

THE STATE OF INTELLIGENT INFORMATION MANAGEMENT:

GETTING AHEAD OF THE DIGITAL TRANSFORMATION CURVE



In Partnership with



ABOUT THE RESEARCH

About the Research

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.

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TABLE OF CONTENTS



PROCESS USED AND SURVEY DEMOGRAPHICS	4
ABOUT AIIM	4
ABOUT THE AUTHOR	4
ABOUT THE SURVEY	5
INTRODUCTION	6
KEY FINDINGS	7
1. EVERY ORGANIZATION IS ON — OR SHOULD BE ON — A DIGITAL TRANSFORMATION JOURNEY. THE HEART OF THIS TRANSFORMATION JOURNEY IS UNDERSTANDING, ANTICIPATING, AND REDEFINING INTERNAL AND EXTERNAL CUSTOMER EXPERIENCES	7
KEY FINDINGS — DIGITAL TRANSFORMATION	8
2. DIGITAL TRANSFORMATION EFFECTIVENESS IS IMPERILED BY A RISING TIDE OF INFORMATION CHAOS AND CONFUSION	9
KEY FINDINGS — RISING INFORMATION CHAOS	10
3. THE RISING TIDE OF INFORMATION CHAOS AND CONFUSION IS CREATING A DEMAND FOR NEW INFORMATION MANAGEMENT PRACTICES THAT EXTEND BEYOND TRADITIONAL ECM	11
KEY FINDINGS — A DEMAND FOR NEW APPROACHES	12
4. HOW ORGANIZATIONS DESCRIBE THESE NEW INFORMATION MANAGEMENT PRACTICES IS STILL EVOLVING	13
KEY FINDINGS — INDUSTRY TERMS	14
5. AIIM BELIEVES THAT FOUR KEY INTELLIGENT INFORMATION MANAGEMENT PRACTICES OR METHODOLOGIES — AND AN ASSOCIATED SET OF MODULAR AND CONFIGURABLE TECHNOLOGY BUILDING BLOCKS — ARE CRITICAL TO DIGITAL TRANSFORMATION SUCCESS	15
KEY FINDINGS — IIM PRACTICES AND METHODOLOGIES	15
6. THE SECRET SAUCE — INFORMATION MANAGEMENT MATURITY AND DIGITAL TRANSFORMATION MATURITY ARE DIRECTLY TIED TO BUSINESS EFFECTIVENESS AND PROFITABILITY	17
KEY FINDINGS	17
SOME FINAL THOUGHTS	18
DEVELOPED IN PARTNERSHIP WITH:	20
ABBY	20
Accusoft	20
ActivePDF	21
Box	21
K2 Software	22
Kodak alaris	22
M-FILES	23
Nuxeo	23
OpenText	24



PROCESS USED AND SURVEY DEMOGRAPHICS

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

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*Chief Evangelist and Past
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John Mancini is the Chief Evangelist and 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 and a Klout score in the 60s. He has published more than 25 e-books, the most recent being:

- [2017: A Digitally "Transformative" Year](#)
- [Digital Preservation — Is Your Current Approach to Managing Long-Term Digital Information Failing the Business?](#)
- [Information Privacy and Security: GDPR is Just the Tip of the Iceberg](#)
- [From ECM to Intelligent Information Management](#)
- [10 Strategies to Navigate the Shift from ECM to Content Services](#)



ABOUT THE SURVEY

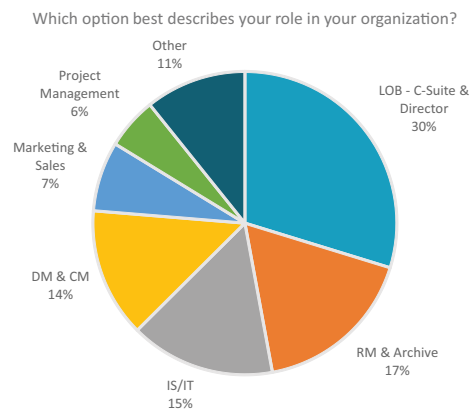
We greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken using a web-based tool. Invitations to take the survey were sent via email to a broad base of names associated with AIIM and thereby interested in some way with information and content management, but not necessarily AIIM members. The link was also posted in a variety of social media outlets.

A total of 366 individuals participated in the survey, with demographics as follows:

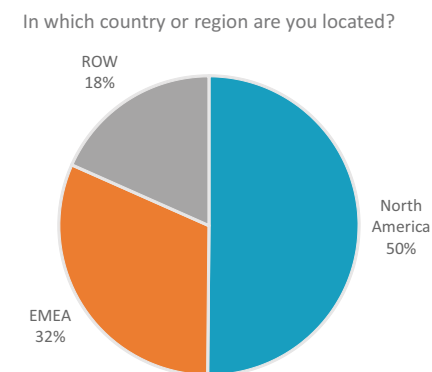
Core Demographics -- Role

30% LOB types, 17% Records, 15% IT, 14% DM and CM



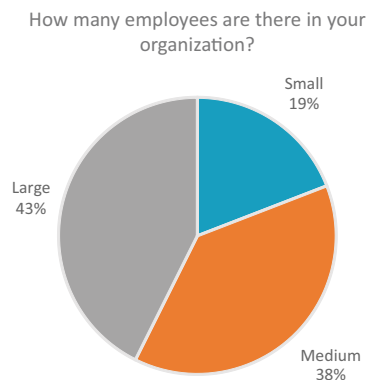
Core Demographics -- Geography

50% of participants from outside North America.



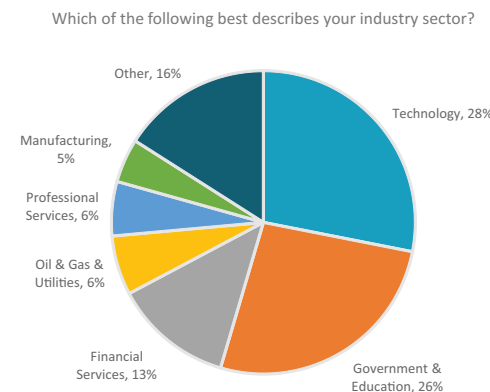
Core Demographics -- Company Size

<10 employees excluded
Small = 10-100
Medium = 100-1000
Large = >1000



Core Demographics -- Industry Segment

Largest segments in survey Technology, Government, Education, Finance, Insurance, Oil & Gas



Introduction

As everyone knows by now, the past year has been a year of change for the Information Professionals who are entrusted with managing an organization's digital assets. Information is cascading down upon every organization in unprecedented volumes and forms, challenging traditional and manual concepts of records management and information stewardship. This information tsunami is happening at the very time that the *value* of these digital assets is more mission-critical than ever.

Every organization — regardless of industry — is now a *technology* organization. But rising information chaos is a very real and strategic threat to the ability of organizations to succeed, or even survive.

Amidst all of this change, AIIM reached the conclusion three years ago that "ECM" or "Enterprise Content Management" was no longer a sufficient description of all of the things that organizations are now doing with content and information, not to mention all of the *new* things they need to do in order to stay viable.

AIIM has long viewed "ECM" as more of a verb (something organizations do) than a noun (a characterization of a market segment), but in the long run, the definition of ECM became more associated with the latter than the former.

AIIM believes that "Intelligent Information Management" is a better "verb" to describe what organizations are trying to "do" with content and information than ECM. IIM is *not* a technology segment. It is *not* — and should not — ever be a "wave" or a "magic quadrant." It is *not* a replacement for ECM or for the latest relabeling of ECM, Content Services.

In February, 2018 we set out to quantify what organizations thought of "Intelligent Information Management," how they see the relationship between IIM and Digital Transformation, and where they are on both their Digital Transformation journeys and their plans for the underlying technologies that fuel core IIM practices and methodologies. Here's what we discovered:

1. Every organization is on — or should be on! — a **Digital Transformation journey**. The heart of this Transformation journey is **understanding, anticipating, and redefining internal and external customer experiences**.
2. Digital Transformation effectiveness is imperiled by a rising tide of information chaos and confusion.

3. The rising tide of information chaos and confusion is creating a demand for new information management practices that extend beyond traditional ECM.
4. How organizations describe these new information management practices is still evolving.
5. AIIM believes that four key Intelligent Information Management **practices or methodologies** — and an associated set of modular and configurable technology building blocks — are critical to Digital Transformation success:
 - a. *Modernizing the information toolkit.*
 - b. *Digitalizing core organizational processes.*
 - c. *Automating compliance & governance.*
 - d. *Leveraging analytics & machine learning.*

The secret sauce in all of this — *Information Management maturity and Digital Transformation maturity are directly tied to Business Effectiveness and Profitability*. Now is not the time to wait on your Digital Transformation initiative. IIM practices and methodologies are critical to your success.



1. Every organization is on — or should be on — a **Digital Transformation** journey. The heart of this Transformation journey is **understanding, anticipating, and redefining internal and external customer experiences.**

Key Findings

- Over 53% of organizations are “living on the edge” in terms of a potential serious disruption in their business model.
- 81% of organizations believe that “Digital Transformation” is “important” OR “very important” to their organization.
- Only 20 months from 2020, less than 1 in 5 organizations are near where they want to be re the core Transformation challenge of “understanding, anticipating, and redefining internal and external customer experiences.”

We are in one of those rare times in history — usually just once in a generation — when BOTH business models and core technology assumptions are in a state of flux. I can recall only two previous times in recent memory this has happened.

The **first wave** was driven by the first decentralization of computing technology, driven by Moore’s Law. It’s easy to forget that in 1980, the IBM Personal Computer was still a year away, Microsoft was a \$7 million company with 40 employees. Mark Zuckerberg wasn’t even a glimmer in anyone’s eye and wouldn’t appear on the scene for another four years. Go down through the Fortune 500 list from 1980, and it is eye-opening how few technology companies are on that list — and how many of them are no longer around.

The **second wave** of disruption occurred as web-based technology innovations and mobile innovations were translated into practical business models. The real winners in this wave were not the initial technology innovators, it was those who used these massively connected networks to create new value. Again, a lot of new players on both the user and vendor sides. And a lot of departures.

We are in the midst of a **third wave** of technology disruption, driven by the explosion of data and advances in artificial intelligence and machine learning. In response, organizations are realizing that a Digital Transformation is necessary.

Most organizations and departments have a mandate to continuously improve operations. A *conventional change agenda* involves better tools and technology, better behaviors, and better processes, all focused on generating better efficiencies and improved productivity.

“

“The main problem is that digital transformation is a veneer on top of existing systems. The system and process architecture needs to be re-examined and thought put into processes for very real continuous improvement. Unfortunately, most companies only pay lip service.”

”

Ultimately, AIIM believes Digital Transformation is *more than conventional change*. Digital Transformation is about doing things *differently* — and doing *different* things as well. And different not just for the sake of being different, but in support of the key strategic objectives facing every organization in the age of digital disruption.

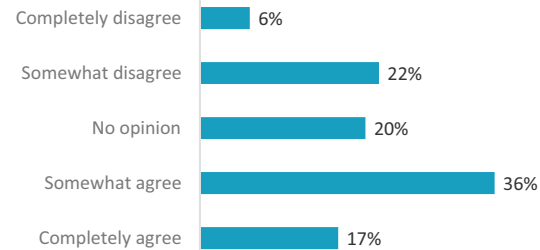
What is needed is a fundamental re-examination of customer journeys by **understanding, anticipating, and redefining internal and external customer experiences.**

KEY FINDINGS - DIGITAL TRANSFORMATION

Impact of Rapid Technology Change on Core Business Models

Over 53% of organizations are “living on the edge” re a potential serious disruption in their business model.

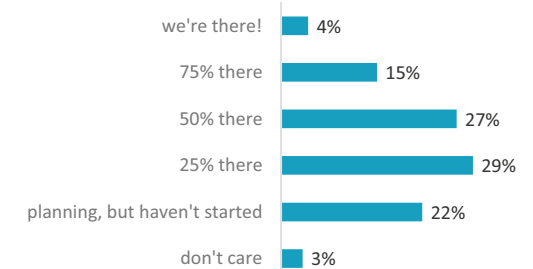
My organization is concerned that we could face serious disruption of our business model in the next 2 years.



Current Status of Digital Transformation initiatives

Only 20 months from 2020, less than 1 in 5 organizations are near where they want to be re the core Transformation challenge of “understanding, anticipating, and redefining internal and external customer experiences.”

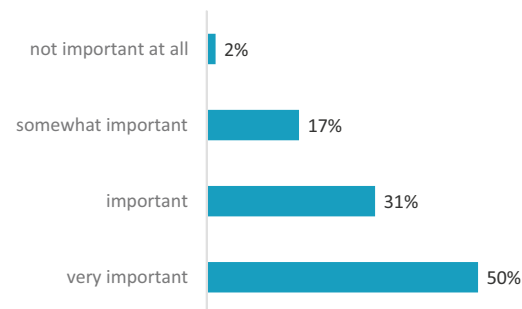
Relative to where you want to be by 2020, where are you in your overall Digital Transformation Journey to “understanding, anticipating, and redefining internal and external customer experiences”?



Digital Transformation -- Hype or Reality?

81% of organizations believe that “Digital Transformation” is “important” OR “very important” to their organization.

Rate the overall importance of Digital Transformation to your organization.



2. Digital Transformation effectiveness is imperiled by a rising tide of information chaos and confusion.

Key Findings

- Despite major improvements in information management capabilities over the past 10 years, organizations have only marginally kept pace with the new wave of “Big Content” challenges.
- The average number of content systems in use continues to rise; the average number of systems has grown by nearly 30% over the past 5 years.
- While most organizations continue to increase the number of content systems they use, a rising portion of critical business content (now 54%) remains OUTSIDE those content management systems.
- Progress is being made when it comes to managing specific types of information — except when it comes to scanned documents; perhaps a reflection of growing multi-channel challenges.
- Little has changed over the past decade in the tightrope act that organizations feel they must walk between supporting the business and protecting the business.

“Internal competition, significant prior investments, and organizational inertia continue to block adoption of technologies.”

AIIM believes that information is the *currency* that fuels an organization. As such, it is an organization’s most important asset. At the very time that information assets are increasingly important, our ability to manage them is eroding due to the exploding volumes, variety, complexity, and velocity of information coming into our organizations. Addressing “Big Content” and the rising tides of information chaos is a prerequisite to solving the Digital Transformation puzzle.

“Our technology and business divisions have poor communication, leading to repeated failures in new initiatives. Things have stayed the same over the last few years and we keep working in this never ending cycle.”

At best, organizations have been able to keep pace with this rising tide; at worst, they are falling behind and putting their long-term survival at risk. Despite rapidly improving technology tools, organizations are realizing that information is coming into their organizations more quickly than it can be intelligently managed, and they quickly realizing that *something* needs to change — and that *something* is not just technology.

“This is going to be a long and slow journey.”

KEY FINDINGS - RISING INFORMATION CHAOS

Information Growth vs. Capability Improvements

Despite major improvements in information management capabilities over the past 10 years, organizations have only marginally kept pace with the new wave of "Big Content" challenges.

On a scale of 1 (TERRIBLE) to 10 (EXCELLENT), please rate the overall effectiveness of your organization in managing, controlling and utilizing electronic information.

	2018	2008
1=terrible	2.5%	1.5%
2	3.6%	5.5%
3	15.3%	13.0%
4	13.7%	15.2%
5	12.3%	18.7%
6	20.0%	19.8%
7	18.6%	15.9%
8	10.7%	7.0%
9	1.6%	2.5%
10 = excellent	1.6%	0.8%
	5.39	5.23

Managing Specific Types of Information

Progress is being made when it comes to managing specific types of information – except when it comes to scanned documents; perhaps a reflection of growing multi-channel challenges.

How well managed are the following types of information in your organization?

% "chaotic" or "somewhat unmanaged"	2018	2013	change
Paper records	23%	30%	7%
Scanned documents	35%	32%	-4%
Office documents (Word, Excel, etc.)	44%	55%	11%
Design files/IPassets	39%	40%	1%
Faxes	44%	59%	15%
Emails	45%	53%	9%
Instant messages	62%	74%	12%
Historical Web content	59%	69%	11%
External social posts	50%	73%	22%
Internal social posts	52%	69%	17%
Photo images	53%	59%	6%
Video/CCTV files	55%	64%	8%
Voice/phone call records	59%	67%	8%

Understanding rising content sprawl

The average number of content systems in use continues to rise; the average number of systems has grown by nearly 30% over the past 5 years.

How many different Content Management/DM/RM suppliers/systems does your organization currently use?

	2018	2013
None	4.2%	4.9%
1 system	13.5%	20.7%
2 systems	29.3%	28.4%
3 systems	17.5%	20.5%
4 systems	11.6%	7.7%
5 systems	6.5%	8.7%
6 systems	3.4%	1.5%
7-10 systems	6.2%	3.6%
More than 10 systems	7.9%	4.1%
	3.94	3.14

Access vs. Control

Little has changed over the past decade in the tightrope act that organizations feel they must walk between *supporting* the business and *protecting* the business.

On a continuum from 1 ("we're completely focused on CONTROL issues") to 7 ("we're completely focused on ACCESS issues"), where on the following scale does your organization strike this balance?

	2018	2008
1 = 100% control	1.9%	1.5%
2	11.3%	7.6%
3	19.8%	22.8%
4	31.9%	38.3%
5	23.9%	20.1%
6	9.6%	8.9%
7 = 100% access	1.7%	0.8%
	4.00	3.98

Content integration remains a challenge.

While most organizations continue to increase the number of content systems they use, a rising portion of critical business content (now 54%) remains OUTSIDE those content management systems.

What proportion of your unstructured content and information (excluding emails) would you say is stored in enterprise systems (ERP, HR, Finance, CRM, Project Management, LOB, etc.) INSTEAD OF in a Content Management/DM system(s) – and is not accessible through your Content Management/DM system(s)?

	2018	2013
0%	2.8%	2.7%
10%	5.4%	6.8%
20%	7.6%	8.3%
30%	10.1%	12.2%
40%	10.1%	8.6%
50%	10.8%	11.6%
60%	12.7%	9.8%
70%	14.6%	13.1%
80%	12.3%	10.1%
90%	13.6%	16.9%
Average %	54.4	53.5



THE STATE OF INTELLIGENT INFORMATION MANAGEMENT

3. The rising tide of information chaos and confusion is creating a demand for new information management practices that extend beyond traditional ECM.

Key Findings

- In just three years, we've moved beyond the cloud "tipping point." Even for organizations that were initially skeptical, for over 8 in 10 organizations, cloud capabilities are now a key part of the solution.
- For 70% of organizations, the monolithic model of the ECM era has been replaced by a desire to consume content capabilities as needed — i.e., content services.
- 92% of organizations believe that **something** needs to change and that they must modernize their information management strategy.
- Pricing and purchase models are changing dramatically from CAPEX to OPEX — 57% of organizations prefer subscription pricing models.
- There is a big opening for a redefined capture industry — reinvented beyond "scanning."
- 86% see failure to digitize and standardize (and automate!) business inputs as a key transformation bottleneck.

“*Stuff is all over the place with minimal focus on official records.*”

It is becoming increasingly clear that traditional approaches to information management will not be sufficient to address the rising tide of information chaos, putting Digital Transformation initiatives in great peril.

“*I think anything with the word Management in it is outdated. The world today is about dynamism and agility, and 'management' sounds so 20th century. I don't care where and how content is managed, I am interested in how it is leveraged and insight derived from it.*”

Organizations need to do so much more than just capture documents and information.

- They need to ingest and understand information of ALL sorts as early as possible *into* business processes, and *standardize and automate* these processes.
- They need to extract insight from this exploding volume of information and prepare for the era of machine processing and artificial intelligence.
- They need to develop policies and automated processes to dispose of information without business value.
- They need to take as much of the human element as possible out of governance by first converting everything to digital form (i.e., tackling the paper problem head-on) and then by applying semantic and auto-classification technologies.
- And lastly, they need the flexibility to do all of this on-premises, in the cloud, in a hybrid approach or in whatever combination they choose.

Legacy content management technologies were remarkably successful in automating the first tier of information challenges — automating mission critical, document-intensive, large scale processes. This set of capabilities came to be known as Enterprise Content Management, or ECM. As the nature of the challenge has changed, we first tried to adapt these legacy approaches to a new set of problems. By and large, that hasn't worked, creating a need to adopt new ways of thinking about how to manage the information and content at the heart of our business processes.

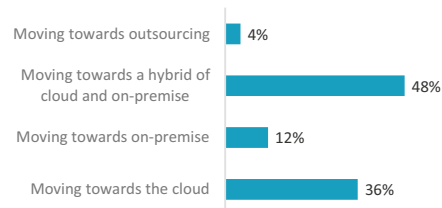
“*Processes that have been developed using recent technologies are okay. Processes that rely on old technologies are inefficient and non-compliant.*”

KEY FINDINGS - A DEMAND FOR NEW APPROACHES

Status of Transition to the Cloud

In just 3 years, we've moved beyond the cloud "tipping point." Even for organizations that were initially skeptical, for 8 in 10 organizations, cloud capabilities are now a key part of the solution.

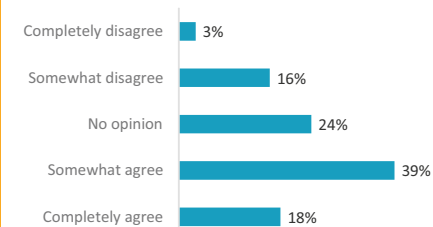
IN GENERAL, in which direction are your organization's delivery/deployment methods for information management changing over the next 12 months?



Evolution of software purchase models

Pricing and purchase models are changing dramatically from CAPEX to OPEX – 57% of organizations prefer subscription pricing models.

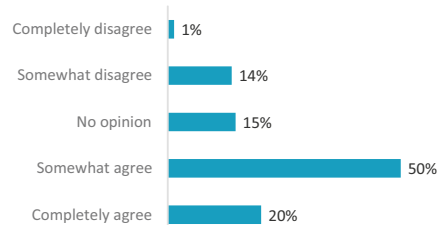
We prefer a subscription model (operating expense) to pay for software vs. a license model (capital expense).



Changes in how content capabilities are utilized

For 70% of organizations, the monolithic model characteristic of the ECM era has been replaced by a desire to consume content capabilities as needed – i.e., content services.

Our organization wants to pick only the information capabilities we need for each process or application.

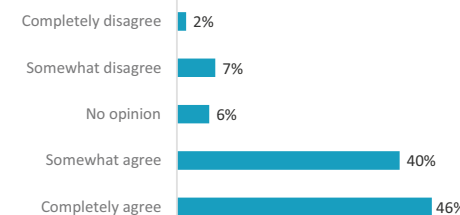


Information chaos needs to be tackled at its origins.

There is a big opening for a redefined capture industry -- reinvented beyond "scanning."

86% see failure to digitize and standardize (and automate!) business inputs as a key Transformation bottleneck.

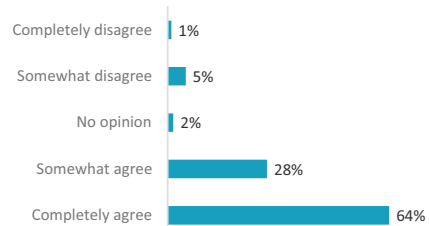
Digitizing and standardizing business inputs is one of the key bottlenecks for Digital Transformation.



Understanding the core instability in information management practices.

92% of organizations believe that *something* needs to change and that they must modernize their information management strategy.

Our information management strategy needs to be modernized to meet modern problems.



4. How organizations *describe* these new information management practices is still evolving.

Key Findings

- A lot of ambivalence exists about whether “Content Services” is a better term than “ECM” — only 41% think it’s an improvement. Perhaps users knew all along ECM was something you do rather than a market segment.
- Despite newness of the term, Intelligent Information Management seems to strongly resonate with 67% of end users — not as a market segment, but as a description of set of best practices and methodologies key to Transformation.
- 72% of organizations believe IIM a more useful term than Content Services — although to be fair, IIM describes a set of practices and methodologies, Content Services describes a market segment.

HELPFUL IN INTERNAL POSITIONING?

“I really like the new term. It reflects the current AI hype which serves to catch the attention of the executive sponsor who really needs to embrace information management in an organization.”

As time goes on, content management and information management capabilities are going to be viewed much less as a monolithic “solution” and much more as a set of capabilities that will be consumed in a more modular fashion — tied to the needs of specific business processes. As content intersects with all line-of-business operations, its role is no longer confined to an isolated, centralized archive for compliance purposes, where “content goes to die.” This is the world that Gartner now calls Content Services, and this is a perfectly good description of the evolution of the market segment that we’ve called ECM for the past 15 years.

“

A CAVEAT

“I think the term is OK from a goal-setting perspective. But the term doesn’t fully communicate the challenges that have been and will continue to be faced when trying to move any organization towards a more digital information management system.”

”

What organizations are doing with content and information has outgrown the traditional definitions. We need a new framework to think about the information management practices and methodologies that are critical to Digital Transformation and to meeting the challenge of radically redefining experiences with customers, employees, and partners. We need a new way to talk about *what* organizations are doing with content and information, and *how* they are doing it.

“

SOME SKEPTICS

“IIM is a mouthful and feels like another buzzword.”

“What’s next? Hyper Information Management?”

“I don’t see many people wanting to do “Stupid Information Management”

”

AIIM calls these practices and methodologies *Intelligent Information Management*, and it is intentionally a broad term. It is not a market segment, but rather a description of a set of practices and methodologies. ECM at its core was a verb — something you “do” — rather than a noun — a shorthand for a technology segment, and that’s how we should view Intelligent Information Management.

“

“It moves information professionals away from being the janitors of information to a more value-based approach.”

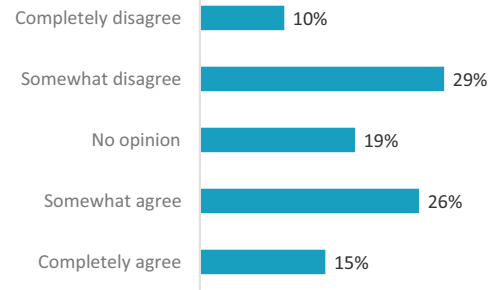
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KEY FINDINGS - INDUSTRY TERMS

Industry terms often more important to the sell-side than the buy-side.

A lot of ambivalence about whether "Content Services" is a better term than "ECM"—only 41% think it's an improvement – perhaps users knew all along ECM was something you *do* rather than a *market segment*.

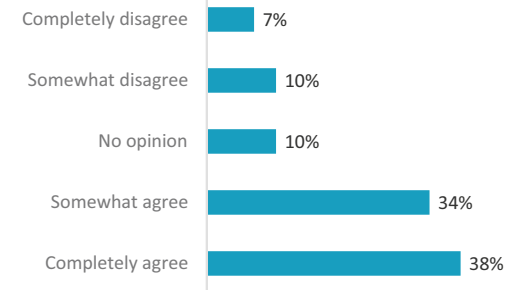
Content Services is a better industry term than Enterprise Content Management.



Organizations seem to want a bigger "story" of what their information management strategies are about

72% of organizations believe IIM a more useful term than Content Services – but to be fair, IIM describes a set of *practices and methodologies*, Content Services describes a *market segment*.

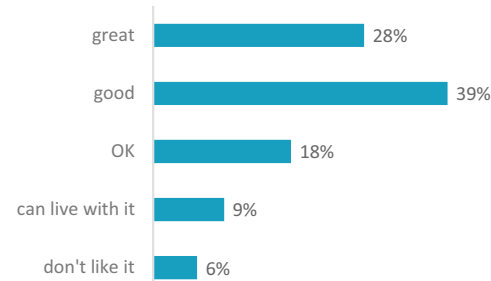
Intelligent Information Management is a better industry term than Content Services.



User receptivity to IIM

Despite newness of the term, Intelligent Information Management seems to strongly resonate with 67% of end users – not as a market segment, but as a description of set of best practices and methodologies key to Transformation.

Do you think the term "Intelligent Information Management" is a good description of the practices and methodologies key to Digital Transformation?



5. AIIM believes that four key Intelligent Information Management **practices or methodologies** — and an associated set of modular and configurable technology building blocks — are critical to Digital Transformation success.

Key Findings

- The most mature technology building blocks tied to the four IIM practice areas are: 1) records management and preservation; 2) internal and external collaboration platforms; 3) document classification; 4) cloud content management; and 5) BPM.
- There is clearly a shift in spending priorities underway, with greater focus on analytics and machine learning and content infrastructure modernization.

WHY? Digital Transformation success or failure fundamentally rests upon radically redefined experiences with customers, employees, and partners. The organizational “will” to transform these relationships and reinvent the business from the “outside-in” can be triggered by internal or external forces — or both. That’s the “why” of Intelligent Information Management, or IIM.

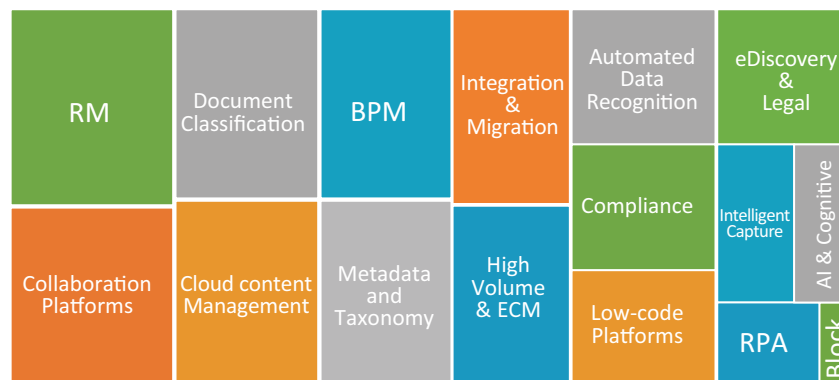
WHAT? The “what” of IIM are the **practices and methodologies** that allow Digital Transformation to happen. They describe the things that an organization needs to do in order to transform:

- Modernizing the information toolkit.
- Digitalizing core organizational processes.
- Automating compliance & governance.
- Leveraging analytics & machine learning.

HOW? The “how” of IIM are the technology building blocks that allow us to operationalize IIM. Increasingly, organizations are realizing that in order to meet the challenge of digital transformation, they need to view these technology capabilities in a much more modular and interconnected fashion, available on demand and in the context of specific business processes. Legacy technologies tend to be proprietary and incompatible. Many organizations face a customization challenge akin to trying to connect Legos with Duplos with Lincoln Logs. It can be done, but not without a lot of effort. Those days are ending.

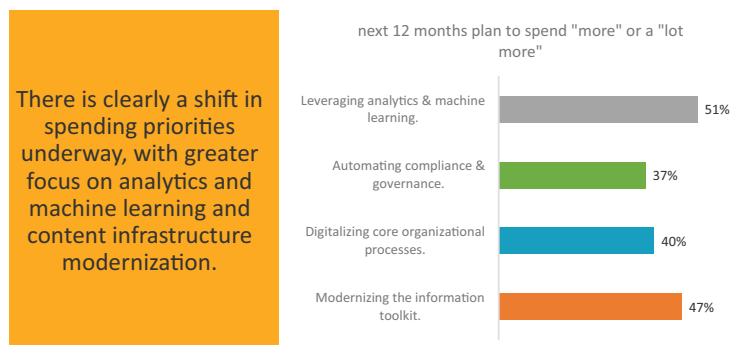
Ultimately, the lifeblood of every process is data. And for organizations to take advantage of the benefits offered by artificial intelligence and machine learning, this data must be digestible by machines — otherwise, it’s useless. This future-facing challenge is at the heart of the increasing importance being placed on these technologies by the organizations in our survey.

Size of box indicates those with a current solution — core technology building blocks within IIM practices.

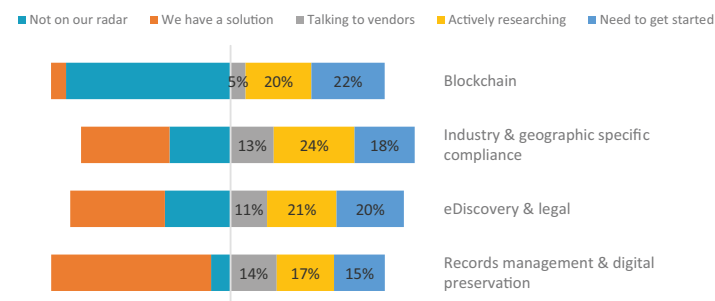


KEY FINDINGS - IIM PRACTICES AND METHODOLOGIES

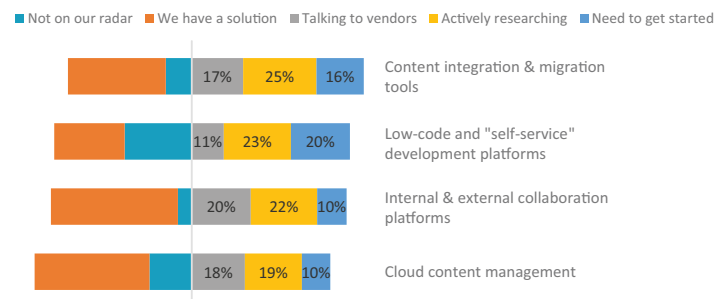
Spending priorities over the next 12 months



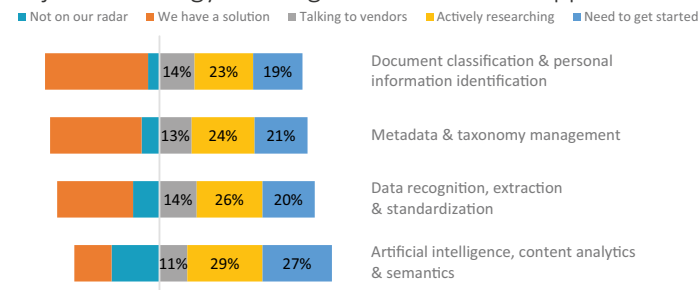
Practice Area – Automating Compliance and Governance Major Technology Building Blocks -- Growth Opportunities



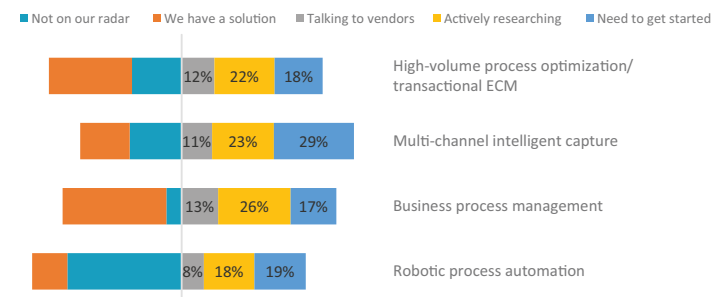
Practice Area -- Modernizing the Information Toolkit Major Technology Building Blocks -- Growth Opportunities



Practice Area – Leveraging Analytics and Machine Learning Major Technology Building Blocks -- Growth Opportunities



Practice Area – Digitalizing Core Organizational Processes Major Technology Building Blocks -- Growth Opportunities



6. The secret sauce — *Information Management maturity and Digital Transformation maturity are directly tied to Business Effectiveness and Profitability.*

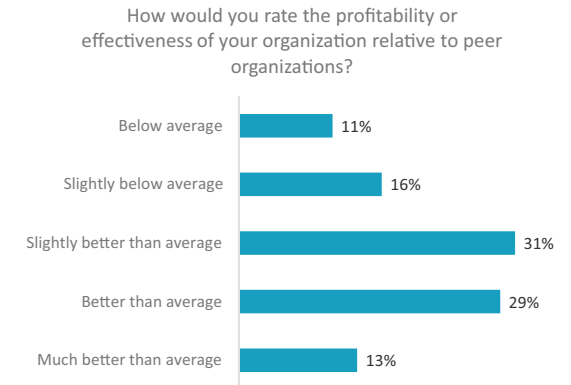
Key Findings

- We asked each organization to self-assess their PROFITABILITY or EFFECTIVENESS (if government) vs. their peer group and then evaluated how successful organizations are different from unsuccessful ones.
- Top performing organizations assess their information competency as 80% more effective than a typical bottom performing organization.
- Almost ½ (48%) of top performing organizations believe they are at least 75% of where they want to be by 2020 in their Digital Transformation journey. Only 8% of bottom performing organizations feel similarly.



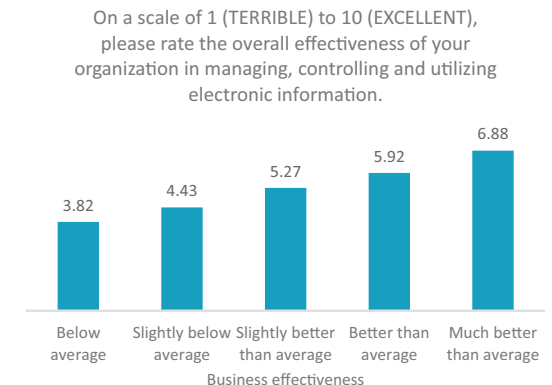
Business effectiveness

We asked each organization to self-assess their PROFITABILITY or EFFECTIVENESS (if government) vs. their peer group and then evaluated how successful organizations are different from unsuccessful ones.



Information management competency and business performance

Poor performing organizations also tend to have weaker than average information management competency.



Some Final Thoughts

Organizations need to think about how the advent of the third wave of exponential change — the drive to artificial intelligence and machine learning — will require them to look at the future through a different set of lenses. I'd like to offer three of these "lenses" — I'm sure there are more — but I think these three are ones that those in this community are uniquely prepared to tackle.

Lens #1 – Big Content + New Tools

We are gathering information at unprecedented scale — this isn't new. What is new is that for the first time we have tools to actually make sense of it.

For the most part, we haven't thought through the *ethics* of what all of this unprecedented accumulation of information — and the tools to analyze it — actually means. Until we do, we will continue to careen from one privacy crisis to another, and from one ham-handed political response to another.

GDPR is not just a temporary annoyance and Blockchain is not just a fad. Both reflect a fundamental tension. We need new ways of thinking about the question of information stewardship. Stewardship has two components — a set of best practices — what you do — and the character of the steward — who you are. We are learning that being cavalier — about who manages our data, what they do with it, whether the steward is in reality a potential competitor, and whether that steward also monetizes OUR data — has consequences.

Lens #2 – Content AND Data, Not Content OR Data

Those of us who have lived and made careers and built companies on the unstructured side of the information management continuum — on the content management side — are about enter a much bigger world. This is a world in which the kinds of information assets we care about will become much more important.

A lot of folks on the data analytics and data governance and robotic process sides of our organizations have no idea what we do on the content/unstructured side, why it requires different disciplines, and how we do

it. I've spoken to data people who think it's kind of magic to be able to scrape data from a form that you've never seen before and automatically incorporate this data into a business process. Which is something we've been doing for a decade.

In the old world, Content Management was the lens through which we viewed much of the "process" world. In the world that is coming, content management or content services or whatever you want call it — *will be part of something bigger*. We're calling it Intelligent Information Management, but that's an intentionally broad term to describe a strategy and a set of practices, not a technology segment.

Lens #3 – The Curse of Knowledge

I've often been fascinated with the "Curse of Knowledge" — the tendency of people with very detailed and specific knowledge to unknowingly assume that the subject of their communications has the background to actually understand what they are talking about.

As we move into the age of artificial intelligence and machine learning, the quantity of knowledge at our fingertips is mind-boggling. But the age-old problem of sifting through what business people know and what technology people know and making these match is getting worse, not better. When I think about the technology errors I made over the years at AIIM, they all centered around the IT folks not really understanding what the business was all about, and me feeling afraid to look dumb when the IT folks played their buzzcard bingo technology trump cards.

As I think about how this all plays out in the Age of Machine Learning, I think back to a report on Big Data that AIIM did 5 — yes 5 — years ago. And I give a lot of kudos to my colleagues Doug Miles and David Jones (now with Nuxeo) — for how far sighted they were.

They noted in that report, yes, we need **data scientists** — and lots more of them. But we also need **data entrepreneurs**. Both perspectives are needed. And each suffers from their own knowledge curse — one that is likely to get worse rather than better over time unless organizations address it directly.

"The data scientist has his ear to the business and his eyes full on the data — the data entrepreneur has exactly the opposite focus, eyes full on the business, ear to the data."

Opportunities Abound

Our conversations about “incumbents” and “disruption” are usually in the context of something that is done BY some outsider or new player TO clueless incumbent players. Discussions of this sort (including my own) usually include a list of predictable disruptor/clueless pairings — for example, Blockbuster/Netflix or Yellow Cabs/Uber or Craigslist/classified advertisers.

In a recent speech, IBM’s Ginni Rometty noted that if we truly are in the era of data, and only about 20% of the data in the world is currently managed and searchable, then the owners of the residual 80% — largely incumbent businesses — are sitting on an enormous opportunity.

This is incredibly important, because many companies just don’t sense the opportunity — many are either scared or oblivious. This is equally true at the individual level when I think about information professionals in the AIIM space who are wondering how/whether all of their records management and content management skills will continue to be relevant in the years ahead.

There is huge opportunity — an *incumbent* opportunity, both organizationally and professionally — in the disruptive times ahead.

If, if, if we can get out of our own way. And that requires leadership and commitment.





ABBYY

ABBYY creates technology and solutions to action information. We are a global company setting the standard in content capture and innovative language-based technologies. The SaaS-based ABBYY Text Analytics solution platform leverages these core strengths to extract intelligence from any text-based content and deliver analytic intelligence to connect business documents to business value. In the new world of GDPR the solution provides targeted risk analytics to empower enterprises to make the hard decisions necessary to understand and manage their data privacy obligations proactively, as well as react quickly and appropriately when reacting to data breaches – all based on a deep, granular understanding of obligations, commitments, and relationships embedded within their contracts.

ABBYY Group comprises offices in 13 countries with headquarters in North America (Milpitas, California), Western Europe (Munich), Eastern Europe (Kiev) and in Russia (Moscow). ABBYY is also present through its own offices in Australia, Canada, Cyprus, France, Japan, Spain, Taiwan, the UAE, and the UK.

ABBYY solutions, products and technologies are available in more than 200 countries and regions via a wide partner network.

For more information, visit
www.ABBYY.com



Accusoft

Recent studies show that many businesses, regardless of size or industry, are struggling with establishing and maintaining an effective enterprise content management (ECM) system. Key documents are often controlled by specific departments or individuals, impeding the flow of information across the organization and creating bottlenecks in other functional areas.

Accusoft's PrizmDoc is a proven tool for helping companies address various ECM concerns. It is a web-based viewer which provides secure access to documents and images for credentialed individuals both inside the organization and beyond, displaying all major file types and working on all devices and development platforms.

This versatility is a key component of any company's ECM efforts, since it helps break down departmental barriers and provides a centralized viewer for key data of all types. Instead of a patchwork setup where various content systems may not even interact with one another, PrizmDoc establishes an ECM environment where all company information can be accessed securely, with markup functionality that allows group collaboration (across departments, for instance) on key passages without changing the original document.

PrizmDoc is also available in cloud-hosted and self-hosted versions. The cloud-based product offers complete data security and is available in a variety of packages based on level of usage. Cloud usage has seen a surge in popularity in recent years, as client companies have become more receptive to its convenience and how easily it integrates with their own on-site application environments.

Have questions about this flexible document and image viewer and its robust functionality?

Contact Accusoft [here](http://www.accusoft.com) and we'll be happy to tell you more about PrizmDoc and the difference it has made for many diverse organizations in the creation, evolution and ongoing management of their ECM strategies.

Additional information is available at
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ActivePDF is the leading global provider of server-side PDF automation tools. We partner with developers, product managers, CIOs, and CTOs that need a single advisor to embed reliably scalable, feature-rich digital transformation technologies directly into their enterprise applications and IIM solutions.

Originally known for providing low-code developer tools that easily create, convert, modify, and view files, ActivePDF has naturally evolved to offer businesses the solutions that they need to extract and automate data workflows within their existing processes.

After 18 years, tens of thousands of deployments, millions of users, and billions of processed pages, ActivePDF has demonstrated that it's no longer just about managing data, but rather what you do with it after you've captured it.

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Box

About Box

Box (NYSE:BOX) is the Cloud Content Management company that empowers enterprises to revolutionize how they work by securely connecting their people, information and applications.

Founded in 2005, Box powers more than 80,000 businesses globally, including AstraZeneca, General Electric, P&G, and The GAP. Box is headquartered in Redwood City, CA, with offices across the United States, Europe and Asia.

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K2 Software

Automating business processes across the enterprise is crucial to the success of companies in the era of digital transformation. However, many of these initiatives are impacted by a lack of sufficient resources and the use of inefficient systems to manage their processes. K2's low-code process automation platform allows businesses to build and deploy automation across the business. With intuitive and powerful tools, businesses can rapidly deliver mission-critical applications as well as fast-changing, lightweight departmental processes, all with a single platform.

To enable enterprise-level process automation that supports robust mission-critical applications as well as fast-changing, lightweight departmental processes, K2 developed a platform focused on providing capabilities around eight core tenants:

- Powerful workflow without code: Deliver workflows, whether complex or simple, using intuitive process and rules designers and on top of an engine that is built for scale.
- Feature-rich forms: Design a powerful user experience using forms that connect to workflows and line-of-business data. Design once and reuse across all processes for speed and UX consistency.
- Integrate with anything: Point-and-click integration with virtually any line-of-business system. Bring data into K2 forms and workflows, interact with 3rd party systems or connect to processes within custom or 3rd party applications.
- Deeper analytics: Rich reports and visual analytics deliver the information needed to identify issues and drive optimization.
- Make apps mobile: Responsive user experience that works on all major devices, whether on or offline.
- Security and governance at the core: Comprehensive role-based management tools that provides security and governance on all aspects of the platform.
- Choice of deployment: Use K2's cloud platform or deploy K2 on-premises or a hosting/infrastructure provider of your choice.
- Build apps faster: Choose from many customizable pre-built processes or use the K2 App Wizard to quickly create a new processes in a few steps.

Over 30% of the Fortune 500 and more than 4,000 customers around the world are automating their businesses using the K2 platform. Companies such as Kimberly-Clark and Shell have automated hundreds of processes, resulting in a reduction of development costs by approximately 78%, significantly improving time-to-value, and increasing business process efficiency.

For more information, visit:

www.k2.com

or contact K2 Sales at:

Phone: [844.4K2.APPS](tel:844.4K2.APPS) Email: sales@k2.com



Kodak alaris

About Kodak Alaris Information Management

The ever-increasing flood of data, and how we manage it, is one of the greatest opportunities facing businesses and governments in the 21st century. Kodak Alaris works with organizations from small offices to global enterprises, bringing together the best science, technology and partnerships so its clients can stay ahead of the curve. From our [award-winning range of scanners and software](#) to the best global customer service and support, we're here to help businesses transform data into a powerful competitive advantage.

To learn more, please visit the
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M-FILES

M-Files provides a next generation intelligent information management platform that improves business performance by helping people find and use information more effectively. Unlike traditional enterprise content management (ECM) systems or content services platforms, M-Files unifies systems, data and content across the organization without disturbing existing systems and processes or requiring data migration.

With the Intelligent Metadata Layer, M-Files breaks down silos by delivering an in-context experience for accessing and leveraging information that resides in any system and repository, including network folders, SharePoint, file sharing services, ECM systems, CRM, ERP and other business systems and repositories.

Thousands of organizations in over 100 countries use M-Files for managing their business information and processes, including NBC Universal, Rovio and SAS.

For more information, visit

www.m-files.com

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Phone: +358 3 3138 7500



Nuxeo

Nuxeo delivers a Content Services Platform that enables organizations to better manage and utilize their information. The cloud-native, enterprise-grade platform is built to handle workloads of billions of items, integrates with many commonly-used business systems and repositories, and works with all file types (documents, videos, images, audio files, etc.).

Nuxeo allows users to create their own personal spaces, which enables them to more effectively organize, manage, secure and share information internally and externally. This leads to better decisions, faster results and improved collaboration.

Leveraging the latest innovations in Machine Learning and Artificial Intelligence, the Nuxeo platform can tame information chaos within the enterprise while transforming information into real business value.

Customers like Verizon, Boeing, Electronic Arts, and the Department of Defense have used Nuxeo's technology to transform the way they do business. Founded in 2008, the company is based in New York with offices across the United States, Europe and Asia.

Additional information is available at

<https://www.nuxeo.com/>

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OpenText Content Services help organizations Connect Content to their Digital Business.

By transforming the way organizations use enterprise content management, OpenText Content Services break the cycle of underutilization and poor adoption by extending into lead applications such as SAP®, Salesforce®, and Microsoft®. The capture and delivery of content in the context of your organization's key business activities drive Process Productivity, while simple, intuitive tools and user experiences boost Personal Productivity and trusted OpenText governance and security provides an unmatched level of Control.

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CERTIFIED
INFORMATION
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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 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.

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.

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