Industry
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Case Management and Smart Business Applications

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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 301 individual members of the AIIM community between May 09, and Jun 03, 2014. Invitations to take the survey were sent via e-mail to a selection of the 80,000 AIIM community members.

Survey demographics can be found in Appendix 1. Graphs throughout the report exclude responses from organizations with less than 10 employees, and suppliers of ECM products and services, taking the number of respondents to 258.

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.

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Introduction

Smart Business Applications, Smart Process Applications (SPAs), Intelligent Business Processes, Adaptive BPM: these are all terms applied to a new generation of applications that use computer intelligence to extract context-relevant information from the content associated with a business process, and use it to select, modify or re-direct the next steps in the workflow. One of its primary applications is in case management. Here the term "case" is used in its widest sense to refer to any process or project that has a defined beginning and end, where the process steps and outcome may change during the course of the process, and where associated content needs to be grouped and managed as a case-file or project-file. Applications can range from payment management, through contract bids, claims handling and loan origination, to traditional healthcare, crime or legal cases.

Historically, case management systems and indeed most BPM systems have been somewhat rigid in their workflows, lacking the ability to re-route as the case progresses – much like early satnavs, in fact. However, a completely free-to-change process definition could introduce shortfalls in compliance and may well be sub-optimum in terms of productivity. By adapting the process definition as the case progresses and doing so based on the content and context of documents incoming to the case, the process can be handled flexibly but compliance is still hard-wired.

In this report, we take an in-depth look at the applicability of smart business applications, the experience of early users, the drivers for improved case management, and the feature sets required of a modern case management system.

Key Findings

IT Support for Case Management

- For 51% of the organizations polled, half or more of their business processes are not straightforward or predictable. For 62% half or more processes involve assembling a case folder, claim file, project folder, proposal, etc.

- Increasing customer expectations for speed of response is the biggest pain point for those surveyed (44%). Dealing with unstructured inputs and connecting to key business systems was the next biggest issue (42%).

- 58% consider their case handling system to be vital or very important to their customer experience management. For 67% it is vital or very important for legal and regulatory compliance.

- 37% have a case-capable support system, whereas 28% need to use customizations, workarounds and add-ons to handle case scenarios. 18% use an entirely manual process, and 17% don't really manage cases as processes.

- 32% feel that a better system would also improve productivity, and 22% feel that the successful outcome of their cases is being limited by poor IT support.

Smart Business Applications

- 7% are live with adaptive and intelligent workflows, with a further 12% experimenting. 45% are more likely to be using fixed workflows, and 36% have very few computer-driven processes.

- Of those using smart applications, 41% have achieved successful outcomes, and 52% feel the results are promising but it is early days. The biggest deployment issues are setting up the rules and handling difficult exceptions.

- The biggest benefits cited by users are faster and more consistent customer response and faster end-to-end process times. Staff appreciate the flexibility, and adaptive systems make it much easier to respond to regulatory change.

Inbound Content

- For 67% of respondents, half or more of their main LOB processes involve connecting multi-channel inbound content to one managed process. One third consider this to be their biggest single problem in managing cases.

- 23% admit that their management of inbound emails and faxes is somewhat ad hoc, or even "chaotic". Voice and hand-written correspondence even more so.

■ While 47% have automated management of inbound invoices and web forms, only 34% automate email routing. Only 29% automate handling of forms on paper.

Case Management Features and Automation

■ 22% have a dedicated case management system and 16% a dedicated BPM suite. 42% currently use workflow in their DM or ECM systems for process management, 20% have a custom system or middleware.

■ The most important features for a modern case management system are flexible workflows, comprehensive monitoring and reporting, and direct archive to records management. Direct capture across inbound streams, and better pattern detection and analytics are also important.

■ Automated classification and automated recognition and routing of inbound content are desirable features for 80% of respondents, although only 7% have them now. Routing to the case file by customer ID and automated monitoring and alerts are also much sought after - 20% have these now.

■ The biggest issue with current solutions is lack of a single view of the customer due to parallel storage of data in multiple systems. After email, the records management system, and then LOB and ERP systems are the most important integration requirements.

■ 55% need to view case content on mobile but 50% also think it is essential to be able to interact with workflows and add comments. 41% need to capture documents, signatures and photos.

Spending Plans

■ On the whole, users are likely to increase spend on all aspects of case management and process automation in the next 12 months, in particular custom development, workflow/BPM, and case management extensions to existing ECM.

Business Processes Management

Case management has always been a severe test of any BPM or workflow system. These systems work best where there is a predictable path through the process, albeit with branches and alternative routes that can be made conditional on straightforward qualifiers such as order value, loan amount or approval level. By its nature, case management frequently involves variations to the process which may only become apparent as the case progresses, and which require a high degree of adaptability and flexibility in the workflow rules. For 51% of the organizations who responded to our survey, half or more of their main line-of-business processes do not follow straightforward, step-by-step workflows, but there is a considerable spread.

Figure 1: What proportion of your main line-of-business processes would you say are NOT straightforward, predictable, step-by-step processes with readily defined workflows? (N=253)
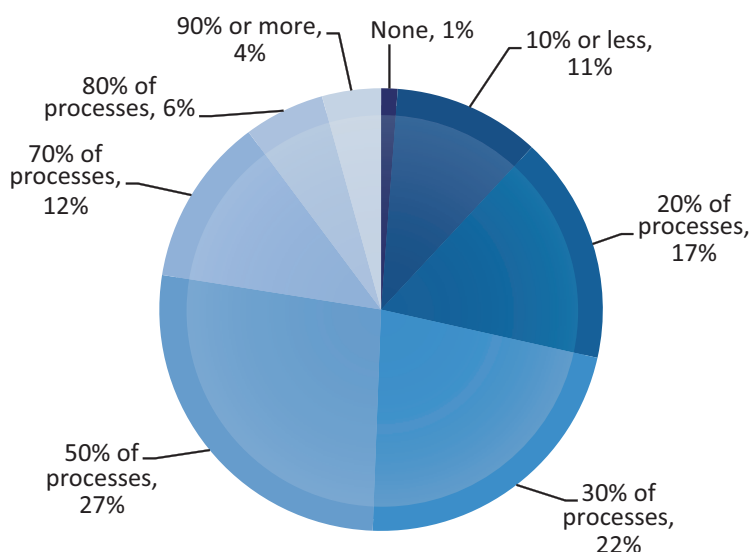
In some organizations, dealing with cases is core to what they do, but in others there may be plenty of straightforward processes working alongside, and these may run quite happily on the standard workflows provided in most document management, ECM, or scanning and capture systems. Alternatively, they may be readily managed by dedicated BPM suites, or a combination of the two. Payment processing is a good example where 80% of purchase-order based payments work quite happily within a fixed workflow, but the remaining 20% of contract-related or service-orientated settlements will involve supporting documentation, additional reports, varying levels of authorization, and may well end up in legal dispute.

We can see from Figure 2 that only 24% of our responding organizations use a dedicated case management system (which may or may not have adaptive or dynamic workflows – see later). 47% use workflow in their ECM/DM, SharePoint or capture systems, and a further 16% use a dedicated workflow/ BPM suite. In many financial or purchasing applications, workflow may well be implemented in core enterprise applications. In many smaller organizations, workflow has traditionally been custom-crafted from Visual Studio platforms or middleware (20%).

Figure 2: Which of the following systems do you most actively use for process management and workflow? (N=257)
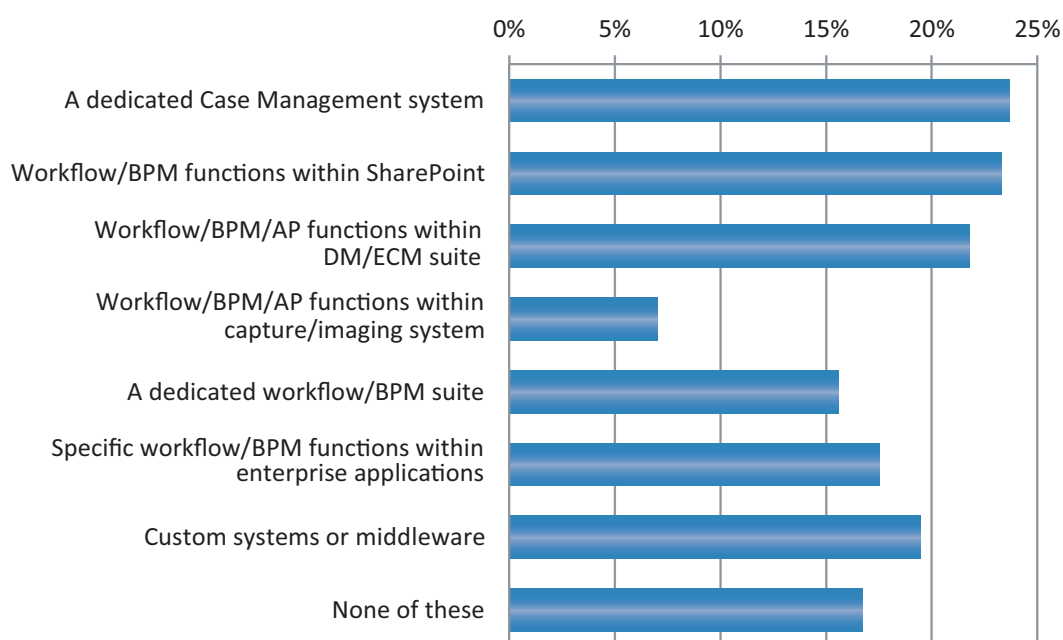
The picture we are building, therefore, is one where there are many different process management capabilities in use, and they will have very variable suitability for any form of case management, let alone adaptive, flexible and smart case management. As we will see later, even within the same organization there may be a number of different systems handling different case applications, with differing degrees of success.

Figure 3: How would you describe the ability of your current system(s) to deal with case processing and associated documents? (N=255)
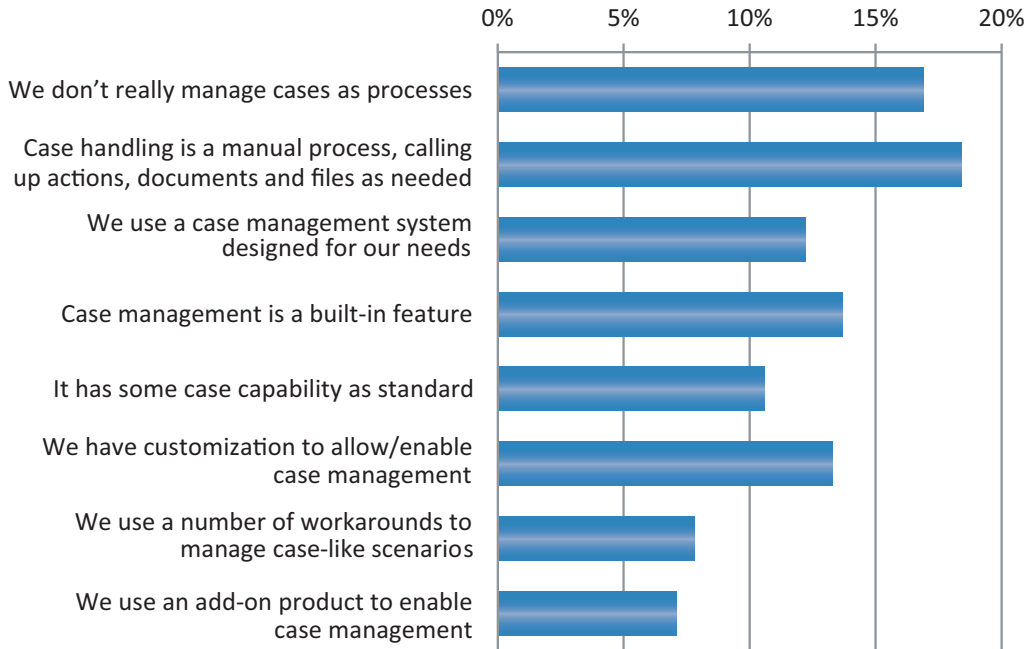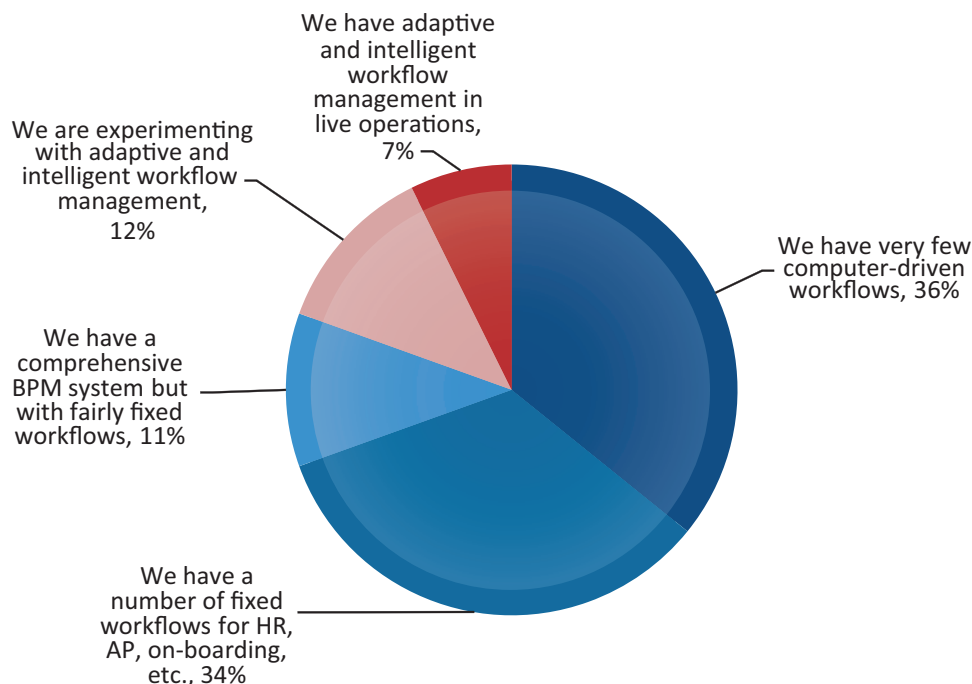

Beyond the 35% who either don't manage cases as a process or where case processing is entirely manual, 28% use customizations, workarounds and add-ons to handle case-management within their existing systems. Only 35% have what they would describe as a case-capable system using standard functionality.

> 40% of users are reliant on custom-built systems or customizations/add-ons to ECM/DM to manage case-based processes. 35% rely on manual methods.

Smart Business Applications

Staying with the process management aspects, and not defining specifically what we would consider to be smart or intelligent applications, we asked respondents what experience they had in this area. 7% consider they have adaptive and intelligent workflows in live deployment, with a further 12% experimenting: 19% in total, rising to 26% of organizations with over 5,000 employees. 45% on the other hand, have process management applications, but consider the workflows to be somewhat fixed. A further 3rd are in a somewhat immature state with very few computer-driven workflows.

Figure 4: Do you have any smart business processes or intelligent applications? (N=246)

We have adaptive and intelligent workflow management in live operations, 7%

We are experimenting with adaptive and intelligent workflow management, 12%

We have very few computer-driven workflows, 36%

We have a comprehensive BPM system but with fairly fixed workflows, 11%

We have a number of fixed workflows for HR, AP, on-boarding, etc., 34%

We then asked those who have some experience of smart processes what the outcome has been. 41% have already achieved their initial objectives, and a further 52% are getting promising results. Only 7% are disappointed with the system. For an early-stage technology, these results are very encouraging.
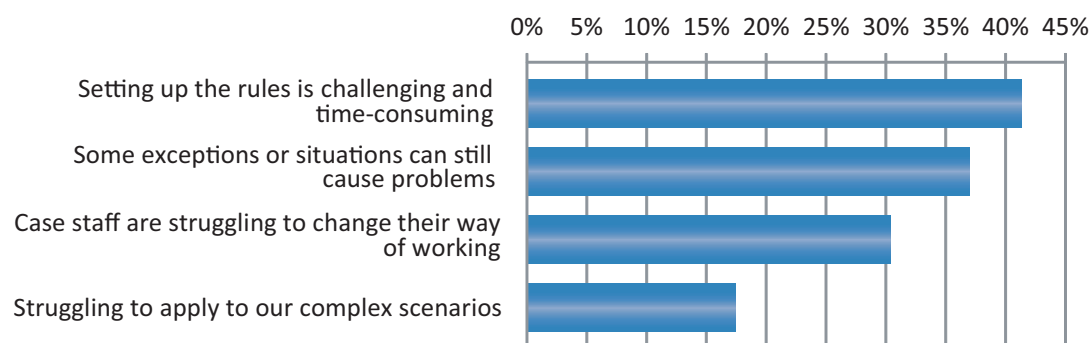
Our respondents listed a wide range of application areas for their smart business applications from contract management, claims disputes and loan approvals to engineering requests, litigation and FOIA (Freedom of Information applications).

Figure 5: What has been your experience of smart/adaptive/dynamic process applications – benefits (Check any that apply) (N=46 SPA users)
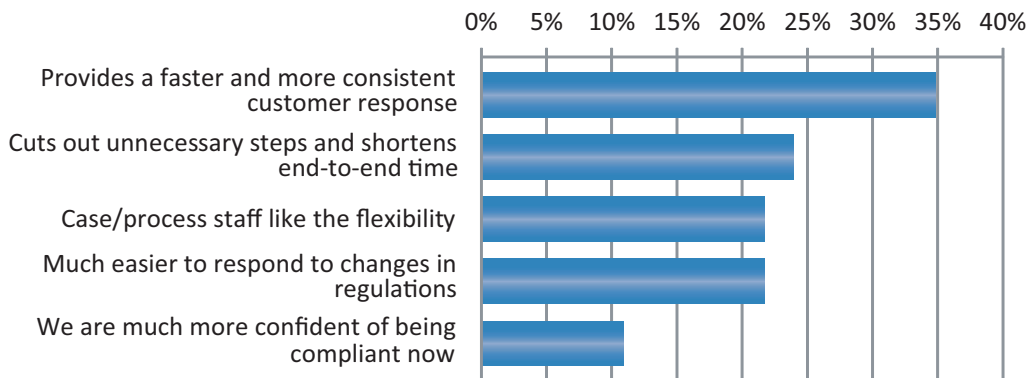
Faster and more consistent customer response is given as the biggest benefit, often a crucial element in today's competitive social media-driven environment. Shortening of the end-to-end process time will also help customer service, and most likely to lead to cost savings. Rules-driven compliance processes that are also flexible can make response to regulatory changes much simpler – a big issue for financial institutions.

Figure 6: What has been your experience of smart/adaptive/dynamic process applications – issues (Check any that apply) (N=46 SPA users)

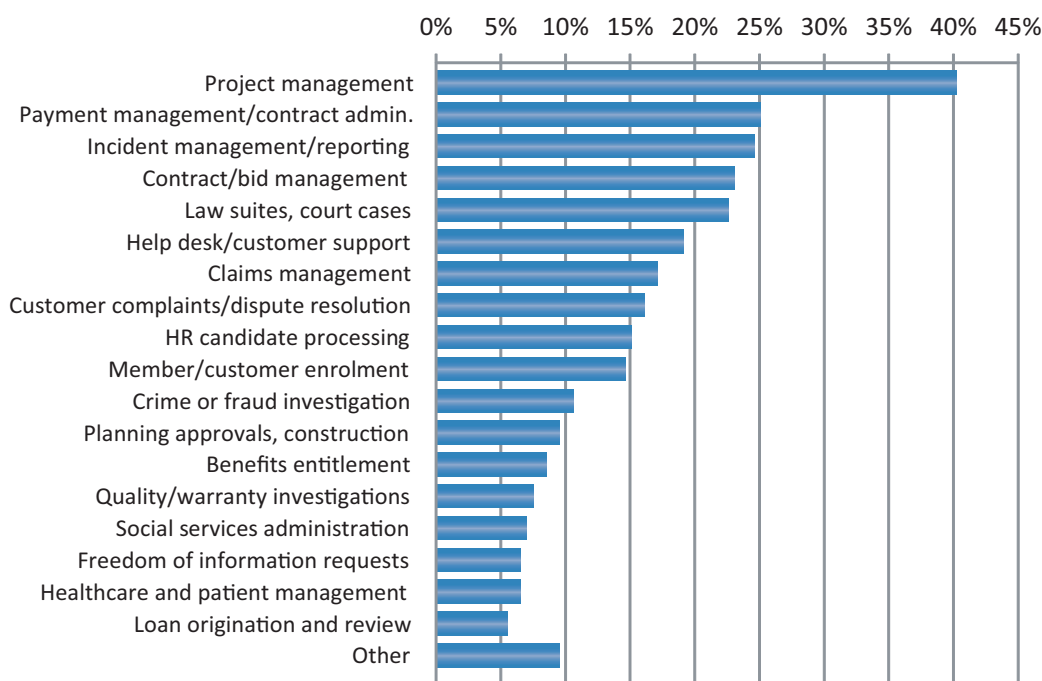|	0% 5% 10% 15% 20% 25% 30% 35% 40% 45%
Setting up the rules is challenging and time-consuming	
Some exceptions or situations can still cause problems	
Case staff are struggling to change their way of working	
Struggling to apply to our complex scenarios	

On the issues side, there is no doubt that users find setting up the rules to be challenging and time-consuming, an aspect that also comes out in open-ended comments. This is an area that can vary considerably between different products, and prospective users should take particular care during the selection process. Inevitably, there will be some exceptions where the rules won't fit, or perhaps there are no rules, so human judgment needs to be applied – and as with any business-change project, staff will often focus too much attention on these potential problem situations.

> Early adopters of smart business applications are achieving promising results with 40% having already achieved their initial objectives. Only 7% are disappointed with the system.

Case Types and Characteristics

Moving more specifically to case-based applications, we asked respondents to categorize their most prevalent case applications. The somewhat generic "project management" is the most frequent, followed by payment management and contract administration. Incident management and bid management come next, and then the more traditional lawsuits and court cases.

Figure 7: How would you categorize your most prevalent or important case application(s)? (N=199)

	0% 5% 10% 15% 20% 25% 30% 35% 40% 45%
Project management	
Payment management/contract admin.	
Incident management/reporting	
Contract/bid management	
Law suites, court cases	
Help desk/customer support	
Claims management	
Customer complaints/dispute resolution	
HR candidate processing	
Member/customer enrolment	
Crime or fraud investigation	
Planning approvals, construction	
Benefits entitlement	
Quality/warranty investigations	
Social services administration	
Freedom of information requests	
Healthcare and patient management	
Loan origination and review	
Other	

Looking to define the key characteristics of these case management applications, variety of content is by far the most common factor, but this is followed by a strong showing of the need to be archived for compliance, re-inforcing the requirement that many case-based projects are subject to audit or potential investigation, and this element should not be left to chance. Multiple paths to a variety of outcomes is a common characteristic, and as with all projects, it is important to monitor progress and report overdue actions. Looking further down the list of characteristics, it is easy to see why case management causes so many problems for conventional ECM and workflow systems.
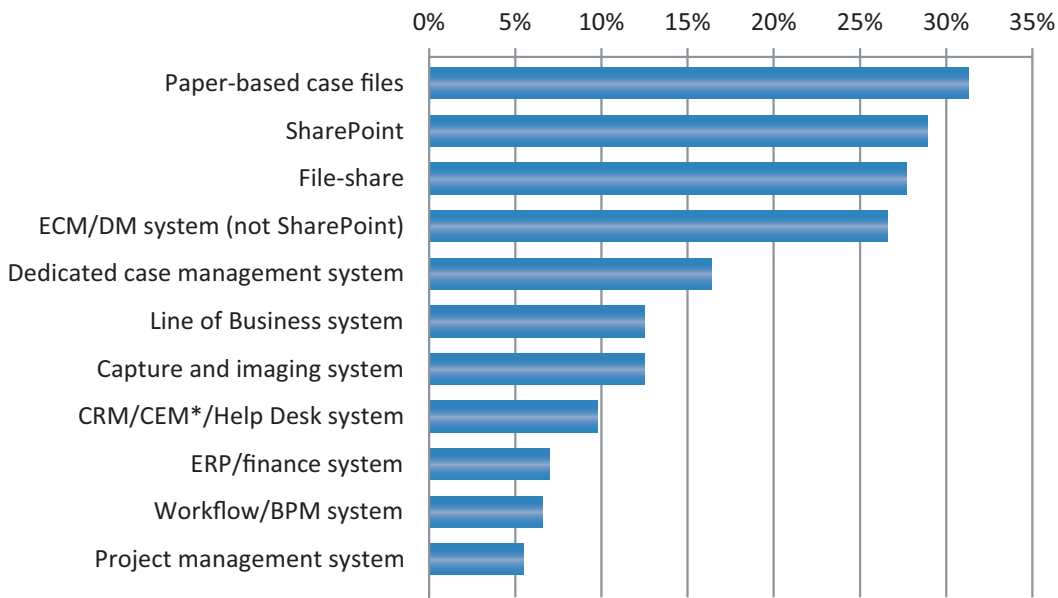
Figure 8: Which of the following would you use to describe key characteristics of your case management application(s)? (Check all that apply) (N=203)
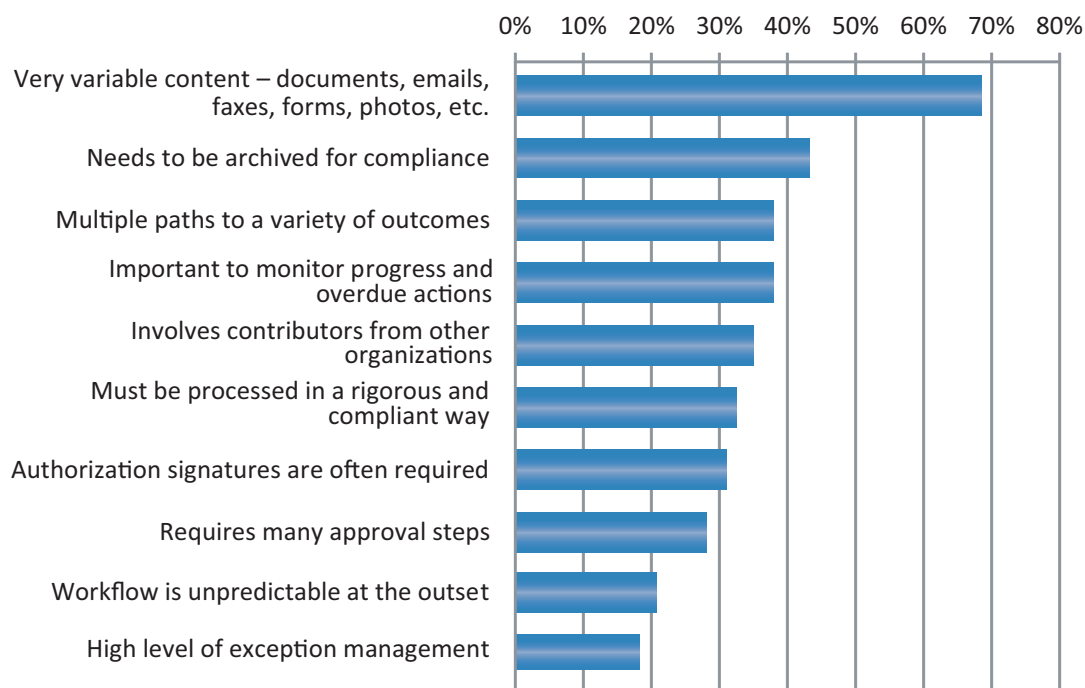
Picking up on the first characteristic of very variable content leads to the concept of the case folder or case file, but it might also be a claim file, proposal, incident report or service ticket, all of which imply a grouping of documents that are associated with the case, and which need to be managed as a group as the case progresses. For over 60% of our respondents, half or more of their main line-of-business processes involve a case file of some sort, but again there is a wide range from 10% to 90% of processes.

When it comes to where live, case-related content is normally stored, we see a further problem for many organizations. The content is likely to be scattered across many places and systems, and it is quite likely that those systems, at least in their out-of-the-box mode, do not support the concept of managing multiple documents as a single workflow. Indeed, for 31% much of this content is still paper-based, and even where it is electronic, it may well reside on the file share (28%) rather than within a content management system. Beyond ECM/DM systems (56%) and dedicated case management systems (16%) there are a host of other options for where case content might be stored.

Figure 9: Which of the following best describes the primary store(s) for your "live" case-related content and documents (Max TWO)? (N=256)

Paper-based case files
SharePoint
File-share
ECM/DM system (not SharePoint)
Dedicated case management system
Line of Business system
Capture and imaging system
CRM/CEM*/Help Desk system
ERP/finance system
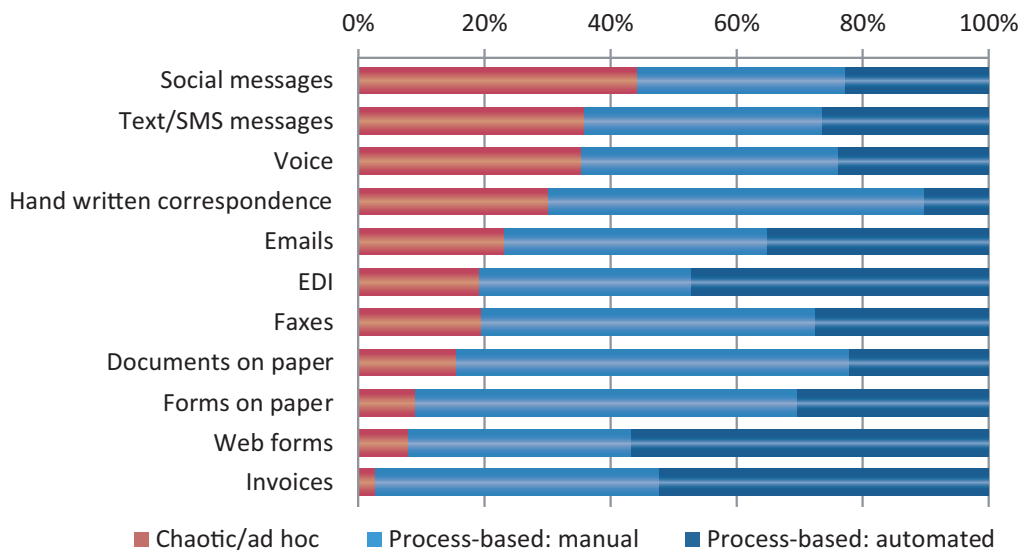Workflow/BPM system
Project management system

*CEM: Customer Experience Management

Inbound Case Content

Content variety is a key aspect of case applications, and often this content arrives from customers, clients and case partners through a range of inbound communications channels – letters, fax, emails, images, text messages, social, EDI, voice mails, etc. For 67% of our respondents, half or more of their main line-of-business processes involve connecting multi-channel inbound content to one managed process.

How these different media are managed varies considerable between and within organizations. Social messages are poorly handled in over 40% of organizations, as are text messages. This can be a particular concern not just in communicating with younger customers, but also in disasters and insurance claim incidents where customers may be disconnected from their normal infrastructure. Voice (27%), hand-written correspondence (25%) and, most worryingly, emails (23%) are the next most likely to be handled in an ad hoc way. Inbound paper documents and forms are much less likely to be chaotic, but over 60% of organizations still handle them with manual processes, even when they are scanned.

Figure 10: Looking across your incoming customer communications channels, how would you say each one is managed? (N=202, normalized for N/A)

Social messages
Text/SMS messages
Voice
Hand written correspondence
Emails
EDI
Faxes
Documents on paper
Forms on paper
Web forms
Invoices

■ Chaotic/ad hoc   ■ Process-based: manual   ■ Process-based: automated

Re-plotting Figure 10 to show automated processes, we can see that invoices and web forms are the most popular candidates – 47% of organizations – with emails (34%) and paper forms (29%) coming next. Automated handling of social messages is still in its infancy, but due to the sheer volume of traffic (and the frequently abusive nature of many comments) this is an area that needs automation to shield staff, and to route genuine complaints to the appropriate service desk.

Figure 11: Looking across your incoming customer communications channels, how would you say each one is managed? (N=202 normalized for N/A)
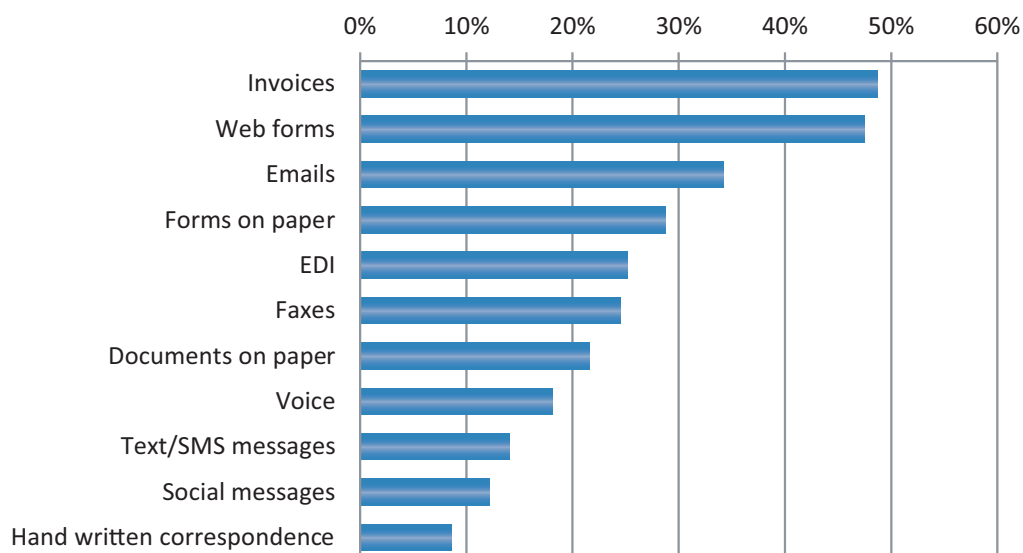
Drivers and Issues for Case Handling

We have seen that for many of our respondents, case-based processes constitute a significant proportion of their main business activities. Often these will be key customer or client-facing processes, and as a result, the speed of response and smooth running of these processes has a major effect on the customer experience – and become part of what we term Customer Experience Management (CEM). In fact 58% consider case handling to be vital and fundamental (25%) or very significant.

Figure 12: To what extent would you say your case-handling systems and procedures impact your customer (or client or citizen) response and customer experience management? (N=191)
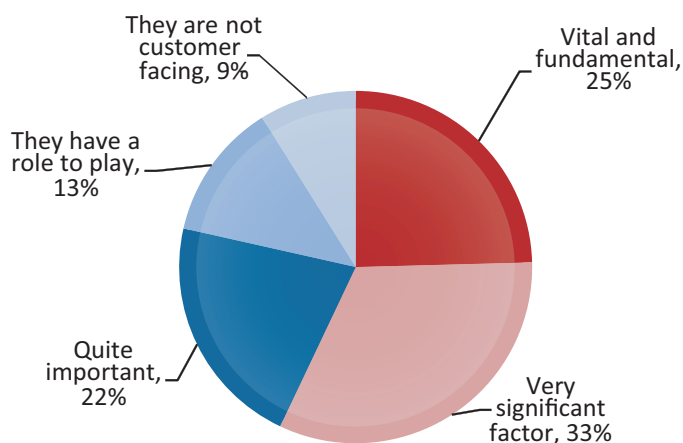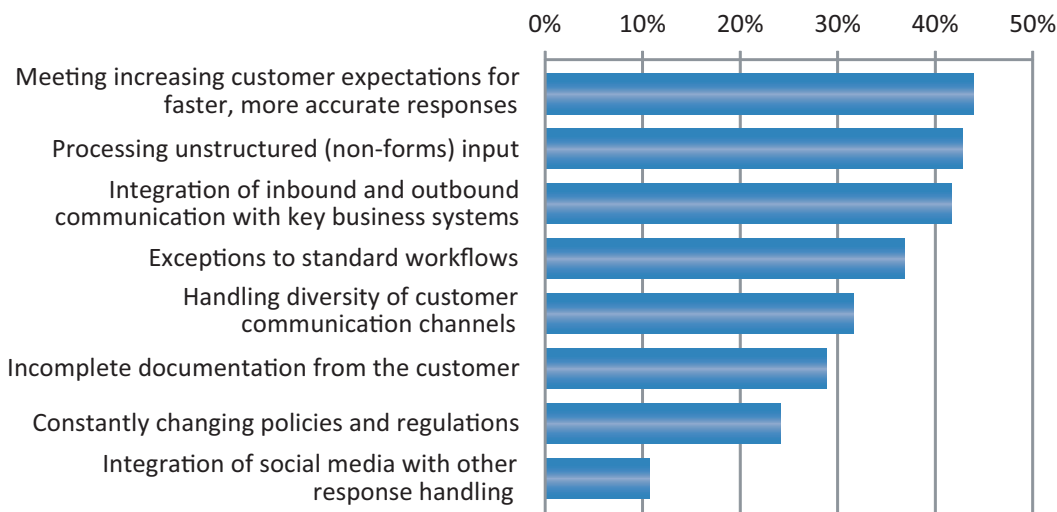

An even larger proportion, 67%, consider their case-handling systems to be vital and fundamental (35%) or very significant to their legal and regulatory compliance.

Pain Points and Business Drivers

In a similar vein, when we asked what the biggest pain points in their business are, 44% said meeting increasing customer expectations for faster and more accurate responses. There were also similar levels of concern regarding unstructured (non-forms) input and the integration of inbound and outbound communications with key business systems.

Figure 13: Which three of the following do you feel are the biggest pain points to your business? (Max THREE) (N=187)

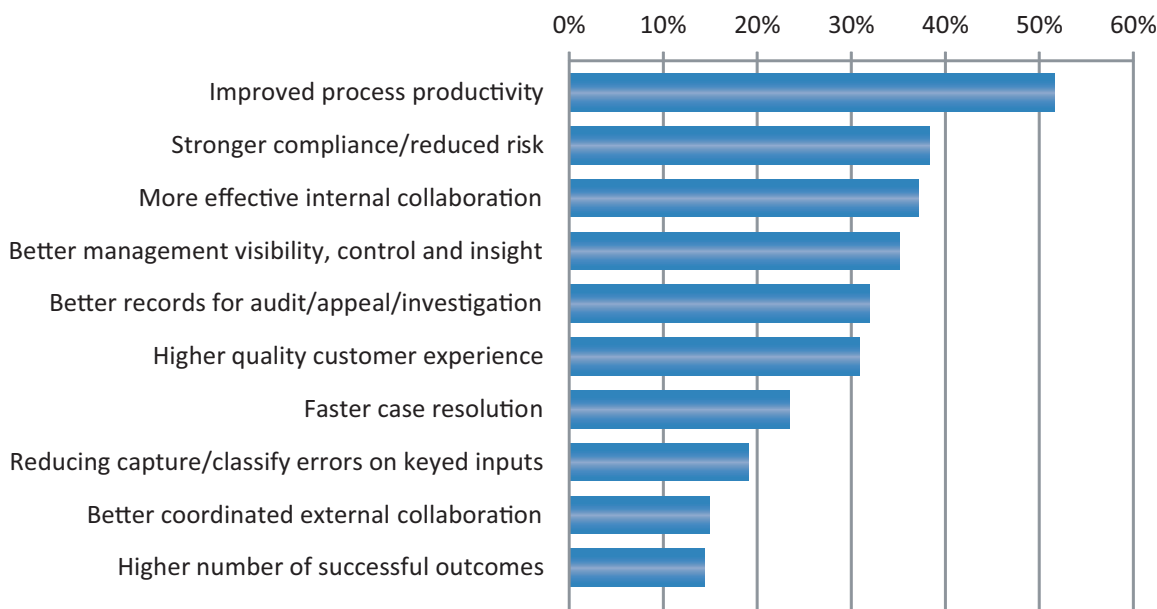| Pain Point	%
Meeting increasing customer expectations for faster, more accurate responses	~44%
Processing unstructured (non-forms) input	~43%
Integration of inbound and outbound communication with key business systems	~42%
Exceptions to standard workflows	~37%
Handling diversity of customer communication channels	~31%
Incomplete documentation from the customer	~29%
Constantly changing policies and regulations	~24%
Integration of social media with other response handling	~11%

When it comes to specific business drivers for improving case management capabilities, improving process productivity tops the list for 52%. Next priority is stronger compliance and reduced risk, and importantly, more effective internal collaboration.

Managing any project or case involving multiple caseworkers needs good visibility of progress and task completions. Reporting also needs to provide insight across multiple cases to highlight trends, and provide pointers to successful outcomes.

There are a number of other drivers listed in Figure 14 around higher quality customer experience, faster case resolution and higher success rates that would assist any business case for adoption, but costs, compliance and collaboration still top the poll.

Figure 14: Which THREE of the following are the biggest business drivers for improving your case management capabilities? (Select top 3) (N=188)

Business Driver	%
Improved process productivity	~52%
Stronger compliance/reduced risk	~39%
More effective internal collaboration	~38%
Better management visibility, control and insight	~36%
Better records for audit/appeal/investigation	~32%
Higher quality customer experience	~31%
Faster case resolution	~24%
Reducing capture/classify errors on keyed inputs	~20%
Better coordinated external collaboration	~16%
Higher number of successful outcomes	~15%

Issues

When it comes to issues with managing cases, the features and factors we have seen already come to the fore: difficulties collecting documents and key data together into a case file; inability to monitor case progress from a single view or portal; accessing or organizing data from multiple repositories; and managing tasks and deadlines. As mentioned above, many respondents would like better analytics to provide insight from previous case data. This will have applicability across customer service, fraud detection, healthcare, crime, and so on.

Figure 15: Which THREE of the following issues do you most have in managing cases? (Check the top 3 that apply) (N=186)
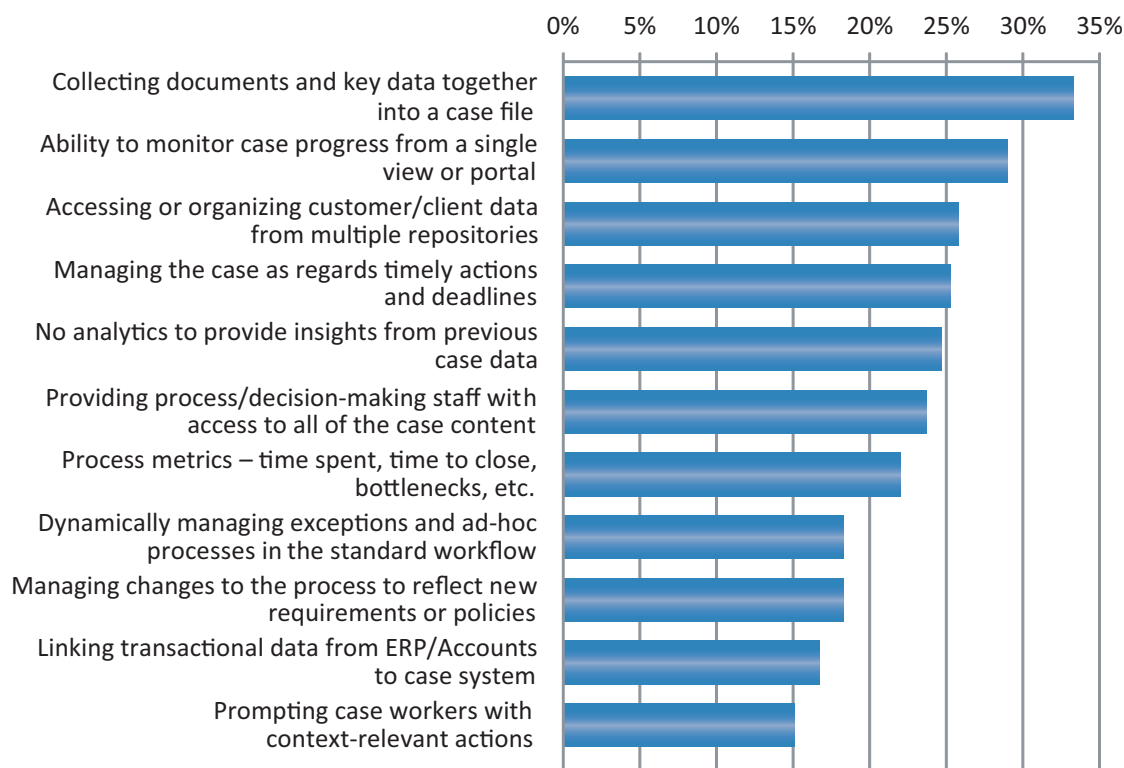
> Meeting customer expectations of turnaround time is the biggest business pain point, and handling inbound documents and routing them to the appropriate case folder is the biggest current issue.

Case Management Systems

So given the drivers and issues mentioned above, how well do current systems in use stack up? As we saw before, only 9% are using smart and adaptive systems, with a further 22% using mainly fixed workflows. 24% have the ability to create case files, but little else in the way of process management, and a colossal 45% are reliant on ad hoc file shares and repositories, or simply email and paper (16%).

Figure 16: How would you best describe your current case management system(s)? (N=186)
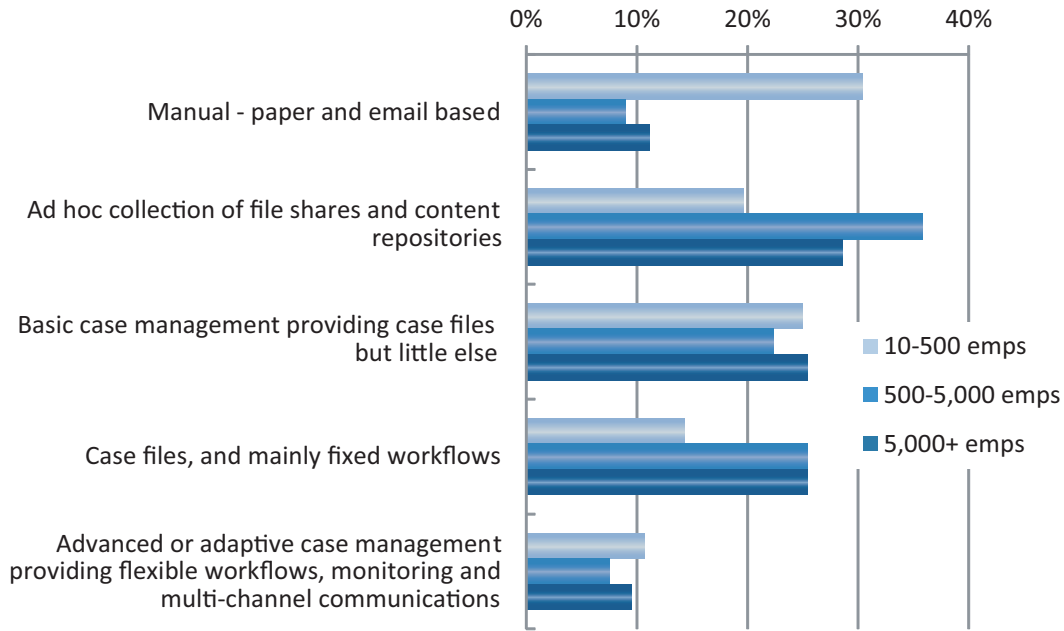
Smaller organizations are more likely to use paper and emails - 30% - but so are 11% of largest. And balancing this to an extent is the fact that 29% of the largest and 36% of mid-sized organizations are using ad hoc electronic content from file shares.

In part, this can be explained by the lack of standardization across the enterprise as regards case management applications, with 44% having at least 3 specific use-case systems, and 15% having 8 or more. There is little evidence here of multiple-use generic case systems handling more than one key process. Of course, custom built or heavily customized systems will be hard to apply to more than one process.

Figure 17: How many different dedicated or specific use-case systems do you have in your organization that are used for individual case management applications? (N=185)
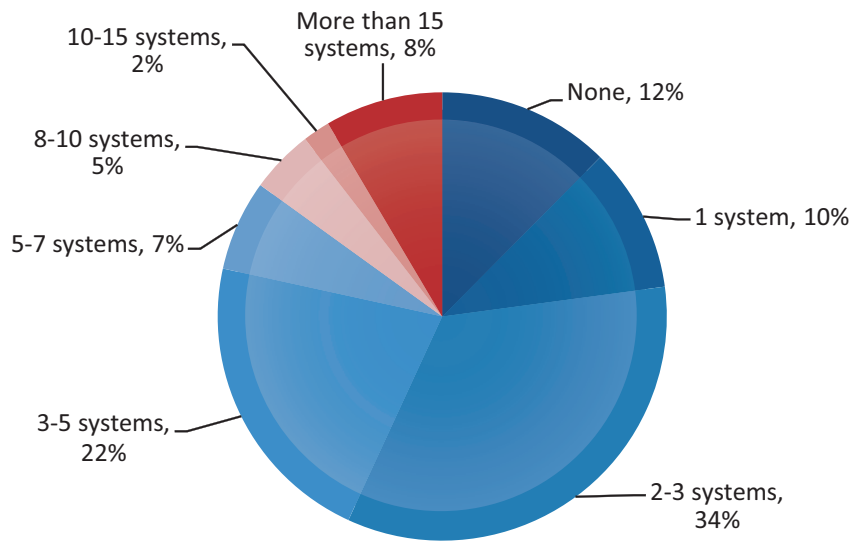
Technical Issues

Delving deeper into system requirements, parallel storage of customer data across multiple systems and silos is a big problem for 40%, and in many organizations, particularly financial ones, this will be the result of historical acquisitions and mergers. In other sectors, it may illustrate difficulties of linking content systems and transactional systems when dealing with payments and contracts. Related to compliance issues, the lack of direct links to the records management system is a frequent cause for concern (39%). The inability to automatically capture emails, web forms, faxes, etc. to the case is also frustrating (37%).

Figure 18: Which of the following technical issues do you have in linking people, communications, documents and transactions to a case? (Check the main ones that apply)? (N=178)
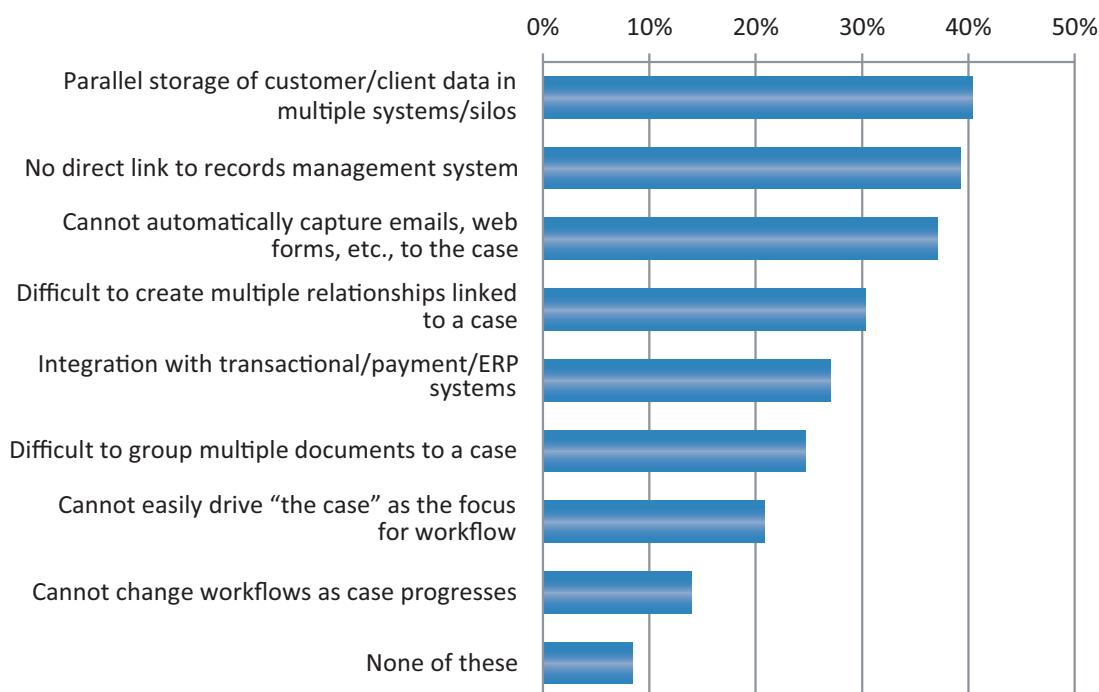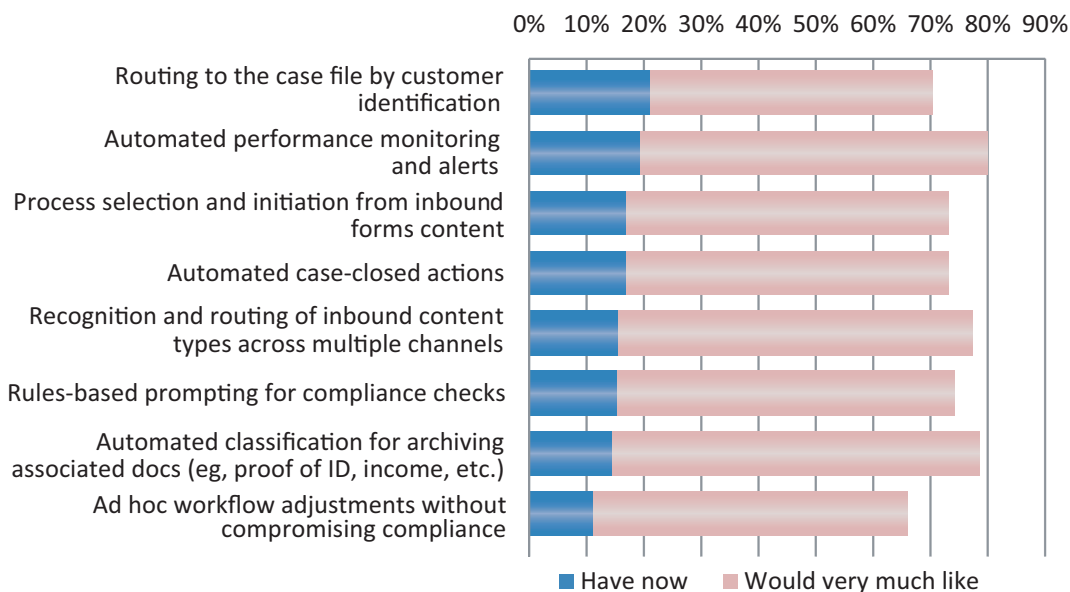

> Connecting together different content and data stores to present a single view of the customer is the most difficult technical issue, but providing direct links to a records management system is also a key need.

Automation

As we stated earlier, there is no common definition of smart business applications, but case management provides a good example of where they would be most useful. The automation might be used for identifying and routing inbound communication to the case, it might be automated classification for archiving, or it might be for "in flight" adjustment of workflows. Automated performance monitoring and alerts is also a common application – in fact the most popular one in our survey. Overall, less than 20% have these kinds of automation, and 70-80% would very much like to have them.
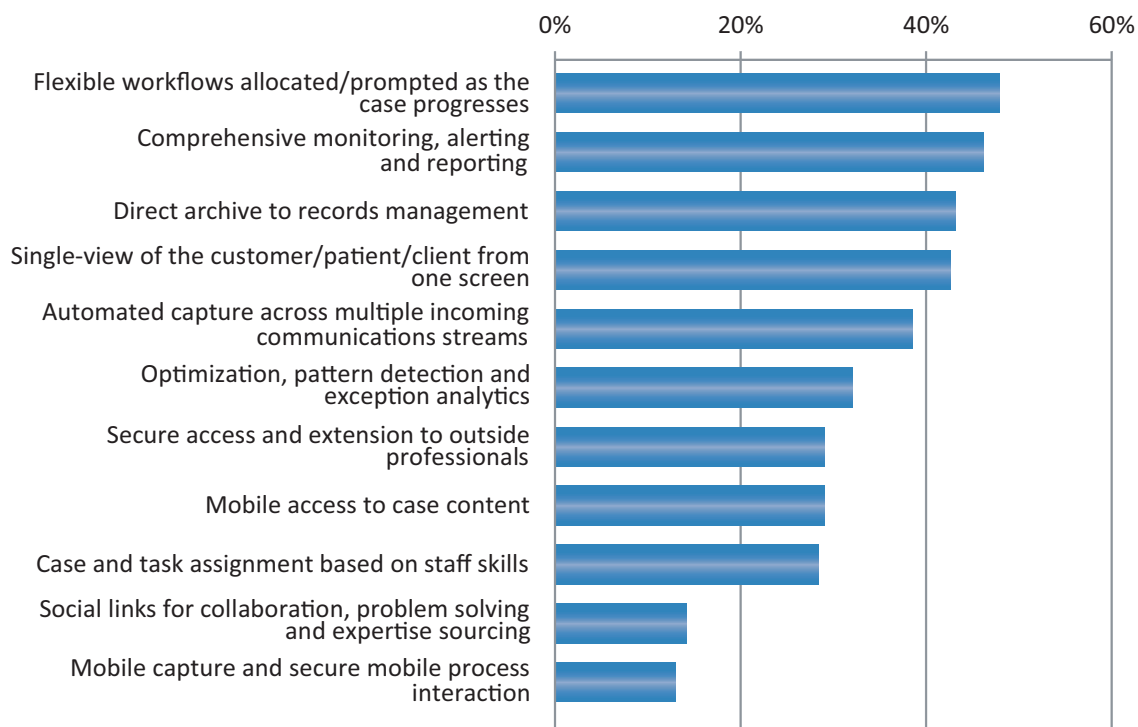
Figure 19: Which of the following would you most like to automate to improve your case processing? (N=366)

Bar chart categories (top to bottom):
- Routing to the case file by customer identification
- Automated performance monitoring and alerts
- Process selection and initiation from inbound forms content
- Automated case-closed actions
- Recognition and routing of inbound content types across multiple channels
- Rules-based prompting for compliance checks
- Automated classification for archiving associated docs (eg, proof of ID, income, etc.)
- Ad hoc workflow adjustments without compromising compliance

Legend: ■ Have now   ■ Would very much like

Case Management System Features

At the start of the report, we saw that only a minority of respondents have a dedicated case management system, whereas most utilize a more general-purpose ECM system, or they may use SharePoint, with or without add-on BPM products. At the end of the day, it's not what the system is called, but whether it offers the functionality required to maximize support for case management. Flexible workflows, comprehensive monitoring and reporting, a direct archive to records management and a single view of the customer, patient or client are the four most sought after features. Once these are in place, our users would look for automated capture across multiple inbound communications streams, and then optimization, pattern detection and exception analytics.

Figure 20: What would you consider to be the four most important features for you in an improved or modern case management system? (max FOUR) (N=169)

Bar chart categories (top to bottom):
- Flexible workflows allocated/prompted as the case progresses
- Comprehensive monitoring, alerting and reporting
- Direct archive to records management
- Single-view of the customer/patient/client from one screen
- Automated capture across multiple incoming communications streams
- Optimization, pattern detection and exception analytics
- Secure access and extension to outside professionals
- Mobile access to case content
- Case and task assignment based on staff skills
- Social links for collaboration, problem solving and expertise sourcing
- Mobile capture and secure mobile process interaction

Mobile access to case content and mobile interaction with the process are ranked quite low down on this list, which is surprising given that many case scenarios involve field staff, and that authorization signatures and approvals were given as key case characteristics. Respondents were limited to just four answers, and in a separate question later 40% consider mobile access to be very important.

Integration

Case management systems rarely operate in isolation. Obviously they need to be connected to email systems and probably to capture front ends, and to some form of records management, although as we have seen, none of these are a given in most organizations. Connection to transactional line-of-business, ERP and finance systems is important, especially for payment and contract processing, but also for many other scenarios where customer data and case content need to be accessed together. Many users would like both search and BI analytics to be extended across their case systems.

Figure 21: Which of the following systems would you consider critical for your case management system to integrate with? (N=168)
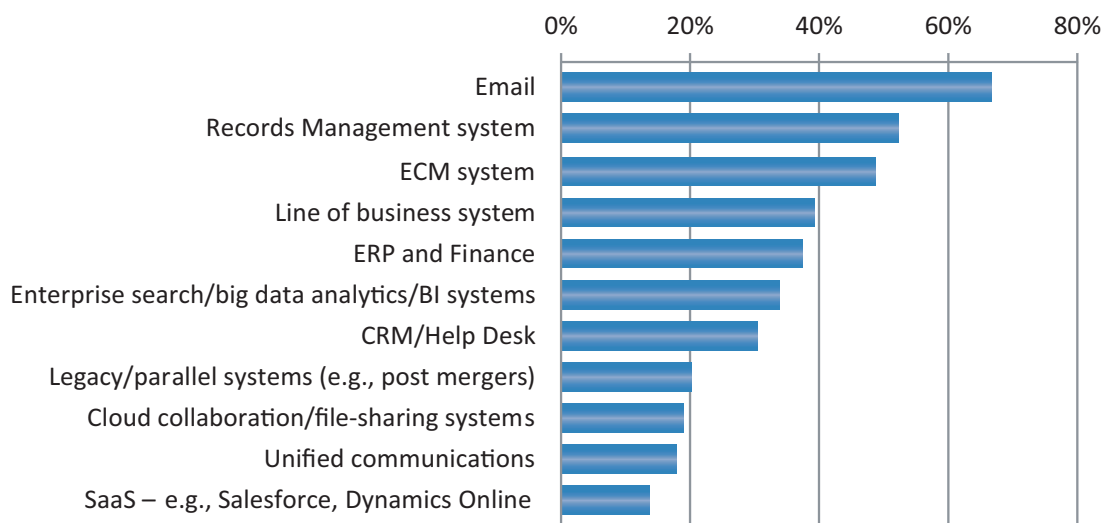
Cloud, Outsourcing and Mobile

From the list of case applications we saw earlier, it seems likely that many involve sensitive, or in some cases, extremely sensitive content. It is understandable, therefore, that many would be reluctant to place this in the cloud, given the historic security concerns. On the other hand, casework is all about collaboration, and the cloud makes this easily extensible to external case partners. 8% already use cloud for case management, and 13% are actively planning to. Only 11% say "never".

Figure 22: Would you consider adopting a Cloud/SaaS system for your case management? (N=125 users)
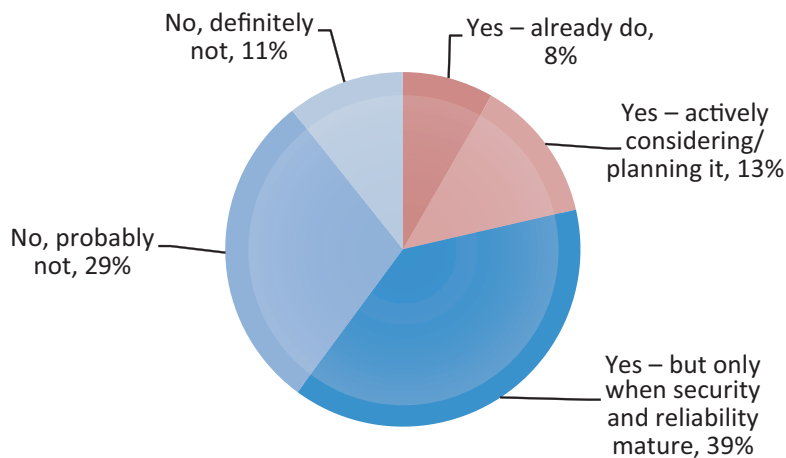
As we have seen in other areas of ECM, users are more likely to consider hybrid cloud where some content is placed in the cloud for easier shared access, and more sensitive content is retained on-premise. There are a number of different combinations here that we have pulled out in Figure 23. 32% would consider putting partner-shared content in the cloud, and 23% would like workflow and sign-offs to be cloud-based for easier remote and mobile access. Capture as a cloud app is also quite popular, related to the concept of capturing and up-loading case-related content from mobile devices. A significant 19% would also consider a fully cloud-based case management application, perhaps linking back to an on-prem records management system, or transactional system.

Figure 23: Would you consider any of the following hybrid options for your case management? (N=165)
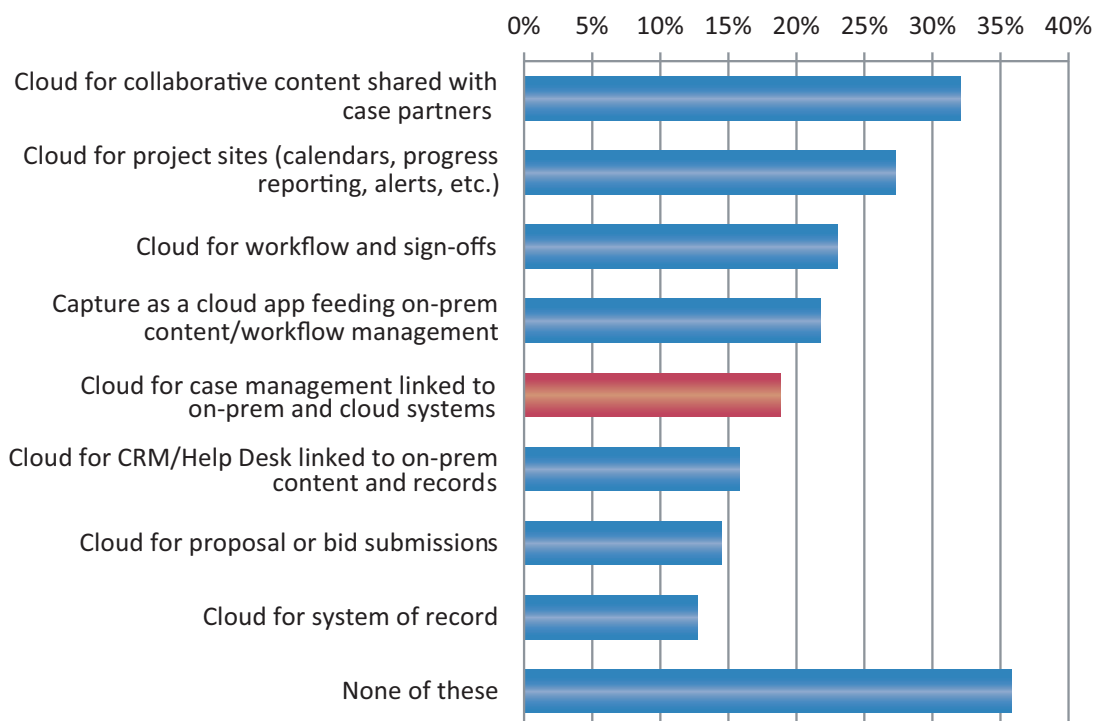
In many organizations the customer service desk works on a case basis, and these have historically been candidates for outsourcing. They may be supported by a CRM system, a help-desk system or a case management system, but they are increasingly being viewed as part of customer experience management. 7% already outsource this and a further 7% are considering doing so in the next 12 to 18 months – a dramatic increase if it were to take place. Assuming that the outsource runs a separate support system, integration with in-house line-of-business transactional systems – important for that single view of the customer - becomes that little bit more difficult.

Payment processing and contract administration is another key application that can often be both consolidated and outsourced, increasing volumes, and providing extensions to factoring, debt collection and legal services.

According to our repondents, outsourcing of customer experience management could be set to double in the next 18 months.

Mobile

As we mentioned earlier, 40% consider mobile access to case content and approval processes to be very important or vital (22%), although only 6% already have it. Field staff equipped with mobile devices (particularly tablets) need to view case content (55%) but they also need to interact with workflows and to add comments to content in a collaborative way – as do travelling or out-of-office managers and approvers. Beyond that, 41% need to be able to capture documents, signatures, and perhaps photos directly into the case file. As we have seen in other surveys, this can have a huge effect on productivity and speed of response to the customer.

Figure 24: Which of the following functions would you consider to be essential on mobile devices? (N=170)
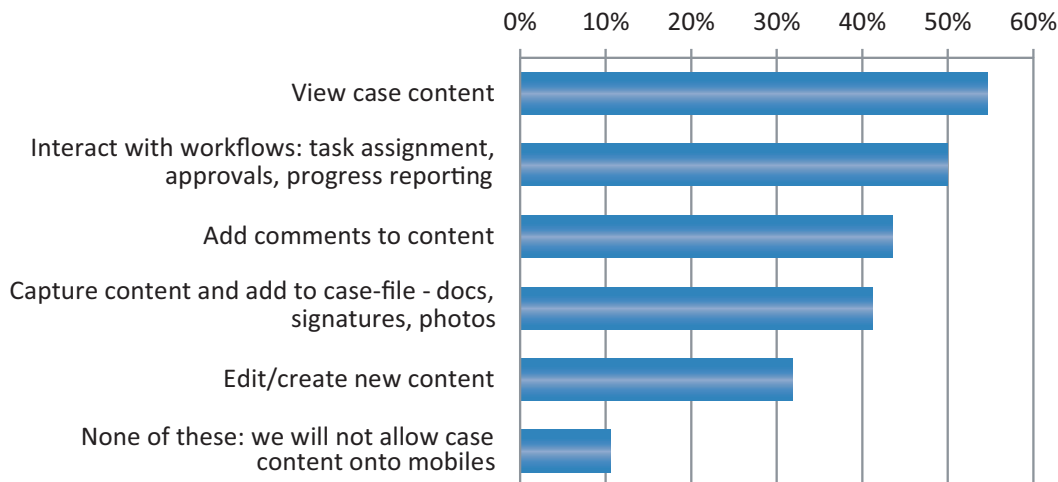
There is a real need to open up mobile access with over half wanting to view and interact with case content and case processes, but only 6% currently having this capability.

Case System Requirements – Summary

According to the survey results, a platform that could be used to address the multiple case management needs of survey respondents would comprise:

- Multi-channel customer engagement, including both inbound capture of information from document and web forms and the outbound communication to customers and others of case-related information

- Compliant but adaptive workflow, allowing flexibility in processing but ensuring end-to-end visibility and enforcement of necessary policy and regulation

- Ability to integrate with multiple repositories, records archives and line of business systems

- Support for collaboration between people involved in the case, including those only loosely associated

- Monitoring, reporting and analytics that provide a single view of the case (for example on a portal or other unified UI) and also make the case worker more productive by linking analytics to relevant action the worker can take to advance the course of the case toward conclusion/resolution.

Opinions and Spend

Users understand the difficulties of supporting case-based processes, and in spite of the shortcomings listed earlier, just over half feel that their IT support for case management is working well enough, given the challenges. However, only 7% went as far as saying they have a great system. On the other hand, 32% feel that a better system would improve productivity, and 22% that the successful outcome of their cases is being limited by poor IT support – worrying for us all if the application is in healthcare, crime, or fraud detection. 13% feel that inadequate support is damaging customer experience and extending response times: again something we are all exposed to when contacting some customer service desks.

Figure 25: Do you feel that your current IT support for managing case-based processes is: (Check all that apply) (N=166)

There is, though, little debate about the importance of case management to the business, and the part it plays in customer experience management. 61% agree that intelligent automation is the only way to improve both productivity and service levels, and 57% are keen to try out smart business processes. There is substantial agreement (75%) that compliance needs to be nailed into workflows, but with flexibility to adapt to regulatory change.

Figure 26: How do you feel about the following statements? (N=166)

Strongly Disagree · Disagree · Neither agree nor disagree · Agree · Strongly agree
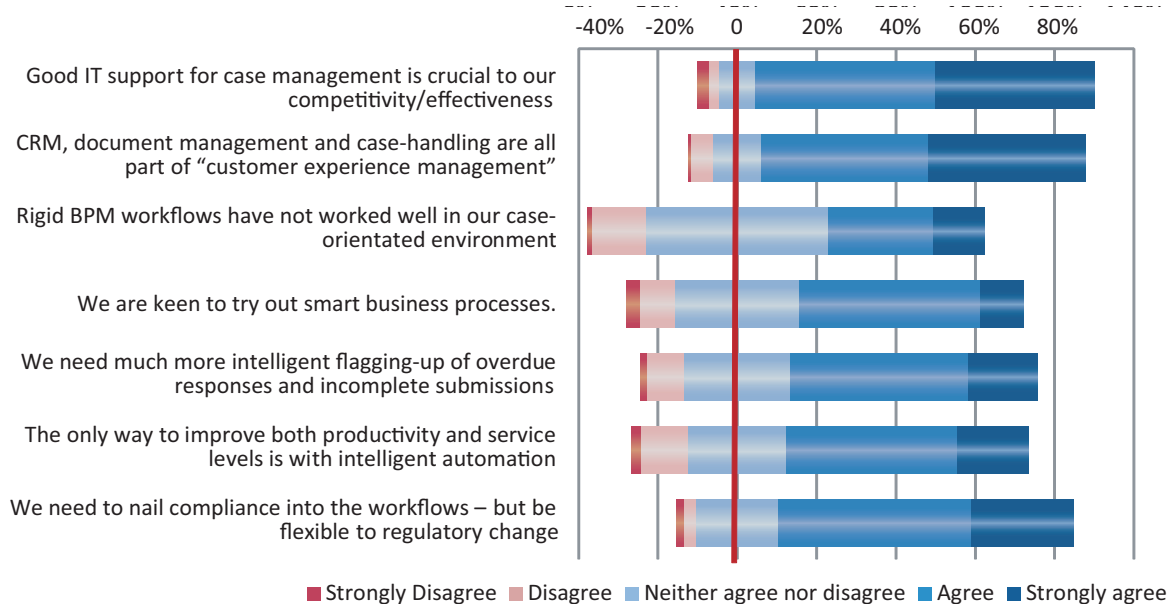
Spend

Our respondents indicate strong net spending intentions in all areas in the next 12 months, especially custom development, workflow/BPM, and case management extensions to existing ECM. That a net 19% expect to spend more on customization for case management is surprising, although within the SharePoint

environment, customization or add-on products are the only way to achieve case functionality. A net 12% indicate their intent to spend on dedicated case management systems, and 4% on new ECM systems. A net of 11% will add automated recognition and smart processes to existing systems.

Figure 27: 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=155, excl. "Same", ordered by net more)
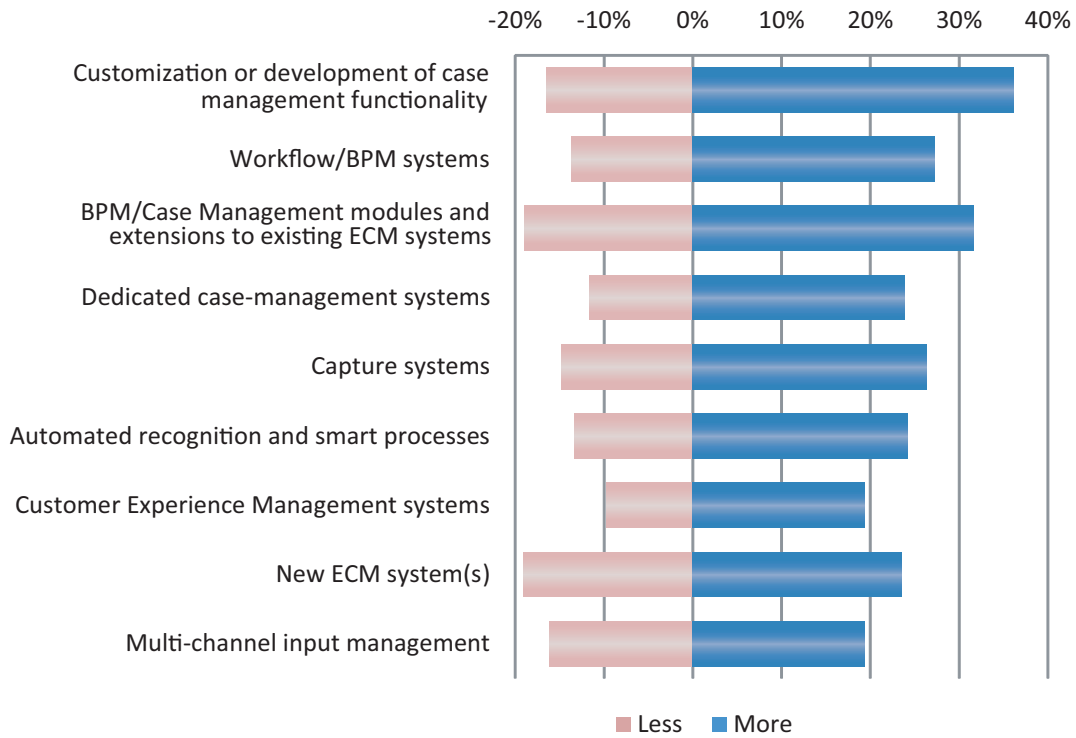
Conclusion and Recommendations

As we have seen, case management has a broad range of applications beyond conventional healthcare, crime and social administration. Project management, contract and bid management, payments, and incident management top the list, along with help desk, customer disputes, claims processes and, of course, law suites.

Since the route through a case may not be fixed at the outset, case workflows need to be flexible, but they also need to ensure that compliance requirements are met. Active, adaptive or smart business processes are already producing good results for early users and others are keen to add these capabilities, albeit that many are currently reliant on somewhat customized and sub-optimum system support even at the basic level. Managing input across multiple channels and routing it automatically to the case file is the biggest need, but automated classification into records archives is also much sought after.

Cloud or hybrid cloud would simplify the external collaboration that is a characteristic of many case applications, and there is a strong and as yet unfulfilled need not just for mobile access to case content but also the ability to interact with case processes from mobile devices for capture, commenting and approval.

Recommendations

- Evaluate your existing BPM or workflow capabilities both with regard to predictable business processes and your case-based processes.

- If your existing systems have somewhat rigid workflows that restrict or prevent use for case management, or cannot handle case files at all, or need to be heavily customized to do so, consider how additional modules, add-on products or replacement systems might improve things.

- In evaluating these options, look for smart or adaptive capabilities that monitor content as well as process context in order to re-route workflows within a rules based or compliant environment.

- Consolidating multiple case-handling mechanisms from other lines-of-business into a single much more capable system could considerably improve productivity and enhance the business case. This may be particularly true for payment or contract management.

- If you need to handle high volumes or a wide variety of inbound content, seek to automate routing and sorting at the point of capture in order to speed up response and improve productivity. In the same way, look to use content and context in order to automate classification for records archiving.

- Look to also provide the best possible monitoring, alerting and analytics tools in order to ensure that case tasks are managed and expedited smoothly, and that past trends and outcomes can be used to inform future cases.

- Positioning some or all of your case content and case processing in the cloud would simplify collaboration with external case partners. Access to case content and process interaction from mobile devices could hugely improve both productivity and speed of response to customers.

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Appendix 1: Survey Demographics

Survey Background

301 individual members of the AIIM community took the survey between May 09, and Jun 03, 2014, using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 80,000 AIIM community members.

Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations over 5,000 employees represent 33%, with mid-sized organizations of 500 to 5,000 employees at 38%. Small-to-mid sized organizations with 10 to 500 employees constitute 25%. Respondents from organizations with less than 10 employees and suppliers of ECM products and services have been eliminated from the results, taking the total to 258 respondents.
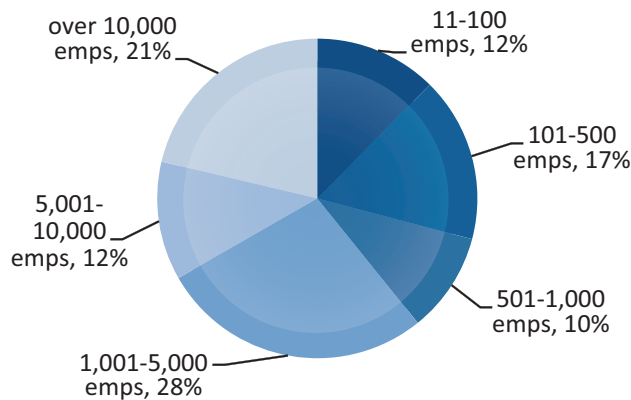
Geography

64% of the participants are based in North America, with 25% from Europe and 11% rest-of-world.
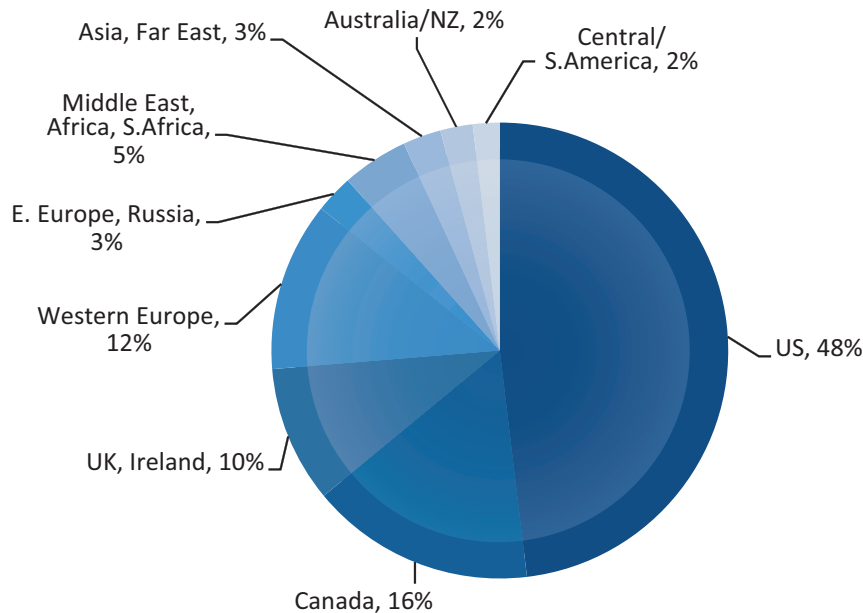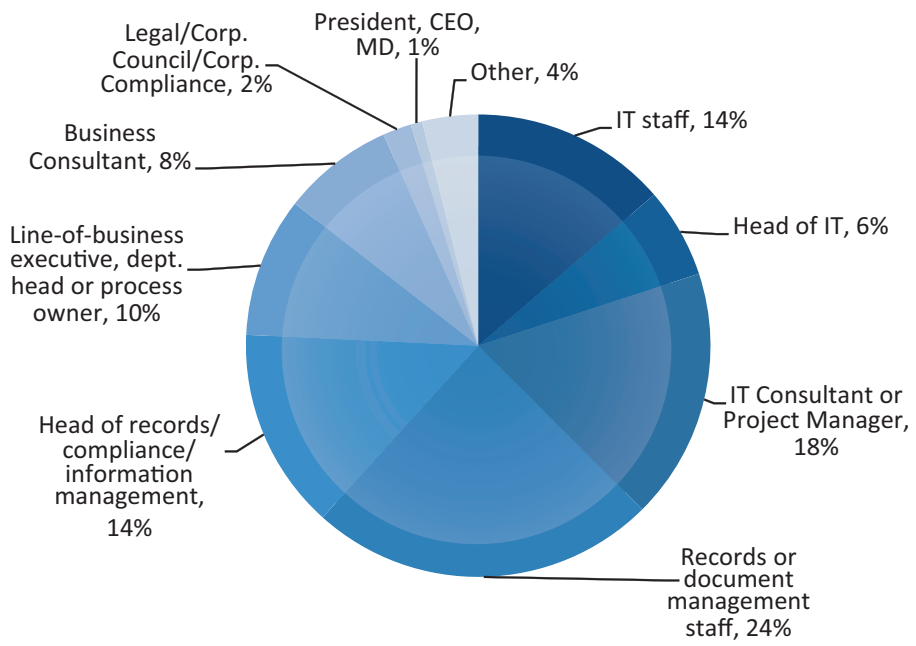
Industry Sector

Local and National Government together make up 31% - higher than our usual surveys – and Finance and Banking 14%. Other sectors are evenly split.

Engineering & Construction, 2%
Media, Entertainment, Publishing, 1%
Life Science, Pharmaceutical, 1%
Document Services Provider, 2%
IT & High Tech — not ECM, 3%
Other, 4%
Legal and Professional Services, 3%
Government & Public Services - Local/State, 17%
Non-Profit, Charity, 4%
Manufacturing, Aerospace, Food, Process, 4%
Government & Public Agencies - National/ International, 14%
Telecoms, Water, Utilities, 4%
Retail, Transport, Real Estate, 5%
Healthcare, 5%
Finance, Banking, Insurance, 14%
Energy, Oil & Gas, Mining, 6%
Education, 6%
Consultants, 7%

Job Roles

38% of respondents are from IT, 38% have a records management or information management role, and 25% are line-of-business managers.

Legal/Corp. Council/Corp. Compliance, 2%
President, CEO, MD, 1%
Other, 4%
IT staff, 14%
Business Consultant, 8%
Head of IT, 6%
Line-of-business executive, dept. head or process owner, 10%
IT Consultant or Project Manager, 18%
Head of records/ compliance/ information management, 14%
Records or document management staff, 24%

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About OpenText

OpenText Process Suite enables businesses to rapidly understand and automate even the most complex processes, and allows strategic CIOs to work with lines of business to identify new opportunities to drive their agenda of growth and innovation.

Process Suite consists of solutions for case management, business process management, service delivery, and business process transparency. It provides process capability for all OpenText product suites through AppWorks integration. These developer tools and APIs accelerate time to value for customers, and amplify their ability to iterate and innovate critical process capabilities.

OpenText Process Suite Platform

The OpenText Cordys process engine enables organizations to tackle their most pressing and complex process automation and case management challenges from a single platform. This solution includes a full set of capabilities within the core platform, including:

Business Process Management – *to manage end-to-end processes across systems and applications efficiently and effectively covering integration centric and human centric workflows.*

Dynamic Case Management – *to empower knowledge workers to achieve business outcomes and goals for cases or work units that combine structured data and unstructured information. Knowledge workers are guided through the process and have the ability to influence and change the process as per their judgment while keeping full transparency at the same time.*

Business Rules Management - *seamlessly integrates rules within business processes and business objects during modeling and design time.*

OpenText Process Component Library – *this set of prebuilt service delivery components and reports enables organizations to "assemble" rather than code applications and deploy them much faster than traditional tools.*

Process Experience – to support a single and intuitive work experience for users, no matter which process engine may be driving a process on the back end.

BPM Everywhere – *this is a social platform to allow users to participate in processes with a very simple and intuitive user interface. It also supports tablet and other mobile platforms.*

OpenText AppWorks Gateway – *this is a set of RESTful APIs and developer resources across the broader EIM stack to allow developers to easily create solutions that span the breadth of the OpenText EIM portfolio.*

www.opentext.com/community/bpm

Industry Watch

Case Management and Smart Business Applications