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The Revitalized Demand for an Automated Document Factory

With postal rates on the rise and information privacy regulations becoming increasingly strict, the business of printing and mailing has taken on a new scope and importance. Striving to reduce costs and ensure compliance, organizations look to leverage existing investments in technology and connect the islands of automation that exist in their document production systems. Ensuring financial stability, operating efficiency and regulatory compliance in the today's information-rich business environment requires increased intelligence and connectivity throughout the process. These benefits are gained by adopting an Automated Document Factory (ADF).

The cost of documents

How much money does corporate America spend on document production? Industry assessments vary, but the estimates range between six and 15 percent of total annual revenues¹— by any measure, mailing constitutes a major operating expense. With this much investment at stake, organizations of all sizes and from all industries can benefit from a thoughtful assessment of their current document processing systems.

- What opportunities exist to mitigate document-related expenses?
- How do rising postal rates, changing mailing standards and the complexities of address quality, move/update and undeliverable mail impact the bottom line?
- How can communication become more relevant and drive better responses?
- How can current document processing equipment bring a greater return on investment?
- How can operational processes become more efficient?

The risks of documents

Increasingly strict federal and state regulations concerning information privacy have brought document processing to the front lines in the struggle for compliance. As the consequences of non-compliance increase, concern over the security and integrity of mailpieces has intensified.

The stakes have never been higher: regulatory agencies look for data accuracy and system integrity, and organizations must demonstrate a clear chain of custody and the ability to preserve that chain as evidence.

Given these factors, organizations can benefit from an assessment of how their document processing systems perform in the face of regulatory and legal scrutiny. Often, new measures are needed to ensure that the risks are minimized.

- How are documents tracked and audited during the printing and mailing process?
- Do existing systems ensure the accuracy and security of information at each step?
- How do changes in regulatory requirements affect corporate risk and exposure?

The opportunity of documents

While the expense and liability connected with corporate document processing can be significant, the opportunity to improve document performance is profound. Documents drive revenue, and how convincingly they perform can make the difference between profit and loss. Indeed, for many organizations documents are the product, the only tangible evidence of the service provided. As fundamental touchpoints to clients, customers and consumers, the potential of documents to serve as revenue generators should not be overlooked.

¹ CAP Ventures, the Gartner Group, *et. al.*

Personalized documents capitalize on collected customer data to rise above the din of competitive messages. For years, the best that many organizations could hope for were mass marketing mailpieces that performed at rather disappointing response rates. Today, with thoughtful data integration and document composition, the ability to produce “one-to-one” documents that command dramatically improved customer response is within reach.

With the goal of increasing revenue and expanding market share, organizations have an obligation to assess existing resources that can optimize their customer-facing documents.

- > Do customer documents take advantage of existing customer data stores?
- > Are customer documents effective in their content and message?
- > How can upstream use of customer data help optimize the downstream printing and mailing process?

Customer Response Rates:	
Bulk email:	0.0002%
Bulk fax:	0.019%
Bulk mail:	1.26%
Personalized mail:	13.7%
— Rochester Institute of Technology	

The Automated Document Factory

An Automated Document Factory is a decisive response to the pressures of cost containment and regulatory compliance, and an enabling approach to improve the production and performance of mission-critical documents. For years, automation techniques have helped the manufacturing industry improve production quality, eliminate defects and manage workflow with increased profitability; now the ADF has emerged as a tremendous evolution in high-volume printing and mailing to accelerate efficiency, integrity and quality, while maintaining maximum operating economy.

In the decade since the Gartner Group coined the term Automated Document Factory, the concept has grown in scope and identity. Indeed, the expression has evolved in industry lexicon as a generic phrase. Despite this familiarity, however, the concept of the ADF may have

been a few years ahead of its time. Early technology hinted at a number of salient benefits, but the full scope and opportunity is just now being realized with the development of next-generation systems and the realization that an ADF can start with one machine, or one department or one production process.

An Automated Document Factory is generally defined as a strategy for processing high-volume documents using factory production techniques. The classic characteristics of an ADF are: lower costs, higher quality, greater control, advanced levels of automation, increased visibility into processes and greater analysis across all processes that is independent of the equipment vendors with minimal manual intervention. Integral to the broader concept are complete mailpiece tracking, integrated data quality and integrity checks and real-time performance auditing and reporting.

Just as process optimization transformed the world of manufacturing, an ADF is a tremendous evolution in the world of high-volume document production.

Revitalized demand for ADF

Savings and efficiency potential is commanding new interest in an ADF. More and more companies now see an ADF as a logical, disciplined approach to reducing document processing expenses, improving their overall production operations and communication abilities and ensuring compliance with regulatory and postal standards.

Today, document processing technology has developed to a point where a truly integrated ADF can be achieved. Early solutions lacked the infrastructure and flexibility to support the mix of various systems at work in typical printing and mailing operations. Siloed solutions prevented the realization of an ADF. But the arrival of more open and flexible standards-based systems designed to work across proprietary brands and protocols has given new life to the vision of “factory-like” printing and mailing efficiency.

The diminishing price tag of ADF equipment and solutions is another compelling reason for organizations to reassess the practicality of this strategy. Once an all-or-nothing proposition that required a multi-million dollar investment, ADF systems now use hardware and software designed to be modular and flexible, and bring

expanded capabilities and new life to existing hardware and systems. This approach helps keep pricing in line with expectations and creates a greater number and variety of right-sized solutions. The resulting affordability and flexibility bring an ADF within the reach of organizations that previously could not afford an enterprise-sized investment.

As is often the case with the development of innovative strategies, the idea of an ADF preceded the practical ability to capitalize on its conceptual benefits. But as the pressures of cost containment and regulatory compliance converge with more affordable advancements in ADF technology, organizations that once may have rejected the concept might now benefit from reassessing an ADF model. Key benefits to consider include:

- Automated processing efficiencies to reduce operating costs
- Compliance with USPS® address quality requirements
- Support for Intelligent Mail® barcode (IMB) implementation
- Item-level tracking via IMB for increased document integrity and postal discounts
- Auditable tracking data to reduce exposure to legal and regulatory risk
- Real-time production workflow monitoring for better operations analysis
- Automatic reprint file generation to reduce the cost and time of manual reprints
- Enhanced document personalization to increase customer satisfaction and revenue
- Optimized workflow for increased return on hardware and software investments

Drivers toward an ADF model

A number of market and industry conditions drive the revitalized demand for Automated Document Factory solutions and techniques.

Cost of operations

The cost of day-to-day operation must be a primary concern for any profitable organization. An ADF can lower the ongoing expense of printing and mailing by automating manual processes and instituting automated production tracking and monitoring. As in the manufacturing industry, the notion of “super-efficient” document processing allows for an internal workflow to proceed with very few interruptions or errors:

manual processing is minimized, and shop supervisors track and adjust workloads in real time. When errors do occur, an ADF allows organizations to quickly recover without the need for exhaustive human intervention or rework. Organizations look to an ADF solution to lower costs by optimizing performance and managing diversity within the various components (e.g., data formats, print protocols and barcode specifications), while applying manufacturing-like precision across the entire document production process. Organizations benefit from the ability to track operator efficiencies and examine how well hardware and applications perform in the flow of production.

Recent Postal Rate Hikes:	
January 10, 1999	0.33
January 7, 2001	0.34
June 30, 2002	0.37
January 8, 2006	0.39
May 14, 2007	0.41
May 12, 2008	0.42
May 11, 2009	0.44
— US Postal Service	

Postal compliance

The cost of postage has risen significantly in recent years, and organizations stand to lose millions in postal savings if they fail to comply with ever-changing USPS regulations. An ADF helps organizations work within the changing postal guidelines and employ advanced postal techniques (including automated address cleansing and maximization of work share discounts), to mitigate these rising expenses, as well as full service IMB support which provides connectivity with the USPS.

An ADF can help companies avoid hidden inefficiencies that could result in additional significant postage overruns. The USPS reports that nearly one-fourth of all the mail that goes through its system contains errors—misspelled street names or outdated addresses, for example—that result in being returned to sender. The expense of undeliverable mail can be considerable, with additional costs including a returned mail fee, plus the postage to re-mail the corrected piece. There is good news when it comes to address correction, however. The USPS Address Change Service (ACS™) is now a free service for mailers that adopt Full Service IMB. This information can be used to correct source data in legacy billing and customer databases and is a significant benefit over the current structure which charges mailers for each ACS incident.

Move Update is another area of significant concern for mailers, and the complexity and cost of ensuring accurate and timely address updates can be ameliorated with an ADF. Statistics indicate that approximately 17 percent of the people in the U.S. move each year.² As a result, a significant portion of the mailpieces in the USPS mailstream need to be forwarded. In an attempt to curb the burden of forwarded mail, the USPS has recently implemented more stringent requirements for address verification; addresses must be verified more frequently (every 95 days vs. 180 days) and the data supplied by mailers (via a Mail.dat file) must be more broad and complete. The penalty that mailers will receive for not complying with Move Update requirements for at least 70 percent of a mailing is full postage rates for every item in that mailing. Many mailers struggle to meet these new, more demanding standards for Move Update compliance and suffer the increased postage costs as a result. An ADF minimizes the impact of the hidden costs of compliance by automatically cleansing addresses and updating pieces before they are printed and mailed.

Regulatory compliance

Mailpiece integrity and security are at the heart of regulatory compliance for any organization responsible for printing and mailing corporate documents. The implications across major industry markets have been noteworthy. The Health Insurance Privacy and Portability Act (HIPPA) in health care, the Sarbanes-Oxley Act (SOX) in public accounting, and the Gramm-Leach-Bliley Act (GLBA) in the financial sector are just a few of the now-iconic regulations placing documents squarely in the crosshairs of compliance officers and legal counsel. Common among these statutes is the requirement to protect sensitive customer data and demonstrate dutiful custodianship of the information.

The increasing need for information security and mailpiece tracking is driving the demand for more elaborate ADF verification and quality control systems, and specifically for recently developed camera or “vision” systems that literally read data from individual pages and envelopes to insure quality, integrity and security. Piece tracking, long valued among mailers for its ability to verify that the correct mailpieces with the correct contents are being successfully processed, is now a capability of interest to the printing industry, as data-driven documents demand increased levels of verification

and control. Integrity and quality checks in printing can save time and money by stopping a job as soon as an error occurs, as opposed to printing an entire job and not catching the errors until finishing. Recent developments in ADF technology now allow “host to post” monitoring of document integrity and security throughout a production operation across some or all processes.

Productivity and optimization

As companies look for new ways to maximize their existing mailing and printing infrastructure investments, they increasingly seek to extend the functional lifespan of their owned equipment instead of acquiring replacement machinery. Similarly, efforts to optimize productivity within current staffing levels have gained favor in lieu of hiring additional workers or running additional shifts to increase output.

An ADF is an attractive approach in both of these areas. By virtue of print job and mailpiece tracking, supervisors gain the ability to visualize and analyze production workflow in real time. They can plan workloads according to immediate processing demands as well as analyze the efficiency of every employee and system, identifying areas for improvement, such as training, system

maintenance, quicker delivery of stock during setup, etc. As a result, organizations make more pointed and profitable decisions regarding productivity, staffing and equipment.

Flexibility and interoperability

Making the most of existing investments is crucial for organizations that have recently been through mergers, acquisitions or industry affiliations. Banks, service bureaus, insurance carriers, healthcare organizations and utility providers are just a few of the vertical markets experiencing

broad consolidations—with restructuring efforts often sparking significant concerns over redundant functions, incompatible systems and outdated equipment. One leading objective of any merger or acquisition is to simplify and streamline how acquired organizations process information.

As a result, printing and mailing operations often work with a range of applications and equipment, with equipment from multiple vendors and specialized document attributes interfering with factory-like integration efforts. Organizations faced with this situation should consider moving toward an ADF model as a way to gain flexibility and interoperability, and for facilities

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² US Postal Service

to repurpose documents and equipment to meet the changing needs of the organization.

Personalized customer communications

Despite the predicted demise of printed documents, surveys indicate that a majority of consumers still prefer direct mail over other types of customer marketing.³ Printing and mailing continue to be a cornerstone of customer communication, but info-age consumers are typically no longer seduced by campaigns relying on simple mass communications. Personalized, one-to-one documents are required to effectively target customers who have a need or interest in a particular product or service.

61% of consumers prefer direct mail over other customer marketing.

63% of consumers have a preference for personalized documents.

- Infotrends: The Future of Direct Mail, Transaction and Transpromotional Documents

Increasingly, companies find that ADFs can help them to communicate with customers in highly personalized ways. Automated and customized documents decrease the amount of time and money required to attract new clients, while deepening the profitability of established customers. With the advent of digital printers and advanced database systems, formerly static documents like statements, invoices, or account summaries are transformed into trans-promotional documents with significantly greater abilities to cross-sell and up-sell, dramatically improving customer response. And the use of electronic communication channels such as Web sites and email are also enabling a document to satisfy additional delivery preferences as well as leveraging the power and flexibility that the Internet has to offer.

Available ADF gains

The advantages of the next generation of ADF solutions include a number of gains that were not possible just a few years ago. Open connectivity across platforms has joined the gaps between printing and mailing operations and systems from multiple vendors. It has given new viability to using a factory-like approach across the entire document production process. Broad, flexible acceptance of diverse data streams and vision/reading technologies provide the opportunity to share and manipulate data

like never before—resulting in a host of previously out-of-reach process improvements. Whereas integration and flexibility were once considered the Achilles heel of an ADF operation, current solutions are more open and adaptable, allowing far greater levels of automation and optimization.

Data integration and manipulation

High-end data integration and manipulation are among the key advantages of an ADF, as the system can create a connected print/mail room where information is reused across applications and processes to ensure efficiency, integrity and quality. The ability to assimilate and manipulate this data is an integral improvement that helps printing and mailing operations work smarter, faster and with more accuracy and agility. For example, data integration and manipulation for postal optimization and move/update compliance is essential in order to ensure that mail going through production is accurate and will qualify for maximum postal discounts.

Data integration and manipulation are key advantages of an ADF.

Some gains include:

- Postal compliance
- Dynamic modification of print layout to add customized messages
- Application of barcodes and integrated control files for integrity and tracking
- Converting from POSTNET™ to IMB
- Implementing unique identifiers for Full Service IMB
- Address quality verification
- Generation of a Mail.dat and Mail.XML files
- Extraction and analysis of production data for reporting and process optimization
- Electronic document delivery and online viewing for customers and customer service agents

In print centers, ADF capabilities have been heightened by the introduction of new document composition and print stream manipulation tools. With greater flexibility and openness, users can perform a variety of vital enhancements before releasing a job to a printer. Activities such as adding barcodes, cleaning addresses or creating custom messages are now performed dynamically without the need for expensive legacy programming. The ability to flexibly capture and manipulate print stream and document composition data prior to printing is a primary advantage of an

³ Infotrends: The Future of Direct Mail, Transaction and Transpromotional Documents

ADF, allowing organizations to make incremental improvements in their applications over time and build better strategies to reduce costs and inefficiencies in the overall production process.

Data integration drives ADF mailroom efficiency by allowing organization to proactively stipulate what elements need to be tracked on an inserter, instruct a sorter for optimum setup or inform the USPS of mail to be inducted into the postal system. Additionally, an ADF's reach can be extended beyond the boundaries of the host organization with the ability to track out-bound mail and discern exactly when mailpieces arrive at their intended destinations. Tracking the progress of business replies (e.g., in-bound remittances) can broaden the value of ADF data integration even further.

Hardware integration

Software tools can help unify data upstream, but downstream flexibility in mail handling systems creates additional alternatives and expands the viability of older applications and systems.

For instance: no two barcodes are created equally, as any mail industry veteran will testify, and efforts to track mailpiece integrity are fraught with the never-ending development of new and diverse codes. Everything from legacy OMR marks to the more recent introduction of IMB makes the integration of a vision system a primary gain.

Vision systems, or optical character readers, provide the ability to interpret any barcode. Users are no longer held captive by proprietary technologies. With more flexible and comprehensive hardware integration, an ADF enables the viable optimization of diverse systems.

Some gains include:

- Open architecture supports the widest range of potential configurations
- Increased asset utilization improves productivity and efficiency
- Comprehensive management brings multiple systems and locations under a single structure
- Full integration significantly reduces complexity and manual processing

The same techniques used to track items in finishing can extend upstream into the printing process. Camera

Camera technology is now installed on production printers—most often regardless of brand or model—that eliminates the “black hole” between printing and mailing operations.

technology now being installed on production printers—typically, regardless of brand or model—can eliminate the black hole between printing and mailing operations. Once isolated and often unknown, print production

attributes, like page counts, paper stocks, color and barcode quality and print processing time, are tracked, monitored and integrated directly into overall ADF management.

An efficient workflow is critical to the productivity and profitability of any operation. ADFs introduce the flexibility to support a range of applications reaching beyond printing and mailing to include manual processing in

staging areas, the loading dock and special handling teams; opening the door to a variety of scenarios that encourage broader efficiencies and greater economy.

Integrated piece tracking

Privacy regulations impose increasingly strict standards on how confidential and sensitive mailpieces are handled, and more stringent USPS regulations can impact postal discounts and penalties. As a result, item-level piece tracking is essential and an ADF enables truly integrated tracking by virtue of increased data integration and more flexible hardware options. Cameras, unique identifiers and comprehensive management software provide the levels of visibility into the production process needed to insure the integrity and security of sensitive documents and information. Available gains include the ability to:

- Track individual document sets and mailpieces through the printing, finishing, sorting and delivery process
- Verify that mail was actually sorted and sent to the USPS
- Meet requirements for Full Service IMB
- Increase the accuracy and completeness of postal reporting
- Confirm that high-value mail has reached the recipient
- Access tracking reports in real time via a secure Web server
- Segment tracking data for specific customers or departments
- Automatically reconcile a mail run
- Generate reprints on the fly
- View online versions of statements

Integrated piece tracking is important for process management as well. Real-time visibility of tracking data helps shop supervisors better optimize their workflow and capacity. Trend reporting and resource planning encourage greater return on investment in existing hardware and improved utilization of labor. Additionally, the development of hand scanners and desktop document feeders enable convenient tracking of manually processed mail in an ADF system—from activities performed in staging areas and between production stations all the way out to the shipping dock—with near 100 percent integrity.

In addition to the benefits of piece tracking throughout the mail production process, unique identifiers contained in IMB codes can also be used to correctly identify every item when electronically submitting required postal reports. New reporting and accuracy requirements must be followed to meet Full Service IMB requirements; if the information submitted is incorrect the entire mail run may fail USPS acceptance. An ADF with the ability to dynamically manage postal reports can ensure accurate and complete reporting and bring about a more efficient, cost effective and compliant operation.

Automated reprints

Reprints are the bane of most printing and mailing operations. It is inevitable that mailpieces will occasionally become damaged, but the effort required to complete a reprint of the missing piece is expensive and time consuming. Often, reprints expose a company to increased risk in terms of lost or mishandled information. An ADF eliminates the costly constraints associated with reprints by allowing more open integration and more flexible response.

Some gains include:

- Automatically initiate and schedule reprints
- Issue reprints on-demand at a local printer
- Eliminate the need for production support or analyst intervention
- Schedule a complete re-run, or a reprint of just a few pages
- Automatically direct reprints to printers based on criteria including volume, color and finishing requirements

An ADF provides the flexibility to respond appropriately to real-world situations, quickly recovering damaged

pieces and closing out the entire mailing run without delay. Because fewer people are involved, integrity and security are more tightly managed and the likelihood of compounding errors is minimized.

Visibility of data

In response to shrinking margins and growing competition, organizations typically seek new ways to optimize their operations. Clearly, the main roadblock is the ability to identify internal inefficiencies, make the necessary changes and monitor and analyze those changes to ensure the achievement of desired results. Increased visibility of data within an ADF meets these demands with the ability to monitor and analyze production activities as they occur: data processing, print management, finishing, sorting and delivery. Real-time visibility of data provides a number of gains:

- Operator and resource optimization
- Reduction of inefficient or duplicate efforts
- Operational productivity tracking and reporting
- Trend analysis
- Multi-site support
- Increased profitability through production cost management

In the past, collecting production data across multiple vendor platforms was problematic, if not impossible. But new vision technologies allow the development of

a comprehensive view of print/mail workflow, regardless of the makes, models or brands of machinery used. Via a Web-based interface, ADF shop supervisors can administer multiple facilities in different locations, manage equipment downtime and optimize capacity to meet a variety of production requirements. Managers

also find that an ADF's increased visibility of production data aids in the setting of proper thresholds for staffing—especially during periods of peak demand.

Integrated customer service

Customer service can be greatly improved with ADF integration. In an Automated Document Factory, document images can be presented online and tracking data fed to customer service agents who can then resolve questions more quickly. The reach of an ADF may even extend to include mailpiece tracking as pieces are processed by the Post Office™ through the use of Full Service IMB. This literally gives customer service agents

An ADF eliminates the costly constraints associated with reprints by allowing more open integration and more flexible response.

visibility into the mailpiece's lifecycle —from creation, through USPS delivery and back via business reply.

Full Service IMB establishes the ability to integrate “Start the Clock” information that is provided when the USPS accepts each mailing. This electronic feedback is based on the Mail.dat file and the mailing identifier. The benefit in an ADF is the ability to acknowledge mail as being in the hands of the postal service. Customer service agents can verify the delivery status of a mailpiece in question with the option to verify delivery confirmation to the last sorting point before delivery to each recipient.

An ADF allows end users to satisfy their own requests without engaging live service agents; viewing statements and requesting reprints, for example, all performed transparently to a normal support hours. Some of the gains are:

- Agents view document images to verify the content and resolve customer inquiries
- Full Service IMB tracking data confirms the address, date sent, the time the piece was mailed, and can track the progress of mail through the postal system.
- Missing documents are automatically scheduled for reprint, either on a local printer or via production printers
- Reprints can be faxed or e-mailed directly to customers
- Documents can be posted on a secure Web site and archived for later download

In all, the advanced levels of integration and tracking inherent within an ADF can foster superior customer service.

One-third of survey respondents believe the exact duplication of the printed document on the screen is critical or extremely important, with another 26.6% saying they believe it is moderately important.

- CAP Ventures: The Future of Mail and Transaction Documents

Critical ADF considerations

The time is right for organizations to revisit the advantages and benefits of an Automated Document Factory. Pressures associated with cost containment and

regulatory compliance, combined with the bottom-line need to sustain and improve mission-critical documents, make a next-generation ADF solution more appealing and more practical than ever. However, several factors should be considered before an organization moves toward an ADF model:

Protect your investment

An ADF solution must be able to work seamlessly with a variety of systems. Many organizations operate with long-tenured mailing equipment and legacy printing systems, sometimes long after they have been fully depreciated. A viable ADF solution must be able to bridge the gap between disparate systems and provide new value to existing technology investments.

Be open and flexible

An ADF solution must not be hindered by differences in print platforms, barcode technologies, or data formats. Most enterprise organizations own multiple document composition tools, operate using several computing platforms, and support a variety of native programming languages and print protocols. Service bureaus are particularly challenged by the varieties of graphic formats that they must handle in order to accommodate customer demand. An ADF must therefore thrive in a mixed environment, bringing unity to the complex pockets of capability that would otherwise run in isolation from each other.

Modular and cost effective

Many organizations were reluctant to adopt the monolithic and expensive early ADF solutions. The strength of next-generation ADF technology is in the cost-effective modular design approach. Companies evaluating an ADF should do so as a modular implementation—adopting pieces and capabilities as they make sense and are affordable, and setting the stage for expansion and growth into a more fully integrated ADF strategy at their own pace.

Moving forward with an ADF

With postage rates rising and document production expenses eating away at revenue, moving forward with an ADF makes sense as a way to reduce costs through process automation and optimization. Market conditions are right and the technology has matured, making ADF an attractive operational strategy.

Progressively strict regulations concerning information privacy and the risks of non-compliance have prompted ever more urgent requirements for fully integrated

print and mailpiece tracking. The advantages of an ADF become an appealing option as organizations become increasingly responsible for demonstrating data integrity and information security.

Organizations can no longer afford to build strategies in isolation from their documents and the systems that create, produce and deliver them. By delivering the power of personalized documents and superior levels of customer service, an ADF model can transform document production from an expensive corporate liability to a vital and profitable enterprise.

The vision may have been ahead of its time, but with the recent maturation of ADF technologies the vision is now a reality. The modular structure of next-generation solutions has opened the door to small- and medium-sized organizations, and bridged the gap between proprietary third-party systems.

The future of printing and mailing will demand that organizations be aggressive in cost containment and forthright in regulatory compliance, and enable ongoing improvements to customer-facing documents. The industry now offers several commercial choices to consider when evaluating ADF solutions, but the key to success will be contingent upon designing strategies with open system flexibility and tight document integrity.

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