



IIM Best Practices — Implementing a Digital Workplace Strategy

In Partnership with



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DocuWare Corporation

4 Crotty Lane Suite 200
New Windsor, NY 12553

+1 (845) 563-9045

dwsales@docuware.com

www.docuware.com



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kim@yuuviz.com

<http://yuuviz.com>



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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

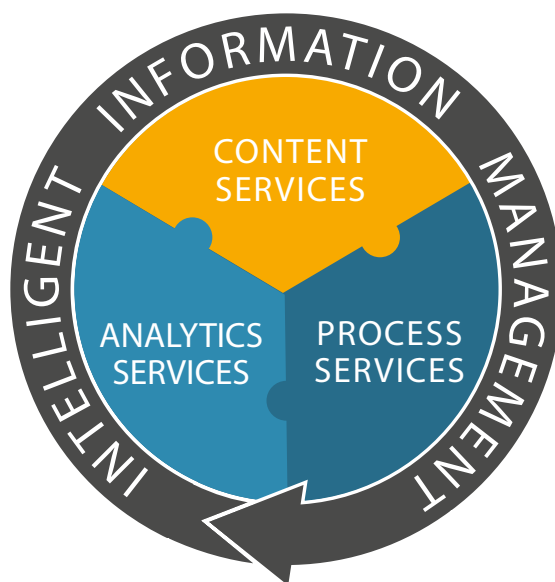
Multi-Channel Capture
Content Migration, Integration,
and Collaboration
Document Management
Records Management
and Preservation

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, and the adoption rates of core IIM technology building blocks. AIIM Industry Watch reports examine core IIM building blocks as well as the key issues that surround them:

- The key drivers motivating potential customers;
- Buying intentions and key purchase drivers during the next 12 months;
- Obstacles faced during the acquisition and implementation process; and
- Business results achieved through IIM technologies.

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 Migration and Integration (April)
- Implementing a Digital Workplace Strategy (June)
- 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)
- Uncovering the Secrets to Success with Office 365 (November)

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 April 2019.

The survey sample was a mix of respondents from the AIIM population (in the AIIM database, but not necessarily AIIM members – about 25% of the total) and a sample of respondents completely independent of AIIM (about 75%). 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 205 individuals participated in the survey.

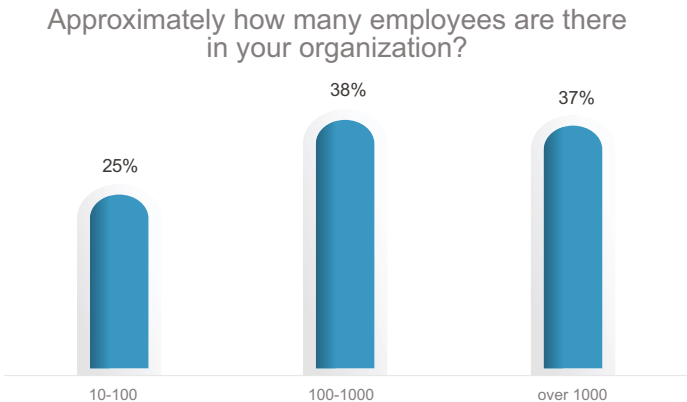
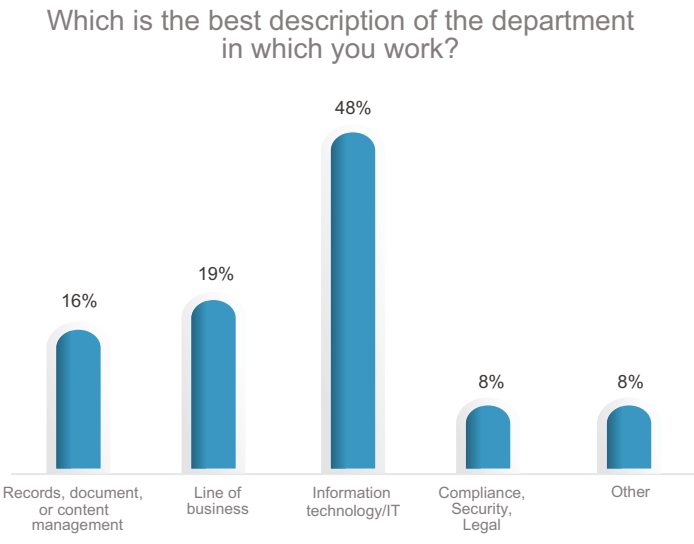
The core areas of responsibility for the survey participants were: 48% information technology/IT; 19% line of business; 16% DM, CM, and RM; and 8% compliance, security, legal.

75% of participants were from organizations with > 100 employees; 37% from organizations with > 1000 employees. Organizations with less than 10 employees were excluded.

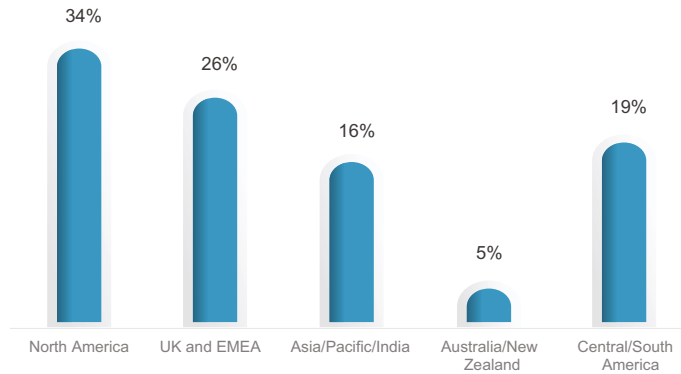
66% of the participants were from outside North America.

The largest industry segments represented in the survey were:

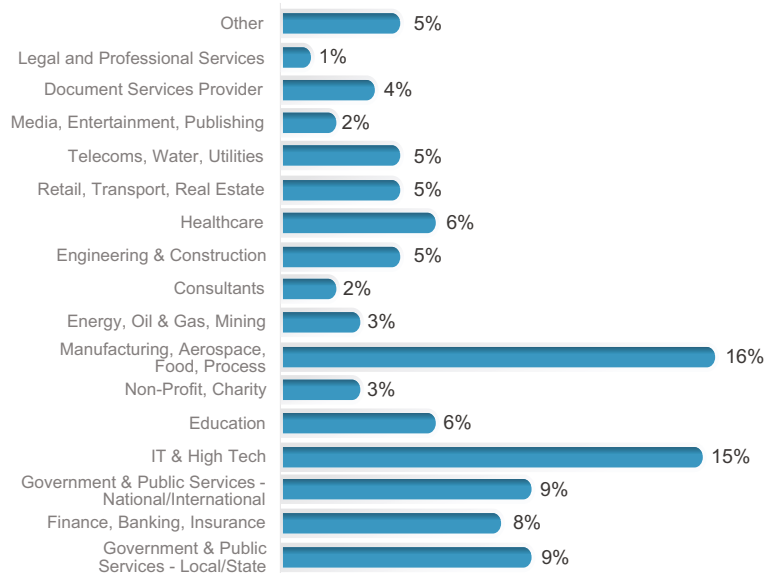
- Manufacturing, Aerospace, Food, Process
- Government
- IT & High Tech
- Finance, Banking, Insurance



Where is your organization headquartered?



Which of the following best describes the primary business of your organization?



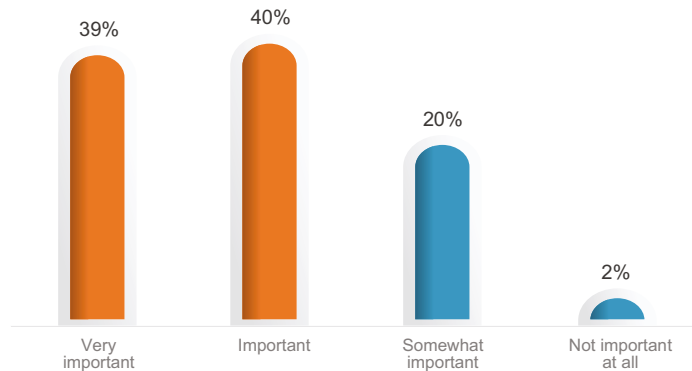
In addition, during the survey, we asked respondents to self-assess the performance of their organization (“profitability” for companies; “effectiveness” for non-profits and governmental agencies) relative to other organizations in their peer group and score their performance as either “above average” (29%), “average” (61%), or “below average” (10%). Throughout this eBook, we have broken out some of the responses by these categories to establish the link between organizational performance and profitability and IIM maturity and effectiveness.

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

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

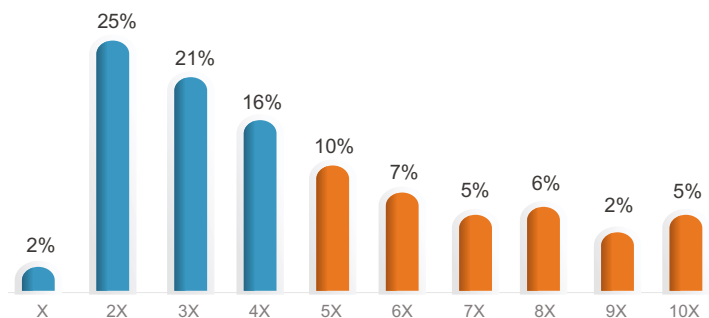
How important is DIGITAL TRANSFORMATION to your organization?
For 79%, Digital Transformation is key.



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 management and content 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.



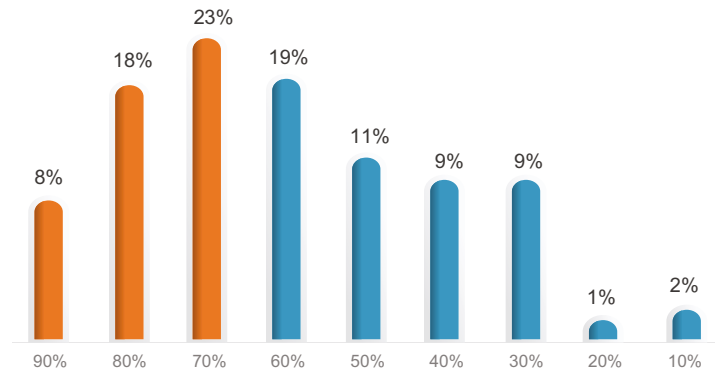
¹AIIM, 2019, *State of the Industry – Content Services*, Overall N = 307

²AIIM, 2018, *Automating Governance and Compliance*, Overall N = 275

³AIIM, 2018, *Enhancing Your RPA Implementation with Intelligent Information*, Overall N = 226

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.



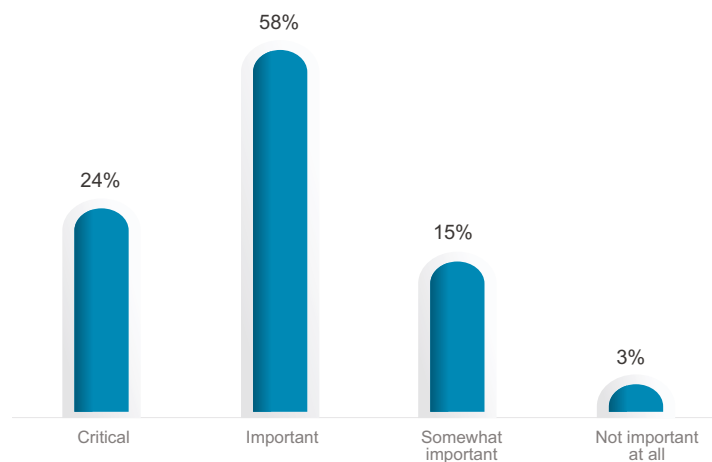
These two imperatives – 1) a commitment to Digital Transformation and 2) a rising tide of information chaos – meet in the day-to-day processes and tools that knowledge workers use to get their jobs done – the **Digital Workplace**.

There are many definitions of the term “Digital Workplace” – and truth be told, also a fair amount of hype around the term. Gartner’s description is as good as any: “The Digital Workplace enables new, more effective ways of working; raises employee engagement and agility; and exploits consumer-oriented styles and technologies.” Or in other words, the Digital Workplace is all about using consumer grade tools in the workplace that allow knowledge workers to be more effective, no matter where they actually work.

The key point is that the productivity, effectiveness, and engagement of knowledge workers is critical to Digital Transformation.

How important are your Digital Workplace initiatives relative to your overall strategy of Digital Transformation?

For 82% of organizations, there is a clear link between Digital Workplace initiatives and a broader Transformation strategy.



In this eBook, we explore 4 best practices for creating a Digital Workplace:

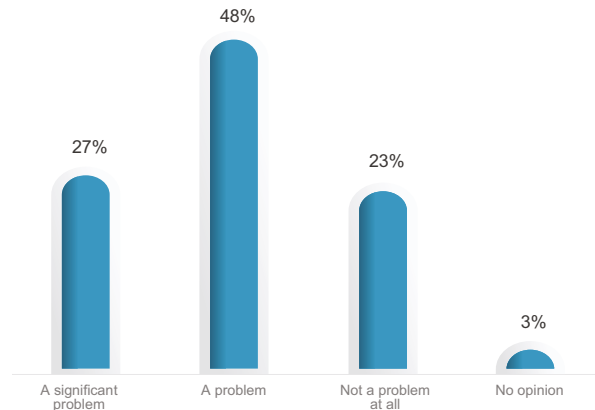
1. Agree on what the term “Digital Workplace” means to *your particular organization*.
2. Whatever terms you use, understand the *business* objectives that you are trying to achieve.
3. Shift your focus from buzzwords to understanding how information is actually used on a day-to-day basis.
4. Focus on identifying and building upon the core capabilities workers need to get their work done.

1. Agree on what the term “Digital Workplace” means to *your particular organization*.

Perhaps the best place to start in thinking about a Digital Workplace strategy is by simply understanding the impact that information chaos has on the ability of knowledge workers to *get their work done*. In far too many organizations, siloed content repositories and siloed and disconnected process applications create an environment in which knowledge workers must act as human system integrators, copying/pasting information from where it is *stored* to where it is *needed*.

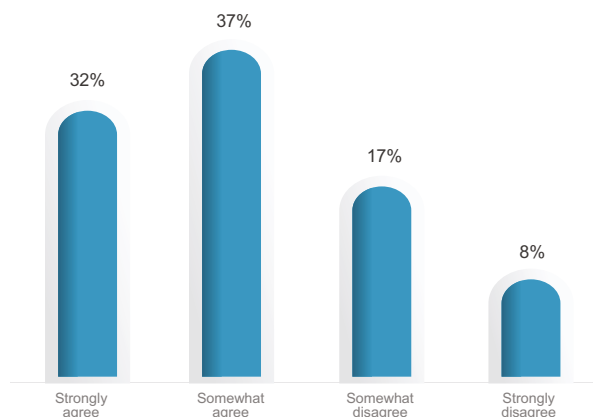
As a result, 54% of the information needed within a particular business application is stored within the application itself rather than within a dedicated content repository, a percentage that has remained remarkably consistent over the past five years.⁴ These kinds of content integration failures make it very difficult for knowledge workers to view content *in context*, a prerequisite for business effectiveness. In 75% of organizations, simply managing the documents and content necessary for knowledge workers to get their job done is a problem.

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%.**



While the *problem* is clear, the label we apply to the solutions to address it – Digital Workplace – is less so. 69% of organizations don’t fully understand the term “Digital Workplace.”

Agree or Disagree: The term “Digital Workplace” is
well-understood in our organization when planning
technology initiatives.
**69% of organizations don’t fully understand
the term “Digital Workplace.”**

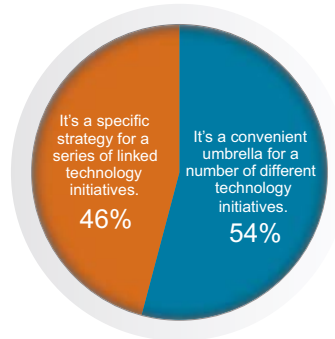


⁴AIIM, 2018, *Meeting the Challenge of Digital Transformation*, Overall N = 366

IMPLEMENTING A DIGITAL WORKPLACE STRATEGY

Organizations are fairly evenly split about whether “Digital Workplace” is an actual *strategy*, or a collection of individual technology initiatives grouped under a convenient label. Leading organizations are much more likely to view “Digital Workplace” as a *strategy* rather than a collection of *tactical* initiatives.

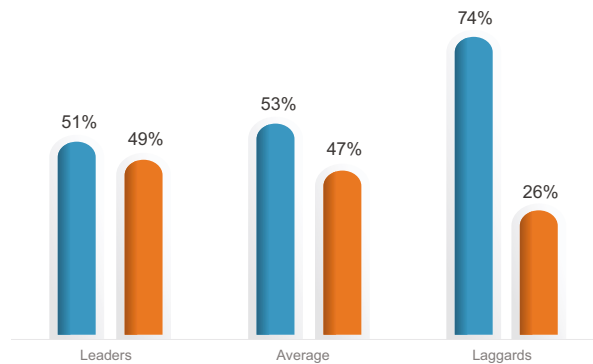
Which statement best describes how your organization views the term “Digital Workplace?”



“I believe our organization is well ahead of most when it comes to the Digital Workplace; however, there continues to be a disconnect on which tools the company will standardize on.”

Which statement best describes how your organization views the term “Digital Workplace?”
Laggards more likely to have a purely tactical focus.

■ It's a convenient umbrella for a number of different technology initiatives.
■ It's a specific strategy for a series of linked technology initiatives.



“In my organization, there is no conscious effort to build a digital workplace... There is no central theme around IT spending and no overall strategy or governance framework for information management.”



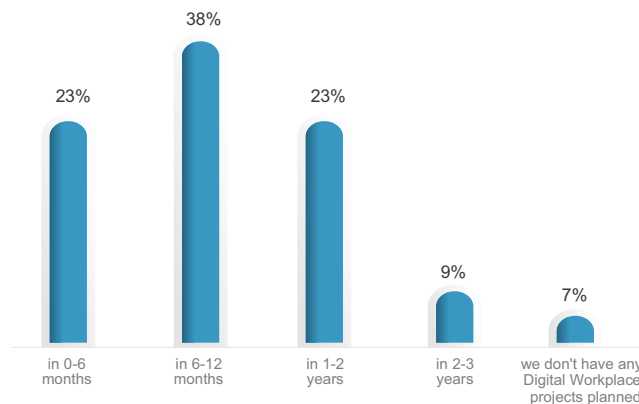
3 Digital Workplace areas that should be on every C-level priority list

- **Information quality** – How accurate is the information we use to make business decisions? How objective is it? How believable?
- **Information context** – How relevant is this information? How much value does it have? How timely is it? How complete is it?
- **Information usability** – How easy is it to interpret our information? Is it in the right format? How accessible is it? How secure is it?

2. Whatever terms you use, understand the *business* objectives that you are trying to achieve.

By whatever definition, a top focus for most organizations is the adoption of consumer grade tools in the workplace that allow knowledge workers to be more effective regardless of their location. Significantly, 61% of organizations are planning a significant Digital Workplace initiative during the next 12 months.

When are you planning your next significant Digital Workplace project?
For 61% of organizations, Digital Workplace initiatives are an immediate concern.

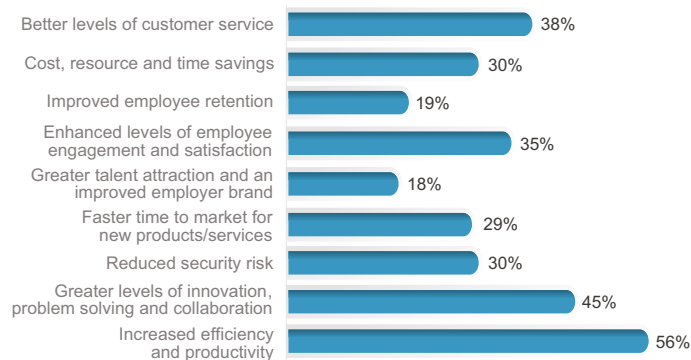


“Digital and intelligence (artificial or not) are just the latest buzz words but at executive level there is no insight, let alone vision or strategy to make it real.”

What do organizations hope to accomplish with these initiatives? The top three priorities are:

1. Increased efficiency and productivity – 56%
2. Greater levels of innovation, problem solving, and collaboration – 45%
3. Better levels of customer service – 38%

What would you see as the three most important goals of a Digital Workplace initiative?



“Our organization has heard the buzzwords but we are not able to create a strategy to move forward.”

What does this say about **selling** Digital Workplace projects in your organization?

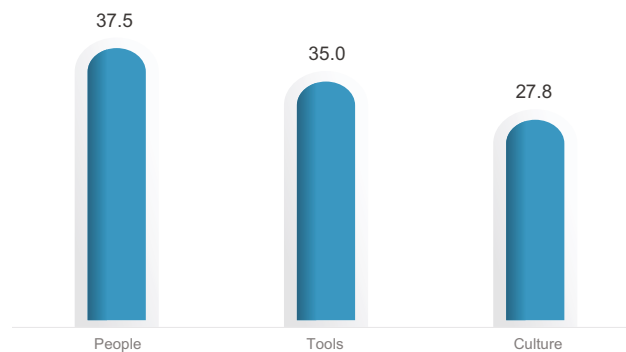
It tells us there are two needs that must be addressed. First, like any other IT investment, there needs to be specific cost savings and productivity gains from the investment. Given that knowledge worker needs vary so much by role, this suggests that Digital Workplace projects are best positioned in the context of improving *specific* processes. Secondly, the value placed upon innovation, problem-solving and collaboration suggests that there is also a higher order value beyond cost savings. In other words, a Digital Workplace initiative should not only address the need for tactical process improvement – **doing things better** – but also establish a framework for more strategic process innovation and reinvention – **doing things differently**.

“Vendors often set a lot of hype and unrealistic expectations for users that are not realized when delivered by IT.”

At a strategic level, most technology initiatives require a combination of **people** and **tools**, addressed within the overall **culture** of an organization. Efforts focused on creation of a Digital Workplace are no exception.

In our research, we asked participants to allocate 100% of their overall effort against each of core building blocks of People, Tools, and Culture. The aggregate totals seem to point in the direction of a balanced approach.

How does your organization view the relative importance of the three core elements of any Digital Workplace initiative - People, Tools, and Culture.



“The biggest issue with selling the Digital Workplace to the business is to easily explain what it is and what benefits it will bring. Most people will see it as just the latest buzzword from IT.”



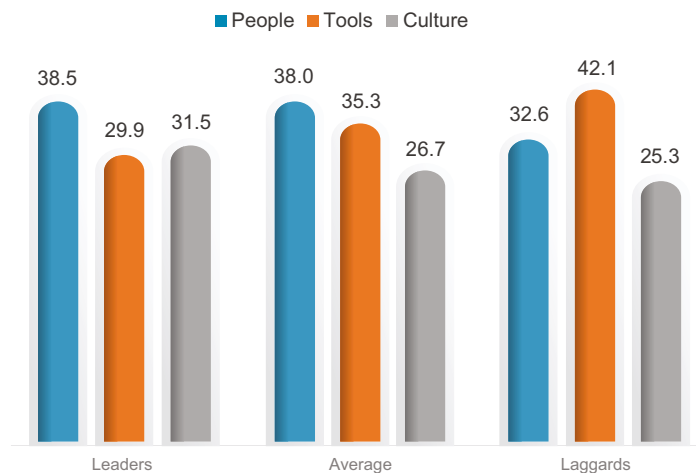
A closer look at the data, though, reveals a variety of approaches.

Leading organizations tend to understand that effective technology strategies require focus on the “people” part of the deployment equation. For these organizations, systematically understanding user needs early in a project and incorporating them directly into system design and architecture is THE most critical element. As organizational performance declines, a “toolkit” mindset – projects rolled out by IT with little user engagement – becomes a far too frequent approach to significant Digital Workplace projects.

“In a big organization, funding can be allocated to many diverse groups tackling different aspects of Digital Workplace realization. The overlaps can create challenges.”

How does your organization view the relative importance of the three core elements of any Digital Workplace initiative - People, Tools, and Culture?

For Laggards, “Digital Workplace” is just a “tools” thing.



6 steps to creating an effective Digital Workplace strategy

1. Define your audience and success factors.
2. Do an audit of the existing situation.
3. Build a case to proceed that aligns with the core business objectives of the organization.
4. Map out the informal knowledge networks inside your company.
5. Find an internal champion.
6. Think “platforms” rather than specific software solutions.

3. Shift your focus from buzzwords to understanding how information is actually used on a day-to-day basis.

Understanding how information is actually used on a day-to-day basis is a key prerequisite for building a Digital Workplace strategy. This is not as easy as it sounds, because the *context* in which knowledge work is done varies significantly based on the role played in the organization.

"We need to align and not have different parts of the business seek their separate solutions."

For example, consider "collaboration" as an objective that has universal value. However, not all "collaboration" is the same. There are multiple approaches to collaborative work, each suggesting a different set of Digital Workplace capabilities.

First, collaboration activities may be **person-to-person**. Peers working for a clear common purpose can use collaboration tools to exchange content, gather knowledge from each other, and see new approaches and shared wisdom emerge. Synchronous person-to-person tools may include streaming activity updates, electronic whiteboarding, chat windows, online voice or video discussions. Asynchronous collaboration means information sharing in more of a broadcast model: users receive and consume content when they choose. Examples of asynchronous collaboration could be email, starting a discussion forum thread, or publishing a blog post. Person-to-person collaboration is the type of collaboration that is most familiar to users.

"We are too siloed/complex to have achieved this yet... but the right minds are putting some pieces together."

Secondly, collaboration activities may be **context-driven**. Content that is well-defined with metadata and organized with consistent tags or descriptors can be automatically surfaced and presented or recommended by the underlying search or analytic engines that are part of most content management systems. Content can thus be aggregated or syndicated into virtual dashboards or workspaces and create a framework for content *in context* that pushes collaboration to the next level.

Thirdly, collaboration can also be driven by **processes**. Workflows are often structured forms of collaborative activity, with software managing the stages and tasks particular users or groups need to perform to achieve common purpose. Transactional business, or content that requires formalized approval and sign-off, are well-suited to structured or process-driven collaboration.

"IT gives no thought to the employee, testing before launch, and their plans win out no matter how unreasonable."

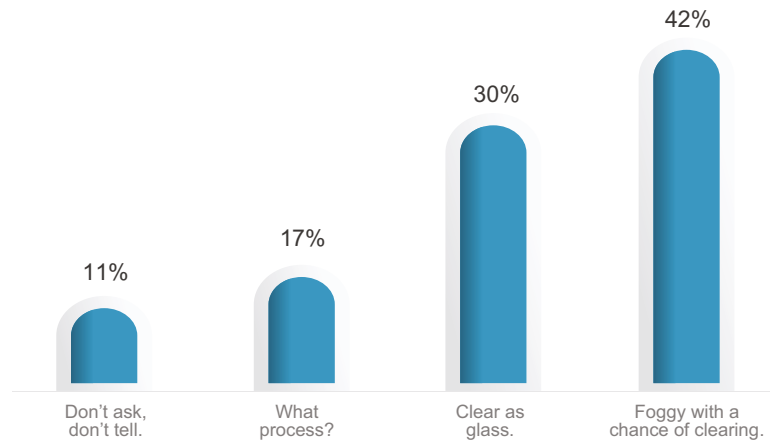
"Collaboration" is but one example of how *the tactics and tools chosen can vary significantly depending on how information is actually used*. A core challenge is that most organizations have not addressed this key question, and thus many Digital Workplace initiatives do not understand the target at which they are aimed.

"Our biggest challenges are business process re-engineering and culture. Our processes are ill defined and if they are defined, they tend to be customized by each person. Culturally, there's a push back (not blatant but quiet) on new technology."

Only 30% of organizations would describe the processes used to determine and prioritize the tools that knowledge workers need, want and use as “clear as glass.” Over 40% of organizations aspire to process clarity when it comes to understanding knowledge worker needs, but nonetheless describe the current state of these processes as “foggy.”

How would you describe the processes used in your organization to determine and prioritize the tools that knowledge workers need, want and use to get their jobs done?

Only 30% have a clear strategy to understand knowledge worker needs.



One strategy to address this core gap is to focus specifically on information *quality*. In this way, organizations can break the “Digital Workplace” goal into something that is perhaps easier to quantify and more addressable. Organizations that place a premium on information quality realize that as they mature through different stages of addressing this challenge, information quality:

- ...becomes a significant competitive differentiator;
- ...provides measurable business impact of issues impacting the quality of data being delivered;
- ...provides improved data quality as a significant new capability for the business;
- ...provides a framework for consistent implementation of business rules validation;
- ...provides a foundation for governance via strong stewardship structures and data lineage; and
- ...becomes integrated and automated into business processes and the systems that support them.



6 questions to begin the conversation about information quality

1. Can the people who need information access it when they need it?
2. Does the information users need match the format(s) they require?
3. Are authorized people the only ones who can access the information?
4. When two users seek the “same” information, is it actually the same?
5. How can you tell whether information is accurate and trusted?
6. How can you tell who used what information and why?

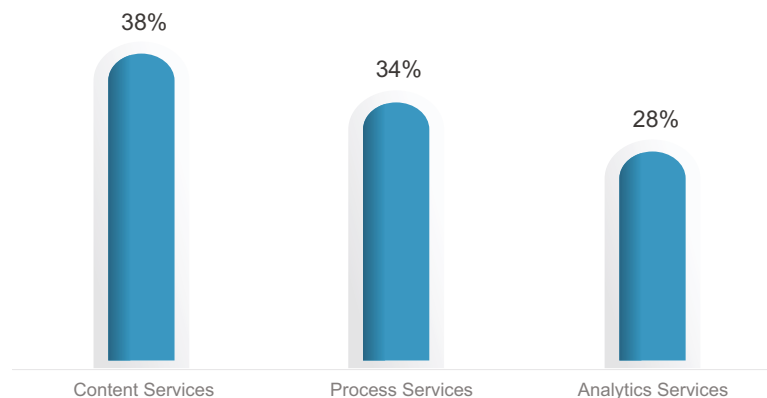
4. Focus on identifying and building upon the core capabilities workers need to get their work done.

AIIM believes that Content, Process, and Analytics Services represent the core building blocks of an Intelligent Information Management (IIM) strategy, each comprised of a set of specific technology disciplines:

Content Services	Process Services	Analytics Services
Records management & preservation	Decision management	User personalization
Document management	Case management	PII identification & protection
Content migration, integration & collaboration	Robotic Process Automation	Metadata & taxonomy management
Multi-channel capture	Business Process Management	Data recognition, extraction & standardization

In polling end users about the relative importance of these individual disciplines to their Digital Workforce objectives, most organizations see the cluster of Content Service capabilities as THE most important to their Digital Workplace plans.

Specifically in the context of creating a Digital Workplace, what are the most important broad IIM disciplines?
(% of individual technology mentions in each broad discipline)



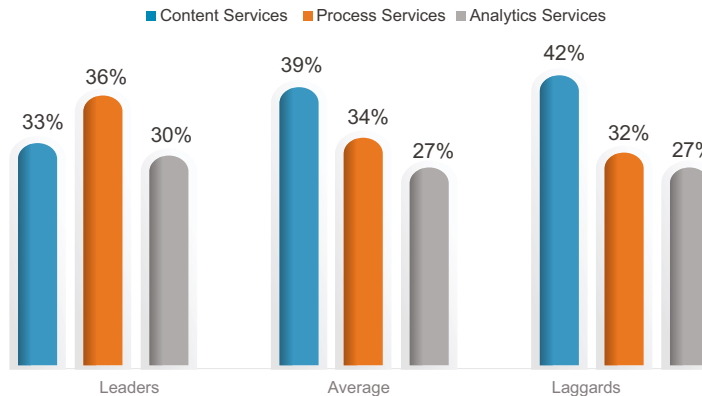
There is a forward “lean” in leading organizations in the direction of process services and analytics services, reflecting a desire to more fully automate knowledge worker processes and extract more insight from them.

“A key technical aspect often missing is the need for an open integration platform to allow the ability to securely share and update the information (content) across multiple systems, and to then correlate insights for improving both short (Business Rules) and long term (Strategic Planning) decision making.”

In addition, the differences are clear between leaders – “We have the basics under control, let’s use analytics to push our capabilities” – and laggards – “We are struggling to put in place a basic Digital Workplace strategy and are still largely reliant upon email and email attachments.”

Specifically in the context of creating a Digital Workplace, what are the most important broad IIM disciplines?
(% of individual technology mentions in each broad discipline)

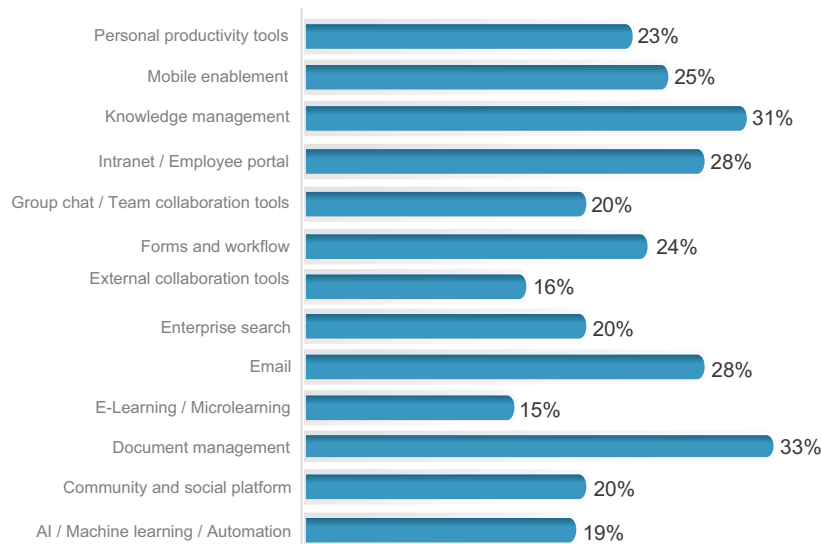
Laggards are still putting the basics in place.



“Our experience has been satisfactory beyond expectations.”

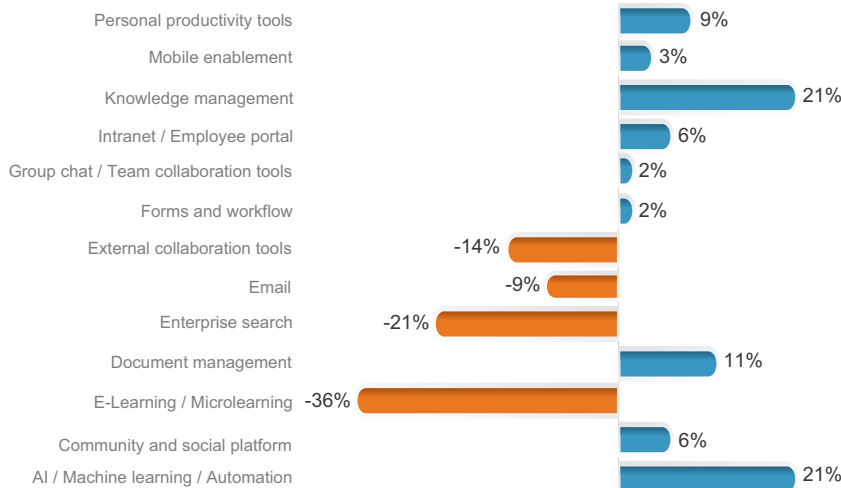
Delving a bit more into specific technologies, the focus on core content technologies is clear: Document management (33%), knowledge management (31%), intranets (28%), and email (28%) top the list.

Which THREE of the following technologies related to a Digital Workplace strategy are most important to your organization?



Leaders vs. Laggards – percentage point difference in answers –
"Which three Digital Workplace technologies are most important
to your organization?"

**Leading organizations are "leaning forward"
and taking a strategic approach.**



"IT has the budget and it is like they have a checklist for their performance. They SLAM software in roll outs like O365 – no testing – and the user does not know what happened or suddenly nothing works. OR, if RIM makes a recommendation on retention and the IT VP doesn't like it, he goes to the Compliance VP (RIM's VP) and they overrule RIM without any discussion. IT gives no thought to the employee, testing before launch, and their plans win out no matter how unreasonable."

"My organization is one of the pioneers in digital inclusion and without this we would not achieve satisfactory results."



5 ways analytics can help automate information management and push your Digital Workplace initiative to the next level

1. **Creating classification "buckets"** – analytics can provide the starting points of the classification structure by identifying clusters of documents that share similar content, structure, or metadata and using them to create "buckets"
2. **Sorting or identifying information** – categorize or classify documents based on representative examples, and then sort or identify unstructured information either in a batch operation or instantly, on-the-fly as information is encountered
3. **Searching for relevant information** – searching based on concepts, not simply "stab-in-the-dark" keywords
4. **Searching across languages** – support multi and cross-lingual search without prior translation
5. **Creating word lists or taxonomies** – automatically index a volume or collection of documents and determine the most significant words, virtually creating a relevant taxonomy "on-the-fly"

Next Steps

– An IIM Best Practices Checklist

As you think through how to structure and position Digital Workplace initiatives in your organization, keep in mind the following checklist of Best Practices:

- ☑ Begin the journey by conducting an inventory of the existing core information assets that are used by knowledge workers to get their jobs done. Understand where this information is located, the form it is in, who is touching it, and the challenges and frustrations they are experiencing.
- ☑ Understand how this information inventory is changing over time. What are the new sources of information? Where are they coming from? In what volume?
- ☑ Understand the practical tools knowledge workers currently use to integrate these information assets into their process responsibilities. How do these tools vary by area? Are they the tools that are provided by formal IT?
- ☑ Fueled by these insights, look at these tools and processes and the information necessary to drive them from the outside-in – from a customer perspective. What are your most critical customer journeys? What kinds of digital experiences are you trying to create for these customers? Where are the gaps? What kind of “human system integration” is required in order to actually make things work? Make sure you explain Digital Workplace initiatives not in abstract terms, but specifically in the context of these journeys.
- ☑ Begin your efforts to create Digital Workplace initiatives in a way that reflects your organization’s own starting point. There are wildly varying starting points and levels of digital maturity. There is no point in assuming a higher degree of digital maturity and cultural receptivity than actually exists. Make sure you have deployed and optimized core Digital Workplace technologies – document management, intranets, and effective email management – before tackling the tougher stuff.
- ☑ Get serious about information disposition. How much of the information being gathered and managed in the Digital Workplace is actually needed to meet business, legal, and compliance obligations? Many surveys suggest that this percentage is less than 50% (an optimistic assumption). The remainder represents redundant, trivial, and obsolete information that is putting a performance drag – and creating additional risk exposure – on your efforts to create a Digital Workplace.
- ☑ Experiment with automation tools that go beyond traditional BPM and ECM capabilities. Which elements of customer journeys contain a strong presence of repetitive work that might be better performed by a combination of human and machine effort? How can you apply analytics and robotic process technologies to create new sources of hybrid human/digital value?

10 Things You Need to Know to Create a Digital Workplace

01

79%



of organizations realize that they must transform into true digital businesses in order to survive.



06

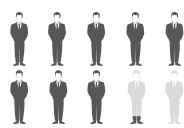


Leading organizations understand that effective Digital Workplace strategies require focus on the “**people**” part of the “**people, tools, culture**” equation.



02

82%



of organizations say there is a clear link between Digital Workplace initiatives and a broader Digital Transformation strategy.



07

Digital Workplace Best Practice #1 –



Agree on what the term “Digital Workplace” means to your particular organization.



03

75%



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

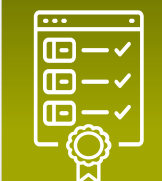


08

Digital Workplace Best Practice #2 –



Whatever terms you use, understand the business objectives that you are trying to achieve.



04

68%



of organizations don’t fully understand the term “Digital Workplace.”



09

Digital Workplace Best Practice #3 –

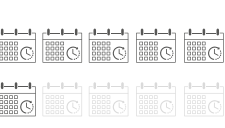


Shift your focus from buzzwords to understanding how information is actually used on a day-to-day basis.



05

61%



of organizations are planning a significant Digital Workplace initiative during the next 12 months.



10

Digital Workplace Best Practice #4 –



Focus on identifying and building upon the core capabilities workers need to get their work done.





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We'll help you put the PRO in your Business Processes



As you've discovered in this report, the journey to the Digital Workplace begins with improving your core business processes through Digitalization. Not sure where or how to start? AIIM has you covered with our Business Process Management Training Course. This course has been designed to teach you to map, design, and automate your operational processes using a combination of strategies, change management, and technologies.

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?

The CIP Can Help You and Your Organization Navigate the World of IIM.

Now is not the time to wait on your Digital Transformation initiative. IIM practices and methodologies are critical to your success, and AIIM can help. Digital disruption calls for digital leaders with the skills and experience to optimize information assets and transform business. Become that leader now through **AIIM's Certified Information Professional (CIP)** program.

AIIM worked with industry experts and focus groups to define the body of knowledge necessary for information professionals to understand core IIM practice areas and methodologies, built a certification and test based upon this body of knowledge that is available at locations around the world, and created a set of training courses and materials to help information professionals prepare for the examination.

The path to CIP should be fairly simple for information practitioners who already have expertise and work experience. AIIM has a number of resources that can help practitioners at all levels prepare to become a Certified Information Professional:

- CIP Data Sheet
- CIP Exam Outline
- CIP Study Guide (free to professional members; nonmember fee is \$60 USD)
- AIIM Training Courses
- Online CIP Prep Course
- In-Person CIP Prep Classes
- Practice Exam

CIPs reflect a more integrated, more holistic view of information management. Changes in one process, technology, or practice invariably affect others in the organization. CIPs are able to see the forest and the trees and understand and plan for these outcomes. Because of this, CIPs will identify and understand changes that could cause compliance issues, thereby reducing liability.

Organizations that manage their information more effectively enjoy reduced costs, faster time to market, increased revenues and cash flow, and increased business agility. CIPs are uniquely positioned to help organizations achieve these benefits because they understand the interactions between different information intensive processes and activities.



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.

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AIIM

8403 Colesville Road, Suite 1100
Silver Spring, MD 20910, USA
+1 301 587 8202
www.aiim.org

AIIM Europe

Office 1, Broomhall Business Centre,
Worcester, WR5 2NT, UK
+44 (0)1905 727600
www.aiim.org