THE STATE OF INTELLIGENT INFORMATION MANAGEMENT:

GETTING AHEAD OF THE DIGITAL TRANSFORMATION CURVE
About the Research

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

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About AIIM

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

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

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

About the author

John Mancini
Chief Evangelist and Past President of AIIM

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

As a frequent keynote speaker, John offers his expertise on Digital Transformation and the struggle to overcome Information Chaos. He blogs under the title Digital Landfill (http://info.aiim.org/digital-landfill), has more than 11,000 Twitter followers and a Klout score in the 60s. He has published more than 25 e-books, the most recent being:

- 2017: A Digitally "Transformative" Year
- Digital Preservation — Is Your Current Approach to Managing Long-Term Digital Information Failing the Business?
- Information Privacy and Security: GDPR is Just the Tip of the Iceberg
- From ECM to Intelligent Information Management
- 10 Strategies to Navigate the Shift from ECM to Content Services
We greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

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

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

### Core Demographics -- Company Size

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

### Core Demographics -- Role

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

### Core Demographics -- Industry Segment

- Finance, Insurance, Oil & Gas
- Government, Education, Records
- IT
- DM

### Core Demographics -- Geography

- 50% of participants from outside North America.
- North America 50%
- EMEA 32%
- ROW 18%

### Core Demographics -- Role

- Which option best describes your role in your organization?
  - LOB - C-Suite & Director 50%
  - IS/IT 15%
  - DM & CM 14%
  - RM & Archive 17%
  - Marketing & Sales 7%
  - Project Management 6%
  - Other 11%

### Core Demographics -- Industry Segment

- Which of the following best describes your industry sector?
  - Technology, 28%
  - Manufacturing, 5%
  - Professional Services, 6%
  - Oil & Gas & Utilities, 6%
  - Financial Services, 13%
  - Government & Education, 26%
  - Other, 16%
The State of Intelligent Information Management

Introduction

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

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

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

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

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

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

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

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

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

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

5. AIIM believes that four key Intelligent Information Management practices or methodologies — and an associated set of modular and configurable technology building blocks — are critical to Digital Transformation success:
   a. Modernizing the information toolkit.
   b. Digitalizing core organizational processes.
   c. Automating compliance & governance.
   d. Leveraging analytics & machine learning.

The secret sauce in all of this — Information Management maturity and Digital Transformation maturity are directly tied to Business Effectiveness and Profitability. Now is not the time to wait on your Digital Transformation initiative. IIM practices and methodologies are critical to your success.
1. Every organization is on — or should be on — a Digital Transformation journey. The heart of this Transformation journey is understanding, anticipating, and redefining internal and external customer experiences.

Key Findings

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

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

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

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

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

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

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

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

What is needed is a fundamental re-examination of customer journeys by understanding, anticipating, and redefining internal and external customer experiences.
Impact of Rapid Technology Change on Core Business Models

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

<table>
<thead>
<tr>
<th>Perception</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely disagree</td>
<td>6%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>22%</td>
</tr>
<tr>
<td>No opinion</td>
<td>20%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>36%</td>
</tr>
<tr>
<td>Completely agree</td>
<td>17%</td>
</tr>
</tbody>
</table>

Digital Transformation -- Hype or Reality?

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

<table>
<thead>
<tr>
<th>Importance</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>not important at all</td>
<td>2%</td>
</tr>
<tr>
<td>somewhat important</td>
<td>17%</td>
</tr>
<tr>
<td>important</td>
<td>31%</td>
</tr>
<tr>
<td>very important</td>
<td>50%</td>
</tr>
</tbody>
</table>

Current Status of Digital Transformation initiatives

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

<table>
<thead>
<tr>
<th>Progress</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>we’re there!</td>
<td>4%</td>
</tr>
<tr>
<td>75% there</td>
<td>15%</td>
</tr>
<tr>
<td>50% there</td>
<td>27%</td>
</tr>
<tr>
<td>25% there</td>
<td>29%</td>
</tr>
<tr>
<td>planning, but haven’t started</td>
<td>22%</td>
</tr>
<tr>
<td>don’t care</td>
<td>3%</td>
</tr>
</tbody>
</table>
Despite major improvements in information management capabilities over the past 10 years, organizations have only marginally kept pace with the new wave of “Big Content” challenges.

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

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

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

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

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

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

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

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

“Internal competition, significant prior investments, and organizational inertia continue to block adoption of technologies.”
KEY FINDINGS - RISING INFORMATION CHAOS

Information Growth vs. Capability Improvements

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

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=terrible</td>
<td>2.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>2</td>
<td>3.6%</td>
<td>5.5%</td>
</tr>
<tr>
<td>3</td>
<td>15.3%</td>
<td>13.0%</td>
</tr>
<tr>
<td>4</td>
<td>13.7%</td>
<td>15.2%</td>
</tr>
<tr>
<td>5</td>
<td>12.3%</td>
<td>18.7%</td>
</tr>
<tr>
<td>6</td>
<td>20.0%</td>
<td>19.8%</td>
</tr>
<tr>
<td>7</td>
<td>18.6%</td>
<td>15.9%</td>
</tr>
<tr>
<td>8</td>
<td>10.7%</td>
<td>7.0%</td>
</tr>
<tr>
<td>9</td>
<td>1.6%</td>
<td>2.5%</td>
</tr>
<tr>
<td>10=excellent</td>
<td>1.6%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

Understanding rising content sprawl

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

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>4.2%</td>
<td>4.9%</td>
</tr>
<tr>
<td>1 system</td>
<td>13.5%</td>
<td>20.7%</td>
</tr>
<tr>
<td>2 systems</td>
<td>20.3%</td>
<td>28.4%</td>
</tr>
<tr>
<td>3 systems</td>
<td>17.5%</td>
<td>20.5%</td>
</tr>
<tr>
<td>4 systems</td>
<td>11.6%</td>
<td>7.7%</td>
</tr>
<tr>
<td>5 systems</td>
<td>6.5%</td>
<td>11.7%</td>
</tr>
<tr>
<td>6 systems</td>
<td>3.4%</td>
<td>3.5%</td>
</tr>
<tr>
<td>7-10 systems</td>
<td>6.2%</td>
<td>3.6%</td>
</tr>
<tr>
<td>More than 10 systems</td>
<td>7.9%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

|          | 3.94 | 3.14 |

Content integration remains a challenge.

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

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>2.8%</td>
<td>2.7%</td>
</tr>
<tr>
<td>10%</td>
<td>6.4%</td>
<td>6.8%</td>
</tr>
<tr>
<td>20%</td>
<td>7.6%</td>
<td>8.3%</td>
</tr>
<tr>
<td>30%</td>
<td>10.1%</td>
<td>12.2%</td>
</tr>
<tr>
<td>40%</td>
<td>10.1%</td>
<td>8.6%</td>
</tr>
<tr>
<td>50%</td>
<td>10.8%</td>
<td>11.6%</td>
</tr>
<tr>
<td>60%</td>
<td>12.7%</td>
<td>9.8%</td>
</tr>
<tr>
<td>70%</td>
<td>14.6%</td>
<td>11.1%</td>
</tr>
<tr>
<td>80%</td>
<td>13.6%</td>
<td>16.9%</td>
</tr>
<tr>
<td>90%</td>
<td>12.6%</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

|          | 54.4 | 53.5 |

Managing Specific Types of Information

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

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

<table>
<thead>
<tr>
<th>Information Type</th>
<th>2018</th>
<th>2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper records</td>
<td>23%</td>
<td>30%</td>
<td>7%</td>
</tr>
<tr>
<td>Scanned documents</td>
<td>35%</td>
<td>32%</td>
<td>-3%</td>
</tr>
<tr>
<td>Office documents (Word, Excel, etc.)</td>
<td>44%</td>
<td>55%</td>
<td>11%</td>
</tr>
<tr>
<td>Design files/Photos</td>
<td>39%</td>
<td>40%</td>
<td>1%</td>
</tr>
<tr>
<td>Faxes</td>
<td>44%</td>
<td>59%</td>
<td>15%</td>
</tr>
<tr>
<td>Emails</td>
<td>45%</td>
<td>53%</td>
<td>9%</td>
</tr>
<tr>
<td>Instant messages</td>
<td>62%</td>
<td>74%</td>
<td>12%</td>
</tr>
<tr>
<td>Historical Web content</td>
<td>59%</td>
<td>69%</td>
<td>11%</td>
</tr>
<tr>
<td>External social posts</td>
<td>50%</td>
<td>73%</td>
<td>22%</td>
</tr>
<tr>
<td>Internal social posts</td>
<td>52%</td>
<td>69%</td>
<td>17%</td>
</tr>
<tr>
<td>Photo images</td>
<td>53%</td>
<td>59%</td>
<td>6%</td>
</tr>
<tr>
<td>Video/CCTV files</td>
<td>55%</td>
<td>64%</td>
<td>8%</td>
</tr>
<tr>
<td>Voice/phone call records</td>
<td>59%</td>
<td>67%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Access vs. Control

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

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 = 100% control</td>
<td>1.9%</td>
<td>1.5%</td>
</tr>
<tr>
<td>2</td>
<td>11.3%</td>
<td>7.6%</td>
</tr>
<tr>
<td>3</td>
<td>19.8%</td>
<td>22.8%</td>
</tr>
<tr>
<td>4</td>
<td>31.9%</td>
<td>38.3%</td>
</tr>
<tr>
<td>5</td>
<td>23.9%</td>
<td>20.1%</td>
</tr>
<tr>
<td>6</td>
<td>9.6%</td>
<td>8.9%</td>
</tr>
<tr>
<td>7 = 100% access</td>
<td>1.7%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

|          | 4.00 | 3.98 |

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

Key Findings

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

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

“In just three years, we’ve moved beyond the cloud “tipping point.” Even for organizations that were initially skeptical, for over 8 in 10 organizations, cloud capabilities are now a key part of the solution.”

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

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

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

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

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

“Stuff is all over the place with minimal focus on official records.”
### Status of Transition to the Cloud

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

<table>
<thead>
<tr>
<th>Transition Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moving towards outsourcing</td>
<td>4%</td>
</tr>
<tr>
<td>Moving towards a hybrid of cloud and on-premise</td>
<td>12%</td>
</tr>
<tr>
<td>Moving towards on-premise</td>
<td>36%</td>
</tr>
<tr>
<td>Moving towards the cloud</td>
<td>48%</td>
</tr>
</tbody>
</table>

### Changes in how content capabilities are utilized

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization wants to pick only the information capabilities we need for each process or application.</td>
<td></td>
</tr>
<tr>
<td>Completely disagree</td>
<td>1%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>14%</td>
</tr>
<tr>
<td>No opinion</td>
<td>15%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>50%</td>
</tr>
<tr>
<td>Completely agree</td>
<td>20%</td>
</tr>
</tbody>
</table>

### Understanding the core instability in information management practices.

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our information management strategy needs to be modernized to meet modern problems.</td>
<td></td>
</tr>
<tr>
<td>Completely disagree</td>
<td>1%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>5%</td>
</tr>
<tr>
<td>No opinion</td>
<td>2%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>28%</td>
</tr>
<tr>
<td>Completely agree</td>
<td>64%</td>
</tr>
</tbody>
</table>

### Evolution of software purchase models

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

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely disagree</td>
<td>3%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>16%</td>
</tr>
<tr>
<td>No opinion</td>
<td>24%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>39%</td>
</tr>
<tr>
<td>Completely agree</td>
<td>18%</td>
</tr>
</tbody>
</table>

### Information chaos needs to be tackled at its origins.

There is a big opening for a redefined capture industry -- reinvented beyond “scanning.” 86% see failure to digitize and standardize (and automate!) business inputs as a key Transformation bottleneck.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digitizing and standardizing business inputs is one of the key bottlenecks for Digital Transformation.</td>
<td></td>
</tr>
<tr>
<td>Completely disagree</td>
<td>2%</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>7%</td>
</tr>
<tr>
<td>No opinion</td>
<td>6%</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>40%</td>
</tr>
<tr>
<td>Completely agree</td>
<td>46%</td>
</tr>
</tbody>
</table>
4. How organizations describe these new information management practices is still evolving.

Key Findings

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

HELPFUL IN INTERNAL POSITIONING?

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

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

A CAVEAT

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

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

SOME SKEPTICS

“IIM is a mouthful and feels like another buzzword.”
“What’s next? Hyper Information Management?”
“I don’t see many people wanting to do “Stupid Information Management”

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

“It moves information professionals away from being the janitors of information to a more value-based approach.”
Industry terms often more important to the sell-side than the buy-side.

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

User receptivity to IIM

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

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

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

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

- Great: 28%
- Good: 39%
- OK: 18%
- Can live with it: 9%
- Don’t like it: 6%
5. AIIM believes that four key Intelligent Information Management practices or methodologies — and an associated set of modular and configurable technology building blocks — are critical to Digital Transformation success.

**Key Findings**

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

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

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

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

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

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

Size of box indicates those with a current solution – core technology building blocks within IIM practices.
There is clearly a shift in spending priorities underway, with greater focus on analytics and machine learning and content infrastructure modernization.

Spending priorities over the next 12 months

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

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

Practice Area – Digitalizing Core Organizational Processes
Major Technology Building Blocks -- Growth Opportunities
6. The secret sauce — Information Management maturity and Digital Transformation maturity are directly tied to Business Effectiveness and Profitability.

Key Findings

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

Business effectiveness

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

Information management competency and business performance

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

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

- Below average: 3.82
- Slightly below average: 4.43
- Slightly better than average: 5.27
- Better than average: 5.92
- Much better than average: 6.88
Some Final Thoughts

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

Lens #1 – Big Content + New Tools

We are gathering information at unprecedented scale — this isn’t new. What is new is that for the first time we have tools to actually make sense of it. For the most part, we haven’t thought through the ethics of what all of this unprecedented accumulation of information — and the tools to analyze it — actually means. Until we do, we will continue to careen from one privacy crisis to another, and from one ham-handed political response to another.

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

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

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

A lot of folks on the data analytics and data governance and robotic process sides of our organizations have no idea what we do on the content/unstructured side, why it requires different disciplines, and how we do it. I’ve spoken to data people who think it’s kind of magic to be able to scrape data from a form that you’ve never seen before and automatically incorporate this data into a business process. Which is something we’ve been doing for a decade.

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

Lens #3 – The Curse of Knowledge

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

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

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

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

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

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

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

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

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

If, if, if we can get out of our own way. And that requires leadership and commitment.
M-Files provides a next generation intelligent information management platform that improves business performance by helping people find and use information more effectively. Unlike traditional enterprise content management (ECM) systems or content services platforms, M-Files unifies systems, data and content across the organization without disturbing existing systems and processes or requiring data migration.

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

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

For more information, visit www.m-files.com

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LOOKING FOR YOUR NEXT STEP?

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

CLICK HERE TO JOIN THE ONLINE DISCUSSION
What’s Next?

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

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

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

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

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

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

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

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

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

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

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