

# AIIM Market Intelligence

*Delivering the priorities and opinions of AIIM's 65,000 community*



Industry  
**Watch**

## Process Revolution

- moving your business from paper to PCs to tablets

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## Process Used and Survey Demographics

While we appreciate the support of these sponsors, we also 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 by 445 individual members of the AIIM community between February 10th, and February 27th, 2012. Invitations to take the survey were sent via e-mail to a selection of the 65,000 AIIM community members.

Survey demographics can be found in Appendix A. Graphs throughout the report exclude responses from organizations with less than 10 employees, and suppliers of ECM products or services, taking the number of respondents to 420.

## About AIIM

AIIM has been an advocate and supporter of information professionals for nearly 70 years. The association mission is to ensure that information professionals understand the current and future challenges of managing information assets in an era of social, mobile, cloud and big data. AIIM builds on a strong heritage of research and member service. Today, AIIM is a global, non-profit organization that provides independent research, education and certification programs to information professionals. AIIM represents the entire information management community: practitioners, technology suppliers, integrators and consultants.

## About the Author

Doug Miles is head of the AIIM Market Intelligence Division. He has over 25 years' experience of working with users and vendors across a broad spectrum of IT applications. He was an early pioneer of document management systems for business and engineering applications, and has produced many AIIM survey reports on issues and drivers for Capture, ECM, Email Management, Records Management, SharePoint and Social Business. Doug has also worked closely with other enterprise-level IT systems such as ERP, BI and CRM. Doug has an MSc in Communications Engineering and is a member of the IET in the UK.



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# Table of Contents

## About the Research:

- About the Research ..... 1
- Process Used, Survey Demographics ..... 1
- About AIIM ..... 1
- About the Author ..... 1

## Introduction:

- Introduction ..... 3
- Key Findings ..... 3

## Moving from Paper to PCs:

- Moving from Paper to PCs ..... 4
- Productivity Gains ..... 5
- Speed of Response ..... 6
- Processes Enabled ..... 7

## Moving from PCs to Tablets:

- Moving from PCs to Tablets ..... 8
- Mobile Access - Main Website ..... 8
- Mobile Access - ECM Systems ..... 8
- Mobile Processes ..... 9
- Devices ..... 10
- Mobile Capture for Customers ..... 11

## Mobile Business Benefits:

- Mobile Business Benefits ..... 11
- Mobile Productivity ..... 11
- Mobile Response ..... 12

## Cloud Strategies:

- Cloud Strategies ..... 13
- Cloud/SaaS Processes ..... 13

## Governance:

- Governance ..... 15
- Planned Spend:
- Planned Spend ..... 16

## Conclusion and Recommendations:

- Conclusion and Recommendations ..... 16
- Recommendations ..... 17

## Appendix 1 - Survey Demographics:

- Survey Demographics ..... 18
- Survey Background ..... 18
- Organizational Size ..... 18
- Geography ..... 18
- Industry Sector ..... 19
- Job Roles ..... 19

## Underwritten in part by:

- Kofax ..... 20
- AIIM Profile ..... 21

## Introduction

We have been scanning documents and moving them around the business electronically for over 25 years, but to match today's speed-of-business we must mobilize content at the earliest opportunity. Recent advances in scanning, imaging and recognition technologies have dramatically improved the concept of the digital mailroom, converting documents to digital format as soon as they enter the building, and beyond that, converting captured data from scanned documents and forms, and feeding it directly to the business process. Once content is moved from paper to PC, the response times and the flexibility of the process can be matched to the speed of other communication channels – email, web, social, etc.

Taking the next step to mobile or the cloud may be even more rewarding. The challenge is to capture content closer to the point of origination, routing and monitoring it into the process, and making it available to whoever needs it, wherever they are, and in the shortest possible time. A greater challenge is to visualize new ways of handling business operations to exploit the consumerization of IT and the capabilities of ubiquitous mobile devices, seizing the business initiative and securing the competitive benefit.

Project management, order processing, finance, HR, case management, logistics: once paper is eliminated from these applications they can break out of conventional, back-office operations and present themselves anywhere, inside or outside of the organization, to local, remote, shop-floor and field-based employees, and to partners, customers, suppliers and citizens. Process owners and information professionals need to work together to audit and re-design processes to mobilize the content as early in the cycle as possible.

In this report we track the progress of paper-free processes, the benefits and the ROI. We chart the adoption of mobile-enabled processes, and content management in the cloud, and also look at the implications for governance. We conclude with recommendations for company policies and initiatives that will help businesses to change, and to enable their own process revolution.

## Key Findings

### Paper:

- **52% of respondents report that administrative staff in their organization would be a third or more productive** if their processes were work-flowed using scanned forms and documents, with automated data capture.
- **70% consider that the use of scanning and capture improves the speed of response to customers, suppliers, citizens or staff by three-times or more.** Nearly 30% put the factor as ten times or more.
- **Despite the acknowledged benefits, a third of small and mid-sized companies and 22% of the largest have yet to adopt any paper-free processes.** Over half report that 10% or less of the processes that *could* be paper-free have so far been addressed.
- **Only 20% of organizations surveyed actively evaluate all processes for driving out paper.**
- **Lack of management initiatives or mandates is the most likely reason for the prevalence of paper in so many business processes.** Staff are also to blame, preferring to handle and file paper - feeling it's more reliable - and also driven by the perceived need to physically sign signatures.

### Mobile:

- **67% of respondents consider mobile technologies to be important or extremely important to improving their business processes.** 31% consider tablets to be more important than smartphones, with 24% seeing smartphones as more important.
- **Whilst two-thirds acknowledge the importance, over three-quarters have made no progress towards mobile-enabling their business processes.** 20% have sound security reasons, 32% have evaluated but not made a move, and 24% haven't even thought about it.
- **A third of organizations have not optimized their public-facing websites for mobile.** Of those that have, only 8% specifically test access to all pages and forms.
- **76% have no mobile access to their DM/ECM system.** 5% rely on non-optimized browser pages. Only 7% have dedicated apps.

- 45% of respondents suggest a 33% or more improvement in productivity if field-based or travelling staff were able to connect to back office processes. The average assessment was a 36% improvement in productivity.
- 45% of respondents consider that the speed of response to customers, suppliers, citizens or staff would be improved by three-times or more by the use of mobile information access, process interaction, and local capture.
- In 5 years' time, 33% of respondents consider that over half of their employees will be using iPads, tablets or digital clipboards for filling-in forms – compared to 2% now.
- For customer processes, 75% consider mobile technologies to be important (50%) or extremely important (25%). This compares with 71% who consider social technologies to be important (57%) or extremely important (14%).

**Governance:**

- Only 30% of organizations have effective rules and policies regarding the security of data on company-issued mobile devices and on personal mobile devices. 70% have rules but only 30% of respondents feel they are being actively used and enforced.

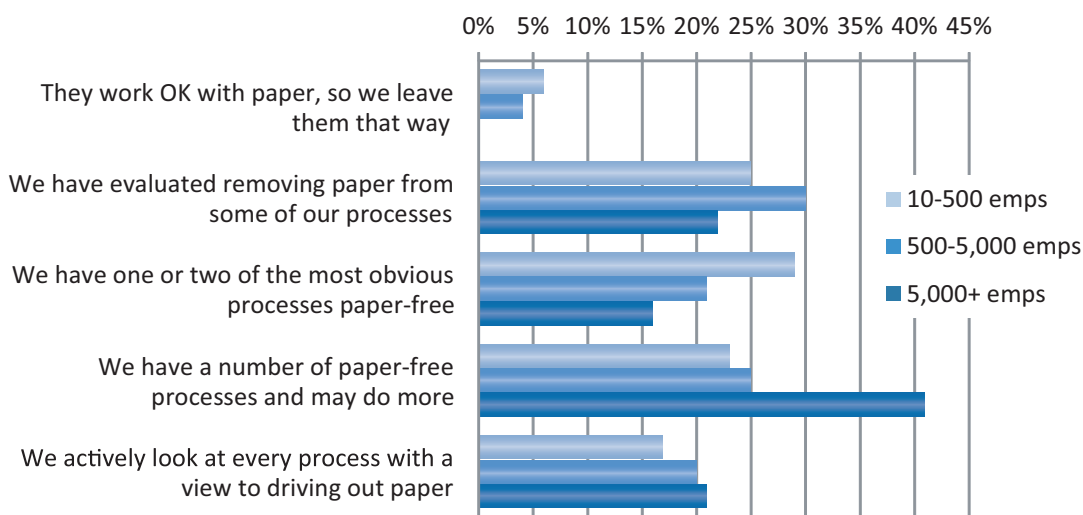
**Cloud:**

- Half of responding organizations would consider adopting a 3<sup>rd</sup> party or Government cloud system for active content management, although most (35%) are waiting for security and reliability to mature.
- Strategically, 11% would go fully cloud-based for their ECM, whereas 14% would look to a mixed on-premise and off-premise system.

## Moving from Paper to PCs

The benefits of scanning and capture have been confirmed many times in AIIM Industry Watch surveys, and organizations consistently report return on investment paybacks of 12 to 18 months<sup>1</sup>. In this report we are focusing on the business implications of a paper-free process and how that fits within the context of mobilizing content.

*Figure 1: How would you describe your progress towards eliminating paper from your business processes? (N=420)*

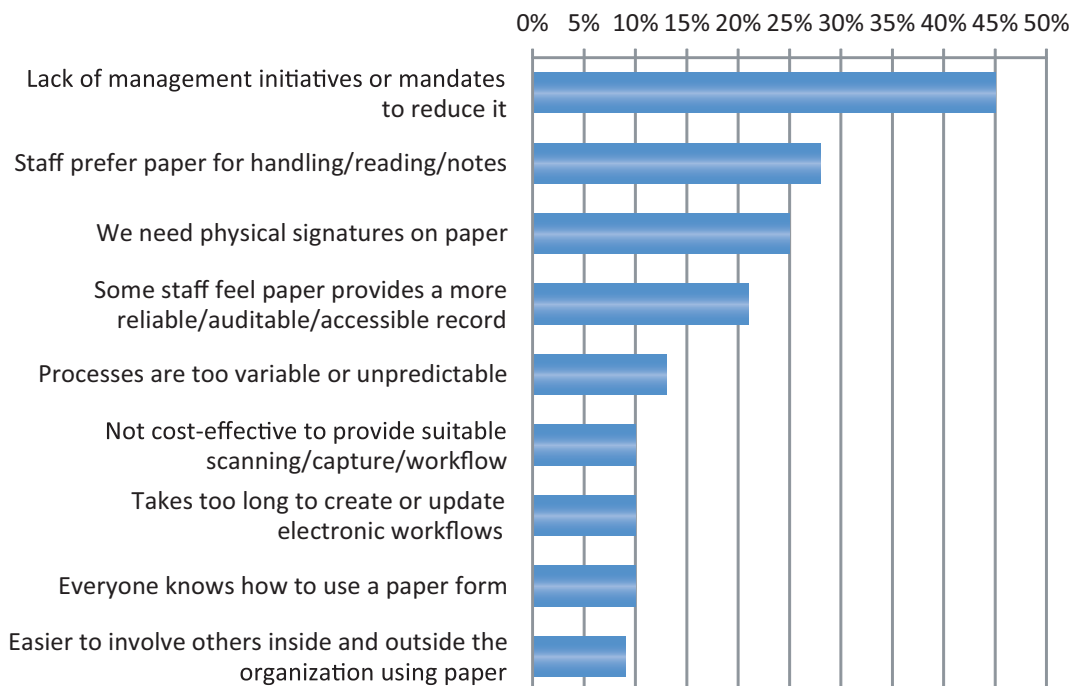


As we might expect, larger organizations are more likely to have implemented at least a few scanning and capture projects, but 22% have yet to adopt any paper-free processes. This rises in small and mid-sized companies to 33%. As a policy objective, only 20% of organizations of any size actively scrutinize every process with a view to driving out paper.

Paper-based content clogs up processes, masking workflow, adding physical delays, and limiting flexibility of where and how the process takes place. The fact that organizations utilize scanning systems does not necessarily mean they are adopting paper-free processes. In a previous survey<sup>1</sup>, we found that inbound documents are nearly as likely to be scanned for archive *after* the process as they are to be scanned immediately before the process or on entry to the building.

There are many reasons for the persistence of paper, and there is some truth in the fact that it has a number of plus points as a document handling and document storage medium. However, compatibility with electronic transaction processes is certainly not one of them, and nor is universality of access for employees throughout the business.

**Figure 2: Why do you think there is still paper in so many business processes? (Max two, N=420)**



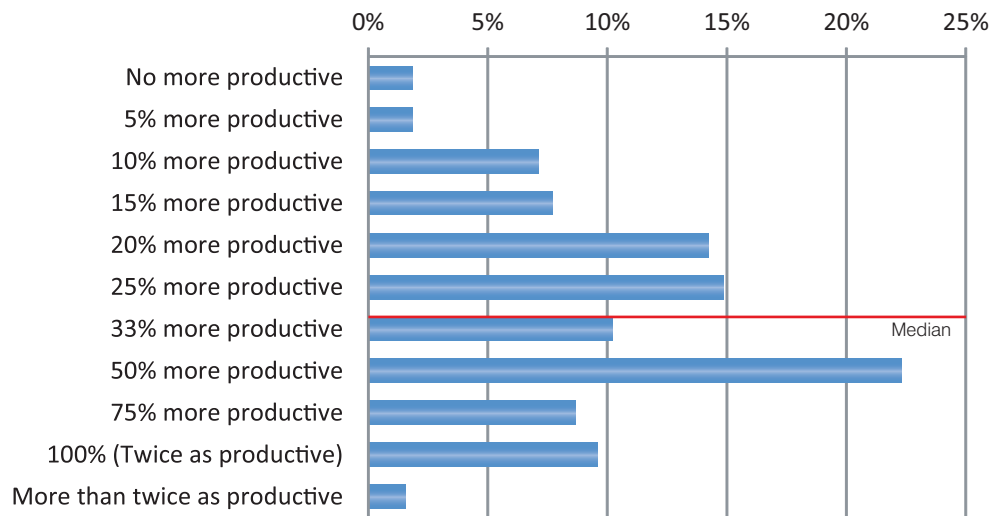
Of course, paper doesn't go away on its own. Without management initiatives and mandates, users are likely to hold on to the familiar. They will, of course, raise a number of objections to paper-free process redesign, as with any business change project. The physical signature issue and associated auditability are perhaps the most superficially justifiable for some processes, although it is largely ungrounded: the admissibility of electronic alternatives is widely documented<sup>2,3</sup>.

### Productivity Gains

The most obvious productivity benefit of recognizing and capturing data from forms and documents is the saving in keying costs. However better process monitoring, and easier handling of exceptions also figure in the savings, along with general transparency and accessibility by other staff.

As we can see from Figure 3, estimated productivity gains are considerable, with 53% suggesting an improvement of a third or more. The average estimate is 41% improvement. These could generally be considered hard-dollar savings, and they commence as soon as deployment is complete, and continue for the life of the process.

**Figure 3: How much more productive do you think the administrative staff in your organization would be (or are) if their processes were work-flowed, using scanned forms and documents, with automated data capture? (N=323 excl. 53 Don't Knows)**

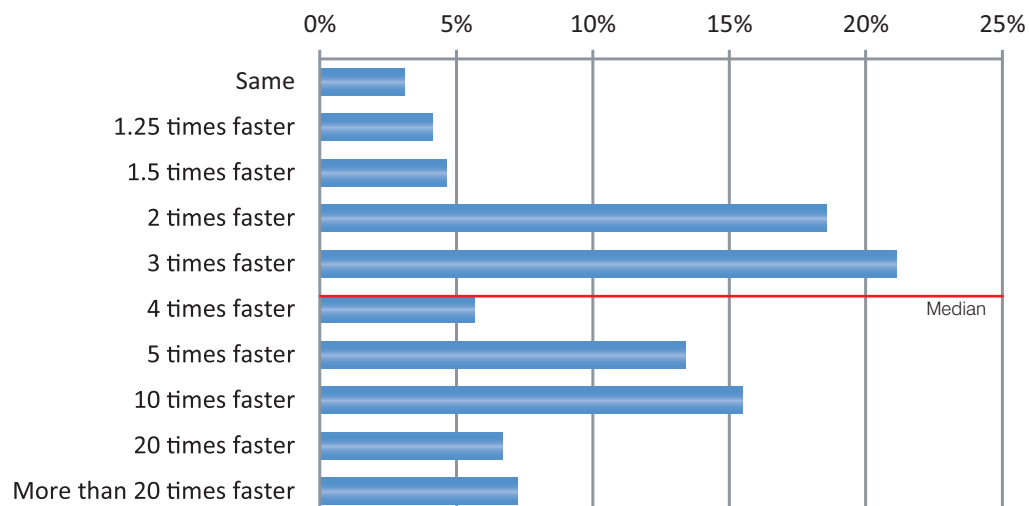


Considering only those who have already deployed data capture for a number of their key processes (85 respondents), the estimated improvement goes up, with 59% reporting a third or more improvement and the average rising to 44% improvement. This is a very positive indicator of project success, with expectations generally being exceeded.

### Speed of Response

Speed of response to customers or citizens, and turnaround time for customer-facing processes is likely to be a key performance indicator (KPI) in most organizations. Given the pressure to react quickly to customer communications and to provide transparency within the process, converting incoming documents to electronic format, and moving all incoming communications to a uniform workflow, is likely to be a major benefit. In our survey, 70% of existing users consider that scanning and capture has improved customer response by a factor of 3, and nearly 30% are seeing response improved by a factor of 10. This would seem to be something of a breakthrough for many businesses. The average estimate was a 6.7 times faster response. In Figure 4, we can see a secondary peak at “10 times faster.” This is likely to reflect the elimination of mailing delays.

**Figure 4: By what factor would you say your use of scanning and capture improves the speed of response of your operational unit to customers, suppliers, citizens or staff? (Think about waiting time or elapsed time in minutes, hours or days) (N=194 users)**



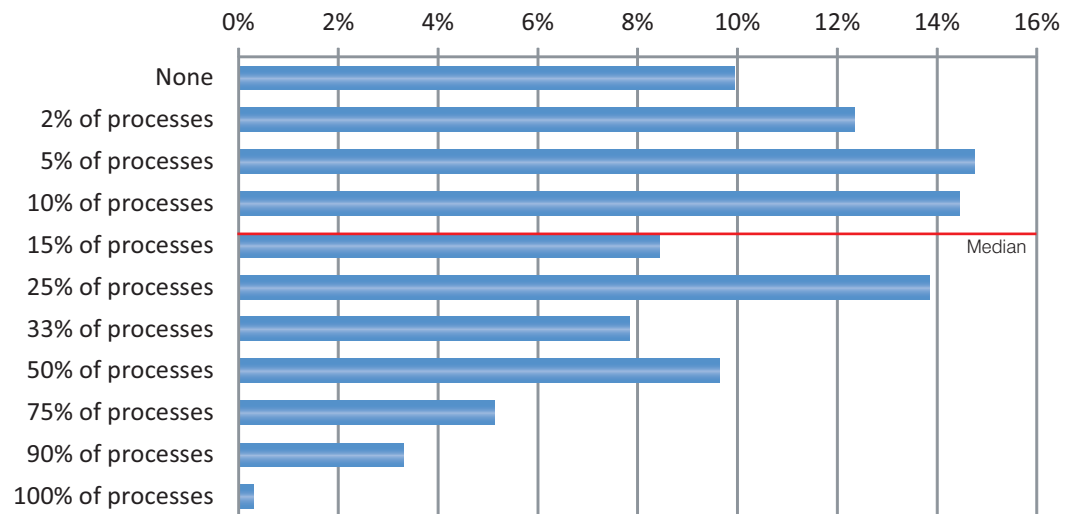
Note: this result has been carried over from a previous report<sup>1</sup>

Re-designing processes to be paper-free can improve productivity by a third and response to customers by a factor of three.

## Processes Enabled

Given the dramatic improvements in productivity and response times reported, we were curious as to how many processes our respondents had actually capture-enabled. Just over half (52%) reported that only 10% of their processes were paper-free – and we were quite specific here to only consider those processes that could be capture-enabled. Only 18% have eliminated paper from half or more of their candidate processes.

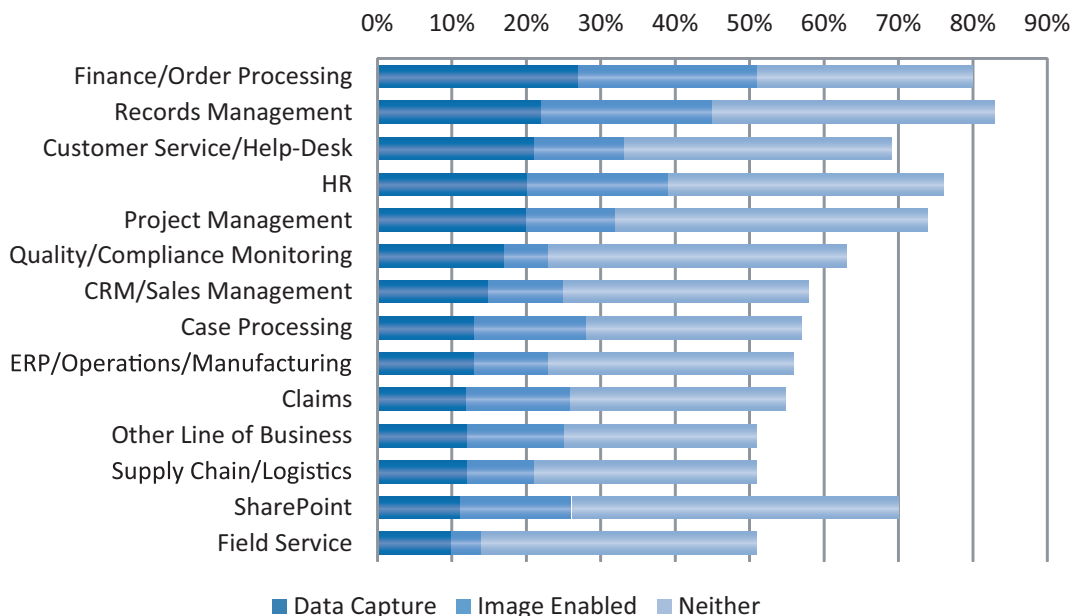
**Figure 5: Of your processes that could be capture-enabled/paper-free, what proportion would you estimate you have done so? (N=332, excl. 42 Don't Know)**



There are two levels at which a process can be re-designed. The first level is to image-enable the process by work-flowing scanned documents. The next level can be termed data-integrated, where data is captured from documents and fed to the process, eliminating re-keying.

Figure 6 shows that invoice automation and records-archiving are the most likely to use captured data, then Help Desk and HR. SharePoint is the least likely business system to use capture or scanning.

**Figure 6: Which of your enterprise systems are image-enabled (work-flowing scanned documents) and/or data-integrated (using data captured from the scanned document) at a process level? (N=330, Line length indicates N/A or Don't Know)**





Although removing the paper from processes can dramatically improve process productivity and speed of response, most companies have so far only addressed the most obvious candidates.

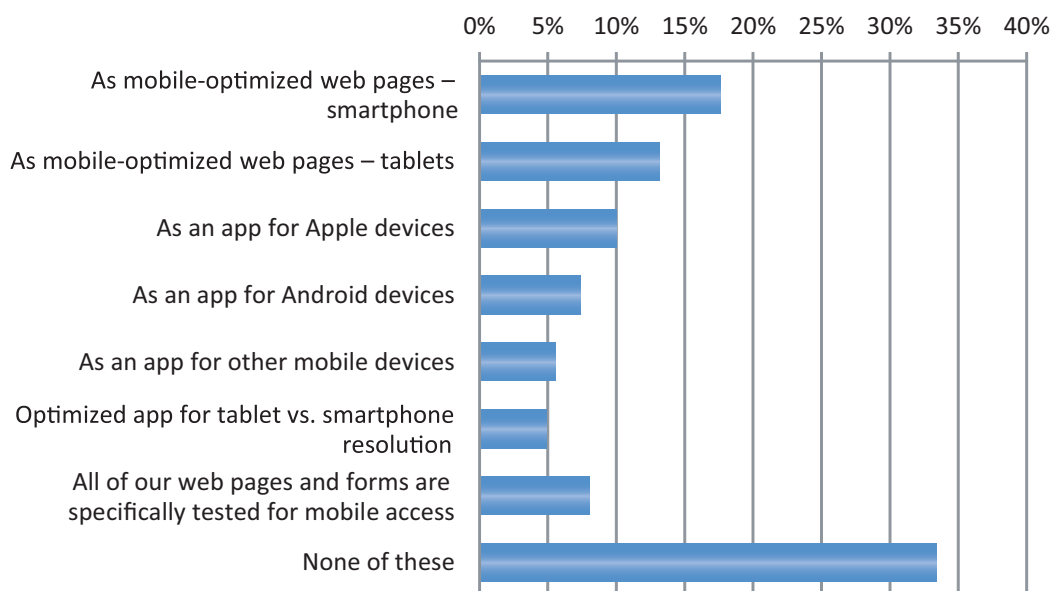
## Moving From PCs to Tablets

Adding a much more recent impetus to the “Process Revolution” is the availability of smartphones and, more recently, tablets. Email on-the-move has been the killer app for business utilization of these devices, but thinking beyond that opens up a whole realm of extended business processes, or even completely new ways to do things. The majority of our respondents recognize this increasing importance of mobile technologies, with 48% considering it to be “important” and 19% “extremely important” – 67% overall. For the largest organizations, this rises to 75%.

### Mobile Access – Main Website

A starting point for mobile focus is obviously to ensure that the company’s main public-facing website is accessible for mobile users. If the website is the shop window of the business, then having no easily usable mobile interface is making that window somewhat obscured for an increasing number of visitors. A third of the organizations we polled have yet to optimize their websites for mobile and, of those that have, only 8% specifically test all pages and forms to ensure that they work on mobile devices. Only 10% have apps for their website and only half of those check screen resolution for smartphone versus tablet.

**Figure 7: Is your organization’s main public-facing website optimized and specifically tested for mobile access?**  
(Tick all that apply) (N=303 excl. 146 Don’t Know)

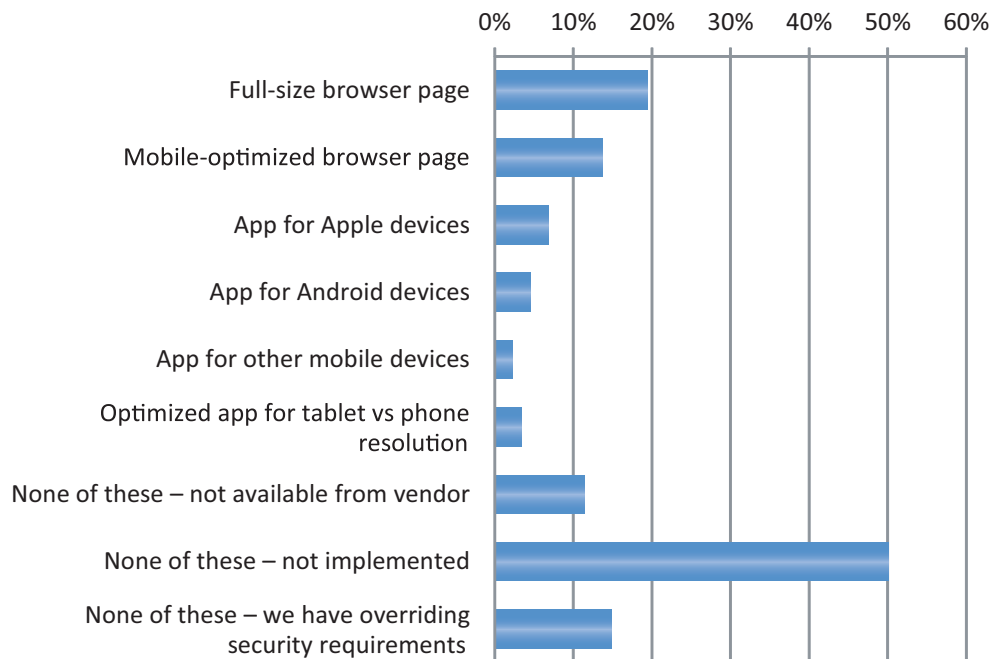


A third of organizations do not have a mobile-optimized version of their main website. Only 8% specifically test every page for mobile viewing.

### Mobile Access – ECM Systems

The next step for information access is to enable employees to remotely access the main ECM or document management (DM) system, particularly for those documents currently in collaboration or needing to be approved. Surprisingly, 76% of responding organizations with ECM or DM systems have yet to implement mobile access. It is justifiable for the 15% who have overriding security reasons, or the 11% with legacy systems, but this still leaves 50% who have not taken the initiative. Of those who do have access, most provide a mobile-optimized web page, with just a third having specific mobile apps (7% of the overall sample). Most of these have yet to accommodate tablet resolutions in their apps.

**Figure 8: How is your main active document management/ECM system accessible on mobile devices? (Check all that apply)**  
 (N=400, excl. 14% with no ECM/DM system)

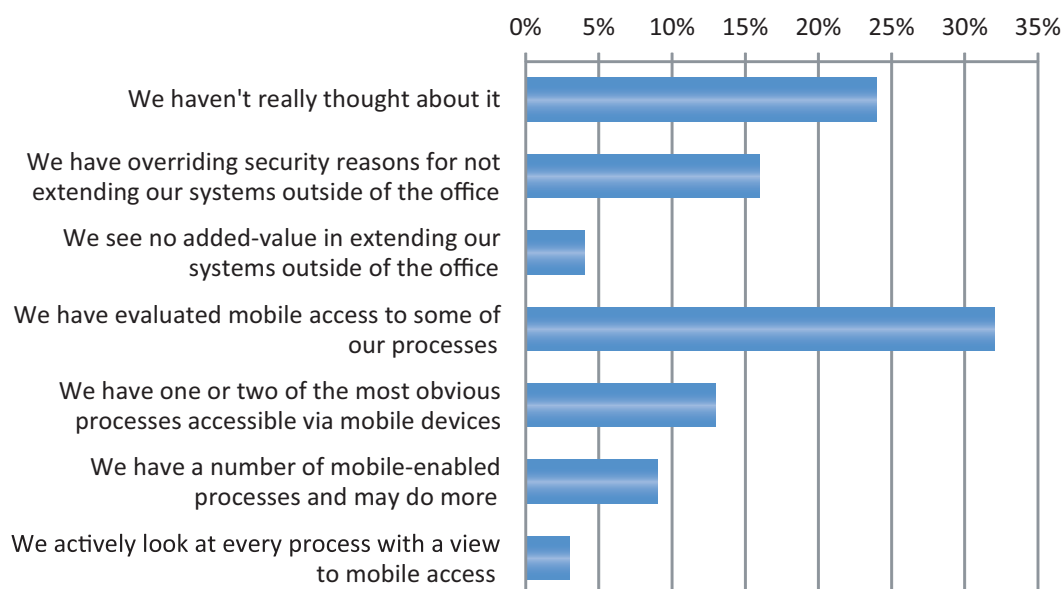


Three-quarters of organizations with DM or ECM systems are not making them easily usable by field staff or travelling staff.

### Mobile Processes

Despite the importance given to mobile technologies, we found that 76% of organizations have no mobile-enabled business processes, including 24% who have not even thought about it. A further 20% have overriding security reasons, or feel it adds no value, but 32% have evaluated mobile for some of their business processes, but have not made a move.

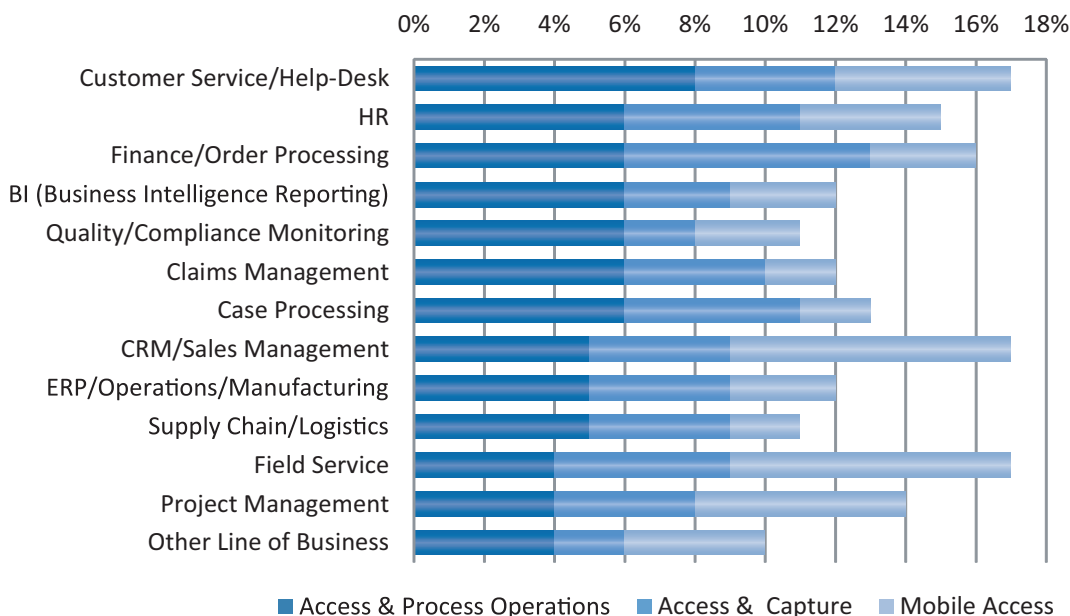
**Figure 9: How would you describe your progress towards mobile-enabling your business processes (making them usable on smartphones and tablets)? (N=419)**



When we asked about the main drivers for deploying mobile-optimized solutions, improving efficiency was top of the list, but improving customer service by providing faster turnarounds and improved response came next.

There is a differentiation in levels for mobile-enabled systems. First is the ability to access or reference the system from a mobile device, next is being able to capture forms, supporting documents, signatures, etc. and to feed them back to the process, and finally the ability to access and transact the process from a mobile device.

**Figure 10: Which of your enterprise systems are specifically mobile-enabled for: information access; access and capture (forms, documents, signatures, etc.); or access and process operations?**  
(N=303, line length indicates None of These, N/A or Don't Know)



In general, we can say that around 5% of organizations are able to *drive* their back-office applications from mobile devices, plus another 5% who are *capturing input* through mobile. Customer service and help desk are the most likely to be mobile enabled for process, allowing field staff to report on and close out help tickets. Sales/CRM, field service and project management are the most likely to be enabled for information access. Some of these processes may be relying on VPN connection and remote desktop access to crudely enable their systems.

76% of organizations have no mobile-enabled processes. Across a range of processes, 5% of organizations are able to drive their back-office applications from mobile devices, plus another 5% who are capturing input through mobile.

## Devices

When looking at their smartphone or tablet, few people would recognize it as being a capture device. Yet the combination of camera, processor, communications link and even GPS put it firmly in contention. Include the ability to OCR text, recognize bar-codes, add notes, metadata and form fields, and file back to an ECM, records management, CRM or even an ERP system, and you have a game-changing situation.

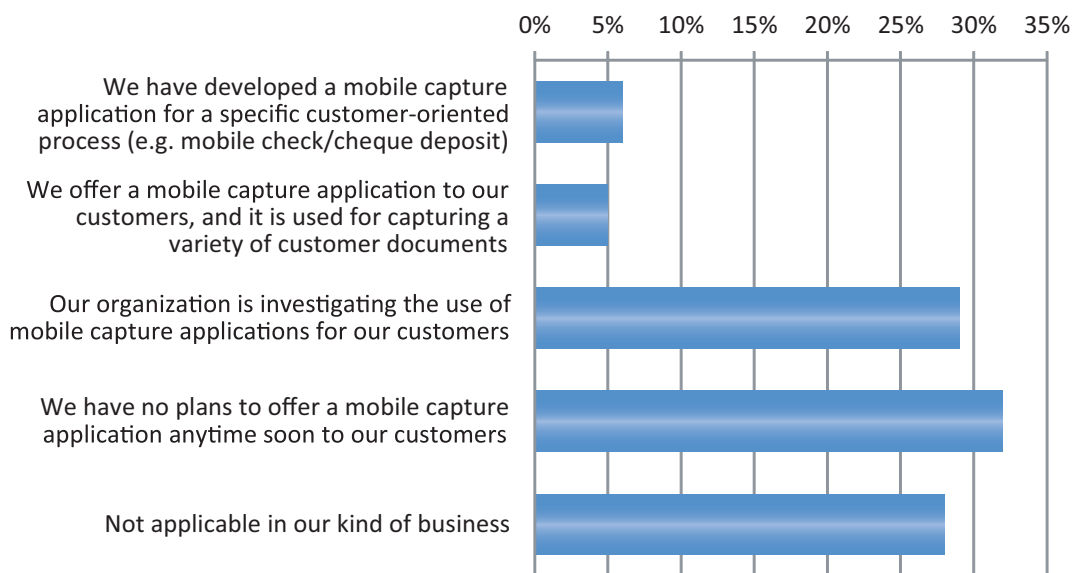
A key driver of this revolution is the consumerization of tablet devices, bringing the entry price of these highly portable “electronic clipboards” to an acceptable level, whilst considerably boosting their performance and connectivity. Business managers need to be seeing these devices in that light, rather than as executive “toys”. When we asked which was more important to the future effectiveness of their core processes, 31% considered tablets to be more important than smartphones, with 24% opting for smartphones as the most important.

In a similar vein, we asked, “What proportion of employees do you see/expect to see using iPads, tablets or digital clipboards for filling in forms?” For now, 2% of organizations have half or more of their employees using tablets. In 2 years’ time, 9% of our respondents expect to see half or more employees with tablets, rising quickly to 33% who expect half or more in 5 years’ time.

### Mobile Capture for Customers

The importance of mobile applications can also refer to the use customers make of their mobile devices when communicating with the business, and in fact, this aspect was rated by 75% of respondents as important or very important, compared to the 67% who rated similar importance for internal business processes. Despite that priority, less than 10% of our respondents have extended mobile capture of documents to their customers, with 29% investigating, and 32% not even considering it.

**Figure 11: To what extent is your organization providing mobile capture applications to consumers/customers/citizens that enable them to capture and submit a document into your business? (N=333)**



*The realization is just dawning that allowing customers, citizens, suppliers and partners to enter data or capture documents direct-to-process from their own mobile devices has huge competitive potential.*

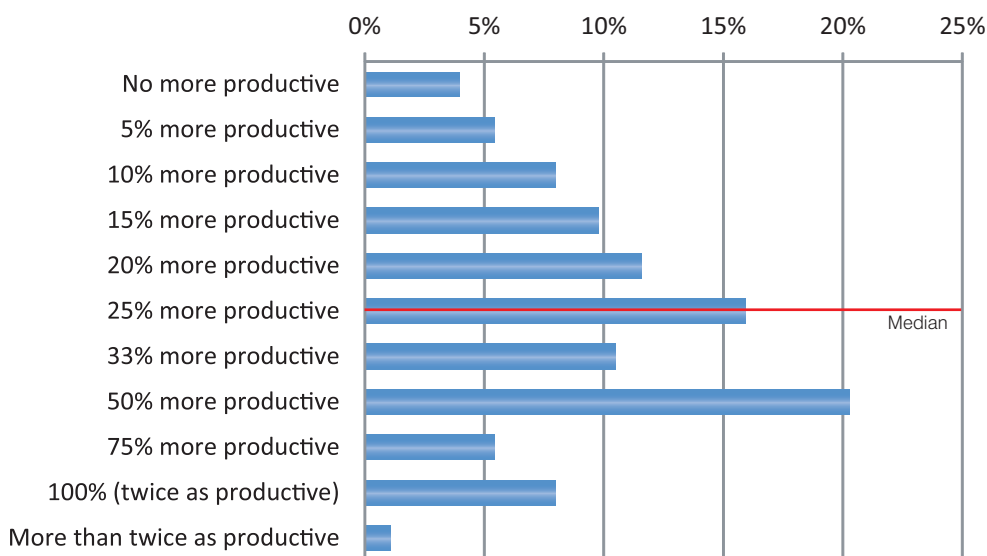
## Mobile Business Benefits

As we have seen, current adoption is low for mobile access to business processes, but the potential benefits estimated by our respondents makes it an important area to consider for business improvement.

### Mobile Productivity

We specifically asked the question about the benefit from field staff inputting to and/or interacting with back-office processes, rather than just viewing information. On this basis, 45% estimate a productivity improvement of a third or better, with 25% improvement being the median. In view of the additional costs to the business of field-based staff, this is potentially a huge saving.

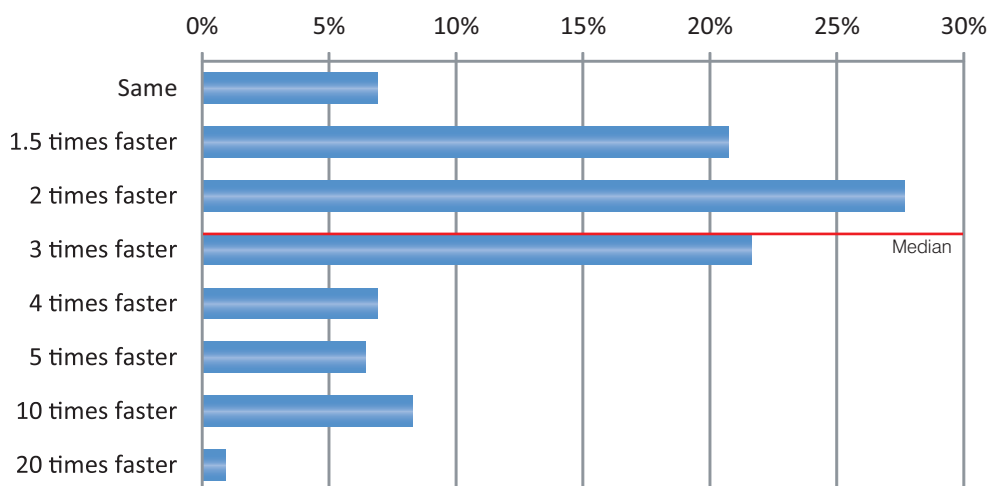
**Figure 12: How much more productive do you think the field-based or travelling staff in your organization would be (or are) if they could input directly to, and/or interact with back-office processes using mobile (hand-held) devices? (N=276, excl. 63 N/A or Don't Know)**



### Mobile Response

We then asked about the potential improvement in response to customers, suppliers, citizens and staff from process interaction and mobile capture. 45% of respondents estimated that turnarounds could be three times faster, with the median being 2.7 times faster. As previously highlighted, speed of response is a key factor in customer service improvement, and is one of the biggest factors in dissatisfaction with utility suppliers and consumer durables. The ability to provide response to customers whilst still on site, to check the availability of parts, or to file reports immediately, rather than “when I get back to the office,” are huge differentiators in service.

**Figure 13: By what factor would you say the use of mobile information access, process interaction and local capture has improved or would improve the speed of response of your operational unit to customers, suppliers, citizens or staff? (N=217, excl. 113 N/A or Don't Know)**



Equipping large numbers of staff with mobile devices is likely to be quite expensive, but of those who are using mobile-enabled processes, 25% consider that they will achieve payback within 12 months, and 51% predict payback within 18 months.

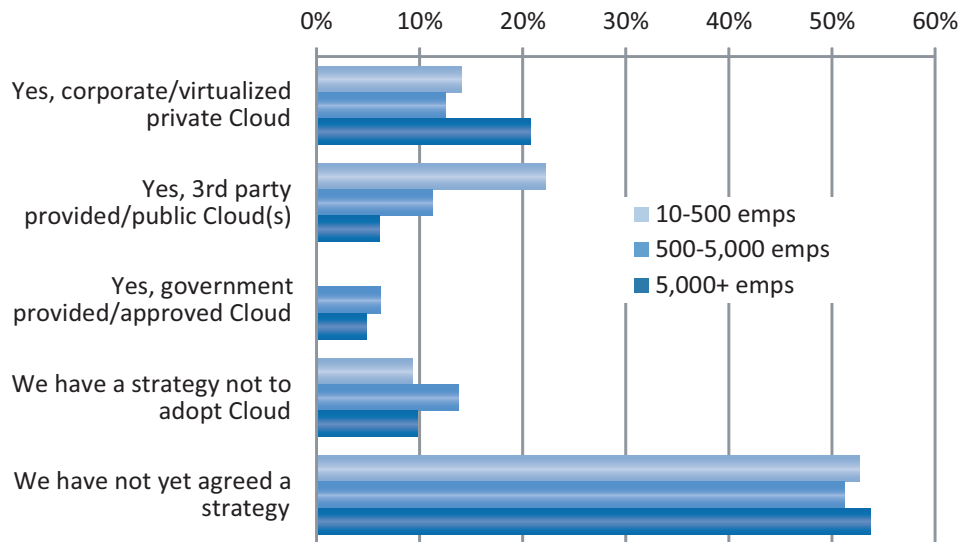
Mobile access to back-office processes could provide a 25% boost for productivity of field-based staff and near three times improvement in customer response.

## Cloud Strategies

The third element of the Process Revolution is cloud computing, both from its ability to provide ready access to processes inside and outside the firewall, and from its speed and relative simplicity of deployment, allowing many existing systems to be re-thought and re-deployed.

Decisions about placing any particular system or process in the cloud will likely be subjugated to an overall IT strategy regarding cloud deployment. As we can see, more than half of all organizations have yet to agree on which way to go, with just a third overall deciding that cloud is their long term preference – albeit that most of those are moving to a corporate or government cloud rather than a public one.

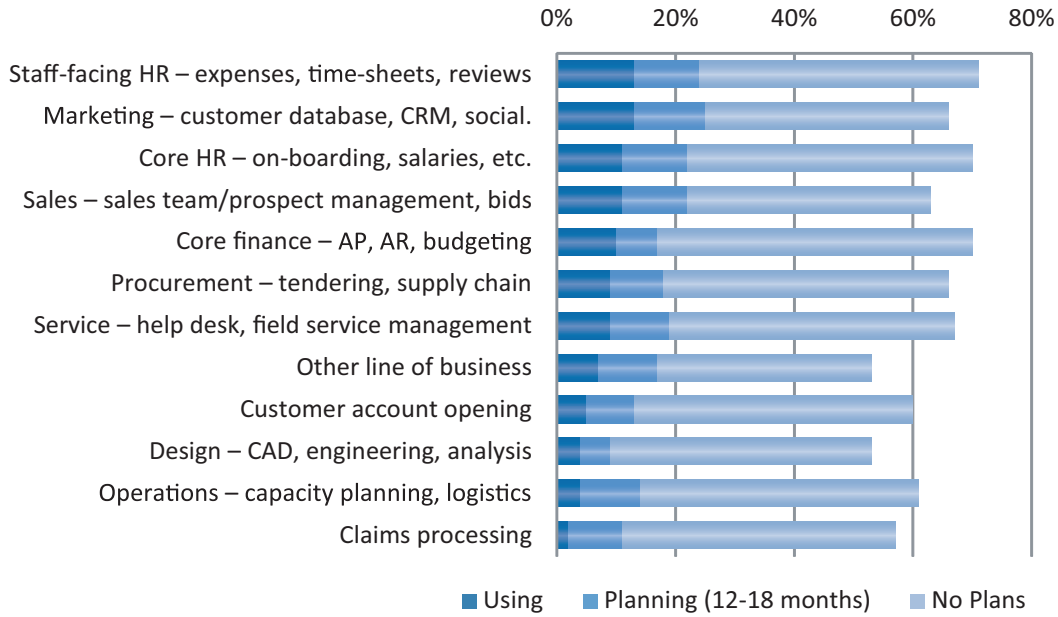
**Figure 14: Does your company have a generic IT strategy for moving to the cloud (off-premise provision)?**  
(N=279, excl. 76 Don't Know)



## Cloud/SaaS Processes

Figure 16 shows the most popular processes for cloud or SaaS deployment, and we should bear in mind that for larger organizations, “Cloud” means a private cloud, most likely in fully virtualized server farms. HR, marketing and sales applications are the most popular, although the 11% currently using sales as a SaaS product seems to under-read the popularity of Salesforce.com, the “poster-boy” of cloud applications.

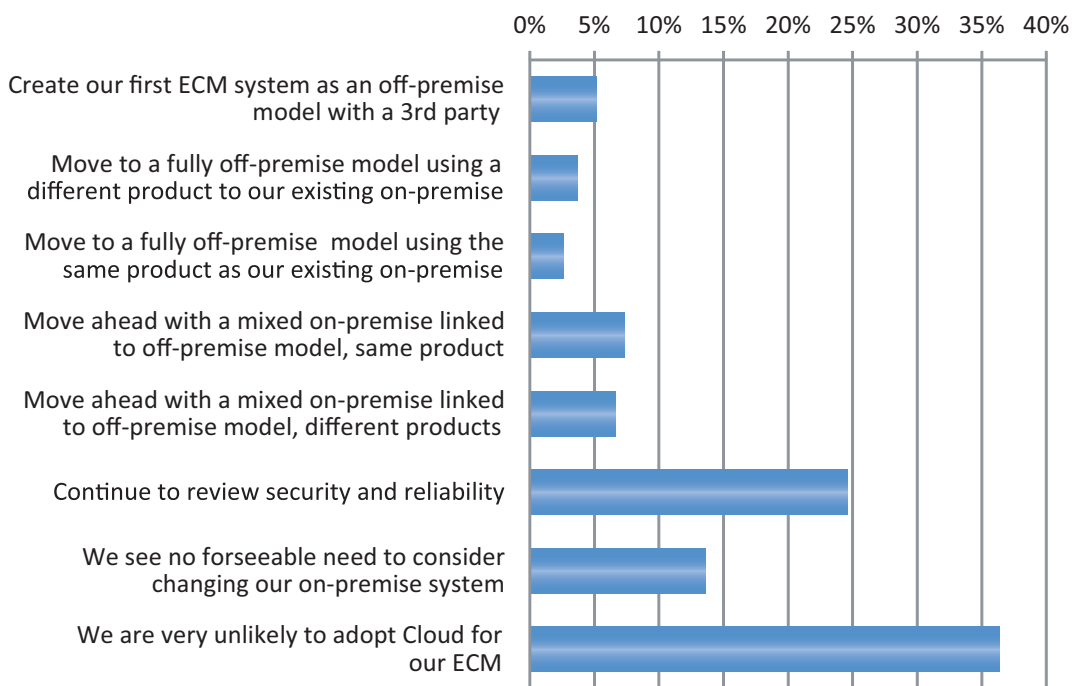
**Figure 15: In which of the following areas or processes (if any) are you currently using/planning-to-use SaaS/Cloud applications? (N=320. Line length reflects N/A or Don't Know)**



We then asked more specifically about using a public or government cloud for active document management or ECM (as a differentiation from managing records in the cloud). Just 4% already do, with 11% planning to do so. Half are “probably not”, or “definitely not” likely to use cloud for ECM, leaving 35% saying, “Yes, but only when security and reliability mature”. These views seemed largely similar across all sizes of organization.

Even so, the true picture of intentions is more complex, as we uncovered in Figure 16. 11% are planning to go fully to the cloud for ECM, whereas 14% are looking to a mixed on-premise and off-premise capability, with half extending their existing product to the cloud and half opting for different products. Even at this level of commitment, a matching 14% see no foreseeable need to consider changing their current on-premise system.

**Figure 16: What is your strategy for cloud deployment of ECM? (N=272, excl. 77 Don't Know)**



Half of the organizations polled have yet to decide on a cloud policy across the whole of IT. As regards ECM in the cloud, a third feel it's not for them and 25% await confirmation of security and reliability. Elsewhere there are very mixed models with different combinations of on and off-premise systems.

We asked one other somewhat leading question on this: "Do you agree or disagree that due to cumbersome on-premise content management systems, project groups are choosing ad hoc cloud/SaaS solutions". Despite our soundings in the market that start-up cloud vendors are where SharePoint was 7 or 8 years ago, only 16% agreed with this statement. However, although 41% disagreed, this kind of usage is by its nature under-the-radar of records managers and IT managers.

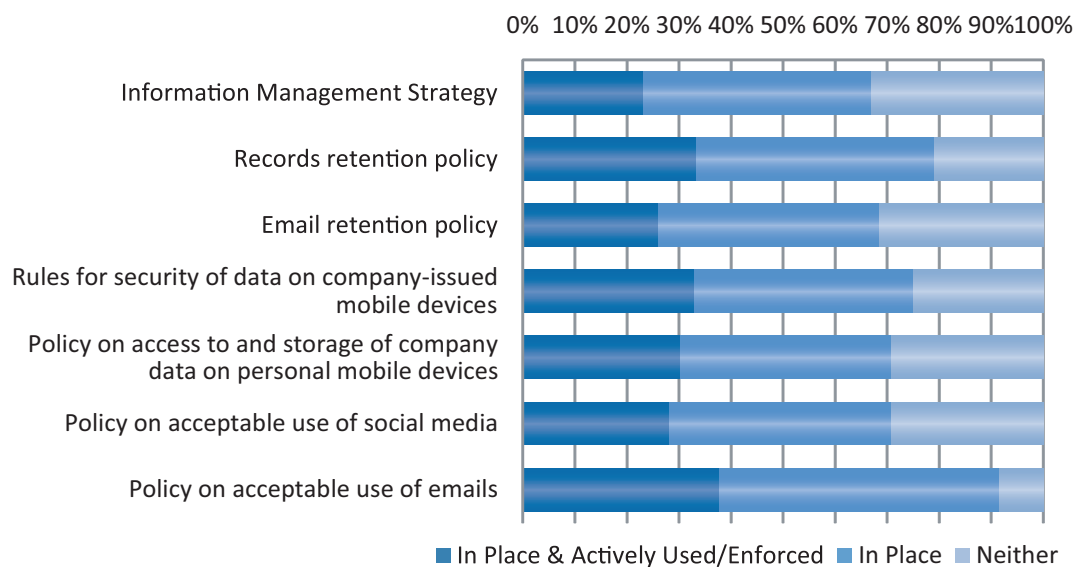
A statement that secured more overall agreement was that "senior business executives in my organization think that enterprise solutions should be as easy to deploy as apps." Without debating as to whether this could ever be the case, a net of 31% agreed that this was becoming the CEO viewpoint.

Finding overwhelming agreement was the statement that "we would like to have a better insight into how our current business processes are performing," which of course plays to the fact that converting paper documents to electronic as early as possible in the process makes it easier to monitor the process.

## Governance

As yet we have paid little attention to the biggest obstacles in the minds of most organizations when considering mobile and cloud deployment – access security and data loss. An obvious starting point is to put in place the policies needed to police these aspects.

**Figure 17: Which of the following governance policies do you have in place in your organization?**  
(N=360, excl. ~30 Don't Know)



What is immediately apparent is that whilst 60% to 70% of organizations have these important governance and usage policies in place, only 30% enforce them. It is certainly true that *not* having these policies leaves organizations completely vulnerable in the case of disputes or litigation, but by not enforcing them where they are in place, managers are setting a poor expectation that further extension to mobile and cloud can be robust and secure. If this adversely influences the decision process, they are in danger of missing out on the potential benefits.

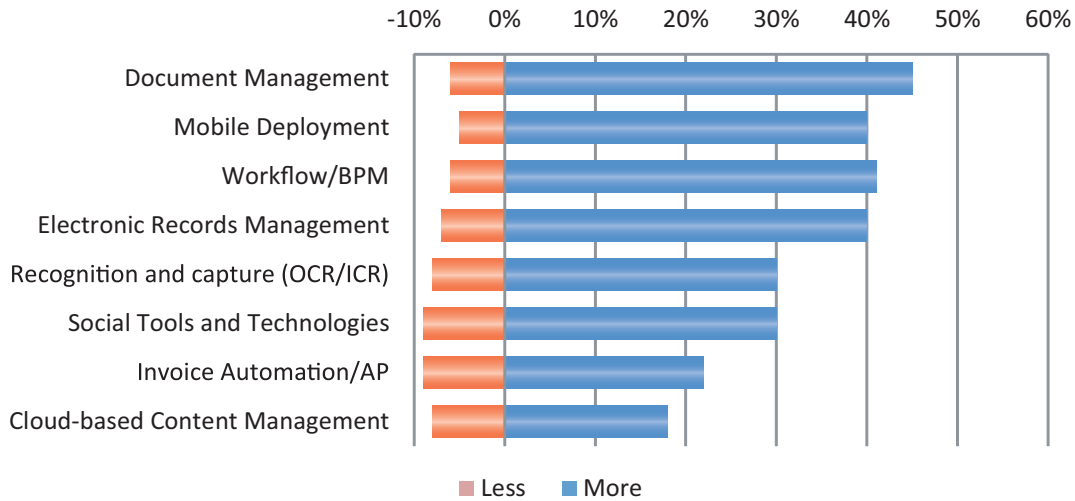
*Governance and security are critical issues for information management via mobile and cloud, and yet of the 60% of organizations who have appropriate information policies in place, half do not actively use or enforce them.*



## Planned Spend

Taking the range of technologies we have discussed, we asked users about their spending plans in the next 12 months compared to the previous 12 months.

**Figure 18: How do you think your organization's spending on the following products and applications in the next 12 months will compare with what was actually spent in the last 12 months?**  
(N=330, "We don't spend anything on this" makes up to 100%)



*Most organizations are looking to invest further in paper-free technologies, along with a strong planned spend in mobile deployments. Cloud investment is moderate, although as it is primarily a cost-saving measure, this is no real surprise.*

## Conclusion and Recommendations

There is a process revolution going on. But only for businesses that are prepared to mobilize their content and move their processes as close to the point of origination as possible. Taking positive action to question the use of paper in any process is the first step. Looking at the extension of the process to mobile devices is the next step, along with the option of running the process from the cloud.

The reason it is a revolution is that the productivity gains and the speed of response improvements can be dramatic – 30% to 50% process productivity gains and 3 to 10 times reduction in turnaround times. These opportunities are being driven largely by customer expectations. The customer doesn't care why it takes your business longer to respond to a paper application than a web form, nor why the help desk can't see the letter they mailed two days ago, but they will be impressed by a claims agent or loan provider who can confirm approval face-to-face, and capture the signed application forms there and then, or the health worker who can access their records at the bedside and have them consent the treatment one-time only, with a single on-screen signature.

The revolution is also being underwritten by the technology. Digital mailrooms and sophisticated data capture move paper onto PCs before it gets into the building - and those PCs can be local, head-office, outsourced or off-shored. From that point on it can easily be moved again onto smartphones or tablets, and with the right connectivity, the process itself can be driven or monitored from wherever the originator might be – and that might include the customer in some cases, or certainly the supplier or project partner.

Not to forget the governance that needs to be in place. The risks of mobile and cloud are certainly there, but the answer is to build suitable policies and to utilize suitable technology – remembering that security and stability is more likely to be inherent in carefully developed end-to-end solutions than in home-grown apps and in-house developments. Not mobilizing content because of security concerns could be taking just as much risk with the long-term health of the business.

## Recommendations

- Audit your processes to see where paper slows throughput, adds process steps, or restricts transparency and reporting.
- In particular, examine your customer (or supplier or staff) response mechanisms to see if physical mailings or paper processing are slowing things down, restricting visibility, or paralleling electronic communications paths.
- Look at how physical handling of incoming mail site-by-site might better be centralized, processed in higher volume, and distributed electronically.
- If you are already using scanning, consider how much “closer to the door” you could be going electronic, and how that might transform who does the subsequent processing and where they might be located.
- Evaluate the latest technology for capturing data from forms and invoices, and look to process a higher proportion of your documents automatically.
- Aim to scan documents or capture data as close to the source as possible – in the branch office, on the shop floor, in the field or at the customer’s premises.
- Brainstorm how the capabilities of modern mobile devices – portable scanners, smartphones, tablets and specialist devices – could transform your processes by eliminating elapsed time, lost forms, poor data, and re-keying.
- Audit all of your processes that involve input from non-office staff, or suppliers or partners, to see how downstream process steps might be eliminated if they could interface directly to the process.

## References

1. “The Paper Free Office - dream or reality?” AIIM Industry Watch, January 2012, <http://www.aiim.org/Research/>
2. BSI BIP 0008, Code of Practice for legal admissibility and evidential weight of information stored electronically.
3. “Digital Signatures for Documents, Workflow and SharePoint”, AIIM White Paper, March 2010, <http://www.aiim.org/Research/aiim-white-papers>



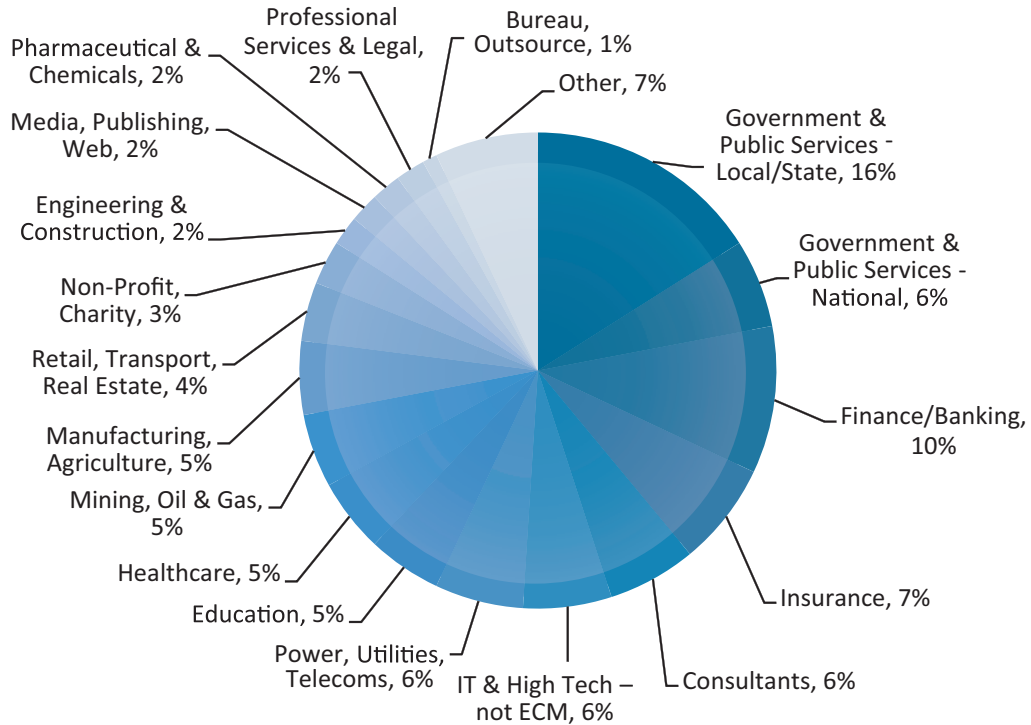
# Appendix 1 - Survey Demographics

## Survey Background

530 individual members of the AIIM community took the survey between Feb 10 and Feb 27, 2012, using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 65,000 AIIM community members.

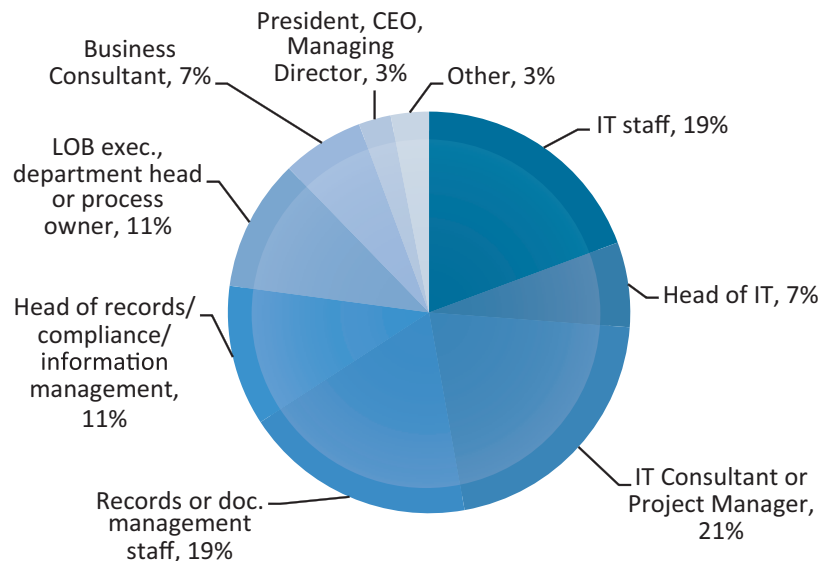
## Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations over 5,000 employees represent 30%, with mid-sized organizations of 500 to 5,000 employees at 40%. Small-to-mid sized organizations with 10 to 500 employees constitute 30%. 110 respondents from organizations with less than 10 employees or from suppliers of ECM products and services have been eliminated from the results.



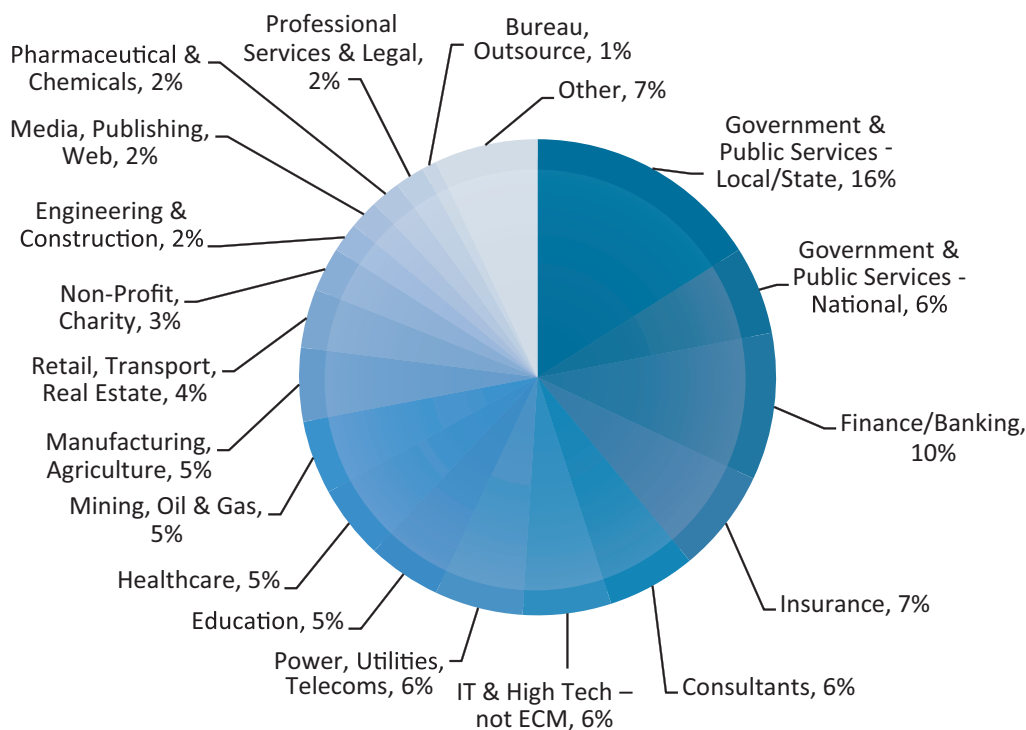
## Geography

68% of the participants are based in North America, with most of the remainder (22%) from Europe.



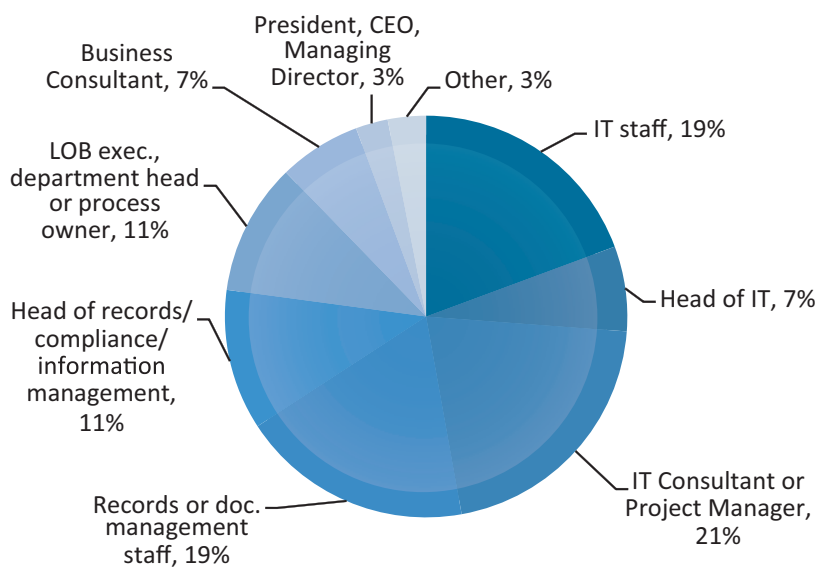
## Industry Sector

Local and National Government together make up 22% and Finance, Banking and Insurance represent 17%. The remaining sectors are fairly evenly split. To avoid bias, suppliers of ECM products and services have been eliminated from all of the results.



## Job Roles

47% of respondents are from IT, 30% have a records management, information management or compliance role and 21% are line-of-business managers.



# Kofax

## Capture Enabled BPM

The full value of Capture Enabled BPM is evident when tracing the flow of information throughout an enterprise. When information enters an organization, Kofax's Capture Enabled BPM platform automatically captures, extracts, validates and classifies it through a touchless process; then makes it available to the right people, processes or devices at the right time, in the right format in order to initiate critical business processes. Whether it originates in the form of paper, fax, email, SMS, XML or PDF format... the time required to understand and decide what to do with the information is drastically shortened – regardless of whether the ultimate destination is a line of business application, content repository, ERP or CRM system, or Microsoft® SharePoint®. And the potential for human error is minimized or eliminated.

And, rather than wait for information to arrive, Kofax solutions also enable organizations to proactively capture information at the Point of Origination, as soon as it is available... whether from a customer's home, local branch office, or field representative using a smartphone or mobile device. Capture Enabled BPM therefore increases productivity and efficiency while

minimizing costs because the information is instantly captured and automatically processed, requiring less manual intervention, speeding the process and improving accuracy.

The Kofax platform enables organizations to not only automate the process of capturing information; but also design powerful, flexible business processes to instantly and automatically deliver high-quality, purified information into applications, repositories and workflows, across the entire enterprise.

The flow of information can be automated and managed throughout the entire customer engagement lifecycle, from onboarding to order transaction through to customer service and correspondence.

In Dynamic Case Management, increased access to purified information enables knowledge workers to make faster, more informed decisions and better handle exceptions and discrepancies in captured content. This in turn creates more fluid, efficient and dynamic processes. Organizations are consequently able to achieve a greater return on investment on their systems and processes with a lower cost of ownership, while simultaneously reducing operating costs and providing better customer service.

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AIIM ([www.aiim.org](http://www.aiim.org)) has been an advocate and supporter of information professionals for nearly 70 years. The association mission is to ensure that information professionals understand the current and future challenges of managing information assets in an era of social, mobile, cloud and big data. Founded in 1943, AIIM builds on a strong heritage of research and member service. Today, AIIM is a global, non-profit organization that provides independent research, education and certification programs to information professionals. AIIM represents the entire information management community, with programs and content for practitioners, technology suppliers, integrators and consultants.

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