



# The Ultimate Guide to Improving Your Business Processes

*Process Automation  
and RPA*

In Partnership with

**KOFAX**

## AIIM Industry Watch

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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## About AIIM's Industry Watch Research

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

Our 2020 Industry Watch research program looks at the impact of the rising tide of information chaos on the effectiveness of transformation initiatives, the adoption rates of core IIM technology building blocks, and IIM best practices.

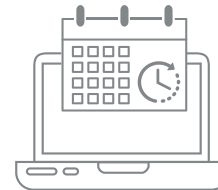
We specifically structure this research around the four core IIM capabilities that provide the structure for AIIM's Certified Information Professional (CIP) program:

- 1) **Creating, Capturing, and Sharing Information**
- 2) **Digitalizing Information-Intensive Processes**
- 3) **Extracting Intelligence from Information**
- 4) **Automating Governance and Compliance**

This report takes a deep dive into the 2nd of these capabilities – **Digitalizing Information-Intensive Processes** – and how this capability is integrated into an overall information management strategy.



Our editorial calendar for this year (*with release dates in parentheses*) is as follows:



- **State of the IIM Industry in 2020** (Jan 2020)
- **4 Strategies to Conquer Information Chaos with Intelligent Capture, assisted by Artificial Intelligence** (Mar 2020)
- **The Ultimate Guide to Improving Your Business Processes – Process Automation and RPA** (June 2020)
- **Automated Governance, assisted by Machine Learning** (Sept 2020)
- **Maximizing Your Microsoft 365 and SharePoint Investment** (Nov 2020)

## About the Survey

We value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community. The data shared in this report is just a small sample of the overall data generated in preparation for each research report, and *distribution of the full set of findings is limited to the underwriters.*

The survey was taken using a web-based tool in April 2020. 90% of the survey participants were NOT associated with AIIM prior to taking the survey. Non-AIIM survey participants were drawn against the following criteria:

- Director/Manager, Other decision maker
- Organization size > 10 employees



## Core Survey Demographics:

### Size of Organization (number of employees)

10-99	12%
100-1000	53%
Over 1000	35%

### Role in Organization

Executive or line of business	22%
RM, DM, CM, or information governance	12%
Information technology/IT	22%
Core business processes (HR, legal, finance)	44%

### Geography

US and Canada	56%
UK and EMEA	38%
Asia/Pacific/India	5%
Australia/New Zealand	1%

### Industry Segments

Government	17%
Finance, Banking & Insurance	21%
Education	16%
Manufacturing, Petrochem & Utilities	24%
IT & High Tech	10%
Other	12%

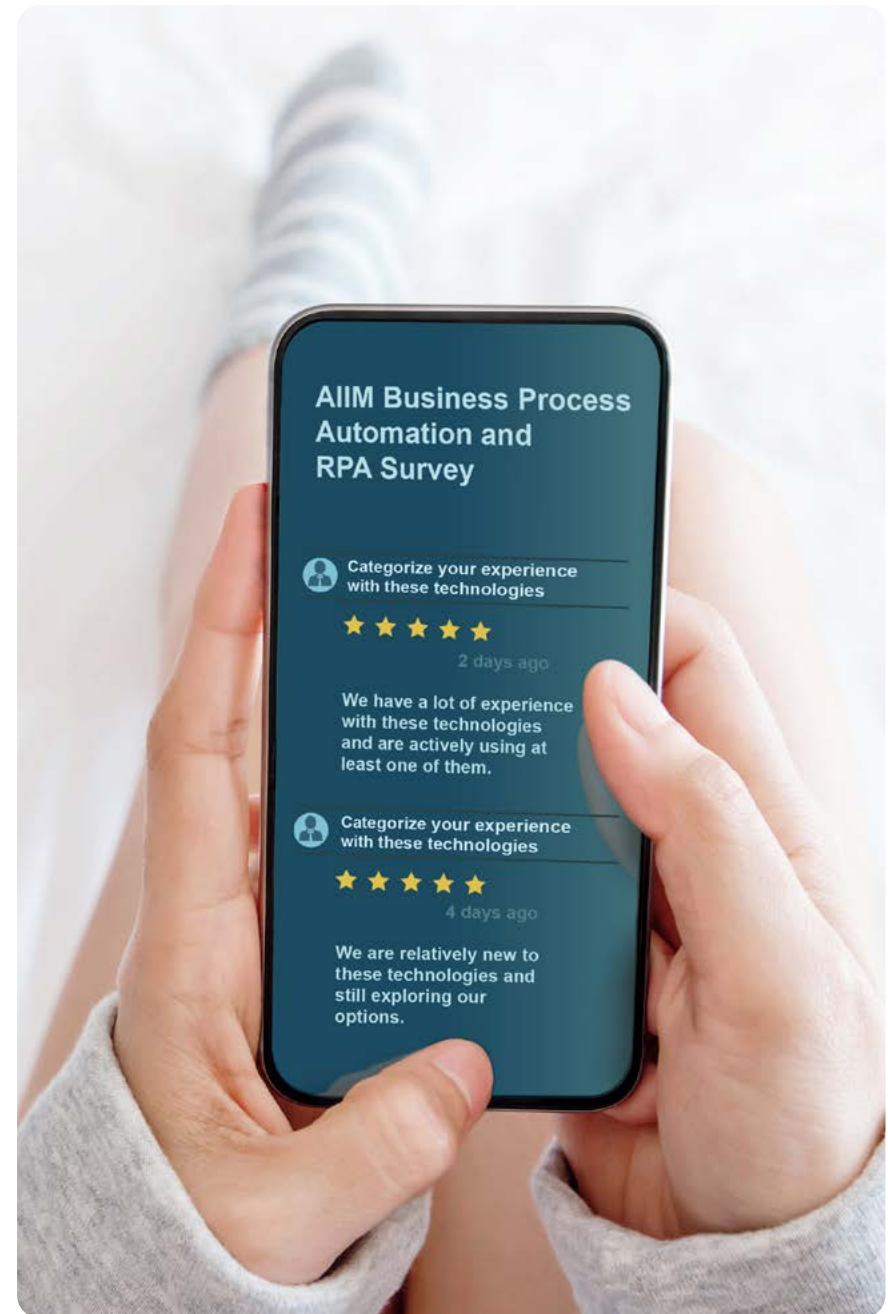
All potential survey participants were asked this qualifying question: “Are you generally familiar with the following technologies – case management, business process management, robotic process automation?” A total of 262 individuals met this initial screening criteria.

We then asked survey participants to categorize their experience with these technologies and have categorized respondents within the report as follows:

- 58% of sample = **Potential Users** – “We are relatively new to these technologies and still exploring our options.”
- 42% of sample = **Experienced Users** – “We have a lot of experience with these technologies and are actively using at least one of them.”

Lastly, we asked survey participants to evaluate their overall organizational effectiveness and Digital Transformation effectiveness on a 100-point scale.

	Average score
How would you compare the effectiveness of YOUR organization to others in your peer group?	62.8/100
How would you rate the true effectiveness of Digital Transformation projects in your organization?	58.2/100





# Meet Your CIP Expert Panel

## Meet Your CIP Expert Panel

With this Industry Watch, we introduce a new feature – *Expert CIP commentary on the findings*.

We thank these CIPs for their commitment to share their expertise and time in order to improve the overall level of competence and knowledge within the industry. The statements of the panel are their personal opinions and do not necessarily represent those of their employer.

[Note: For those unfamiliar with the CIP Certification, more information is [HERE](#).]



**Monica Crocker, CIP** currently serves as Group Records Coordinator at Wells Fargo and has extensive experience defining electronic records management strategies for organizations across the United States. She is a long-time thought leader at both AIIM and ARMA and is a Member of the AIIM Company of Fellows.



**Sabrina Lozano, CIP** is the Senior Director of Records and Information Management (RIM) at Freddie Mac. She is an accomplished leader in information governance with over 20 years of experience creating policies, managing domestic and international compliance programs, collaborating with business teams and other stakeholders, and executing on information management strategies that impact the enterprise.




**Sheri Nystedt, CIP** is Global Head of Information and Records Governance at Janus Henderson Investors. She is a records and information governance compliance professional with over 25 years designing, developing, implementing, and managing records/information management and protection compliance programs for domestic and international operations.



**Mark Patrick, CIP** leads the U.S. Department of Defense Joint Staff's Information Management Team. He currently serves as a key leader in digital transformation, intelligent information management, knowledge and business process management at the Joint Staff with program oversight at the eleven Combatant Commands. Mark is a former AIIM Chair and is a Member of the AIIM Company of Fellows.



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# Why is Process Automation Important?

Why Should You Care?



## Why Is Process Automation Important? Why Should You Care?

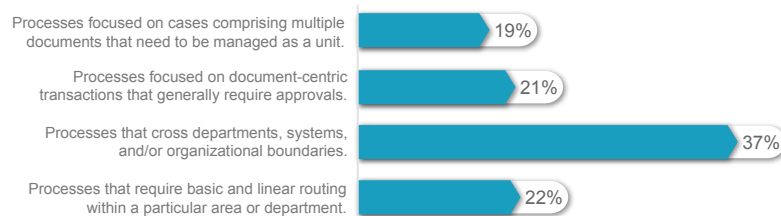
### Key Data Points:

- The most important target for process automation efforts (37%) are processes that cross departments, systems, and/or organizational boundaries – i.e., the very processes that are most problematic due to chaotic information silos.
- As might be expected, the top two individual reasons to undertake a process automation project are tied to EFFICIENCY and COST. But it is important to recognize that for 55% of organizations, the key reasons are tied to a cluster of responses focused on VALUE and CUSTOMER EXPERIENCE.
- 60% of organizations see PRODUCTION PROCESSES (usually repetitive and run again and again using a standard operating procedure) as the primary target of their automation efforts, while 40% see the primary benefit as automating AD-HOC PROCESSES (high degree of personal judgement, usually somewhat unique or seldom used).

### Automation that crosses boundaries is key.

Connection points are likely where information chaos is the greatest.

Identify the kind of processes that would yield the greatest benefit from an increased investment in automation.

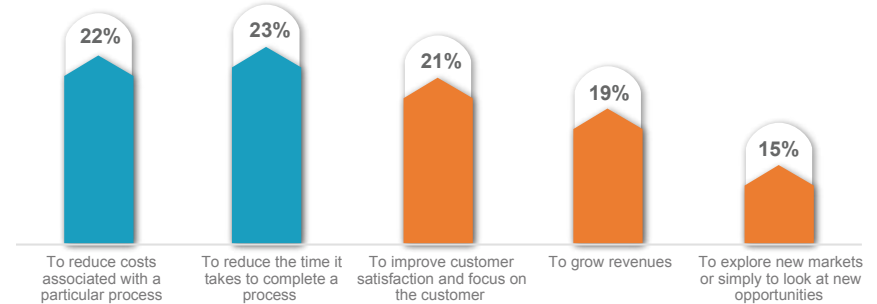


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Overall N = 262, some breakouts have fewer responses

### Cost and efficiency only tell part of the story.

For 55%, process automation is tied to VALUE and CUSTOMER EXPERIENCE.

Which of the following specific reasons for undertaking process change is MOST important in your organization?

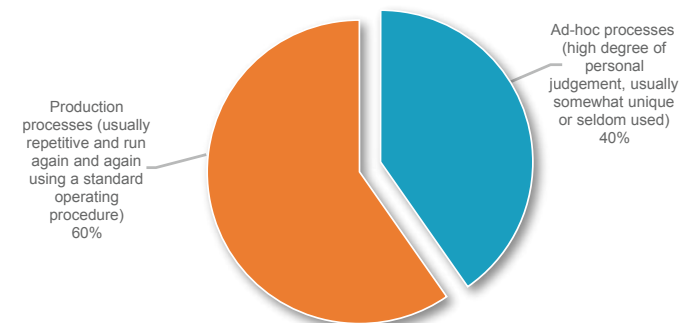


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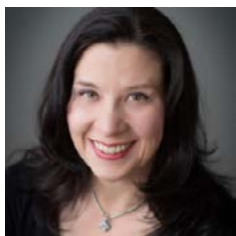
### Automation starts with production processes...

RPA technologies are important as automation expands to ad-hoc processes.

In which type of process do you think the impact of automation would be greatest in your organization?



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**Monica Crocker, CIP:** My very first imaging consulting engagement was to automate the repetitious property tax process across a County Recorder, Assessor and Tax Collector to reduce costs. At the core of this project was understanding the different needs of each stakeholder, how their specific processes

differed, and integrating these perspectives into a solution. Who knew we were so cutting edge? OK, we did.



**Sabrina Lozano, CIP:** Robotic Process Automation (RPA) or bots are viewed as technologies that can reduce the time, cost, and risk involved in performing manual, rules based, and repetitive tasks. RPAs are also tools to augment human work activity to boost the productivity (and satisfaction) of knowledge

workers and reassign them to work that brings higher value to the organization. We have seen RPAs used to validate data entry, data migration and business transactions, consolidate data inputs from multiple sources for reporting and monitoring, reconcile financial data, and monitor system usage for adherence to policies.



**Sheri Nystedt, CIP:** Effectively managing and using data has become far more complex as our economies have become more globalized. Time to market is critical to remain competitive in today's environment. Organizations look to balance the need to reduce operational costs

and increase overall productivity with the need to acquire and retain the best talent. Process automation, when implemented effectively, introduces improved transparency, accountability, and agility into an organization's business processes. This in turn can lead to better overall organizational stability and performance.



**Mark Patrick, CIP:** With torrents of information, but an appetite to decrease numbers of personnel and budgetary costs while working more remotely, process automation is an obvious choice for information professionals – but it isn't always the first thing that senior leaders reach for. We information professionals

have to concisely articulate the ROI of process automation in the same manner we do when advocating for IT system procurement or upgrades, not simply focusing on cost and efficiency, but on the user experience and its direct relationship to mission performance.

### **What the Data Means:**

The volume, velocity, and variety of information that most organizations need to manage, store, and protect now exceeds their ability to even marginally keep pace. This rising tide of information chaos and confusion imperils the process automation journeys of many organizations.

On average, organizations expect the volume of information coming into their organizations to grow from X to 4.5X over the next two years. They expect more than 57% of this information to be unstructured (like a contract or a conversation) or semi-structured (like an invoice or a form).<sup>1</sup> It is the convergence of these twin forces – information volume and information variety – that makes process automation so challenging.

This is why cross-departmental processes show up as the most important target for process automation efforts (37%). Given how content management capabilities evolved in organizations, this should come as no great surprise. "ECM" was conceived as a layer of enterprise capabilities to be shared across multiple processes, and in some cases this vision was successful. But in far too many instances, content capabilities were deployed department by department, often using different process tools and sometimes utilizing a common content infrastructure and sometimes not.

<sup>1</sup> AIIM, *State of the IIM Industry 2020: Are You a Digital Transformation Leader or Follower?*


For many organizations, the legacy of this department-centric view of content and process management is a vexing Bermuda Triangle at the intersection of processes and departments. As organizations began to map critical customer journeys, this vulnerability was inevitably exposed, driving a demand among end users for content capabilities that were less monolithic and rigid and that could be consumed on demand and in context. The result was the evolution of ECM into “Content Services.”

Two obvious reasons for organizations to undertake a process automation project are EFFICIENCY (23% = “to reduce the time it takes to complete a process”) and COST (22% = “to reduce the costs of a particular process”). But there is another set of themes in the data that is reflected in aggregating the bottom three responses (a total of 55%): 1) improving customer satisfaction, 2) growing new revenues, and 3) expanding marketing penetration. These responses – focused on customer EXPERIENCE and customer VALUE – are directly tied to the importance that leading organizations place on understanding and mapping cross-departmental processes and customer journeys and overcoming the information chaos that threatens these objectives.

The importance of the 60/40 split between those focused on PRODUCTION processes and AD-HOC processes can best be understood in the context of the bank robber Willie Sutton’s famous quote about why he robbed banks: “Because that’s where the money is.” Organizations focus on production processes because that’s where there is the most pain, particularly as organizations expand their focus from individual processes to broader customer journeys. This is where newer technologies like Robotic Process Automation (RPA) play an increasingly important role, not as a substitute for BPM and Case Management, but in conjunction with them.

RPA democratizes process automation tools and allows individual knowledge workers to automate pockets of manual work that still exist within production processes. Ultimately, RPA is focused on *task automation* and BPM and Case Management are focused on *process automation* – all are needed, and none will ultimately be sufficient by themselves.





# Where You START Depends on Where You ARE

How Potential Users Can  
Get Started on a Process  
Automation Project

## Where You START Dependson Where You ARE

### How *Potential Users* Can Get Started on a Process Automation Project

While the specifics on any intelligent information management (IIM) project are unique to each organization, there is a typical lifecycle to most IIM projects that looks something like this at the 50,000 foot level:



Many organizations that are convinced by the arguments for process automation still struggle with getting their efforts off the ground. Part of the reason for this is a failure to understand that every organization is different, and that the specifics of each journey to process automation are unique.

One complexity in getting started is that even within a *single* organization, specific projects and departments can be found at a wide variety of points along the process implementation continuum. For example, an organization may have a relatively mature set of records management processes, and it is now looking at how to review and reset these processes in light of some of the new automated governance capabilities that didn't exist when they first started. A different department in that same organization might be at an entirely different lifecycle point relative to invoice processing automation, where they understand why they need to

change and where they currently stand, but have yet to develop clear requirements for next steps. And the HR department in that organization might also be at a very early stage in building a vision for how and whether it even wants to think about a process to automate HR processes and policies.

To better understand these complexities and what is keeping organizations from moving forward with process automation initiatives, we separated the responses of those with relatively little experience with Business Process Management (BPM), Robotic Process Automation (RPA), and Case Management – “We are relatively new to these process automation technologies and still exploring our options” – from those with more experience.

*58% of the organizations we surveyed – 153 organizations – are relatively new to BPM, RPA, and Case Management technologies – we'll call them “Potential Users” in the analysis that follows.*

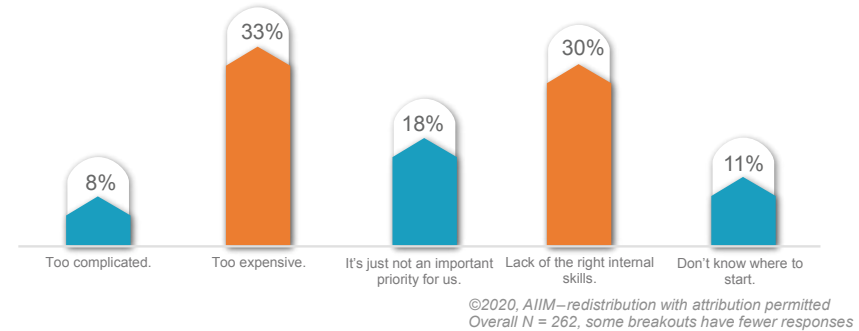
### Key Data Points:

- Cost (33%) and a lack of skills (30%) top the list of why organizations have yet to move forward with a process automation initiative.
- The biggest *frustrations* for *Potential Users* center around failure to connect business and IT strategies:
  - *Lack of IT understanding of business issues* (18%)
  - *Scope creep and poor impact analysis* (17%)
  - *Lack of business understanding of IT issues* (16%)
- The biggest *barriers* for *Potential Users* also center around alignment:
  - “*We lack clear strategy and priorities*” (20%)
  - “*Change management – worries about job loss*” (19%)
  - “*We don’t have the right skills set*” (18%)
- The top three areas in which *Potential Users* need more education:
  - *Identifying the right technology to fit the business problem* (50%)
  - *Understanding core process technologies and how they differ* (47%)
  - *Understanding the benefits of process automation* (46%)

## “Too expensive, and we lack the right skills.”

Buying “by the drink” and simplification keys to broader adoption.

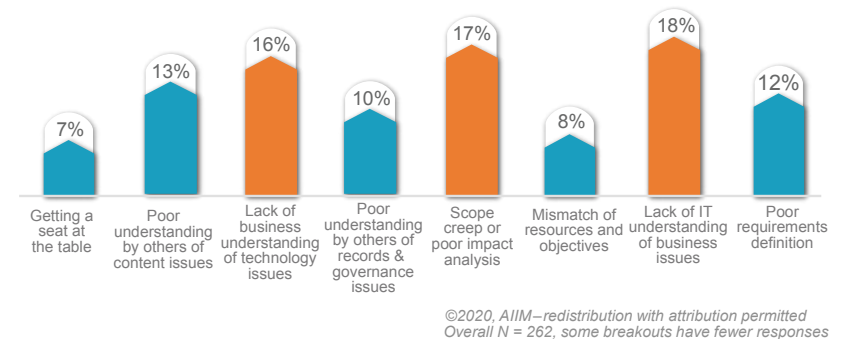
What is keeping you from moving forward with digitalizing information-intensive processes? Please note the MOST important reason.  
Prospective Users only



## Business and IT strategies not connecting.

Lack of business and IT understanding of each other a problem.

When it comes to your involvement in process automation decisions, what is your BIGGEST frustration?  
Prospective Users only

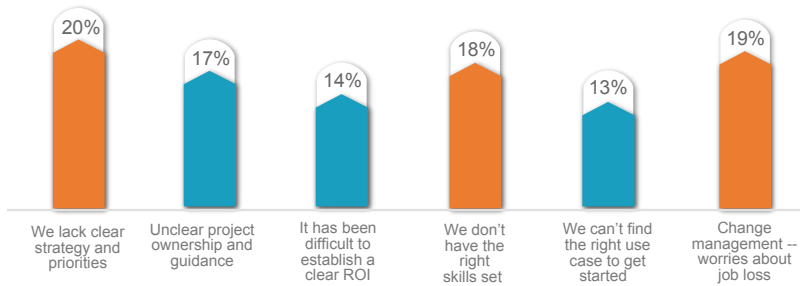


## Prospective users struggle with alignment.

Strategy + change management + skills a problem.

Which of the following is the MOST important barrier toward moving forward aggressively with process automation?

Prospective users only



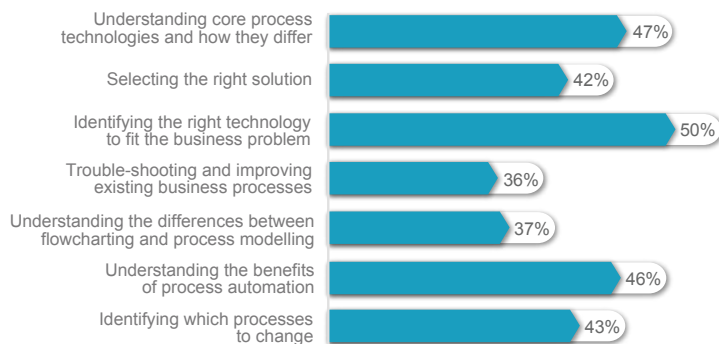
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Overall N = 262, some breakouts have fewer responses

## Technology confusion a barrier to adoption.

Choosing the technology appropriate to the problem a challenge.

In which THREE of the following areas would additional education be helpful in getting your organization to move forward with digitalizing information-intensive processes?

Prospective Users only



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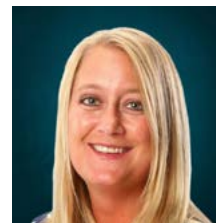
**Monica Crocker, CIP:** If only there was an association that could help with the question of weak internal skills... I'm kidding. AIIM is a great place to start; I've gotten enormous value out of AIIM's educational programs. Three of the five steps in the IIM project lifecycle occur before any solution is even

designed, yet the education needs identified by those new to process automation are largely focused on technology solutions. I see a disconnect there; those new to process automation need to start by getting the basics right.



**Sabrina Lozano, CIP:** Aside from the technical ability to build and deploy RPAs, an organization needs a change management plan that includes training users in what RPAs are, what they can do, how they have been used and their benefits. (Most people don't understand what they can do or how

to build one). Once implemented, RPAs can be integrated into the business process to augment human work activity and be measured for cost reduction, risk reduction, and overall productivity.



**Sheri Nystedt, CIP:** Competing priorities and increasingly tight budgets contribute to the difficulty in initiating and moving forward process automation initiatives. Employees are typically being asked to do more with less, resulting in frustration and an unwillingness to change the way they work.

Making a concerted effort to communicate the overall strategy and demonstrate how process automation will complement the work your employees are performing is vital to project success.



**Mark Patrick, CIP:** Looking at things as they are and envisioning how they could be is part of the AIIM Zeitgeist – it is the very essence of the CIP community. We want to make things better; in my organization, we have a long history of using digitalized case management and workflow solutions. We talk about process

improvement and collaboration all of the time. That said, we are still email, spreadsheet, and PowerPoint intensive and have been slow to embrace collaborative technologies like MS Teams. Robotic process automation is not a term I hear much in our hallowed halls.

### **What the Data Means:**

For *Potential Users*, the biggest process automation obstacles are clear – “It’s too expensive” (33%) and “We lack the right internal skills” (30%).

This is not surprising given that the roots of BPM and Case Management adoption lie in large-scale, large-organization, mission-critical processes. For many years, the historic complexity of these solutions and the associated cost put these capabilities beyond the reach of many organizations. Much has changed with the advent of content services and SaaS-based solutions, but the long-tail of perceived “high cost” and “too complex” persists. As two respondents said, “Some decision makers are averse to any change” and “The current generation of top management is simply resistant to change.”

*Potential Users* struggle with aligning their process automation objectives with their business and IT strategies. Top frustrations like “Lack of IT understanding of business issues” (18%), “Scope creep” (17%), and “Lack of business understanding of technology” (16%) and top barriers like “We lack clear strategy and priorities” (20%) and “We don’t have the right skills set” (18%) reflect these alignment concerns. According to one respondent, “It is just too hard to leverage meaningful solutions across a large organization.”

In addition, *Potential Users* struggle with a change management issue that is often just papered over rather than addressed directly – “We are worried about job loss” (19%). Organizations that fail to address this key change management concern will often find their projects doomed to failure, *even if they get the project approved*. Why? Because the skepticism that already exists from a lack of organizational alignment and concerns about complexity and cost is *amplified* in an environment in which job loss concerns are not addressed directly.

When it comes to the educational resources needed to move end users forward into action – education by AIIM, by the sell-side community, and internally by end users – the concerns of *Potential Users* mirror the confusion that exists in the marketplace. There are SO many marketing terms in play that are used to describe process solutions – BPM, RPA, and Case Management, but also low code, no-code, digital business platforms, digital process automation, iBPM, and intelligent capture – it is no wonder that *Potential Users* are confused. And when confusion exists, friction slows adoption.

The education needs identified by *Potential Users* reflect this confusion in matching problems with appropriate solutions: 1) Identifying the right technology to fit the business problem (50%); 2) Understanding core process technologies and how they differ (47%); and 3) Understanding the benefits of process automation (46%). *These basic issues about technology scope, differentiation, and benefits need to be addressed before Potential Users will be pushed into action.*



#### **Additional reading from Kofax:**

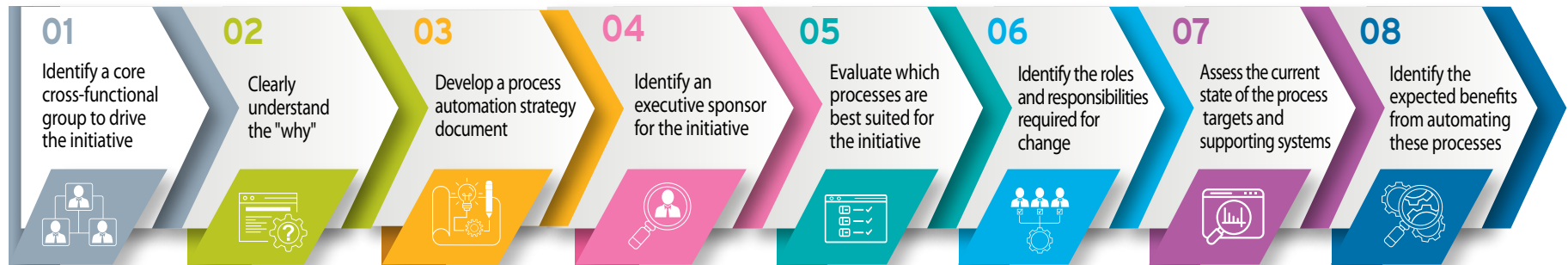
Discover the power of Kofax RPA in these [five case studies](#). From customer due diligence to insurance claims to finance & accounting automation, you’ll be inspired with stories of how other companies just like yours are implementing and scaling RPA. Unlock even greater levels of efficiency and process optimization by adopting RPA.



# Eight Things Potential Users Should Do to Get Started



## Eight Things Potential Users Should Do to Get Started



It is important when starting an automation initiative to get a solid foundation in place for the first two stages of your potential implementation: 1) Building the vision and 2) Conducting an inventory of capabilities and stakeholders.

Too often, organizations rush forward without putting these basic elements in place. For organizations that have yet to implement a significant process automation initiative, these eight things should be priorities as you tackle the first two stages in the process automation life cycle.

1. **Identify a core cross-functional group to drive the initiative**, and get AIIM training to establish a common language and framework.
2. **Use this framework to understand “why” your organization should consider a process automation initiative** – not *generally*, but in the specific business and competitive context of your organization.
3. **Develop a process automation strategy document** – e.g., a document laying out vision, key performance indicators, critical success factors, and success measures.
4. **Identify an executive sponsor for the initiative** and get buy-in on the strategy document.
5. **Evaluate which processes are initially best suited for the initiative.**
6. **Within the context of the targets, identify the roles and responsibilities required for change** – e.g., sponsors, champions, management, specialists, business users, legal, and others.
7. **Conduct an initial assessment of the current state of the process targets and the systems that support them.**
8. **Identify the expected benefits from automating these processes** – customer, risk, compliance, financial, consistency, and prioritize initial process targets.

Once your organization has a solid foundation, you can then move to: *identifying and prioritizing requirements*, including building a capabilities roadmap for the specific project and understanding which technology capabilities align with that roadmap. Once requirements are 1) clear, 2) prioritized; and 3) agreed upon, it's time to actually design, plan, and execute the implementation.

As organizations proceed through these latter steps, it's useful to understand the context of what is possible – and learn from the lessons of other organizations that have already been on your journey. And so let's turn now to those organizations with rich experience with process automation, and identify what they have learned on their journeys.

*“Many customers, prospects, and buyers, hearing new terms that describe what they once called workflow and business process management, scratch their heads and wonder what happened to the old space they knew so well. And more importantly, they want to know whether the new terminology means that the technology changed significantly or if it's mere sleight of hand by vendors keen to shake up an older market. (Answer: the technologies really did change, making it easier and faster to automate processes.)”*

**– Connie Moore, [Deep Analysis](#) – State of the Digital Process Automation Market**





# Lessons Learned from Industry Leaders

How Experienced Users “Push”  
the IIM Envelope

## Lessons Learned from Industry Leaders

### How Experienced Users “Push” the IIM Envelope

Forty-two percent of our sample – 109 organizations – were **Experienced Users** of BPM, RPA, and/or Case Management technologies. These organizations responded positively to the statement, “We have a lot of experience with these technologies and are actively using at least one of them.” These organizations have experience with driving a process automation project through a complete implementation lifecycle, and thus provide insight into the best practices that surround a successful project.

### Significant upside exists for process automation.

Active implementations – BPM (36%), Case Management (33%), RPA (32%).

What is the current state of adoption in this technology	BPM	RPA	Case Mgmt
Nothing	64%	68%	67%
Pilot projects	10%	9%	10%
Small scale implementations	9%	11%	10%
Large scale implementation	17%	13%	14%

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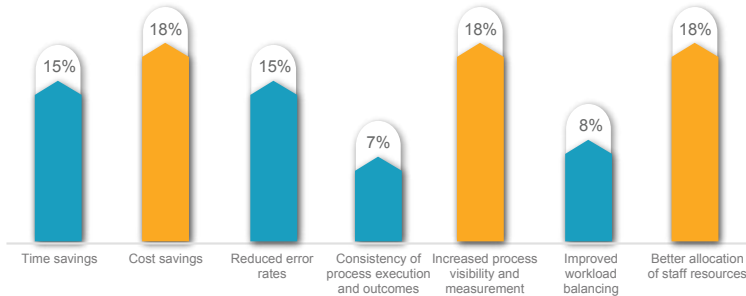
### Key Data Points:

- 30-40% of organizations have active process automation projects underway in these technologies: BPM (36%), Case Management (33%), RPA (32%).
- Cost savings, process transparency, and better staff alignment/allocation are viewed as the primary benefits of BPM, RPA, and Case Management by *Experienced Users*.
- Top 3 most significant project targets, among *Experienced Users*.
  - BPM – Finance (34%), Facilities management (27%), and R&D (27%)
  - RPA – Logistics (34%), HR (29%), and Finance (28%)
  - Case Management – Facilities management (37%), R&D (34%), Finance (31%)
- As a result of past implementations, *Experienced Users* are particularly sensitive to risks tied to change management, multiple priorities, and customization in considering new process automation projects.
- RPA is the least mature of the three target IIM technologies – key concerns:
  - Employee resistance (34%)
  - Poor inputs/information not machine readable (29%)

## What is different after a process automation initiative?

Cost savings, transparency, and alignment key benefits from automation.

Which of the following benefits from automating business processes is MOST important to your organization?  
Experienced Users only



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## Where should you start your automation initiative?

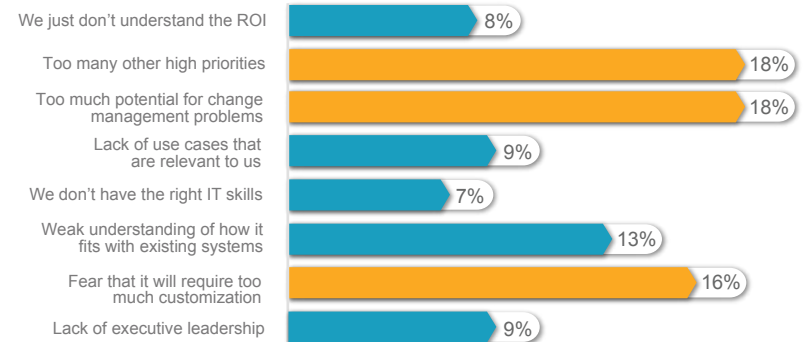
In which 3 departments do you have your most significant implementations?	BPM	RPA	Case Mgmt
Records management and preservation	24%	22%	19%
Customer correspondence, help desk	26%	25%	24%
Sales proposals and contracts	22%	23%	20%
Compliance reporting	18%	18%	18%
eDiscovery and legal	22%	18%	17%
Supplier contracts and procurement	11%	17%	20%
Research and development	27%	23%	34%
Human resources	25%	29%	25%
Finance, accounts payable, and invoice processing	34%	28%	31%
Facilities management and maintenance	27%	27%	37%
Logistics (deliveries, manifests)	22%	34%	20%
Customer on-boarding and servicing	21%	20%	24%

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## What have Experienced Users learned?

Watch out for risks tied to change management, multiple priorities, and customization.

What do you see as the MOST important obstacle to moving forward with a new project?  
Experienced Users only

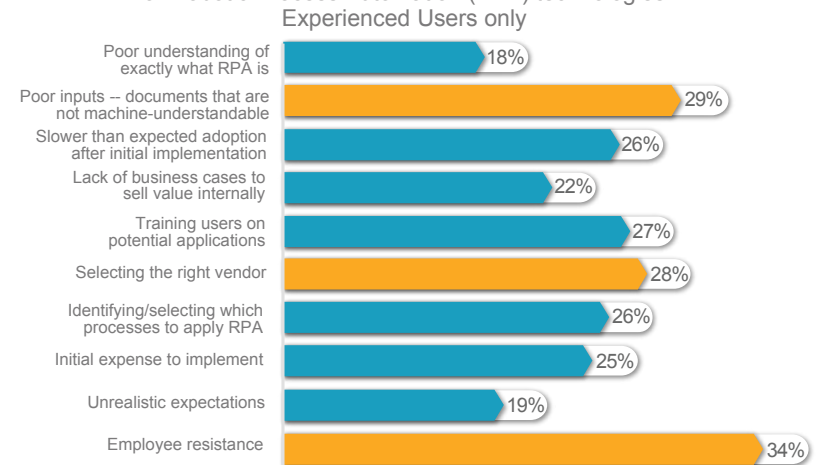


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Overall N = 262, some breakouts have fewer responses

## RPA is the least mature of the three automation technologies.

Change management and document intelligence key to adoption.

What do you see as the THREE MOST SIGNIFICANT implementation challenge for Robotic Process Automation (RPA) technologies?  
Experienced Users only



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Overall N = 262, some breakouts have fewer responses



**Monica Crocker, CIP:** Wow...even after all these years, the leading barriers to progress are the people, not the technology. This is an important reminder that all change happens at an individual level. The reasons for implementing change among *Potential Users* are so tactically focused, while many of the benefits achieved by *Experienced Users* are strategic. That's likely to be expected as you initially sell a project internally, but don't forget to "upsell" the value of process automation to the C-Suite.



**Sabrina Lozano, CIP:** The biggest lesson is that adoption requires strong support by senior management in addition to well-communicated objectives and strategies. Without that, employees may view RPA with skepticism ("will it work?") and cynicism ("will the bots replace me?") and not fully support these initiatives.

Organizations should consider centralizing an RPA program with a center of excellence and governance policies. A center of excellence can promote training, learning, and sharing of stories of what worked and what didn't to generate collaboration and adoption. And governance policies can facilitate standards of how bots are designed, developed, deployed, tracked, monitored, and measured (ROI) to ensure effective use and ongoing maintenance and development.



**Sheri Nystedt, CIP:** Process automation initiatives require careful planning, clear business process goals, and a detailed understanding of the expected outcomes. Reach out to peer firms regarding best practices and "gotchas" that should be considered. Be mindful when defining the project scope – invest in smaller, more targeted

cross-functional projects that can set up the organization for long-term success. Use the "road show" approach to educate employees of the initiative and its importance to the organization to increase acceptance and participation. These targeted successes can then be built upon for future process automation efforts.



**Mark Patrick, CIP:** The discussion of thoughtful change management is particularly poignant. A perfect combination of getting the process and the IT just right, combined with communicating with the workforce in a just-in-time fashion to achieve a successful rollout and happy user adoption is the sublime end state. If you

do your homework, include all stakeholders early on, include communications (up to leadership and down to the workforce) and well-designed training in your comprehensive, cross-functional planning, it'll still be excruciatingly difficult, but you are much more likely to succeed.

### **What the Data Means:**

There are still many organizations that could benefit from adoption of BPM, RPA, and Case Management technologies; we estimate that overall adoption is around 30-40% of organizations, skewed toward larger organizations with more than 1,000 employees.<sup>2</sup>

In putting together their strategies and business cases, *Potential Users* should note these key benefits recorded by *Experienced Users* – cost savings (18%), increased process visibility and measurement (18%), and better allocation of staff resources (18%). Cost savings are necessary to justify process automation investments, but they represent table stakes in the larger value proposition centered around value and those looking to justify projects should make sure they do not focus on purely tactical and short-term benefits of process automation technologies.

Given the challenges that those inexperienced in process automation have in aligning resources with strategic change, the premium placed on process visibility and measurement is a key benefit that can be used by inexperienced users to help justify their projects.

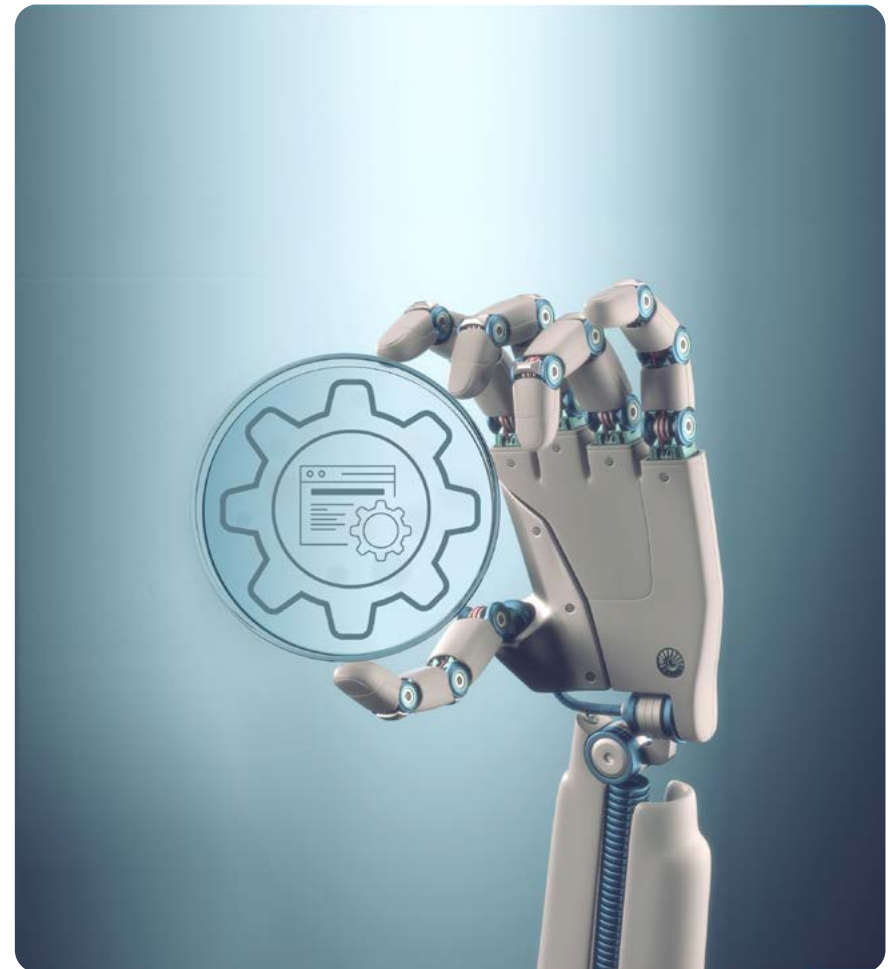
Likewise, given the change management concern about job loss cited earlier, *Potential Users* need to balance this concern with a key benefit realized by those who have already deployed these technologies – better allocation of staff resources.

In thinking about where to start – always a key challenge for those new to these technologies – the process cited with the most significant projects are good places to mine for possibilities. Finance, accounts payable, and invoice processing is cited as a top three process across all three target technologies – BPM, RPA, and Case Management. Finance is a useful place to start thinking about a process automation project for a number of reasons: 1) In leading organizations, Finance has moved beyond mere accounting to become a strategic function, critical in long-term planning; 2) Financial processes cut across and intersect just about every customer journey; 3) Making Finance an initial key Digital Transformation focus has great downstream benefits in expanding process automation to other departments.

Perhaps reflecting past scars, even *Experienced Users* are very conscious of change management concerns and focus issues resulting from competing priorities when considering new projects. Those new to process automation are wise to recognize these issues and address them upfront and early in their project strategies. Fear of customization – and all the complexity it entails when it comes time to upgrade – are major elements in driving organizations to cloud and SaaS solutions. SaaS solutions, though, need to be viewed through the prism of content services (i.e., an ability to surface content capabilities only when needed, and in context). Many inexperienced organizations initially attack process automation through a single purpose, single process SaaS solution, ultimately paying a price at a later date when they try to integrate across departmental processes in pursuit of better customer experiences.

Lastly, the two challenges identified by *Experienced Users* when implementing the newest process automation technology – RPA – are worth noting. Employees must be brought into an RPA implementation even earlier than with other process automation

technologies in order to overcome employee resistance. The objective should be to position RPA as a “humans augmented by automation” proposition instead of one interpreted as “automation instead of humans.” Simplifying capture and making it available as service is essential to the standardization of business inputs that is critical to optimizing the benefits of RPA.



<sup>2</sup> Adoption percentages cited are equal to those responding positively to projects among *Experienced Users*, divided by the total sample of 262 and assuming that all of those in the *Potential User* category do not have a project.



# Six Things Potential Users Can Learn from Experienced Users



## Six Things *Potential Users* Can Learn from *Experienced Users*



- 1. Aim high – but not too high! – in setting the stage for your process automation initiative.** Experienced organizations significant benefits tied to VALUE – strategic alignment and transparency – as well as immediate cost savings.
- 2. Embed change management early on in your planning.**
- 3. Adopt the mindset that RPA, BPM, and Case Management are complementary technologies** rather than replacements for each other.
- 4. Look to where *Experienced Users* have received significant benefit in selecting process targets.** Financial processes are often a good place to start.
- 5. Avoid single purpose SaaS approaches that can't be scaled into other departments;** this kind of an approach will often add to information chaos in the long-term.
- 6. Remember that RPA solutions are only effective to the extent that they can “digest” unstructured information.**

# Final Thoughts

The Link Between  
Process Automation and  
Transformation Success



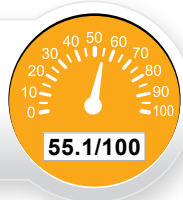
## Final Thoughts

### The Link Between Process Automation and Transformation Success

So where do things stand with regards to process automation? And what should organizations do about it?

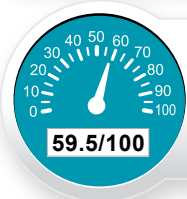
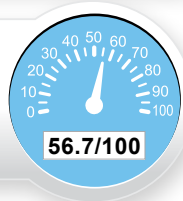
We asked survey participants to evaluate their current maturity (on a 100-point scale) relative to these four core Digital Transformation competencies tied to *Digitalizing Information-Intensive Processes*.

**Intelligent capture** – Do you use artificial intelligence to automate the processing and categorization of incoming information in all forms as it enters the organization and automatically extract the data and information that is necessary to initiate or drive core business processes?

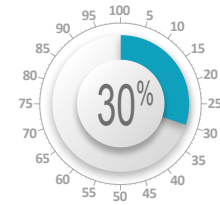


**Customer journeys** – Have you documented the major journeys that are core to customer experience and satisfaction and how these journeys cut across departmental processes?

**Robotic process automation** – Have you deployed tools to empower knowledge workers to identify and automate the costly and repetitive manual tasks that surround their work processes?



**Agile development** – Does your process management platform and strategy focus on connecting systems and capabilities through APIs rather than through custom integration?

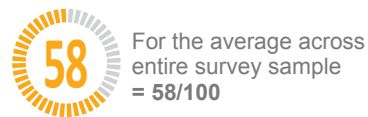
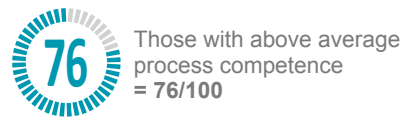


One simple way of looking at the current state of process automation is to consider how many organizations consider themselves above average on ALL of the four parameters of process competency: 1) Intelligent capture; 2) Customer journeys; 3) Robotic process automation; and 4) Agile development. Looking at the data in this way, only 78 of the 262 organizations we surveyed (30%) are above average on ALL of these core competencies.

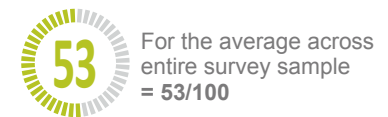
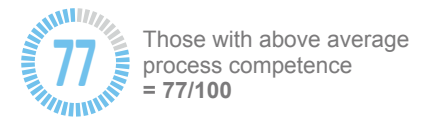
Why does this matter? Why does it matter if 70% of organizations are below average on one or more of the four key process automation competencies?

It matters because process competency translates directly into organizational excellence. The 30% of organizations with above average process competence assess their overall Digital Transformation effectiveness at 76 (on a 100-point scale), compared to an average across the entire sample of 58. Looking more broadly at overall *organizational effectiveness*, there is a 15-point performance premium for organizations committed to process improvement – a score of 77 for organizations with above average process competency vs. 63 for all organizations.

#### Digital Transformation effectiveness rated:



#### Overall Organizational effectiveness rated:



In an era with rising levels of BOTH information chaos AND escalating customer expectations, it is more critical than ever before that organizations make a commitment to move away from manual processes. As the stakes for digital competence rise, organizations put their very existence at stake if they do not automate wherever and *whenever they can*.

# 10 Things You Need to Know about Process Automation and RPA



## 1. The most important target for process automation efforts are:



Processes that cross departments, systems, and/or organizational boundaries – i.e., the very processes that are most problematic due to chaotic information silos.



## 6. Primary benefits of BPM, RPA, and Case Management are:



Cost savings, process transparency, and better staff alignment/allocation.



## 2. Top reasons why organizations have NOT automated –



**33%** Cost (33%)



**30%** and a Lack of Skills (30%)



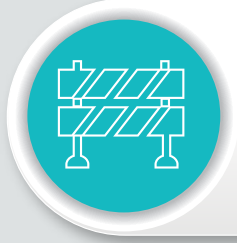
## 7. Key BPM process targets –



**34%** Finance (34%)



**29%** Facilities management and Customer correspondence/sales (29%)



## 3. The biggest barriers for Potential Users center around alignment –

**20%**

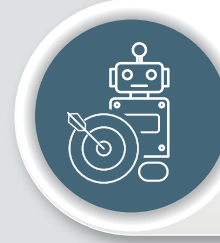
“We lack clear strategy and priorities”

**19%**

“Change management – worries about job loss”

**18%**

“We don’t have the right skills set”



## 8. Key RPA process targets –



**34%** Logistics (34%)



**29%** HR (29%)



**28%** Finance (28%)



## 4. The top three areas in which Potential Users need more education –

**50%**

Matching technologies to problems

**47%**

Understanding core process technologies

**46%**

Understanding benefits



## 9. Key Case Management process targets –



**37%** Facilities management (37%)



**34%** R&D (34%)



**31%** Finance (31%)



## 5. Organizations have active process automation projects underway –



**36%** BPM (36%)



**36%** RPA (32%)



**33%** Case Management (33%)



## 10. Key concerns re RPA –



**36%** Employee resistance (34%)



**36%** Poor inputs/information not machine readable (29%)

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Kofax software enables organizations to Work Like Tomorrow™ — today. Kofax's Intelligent Automation software platform helps organizations transform information-intensive business processes, reduce manual work and errors, minimize costs, and improve customer engagement.

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# Unlock Emerging Technologies in Information Management



In this report, we've explored how process automation is a crucial part of your digital transformation success. To learn how to apply these lessons to your information management strategy, AIIM's Emerging Technologies Training Course has you covered with a detailed exploration of:

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- A practical understanding of both the limitations and the advantages of moving IIM to the Cloud
- What RPA software is and where it fits in the broader spectrum of enterprise automation
- The benefits and limitations of RPA
- Where AI, machine learning, and deep learning fit along with related adjacent domains
- How Blockchain actually works and what it does

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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.

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John is a well-known author and speaker on information management and digital transformation.



The background features a futuristic digital theme with a network of hexagonal nodes and lines. A robotic hand on the left and a human hand on the right are reaching towards a central glowing hexagon containing a person icon surrounded by gears. Other hexagons contain icons for a bar chart, a checklist, a gear, a funnel, a magnifying glass, and a cloud with a gear.

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