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*An AIIM Emerging Technologies Market Research Report*

# Enhancing Your RPA Implementation with Intelligent Information

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## About the author

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*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, 6,000 Linkedin followers, and can be found on most social media as @jmancini77. He has published more than 25 e-books, the most recent being:

- 2017: A Digitally "Transformative" Year
- The State of Intelligent Information Management: Getting Ahead of the Digital Transformation Curve
- Information Privacy and Security: GDPR is Just the Tip of the Iceberg
- From ECM to Intelligent Information Management
- 10 Strategies to Navigate the Shift from ECM to Content Services

## About 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 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.

Feel free to use individual elements of this research in presentations and publications with the attribution — "© AIIM 2018, www.aiim.org". Permission is *not* given for other aggregators to host this report on their own website.

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 download of their own.

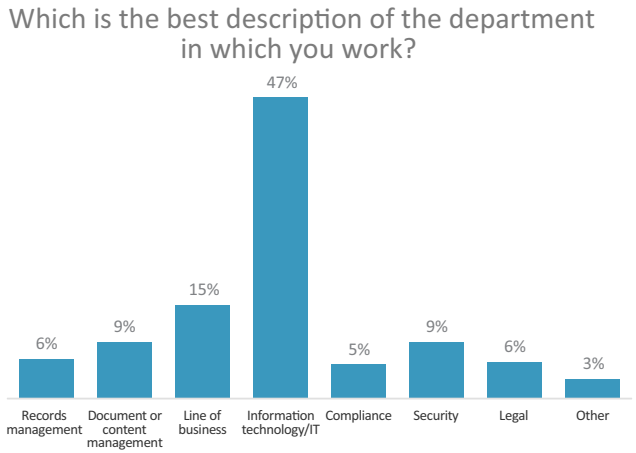
## Survey demographics

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

The survey was taken using a web-based tool in early October 2018. 95% of the survey participants were NOT associated with AIIM prior to taking the survey. A total of 226 individuals participated in the survey who met the initial screening criteria of having some awareness and/or familiarity with RPA.

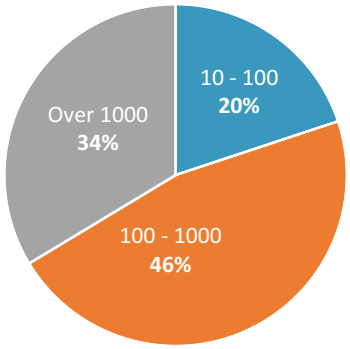

## Key data points

- 47% of the participants were from Information technology/IT, 35% line of business and linked functions, and 15% from DM, CM, RM backgrounds.
- 82% of participants were from organizations with > 100 employees; 34% from organizations with > 1000 employees. Respondents with <10 employees are not included in the results.
- 62% were from outside North America.
- Largest segments are: high-tech (25%), followed by financial services, engineering & construction, education, and healthcare.
- 73% of participants are "very" or "extremely" familiar with RPA (those unfamiliar with RPA were disqualified from the survey).

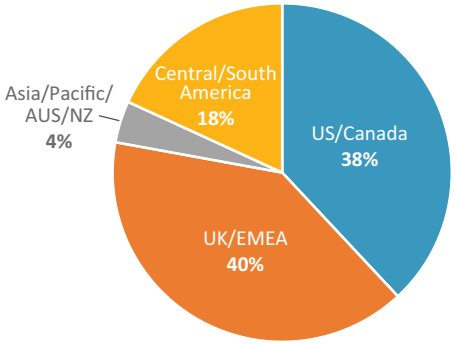


# ENHANCING YOUR RPA IMPLEMENTATION WITH INTELLIGENT INFORMATION

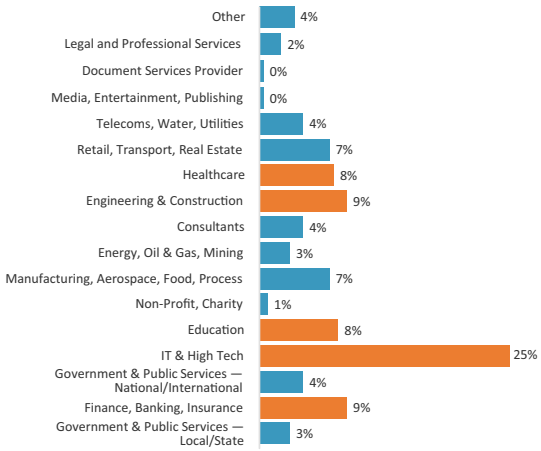
How many employees work at your organization?



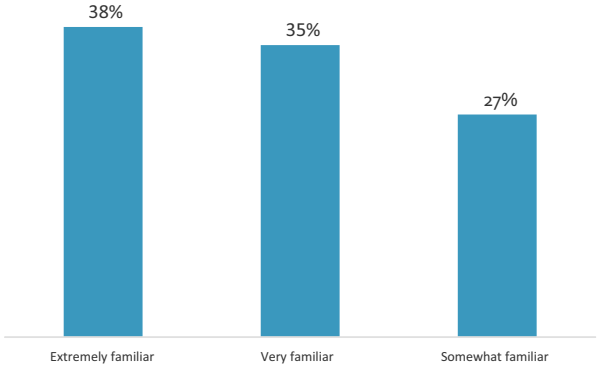

Where is your organization headquartered?




Which of the following best describes the primary business of your organization?




How familiar are you with the term “Robotic Process Automation" or "RPA?” (only those with some degree of familiarity included)



## Enhancing Your RPA Implementation with Intelligent Information — Background

There are few segments in the IT space generating more interest than Robotic Process Automation, or RPA.

During the course of this eBook, we have quoted excerpts from AIIM's Robotic Automation course. We strongly recommend that those who are new to RPA concepts take this course; it provides a solid grounding in core RPA concepts.

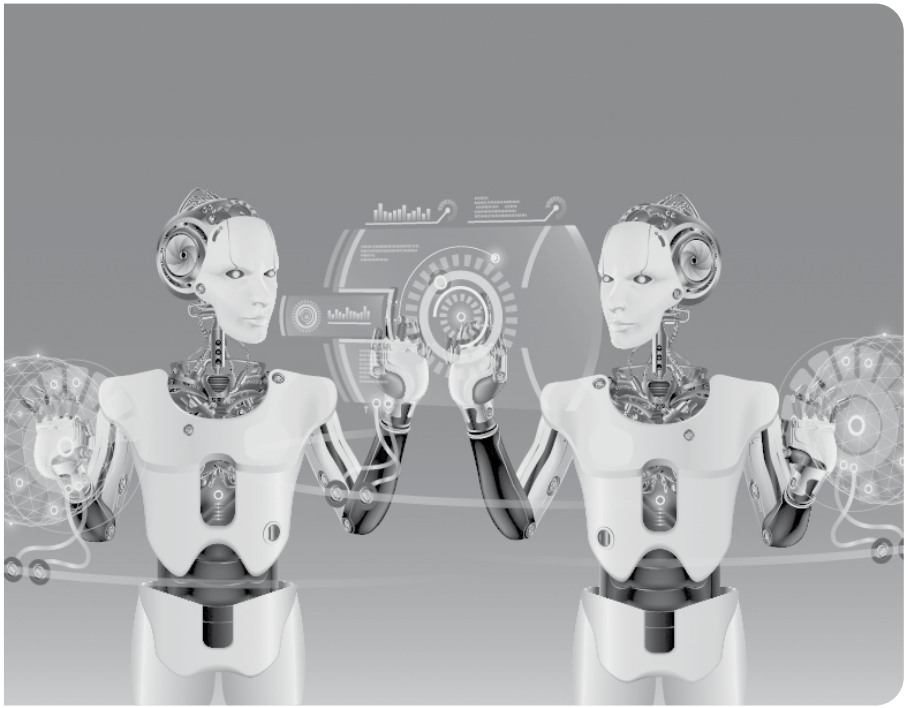
Per Deloitte's ***The robots are ready. Are you?...***

> *Continuous improvement and automation are top of the strategic agenda for many companies. Even more organizations have investigated the RPA opportunity and/or built a proof of concept. They are convinced robotics will deliver a significant productivity increase and that it is applicable for a sizeable portion of their activities.*
>
> *They are also convinced that robotics can deliver other benefits, such as improved compliance, faster turnaround times and higher quality. They also report that payback periods are attractive — averaging around a year. Yet…only 3% of organizations have managed to scale RPA to a level of 50 or more robots.*

It is this last point that is the focus on this eBook. Amidst all of explosive growth in the RPA space, what is keeping organizations from taking their RPA capabilities to the next level? **AIIM believes that one answer lies in the unique challenges associated with integrating unstructured information into an RPA environment.**

In this eBook, we explore the following questions:

- What is the current state of process automation, what is keeping organizations from moving forward, and how does RPA address a key pain point for many organizations?
- How and where is RPA being used to leverage existing enterprise IT investments?
- What unique challenges does unstructured information create for process automation and RPA engines?
- What does an intention to spend more on RPA tell us about other key organizational priorities and pain points?



## 1 — What is the current state of process automation, what is keeping organizations from moving forward, and how does RPA address a key pain point for many organizations?

Despite the fact that core workflow and BPM technologies have been with us for more than a decade, many organizations are still mired in paper-intensive manual processes.

Part of the reason for this is that traditional BPM systems (and ECM systems for that matter) solved one set of problems very well — automating mission-critical, high volume, document intensive processes. This was particularly true for large-scale industry-specific processes (like check processing or new drug applications or insurance claim processing) at larger organizations that could manage the complexity and cost of these systems. BPM changes the underlying processes and tasks themselves.

As the drive to automate shifted to mid-sized companies and to additional core back-end processes (like finance and HR and contracts and supply-chain management) RPA tools became increasingly attractive.

Per AIIM's Robotic Process Automation course:

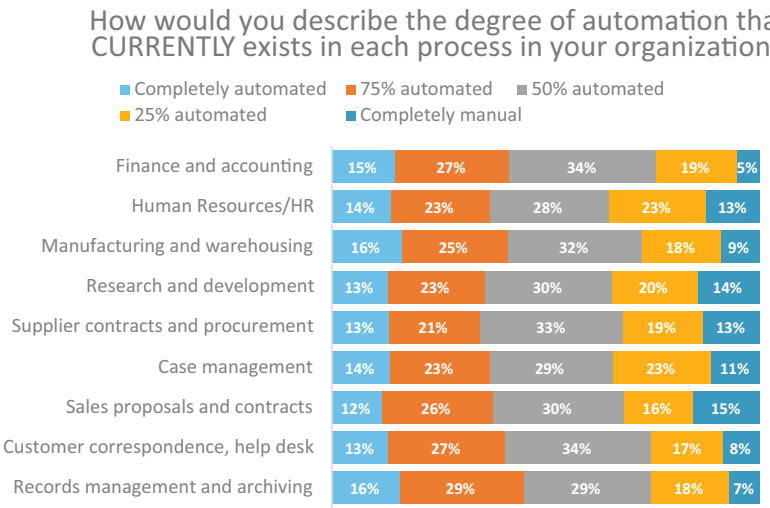
- RPA tools are simple and effective at remembering a set of rules and running them again and again. RPA does exactly the same work as what you are already doing (but with robots instead of humans).
- RPA is most suitable for teams and individuals:
- If they perform structured, repeatable, computer tasks.
- If they undertake simple or in some cases complex decisions based on predetermined rules.
- If they need to access multiple systems to accomplish a task.
- If they need to search for, aggregate, or update information.
- If they perform tasks that are part of a workflow sequence.

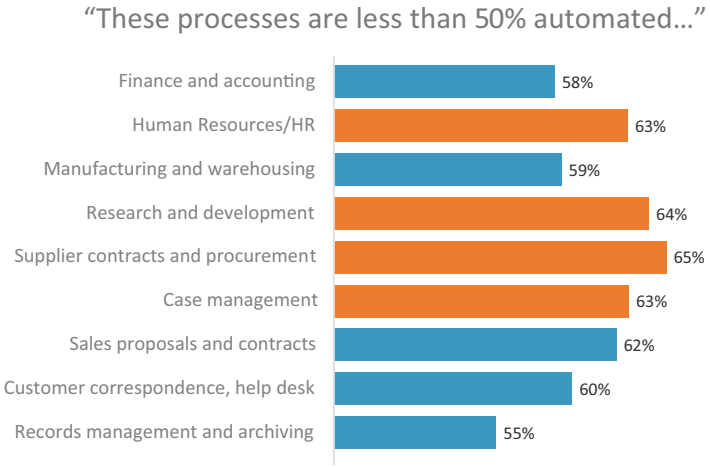
In addition, a key advantage of RPA solutions is that they do not require any change to existing systems. They work with what is in place today, allowing organizations to better leverage their existing technology investments.

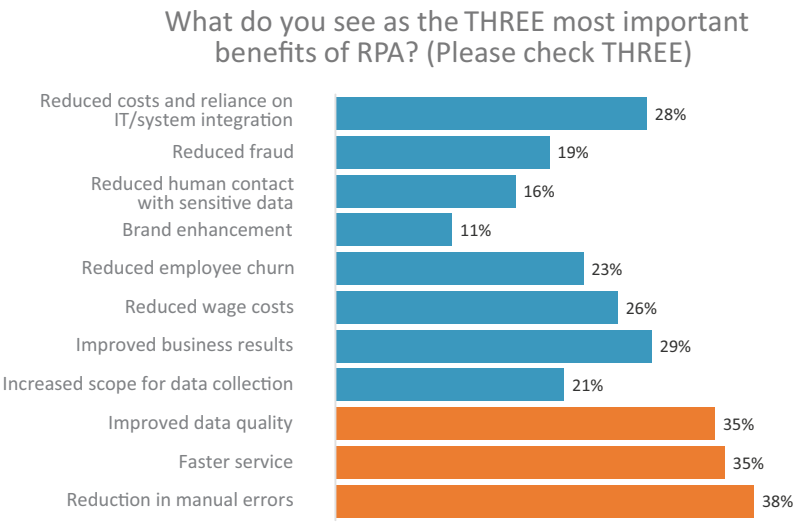
### Key data points

- Fewer than one in five organizations have fully automated core back-end processes.
- Despite two decades of BPM implementations, full process automation is more the exception than the rule. About 2/3 of organizations say that specific core back-end processes are less than 50% automated. Contracts, R&D, HR, and case management are particularly problematic.
- Organizations see RPA technologies as a vehicle to reduce errors, improve data quality, and improve customer service.

# ENHANCING YOUR RPA IMPLEMENTATION WITH INTELLIGENT INFORMATION



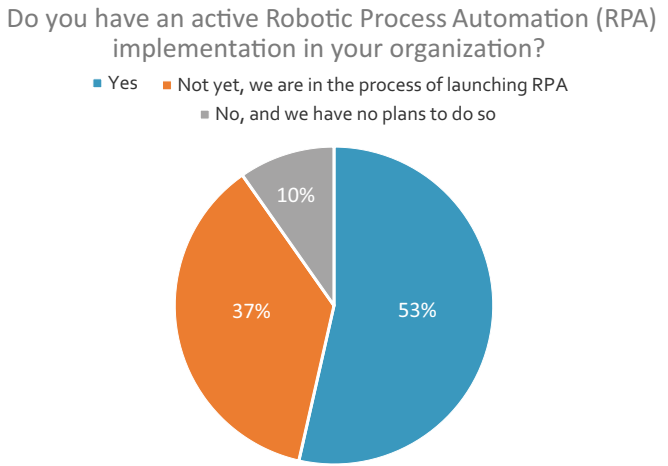




## 2 — How and where is RPA being used to leverage existing enterprise IT investments?

Consider the following from AIIM's Robotic Process Automation course:

*In technical terms, an RPA tool "sits" on top of an organization's existing IT infrastructure and does not alter the existing systems and infrastructure. This is a really important point to understand — RPA tools to do not change the way you work or how your systems work today — they simply automate some of the basic activities. RPA works with whatever you already have in place — a claims processing system, a document management system ERP or CRM system. It uses the same systems your human workers already use today — it doesn't change or alter them.*

*These kinds of processes typically involve a lot of manual work pulling information together into a cohesive unit while ensuring accuracy. They often involve not just multiple workers and multiple applications but often multiple offices and locations too. As a result, these processes can be riddled with errors.*

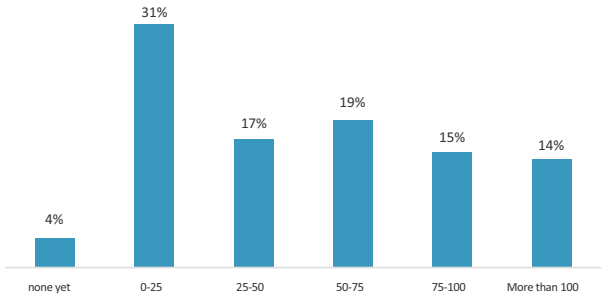



## Key data points

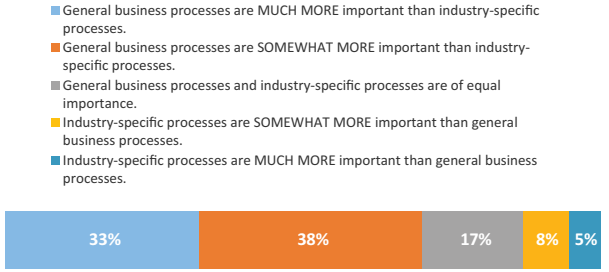
- 90% of organizations that are aware of RPA technology are either planning an implementation or already have one.
- The median number of "bots" in organizations with an active RPA implementation is 50. The median number of bots is admittedly a blunt instrument when it comes to measuring implementation scale. A measurement of scale might be how many hours of bot capacity are being delivered instead of the sheer number of bots. Most organizations use one bot license at about 30% capacity, so 70% of the day it's sitting there doing nothing. Another way of looking at this question is to record the manual time spent before introduction of RPA and multiply this by the number of robot executions for this particular process.
- 71% of adopters see applying RPA to general business processes as a key element in their initial adoption strategy.
- Top 3 initial supply chain targets for RPA automation:
  - *Inventory management*
  - *Order scheduling and shipment tracking*
  - *Quote, invoice, and contracts management*
- Top 3 initial HR targets for RPA automation:
  - *Payroll*
  - *Benefits administration*
  - *HR records processing*
- Top 3 initial finance and accounting targets for RPA automation:
  - *Sales order management*
  - *Order-to-cash*
  - *Procure-to-pay and Record-to-report*
- Top 3 initial IT services targets for RPA automation:
  - *E-mail related tasks*
  - *Synchronizing, deleting, and emptying folders*
  - *E-mail processing and distribution*

# ENHANCING YOUR RPA IMPLEMENTATION WITH INTELLIGENT INFORMATION

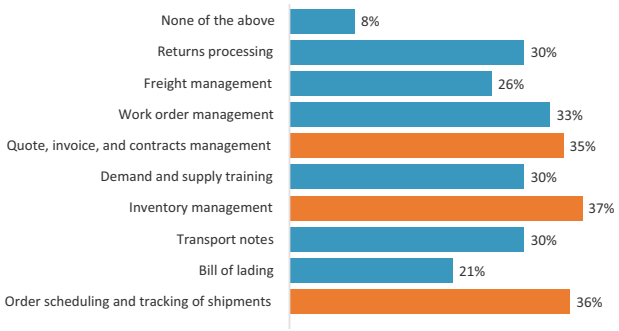
How many live, active RPA "bots" do you currently have in your organization?



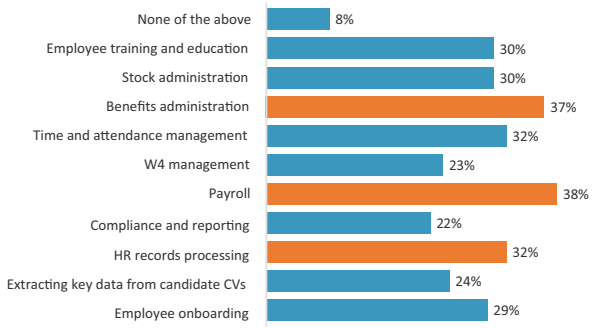

Organizations often use RPA technologies to address both general business processes (like HR and Finance) and to address industry-specific business processes (like customer onboarding in banking or underwriting in insurance). Which statement best describe



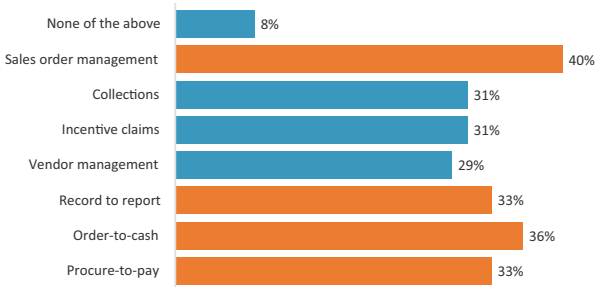

In which of the following supply chain processes has your organization used robotic process automation - RPA? (check all that apply)



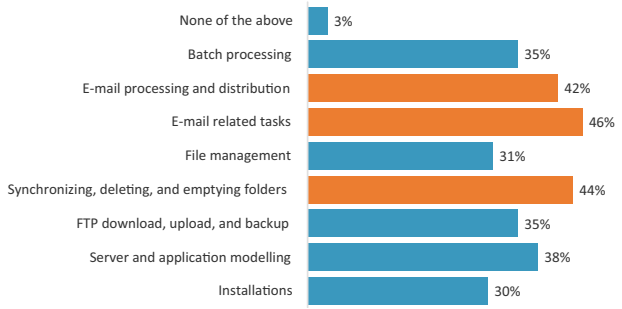

In which of the following HR processes has your organization used robotic process automation - RPA? (check all that apply)




In which of the following finance and accounting processes has your organization used robotic process automation - RPA? (check all that apply)




In which of the following IT services processes has your organization used robotic process automation - RPA? (check all that apply)

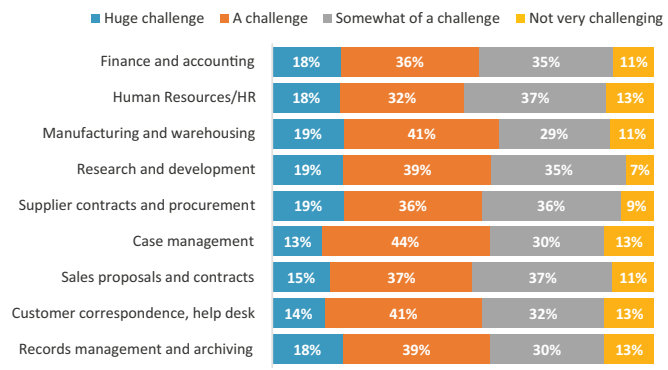


## 3 — What unique challenges does unstructured information create for process automation and RPA engines?

RPA technologies alone do a terrific job with very modest effort at automating human tasks based on structured information and data.

But when it comes to tasks that rely on **semi-structured documents** (like invoices) or **unstructured documents** (like a contract) or **informal communications** (like emails or texts), there are a set of intelligent information management technologies that can be a terrific addition to RPA capabilities. Without these capabilities, RPA engines will struggle in processes that have lots of documents and unstructured information (i.e., most processes that involve knowledge workers).

For each of the following processes, think about how much of a challenge semi-structured and unstructured information represents in your efforts to automate.

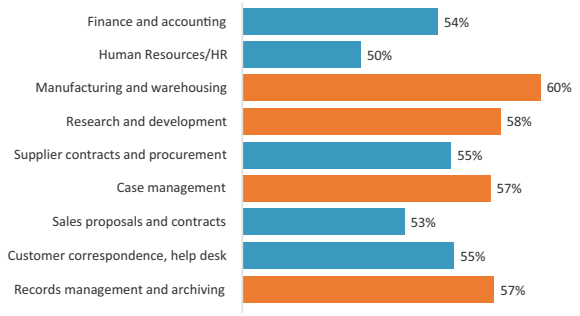



## Key data points

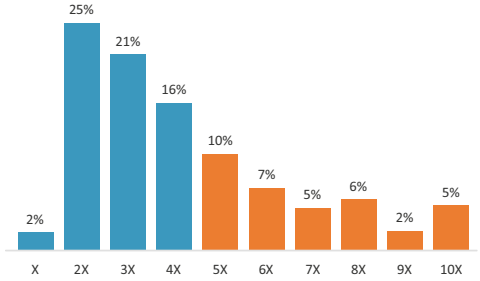
- Across every core back-end business process, unstructured and semi-structured information (i.e., content) represents a significant obstacle to full automation.
- Unstructured information represents an ongoing challenge for many in automating core business processes. Manufacturing and warehousing, R&D, case management, and records are particularly problematic.
- Organizations anticipate massive data growth – 35% see a 5X increase or more in just the next 2 years.
  - Currently = X
  - In two years = 4.2X
- Most of this explosion is in unstructured information, not data. The 80/20 unstructured vs. structured information urban legend is nearly true — Nearly 50% say that more than 70% of the information in their organization is unstructured. On average, 62% of the information in an organization that must be managed is unstructured.
- The wide variety of unstructured inputs clearly a challenge for RPA engines — and an opportunity for those focused on multi-channel intelligent capture.
- The high percentage of unstructured information is important for optimizing RPA because this information must be turned into structured data for RPA engines to be effective.
  - 2 out of 3 organizations say that "Documents create problems for most RPA tools."
  - 70% say "Unstructured information is the Achilles' Heel for many RPA implementations."

# ENHANCING YOUR RPA IMPLEMENTATION WITH INTELLIGENT INFORMATION

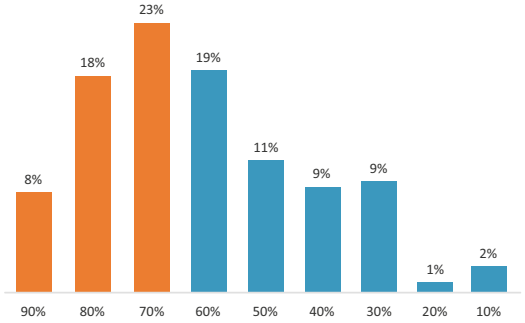
"Managing unstructured information in this process is a challenge..."



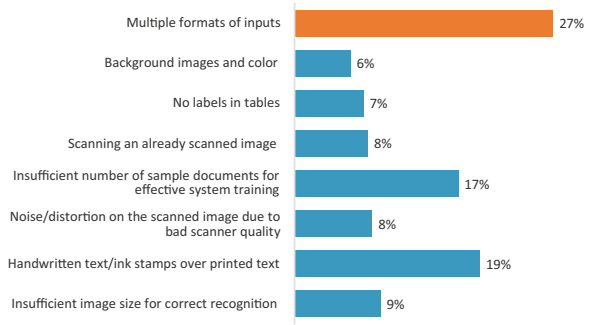

Think about the huge amounts of data and information currently coming into your organization (call this current volume "X"). What do you predict this volume will be in 2 years?



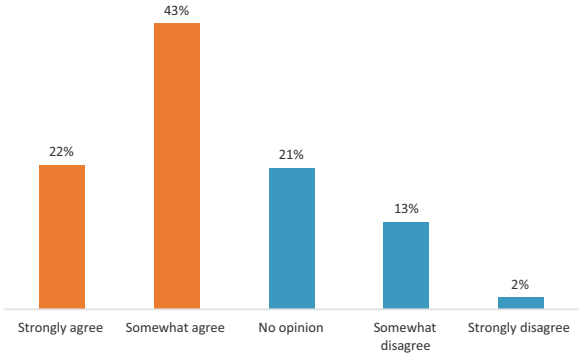

Think about ALL of the information in your organization. What would be your best guess for the percentage of the total that is unstructured INFORMATION?



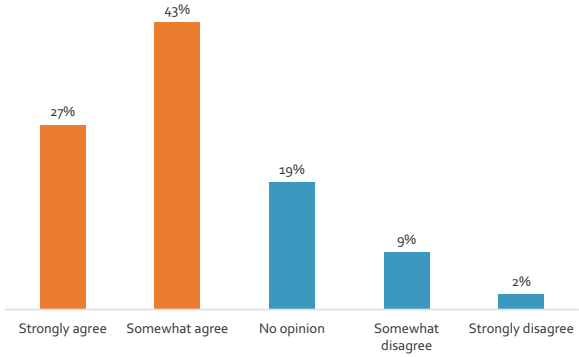

PwC lists these typical challenges in incorporating document-based information into RPA processes. Which would be the MOST troublesome in an RPA environment?




Processes with lots of documents and informal communications create problems for most RPA tools.




Unstructured information is the Achilles' Heel for many RPA implementations.



## 4 — What does an intention to spend more on RPA tell us about other key organizational priorities and pain points?

The charts below consider only those organizations planning to spend "more" or "a lot more" on RPA in the next 18-24 months. The responses tell us two things:

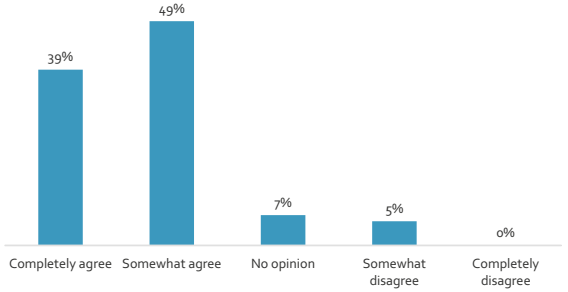
1 — Organizations see RPA technologies as an important bridge in their efforts to modernize their legacy enterprise investments and extract greater value from them.

2 — This intersection highlights why it is particularly important that unstructured information be integrated into their RPA strategy.

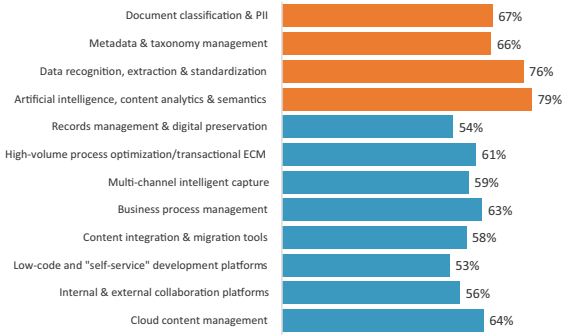
## Key data points

- 85% of those planning to increase their RPA spending believe that "digitizing and standardizing business inputs" is critical. This means it is very important for organizations to implement tools to turn unstructured information into structured data.
- RPA spenders see the link between this spending and other tools to "lean forward" and move beyond traditional approaches to both RPA and capture.
- RPA spenders are also heavy BPM spenders, indicating that the problem sets they solve are not the same.

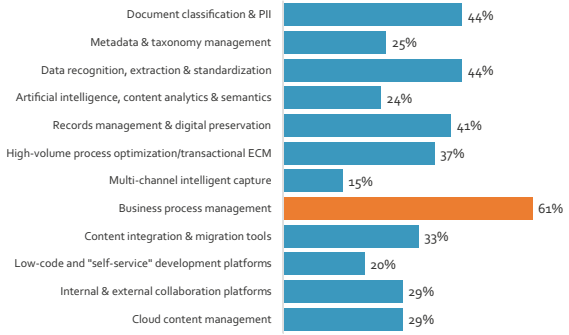
Digitizing and standardizing business inputs is one of the key bottlenecks for Digital Transformation. (among those planning to spend "more" or "a lot more" on RPA)




Those planning to spend "more" or "a lot more" on RPA also plan to spend more or a lot more on these technologies...




Those planning to spend "more" or "a lot more" on RPA list these areas as currently consuming the most resources and attention...



## The Broader Picture

We believe that a broader strategy than "ECM" is needed if organizations are to achieve their Digital Transformation goals of:

- Enhanced customer experience
- Improved business agility
- Operational excellence
- Automated compliance

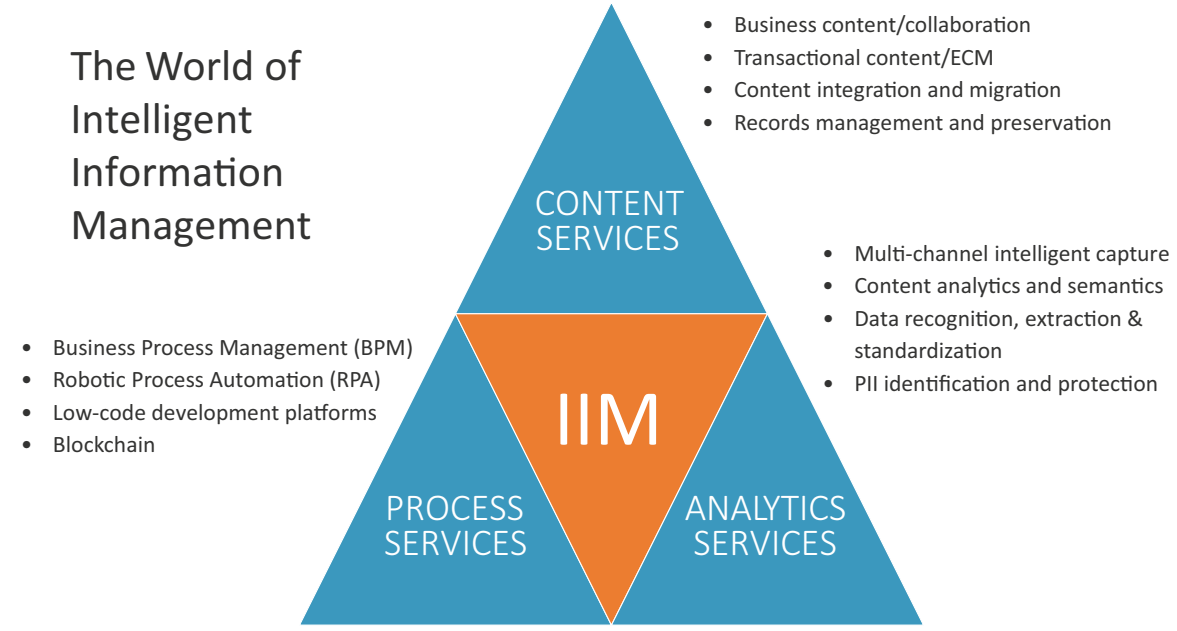
We call this **Intelligent Information Management.**

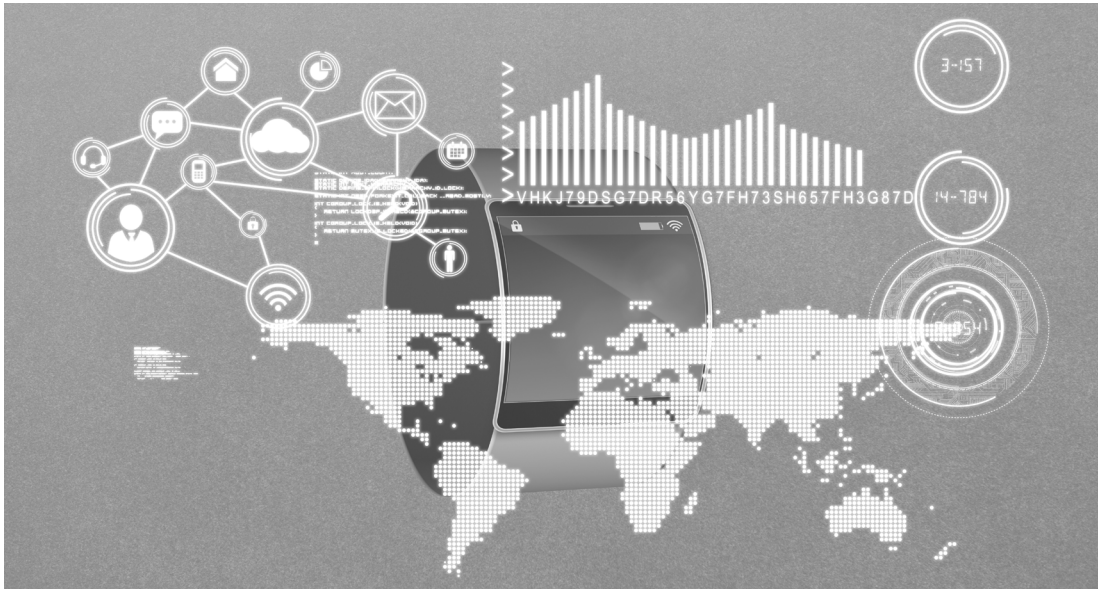
**A modern enterprise requires:**

…a flexible and modular approach that utilizes content and information wherever and whenever it is needed — **CONTENT SERVICES.**

…process tools that can be delivered with the simplicity of an app, but within a framework that allows the business to remain in control — **PROCESS SERVICES**.

… automated tools to prepare ALL of its information — both data and content — for the era of machine learning — **ANALYTICS SERVICES.**



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## About Hyland

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Hyland is a leader in providing software solutions for managing content, processes and cases for organizations across the globe. For over 25 years, Hyland has enabled more than 19,000 organizations to digitalize their workplaces and fundamentally transform their operations. Named one of Fortune's Best Companies to Work For® since 2014, Hyland is widely known as both a great company to work for and a great company to do business with.

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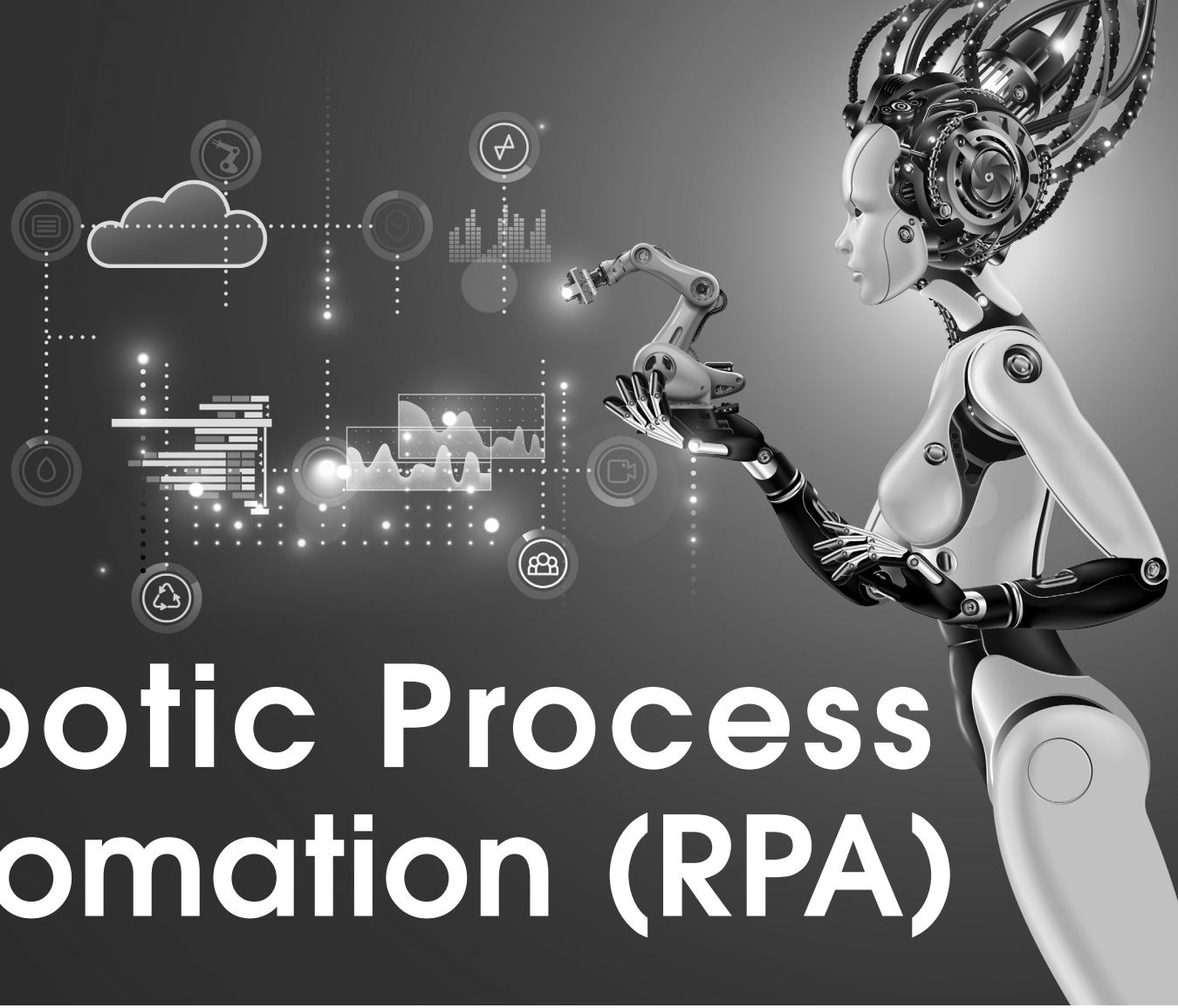
aiim Emerging Technology Course



# Robotic Process Automation (RPA)

AIIM's emerging technology course about Robotic Process Automation (RPA) explores what RPA is, what it does, as well as why and when you may want to consider using it in your organization. It also covers the benefits and limitations of RPA as well as which business processes are best suited for its use. This course is ideal for IT, business analysts, consultants, business unit managers, and other professionals asked to effectively manage organizational content and processes.

**For further information** click here.

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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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