

Service Provider Market Pricing Study

A Madison Advisors Report
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EXECUTIVE SUMMARY

The outsourced transactional print market is under intense price pressure. Service providers, focused primarily on print, must compete with other service providers as well as adapt to the growing transition to electronic delivery. While many core applications, such as statements and policies, resist transition to electronic media, many of the ancillary applications that provided higher profit margins for print service providers have diminished due to higher electronic delivery adoption rates. As service providers transition to multi-channel delivery models, differing pricing models are emerging for electronic services.

Significant factors affecting the current direction of the market, include:

- **Expanded Multi-Channel Delivery:** Although print remains the most common communications channel, service providers continue to see print volumes eroded by electronic delivery methods, such as e-mail and text messaging.
- **On-Line Message Management:** Service providers offer a range of personalization services including message creation, message campaign management, and response management, which offsets some of the revenues lost through online delivery.
- **Digital Mailbox Solutions:** Service providers partner with multiple digital mailbox solutions, but progress has stalled as providers wait for more significant consumer adoption and some software vendors have gone out of business.

Market pricing information begins on page 11 and participating provider profiles begin on page 28.

REPORT OVERVIEW

This report presents the results of the Service Provider Market Pricing Study, and Madison Advisors' key findings based on this study. It includes the following sections:

- Section I – Industry Overview: Provides Madison Advisors' definition of a print service bureau and our segmentation of the market based on monthly page production volume.
- Section II – Market Trends: Provides Madison Advisors' analysis of the latest developments in the print and mail outsourcing market including discussions about multi-channel delivery, portals, production workflow, and certification.
- Section III – Market Pricing: Provides descriptions of the applications and pricing in this study, with detail on vertical/application market focus and core competency for each service provider in the study. Specifically, we present marketing pricing in five key areas:
 - Design Services
 - Digital Print
 - Insertion
 - Postal Services
 - Electronic Presentment Services
- Section IV – Provider Overviews: Provides brief reviews of each service provider in the study including service offerings and capabilities. The following organizations are presented in the study:
 - BNY Mellon
 - Broadridge
 - EDM
 - FIS Output
 - Fiserv
 - Kubra
 - Microdynamics Group
 - Symcor
 - Transcentra
- Appendix – About Madison Advisors: Provides background information on Madison Advisors and Madison Advisors' study authors.

SECTION I – INDUSTRY OVERVIEW

In this section, Madison Advisors presents our definition of the service provider market as well as our segmentation of the market.

MADISON ADVISORS' SERVICE PROVIDER DEFINITION

For this study, Madison Advisors surveyed major service providers in the high-volume, transactional print and mail market. At the most fundamental level, these service providers produce and distribute documents for corporate clients. Typically, service providers receive electronic files from clients, which they print and insert into envelopes. Most service providers also submit documents to the post office or a presort operation for co-mingling with other clients' mail to reduce postage costs.

The transactional market consists of large-volume batch documents, including statements and invoices, which are typically produced on a daily, weekly, or monthly production cycle. Transactional documents contain personal financial or medical data that requires secure handling and accurate delivery.

In addition to traditional print and mail services, many of the major service providers offer additional data and document processing services. Service providers may also offer document archiving and electronic presentment of the printed documents to complete the document lifecycle.

The following table provides production statistics for the participating service bureaus.

Production Statistics	Low (Millions)	Average (Millions)	High (Millions)
Images Printed Annually	401	1720	6000
Envelopes Mailed Annually	70	448	1400
Images Electronically Presented Annually	100	1031	5500
E-mails Sent Annually	0.02	76	200

Table 1 – Service Provider Annual Production Statistics

MADISON ADVISORS' MARKET SEGMENTATION

For this study, Madison Advisors bases its market segmentation on print production capacity and distribution of production facilities. Print capacity determines a service provider's ability to support high volumes of transactional print production within a narrow timeframe. Federal and state regulations require many of the financial services applications, which are the largest source of transactional print volume, to be produced and mailed within five business days of month-end. Service providers schedule production equipment to meet the cyclical production peaks imposed by these regulations.

Distributed production operations enable service providers to route production across multiple sites. Service providers may reduce mail delivery times by producing jobs at the facility that is nearest to the mail-piece recipient. Service providers also use distributed sites for redundancy and disaster-recovery purposes.

Madison Advisors organizes the service provider market into three segments: national, regional, and local. There are only a few large national service providers with both a depth of production capacity and breadth of facility distribution. These organizations target large financial services companies and billers within the telecommunications, utilities, and healthcare markets. Regional service providers have a large equipment base for production, but usually focus on one or two vertical markets and offer specialized applications, such as plastic card production or lockbox operations. Local service providers generally have the capacity and expertise to support local, smaller billers across a range of vertical markets.

The table below identifies Madison Advisors' print production and distribution metrics for determining the service provider tiers. As indicated below, the top tier contains very few service providers and the lowest tier contains many providers.

Service Provider Tier	Production Site Distribution	Monthly Page Production Volume	Number of Providers
National	Production sites in two or more geographic regions	More than 100 million	15
Regional	Production sites in one geographic region	25-100 million	40
Local	Production sites in one geographic region	Fewer than 25 million	2300

Table 2 – Service Provider Tiers

SECTION II – MARKET TRENDS

While conducting this study, Madison Advisors identified several critical trends evolving in the print and mail industry. They include:

- Expanded Multi-channel Delivery
- On-line Message Management
- Digital Mailbox Solutions

EXPANDED MULTI-CHANNEL DELIVERY

E-delivery mechanisms, such as e-mail, web presentment, and text messaging, enable organizations to communicate more efficiently. Notifications and alerts sent electronically reach the customer faster than mailed documents and enable customers to address issues in a timely manner. The transition to electronic communications has driven a dramatic decrease in the volume of postal mail. The steady decline places pressure on print service providers to push forward with a transition to multi-channel delivery models.

For this study Madison Advisors tracked an increase in the volume of customer communications delivered electronically. The average number of images presented annually increased slightly (2%) but the average number of e-mails sent annually increased from 3.9% of customer communications to 4.4% in 2014.

Nearly all of the participating service providers offer a number of alternatives to printed communications. In the past few years, print service providers have built robust electronic delivery systems that support high volumes of electronic presentment, as well as e-mail and text message delivery. Aside from print, electronic presentment holds the position at the highest percentage of electronic communications.

While, printed communications remain an important channel, participating service providers indicated a strong push by clients to migrate to electronic channels. One-third of the participants reported a higher percentage of clients utilizing electronic delivery than print only with another third having their client base split evenly between print only and print and electronic delivery.

ON-LINE MESSAGE MANAGEMENT

This year a number of participants provided pricing for on-line message management systems. The solutions offer more robust capabilities than in the past, including message segmentation and campaign management. Clients can license the functionality from the service provider or have the service provider implement and manage the solution.

Typically, the service providers deliver messaging functionality through existing customer portals. The portal software enables clients to develop and manage messaging without direct intervention from the service provider. In addition, service providers also utilize portals to support data-driven services, such as interactive document composition and response management functions associated with message management.

Service providers find themselves well positioned to offer targeted marketing services to enterprise organizations that lack the equipment and experience. With erosion of transactional volumes, service providers need to offer additional services, such as targeted marketing, which leverages the service providers' investment in hardware and software.

In addition, service providers can integrate the messaging into the electronic delivery channels and extend the personalized communications to customers via e-mail and text messaging.

DIGITAL MAILBOX

The digital mailbox provides a centralized repository for consumers to receive electronic documents from multiple businesses, including financial services and utilities. Consumers subscribe to a digital mailbox service and notify those that they do business with to deliver documents electronically. Service providers partner with digital mailbox services and “deliver” consumers documents through this electronic channel instead of printing the documents.

Despite early fanfare, the digital mailbox marketplace has not taken off as expected. While a few vendors dropped out of the marketplace, including Zumbox in April 2014 and Manilla in May 2014, some smaller vendors remain. The largest vendor in the market, Pitney Bowes, delayed the release of its Volly product and then in June announced a joint venture with Broadridge to form Inlet LLC, which will develop a technology platform for document distribution.

When surveyed as part of this study, a majority of the service provider participants indicated that they expect digital mailbox technology to play a significant role in the future of customer communications. Most of the service providers have partnerships with one or more vendors and hope for increased consumer adoption. Digital mailbox services have become another mechanism in the multi-channel strategy developed by service providers.

The recent demise of several digital mailbox vendors and lack of interest from the USPS has dampened expectations, but participating service providers expect the consumer market to slowly accept the digital mailbox channel and push vendors to develop better business models.

SECTION III – MARKET PRICING

In this section, Madison Advisors reviews the market and presents findings on competitive pricing across five major categories of service offered by service providers, presented in order of the document lifecycle:

- Design Services
- Digital Print
- Insertion
- Postal Services
- Electronic Presentment Services

To do this, Madison Advisors defines the services within each of the five major categories shown above; presents competitive pricing in the form of low, average, and high pricing; and provides our analysis of the competitive pricing.

DATA-COLLECTION PROCESS

For this study, Madison Advisors discussed each sample application and the scope of data collection with each participant to ensure that the applications were sized appropriately. Madison Advisors' survey included a corporate backgrounder questionnaire, production details on seven sample applications, and a data-collection workbook. After receiving the pricing information, Madison Advisors reviewed the data with each provider to identify and clarify any unclear responses.

DESIGN SERVICES

Design services encompass the various services required to prepare client applications for production. Most service providers assign a project management team to work with the client to migrate applications into the provider's operational environment. Most providers offer project management free of charge. Creative design and programming are included in the migration effort but are billed hourly. Finally, most providers conduct application testing as part of the migration project.

Service bureaus support document composition primarily through programming and rely on clients or third-party design firms to design or redesign complex documents, such as statements. Madison

Advisors found most service bureaus accept both client data and pre-composed, print-ready files, and that no service bureau tended to lean heavily on way or another.

The table below provides descriptions for the services discussed in this section.

Service	Description
Project Management	Managing document development and implementation projects
Document Design	Designing graphic arts related documents and digital images
Programming	Developing data-driven documents using business rules, scripting, and data processing
Testings Services	Generating test files and producing test output as part of the startup or application development process

Table 3 – Definition for Design Services

Whereas every service provider identifies specific hourly rates for creative design services and programming, only a few providers charge for project management. The figure below presents the low, average, and high pricing for the key areas of design services, as defined above.

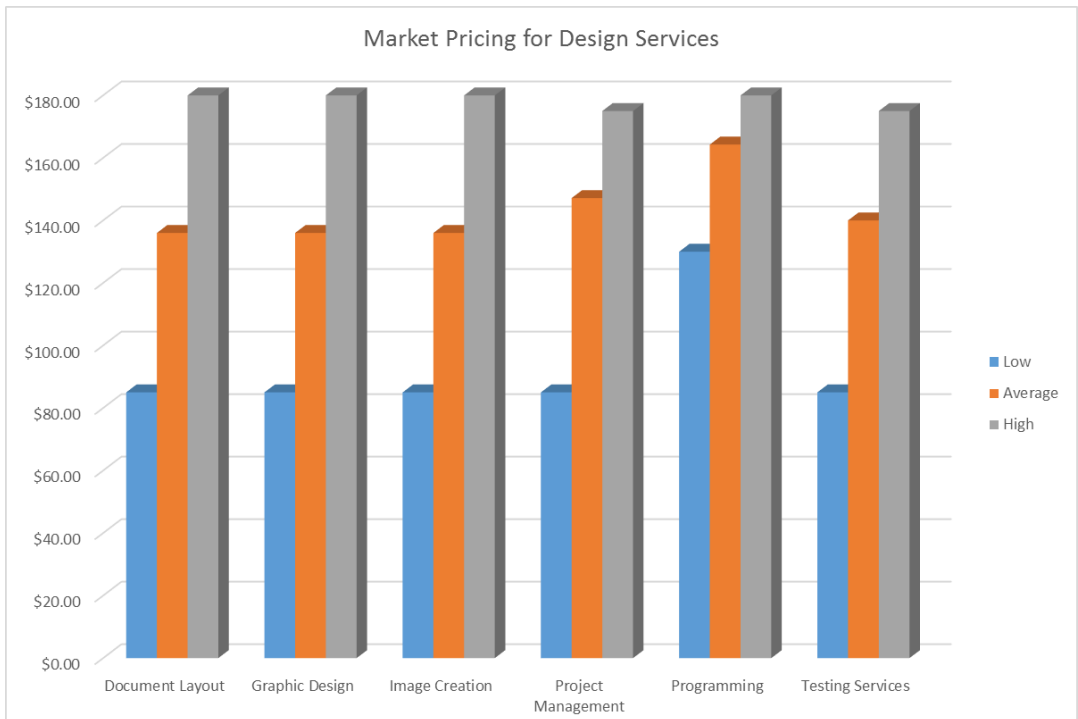


Figure 1 – Market Pricing for Design Services

When responding to RFPs, each service provider describes a full range of project management services, including support from a designated project manager, an evaluation of each application, and non-programming conversion services. Most include project management services free with the contract, but a few providers include a fixed number of hours in the contract and charge hourly after the fixed number is exceeded. Large corporate clients, especially those transferring the print production from an internal print shop, expect assistance with migrating and testing the applications in the new outsourced environment.

Some service providers include testing services and generate proofs for existing applications as part of the contract. Charges for testing new applications are applied to programming costs or bureaus include testing services as part of the contract. Some service providers support online test proofs, which enable clients to streamline the workflow and reduce the proofing cycle time. A few service providers listed an hourly rate for managing the proofing process. The rate ranged from \$50 to \$80 per hour.

Compared to 2008 and 2011 pricing, the range of prices for Design Services expanded with some services priced at \$85 per hour, but the average prices were steady or rose slightly. The table below compares hourly rates for project management and programming services across Madison Advisors' 2008, 2011, and 2014 studies.

Year	Project Management	Programming
2008	\$121	\$155
2011	\$152	\$158
2014	\$147	\$164

Table 4 – Multi-Year Comparison of Services Pricing

DIGITAL PRINT

For the purposes of this study, digital print includes the production of different transactional documents from client-supplied data files. Madison Advisors gathered services pricing for five applications across four vertical markets: financial services, utilities, telecommunications, and insurance.

The table below provides details on each of the sample applications used during the data-collection process. Madison Advisors collected data from each service provider using the same sample application descriptions.

Application	Description
Financial Services Statements	<ul style="list-style-type: none"> • Image: Duplex, landscape, 8 1/2 x 11, monochrome • Package: 4 images (2 sheets), tri-fold • Inserts: Average 2 inserts per package • Low Volume: 2.4 million images per year • High Volume: 48 million images per year • SLA: 3 days
Financial Services Quarterly Statements	<ul style="list-style-type: none"> • Image: Duplex, portrait, 8 1/2 x 11, color • Package: 10 images (5 sheets), half-fold • Low Volume: 40 million images per year • High Volume: 160 million images per year • SLA: 5 days
Residential Utility Bills	<ul style="list-style-type: none"> • Image: Duplex, portrait, 8 1/2 x 11, monochrome • Package: 2 images (1 sheet), tri-fold • Volume: 5 million images per year • SLA: 1 day
Insurance Policies	<ul style="list-style-type: none"> • Image: Duplex, portrait, 8 1/2 x 11, monochrome • Package: 20-40 images (10-20 sheets; average 16 sheets), half-fold and/or flat • Volume: 60 million images per year • SLA: 1 day
Letters	<ul style="list-style-type: none"> • Image: Simplex, portrait, 8 1/2 x 11, monochrome • Package: 1 image (1 sheet), tri-fold • Volume: 12 million images per year • SLA: 1 day

Table 5 – Sample Transactional Applications: Digital Print

Madison Advisors' research indicates that while the pricing models for other services continue to mature, most service providers use one of two digital print pricing models. Some national service providers use separate pricing for the first page and additional pages, while smaller providers use a per-page pricing model. Several participants bundle print and automated insertion into a single per-piece price to clients. For this study, participants provided per-page pricing.

The figures below and on the following pages present the low, average, and high pricing for the key areas of digital print. The pricing reflects the attributes of the different applications defined on the previous page, so some services do not apply to all applications. For example, policies do not typically contain digital color, so none of the service providers surveyed provided that data point.

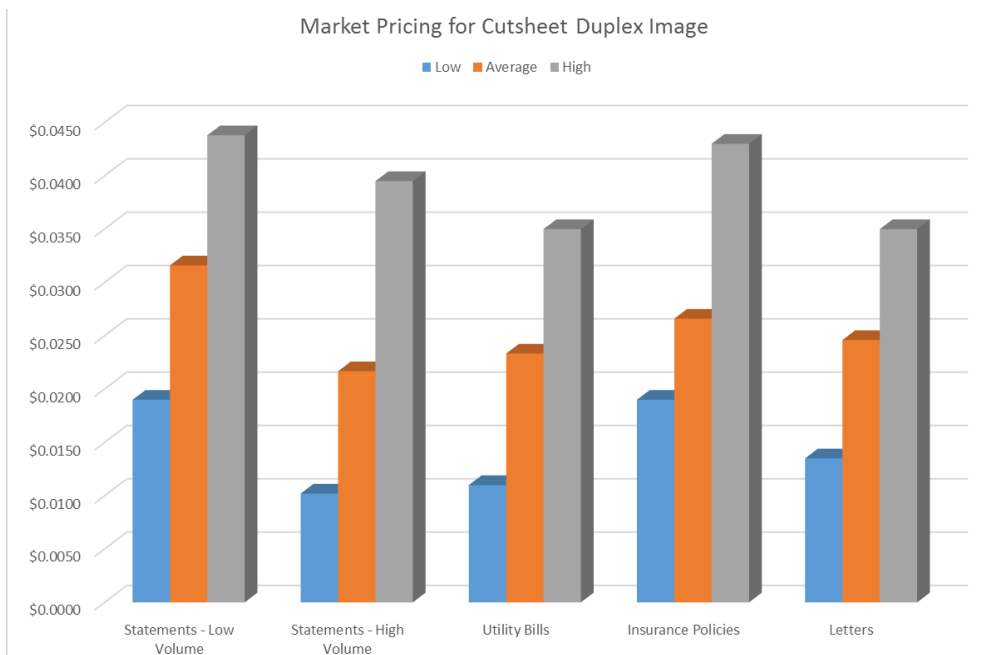


Figure 2 – Market Pricing for Cut-sheet Duplex Image

*Market pricing for Letters is for cut-sheet simplex image

Figure 3 below presents the market pricing for duplex monochrome images produced for a variety of vertical applications. Prices depend heavily on volume as well as service level agreements, volume spikes, and application complexity. Compared to 2011, the average prices in this category have only increased slightly. The average per page prices for the same applications ranged from \$0.15 to \$0.22 in 2011 and ranged from \$0.17 to \$0.27 in 2014.

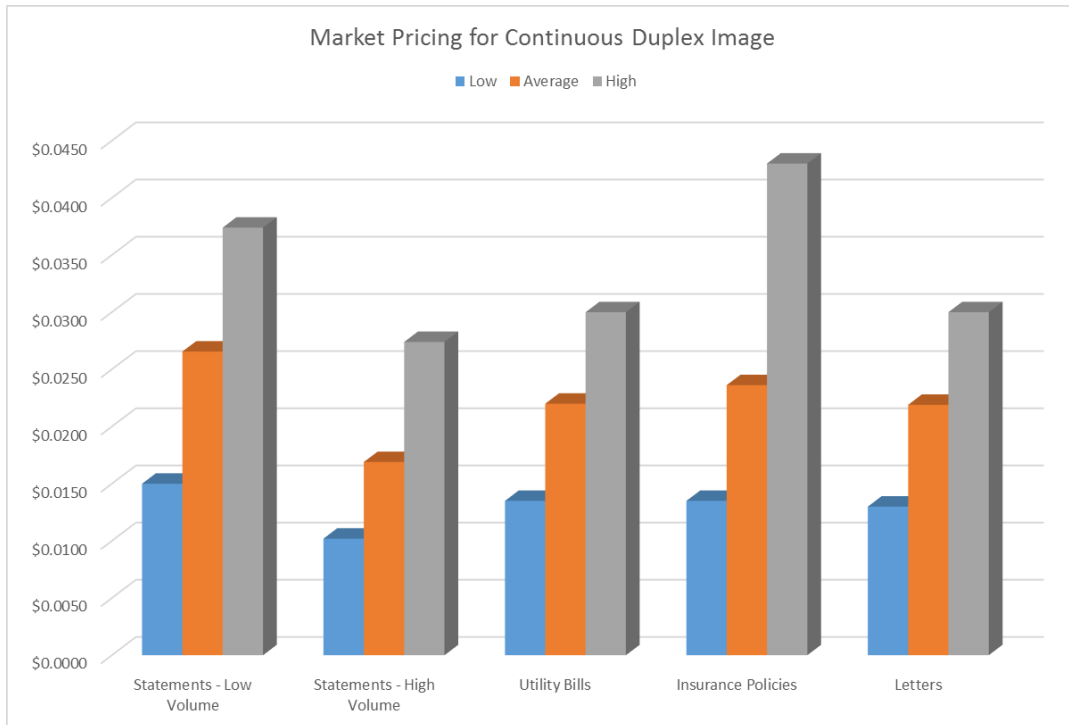


Figure 3 – Market Pricing for Continuous Duplex Image

Since our last study in 2008, the industry has seen significant adoption of inkjet printing systems, which has had an impact on prices for both monochrome and color applications. Figure 4 below presents market pricing for the standard application set produced in monochrome on inkjet printing systems.

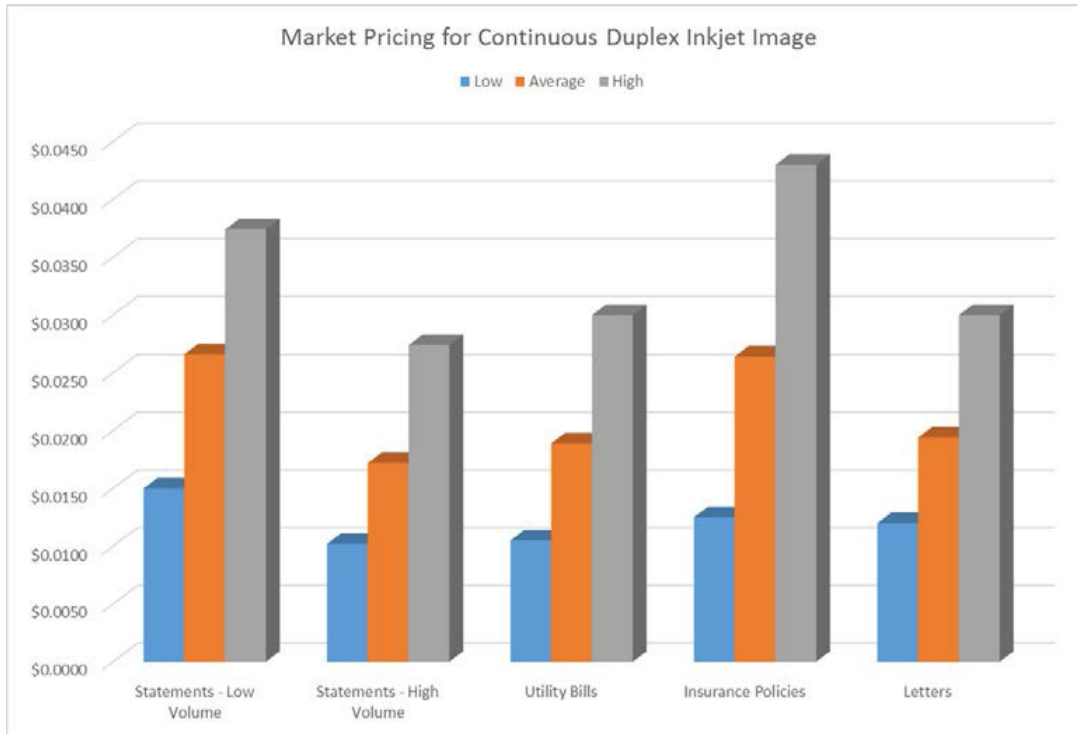


Figure 4 – Market Pricing for Continuous Duplex Inkjet Image

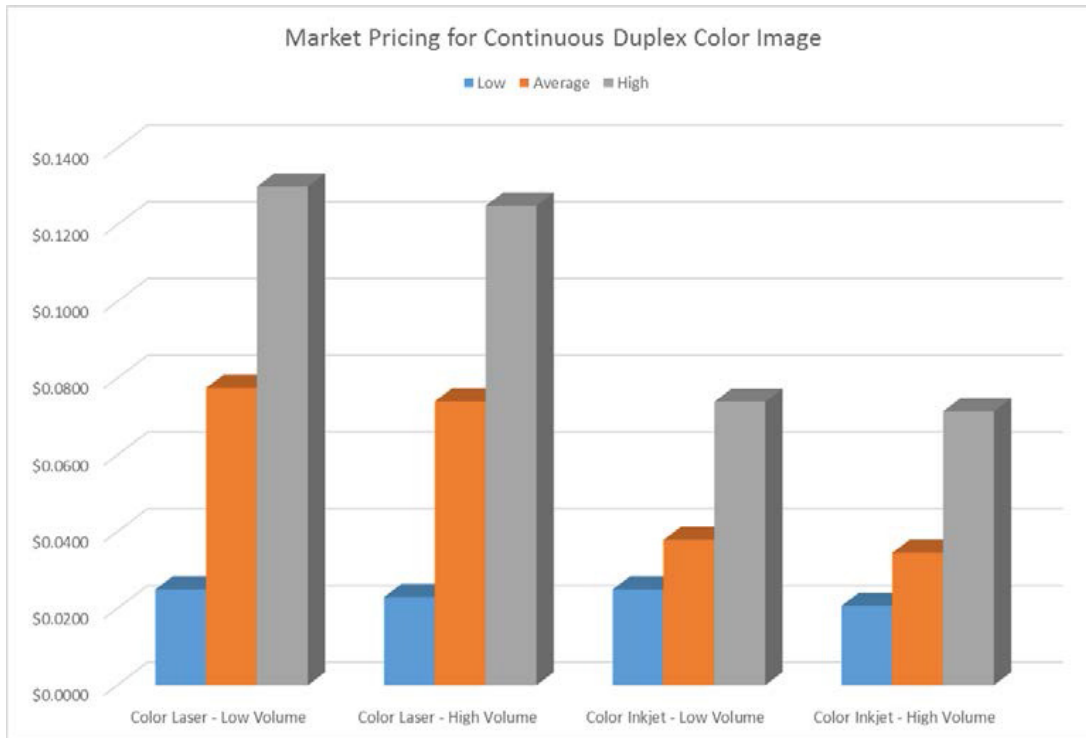


Figure 5 – Market Pricing for Continuous Duplex Color Image

As shown in Figure 5 above, the average price for images produced on a color laser system can be twice the cost of the same image produced on a color inkjet system. The price difference reflects the difference in consumables costs. Since inkjet systems have evolved to support non-specialty stocks, the materials costs for inkjet have dropped.

Not one service provider offers the lowest prices for every category. Providers offer a significant range of prices depending on both volume and vertical markets with emphasis on specific verticals. For example, several providers prefer to bundle the print and insertion pricing into a single price per sheet for a job.

The variance in prices across verticals for continuous duplex images reflects excess print capacity and competitive pressures. All of the providers offer continuous duplex printing across one or more vertical markets, yet the financial services application (statements) presents the highest average cost for continuous duplex image prices. While the average price for a continuous duplex, monochrome, laser image increased from \$0.0169 per image in 2008 to \$0.0226 per image in 2011, it dropped to \$0.0222 in 2014. Madison Advisors believes that the decreased price comes from competitive pressure and aggressive pricing on the part of service providers.

INSERTION

For the purposes of this study, insertion includes the insertion of different transactional documents, enclosures, and business reply envelopes into mailing envelopes. Madison Advisors gathered pricing for five applications across four vertical markets: financial services, utilities, telecommunications, and insurance. We only received representative data however, for four of the five applications because not all service providers participate in all five vertical markets.

The table below (revised from Table 5 to reflect only the applications for insertion) provides details on each of the sample applications used during the data-collection process. Madison Advisors collected data from each service provider using the same sample application descriptions.

Application	Description
Financial Services Statements	<ul style="list-style-type: none"> • Image: Duplex, landscape, 8 1/2 x 11, monochrome • Package: 4 images (2 sheets), tri-fold • Inserts: Average 2 inserts per package • Low Volume: 2.4 million images per year • High Volume: 48 million images per year • SLA: 3 days
Residential Utility	<ul style="list-style-type: none"> • Image: Duplex, portrait, 8 1/2 x 11, monochrome • Package: 2 images (1 sheet), tri-fold • Volume: 5 million images per year • SLA: 1 day
Insurance Policies	<ul style="list-style-type: none"> • Image: Duplex, portrait, 8 1/2 x 11, monochrome • Package: 20-40 images (10-20 sheets; average 16 sheets), half-fold and/or flat • Volume: 60 million images per year • SLA: 1 day
Letters	<ul style="list-style-type: none"> • Image: Simplex, portrait, 8 1/2 x 11, monochrome • Package: 1 image (1 sheet), tri-fold • Volume: 12 million images per year • SLA: 1 day

Table 6 – Sample Transactional Applications: Insertion

The figures on the following pages present the low, average, and high pricing for the key areas of automated insertion. The pricing reflects the attributes of the different applications defined above, so some services do not apply to all applications. For example, service providers insert each application in portrait or landscape but not both orientations.

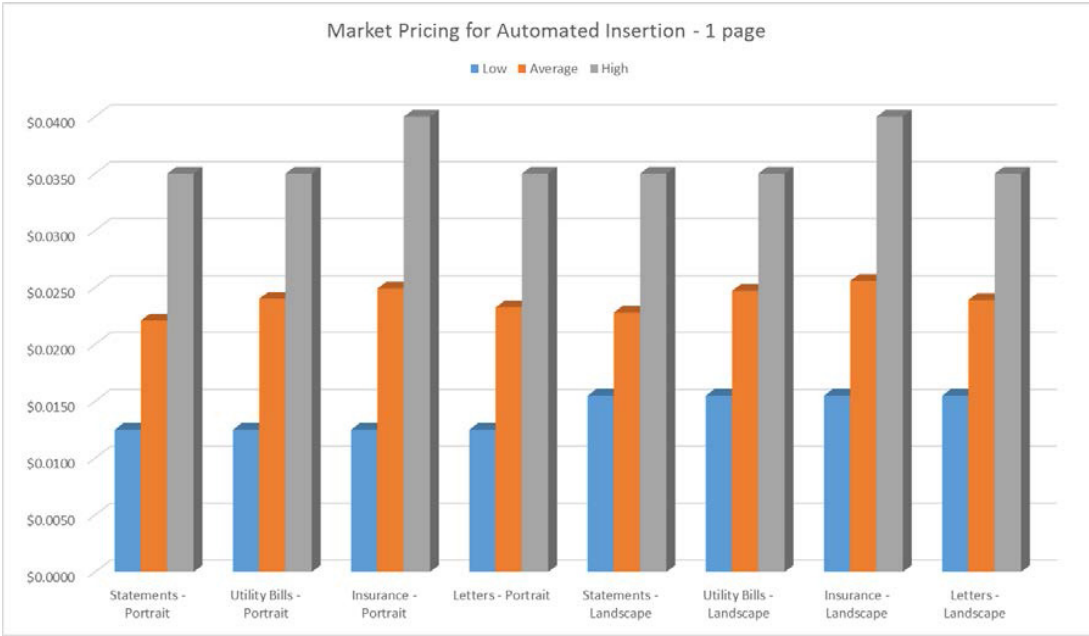


Figure 6 – Market Pricing for Automated Insertion - One Page

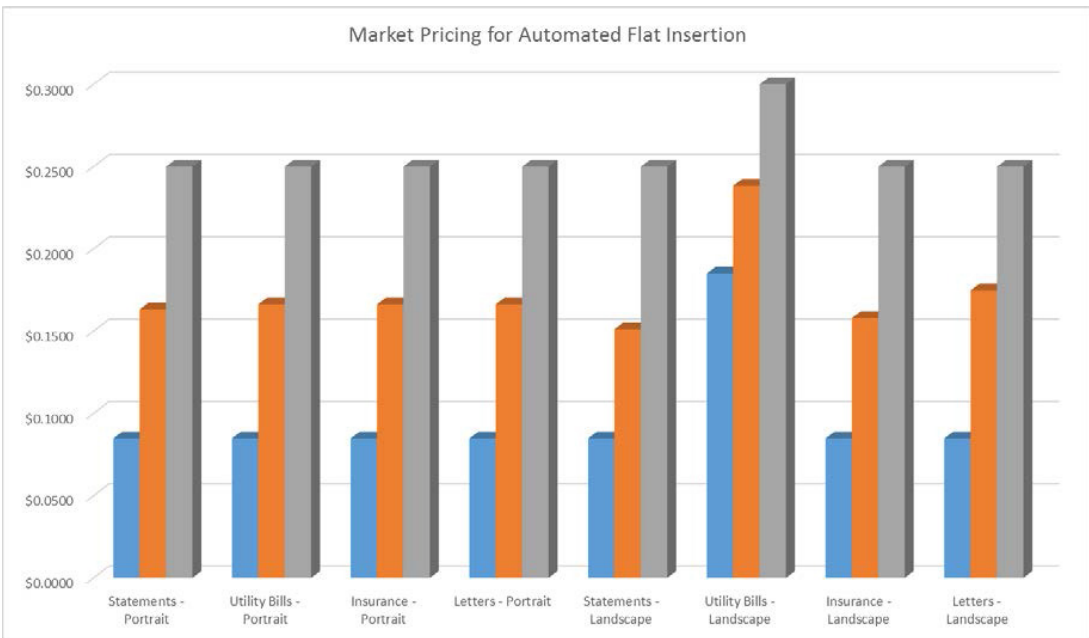


Figure 7 – Market Pricing for Automated Flat Insertions

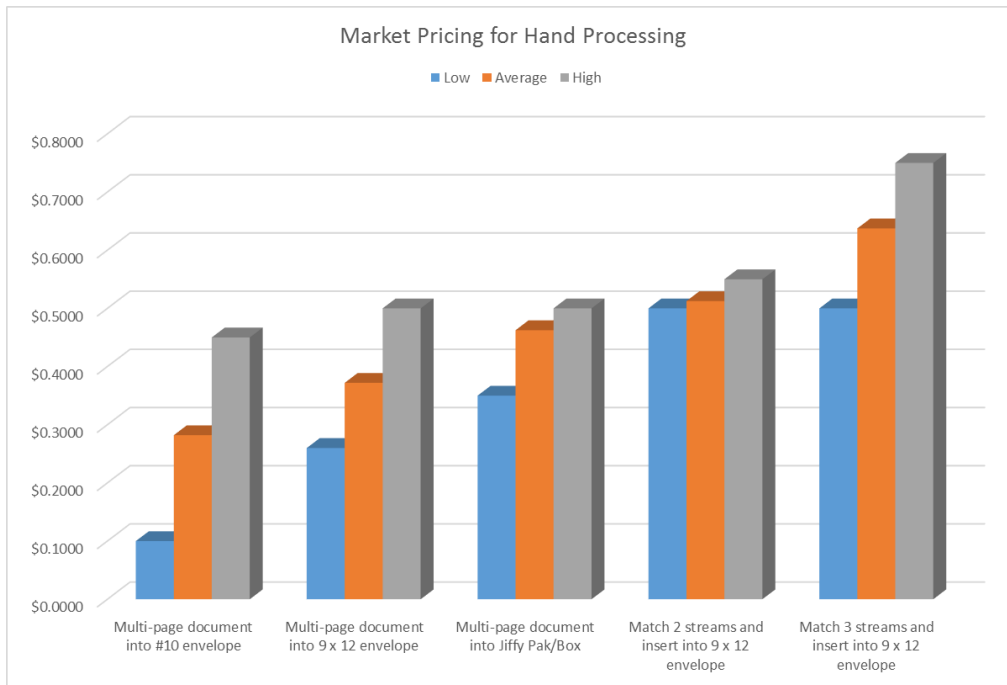


Figure 8 – Manual Processing Costs

As indicated in Figure 6, on the previous page, the insertion pricing varies slightly between applications. The pricing varies more between portrait and landscape insertion because service providers offer different pricing models for these services. Most service providers offer an insertion pricing model based on one price for the first page and a lower price for each additional page, whereas other service providers base flats' pricing on an envelope.

Many service providers offer manual flats insertion for documents greater than 100 pages and box insertion for very large documents. Figure 8, above, displays the costs for various manual processing operations including low-volume or special-condition insertion. As compared to 2011 pricing, the range between the high and low prices for most categories have become tighter and the average prices dropped for simpler processes, but have increased for more complex operations.

POSTAL SERVICES

Postal services include various activities related to address quality and pre-sorting for postal discounts. Postal services also include the addition of postal tracking bar codes for piece-level tracking through the USPS mail stream. The table below provides descriptions for the services discussed in this section.

Application	Description
Mail Preparation	Conducting electronic presort processing on customer data file
Zip Code Assignment	Performing Coding Accuracy Support System (CASS) processing with and without delivery point validation (DPV) on customer data file
Move Update	Conducting National Change of Address (NCOAlink) processing on customer data file or any other services included as part of the Move Update charge
Delivery Tracking	Generating PLANET code bar codes
Presort Fee	Sorting envelopes by ZIP code prior to submitting the job to the USPS; This price is calculated for a 3-digit rate; Providers may be able to achieve better presort rates with greater volumes or higher ZIP code density

Table 7 – Definitions for Postal Services

The table below presents the low, average, and high pricing for the key areas of postal services, per envelope, as defined above.

Service	Low	Average	High
Mail Preparation /Zip Code Assignment	\$0.005	\$0.0067	\$0.008
Move Update	\$0.0025	\$0.00263	\$0.00275
Presort Fee	\$0.0150	\$0.0200	\$0.0250

Table 8 – Postal Services Pricing

There is no common model for postal services. The mail preparation fee varies quite a bit between providers, since providers define the included services differently. However, one provider indicated that the fee is volume-sensitive and ranges from \$0.038 to \$0.0486 per envelope, but includes multiple services such as Fast Forward, Move Update, and Delivery Tracking. The provider also indicated that the fee covers manifest mailing, but if the mail pieces are sent to a consolidator, the mail preparation fee does not apply.

Two providers indicated that presort fees vary by application type and vertical market, while other providers listed only a single fee per envelope. Figure 9, below, presents the low, medium, and high pricing for mail preparation and presorting by item.

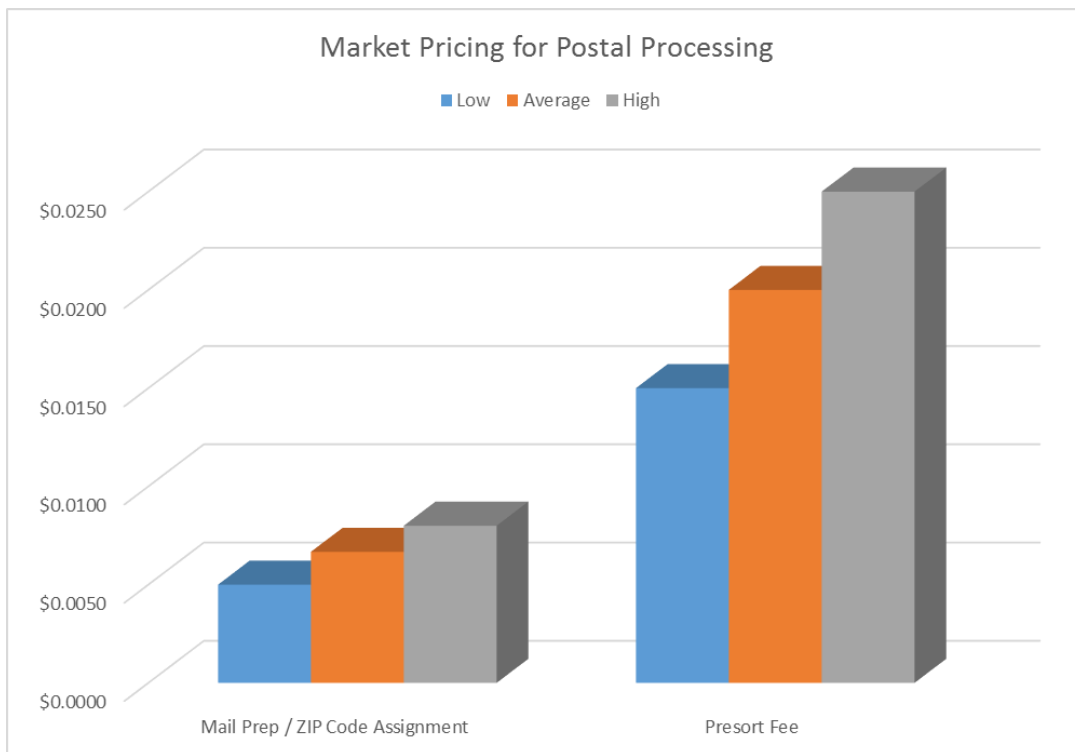


Figure 9 – Market Pricing for Postal Processing

ELECTRONIC PRESENTMENT SERVICES

Electronic presentment includes activities related to generating, archiving, and enabling client or customer access to electronic images of printed documents. Service bureaus typically bundle electronic presentment services with print services and may incorporate reporting or client portal tools.

The table below provides descriptions for the services discussed in this section.

Service	Description
Implementation	Implementing base electronic presentment solution with five document types
Hosting	Hosting an electronic document archive solution
Storage Duration	Default number of months that documents are kept online
Programming	Developing data-driven documents using business rules, scripting, and data processing
Image Page - High Volume	Generating electronic images at average volumes above 200,000 images per month
Image Page - Low Volume	Generating electronic images at average volumes below 200,000 images per month
Load Document - High Volume	Enabling access to documents at average volumes above 50,000 documents per month
Load Document - Low Volume	Enabling access to documents at average volumes below 50,000 documents per month
Retrieval	Accessing a document from the archive on demand
Transform	Converting a document from a print format to an electronic viewing format

Table 9 – Definitions for Electronic Presentment Services

The table on the following page presents the low, average, and high pricing for the key areas of electronic presentment services, as defined above.

Service	Value	2011 Pricing	2014 Pricing
Implementation	Low	\$5,000.00	\$6,500.00
	Average	\$20,625.00	\$59,800.00
	High	\$50,000.00	\$175,000.00
Hosting	Low	\$500.00	\$500.00
	Average	\$2,682.00	\$2,417.00
	High	\$5,000.00	\$3,750.00
Storage	Low	3 months	36 months
	Average	36 months	72 months
	High	84 months	84 months
Programming	Low	\$85.00	\$130.00
	Average	\$164.00	\$164.00
	High	\$250.00	\$180.00
Retrieval for presentment	Low	\$0.0228	\$0.008
	Average	\$0.0514	\$0.067
	High	\$0.0800	\$0.1050
Transform to web-based format	Low	N/A	\$0.0080
	Average	N/A	\$0.0315
	High	N/A	\$0.0550

Table 10 – Market Pricing for Electronic Presentment Services (2011/2014)

Most service providers use an implementation and monthly fee model. The implementation covers the initial system setup and the development of one or more documents. In some cases, this fee is calculated using a set number of programming and development hours.

Madison Advisors found that pricing for the initial setup fee varied widely depending on the size of the client and the volume of print associated with the proposal. Although most providers do price electronic presentment services as a separate offering, these services come bundled with a print/mail proposal. These solutions may also include discounted programming services and set-up of additional documents at a lower rate.

Loading fees include both the creation of the electronic format, usually AFP or PDF, and placement of the electronic file on the system. Most providers do not break out the charges into separate components, but rather quote one charge for both. Loading fees typically go down as monthly volume increases. The figure below presents imaging prices per image and loading prices per item.

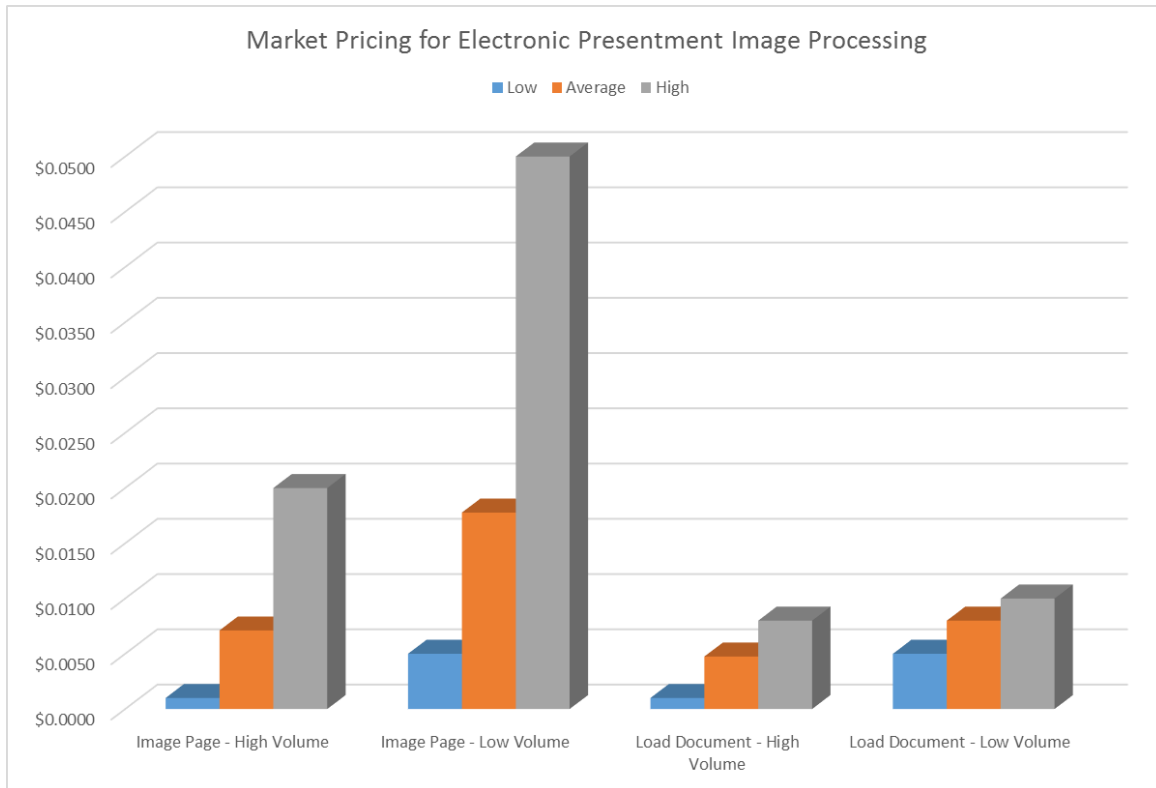


Figure 10 – Market Pricing for Image Processing

Only half of the participants charge for item retrieval. Most service providers charge for loading documents into an electronic system and allow free access once a document has been loaded. A few service bureaus offer e-mail notification to alert customers when new documents, such as monthly statements, have been loaded into the archive.

The market has seen significant growth in the number of providers offering multiple electronic delivery options. The table below presents the low, average, and high pricing for various forms of electronic delivery. Prices for common services, such as e-mail and interactive PDF have narrowed, while prices for older technologies, such as fax services, have fallen dramatically from 2011.

Service	Low	Average	High
E-mail - Push/PDF	\$0.0300	\$0.0413	\$0.0500
Interactive PDF -Push	\$0.0147	\$0.0737	\$0.1400
E-mail - Pull/PDF	\$0.0080	\$0.0327	\$0.0500
Secure e-mail	\$0.0500	\$0.1252	\$0.1610
OVR Notification	\$0.0150	\$0.0150	\$0.0150
SMS Notification	\$0.0050	\$0.0520	\$0.1500
Multi-media Message - Push or Pull	\$0.1400	\$0.1400	\$0.1400
Fax	\$0.0650	\$0.3638	\$1.0000
Web- HTML	\$0.0085	\$0.0528	\$0.1000
Web - XML	\$0.0085	\$0.0085	\$0.0085
Web - XAML	\$0.0085	\$0.0085	\$0.0085

Table 11 – Market Pricing for Electronic Delivery Services

For this study, Madison Advisors also collected detailed data on the monthly charges to maintain an electronic document archive, specifically for statements. The table below presents market pricing for low-volume and high-volume electronic archives.

Service	Low	Average	High
PDF Statement Archive (Low Volume / <100M)	\$0.0012	\$0.0163	\$0.0600
PDF Statement Archive (High Volume / >100M)	\$0.0003	\$0.0099	\$0.0300
XML Statement Archive (Low Volume / <100M)	\$0.0012	\$0.0053	\$0.0098
XML Statement Archive (High Volume / >100M)	\$0.0003	\$0.0037	\$0.0080

Table 12 – Market Pricing for Electronic Archive Services

SECTION IV – PROVIDER OVERVIEWS

In this section, Madison Advisors provides brief reviews of each service provider in the study, including service offerings and capabilities. Presented alphabetically, these vendors include:

- BNY Mellon
- Broadridge
- EDM
- FIS Output
- Fiserv
- Kubra
- Microdynamics Group
- Symcor
- Transcentra

BNY MELLON

With headquarters in New York, NY, BNY Mellon provides print and electronic delivery solutions. BNY Mellon's clients include a variety of financial institutions. BNY Mellon maintains a special relationship with Xerox and outsources its production to Xerox's Massachusetts production facility.

Company Information	BNY Mellon
Corporate Headquarters	New York, NY
Company Staff	150
Production Facility Locations	MA, TX, KY
Production Quality Certifications	SAE 15
Target Market/ Vertical Focus	Financial services
Print/Mail Services	Monochrome and color transactional print Kitting Manifest mail
Electronic Services	Electronic presentment and payment E-mail delivery
Additional Services	Lockbox Check remittance

Table 13 – BNY Mellon Corporate Profile

BROADRIDGE

With headquarters in Lake Success, NY, Broadridge, with \$2.6 billion in revenues, over sixty-five hundred employees, and over one thousand clients, is one of the largest independent computing services firms in the world. Broadridge operates over half-a-dozen print production facilities distributed across the United States. Broadridge's sites are electronically linked and provide disaster recovery for each other through identical systems and procedures, enabling rapid production load balancing.

Company Information	Broadridge
Corporate Headquarters	Lake Success, NY
Company Staff	6500
Production Facility Locations	NY, OH, TX, NJ
Production Quality Certifications	ISO 9001 ISO 27001 Mail Preparation Total Quality Management (MPTQM) SAS 70
Target Market/ Vertical Focus	Financial services
Print/Mail Services	Monochrome and color transactional print Kitting and literature fulfillment Merlin and Postal One Manifest mail
Electronic Services	Electronic presentment E-mail delivery
Additional Services	Imaging and workflow Translation Proxy processing

Table 14 – Broadridge Corporate Profile

EDM AMERICAS

With headquarters in Raleigh, NC, EDM Americas, with \$130 million in revenues, over six hundred employees, and over four hundred clients, is one of the leading print service providers in the United States. EDM operates numerous print production facilities along the east coast. EDM Americas provides services across the entire document lifecycle including support for digital and print.

Company Information	EDM Americas
Corporate Headquarters	Raleigh, NC
Company Staff	600
Production Facility Locations	NJ, NC, PA
Production Quality Certifications	ISO 9001:2008 NARA-Approved US – EU Safe Harbor SOC2
Target Market/ Vertical Focus	Insurance, Financial, Healthcare, Government, Higher Education, Commercial
Print/Mail Services	Monochrome and color transactional print Fulfillment Manifest mail
Electronic Services	Electronic presentment E-mail delivery Digital mailbox services
Additional Services	Imaging and workflow Translation Lockbox services Records management

Table 15 – EDM Americas Corporate Profile

FIS OUTPUT

With headquarters in Jacksonville, FL, FIS Output provides transactional print and electronic delivery solutions. FIS Output's clients include over one thousand banking, mutual fund, brokerage, wealth management, healthcare and utility companies. FIS Output's three production sites back each other up, and in addition, the company has an agreement with a third-party DR provider.

Company Information	FIS Output
Corporate Headquarters	Jacksonville, FL
Company Staff	400
Production Facility Locations	MA, FL, TX
Production Quality Certifications	SSAE 16
Target Market/ Vertical Focus	Financial services, Healthcare, Utilities
Print/Mail Services	Monochrome and color transactional print Kitting
Electronic Services	Electronic presentment and payment E-mail delivery Web hosting
Additional Services	Lockbox Check remittance Mobile services

Table 16 – FIS Output Corporate Profile

FISERV

Headquartered in Brookfield, WI, Fiserv provides transactional print and electronic delivery solutions. Fiserv Output Services supports over ten thousand clients with a majority being in the financial services sector. Fiserv's production sites back each other up and provide a range of specialized services.

Company Information	FISERV
Corporate Headquarters	Brookfield, WI
Company Staff	21,000
Production Facility Locations	TX, IN, WA, CA, MN, MO, and WI
Production Quality Certifications	SSAE 16
Target Market/ Vertical Focus	Financial services, consumer finance, utilities
Print/Mail Services	Monochrome and color transactional print Kitting
Electronic Services	Electronic presentment and payment E-mail delivery Web hosting
Additional Services	Lockbox Check remittance Mobile services

Table 17 – FISERV

KUBRA

With operations in the US and Canada, Kubra supports over five hundred clients and offers a wide range of customer interaction solutions including print and electronic document services as well as integrated bill payment and presentment. Kubra offers its own cloud-based document composition and on-document messaging software and self-service document management solutions.

Company Information	KUBRA
Corporate Headquarters	Coppell, TX
Company Staff	400
Production Facility Locations	TX, NJ, TN, CA, ON
Production Quality Certifications	SSAE 16 PCI Level 1
Target Market/ Vertical Focus	Government, Utilities, Insurance
Print/Mail Services	Monochrome and color transactional print Fulfillment Manifest mail
Electronic Services	Electronic presentment E-mail delivery Cloud-based composition and messaging
Additional Services	Call center payments Lockbox Services

Table 18 – Kubra Corporate Profile

MICRODYNAMICS GROUP

With headquarters in Naperville, IL, privately-held Microdynamics Group, provides print and electronic billing solutions. Microdynamics Group's clients include a wide variety of financial institutions, credit unions, commercial and industrial enterprises, health care, and utility companies. Microdynamics' sites are electronically linked and provide disaster recovery for each other for overflow and disruptions due to weather or other disasters.

Company Information	MICRODYNAMICS GROUP
Corporate Headquarters	Naperville, IL
Company Staff	175
Production Facility Locations	IL, WI
Production Quality Certifications	SSEA16 - SOC2 PCI HIPPA
Target Market/ Vertical Focus	Financial services
Print/Mail Services	Monochrome and color transactional print Manifest mail
Electronic Services	Electronic presentment and payment E-mail delivery
Additional Services	Translation services Postal pre-sort

Table 19 – Microdynamics Group Corporate Profile

SYMCOR

With headquarters in Mississauga, ON, privately-held Symcor, provides print and electronic delivery solutions. Symcor's clients include a variety of banks, insurance companies, telecommunications, healthcare organizations, and utility companies. Symcor's many sites are electronically linked and provide disaster recovery for each other for overflow and disruptions due to weather or other disasters.

Company Information	SYMCOR
Corporate Headquarters	Mississauga, ON
Company Staff	3900
Production Facility Locations	BC, AB, MB, ON, QC, NS
Production Quality Certifications	SAS 70
Target Market/ Vertical Focus	Financial services
Print/Mail Services	Monochrome and color transactional print Kitting services
Electronic Services	Electronic presentment and payment E-mail delivery
Additional Services	Wholesale lockbox Check remittance processing

Table 20 – Symcor Corporate Profile

TRANSCENTRA

With headquarters in Atlanta, GA, Transcentra provides transactional print and electronic delivery solutions. Transcentra's clients include financial services, healthcare, insurance, telecommunications and utility companies. Transcentra's three production sites have the ability for distributed print and redundant equipment and software configurations for disaster recovery.

Company Information	Transcentra
Corporate Headquarters	Atlanta, GA
Company Staff	128
Production Facility Locations	NC, IA, CA
Production Quality Certifications	SSAE 16
Target Market/ Vertical Focus	Financial services, Healthcare, Insurance, Telecommunications, Utilities
Print/Mail Services	Monochrome and color transactional print Manifest mailing Kitting
Electronic Services	Electronic presentment and payment E-mail delivery
Additional Services	Remittance processing Software development Document design and composition Enterprise content management

Table 21 – Transcentra Corporate Profile

APPENDIX A – ABOUT STUDY AUTHORS

Kemal Carr, President

B.B.A., Management Information Systems, University of Wisconsin-Madison, Wisconsin

M.B.A. Candidate, Marketing/Management, Texas Christian University, Fort Worth, Texas

Since founding Madison Advisors in 2001, Carr has built the company into a highly respected, independent analyst firm that provides project-based, vendor-neutral research and advisory services designed to assist clients with technology selection and business process decisions. Carr also acts as a principal analyst for Madison Advisors and leads the research and analysis efforts for Madison's ongoing market studies.

Carr is regularly engaged by leading output technology publications to write about key industry issues such as the impact of TransPromo and Multi-Channel delivery, advancements in communication technologies, and electronic document presentment. His articles have been published in *The Wall Street Journal*, *Document*, *Digital Publishing Solutions*, and *Mailing Systems Technology*. He is also a frequent speaker at trade events, including Graph Expo, Xplor's Global conference, NPES/PRIMIR Industry Summit, and DOCUMENT's Strategy Forum.

Prior to forming Madison Advisors, Carr held senior technical research and management positions at Doculabs, Fidelity Investments and Price Waterhouse.

Rich Huff, Principal Analyst

B.S., Mechanical Engineering, University of Illinois at Champaign-Urbana

Richard Huff joined Madison Advisors in 2002 as a principal analyst. Huff's expertise spans content management, publishing systems, digital printers, and electronic document delivery systems, including EOMS and EBPP. Huff assists clients with enterprise document strategies, product selection, and market development initiatives. Huff has authored articles for numerous industry publications, including *Document*, *Digital Publishing Solutions*, *High Volume Printing*, and *The Xplorer*.

Prior to Madison Advisors, Huff was a senior analyst with Doculabs, where he was lead analyst for end-user and vendor consulting engagements. Huff also had eight years of experience at Uarco, Inc., a manufacturer of customized business forms and label products.

APPENDIX B – ABOUT MADISON ADVISORS

Madison Advisors exists to advance the print and electronic communications objectives of Fortune 1000 companies. Madison Advisors specializes in offering context-specific guidance for a range of content delivery strategies, particularly those addressing enterprise output technologies and customer communications.

Madison Advisors offers services and expertise primarily through short-term, high-impact consulting services. With no-nonsense, quick engagements (measurable in days or weeks, not months), Madison Advisors directly helps our clients achieve very hard and specific return on investment (ROI) related to their print and electronic communications initiatives.

Madison Advisors' analysts are dedicated to technology and market research that is delivered through short-term project engagements as well as articles, publications, and presentations. We specialize in customer communication technologies including enterprise output management, content management, customer relationship management, e-billing, and infrastructure technology.

For more information about Madison Advisors, visit our web site:
www.Madison-Advisors.com