



KONICA MINOLTA



THE CONTENT MANAGEMENT PLAYBOOK:

*YOUR GUIDE TO TAKING DATA-DRIVEN ACTION TO
ACCELERATE BACK-OFFICE EFFICIENCIES FOR SMBS*

Achieving Operational Efficiency = Streamlining for Success

As a leader of a small to mid-sized business (SMB), you understand that regardless of your staff working onsite or remotely, business efficiency relies on workers quickly getting to the information they need to do their jobs. With paper filed in a drawer - it can't be searched, it can't be accessed by everyone, and it can be lost or destroyed.

That's why data-driven Content Management (CM) solutions are critical. Reducing physical space, gaining easy access to information, and eliminating hours of unnecessary search time are just a few of the benefits a CM solution can provide. In this guide, you'll learn key insight from an industry thought leader with over 25 years of experience helping leaders outperform their peers. Follow along and learn how you can reap the reward of modern solutions that are both readily available and affordable for SMBs.

Introduction from the author

When I served as President of the Association for Intelligent Information Management (AIIM), I repeatedly asked two questions to senior executives from all sorts of industries and geographies.

The first question was, "If the volume of information coming into your organization is X, what do you think it will be in 2-3 years?" In multiple surveys, the answer came back as 3.5X to 4.5X.

The second was, "Of all the information coming into your organization, approximately what percentage would you say is "structured," "unstructured," (e.g., text, images, videos, audio, or any other type of data that does not fit into a traditional database) or "semi-structured" (document with some structured fields, like an invoice)?" The answer to this question almost always came back with 50% to 60% unstructured or semi-structured.



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John Mancini,
Content Results, LLC.

These results were true no matter the industry, geography, or organizational size of the executives I spoke to.

Even with 40-50% structured data coming into any given organization, a rising tide of BOTH information *volume* and *variety* threatens to overwhelm even the most well-intentioned digital transformation initiatives. It represents a business challenge as foundational and critical to small and mid-sized organizations (SMBs) as it is to large organizations.

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What are the key benefits of document and content management for SMBs?

All too frequently, well-intentioned digital transformation initiatives fail because the underlying fuel for most processes -- documents -- is still in paper form. Paper-based processes can be prone to human errors, such as illegible handwriting, missing information, or duplicate entries. They also require much time and resources to process, store, and retrieve. Paper forms can be lost, damaged, or stolen, compromising data integrity and confidentiality.

SMBs face the same information management challenges as large organizations. SMBs often have many documents to manage, which can take time to keep track of and organize. Regulatory complexity is no less problematic for SMBs than for large organizations. Concerns about information privacy and security, and the possibility of a ransomware or denial-of-service (DoS) attack are real concerns for SMB executives. According to CISA.gov, a “DoS attack occurs when legitimate users are unable to access information systems, devices, or other network resources due to the actions of a malicious cyber threat actor.”

The good news for SMBs is that implementing a Document Management/Content Management (DM/CM) solution is easier than it once was. There was a time when only the largest organizations could afford these solutions. That is no longer the case. As the industry has shifted from monolithic ECM (Enterprise Content Management) solutions to more portable DM/CM solutions constructed on a cloud-services architecture, the opportunities for SMBs to easily access information and leverage automation have never been more significant.

According to the AIIM 2023 State of the Industry report, “The average number of content management, document management systems, and record management systems within organizations has grown since 2013 when there was an average of 3.14 systems per organization. This rose to 3.94 in 2018. In 2023, the average number of information management systems is almost 5 (4.95) per organization.”

While at first glance, this would seem at variance with the goal that many organizations have to get their information “under control.” AIIM notes these statistics more likely reflect that it is now easier than ever to deploy cloud-based information management systems without the involvement of the IT department. In addition, there is an increased availability of vertical and horizontal-specific solutions — allowing organizations to deploy numerous smaller solutions versus a single platform.

The key issues that SMBs need to address in deploying a DM/CM solution include:

- **Cost:** There are many options and a range of costs and features - be sure to select the option that best aligns with your requirements and doesn't have the “extras” with the associated higher price tag.
- **Complexity:** Traditional solutions can be complex, but modern solutions have SMBs in mind and cater to their needs. Choosing the user-friendly option that meets your present and future needs is crucial.
- **Integration:** Solutions must be integrated with other systems in your organization, such as your email and ERP systems. Ensuring the proper capabilities of the solution will help you in your search.
- **Change management:** Deploying a solution can be a significant change for your organization, so it is crucial to plan for change management and have buy-in from the top down.

Where Should You Start Your DM/CM Journey?

A strategic approach to managing documents and content is essential for SMBs because it can help you to:

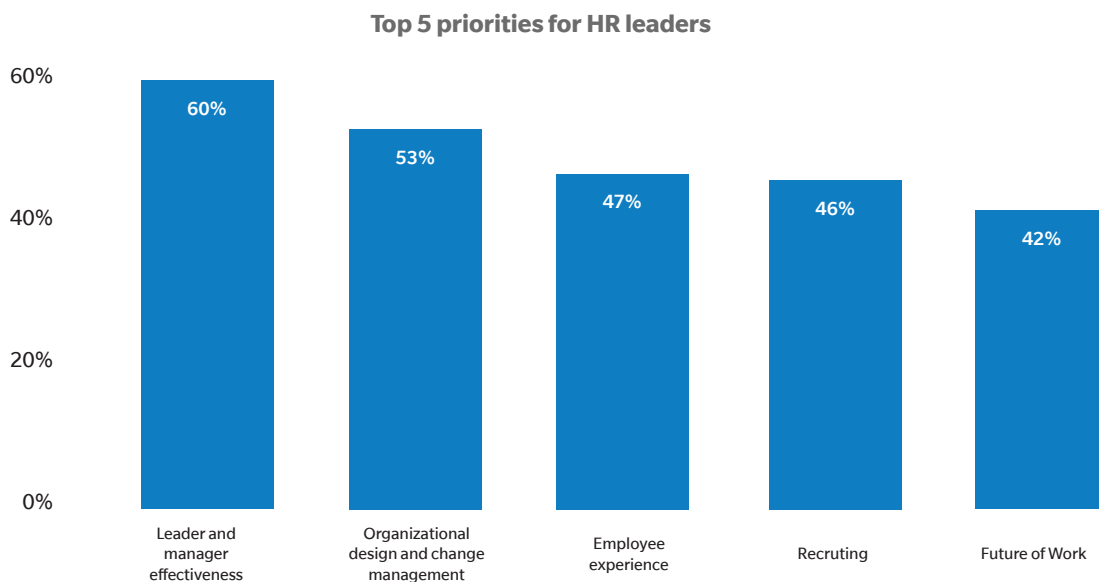
- Save time and money by automating many manual tasks associated with document management, such as filing, routing, and archiving.
- Comply with regulatory requirements by providing a secure and auditable way to store and manage documents.
- Reduce the risk of data loss or file corruption by providing a centralized document repository to store your digital files.

- Improve collaboration by allowing employees to share and access documents from anywhere.
- Enhance customer service by providing a more efficient way to manage customer information and documents.

An excellent place to start the DM/CM journey is with the core document-intensive, back-office processes that every organization faces -- applications like Human Resources (HR), In-House Legal, Compliance, IT, and Accounting and Finance.

HR

According to the *Gartner 2023 HR Priorities Survey*¹, the top five priorities for HR leaders are: leader and manager effectiveness; organizational design and change management; employee experience; recruiting; and transitioning to the future of work. To achieve these lofty goals, Organizational leaders must free HR from the drudgery of paper-intensive processes.



Source: Gartner 2023 HR Priorities Survey

¹ <https://www.gartner.com/en/articles/what-will-hr-focus-on-in-2023>

Transforming the way documents are managed is critical to elevating the value of HR. According to *Investopedia*, organizations spend an average of \$1,400 to onboard a new employee². The cost is more burdensome for businesses with under 1,000 employees, as they need more resources for training. The efficiency and effectiveness of the process by which employees are recruited and onboarded directly affect the hire's success. The *Harvard Business Review* notes that 30% of new hires leave within 90 days, and the reasons employees leave aren't a shocker:

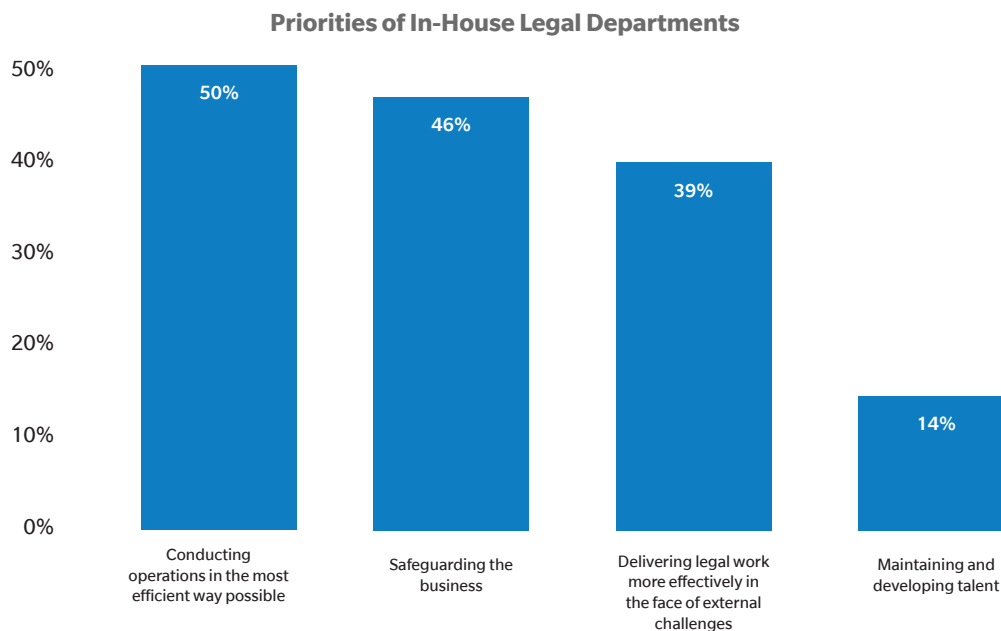
- 43% say the role doesn't meet their expectations
- 34% leave because of a specific incident
- 32% don't think the company culture is a good fit.³

Another key to employee engagement is workplace flexibility. The COVID-19 pandemic intensified the drive to flexible work -- and the document management systems to support it. *Workplace trends & insights report: Building a hybrid future that works for everyone* notes, "73% of employees now work in either a hybrid or fully remote setting, with nearly half (43%) working remotely full-time. What's more, a third of workers (32%) hope to stay fully remote long-term."⁴

Despite this, many HR leaders, especially those at SMBs, lack the technology infrastructure to fully maximize their effectiveness. *Recruiting Daily* notes that 36% of HR professionals say they need adequate technology, meaning they're wasting time that they could spend on more critical tasks such as training or onboarding.⁵

In-House Legal

According to, *2022 State of Corporate Law Departments*, a survey conducted by Thomson Reuters Institute, priorities of in-house law departments in the coming 12 months include: conducting operations most efficiently; safeguarding the business; delivering legal work more effectively in the face of external challenges; and maintaining and developing talent.⁶



Source: Thomson Reuters Institute - 2022 State of Corporate Law Departments

² <https://www.investopedia.com/financial-edge/0711/the-cost-of-hiring-a-new-employee.aspx>

³ <https://hbr.org/2021/12/so-you-want-to-quit-your-brand-new-job>

⁴ <https://www.beezy.net/2022-workplace-report>

⁵ <https://www.forbes.com/advisor/business/hr-statistics-trends>

⁶ Thomson Reuters Institute - 2022 State of Corporate Law Departments

Addressing these priorities is particularly challenging for SMBs, which spend a much higher percentage of their revenues on legal-related costs than larger companies. “Roughly 60% of corporate law departments saw a rise in the number of matters they had to manage. Yet, department budgets are not rising at the same rate. Law departments face continuing pressure to deliver more for less, and accounting for efficiency became one of the most-mentioned strategic priorities or challenges among law department leaders.”⁷

Escaping the trap of rising expectations and declining budgets means rethinking how organizations structure legal activities, especially when and how they utilize outside counsel, a disproportionately large cost at SMBs.

Compliance

Compliance failures are perhaps the best way to illustrate the consequences of failing to control and manage sensitive documents adequately:¹⁰

- 86% of companies surveyed agreed that innovative digital technologies have helped identify financial crime.¹¹
- Organizations lose an average of \$4 million in revenue due to a single non-compliance event.¹²
- 50% of organizations said they spend 6-10% of their revenue on compliance costs.¹³

External lawyers suggest client-side project management could improve in several aspects, including:⁸

- Organization/Efficiency
- Responsiveness
- Clarity and quality of communication
- Timely communication and delivery of information
- Access to the relevant people across the business
- Effective allocation of internal resources

DM/CM technologies are central to virtually all areas’ improvements. “The fastest growing areas of legal technology adoption are...legal workflow automation, contract management, document management, and using AI for contract analysis, risk assessment, or due diligence.”⁹

- 40% of organizations say they use office productivity software, such as documents and spreadsheets, for compliance management.¹⁴
- Stagnant budgets and a shifting workforce have left many compliance teams feeling stretched, with 87% of organizations reporting no additional capacity due to being understaffed or only adequately staffed.¹⁵
- 44% of organizations have experienced a breach within the last 12 months, with 74% saying it resulted from giving too much privileged access to third parties.¹⁶

⁷ Thomson Reuters Institute - 2022 State of Corporate Law Departments

⁸ Thomson Reuters Institute - 2022 State of Corporate Law Departments

⁹ Thomson Reuters Institute - 2022 State of Corporate Law Departments

¹⁰ <https://secureframe.com/blog/compliance-statistics>

¹¹ [Refinitiv's Global Risk and Compliance Report 2021](#)

¹² [GlobalScape's The True Cost of Compliance with Data Protection Regulations](#)

¹³ [Bloomberg](#)

¹⁴ [MetricStream State of Compliance Survey Report 2021](#)

¹⁵ [Deloitte State of Compliance 2020 Report](#)

¹⁶ [Ponemon Institute's A Crisis in Third-Party Remote Access Security report](#)

IT

Documentation is essential in IT organizations because it provides the information needed to operate, maintain, and protect IT infrastructure. Documentation can also help teams stay organized and on track by clearly understanding project requirements, progress, and potential risks. Documentation can help teams work together more efficiently by eliminating the need for duplicative work and ensuring everyone is aligned. It can also help teams understand and follow established processes, communicate effectively with each other, and reference important information about the project and the software.

Swimm.io notes that the types of software documentation for which IT departments are responsible are more complex than is conventionally thought:¹⁷ Software documentation is only a tiny part of all the documents needed to make an IT department function.

External documentation

- End-user documentation
- Enterprise user documentation
- API documentation
- Just-in-time documentation

Internal documentation

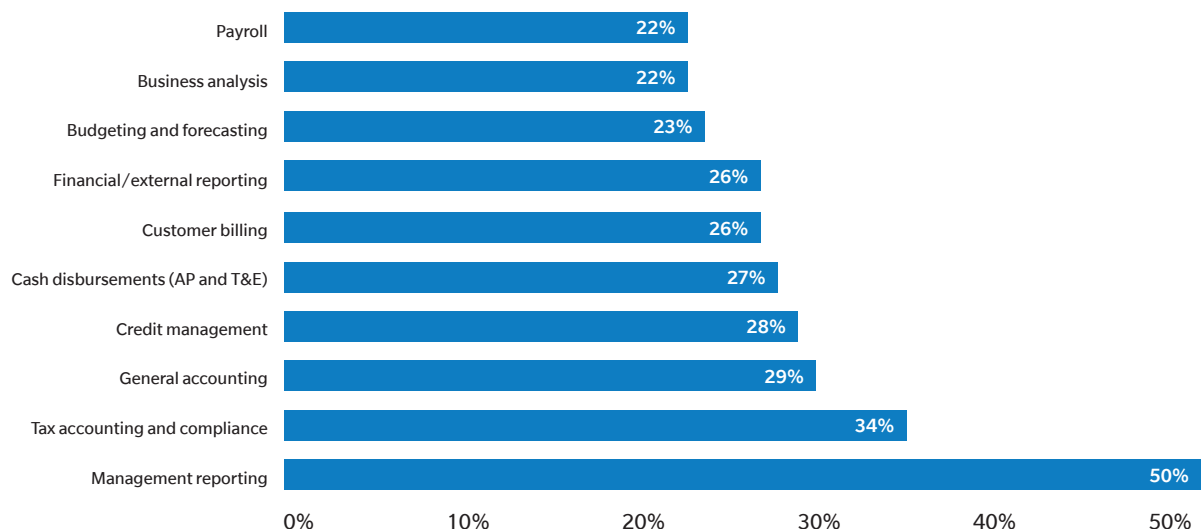
- Code documentation
- Process documentation
- Project documentation

Accounting and Finance

Opportunities abound in Finance and Accounting departments to reduce manual and paper-based work, with the list topped by management reporting.¹⁸

- 58% of finance professionals believe that COVID-19 was a catalyst for moving from paper to digital processes, an opportunity that remains to justify investment in DM/CM technologies.¹⁹
- 73% of finance employees say they know of systems or technology that would help them produce higher-quality work.²⁰

Percentage of FTE time spent doing work that could be automated



Source: PwC 2021 Finance Effectiveness Benchmark Study

¹⁷ <https://swimm.io/learn/what-is-documentation/what-is-documentation-how-it-can-transform-your-organization>

¹⁸ PwC 2021 Finance Effectiveness Benchmarking Study

¹⁹ MineralTree2021

²⁰ PwC US Pulse Survey - CFO

Smart Organizations Will Leverage Their DM/CM Investments Across Back-Office Applications

HR, in-house legal, compliance, IT, accounting, and finance share some common characteristics that make them good candidates for a DM/CM automation project. Leading-edge organizations focus on transforming these back-office processes into more strategic functions and more effectively integrating them into the business. Each of these back-office functions also typically has a clear process owner responsible for a clear set of performance and cost-reduction metrics (KPIs), must manage an ever-increasing volume and variety of documents, and is constantly worried about potential compliance and litigation risk.

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	Typical KPIs	Typical document-intensive processes	Samples of documents	Potential of getting DM/CM wrong
Human Resources	<ul style="list-style-type: none"> • Time-to-fill • Applicant-to-hire ratio • Employee engagement survey results • Absence rate • Employee referrals • Training completion rate • Diversity 	<ul style="list-style-type: none"> • Onboarding and offboarding • Recruitment • Employee development • Compensation management • Training 	<ul style="list-style-type: none"> • Employee handbooks • Job descriptions • Employee contracts • Compensation records • Performance appraisals • Recruitment • Warning letters • Regulatory compliance documents • Orientation documents • Employee schedules • Exit documents 	<ul style="list-style-type: none"> • Compliance with employment law • Conflict resolution • Staff performing HR duties with limited HR knowledge • Pay transparency and equity • State and local laws • Remote workforce considerations • Data breaches • Employee conflict • Discrimination charges
In-House Legal	<ul style="list-style-type: none"> • Cost of outside counsel • Contract volume • Contract quality • Legal spend as a percentage of revenue • Average processing time • Compliance with regulatory requirements • Total cost of services • Budget-to-actual total spend comparison • Cost per matter 	<ul style="list-style-type: none"> • Contracts management • Litigation • Investigations • Compliance • Mergers and acquisitions 	<ul style="list-style-type: none"> • Court documents • Contracts • Client correspondence • Case files • Emails with internal clients and outside counsel 	<ul style="list-style-type: none"> • Privacy and data security • Workplace health and safety • Payment card data breach • Personal data privacy rights infringement • Lack of disaster preparation • Regulatory and political uncertainty • Conflicts of interest • Corruption

	Typical KPIs	Typical document-intensive processes	Samples of documents	Potential of getting DM/CM wrong
Compliance	<ul style="list-style-type: none"> • Number of compliance issues opened • Mean time to issue discovery and resolution • Compliance training completion rate • Policy and procedure acknowledgment rate • Compliance audit pass rate • Number of open compliance cases • Regulatory fines and penalties 	<ul style="list-style-type: none"> • Conducting a policy audit • Implementing compliance tools • Providing training • Regulatory reporting • Identifying risks • Preventing risks • Monitoring and detecting risks • Resolving risks • Advising on how to avoid or address risks 	<ul style="list-style-type: none"> • Company-wide policies • Procedures • Work instructions • Job aids • Compliance records 	<ul style="list-style-type: none"> • Corruption • Employee behavior • Workplace health and safety • Environmental impact • Data management • Quality • Social responsibility
IT	<ul style="list-style-type: none"> • Average handle time • IT ROI • Server downtime • % of projects on time, on budget, and on spec • IT spend vs. plan • IT support employees per end users • Mean time between failures (MTBF) • Mean time to repair / recovery (MTTR) • Recovery point objective (RPO) 	<ul style="list-style-type: none"> • Determining business requirements for IT systems • Managing IT budgets and costs • Monitoring safety and compliance • Controlling system and network security • Implementing new software, hardware, and data systems • Providing technical or help desk support • System configuration • Software maintenance • Downtime prevention • Database management • Disaster recovery • Incident response • Security enforcement 	<p>Documentation:</p> <ul style="list-style-type: none"> • System • Infrastructure • Process • Incident response • Product requirement • User experience design • Quality assurance <p>Documents:</p> <ul style="list-style-type: none"> • Software architecture design • Source code • Maintenance and help guides • Training manuals 	<ul style="list-style-type: none"> • Inadequate security controls • Hacking • Viruses • Malware • Cyberattacks • Irreparable reputation damage • Loss of consumer trust
Finance and Accounting	<ul style="list-style-type: none"> • Accounts receivable turnover • Net profit margin • Current ratio • Days sales outstanding (DSO) • Working capital • Average days delinquent (ADD) 	<ul style="list-style-type: none"> • Accounts payable • Invoicing • General accounting • Payroll management • Reconciliation 	<ul style="list-style-type: none"> • Corporate records • Invoices • Orders • Accounts payable and receivable • Receipts • Tax returns • Balance sheets • Cash flow statements • Checks 	<ul style="list-style-type: none"> • Reputational damage • Economic loss, penalties, fines • Legal action, and bankruptcy • Legal penalties and monetary fines • Legal challenges • Claims based on documentation defects, defamation, and fines

NOW is the Time to Get Started

Document and Content Management technologies are no longer solely the domain of large organizations. Cloud architectures have “democratized” ECM capabilities, making DM/CM solutions readily available and suited to SMBs.

The rising tide of BOTH information *volume* and *variety* means that SMBs can no longer view getting their information under control as a “someday” project. Senior executives must address the tsunami of ever-growing information as it is created or enters the organization rather than as an afterthought.

Of course, this is a significant undertaking for organizations of any size. But there is no better place to start than the core back-end applications running the business: departments like HR, in-house Legal, Compliance, IT, and Finance and Accounting. These departments are typically drowning in manual processes and paper, making them an advantageous place to start a DM/CM initiative that organizations can leverage and expand to other departments over time.

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About the Author



John Mancini is the President Emeritus of AIIM (www.aiim.org), the world's leading association dedicated to the information management industry. Since 1944, AIIM has helped organizations use their information as an asset, driving performance and reducing risk. He initially coined the term Intelligent Information Management, or IIM, in a 2017 e-book, *The Next Wave: Moving from ECM to Intelligent Information Management*.

He is a well-known author, speaker, and advisor on genealogy, digital transformation, information governance, and intelligent automation. He is the author of *Immigrant Secrets*, writes about family history topics at <http://www.searchformygrandparents.com>, and is the author of more than 30 eBooks on various topics. He can be found on Twitter, LinkedIn, and Facebook as [jmancini77](#).



About Konica Minolta



Konica Minolta's Content Management solutions and services are user-friendly, affordable, and scalable to meet your business needs. CM solutions from Konica Minolta help you to ensure your staff and systems are working together efficiently so that you can focus on what's important - keeping the lights on and meeting customer demands!

With Konica Minolta's CM solutions, you can streamline operations, reduce costs, automate mundane business processes, and so much more! You and your staff can also see improved efficiency and productivity - and your business can reap the rewards.

To learn more about efficiency solutions to support your SMB, visit: RethinkBusinessAutomation.com



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