



Opportunities in
Document-Based
Communication Services:
Financial Services

Market Analysis

July 2010

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Abstract

The purpose of this project is to identify opportunities to integrate outbound and inbound document management processes for financial services organizations around communication campaigns, with associated opportunities for outsourcing these document management services either collectively or individually.

The geographic scope of the research is:

- U.S.
- U.K.

The scope by industry vertical is:

- Banking
- Insurance.

Within document management services, the scope of document services (process elements) investigated includes:

- Outbound communication, including:
 - Campaign management
 - Selection of target market, including segmentation & data analytics, and development of communication strategy
 - Design of communication materials
 - Personalization of communication & multi-channel fulfillment
- Inbound communication
 - Multi-channel data capture
 - Data extraction
 - Content management
 - Business processing workflow
- Analysis of communications program effectiveness
 - Response analysis
 - Program effectiveness & recommendations.

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Chapter
1

Introduction

A

Objectives and Scope

The purpose of this project is to identify opportunities to integrate outbound and inbound document management processes for organizations around communication campaigns, with associated opportunities for outsourcing these document management services either collectively or individually.

The resulting objectives of the study are to identify:

- How companies are currently managing document based communications programs
- The identities (job titles) of the owners of these outbound and inbound communications processes for both individual processes and the overall process set
- The overall operational philosophy of the organization: end-to-end organizational approach vs. siloed organizational approach, and how this applies to communications processes
- The extent of current integration between outbound and inbound processes within communications programs
- The perceived benefits that would be achieved by integrating outbound and inbound processes within communications programs
- The willingness of organizations to outsource outbound and inbound processes collectively and individually within communications programs
- The willingness of organizations to outsource outbound and inbound processes within communications programs to a single provider
- The capabilities and experience that organizations would expect from vendors providing outbound and inbound process management in support of communications programs.

The geographic scope of the research is:

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- U.K.

The scope by industry vertical is:

- Banking
- Insurance.

Within document management services, the scope of services (process elements) covered includes:

- Outbound communication, including:
 - Campaign management
 - Selection of target market, including segmentation & data analytics, and development of communication strategy
 - Design of communication materials
 - Personalization of communication & multi-channel fulfillment
- Inbound communication
 - Multi-channel data capture
 - Data extraction
 - Content management
 - Business processing workflow
- Analysis of communications program effectiveness
 - Response analysis
 - Program effectiveness & recommendations.

The scope of channels for outbound and inbound communications includes:

- Paper
- Fax
- Email
- Web
- Phone.

B

Methodology

This initial report is based on 50 telephone interviews: 25 with organizations in the banking sector and 25 with organizations in the insurance sector.

The interviews are equally divided between financial services organizations in the U.S. and the U.K.

C

Structure of the Report

The report is structured into the following chapters:

Chapter I: Introduction

Chapter II: Executive Summary

Chapter III: Management of Document-Based Communications Programs, including

- Management of document-based communications programs
- Level of document related queries
- Satisfaction with existing processes
- Integration of outbound and inbound process elements
- Outsourcing of outbound and inbound process elements
- Buying intentions and process.