aiim

You're Working TOO Hard – Using Intelligent Automation to Save Time, Money, and Effort

Incorporating Robotic Process Automation into Your Information Management Strategy

In Partnership with

opentext ™

As the non-profit association dedicated to nurturing, growing and supporting the information management community, AIIM is proud to provide this research at no charge to our members. In this way, the entire community can leverage the education, thought leadership and direction provided by our work. We would like these research findings to be as widely distributed as possible.

Feel free to use individual elements of this research in presentations and publications with the attribution — "© AIIM 2019, www.aiim.org". Permission is *not* given for other aggregators to host this report on their own website.

Rather than redistribute a copy of this report to your colleagues or clients, we would prefer that you direct them to www.aiim.org/research for a download of their own.

Our ability to deliver such high-quality research is partially made possible by underwriters, without whom we would have to use a paid subscription model. For that, we hope you will join us in thanking our underwriters:

opentext™

OpenText
275 Frank Tompa Drive
Waterloo, Ontario N2L 0A1
Canada
🏠 www.opentext.com

TABLE OF

CONTENTS

❖

About AIIM

Here at AIIM, we believe that information is your most important asset and we want to teach you the skills to manage it. We've felt this way since 1943, back when this community was founded.

Sure, the technology has come a long way since then and the variety of information we're managing has changed a lot, but one tenet has remained constant — we've always focused on the intersection of people, processes, and information. We help organizations put information to work.

AIIM is a non-profit organization that provides independent research, training, and certification for information professionals. Visit us at www.aiim.org.

About the author

John Mancini

John Mancini is a Past President of AIIM. He is a well-known author and speaker on information management and digital transformation.

As a frequent keynote speaker, John offers his expertise on Digital Transformation and the struggle to overcome Information Chaos. He blogs under the title Digital Landfill (http://info.aiim.org/digital-landfill), has more than 11,000 Twitter followers, 6,000 LinkedIn followers, and can be found on most social media as @jmancini77. He has published more than 25 e-books, the most recent being:

- GDPR After the Deadline
- Automating Compliance and Governance
- How does the Office 365 Revolution Impact Governance and Process Automation?
- Enhancing Your RPA Implementation with Intelligent Information
- The State of Intelligent Information Management: Getting Ahead of the Digital Transformation Curve

About AIIM's Industry Watch Research

Over two years ago, AIIM introduced the concept of Intelligent Information Management, or IIM, and began researching the connections between IIM and Digital Transformation.

AIIM's IIM roadmap provides the following key capabilities:

- **CONTENT SERVICES** – a flexible and modular approach that utilizes content and information wherever and whenever it is needed, independent of the legacy ECM preoccupation of where it is stored;
- **PROCESS SERVICES** – process tools that can be delivered with the simplicity of an app, but within a framework that allows the business to remain in control; and
- **ANALYTICS SERVICES** – automated tools to prepare ALL of its information – both structured and unstructured – for machine learning.

Content Services

Multi-Channel Capture

Content Migration, Integration, and Collaboration

Document Management

Records Management and Preservation

Process Services

Business Process Management (BPM)

Robotic Process Automation (RPA)

Case Management

Decision Management

Analytics Services

Data Recognition, Extraction, and Standardization

Metadata and Taxonomy Management

PII Identification and Protection

User Personalization
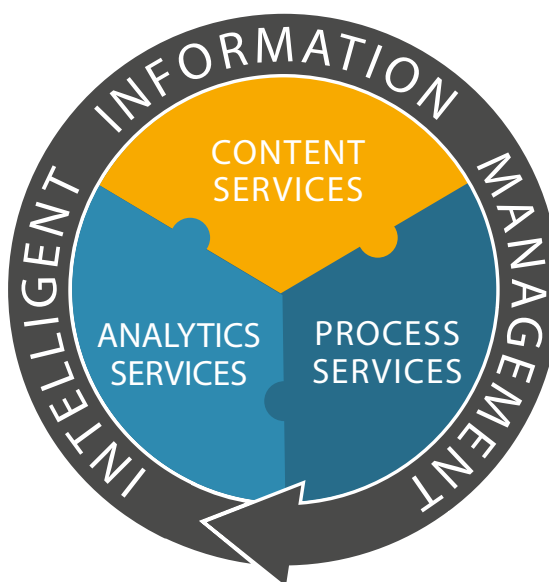
The term **SERVICES** is intentional in this definition, because a modern enterprise must be able to link these capabilities together on the fly to respond to a continually changing business environment.

Our 2019 Industry Watch research program looks at the impact of the rising tide of information chaos, its impact on the effectiveness of Transformation initiatives, the adoption rates of core IIM technology building blocks, and IIM best practices.

Our focus areas this year (with forecast release dates in parentheses) are:

- State of Industry – Content Services (March)
- Modernizing the Information Toolkit – Building an Effective Strategy for Content Integration & Migration (April)
- IIM Best Practices – Implementing a Digital Workplace Strategy (June)
- IIM Best Practices – Incorporating Intelligent Capture in Your Digital Transformation Strategy (July)
- You're Working TOO Hard – Using Intelligent Automation to Save Time, Money, and Effort (August)
- Accessible AND Secure – Best Practices for Automating Your Information Governance (October)

We value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken using a web-based tool in late June 2019.

The survey sample was a mix of respondents from the AIIM population (in the AIIM database, but not necessarily AIIM members – about 20% of the total) and a sample of respondents completely independent of AIIM (about 80%). The respondents in the non-AIIM sample were directors, managers, and other decision maker respondents whose field of expertise was in Technology Implementation, Technology Development Hardware (not only IT), Technology Development Software (not only IT), and Executive Leadership.

A total of 232 individuals participated in the survey.

The core areas of responsibility for the survey participants were: 68% information technology/IT; 13% DM, CM, and RM; 9% line of business; and 8% compliance, security, legal.

87% of participants were from organizations with > 100 employees; 39% from organizations with > 1000 employees. Organizations with less than 10 employees were excluded.

68% of the participants were from outside the United State and Canada.

The largest industry segments represented in the survey were:

- IT & High Tech
- Finance, Banking, Insurance
- Healthcare
- Retail, Transportation & Real Estate

Which is the best description of the department in which you work?

Records, document, or content management	Line of business	Information technology/IT	Compliance, Security, Legal	Other
13%	9%	68%	8%	1%

Approximately how many employees are there in your organization?

10-100	100-1000	over 1000
13%	48%	39%
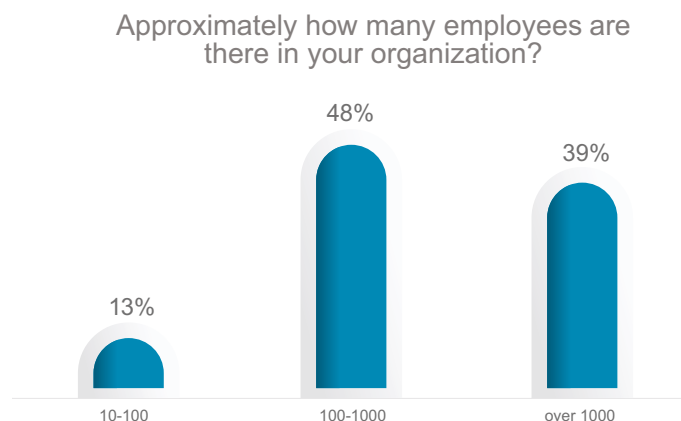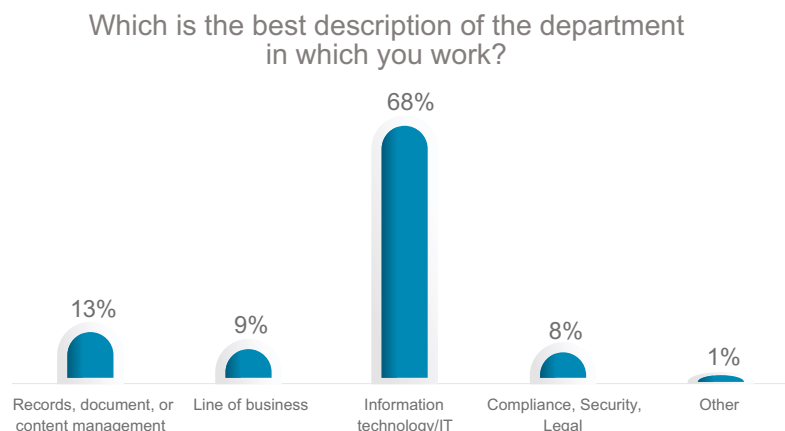
Where is your organization headquartered?

Region	Percentage
US and Canada	32%
UK and EMEA	24%
Asia/Pacific/India	22%
Australia/New Zealand	1%
Mexico and Central/South America	21%
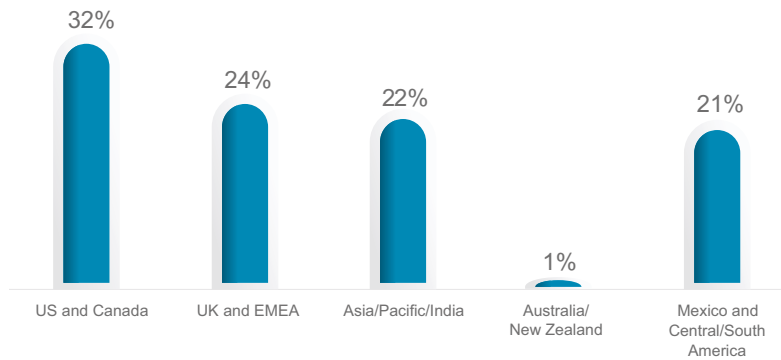
Which of the following best describes the primary business of your organization?

Business	Percentage (approx)
Other	3%
Legal and Professional Services	2%
Document Services Provider	2%
Media, Entertainment, Publishing	0.5%
Telecoms, Water, Utilities	1%
Retail, Transport, Real Estate	10%
Healthcare	11%
Engineering & Construction	6%
Consultants	1.5%
Energy, Oil & Gas, Mining	1.5%
Manufacturing, Aerospace, Food, Process	7%
Non-Profit, Charity	2.5%
Education	6%
IT & High Tech	21%
Government & Public Services - National/International	1.5%
Finance, Banking, Insurance	14%
Government & Public Services - Local/State	5%

In addition, during the survey, we asked respondents to self-assess the performance of their organization ("profitability" for companies; "effectiveness" for non-profits and governmental agencies) relative to other organizations in their peer group and score their performance as either "above average" (28%), "average" (59%), or "below average" (13%). Throughout this eBook, we have broken out some of the responses by these categories – describing these groups as "Leaders," "Average," and "Laggards" to establish the link between organizational performance and profitability and IIM maturity and effectiveness.

We asked a qualification question – "Are you familiar with your organization's use of case management, business process management (BPM), robotic process automation (RPA) and decision management technologies?" – prior to initiating the survey.

We gave survey participants the following definitions prior to actually beginning the survey:

Here are the capabilities we want you to keep in mind as you go through the survey:

- Bring together all of the information about a customer or problem into a single view or case (**Case Management**).
- Model and automate multiple complex processes within a common framework or methodology (**Business Process Management, or BPM**).
- Reduce the burden of simple and repetitive manual tasks by having software mimic the tasks done by human workers (**Robotic Process Automation, or RPA**).
- Treat decisions as definable and reusable business assets and use technology to standardize key decision points (**Decision Management**).

We have also used data from previous AIIM market research reports to illustrate particular points. The specific reports used are footnoted.

Connecting the Dots Between Content Services and Process Services

Every organization is on – or should be on – a Digital Transformation journey.

79% of organizations realize that they must transform into true digital businesses in order to survive. As the currency that fuels and funds the journey, information is an organization's most valuable asset.[1]

How important is DIGITAL TRANSFORMATION
to your organization?
For 79%, Digital Transformation is key.

| Very important	Important	Somewhat important	Not important at all
39%	40%	20%	2%
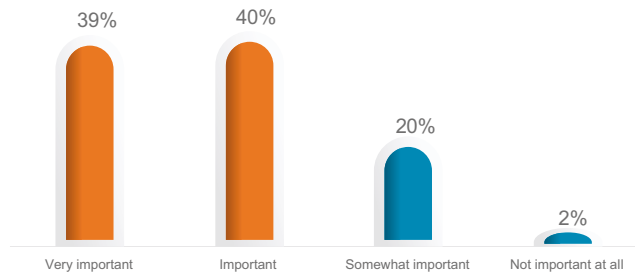
A rising tide of information chaos and confusion imperils these desired Digital Transformation journeys. The volume, velocity, and variety of information that most organizations need to manage, store, and protect now exceeds their ability to even marginally keep pace with big content challenges.

On average, organizations expect the volume of information coming into their organizations to grow from X to 4.2X over the next two years.[2] And most importantly for those who care about Content Services and Process Services, they expect over 60% of this information to be *unstructured* (like a contract or a conversation) or *semi-structured* (like an invoice or a form).[3]

Think about the huge amounts of data and information currently
coming into your organization (call this current volume "X") -
What do you predict this volume will be in 2 years?
The volume of information expected to grow from X to 4.2X.

X	2X	3X	4X	5X	6X	7X	8X	9X	10X
2%	25%	21%	16%	10%	7%	5%	6%	2%	5%
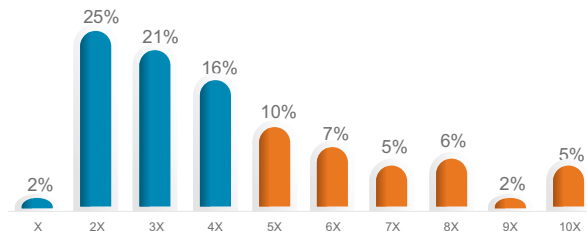
Think about ALL of the information in your organization. What would
be your best guess for the percentage of the total that is
unstructured INFORMATION?
Over 60% of information sprawl is unstructured – i.e., content.

90%	80%	70%	60%	50%	40%	30%	20%	10%
8%	18%	23%	19%	11%	9%	9%	1%	2%
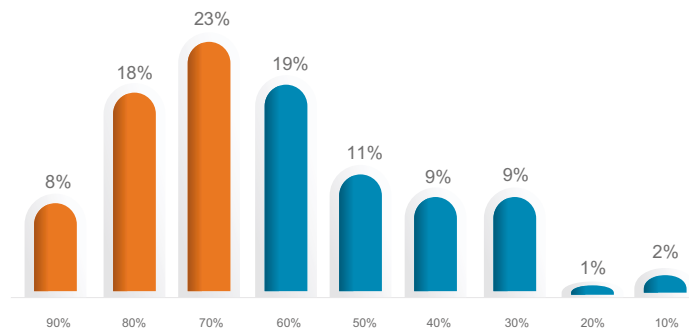
As a result, there is a growing disconnect in organizations between their desire for process automation and the information that is needed to drive those processes. 54% of the information needed within a particular business application is stored *within the application itself* rather than within a dedicated content repository, a percentage that has remained remarkably consistent over the past five years.[4] These kinds of content integration failures make it very difficult for process workers to view content *in context*, a prerequisite for business effectiveness. In 75% of organizations, simply managing the documents and content necessary for process workers to get their job done is a problem.[5]

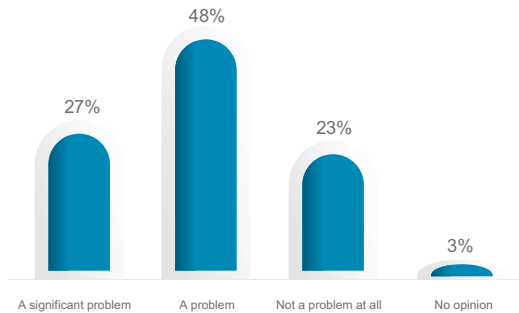How significant a problem is this for your organization? - Managing the
documents and content necessary for knowledge workers
to get their jobs done.

Getting the right information to the right person
in context a problem for 75%.

| A significant problem | A problem | Not a problem at all | No opinion |
| 27% | 48% | 23% | 3% |

The intersection between **Content Services** (multi-channel capture, content integration and migration, document management, and records management and preservation) and **Process Services** (case management, business process management, robotic process automation, and decision management) is a critical one on the journey to Digital Transformation. A failure to map this intersection will result in siloed processes and content repositories that handcuff even the most well-intentioned efforts to transform customer journeys and enhance customer experiences.

> *"A big challenge is the maturity of the business and its processes. It's hard to automate when processes are not standardized."* [Finance, Banking, Insurance]

Per AIIM's CIP Study Guide:

> *Organizations that work at "the speed of paper" are increasingly being rendered non-competitive and irrelevant. We work and live today in an age where ubiquitous broadband internet and ever-more-powerful mobile devices combine to let workers work where, when and to some extent how they want to. But this means more than simply scanning paper and leveraging email in support of digitization initiatives. Rather, we think it calls for a fundamental rethinking of how we approach key business outcomes. It requires that information be digitized and that work processes be developed, or reworked, with a focus on digital first and automation wherever possible. And it requires that organizations adopt a posture of agility and responsiveness rather than one of passivity and reactivity.*

Leading organizations understand these core Intelligent Automation best practices:

1. Start with a realistic assessment of the current state of automation in your organization.
2. Integrate process automation initiatives with your efforts to tackle the rising tide of information chaos. And vice versa.
3. While immediate cost savings are an important immediate benefit of process automation, don't neglect to educate the C-Suite on the *strategic* benefits as well – data quality, information security, and improved customer experiences.
4. Embrace the next generation of process services to leverage your existing ECM and BPM investments.

[1]AIIM, 2019, State of the Industry – Content Services, Overall N = 307
[2]AIIM, 2018, Automating Governance and Compliance, Overall N = 275
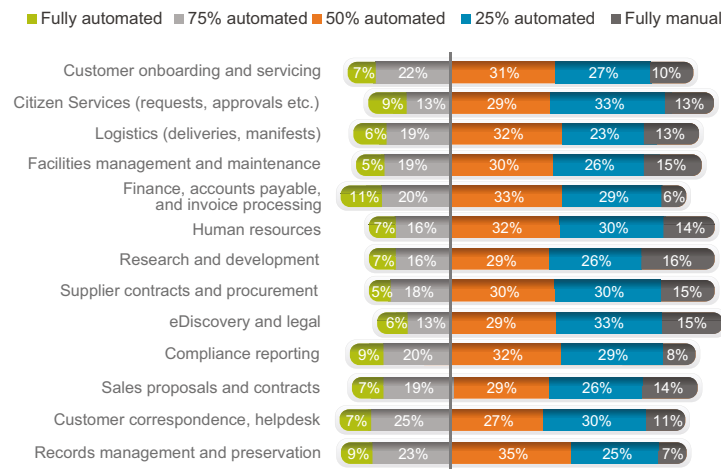[3]AIIM, 2018, Enhancing Your RPA Implementation with Intelligent Information, Overall N = 226
[4]AIIM, 2018, Meeting the Challenge of Digital Transformation, Overall N = 366
[5]AIIM, 2019, IIM Best Practices – Implementing a Digital Workplace Strategy, Overall N = 206

1. Start with a realistic assessment of the current state of automation in your organization.

The reality facing most organizations is that despite many well-intended efforts, process automation lags far behind where organizations would like it to be. Typically, two-thirds of organizations report that their core back-end processes are less than 50% automated.

How would you describe the degree of automation that CURRENTLY exists in each process in your organization?

■ Fully automated ■ 75% automated ■ 50% automated ■ 25% automated ■ Fully manual

Process	Fully automated	75% automated	50% automated	25% automated	Fully manual
Customer onboarding and servicing	7%	22%	31%	27%	10%
Citizen Services (requests, approvals etc.)	9%	13%	29%	33%	13%
Logistics (deliveries, manifests)	6%	19%	32%	23%	13%
Facilities management and maintenance	5%	19%	30%	26%	15%
Finance, accounts payable, and invoice processing	11%	20%	33%	29%	6%
Human resources	7%	16%	32%	30%	14%
Research and development	7%	16%	29%	26%	16%
Supplier contracts and procurement	5%	18%	30%	30%	15%
eDiscovery and legal	6%	13%	29%	33%	15%
Compliance reporting	9%	20%	32%	29%	8%
Sales proposals and contracts	7%	19%	29%	26%	14%
Customer correspondence, helpdesk	7%	25%	27%	30%	11%
Records management and preservation	9%	23%	35%	25%	7%

Automation challenges are present for organizations at all performance levels, even for those that self-identify as "above average" relative to their peers (in our research, the "Leaders"), and is particularly evident in self-described low-performing organizations (in our research, the "Laggards"). Organizations who performance is below average typically report that their back-end processes are *at least 75% manual* – a deep challenge for them as digital disruption accelerates.

% reporting that this process is at least 75% manual	Leaders	Average	Laggards
Records management and preservation	26%	28%	73%
Customer correspondence, helpdesk	39%	38%	67%
Sales proposals and contracts	32%	41%	68%
Compliance reporting	33%	37%	57%
eDiscovery and legal	33%	52%	72%
Supplier contracts and procurement	41%	45%	63%
Research and development	35%	52%	67%
Human resources	42%	43%	63%
Finance, accounts payable, and invoice processing	34%	35%	31%
Facilities management and maintenance	37%	38%	63%
Logistics (deliveries, manifests)	28%	35%	57%
Citizen Services (requests, approvals etc.)	37%	50%	67%
Customer onboarding and servicing	31%	36%	57%

Action Items

15 Questions to Troubleshoot a Business Process
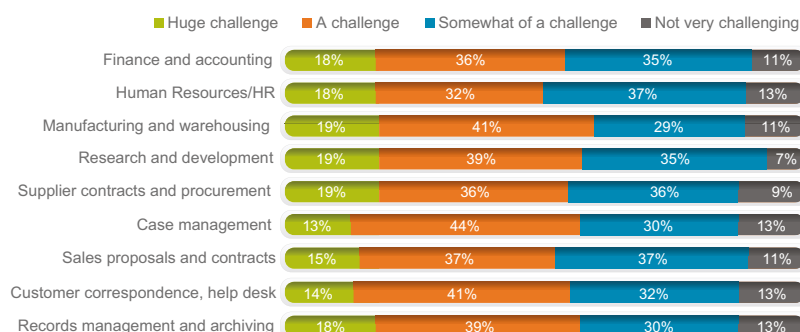(Source: AIIM CIP Study Guide)

1. Is the process flow correct, efficient, effective, and adaptable?

2. Is there evidence of obvious defects in the process?

3. Do we have unnecessary sign-offs and approval activities in the process?

4. Who is accountable for the process?

5. What metrics are there and are they sufficient and informative to define the expected outcomes?

6. Is there one standard way of working, or does each knowledge worker do things differently?

7. Are all the steps really necessary?

8. Are we asking for data we don't need?

9. Are the hand-offs between various process elements and tasks smooth?

10. Is there a good communication path between process steps?

11. Do the people undertaking the tasks understand and follow the documented process?

12. Are there major bottlenecks in the process, areas where things slow down?

13. Is there clear and logical input and output to each step?

14. Have you considered how else could this process step be accomplished?

15. How do exceptions impact the overall process?

2. Integrate process automation initiatives with your efforts to tackle the rising tide of information chaos. And vice versa.
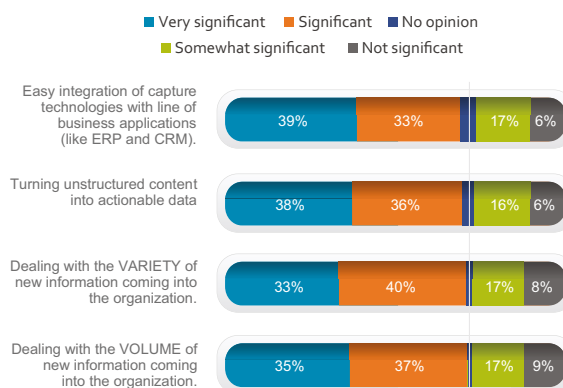
There are many reasons why efforts to automate are so problematic. But at the top of the list is the reality that across every core back-end business process, unstructured and semi-structured information (i.e., content) represents a significant obstacle to full automation.[6]

For each of the following processes, think about how much of a challenge semi-structured and unstructured information represents in your efforts to automate.

■ Huge challenge   ■ A challenge   ■ Somewhat of a challenge   ■ Not very challenging

Process	Huge challenge	A challenge	Somewhat of a challenge	Not very challenging
Finance and accounting	18%	36%	35%	11%
Human Resources/HR	18%	32%	37%	13%
Manufacturing and warehousing	19%	41%	29%	11%
Research and development	19%	39%	35%	7%
Supplier contracts and procurement	19%	36%	36%	9%
Case management	13%	44%	30%	13%
Sales proposals and contracts	15%	37%	37%	11%
Customer correspondence, help desk	14%	41%	32%	13%
Records management and archiving	18%	39%	30%	13%

Intelligent capture technologies are uniquely positioned to help organizations address the problem set created by unstructured information chaos – the explosion in the formats, speeds, and volumes of information entering the organization. 82% of organizations see the rising volume of information as a significant problem, and 73% are also concerned about the explosion in information types.[7]

How significant a problem is this?

■ Very significant   ■ Significant   ■ No opinion
■ Somewhat significant   ■ Not significant

	Very significant	Significant	No opinion	Somewhat significant	Not significant
Easy integration of capture technologies with line of business applications (like ERP and CRM).	39%	33%		17%	6%
Turning unstructured content into actionable data	38%	36%		16%	6%
Dealing with the VARIETY of new information coming into the organization.	33%	40%		17%	8%
Dealing with the VOLUME of new information coming into the organization.	35%	37%		17%	9%

This core unstructured content challenge – a long-standing one for those in the content management space – is one that cannot be solved by RPA (Robotic Process Automation) technologies alone. Although RPA does a great job automating rote and repetitive processes, a failure to build a strategy to incorporate unstructured and semi-structured information into RPA capabilities will lead to suboptimal results and a continued reliance on manual intervention in automated processes.

"After two failed RFPs for an ERP solution, our company hired an IT consulting firm to tell us what we should have known – we weren't ready. Too many processes are manual and paper. We have not addressed siloed information or adopted born digital/stay digital practices. There's too much unstructured data and the knowledge base has not been built to move forward, only to keep doing what we've always done." [Government & Public Services – Local/State]

The high % of unstructured information engulfing business processes is important for optimizing RPA because this information must be turned into structured data for RPA engines to be effective. Two out of three organizations say that "Documents create problems for most RPA tools" and 70% say "Unstructured information is the Achilles' Heel for many RPA implementations."[8]

Additional Reading

***Additional reading from Automation Anywhere:** Adding cognitive capabilities to robotic process automation (RPA) is the biggest trend in business process automation since, well, RPA. In this eBook, you'll learn how to succeed with cognitive automation by following six basic steps.*

Action Items

3 Main Drivers for Process Change
(Source: AIIM CIP Study Guide)

1. **Changes to the marketplace.** Consider the Fortune 500 – the list of the largest companies in the U.S. by total revenue. Since the original list was published in 1955, more than 400 of the corporations on that list no longer exist, at least in the same form. Competitive pressures in the marketplace don't just come from other competing organizations, but also from changes in how consumers use and perceive the marketplace.

2. **Changes to legal or regulatory requirements.** Organizations are required to comply with these or face penalties and other liabilities. One of the more pressing issues today is privacy and protection of personal data – in just the last few years we've seen a number of changes to privacy regulations around the globe, requiring any organization that collects or processes personal data to review and potentially overhaul any process that relies on it.

3. **Changes to technology can displace previous technologies very quickly.** Netflix and others won over Blockbuster for many reasons, but a large part had to do with the ability to stream media and movies directly to consumers courtesy of ubiquitous broadband internet, ever-increasing data speeds, and mobile device capabilities. But something as relatively simple as moving from "wet-ink" to digital signatures can significantly streamline business processes.

Additional Reading

***Additional reading from Vidado:** Turn previously inaccessible data into your differentiator through AI. Download the following white paper to learn: How the top tech and finance businesses are leveraging their proprietary data, how to overcome challenges in constructing useful datasets, and how businesses are implementing AI to access this data.*

[6]*AIIM, 2018, Enhancing Your RPA Implementation with Intelligent Information, Overall N = 226*

[7]*AIIM, 2019, IIM Best Practices – Incorporating Intelligent Capture in Your Digital Transformation Strategy, Overall N = 232*
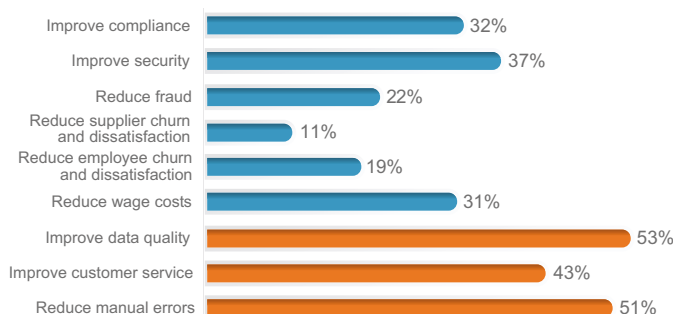
[8]*AIIM, 2018, Enhancing Your RPA Implementation with Intelligent Information, Overall N = 226*

3. While immediate cost savings are an important immediate benefit of process automation, don't neglect to educate the C-Suite on the strategic benefits as well – data quality, information security, and improved customer experiences.

Process automation has traditionally been directly associated with increased efficiency and reduced costs. And while these drivers are still important, it is also critical to position intelligent automation as a *strategic* initiative addressing C-level customer experience (CX) concerns.
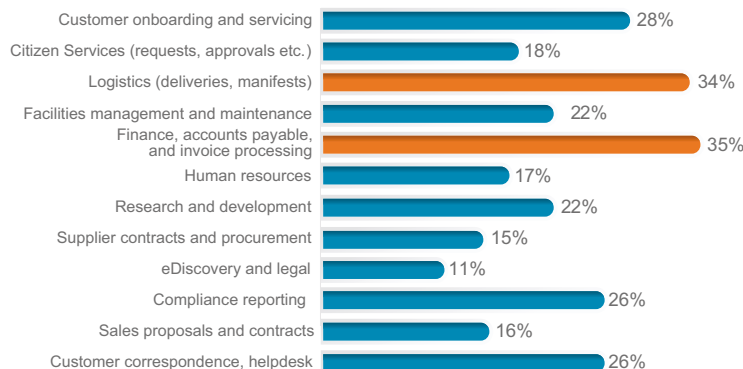
The top drivers for undertaking a process automation project – 1) improving data quality; 2) reducing manual errors; and 3) improving customer service – are clearly tied to the creation of seamless customer experiences. A failure to address these underlying concerns can often result in a CX "veneer" that can prove especially frustrating to customers once they penetrate the veneer and encounter ugly and manual back-office processes.

Which THREE of the following reasons for undertaking a process automation project are the MOST important?

Reason	Percentage
Improve compliance	32%
Improve security	37%
Reduce fraud	22%
Reduce supplier churn and dissatisfaction	11%
Reduce employee churn and dissatisfaction	19%
Reduce wage costs	31%
Improve data quality	53%
Improve customer service	43%
Reduce manual errors	51%

Given that organizations cannot pursue an endless list of automation priorities, focus is important. The top ranking of finance, accounting and invoice processing is not surprising; this area has long been one of the most popular areas for automation given the manual nature of many financial processes, the ripple effect that finance has across the efficiency of other processes, and the increasingly strategic role that finance plays in Digital Transformation initiatives. This top ranking is consistent across all levels of performance – Leading, Average, and Lagging.

In which THREE of the following "horizontal" processes is automation the MOST urgent?

Process	Percentage
Customer onboarding and servicing	28%
Citizen Services (requests, approvals etc.)	18%
Logistics (deliveries, manifests)	34%
Facilities management and maintenance	22%
Finance, accounts payable, and invoice processing	35%
Human resources	17%
Research and development	22%
Supplier contracts and procurement	15%
eDiscovery and legal	11%
Compliance reporting	26%
Sales proposals and contracts	16%
Customer correspondence, helpdesk	26%

"Process automation saved us lot of man hours."
[Finance, Banking, Insurance]

Given that 80% of those surveyed were from *outside* the AIIM community, the relatively high ranking of records management and preservation as an urgent target for process automation is at first glance perhaps surprising. It likely is driven by the rising tide of information chaos and the resulting desire to move away from many traditional manual records and governance processes. This automation challenge goes deeper than the inability of organizations to extract value from their information; most have failed to automate the task of even getting rid of the junk. Over 60% of organizations are still stuck with mostly manual approaches to retention and disposition management or have just given up and save everything. The problem goes beyond ROT (Redundant, Obsolete, and Trivial content) to the basic management of document metadata. Two out of three organizations cannot even easily identify basic metadata like the owner and version for over 50% of their documents.[9]

> *"I feel the adoption of process automation technologies is proving difficult, time consuming, and a lot of headaches for all involved."* [Education]

Problems associated with the information "risk" side of the process equation are particularly pronounced among laggard organizations.

Most urgent top three "horizontal" automation targets	Leaders	Average	Laggards
Records management and preservation	23%	32%	43%
Customer correspondence, helpdesk	25%	25%	23%
Sales proposals and contracts	16%	15%	17%
Compliance reporting	20%	28%	27%
eDiscovery and legal	13%	10%	20%
Supplier contracts and procurement	12%	17%	17%
Research and development	26%	21%	10%
Human resources	17%	18%	7%
Finance, accounts payable, and invoice processing	36%	33%	37%
Facilities management and maintenance	26%	22%	13%
Logistics (deliveries, manifests)	26%	35%	40%
Citizen Services (requests, approvals etc.)	22%	19%	20%
Customer onboarding and servicing	38%	25%	27%

Additional Reading

Additional reading from K2: *Companies large and small are looking for ways to streamline how they connect and manage information across various line-of-business (LOB) systems regardless of where the data originates. Discover how content services and process automation are being used across a number of different use cases in the eBook "Combining Content and Digital Process Automation into a Powerful business Optimization Engine."*

Action Items

Processes are actually more complicated than they first appear, requiring an integrated approach. For example, consider the following "sub processes" within Financial Services that must be integrated within an overall automation strategy.

1. Account audit requests
2. Branch risk monitoring
3. Check approvals and processing
4. Claim repairs
5. Credit card signup
6. Customer communication
7. Customer complaints
8. Customer onboarding
9. Deductible payment
10. Direct debit cancellations
11. Dispute resolution
12. Employee data management & integration
13. Fraud account closure
14. Internet application processing
15. Lost/stolen card management
16. Marketing campaigns
17. Modify address details
18. Modify direct debit details
19. Payments terms administration
20. Personal account closures
21. Personal loan applications
22. Regulatory compliance reporting
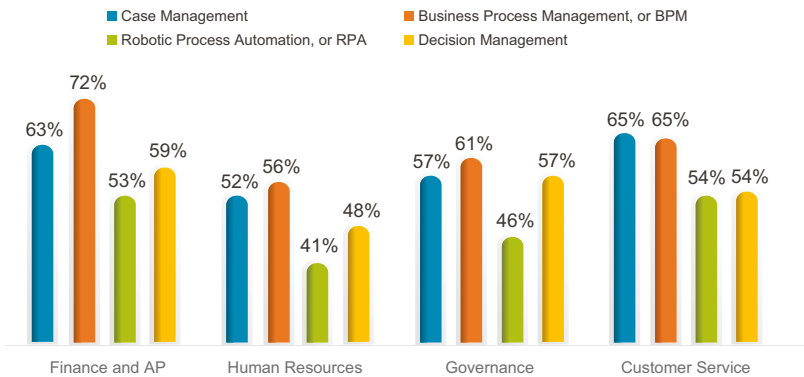23. Statement reconciliation
24. Wire transfer

[9]*AIIM, 2018, Automating Governance and Compliance, Overall N = 275*

4. Embrace the next generation of process service capabilities to leverage your existing ECM and BPM investments.
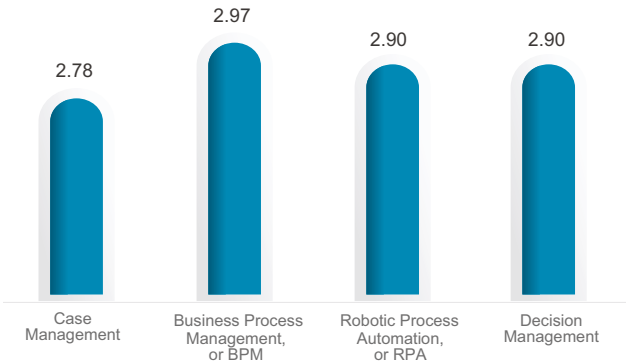
There is widespread interest in the four core process services technologies – case management, business process management, robotic process automation, and decision management. Given a choice between "important," "nice to have," and "don't care," it is not surprising that business process management and case management – the most "mature" of the process services technologies – are viewed as top priorities.

How would you rate the importance of each of the four Process Services building blocks in these core processes? (% answering "important")

Legend:
- Case Management
- Business Process Management, or BPM
- Robotic Process Automation, or RPA
- Decision Management

	Case Management	Business Process Management, or BPM	Robotic Process Automation, or RPA	Decision Management
Finance and AP	63%	72%	53%	59%
Human Resources	52%	56%	41%	48%
Governance	57%	61%	46%	57%
Customer Service	65%	65%	54%	54%

Survey participants report a high degree of satisfaction with these technologies among those that have already deployed them, and high interest among those who have yet to do so.

Those with an existing solution were asked to rate their satisfaction on the following scale: 1 for extremely satisfied, 2 for satisfied, 3 for somewhat satisfied, and 4 for unsatisfied.
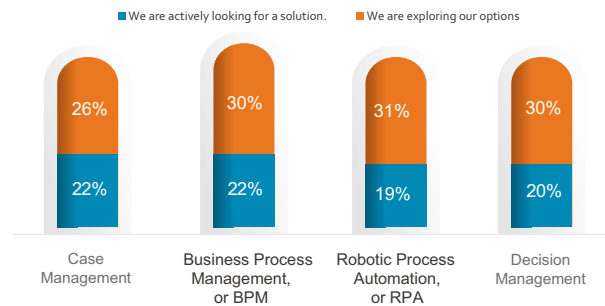
How satisfied are you with your solution? 4 point scale, 4 the highest

Case Management	Business Process Management, or BPM	Robotic Process Automation, or RPA	Decision Management
2.78	2.97	2.90	2.90

There is significant ongoing interest in these technologies, with 50% of those surveyed typically either actively looking for a solution or exploring their options.

"The update of the technology simplifies the process and makes adoption faster and more efficient. In our area this helps us given that we often deal with very specific procedures."
[Healthcare]

Do you currently have a solution in this area?

Legend: ■ We are actively looking for a solution. ■ We are exploring our options

	Case Management	Business Process Management, or BPM	Robotic Process Automation, or RPA	Decision Management
We are exploring our options	26%	30%	31%	30%
We are actively looking for a solution	22%	22%	19%	20%

RPA and Decision Management are likely to get increased focus over time, particularly as organizations seek to leverage and modernize their existing capabilities. In the first wave of process automation, organizations focused on large-scale, mission-critical, document-intensive processes. The BPM and ECM capabilities used to solve this first generation of problems tended to be expensive, complicated, and had long implementation cycles, but this didn't matter that much because the problems these capabilities solved were so critical.

> "We've experienced improved communication between different areas, a reduction in unnecessary emails, the possibility of monitoring processes, and increased management capacity." [Finance, Banking, Insurance]

For many organizations, these core back-office automation challenges remain. But those with existing investments in BPM and ECM technologies are now looking for new and additional process platforms beyond traditional BPM and ECM that are nimbler, more agile, and more easily deployed by the business to tackle the next wave of process challenges. Forrester talks about deep processes ("BPM grew up handling complex, long-running processes") and wide processes ("the long tail of applications that codify the dozens, if not hundreds, of manual processes that can trip up customer experiences"). Both are important.

Organizations typically find that RPA and low-code platforms can not only help extend the life of existing BPM and ECM investments, but can also more broadly distribute process automation capabilities throughout the organization. This drive toward empowering "citizen developers" – business analysts working in concert with IT, but not totally reliant upon them – is an important long-term trend.[10]

How important is the concept of "citizen developer" to your organization's process improvement plans?

71% of organizations see the concept of a "citizen developer" as important

Critical	Very important	Important	Not so important	Not important at all	I don't know what you're talking about
7%	41%	23%	13%	4%	11%

Action Items
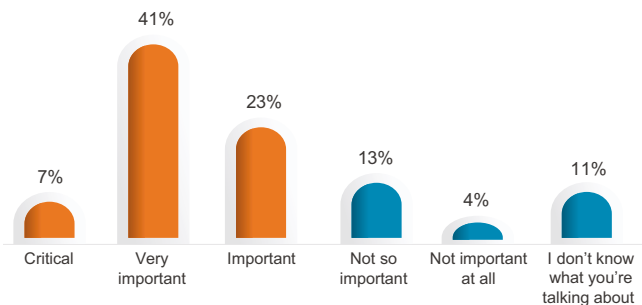
Is this a good process for RPA? Do the workers in the process:

1. Perform structured, repeatable, computer tasks, such as data entry?
2. Make simple decisions based on predetermined rules?
3. Need to access multiple systems to accomplish a task?
4. Need to search for, aggregate, or update information?

A C-Suite Checklist – Nine Core Benefits of Process Automation

As you think through how to structure and position Intelligent Automation initiatives in your organization, make sure to properly position both the *strategic* and the *tactical* benefits of process automation. Here are a few ideas from the AIIM CIP Study Guide:

☑ **Time savings.** If a manual, paper-based process takes 2 hours to complete, and automating it reduces that time to 15 minutes, that's an hour and 45 minutes saved per. That means the same number of employees can complete many more transactions in the same time period.

☑ **Cost savings.** Time is money, and time saved is money saved.

☑ **Reduced error rate.** Every time a human touches a process, it's an opportunity to make a mistake: forgetting to include something, accidentally entering a wrong value, etc. Fewer errors means time savings means cost savings; it also reduces the likelihood of poor customer satisfaction, increased liability, and so on.

☑ **Consistency of process execution and process outcomes.** If you automate a process end-to-end, you can ensure that no steps were missed, everything is there, all the metadata has been filled in, etc.

☑ **Increased process transparency.** You can't manage what you don't measure, and manual processes are often hard to measure meaningfully. In an automated process there will be metrics and reporting that show what's going on with the process as a whole and with the individual instances of that process.

☑ **Improved workload balancing.** Automated processes can be set up to feed into work queues. From here the next task could go to the next available operator, or it could be assigned to the best available resource for processing. If a process has some exceptions that causes it to slow down, the queue can automatically move to the next available resource so there is no bottleneck behind this one.

☑ **Better allocation of staff resources.** Many steps in a given process are mundane ones like looking up data in one system or copy/pasting data from one system into another. These don't require creativity, insight, or even though most of the time and certainly aren't particularly fulfilling to the employees performing them. Automate those processes and those tasks through tools like RPA and free up staff to do more creative and innovative things.

☑ **Increased customer satisfaction.** In the digital age, customers don't want responses at the speed of paper, and they don't want manual processes that could provide them incorrect information because something was missed or processed incorrectly.

☑ **Increased accountability.** Similarly, automation tools can provide insight about how particular staff members or departments or shifts are performing and where there might be opportunities for quality or performance improvements.

> **Additional Reading**
>
> *Additional reading from OpenText:* DHFL Pramerica Life Insurance Co. Ltd. (DPLI) is one of India's most progressive life insurers. DPLI looked to OpenText to complete a large-scale transformation project to digitize its key business processes. *This story* describes how they digitized multiple end-to-end business processes, decreased transaction time, and reduced processing costs by 25–30%.

08 Things You Need to Know About Process Services and RPA

01
75%
of organizations said getting the right information to the right process worker in context is a problem.
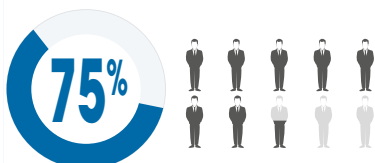
02
35%
34%
30%
Most urgent back-office process automation priorities – finance **(35%)**, logistics **(34%)**, records management and preservation **(30%)**.
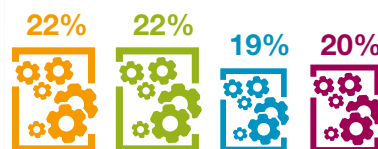
03
75%
In a typical low-performing organization, more than **75%** of each core back-office process is a manual process.

04
72%
agree – "Easy integration of capture technologies with line of business applications like ERP and CRM is a problem."

05
The top process automation drivers – improving data quality **(53%)**, reducing manual errors **(51%)** and improving customer service **(43%)** – are critical to seamless customer experiences.

06
50%
In over **50%** of core back-end business processes, unmanaged unstructured content remains a significant problem.

07
22% 22% 19% 20%
New potential customers actively looking for a Process Services solution – case management **(22%)**, BPM **(22%)**, RPA **(19%)**, and decision management **(20%)**.

08
71%
of organizations see the concept of "citizen developer" as important to their process automation plans.

In Partnership with

opentext™

TWEET THIS

opentext™
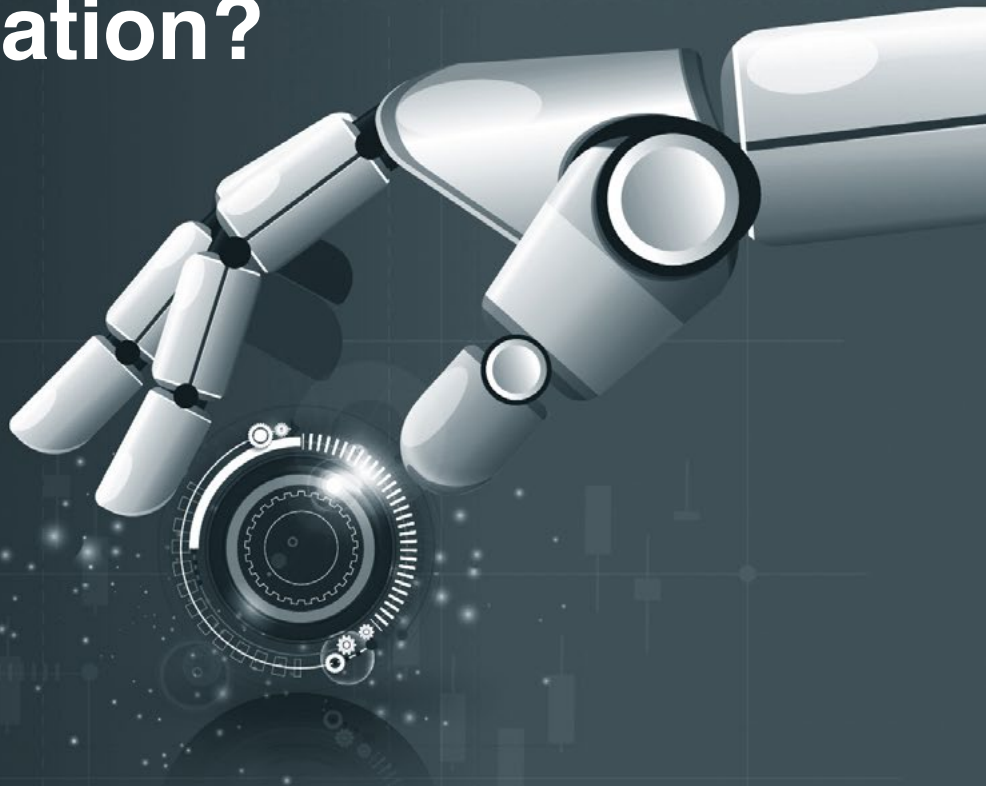
OpenText

About OpenText

OpenText, The Information Company, enables organizations to gain insight through market leading information management solutions, on-premises or in the cloud.

For more information about OpenText (NASDAQ: OTEX, TSX: OTEX) visit

opentext.com

Are you ready to unlock the power of Robotic Process Automation in your own organization?

As you've discovered in this report, Robotic Process Automation (RPA) has the power to help you save time, save money, and lighten your workload. Not sure where or how to start? AIIM has you covered with our Emerging Technologies: Robotic Process Automation (RPA) training course. This course has been designed to explain, empower, and guide you on the opportunities and challenges of incorporating RPA into your intelligent information management strategy.

Click here to learn more and to start your learning today.

LOOKING FOR YOUR NEXT STEP?

Do you have a question about this research? Would you like to discuss these findings with other members of AIIM?

CLICK HERE TO JOIN THE ONLINE DISCUSSION

What's Next?

Every organization in the world is on, or should be on, a Digital Transformation journey. How effectively you navigate this journey relies on how adept your organization is at combating the rising tide of information chaos. This requires new strategies and skills that extend beyond traditional ECM. We call this modern approach Intelligent Information Management.

This course explores how your role as an information professional is critical to accelerating business activities, enriching customer experiences, and improving operational agility.

You will learn how to:

- Create and capture information
- Extract intelligence from information
- Digitalize information-intensive processes
- Automate governance and compliance
- Implement an information management solution

The Foundations of Intelligent Information Management Workshop was designed as a primer for the Certified Information Professional exam. For attending, you will receive the CIP Study Guide and a voucher for one free CIP exam registration.

Learn More

Here at AIIM, we believe that information is your most important asset and we want to teach you the skills to manage it. We've felt this way since 1943, back when this community was founded.

Sure, the technology has come a long way since then and the variety of information we're managing has changed a lot, but one tenet has remained constant. We've always focused on the intersection of people, processes, and information. We help organizations put information to work.

AIIM is a non-profit organization that provides independent research, training, and certification for information professionals.