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AMA says suspend ehealth changes

The Australian Medical Association (AMA) is calling for a moratorium on changes that will penalise general practices thousands of dollars if they do not upload patient health summaries to the My Health Record system, with less than a quarter of practices indicating they will be able to comply with new rules introduced earlier this year to the Practice Incentives Program (PIP).

The AMA has written to Health Minister Sussan Ley and Shadow Health Minister Catherine King urging them to commit to a suspension of rules that came into effect last month, under which practices that fail to upload shared health summaries for at least 0.5 per cent of their standardised whole patient equivalent each quarter are not eligible for payment under the newly-branded PIP Digital Health Incentive. An AMA survey of medical practices found that just 24 per cent considered themselves able to comply with the requirement, while 39.5 per cent said they were unable to, and 36 per cent were unsure. Those that could not comply estimated it would cost them, on average, \$23,400 a year in lost PIP incentive payments. AMA President, Dr Michael Gannon, said the rule was grossly unfair and premature because the My Health Record system was still a work in progress and had substantial flaws that compromised its clinical usefulness.

"The AMA has strongly backed the introduction of a national e-health record because of the real benefits it could provide for patient care," Dr Gannon said.

"But the My Health Record system is plagued with shortcomings that need to be fixed before the Government tries to foist it on patients and practices."

Text Analytics market to hit \$US6.5B

According to a new market research report, the global text analytics market has a potential to reach \$US6.5 billion by 2020, with predictive analytics providing insights on unstructured text as the major driver. The report is available via <http://www.alliedmarketresearch.com/text-analytics-market>

The upsurge in the adoption of social networking platforms for conversations, rising adoption of cloud computing technologies and the ability of text analytics to move beyond sentiment analysis are some major driving factors for text analytics industry.

North America accounts for 40% of global text analytics market amongst all regions with Big Data the driving reason. An example given is retailer, Walmart which collect 2.5 petabytes of data from their customers' transactions. Predictive analytics is gaining ground in the field of healthcare, banking & Financial Services and Insurance industries.



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Adobe promises open standard for cloud-based digital signatures

Adobe has announced the Cloud Signature Consortium, a group comprised of industry and academic organisations committed to building a new open standard for cloud-based digital signatures across mobile and web – so anyone can digitally sign documents from anywhere. On July 1, 2016, a new European Union signature regulation (eIDAS) went into effect. However, Adobe claims using standards-compliant digital signatures today can be a cumbersome, time consuming process that keeps people tethered to their desktop. In many cases, they need certificate-based IDs stored on a physical device, like a USB token or smart card. This approach doesn't meet increasing consumer and business expectations for simple and engaging experiences that work anywhere, on any device.

And, while some cloud-based digital signature solutions exist, Adobe says they are proprietary and fragmented, rather than an open approach that offers a choice of certificate providers. "Adobe has a history of pioneering and advancing industry standards like PDF. We embrace open standards and, where none exist, we help create them," said Bryan Lamkin, executive vice president and general manager of Digital Media, Adobe.

"With more than six billion digital and electronic signature transactions processed each year through Adobe Sign and Adobe Document Cloud, we are focused on moving the signature industry forward."

While initially focused on the EU, the Cloud Signature Consortium aims to build a global network of industry contributors and intends to release new standard specifications by the end of 2016 - with the first cloud-based implementations to follow shortly thereafter.

Learn more at www.cloudsignatureconsortium.org/

ELO Australia launches "Council Edition"

ELO Australia has announced the launch of a new "ELO Council Edition". Specifically developed for small and medium sized councils the dedicated ELO Edition has been designed to tackle common scenarios Local Government administrations face.

"Together with our customers and partners, I believe that ELO has created a fast and easy to deploy system that every council can afford" said Rainer Krause, Managing Director, ELO Australia.

"With ELO Council Edition, our customers will not only receive a sophisticated EDRMS, but will also gain a fast return on investment due to our 'best practice' implementation approach".

ELO Council Edition has been developed around a modular concept, allowing users to pick and choose what is suitable for them based on their unique circumstances.

"Modular design is something that we wanted to build on from the start" said Venkat Kedharanathan, ELO Senior Government Consultant. "Our experiences with a number of Councils presented us with variables such as compliance, number of users, facilities, processes and workflows to name a few. ELO Council Edition had to handle everything that was thrown at it, I'm proud to say that it does".

ELO Council Edition starts with ELO's VERS-compliant EDRMS as a base and allows for the addition of modules such as 'Correspondence Management', 'Facility and Event's Management' and "Council Meetings & Agendas", dependent on individual Council's needs and requirements.

"We're confident that ELO Council Edition is a fantastic addition to the ELO software suite. ELO Council Edition is unique because it can grow with the needs of any Council that adopts it and will provide a platform for Councils to better deliver local services to their constituents," said Krause.

www.elodigital.com.au

K1Corp smashes barriers to ECM uptake

Enterprise content management (ECM) systems are ideal for document-intensive organisations that are looking for a cost-effective way to eliminate paper-based workflow and filing systems. However, one of the major obstacles to ECM adoption is upfront software licensing costs, a barrier that Knowledgeone Corporation is eliminating with a revolutionary new Pricing Model for the RecFind 6 Enterprise Content Management Solution.

"We have revised our pricing methodologies and algorithms in line with changing business practices and client expectations. The current per seat or named user or per concurrent user pricing models are as old as the software industry itself and long past their use-by date," said Frank McKenna, Knowledgeone Corporation CEO.

Under the new pricing model, available from July 1, 2016, all RecFind 6 software can be provided at no cost as long as it is under a current Automatic Software Upgrade (ASU) agreement. New and existing customers are being urged to take up the new annual ASU which is equivalent to thirty-percent (30%) of the retail value of the software and can be paid in a lump sum, 12 months in advance or via a monthly subscription.

"We believe that our new pricing model is both revolutionary and entirely appropriate to today's software ecosystem and our clients' expectations of "increasing value". Software is now a commodity with services being the real value component. Our new pricing model perfectly reflects this new paradigm whereby we charge only for services, not for software," said McKenna.

"To reiterate, under the new pricing model, we no longer charge license fees for RecFind 6 software. This includes the core product RecFind 6 as well as all add-on products like GEM, RecCapture, the RecFind 6 Button, etc. The only charges will be for the ASU and for any services purchased (e.g., training, consulting, installation, etc.)."

For further information contact f.mckenna@knowledgeonecorp.com

Microsoft keeps offshore emails private after US judgement

Microsoft has retained the right to keep private messages stored on a mail server in Ireland, which the US government wanted for a drug investigation. The decision by a US appeals court is seen as having a major flow on effect on data security throughout the US technology industry.

The ruling overturns a 2014 decision judgement that Microsoft must hand over messages of a suspected drug trafficker. The company argued that would create a "global free-for-all" with foreign countries forcing companies to turn over evidence stored in the US. The government said a ruling in favour of Microsoft would create legal loophole to be exploited by fraudsters, hackers and drug traffickers.

The law doesn't "authorise courts to issue and enforce against US-based service providers warrants for the seizure of customer e-mail content that is stored exclusively on foreign servers," U.S. Circuit Judge Susan Carney wrote for the majority of the New York appeals court. The government is considering its options, Peter Carr, a spokesman for the US Department of Justice, said in a statement.

"Lawfully accessing information stored by American providers outside the United States quickly enough to act on evolving criminal or national security threats that impact public safety is crucial to fulfilling our mission to protect citizens and obtain justice for victims of crime," Carr said.

Writing on the company blog site, Brad Smith, Microsoft's President and Chief Legal Officer, said, "The decision is important for three reasons: it ensures that people's privacy rights are protected by the laws of their own countries; it helps ensure that

the legal protections of the physical world apply in the digital domain; and it paves the way for better solutions to address both privacy and law enforcement needs.

"... It makes clear that the U.S. Congress did not give the U.S. government the authority to use search warrants unilaterally to reach beyond U.S. borders. As a global company we've long recognized that if people around the world are to trust the technology they use, they need to have confidence that their personal information will be protected by the laws of their own country."

OpenText buys HP capture and output management products

HP has sold a range of its enterprise software platforms to Open Text for \$US315 million, including the Teleform forms processing application and HP Exstream, HP Output Management, and HP LiquidOffice for customer communications management, process automation and document delivery solutions.

Open Text says the new acquisitions will enhance its capabilities for authoring, workflow and composition for multichannel document presentation and interactive communications.

The solutions being acquired are expected to generate between \$US110 million and \$US125 millions in annualised revenue.

OpenText and HP say they are also exploring opportunities to work together in the future to expand their software solutions to customers and serve a range of needs.

The deal came two months after Open Text bought a set of content management software tools from HP for about \$US170 million.

Partnership plans to unlock "Dark Data"

Australian technology company Nuix and big data analytics company Teradata have formed a partnership to integrate Nuix's data processing and indexing engine with Teradata's Aster Analytics.

The firms claim that using the Nuix Engine to extract text and metadata from hundreds of file types and millions of documents will provide valuable raw material for Aster's analytics platform.

"Integrating the Nuix engine with Teradata Aster Analytics opens up exciting investigative analytic possibilities for our mutual customers," said Randy Lea, Americas Vice President, Business and Analytics Practice, Teradata Aster.

"Nuix can ingest an unmatched breadth of unstructured formats such as email, archives, PDFs, and other documents and extract text and metadata for use in investigative analytics."

The Nuix Engine normalises data - turning unstructured, structured, and semi-structured formats into searchable text and metadata. Organisations can use Nuix to extract information, perform first-level analysis, and promote the most relevant data into Aster Analytics. They can then apply Aster's text, machine learning, and pathing analytics to uncover insights that have been unachievable using either technology on its own.

Combining the capabilities of Nuix and Aster Analytics can turn many data types that organisations think of as liabilities into assets. Nuix and Teradata's initial joint activity will focus on offering a communication compliance solution in the financial services sector.

"For example, Aster's sophisticated analytics can look for words and phrases and then apply sophisticated analytical business rules to find compliance infractions or fraud," said Lea.

"A human-driven investigative workflow would then leverage the results to audit the flagged documents to determine what actions to take. This example alone brings powerful new analytic techniques to investigate compliance infractions and fraud that cost companies millions of dollars per year in direct costs and fines if they go undetected."

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Information Governance found missing

A survey of senior IT executives at 481 organizations in the US and UK on topics related to information governance has found that while almost all have a formal information governance program currently in place or are in the planning stages, only 40% of organizations are “high performers”.

In partnership with research firm Ipsos, Veritas surveyed a global cross section of IT, security, and legal professionals. It determined the high performers as those who demonstrate a keen focus on understanding the types of data they store and the relative importance of that data.

“As organizations have embraced a ‘store-everything’ mentality, and low-value data has cluttered up terabytes – if not petabytes – of storage, they have found it increasingly difficult to find information when they need it and to effectively protect their sensitive information,” remarked Ben Gibson, Veritas Chief Marketing Officer.

“For these reasons, and in the face of a rapidly changing and incredibly complex regulatory environment, managing risk is the number-one reason why organizations are investing in information governance programs.”

The study reveals that once organizations decide to invest in information governance, they have a wide variety of different approaches at their disposal. Out of 18 surveyed tools (ranging from archiving to eDiscovery, file analysis, and more) and 14 tactics (including policy creation, chargebacks, and training), all received above a 60% adoption rate.

Of all these tools and tactics, several consistently demonstrated high levels of adoption across all organizations. In terms of tools, 87% of surveyed participants adopted file archiving and 86% adopted email archiving, technologies originally developed to help organizations optimize storage for growing data volumes.

From a tactics standpoint, 88% of the organizations issue formal data-use policies, and 84% train staff on information governance practices, yet both of these tactics require end-user compliance and effort instead of automation, making adherence more challenging in a world where data is growing 39% annually.

Dropbox beefs up security

A new set of security and management features for Dropbox Business have been launched under the brand name AdminX. The first set will provide IT with tools to provide teams with opportunities for large-scale cooperation and will be followed in the future by extended capabilities.

Dropbox Product Manager Marcio von Muhlen wrote on a company blog post “AdminX is all about empowering IT—to be champions for users, and to help them maintain security, control, and visibility—for collaboration at scale. We’re excited to introduce the first wave of AdminX tools today.

This includes a new team folder that centralises file collaboration and provides:

- Control collaboration with granular permissions: Enhanced sharing controls let admins manage membership at the team folder or sub-folder level—and grant people inside and outside the company access to only the specific folders they need.
- Centralised content management: With the team folder manager, admins can view all their team folders from a single tab. This makes it easy to customize sharing policies to prevent mis-sharing of confidential materials.
- Manage sync settings at scale: Sync management lets admins control what content automatically syncs to company computers, simplifying onboarding and saving precious hard drive space.

The team folder is rolling out gradually. Admins can request the team folder feature now through the Dropbox early access program.

AdminX promises to extend security with file event logging. With more events - including file additions, edits, and deletions - the audit log now provides admins with further detail on end users’ file-level actions. Company-managed groups, which offer more control over team organization, are also now available to all Dropbox Business admins.

New capabilities coming soon will let admins set limits on the number of devices that can be synced, helping prevent unauthorized access. These lightweight controls will complement advanced EMM offerings from Dropbox partners.

OCR for handwritten mobile notes

A2iA has announced the availability of a2ia mNote, a new software toolkit that turns cursive handwritten notes into searchable, digital text by simply taking a photo of the paper document with a smartphone or tablet.

Powered by A2iA's handwriting recognition capabilities, a2ia mNote brings unstructured and cursive text recognition to the mobile device as a new feature that can be integrated into mobile operating systems, apps, note taking solutions, and more. Without the need for a dictionary or customisation, users can transcribe handwritten notes such as meeting notes, to-do or shopping lists, and handwritten letters.

Using the full text extraction from these documents, the integrated app can perform keyword search and retrieval of the handwritten data, even when the smartphone or tablet is offline and not connected to cellular service or Wi-Fi, as well as enable the data to be shared between devices or cloud-based solutions.

For a simple user experience, a2ia mNote also utilises a2ia's Auto-Locate feature to allow users the ability to capture a document quickly and accurately. Users simply hold the mobile device over a document and without a pre-defined zone or bounding box, and without a specific orientation in which to hold the document, a2ia mNote will automatically locate the edges of the document and capture it. Once captured, documents are automatically corrected, including their skew and orientation, coloring and lighting, and all noise is removed. Using this corrected document, all handwritten and printed information is extracted and transcribed into electronic, searchable and editable text for integration and use by a mobile app, enterprise or a cloud-based application.

Nuance's \$US215M ecommerce acquisition

Nuance Communications has signed a definitive agreement to acquire TouchCommerce, an existing partner in providing digital customer service and engagement solutions.

TouchCommerce provides a platform for firms to engage with their customers across web, mobile and social platforms including live chat, customer analytics and personalization solutions. TouchCommerce will add to Nuance's existing AI-powered customer self-service solutions.

TouchCommerce users include eHarmony, Panasonic, Telefonica and T-Mobile. While a majority of TouchCommerce customers already use Nuance solutions, less than 10% of Nuance enterprise customers currently use TouchCommerce, which is expected to create a significant growth opportunity for Nuance. In addition, the company expects to accelerate global reach for TouchCommerce through Nuance's extensive distribution capabilities in EMEA and Asia Pacific regions.

A recent Forrester study (Don't Make Your Customers Call You For Service,” Forrester Research, Inc., May 16, 2016) found that consumers are increasingly using self-service channels for customer service, with 66% engaging in digital self-service.

The acceleration of digital customer service solutions is expected to expand Nuance's opportunities in the Customer Engagement market, a \$US3.7 billion market that is growing at 17% (RnR Market Research, December 2015).

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The backlash against open plan offices: segmented space

By Libby Sander

Looking back on the changes in office design over the past 30 years, it is easy to see why some employees feel as if they have been subjects in a giant ongoing experiment.

For decades the office has moved from private, to open plan and more recently, no desk at all. These changes have been driven almost simultaneously by the push to reduce real estate cost and to also increase collaboration among employees.

While savings in real estate costs appear to have been achieved, the negative effects of the open plan office on employees have now been well documented. A large body of research shows these offices are noisier; employees have difficulties concentrating and are unable to hold private conversations.

The promise of increased collaboration in open plan appears to have very little evidence to support the idea. A study of more than 42,000 employees found that open plan office environments did little to increase interaction.

Given all this evidence, it is perhaps unsurprising that a recent study by Oxford Economics found the impact of open-plan office design is far greater than executives realise. The report found both productivity and employee peace of mind suffers in the open workplace. Although there appears to be a growing realisation of the negative effects, the results showed few companies have effective strategies in place to address the problems.

Another key issue in the open plan office is that it doesn't cater to either differences in individuals or differences in the type of work that needs to be undertaken. The time workers are spending on collaborative tasks is decreasing, while time on quiet concentrated work is increasing.

In response to these issues, organisations have been experimenting with ways to segment workplaces to overcome these problems. Articles on new office design are peppered with concepts such as "caves", "campfires", "town squares" and "city zones".

The segmented office is based around the idea that different spaces are needed to support different tasks and different personalities. Sleep pods, library spaces, mobile-free zones and cafes are becoming standard features in new office designs.

Employees are encouraged to move between the different areas based on what they are doing at the time. Tasks such as taking a phone call, holding a meeting, doing work that requires focus and quiet or work that needs collaboration with others are all allocated separate areas.

While seen as a positive move by some employees, the changes often don't go far enough to allow concentrated, productive

work. What if your co-workers are just noisy people in general?

Julian Treasure, sound consultant and author of the book *Sound Business*, suggests employees are one-third as productive in open office designs as in quiet rooms. In research I am currently conducting, many employees report that having to find a space to work each morning is tiring, while others resent having to move around to do different tasks.

The practicality of moving to different spaces, carrying laptops, power cords and other documents and materials needed to complete work can be tiresome at best and impractical at worst. The inability to find co-workers when needed appears to be another common complaint in early results of the study I am undertaking, with some employees opting out of IT-based location identification systems in order to not be interrupted.

Other key issues emerging in my research on this topic are that often the number of phone booths and meeting rooms are limited, resulting in wasted time and frustration trying to find somewhere to meet or take a call. When the need for confidential conversations arise, such issues often need to be dealt with immediately. Employees report to me that finding private places to converse in such situations is challenging, and being told to "book a room" or "go to a coffee shop" is not uncommon.

The overall office size in Australia is relatively small. As a result, offices being designed to embrace the segmented idea can end up having a gym with a rowing machine as well as the cafe space within metres of the open plan desk area.

It seems we still have a way to go. Recent research in the *Harvard Business Review* indicates the push for collaboration is too much of a good thing and staff are increasingly demanding quiet spaces to work where they can focus and concentrate.

With many working from home or other third places to get work done, does the office still matter? Some authors suggest the office will die out all together. Nikil Saval, in his book *Cubed*, goes so far as to suggest leisure is over as the office now follows its employees everywhere thanks to the cloud.

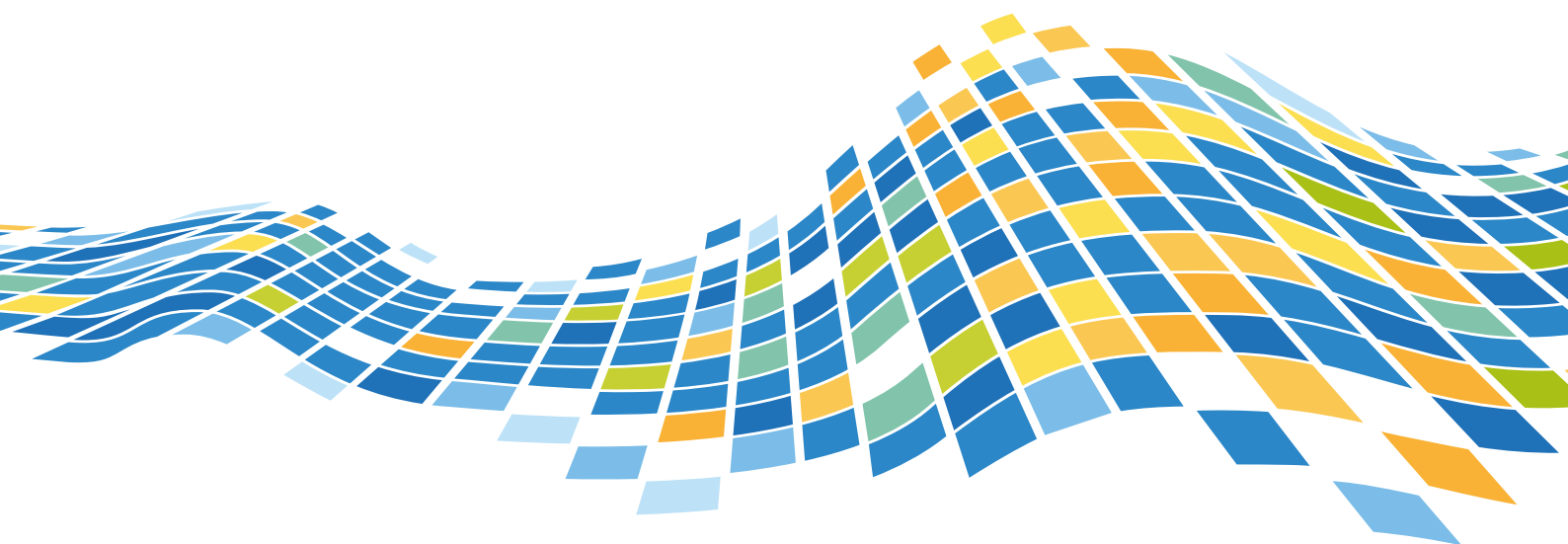
Yet the imperative to get it right appears more important than ever. While we may indeed be able to work from anywhere, it seems we still want to come to the office.

Two-thirds of employees prefer to build relationships face-to-face, and the majority prefer to build that connection in an ideal workplace. How we create the ideal workplace remains to be seen.

Libby Sander is a lecturer at Bond University and is currently co-authoring a book on the changing context of work which will be published by Emerald in 2017. Originally published at <http://theconversation.com/>

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The 5 Biggest SharePoint Myths...Busted

By Chris Duke

SharePoint, as most of us understand, is a powerful platform for being in control of content but there are still many myths that get written about and presented via various press and social sites which often hamper adoption across companies.

When we talk to our customers we hear these again and again, sometimes perpetuated by those who should know better: MVPs, consultants and even Microsoft themselves. So I wanted to spend some time busting the most common ones we hear at trade shows and read in different wires, yammer and user groups.

#1: SharePoint is just a simple CMS

We hear this a lot, especially from creative departments in companies, SharePoint isn't designed to be used to manage all our media files. Well, as it comes out of the box this can be true to a certain extent... but if you refer back to my blog post from last year ([/blog/2015/4/8/turning-sharepoint-into-a-dam](http://blog/2015/4/8/turning-sharepoint-into-a-dam)) you will see that you can make SharePoint into a very powerful Visual Asset Management System that utilizes your existing investment in SharePoint and removes the need to move all your content or set up external systems. SharePoint can easily be much more than a "simple" content Management system.

#2: SharePoint cannot handle video.

Even Jeff Teper, on stage last year at ESPC, intimated that handling video was difficult. Video is one of the key drivers that attracts customers to us. Issues start with uploading due to file size limitations natively in SharePoint, although this is improved in 2016, the proliferation of 4K video from cameras and phones means you will require a Remote BLOB Storage solution to enable ingestion of large files. We partner with Metalogix with their StoragePoint product on many of our deployments for example. Microsoft's own tools like their O365 Video allows for some handling of video but the file-formats are quite limited. However, if you are talking about On-Prem, or Azure based SharePoint you would need a hybrid solution which is where, as Teper suggested, it gets difficult. Our MediaRich ECM solution enables the handling of many more video file types (even 4K and above) within your SharePoint Libraries enabling playback on any device without the need for plug-ins. MediaRich can handle the self-service transcoding and even be set up to automatically prepare and deploy to target destinations.

SharePoint can handle video easily with the right integrated solution.

#3: It doesn't work from mobile devices.

This has been a constant refrain from customers, the inability to replicate the functionality of a desktop browser on a mobile device, with the main feature that customers want, being the ability to search and see their assets, allowing for review and approval workflows whilst mobile. One of the biggest issues with SharePoint as a whole has been the need to download the asset to even just view, but for mobile it is even more of an issue as there may not be a viewing application available and then you have bandwidth considerations plus the security of having files pushed to mobile devices. Our ECM product has provided a solution for customers that allows them to do not only view securely in low bandwidth on a mobile browser over 450 image and document file types, but also HTML5 video support.

The new mobile apps just announced by Microsoft, that are due to ship in the coming months, deliver a cool new mobile oriented interface which promises to fix some of the issues we hear but without seeing them in action we cannot see if this is



the case especially for On-Prem customers and users of older SharePoint servers. We will continue to offer our HTML based solutions for this and to integrate with the new apps to serve all customers. SharePoint can be made mobile ready pretty simply

#4: Search doesn't work well

A lot of our customers complain that when they search for Assets in SharePoint they don't get the results they need. This is not really the fault of SharePoint but actually down to the metadata that you have applied to your assets, without good metadata you will struggle to find the assets you need. Ensuring you set up and manage your terms in SharePoint is essential to make sure you can easily find your content, there is a comprehensive set of tools for doing this within SharePoint. Our own product enhances this process further by enabling the automatic extraction of metadata from assets at ingest, and additionally provide metabatch processing of custom fields and Term Store supported batch editing and embedding in files so that this content follows your exports around as well. Search is very powerful as long as you have the ability and automatically build your metadata.

5: The interface is hard to use

Let's face it SharePoint looks pretty mundane out of the box, Microsoft have made efforts to improve the UI especially on the Office 365 platform but the biggest complaint we hear is "can we change the way the files look?". This is an investment any customer should make when they deploy as it will improve adoption and ensure users find their content and can view it intuitive (if you do it right). Microsoft themselves offer tools in Site Settings to do this, you can even import PowerPoint themes if you have the skills in house, or using a solution like LiveTiles (<http://www.livetiles.nyc>) which makes it drag and drop easy and there are a host of integrators who will do that work for you.

Customizing the UI should be part of any deployment and an investment will certainly pay dividends.

The myths I have talked about above are of course are tied closely to the solutions that we provide but I am sure these are true for all users and whilst you may know of others (and I would be happy to hear of other myths that) these are the ones that drive customers to us due to the misinformation that is out there and has also lead us to create our Equilibrium Solutions Group to help customers ensure that they can turn SharePoint into a true Enterprise level content Management platform.

Chris Duke is VP of Product at Equilibrium makers of assaet management add-on MediaRich ECM for SharePoint <http://www.equilibrium.com/eq-software/>

Careful where you Delve says Gartner

Office Delve is an Office 365 service that suggests relevant information from across Office 365 to a specific user. It runs on top of Office Graph, a database that captures relationships between objects and people. A report from analyst firm Gartner warns that Delve's recommendations can turn into unwanted disclosure.

Microsoft's servers can discern patterns — who communicates with whom, and who reads what. For example, the system can infer that, if six members of an eight- person department read a specific report, it might be of interest to the other two members. This inference of Office Graph will turn up in Office Delve as a suggested report.

"Office Delve obeys pre-existing permission models. For example, if a user has stored a document in OneDrive for Business and has not shared it with anyone, then that document will not show up in Office Delve. Also, when a document is shared as an email attachment, only people in the email conversation will see that file in Office Delve.

"Nevertheless, Gartner clients sometimes worry that Office Delve will highlight a hidden pattern that they don't want made public to the rest of the company. For example, Office Delve may eventually recognize that nine people - the COO, an in- house lawyer and seven product managers - are all creating reports about an arch-rival that they're all reading. If that group (working on an acquisition) hasn't correctly secured its due diligence memos, Office Delve may start recommending these memos to other employees looking for information on the competitor. This is not surprising — those same unsecured memos would turn up in a search if someone entered a query about that competitor.

"There currently isn't a way to fine-tune the system - Microsoft doesn't offer a control panel that allows enterprises to tell the system which events or people it should monitor and which ones it should ignore. Although an individual user can "turn off" Delve, the system still captures that user's activities and relationships within Office 365 — they just aren't visible to others.

"If a company wants to stop any employee monitoring, it must turn off the underlying Office Graph service as a whole. In short, companies need to understand how Office Delve works and what steps they need to take to ensure that Office Delve's recommendations don't turn into unwanted disclosure."

OneDrive for Business is Microsoft's enterprise file synchroni-

zation and sharing (EFSS) product gets a tick for "improving" according to Gartner.

"Microsoft finally fixed the intermittent failures of the Groove-based Windows sync client in December 2015, with the release of the OneDrive for Business Next Generation Sync Client (NGSC). Although the new client is more stable, it does not yet support syncing of files from SharePoint document libraries or OneDrive for Business group folders (scheduled for the end of 2016).

"Therefore, if you require that functionality, Microsoft currently recommends that you run both clients in parallel."

Examining the integration of Yammer with Office 365, a task that has taken Microsoft years to achieve, Gartner highlights some weaknesses.

"It has a weak and separate security model. Azure RMS, data loss prevention (DLP) and MDM for Office 365 do not work with Yammer. The only way to secure content is to put it in a private group. In addition, Yammer still runs only out of U.S. data centres."

Unlike Microsoft Exchange Server and Exchange Online, SharePoint Server and SharePoint Online have noticeable feature differences. Some of the limitations of SharePoint Online versus on-premise that Gartner lists include:

SharePoint Online has limited BCS features: Microsoft has added support for most of the Business Connectivity Services (BCS). This was previously called the Busi-

ness Data Catalog (BDC). However, BCS can only connect to data sources that are not on-premises by using the Open Data Protocol (OData). If the data sources are on-premises, then IT needs to set up a hybrid BCS with SharePoint Server as well as a reverse proxy. That's a lot of work to get an external list inside of SharePoint Online.

SharePoint Online does not support access to remote binary large object (BLOB) stores (often used for adding imaging to SharePoint). Although SharePoint Online supports document management and Web content management (WCM) workflow and approval, it does not support analytics, faceted navigation or topic pages.

It offers limited public web site capabilities as well as limited search customization capabilities, according to Gartner.

The report is available at <https://www.gartner.com/doc/3302317/it-needs-know-office->



Procuring Digital Transformation? Tread Carefully

By Lee Bourke

Digital transformation of an organisation is a complex undertaking that involves a change in culture that is more profound than both the technical and process changes combined.

Most organisations lack the skills internally to deliver a transformation process and generally will rely on external parties to assist. If you accept the notion that the cultural change required will be greater than the organisational process change, then it makes selection of the right transformation partner a critical choice as they will not only need to change your processes, but more importantly influence a significant change your organisational culture.

Most organisations would use a traditional tender process as a means of selecting an external party to assist with the transformation. Many service providers will bid for the business process transformation work, however they will give little attention to their responsibilities as it relates to the cultural transformation. Executives need to be aware of this and consider if a tender process is the right choice for such a crucial decision.

Tender processes are a common part of a modern corporate landscape. Essentially tenders are a great way of assessing the offerings of one company against another. They are incredibly valuable when procuring commoditised items. A commoditised item is easy to specify, easy to evaluate and lends itself to the creation of price competition. If, however, you are looking to procure a solution then the humble tender process, as it commonly functions, may not be the best tool for the job.

Solution procurement requires the selection of a partner that will be able to deliver an outcome where the journey to that outcome may not be readily apparent. That outcome also needs to come at a cost that is deemed acceptable to justify the project. The problem here is that it is nearly impossible to accurately determine the cost when the journey is not readily known. Tender respondents deal with this by loading up the response with 'caveats'. These are conditions placed in the response that are purposefully designed to ring out responsibility for situations that the respondent believes are likely to occur. Add to this the complication where, generally, the team writing the tender has very little subject matter expertise in delivering a digital solution like the one being procured. This effectively creates a situation where an organisation can get extremely poor outcomes.

At the time of awarding the tender it is impossible for the procuring organisation to understand what will happen next. There is a chance that the selected party will deliver a marvellous outcome. It can, and does happen, however, this is generally good luck not good management. What often happens is a situation transpires where the selected party assumes little to no responsibility for assisting with the cultural transformation of the organisation.

In my experience cultural transformation issues are the thing most likely to cause you a significant project failure and / or cost blowout. Modern technologies allow us to solve most technical issues in a reasonable time-frame. What can't be easily solved is an organisational culture that will not adapt to change. The

respondent will not be too troubled by this as they will have placed enough 'caveats' into the agreements so that they will be able to bill their way through this phase of the project with very little motivation to assist with remediating any of the roadblocks.

One option available to an organisation considering undertaking a digital transformation is to focus on procuring a great partner as the highest priority. Procuring a great partner will ensure that your organisational objectives are much more likely to be met at a cost the organisation can afford. A great partner will assist you to select and implement a great solution.

One way to start the process of finding a great partner is to see how they can and do solve a single digital problem for you. If they do it well and achieve a great outcome, then you give them



another problem to solve. Obviously you are able to control the selection and timing of the problems being passed to the partner and if you hit a major hurdle with that partner you are then able to try another without having to back out of a large enterprise wide contract.

Implementing a single digital transformation project will allow you to assess the technical, management, leadership and cultural qualities of your partner. Measurable aspects of these qualities can be written into the engagement as key success criteria for the implementation along with the technical aspects of the solution. If the chosen partner delivers a great outcome, then you are able to contract for the next phase building in these key criteria. If the outcome is less than great you will not have wasted a significant amount of organisational resource [time and money] to determine that you need a different partner.

Lee Bourke is Chief Executive Officer at FileBound Australia





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Digital drive helps ease the case-load for Legal Aid Queensland

A drive towards digitisation is well underway at Legal Aid Queensland, the Statutory Authority which is in fact the State's largest legal practice with over 450 full time employees. It plays a vital role in providing legal assistance to financially disadvantaged Queenslanders.

An EzeScan scanning/capture solution fully integrated with HPE Records Manager 8.1 now supports the Authority's 3 Brisbane CBD and 13 regional offices, from Cairns to Southport and Mt Isa in the west of the state.

The provision of legal advice and representation activities remains, by necessity, document intensive. The scanning solution has dealt with many of the headaches that arise from the paper-based records. In addition, finalised matters are archived and stored off-site which causes the typical frustration when staff are trying to track down documents and the paper-work has been filed away.

The cost and space requirements to store these huge volumes of paper, plus the potential to retrieve documents more efficiently, caused Legal Aid Queensland to look into imaging in 2010 while introducing an eDRMS which went live in 2012. The majority of digitisation activity occurs in the Herschel Street, Brisbane office where the Recordkeeping Services team is based. Staff in regional offices are also able to scan hard copy source records using local MFDs configured with dedicated 'job buttons' which either partially or fully automate the digitisation process on a 'document type' basis.

Both administrative and core business processes are being improved through digitisation which is used to automatically capture selected emails and invoices, reduce manual data entry and automatically create registers.

Scanning solution

EzeScan is presently capturing over 20,000 records a month, including around 1,000 client applications and 10,000 emails.

This is accomplished by two dedicated scanning stations running EzeScan Scan Licences in conjunction with two Kodak i4200+ document scanners at the Brisbane office in addition to three concurrently licensed EzeScan Indexing workstations.

There are two EzeScan Servers. The first processes email capture jobs from Exchange mailboxes, incoming faxes and dedicated MFD jobs; while the second performs background PDF conversion and upload for manually indexed documents.

EzeScan Authority Server manages all the EzeScan Licences including concurrent licence distribution. It also provides centralised EzeScan configuration management.

The high volume of emails generated by Legal Aid Queensland's Call Centre are cc'd to dedicated internal mailboxes. EzeScan SERVER polls the dedicated mailboxes and automatically uploads the email to client files negating the need for Call Centre operators having to capture these manually.

Incoming invoices are captured via EzeScan from a dedicated Accounts Payable mailbox and are then routed through the organisation for approval and payment. Wet signatures are no longer required for approving invoices for payment as HPE RM's action/procedure functions are considered sufficient (in conjunction with record notes which are automatically date and time stamped with the user's details) and any additional information.

Invoices for action are assigned to positions, and can only be



Statue of Themis, "Greek Goddess of Justice" outside the Brisbane Law Courts complex. In July 2016 alone Legal Aid Queensland reported assisting 6,516 adults in proceedings in the Queensland Magistrate Court, representing 350 children in the Childrens Court, and approving aid for lawyers to defend 1,673 people charged with criminal offences.

completed by the nominated person or position holder, and all action taken on a document can be verified in RM's document audit trail which is sufficient for the Authority's internal audit purposes. EzeScan reduces manual data entry by accessing much of the information already captured in HPE RM and other integrated systems. By entering a single file reference number EzeScan is able to automatically retrieve, names, dates of birth, grant and case file managers, as well as other additional information. It is also able to apply additional custom access restrictions for sensitive clients, in addition to standard access control measures. Manual registers have been replaced with electronic ones by scanning items such as cheques and registered mail.

In addition to delivering efficiency, the digital transformation at Legal Aid Queensland has assisted with overall governance, as sensitive legal information can be secured more confidently, than is easily possible with paper documents in an open plan office environment.

Legal Aid Queensland is currently working towards certification for the early destruction of hard copy/source records while ensuring regulatory compliance for documents that may be required to be produced in Court.

Future projects LAQ may consider include deployment of EzeScan's Remote Indexing WebApp designed to provide intelligent decentralised indexing for documents captured at MFDs. This will provide self-registration capabilities to all staff from any location ensuring scanned documents are automatically named and filed correctly into HPE RM.

ISACA report clears mobile payments

Advances in mobile payment security technology are curbing risks and improving consumer trust beyond levels traditionally associated with plastic payment cards, according to new research from global IT association ISACA.

It outlines several advantages of mobile payments relative to physical and e-commerce transactions. Tokenisation, device-specific cryptograms and two-factor authentication are described as key improvements positioning mobile payments appeal to both consumers and vendors.

"Mobile payments, with embedded, improved and transparent security controls, are a great example of how security can act as a business enabler, contributing to the creation of end-user trust," said Christos Dimitriadis, ISACA Board chair.

Mobile payment technology include:

- **Tokenisation.** Secure mobile payment applications - or mobile wallets - do not transmit a card's primary account number (PAN), instead sending a randomly generated token to the point of sale (POS) terminal and payment network. This token safeguards the consumer's data while in transit. Tokenisation is the security solution that is pushing mobile payments ahead of card payments in consumer sensitive financial information protection in the continuous race to stay ahead of hackers and other threats," according to the ISACA guide. The tokens can be configured to only work for transactions that match specific criteria for an exact period of time, specific retailer and certain monetary amount. Only the issuing bank and authorised entities can securely map tokens back to the original payment card data.

- **Device-specific cryptograms.** The cryptogram ensures that the payment originated from the card-holder's device. If a hacker obtains mobile payment transaction data, the cryptogram that is sent to the POS terminal with the token is unable to be used on another mobile device. This helps render any stolen data unforgeable and useless.

- **Two-factor authentication.** This provides an additional layer to guard against mobile payment fraud by utilising two independent mechanisms for authentication. Among the common credentials used are something the user knows (such as a password), something physical that the user has (such as a payment card or phone) and a biometric such as a fingerprint, voice print or facial recognition. If a mobile device containing a mobile wallet is lost, the mobile device can be remotely erased. And since the consumer's payment card information is not on the mobile device, the payment cards do not need to be replaced.

The report also notes that integrating mobile payments into a merchant's business creates opportunities for more robust customer loyalty programs and allows for purchases in circumstances when customers do not have access to their physical payment card.

The security advantages of mobile payments may surprise the public as well as security experts who perceive mobile payments as risky. ISACA's 2015 Mobile Payment Security Study shows that only 23% of IT and cybersecurity professionals said they believe mobile payments keep personal information safe.

The full report is available as is a free download at www.isaca.org/mobile-payments.

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Browser study aims to stop hackers in their tracks

By Caleb Radford

Developing an anti-tracking computer program to protect users against hackers is at the heart of a new study into browsing habits. Browser fingerprinting is an increasingly common tracking technique that collects contextual data from a person's computer without their knowledge. Hackers have been able to obtain private information such as browsing history, computer clock and even the unique identity of the computer from a user's Internet browser.

Researchers at the University of Adelaide in South Australia are conducting a study to discover the weaknesses in contemporary "browserprinting" methods to build an adequate defence program. University of Adelaide PhD student Lachlan Kang said browser fingerprinting could affect anyone, even those who used the anonymous aspects of VPNs to protect their privacy.

"Previously, tracking was done with cookies but you could disable cookies. Browser fingerprinting collects a description of your browser to uniquely identify you without you knowing," he said.

"Imagine a future where you go for a job interview and the people you apply for a job with contact a company to get your profile history, find out your habits, beliefs and are able to pre-judge you before you even show up.

"There are a few defence strategies for fingerprinting but they all have problems. I would like to come up with a more user-friendly solution and try to determine which fingerprinting attacks are more powerful and how they can be combined, improved and defeated."

Browser fingerprinting has been around for almost a decade

with many companies able to take full advantage of the ability to target people's interests. The knowledge of someone's purchasing habits or interests could help an airline calculate the highest amount a customer could afford. Google can track people on about 80 per cent of the Alexa top million sites and Facebook can track people across 32 per cent. In an Oxford and MIT joint study earlier this year, it was discovered that the social media site Twitter used location tags to determine real-world addresses, hobbies, and medical histories. Although this information was obtained for the purpose of targeted advertising, it does highlight the harmful potential of fingerprinting.

Kang is conducting the study as part of a wider project on privacy at the university's Schools of Computer Science and Mathematical Sciences. He said most people were unaware of fingerprinting methods that could appear as ReCAPTCHA models that asked users to prove they were not machines.

"The big one is based on what website you visit. Depending on what you do online they can target advertisements to you," Kang said.

"They can use java script to get things like your time zone, which gives them a good idea of where you are even if you are hiding your IP address.

"It doesn't matter if you delete your browser history. Trackers have their own database of what you have been doing and you'd have to delete it from them too."

Kang said there were about 3000 people signed up for the project already but he hoped to reach 10,000 to obtain enough information to build a defence program.

To join the study, visit: <https://browserprint.info>

Global RFID market growth surge

According to a study released by market research firm Technavio, the global RFID readers market is expected to reach \$US7 billion by 2020, growing at a CAGR of almost 21% during the forecast period. The retail sector was the major revenue contributor to the global RFID readers market, accounting for 55% of the total revenue in 2015.

According to Navin Rajendra, lead research analyst for embedded systems at Technavio, "The high adoption of RFID in the retail sector is primarily to improve efficiency in the supply chain. RFID does not need a line of sight to track items, and thus, has become the preferred choice for inventory management, asset management, and supply chain management in the retail sector."

In addition, RFID tags offer advantages such as faster checkout times (as almost 40 RFID tags can be read at the same time), long read range, and reuse of tags.

These advantages have prompted large US retailers such as Wal-Mart and Gillette to switch to RFID tags instead of barcode system, thus boosting market growth.

The global RFID readers market in the transportation segment is likely to grow at a CAGR of over 25% during the forecast period. RFID tagging is being used in public transportation systems for passenger tickets, contactless cards such as driver's license, toll collection, and registration certificate.

The global RFID readers market by logistics sector will also grow at a CAGR of over 25% during the forecast period. RFID tags are used to track vehicle movement and cargo in planes and ships. RFID tags are also being used in the railroad industry for tagging locomotives.

For instance, India is planning to fit its locomotives, wagons, and coaches with RFID technology. RFID system also helps in detecting and retrieving stolen cars.

The Americas dominate the RFID market for industrial applications, accounting for almost 72% of the overall market revenue. The presence of a large number of automotive companies such as Ford and Tesla; consumer electronics such as Apple; and aerospace and defense companies such as United Technologies and Boeing is mainly responsible for the growth of the RFID market for industrial applications in this region, the study says.

Governance automation for SharePoint

AvePoint has announced the availability of DocAve Governance Automation Service Pack (SP) 8, providing a single governance system to manage the latest SharePoint versions – including SharePoint 2016, SharePoint 2013, and SharePoint Online – under a centralised platform.

The latest release introduces a broad level of support for SharePoint 2016 across all service types and functions, including on premises, cloud, and hybrid.

A new mobile application for Android and iOS devices allows approvers to view, assess, and act on Governance Automation-related requests from anywhere at any time.

Organisations can now allow users to request fully configured business application templates – known as "patterns" – created with DocAve Deployment Manager as part of their standard site and site collection requests. This ensures that complex templates can be easily created and deployed within SharePoint without slowing down business processes.

<http://www.avepoint.com>

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- Reduce Operational Costs
- Accelerate Transactions

Zepto and Friends

Ransomware: What It Is, What it Does and Keeping Free of It



By Simon Kravis

With increasingly powerful variants known by exotic names such as Zepto, Locky, Dridex and Angler, Ransomware poses a growing and critical threat to enterprises. In 2015, there were nearly 407,000 attempted ransomware infections and over \$US325 million extorted from victims with many experts seeing it as the security issue of 2016.

The term ransomware describes malware that restricts access to PCs or files until a payment is made when instructions or software to restore access are supplied. The ready availability of strong encryption components and untraceable online money transfers via BitCoin has driven the evolution of this lucrative form of extortion. It is based on malware encrypting user files followed by a demand for payment for access to decryption keys and tools to regain access to file content.

Together with the increasingly well-engineered delivery methods, Ransomware presents a serious threat to data and image storage. Individuals and small organisations without dedicated IT resources are most vulnerable, but a number of US hospitals are reported to have been attacked.

The rapid speciation of ransomware is shown in the diagram below, and income from ransoms provided by attacked individuals and organisations has been estimated at US\$60m per year early in 2016.

Attacked organisations often find it more cost-effective to pay ransoms and thus help to fund development of the next generation of ransomware. Cybersecurity company FireEye investigated the financial performance of the TeslaCrypt ransomware (the most common ransomware reported for Dec 2015 to May 2016) and the interactions of victims with the ransom system in early 2015.

It found that 13% of victims paid ransoms averaging 1.5 Bit-Coins or \$US1000 in Paypal MyCash, netting TeslaCrypt about \$US12,000 per week during the two-month period. 21% of the

victims interacted with TeslaCrypt via its messaging system and their messages (and TeslaCrypt responses) indicate the impact that ransomware infections have on individuals and small organisations.

There are also documented cases where the decrypting process failed after the ransom was paid (probably due to software bugs), leaving victims out of pocket and with inaccessible encrypted files.

Delivery mechanisms for ransomware include unsolicited emails framed to encourage the recipient to open an attached file, which may be a macro-containing Office file or a zipped script file which downloads the ransomware executable and generates machine specific encoding keys. Ransomware may also be delivered via exploit kits on web sites which advantage of security holes in common programs such as Java or Flash that install malware when the site is accessed by a browser. Legitimate Web sites may be hacked to redirect browsers to sites containing an exploit kit.

Because decrypting files without a key is so difficult, anti-ransomware efforts are focussed on avoiding infection rather than recovering encrypted data, although occasionally decryption keys become freely available.

The US Department of Justice successfully located the servers used by CryptoLocker in 2014 as part of Operation Tovar, which involved law enforcement agencies, security companies and academics from many countries. As a result, security firms Fox-IT and FireEye offered a free decryption portal service for files encrypted by CryptoLocker.

More recently, the TeslaCrypt operation made its decryption master key available on its ransom payment site for unfathomable reasons. Suggested motives are genuine remorse, a desire to retire in a media-friendly way, or being hacked by a rival ransomware operator who wished to drive them out of business. The key has been quickly packaged into free clean-up applications that will have been rapidly utilised on machines infected with TeslaCrypt.

However, the rapid evolution and high profitability of encrypting ransomware means that free decryption resources are unlikely to be available for all ransomware in future and the only certainty is that the sophistication and threat level of ransomware will increase. Preventing infection is much more effective than trying to deal with it once it has happened.

When infection occurs, it may be difficult to know exactly what type of ransomware has been run: apparently authoritative analyses may describe ransom notes and features of earlier versions. In addition, infections may not be immediately apparent on individual machines where programs other than email clients and web browsers are infrequently used, as Web browser operation is not seriously affected and the Outlook email clients are not affected as Outlook keeps a lock on any active archive (.pst) files, thus preventing them from being encrypted. As the ransom price may increase with time, delay in payment may increase costs if the user decides to pay the ransom.

The effect of a ransomware infection on cloud servers would be colossal, as operator would face the prospect of closure of the service unless the ransom was paid and service restored promptly. Windows Server operating systems have highly restricted Internet access by default and only the required software for server operation, which limits the channels for infection. It is to be hoped that all servers would have a very high level of protection, and highly limited access, making infection much more difficult. However, no Internet-connected system can be invulnerable and disgruntled ex-employees with detailed knowledge of system design may be aware of exploitable loopholes in security.

Advice for avoiding infection by ransomware is abundant – most security software vendors offer it, and the common features are very clear:

- Users should be instructed not to open email attachments which come from an unrecognised source or are thought to be

bogus. Many different email subjects and content can be used to lure the recipient into clicking on an attachment. Fake invoices are particularly common. Typing the email subject into a search engine and seeing if it appears in conjunction with any identification as spam may be useful.

- Users should be instructed not to click on web site links unless they absolutely trust the page. Links which offer something that seems too good to be true (e.g. Click here for your chance to win \$5000/ a free iPad) are much more likely to download malware than provide what they state.

- Use security software and ensure that is enabled, and using an up-to date threat database. When a new ransomware variant appears, it will be not be identified by any threat database until it is reported to the security software vendor and this may take some days. Some anti-ransomware software looks for behavioural attributes of software rather than relying on signatures from a database requiring regular updates. This closes the day zero loophole but will be prone to false positives.

- Ensure that data is backed up on a filesystem not connected to a network so that unencrypted files can be restored if needed. Network-connected backups may also be encrypted if accessible to the ransomware. Additionally, tens of thousands of ransom notice files may be generated in user and system folders and these may need to be removed as they may affect applications. Another problem is that application configuration and operation files may be affected which are not necessarily backed up. This will require system re-imaging as well as backup restoration.

- Ensure that patches blocking access to security holes in any installed applications (particularly common ones such as Java, Flash and Office) are applied as soon as they are released.

Simon Kravis is the principal of information management consultants Aleka Software (www.alekaconsulting.com.au)

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Why Does Paper Continue to Hang On? Moving Toward Digital

By Andy Jones

Digital transformation has been a buzzword for quite some time, and it's easy to see why. It's hard to empower revenue streams, reinvent customer experience, or launch breakthrough products and services when companies are hampered by paper-bound processes. It doesn't matter whether those processes connect customer-facing engagements or internal support functions: One delay, one error, one missed step drives down quality. Even worse, it can cost you a customer forever and negatively impact revenue.

Enterprise leaders recognise the importance of adopting digital ways of working. A survey from McKinsey & Company finds that top performing companies take advantage of digital innovation. In other research from Gartner, 25% of chief executive officers (CEOs) cite technology-related issues in their top business priorities, while two-thirds say their enterprises are involved in industry-level digital initiatives.

Going paperless is easier said than done, especially for large, established organisations. It takes time, expertise, and technology to analyse customer and employee journeys throughout an organisation to then be able to successfully optimise and digitise processes.

Before organisations can go fully digital, they may have to manage hybrid environments of non-digitised and partially digitised processes as their first step toward digital transformation. This hybrid approach also helps organisations that aren't ready to plough full steam ahead to start small by taking simple steps to reduce their reliance on paper.

Where digital transformation starts

The good news is that most businesses today are equipped with some form of digital and workflow automation technology that provides shared access to information and simplifies how work gets done. However, as companies have taken initial runs at digitising business processes in silos, capturing this information involves a number of back-end systems that, instead, lead to disjointed, time-consuming processes and more challenging customer experiences.

Let's be honest, it isn't realistic to tackle digitisation in every part of an organisation at once, so start with the lifeblood of any organisation - information and data. Most of today's business-critical data is found in documents, so it's only fitting to start the process by digitising and managing documents.

Solutions like enterprise content management (ECM) have been around for years and focus on improving the flow of information throughout an organisation. Modern ECM solutions help enterprises successfully embrace the digital future of work and address the challenges that come along with it.

These solutions take into account how documents and information travel throughout an organisation, so every company has the opportunity to customise their ECM solution to manage business-critical data based on the life cycle of the documents.

Uncovering process insights

Using ECM to digitally manage how documents flow through an organisation is one thing, but understanding which paper processes are creating bottlenecks is just as important.

By leveraging tools like managed print services (MPS) and managed content services (MCS), it's easy to understand where

documents originate, how they are used and shared, and what happens to them throughout their life cycle.

MCS and MPS are part of the ongoing evolution of a company's document environment, and both embrace the fact that organisations are dealing with an abundance of paper and data that must be controlled and analysed. Taking a next-generation approach to MPS that leads to MCS will yield valuable insights about inefficient paper-based processes—opening up opportunities to digitise workflows and reduce a business's dependency on paper.

It seems more possible now that we may one day find a suitable replacement to the "physical" artefact of paper, but we are not there yet. In the meantime, it behoves all of us to pursue the very achievable vision of a "paper-light" office.

Not ready for full-blown ECM?

To get started on the right foot, it's important to understand some simple steps to get your organisation to a paper-light environment while also taking your organisation's workflow and document life cycles into consideration.

- **Use best practices.** First, print only when you have to. Second, use both sides of the paper whenever possible. Third, print in colour when appropriate. Using colour is a much more effective way of communication when used responsibly.

- **Scan to email.** Scanning is a simple-to-use capability on almost every multifunction device now. It is the fastest way to deliver hard-copy information to a distribution list and is an ideal solution for teams to share markups and revisions.

- **Implement automation for everyday tasks.** Focus on areas that add the most value, such as processing invoices, purchase orders, sales contracts, and resumes. By concentrating on a few core processes, you can build a well-rounded solution for managing how documents flow throughout the organisation, and the resulting best practices can be applied to other areas of the business.

Develop an office productivity strategy

Personal productivity tools and apps let knowledge workers initiate simple tasks and ad-hoc workflows easily. These tools can help boost collaboration and streamline work across tablets and mobile devices.

Go mobile. Many predictions foresaw mobile worker populations of over one billion by 2015, and it's probably safe to say we hit that mark. Most knowledge workers are mobile at some time or other. Mobile is one more piece of digital transformation that's redefining the workplace.

It's a trend that's gone beyond mobile print into the realm of information access and use. Aim for a mobile strategy that is user-friendly, flexible, and accessible across different platforms and devices so employees, no matter where they work, can stay productive with your ECM system.

In today's rapidly changing environment, the big winner is the company operating not only with new digital technology but with integrated, agile systems and smart process applications. Document management solutions, like ECM, help organisations understand how documents flow throughout the business while also helping them build smart processes to streamline routine transactions, ultimately, transforming how business gets done.

Andy Jones is vice president of workflow automation of large enterprise operations (LEO) at Xerox. He is a part of the LEO global senior leadership team, which is responsible for Xerox's Worldwide Document Outsourcing business. Contact him at Andy.Jones@Xerox.com



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Five reasons ECM and document management needs to be disrupted

By Aaron Cornelius

Traditional enterprise content management providers are struggling to deal with the demands of today's information workers. If data is the new oil, then the current approach to ECM has only managed to scratch the surface of what people need.

Expensive, complex and outdated applications contained behind the firewall are causing users to ignore corporate standards and seek out consumer grade applications to engage with co-workers and customers. This underpins the very reason companies seek out such technologies and is creating growing concerns of security and governance.

Here are five reasons why traditional ECM & Document Management platforms no longer stack up.

1. Too much complexity

Complexity is the killer of user acceptance. While ECM projects are well meaning, most end up isolated to a particular use case or department where only a very small percentage of the features are actually used. Of the features that are available – none of them let the user work the way they want or need, so they are simply finding work-arounds. At a very basic level, if it takes more than four mouse clicks to capture a desktop document you can forget it. Because of this low acceptance, any thought of upgrading or expanding the platform to cater for new business initiatives hardly ever gets off the ground.

Because of the pain endured during initial implementation and the knowledge not retained within the business, we often see a phenomenon where ECM expansion in the business is done through implementation of a brand new platform rather than expanding the existing one. The end result is new challenges in training, acceptance and ongoing maintenance.

2. Too expensive

The close relative of complexity is cost and today's businesses are turning away from expensive methods of solving relatively simple problems. For existing implementations, questions will eventually be raised about the cost of maintaining such a platform especially if users are bypassing the platform because the app or platform is just too clumsy to use. It's a competition about who can create the world's most expensive electronic filing cabinet. These legacy systems are expensive to purchase but also expensive to own because organisations are faced with:

- Consultancy/training costs to keep platform going.
- Cost of non-trivial upgrades to avoid platform end-of-support
- Cost of vendor maintenance contracts

3. Outdated design

Most ECM platforms haven't kept up with the changing ways information and data is created, shared and consumed. Installing a legacy platform on publicly available infrastructure and calling it a Cloud app just doesn't cut it, nor does financing software over a term in an attempt to offer SaaS pricing models.

Unless you can remove the shackles from your information and allow users to work how they want and where they want while maintaining security and compliance, you're no longer in the game.

Traditional platforms typically have over-engineered back-ends designed for on-premise installations. On the other hand, many of the cloud-based platforms are not leveraging the advanced functionality of the best cloud technology on offer.

4. Lack of agility

All businesses thrive to be more agile yet traditional ECM platforms are often stuck in the approaches of yesteryear, forcing users to revert to email or consumer grade apps to simply share and collaborate with data and information.

The complexities and cost of traditional ECM means even simple changes to the platform, such as adding a user or document type often fall into the "too hard" basket.

It's still too difficult to share information, ideas and tasks with people to improve productivity. The consequence of these functionality gaps is often platform fragmentation where people use a number of different cloud platforms to manage different content or part of the content lifecycle.

There is also internal platform fragmentation where business users choose to use various line-of-business platforms to store content for tactical reasons.

The outcome is that business content is scattered across a number of different repositories making management, integration and consumption of business content very difficult.

5. Lack of scalability

The true value of ECM comes from enterprise wide deployments that centrally manage and control access to all data and content yet most implementations barely get beyond their initial phase for the reason mentioned above. Adding more content and users shouldn't require a team of business analysts, hardware and software engineers, project managers and even developers.

True scalability should be controlled by business users by way of adoption, and through acceptance of the platform. ECM and document management platforms need to be more aligned to how users want and need to work and shouldn't be constrained by infrastructure and old school licensing models.

The future of ECM

There's a new movement happening and it's that of document centric collaboration where users are demanding timely access to the right information with the added ability to work collaboratively, not only with colleagues but with people and teams outside your organization.

This is the Xendle story and how we came to be. A truly digital platform that provides information workers with the ability to work how they want without borders.

Our point of difference is combining a modern and easy to use ECM platform with consumer like ease of use while complying with business grade security for file sharing and team collaboration. Architecture and functionality, not only security

This combination realizes that team collaboration can't live separately from ECM & Document management and visa versa.

Aaron Cornelius is an NZ tech entrepreneur and chief executive at Xendle, a company that has built a new ECM system built on AWS tech that focuses on the metadata-based classification of business documents.

www.xendle.com



Fuji Xerox Australia unveils DocuShare 7

Fuji Xerox Australia has launched the latest version of its document management software solution, DocuShare 7. This version offers a new range of solutions for small to medium size businesses as well as large enterprises looking to reduce the costs, labour and risks associated with document storage.

This version includes a new Web interface which allows users to drag and drop multiple files into the web browser at one time. DocuShare 7 promises to improve daily processes by enabling businesses to unify all devices through one program.

DocuShare 7 simplifies document storage and access with a centralised document management and reference system that is agile and allows businesses to access to their digital files in multiple ways.

"DocuShare 7 enables daily business processes to be unified with all devices, applications, files and file formats," said Taraz Nadarajah, Solutions Marketing Manager – Software, Fuji Xerox Australia.

"New drag-and-drop interfaces provide for more convenient sharing of data and information along with enhanced security functionality. This is a robust, stable and leading ECM solution designed to help companies capture, store, manage, retrieve and share information that powers daily business processes. DocuShare 7 enables the digitisation of paper-based processes to allow businesses to keep pace in the digital age."

This technology is currently being implemented by organisations across multiple industry verticals including commercial, government, and education sectors.

DocuShare 7:

- Reduces costs and carbon footprints by using less paper, energy, and shipping;
- Reduces risk and improves control;
- Enhances compliance with comprehensive audit trails; and
- Encourages rapid adoption with an easy-to-use Web-based interface that lets distributed workforce and customers access and share information from anywhere.

For more information, visit www.fujixerox.com.au

Social rebirthing for OpenText ECM

OpenText is having another stab at weaning us off email as a collaboration tool, with a new social media add-on to its ECM platform it calls Bandaroo. Built on OpenText Core, Project Bandaroo is described as "a collaborative environment that incorporates social communities, information and project channels, intelligent bots and secure information management to allow individuals and teams to work with information in a way that represents how people work today."

This sounds a lot like what was announced way back in 2009 as the latest addition to the company's ECM Suite, Open Text Social Media. At the time, Scott Welch, chief evangelist for social media at Open Text, observed that "We're doing too much collaboration through email. ... We need better collaboration tools." Fast forward to 2016 and web-based collaboration startups such as Slack are gaining all the headlines. Comparisons have already been drawn between Bandaroo and Slack.

"Social technology really hasn't made an impact on productivity," said OpenText CEO Mark Barrenechea. "Our view will have an impact."

Cathy McKnight, co-founder and VP of consulting and operations at New York City-based Digital Clarity Group, told CMSWire that Bandaroo "sounds a lot like Slack and Yammer, and even IBM Connections." OpenText, she added, has "lots of vision and aspiration to be IBM-like — to be a leader and innovative. But as with all vendors, time will tell how it all comes to fruition."

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BPM software growth steady: Gartner

Spending by Australian organisations on business process management (BPM) software is forecast to reach A\$82.9 million in 2016, an increase of 2.5 percent over last year. In New Zealand, organisations are expected to spend NZ\$6.9 million on BPM software in 2016, up 5.5 percent over last year.

Worldwide spending on BPM software is on track to grow 4.9 percent to reach \$US2.6 billion in 2015, according to the latest forecast from Gartner, Inc. Last year showed a slight decline in spending of 0.7 percent, however, US dollar figures were significantly impacted by currency swings in 2015, especially for those vendors with significant revenue from non-North American markets. When assuming constant currency, 2015 revenue showed 6.7 percent growth.

Gartner research director Rob Dunie said digital transformation continued to drive interest in BPM platforms.

"Becoming a digital business is not about taking what you are doing now and digitising it – such as turning paper forms into e-forms – it is generating a new business model," Mr. Dunie said.

"Some of the more advanced BPM platforms allow you to discover entirely new ways of doing things, however, not all organisations are ready for them. The key is to align your organisation's process maturity to the type of BPM platform that best fits where you are on the journey."

As a minimum, all BPM platforms include:

- a graphical business process and/or rule modelling capability;
- a process registry/repository to handle the modelling metadata; and

- a process execution engine and a state management engine or rule engine (or both).

Gilbert + Tobin selects NetDocuments

Gilbert + Tobin, a top-tier leading independent firm with over 550 people across offices in Sydney, Melbourne, and Perth, will upgrade its on-premises DMS to NetDocuments native cloud-based service to achieve greater usability, mobility, and improved security. Gilbert + Tobin services corporate and government clients across the APAC region and around the globe.

"This DMS transition is very strategic for the firm and ultimately leverages modern technology to elevate the level of customer service we provide to our clients, which directly supports our firm's commitment to innovation," Mitch Owens, Head of IT Operations at Gilbert + Tobin, commented.

"NetDocuments' user-centric platform provides the productivity tools that unlock our people from their desks with inherent mobility, client collaboration, and an intuitive, feature-rich interface – something we simply weren't able to achieve with the previous on-premises DMS."

The SaaS/cloud platform will play a key role in the firm's security, risk management, and information governance initiatives.

"Additionally, as we pursue more business in the financial services and government sector, the ability to detail that our critical data stores have industry leading compliance such as IS27001, HIPAA, and SOC 2 Type 2 will ensure we meet the requirements of current and future clients. And, the local Australian-based data centre infrastructure ensures our data always remains within Australia," concluded Owens.

"We're extremely excited to have Gilbert + Tobin join our global customer community, and add to the increasing momentum and native-cloud adoption in Australia and across APAC," stated Paul Wyatt, NetDocuments' APAC Sales Director.

"NetDocuments' 'cloud-first' approach to software development and integration, as well as the close alignment and strategic relationship with Microsoft and Office 365, make NetDocuments the innovative platform of choice as law firms increasingly look to take their practice into the future."



Power PDF delivers at Dimension Data

ICT solutions and services provider Dimension Data (Australia) has deployed Nuance Power PDF to reduce its current PDF costs.

"One of the main goals of going down this path was to see if we could identify a PDF solution that would deliver cost savings while still offering the functionality we required. The motivation for this was simply growth. We already had a reasonably large install base, which we knew was increasing, but the cost of additional licenses made our existing PDF solution unattractive. If we could identify a more economical option the savings could be quite significant," explained Mr Richard Banfield, IT Manager, Dimension Data.

As well as realising cost savings, Dimension Data also had a shopping list of required capability. The ideal PDF solution needed to offer quick conversion of scanned and regular PDF files into fully formatted Microsoft Office, WordPerfect, and XPS documents; plus easy editing, the ability to combine documents, extraction of content from a range of files, and side-by-side document comparison. All of these functions were required to support the administrative and purchasing components of the business.

Dimension Data was also keen to identify a PDF solution that was user-friendly, and would therefore reduce the need for extensive training.

According to Richard Banfield, minimising risk was also an important criterion for the company.

"We wanted to choose a PDF solution that we were comfortable with, one that we felt we could move to at low risk. If the implementation process did not occur smoothly, the financial impact on our daily business could be significant."

"We also had to be confident that the vendor was here to stay. We didn't want to lock ourselves into a situation where the vendor did not hold a long-term commitment to maintaining and improving the software. We wanted to be sure that the vendor would continue to invest in the software as well as provide upgrades," he added.

After scanning the market, Dimension Data decided to implement Nuance Power PDF across 300 seats at Dimension Data. Nuance provided initial training for those staff who felt they would benefit from it, and follow-up training to capture new staff and those requiring greater knowledge of certain capabilities such as document extraction and insertion, and splitting PDF files.

"Apart from implementing the software without any hiccups, staff have genuinely found it very easy to use. In a company our size, you could expect teething problems when implementing new software, however, this implementation has been notable because of the absence of complaints. People have honestly

found Power PDF easy to use which has saved us both time and money,' said Richard.

Dimension Data has also experienced extensive costs savings since implementing Power PDF. 'With Power PDF, whether you are purchasing a few licenses or a large number, the differential is significant when you compare it to the cost of other PDF solutions. In our case, the savings have been in the tens of thousands, and this has made the entire exercise really worthwhile.

Better still, we've not only been able to maintain the functionality we needed, staff are also discovering new features such as converting files into fillable forms,' said Richard.

'Overall, I'd have to say that Power PDF really does deliver value for money. The cost differential is significant, and when you add to this the extensive capability of the product and the peace of mind that comes with the brand, Power PDF is certainly worth considering,' he added.

For more information visit www.powerpdf.com.au

Transport for NSW migrates to SaaS based expense management

Software technology group 8common has received final sign off from long-term customer Transport for NSW to migrate to the Expense8 expense management platform on a Software as a Service (SaaS) basis and has subsequently gone live.

The three year contract for Expense8 replaces the previous iCMS product that Transport for NSW, together with Sydney Trains, NSW Trains, and RMS, has been a customer of for 16 years.

Nick Gonios, CEO of 8common Limited, said "We are pleased to announce another longstanding iCMS customer has committed to an Expense8 migration in the cloud. It provides further evidence that our continued investment into product development is delivering value to both existing and new customers."

Donna Rodrom, Transport for NSW's Principal Manager Accounts Payable, said "Expense8's cloud-based expense management solution provides a simple path to streamlining our procurement-card processes across Transports' agency cluster enabling us to focus on gaining better visibility on procurement-card spend together with greater process and cost efficiencies."

Expense8 is an integrated software solution that streamlines the accounting, reporting, tax compliance (GST, FBT) and governance of employee generated expenses and corporate travel bookings. Tailored for each client, Expense8 provides organisations with all the tools needed for employees to plan and book business trips; and reconcile travel and corporate expenses.

Expense8 government customers include Federal Treasury, Federal Department of Finance, NSW Department of Education, NSW Police and the Northern Territory Government.

www.8common.com

Bendigo and Adelaide Bank overhauls customer experience with Appian

Bendigo and Adelaide Bank, a leading Australian national bank with 1.6 million customers and \$A66 billion in assets, has deployed Appian's low-code development platform to roll out 23 tier-one enterprise applications at a rate faster than one per month. In addition, the bank has deployed more than 6 "citizen developer" Appian applications through its innovative "In Business Programme."

The initiative, orchestrated and led by the bank's Executive for Customer Service Improvement (CSI) Andrew Watts and CFO Richard Fennell, was designed to eliminate the strict divisions between the bank's business units and instead focus squarely on the customer journey across the bank. Services currently running on Appian include critical customer operations such as ATM management, credit card management, fraud management, loan servicing, commercial lending applications and more.

"Our vision is to make our customers' journey completely seamless, regardless of which part of our bank they interacting with," said Andrew Watts, Executive for Customer Service Improvement, Bendigo and Adelaide Bank. "The speed at which Appian helped us develop and deliver these mission-critical applications made them the ideal partner to bring our vision to life."

For a growing number of customer facing processes, information is collected and orchestrated in Appian, and seamlessly made available to interrelated processing activities. Appian has enabled the continuous improvement of customer experience and the streamlining of day to day activities for the Bank's customer facing staff.

In addition to tier-one enterprise applications, Bendigo and Adelaide Bank is also using Appian to fuel citizen development through its In Business Programme, where employees can submit ideas and develop projects through to completion, all mentored and supported by the enterprise BPM team. To-date, more than 6 of these citizen-developed applications have been rolled out. Bank leadership intends for every one of its employees to be an Appian user by mid-2017.

High confidence in digital transformation

A global executive survey found that while a majority of companies expect to meet digital transformation objectives in 2016, more than 60 percent believe they must first make significant organisational changes to reach these goals.

The study, conducted by the Economist Intelligence Unit (EIU) and sponsored by Pegasystems, is based on a global survey of 282 executives from key industries such as healthcare, financial services, biotech, pharmaceutical, and telecommunications. Executives expressed high confidence in their digital transformation plans, with 69 percent expecting to achieve their digital goals set for this year. Failure is not an option for most, as 77 percent report digital transformation is their company's top strategic priority in 2016, and poor financial performance looms as the top consequence for not meeting this goal.

One reason for the optimism can be found in the way executives are approaching digital transformation as an opportunity to thrive as opposed to a market threat to be feared. The prospect of gaining a competitive advantage is the largest driving influence on how organisations set their digital transformation priorities, with 48 percent of business leaders citing it as a top factor. In contrast, only 25 percent identify competitive pressure as a lead driver for pursuing digital transformation.

But the report also reveals most organisations do not expect digital transformation to be easy. Sixty-one percent of business leaders say their company needs to make substantial organisational changes to achieve success. Respondents identified a lack of executive sponsorship as a critical impediment to reaching their goals. Forty percent of respondents said senior leaders need to increase their oversight of digital transformation initiatives, meaning change needs to be actively driven from the top.

Most companies are prioritising improved customer service as the primary objective for digital transformation, with 57 percent of respondents identifying it as their top customer-facing goal. From an internal perspective, process optimisation ranks as the most common goal, cited by 38 percent of respondents. This far outweighs focus on employee experience, with just 14 percent of business leaders focusing on improved employee engagement among their core digital transformation objectives.

To achieve digital transformation success, the study found more organisations plan to invest heavily in big data and analytics technologies (58 percent) this year than in any other digital technology, such as mobile computing (36 percent) and software as a service (29 percent). The planned investment in big data and analytics is consistent across industries.

To read the full *Digital Transformation Agenda 2016* report, visit www.pegasystems.com/digital-transformation.

Court rules that uploaded esignature did not download a loan guarantee

By Natasha Toholka, David Dickens, Mark Colautti, Hall & Wilcox

The convenience of executing legal documentation with electronic signatures must be carefully weighed against issues of enforceability and security.

In this update, we explain the decision *Williams Group Australia Pty Ltd v Crocker* [2015] NSWSC 1907, in which the Supreme Court of New South Wales ruled that a company director was not bound by a guarantee that (apparently) bore his electronic signature.

The key messages from this case are:

An executor – being the person who physically or electronically applies a signature – is not implicitly authorised to use another person's electronic signature if it was applied without that person's knowledge or consent. This is similar to the situation where an executor forges another person's handwritten signature.

In this case, a director was not liable in circumstances where his failure to change a default password enabled another person to access and supposedly apply his electronic signature.

However, it is possible that a person could demonstrate an intention to authorise another to apply their electronic signature if they took active steps to permit access to the means of applying that electronic signature (by, for example, circulating their password).

Accordingly, where a contract is to be executed by an individual using an electronic signature, the accepting party can mitigate risk by considering whether additional steps should be taken to verify that the individual consented to their signature being applied. For example, in addition to having the execution witnessed, the individual could be required to confirm their execution by email.

Courts will be unwilling to find that an unauthorised execution was ratified unless there is clear evidence that the person purportedly bound saw the document, appreciated its salient features, and then failed to take any remedial action. In this case, the court was sympathetic to the view that a person should not have to read each and every email and attachment in their inbox.

Background

Williams Group Australia Pty Ltd (Lender) sold building materials to IDH Modular Pty Ltd (Borrower) under the terms of a trading credit agreement that incorporated a director's guarantee and indemnity. The document was seemingly executed by the Borrower's three directors, including Mr Crocker (Guarantor), and witnessed by one of the Borrower's employees.

In the months before execution, one of the Borrower's directors (Brooks) set up a HelloFax electronic signature account that enabled the directors to remotely upload and apply their signatures to documents. Each time a director's signature was applied, that director would receive a confirmation email attaching the executed document. The Guarantor, who worked interstate, received his login details for the account directly from Brooks and never changed his password. He soon uploaded his signature to the account.

When the Lender attempted to enforce the guarantee in the amount of nearly \$890,000, the Guarantor claimed he had not executed nor authorised the guarantee's execution on his behalf, nor had he any knowledge that he had been signed up to such a substantial liability. At trial, the parties accepted that the Guarantor had not executed the document himself – rather, an

unidentified third person using his account had uploaded and applied their own signature purporting to be the Guarantor's.

The Lender, whom at the time had no knowledge of these circumstances, argued that the guarantee should be enforced on two bases:

By failing to change his default password, the Guarantor had impliedly authorised Brooks or any other person who received the login details from Brooks to execute the document on the Guarantor's behalf (actual authorisation). Alternatively, even if there was not actual authorisation, the Guarantor had represented such authority to the Lender (ostensible authorisation).

Even if the Guarantor did not actually authorise or represent authorisation, a number of circumstances (principally being sent a confirmation email) indicated that he had ratified the execution.

Decision

McCallum J of the Supreme Court of New South Wales J ruled in the Guarantor's favour. We summarise the judgment's key points below. McCallum J acknowledged that an implied agency relationship could arise if the Guarantor placed another person in the situation where, by 'the ordinary uses of mankind', it could be understood that the person signing represented and acted for the Guarantor.

However, the Guarantor's mere omission to change his password did not demonstrate an intention to authorise anyone else to operate the account on his behalf. Such use would be a misuse – not an 'ordinary use' capable of amounting to implied authorisation. This conclusion was further bolstered by the fact that the Guarantor was never actually advised by the Lender, Borrower or other directors that he was required to provide a guarantee under the borrowing arrangement (even when the Borrower had previously provided a similar guarantee to the Lender).

The Court also rejected analogies to the situation in *Pacific Carriers Limited v BNP Paribas* [2004] HCA 35, in which the High Court found that a bank was bound by letters of indemnity that its officer had executed without the bank's authority. In that case:

The representation of authority came from a combination of features of [the bank officer's] presentation to the outside world, all attributable to the fact that Pacific was dealing with a bank, with all its institutional trappings.

Not only was the Lender here dealing with an individual lacking the 'institutional trappings' of a large company, the Guarantor had made no representations that another person was authorised or 'held out' as being able to bind him to the guarantee because, in the Lender's mind, the Guarantor himself had signed it. Instead, the critical factor was whether the Guarantor had notice that he had been personally committed to the guarantee. The Lender's principal submission was that the Guarantor received a confirmation email attaching the document after it was executed. However, Justice McCallum considered that this was a 'slender basis' to prove ratification because:

While it was accepted that the confirmation email was sent to the Guarantor's email address, the Lender failed to prove that the Guarantor had received and read the email, opened the attached document, and made himself aware of its salient features.

It was not clear on its face that the attached document contained a guarantee because it was labelled 'credit application'.

The Lender was ordered to pay the Guarantor's costs.

For further information contact Natasha Toholka, Partner, Melbourne (03) 9603 3151 natasha.toholka@hallandwilcox.com.au

DocuSign doubles customer base in FY16

DocuSign claims to have doubled its Australian customer base in eSignature and Digital Transaction Management (DTM) in the last financial year, taking on more than 1,000 local customers since launching in the region two years ago.

These include local companies CBP Lawyers, Commonwealth Bank, Domain, HashChing, LinkGroup, McDonalds, Optus, Origin Energy, Scouts ACT, Telstra, and others.

The company says is doubling its local workforce in response, and expanding its Sydney office headquarters while moving to 57 Pitt Street and adding to its staff in Melbourne.

Brad Newton, vice president of DocuSign ANZ said, "More and more Australian businesses are making the digital transformation with DocuSign, implementing our eSignature and DTM solutions for faster speed to results, decreased risk in security and compliance, and enhanced customer experiences.

"Our customers have found that simply removing paper from their business is one of the easiest, most effective and secure ways to drive competitive advantage and deliver immediate return through lower costs and accelerated growth."

"We are in the very fortunate position as an esignature provider that's heavily involved in the transaction management standard to have upwards of around 80% of market share in this space globally," said Newton.

"Having the only signature that is currently ISO27001 certified puts us in a unique category because one of the critical aspects of signature is the security of the system that facilitates signing of the contract. Authentication, security and availability are probably the three major components."

DocuSign is incorporating a range of additional layers of authentication beyond encryption in response to concerns about security.

"If you send a document to a person's email address you have to assume the person opening the email is the right person. We offer different levels of authentication depending on the sensitivity of the document to be signed, the first level of secondary authentication we can offer straight out of the box is SMS, so you cannot esign a document you receive by email until you plug in an SMS code sent to your mobile," said Newton.

"Other more sophisticated technology that is being used is voice authentication. We can embed a voice recording of the esignatory into the signed contract so that in the future of the legitimacy of the signature is questioned you can go back and do voice analysis to prove it was the same person. We are seeing banks use this for contracts in remote locations and this technology is also helping visually impaired people sign documents.

"Other simpler ways are in having DocuSign sit behind the banks Internet banking platform, because you have to authenticate



yourself with 100 points of identification to open the bank account in the first place. The bank then sets you up with a whole bunch of authentication techniques to get access to your accounts via the Internet. In these cases, the document sits behind the bank's firewall and you must logon using your credentials to get access to the document which significantly improves the authentication of the user.

"Other technology such as facial recognition technology can be used electronically prior to someone actually signing the form to ensure it's not just the person's email address that we are using to authenticate the person. If it is a sensitive document and you do need those extra levels of authentication then we can apply those. Just using the email address is compliant with the Electronic Transactions Act in Australia, it is up to the user of they want to add those extra levels of authentication."

DocuSign has found that the average customer savings is \$A48 per document as going digital eliminates hard costs, such as paper, postage, storage and efficiency gains – as well as the manual processing, scanning and filing of information and associated rework from manual errors.

Additional findings show that 84% of transactions on the DocuSign Global Trust Network are completed in one day or less; 62% in one hour or less; and 51% in 15 minutes or less.

"Turning around contracts in minutes rather than days or even weeks; closing deals and being able to recognise revenue immediately all have significant benefits for our customers' bottom lines, which is vital no matter the economic times, but especially now," said Newton.

"Our overarching ambition is to have as many Australian and New Zealand companies join the DocuSign Global Trust Network and make the move to digital business as printing out a document to sign and post has no place in a today's busy, on-the-go, mobile world."

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Expanding the value of ECM

Historically organisations implemented Enterprise Content Management solutions out of the necessity to adhere with compliance policies, but in our modern digital era the question is; has this now become a barrier to innovation and is ECM actually inhibiting opportunities to extract the tangible value from information assets.

Modern ECM systems can turn what was traditionally information challenges into information opportunities, positioning ECM as an enabler to better business.

Challenge: Lack of ECM vision or does the business see ECM as a holistic endeavour or still primarily the domain of the records manager? Given that ECM implementations were once primarily driven by compliance what is the impact for departments, IT services and C-level business users that were forced to fit their operational systems within the information governance policy framework. Now with new modern digital technologies such as mobile computing and cloud how will these place pressure on information management policies which never considered them?

Opportunity: Refresh the business strategy and information governance policies to see if they reflect the needs of modern work environments. Integration with line of business systems and business reporting impact the ECM so it's vital that organisations understand these might impact information governance. Information repositories are looking to move to the cloud and many organisations are now looking at hybrid models where they can control the location of content, ensuring compliance is respected. Extending ECM to mobile platforms can become a great enabler, particularly where staff are required to work with customers and constituents off-site. It's working with IT having access to relevant content and context within a secure environment as the goal.

Challenge: User adoption AIIM continues to report that ECM adoption rate are below 25% and this directly impacts the success of ECM as an information business driver. Ask yourself; is the software intuitive for the all users? Yes this sounds like one of those obvious questions, but a well-designed ECM solution should be so intuitive that it almost transcends the need for training. Ensuring good governance is paramount, but if a user is required to perform additional work to use their main information management system, more than likely they will bypass it altogether and discover alternate methods, which may impact service delivery and bypass governance policies.

Opportunity: Bring information to the user by surfacing it within the environments that are most natural to users; for example, extending ECM to productivity applications such as Microsoft 365, SharePoint and other line of business applications. If a user is able to open a document and view its context alongside it, not only will they be empowered to make more informed decisions, but will see governance as an enabler not a barrier.

Challenge: Collaboration and the sharing of digital content has become second nature for private citizens with the ways to manage it plentiful and easy to adopt. For organisations where content drives operational workflows and collaboration with partners is imperative, accessing and sharing of content requiring governance can be far more complex. File sharing solutions require placing content in the cloud, introducing risk to the organisation where it involves sharing sensitive and confidential information. Consumer based file sharing solutions are typically not consistent with the overall governance and security policies as implemented within the ECM system. If audited, there is no way to prove that the collaboration process was compliant with regulatory requirement.



Opportunity: Consider a secure, integrated collaboration platform that extends ECM governance to the cloud. A platform that provides not only the mechanism to share information, but the ability to actively collaborate on documents and capture conversations and control tasks. Integrating the collaboration platform directly with the ECM system is the answer as it must inherit, rather than replicate the access permissions. It must also ensure that if policies or access permissions are updated they are immediately reflected within the collaboration platform.

Challenge: ECM systems are negatively impacting business operations. At its core, a well-designed ECM system should provide a robust business process automation suite. Where this isn't the case organisations will be relying on moving information around manually. The other challenge is when software solutions are implemented over poor or non-structured manual systems. This not only introduces inefficiency and increases governance risk to the organisation, but ties up valuable resources that could be allocated to other more valuable initiatives.

Opportunity: Content driven business processes are rarely cookie cutter so in the move to automated or digitised processes, the flow of tasks must be as adaptable to the myriad of changes that affect organisations and be as simple as email can be. They must also be robust, include a basis for best practice within the design and display good governance throughout the various touch points, particularly where multiple stakeholders (including external) require secure information to facilitate an outcome. In addition, reporting is necessary including: the ability to escalate tasks, provide accountability and benchmark actions.

Ultimately each business will have unique challenges, so ECM should provide a foundation for innovation not a blocker. As technology advances, platforms must also adapt to change. The goal moving forward should be to increase usage and adoption of ECM throughout the wider enterprise. This can be done by providing users with an intuitive user experience, bringing information to the user by enabling access seamlessly within applications, actively promoting secure collaboration and developing a platform for business process management that is robust and streamlines industry requirements.

Stephen Duncan is Product Marketing Manager at Objective Corporation.



The background of the top section features a blue gradient with several white puzzle pieces. One puzzle piece prominently displays the SharePoint logo, which consists of a blue square with a white 'S' and a circular arrow. Another puzzle piece below it has the word 'SharePoint' written in a light blue, sans-serif font. The overall theme suggests that the article is about putting together best practices for SharePoint.

9 best practice tips for configuring your SharePoint document library

By Peter Vincent

If you're a regular SharePoint user, you've probably wondered if your workplace could do more to organise and manage documents in the right way. Is there a more efficient way to locate content? Are your filing conventions intuitive?

You're not alone. In my experience, SharePoint users always want to know the best practice tips for ensuring their document libraries are useful, relevant and valuable.

While SharePoint best practices are influenced by an organisation's unique environment and requirements, there are a few things you can do to instantly improve your SharePoint document library.

These tips apply pretty much universal to any SharePoint document library, whether you're using SharePoint Online or SharePoint on-premise.

1. Make sure document versioning is turned on

You know that sinking feeling when you open an important document and discover that it's corrupted? Or when you accidentally save over the current version of a file and don't have a backup? Here's how to avoid it: turn on SharePoint's document versioning feature.

Versioning means you can store, track and restore files in SharePoint as they are changed. It can be a lifesaver for locating a particular file version, or comparing changes between versions, too.

If you have SharePoint Online, chances are that versioning is already on. This may not be the case for on-premise deployments, so it's worth double-checking to make sure.

2. Keep your file numbers within limits: the magic 5000 for older versions

File numbers shouldn't be a problem in SharePoint Online or SharePoint 2016. But if you're using an older version of SharePoint, they might be an issue.

In older versions, file numbers aren't unlimited. Deleting files or managing permissions can get hairy when you're over your file number limit. To keep your document library running smoothly, don't store more than 5000 files in a folder, or more than 5000 folders in a library.

3. Don't forget that naming configurations stick

Creating a new SharePoint library? Be careful what you call it. Even if you decide to change the library name later, the original name will appear in the library URL (this is to ensure that changes to library names don't affect access).

It is a compelling reason to think of logical names that are concise and specific enough to be informative.

4. Avoid spaces when naming libraries

When you create a new library, avoid using spaces in the name. SharePoint URLs don't accept spaces, so a library called Pete Sales Documents ends up looking like gobbledygook: `Pete%$#%^#@%&^Sales%$#%^#@%&^Documents`.

Instead, capitalise the start of each word to make URLs more readable, such as `PeteSalesDocuments`.

5. Stick to one type of content per library

Want to avoid hours of adding tags to bulk uploads? It's easy: just use one type of content per library. Since SharePoint doesn't let you tag in bulk uploads, you will need to go in later and add tags. Adding bulk tags is much easier if each library has the same content type.

6. Use meta tagging rather than folders

If you rely on folders for identifying content, you're locked into a classification type. Tagging is preferable because it is more flexible. It also means you can view items by different classifications, which enriches the functionality of your library.

7. Use a view that shows all tags when tagging after a bulk upload

When tagging after a bulk upload, use a view that shows all tags. You can do this by changing the library into a quick edit Excel view so you can easily copy rows and cells.

Changing the views by default means you will probably have a view that has a defaulted number of columns. The idea is that you won't feel overwhelmed, but you can simply change the default view to see all the tagging columns in the library.

8. Only lock down content when absolutely necessary

This is a quick but important tip: the more content you lock down, the more difficult it is to maintain associated permissions, access and roles. That's time consuming, so avoid the hassle by only locking down the vital stuff.

9. Check out a document's history with this one simple trick

Want to quickly check out a document's history? Select your document in SharePoint and click near the name (not on it). You'll see a ribbon at the top with a button called version history. This will show all the versions of the document to-date and who has done what.

In short, SharePoint is packed with cool features to keep your documents managed, organised and safe. There's a lot more I could say about SharePoint document management, but following these nine best practice tips will set a strong foundation for maximising your SharePoint investment.

Peter Vincent is a SharePoint consultant at Professional Advantage.



Five common misconceptions about intelligent capture

by Gordon Sacuta

1. The goal is pass through automation.

The goal for 90% of situations is improved human productivity – NOT pass through automation. Other than very structured forms where under ten data relatively simple (numeric, machine printed for example) fields need to be extracted, typically 80+% of extracted forms will need some human validation or correction.

In many cases 100% of the image page extraction will require some validation or correction by an operator. What businesses need to realize is a 90% confident extraction rate can still mean 100% of forms need to be reviewed. If a single character on one field is low confidence and/or cannot be validated against external data or business rules, the page must go for verification/correction.

The goal is to reduce from 100% Key from Image (KFI) to a much lower number. Reducing from 5000 key strokes to KFI from a complex form to 50 correction keystrokes has the potential to reduce the manual key effort from 100 operators to 1 as an extreme example.

2. Everything must be classified.

The most common mistake on content management projects is to over classify documents. Categorizing every page of a package of related documents can have a huge cost impact, when operations may actually prefer to review the entire package of documents in 99% of query and reviews. Many times, the query and retrieve rate on the images and metadata drops to nil within weeks.

For the number of times a retrieval is needed, often finding the package and reviewing the 30 pages in the package to find a specific document with a viewer's thumbnail view is relatively quick given the low likelihood a retrieval will ever be done.

In one extreme example at a financial institution, the JAD sessions came up with a classification structure for Mortgage documents that has 10 document categories, further downstream in the project, a senior manager decided within the 10 categories, sub-categories were absolutely necessary. The end result was the need to identify over 150 specific document types at scan time. The cost impact completely killed the project ROI.

Also, if documents are full text OCR'd and PDF Image with Hidden Text stored in a repository with full text indexing, over classifying and many attributes truly become wasted effort.

3. A huge amount of time and effort is required.

If requirements are managed to what really needs to be done, ensuring the document classification and data extraction are done at the level that is really needed to facilitate the business process, and the audit trail and source records management downstream. Most projects can be reasonably configured for intelligent capture within 50 to 500 hours of experienced capture specialist effort.

4. Unstructured documents are a huge problem.

Some of the biggest advances in intelligent capture in recent years have been around classifying documents that are unstructured, and finding and extracting key data elements from unstructured content.

While significant extra CPU horsepower may be needed if the volume of unstructured content is high, understanding what the document is and finding key data elements is definitely doable with reasonable effort from a capture specialist.

5. A fax machine is the same as a scanner.

This misconception is a bigger issue than most people realize. Fax machines are garbage as scanners. Standard Fax resolution is 204 x 98 DPI (Dots per inch). Fine resolution fax (which very few people think to enable) is 204x196 DPI. Good OCR results typically requires 300dpi.

Also, most fax machines reduce the size of the image to 96-98% of the original page size. Thirdly, no-one ever cleans a fax machine, leading to very noisy images. The low resolution and crappy compressed image, however, are only a small part of the problem. Often, when fax machines are part of the business process, they are used on a single document multiple times.

For mortgage processing for example, a broker may fax a form to their customer, who fills it out, faxes it back to the broker, who faxes it to the financial institution. Any attempt by the financial institution to automate the capture of that end form, has a very low likelihood of achieving good useful results.

Gordon Sacuta is a US-based consultant with Tauren Consulting Inc.

A broader picture of ECM

By Kevin Craine

The term "Enterprise Content Management" is one that we are all familiar with, but it can have a lot of different meanings. The vision of ECM has evolved through the years as an outgrowth of earlier business concepts like Records Management, Information Management and Document Management. And as the distinction between documents, data and records became less and less clear, "Content Management" emerged as a convenient construct to guide the confluence of paper documents, digital information and business process across an enterprise.

Enterprise Content Management is evolving once again as developments like mobile technology, advanced analytics and the cloud all make a disruptive impact. Are you starting to wonder where the next generation of solutions and approaches will take us? You are not alone. One study conducted by AIIM International took aim at predicting the state of Enterprise Content Management in the next five years and defined the following "eras of ECM" in their executive brief *Thinking Beyond ECM*. Consider how the business conditions and technological capabilities have evolved sympathetically over time.

- The Paper Era – for hundreds of years business has been fueled by paper.
- The Micrographics Era – during the 1950's paper began to be replaced by microfilm and microfiche.
- The ERP Era – from the 60's through the 80's the computer age transformed business data.

- The Document Management Era – since the 1990's organizations work to replace paper with digital.

- The ECM Era – managing many different types of data, documents and records across the enterprise.

Is the term "ECM" past its prime? It may be. Certainly one distinction is clear: Today's organizations are looking to move beyond ECM as functioning solely as systems of record to instead perform as systems of insight. Rather than simply capture and secure information, next generation ECM tools are being used as a platform to improve the performance of the organization as well. Using information in better ways to build business insight, boost brand satisfaction, and enable more effective and strategic decisions are just a few of the benefits of this expanded approach to Enterprise Content Management.

The convergence of advanced capture, data analytics and case management is driving the current evolution of ECM. It's one thing to capture information; it's another to understand that information and then take action.

That's what the next generation of ECM is all about. Intelligent capture technology, advanced analytics and integrated case management tools all work together to enable organizations to take more thoughtful and strategic action.

It's not just about security and records management anymore, it's about using the information gathered in more insightful ways to boost the performance of the enterprise.

Kevin Craine is the CEO of Craine Communications Group

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Toga embarks on digital journey

Toga, a private Australian company which operates or owns more than 80 hotels in Australia, New Zealand, Asia and Europe in a joint venture with Far East Orchard, has implemented Accounts Payable automation on a Kofax platform through Efficiency Leaders.

Toga has 10 residential development projects in the design or construction phase, to open in the next two years and has more than 30 commercial and retail properties in Australia and Europe.

Launched in 1963 by the Sydney-based Vidor family, the Toga Group had amassed 57 hotels before signing a 50-50 joint venture with Singapore's Far East Hospitality Group in 2013.

Designed to ingest more than 230,000 invoices per annum, the AP automation solution is accepting invoices delivered by email as PDF attachments. These are being scanned and OCR'd for extraction of data into Accpac and JDEdwards financials, with SharePoint utilised as the document repository.

One of the challenges for this particular project was developing a workflow that could incorporate over 150 approvers within the widely spread organisation.

Supplied and installed by Efficiency Leaders over an 18 month period, the AP automation solution is now delivering approximately \$A700,000 per annum savings over the previous manual approach and has reduced the headcount in Accounts Payable from 12 FTE by more than half to 5 FTE.

"Our cost per invoice is now down at \$A2.60 and still going down," said Michael Gowing, Toga's Financial Controller.

The benefits of moving away from a time-consuming paper-based workflow have been immense.

"It was amazing how much time we'd spent filing those 1.2 million pieces of paper and just hunting for paper," said Gowing.

"We didn't realise how much time was being devoted by AP clerks hunting through boxes trying to find a particular invoice, particularly at year end audit, and it had to be an AP clerk because if it was someone else, they'd misfile it, and if it was misfiled you'd never find it again. Whereas now, by having it online, the search facilities in SharePoint are heavily utilised."

"I won't even take a paper bill now, if I've got a supplier that sends me a paper bill, I just write back to them, tell them I've put it in the bin and here's the email address they need to send it to in future. You just don't want the paper."

"We had so much paper our AP clerks were moving between floors in head office that we actually had to install a lift, a special little goods lift that lifts you about six steps up, so that they could move trolleys of paper."

"In fact, as part of the business case when we put it up, we actually took a series of photos showing a day in the life of AP, and a day in the life of an approver. When we did it, we actually showed a pile of paper on a seated AP clerk's desk that that was up to their head."

Despite the tangible benefits the Kofax solution has delivered, Gowing warns anyone looking to attempt migrating their AP processes to digital not to underestimate the change management effort that's required.

"We have a number of sites where admin skills are not their prime responsibility," he said.

"A hotelier is there because they make you feel very welcome. We hire the chef because he's good at cooking. So the process of coding and approving invoices had to be simple."

"This was a key piece for it, and when we looked at the Efficiency Leaders platform it was the simplest system that we saw."

Adoption by around 90% of the organisation was achieved in the first six months by initially targeting people who are receptive



Vibe Hotel Canberra Airport. Toga's six hotel brands include: Adina Apartment Hotels, Medina Serviced Apartments, Rendezvous Hotels, Vibe Hotels, Travelodge Hotels and the new TFE Hotels Collection.

to technology, and leaving those who weren't till the end.

"The last 10% took another six months, which were late adopters, and they were really battling to get away from paper."

"You've got to be careful that you focus on the end user and not the finance function."

Moving from a head high pile of paper to a gushing torrent of emailed approval requests was another scenario that Toga sought to avoid.

The company did not want a scenario where a manager at a hotel that does 9,000 invoices a year, would end up with the same number of emails. They receive two emails a day, one in the morning and one in the afternoon, with a link to a simple panel with buttons to approve or query a list of invoices.

Apart from the efficiencies and cost saving to the business delivered by automating AP, the digitisation is promising further benefits by opening up the potential for discount bidding on invoices.

This is where a company is able to have its suppliers bid for a discount for early payment

Gowing explains, "If I have a supplier whose payment terms are say, 30 days, and now because its digital and trackable I know exactly where it is on the payment process, I can contact the supplier and ask what discount will you give me if I pay you in 14 days? As a large company the rate we're getting with money on overnight deposit is quite low, but a lot of these small suppliers who have an overdraft, they might be paying double-digit interest rates, so you essentially take business off the banks, and you get that as a credit back."

"The potential is only there if you have that insight into where your invoice is, it's the richness of the data that opens up avenues that you don't have in a manual environment," he said.

With the AP automation platform bedded down, future plans include looking at the possibility of digitising payroll processes that are company specific, as well as mailroom automation.

"We're just at the beginning of the journey we started on with AP," said Gowing.

"Nobody wanted to touch AP because it was seen as boring, and then you get to the end of a major process like this and you go, wow, that's half a million dollars that we'll get back into the business that we wouldn't have if we hadn't started down this process."

"It is, for us, the lynchpin to what we then get going forward, because it gives us an industrial-strength process that enables us to get value in procurement that we wouldn't otherwise get, and enables us to get value on the payment side that we wouldn't otherwise get."

Shared drives and email for ECM is risky business

By George Dunn

Our independent consulting studies find that by utilising ECM and workflow technologies, an organisation can improve document access time, process quality, efficiency and customer service by five percent to 25%, a significant cost/benefit improvement proposition. Yet, if paperless technologies provide such a powerful way to increase efficiency, quality, service and compliance, why are organisations so slow to implement these technologies enterprise-wide? I believe the reason for the slow implementation of paperless technologies is that the inefficiencies, challenges and risks are considered acceptable - when they aren't.

To illustrate, the norms of:

- Shared network drives (e.g., inconsistent indexing, users being able to delete indexes/documents, minimal security) are unacceptable from an information technology (IT) perspective in the design of a data system and from a records management standpoint for managing paper records.
- Email (e.g., workflow routing left up to individual users; inconsistent response (reply to, reply all, no reply); limited/non-existent tracking and measurement) being used for structured routing provide insufficient technology support from a total quality management, business process management (BPM) and Six Sigma process perspective.

Users believing that the documents they work with are theirs to manage, alter, delete, store or route as they wish (e.g., storing documents at home, using outside emails, writing over older documents, deleting emails or documents they consider unnecessary). Where did we go wrong? I don't want to sound too old school, but I believe that when the personal computer (PC) was implemented by organisations as an individual productivity tool, many of the quality controls that surrounded paper-based storage and routing systems (i.e., file organisation, check in/out, routing slips, controlled retention/disposition) were disregarded. Not to say that the PC has not improved the speed and accuracy of document transport, but the lack of proper supporting software to properly capture, store, secure, route, sign, retain and dispose of records is where the problem originates and perpetuates.

How do we make it right? The first part of the answer is proper pre-planning work to make sure required efficiencies, quality and service goals, as well as security, governance and audit requirements are reflected in the design of a capture, ECM, workflow and electronic record management (ERM) system. A well-thought-out design document can be used to evaluate vendors, identify budget requirements and determine return on investment. The second part of the answer is to use the design document to help select the right software and integration company and hold them accountable for delivery of a solution. Many of the issues experienced today, in the deployment of shared work group ECM systems, are that these systems are being rolled out by user groups without a proper design or participation from records/governance and IT groups.

George Dunn is the founder and president of CRE8 Independent Consultants.

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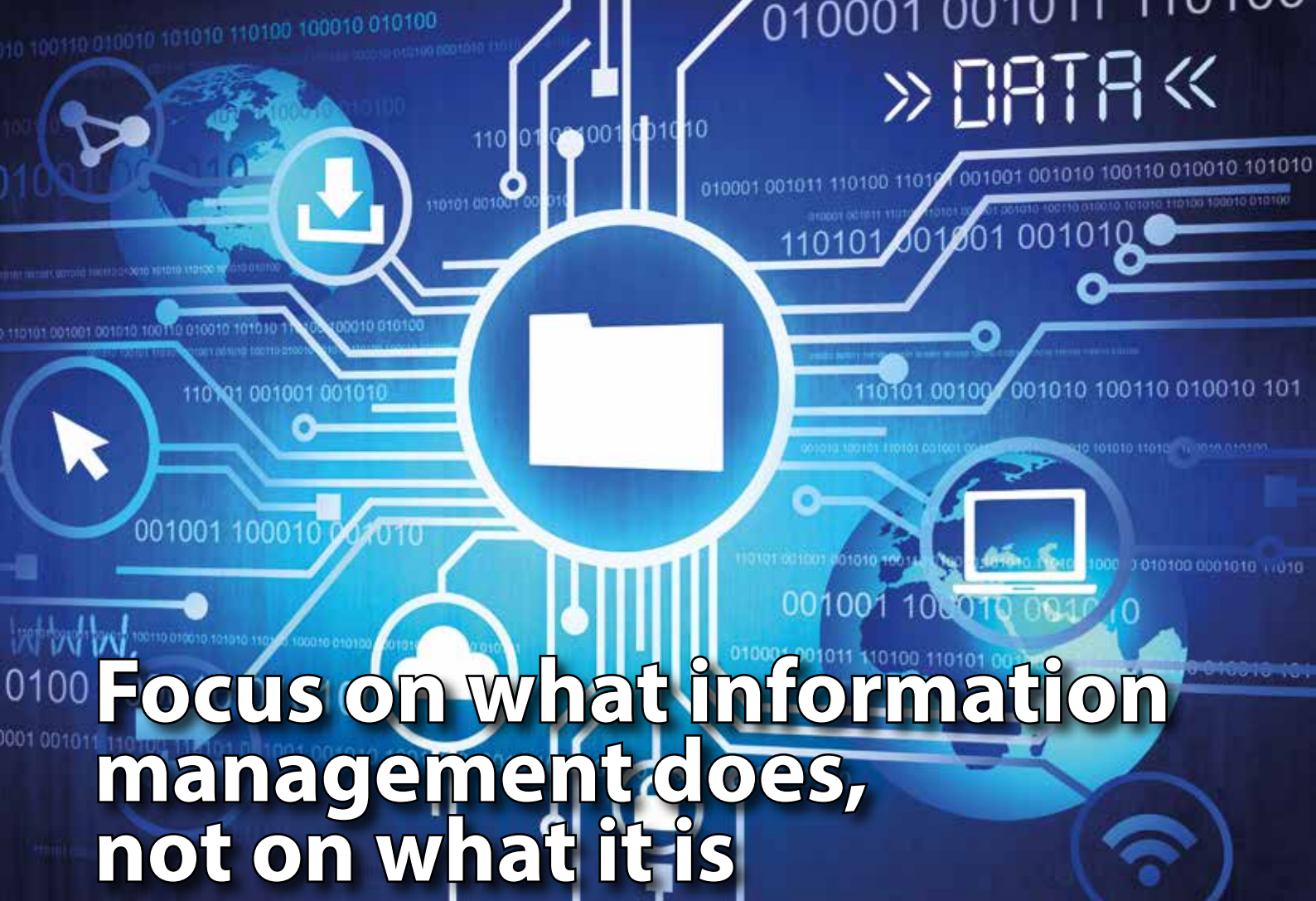
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Focus on what information management does, not on what it is

By Jay Zaidi

A friend (who is the CEO of a Fortune 100 company) jokingly commented that “it is impossible to measure the performance of information management professionals without having a deep sense of compassion and sympathy”.

They work hard, they know that what they are doing is extremely important, they try to overcome budget and change management hurdles – and yet every time they meet with senior executives they have to resell and reintroduce their programs all over again – even if they’ve given the same exact pitch to the executives a hundred times before.

When Marketing, Sales, Supply Chain, Information Technology or Operations departments seek funding, they don’t have to explain who they are and what they do. But when it comes to information management, it is as if you are talking to a wall.

After spending millions of dollars and implementing the programs for many years, you find out that only a few people appreciate your hard work. Senior leadership just doesn’t seem to understand or appreciate the Return on Investment (ROI). Why is this the case?

I have personally launched and sustained enterprise level Information Management, Business Intelligence, and Big Data programs – and while I do feel both sympathy and compassion, I know that solutions exist, to address the overall existential and legitimacy issues of data programs.

The problem is that information management professionals have not addressed the five greatest challenges of information management programs.

Challenge #1: Failure to connect services with bottom line business value.

Sales and Marketing increase the revenue line, while operations and supply chain focus on cost management and operational

excellence. Both contribute directly to the bottom line. But when it comes to information management programs, we often fail to connect our scope of work with the bottom line.

As a consequence, we are often perceived as a department comparable to Legal, Internal Audit, Accounting, Procurement or Human Resources – departments that were once viewed as overheads.

In order to prove their value to the business, Audit took over the responsibility of business process improvement in addition to regular financial audits; Accounting redeemed itself by focusing on management accounting and cost management, in addition to traditional bean counting; procurement transformed itself into strategic sourcing and supply chain management and saved billions of dollars for the organization; and Human Resources introduced metrics such as Return on Investment on Talent.

Several information management programs were born as a response to waves of new compliance and regulatory swings. While compliance centric programs are necessary, the real contribution of true information management comes when it creates real strategic value.

Solution: Don’t focus on what information management is; focus on what information management does. Align your program with your organization’s strategic initiatives. Link it with revenue, cost, and risks and apply measures to evaluate its actual impact on shareholder or stakeholder value creation.

A new discipline called Infonomics focuses on just this. Doug Laney from Gartner is a major contributor. Refer to The Center for Infonomics for details.

My firm has developed and has successfully applied a methodology to determine the value impact of information management and Business Intelligence programs. Make this the first step of the program.

Don’t do it as an afterthought. There is a scientific way to do this and if you do it right, it will give instant credibility to your program and gain sponsorship at the C-level.

Challenge #2: Information management programs are stuck in a governance mindset.

Your presentations regarding information management's value keep falling on deaf ears. You receive these blank stares and even when people get what you are trying to do, they gently smile and shake their heads as if to say "OK, here's another one of those compliance activities."

They are not mistaken. The problem is ours and of the Body of Knowledge that has made the entire field of information management academic, overly complex, and compliance centric.

We are viewed more as a big brother than a co-value creator. Use the word governance and you have already lost respect in the eyes of all those who contribute to the bottom line of the business.

Do you really expect key executives and leaders to stop doing their day jobs and become custodians, trustees, and stewards of data without giving them anything tangible in return?

Let's get real here. You can only expect people to participate in your programs if you can clearly demonstrate what is in it for them.

Solution: Your job is not to be a big brother, carry a whip, and seek compliance. If you want to be successful, you need to make your programs such that businesses and departments in your company naturally gravitate towards you. Instead of calling them "Governance Programs" when we implement these programs we ask our clients to call them "Operational Integrity Improvement Programs".

We design the programs in a manner where they are tightly integrated with business processes and outcomes. It goes back to the first point, focus on what information management does, not what it is.

Challenge #3: Information management programs aren't structured and modularised.

Developed by academics and adopted by newly founded organisations, the body of knowledge and the information management bibles address every possible avenue of information management activities. Even though they are as detailed as encyclopaedias, when it comes to applying a practical, pragmatic methodology – there is nothing to guide us.

So while you get a universe of information – you don't find out where to start or what would the implementation steps be. You don't get answers to how to prioritise and get insights into functional and activity inter-dependencies.

This is analogous to asking someone how to bake a cake and they give you a comprehensive encyclopaedia of the food industry. By referring to the encyclopaedia you can learn a lot about the food industry, but what you would not learn is how to bake a cake. As a practitioner you need to know how to launch a program in a systematic and programmatic manner.

Solution: My firm has designed a five step program that can be used to implement a comprehensive, end-to-end program for information management. This program has the following steps: 1) Link to Value; 2) Diagnostics; 3) Shielding; 4) Surveillance; 5) Innovating.

While all the "under the hood" parts such as governance, master data management, metadata management, data quality etc. are included in the program – our unique program focuses on "what information management does, not what it is". It prioritises and implements the program efficiently in such a manner that the activity inter-dependencies are understood.

Again, your customers don't need to know about the details under the hood – they only need to get the driving pleasure.

Challenge #4: No focus on end-to-end automation.

Ask for a Customer Relationship Management (CRM), or Enterprise Resource Planning (ERP), or Supply Chain Management (SCM) program and you get standard software in terms of func-

tionality and business process. Regardless of which vendor you call, the fundamental functionality would be very similar. Now try implementing information management software and you would hear hundred different stories.

Middleware suppliers would describe their data access tools as information management software. Knowledge and document management systems would classify their tools as information management systems. And the list goes on and on.

The problem is that no one has been able to build and deploy integrated end-to-end information management software.

The reason no software has emerged in the field is because software can only be developed when a repeatable business process materializes – and information management processes as presented in the Body of Knowledge encyclopaedic style don't lend themselves to be programmed into software.

Solution: We have configured a commercial product that can achieve the end-to-end goals of an information management program and link it to business value. It goes hand-in-hand with the program and follows the 5 steps of the Information Management program presented in Challenge #3.

The software accomplishes automation of the key processes and has the power to demonstrate business value on an ongoing and consistent basis.

Challenge #5: There is a lack of Consistency, Scalability, and Permanency.

Is information management a fad? Would it disappear into the folds of corporate overhead augmenting programs or would it emerge as a value added business function that is here to stay? Given the manner in which information management programs are implemented at present, clearly the answer to this question is uncertain. But that can change! We need to figure out how to achieve scalability and permanency of the program.

Solution: If you follow the program steps as indicated in the first four critical challenges, the program will become both scalable and sustainable. In addition, you must innovate and expand the program to include Business Intelligence and Big Data Analytics projects (e.g. Predictive Analytics, Discovery, Prescriptive Analytics etc.). This would imply going a step farther than any program has gone to date.

Conclusion

The greatest critical challenges of information management programs and practitioners are common and across the board. They impact both the credibility and legitimacy of the programs. The core problem is that as a field we have focused on what "information management is" and not on what "information management does".

By implementing the above five solutions – data practitioners can power their programs to achieve what every information management program must be designed to achieve: delivering measurable business value, a significant reduction in time-to-value and tangible return on investment.

Jay Zaidi is an entrepreneur and author in strategic data management.

His book "Data-driven Leaders Always Win" is available for on Amazon. Jay is one of the overseas keynote speakers at inForum 2016 the annual conference of Records and Information Management Professionals Australasia, 11 – 14 September 2016, Crown Perth.



Law firm embraces Office "Anywhere"

International legal and regulatory advice firm Webb Henderson has successfully deployed a document management solution based on SharePoint that enables its distributed users to work collaboratively.

The Webb Henderson environment is a perfect example of the 'New Normal' for workplaces. The firm provides specialist legal advice in the areas of competition law and regulation, corporate and special projects, disputes, and telecommunications and media. Partners and staff need to be able to work from anywhere at any time – from one of their offices in Sydney, Auckland or Singapore, a client office or hotel room in South-East Asia or the Middle East, in an airport lounge, the back of a taxi or from home. The team also need to collaborate easily and quickly on documents, including from distributed locations.

In 2014, Webb Henderson moved to a new document management (DM) solution based on Microsoft SharePoint and MacroView DMF. Prior to 2014 Webb Henderson was running a proprietary DM solution from a small software house specialising in legal solutions. As the firm grew in both size and geographic spread, it was necessary to find a solution that could deliver higher levels of functionality and performance for the firm's users, regardless of location. Webb Henderson investigated leading DM systems, but was attracted to Microsoft SharePoint. It was web-based, offered robust document management capabilities and was relatively cost effective. However, Webb Henderson rapidly determined that an out-of-the-box SharePoint deployment did not provide the document management experience that staff expected.

Enhancing SharePoint

Webb Henderson identified a number of software tools that could provide a better 'front-end' to SharePoint, making it more attractive to their users for managing documents and emails. One of these tools was Document Management Framework (DMF), from Sydney-based MacroView Business Technology.

Webb Henderson selected SharePoint + MacroView DMF after an extensive evaluation. They found that by combining DMF with SharePoint they could create a DM solution that would provide the functionality and user experience that they wanted. Critically, MacroView DMF integrated directly into everyday applications, allowing users to work in familiar applications like Outlook, Word, Excel and PowerPoint. By extending and enhancing the integration of SharePoint and Office, MacroView DMF has become the enabler of Webb Henderson's distributed workplace.

Ara Margossian, who was the partner at Webb Henderson responsible for this project, said, "Document management has changed so much from when I first started as a lawyer. With MacroView DMF and SharePoint, we have been able to deliver a first rate document management solution to our team. The



functionality and flexibility of the solution, along with its ability to support collaborative working from virtually anywhere, are the big drawcards".

MacroView DMF addresses one of the biggest shortcomings of SharePoint/Outlook integration - the inability to drag and drop emails from Outlook into SharePoint. With MacroView DMF, users can drag and drop to save one or multiple emails or attachments and continue working in Outlook. MacroView DMF can also be configured to save the emails without any prompting of the user, while capturing the email attributes and other metadata automatically. Drag and drop support in MacroView DMF extends to uploading documents from any Windows folder and to moving/copying documents between areas of the SharePoint store with metadata and versioning preserved, including across different site collections.

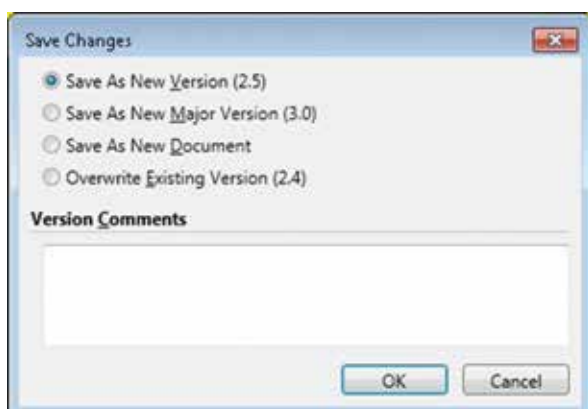
A major source of user frustration with SharePoint as a DM solution is that to perform a search for a document you need to jump out to the web browser, including when you want to insert an attachment in a new email that you are drafting. MacroView DMF lets users search and attach SharePoint documents directly from familiar applications such as Outlook, Word, Excel and PowerPoint. With MacroView DMF, searching for and inserting a document as an attachment takes less than half the keystrokes that are required if you are using the out of the box integration of Outlook and SharePoint.

Webb Henderson preferred their document numbers to look and work like they would in a traditional DM system – i.e. assigned sequentially across the whole document store, rather than the 'coordinates within a site collection' style that ships with SharePoint. They also wanted Document IDs and Version numbers to be automatically displayed in the footers of documents opened from and saved to SharePoint. These unique document numbering requirements were implemented through an optional MacroView DMF module. The check-out and versioning approach of SharePoint is not just different but often awkward for experienced DM users. MacroView DMF streamlines the experience by providing significantly improved and highly intuitive version control options.

Facilitating Collaboration

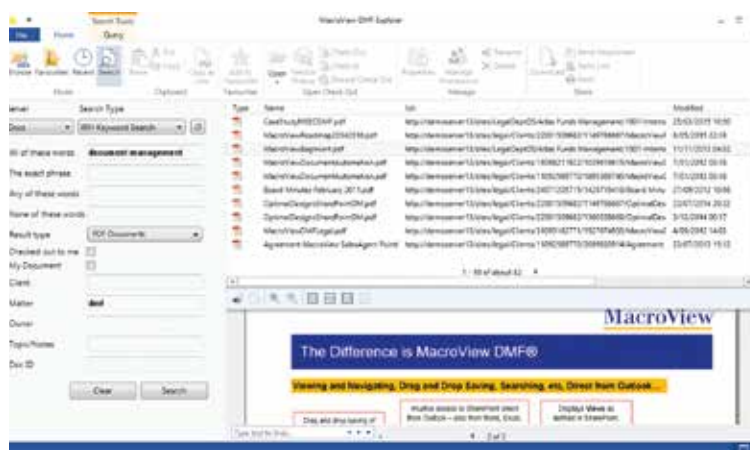
Tight client deadlines and working across international time zones often mean that multiple users need to edit a document simultaneously, particularly on large scale transactions. MacroView DMF lets users find documents in SharePoint using the full power of the SharePoint search engine, without needing to leave Microsoft Word. They can open the documents and edit them collaboratively using the native co-authoring capability of Microsoft Word. The integration of Skype for Business within Word 2016 also allows users to send instant messages to each other within Word to work through drafting issues and further speed up the collaborative editing of the document.

Historically, many organisations with distributed operations had to deploy a separate DM server in each office to secure the end-user experience. This approach does not work in the new normal workplace, where users need to be able to work from anywhere and collaborate with colleagues in real-time. Just



Version control options displayed by MacroView DMF on closing a document that has been opened from a document library with Major and Minor versions.

MacroView Professional Services consultants assisted Webb Henderson with the migration of existing documents from its legacy DM solution to SharePoint. They utilised the SharePoint Migration tool from Clockwork Software to handle the bulk re-



The final step in the migration was the replacement of the document automation component of the legacy system with a custom template solution, also developed by MacroView. This new solution is purpose-designed for a multi-location, distributed workplace. A single set of Microsoft Office templates is dynamically configured by .NET logic to reflect the local address and other details of each Webb Henderson office.



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SAP electronic invoicing workflow blends data and document

A SAP e-Invoicing solution has been launched using Germany's ZUGFeRD standard. ZUGFeRD compatible invoices are PDF/A-3 files that include the PDF file for visual control and archiving as well as the invoice in XML format for machine processing. PDF/A-3 makes it possible to use the PDF as a delivery vehicle for one or more other files, of any type. Effectively, the PDF becomes a zip archive that may also include an integrated cover document.

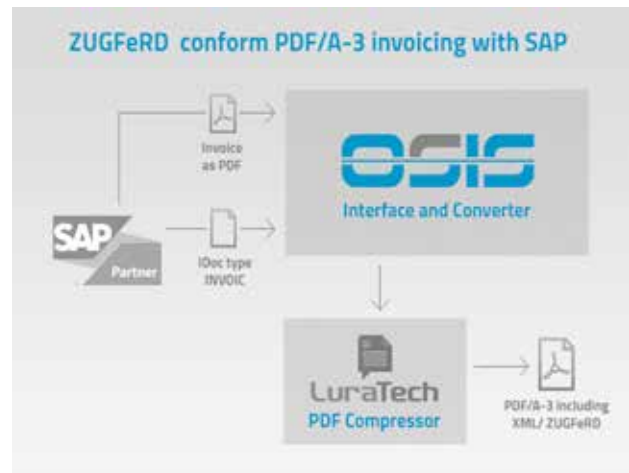
The PDF Association says PDF/A-3 is a potent example of how just a single feature of PDF technology provides a capability so powerful that it's spawning a revolution in business process management (BPM).

"PDF/A-3 offers reduced risk, paperless document handling, shorter payment cycles, and much more. Best of all it's all based on an open ISO specification which any vendor who understands PDF technology can meet."

The SAP solution was developed by two European companies, the LS GmbH and LuraTech Europe, a software company headquartered in Berlin, Germany, which provides PDF and PDF/A software solutions (The privately owned LuraTech was acquired by US Foxit Corporation in late 2015).

In the first stage this solution covers the creation and sending of invoices as well as the processing of incoming invoices.

ZUGFeRD is the German acronym for the Central User Guidelines of the Forum for Electronic Billing in Germany (Zentraler User Guide des Forums elektronische Rechnungen Deutschland). ZUGFeRD is a file format for the standardisation of electronic invoices. To create a ZUGFeRD compatible invoice, the user generates a conventional PDF invoice from the SAP system and transfers it to the Open System Integration Server (OSIS) from LS. At the same time OSIS receives the IDOC invoice via, for example the RFC (Remote Function Call) SAP interface, this generates the XML data in the ZUGFeRD format. OSIS passes this on to the LuraTech compressor with the PDF file which then converts the



PDF invoice into a PDF/A file, integrates the ZUGFeRD XML file and creates the necessary meta information. The result is a ZUGFeRD compatible PDF/A-3 invoice that can also be sent using OSIS (via email) to the invoice recipient.

The EU has announced a decision to mandate e-invoices for business-to-government (B2G) across all 28 member states by 2018.

However, Crossinx – an international network for electronic invoices and business documents – recently carried out a representative survey in the German public sector (126 municipalities in 14 federal states) in March of this year.

It found that:

- Just 8% of German municipalities already use e-invoicing
- An additional 19% plan to implement e-invoicing during the coming two years
- 73% of respondents do not have any plans to implement before 2017
- 90% of respondents not yet using e-invoicing answered that they are absolutely not familiar with the topic

<https://www.luratech.com>

Vitrium DRM adds encryption for Microsoft Office

The Vitrium document security solution, Protectedpdf, is expanding beyond PDF files with the release of a Microsoft Office add-in that will allow document owners to protect their Microsoft Word, Excel, and PowerPoint files. The new add-in will not only provide encryption for confidential documents, such as financial statements, board materials, and sales sheets, but also digital rights management for revenue-generating content, such as training materials, research reports, eBooks, and more.

Document owners will be able to protect their Microsoft Office files in one of two ways: they can protect a file directly from within the Microsoft Office application they're working in (Microsoft Word, Excel, or PowerPoint), or they can send an email using Microsoft Outlook and attach the desired Microsoft Office file, which is protected during the sending process. There is also the option to include a secured web link in the email rather than attach a file.

Whether the files are shared or distributed outside the corporate network, saved onto an unsecured platform, synced to a device, or found on a lost or stolen device, the files stay protected with Vitrium's 256-bit encryption security technology.

Authorised viewers can access the secured file without needing to download any plug-ins, apps, or additional software using

Vitrium's zero footprint web viewer – accessible on any device, mobile or desktop, using any modern web browser.

In addition to applying encryption, document owners can take advantage of all the document security and DRM features offered by Vitrium, such as password protection, copy and print control, document expiry, device limits, reader access control, user-specific watermarks, and more.

With Vitrium's release of document analytics earlier this year, content producers will be able to track the performance of their secured documents with detailed, real-time data. With document-level and page-level statistics such as document views, page views, time spent, and read-through-rate, content producers will be able to use these metrics to optimize their content for better reader engagement. They will also discover who their most active readers are, what applications or browsers are used, and where their readers are located to ensure that their content is reaching the right target audience.

"Our mission is to make documents better by providing document security solutions that empower content owners to protect their valuable, sensitive and revenue-generating content," said, Susan Daly, CEO, Vitrium Systems Inc.

<http://www.vitrium.com>



Demystifying the blockchain: a basic user guide

By Philippa Ryan

Multiple use cases for the blockchain are currently being tested, so it's worth learning the basics.

Most people agree we do not need to know how a television works to enjoy using one. This is true of many existing and emerging technologies. Most of us happily drive cars, use mobile phones and send emails without knowing how they work. With this in mind, here is a tech-free user guide to the blockchain - the technology infrastructure behind bitcoin, and many other emerging platforms.

What does the blockchain do?

The blockchain is software that stores and transfers value or data across the Internet.

What can I store and transfer using the blockchain?

To use the blockchain, you will need to set up an account or address (a virtual wallet). At this time, the most popular use for the blockchain is to make micro-payments with virtual currencies. For example, you can buy bitcoin with real money and then spend it on the Internet using the blockchain.

Authorising a payment using the blockchain is similar to using a credit card to buy something online. Instead of a 16-digit credit card number, you provide the vendor with a unique string of numbers and letters generated for each transaction. With this unique identifier, the blockchain can verify and authenticate the transaction.

Can I use the blockchain to transfer real money?

Not yet. Some companies are using the blockchain to make international financial transfers, but most of these transactions are enabled by bitcoin or other digital currencies. Exchanging real money for bitcoin incurs fees for the sender, but the benefit is speed, security and convenience.

How is transferring value or virtual currency on the blockchain different from transferring money from my bank account?

Depending on the amount and the destination, when you transfer money from your bank account, your bank will limit the amount you can transfer. Most banks impose daily limits for all transactions. When you use virtual money on the blockchain, there are no limits.

When you transfer value or currency from your bank account to an account with a different bank or other financial institution, the transfer can take days. When you use the blockchain, the transfer is immediate. If a transfer from your bank account puts your account into debit, your bank will charge you a fee. The blockchain will not allow a transfer in excess of your balance and so your virtual wallet will never be in debit.

How is storing value using the blockchain different from keeping my money in a bank account?

Bank accounts and credit cards are vulnerable to attack from fraudsters and hackers. The blockchain is a more secure way to store and transfer funds, particularly if you keep a modest value in your virtual wallet. Hacking the blockchain is difficult, time-consuming and expensive. No one breaks into Fort Knox for just \$500. Of course, value stored on the blockchain will not earn you interest or improve your credit rating; and the blockchain will not lend you money to buy a house or car. The blockchain does not replace your bank, but very soon banks will be using the blockchain too.

How is transferring data using the blockchain different to attaching a file to an email?

Unlike emails with attachments, the blockchain enables the immediate transfer of data no matter how big the file. Also, there is less danger of spam or viruses and no need for firewalls or junk folders.

How is storing data using the blockchain different to storing my files on my computer?

If you lose or break your computer or if it is attacked by a hacker or virus, you could lose that data. The blockchain resides in the cloud. Like any web-based storage, you just need your username and password to access your data from anywhere anytime.

What else can I use the blockchain for?

Very soon the blockchain will be used for online transactions. It will enable smart contracts, crowd-funding and auctions. It will verify the provenance of artworks and diamonds; transfer title to real estate and other assets; and store information about people, products and property. Apps for music distribution, sports betting and a new type of financial auditing are also being tested.

Why is the blockchain described as "riskless"?

The blockchain verifies and authenticates both ends of each transaction. It will not release a purchaser's funds until it has checked that the vendor will deliver as promised.

Is the blockchain safe?

Standards and regulations are needed so that the technology can be readily used across different organisations, industries and jurisdictions. Blockchains can be private (like an email) or public (like Facebook), so users need to know which type is being operated before joining a new blockchain.

My tips for safe use of the blockchain are: keep your virtual wallet details secure; do not let an unknown third party hold virtual currency or data for you; and do not provide your online banking details to anyone. As seen in a recent attack on a crowd-funding project, the blockchain is at its most vulnerable when significant value is stored in a single address. The blockchain may be trustworthy, but the people on it might not be.

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Knowledge Management as a Strategy

By Julie Mohr

In the information technology industry today, information is our primary asset. Information is what we provide to the business. Information is also pivotal for the success of the IT organization in providing valuable services to the business.

Knowledge management – when done right – can be integrated into the organization and enhance the performance of both the IT service provider and the business. However, organizations need to begin to see knowledge management as a strategy and not as something that is done in addition to service management. Knowledge is the key to making the right decisions on how to guide the organization and drive a competitive edge. Knowledge management is a shared strategy between the business and employees, and the IT service provider and users.

Knowledge management is a process that helps the organization to manage intangible assets by combining knowledge with the experience of individuals or knowledge workers.

A knowledge worker is an organizational asset who possesses the relevant knowledge in the form of experience, expertise and problem solving abilities in a domain of knowledge with the ability to understand problems and develop solutions to those problems. In the IT support organization; a knowledge management process seems almost secondary to the restoration of services. Yet, knowledge is key to making incident management and problem management successful. The knowledge worker, or support analyst, is only as good and the knowledge and experience that they apply to resolving customer issues.

The Competitive Edge

How can knowledge drive a competitive edge for the business? Knowledge helps the organization to utilize resources more efficiently – leveraging those resources smarter and more productively in support of the business goals.

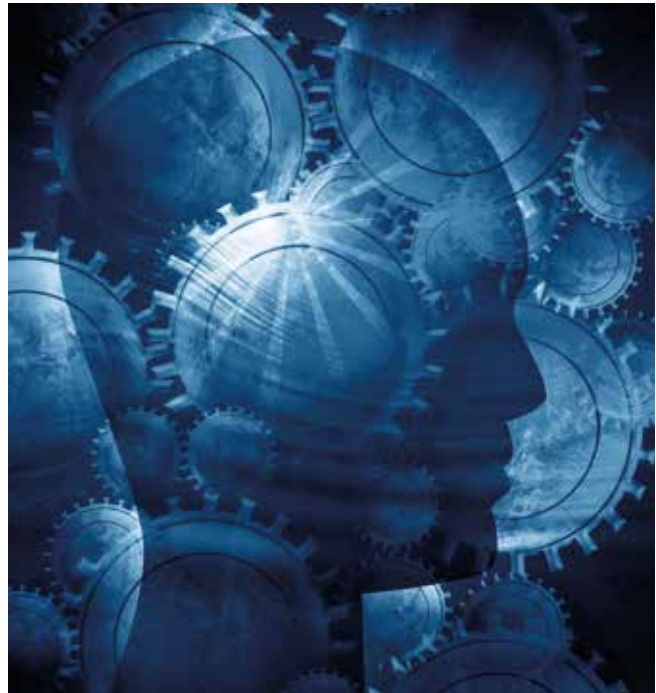
Knowledge is also important to identify new ways to provide services, create value, improve performance and help the organization to achieve the goals and objectives. All of these high level achievements of knowledge management are driven through IT systems. The IT service provider, through enabling knowledge utilization in the business process, can help to drive innovation and rapid adaptation.

A successful knowledge management strategy must address four key areas: knowledge management strategy as a core focus and competency; flexible structure for knowledge creation and dissemination; technology and processes; and skilled knowledgeable workers. For the IT service provider, knowledge as a strategic focus is key to survival.

Organizations justify knowledge management in different ways. A 2008 study on knowledge management listed the following main reasons why organizations seek to leverage knowledge management:

- “Lack of practices of protection and sharing of information and knowledge, leading the organization to a constant reinvention of the wheel and continuous duplication of efforts
- Problems with data/information collection, treatment, organization and dissemination, indicating lack of strategic information management;
- Recognition that both information and knowledge are the main factors of competitiveness in modern times;
- Need for the creation of an organizational space for knowledge, also known as ‘Ba’ or “enabling conditions”, vis-a-vis the need to address cultural and behavioral issues”

Knowledge management combined with IT service manage-



ment help to develop a focus that enables both the organization and the IT service provider to work together to overcome these barriers.

As technology changes, however, the need for a clear and definitive knowledge management is increasing. The increase in adoption of mobile devices, cloud computing, and virtual workplace only makes knowledge management more important.

Our customers are bypassing the IT support organization and driving decision making through Google, the user's preferred source of knowledge. This rapid change requires the IT service provider to change and adapt – now more than ever. These key developments are driving the need for a knowledge management strategy.

Mobility and Mobile Devices

Global adoption of mobile devices has tripled the amount of data streaming over networks in the past three years. Knowledge workers depend upon these devices to be connected to the corporate infrastructure when work requires a mobile workforce.

Many more corporations are moving towards leveraging these devices as a corporate strategy to save costs and increase productivity. But are corporations also defining strategy for the knowledge that is captured, structured and used on these mobile devices?

Data security is a focus – where corporations decide what to do if the mobile device is lost – in order to protect the knowledge from inappropriate use. However that strategy should also enable mobile knowledge management in addition to mobile knowledge acquisition – where the corporation leverages the knowledge on these mobile devices to drive better decision making at the corporate level.

A virtual workplace also provides significant challenge in a corporate knowledge management strategy. Here, employees must exercise personal knowledge management and the ability to identify relevant knowledge that will enable the virtual worker to stay competitive in an ever-changing landscape.

In addition to capturing knowledge that can be used at the corporate level, employees also must stay up-to-date on the skills that are necessary to complete their roles and responsibilities in the organization. This requires more ownership on the part of

the employee to understand what is needed, how to gain that knowledge and understanding, and how to enable the use of knowledge at the corporate level through the use of communication and knowledge management systems.

The Customer Experience

The information and data that is captured within an organization provides an excellent picture of the customer experience. To leverage this information to support changes in products or services requires the organization to develop an overall strategy for what information to capture and the required processes to use that information to support decision making.

The strategy also must address the processes that interact with the customer – defining a customer experience that not only captures the right information but empowers the knowledge workers that interact with customers to own that experience to a successful resolution.

In a multiple-channel environment, the complexity of managing the customer experience intensifies – requiring even more control and management of each customer experience. The only way to successfully manage the complexity is through knowledge.

When an organization tracks the entire customer experience, the knowledge provides a comprehensive view of what services the customer uses, how stable those services are in delivering customer outcomes, and improvement opportunities that ensure retention of the customer and improved management and enhancement of services.

It is rare today to find a user who is not aware of Google and the data and information that lays only a few clicks away. Faced with this ever-growing repository of knowledge, organizations struggle to provide the right solution to customers faster than they can find it on the Internet. A few aspects of the Google-effect can leave organizations vulnerable.

First is the information that customers find credible? The source of information found on the Internet must be carefully evaluated by the user to ensure that it can support decision-making. Is the content written in terms that the user can understand? The information must help the user and not cause more issues that need to be resolved.

Dissemination of corporate knowledge is slow and often does not meet the needs of the user population. It is important for corporations to develop a knowledge management strategy that responds to user needs in a timely and efficient manner – that takes information and data real time and provides that information and data in the right context from a trusted source – the corporation. The ultimate goal is to encourage users to utilize corporate knowledge as the trusted source but also to provide real-time information that is relevant to supporting decision-making.

Cloud Computing

Cloud computing is defined as when the IT service provider uses infrastructure resources or services over the Internet. When an organization develops a strategy for leveraging the cloud, it also should consider how knowledge is captured and leveraged through the end-to-end service delivery.

Often the cloud can provide new tools for knowledge acquisition and dissemination. This can lead to an increased level of performance of the company through data mining across multiple data sets.

An example of this can be found at Brazilian National Cancer Institute, where a knowledge management system was implemented leveraging Web 2.0 technologies that enables increased speed of cancer diagnosis, enhanced quality of diagnosis, minimized costs, improved management performance, and an increase in knowledge retention.

All of these are business outcomes that are made possible through the use of a solid knowledge management strategy that leverages the cloud.

Clearly the cloud is enabling the organization to be more agile, and in many cases more cost effective. However, the knowledge assets that are stored in the cloud must be used by the corporation to support decision-making. Virtualising this type of data requires strong processes that use the technology to encourage both the organization and the IT service provider to capture, maintain, and utilize these knowledge assets.

Corporate Culture

The success of any knowledge management strategy is likely to hinge on the corporate culture and the ability to establish an appropriate strategy and carry out that strategy throughout the organization. To drive success the organization must develop a culture that encourages self-motivation, sharing knowledge, using knowledge to drive creativity and innovation, and developing knowledge sharing networks both internal and external to the organization.

The payoff potential from successful knowledge management strategy is increased efficiency, effectiveness and innovation. These benefits include:

- Innovation through free flow of ideas
- Reduce timeframes required for the reaction to changes or rapid adaptation
- Multiple use of existing knowledge influences elimination of redundant and unnecessary processes thus reducing costs
- Increase revenue faster and adequate placement of products and services in the market
- Reduce employee turnover by recognizing value of employee's knowledge
- Creating a database of collective, organizational knowledge of the company
- Control knowledge in all areas of action and use in practical applications, problem solving, response to changes in the environment, the needs of users
- Increasing quality of services and reducing the time needed to diagnose problems using the deep knowledge of employees, business partners and customers

IT Service Management and knowledge management are two critical parts of an IT service provider's strategy that will drive these benefits with the organization. The organization cannot be successful unless the IT service provider develops the appropriate processes and strategy to support the use of knowledge throughout the organization.

Imagine an organization that has a successful knowledge management strategy. The IT service provider provides value to the business through reduced innovation cycle times and faster to market solutions. This leads to increased market share and a more expansive service portfolio.

The organization can make better decisions on how to use the expertise of knowledge workers and increase the learning capacity of the organization. Ultimately this enables the organization to anticipate competitors' actions and movements.

If corporations do not develop a knowledge management strategy now, the information age will continue to evolve and bypass the corporation. Some will argue that it is already too late to bridge the knowledge gap, but through the use of the right resources, culture and available technologies – a success knowledge management strategy is possible – and when combined with a IT Service Management strategy, value is finally attainable.

Julie Mohr is an ITIL Expert and Certified Governance IT Professional and can be reached at jlmohr@mindthetgap.com.

contentCrawler helps exploration giant find critical documents and drawings

Oil and gas exploration firm PTTEP AA has deployed DocsCorp contentCrawler to help users deal with a document management system holding more than 500,000 documents.

PTTEP AA is a wholly owned subsidiary of PTT Exploration and Production (PTTEP), the Thai national petroleum exploration and production company. In Australia, PTTEP AA is the operator of the producing Montara oil field and the Cash Maple gas field in the Timor Sea. PTTEP AA employs more than 300 people based in Perth, Darwin and the Timor Sea.

The Montara oil field is located in the Timor Sea 180km from the north Kimberley coast off Western Australia. The development includes an unmanned four-legged well-head platform and the Montara Venture (pictured above), a Floating Production Storage and Offloading (FPSO) vessel with up to 850,000 barrels of storage.

PTTEP AA had commissioned the construction of the Montara Venture FPSO vessel, awarding contracts to various suppliers. Documents from contractors and suppliers were stored in a leading document management system. All in all, there were approximately 500,000 documents relating to the project.

To access documents, drawings or information relating to the project, engineers would enter a part or tag number into a search field in the document management system and be presented with all the relevant documentation.

Image roadblock

"At least that was how it was supposed to work," recalled Trina Ireland, PTTEP AA Information Management Team Leader.

"We very quickly discovered that many of the documents supplied by vendors, contractors and subcontractors were in fact image-based documents – JPEG, TIFF, PNG and image-based PDFs."

These types of files cannot be indexed since there is no text, they are essentially like pictures and were in effect "invisible" to the document management system index engine.

The engineers were getting more and more frustrated with the system to the point they were starting to lose confidence in it. They turned to PTTEP AA's Document Controllers to find the documents they needed, which led to inevitable delays.

"We looked to our document management system consultants for a solution. They recommended contentCrawler from DocsCorp," explained Trina.

contentCrawler is an integrated analysis, processing and reporting framework. It intelligently assesses image-based documents



in a content repository for batch conversion to text-searchable PDF documents, which can be saved back into the content repository as a new version or as a replacement for the original.

Converting image-based documents to text-searchable PDFs can be an automated end-to-end process or a manual one with built-in "Hold for Review" stages. Equally, processing can run in one of two (or both) modes: Convert Backlog (legacy documents) or Active Monitoring (just profiled).

PTTEP AA set up a development lab to test contentCrawler. Non-searchable documents were added to the library as control documents. Testing was conducted over a period of 1 month, at the end of which PTTEP AA decided to deploy contentCrawler on the production environment.

The document management system environment consisted of three libraries. It was decided to run contentCrawler on each of them in turn to address the backlog issue. Once the backlog was complete, they switched to Active Monitoring mode for newly-profiled documents. contentCrawler can run in both modes simultaneously.

Automated solution

PTTEP AA ran contentCrawler as an automated process, replacing the original with a text-searchable PDF. Trina recalls "it really was a set and forget operation – it just worked in the background with little or no intervention from the team."

In addition, IT Administrators can install and configure contentCrawler from the centralized monitoring and reporting dashboard. Administrators can also set up various email notifications to report on the progress of the crawl, requesting the Service Statistics and Error reporting be emailed to them. They can export processing reports as CSV files for analysis and review.

"contentCrawler really complimented the document management system product, whose reputation had taken a beating. contentCrawler went a long way to restoring everyone's faith in the product," concluded Trina.

Risk & Compliance driving Information Management

The number of large organizations citing risk and compliance as the largest driver for Information Management (IM) has risen hugely in the past year, from 38 to 59% according to new AIIM research. Nearly half of mid-sized organisations also cite this as the biggest driver, although smaller organizations say cost savings and productivity improvements are more significant drivers for IM.

The new report, *Information Management: State of the Industry 2016*, revealed a lack of alignment between IM/ECM systems and Information Governance. Less than one in five organisations align their IM/ECM system strategies with agreed IG policies, while 15 percent have IG policies but they

do not drive decisions. Twenty-nine percent have no IG policies whatsoever. Despite the growing worry over risk, half of the organisations surveyed by AIIM admitted they would struggle to defend deletions in court, particularly with cloud file-shares and business social, but also SharePoint and email too. Even where organizations have IG policies, half are not auditing compliance and 15 percent admit they are mostly ignored.

Content overload threatens around one-quarter of respondents who have no mechanism to limit stored content volumes, and while 47 percent have an IG policy that defines retention periods, more than half (51 percent) rely on manual deletion versus 25 percent that have automated deletion.

3 steps to streamlining government workflows

By Chris Strammiello

Too often, government agencies are not adequately dealing with the pervasive and expensive problems of security, control and access in their document-related workflows.

While rightfully concerned that their private and personal information is protected as required by law or regulation, citizens want options to engage with government online. At the same time, younger, more digitally literate employees are coming into the government workforce, anxious for new ways to create, share and apply information. Yet so much of government decision making and service delivery still remains mired in inefficient, unsecure and wasteful paper-based processes.

Tight budgets and conflicting priorities are part of the problem. Even when governments know that their document processes are out of date, they are less likely than the commercial sector to allocate funds to fix them. Where modernization projects do exist, according to analyst firm IDC, they are budgeted at low levels.

So documents remain a leading source of expense, inefficiency and risk. Some governments have started to deploy smart information technologies -- such as multifunction devices (MFDs), mobile phones and tablets -- through which they hope to realize process improvements.

Unfortunately, these devices can themselves be points of vulnerability, and agencies could find themselves out of compliance with information privacy and security requirements. Citizens' legally protectable information is at risk every time a service- or benefit-related document is created, scanned, copied, printed, faxed or emailed.

In a global survey of 1,500 owners of document-driven processes, IDC found paper documents, rather than electronic information, to be the driver in 58 percent of government constituent-facing processes and 46 percent of internal or back-office processes. As extensively as government relies on paper, barely 36 percent of government respondents described these processes as efficient and effective.

Some everyday activities -- such as the processing of an application for government benefits or a freedom of information request -- illustrate three steps agencies can take to simplify and streamline workflows.

Digitize documents at the point of origin

Consider, for example, a citizen seeking public benefits who visits a government office with all of the materials needed to support the application -- including photo ID, proof of residence, financial information and more. A government worker initiates the application process, either reviewing the applicant's manually completed form or entering information into the agency's system to create an electronic form.

To build a complete electronic application package, the government employee can scan all documents instantly and directly into the agency's application processing system.

To ensure security, the employee is authenticated on the scanner by swiping a proximity ID card, or entering username and password or PIN number on the machine. With the worker securely logged in, the system displays options for authorized functions or predefined workflows. In this case, a workflow will route the scanned documents directly to the team in another location that reviews applications.

Within seconds, an automated confirmation of the successful scan and transmittal can be received, including the total number and type of pages.



Automate complex, error-prone manual tasks

A second example comes to light when looking at the freedom of information process. When a FOI officer at an environmental regulatory agency responds to a reporter's written request for copies of all correspondence on a recently decided matter, an authorized FOI workflow includes scanning the request, assigning a case number and barcode and routing it to offices where relevant documents might reside.

Scanning of the located documents automatically transforms data into standard formats without the user needing to know or specify any input or output settings. Also automated are routine, error-prone tasks such as batching, splitting, filing and indexing of scanned documents. Validation and filtering at the point of origin ensure accurate document handling and routing, including the immediate routing of documents requiring wet signatures.

After the requested FOI documents are securely captured, extracted and classified, they can be converted into full-text, searchable digital PDFs and securely routed for further review. Documents can be redacted both when scanned and when printed.

Accept documents from any input source

A third scenario looks at how commercially available technology allows the capture of documents from any input source, including scanner, email, fax, web forms and mobile devices so information in any format becomes part of a government application workflow. For example, case workers can file electronic documents from tablets and laptops as they visit constituents to provide more personalized and efficient service. Speech-to-text apps for mobile devices can give users a faster and more accurate way to fill in forms than manual keying information on a small device's touch screen.

Government staff can use smartphone and tablet cameras in place of scanners to capture paper documents and add them to the workflow. Using secure mobile apps for data entry or image capture can ensure nothing is stored in the device, minimizing the risk of information being compromised if the device is lost or stolen.

Taking a few easy steps to replace costly and non-compliant paper-based document processes with electronic document capture and distribution solutions can create more efficient and secure automated workflows. By doing so, government can gain control of their workflows to minimize risk and assure compliance, while at same time streamline processes and reduce costs.

Chris Strammiello is vice president of global alliances at Nuance Communications.

ENTERPRISE GUIDE

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Knowledgeone Corporation has been a leader in the Australian Records and Document management sector since 1986 when the very first RecFind was released. Our latest product RecFind 6 is a fully-featured Enterprise Content Management solution used by customers all around the world for:

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- Electronic Document Management; Document Imaging;
- Business Process Management/Workflow; and
- A huge variety of Information Management applications (e.g., mortgage application processing and contract management)

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Email: crodrigues@epson.com.au

Web: www.epson.com.au/products/scanners

Epson is a global innovation leader dedicated to exceeding expectations with solutions for markets as diverse as the office, home, commerce and industry. Epson's advances in scanning technology deliver the perfect balance of speed and reliability for image reproduction of unbeatable quality. From compact mobile scanners to A3 flatbed scanners that operate at speeds up to 70ppm, the range is designed for a variety of demanding organisations where fast and easy document management is required. Combine that with high productivity software that allows networking and 'scan to' options including the cloud, its versatile functions dramatically expand data usability and online document workflow. A high quality scanner is a powerful tool. For unbeatable reproduction of photographs, documents and graphics, you can't do better than the Epson scanner range - outstanding results, simple operation and value for money.



MacroView Business Technology

Phone: (02) 9249 2700

Fax: (02) 9279 4111

Email: info@macroview365.com

Web: www.macroview365.com

MacroView Document Management Framework (DMF) extends and enhances the document management capabilities of Microsoft SharePoint, making SharePoint an attractive replacement for file shares and Exchange Public Folders and a viable alternative to traditional document management systems for managing documents, emails and other files. MacroView Message, a subset of DMF that runs in Outlook, has been used by organisations around the world as the basis for email recording and email retention solutions in Microsoft SharePoint. Both MacroView DMF and MacroView Message feature excellent integration with Microsoft Outlook. The DMF tree-view enables intuitive viewing and navigation of a SharePoint document store, so that managing documents in SharePoint is as easy and familiar as using Windows Explorer. MacroView DMF and MacroView Message support SharePoint on-prem-



ises and Office 365 and are designed to provide good performance even when working with very large SharePoint document stores.

Information Proficiency

Tel: 08 6230 2213

Email: sales@infoproficiency.com.au

Web: infoproficiency.com.au

Information Proficiency and Sigma Data are at the forefront of Information Management Solutions, Technology and Services. Our focus is on implementing efficient processes critical to enhancing productivity, improving transactional speed, reducing costs and achieving regulatory compliance for your organisation. We supply and support HPE Electronic Records and Content Management software and solutions that improve business processes, as well as our range of leading edge productivity and connectivity tools developed around HPE Records Manager (HPE RM). Focusing on Information Governance and Management, Technology and Services, we work hard to understand our client requirements, and implement solutions to match. Our team of industry certified professionals are able to design and deliver systems to meet your requirements. We strive to build lasting relationships with our clients, providing continuous improvement and mature solutions which significantly improve your end-to-end business processes and outcomes.



DocsCorp

Tel: 1300 559 451

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Web: www.docscorp.com

DocsCorp is a leading provider of productivity software for document management professionals worldwide. Our offices and products span the globe with over 250,000 users in 32 countries. Our clients are well known and respected global brands that rely on DocsCorp for their technology needs. Our mission is to provide document professionals who use enterprise content management systems with integrated, easy-to-use software and services that extend document processing, review, manipulation and publishing workflows inside and outside their environment to drive business efficiency and to increase the value of their existing technology investment. Our solutions include:

- contentCrawler intelligently assesses image-based documents in content repositories for batch conversion to text-searchable PDFs, making every document searchable and retrievable
- compareDocs delivers unparalleled levels of efficiency and accuracy in the document comparison process
- cleanDocs provides a high level of confidence that metadata is cleansed from confidential or sensitive documents before being sent externally.



Brother

Tel: 1300 885 989

Email: corporatesales@brother.com.au

Web: <http://corpsolutions.brother.com.au/>

Trusted worldwide and always with a "Customer First" approach, Brother continuously meets the needs of consumers through a comprehensive range of quality solutions. Committed to the advancement of printing and scanning technologies, Brother also offer business solutions designed to fit perfectly in the SOHO, SMB, SME and corporate environments. With a skilled team specialising in assisting their customer's corporate growth, Brother's business categories such as portable printers and scanners, commercial desktop scanners and high volume corporate printers can help businesses achieve in any industry. With resellers located Australia-wide, readily available product and a locally based product support team, Brother is always 'at your side'. Contact the Brother Commercial Division today to find the best solution for your business requirements.



Objective

Phone: 1800 065 640

Email: enquiries@objective.com

Web: www.objective.com

Designed for regulated industries, Objective's solutions extend governance across the spectrum of the modern digital workplace; underpinning information, processes and collaborative workspaces. Solutions vary from information, records and drawings management to business process automation; from collaborative authoring through to secure collaboration with external parties. These solutions turn the burden of compliance, accountability and governance into business opportunities by maximising the value of content to deliver operational efficiency that translates into improved services, increased productivity and reduced risk and cost. Objective solutions have been designed to remove the friction associated with traditional information management, delivering quick and easy access to accurate information across a variety of digital devices and business applications for a diverse range of customers ranging in size and complexity, from large government bodies to local councils and any other regulated organisation.



ENTERPRISE GUIDE

EzeScan

Phone: 1300 393 722

Fax: (07) 3117 9471

Email: sales@ezescan.com.au

Web: www.ezescan.com.au

EzeScan is Australia's most popular production document capture software solution and product of choice for many Records and Information Managers. This award winning technology has been developed by Outback Imaging, an Australian Research and Development company operating since 2002. With 1000's of seats world-wide, EzeScan enables its clients to substantially reduce the cost of deploying batch scanning and data capture solutions for documents of all types. With "out of the box" seamless integration with many industry standard EDRMS and/or ECM systems, EzeScan provides the fastest most cost-effective method available to digitise business processes. EzeScan solutions range from basic batch scanning with manual data entry to highly automated data capture, forms and invoice processing. EzeScan provides both centralised solutions for records professionals and decentralised business process digitisation for entire workgroups.

EzeScan benefits include:

- initiate intelligent automated processes;
- accelerate document delivery;
- minimise manual document handling;
- capture critical information on-the-fly;
- and ensure regulatory and digitisation standards compliance.

Fujitsu Australia

Tel: 02 9776 4555

Email: Fujitsu.direct@au.fujitsu.com

Web: au.fujitsu.com/scanners

Fujitsu, as one of the world's leading document scanner companies for both Desktop and Workgroup scanners, offers compatibility with over 200 different document imaging applications. The result is state of the art image solutions from innovative portable units all the way to large centralized production environments. Fujitsu document scanners are renowned for their performance, remarkable image quality, fail-safe paper handling and Fujitsu's legendary reliability.

New innovations include:

- Overhead contactless scanning of fragile documents, thick books and oversized items;
- Ability to input and sort multiple small documents, business cards, etc., just by laying them on the desktop;
- Ultra-sonic and patented ISOP paper sensing technology that prevents batched document damage; and
- Mixed batch scanning & automatic paper skew correction.

ELO Digital Office

Contact: Rainer Krause – Managing Director

Tel: 02 9460 0406

Email: info@elodigital.com.au

Web: www.elodigital.com.au

ELO Digital is a truly global ECM company with Australian expertise! With subsidiaries in 48 countries and hundreds of thousands of users, ELO has become the natural choice in ECM. Having been voted ECM company of the year in 2013 and 2014, ELO was officially recognised for its comprehensive functionality, user friendly design, trend-setting innovation and modern technology. The Australasian HQ of ELO was established in 2005 and has gained an impeccable reputation on all levels of Government, the Private Sector, NGOs and Not-for-Profit Organisations. The completely scalable product allows ECM implementations from as little as 5 users to solutions for many thousand staff members. With reputable certified business partners such as Toshiba Iron Mountain and AMS Imaging (Australia) or Jardine OneSolution (Hong Kong) ELO customers are assured of quality implementations, successful rollouts and continued support – 24/7/365. The VERS compliant ELO product provides solutions for Document Management, Records Management, Workflow, Accounts Payable Automation, Imaging, Contract Management and mobile applications for all industries. ELO can be deployed onsite, in the cloud or as a hybrid solution.

Kapish

Tel: (03) 9017 4943

Email: info@kapish.com.au

Web: <http://kapish.com.au/>

As a Tier 1 HPE Software Gold Business Partner, Kapish aims to provide its customers with the best software, services and support for all versions of the Electronic Document and Records Management System, HP TRIM, HPE Records Manager (HPE RM) & HPE Content Manager (HPE CM). We help our customers overcome the everyday challenges associated with information governance and document / records



management through software and services that improve the user experience and maximise return on investment. Focused exclusively on HPE RM / CM, our extensive range of software solutions are designed to easily integrate into existing systems or be implemented as new solutions, enable projects to be delivered faster, more effectively and with a higher degree of success. We work with our customers to improve their everyday use and experience with the system. Designed to bridge the gap between users and technology, our software solutions are easily integrated into existing systems or implemented as new solutions. Quite simply, our products for HPE RM/CM make record-keeping a breeze. Kapish is a member of The Citadel Group. Citadel solve complex problems and lower risk to our clients through our tailored advisory, implementation and managed services capabilities.

OPEX

Contact: Byron Knowles, Business

Development Manager - APAC

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Email: bknowles@opex.com

Web: www.opex.com/contact/sales-contact/

OPEX is a recognised global technology leader in document imaging, high-speed mailroom automation and material handling. Since 1973, OPEX systems have provided performance enhancing workflow solutions and cost-effective results to thousands of organisations worldwide. OPEX systems are designed for a wide variety of industries including financial services, insurance, healthcare, government, retail, non-profits, utilities, telecommunication, service bureaus, educational institutions, and fulfilment operations. OPEX has developed innovative prep reducing scanners that address the root causes of workflow issues our customers face. Minimising preparation, paper handling, and other manual tasks not only improves efficiency, but also results in superior transaction integrity and information security. As documents are removed from envelopes/folders and scanned, operators can view each image to ensure it is properly captured. This prevents time-consuming and costly re-scanning later in the process. Moving image capture upstream also reduces information management risks.



FileBound

Phone: 1300 375 565

Email: sales@filebound.com.au

Web: www.filebound.com.au

FileBound is an end-to-end process automation solution for enterprises of all sizes. FileBound is a cloud-native document management system with advanced workflow capabilities that automates the flow of enterprise work. This comprehensive enterprise content management (ECM) solution features capture, document management, workflow, electronic forms, analytics, mobile access (iOS and Android) and much more. It presents in a single, easy-to-use application that manages business processes from beginning to end and reliably connects people and information. FileBound provides organisational efficiencies, drives out manual paper-based processes to decrease costs, increase productivity and support compliance with internal and external mandates. FileBound users have the flexibility to create a variety of solutions from complex AP automations to simple document archival and retrieval processes.



UpFlow

Phone: 1300 790 360

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Web: www.upflow.com.au

PSIGEN, PSICapture is an innovative document capture platform engineered to combine automation, efficiency, stability and Enterprise-class scalability. PSICapture provides unmatched integration with just about any ECM or ERP platform [e.g. SharePoint, Xero, Trim, Objective etc.] and allows the utmost in flexibility for deployment in large or small organisations. Whether you want a simple scan workflow or complex document capture, PSICapture provides a solution to meet your specific needs. Document Capture and Scanning is a challenge in any organization. With an array of scanning devices, capture needs and back-end content management systems, it is ineffective to settle for multiple applications to accomplish one goal. PSICapture provides a single capture platform that can meet all the needs of an organisation. UpFlow is the Asia Pacific distributor for PSIGEN, PSICapture.



Nuance updates PowerPDF software

Nuance has released Power PDF 2, an update to its PDF software suite that includes improved document security, enhanced tag editing capabilities, integration of a new "PDF Create" button in Chrome and Firefox, and a new OCR proofreader.

The PowerPDF interface has been updated to a typical Microsoft ribbon style that also supports Windows 10 touch-enabled 2-in-1 convertible laptop devices such as the Microsoft Surface.

The software has a "touch mode" option on its Quick Access Toolbar to optimise the size of toolbars and tool icons so they are easy to press and navigate with a finger.

The new interface includes a "find a tool" search capability that enables users to quickly find any tool or functionality in the application. The enhanced Quick Access Toolbar allows users to create shortcuts to frequently used functions.

Power PDF 2 offers all the tools needed to annotate, mark up, sign, secure, redact and compress PDFs, and create and work with PDF forms. Users can quickly convert files from Word to PDF and from PDF to Word.

Features include:

- Improved document security – Microsoft Active Directory Rights Management Services can be used to lock down confidential documents without passwords and apply customised protection based on predefined enterprise policies for each sender and recipient. Open and work with PDF documents, which were protected with FileOpen DRM, based on granted rights.
- Enhanced document intelligence – The new OCR proofreader tool enhances the accuracy of document searches, by allowing users to see and edit text results of the OCR process directly in the searchable PDF. Suspected word errors are displayed for the user to approve or correct, increasing the accuracy of searches and enhancing the overall value of the document.
- Powerful PDF form support – New advanced support for dynamic PDF forms enables the software to handle all types of PDF forms available on the web and used by business and government organisations for collecting information. Users can fill out, save and send complex forms, such as those created by Adobe applications.

Nuance Power PDF Advanced 2 is offered for \$A225 with volume discounts available. Power PDF Standard 2 for individuals, home offices and small workgroups is offered for \$A149.99 and is also available through Harvey Norman, JB Hi-Fi and Officeworks.

www.nuance.com/powerpdf

Magnet Forensics unveils Axiom platform

Magnet Forensics, a developer of digital forensic software, has launched Magnet AXIOM, a complete digital forensics platform that builds on the its previous IEF solution by adding acquisition capabilities, new analysis tools, and enhanced reporting.

IEF enabled recovery of data from smartphone and computer artifacts, while Magnet Forensics says AXIOM is about more than finding evidence.

"AXIOM allows you to explore the evidence in greater depth while simplifying analysis by intuitively linking facts and data in a way that helps you to draw insightful conclusions. With AXIOM your examinations will be better and more thorough – you will uncover facts quickly, validate your findings with ease and share the meaning of your results clearly.

"The most important thing we do at Magnet Forensics is to empower digital forensics examiners to uncover the truth. With more data, more devices, and more cases on their shoulders, we know that examiners need solutions that simplify process, connect data, and find ways to move quickly through the case," said Jad Saliba, Magnet Forensics Founder and CTO.

Find More Evidence: AXIOM's Evidence Analyzer builds on IEF's

ability to parse and carve for hundreds of artifact types and data, even in unallocated spaces.

Dive Deeper Into The Data: With AXIOM, you can access file systems, registry hives, and drill down into artifact data. Source Linking traces artifact evidence back to source data in seconds.

Work Smarter: AXIOM's Process automates all the acquisition and processing tasks required to prepare evidence for analysis, freeing your time for deeper analysis.

A Simpler Way: Digital forensics is complex. AXIOM boasts a new easy-to-use interface that moves you through your investigations, helping you find evidence more intuitively.

Work the Whole Case: With AXIOM you can consolidate the evidence from all the computers, smartphones and tablets related to an investigation into a single case.

For more information on Magnet AXIOM's features and capabilities visit the product page. Pricing is based on a license and support fee model. More information is available at magnetforensics.com/pricing.

www.fulcrum.net.au

Esker integrates with Oracle E Business

Document process automation specialist Esker has launched new integration with Oracle E-Business Suite. Esker users can now receive supplier invoices directly in Oracle E-Business Suite Payables application.

With paper and manual handling removed from the equation, companies can improve their workflow efficiency and staff productivity while providing full visibility and accountability from start to finish.

Eske's accounts payable automation solution (AP) is built on standard Oracle E-Business Suite objects and communication methods, and provides a single solution for document processing to automate, streamline and simplify AP processes, including invoice verification, approval and mobile support.

Based on Esker customer results, AP automation can help businesses receive and enter invoices up to 65 percent faster, lower processing costs as much as 60 percent and improve invoice accuracy up to 99 percent.

Oracle E-Business Suite customers can leverage the value they have invested in their ERP system while taking advantage of specific features, including:

Quick solution setup enables communication between Esker's accounts payable solution and Oracle E-Business Suite to be fully operational in just a few weeks.

Automatic supplier and invoice data synchronisation helps leverage Oracle E-Business Suite data to support full AP process automation.

Invoice posting error management provides support so that if an error occurs when the invoice is pushed to Oracle E-Business Suite, the information is made available to the user in Esker's solution and the issue can be handled immediately.

Purchase order (PO) and non-PO invoice posting is automated and fully auditable.

AP workflow residing outside of Oracle E-Business Suite delivers better business continuity, 24/7/365 access, non-Oracle E-Business Suite user approval capability, easier training and greater user acceptance.

Mobile invoice approval application brings improved efficiency and on-the-road invoice accessibility for managers.

Invoice archive link in Oracle E-Business Suite enables users to conveniently access the original invoice image and processing data directly from the ERP invoice record.

Invoice payment status and information are automatically updated and available in Esker's accounts payable solution.

<http://www.esker.com.au>

How to easily share TRIM documents outside your organisation

As customer demand for access to corporate information grows, organisations are continually looking for new solutions to cater for this need. How to share information from TRIM with external parties easily and securely is a common problem, with some organisations resorting to inefficient and costly solutions for transporting documents. We live in an age of instant access on any device and are being pushed to evolve and innovate how we deliver information to the general public. Brimbank City Council recently approached Kapish to solve this problem and in doing so received an efficient, secure and creative solution.

File Transfer Protocol (FTP) has long been the 'preferred' solution at Brimbank City Council for transferring large files from HP TRIM to external parties, as a quick and cost-effective alternative to mailing out USB drives and CD/DVDs via Australia Post. However, the Council's ICT department found that FTP required providing detailed instructions for staff to follow and it wasn't secure enough to be used for some documents. Kapish was approached to devise a better solution for sharing TRIM records with external customers.

While using another Kapish product (Kapish Easy Link), Brimbank City Council's I.C.T Department had a bright idea...

"What if you could make a hyperlink of a document or container in TRIM and send that out to an external person to download!"

The idea seemed so simple yet potentially very effective for sharing large documents with external parties. The Kapish developers set about designing and building a solution. Using a simple method of right-clicking on a document or container and selecting 'Send to External', the Document Sharing solution generates a secure hyperlink to the records and copies the hyperlink to the Windows Clipboard. The secure hyperlink can then be easily pasted into other documents or applications or sent in an email message.

The solution was designed to meet Council's specific security requirements, including requiring the end user to add an expiry



date for the link, so documents would not endlessly be made available online. The solution automatically updates additional fields transparently to the end user when a link is generated so Council can track who has generated links and when links were generated.

Due to Brimbank's extensive use of HP TRIM/HP RM, the 'Send to External' solution has been well received by all Council staff as it has finally allowed an easy, secure and effective way to share large documents out of Council with the general public.

The ability to generate links to documents and/or Containers, set download expiry limits and leverage HP TRIM/RM's extensive Audit Tracking abilities, ensured that the solution met record-keeping requirements while also being a simple, quick and easy process for the end users. Kapish, working together with ICT staff members, have worked proactively to provide Brimbank City Council with a solution that has significantly improved the way the organisation shares its documents externally.

If you are interested in finding out more about this custom solution or have a unique process problem yourself, contact Kapish at info@kapish.com.au

ABBYY announces Receipt Capture SDK

ABBYY has launched its Receipt Capture SDK that enables software developers to integrate automatic receipt capture and extract data from receipts to support a variety of customer loyalty and incentive programs.

Receipts serve as proofs of purchase, but collecting and verifying the data contained on those receipts can be costly, time consuming and complex.

The ABBYY Receipt Capture SDK automates the capture of important receipt data (e.g., product name, quantity, vendor name, purchase date), supporting scanned receipts as well as receipt images taken by a smartphone camera. The capabilities are optimised for companies that want to offer receipt capture and loyalty program support to their customers, or expand the speed and cost-effectiveness of their existing capture solutions.

"Retrofitting a traditional OCR SDK to accommodate receipt capture, especially for big-brand loyalty programs, is a challenge that requires significant time and investment," said Butch Reh, VP of Licensing and Marketing at ABBYY. "This SDK was created to work out of-the-box with no technology tuning required. It gives developers a way to avoid development costs and quickly offer receipt capture to their customers."

Because ABBYY Receipt Capture SDK eliminates the need for developers to implement their own text parsing algorithms, using the ABBYY Receipt Capture SDK is much faster and less expensive to deploy than tuning a basic OCR SDK for receipt capture or manual parsing. The SDK's high accuracy makes verification cheaper as well.

Enhanced image pre-processing overcomes the common problems that typically plague the receipt capture process; faded, blurred and twisted images are all corrected through adaptive binarisation, automated contrast adjustment and skew correction. As a result, the tool kit excels at working with even challenging scanned images and mobile photos.

According to Reh, the benefits of the SDK go beyond the code itself. "ABBYY is a world leader in data capture technology, and thousands of developers already rely on our elite capability and support. Our newest technology saves developers' time and money while allowing them to quickly implement advanced receipt capture technology."

ABBYY Receipt Capture SDK is available now. The technology fully supports American receipts, other countries are currently supported in beta mode.

Contact ABBYY at sales@abbyy.com.au or on 02 9004 7401 for any further information.

SAP adds new compliance solutions

SAP has announced updates to its enterprise information management (EIM) portfolio to offer improved support for cloud and Big Data environments, enhancements for more self-service capabilities, and support for governing enterprise information.

To help companies improve the way they govern their data, the latest release of SAP Information Steward offers the ability to monitor compliance with information policies defined in the tool. Users receive notifications of and can take immediate action to remedy data quality issues.

The new version of Information Steward also adds the ability to view data lineage and impact analysis for Hadoop data sources, delivering confidence in decision making since the data origin is transparent.

In support of Big Data environments, enterprises can now read and load data from HPE Vertica and process Microsoft Outlook data files to gain insights from messages, calendar events and archived items.

Speech recognition for legal eagles

Nuance Communications has launched Dragon Legal Australian – enterprise-ready speech recognition software for legal professionals built with a specialised Australian legal vocabulary.

Dragon Legal Australian, coupled with the Nuance User Management Center, simplifies how speech recognition can be deployed and managed across groups of users for significant time and cost savings. For instance, a single administrator can centrally oversee deployments of Dragon to multiple employees, including assigning Dragon licenses, monitoring usage, managing settings or updates, and sharing custom terminology.

Dragon Legal Australian includes features:

- an Australian legal vocabulary trained using millions of words from legal documents.
- Improved transcription capabilities for tasks like transcribing recorded notes
- Customisation capabilities that further improve accuracy of dictation and transcription and speed up repetitive tasks, including adding and sharing additional custom words and auto-texts (a frequently-used text passage such as a client or work order description).

Suggested recommended price starts from \$A1,175 with volume discounts for five or more licenses. Upgrades from other Dragon editions are available.

<http://australia.nuance.com>

compareDocs expands format support

DocsCorp has announced a new release of its document comparison tool compareDocs, which enables users to compare two versions of a document for changes. The 4.2 U2 release adds support for the recently-released NetDocuments ndOffice. iManage Work 9.3 (64-bit), and Microsoft Office 2010, 2013, and 2016 (64-bit).

compareDocs 4.2 U2 now integrates with NetDocuments ndOffice 1.8.12 and above to enable opening, comparing and saving the Comparison Report directly into NetDocuments through the ndOffice interface rather than through a web browser. This is a more efficient and intuitive method for users.

compareDocs compares Word and PDF documents natively rather than converting documents to a proprietary format for comparing. It works at the binary, or direct file level, which results in a faster and more accurate comparison result. Also, this approach eliminates the possibility of document corruption and the loss of document formatting and styles.

The compareDocs user interface based on the Microsoft Office 2013 look and feel, and thus intended to be immediately familiar. Simply, drag and drop documents from a local or network

drive, document management system or from Microsoft Outlook onto the interface and click Compare. Comparison reports can be output as either redline or track changes documents.

compareDocs is a Windows-based application and is available in Standard (no DMS integration) and Pro (DMS integration) versions. DocsCorp has just released compareDocs cloud for Office 365, empowering users to compare documents on a PC, Surface Pro or iPad—in the office, or on the go.

<http://www.docscorp.com>

Salsify expands PCM platform

Salsify claims its new expanded product content management (PCM) platform for distributed commerce is designed to transform product content management from an administrative burden to a driver of new revenue, increased productivity, and market share growth.

For brand manufacturers, distributors, and retailers, satisfying that demand for product content requires a systematic, efficient approach to create, manage, optimize, and syndicate the impactful content consumers rely on.

The Salsify product content management platform includes:

- Product Information Management – improves the accuracy of product content by making it possible to create, manage, and collaborate on the data in a single, trusted location that is easily accessible and useable by all internal stakeholders
- Digital Asset Management – empowers organizations to centralize and transform their images, videos, and other files for use across ecommerce, marketing, sales, and product teams
- Product Content Syndication – enables ecommerce teams to prepare and deliver product content to every endpoint, with built-in requirements for hundreds of retailers including Google and Amazon
- Digital Product Catalogues – provides sales teams and long tail retailers with the information they need to sell products

The Salsify PCM platform is built using enterprise-scale security, with single sign-on, data encryption, and user permissioning down to the field level.

<http://www.salsify.com>

Cellebrite enables live mobile forensics

Cellebrite, a developer of digital forensic extraction, decoding and analysis solutions, has introduced an enhanced version of its UFED InField solution.

The InField solution allows officers and investigators at every level and in any location to securely access and perform forensically sound logical and physical extractions of mobile device or SIM card data by timeframe, data types or relevant persons with minimal training. Whether accessed via in-car workstations, laptops, tablets or self-service kiosks located at a station, this single-purpose, frontline solution supports a wide variety of device types with intuitive workflows that prevent errors or contamination of evidence. The InField software runs across hardware platforms, including the UFED InField Kiosk and UFED TK.

The new enhanced version now enables:

Real-time Access to Qualified Digital Evidence - Field users can select and extract only the relevant data needed based on time range or specific subject information.

Centralized Management & Control - UFED InField simplifies the end-to-end visibility to and management of software updates, configuration modifications, user permissions and usage statistics by crime types and devices processed to ensure evidence is properly managed and protected.

Evidence Integrity - InField enables the real-time, forensically sound extraction of mobile device data and produces defensible evidence investigative stakeholders can stand behind.

www.cellebrite.com/law_enforcement

Fuji-Xerox Australia overhauls device software

A major rewrite of the software management platform for Fuji-Xerox MFDs and Printers as well as third party devices MFPs and scanners introduces the new ability to scan directly to a broad range of content management systems such as Google Drive, DocuShare, SharePoint, TRIM and Objective.

The ApeosWare Management Suite 1.0 was previously limited to scanning to email, network drives, Cloud storage such as Google Drive or the Fuji Xerox Working Folder.

The rewritten ApeosWare Management Suite 2.0 is a web-based imaging platform that helps organisations manage costs, secure information and improve customer engagement by managing print and digitising information simply.

Newly added is the ability for customers to seamlessly interact with their documents including view, print and scan documents from mobile devices including Apple iOS and Android.

Rewritten by more than 70 FXA developers across the Asia-Pacific region, including a team from Australia, ApeosWare Management Suite 2.0 also includes the ability to build custom design document business workflows in with the new Connect Studio module, designed specifically for the Australian market.

Each workflow can be customised from the icon on the control-panel of Fuji Xerox multi-functional device through to capturing necessary metadata. ApeosWare Management Suite 2.0 can also seamlessly integrate with enterprise business process solutions like Kofax, Intelledox and DocuShare.

Firmware Push provides the capacity to centralise management of device firmware updates. Device Cloning is another new feature that provides the ability to take settings and configuration from one device and apply it across an entire organisation.

Monitoring of devices displays current status, meter information through a web-browser for ease-of-use and alerts can be



This screen capture of AWMS 2.0 MFD UI shows the account info and cost management features.

configured to automatically notify if an error occurs.

Administrators can easily register and manage who uses the device, how they use it and what it costs. User management is simple with integration to active directory for importing user and group information.

ApeosWare Management Suite 2.0 delivers extensive cost recovery and management to charge for copy, print, scan and fax by tracking the quantities physically output at the device and assigning the associated pricing policy.

It is built upon an industry standard reporting engine and comes with over 35 pre-defined one-click reports. Administrators can additionally create and schedule graphical reports by users, groups (department) and devices to show power, paper consumption and detailed analysis reports, to further optimise business workflows.

For more information, visit www.fujixerox.com.au or www.fxa-sustainability.com.au

Foxit Software launches ConnectedPDF

Foxit Software has announced ConnectedPDF, technology developed to bring new levels of accountability, collaboration, and productivity to the creation, sharing, and tracking of PDF documents worldwide. Developed as an extension to the ubiquitous ISO PDF format, ConnectedPDF (cPDF) enables a wide range of cloud-delivered capabilities, including document locating and tracking, file update notifications, shared and synchronized reviews, remote file protection, data collection, and much more.

ConnectedPDF is simple and free to use, and is available in beta immediately through free web utilities on the connectedpdf.com website, and with Foxit's free PDF Reader 8.0. Advanced features are available in the company's flagship PDF editor, PhantomPDF 8.0.

How cPDF Works: A cPDF file is a regular PDF file with an embedded unique identification code. Office documents and legacy PDFs can be converted into ConnectedPDFs with a simple click using a cPDF-enabled application or service, such as Foxit's applications and web services.

The file is then registered in the cPDF cloud, which stores metadata to manage the document, including its ConnectedID, version information, view and change history, reviews, mark-ups, people connected to the document, related files, and location.

Legacy PDF applications can display cPDFs as ordinary PDFs, although a message will guide users, if they choose, to a ConnectedAPP for more functionality. The cPDF can also be locked, with rights limited to specific users.

<https://www.connectedpdf.com/>

RevIM automates SharePoint/O365 RM

AvePoint has announced the general availability of AvePoint RevIM for Microsoft SharePoint and Office 365. AvePoint RevIM allows administrators to apply automated business rules that manage the end-to-end content lifecycle.

Features include:

- **Content Capture:** Reduce the complexity of traditional records management by providing the right tools to the right audience – bringing end users, information administrators, and IT professionals together to effectively manage the organisation's information.
- **Information Use:** Maximise the value of documents, records, and information through streamlined search results and ongoing reuse of content. Organisations can reduce duplication and redundant information by breaking down information silos and enabling better cross-departmental collaboration.
- **Ongoing Management:** Apply flexible information management rules unique to the organisation with a fully integrated and automated solution. Administrators can manage content end-of-life processes, including disposal, long term archival, and preservation or transfer to secondary storage.
- **VERS Compliance:** RevIM has achieved compliance with all five specifications of the Victorian Electronic Records Strategy (VERS) standard, which sets out requirements for the long term preservation of digital information for some states in Australia. Through the use of RevIM, organisations can ensure that they comply with the standard without additional customisation.

www.AvePoint.com

MFDs tackle heavy duty digitisation

Canon Australia is launching four new colour A3 multi-functional devices, the imageRUNNER ADVANCE C5500i Series, offering intelligent document workflows and addressing the total cost of print across an organisation.

The new MFDs provide rapid scanning to capture paper-based data as well as the ability to scan and convert documents to Searchable PDF, Microsoft Word and Microsoft PowerPoint files. A single-pass duplexing document feeder holds up to 150 originals for use in digitisation within the most document heavy businesses.

A new intuitive user experience is promised via a responsive colour touchscreen that can be customised to meet the needs of individual users and businesses.

The user interface will be available on all future imageRUNNER ADVANCE models as well as advanced personalisation capabilities. Universal Login Manager software provides a combination of user-based authentication and control of each device's personalisation function. The next generation devices are able to be integrated with Canon's uniFLOW software, which can provide device, output management and smart scanning solutions.

Canon's device management tools offer centralised control across entire fleets. Devices can be updated, inactive units can be remotely turned off, meter readings can be captured, and address books and printer drivers can be managed accordingly.

For more information visit: www.canon.com.au/nextgen

Dropbox to infinity

Dropbox is developing a new way for its users to access every file even without sufficient storage on their local PC or device, dubbed Project Infinite. It works by making all non-synced files available as placeholders on local devices.

"While teams can store terabyte upon terabyte in the cloud, most individuals' laptops can only store a small fraction of that. Getting secure access to all the team's data usually means jumping over to a web browser, a clunky user experience at best," said Genevieve Sheehan, Dropbox Product Manager.

"Project Infinite will enable users to seamlessly and securely access all their Dropbox files from the desktop, regardless of how much space they have available on their hard drives. Everything in the company's Dropbox that you're given access to, whether it's stored locally or in the cloud, will show up in Dropbox on your desktop. If it's synced locally, you'll see the familiar green checkmark, while everything else will have a new cloud icon."

Dropbox has announced the feature only for Windows 7 and newer, and Mac OS X. The company has also announced a new File Properties API that will allow people to apply custom metadata to files stored in Dropbox for use with third party tools.

Archiving to governance

A new File Analysis and Management product from US firm ZL Technologies promises to reign in corporate file share environments by joining advanced analytics capabilities with its governance architecture. The offering is built on the governance foundation of the company's Unified Archive (ZL UA) software and can quickly and accurately assess massive corporate file share environments, as well as directly ingest and assign policy-based control to selected items.

Features include:

- ZL can analyse files and directly set policies on desired content for permanent management, without having to import, export, or transfer content to a separate platform. Rather than simply reporting on the file environment and its contents, ZL's file analysis can actively ingest and govern data without further supporting architecture.
- ZL's file analysis capabilities can dig deep below the surface to

locate at-risk content such as phone numbers, PII, PCI, and PHI as well as other sensitive patterns within the body of documents, which metadata analysis alone cannot detect.

- Most analysis tools conduct only a basic assessment of file metadata, yielding file size, age, author, location, and other descriptive qualities. Alternately, tools that offer full-text indexing and analysis may be prohibitively slow or expensive. ZL enables snap analysis of selected content at a glance, allowing the organization to quickly decide where to direct additional efforts before conducting a full-scale content analysis.

www.zlti.com

Nuix 7 adds Elasticsearch

Nuix has released version 7 of its patented processing engine, which extends the company's big data capabilities to petabyte scale by giving customers the option of using Elasticsearch as the back-end database for Nuix case files. In parallel, Nuix will continue to update and support its existing architecture.

Features include:

- Hyper-scale their processing and search capacity - scaling within a single large server or across multiple high- or low-powered machines by combining the patented Nuix Engine with Elasticsearch as a database platform.
- Understand hidden relationships - using the redesigned Nuix Context interface that leverages the OrientDB graph database to connect items more efficiently.
- Get ready for real time—adding the advanced capabilities of Elasticsearch positions Nuix to make the transition to real-time search and analysis in future products.
- Dig deeper with greater forensic precision - going deeper into file system and forensic artifacts to assist with investigations, cybersecurity incident response, and eDiscovery.
- Apply enhanced image analysis - combining facial recognition with skin-tone analysis to quickly filter down to relevant images for investigation.
- Address more enterprise data - extending the power of Nuix to data in EMC Documentum document management systems and other enterprise sources.

V1 automates email output management for Infor SunSystems

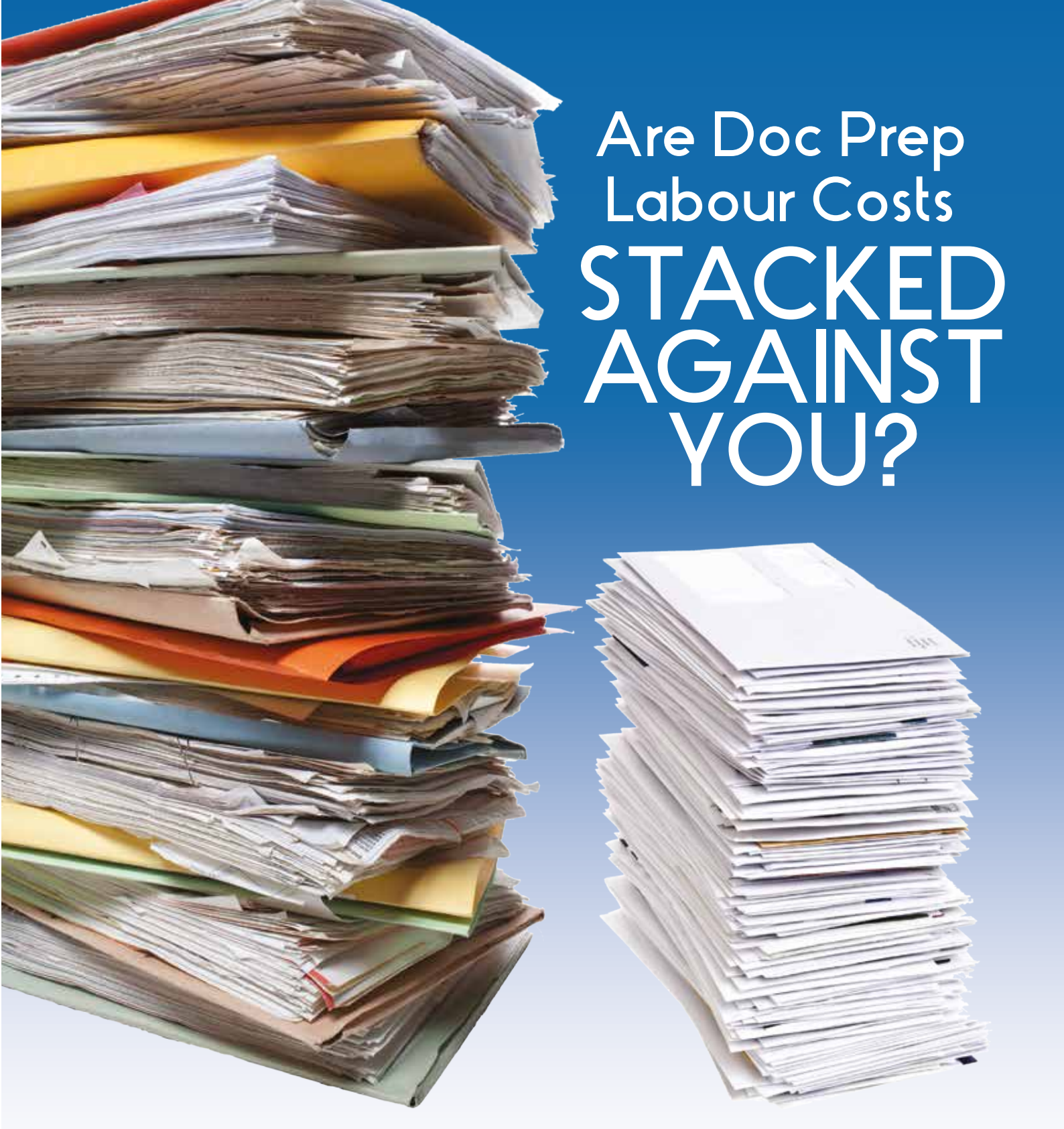
Business automation software specialist V1 has announced the launch of Output Management for Infor SunSystems. The new technology will automate the delivery of documents such as remittances, sales invoices and statements by email, enabling customers to save time and further streamline their document management processes.

Infor SunSystems is an integrated financial management solution (FMS) that provides organisations with real-time and localised reporting, business intelligence and unified ledgers. It is used by more than 9,000 customers across the world.

Previously users could only print these documents with limited formatting. V1's Output Management technology enables the system to automatically format the file, extract and split it into multiple distributions, and email or print out the documents, meaning that customers can personalise their outbound finance documents in a consistent format.

V1 and Infor have a long-standing partnership and V1 already supplies document management technology for SunSystems, enabling users to automatically capture invoice data, authorise and archive documents, and reduce their paper consumption and carbon footprint.

Output Management is available to purchase now for new and existing SunSystems customers, and several customers are already taking advantage of the additional functionality it provides.



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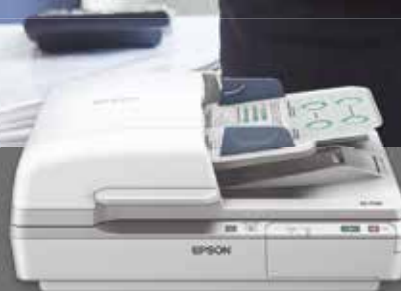
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