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Content At Your Service

How Modern Content Services Platforms Power
Digital Transformation

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89% of decision makers describe undergoing an ECM-to-content services transition as important to the success of their digital transformation strategies.



83% are making developing their content services capabilities a “top” or “high” priority of their digital transformation efforts.

Executive Summary

Companies are shifting from heavy-footprint enterprise content management (ECM) suites to modern content services platforms. Content services are granular capabilities and APIs often delivered in a flexible software platform, allowing developers and designers to create document- or process-rich content applications. This new generation of content management enables much more than record preservation and other back-office functions — it empowers users to improve the way they search, share, and collaborate on content and serve customers, partners, and important stakeholders.

In October 2018, Hyland commissioned Forrester Consulting to evaluate the value organizations see in adopting a modern content services platform in meeting priority objectives like improving customer and employee experiences, content sharing, and digitizing business processes. To explore this topic, Forrester conducted an online survey with 354 ECM decision makers in the US, the UK, and Australia.

KEY FINDINGS

- › **Content is critical to improving the customer experience, but few organizations are able to leverage its full potential.** Content services are seen as a means to improve employee productivity and the customer experience. However, few decision makers feel confident in their ability to leverage their organizations’ content in critical ways to support these goals, like sharing and collaborating on content easily, quickly, consistently, and securely.
- › **A changing landscape is pressuring organizations to revisit their content strategies.** Two-thirds or more of organizations report that they’ve “completely” to “significantly” evolved their content management approaches because of trends like cloud computing, increased use of mobile apps and devices, automation, and empowered customers. Legacy ECM suites are inadequate to support digital transformation in the type of environment that demands agility and flexibility. To modernize, some organizations have turned to a content services approach.
- › **Content services drive digital transformation wins.** Most agree that undergoing an ECM-to-content services transition is important to digital transformation. Content services users report greater digital transformation success, as well as revenue gains and customer and employee experience improvements. Results were most pronounced for those whose content services strategies include a flexible, agile technology toolkit; intelligent automation capabilities; a focus on continuous improvement and innovation; and solutions tailored for specific industries, processes, and users.
- › **Support from partners can ease the content services journey.** Those that have yet to embrace content services cannot risk staying idle as early adopters intend to allocate significant resources to developing their content services capabilities further over the next few years. To compete, all organizations must shore up skill and technology gaps. Partners — particularly ones with security, integration, and industry expertise — can help.

Enterprise Content Drives Digital Transformation

Digital transformation — a companywide effort to use technology to enhance customer experience and drive agility and efficiency through operational excellence — is sweeping through today’s organizations. Content, and the processes that surround it, are powerful enablers of digital transformation. Enterprise documents, records, messages, images, and related metadata are a rich source of data with the power to help organizations meet obligations to external stakeholders such as partners, suppliers, and regulators; improve employee productivity; and delight customers.¹

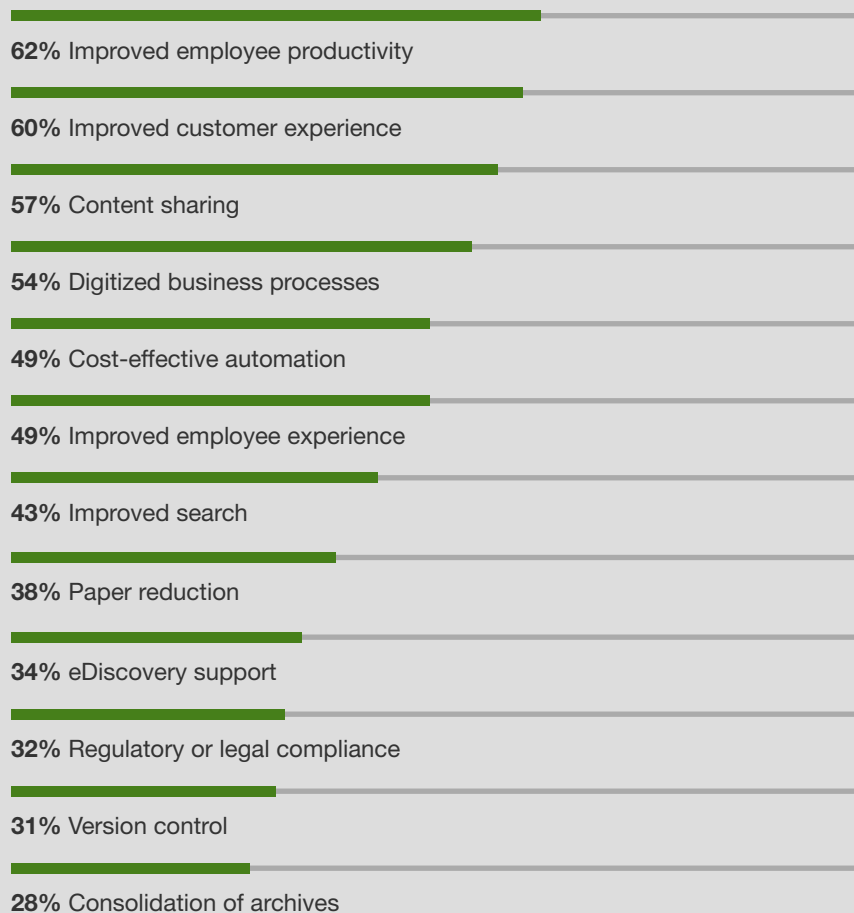
Digital transformation ambitions are reflected in today’s content management strategies, which no longer prioritize addressing the compliance, storage, and process efficiency goals of back-office functions as they have historically.² Instead, the primary drivers include improving customer and employee experiences, content sharing, and digitizing business processes (see Figure 1).



Digital businesses use technology to win, serve, and retain customers by improving experiences, enhancing offerings, and increasing operational agility.

Figure 1

“What are the primary objectives driving your organization’s content management strategy?” (Select all that apply)

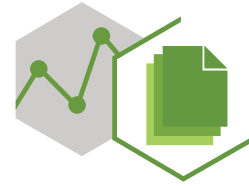


Base: 354 ECM decision makers in the US, the UK, and Australia
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Organizations Struggle To Optimize Their Content's Value

While ECM decision makers understand their content is an important avenue through which to improve customer experience, 73% say that content is an undervalued source of data for customer insights at their organizations. This is consistent with Forrester's research, which has found that most enterprises let unstructured data sources lie untapped in business intelligence or analytics programs.³ In addition, roughly 40% or fewer of respondents give their organizations high marks when it comes to supporting internal and external stakeholder goals, including: making it easy to share and collaborate on content with trusted external parties; delivering content consistently throughout their customers' life cycles; exceeding regulatory obligations; and making content easy to locate and use within employees' context.

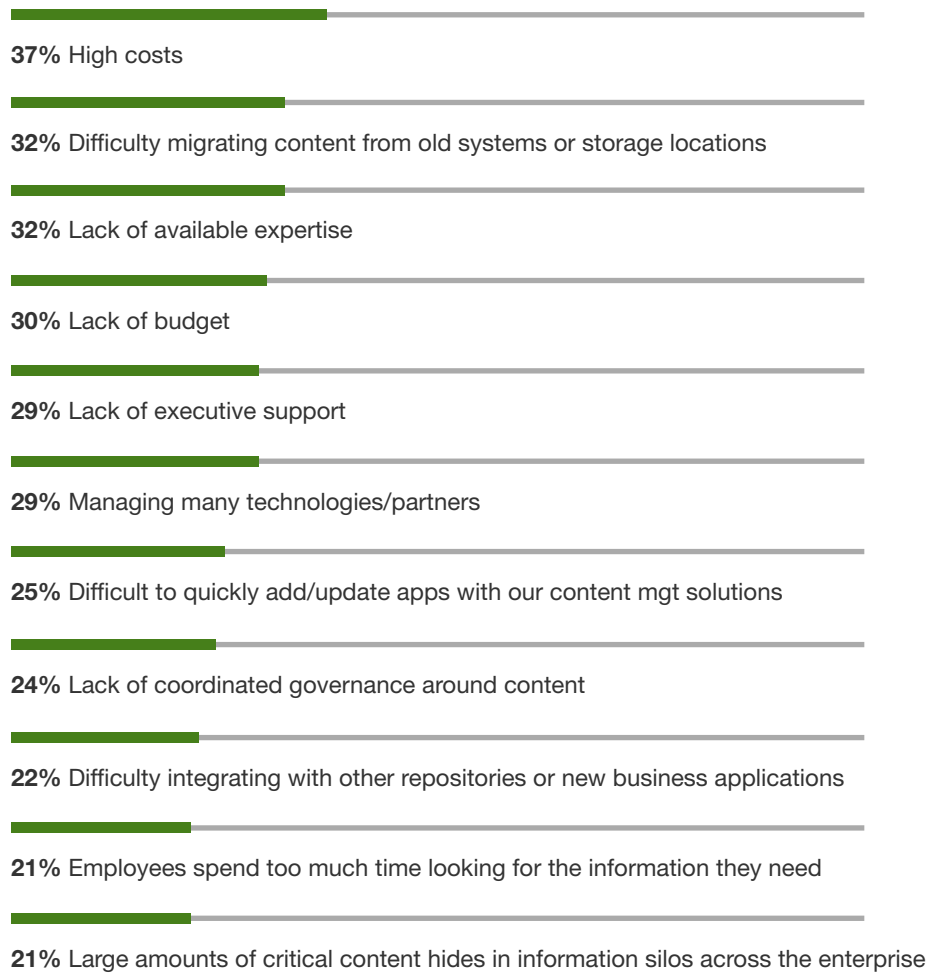
Respondents point to many culprits for these failures. Topping their list are high costs and a lack of budget to cover them; difficulty migrating content from older systems; lack of available expertise and executive support; and managing too many technologies and partners (see Figure 2). Firms that grow via acquisition or those that allow departments to purchase their own content tools for similar needs are likely to have many redundant systems. On average, organizations that have three ECM solutions, three content-collaboration or file-sharing applications, *and* three workflow and/or business process management tools. Managing all these overlapping systems is inefficient; it also negatively affects the experience of employees — and, in turn, of customers — by making it more difficult and time-consuming to make meaningful connections between content assets.



73% believe content is an undervalued source of data for customer insights at their organizations.

Figure 2

“Which of the following are obstacles to leveraging your organization’s content to drive decisions and strategy?”
(Select all that apply; showing top obstacles)



Base: 354 ECM decision makers in the US, the UK, and Australia
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

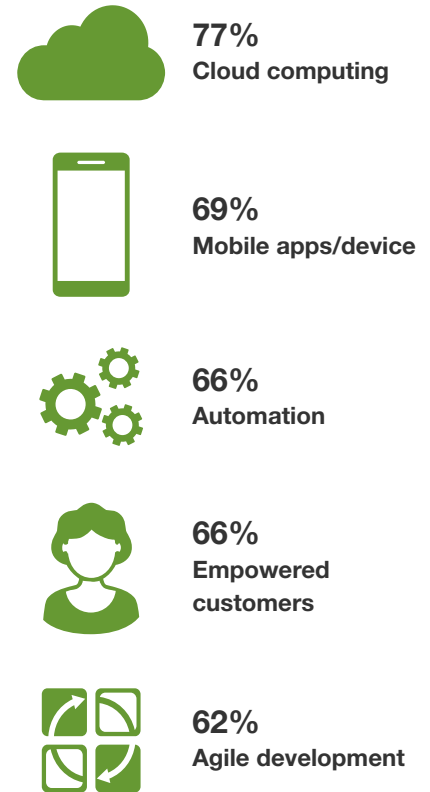
A SHIFTING LANDSCAPE IS DISRUPTING CONTENT MANAGEMENT STRATEGIES

ECM decision makers must also account for several trends in their environment that have already spurred numerous organizations to evolve their content management approaches (see Figure 3):

- › **Cloud computing.** Many organizations have turned to cloud services to drive business agility, lower costs, and speed implementation and deployment.⁴ Cloud adoption could usher in many such benefits for content management, but just 14% use software-as-a-service (SaaS) as their primary deployment method. However, this will soon change. Relative to today's levels, we observed a drop in the proportion who say their primary deployment type in two years will be on-premises (from 22% today to 10% in two years) and a spike in those who say it will be SaaS (from 14% today to 34% in two years), with hybrid deployments remaining the standard today and in the near future.
- › **Mobile apps and devices.** Mobile offers a new set of application capabilities that can be incorporated into the content life cycle, offering enterprises a powerful way to improve experiences for employees, customers, and external parties.⁵ Organizations that evolve their content strategies to harness the full power of mobile can allow users to do much more than upload files or search — they can completely reimagine content creation, revision, sharing, and approval processes. There are also opportunities to take advantage of mobile-specific location, metadata, voice, or camera services.⁶
- › **Automation.** Employee productivity and employee experience are linked — to be productive and engaged in their work, employees need to be supported with content that is easy to locate, consume, and share.⁷ Organizations are leveraging automation to categorize documents, extract themes and entities, and even redesign processes for greater efficiency so employees can focus on high-value work instead of manual tasks like time-consuming metadata assignments.⁸
- › **Empowered customers.** Advancements in technology and greater access to information have empowered customers more than ever. Content distribution — and increasingly, collaboration — are critical touchpoints that must be augmented to meet customers' heightened expectations, including access to what they need when they need it, regardless of the delivery mechanism or channel.
- › **Agile development.** Today's business environment demands speed and flexibility. Successful content programs employ modern, iterative approaches to deployment. Forrester survey data confirms that Agile deployment methodologies continue to shift into mainstream use, with 65% of respondents using Agile or a blend of Agile and waterfall approaches.⁹

Figure 3

Percent who say these trends have led their organization to “completely” or “significantly” evolve their content management approach

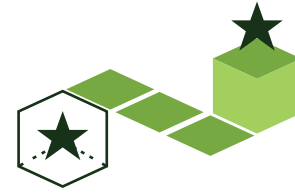


Base: 354 ECM decision makers in the US, the UK, and Australia
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Content Services Enable Content Success In The Digital Age

Heavy-footprint and disjointed ECM suites are inadequate to support digital transformation in a shifting landscape. These ECM deployments are typically architected for on-premises deployment and have proprietary APIs, a monolithic architecture including a storage repository, application and business logic, and out-of-the-box user interfaces. To modernize, some organizations have turned to content services: granular capabilities and APIs, often delivered in a flexible software platform, that allow developers and designers to create document- or process-rich content applications. In contrast to ECM, content services provide a more flexible, decoupled approach that supports cloud, on-premises, or hybrid deployments and can provide content management capabilities into other enterprise systems or custom apps. These services allow organizations to better harness their content and workflows, surfacing needed information in the right context, regardless of storage location.

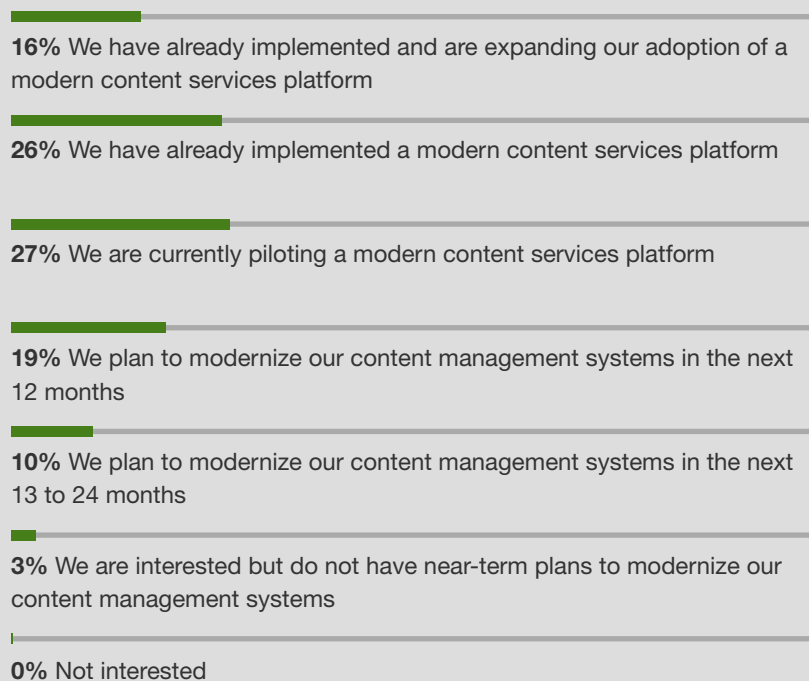
Eighty-nine percent describe undergoing an ECM-to-content services transition as important to the success of their digital transformation strategies, and 83% say developing content services capabilities is a “top” or “high” priority of their digital transformations. Forty-two percent in our research have already adopted a content services platform, and adoption is poised to grow: 27% have pilot programs in place, and 29% have plans to adopt in the next 12 to 24 months (see Figure 4).



89% say undergoing an ECM-to-content services transition is important to the success of their digital transformation strategies, and 83% are making it a priority.

Figure 4

“Which of the following best describes your firm’s transformation from ECM to content services?”



Base: 354 ECM decision makers in the US, the UK, and Australia

Note: Percentages do not total 100 because of rounding.

Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Content services are granular capabilities and APIs often delivered in a flexible software platform, allowing developers and designers to create document- or process-rich content applications.

CONTENT SERVICES DELIVER CUSTOMER, EMPLOYEE, AND OPERATIONAL BENEFITS

Those who have already adopted a modern content services platform say it delivers a number of benefits — many of which align with their digital transformation agendas (see Figure 5). Top benefits that content services users say they've already realized or expect to realize include improvements to employee productivity, security and privacy, and customer and employee experience. Over half also report faster decision making and process efficiencies.

We asked the 60% who cited customer experience improvements to elaborate on the type of improvements they delivered or expect to deliver to their customers. More personalized experiences topped their list (67%), followed closely by faster correction of errors (64%), improved handling of inquiries (61%), and secure sharing of correspondence, statements, or forms (59%).



Many benefits of content services align with top digital transformation goals, including improved customer experience.

Figure 5

“What benefits have you realized, or would you expect to realize, through content services enhancements?”

(Select all that apply; showing responses among those that have already implemented or are expanding their adoption of content services)



Base: 146 ECM decision makers in the US, the UK, and Australia who have already adopted content services
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

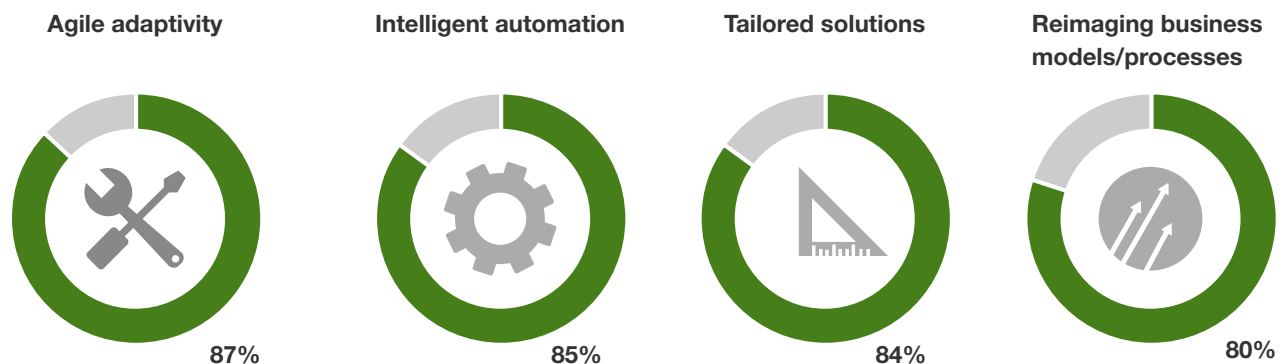
Mature Content Services Strategies Align To Four Competency Pillars

Organizations that have embarked on an ECM-to-content services journey are better equipped for digital transformation wins. Results can be augmented by developing four competency pillars that 80% or more of respondents see as important to the success of the content management strategy (see Figure 6):

- › **Agile adaptivity.** Access to technology that is agile by design and provides the organization with greater freedom to respond and adjust processes to meet evolving customer demands and business needs.
- › **Intelligent automation.** Built-in logic, robust workflow, and learning abilities to anticipate user/customer needs and enable smarter processes, equipping the organization to be more productive and efficient.
- › **Tailored solutions.** Solutions built on a foundation of deep customer, process, and industry experience.
- › **Reimagining business models/processes.** Applying technology to enable new types of offerings, products, and processes.

Figure 6

“How important is competence in the following areas to the success of your organization’s content management strategy?” (Showing “Important” or “Very important”)



Base: 354 ECM decision makers in the US, the UK, and Australia
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

CONTENT SERVICES LEADERS ENJOY SUPERIOR RESULTS

We developed a model that rated respondents according to their organization's ability to deliver on several sub-capabilities for each pillar; we then separated respondents into three groups:

- Content services leaders have adopted content services and have above-average scores across all four pillars.
- Content services followers have adopted content services but do not have above-average scores across all four pillars.
- Content services laggards have not yet adopted content services.

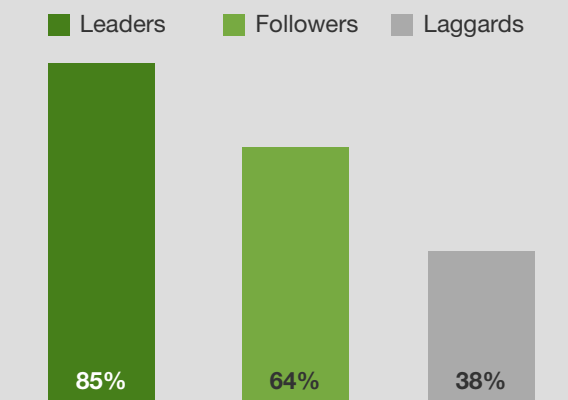
We found that content services leaders are much more likely than both followers and laggards to 1) describe their digital transformation efforts as successful; 2) report higher revenue gains; and 3) say the experiences they offer both their customers and their employees consistently exceed expectations (see Figure 7). Another difference that sets leaders apart is their motivation: 70% of leaders describe customer experience as an objective driving their content strategies — their No. 1 objective overall. They were also more likely than both followers and laggards to cite employee experience as a driver (55% for leaders relative to 47% for followers and 48% for laggards).



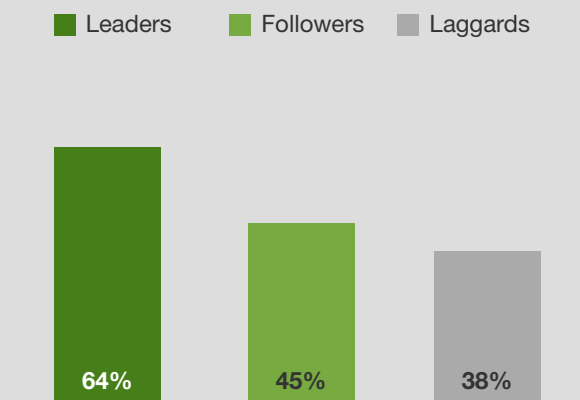
Content services leaders are more likely to be driven by CX and EX goals — and to meet them.

Figure 7

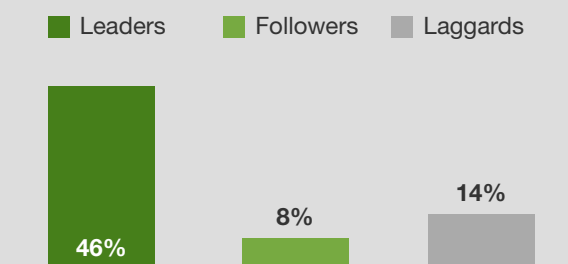
Percent who describe their digital transformation strategy as “completely” or “very” successful



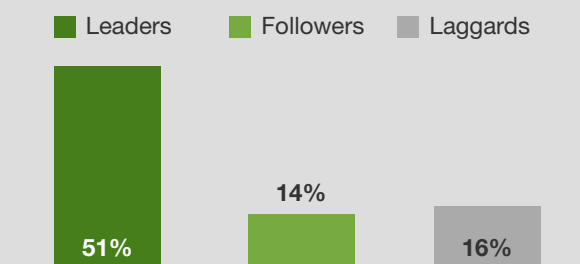
Percent who report greater than a 5% revenue increase in their most recent fiscal year



Percent who say the experience they provide their customers “consistently” exceeds their customers’ expectations



Percent who say the experience they provide their employees “consistently” exceeds their employees’ expectations



Base: 354 ECM decision makers (74 leaders, 72 followers, and 208 laggards) in the US, the UK, and Australia
Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Access To The Right Partner Can Ease The Content Services Journey

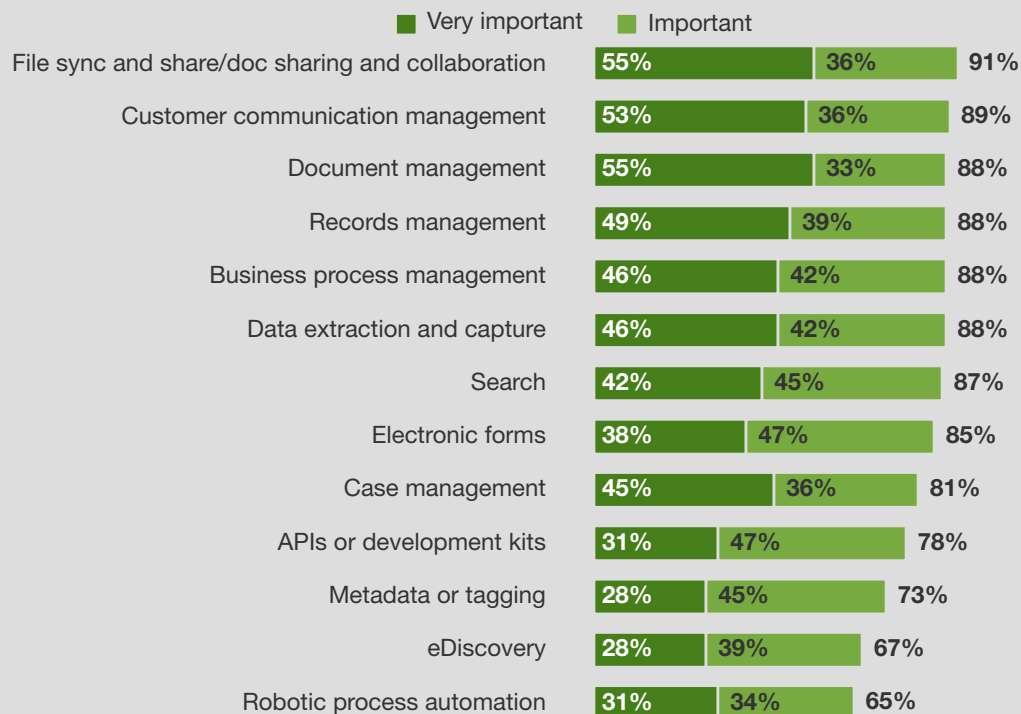
Those who have adopted content services understand its value and will continue to allocate significant resources to further developing their capabilities: They plan to invest an average of \$2 million in the next 12 months, and 76% also say that they intend to increase their current investment levels in two years (32% of them “significantly”). To compete, all organizations should look to fill skill and technology gaps. Seventy percent already rely on external resources for content management deployments; having support from the right vendor for content services will be no different.

DECISION MAKERS LOOK FOR CONTENT SERVICES FEATURES THAT CAN SUPPORT CUSTOMER EXPERIENCE OBJECTIVES

We asked respondents which capabilities are most important to them in a content services platform. Their responses line up with the type of capabilities needed of today’s extended enterprises — those which require the delivery of superior experiences and collaboration opportunities between employees and external stakeholders in the normal course of business. For example, 91% describe file, sync, and share and other document sharing or collaboration capabilities as important. Also, most (88% or more) look for tools to manage customer communication, documents, records, and business processes, as well as data extraction and capture features (see Figure 8).

Figure 8

“How important are the following capabilities in a content services platform?”



Base: 354 ECM decision makers in the US, the UK, and Australia

Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

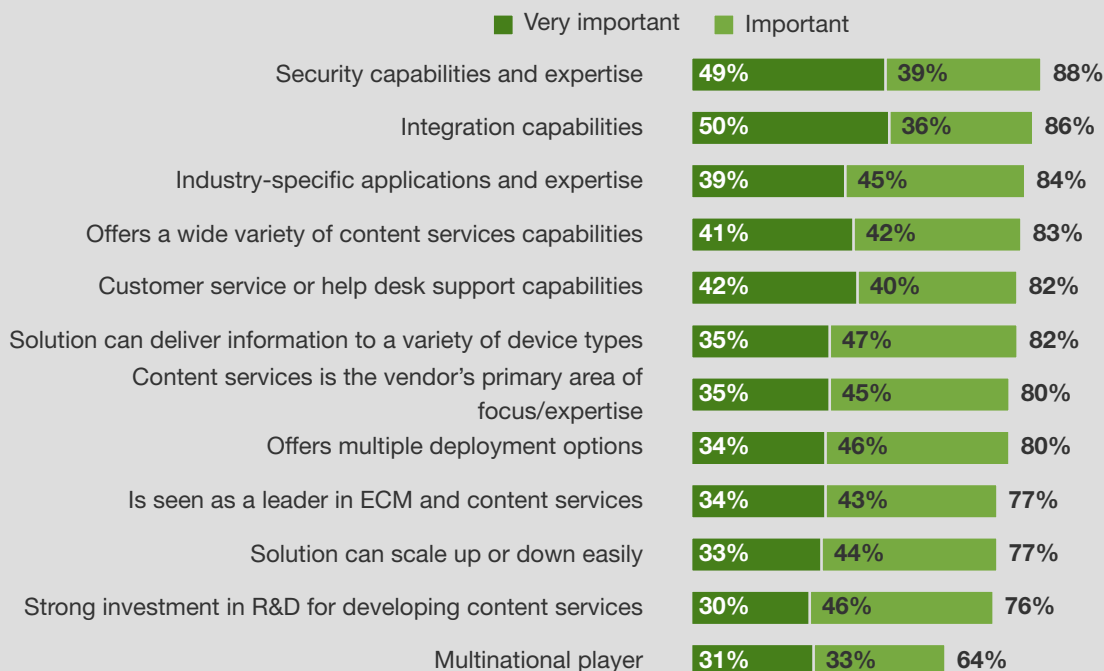
RESPONDENTS FAVOR VENDORS WITH SECURITY, INTEGRATION, AND INDUSTRY EXPERTISE

Organizations looking to harness content services should monitor vendor road maps and prioritize vendors with features that help information workers be more productive and serve customers more effectively.¹⁰ When evaluating vendors to support content services, decision makers are likely to consider a variety of attributes ranging from support to device and deployment offerings to the vendor’s focus on, and R&D investment in, content services (see Figure 9). Topping their wish list, however, is expertise in the following areas:

- › **Security expertise.** Security of content is essential for all industries and a non-negotiable requirement for regulated industries and those that create and hold sensitive customer information, employee data, intellectual property, or other proprietary information. As interest in cloud rises for content services, customers expect their vendors to have a secure infrastructure and meet rigorous procedures to secure their data centers and the content held within it.
- › **Integration expertise.** Integration with critical business applications is also a top need, as content is not created in a vacuum but is generated in support of operational as well as customer-facing processes.
- › **Industry expertise.** Given that 84% say tailored solutions — ones built on a foundation of deep customer, process, or industry expertise — are important to content management success, it’s not surprising that that 84% look for vendors that understand the unique content needs of their industry and can support them with industry-specific solutions.

Figure 9

“When evaluating vendors to support a content services strategy, how important is it that those vendors or their solutions have the following attributes?”



Base: 354 ECM decision makers in the US, the UK, and Australia

Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Key Recommendations

An organization's content has the power to drive meaningful improvements to digital transformation and customer experience goals. However, its value remains locked for many. To modernize and thrive in a shifting landscape, organizations must undergo an ECM-to-content services transition. Forrester's in-depth survey of 354 enterprise content management decision makers about content services yielded several important recommendations:



Do not neglect content as an essential element of your digital transformation strategy. Organizations that are modernizing their content management investments and addressing new use cases report higher levels of success in their broader digital transformation efforts. Think beyond back-office cost reduction drivers and optimize the content processes that engage your customers and the employees that serve them.



Invest in content automation and modern platforms to improve customer experiences. Customers want consistency in their communications — regardless of delivery channel or format. Look for opportunities to use intelligent automation services to categorize, tag, and summarize content for easier consumption. Use content services to deliver meaningful information via preferred apps and interfaces.



Prepare for cloud content services. Older ECM architectures are giving way to modern platforms that adapt to public, private, or hybrid requirements. Cloud is a major enabler of collaboration and content processes that include key external stakeholders — customers, partners, and suppliers, among others. Look for vendor partners with a track record of cloud delivery options and that invest in the right security models for your industry.

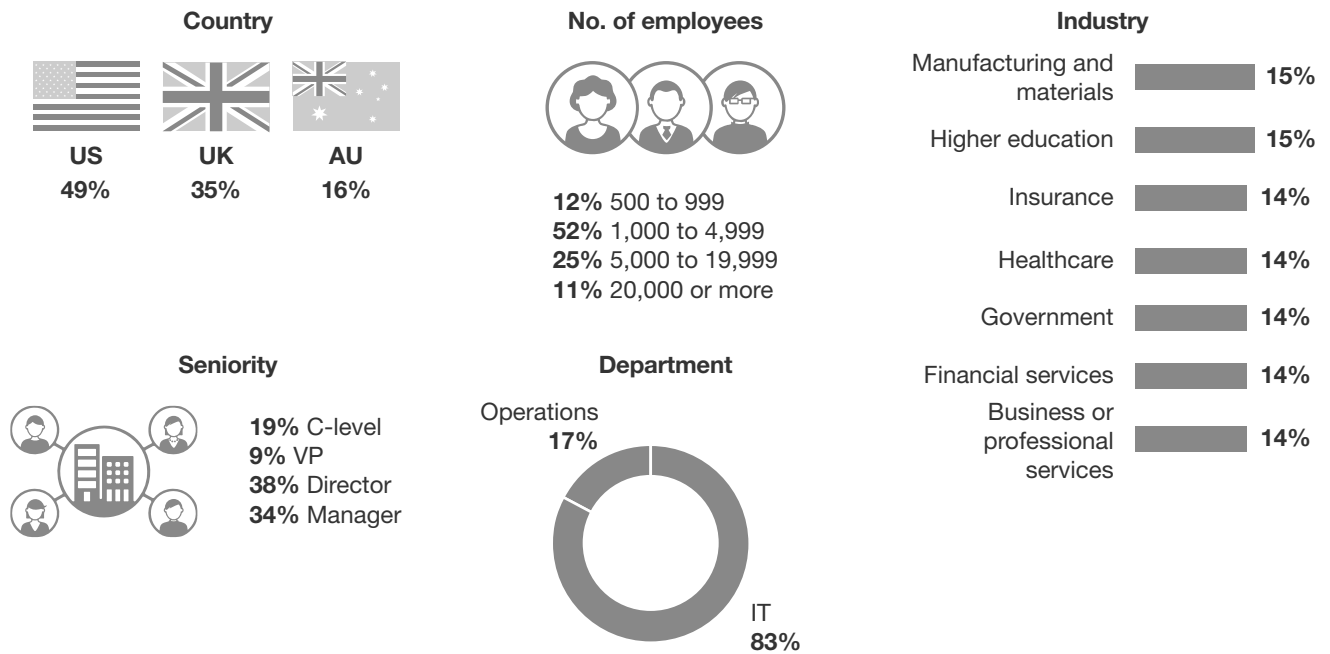


Build a road map that acknowledges the need for agility and flexibility. Enterprises are operating in increasingly competitive markets, and new digital-first businesses are upending traditional models. Transformative leaders know their technology investments are key to stay current and create new market opportunities. Flexible platforms that can be iterated and tuned and that use intelligent content services to learn and optimize processes will be essential for winning enterprises.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 354 ECM decision makers from healthcare, insurance, financial services, higher education, government, manufacturing, and business/professional services organizations in the US, the UK, and Australia to evaluate the value they see in adopting a modern content services platform to advance their digital transformation efforts. Survey participants included decision makers in IT or operations roles with responsibility for, or influence over, their organizations' content management strategies. Questions provided to the participants asked about the objectives driving their content management strategies, obstacles to their ability to use content for decision making, and the value they see in a modern content services platform. Respondents were offered a small incentive as a thank you for time spent on the survey. The study fielding began in November 2018 and was completed in December 2018.

Appendix B: Demographics/Data



Base: 354 ECM decision makers in the US, the UK, and Australia
 Source: A commissioned study conducted by Forrester Consulting on behalf of Hyland, December 2018

Appendix C: Definitions

DEFINITIONS USED IN THIS RESEARCH

Enterprise content management (ECM): A set of strategies and technologies that help information workers find, use, and analyze digital information, from any place, at any time, within the guardrails of corporate policies.

Content services: The next phase of the market historically known as ECM. Content services are granular capabilities and APIs often delivered in a flexible software platform, allowing developers and designers to create document- or process-rich content applications.

Digital transformation: A companywide initiative focused on enhancing digital customer experience while also driving agility and efficiency through digital operational excellence with the goal of fundamentally changing the way customers, employees, and partners interact with and generate value from your company.

The extended enterprise: Increased collaboration with (and support for) external stakeholders (e.g., customers, suppliers, partners, regulators) in the normal course of business.

Automation: A broad set of tools including robotic process automation (RPA), business process management (BPM), and intelligent automation that affords companies scale and speed through the automation of rote, repetitive tasks and has the potential to drive new levels of customer value, like deeper personalization of products and services, faster time-to-customer, and higher quality and dependability.

Empowered customers: An evolution in customer behavior where customers — empowered by advancements in technology and a greater access to information — have higher expectations for the experiences they have with the companies they engage, including access to what they need, when they need it, regardless of the delivery mechanism or channel.

Appendix D: Supplemental Material

RELATED FORRESTER RESEARCH

“The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

“Intelligent Content Services Will Energize Your Content Management Road Map: ECM in 2022,” Forrester Research, Inc., March 19, 2018.

“Analytics, Cloud, And Intelligent Content Services: Stay Ahead Of The Curve,” Forrester Research, Inc., April 16, 2018.

Appendix E: Endnotes

¹ Source: “The ECM Playbook Is Your Guide To A Rejuvenated Program Strategy,” Forrester Research, Inc., March 9, 2018.

² Source: “The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

³ Source: “The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

⁴ Source: “Analytics, Cloud, And Intelligent Content Services: Stay Ahead Of The Curve,” Forrester Research, Inc., April 16, 2018.

⁵ Source: “The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

⁶ Source: “The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

⁷ Source: “Transform The Employee Experience To Drive Business Performance,” Forrester Research, Inc., February 12, 2018.

⁸ Source: “The Five Key Trends For 2018 That Shape How We Manage Enterprise Content,” Forrester Research, Inc., July 23, 2018.

⁹ Source: “Programs, Not Projects: The Shift To Content Services Demands Agility And Iteration,” Forrester Research, Inc., December 3, 2018.

¹⁰ Source: “Intelligent Content Services Will Energize Your Content Management Road Map: ECM in 2022,” Forrester Research, Inc., March 19, 2018.