communications. ITP/Envelopes gather output generated from both traditional and modern output production components for structured, on-demand, and interactive output. It extracts and synchronizes metadata with the corporate CRM system to establish the customer communication profile. The profiles and rules can be managed by business users who can use the tools to analyze, manage, (re-)combine, and enhance all output flowing through the enterprise.
- **ISIS Papyrus by far owns the broadest DOCCM vision.** ISIS scored well as a Strong Performer across all segments and as a well-balanced product with enterprise potential. ISIS Papyrus has the broadest and most unique vision for DOCCM in the industry, supporting ECM, CRM, analytics, event processing, and BPM. ISIS points out limitations in traditional partner-based integration approaches and over-touting of XML. It has a modular and easy-to-configure system based on patented technology that combines with innovative post composition, output management, and production management. Despite coming early to market with many

capabilities, ISIS' exposure to North America remains limited. But customers are committed to the ISIS vision and feel passionate about this vendor. Stronger partnerships and a North American presence will move ISIS toward leadership.

- **Sefas Innovation delivers strong capabilities across segments via thin client.** Sefas offers the most functionally complete Web-based solution for all three segments, and it has the potential to be a strong enterprise solution. Sefas scored well in post composition, output management, and production management criteria. Major North American customers, including some of the largest financial companies and Fortune 500 firms, have embraced it to produce complex, high-volume, and mission-critical transactional documents. Sefas also has significant presence in Europe, and Forrester considers them No. 1 for high volume, with accounts such as French Telecom and the French social security system. In fact, the French postal service acquired a 51% stake in Sefas because its software provides the key backbone to meet expanding document processing services.
- **Thunderhead focuses on XML and analytics for customer communications.** Thunderhead is a Leader in the interactive segment due to strong end-to-end XML support and multichannel vision. It is well positioned to transition structured apps to interactive and on-demand channels, and it will enhance structured support over time. With an emphasis on financial services, Thunderhead handles all three modalities from a single product line. Also, with a newer platform built from the ground up in 2003, Thunderhead avoids some of the legacy issues of competitors. Thunderhead emphasizes business user control, productivity, content component management, compliance, time-to-market, and its XML support.²⁰ The XML core avoids conversion to a proprietary format and maintains a broader set of information for downstream multichannel management, including email, fax, print, SMS, and HTML.

Unique Backgrounds Differentiate Some Providers

Several of the DOCCM vendors that we evaluated bring unique strengths to their offerings as a result of their background, partnerships, IP, strategy, or service and support capabilities.

- **Adobe Systems prepares to set the bar for the on-demand channel.** Adobe's extensive portfolio enables it to combine pervasive technologies from its Creative Suite like Flash with its business applications such as Acrobat for PDF to deliver strong BPM, rights management, and content creation capabilities. Adobe's strength starts with a single design environment for text, graphics, and video, which provides a guided customer experience for on-demand apps. LiveCycle Designer ES forms-based development, with reusable form fragments, empowers business users with a familiar interface. LiveCycle Output ES enhances the back-end delivery of output for on-demand output, while LiveCycle Production Print ES provides structured capability. Adobe's increased focus and experience with service-oriented, server-based solutions and enterprise requirements will make it a leader in the on-demand segment and interactive segments over time; its human-centric BPM suite will also serve the on-demand segment well.²¹

- **Cincom Systems hones in on interactive output and offers strong support and security.** Originating in the database and manufacturing world, Cincom offered the market's first interactive Web front end. Today, Cincom targets markets for all output types, including insurance, state government, and financial services. The majority of Cincom Eloquence customers produce interactive communications such as claims, letters, and explanations of benefits — a Cincom strength. Eloquence's document design interface uses Microsoft Word, including WordML (Microsoft's published, open XML schema). Customers favorably cite Cincom's responsiveness and consistency. Stronger workflow and ECM support will ensure Cincom's success in the interactive segment.

SUPPLEMENTAL MATERIAL

Online Resource

The online versions of Figures 3, 4, 5, and 6 are Excel-based vendor comparison tools that provide detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with several of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of questionnaires, demos, and discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

- ¹ For years, DOCCM has been pegged as a back-office operation that produces customer statements and bills. Now, customer experience demands will thrust DOCCM into a major software category supporting the growing and diverse content that enterprises must assemble and deliver to customers. See the October 24, 2007, “[Give DOM Its Due](#)” report.
- ² By evaluating the ROI of correspondence management, organizations can prove a return within a year by optimizing content production, consolidating vendors and systems, and reducing paper usage. This helps enterprises realize that investing in DOCCM makes sense despite poor economic conditions. See the February 13, 2009, “[The ROI Of Correspondence Management](#)” report.
- ³ While treating each interaction as a distinct transaction with associated rules and procedures previously proved sufficient, leading organizations now view the breadth of channels as parts of a larger continuum. As a result, the distinction between customer service as an activity delivered through a call center and eService, or delivered through self-service, email, and chat, is disappearing. Integration between channels, common underlying workflows and business rules, and seamless transitions between contact media will become the rule, rather than the exception. See the January 18, 2007, “[Trends 2007: eService Is Customer Service](#)” report.
- ⁴ In 2007, Forrester predicted that over the next three years, powerful, transformational output management platforms would evolve. They would be built on a foundation of advanced authoring, workflow, business rules, integration with enterprise marketing platforms, and SOA. See the October 24, 2007, “[Give DOM Its Due](#)” report.
- ⁵ ECM vendors and others are building out their DOCCM offerings through acquisitions. Oracle’s acquisition of Skywire Software last summer is the most recent example. For more information, visit: “Oracle To Purchase Skywire Software — DOM And ECM Continue Pattern Of Convergence,” *The Forrester Blog For Business Process & Applications Professionals*, June 25, 2008 (http://blogs.forrester.com/information_management/2008/06/oracle-to-purch.html). But the trend began years ago with Adobe’s 2002 acquisition of Accelio, whose technology and experience formed the basis for Form Server and Form Designer. In January 2008, HP acquired Exstream Software, whose enterprise software that streamlines the creation and delivery of personalized documents and other communication materials is now the basis for HP’s DOCCM solution. And in March 2008, EMC acquired Document Sciences to lay the foundation for its current offering.
- ⁶ In hard economic times, enterprises will increasingly focus on e-transactions. See the December 17, 2008, “[In Good Times And Bad, Document-Centric Web Transactions Lower Costs And Improve Experience](#)” report.

- ⁷ Applications designed to support specific business processes now include word processing capabilities that look just like Microsoft Word, eliminating the need for IT organizations to provision and integrate separate tools. Oracle, Pitney Bowes Business Insight, Metavante, and HP all offer document output for customer communications management solutions that use Word-like authoring environments to compose content. Not only do these applications look and feel similar to Microsoft Word, but their capabilities are also much more powerful according to their vendors. See the December 22, 2008, “[Breaking Up Is Hard To Do: The Microsoft Word Love Story](#)” report.
- ⁸ Reducing IT support costs leads to major costs savings, particularly by transitioning IT ownership of templates to the business. See the February 13, 2009, “[The ROI Of Correspondence Management](#)” report.
- ⁹ The next phase of the evolving DOCCM market will see convergence with enterprise marketing platforms, ECM, and BPM suites. See the October 24, 2007, “[Give DOM Its Due](#)” report.
- ¹⁰ For an explanation of Forrester’s business process management framework, see the July 9, 2007, “[The Forrester Wave™: Business Process Management For Document Processes, Q3 2007](#)” report.
- ¹¹ Forrester’s concept of “Design For People” emphasizes the close alignment of the technology that business people use with the collection of business processes they participate in and the individual’s work assignments, work style, and preferences. See the June 27, 2008, “[Develop Your ‘Design For People’ Game Plan](#)” report.
- ¹² A Forrester survey of 25 enterprises found that the average number of DOCCM solutions per company was more than six. See the October 24, 2007, “[Give DOM Its Due](#)” report.
- ¹³ Fragments or component parts of templates are useful when updating large numbers of form templates. An enterprise, for example, might update a logo used on hundreds of forms, or a financial services firm may need to comply with a new regulation that affects a section on hundreds of different forms. Form fragments or components should be stored in a content repository. When a fragment or component is updated, the templates that reference it are automatically updated as well.
- ¹⁴ For example, Exstream Designer has an XML interface called Exstream Exchange Format (DXF) based on XSL:FO to allow designs from Microsoft Word or desktop publishing tools to be imported into the Exstream authoring environment. This approach amounts to a plug-in to Quark Express and Adobe InDesign to bridge from those tools into Designer, and enables use of third-party tools for appropriate purposes.
- ¹⁵ Forrester differentiates Leaders in the structured segment by their native ability to support specialized print applications like telecom, utilities, and brokerage statements that have the most stringent requirements for formatting and output. Some of the interactive and newer market entrants have made a strategic decision to pursue less specialized structured applications and may handle those applications well, even though rated lower than leaders in that segment.
- ¹⁶ HP Output Server has roots in infrastructure output management, derives from the Dazel product, and will be helpful in the on-demand segment. The document supply chain in manufacturing is a prime focus and a natural fit for HP, with modules that extend output features of ERP solutions. HP Output Server has also integrated applications for CRM and supply chain management solutions in telecommunications, financial services, and other industries.

- ¹⁷ Exstream's on-demand applications can pass data from a client application via message queues, Web services, or watched directories. Applications vary from real-time correspondence systems to travel/leisure itineraries. Carnival Cruise Lines implemented on-demand DOCCM with Exstream and can now produce boarding passes, excursion itineraries, luggage tags, and guest documentation booklets in the travel agents office.
- ¹⁸ Skywire Software had more than 2,400 customers worldwide, including 2,000 DOCCM installations. It also owned Whitehill, which is strong in group health and life while Docucorp offers strong property and casualty solutions. The combination gives Oracle a significant portion of insurance market share for DOCCM. Oracle Insurance has recently rolled out its Application Integration Architecture Insurance Foundation Pack, which delivers an insurance-specific business process model, insurance-specific Enterprise Business Objects (EBOs) and Enterprise Business Services (EBSes) to minimize integration cost and risk. Oracle will leverage Skywire's insurance assets, such as the Insbridge rating engine, and a suite of solutions for document management that will augment those already owned by Oracle and that, aimed at insurers, can also be leveraged in other industries.
- ¹⁹ This partnership was announced on April 17, 2007. Adobe LiveCycle Designer ES produces XFA (an XML-based form and document templating language). For the partnership, StreamServe can accept XFA and tie it into its post-processing capabilities to meet higher volume needs.
- ²⁰ Vendors take different approaches to XML for DOCCM. While all have XML support, this generally means being able to convert content to an XML format. Thunderhead uses XML templates with XML content maintained throughout the workflow. Vendors with less XML support point to performance issues with XML. Advantages identified by Thunderhead include the separation of content from presentment that creates efficiency for multichannel output. In some systems without XML, templates are channel-specific, creating many more templates to be maintained.
- ²¹ Forrester ranked Adobe as a Leader in its last BPM evaluation. For more information, see the July 9, 2007, "[The Forrester Wave™: Business Process Management For Document Processes, Q3 2007](#)" report.

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