



KONICA MINOLTA

## Digital Transformation: Bridging the paper and digital gap

How digitization and business process automation are enablers for digital transformation

Digital transformation is a hot topic and presents your business with many opportunities. Konica Minolta, together with Quocirca, the research and analysis company, would like to provide you with the Digital Transformation whitepaper. Our digital transformation tool set – including workflow and business process automation – is highlighted on page 18.

quocirca



## Digital Transformation: Bridging the paper and digital gap

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*How digitization and business process automation are enablers for digital transformation*

**July 2016**

Recent Quocirca research highlights that the top business imperatives are focused on strengthening customer relationships, improving productivity and driving down costs. With the increasing adoption of new mobile and collaborative technologies, along with flexible delivery models such as the cloud, the strategy for organizations wanting to meet their business objectives and ensure efficient business process delivery, is becoming increasingly complex.

Many organizations are taking steps to accelerate their digital transformation journey through a combination of digitization, better information management and business process automation. Yet they face a range of challenges, with many citing that their biggest challenges are gaining employee commitment, change management and justifying investment.

Leading managed print service providers are well positioned to enable digital transformation through a broad approach to analyzing the complete information lifecycle – both paper and digital – and implementing workflow automation to drive business process efficiency. Organizations need to assess how they can leverage a managed service model, to optimize the value of investments and achieve their business objectives.

Those who are ahead in their digital transformation journey are already reaping the benefits. Quocirca's Digital Maturity Index distinguishes the leaders from the laggards, revealing that leaders outperform their peers when it comes to customer retention, productivity and employee engagement.

# Digital Transformation: Bridging the paper and digital gap

## EXECUTIVE SUMMARY

Enterprises need to continuously innovate to remain competitive and reduce costs, drive customer satisfaction and loyalty, and improve process efficiency. To achieve this, there is a need for a two-pronged approach of proactively digitizing paper-based processes and leveraging workflow automation technologies and platforms. Quocirca's Digital Maturity Index reveals that a strong focus on business process transformation is paying dividends in profitability and enhanced customer relationships. Enterprises are increasingly turning to traditional MPS providers who have the expertise, to improve process efficiency across both paper and digital information.

### Businesses remain reliant on paper-based business processes

The majority of organizations depend on paper to support business critical processes. The key reasons for the continued use of paper are the perceived need for real signatures, the ongoing receipt of paper documents from suppliers and partners and, not least, a continued employee preference for working with paper documents.

### Business process efficiency, compliance and cost are top reasons for digitization

A reliance on paper-based processes is inefficient, hampers productivity and increases cost. Over 80% of respondents cited increasing business process efficiency as a very important factor in driving digitization, followed closely by ensuring regulatory compliance and reducing operational costs. Consequently, almost two-thirds indicated they have already digitized several business processes. Most common areas cited for digitization are records management (41%), claims processing (32%) and accounts payable/receivable (30%).

### Digitization is a key element of an information management strategy

Almost 70% recognize the importance of paper digitization as part of their overall information strategy. Digitized documents enable faster access and collaboration with documents regardless of time or location. Yet there is still some way to go - while 44% have implemented organization-wide policies to control and manage paper and digital information, just 15% report that paper and digital workflow integration is very effective.

### MPS is effectively driving paper to digital transition

Organizations with the strongest digital maturity are most likely to have already invested in a managed print service (MPS). MPS has evolved beyond its traditional roots of print, to enable organizations to encompass broader business process automation that moves beyond isolated instances of paper digitization. Over half of respondents already use an MPS provider for workflow automation, and are most likely to be classified as Digital Leaders in Quocirca's Digital Maturity Index.

### Leading MPS providers have developed broad and scalable business process solutions and services

Quocirca's review of the market highlights Canon, HP, Lexmark, Ricoh and Xerox as leading MPS providers with broad software and services capability. Increased focus on information management, industry specialism and workflow automation highlights the need for careful assessment of provider's service portfolio, expertise and track-record. A key point of differentiation is the ability to offer full business process automation, rather than a silo approach to digitization.

### Digital leaders outperform their peers with respect to business process automation

Businesses who are further along their digitization journey are reaping the benefits across a range of business priorities. The key areas of success are increased profit, customer retention and improved employee engagement reflecting that digitization can significantly boost business value, impact profitability and improve efficiencies for both customers and employees.



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# Methodology

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## End-user analysis

Quocirca conducted an end-user survey amongst 200 companies with 500 or more employees across the UK, France, Germany, and the US. This survey was conducted online during February 2016 with the objective of understanding the progress organizations are making with digitization and business process automation.

## Vendor analysis

This report highlights the growing trend of traditional MPS providers offering broader business process and workflow automations solutions and services. It also highlights the specific strategies and approaches of leading vendors including Canon, HP, Konica Minolta, Lexmark, Ricoh and Xerox.

For the purposes of this report, 'digitization' is defined as the digitization of paper-based processes (through scanning/capture technology). This is typically the starting point for broader business process automation that may require the complete re-engineering of a business process through workflow tools.

# Introduction

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Most organizations recognize that digital transformation is key to gaining business advantage in today's rapidly changing marketplace. By embracing digital transformation, companies can capitalize on new opportunities and optimize existing operations to achieve significant business improvement.

To meet growing customer and employee expectations for a better digital experience, businesses must accelerate digitization of their business processes. Digitization of paper-based processes is certainly a starting point. By enabling more effective and simple information capture at the point of origin (through scanning technology), organizations can benefit from faster customer on-boarding and faster transactions.

Consider the benefits of automating information-intensive processes such as mortgage applications, loan origination or new account opening. Costs are reduced while productivity and turnaround times are vastly improved. Also, replacing paper and manual processes with digital processes allows businesses to automatically collect data that can be analyzed to better understand process performance, cost drivers, and causes of risk. Paper, as such, becomes part of the Big Data picture and can improve the speed of decision making, as well as ensuring faster access to information and improved collaboration.

This paper focuses on how organizations are tackling the digitization of paper-based processes and business process automation; it considers digital maturity and how this impacts their ability to achieve the top business priorities of improving profitability, attracting new customers and improving customer retention.

MPS providers can play a critical role in supporting an organization's digital transformation journey. They are well positioned to take a holistic view of paper and digital based processes to enable them to provide tools and solutions to improve workflow efficiency. The survey findings reveal that those using MPS are further advanced in their digitization and business process automation strategy and are most likely to be capitalizing on opportunities to reduce costs, improve profitability and drive better customer and employee engagement.



# Digitization maturity

Quocirca’s Digitization Maturity Index has been created to reflect levels of digitization maturity. The index is based on an average indicator calculated from composite scores from responses to four questions - policy control for paper and digital information; importance placed on document digitization in overall information management strategy; progress towards eliminating paper from business processes and reported effectiveness of paper and digital workflow integration.

Average scores were classified as follows:

- **Digital Beginners (25%):** based on an average score of less than 3.5, digital beginners possess a lower digitization maturity having yet to formalise and develop a cohesive paper and digital information management strategy. By holding back, they are missing opportunities to maximize the benefits of digitization.
- **Digital Expanders (51%):** based on an average score of 3.5 to 4.5, digital expanders are actively integrating paper and digital information and already have, or plan to have in place, policies to manage paper and digital information.
- **Digital Leaders (24%):** based on an average score of 4.5 or above, digital leaders possess high digitization maturity and are gaining competitive advantage and higher profitability.

Overall, US organizations lead in their digital maturity; 40% of US organizations are classed as Digital Leaders compared to 16% of UK organizations. By industry vertical, the public sector stands out as lagging behind in their digitization maturity. Overall, 35% of public sector respondents are digital beginners compared to around 20% in other sectors. Notably, smaller organizations are as advanced as larger counterparts, reflecting less reliance on paper and broader policies to manage and integrate paper and digital information.

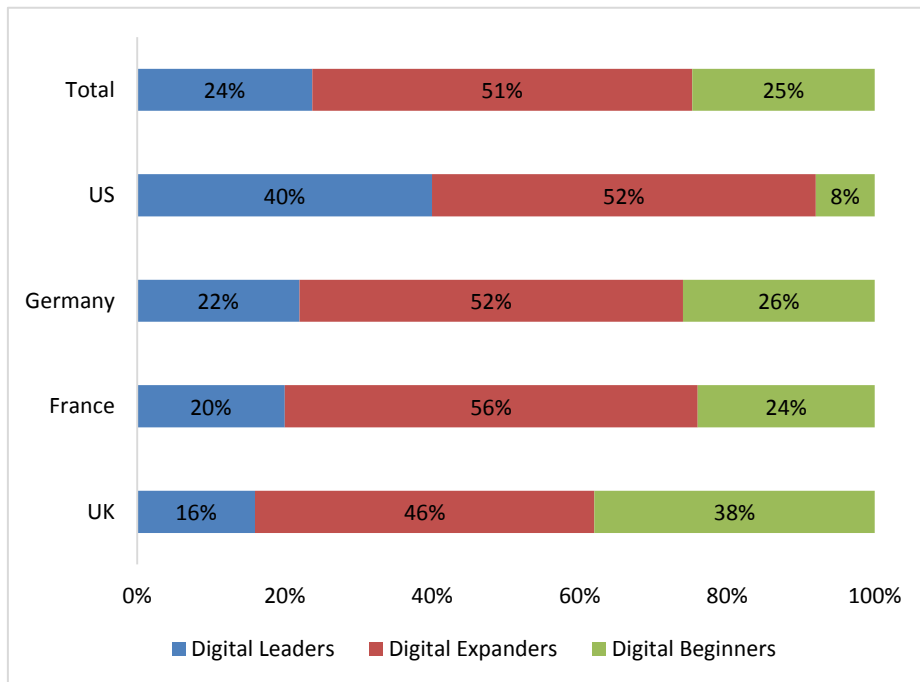


Figure 1. Quocirca’s Digitization Maturity Index



# The enduring paper trail

The amount of information entering and being processed by a business shows no signs of abating, and paper remains a crucial element of many business processes. This paper culture prevails due to industry needs, technology maturity, legislation and employee habits. Quocirca’s survey revealed that organizations remain reliant on paper-based processes, with almost 60% of organizations indicating that up to 30% of business processes use paper. The top cited reason for the continued use of paper was the need for physical signatures (55%). This was followed by 48% that indicate that suppliers/customers continue to send paper and 41% indicating that staff prefer paper. Germany appears to have the strongest requirement for physical signatures with 70% indicating this as the top factor while the UK were more likely to indicate a staff preference for paper – 54% compared to 30% in France (Figure 2).

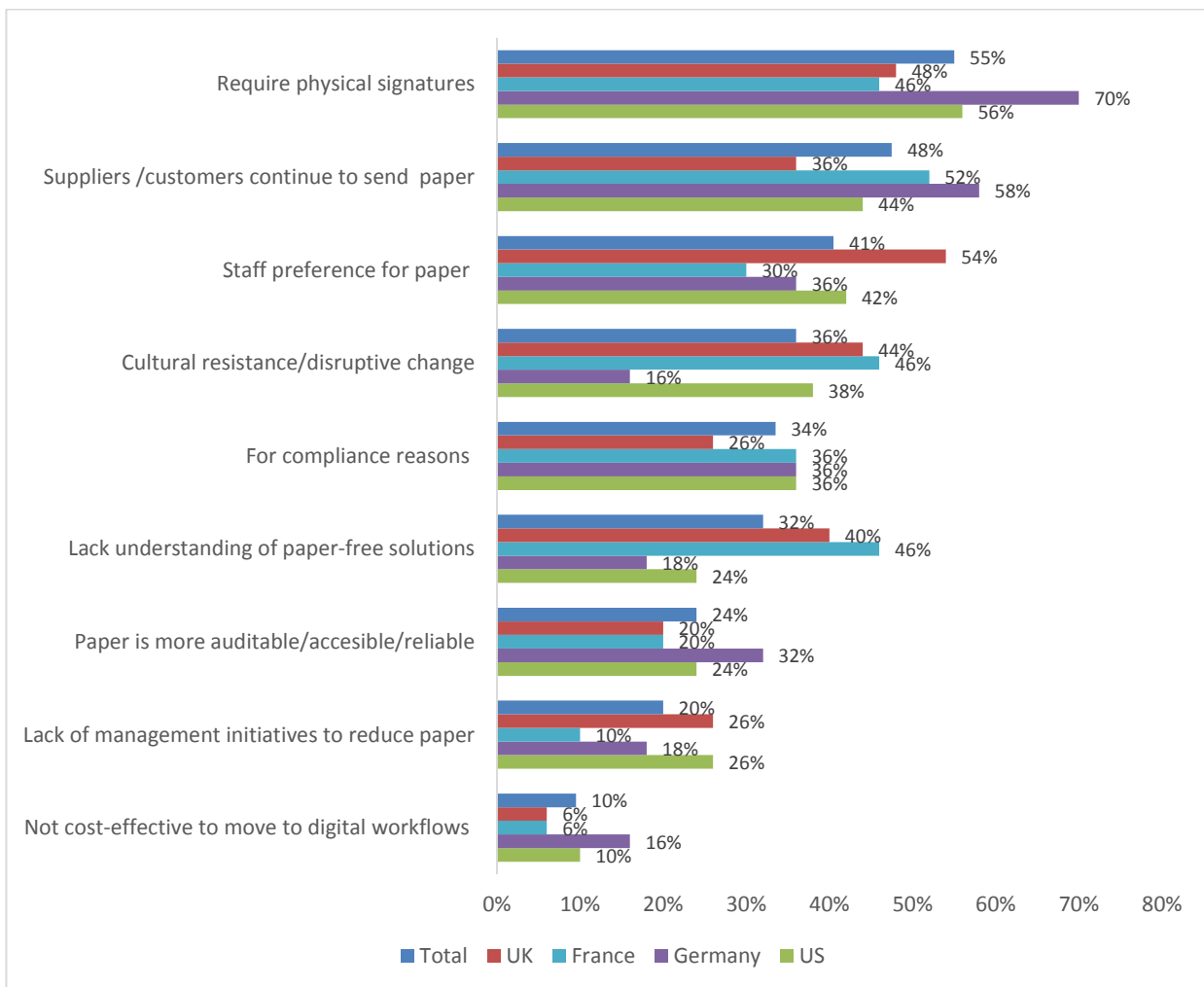


Figure 2: Reasons why business processes include the use of paper



There were some strong industry variations. Paper signatures were most commonplace in financial service organizations with 75% indicating this was a top driver for paper use, compared to 40% of public sector organizations. The situation was reversed when it came to staff preference for paper, with 53% of public sector respondents agreeing this was a key factor, compared to 30% in financial services. Consequently 50% in the public sector said there was cultural resistance to minimizing paper usage, compared to 28% in the financial sector.

This dependence on paper poses a range of challenges – for example, manual data entry with its potential for errors, high paper printing and storage costs, inefficient processes, information security vulnerabilities and compliance issues. Through digitization, organizations can benefit from easier and faster access to information - regardless of time and location – for example, with reduced costs through lower administration and storage costs, and better collaboration across employees, customers and partners. Increasing business efficiency was rated as the most important reason for digitizing paper-based processes, receiving an average score of 4.11 (of a possible 5). This was followed by ensuring regulatory compliance and reducing operational costs (Figure 3).

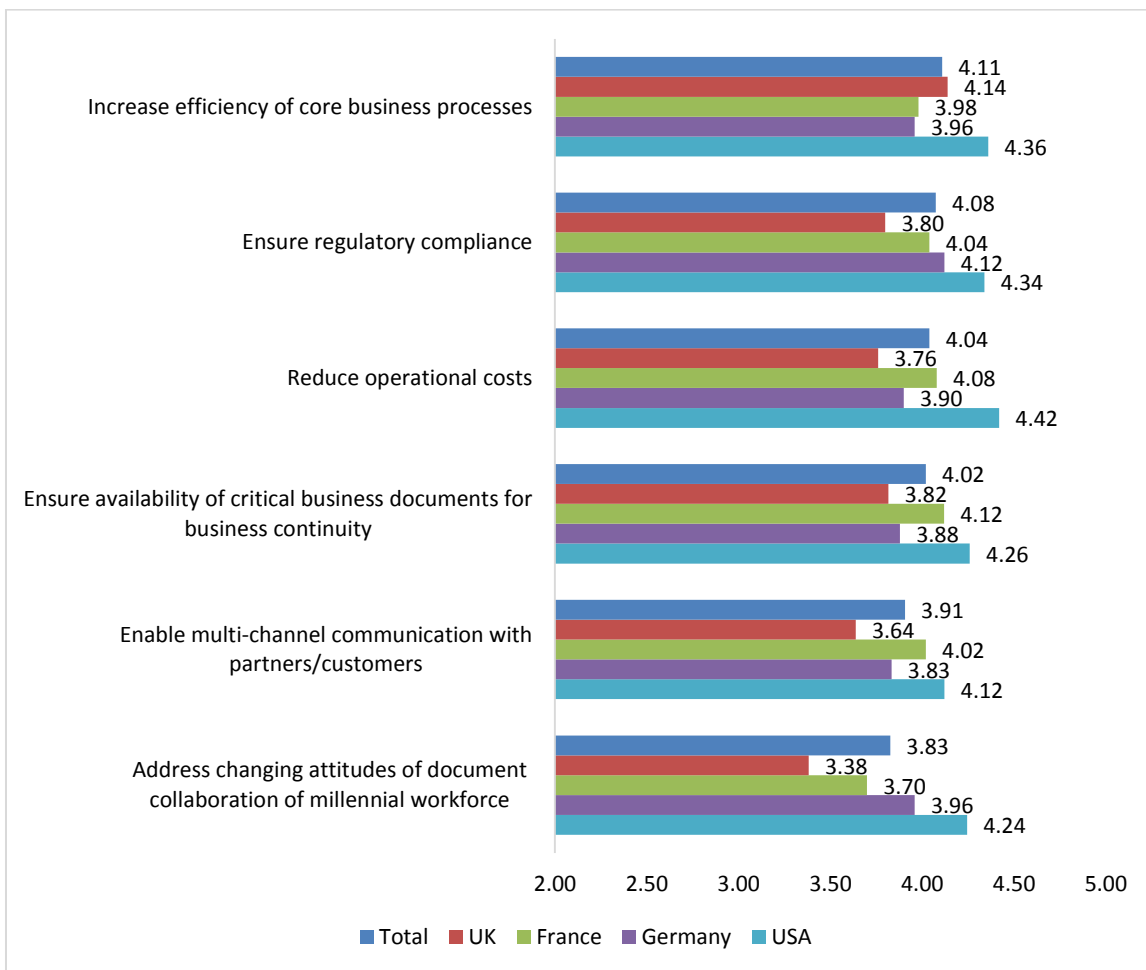


Figure 3: The importance of various drivers in motivating the digitization of paper-based processes (rated from 1 – not important to 5 = extremely important)





Given the broad range of benefits, the majority of organizations are well along their digitization journey, with 64% indicating that several business processes have already been digitized (Figure 4). The US leads, with 76% having already digitized several business processes compared to around 60% of European organizations.

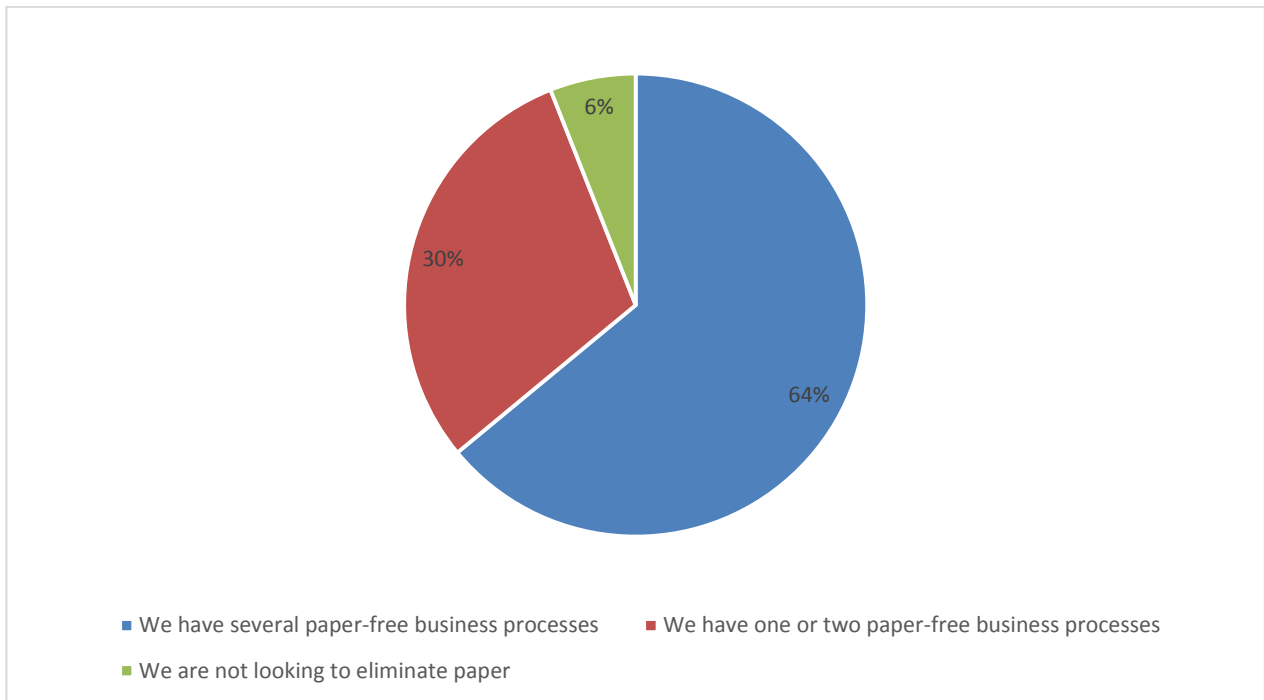


Figure 4: An organization’s progress towards eliminating paper from business processes

An effective digitization strategy is much more than simply digitizing paper documents. In the past, standalone digitization projects may have been implemented purely for the sake of reducing paper: today, digitization is a critical element in broader business process automation projects to transform customer service, employee productivity and improve information access and sharing. As such, to ensure paper documents are accessible in their digital form and can be shared for more effective collaboration and decision making, organizations must implement a combined information strategy for both paper and digital information. Overall, 69% indicated that the digitization of paper documents was very or extremely important to their organization's overall information management strategy. The US and Germany are ahead with 80% or more rating this as very or extremely important compared to 50% in the UK and 60% in France (Figure 5).



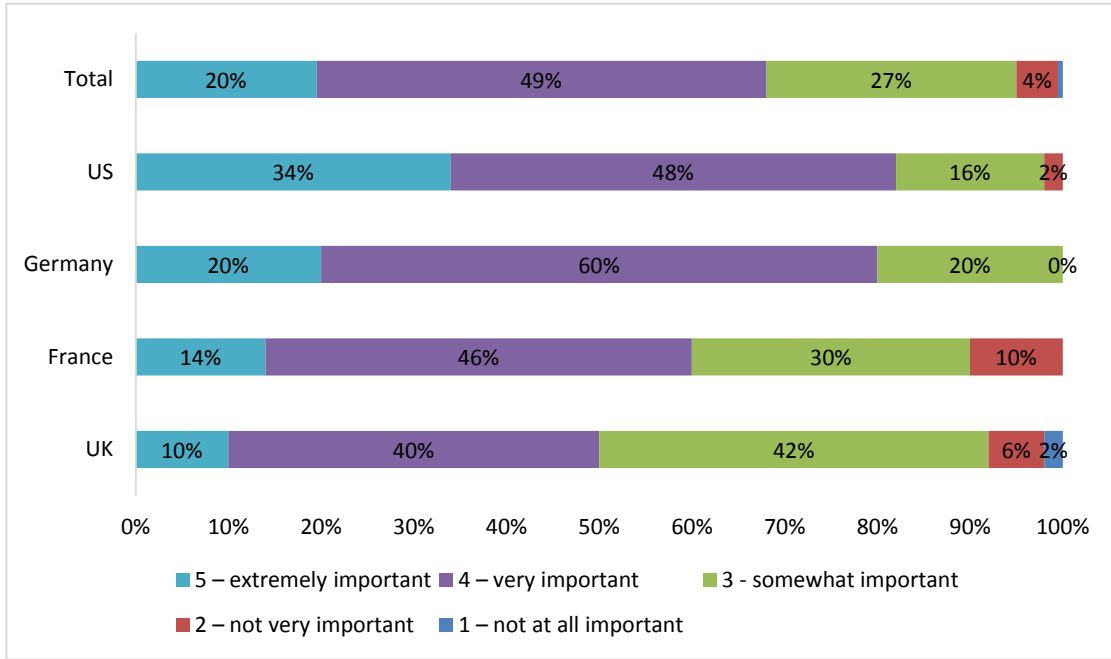


Figure 5. **The importance of digitization of paper documents in relation to overall information management strategy**

Further, most organizations report that they have either already implemented or are planning to implement enterprise-wide policies for managing paper and digital information. Overall, 44% indicated that they have implemented policies across the organization, with a further 32% indicating they plan to extend departmental policies across the organization. US organizations are most advanced with 52% indicating that they have policies in place and a further 40% planning to extend departmental policies.



# An opportunity for automation

Any paper or information-intensive business process presents an opportunity for automation. Areas where respondents are considering business process automation and digitization include records management (41%), claims processing (32%) and accounts receivable/payable (30%) (Figure 6). Consider invoicing, for example – invoices may be printed and be passed from department to department for physical signatures, leading to time delays and lost productivity. An automated approach would see paper invoices scanned into an enterprise content management (ECM) system, for instance, or created digitally. Invoices then go through an automated review process, with an audit trail leading to fewer paper invoices and faster processing time.

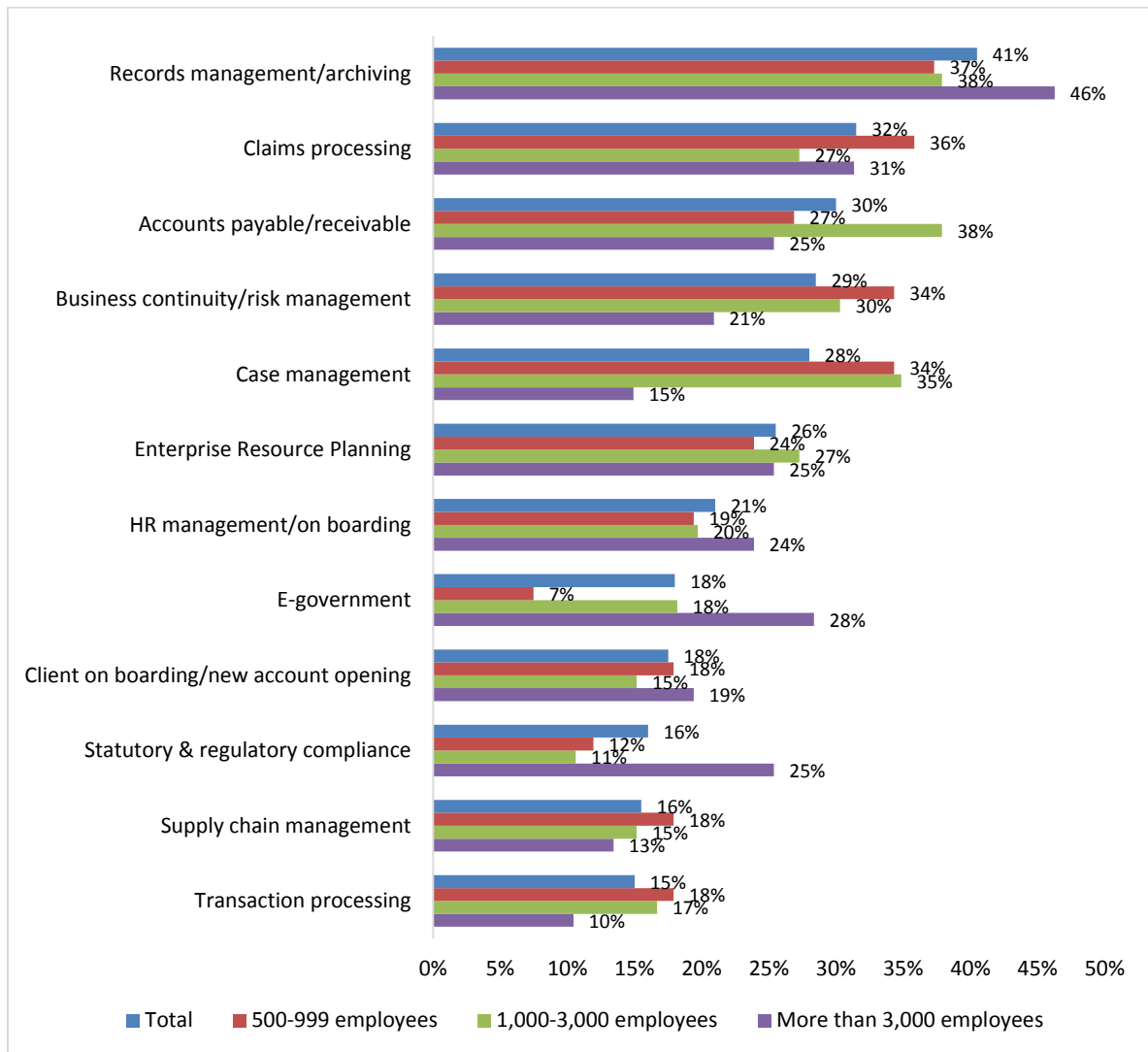


Figure 6. Business processes under consideration for digitization

However, business process automation is not without its challenges and typically requires strong employee and executive commitment, supported by governance and change management. The most reported challenge was obtaining employee commitment, cited overall by 46% of respondents. The top challenge varied significantly by



vertical sector – most notable was 70% of public sector respondents citing employee commitment was the top challenge (Figure 7).

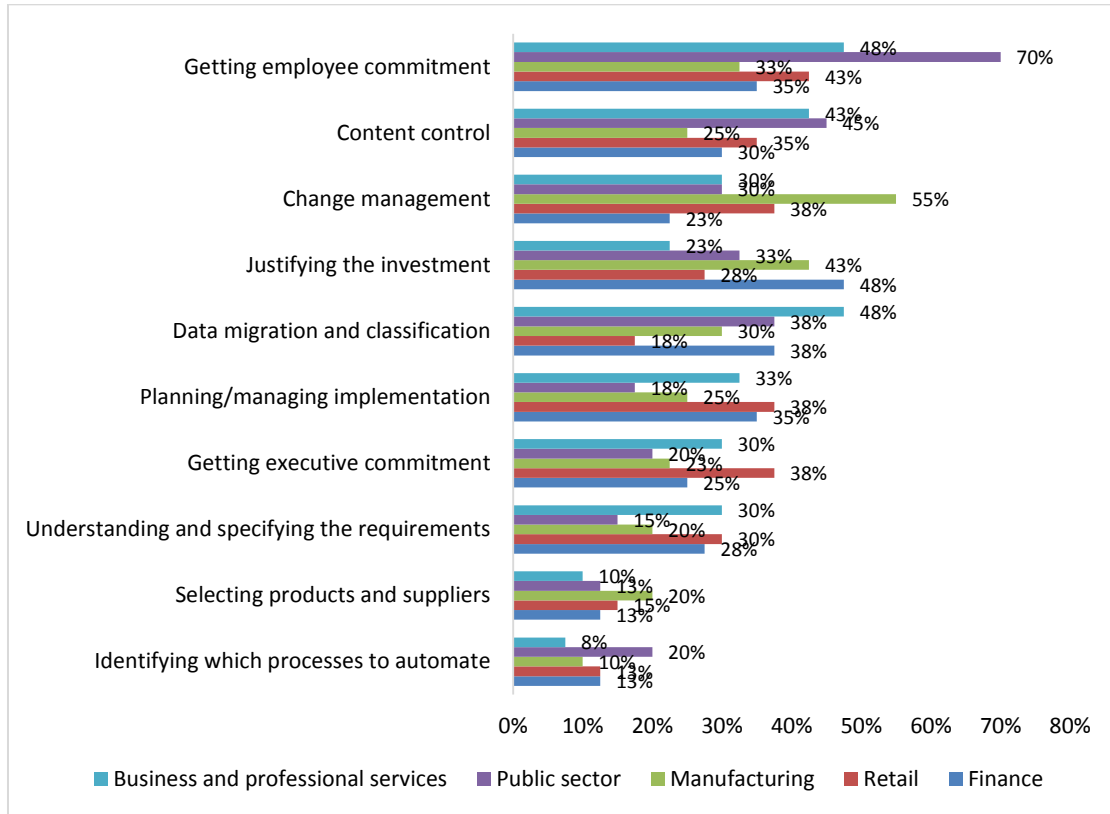


Figure 7. The most challenging aspects of business process automation

Business process automation projects may therefore, meet several roadblocks and the lack of employee commitment could be potentially related to the possible job losses as the result of automation. However, employee efficiency is a key benefit of business process automation. Removing the inefficient use of employee’s time on tasks that can be automated can lead to improvements in productivity and morale, and staff can apply their skills and time to more interesting, challenging and business critical functions. Therefore, employee engagement is essential in any digital transformation project and will help mitigate resistance to change.

Meanwhile, issues around content control or justifying investment can lead to silos of automation which cannot be integrated. Organizations therefore need to select providers that can support the entire digital transformation journey and implement solutions that can be integrated with the existing infrastructure. Systems Integrators and MPS providers are particularly well positioned to take this type of holistic view. They typically have a breadth of industry, software and implementation expertise and can address business requirements through a best-of-breed approach.



# MPS – a key enabler for digitization

MPS is an established approach to reducing the cost, complexity and risk associated with an unmanaged print infrastructure. With core services now relatively commoditized, leading providers have extended their capabilities to encompass broader business and workflow automation offerings. Such providers have established a credible reputation in workflow automation, but this remains a key point of differentiation between vendors.

MPS usage is therefore relatively mature - almost half of respondents in this survey indicated that they currently use an MPS provider for digitization/workflow automation with a further 32% planning to use an MPS provider in the future. Those using MPS are more likely to be ahead of the curve when it comes to managing paper and digital workflows - 77% reported that they were effective in integrating paper and digital workflows compared to 56% of those not using MPS (Figure 8). Overall, industry sector differences showed those in financial services to be the most confident (73%) with the public sector lagging behind with just 46% agreeing they were effective in their paper and digital workflow integration.

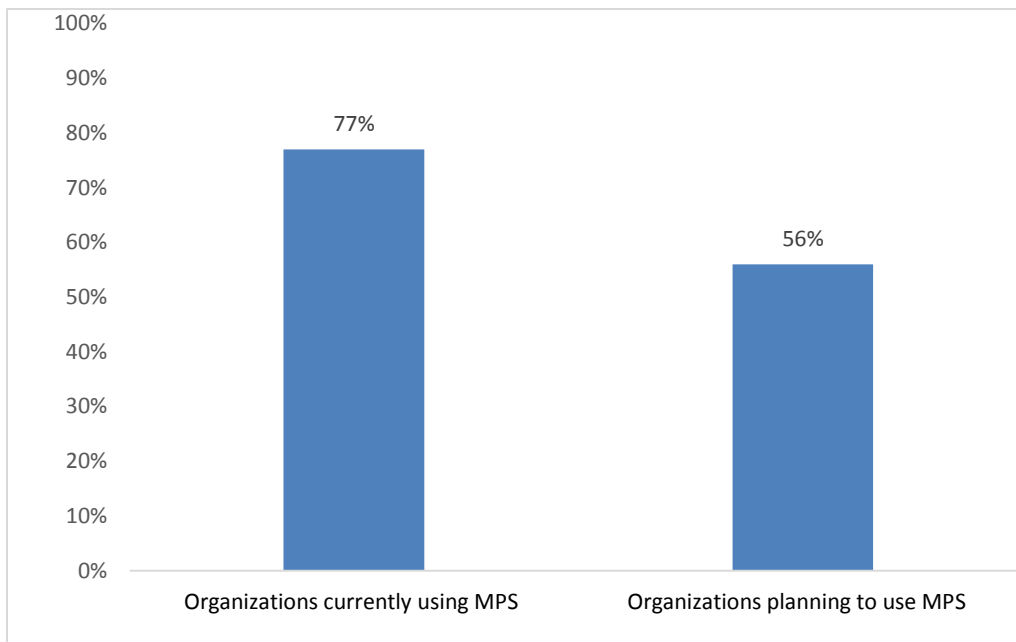


Figure 8: The level of effectiveness in integrating paper-based information into digital workflows (Rated effective or very effective)

Indeed, those using MPS are more likely to place a higher importance on digitization - 79% amongst those using MPS indicated that the digitization of paper documents was very or extremely important to their organizations compared to 53% of those not using MPS. Perhaps the most significant difference is in vision and strategy - 55% of those using MPS have implemented organization-wide policies for managing both paper and digital information compared to 29% not using MPS. Furthermore, those using MPS are more likely to be using enterprise content management (ECM) solutions – 42% compared to 25% not using MPS. Mobile document capture is also more prevalent – 43% compared to 18% not using MPS. This is reflective of the organizations using MPS being typically more advanced in their adoption of workflow solutions as well as being able to take advantage of the broader capabilities of MPS providers to implement mobile capture integrated with their MFP (multifunction printer) technology.



MPS providers are continually expanding their information management service offerings, providing strategic assessments of the full information lifecycle and recommending opportunities for automation. As such, organizations should consider MPS providers as trusted and strategic partners that can support long-term digital transformation.

## Digital Leaders outperform their peers

Workflow solutions which enable more effective information sharing, collaboration and efficiency are critical in supporting any digitization strategy. Those organizations further along their digital journey are most likely to have invested in a range of solutions such as e-invoicing, e-signatures and document capture. 80% of Digital Leaders have implemented digital documents and 69% are using e-signatures – this compares to just 44% and 25% of Digital Beginners (Figure 9).

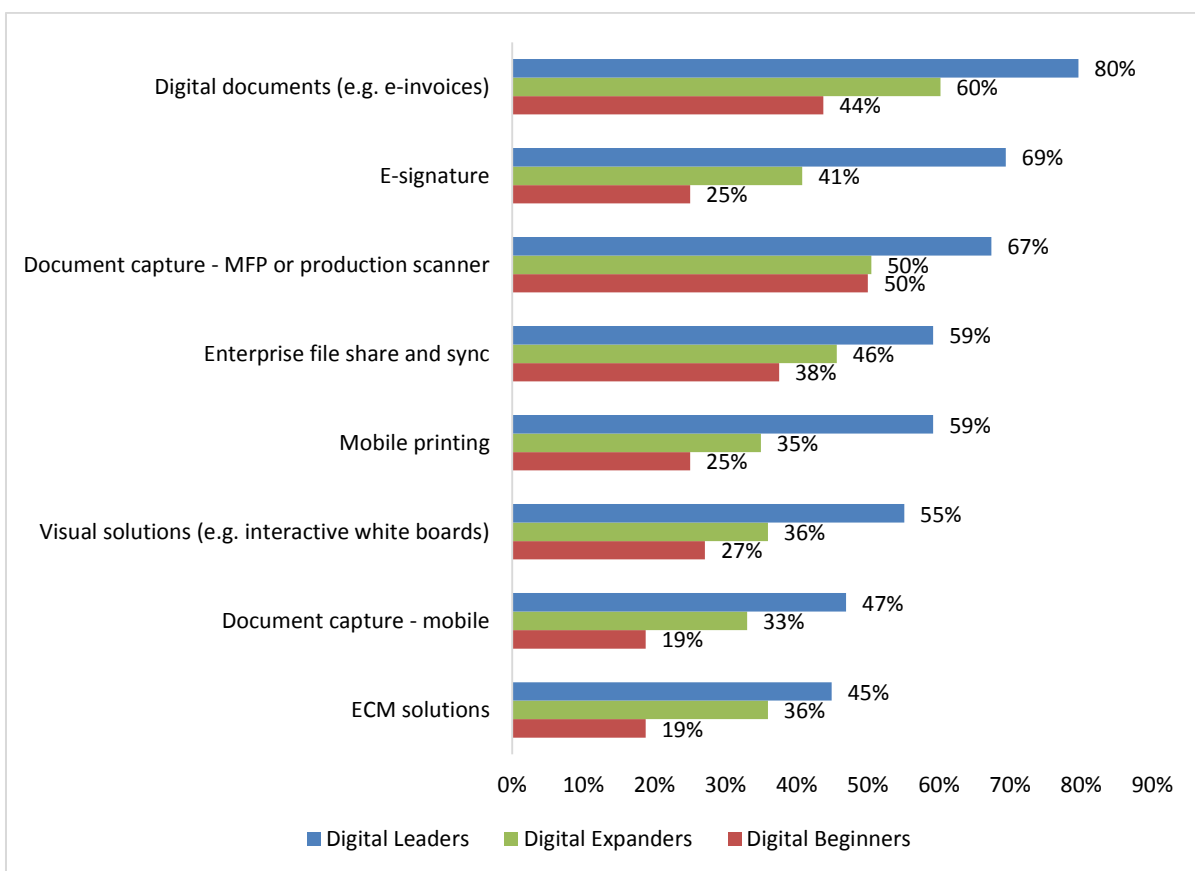


Figure 9. Digital workflow solutions being used (% deployed shown)

Such solutions are critical in accelerating digital transformation and improving business process efficiency. The investment in digital workflow tools and a clear strategy for digitization and integrated information management is helping Digital Leaders outperform their peers.



Across the range of business priorities, Digital Leaders are enjoying significant advantages in profitability, customer loyalty and employee engagement (Figure 10). By holding back, the more conservative Digital Beginners are failing to maximize on these opportunities. Digital Expanders or on the right path, and with a stronger vision for digital transformation are well positioned to drive further business value.

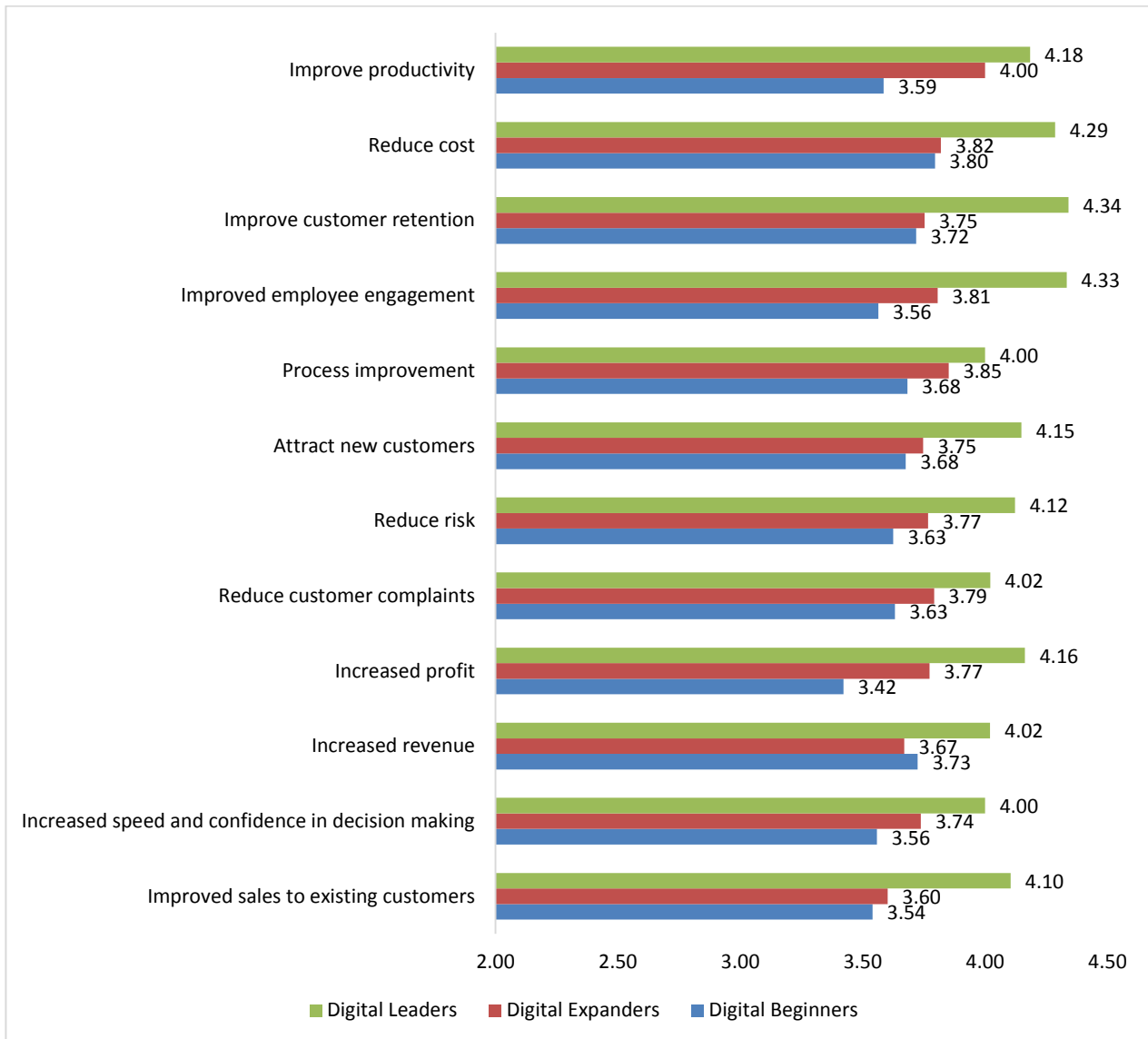


Figure 10. How well the benefits of business process automation/digitization have been achieved (Relating to the better use of information as a result of digitization)



# A roadmap to digital transformation

There is no ‘one size fits all’ approach for digital transformation and it requires significant cultural change for some. Each organization must take action across a number of areas to maximize the opportunities from digitization and workflow automation. Digital transformation represents a broad range of activities – including paper digitization, automating back-office applications, information management and collaboration, and implementing new digital customer engagement models.

Enterprises are looking for providers to help drive more strategic capabilities and enable continuous innovation. Consequently, customer expectations for a provider are extensive. Most important requirements are implementation expertise, commitment to SLA quality and software expertise. Very large organizations place a higher importance on these criteria, although smaller organizations show higher expectations than mid-market organizations. Smaller organizations have a greater need for agility and business process efficiency in order to gain competitive advantage, and so are potentially more demanding of their service providers.

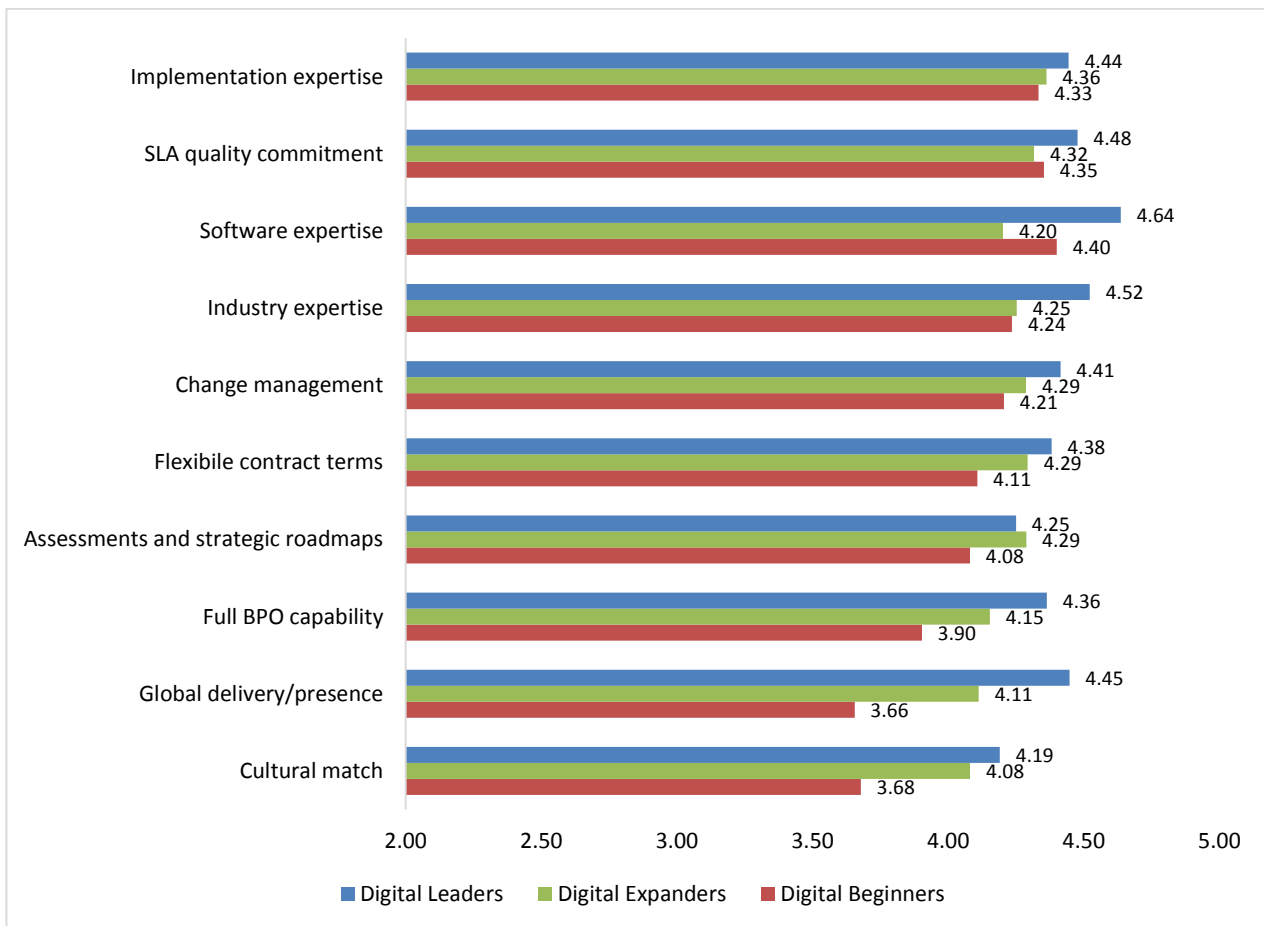


Figure 12: The importance of capabilities in determining the selection of a business automation supplier (from 1 – unimportant to 5 – very important)

Digital Leaders have higher expectations of their potential provider – with software expertise, industry expertise and commitment to SLA quality the most important requirements for a potential provider (Figure 12). Consequently, when selecting a provider, an organization must determine where they are on the digital maturity range and





objectively analyze their current needs, capabilities, skills, processes and technologies. This is fundamental to helping determine where they are today and where they need to be.

By selecting a leading managed print service partners, organizations can quickly add deep expertise, best practices, scale and flexibility, best-in-class service levels and technology capabilities to their businesses. Leading MPS providers offer a breadth and depth of experience supported by extensive solutions portfolios. Organizations should evaluate potential providers on the basis that they will become a strategic partner that can support ongoing digital transformation.

Organizations therefore need to evaluate a provider's strategy, vision, service delivery capabilities and scalability of offering. At the outset, a provider should offer benchmarking and maturity assessments in order to develop a strategic roadmap for transformation. This requires the detailed evaluation of business processes to prioritize business needs and the demonstration of mature processes, best practices and industry standards. Given the diverse and complex nature of business process automation, a managed service provider should have a broad spectrum of third-party partnerships with joint technology integration to ensure interoperability. To ensure continuous improvement, providers should use analytics to identify opportunities to drive further efficiency and cost savings.

Ultimately, building a strategic relationship with a managed service provider is critical to digital transformation. Managed service providers must therefore collaborate and align with a customer's business strategy. As customer expectations increase, providers must be able to help enterprises to deliver solutions and services that focus on their required business outcomes.

## Vendor highlights

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This section highlights the strategy and offerings of major MPS providers with respect to workflow and business process automation. Note, this is not an exhaustive list of all providers in the industry, but highlights the leading providers in the market and their strategies.

- **Canon:** Canon has developed a comprehensive information management portfolio to support its business process automation strategy. In Europe alone it has more than 100 dedicated information management sales experts with a further 1,500 sales account managers selling entry level information management solutions. Its solutions portfolio covers complex business process automation in areas of finance and procurement, HR, operations and sales and marketing. A particular strength is Canon Business Services; highly focused on helping organizations understand how to capitalize on opportunities of digital transformation by helping them to gain efficiencies in back office processing while optimizing customer engagement and interactions. Canon positions digitization, security and compliance, automation and multi-channel communications as key to its business process automation approach. It therefore takes a broad view of an organization's customer experience requirements and efficiency of core business processes. As such Canon analyzes both information related to consumer habits and preferences to determine opportunities for personalization in digital customer interactions and identifies areas for workflow automation to drive operational improvements and faster business processes. The Canon Business Services portfolio includes information lifecycle services, marketing and production services to enable cross-channel customer communications, customer communication services and document outsourcing services which include data capture, processing and output management.
- **HP:** In November 2015, HP started a new era as it split itself into two companies, Hewlett Packard Enterprise and HP Inc. Hewlett Packard Enterprise comprises enterprise technology infrastructure



solutions, enterprise services, software and HP financial services. HP Inc. comprises the personal systems and printing business, including managed print service (MPS), a range of support services, and workflow solutions. Both companies aim to continue the legacy of innovation with their respective Labs (e.g., HP Labs). Given the breadth and scale of its technology portfolio, HP has developed a broad and diverse set of ECM and workflow solutions. An integral component is its HP JetAdvantage range of solutions for workflow management which aim to securely capture, store and manage information more efficiently. HP Inc. will continue to work with Hewlett Packard Enterprise to take advantage of their respective ECM and systems integration capabilities. In particular, HP has an unparalleled range of vertical solutions across financial services, insurance, media/communications/entertainment, healthcare, manufacturing and distribution, and the public sector. Its comprehensive range of solutions are augmented by its professional services capabilities, including HP's Workflow Analysis services. These deliver a customised workflow analysis of business-critical, paper-intensive manual processes and provide a roadmap for streamlining such processes through implementation of printing and associated software and services. Beyond these, HP offers strategic consultations, workshops, assessment services and proof of concept (POC) engagements which take an industry-specific view of current and future-state business process improvements. Through its leading position in the MPS market, and a diverse service and solutions portfolio, HP is well positioned to support the business process automation needs of businesses of all sizes.

- **Konica Minolta:** The area of information management and digital transformation is advancing rapidly at Konica Minolta. It has accelerated its strategy to focus on positioning itself to support an organization's information management strategy across both print and digital output. Its mature Optimized Print Services offering is now complemented by four further services: Managed Content Services (MCS), Business Process Services (BPS), Infrastructure Management Services (IMS) and Marketing Management Services (MMS). MCS is focused on digital content and workflow management, while BPS deals with the analysis and improvement of a customer's business critical processes. Additionally, MMS provides a range of solutions for the management of customer communications and engagement. The hardware and software infrastructure necessary for the effective deployment and subsequent support of these services is available through a range of managed IT services that Konica Minolta provides under the banner of IMS. As part of MCS, Konica Minolta analyzes document-intensive workflows to propose optimizations, implement specific, tailored solutions, and subsequently manage the full document infrastructure if required. Products include enterprise search, invoice processing, email management and departmental solutions such as accounts payable, HR, digital mailroom and contract management. Konica Minolta offers vertical solutions for the education, manufacturing, banking, and healthcare sectors. Konica Minolta has a strong global reach through its Global Business Services operation that combines consultancy with hardware and software implementation. Its consulting and proactive management model combined with a comprehensive solutions portfolio and unified global platform enables Konica Minolta to provide integrated and globally consistent solutions.
- **Lexmark:** Lexmark has carved a strong foothold in the critical areas of business process automation and industry solutions, by virtue of its strong presence in enterprise managed print services market. It is committed to taking a holistic approach with regards to business process and structured and unstructured content management. Lexmark has a very broad solutions and software portfolio and modular platform from internal development and from more than fourteen software acquisitions (including Kofax and Readsoft) over the past five years. As a result, Lexmark offers one of the broadest portfolios of software, hardware and services to address information and business process challenges as well as drive deeper customer engagement. Its technology ownership and industry expertise are key differentiators for Lexmark. Lexmark leverages its modular platform to provide industry specific solutions supported by a dedicated industry-focused team. With the full integration of Perceptive Software, Readsoft and Kofax technologies in the overall Lexmark software platform, the company now prides itself in being able to provide a wide array of proprietary industry specific customer facing and horizontal workflow solutions without the need to partner with other software companies. Lexmark provides comprehensive workflow solutions including content extraction, process management, CCM, mobility, content, case management,



search, hosting, sharing, and collaboration tools. Beyond typical document capture and management, it also focuses on tools to manage photo images, video, audio and Digital Imaging and Communication in Medicine (DICOM) formats. Workflow solutions are mainly delivered through a modular platform which enables the company and its partners to flexibly adapt components to address different horizontal and vertical needs.

- **Ricoh:** Ricoh has made significant investments in expanding its digital services' portfolio, and in a broad range of technology and solutions to streamline business workflows and manage information/content. Through integration across the business lines (including Managed Document Services, Production Printing Services, Business Process Services and Application Services), Ricoh enables customers to work more efficiently and effectively by integrating their digital and print processes. Ricoh has a worldwide footprint with over 30,000 service delivery professionals. In total, Ricoh's direct service network covers 95% of fortune global 500 companies, which offers global customers support in more than 194 countries worldwide. Ricoh's business process service offerings address the needs of organizations of all sizes, covering both front-office optimization (i.e. customer services) and back office optimization (i.e. accounts payable/receivable, contract management and expense management). The solutions can be implemented as an outsourced business process, as a managed business process that has been optimized within the company, as a technology-based solution to optimize / automate processes within the company (including managed application support services), or any combination required. Ricoh has implemented a global vertical marketing organization based on deep domain-expertise in particular sectors, evidenced through specific offerings for healthcare and higher education, as well as other verticals. Ricoh also offers a broad range of information management solutions covering both structured and unstructured content, using a variety of proprietary and third party platforms. As such, Ricoh offers a flexible and scalable approach suited to organizations of all sizes and is able to offer a high degree of customization.
- **Xerox:** Xerox is strongly positioned to support an organization's digital transformation strategy, boosted by its strong reputation in the managed print services market and expanded range of workflow services and solutions. Xerox has tightly integrated its MPS and workflow offerings to develop a scalable proposition for both SMBs and enterprises. In particular, it has a stronghold in the large enterprise market, due to the breadth and depth of its solutions and services offerings. In Quocirca's 2016 Digitization Study, very large organizations positioned Xerox first in brand perception amongst traditional MPS vendors for its workflow automation. Its workflow automation services encompass consulting and assessment services, industry workflows solutions and personal and office productivity solutions. This group works in partnership with Xerox's broader document outsourcing teams – both MPS and its business process outsourcing (BPO) organization. Enterprise content management (ECM) is potentially one area where Xerox needs to deepen its capabilities and enterprise penetration. Traditionally, Xerox DocuShare, its primary ECM technology, has been more departmentally focused and larger enterprise customers may not be aware of using DocuShare as a broader ECM platform. Xerox may need to clarify its messaging around DocuShare and how this can be a key element of its overall workflow automation strategy. Overall, Xerox has the brand strength, global scale and service capabilities to deliver comprehensive workflow automation services to enterprises of all sizes. Its strong market presence in the MPS market augers well for Xerox gaining further traction in broader digital transformation projects.



# Future outlook

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In an ever-expanding connected mobile and digital workplace, the rapid access to timely, relevant information becomes critical to every part of an organization. To be successful, organizations need to increase the operational efficiency of document intensive processes and optimize information management, across both paper and digital information. Digitization is a key starting point in improving efficiency of core business processes through effective document capture, which can drive workflow automation enabling employees to access, process and share information faster. This can lead to improved productivity, lower costs and better customer satisfaction and retention.

Organizations that succeed in accelerating their digital transformation strategy will realize substantial benefits – both in employee productivity and engagement and customer retention. Digital transformation not only improves business process efficiency and information collaboration but also can drive a better multi-channel customer experience through personalised communications.

Through proprietary technology and strategic partnerships, managed print service providers are uniquely positioned to offer solutions and services that cover most areas of digital transformation – document capture, processing, workflow integration and automation, content management and customer communications.

As such, Quocirca recommends that managed print services providers take a more proactive role in supporting such digital transformation. Providers should build a strategic roadmap for organizations, which focuses on business outcomes and value delivered. This should be supported by developing flexible, modular and industry-focused portfolios of solutions that enable organizations to take a phased approach to digital transformation.

Ultimately, re-defining the paper and digital boundaries will be key to success in digital transformation. Forward-thinking organizations – the Digital Leaders – are already reaping the benefits and gaining competitive advantage, better employee engagement and improved customer retention.



## About Quocirca

Quocirca is a primary research and analysis company specializing in the business impact of information technology and communications (ITC). With worldwide, native language reach, Quocirca provides in-depth insights into the views of buyers and influencers in large, mid-sized and small organizations. Its analyst team is made up of real-world practitioners with first-hand experience of ITC delivery who continuously research and track the industry and its real usage in the markets.

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