

# Digitisation at work

A study into the digital enterprise —  
and how to turn talk into action in 2016

# How is digital transformation working for you?

The digital age promises so much. A world where people, process and technology come together to make everything effortless.

When work flows, the results can be powerful:

**Electronic hospital records** make it easier to save lives.

**Helicopters stay airborne** because digitised documents are instantly accessible.

**Intelligent call-centre software** makes our day a little brighter with the answers we need.

But this report, *Digitisation at work*, shows that while organisations have ambitions for a lean and agile digital future, their present is still badly weighed down by paper.

Not only does this undermine productivity by perpetuating slow and expensive manual processes, it's oh-so wasteful: easily half of the paper we print at work is used once, then thrown away.

Surely we can do better.

# How is digital transformation working for you?

## Insight must come before action

If you have big ambitions for becoming a digital enterprise, but a long way still to go in freeing your organisation from paper-based processes, you wouldn't want to skip the step that sets you up for success.

Which is why the biggest surprise of the survey is that many seem to be doing just that. They're digitising before the data is in; automating without first analysing where they're at.

In short: they're failing to make a level-headed assessment of paper use and the flow of documents before throwing themselves into the digital race.

The message of this report is simple. Start with data.

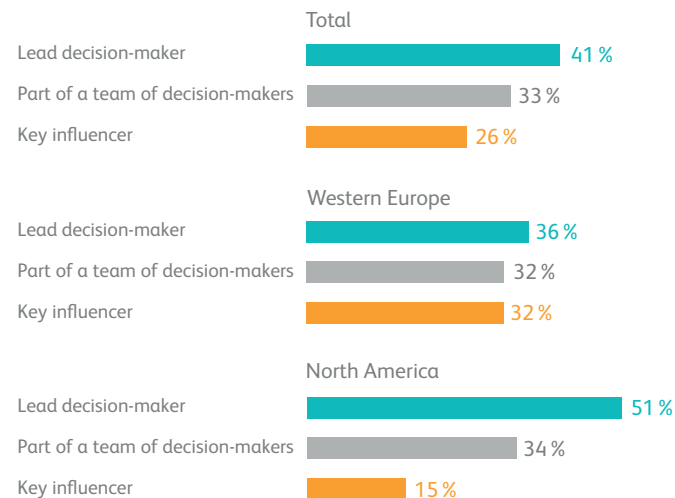
Analyse and assess before you optimise or automate. Use insight to inform your digitisation choices, because that's how you make better choices. And why wouldn't you want to do that?

## Who did we ask?

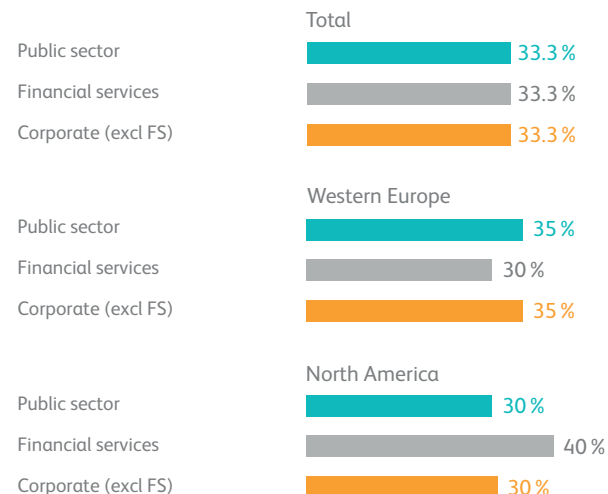
In the second half of 2015, Coleman Parkes Research surveyed 600 IT decision-makers and influencers from organisations in the United States and Canada as well as Western Europe (Benelux, France, Germany, UK.)

All respondents had responsibilities that included digital technology strategy, solutions and infrastructure.

## Respondent roles in digital decision-making



## Sector breakdown



## Stuck in the past

Fewer than 50% of respondents can point to processes that are mostly or fully digitised.



# Stuck in the past

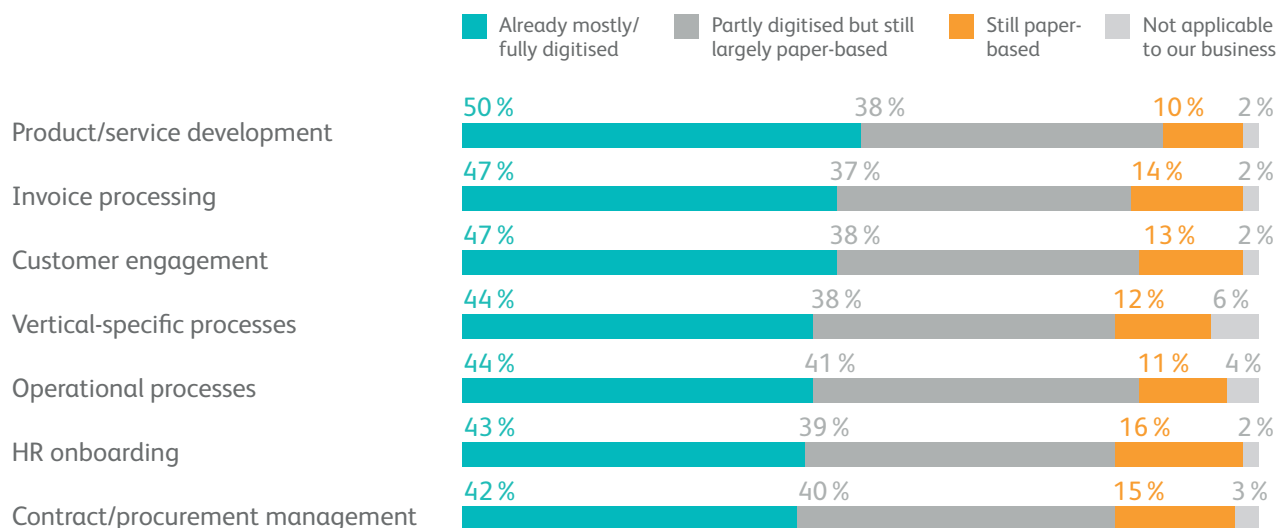
Reflecting on our personal lives, it's easy to believe that we live in a digital age.

But at work, paper-based processes are still the rule. Less than half of our respondents work in organisations where processes are mostly or fully digitised (see figure 1)\*.

The picture is similar for other key digital initiatives: there's been lots of progress, but there's still some way to go. We found that:

- 37% still don't have strategies in place for social media.
- 40% haven't yet implemented solutions for mobile working.
- 45% have not yet incorporated or improved predictive analysis through big data.

Figure 1. To which extent are the following paper-based or digitised now?\*



\* We asked about seven activities that involve one or more processes and are broadly representative of document-intensive processes in large organisations. Product/service development is the only one that is mostly/fully digitised for a majority of respondents (and only just).

The pressure's on  
Process automation  
is on the agenda for  
71% of respondents.



# The pressure's on

But our respondents are ambitious. 71% of them have identified processes that would benefit from intelligent automation technologies.

And in two years, almost two-thirds expect to be working in digital enterprises, compared with less than half today, and on average less than 10% of processes will be entirely paper-based.

What benefits do organisations expect to derive? Figure 2 shows that the main drivers for digitisation are cost, information security, agility, speed of service, and data management.



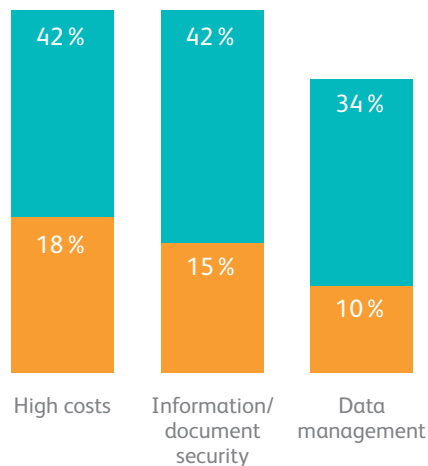
71% of respondents are thinking about process automation.

The lead candidate processes are:

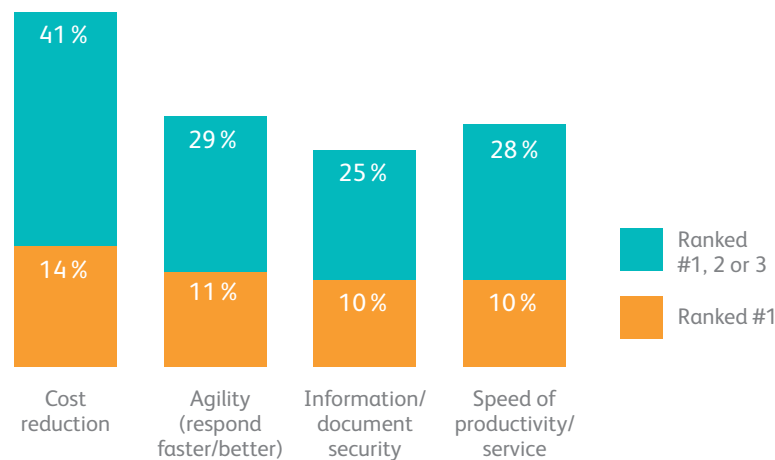
- Accounting (38%)
- Expenses (37%)
- Accounts payable (36%)
- Customer relationships (35%)

Figure 2. Digitisation drivers

Top challenges of paper-based processes



Top benefits of digitising



Are you a leader  
or a laggard?  
Only 10% of  
respondents are  
digitised across  
major process areas.





# Are you a leader or a laggard?

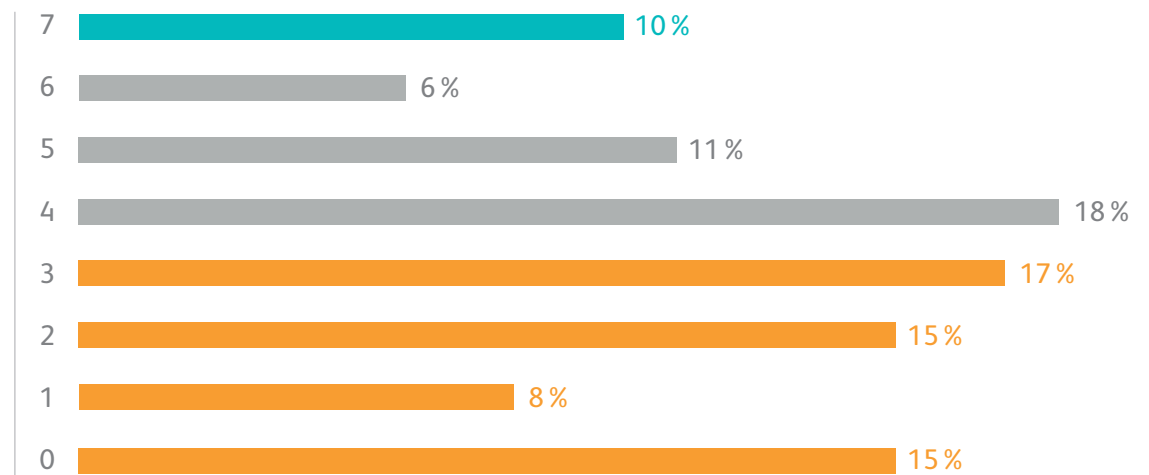
It's unlikely that 40-50% of organisations are doing all the digitising, and the rest not at all, as suggested by figure 1. In reality, there are leaders and laggards (figures 3 and 4).

■ Only 10% are essentially digitised across the board.

■ More than half (55%) are still mostly paper-based across more than half of their processes (digitised only in 0-3 areas).

15% are still essentially paper-based across the board (0 process areas mostly/fully digitised).

**Figure 3. Leaders and laggards:**  
All respondents by number of process areas mostly/fully digitised



Number of process areas from figure 1 on page 5 that each respondent has digitised

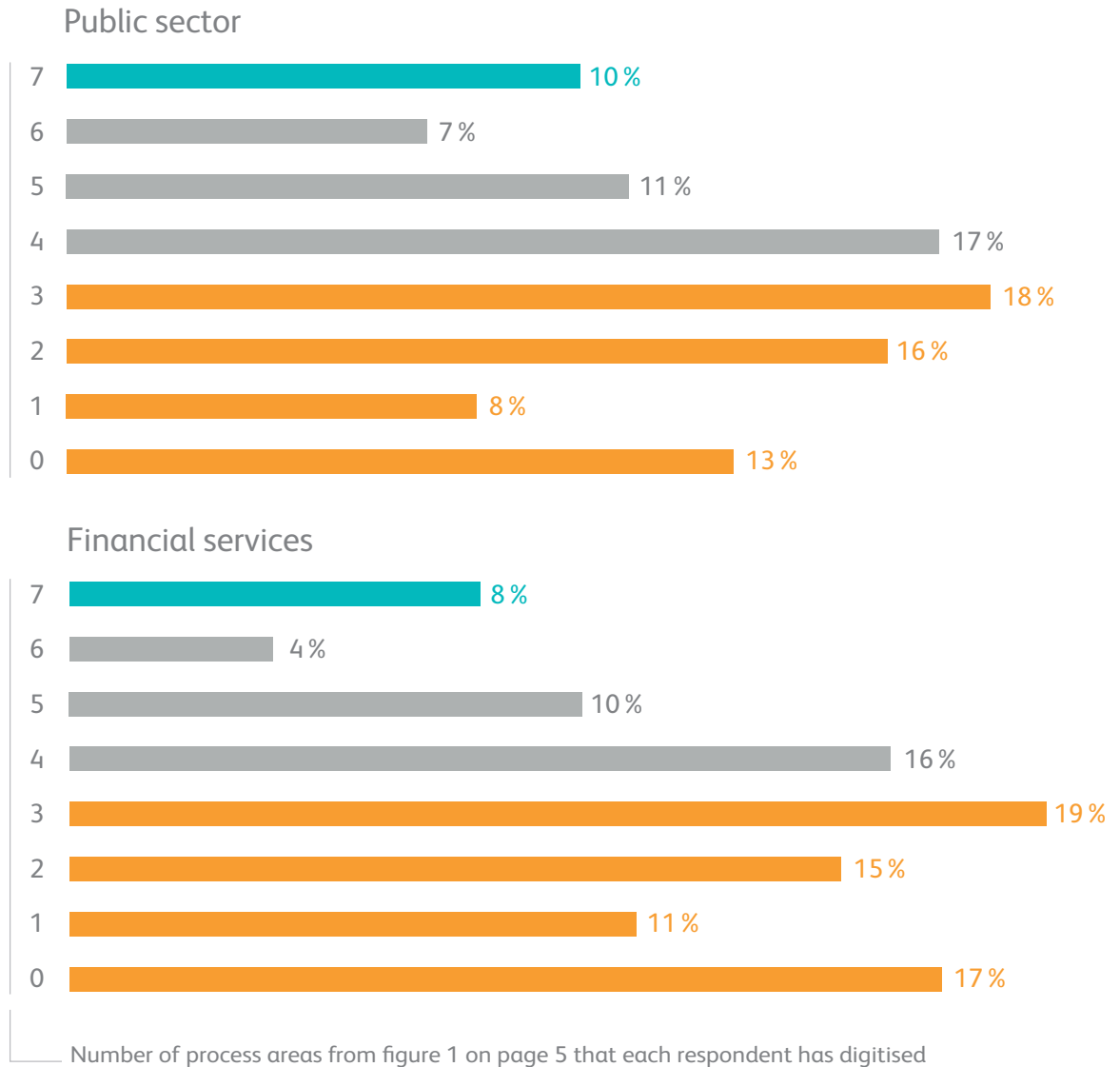
# Are you a leader or a laggard?

## Financial services lag behind public sector

62% of financial firms are still mostly paper-based, compared with 55% for public sector and overall.

17% of financial firms are essentially paper-based, compared with 13% for public sector and 15% overall.

Figure 4. Financial services lag behind public sector: Sectors by number of process areas mostly/fully digitised



# Are you a leader or a laggard?

## Mind the gap

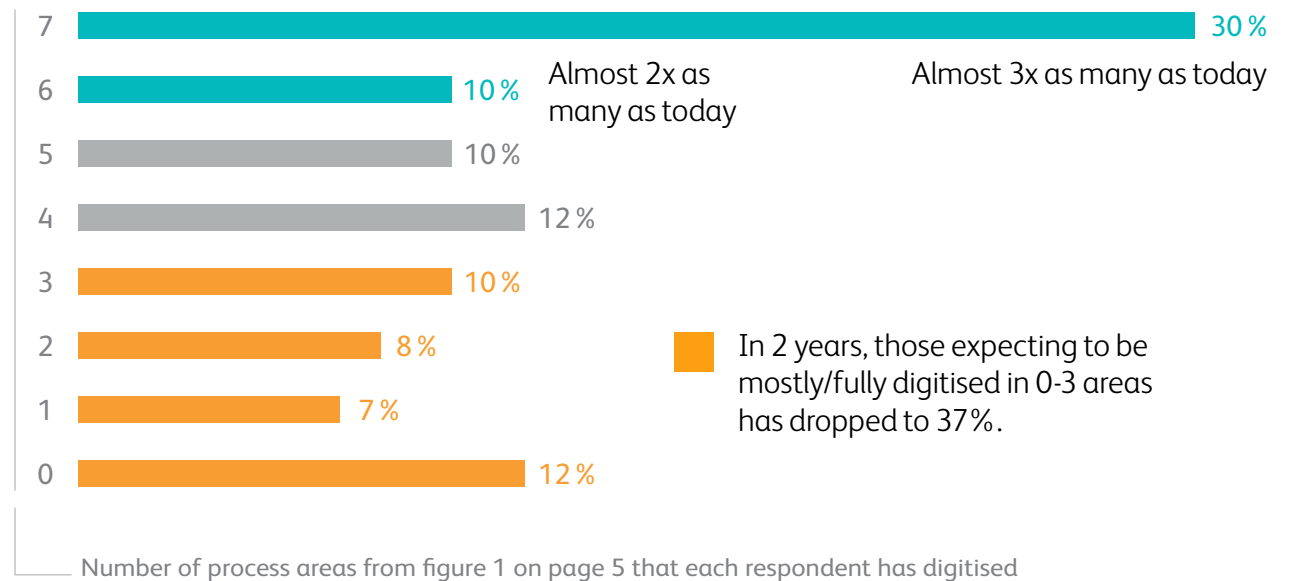
Jump forward two years and the outlook seems good: there are fewer laggards, with those that are paper-based in more than half of the process areas dropping by a third from 55% today (figure 3) to a projected 37% (figure 5).

But look at those that haven't digitised any of the processes we asked about. Today they are 15% of our sample (figure 3); in two years they are 12% (figure 5). That's a more modest expected improvement among the worst of the laggards.

Compare that modest improvement with the impressive rate of growth among the leaders in figure 5.

If the biggest laggards don't get a move on, they risk falling further and further behind and losing out on the competitive advantages derived from becoming a digital enterprise.

Figure 5. Leaders and laggards in two years time: All respondents by number of process areas mostly/fully digitised



## Why print analytics are key to success

90% of respondents  
believe they have  
good print analysis  
tools — but only half  
are fully using them.



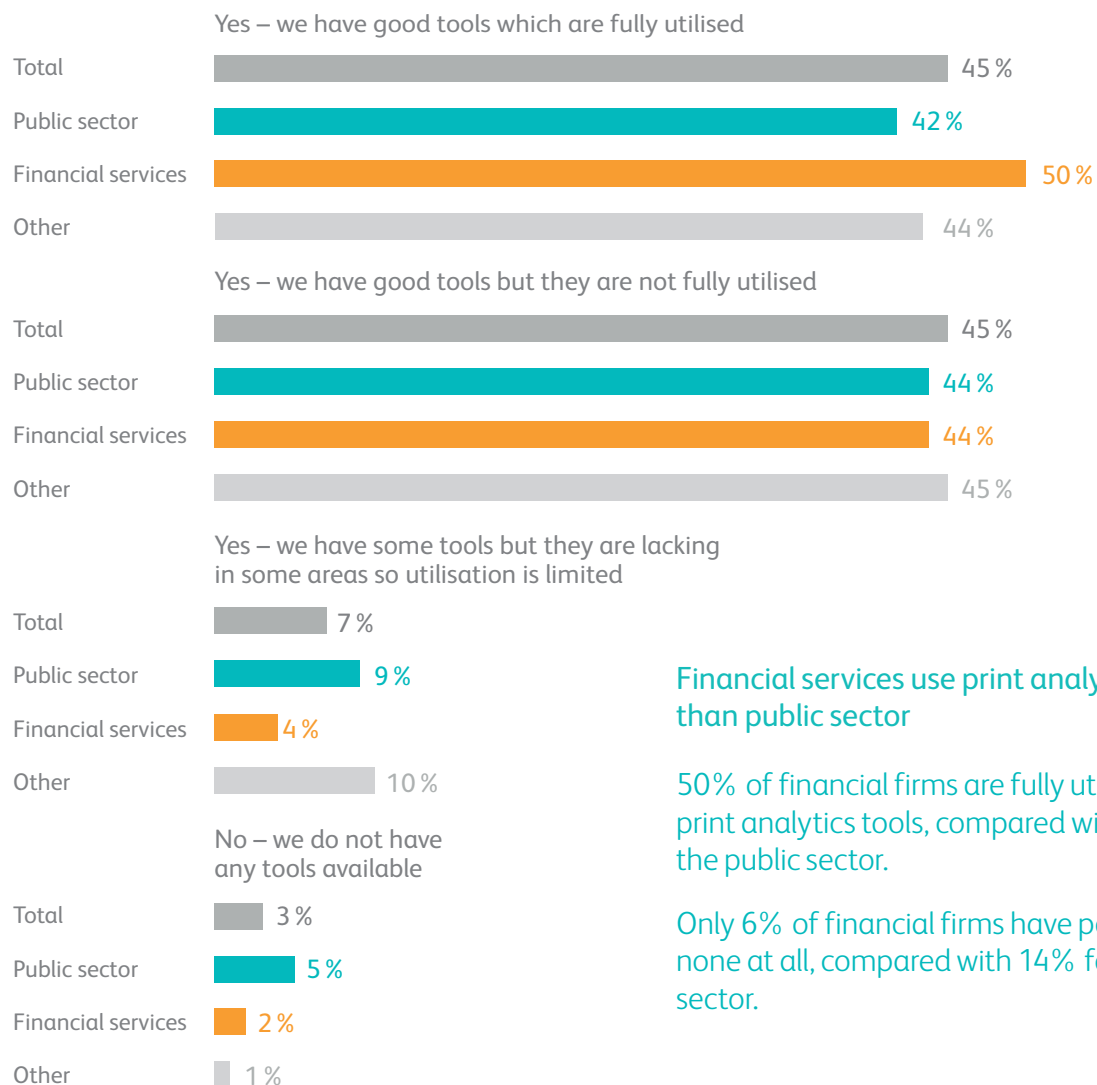
# Why print analytics are key to success

The biggest surprise of the survey is illustrated in figure 6. While 90% of respondents say they have good tools to analyse employee print habits, only half of them (45%) are using those tools fully.

In other words: organisations are missing a major trick to deliver on the expected benefits of digitisation. Here's why:

Most documents today start their life on a computer, a tablet, a smartphone — devices that offer easy sharing and storage. Why would anyone print them? Yet they do. Large organisations typically print hundreds of millions of pages every year. How can you hope to pull down paper-based barriers if you don't understand where, when and why all this printing is happening?

Figure 6. Do you have the tools to assess and analyse employee print habits inside your organisation?



Financial services use print analytics more than public sector

50% of financial firms are fully utilising their print analytics tools, compared with 42% for the public sector.

Only 6% of financial firms have poor tools or none at all, compared with 14% for the public sector.

# Why print analytics are key to success

## Listen to the data, it knows more than your gut

By analysing employee print habits you can see hidden opportunities for digitisation, where paper use is unnecessarily high. Without such insight, all you can do is guess at the best candidates for process digitisation or workflow automation. And guesses are never as reliable as well-analysed data.

Here's an example. A professional services firm noticed a big drop in print volumes for one of its centralised print rooms. It identified the 'missing' print as training documents. The firm knew that training was still happening, so it assumed that the documents were being digitally distributed rather than printed — an excellent result.

When we analysed the firm's printing, they got a nasty shock. The training documents were now being printed on office devices.

Not only was paper use as high as before, it was costing more (since office print was more expensive than centralised print). Additionally, sensitive internal documents could potentially be exposed on unsecured printers.

We identified that 72,000 pages were printed every month just for training. And that 80% of these pages were thrown away at the end of the course. Understanding and overcoming the barriers to digitisation was an obvious priority in this case. And one that was hidden until we did the analysis.

## Do you have the right tools?

So why does our survey show that half of those with print analysis tools aren't using them?

We believe that mostly it's because their tools are of limited value in identifying inefficiencies in paper-based processes. When respondents say they have 'good' print analysis tools, we suspect they mean:

- We can count the number of pages we print.
- We know if it's black-and-white or colour.
- We can drill down to a certain level of granularity.

# Why print analytics are key to success

But they can't get specific about who is printing what — and why.

There are good tools to measure print volumes. And there are good tools to extract meaningful insights from print data.

These are two very different beasts.

Organisations may have the first; few have the second. Most are unaware that basic print analytics has evolved into sophisticated **document and workflow analytics**.

## And are the tools in the right hands?

The other factor is one of resource: in-house or **through a third party**.

In the digital age, the data keeps coming. To use it well, you need expertise and focus — the right kind of resource, and enough of it.

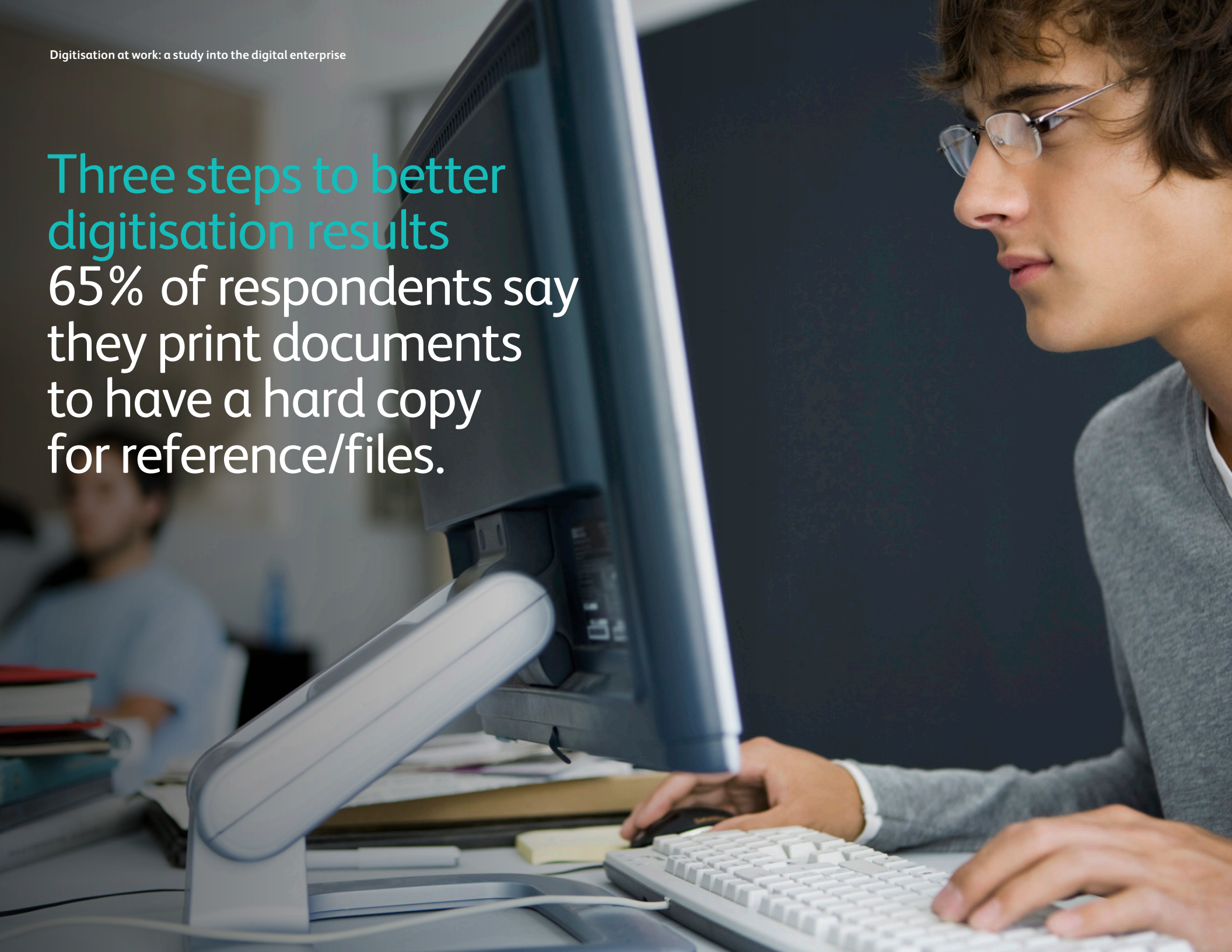
Luckily, today a little can go a long way. When the right people use the right tools in the right way, people, technology and process come together with amazing results. Not too long ago it took time-consuming, resource-intensive consultancy engagements to uncover why people were printing. Not anymore.

## It doesn't have to be expensive

In the right hands, today's sophisticated document analytics tools reveal most of what you need to know quickly and clearly. If consultancy is still called for, it can be better targeted, shorter and less expensive.

Imagine you're the professional services firm we referred to earlier. Quantitative document analytics and a small amount of interviewing have identified training and some other processes as big paper users. It's been quick and cost-effective. Before you spend a penny on a detailed workflow study, you know which processes are causing headaches. And because your further investment is targeted, you're more likely to put the right digitisation solutions in place.

Three steps to better  
digitisation results  
65% of respondents say  
they print documents  
to have a hard copy  
for reference/files.





# Three steps to better digitisation results

Is paper entering your organisation from the outside and not being scanned?

Do employees find scribbling on paper more efficient than digital annotation?

Do you have people typing data from documents into databases — without the benefit of two screens?

Is a training room not set up to use documents electronically?

Learning these things about your organisation *before* digitising will multiply your chances of success many times over.

We find it helpful to think about digitisation in three stages, each of which delivers increasing value for the given investment. It won't surprise you to discover that the first stage starts with taking stock through measurement and analysis.

Andy Jones, Vice President,  
Workflow Automation,  
Xerox Large Enterprise Operations:

“Organisations foresee a lean and agile digital future, but the present is still badly weighed down by paper. The disconnect between the vision and the steps required to achieve it has stalled the promise of digitisation.”

# Three steps to better digitisation results

## 1 Assess and optimise

Start by auditing, tracking, measuring, analysing your use of paper. 'Optimise' might mean digitising; or it might mean first re-engineering paper-based processes. But it should *follow* assessment — and be based on its insights — to assure results.

## 2 Secure and integrate

Never forget the bigger picture. Cost, security and agility are the key drivers of digitisation (remember figure 2). You won't get the results you want if you don't build in security and make absolutely sure that technology, process and people can play together happily.

## 3 Automate and simplify

If you're like the large majority of our respondents you'll be eyeing up candidates for workflow automation. As you should — it's where so much of the benefit will come. All we're saying is: don't forget that stage 1 comes before stage 3. Assess before you automate, and better results will follow.

Steps 1 and 2 might happen in parallel, but step 1 should definitely precede step 3.

# Further information

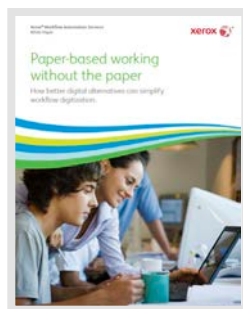
If you like this report, you might enjoy:



## Quocirca, MPS Market Landscape, 2015

How managed print services are tackling the paper-to-digital workflow, addressing security issues and innovating through analytics, with an analysis of the key vendors.

[Download >](#)



## Paper-based working without the paper

Often people have good reasons for preferring paper. This paper examines how better digital alternatives can simplify workflow digitisation.

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## Three flow killers

What to do about the forces that slow business down, clog processes and inhibit growth.

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As well as the case studies and articles linked to in the report above:

- [Luton & Dunstable University Hospital](#) digitises medical records
- [AgustaWestland](#) digitises parts documents
- [New Mexico Medicaid Management Information System](#) uses intelligent software in its call centre
- Blog: [Endpoints Secure? How About Employees Who Use Them?](#)
- Blog: [How to Create Intelligent Documents](#)
- Blog: [Transforming the Workplace: Managing your Digital and Paper Worlds](#)
- Blog: [Five Signs Your MPS Provider Understands Document Analytics](#)

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