Change and Evolution at Agfa's Information Center

Dirk De Beukelaer, 2 Dec 2005

AGFA

see more | do more

What is Agfa?

- One of the world's leading imaging and information technology companies
- Develops, manufactures and markets analog and digital systems for the healthcare market and the graphics industry
- Background:
  - 15,000 employees (Q2, 2005)
  - Turnover of € 3,8B in 2004 (includes Consumer Imaging)
  - Headquarters in Mortsel (Antwerp), Belgium
  - Sales organisations in 40 countries
  - Representations in 100 countries
  - Manufacturing sites in 10 countries

Core business Agfa-Gevaert Group

Graphic Systems

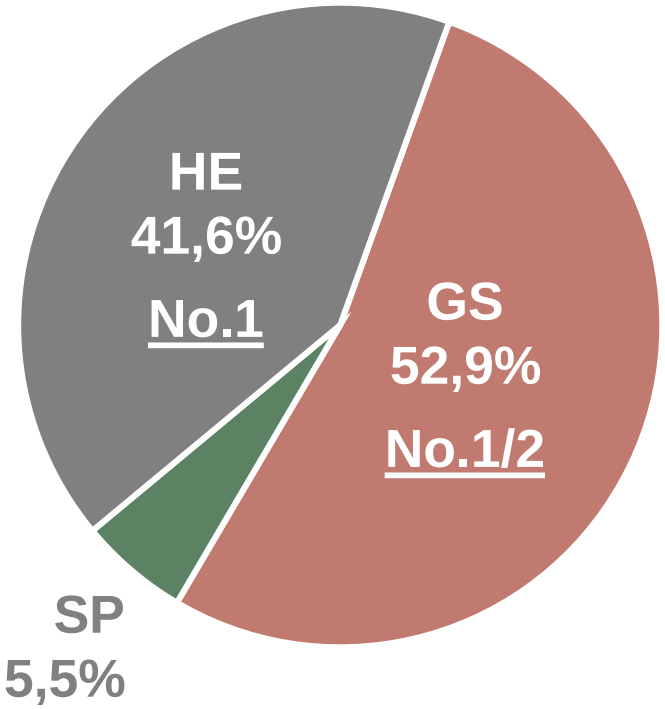
HealthCare

Specialty Products

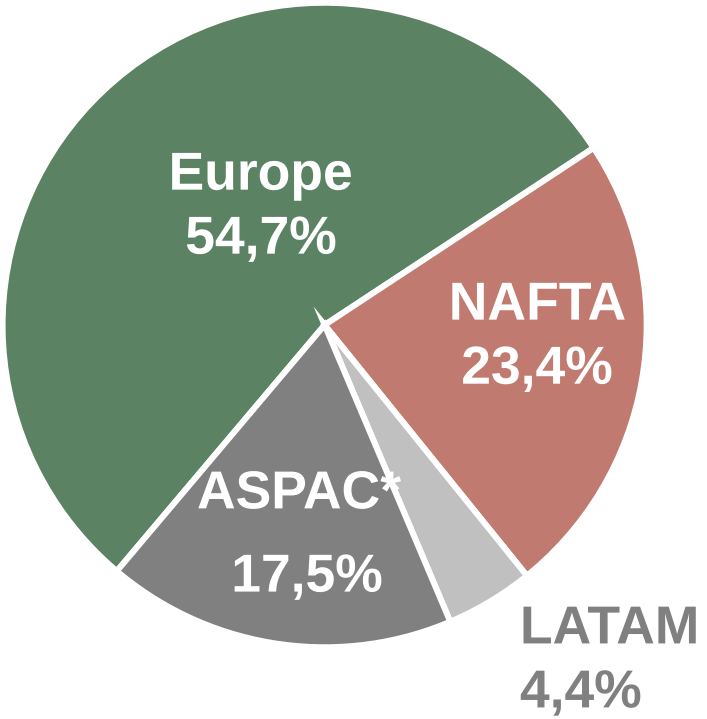
AGFA Agfa
see more | do more

Group sales and market position

by Business Group



by Region



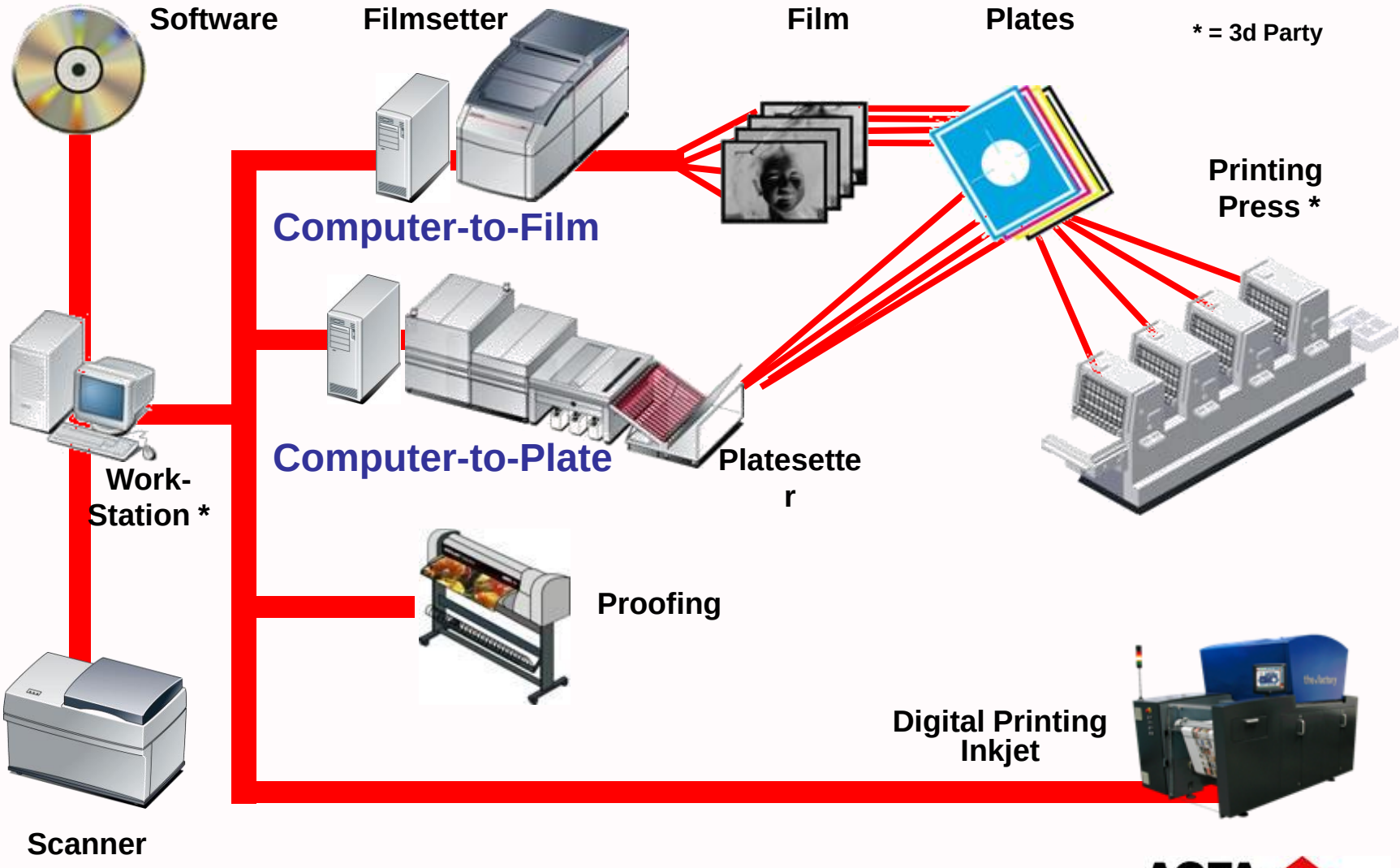
* incl. Africa

Sales H2-2005: 1,598 million euros

AGFA Agfa
see more | do more

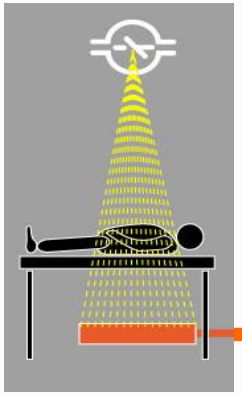
Graphic Systems

Prepress and press – Product portfolio



AGFA Agfa
see more | do more

HealthCare
Radiology - Product Portfolio



X-ray *

Film

Developer

Conventional X-ray

Workstation *

Impax

DR-Thorax
DR-Mammo

Reusable
Phosphorplate

CR Digitizer

Dry printer

Hardcopy

CT
imaging
MR
imaging
Ultrasound
*

* = 3d Party

AGFA Agfa
see more | do more

HealthCare – more than radiology

- Radiology solutions
- Departmental solutions
- Healthcare IT solutions
  - Hospital information systems
  - Electronic patient record
- Imaging Technologies

Specialty Products

- Motion Picture
- Microfilm
- Substrates
- NDT-film

AGFA Agfa
see more | do more

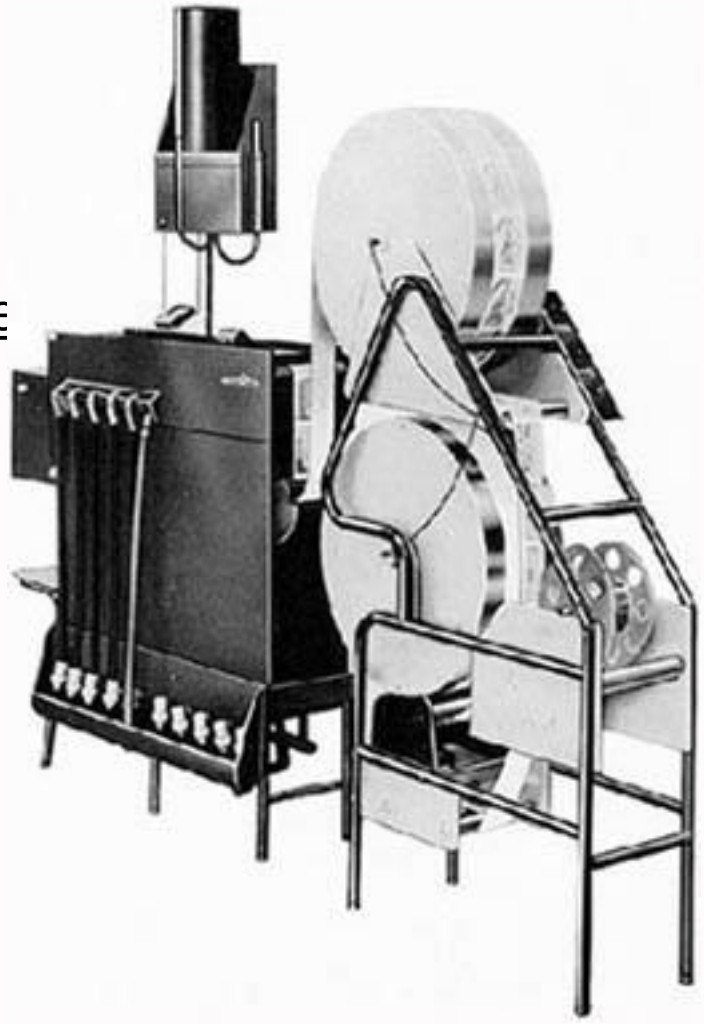
Agfa's history

- 1867 Agfa
- 1894 L. Gevaert & Cie
- 1922 First X-ray films
- 1936 First colour films
- 1964 Merger Agfa and Gevaert
- 1981 100% Bayer
- 1988 Acquisition Compugraphic

AGFA Agfa
see more | do more

Agfa's history

- 1996 Acquisition Hoechst
- 1997 Acquisition DuPont
- 1999 IPO - Listed on stock exchange
  Acquisition Sterling Diagnostic
- 2001 Horizon plan
  Acquisitions: Autologic,
  Talk Technology
  and Image Building
  Minority stake in MediVision
- 2002 Bayer sells remaining
  30% stake in Agfa
  Acquisition Mitra



Agfa's history

- 2003 Orion program
  Opening printing plate production site in Wuxi (China)
  Transfer of NDT business to GE
- 2004 CI divestiture (AgfaPhoto)
  Acquisitions: dotrix, Lastra and Symphonie On Line
- 2005 Agfa Transformation Program
  Acquisitions: GWI and Heartlab

AGFA Agfa
see more | do more

2001 - 2002
Why change the Library?

- Separation from Bayer, acquisitions by Agfa
  - Replacement for sources previously available from Bayer
  - Care for all Agfa sites and business units
- New information needs
  - Research and business move to digital imaging
  - Departments require professional information to achieve goals
- Evolution of information technology
  - Transition from print to electronic forced by vendors
  - Users expect speed, flexibility matching ‘free’ internet
- Agfa’s Horizon plan
  - Need for increased efficiency (cost & time)

Vision: from Library to Information Center

- Library
  - printed media
    - internal storage (archive)
    - collection
    - just-in-case
  - ‘real’ library
    - service desk
    - reading rooms
    - subject librarians
    - local sites
  - conservation of the past
    - ‘romantic' image
- Information Center
  - electronic media
    - external storage (servers)
    - selection
    - just-in-time
  - ‘virtual’ library (or ‘hybrid’)
    - intranet
    - software on user PC (PDA)
    - user network & communities
    - global shared service
  - preparation for the future
    - new label ‘InfoCenter’

2001 - 2002
Mission of the new Information Center

- To be the preferred supplier of professional external information to Agfa's departments, by providing effective and efficient systems, services and sources.

- The information industry used to say "content is king". In the digital publishing age this needs to become:

  "customer and content are king"

No fruits without roots … requires labour

Image Processing:The Fundamentals. Maria Petrou, Panagiota Bosdogianni

© 1999 John Wiley & Sons, Ltd

AGFA Agfa
see more | do more

2001 - 2002
Results

- Reduction of staff
  - Open-door policy (print & electronic media)
  - Simplified procedures
  - Journal subscription agent Swets
- Contracts with vendors
  - E-version of journals, books, patents, standards, reports …
  - New sources for IT, business, news, finance …
- Documentation budget
  - Annual increase 15 to 25 %
  - Compensated by decreased FTE's
- Change to 'E-also' culture
  - Support from management
  - Network of key-users
  - Presentations, training sessions and coaching for users

2003 - 2004
Agfa Orion plan targets

- Focus on the customer
- Stimulate top line growth
- Further improve quality
- Further reduce working capita
- Further reduce costs

Information Center Orion project OVIDIUS

- Online Value-added Information Delivery through Intranet User Services – goals:
  - Contribute to product design process (time-to-market and quality cost)
  - Transition to ‘E-first’ culture
  - No free ride – prevent cost explosion
- Quote from Methamorphoses by Ovidius (43 bc - 18 ac) :
  - There is no death - no death but only change
    And innovation; what men call birth
    Is but a different new beginning; death
    Is but to cease to be the same.
    (Book 15 - The Doctrines of Pythagoras, line 72-5)

AGFA Agfa
see more | do more

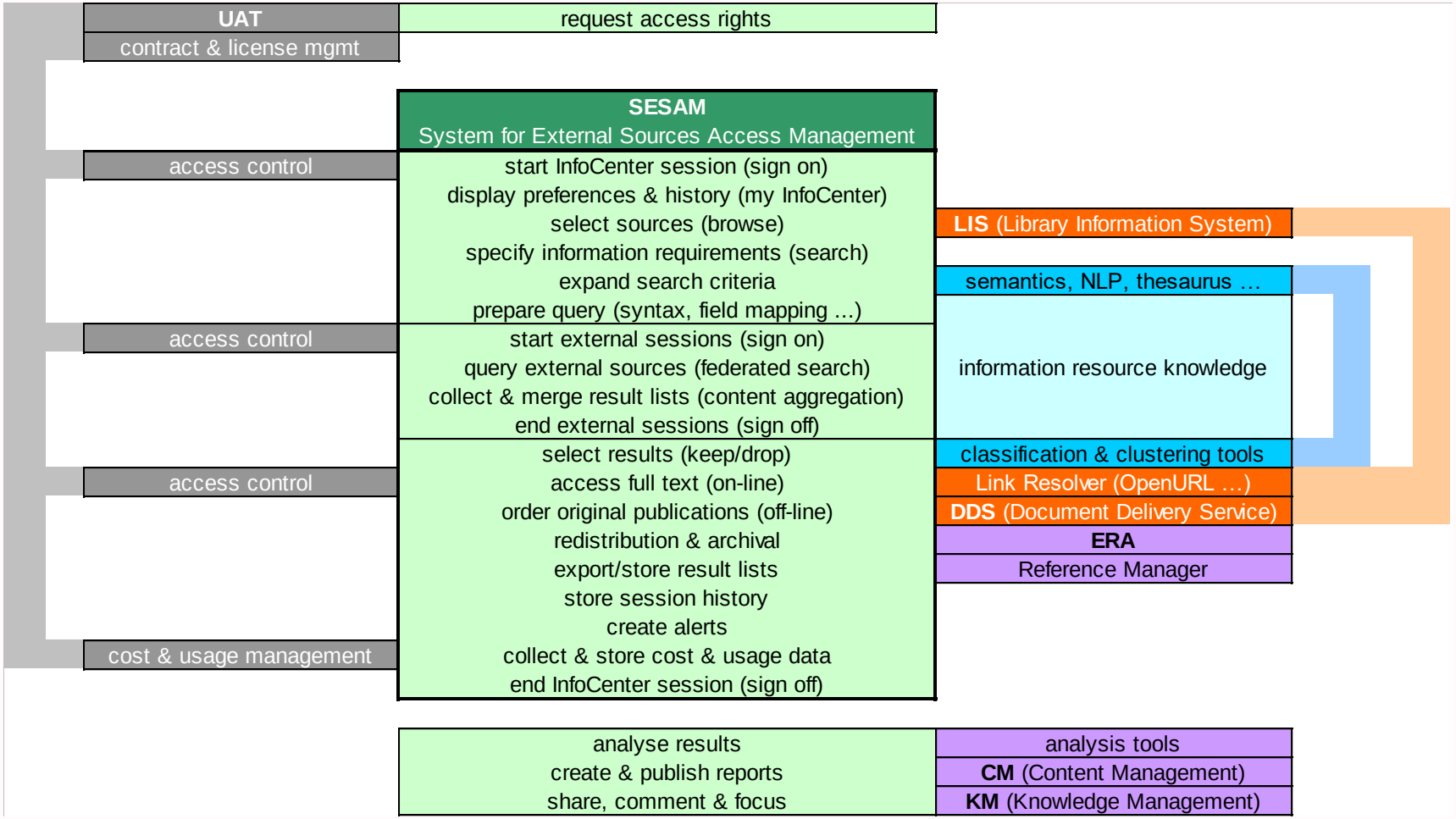
2003 - 2004
The future of print ?

The “Library Lorry” or “Biblio Bus”

2003 - 2004
Results

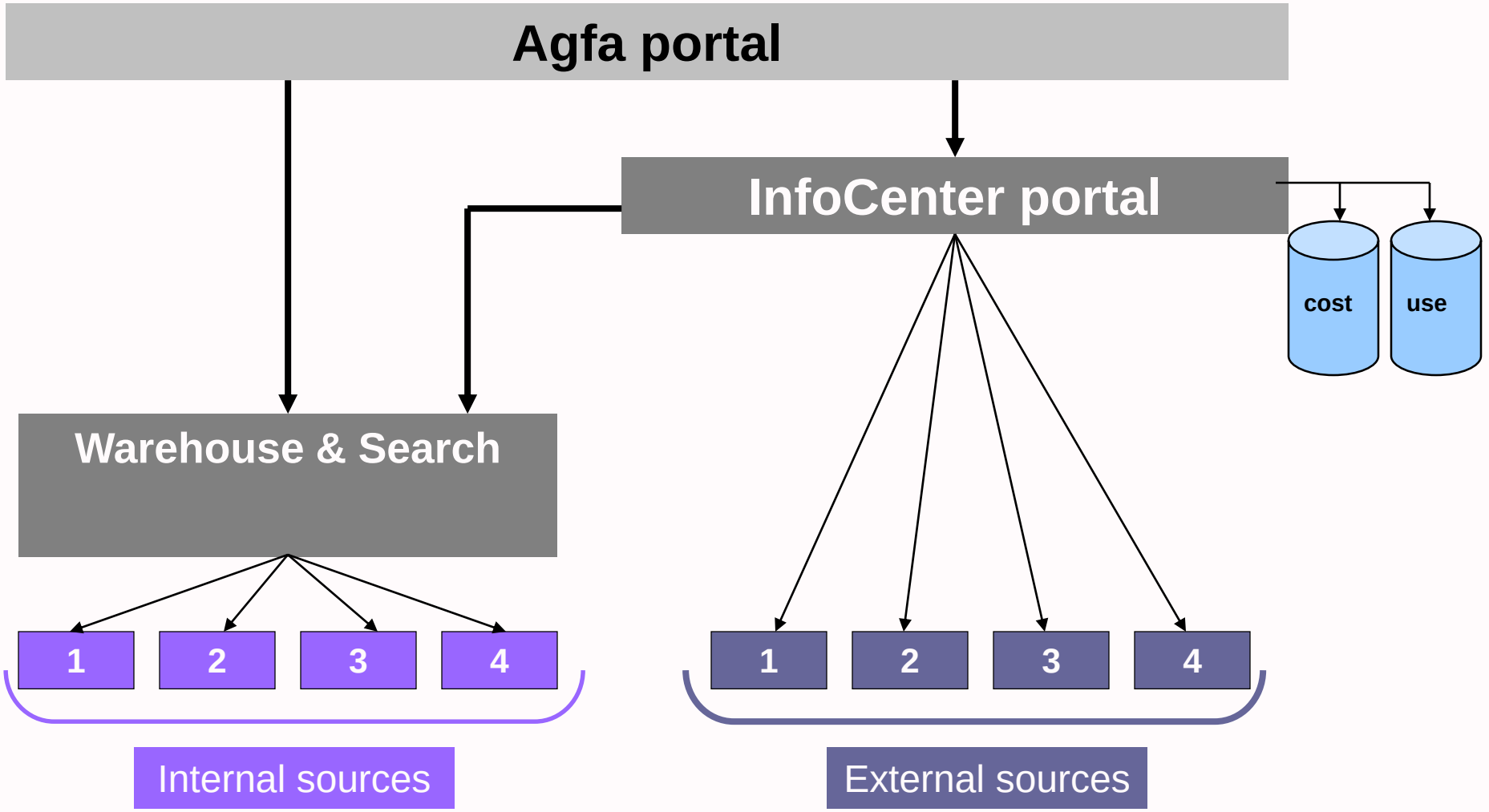
- ‘InfoCenter’ launched on intranet
  - Global IP-access to many sources
  - E-requests and E-document delivery
  - E-alerts (saves 1 million print pages/year)
- Process to control documentation cost & usage
- Move to landscape office environment
  - Print subscriptions only kept for current year
  - Print journal archive moved to university library (K.U.Leuven)
- New position created: E-media administrator
- Requirements for portal architecture
  - Personalised user access
  - Easy search and document linking
  - Integration with resource management systems

2003 - 2004
Framework for InfoCenter portal



AGFA Agfa
see more | do more

2003 - 2004
Integration in Agfa's IT environment

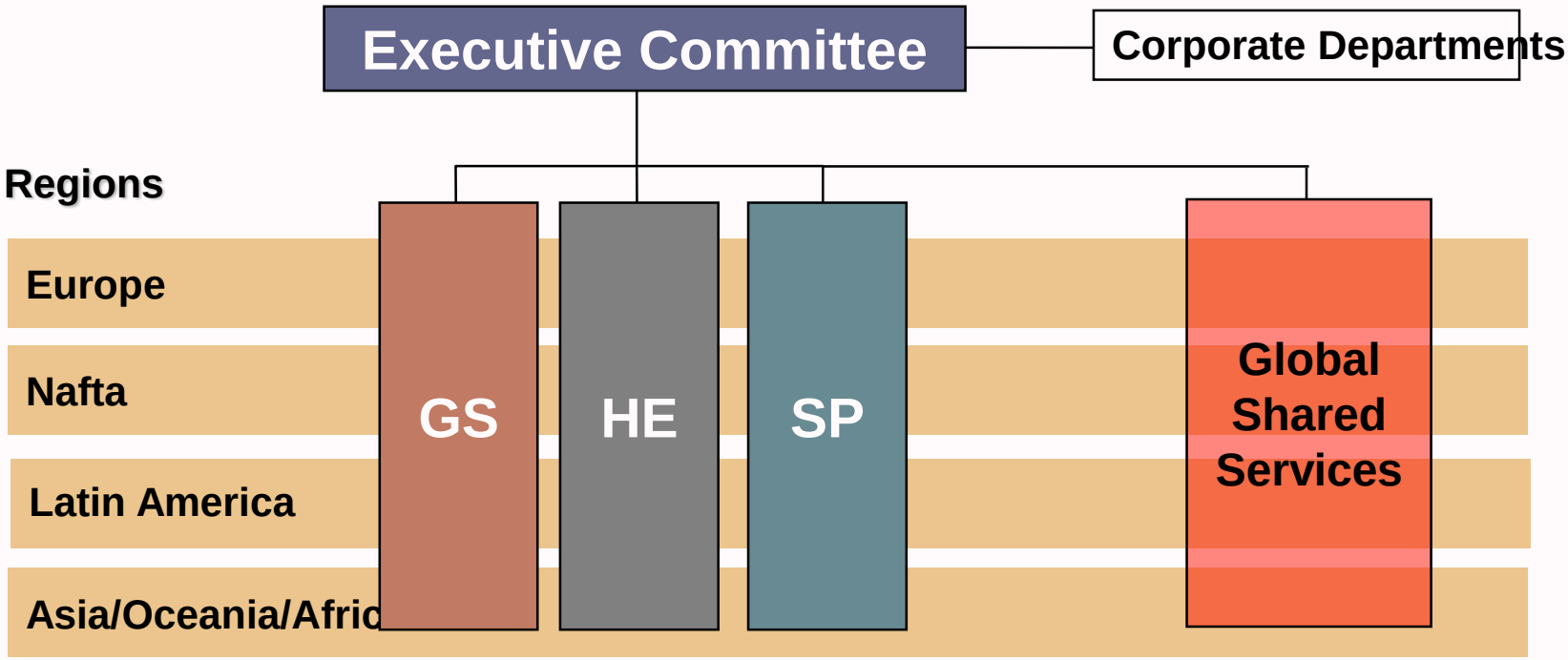


AGFA Agfa
see more | do more

2005 - 2006
Agfa Transformation Program (ATP)

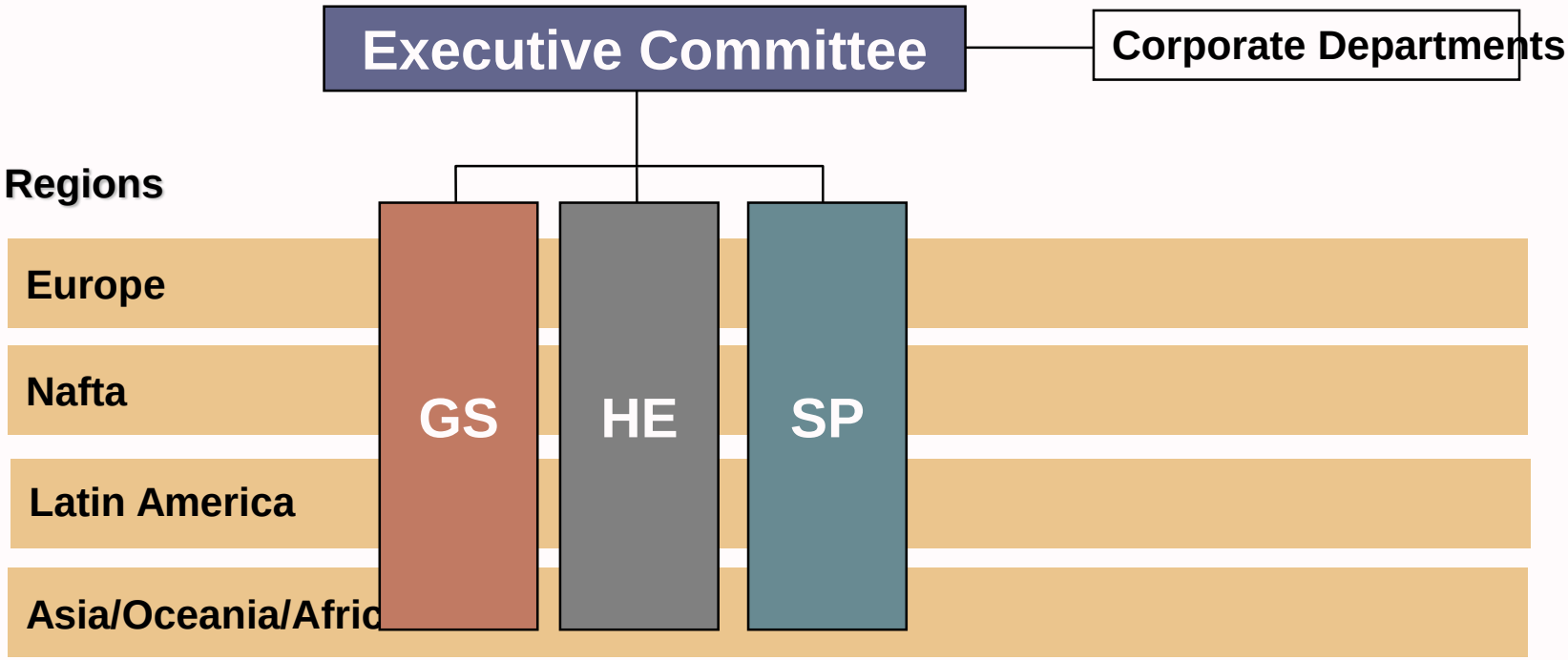
- Make the business groups independently operating divisions by the end of 2005
  - Clear customer focus
  - Full P&L responsibilities
  - Integrated shared services

2005 - 2006
Pre-ATP organisation



AGFA Agfa
see more | do more

2005 - 2006
Post-ATP organisation



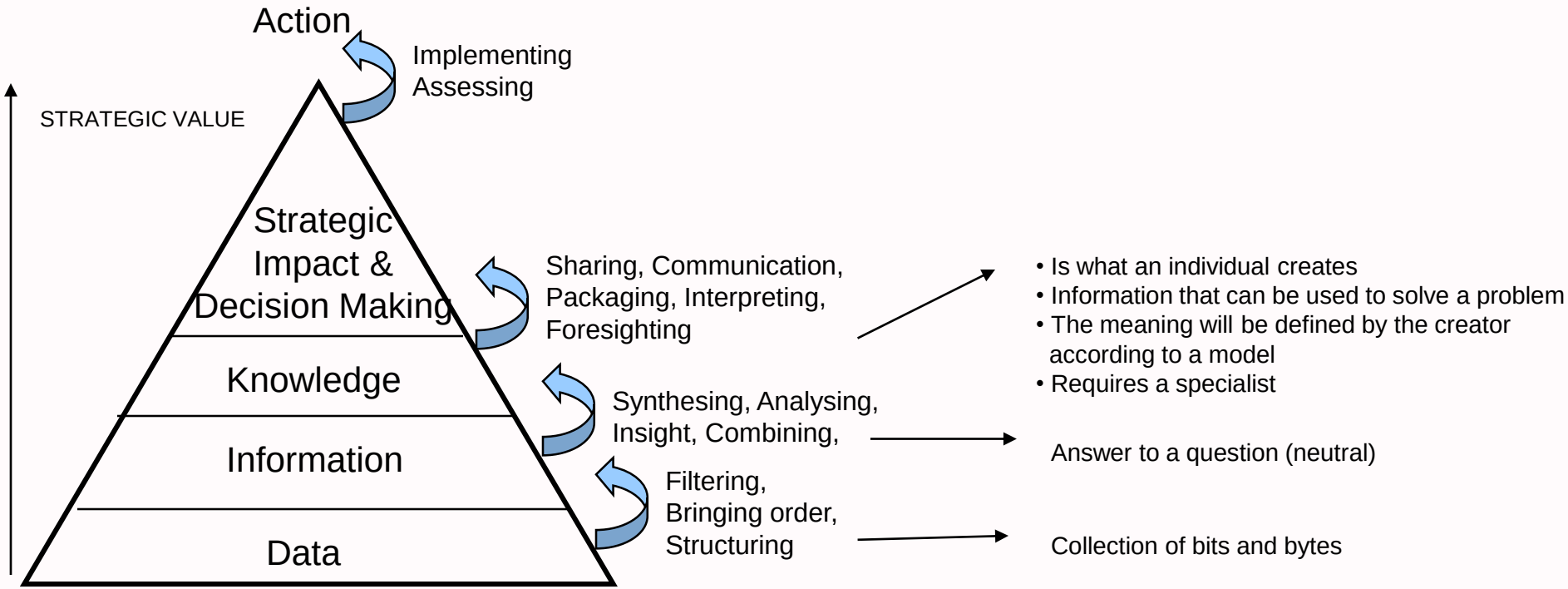
AGFA Agfa
see more | do more

2005 - 2006
Challenges

- Integration in business units
  - Split-up of Information Center
  - Service Level Agreements
  - Governance - distributed organisation
- Documentation cost
  - Control and allocation
  - Negotiate new contracts
- Electronic resource management
  - Contracts & licenses, a-z list
  - User access rights (IP, password)
- Implementation of InfoCenter portal
- Copyright

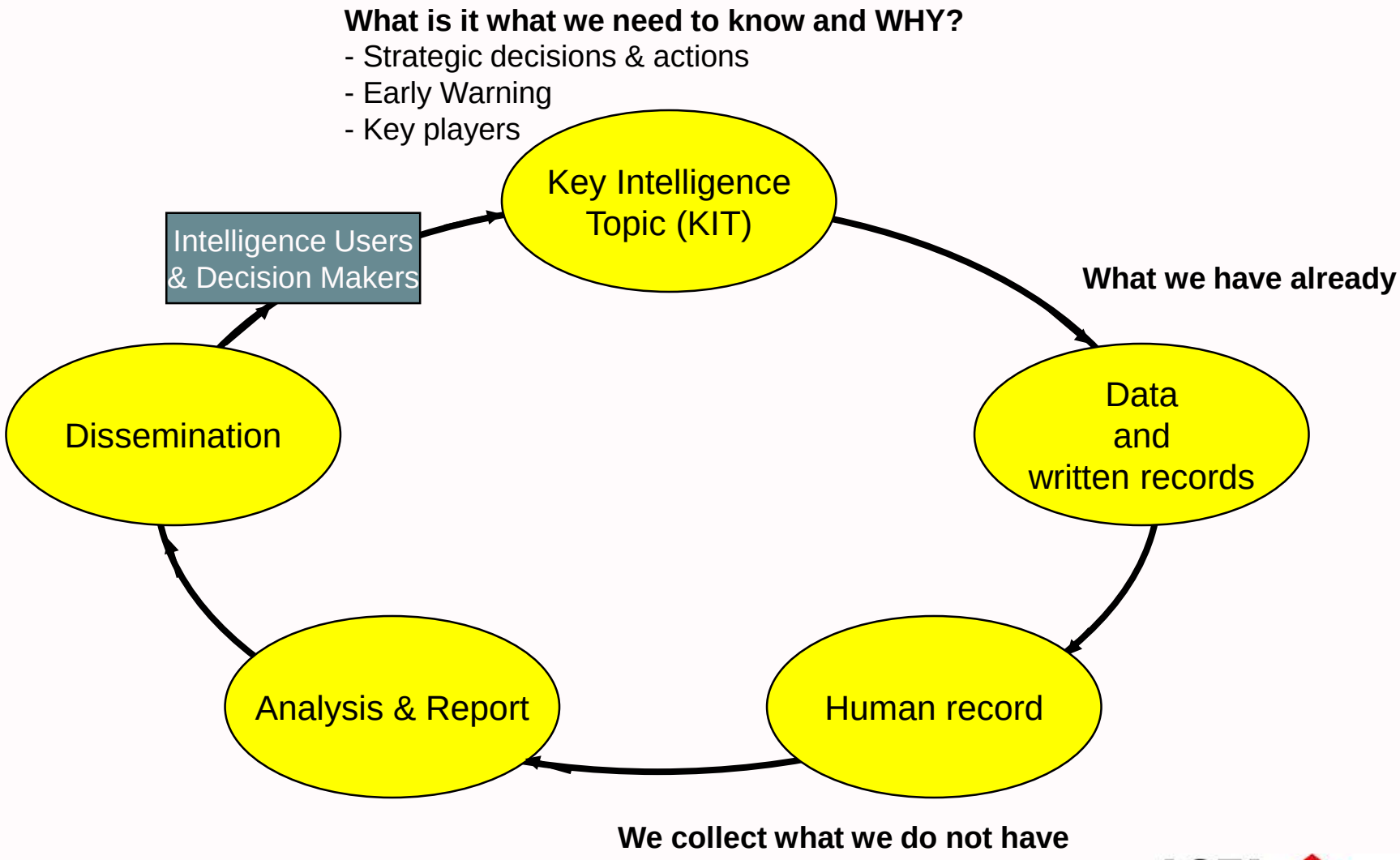
2005 - 2006
Knowledge and Business Development

Creation of knowledge from data and information
is required to assist in strategic business decisions



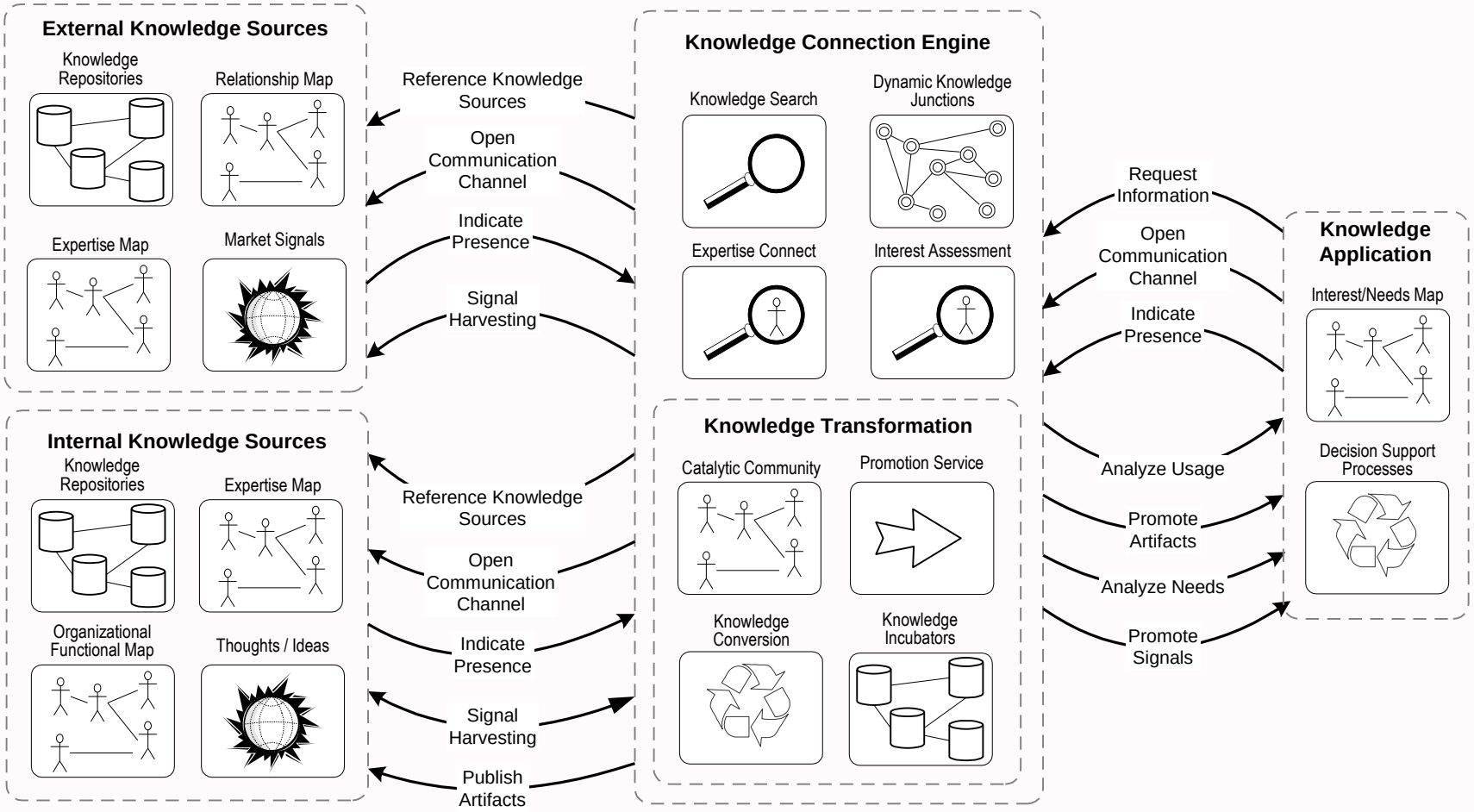
AGFA Agfa
see more | do more

2005 - 2006
Competitive Intelligence – KIT process



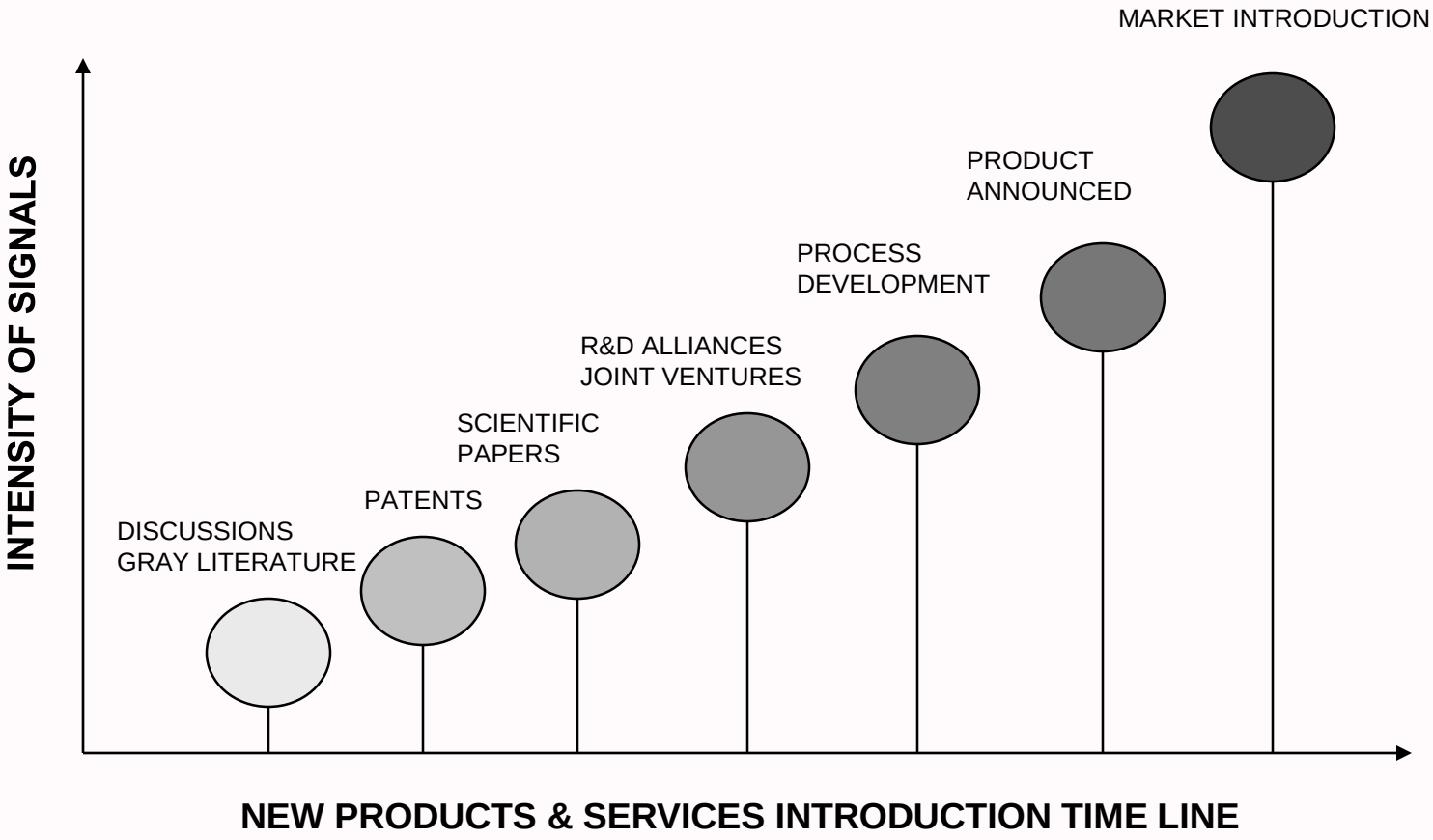
AGFA Agfa
see more | do more

2005 - 2006
Knowledge creation environment



AGFA Agfa
see more | do more

2005 - 2006
Signals from outside



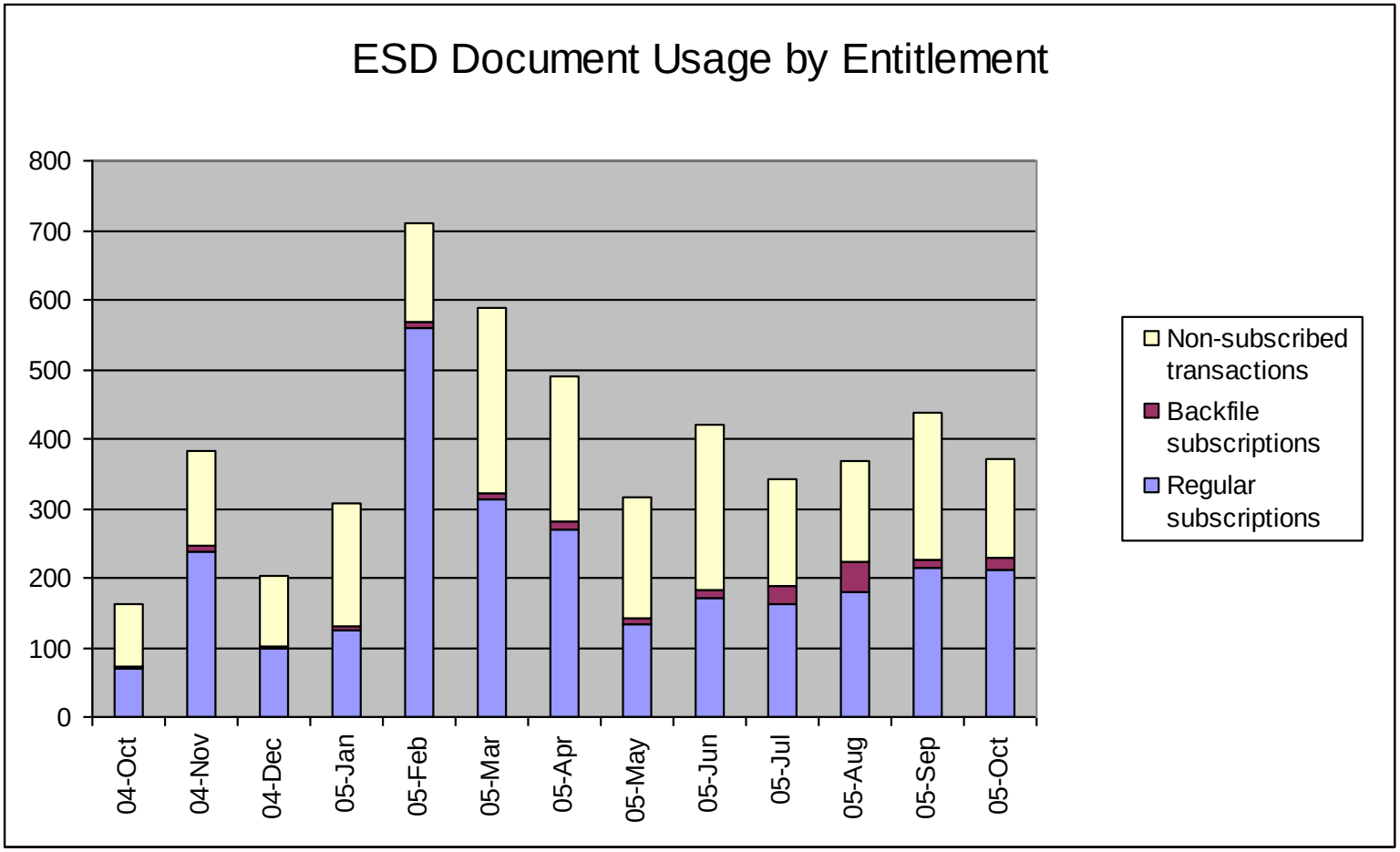
AGFA Agfa
see more | do more

2005 - 2006
Documentation cost

- Budget 2006 = 2,5 x Budget 2000
  - Board directive to decrease or stay at this level
- External price increases to be compensated by savings
  - Portfolio clean-up
  - Stop print where possible (E-only)
  - Substitution of sources (incl. selected free resources)
- New subscription model required
  - Problem: low subscription usage + high transaction usage
  - Solution: top search (A&I, full text) + e-document delivery
  - Flexible mix of title subscriptions and pre-paid downloads

AGFA Agfa | see more | do more |

2005 - 2006
Elsevier ScienceDirect usage



AGFA Agfa
see more | do more

2005 - 2006
Examples of new subscription models

- Thomson Business Intelligence
  - Integrated news, market and broker research
  - Pay for selected parts only
  - Stored in online workgroup folders
- IEEE Enterprise
  - Search on Xplore platform
  - Pre-purchased number of downloads
  - Stored in online filing cabinet available company-wide

Thank you!

Dirk De Beukelaer
dirk.debeukelaer@agfa.com

AGFA Agfa

| see more | do more |