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Getting to Decisions and Action:
Viewing Knowledge Management Through a Different Lens





**Your Digital
Transformation
begins with
Intelligent
Information
Management**



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Three Ways of Looking at KM

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

Three Ways of Looking at KM

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

Three Ways of Looking at KM

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

Three Ways of Looking at KM

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

Digital Transformation Defined

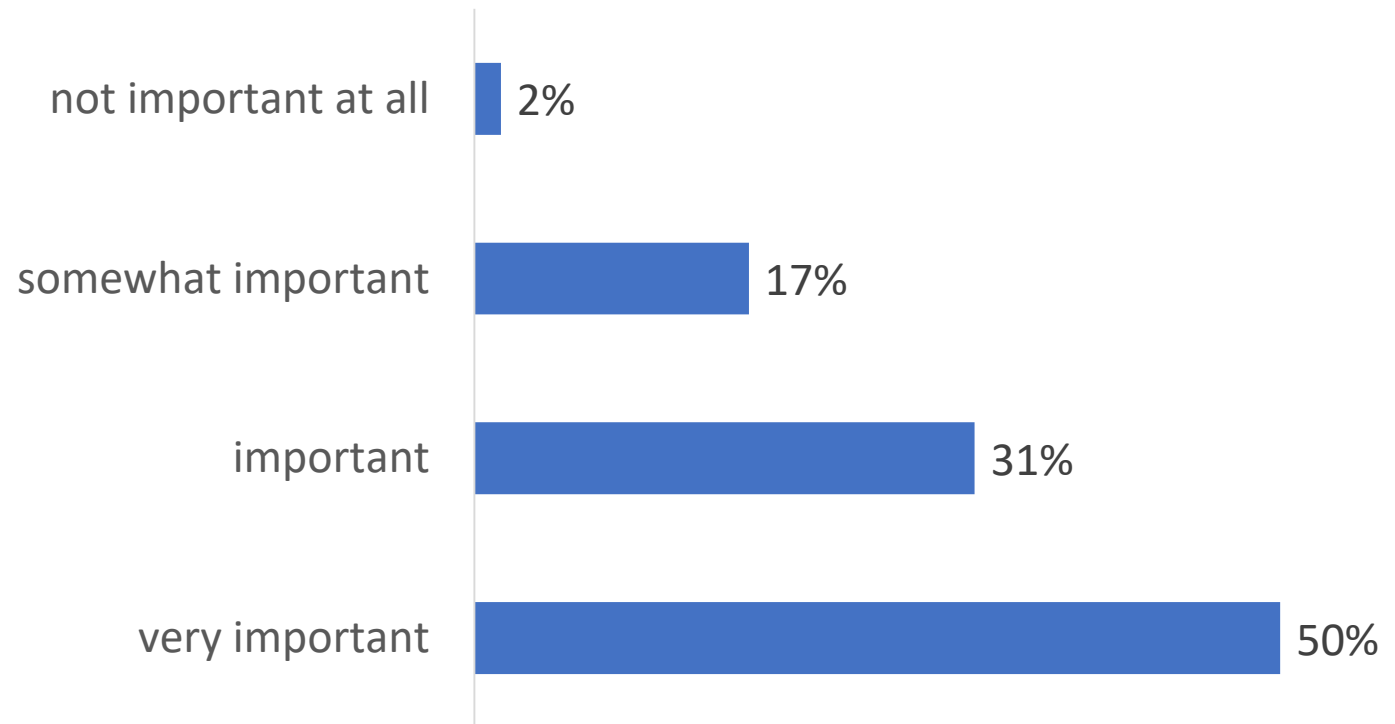
Using information in brand new ways to:

- Enrich customer experience
- Enable innovation
- Execute processes nimbly and on demand
- Minimize risk

Digital Transformation – Hype or Reality?

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

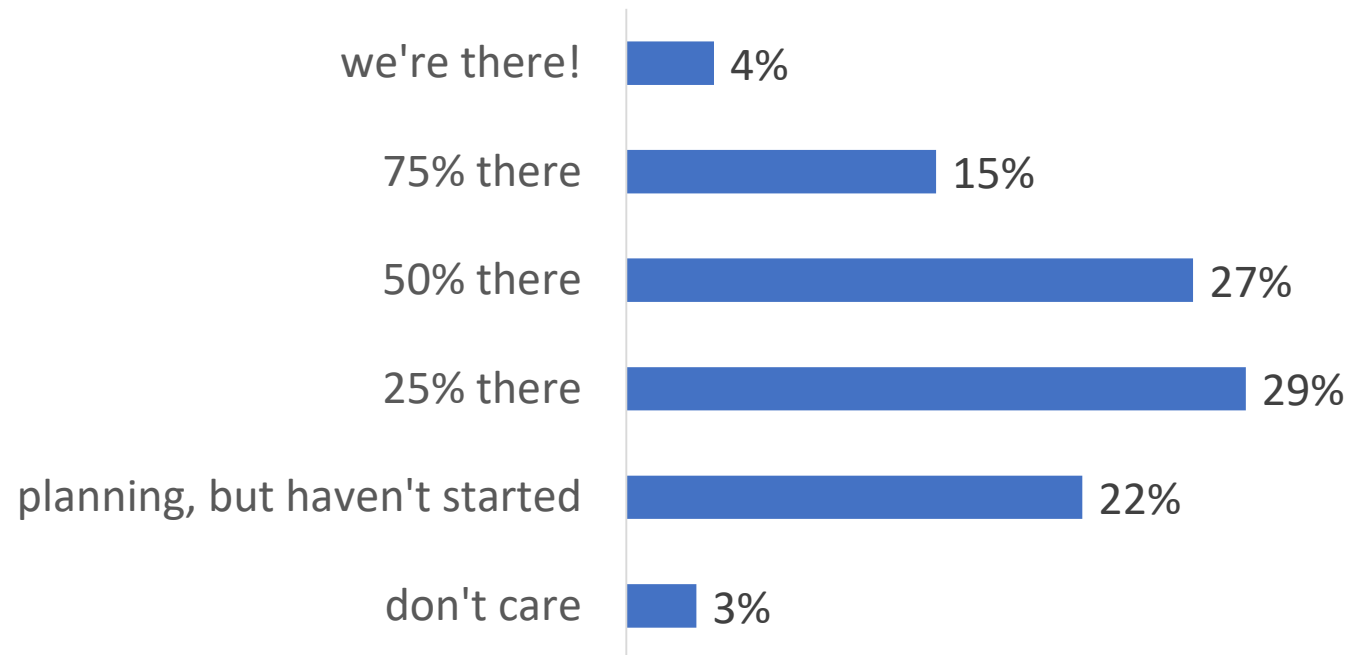
Rate the overall importance of Digital Transformation to your organization.



Current Status of Digital Transformation

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

Relative to where you want to be by 2020, where are you in your overall Digital Transformation Journey to "understanding, anticipating, and redefining internal and external customer experiences"?



Disruption

Truly disruptive moments occur once in a generation.

Disruption

They occur when the cumulative inertia of technology innovations is standardized and disrupts business models.

“At the heart of
capitalism is creative
destruction.”

-- Joseph
Schumpeter



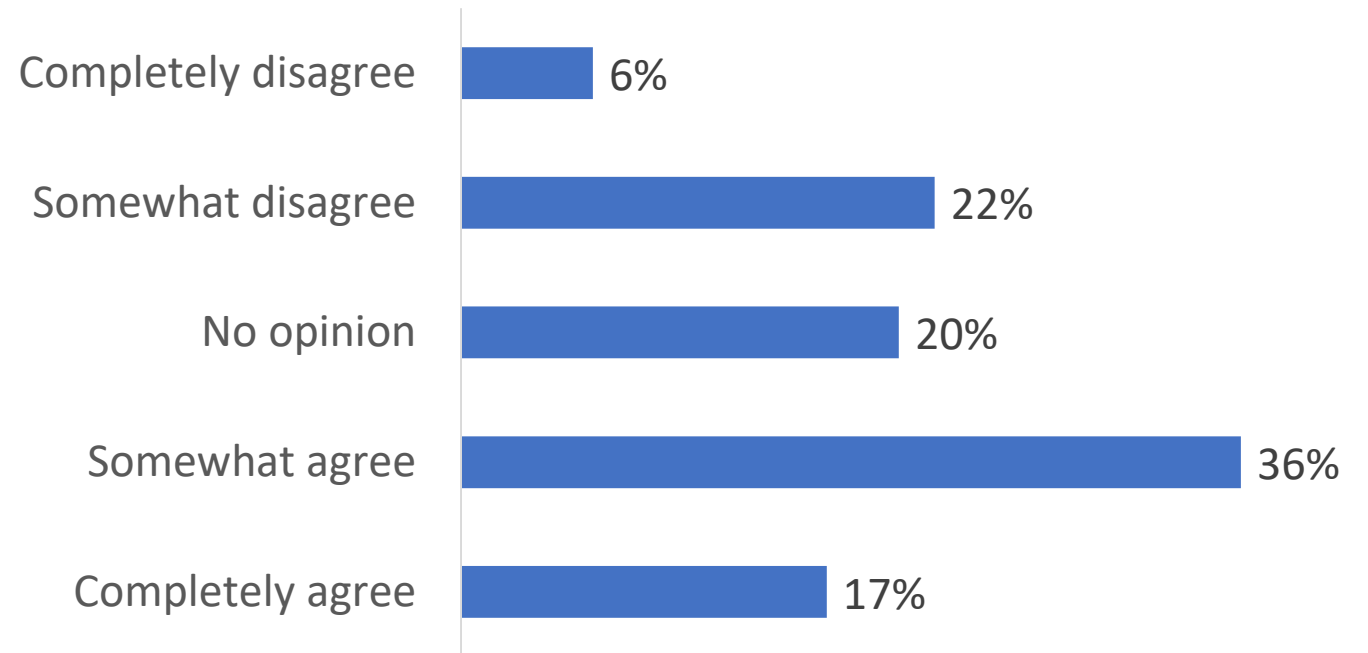
Digital Disruption...

- ...creates 100x the innovation power. That means you and your business are facing at least 100x the competitive threat.
- ...accelerates competing ideas even as it facilitates the entry of a previously impossible number and magnitude of ideas.

Technology Change & Core Business Models

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

My organization is concerned that we could face serious disruption of our business model in the next 2 years.



Three Ways of Looking at KM

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



By 2020, IT Departments will experience...

10X the number of servers (virtual and physical)

50X the amount of information to be managed

75X the number of files or containers that encapsulate the information in the digital universe

1.5X the number of IT professionals available to manage it all

Artificial Intelligence...

- Takes what was one of the biggest challenges of internet-generated information – the size of the data set – and leverages it for massive computing power
- Makes massive amounts of discrete and disparate information readily available to drive user-driven processes on demand
- Makes location irrelevant by having description-based metadata attached to business content

Information Growth vs. Capability Improvements

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

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

	2018	2008
1=terrible	2.5%	1.5%
2	3.6%	5.5%
3	15.3%	13.0%
4	13.7%	15.2%
5	12.3%	18.7%
6	20.0%	19.8%
7	18.6%	15.9%
8	10.7%	7.0%
9	1.6%	2.5%
10 = excellent	1.6%	0.8%
Avg.	5.39	5.23

Understanding rising information sprawl

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

How many different Content/Knowledge/Document Management suppliers/systems does your organization currently use?

	2018	2013
None	4.2%	4.9%
1 system	13.5%	20.7%
2 systems	29.3%	28.4%
3 systems	17.5%	20.5%
4 systems	11.6%	7.7%
5 systems	6.5%	8.7%
6 systems	3.4%	1.5%
7-10 systems	6.2%	3.6%
More than 10 systems	7.9%	4.1%
	3.94	3.14

Content integration remains a challenge.

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

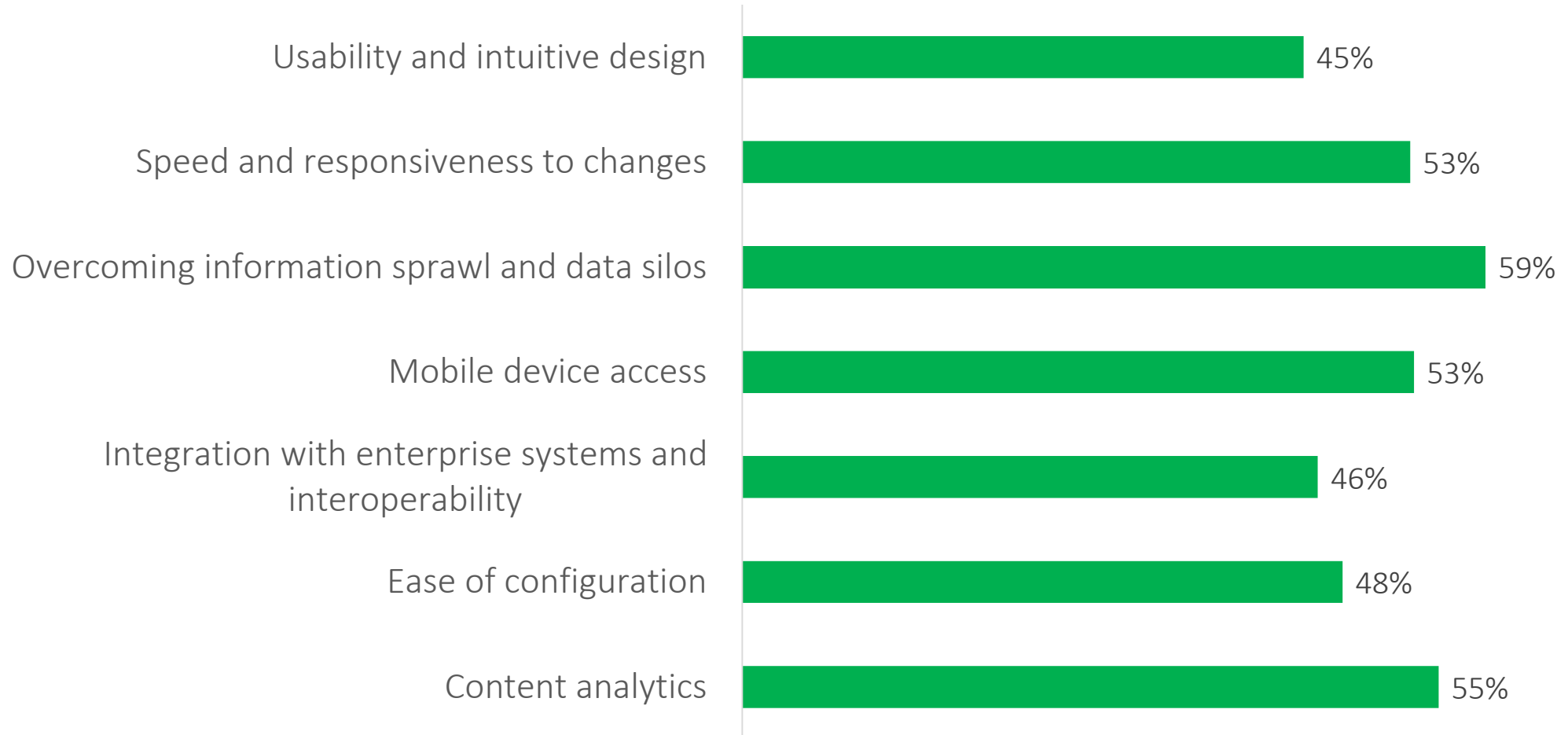
What proportion of your unstructured content and information (excluding emails) would you say is stored in enterprise systems (ERP, HR, Finance, CRM, Project Management, LOB, etc.) INSTEAD OF in a Content/Knowledge/Document Management -- and is not accessible through those system(s)?

	2018	2013
0%	2.8%	2.7%
10%	5.4%	6.8%
20%	7.6%	8.3%
30%	10.1%	12.2%
40%	10.1%	8.6%
50%	10.8%	11.6%
60%	12.7%	9.8%
70%	14.6%	13.1%
80%	12.3%	10.1%
90%	13.6%	16.9%
Average %	54.4	53.5

Three Ways of Looking at KM

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

How well do your existing IM/KM/DM/RM systems meet your needs in the following core areas? -- % saying “fails” or “struggles”

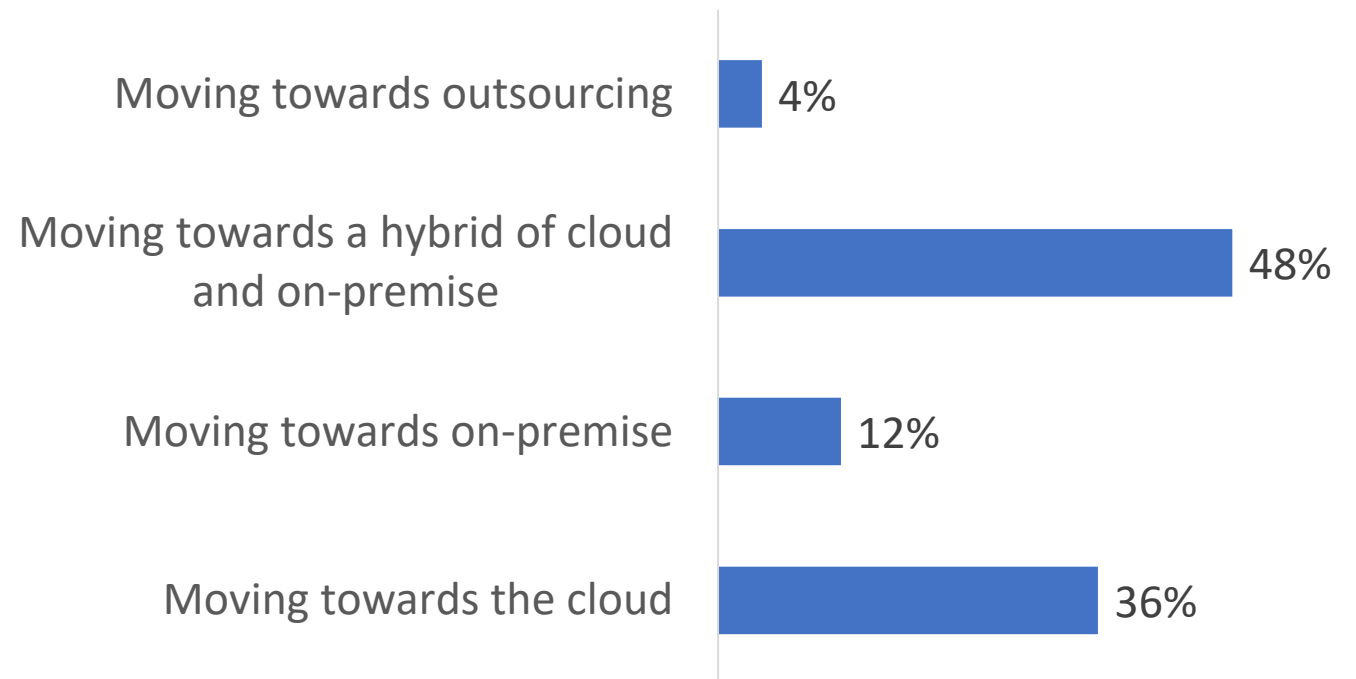


Status of Transition to the Cloud

In just 3 years, we've moved beyond the cloud "tipping point."

Even for organizations that were initially skeptical, for over 8 in 10 organizations, cloud capabilities now a key part of the solution.

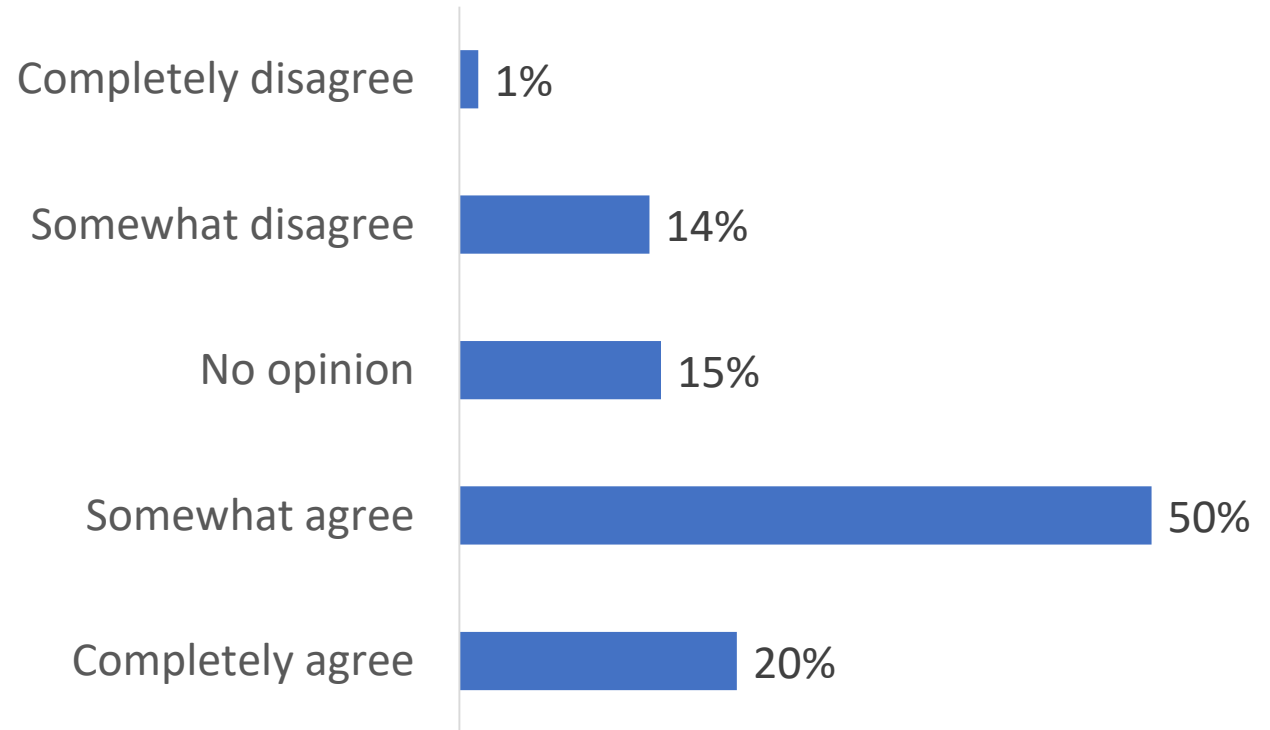
IN GENERAL, in which direction are your organization's delivery/deployment methods for information management changing over the next 12 months?



Changes in how knowledge capabilities are utilized

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

Our organization wants to pick only the information capabilities we need for each process or application.



The core instability in IM practices

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



Disruptor	What users want	What pressures does this create on “traditional” KM?
Consumerization	Solutions that meet the “consumer” test.	Simplicity -- Simple and transparent consumer grade knowledge worker tools designed for mobile workers.
Cloud	Cloud capable solutions.	Cloud-first - Quickly deployed, elastic, available from anywhere, with constant updates.
Privacy	Protection of our core information assets.	Automated governance -- Take as much of the human element as possible out of governance by applying semantic and auto-classification technologies.
Data	Tools to deal with the tidal wave of incoming information.	Intelligent Capture -- Ability to standardize input streams and directly connect them with core business processes.
Platforms	Rapid development of new applications with a minimum of customization.	Open content services - Ability to easily link low-code and no-code process-specific applications and platforms.
Machine Learning	Extract intelligence from all of the stuff we’ve accumulated.	Auto-classification and analytics -- Ability to infer metadata where it doesn’t exist and create value from insights.

Reality. % Agreeing/Strongly Agreeing

- 73% -- “Core knowledge management capabilities will increasingly be embedded automatically rather than conducted by a separate enterprise system.”
- 71% -- “Much as we might wish it otherwise, we exist in a multi-repository world and that’s not going to change.”
- 81% -- “We would prefer to pick and choose the information management capabilities we need for a particular problem rather than buy everything.”
- 67% -- “The kinds of information management capabilities we need vary wildly depending on the process we are considering.”

Source: AIIM -- N=182, users only, conducted Fall 2017

Back to Digital Transformation...

...means that the business (where purchasing power is shifting) cares far more about **what** something is (a contract? a press release? an RFP? sales collateral?) than **where** it is stored.

Back to Digital Transformation...

...means that information is protected based on **what it is** and **whose it is**, not based on **format** or restricting the **device** upon which it is accessed.

Back to Digital Transformation

...means that the business needs information management tools that are:

- easy to use
- usable without a lot of IT involvement
- easy to integrate into day-to-day processes
- consumable by the drink, not the gallon

New KM Mindsets

- It's about data AND content. Build new data competencies
- Make a commitment to metadata; use analytics to extract it
- Transformation not likely to occur via a big bang
- Adopt a day forward bias
- There are many “flavors” of solutions. Rip & replace?
- Think of it as **Intelligent Information Management**

Intelligent Information Management

- Rationalize & modernize the information infrastructure
- Digitalize core business processes
- Optimize collaborative environments for customer & employee experience
- Automate governance & compliance
- Leverage deep learning & machine learning capabilities

Relax...

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HOW TO REACH ME

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