

ImageTag, Inc.

Company: ImageTag, Inc.

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Established: 1997

Q: *Digitally managing paper is a unique niche. What do you see for the future of ImageTag?*

A: The future of ImageTag is to imbed our KwikTag solution in the line-of-business software so that we become a background value-added service. Ultimately that will mean integration with more software platforms, but we won't get there except through established market leadership in our initially selected markets. Right now we are fixated on the Microsoft Dynamics market.

Q: *How would you describe your company culture?*

A: We're inventors and entrepreneurs. We have six patents around our solution. It's not an accident that we have a Post-it® product affiliated with our solution. We pay attention to human factors, and we obsess on the intersection of paper and people. Paper is the only place a human can touch information. We've been striving to remove paper from our operational dependencies for many years. Success has been modest because paper is such an ingrained part of business processes.

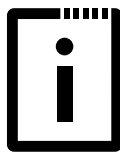
Paper is one of the greatest information technologies invented. The paper we still have in business today is tough to get rid of, so ImageTag invented and patented a better way to do that job. As an entrepreneurial company, we challenge ourselves continually with the right ways to take it to market through constant improvement and technological advancements. I'm very proud of the innovative and entrepreneurial spirit we have in each of our employees. Every employee has stock options so that they can actively participate in and benefit from the future that we build.

Q: *In basic terms, how is your company organized?*

A: Sometimes it feels like a goat rope. We're organized into a product group that encompasses our software development, support and maintenance, professional services, and most importantly, product management. We are a product management driven company. We also have a sales and marketing organization and a finance and administrative organization.

Q: *Where do you and your team draw inspiration and motivation?*

A: I think everybody here is challenged to be an innovator every day. That's the legacy to this company. You get motivation when you take a cab in New York City and pass Citigroup, where they've installed KwikTag in their worldwide network, drink a Peet's Coffee at the airport, or rent a video at GameStop. When you see how broadly we've already proliferated our solution, and how much farther we can go, that's motivating. We have the ambitions for our software that 3M has realized for its Post-it note.



Imagetag®

Q: *What is the last business book you read?*

A: I've always got four or five books on my nightstand. One of the books I really like is "Rules for Revolutionaries" by Guy Kawasaki. It focuses on new thinking for the new

economy and new capitalism in the age of the Internet, and it challenges conventional thinking. It kind of clubs conventional thinking over the head. A lot of the old rules don't work anymore because things go too fast. Competition is fierce, and the customer is more than king; the customer is in your boardroom every day. Companies need to be agile and aggressive.

Q: *What is the most challenging part of your job? What do you enjoy most?*

A: There's no doubt that what I enjoy the most is working on the frontlines of sales. Just getting a sense of what's happening on the street and in the market, one customer at a time. I love that. The toughest part is operating a company. I don't come from a business background, and so operating a company does not come natural to me, and it's not nearly as fun.

Q: *You've attracted customers from Coca-Cola to the US Navy. To what do you attribute this success?*

A: It's interesting that we have a lot of household name customers that use KwikTag with glee. Our focus now is on Microsoft Dynamics. Midmarket customers don't always have household names. I found it very enjoyable to watch our profile switch to midmarket companies. You can get closer to those companies. You can get lost talking to Fortune 500 companies.

Although the midmarket can be quite large, there's a better sense of personality. I like that, and I like working with Partners. Microsoft Dynamics Partners live in this environment. Fortune 500 companies can be sterile and process bound. Our Partners manage a deep relationship with their customers, and they let us into that.

Getting Started

In the first year of existence, it was just me and my crazy ambitions. I'm a serial entrepreneur. I was in the document imaging and workflow market for many years. The solutions that were being provided for document imaging were like the customer had a migraine, and we were selling them a headache. That is, it was better than before, but the solution was a systems integration project that required a lot of change. It was a high-wire act of risk that the new imaging stuff would work. At that time, we were starting to use ERP applications and the Internet.

Widespread E-mail was overtaking the way we operated at a desk. I found myself wondering if there was a way to create an office document imaging system that fixed what the conventional imaging system had failed to achieve in terms of broad adoption.

Products and Purpose:

Our primary solutions are KwikTag for Microsoft Dynamics™ GP, KwikTag for Microsoft Dynamics™ NAV, and KwikTag for Microsoft Dynamics™ AX. Most customers also implement KwikTag Basic.

Eighty-five percent of our customers end

up using KwikTag in other departments. It's almost a viral effect once we implement it because it's easy for another department to see how they would implement it, too.

KwikTag makes it fast and simple to include business paper as document images in the Microsoft Dynamics™ applications. People make a big investment when purchasing software like Microsoft Dynamics to run their business. When the dust settles, they realize that incoming paper lives beyond the scope of the Microsoft Dynamics application, and they need a solution to capture that part of the process. That's what KwikTag does.

Q: *What do you think is the secret to success?*

A: I have that answer; it's my only personal theory on business. Since what I know is somewhat narrow, it's about entrepreneurship. It's ECMAP, which stands for envision, create, measure, adjust, and persist. If you could imagine those words appearing on a wheel around the circumference, that's what you have to do every day as an entrepreneurial company. You have to envision what you're going to create, and then you have to create it. Envisioning is powerful, but if you can't create it, you can't continue moving the wheel. You have to be able to stand there and measure. You have to divorce yourself from what you love and take a measurement of what you have created. Then, you have to make adjustments, which can be hard because it invalidates what you were previously thinking. When that's all done, you have to keep going forward. You need the fortitude to keep going. Then the next step again is creativity. One day a guy will tap me on my shoulder and say, "I'm going to start running your company," and I'll say, "Where have you been all my life? I was just keeping that wheel going." 🌀