



PERSPECTIVE

Next-gen enterprise content
management (ECM), the digital
backbone of the enterprise



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The enterprise content management (ECM) journey so far

From innovation in the 1990s with client server computing and file-based systems to store and manage content to industry consolidation in the early 2000s with the acquisitions by IBM, Open Text, EMC, and HP, ECM today has come a long way. Today, we are in the 'reinventing ECM' stage. We call it the 'next-gen ECM' where ECM is without borders, helping manage new digital content sources, process and media types, mobilize content, and bring in intelligence as a differentiator.

Next-gen ECM drivers

New ways of digital working, content explosion across the enterprise, new digital channels, content mobilization, content on cloud, and a multi-organization ecosystem with even more regulatory pressures and content

platform consolidation are driving next-gen ECM. Gartner predicts that by 2018, more than 20 percent of enterprise content management solution sales will address multi-organization 'ecosystem' content.

And according to a market report, the ECM market size is expected to grow from US\$28.10 billion in 2016 to US\$66.27 billion by 2021.



New ways of working

The rise of social, mobile, analytics, Internet of Things (IoT), and cloud technologies is changing the way we work. We now live in a world where mobility in the workplace is quickly becoming the norm and it will only rise further in the future. This has led to the growing importance of ease of use and collaboration – key features that are making vendors think differently for their ECM offerings. For a smarter way of working, users need to connect emotionally to see and work on their content and process, get geolocation updates from where the comment or content was last accessed, and more. Users need the ability to access their work, review content and information anytime, from anywhere, and on any device. Many large-scale ECM projects today fail due to poor user adoption, sharing, and remote access to information.

Digital content explosion

Content in enterprises is exploding with the addition of new sources and channels, and changing processes. Thanks to social media and smart devices, ECM today not only has to handle transactional and business content but also social content and enable content mobilization to and from different digital channels. ECM will have to handle content from social channels and mobile devices, and provide intelligence on the content with a social context to help connect emotionally with users.

Content mobilization

With the emergence of a mobile and remote workforce, next-gen ECM has to further build on mobile apps to deliver advanced functionality of document search and access, workflow initiation, and content collaboration. IDC predicts that by 2017, 60 percent of information workers will interact with their content application via mobile. Therefore, content mobilization has become critical for the digital business.

Cloud and hybrid infrastructure

Some companies are already moving all their content to the cloud and some others are opting for hybrid solutions with some content stored on-premise and the remaining stored in the cloud, given compliance and strict country and industry regulations. With sophisticated cloud and hosting models on offer and some vendors offering records management on the cloud, regulatory-driven enterprises, too, are not far from moving their content to the cloud. Next-gen ECM needs to be able to not only support traditional on-premise systems, but also private and full public cloud deployments along with hybrid content hosting options. According to Forrester, complex on-premise suites are transitioning to modern content platforms, often with subscription-based delivery and licensing models. Both new and established vendors, are investing in next-generation cloud platforms.

Regulatory pressures

Enterprises with no enterprise content governance strategies will suffer data loss, and e-discovery solutions are expected to dominate the solution segment. Therefore, it is imperative to have an e-discovery solution bundled with the ECM solution stack to help enterprises avoid litigation issues, ensuring the enterprise's e-governance performance.

Multi-organization ecosystems

Enterprises are being transformed by their growth and acquisitions. This is leading to a multi-geography spread of the enterprise information flow. They no longer work in silos, instead they collaborate as far as possible on their process and content across geographies. The ability to share content and process it across the multi-organization ecosystem is critical for ECM systems to address and manage the needs of a growing remote workforce and enable customer engagement through digital media such as mobile and IoT.

Content platform consolidation

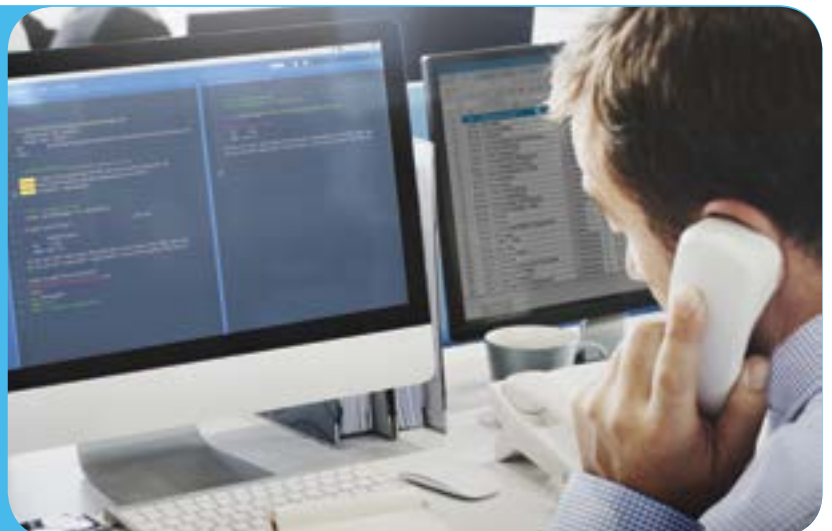
Acquisitions and consolidations in the industry are driving customers who already have content management platforms and many instances of same or multiple vendor ECM platforms in place, to consolidate their current landscape. They are looking for opportunities to move their content to cloud and align their enterprise content management strategy with their overall digital strategy.

Major customer concerns

With digital disruptions taking place across the industry, customer concerns have changed. Typical concerns are:

Chief Information Officer (CIO)

How do I manage information silos? How do I enable secure information sharing in a multi-geography ecosystem? How do I align my content and information management strategy with the organizational digital strategy?



Chief Compliance Officer (CCO / CRO)

How do I reduce risk and ensure compliance with the increasing complexities of regulations?

Chief Technology Officer (CTO)

How do I reduce the cost of managing the volumes of content spread across geographies?

How do I ensure consolidation and centralization in managing the content management technology stack?

Chief Marketing Officer (CMO)

How do I enable the customer to get access to the right content at the right time?

How can I act in real time when I hear a customer?

Line of Business (LoB) Executive

How can I improve business processes which are slow, costly, and error-prone?

How do I promote collaboration?

How do I reduce the operational cost?

How do I run my content-centric processes which are distributed across locations more efficiently?

ECM today is the backbone to enable the digital strategy of an enterprise

Next-gen ECM solutions are essential to enable the digital strategy for an enterprise through the management

of content life cycle, from creation, through mobilization, to disposition of

their transactional, business, and social content across channels.



Mobile, social, cloud, cross channel integration are fast becoming the core offerings of today's ECM solutions offering imaging, document management, workflow management, records management, collaboration, archiving and document output, and customer communication management (CCM). ECM today, has to complement web content management (WCM), digital asset management, and business process management to enable enterprises to achieve an end-to-end digital transformation.

Enterprise now wants to enhance experience of their customer and employees which is constantly driving ECM vendors to add consumer facing and employee facing technologies in Next-gen ECM like consumers self-service and cross channel integration which allows consumers to manage their documents and communications through emerging digital channels, E-signature integration allows consumers to electronically sign documents similarly for employees and customers content mobilization provides users with smartphone and tablet applications to capture, access,

and manage documents; and can move content through approval and other workflow processes, web content management allows users to easily create and manage web content, collaborate on documents and processes, and manage digital assets like photos, videos, and music, Imaging with OCR & ICR helps to convert images of typed or hand written words into encoded characters during content capture and ECM solution with content analytics helps harnesses the rapid growth in content to generate meaningful and actionable insights.

Typical content types found across enterprises

Forrester, for the first time in its wave report for ECM, has defined two categories of vendors according to their strengths in serving business content and transactional content use cases. Before long, other analysts will follow suit and come up with new categories across the social content management suites.

Business content: Typically originates inside the enterprise, but with the growing need to work with external

stakeholders such as customers, partners, regulators, and citizens. Business content includes familiar formats such as office documents, spreadsheets, email, and multimedia.

Transactional content: Generally originates outside the enterprise from third parties such as customers and partners, and relies on complex workflows or business process management (BPM) to drive processes. Account opening, accounts

payable, and invoice processing are typical transactional content use cases.

Social content: Which includes video and audio, blogs, wikis, and support for other online channel interactions is the fastest growing content in enterprises these days. With this, integration with social media platforms is becoming extremely critical so as to allow content-sharing with a broader audience.



Content is critical to every business!

Managing business and transitional content is critical for every business. Some of the key content-centric process use cases across the industry are:



Banking and finance

- Account opening
- Wealth management
- Mortgage and lending
- Trade finance processes
- Complaints
- Investments
- Frauds
- Audit and compliance



Government

- Benefits and correspondence management
- Social and victim services
- Permits and licenses
- FOIA requests
- Grants management
- Court case management
- Compliance to national archive, industry, and country EDRMS standards



Healthcare

- Payer appeals and grievances
- Provider management
- Care plans
- Medical claims
- Doctor notes
- Electronic health records
- Critical pathways



Insurance

- New business
- Claims
- Policy servicing



Industrial

- Standard operating procedures
- Engineering drawing revision and release
- Quality certificates management
- Incidents and investigations



Telecom

- Billing and statements
- Contact center / single view
- Manage voice of customers
- CDR records
- Network contracts



Retail

- Supplier and vendor management
- Contract management
- Product and catalog management
- Employee management
- Invoice processing



Education

- Admissions processing and review
- Financial aid processing and review
- Registrar forms processing
- Student advising
- Student onboarding
- Faculty onboarding
- Curriculum review
- Tenure and promotion review

And across verticals:



Finance and accounting

- Accounts payable
- Accounts receivable
- Financial close process
- Procurement and purchasing
- Vendor management
- Contract management



Human resources

- Recruitment and selection
- Employee onboarding
- Employee file management
- Policies and procedures
- Employee separation



Others

- Procurement & purchasing
- Supply chain
- Vendor management
- Workforce and field force enablement

Conclusion

Apart from new ways of digital working, new digital channels, need of content mobilization, infrastructure cost and multi organization eco system ECM industry acquisition and consolidation is also driving customers who already have ECM in place to consolidate their ECM landscape and look for opportunities to move their content on cloud with migration/up gradation on their list. Interestingly few big organization including some big banks, local government and industrial

organizations have investment in couple of products or versions of products and are on lookout for strategic direction of managing their content across organization to align with their digital strategy. All these are calling out for intelligent ECM solutions.

Well defined Next-gen ECM strategies aligned with organization process management, customer experience and communication (CXC) strategies integrated

with core applications will be key to enable "Future Digital Shared Services" and "Outsourcing" for key LOB process in industries like BFSI, telecom, health care, retail, education and across organizations horizontal process in the area of Finance and Accounting (accounts payable, accounts receivable, invoice processing etc.), Human Resources, Procurement and Supply Chain among others.



About the Author



Rahul Kochhar

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Rahul has over thirteen years of global experience in digital solutions, strategy, and transformation. In his capacity as a Principal Consultant, Rahul focuses on the client advisory function and specializes in advising key decision-makers, c-suite, and enterprise architects in defining their digital strategy and road map. His global digital experience spans working in customer experience management, customer communications management, digital marketing, business process management, enterprise content management, and the web content management space. Rahul has played multiple roles in his career from advisory to business solution architect, business analyst, presales lead, and engagement lead, working with clients across verticals like banking, finance, insurance, BPO, telecom, and government. He is experienced in applying Design Thinking and agile in complex multi-vendor environments.

Rahul is a certified AIIM ECM and BPM specialist with exposure to leading products in the digital space. He is a thought leader producing multiple artifacts and frameworks for practice. Notably, the Infosys BPM Product Evaluation Framework is his brainchild.

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