MOBILE

MIGRATION

INTEGRATION

CLOUD

Industry
Watch

ECM at the Crossroads
- key strategy choices for universal content management

aiim ®

The Global Community of
Information Professionals

aiim.org | 301.587.8202

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. 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. Feel free to use this research in presentations and publications with the attribution – "© AIIM 2013, www.aiim.org"

Rather than redistribute a copy of this report to your colleagues or clients, we would prefer that you direct them to www.aiim.org/research for a free download of their own. Permission is not given for other aggregators to host this report on their own website.

Our ability to deliver such high-quality research is partially made possible by our underwriting companies, without whom we would have to return to a paid subscription model. For that, we hope you will join us in thanking our underwriters, who are:

Process Used and Survey Demographics

While we appreciate the support of these sponsors, we also greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken using a web-based tool by 538 individual members of the AIIM community between March 15, and April 04, 2013. Invitations to take the survey were sent via e-mail to a selection of the 75,000 AIIM community members.

Survey demographics can be found in Appendix A. Graphs throughout the report exclude responses from organizations with less than 10 employees, and suppliers of ECM products or services, taking the number of respondents to 486.

About AIIM

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

About the Author

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

Table of Contents

Introduction

The Enterprise Content Management concept has been with us for over ten years, moving on from localized document management and paper-imaging systems to a much wider role across all types of content. The goal of ECM has always been to manage, share and process electronic content across the organization, but we now expect to extend content access and collaboration outside of the firewall - to remote staff, to mobile devices and to third parties. Meanwhile, most organizations have accumulated multiple ECM or Document Management (DM) systems as a result of mergers, re-organizations and localized solutions. At the same time, our ERP, CRM and line-of-business (LOB) systems have been steadily collecting documents, and these also need to be shared much more widely. ECM is also likely to be the gateway to our records management (RM) archive, so we need to extend retention management and e-discovery to these multiple repositories, and we need to deal with new content and record types such as internal and external social media, and, of course, the ever-growing deluge of email.

There was once a clear roadmap for ECM to achieve these primary goals, but we are now truly at a crossroads. Which of our systems do we use for collaboration, which for document process workflows, which for emails, and which for long term records management? Do we consolidate and migrate or connect and federate? Do we hook up to mobile devices through the firewall or do we use the cloud? Should we put all of our content in the cloud, or just some of it – or none of it?

In this report, we build a picture of the ECM installed base as it approaches maturity. We look at migration and legacy issues, and integration with other enterprise systems. We take the principle of universal access and measure its success across remote, mobile and third-party access. And we look at the merging of collaboration, social systems and cloud-shares, their relationship with ECM, and how this may or may not be driving cloud-content decisions.

Key Findings

- ■ **ECM is a work-in-progress for most: only 18% have completed a company-wide capability.** 54% are in the process of implementing a company-wide system or integrating DM and RM projects across departments. 5% are looking to replace their existing ECM system(s).

- ■ **The wish: 54% have made the strategic choice to move towards a single-vendor suite for the future including 19% building around a new suite.** 35% are sticking with multiple or best-of-breed solutions.

- ■ **The reality: ECM is a multi-system landscape.** 75% have more than one ECM/DM/RM system, 26% have four or more systems.

- ■ **In addition to active document management or file-share replacement, 66% use their main ECM system for records management, and 46% as a collaboration system for project teams** (rising to 63% of those using SharePoint as their main ECM system).

- ■ **More reality: only 3% of organizations have actually turned off their file-share, although 12% have "largely replaced it" with ECM.** 34% are keen to turn it off, but for 61%, file-shares still play a significant role in their content structure.

- ■ **The content-driven process dream? Only 26% have the classic ECM implementation that includes capture and image workflow.** 34% have separate systems, although 16% plan to bring them together.

- ■ **More enterprise content sits outside of ECM than inside: for 61% of organizations, half or more of their content is held in non-ECM/DM systems such as ERP, HR, Finance, etc.** This makes it difficult to search and it is not under records management retention rules.

- ■ **For 45%, mobile access to content is "very important" or "vital" (14%).** Content needs to be available off-line for 25%, and preferably for off-line editing as well as off-line viewing (21%).

- ■ **30% need their employees to interact with workflows on mobile devices and 22% consider mobile capture to be very important.** Third-party remote access is important for 30% overall.

- ■ **57% are OK with content access from company-issued devices and 32% from compliant BYOD devices. 22%** are experiencing unofficial mobile access (or have no BYOD policy).

- **In a mobile world, most content access strategies are still in the PC-era: Only 11% have a mobile optimized browser interface to their ECM and only 10% have specific apps.** 21% allow third parties to access their on-premise system through VPN, but only 4% provide access through the cloud.

- **More than 1 in 4 organizations face a dilemma with their cloud strategy.** 25% are seeing unofficial use of cloud file-sharing sites – most of which are "consumer-grade".

- **50% say they are unlikely to ever put content applications in the cloud, mostly for governance and security reasons,** although further fragmentation of repositories, and lack of retention rules, are other strong reasons.

- **Records management is actually the most popular potential cloud application: 47% would consider it and 14% are already doing it.** Forms scanning and capture is the next most likely candidate, then HR, finance and contract management, all with over 40% nominal support.

- **Cost reduction in IT resource is the biggest driver for putting content in the cloud,** followed by better multi-site availability and improved mobile access.

- **43% are still wed to VPNs for extending external content access, but 17% are looking to a hybrid cloud solution, mostly from their existing supplier (12%).** The most popular option is to put a third of content in the cloud, but 10%, 50% and 75% are all popular answers.

- **Users are much more likely to build an internal social platform as part of on-premise ECM (38%) than use a cloud service (20%) of any type,** although content synchronization between a cloud social platform and on premise ECM could be attractive.

- **Spend on software licenses is set to increase in the next 12 months,** with enterprise search, SharePoint, SharePoint add-ons, and workflow/process management as the stronger growers. Spend on professional services and outsourcing is likely to remain flat.

Progress towards the ECM Goal

For many years, AIIM has been cited as owning the "official" definition of ECM, which is currently:

"A set of tools and methods that allows an organization to obtain, organize, store, and deliver information crucial to its operation. It can be broken down into five major components: capture, manage, store, preserve, and deliver content. The fundamental objectives of ECM are to streamline access, eliminate bottlenecks, optimize security, maintain integrity, and minimize overhead."

It is interesting to note that ECM is considered to be as much a set of tools and procedures as it is a system, and that content creation, document workflow processing and records management are not included in the definition - although as we will see, they play a key part in many ECM installations. Collaboration around project documents is also a key aspect of ECM, and a number of products have come into the ECM sphere through this route, most notably Microsoft SharePoint, but also a number of recent cloud-based products. A further aspect of ECM in many situations is that content management is considered to be a service layer that can be made available to other applications and may not actually be identifiable by the user as a specific system – more like a content operating system.

Within these broad definitions, we have tracked the adoption of ECM within the AIIM community over a number of years, and as we can see in Figure 1, 18% of respondents currently consider they have completed a company-wide ECM capability. This is an increase from 16% in our 2011 survey, but is still quite low. However, the number implementing a company-wide system or integrating DM and RM projects across departments has risen from 48% to 54%.

Many would say that ECM can never be complete as there are always other content types to manage, and other repositories to pull in, and we will see plenty of evidence of that throughout this report. If we take the view that ECM is now a mature technology, we might add to the total of completed implementations the 5% who are looking to replace existing ECM systems with a new one, although in many cases this would more likely be the result of system consolidation, or possibly the re-start of a failed project.

Figure 1: How would you best characterize your organization's experience with document management (DM), records management (RM) and Enterprise Content Management (ECM)? *(N=484)*
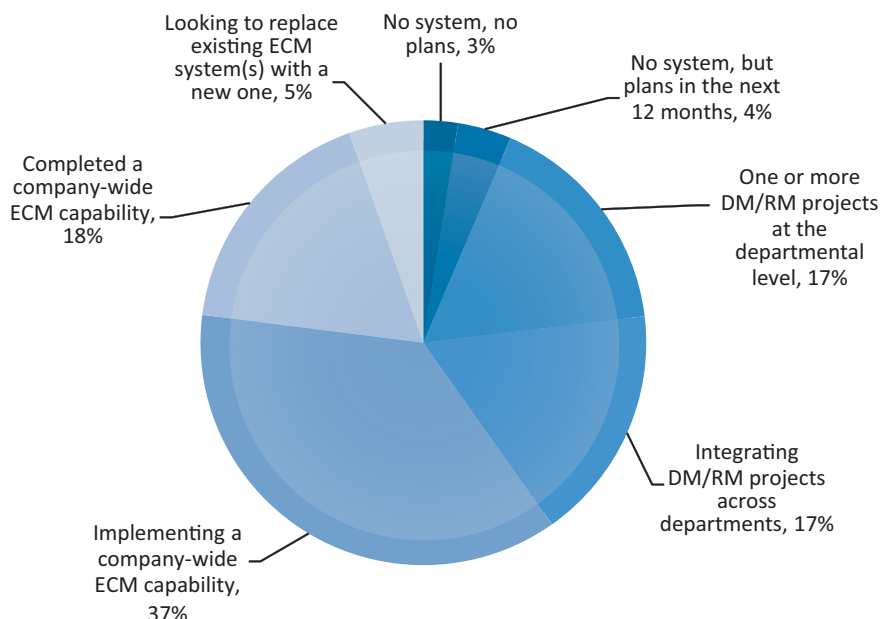
Although 12% of smaller organizations (10-500 employees) have yet to make a start with ECM compared to 4% of larger ones, this gap has narrowed considerably over recent years. There is little difference across all sizes when it comes to integrating and consolidating departments, but 19% of large organizations have completed their implementation compared to 14% of smaller ones.

Business Drivers

We have tracked the business drivers for ECM in one form or another over a number of years. This year has seen a resurgence of "Compliance and Risk" as the primary driver for 38% of organizations, matching "Costs and Productivity" also at 38%. It becomes the biggest driver for larger organizations (45%) whereas smaller organizations are more likely to be driven by cost reduction (42%). Much of the cost reduction is likely to be from process improvement, as well as improved management and findability of content. "Collaboration" is the key driver for 16% overall, rising to 20% of smaller organizations.

Figure 2: When you consider your document and records management projects, what is the most significant business driver for your organization? *(N=484)*

	Overall	10-500 emps	500-5,000 emps	5,000+ emps
Compliance and risk	38%	31%	36%	45%
Costs and productivity	38%	42%	36%	38%
Collaboration	16%	20%	18%	11%
Customer service	8%	8%	10%	5%

Multiple Systems

When it comes to the number of ECM and DM systems in use within a given organization, much will depend on the granularity of the enterprise. Many businesses will have multiple content stores across their subsidiaries, but they may all be standardized and from the same supplier. Some will have acquired multiple systems as a result of mergers and acquisitions. Others will have legacy projects or stand-alone imaging systems.

Further fragmentation can occur as new systems are introduced for project collaboration, intranet management, ERP sub-systems or web-shares, and these collect content that needs to be searchable across the business, and to be lifecycle managed for retention. A choice then needs to be made as to whether or not these applications become ECM systems in their own right, and are given a wider remit to manage other types of content.

Figure 3: How many different ECM/DM/RM suppliers/systems does your organization currently use? (N=477)
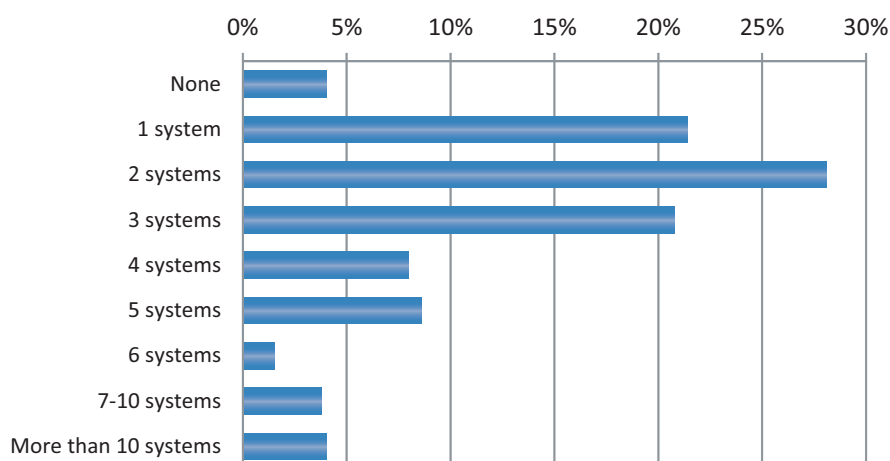
We can see in Figure 3 that only a minority of organizations (21%) have just one ECM/DM or RM system. Two or three is common, while 26% have four or more – rising to 43% of the largest organizations.
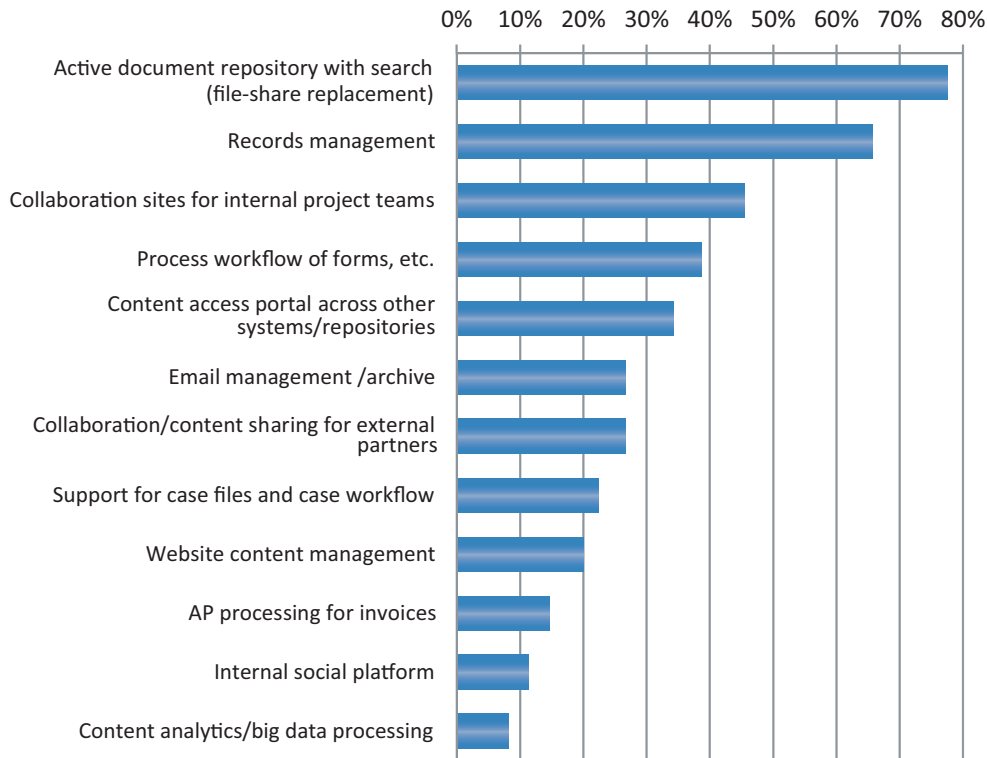
Microsoft SharePoint has become somewhat prevalent in the last few years, with most organizations of any size using it in one way or another, most likely as a project collaboration platform in the first instance. However, as it inevitably collects content in that role, it has become an important content repository in its own right for just over 50% of organizations – and those organizations are nearly twice as likely to have 4 or more ECM systems (34%) than those who don't use SharePoint in this way (18%). The ubiquity of SharePoint and its evolution from collaboration to ECM have an effect on many of the findings throughout this report.

ECM Functions

Even where organizations have what they call an ECM system, the functions it performs may not be as comprehensive as we might frequently imagine. As described above, for those using it mainly as a collaboration platform, managing active documents as a replacement for the file-share may not actually be a core function – although for 78% it is. We know that in many organizations, the records management function may be "sub-contracted" to a more specialist system, but for 66% or organizations, the ECM system also provides records management – at some level.

Collaboration is more dependent on the origin or heritage of the system. 63% of those who consider SharePoint to be a "main ECM system" use it for collaboration, whereas non-SharePoint users put collaboration at 28%. Process workflow, however, shows no differentiation, with 39% of both camps using their main ECM system for this – so by implication, 61% treat their ECM system entirely as a content repository rather than as a process resource. The poster-boy for OCR and workflow is the Accounts Payable (AP) process, but only 15% use their ECM system for this, rather than using a stand-alone capture system or a module within their finance system.

Figure 4: Thinking of your "main" ECM/DM system, which of the following functions does it fulfil? *(N=475)*

| Function	
Active document repository with search (file-share replacement)	~77%
Records management	~66%
Collaboration sites for internal project teams	~47%
Process workflow of forms, etc.	~39%
Content access portal across other systems/repositories	~35%
Email management /archive	~27%
Collaboration/content sharing for external partners	~27%
Support for case files and case workflow	~22%
Website content management	~20%
AP processing for invoices	~15%
Internal social platform	~11%
Content analytics/big data processing	~8%

Email has always been a problem child when it comes to content management, and only 27% consider their ECM system to be the primary email repository – we will explore this further later in the report. Social content is more a potential problem child right now, but the 11% using their ECM system as their internal social platform will be a step ahead as regards managing social content over its lifecycle. This number rises to 17% for SharePoint users against 6% for non-users, and the introduction of SharePoint 2013 and Microsoft's ownership of Yammer and Skype are likely to influence this further in the next few years.

Only one in five ECM systems are used for all four of the "classic" applications of active document store, records management, collaboration and process workflow.

File Share Replacement

It is often said that new IT applications do not replace existing ones, they merely overlay them. This is nowhere more true than the network file-share – the classic G:Drive or X:Drive with its hierarchical folder structures. While ECM has been held up as the sane replacement for share-drive chaos, it turns out that only 3% of those in our survey have actually turned the file share off in favor of their ECM and DM systems. 12% have "largely replaced it", but for 61% file shares still play a significant role in their content management.

Figure 5: How would you best describe the current status of your network file-share "repository" (X:Drive)? (N=392)
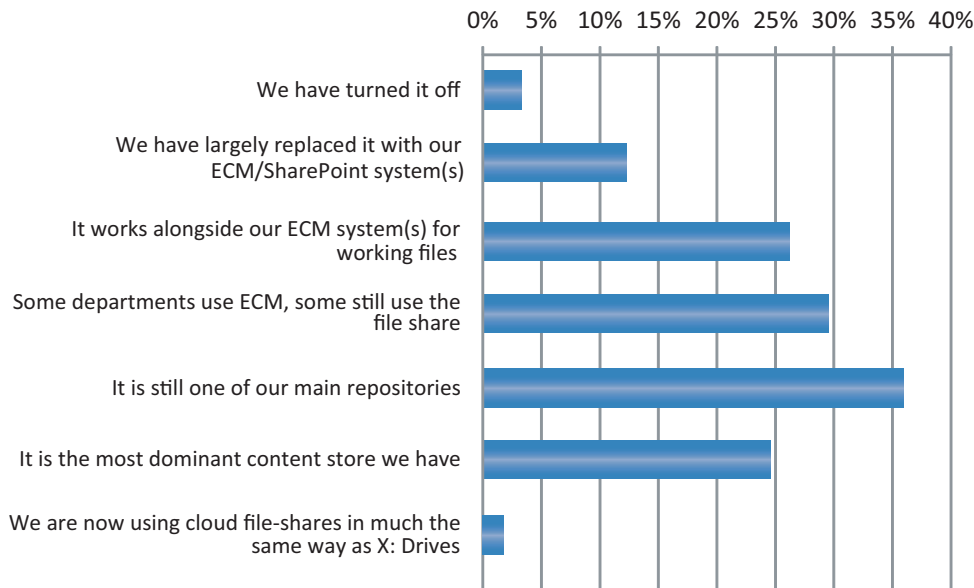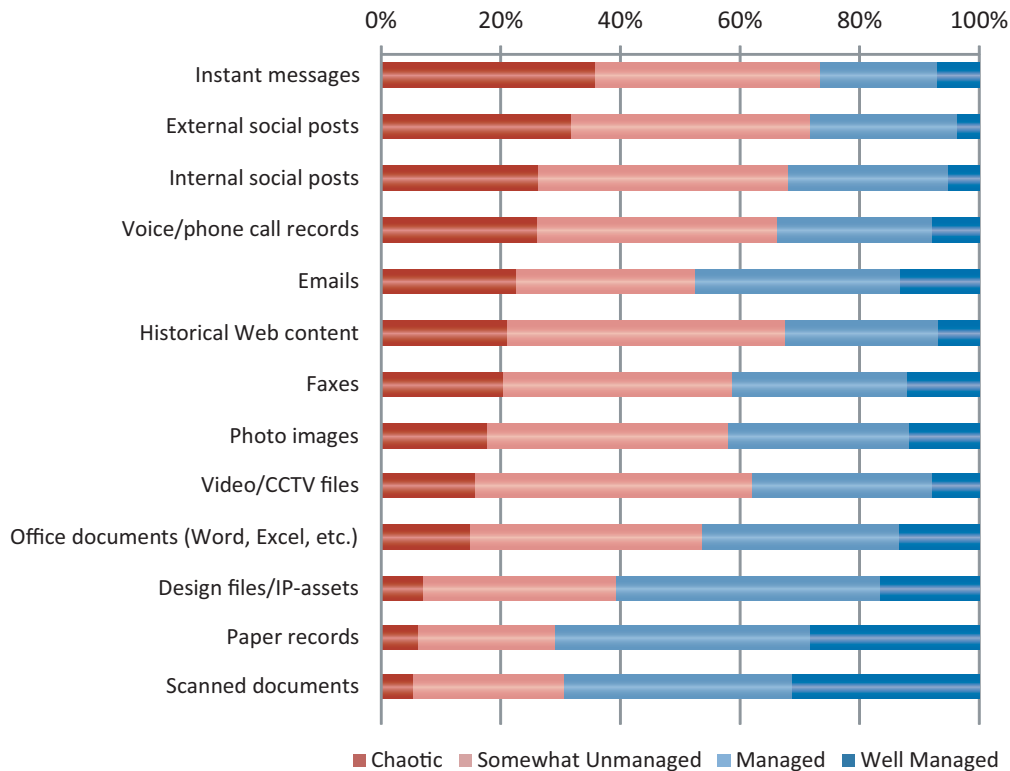

This status quo can seem a little depressing, although a well-organized file share for work-in progress, with publishing of completed documents to the ECM system, can be a valid way of working. Unfortunately, many file shares are anything but well-organized. 54% are hoping to reduce file share usage and extend use of the existing ECM solution. 34% are somewhat more radical, planning to turn off the file-share and migrate the content (25%) or simply freeze it, but leave it accessible (9%). Five percent plan to move to a cloud-based file-share alternative, and 13% plan to leave it as it is.

Migration can be a daunting prospect, but there are a number of new products around that can crawl through content in file shares or legacy repositories and automatically apply or re-align metadata based on a set of business rules. This more accurate metadata is then used to select which content would be useful to migrate, and which to leave behind or delete. Simply de-duplicating content can hugely reduce the amount that needs to be migrated.

Content Coverage

We mentioned earlier that the scope of the "content" in Enterprise Content Management seems to grow ever larger, with new content types coming along all the time – generally just as users feel they have regained some control of existing content. This is well illustrated in Figure 6. We have normalized the graph, excluding those who consider any particular content type to be "non-applicable", but it shows that for those that use them, instant messages are considered to be the most chaotic, followed by external and internal social posts, voice calls and emails. Now this may well be from a records management or even e-discovery point of view, but it can also include the ability to search for previous exchanges or posts, and the sense that the data is not actually "owned", merely hosted by a service provider somewhere. Although office documents are well down the list, more than half (54%) are still reporting them as somewhat unmanaged or worse. Scanned documents, IP-assets and paper records are at the least chaotic end of the list.

Figure 6: How well managed are the following types of information in your organization?
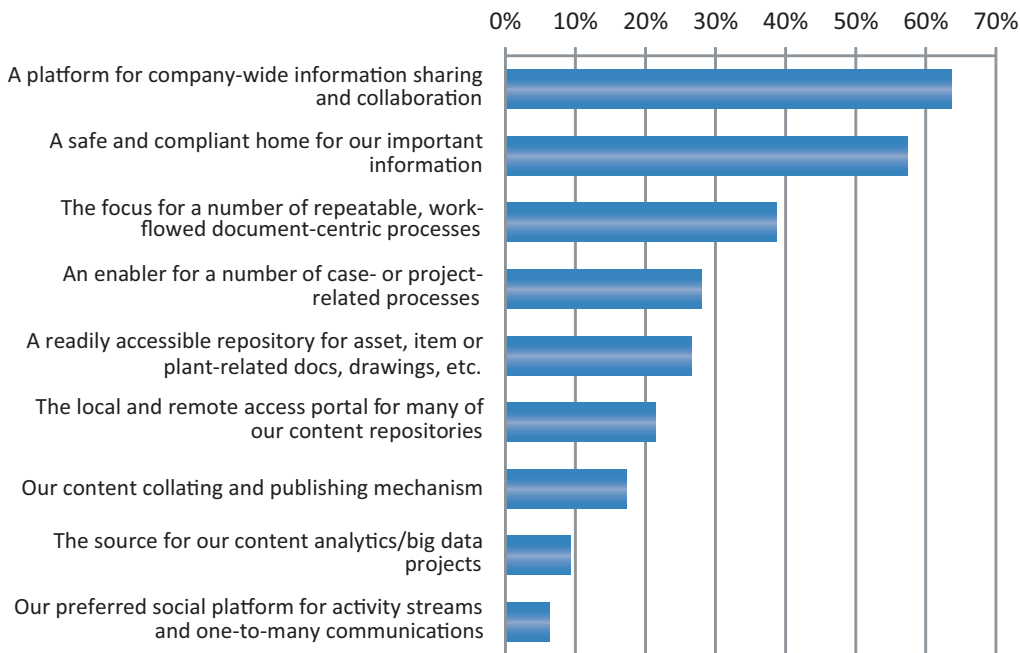*(N=437, normalized for "N/A")*

Legend: Chaotic · Somewhat Unmanaged · Managed · Well Managed

Categories (top to bottom): Instant messages, External social posts, Internal social posts, Voice/phone call records, Emails, Historical Web content, Faxes, Photo images, Video/CCTV files, Office documents (Word, Excel, etc.), Design files/IP-assets, Paper records, Scanned documents

Strategic Focus for ECM

We saw earlier the functional deployment areas for ECM systems, but we also wanted to see what users consider to be their strategic focus for ECM going forward. In Figure 7 "Information sharing and collaboration" quite rightly takes the top spot (64%) as people see the importance of leveraging the corporate knowledge base, although "providing a safe and compliant home for information" is the second most popular answer (57%). Users also see the benefit of bringing together many of their core processes under the ECM umbrella (39%) where they can be work-flowed and monitored. It may be that many respondents see this as belonging more under other enterprise platforms, or dedicated BPM systems, but we also know from our surveys on paper-free processes[1] that many are simply not taking advantage of the potential productivity benefits here.

Next in strategic priority (28%) come two specific applications: case management/project-related processes, and asset or plant-related content management. The former reflects the increasing ability for ECM systems to support aggregated content folders and flexible or adaptive workflows. The latter is generally supported by integration with a manufacturing or plant-management system.

As we saw earlier, most organizations have multiple content repositories, but only 21% see a primary role for their main ECM system to be an access portal for local and remote access to these other repositories – or perhaps they felt that company-wide information sharing implied such a role. Only 9% as yet feel strongly that their ECM content store is a valuable resource for big data analytics projects.
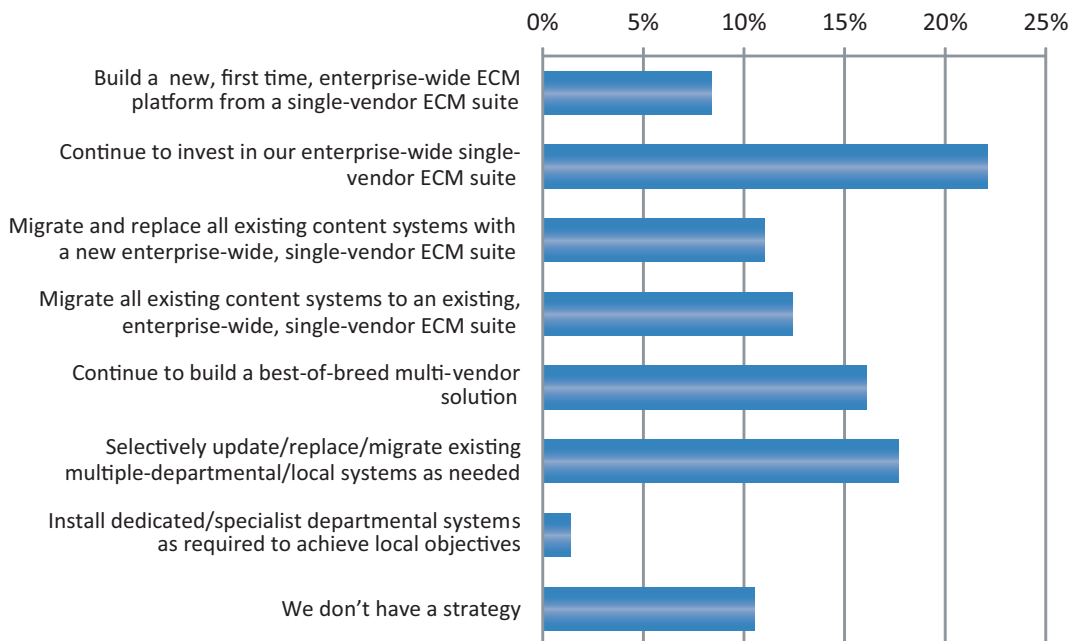
Figure 7: Which of the following would best describe the strategic focus of your main ECM system? (Check those that figure strongly) *(N=364)*

Bars (0%–70% scale):
- A platform for company-wide information sharing and collaboration — ~63%
- A safe and compliant home for our important information — ~57%
- The focus for a number of repeatable, work-flowed document-centric processes — ~38%
- An enabler for a number of case- or project-related processes — ~28%
- A readily accessible repository for asset, item or plant-related docs, drawings, etc. — ~27%
- The local and remote access portal for many of our content repositories — ~22%
- Our content collating and publishing mechanism — ~14%
- The source for our content analytics/big data projects — ~7%
- Our preferred social platform for activity streams and one-to-many communications — ~5%

Product Strategy – "big ECM?"

Many ECM industry observers have written-off the concept of big, single-suite ECM systems as unlikely to ever happen, but overall, 54% of our respondents have that as a strategy, including 19% who are building around a new ECM suite. In order to pull content together into a single system, 23% plan migration projects. Only 35% are opting to stay with multiple departmental systems or best-of-breed integrations - and 11% don't actually have a strategy.

Figure 8: How would you best describe your ECM/DM/RM system strategy? *(N=429)*

Bars (0%–25% scale):
- Build a new, first time, enterprise-wide ECM platform from a single-vendor ECM suite — ~9%
- Continue to invest in our enterprise-wide single-vendor ECM suite — ~22%
- Migrate and replace all existing content systems with a new enterprise-wide, single-vendor ECM suite — ~11%
- Migrate all existing content systems to an existing, enterprise-wide, single-vendor ECM suite — ~12%
- Continue to build a best-of-breed multi-vendor solution — ~17%
- Selectively update/replace/migrate existing multiple-departmental/local systems as needed — ~20%
- Install dedicated/specialist departmental systems as required to achieve local objectives — ~3%
- We don't have a strategy — ~11%

Smaller organizations are much more likely than larger ones to be building a new suite (15%), rather than migrating to an existing suite (7%) and that situation is reversed amongst the largest (5% new, 16% existing), but overall, 59% of the smallest organizations and 52% of the mid-sized and largest are committed to a single suite strategy. Mid-sized organizations seem to be much more likely to stay with fragmented multi-departmental or local systems (24%) than best-of breed (11%).

Given the multiple-repository situation that we saw earlier, it is heartening to see that the concept of a single ECM system is still alive and well, although this is not altogether surprising as ERP suites have always held their own against best-of-breed solutions. Interestingly, the concept of a single suite is less strong amongst SharePoint users, dropping to 45%.

ECM Sub-Systems

Although we have presented the best-of-breed vs suite argument, the situation is not quite so cut-and-dried. Many of the functionalities that we consider to be under the ECM umbrella may well be outside of the core modules for any given suite. In the case of SharePoint, they may well be provided by add-on products from partners within the SharePoint developer network.

Figure 9: Which of the following ECM sub-systems do you have deployed now/plan to deploy in the next 12-18 months? (N=364, excl. Don't Know or N/A)
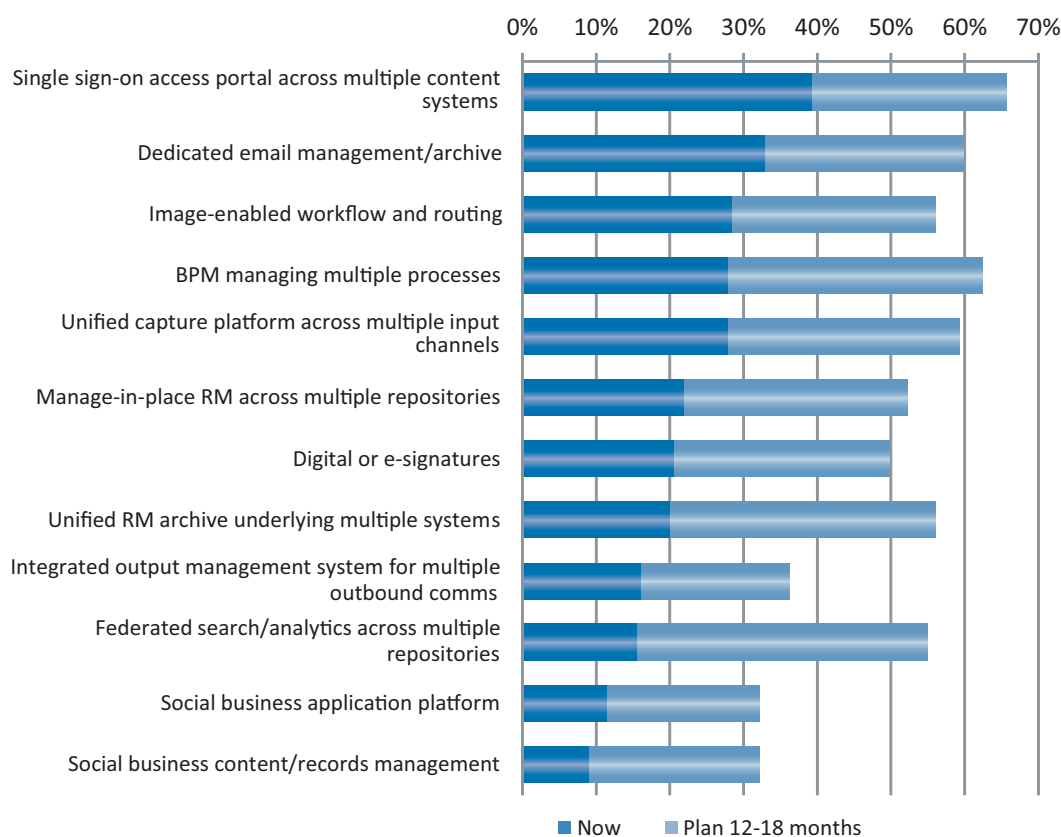
Despite its low showing in the strategy question, creating a single sign-on access portal across multiple systems is a popular add-on already, and in total 65% would like to do this. This indicates a tactical strategy to join repositories together whether or not the longer term strategy is to consolidate. Dedicated email management is set to double from 33% to 60%. Then we have a range of capture and process functions, including capture of multi-media inputs as well as paper.

Looking more at potential growth than current popularity, social business content/social records management is coming from a low base, and federated search and analytics is a strong growth player with potential application within 55% of organizations. Then we see unified records management across multiple systems – another plank in the single enterprise-wide concept - of relevance for 56%.

Records Management

We saw earlier that records management is considered to be a key ECM functionality for 66% of organizations, but currently, only 38% have RM incorporated and in active use in their ECM/DM system. A further 21% plan to activate records management within their ECM system in the next 12-18 months, and 5% have the capability, but no plans to activate it. 14% have separate systems for active content management and records management.

Figure 10: How would you describe your mechanism for managing electronic records? (N=353)
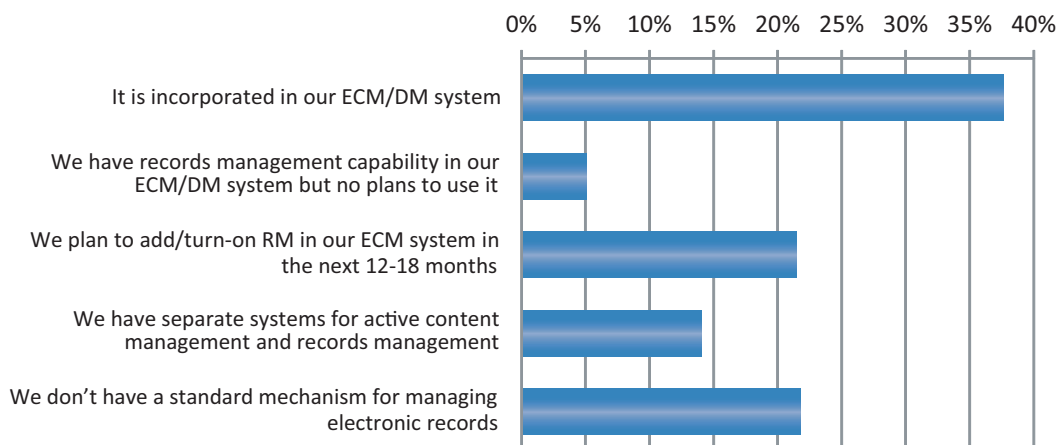
Scanning and Capture

As with records management, capture and scanned-image workflow have always been strongly associated with ECM systems. Many of the suite vendors acquired significant capture players over the past 7 or 8 years and have merged them into their suites, but there are other vendors who have continued to build out from comprehensive capture platforms into business process management workflows. Invoice processing or accounts payable is a key application for capture and workflow, but again, this may be running in other systems such as finance or ERP. In fact, only 26% of the installed base has what we could call the classic ECM implementation that includes a homogenous capture and image workflow element. 34% have separate systems, although half of those plan to bring them together. 13% have a stand-alone imaging capability, but nothing that they would call an ECM system.

Figure 11: How would you describe the integration between your capture and scanned-image workflow system(s), and your main ECM content management system? (N=335 excl. 22 N/A)
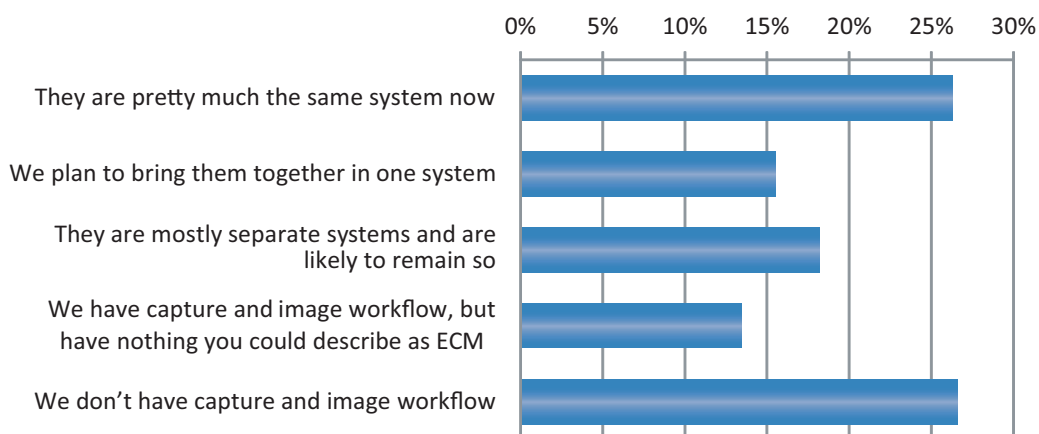
54% of respondents are signed up to the ideal of a single ECM system across the enterprise, albeit that such a system may not yet be as fully configured or comprehensively equipped as we often imagine. However, most have firm plans to build-out their systems and connect with or migrate data from other repositories.

Industry-Specific Requirements

Many of the ECM sub-systems and modules are pre-requisites for particular vertical industries, although we can see in Figure 12 that many of these are surprisingly broad across the responding organizations. The demographics in Appendix 1 show 22% from government and 17% from finance and insurance, so this will inevitably skew things, but even so, the strong showing for long-term retention of 20-plus years, and strong compliance to RM standards is quite surprising. Case management figures highly for nearly half of respondents, showing that this goes well beyond the classic applications of healthcare, crime and legal.

Figure 12: Which of the following specific ECM requirements do you have related to your industry or sector? (N=432)

When it comes to matching these requirements, users will either make a careful choice of general ECM vendor (47%) or customize a general system to their needs, either as a vendor-developed customization (31%) or by in-house work (44%). This last figure is a cause for concern as in-house customization or development creates problems with upgrades and long-term support. Many SharePoint users are struggling to keep their customizations up to date as new releases can require quite radical changes. 24% have opted for third-party add-on packages, where the onus to keep up falls on the vendor. In some industries there are specialist ECM systems or extended line-of-business systems that have built up a dedicated following. The potential drawback here is that these niche suppliers may struggle to keep up with general technology changes such as cloud, social and mobile.

Figure 13: How have you addressed these requirements in your current ECM system? (Check all that are significant) (N=433)
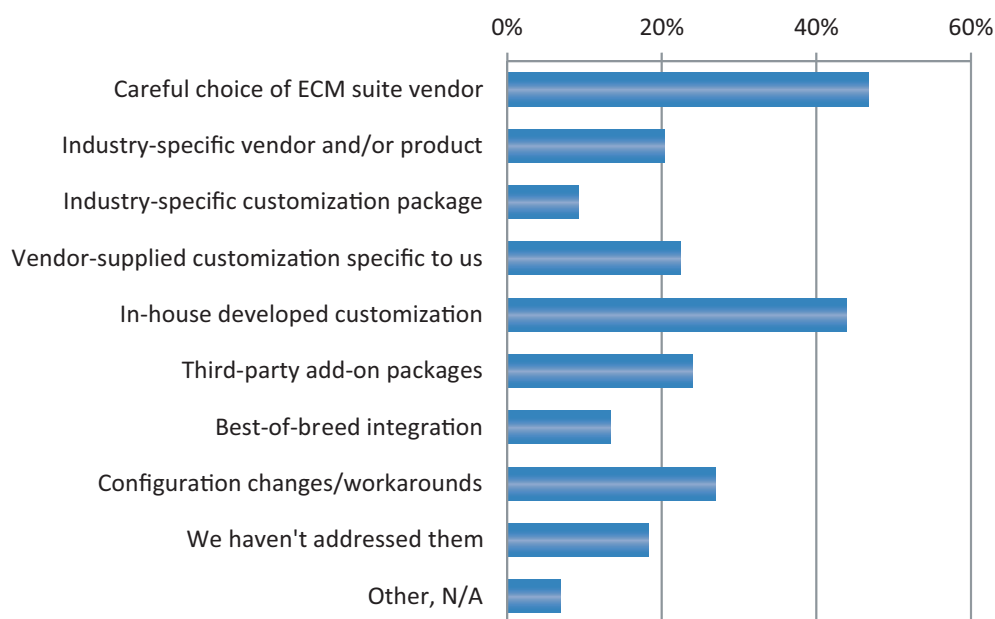
Looking forward in the replacement cycle, we asked users how industry-specific requirements might affect their next system choice. The result was a very mixed bag. 15% would stick with, or move to, an industry-specific vendor, and 36% would go for a generic suite, although half of these would look for standard industry customization packages. For 22% it isn't an overriding concern and 11% state that they will not be changing systems in the next 10 years!

75% of users have some degree of customization (as opposed to configuration) in order to meet vertical industry requirements. 44% have developed this customization in-house.

Enterprise Integration

Another element of the "ECM ideal" is that all of our useful and sensitive content is managed and stored in the ECM system. However, most organizations also have ERP systems, CRM systems, HR systems, project management systems, and so on, and most of these systems have come to support a degree of content management for imported documents that relate to transactional records. As use of these systems extends to ten and even twenty years, the amount of unstructured content incorporated within them grows steadily, such that 61% of our respondents consider that half or more of their content is held within non-ECM or DM systems. In fact, for a quarter of organizations, 80% or more of their content (excluding emails) is not accessible through ECM.

Figure 14: What proportion of your unstructured content and documents (excluding emails) would you say is stored in other enterprise systems (ERP, HR, Finance, CRM, Project Management, LOB, etc.) rather than in your ECM/DM system(s), and is not accessible through your ECM/DM system(s)? *(N=390)*

% of organizations
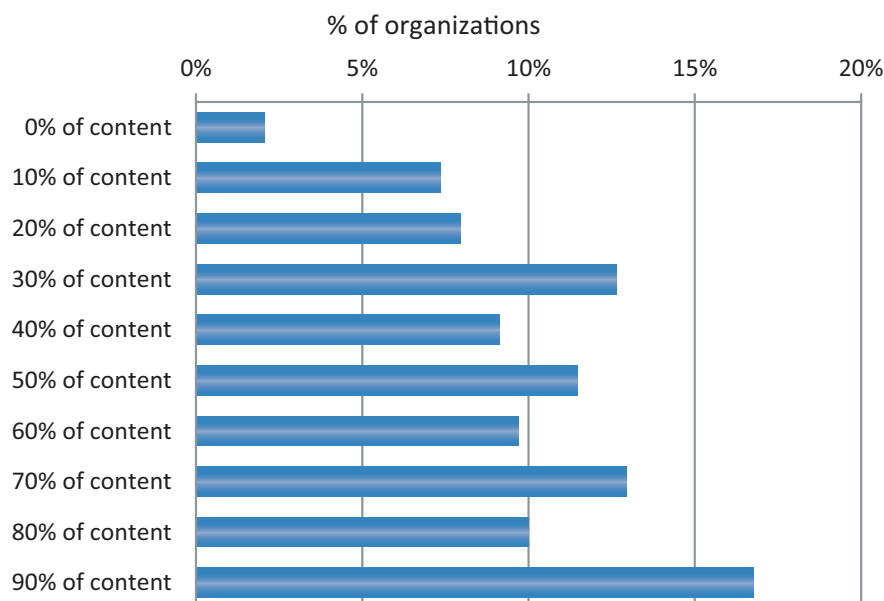
The good news is that at least this information is under some form of management and control, but it also brings a host of problems, the biggest of which is its availability for search and the level of search sophistication that may be provided. A second aspect is that of records management over the lifecycle, in particular the ability to apply retention rules, and based on that, to delete content which has passed its retention date. As we have seen in a previous AIIM Industry Watch[1], undeleted content that no longer needs to be retained creates both legal issues and storage issues – and the difficulty of accessing this content for e-discovery and legal hold is brought out lower down in the graph (Figure 15). The third biggest issue is that it is difficult to align taxonomies and classification across diverse enterprise systems, so even if the content can be surfaced for search or records management, it will not align with the carefully created policies of the ECM/RM system.

Figure 15: What would you say are the three main problems with content that is stored within your other enterprise systems? (Max THREE) *(N=392)*
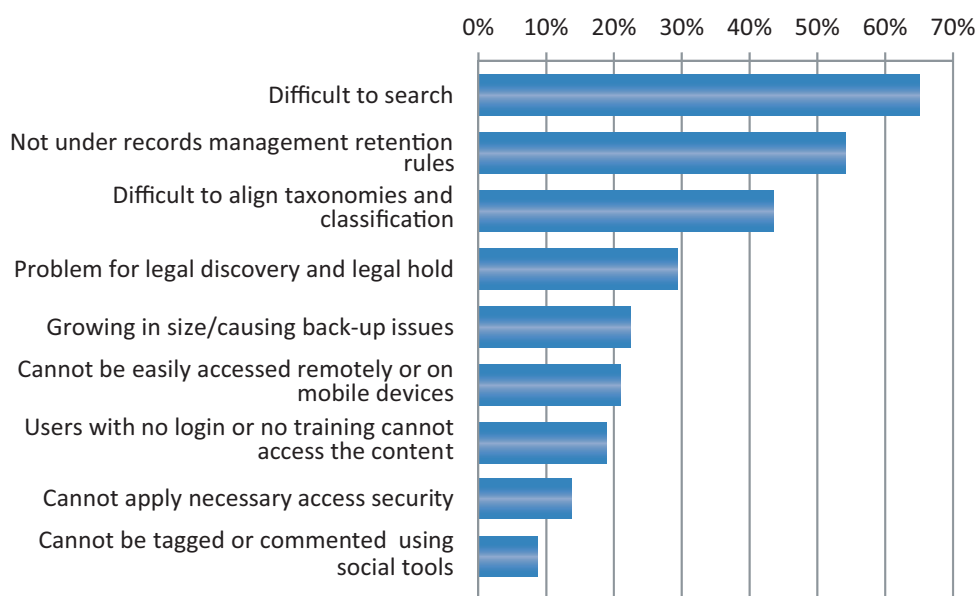
When it comes to a strategy to address these issues, 47% are looking to provide integration links between ECM and enterprise systems, or to choose an ECM system that already has them – particularly for ERP systems such as SAP. 18% are happy to use enterprise search across multiple systems, but 16% feel it best to migrate the content out of the enterprise systems into their ECM system, either one-off, or as a batch process.

CMIS

First launched in 2010 as an initiative by a number of ECM vendors to improve interconnection of content systems and service layers, CMIS (Content Management Interoperability Services) provides a strong open-source way to connect any enterprise system to a content repository. According to our surveys, interest in CMIS has been growing steadily, with those planning to adopt it as mandatory moving up from 8% on 2011 to 13% now, although overall awareness has remained at around 45%.

Figure 16: How would compliance with the CMIS (Content Management Interoperability Services) standard affect your choice of a possible future ECM/DM/RM system?
(N=458)
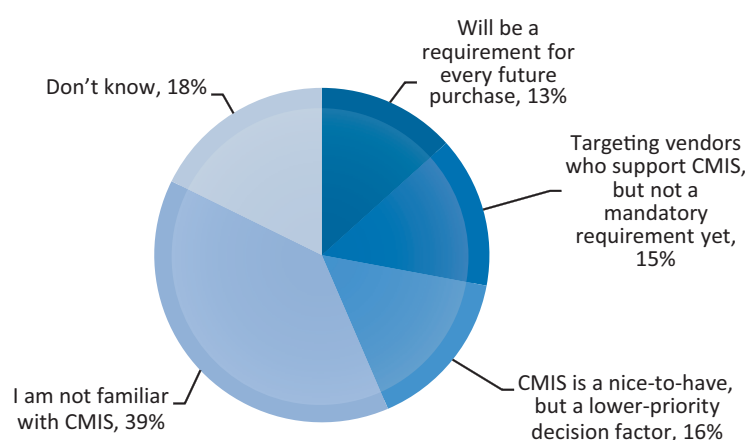
More than 50% of unstructured enterprise content lives in non-ECM enterprise systems where it is difficult to search and hard to bring under retention management for deletion.

Mobile and Remote Access

We saw earlier that "company-wide information sharing and collaboration" was the primary focus for most ECM systems. In today's mobile age, that has to include access for employees working from home or on mobile devices, and in many businesses, it includes access by external partners, regulators, customers, or citizens. As we see in Figure 17, for 45% of organizations, mobile access to content is very important or vital (14%), and for more than half of these, it needs to be available on the mobile device for offline viewing, and preferably offline editing (21%). More important than offline access is the ability to interact with ECM workflows, most likely commenting or approving documents. In some industries, especially finance and insurance, mobile capture is also important – although the ubiquitous capture of expense receipts is a strong element here.

Figure 17: How important are the following to your organization? *(N=463)*

Legend: ■ Vital ■ Very important ■ Quite important ■ Not that important ■ Will not use
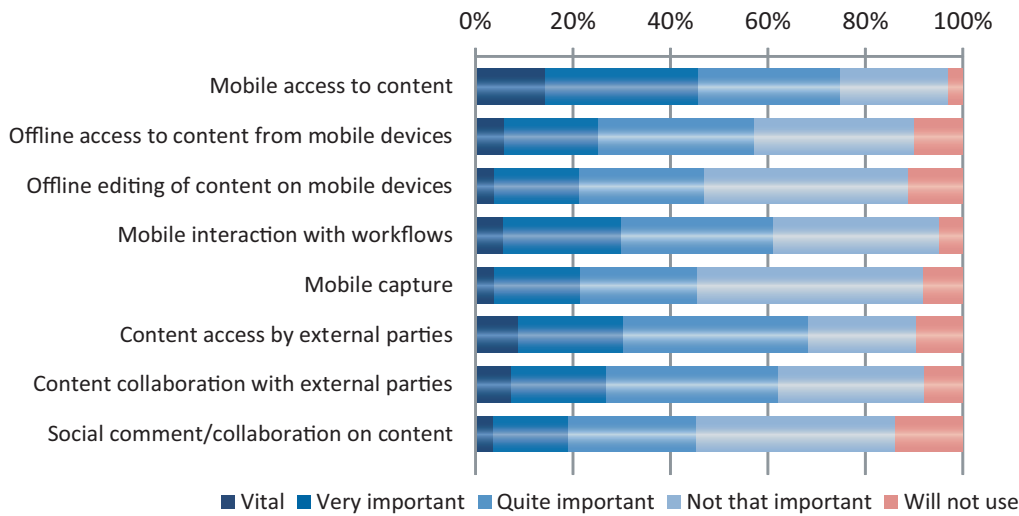
When it comes to third-party collaboration and access to content within the ECM, nearly a third of organizations have a strong need, with over half seeing some benefit. Social commenting is also becoming important and can form a collaborative mechanism in its own right.

Official and Unofficial Access

The issues surrounding connection to company information systems from employee-owned mobile devices have been aired widely – the Bring Your Own Device or BYOD debate. In our survey, 57% of organizations provide mobile access to content using company-issued devices, and 32% are happy with mobile access that is compliant with official BYOD policies. Nearly a quarter, however, admit that unofficial mobile access is happening – or that they don't actually have a BYOD policy.

Figure 18: Which of the following content access mechanisms are happening in your organization?
(N=326 excl. 37 Don't Know)
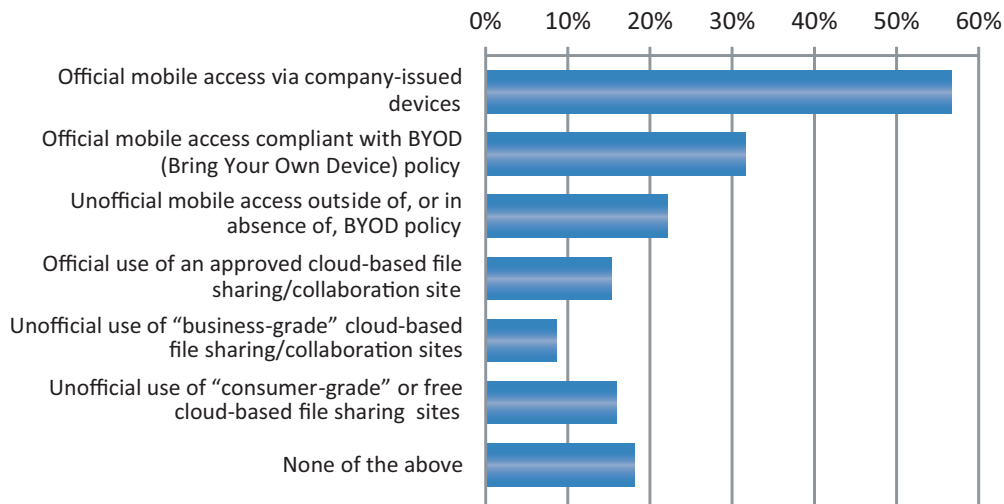
In Figure 18, we also asked about access to cloud-based file-sharing sites. Here the situation is reversed, with 15% having an approved collaboration and sharing site, and 25% seeing unofficial use of such sites for company information, with the estimate that 9% are using "business-grade" services, and a worrying 16% are sharing company information through "consumer-grade" sites. We find that the use of these sites is frequently driven by the need to share information with third-party organizations or partners – see the 2012 Content in the Cloud[2] report.

Access Mechanisms

When it comes to the actual mechanisms for remote and mobile access, most organizations are not making it particularly easy or convenient for staff. VPN access to remote desktops is the fallback option for most, with only 32% actually extending browser access of any kind. Only 11% have mobile-optimized browser access, with a similar number actually having a mobile app.

Figure 19: How would you describe the current availability of your ECM system to remote/mobile employees and third parties? (Check all that apply) (N=326)
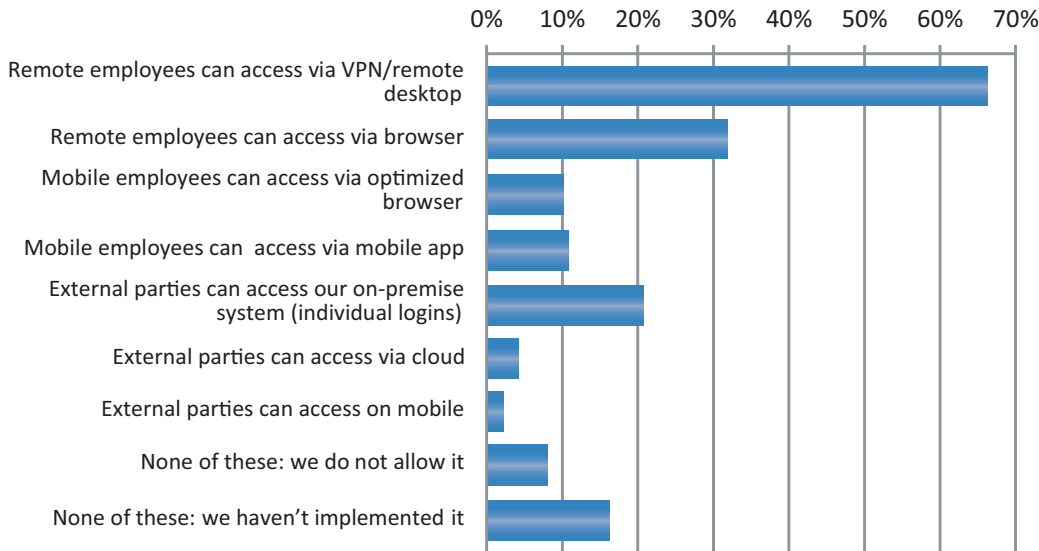
Things are even more difficult when third-parties need full or selective access to the ECM system. 21% are given individual logins to the on-premise system, although these can frequently involve an at-risk grant of VPN rights and/or Active Directory workarounds. Only 4% have as yet created an access route via the cloud.

Access Strategies

Looking to future ways to (safely) open up remote and mobile access, VPN connection is the most popular option (43%), followed by containerized mobile apps (29%). These latter have controlled access through the firewall, but any content downloaded is not available to the general mobile device operating system, and is usually encrypted on the device. Although cloud-based ECM systems can readily extend access to mobile and third-party users, there is some resistance to placing the whole of the organization's content in the cloud. This is where so-called "hybrid cloud" solutions can provide the option to place a portion of the ECM content in the cloud, opening it up for mobile access and easier collaboration, whilst keeping the rest of the content securely within the firewall. Various synchronization options may be available to keep the content up-to-date. 17% of organizations are looking to this option, mostly (12%) as an extension of their on-premise ECM system. We will discuss this in the next section.

Figure 20: What is your likely strategy for extending remote and mobile access to your main content store and providing collaborative editing and commenting? (N=232)
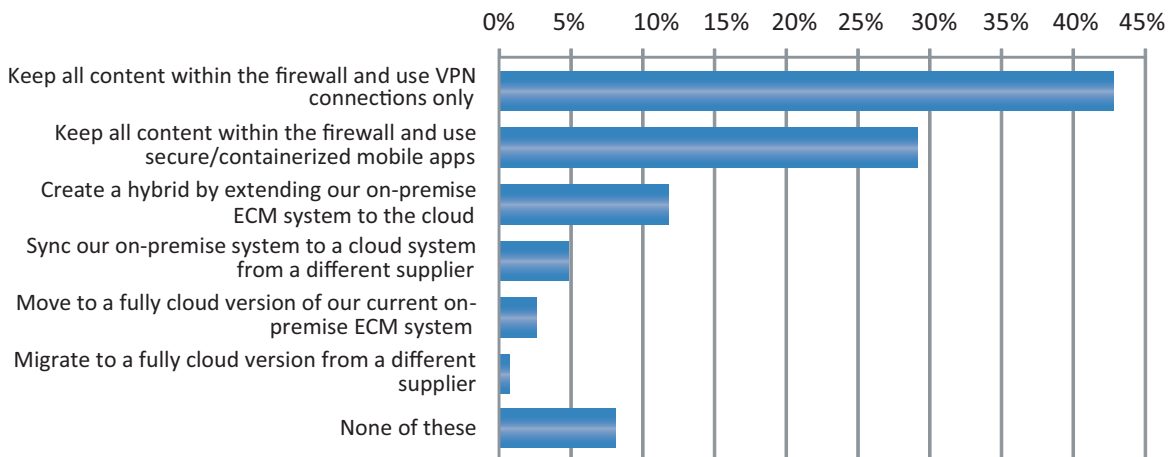
ECM and the Cloud

Using the cloud for ECM is often considered an all or nothing decision, but we looked at the willingness of users to consider each of the key ECM applications separately for cloud or SaaS (Software as a Service) deployment. The somewhat surprising result is that records management is the most popular cloud application, with 14% already doing it and 33% who would consider it. The next two may be highlighting already popular SaaS applications - receipt scanning for expense claims would come under forms scanning, and there are a number of SaaS recruitment and appraisement systems for HR. Two further applications set to grow for those who need them are bid or contract management, where collaboration is important, and content analytics or big data.

Figure 21: Which of the following content-centric applications would you consider running from a cloud-based ECM system? *(N=290. Line length indicates N/A)*
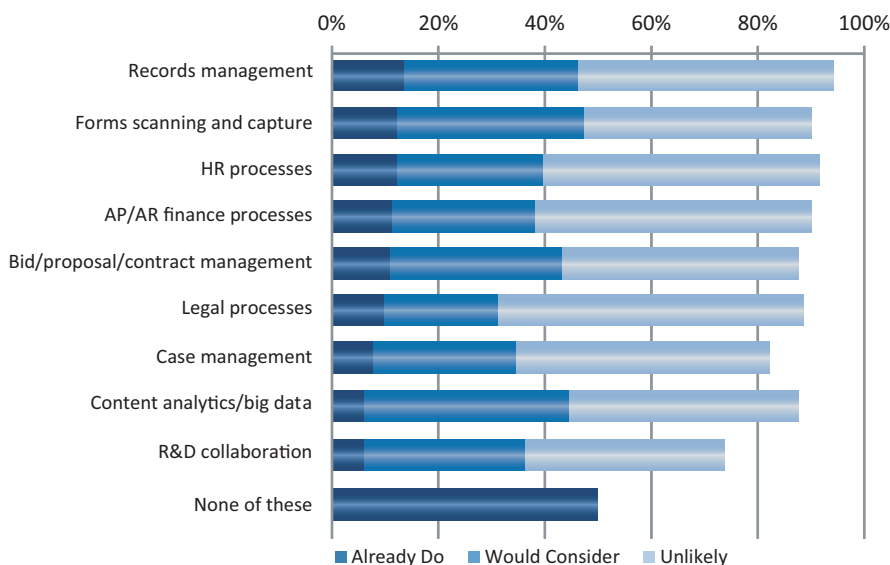
As we generally find when we ask about cloud, 50% say they are unlikely to use it for any of these applications, and in Figure 23, 46% confirm they are unlikely to deploy any cloud-based content. Small and mid-sized organizations are remarkably consistent here at 47%, whereas larger organizations are a little less resistant at 43% - possibly reflecting the availability of a private cloud.

The primary concern for users and non-users is governance and security (35%), but there is also the fact that cloud ECM, and in particular SaaS systems, further fragment the available content repositories. Much as we saw earlier for on-premise enterprise systems, managing lifecycles and retention rules would be an issue for 24%. Integration with access portals and search is a concern for 21%, as is general back-up and long-term access.

Figure 22: Do you have any of the following concerns about content that you are currently storing or might store within officially sanctioned cloud-based SaaS systems (but not unofficial consumer file-sharing apps)?
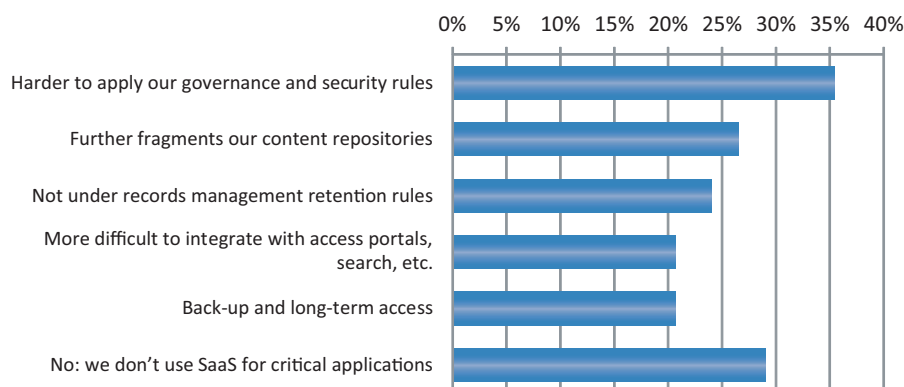
When it comes to the drivers for putting content in the cloud, cost reduction for IT resource is by far the biggest (38%), followed by the access benefits across multi-site organizations (25%) and mobile users (17%).

Figure 23: What are or would be the main drivers for you to put some or all of your content in the cloud? (Max THREE) (N=362)
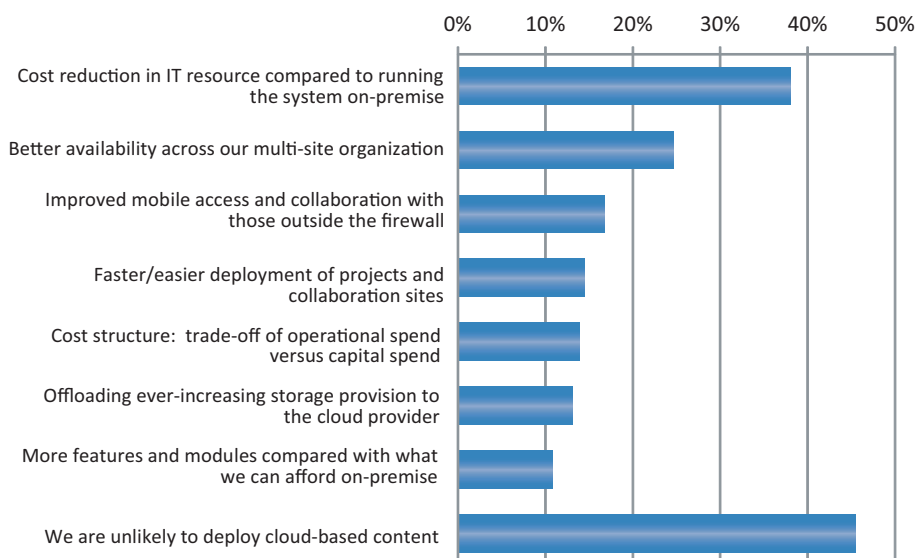
To break this out further, we asked what the main driver for a hybrid cloud deployment would be. This time, content access and collaboration came slightly above IT resource savings – 42% compared to 40% - with mobile and third-party access at 24%. This confirms that for those organizations struggling with the security aspects of outside-the-firewall access, hybrid cloud offers a potential compromise.

Hybrid Cloud

For those in Figure 20 who expressed an interest in a hybrid cloud deployment, we wondered what proportion of their content they might consider placing in the cloud. A third is the most popular response, but a further third would put between 50% and 75% of their content in the cloud.

Figure 24: If you were to create a hybrid of cloud and on-premise content management, what proportion of your stored content do you think you would publish or sync to the cloud? (N=45 potential hybrid users)
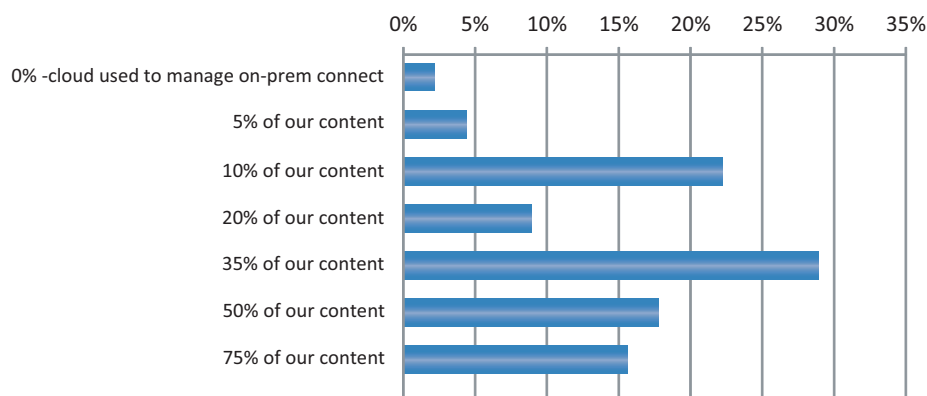
As we know, there are many different styles of cloud provisioning, and the choice for a hybrid cloud may differ from a full cloud deployment due to the synchronization requirements with the on-premise system. 12% would deal directly with a public cloud provider, but 21% would prefer their ECM vendor to manage this service, and a further 21% would expect their vendor to host its own cloud (rising to 24% for SharePoint users). The remainder would use a private cloud.

Figure 25: If you created a hybrid cloud and on-premise ECM environment, where would you host the cloud portion? *(N=45 potential hybrid users)*
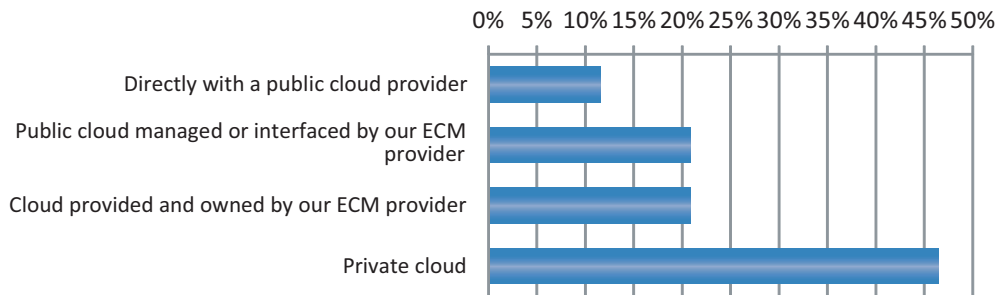
Half of our respondents would consider using cloud or SaaS for ECM applications, including around 12% who already do so. 17% are looking towards a hybrid cloud to improve access for mobile users and third parties, with varying proportions of their content placed in the cloud and synchronized to their on-premise ECM system.

Social Content and Emails

The issue of saving internal and external social content as records was covered in our Information Governance[3] report. Here we are more interested in how likely it is that users will build internal social systems around the ECM suite. Given that there are many cloud offerings for social streams and blogs, and a number of best-of-breed on-premise offerings, it is perhaps surprising that the majority (38%) are likely to make it an integral part of the on-premise ECM system rather than use a cloud platform (20%) or on-premise best-of-breed system (8%). Of those planning to use a cloud service, a cloud extension of an existing on-premise ECM is the most popular. A third are still firmly against deploying an internal social platform.

Figure 26: Going forward, what would be your preferred source for your main internal social platform? (One-to-many social streams, blogs, comment & collaboration, etc.) *(N=356)*
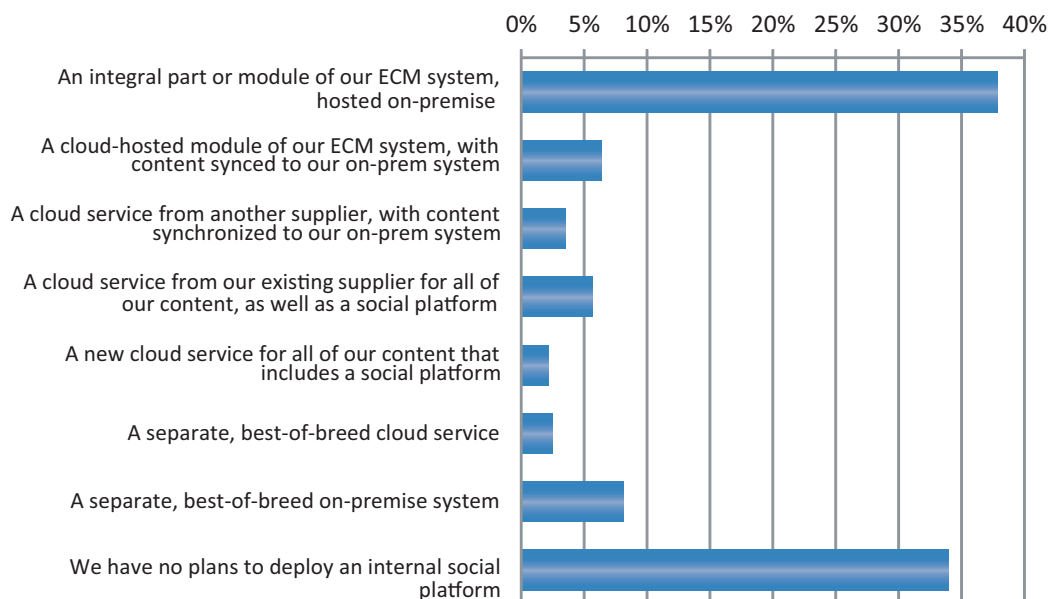
Email Archive

We suggested earlier that email has been the bête noir of content management. Although no one disputes that emails are a vital part of the commercial and legal record, the majority of organizations (52%) are still not systematically archiving them. ECM and RM system managers are wary of a deluge of poorly classified emails cluttering up their system, and creating issues of context, threads, and duplication. Technical IT staff are likely to feel that back-ups are a suitable archive (which they aren't) or that email clients can be set to a consistent network auto-archive (which by default is unlikely). Auto-classification provides one way forward, but this is more likely to be implemented in a stand-alone email archiving system (28%) than into the ECM system (9%).

Figure 27: How would you describe your mechanism for archiving emails? (N=356)
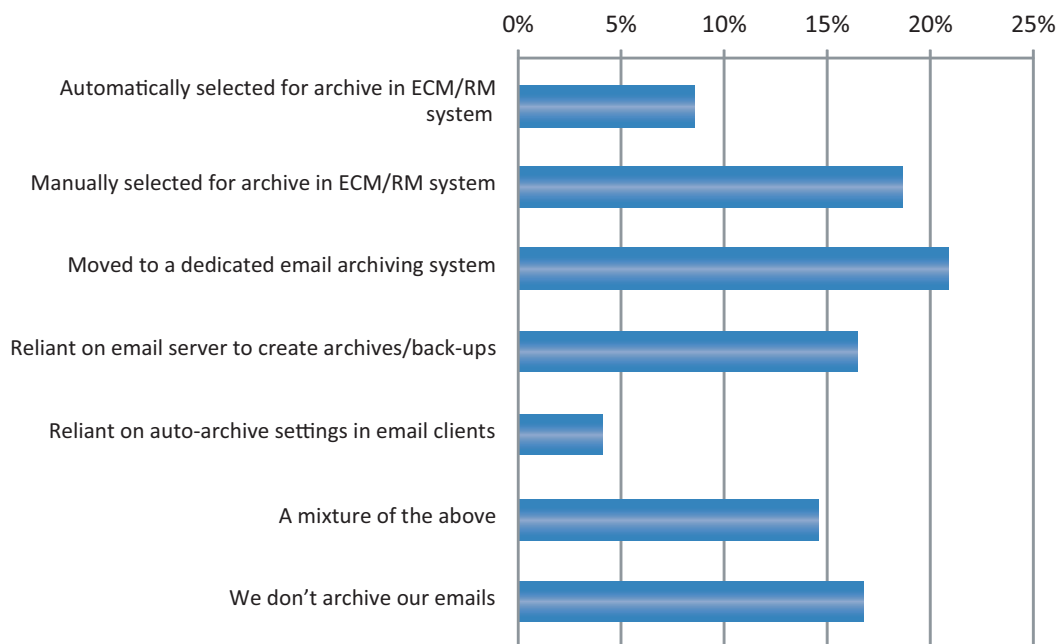
> *For most organizations, email is still the great unresolved issue. In over half of organizations they are poorly managed and in 22% they are described as "chaotic" - and yet in most cases the ECM system doesn't seem to provide a suitable "home".*

Spending Plans
ECM Sponsors

Imaging systems and records management systems were traditionally owned and operated by the Records Management Department, or similar custodians of compliance. With its much wider remit, the ECM system is likely to involve a broader representation across the enterprise. We have found in the past that the IT department are more likely to take decisions about SharePoint, and records managers about other ECM systems, but in this survey there was no real difference, with IT counted amongst the main movers for two-thirds of organizations. It is good to see the enterprise applications committee or the executive board take the primary initiative in many organizations, as well as underwriting the investment.

Figure 28: Going forward, who are likely to be the main sponsors of your ECM investments? *(N=356)*

- Prime Mover
- Supporting Sponsor

IT, Info Gov or Enterprise Apps committee, Executive Board, Operations/Line of Business, Legal, Compliance, Finance, HR, R&D, Marketing, Purchasing, Logistics, Sales
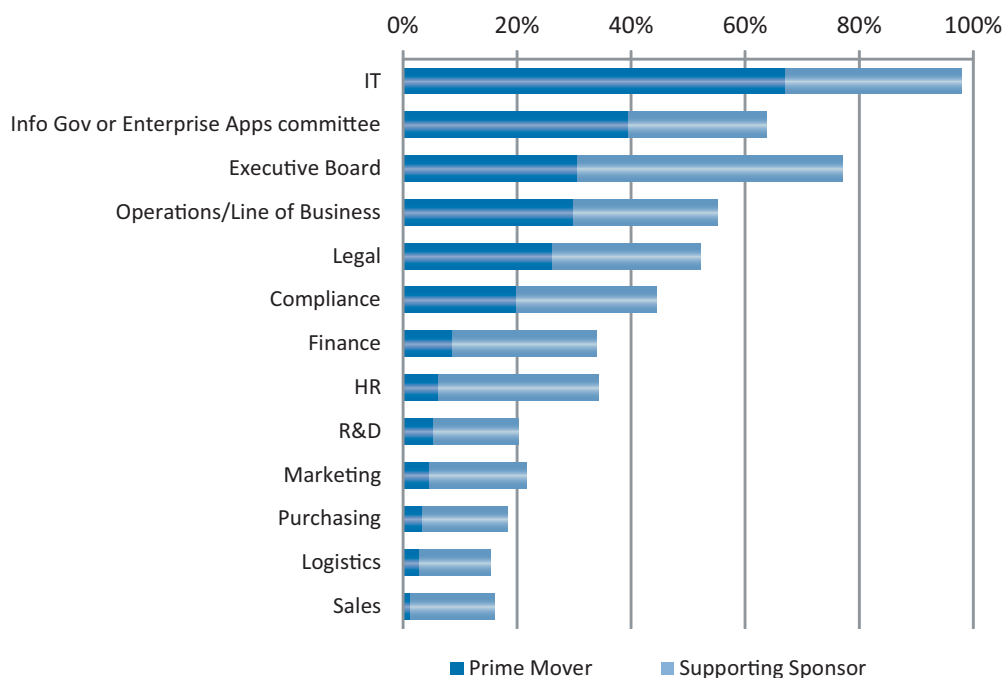
Licences and Services

Nearly half of organizations plan to increase spend on storage in the next 12 months with only 10% reducing spend. Cloud and SaaS services also show a strong growth with 25% planning to spend more and only 5% spending less. For software licences, a net of 20% of organizations plan to spend more, with 52% planning to spend the same. External consultancy services and outsourcing are the only areas where spending seems unlikely to increase.

Figure 29: What are your spending plans for the following areas in the next 12 months compared to the last 12 months? *(N=320 Line length="We don't spend anything on this")*

% of organizations

- Same
- Net More/Much More

Ongoing maintenance fees, Software licenses, Scanning and MFP hardware, Storage, Cloud/SaaS services, Vendor consultancy services, Independent consultancy services, Outsourcing/bureau services, External training
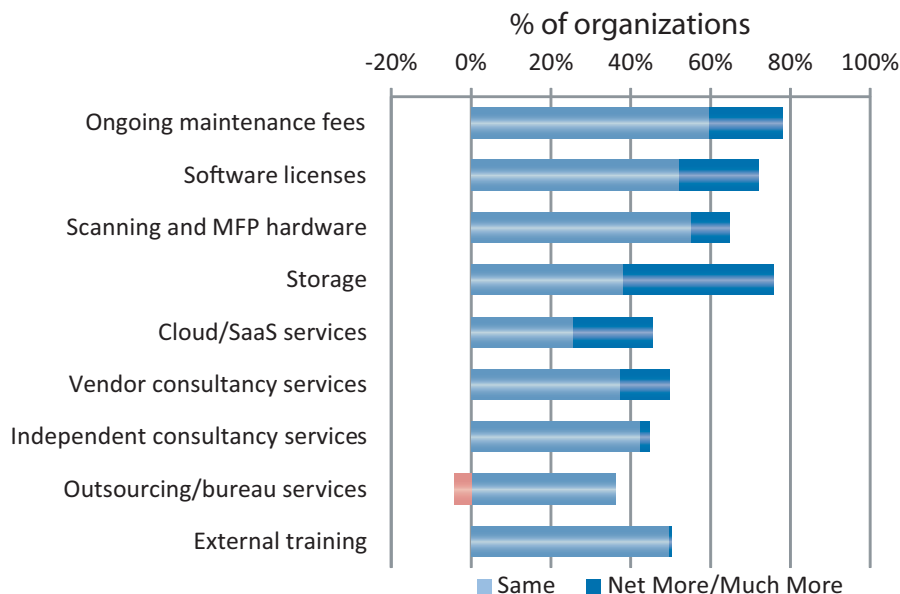
Looking more specifically at planned spend on products and applications, enterprise search, SharePoint licenses (and add-ons) and workflow/BPM show the most consistent growth, with on-premise ECM systems and modules showing the greatest variability. If we include "same" levels of spend, then email management represents the widest area of overall spend.

Figure 30: How do you think your organization's spending on the following products and applications in the next 12 months will compare with what was actually spent in the last 12 months?
(N=318 "Same" is not included. Line length="We don't spend anything on this")
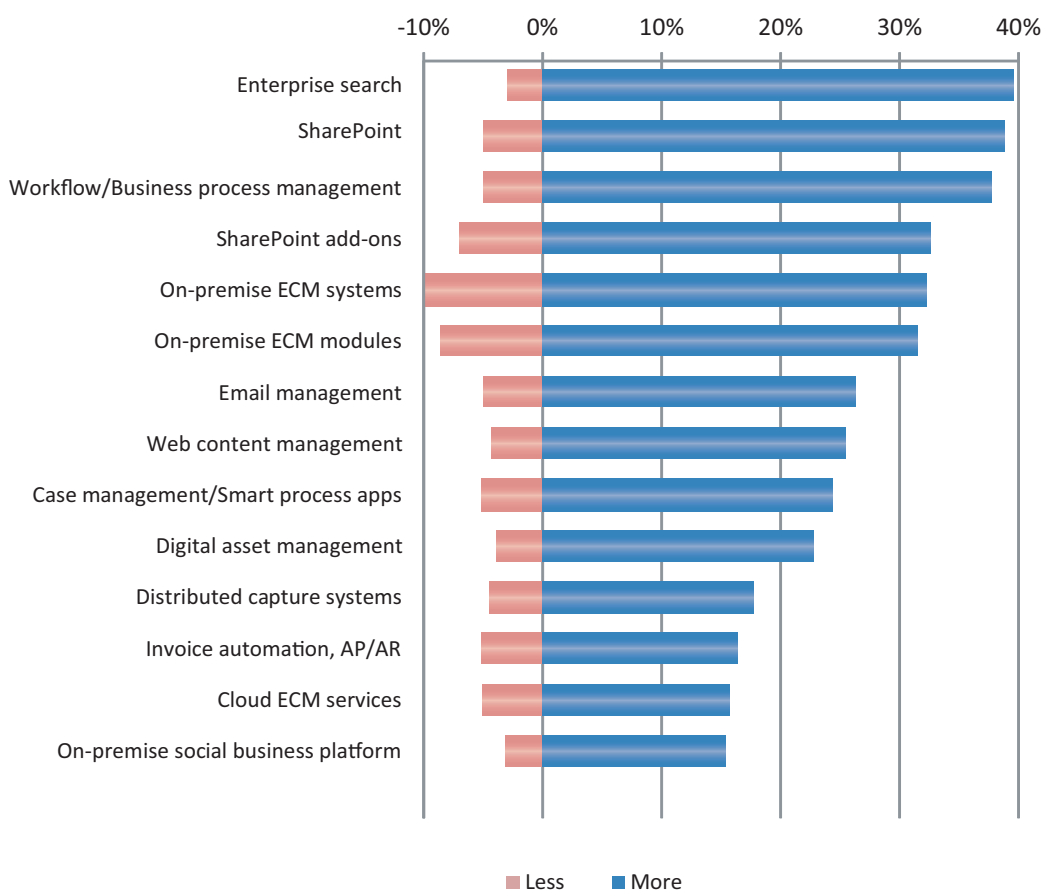
Spend on all areas of ECM product licenses is set to increase over the next 12 months, particularly search, BPM- and SharePoint-related products. Cloud and SaaS services show a healthy increase. Vendor services will increase, but independent consultancy and training will remain at current levels. Conventional outsourcing and bureau services will drop slightly.

Conclusion and Recommendations

There is no doubt that ECM is at a crossroads, and that many organizations need to make some key strategic decisions as they go forward, but the ways in which each organization is arriving at the crossroads are many and varied. Our survey has shown that implementation of the "ECM ideal" is very patchy, that most organizations have multiple ECM or DM systems, that very few are operational across the whole of the enterprise, that key elements such as capture, records management and process workflow have yet to be integrated, and that more structured content lives in other enterprise systems outside of ECM than is accessible through ECM.

However, the majority of the organizations we polled are still set on the objective of a single ECM system across the business. They look to the ECM system as a collaboration platform, are keen to improve their records management, would like to integrate search capabilities across other enterprise systems, and are looking to further invest in capture and process capabilities. This encapsulates the first of the "crossroads" decisions: do we continue down the path of building a single ECM suite, or break out into best-of-breed solutions?

Further crossroads decisions are: how best to adapt to vertical industry needs; how to improve access to remote, mobile and third-party users; whether to move to the cloud completely, partially, or not at all; and what to do about emails and social content. Of these, improving access would seem to be the most immediate imperative, although cloud, and particularly hybrid cloud, would seem to offer a useful way forward in that respect, as well as potential financial savings. The biggest issue with vertical industry needs, particularly areas such as case management and asset management, is whether to continue maintaining in-house customization through successive upgrades or whether to pull in add-on products, or even replace the current ECM system with one better matched to these requirements.

Most users seem keen to build their internal social platform within ECM, but when it comes to emails, this neat picture of content convergence breaks down. The user base is equally split between manually feeding them into the ECM or RM system, sending them to a dedicated email archive, or simply ignoring the problem.

ECM has been one of the few areas of IT to maintain double-digit growth over the past few years and there seems no reason to doubt that this will continue, with this survey showing net positive spending predications across all of the main ECM product and module areas.

Recommendations

- ■ Take a quick audit of where poor access to information is hurting the business – trapped on paper, spread over file shares, locked up in enterprise systems, or simply mobile-unfriendly.

- ■ Use this to re-energise your ECM project. The more content you can converge into a single, searchable, mobile-accessible ECM system, the fewer other places you need to go to solve the problem.

- ■ Take stock of your current ECM and DM systems and consider migrating content and consolidating. Modern auto-classification and migration products can take much of the pain out of selecting which content to recover from legacy systems, re-aligning the metadata on the way.

- ■ If your strategy is not to consolidate, then create an enterprise search capability across the multiple repositories. Be vigilant, however, to avoid further isolated silos being created when bringing on new services.

- ■ Evaluate how you might enhance your ECM functionality. Capture and process workflow, collaboration, digital signatures, extended search, internal social, and output management might all find a natural home within ECM.

- ■ Look to integrate the ECM system with your other key enterprise or line-of-business systems to provide a single sign-on access point, centralized records management, and process integration.

- ■ Consider whether any of your current ECM systems are truly fit for purpose. If they are limited in some of the core functional areas we have discussed, or are not well matched to your specific industry requirements, or need massive customization, then consider consolidating around a new, better-suited system.

- Moving a well-established system to the cloud merely to save on IT resource may not be a compelling proposition, but consolidating multi-site systems around a single cloud installation can solve a number of access, process and ownership issues.

- As an alternative, moving the most sharable or collaborative content to a hybrid cloud will make it much easier to connect remote, mobile and third-party users, and may head-off unofficial use of cloud file-sharing sites. Implementing selective SaaS processes linked back to the on-premise content-store may also prove to be a flexible way to move ahead.

- Bite the bullet on emails. Either use auto-classification to tag them and move them into your ECM or RM system, or implement a dedicated email archive system. Either way, they must be searchable, discoverable, and put onto a retention schedule.

References

1. "The Paper Free Office - dream or reality?" AIIM Industry Watch, February 2012, www.aiim.org.research

2. "Content in the Cloud" AIIM Industry Watch, October 2012, www.aiim.org.research

3. "Information Governance – records, risks and retention in the litigation age" AIIM Industry Watch, March 2013, www.aiim.org.research

Appendix 1: Survey Demographics

Survey Background

538 individual members of the AIIM community took the survey between March 15, and April 04, 2013, using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 65,000 AIIM community members.

Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations over 5,000 employees represent 35%, with mid-sized organizations of 500 to 5,000 employees at 40%. Small-to-mid sized organizations with 10 to 500 employees constitute 25%. Respondents from organizations with less than 10 employees or from suppliers of ECM products and services have been eliminated from the results.
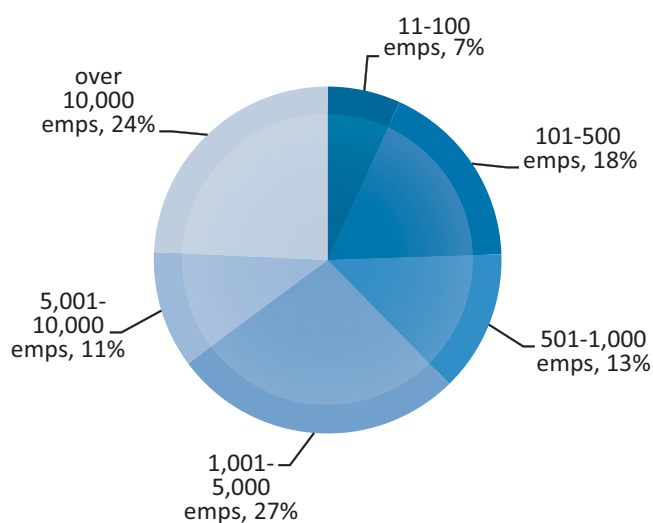
Geography

68% of the participants are based in North America, with most of the remainder (19%) from Europe.
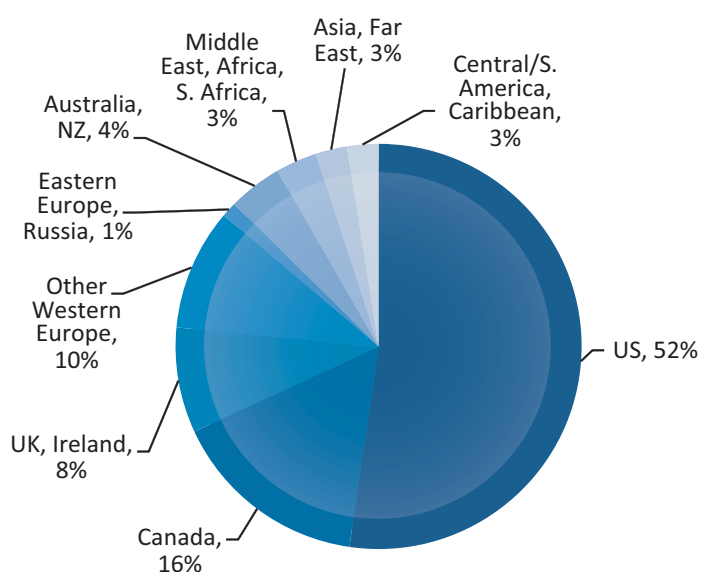
Industry Sector

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

Pie chart labels:
- IT & High Tech — not ECM, 2%
- Media, Publishing, Web, 1%
- Pharmaceutical and Chemicals, 3%
- Other, 5%
- Consultants, 3%
- Government & Public Services - Local/State, 14%
- Professional Services and Legal, 3%
- Government & Public Services - National, 8%
- Charity, Not-for-Profit, 4%
- Finance/Banking, 11%
- Retail, Transport, Real Estate, 4%
- Healthcare, 4%
- Insurance, 6%
- Engineering & Construction, 5%
- Manufacturing, Aerospace, Food, 6%
- Mining, Oil & Gas, 8%
- Education, 7%
- Power, Utilities, Telecoms, 7%

Job Roles

40% of respondents are from IT, 42% have a records management or information management role. 17% are line-of-business managers.

Pie chart labels:
- Business Consultant, 6%
- Other, 7%
- Line-of-business executive, department head or process owner, 4%
- IT staff, 21%
- Head of IT, 5%
- Head of records/ information management, 21%
- IT Consultant or Project Manager, 14%
- Records or document management staff, 21%
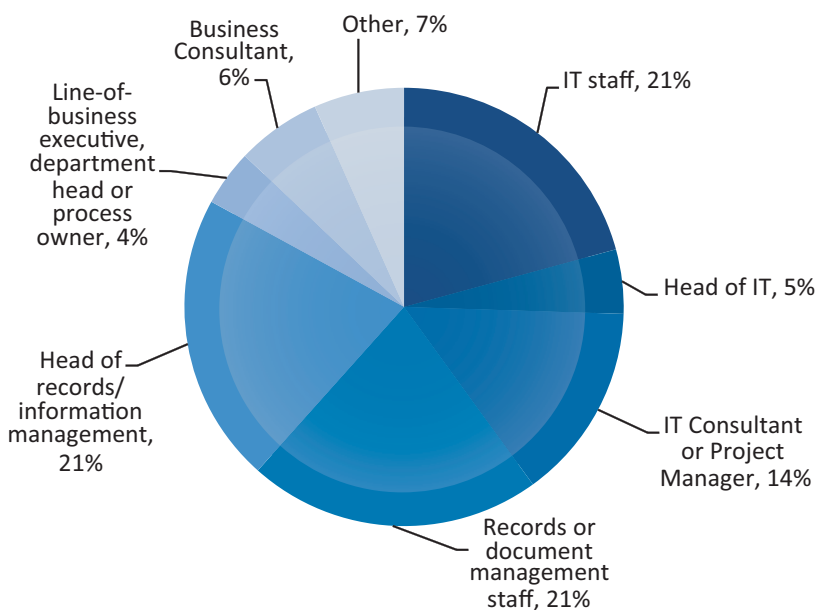
Appendix 2: Selective Comments

Do you have any general comments to make about ECM in your organization? (Selective)

- Our current ECM/RM/DM is fragmented, siloed and chaotic, but it is getting more attention and momentum is starting to build toward improvement.

- We developed rigorous standards by working with our cloud DMS vendor. These can be applied to other cloud systems that will cover our case management (for example).

- The survey illustrates how little our organization utilizes electronic solutions to automate our workflow

- Need to be able to implement and rely on auto-classification.

- Our company is a Government base driven contractor and we are bound by DOD5015.2. However, we are looking at getting some of our info into the cloud and/or at least getting mobile - and fast! We need mobile.

- We are trying to make SharePoint into an effective ECM by purchasing 3rd party add-ons, but are facing budget constraints

- Lots of options, lots of content to consider. Not an easy path to plan out, and risk of large expenditure ensures that this will not be a speedy process.

- The need to purchase specific tools to accomplish very specific functionality has been coming up more recently.

- Huge organizations can't implement trans-national ECM systems in 12 months - nor should they.

- C-level has not recognized the need for change. I don't think anything will change until something really bad happens, like a major lawsuit.

- There is not enough focus on integrating all of our repositories re: RM and risk compliance.

- Our ECM system works well and I like this survey. Thank you.

Underwritten in part by:

ECM at the Crossroads
- key strategy choices for universal content management

Underwritten in part by:

OnBase
a Hyland Software solution

Hyland Software

For over 20 years, Hyland Software has helped our more than 11,500 lifetime customers by providing real-world solutions to everyday business challenges. That dedication is why Hyland realizes double-digit growth, and why 98 percent of our customer base continues to renew its annual maintenance. Our customers see the ongoing value of partnering with Hyland and continue to work with us year after year.

Hyland's enterprise content management (ECM) solution, OnBase, is one of the most flexible and comprehensive ECM products on the market today. OnBase empowers users to grow their solutions as needs change and business evolves. It is tailored for departments, but comprehensive for the enterprise, designed to give you what you need today and evolve with you over time. For more information about Hyland Software's ECM solutions, please visit Hyland.com.

www.hyland.com

K2

We provide software that makes your people more effective. K2 quickly allocates work to the right people along with all the information they need to make great decisions. With K2, you get:

- Higher service levels by giving people the right information, at the right time and with the authority to act.
- Increased responsiveness by eliminating indecision and bottlenecks.
- Full visibility into trends and activities across your business, everywhere K2 is used.
- Flexibility to change your business software as quickly as your business needs.

Use K2 to build and run business applications including forms, workflow, data and reports. Across enterprises and within departments, K2 customers are rapidly transforming their companies with applications that connect people to information and work, anywhere and at any time.

With K2's visual tools, creating, launching and using the first K2 application is a snap. Reusable components ensure the next application delivers faster than ever before, and when the business needs change, it's easy to update your K2 apps to fit.

- Faster forms. More control. K2 provides a faster, easier way to create forms for business applications. With our drag-and-drop tools, code isn't necessary, and a powerful rules framework allows you to stay in control.

- Deliver outcomes. Intuitively design workflows that connect people to information and work — from basic task routing to complex enterprise-wide solutions.
- One truth. Multiple sources. Use visual tools, not code, to build reusable objects that use line-of-business and web-based data, regardless of where it lives.
- Visibility matters. Get real-time insight into process status and track the progress and performance of your applications. Easily create reports that combine business and workflow data.

Business applications with SharePoint
Use K2 to build powerful business applications that span people, processes, enterprise systems, customers and cloud. With K2 you can leverage your existing investment in SharePoint to surface K2 applications, foster collaboration and manage documents. And you don't have to stop there — you can surface those apps on any device, anywhere, with or without SharePoint.

www.k2.com

Underwritten in part by:

aiim ®
The Global Community of
Information Professionals

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

© 2013

AIIM
1100 Wayne Avenue, Suite 1100
Silver Spring, MD 20910
+1 301.587.8202
www.aiim.org

AIIM Europe
The IT Centre, Lowesmoor Wharf
Worcester, WR1 2RR, UK
+44 (0)1905 727600
www.aiim.eu