How information capture is enabling digital transformation success

Fujitsu Image Scanners
Organisational Intelligence
Research Report 2020

FUJITSU

PFU
a Fujitsu company

Contents

Introduction

Organisational Intelligence is the capacity of an organisation to derive maximum value from its information. It involves the ability to create flexible knowledge pathways that add value at every stage to every employee. An intelligent organisation uses insight to strategically adapt to its environment or marketplace.

This report was commissioned by PFU (EMEA) Limited. Based on independent research by B2B International, it examines how digital transformation is enabling Organisational Intelligence. By drawing on new research with 1200+ IT and business decision makers from across Europe, it highlights the ambitions behind digital transformation journeys. To enable you to look critically at your own organisation, it also focuses on the triggers that underpin activity, highlights risks to mitigate against, and showcases how organisations are achieving success using information capture.

Our latest research illustrates **35%** of organisations do not yet have a clear plan towards digital transformation. Using the information in this report can help you plan and succeed.

Businesses must evolve to remain competitive. Recent times have seen the world change beyond recognition, accelerating the requirement for rapid digital transformation amongst organisations of all sizes. Being digitally connected has never been more important.

But transforming digitally has to be strategic and intelligent. By enhancing the intelligence of an organisation there comes the opportunity to change. When information can be accessed quickly and easily, activity is streamlined and expediated. Key personnel across the organisation are freed up to focus on higher value activities. Transforming your decision making, brings the prospect of finding new and better ways to do business.

When you also transform your strategic planning, you have the potential to define new business models to gain a competitive edge, perhaps by disrupting existing markets, or even creating new ones.

So, how do you view your organisation? As a collection of products, processes, employees, profit centres, and tasks?

Take a new perspective. An organisation that is viewed as an intelligent system that is designed to manage information, uses data as a strategic asset. And one that quickly becomes a major competitive advantage.

Without this step-change in perspective and mindset, organisations might begin their digital transformation journey, but their efforts will likely prove ineffective.

Simply digitalising existing processes isn't enough. To elicit purposeful business change, the right framework for digital transformation is essential. This begins with an understanding of your organisation's current situation, processes and dynamics. Only then will you be able to develop a clear vision of the possibilities for digital transformation and the insight of how and where technology can assist.

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What is Organisational Intelligence and how does it make sense of digital transformation?

What is Organisational Intelligence
and how does it make sense
of digital transformation?

Today's business world is complex. Organisations are fuelled by data and information and involve large numbers of people interacting with diverse systems every day in order to produce key business outcomes.

Capturing these interactions and information is key to developing the intelligence retained in your organisation. The entire business will be positively impacted, from the organisational structure, culture, stakeholder relations, to strategic processes and knowledge assets.

While intelligent processes increase productivity, increased productivity underpins the start of business growth.

Clients can be better served by employees that can access approved information quickly – productivity has been shown to improve by 20 to 25 percent in organisations with connected employees[1]. The knowledge base of employees grows the more information is readily available to them, and as more employees interact and update this information, the organisation's overall intelligence increases.

This recorded knowledge and enhanced employee knowledge fuels the intellectual capital of the organisation, connecting multiple teams and sites and increasing the ability to problem solve. And as a result, company culture and employee engagement are enhanced.

Productivity has been shown to improve by **20 to 25%** in organisations with connected employees[1].

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[1] The McKinsey Global Institute

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Priority #1: how intelligent is your organisation?

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Priority #1: how intelligent is your organisation?

So, where to begin? The first stage is to understand where you are now. You will likely know immediately if there is a cross-organisation strategy in place to capture and share data and information.

Every organisation will have their own nuanced answer to this as there is always a range of factors that will impact the maturity of their organisational intelligence. This could range from an understanding of what needs to change within an organisation, an appreciation of how technology can be used now to enhance current operations, and any future plans to achieve true differentiation.

Because of this complexity and the impracticality of comparing the individual nature of organisations, some simplification of the topic may help. The below matrix will enable you to begin to understand the maturity of your organisation. And by understanding where your organisation sits, you can be better placed to take the next steps on your digital transformation journey.

Organisational Intelligence

1. Passive organisations:	2. Engaged organisations:	3. Active organisations:
No awareness of Digital Transformation *"What is Digital Transformation?"*	Awareness of Digital Transformation *"How can it apply to my business now?"*	Deploying Digital Transformation *"How can I grow my business?"*
First Step Transformation Intelligently restructuring workflows through digitalisation and automation enables smarter ways of working whilst maximised data accessibility fuels intelligent decision making across the whole business.	**Knowledge Transformation** Businesses don't buy tech, they buy solutions. With full API-supported software platforms, data can be pre-processed, analysed and structured so your teams can develop new, smarter ways of working to be more productive and agile.	**Business Transformation** Development of a knowledge creation and sharing culture that permeates every single employee and layer of the organisation that is truly collaborative and continuously fuelled with digitised information.

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Need to know: how do businesses bring data into their decision making processes?

Need to know: how do businesses bring data into their decision making processes?

How do you use data? And how does it impact key stages of the decision making process? Are your employees enabled by data or do poor data processes hold them back? To gain further insight and to establish the requirements of your digital transformation journey, ask yourself the following questions:

1. How do you approach communication?

Consider whether individuals and groups exchange information on the basis of need, as opposed to 'need to know'. Are there specific methods of communication in place that facilitate easy communication with relevant internal and external stakeholders?
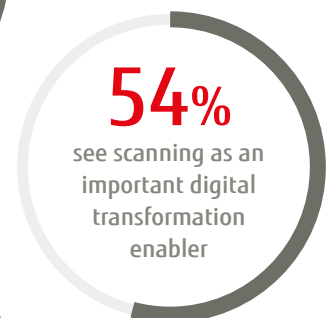
2. How does your company create value?

Do individuals solely focus on their own roles? Or do they have a key understanding of customer profiles and demographics? How does your organisation create value by catering to the needs of those customers?

3. How do people within your organisation access the information they need to perform their function?

How do you use information or image capture? Question whether individuals can access relevant information quickly in a defined way, without needing to seek authorisation manually at each step.

4. How is your business environment changing?

It is likely that your organisation is continuing to face challenging and uncertain times. Established and defined ways of working may now be inefficient. Tactics for assessing competitors or understanding the impact of market changes, may no longer be the right solution. How flexible and agile to change is your business?

35% of organisations do not yet have a clear plan towards digital transformation

56% of records are stored both on paper and digitally

61% of organisations believe it is impossible to become completely paperless

54% see scanning as an important digital transformation enabler

86% say managing the amount of information in my business is a challenge

80% turn to external experts for support along the digital transformation journey

In this report, you will find a framework to answer these questions. We detail the ambition of organisations, the triggers for digital transformation, the barriers that are faced, and how success can be achieved.

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Digital transformation: how to discover the right path

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Digital transformation:
how to discover the right path

What is the single end goal for your organisation to pursue digital transformation?

For every business, it's crucial to define this core objective, whether the desire to grow, to remain competitive or to make the most of big data.

For more than **50%** of organisations, the end goal is company growth or remaining competitive.

End Goal for Digital Transformation

Cost efficiency and company growth	27%
Remain competitive within the industry	24%
Big data exploitation e.g. advanced analytics, AI	20%
Having immediate access to information	17%
Being more environmentally friendly	12%

Internal reasons

External reasons

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Fujitsu Image Scanners Organisational Intelligence Research Report 2020
What is the end goal for digital transformation?
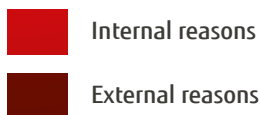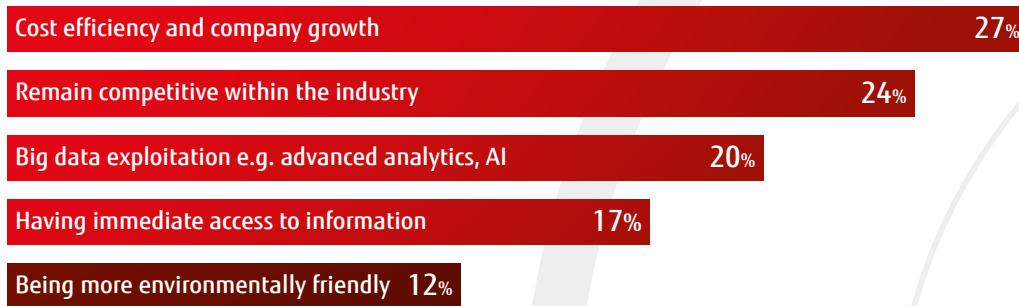
What is the end goal for digital transformation?

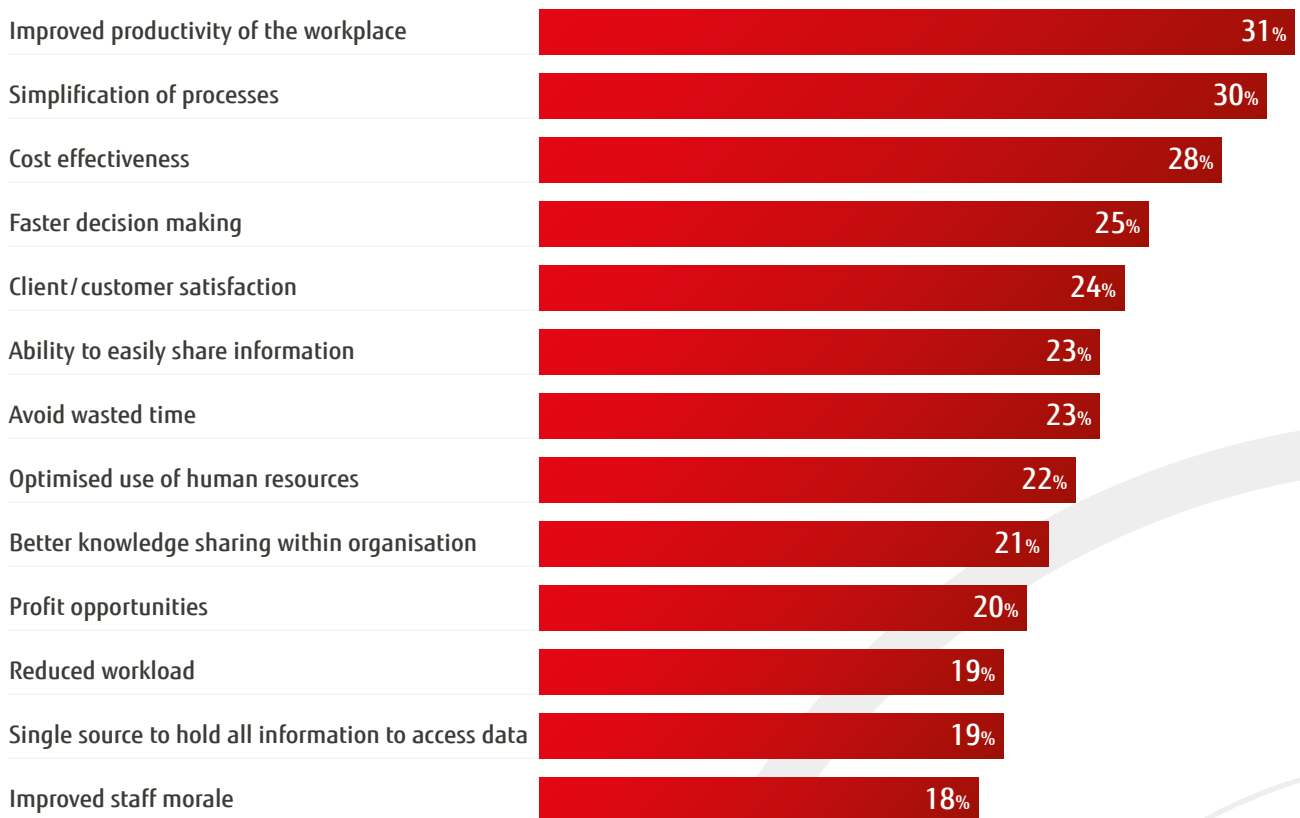Company growth and securing a competitive advantage scored highly for businesses in Germany, as was the case across Europe. However, the top motivation for nearly a third of organisations in Germany is big data exploitation and advanced analytics.

To define your overarching goal and uncover the path for digital transformation, question how your organisation will benefit from well-organised information. Do you have unnecessarily complex processes? How can you better engage with clients and share knowledge? Are slow decisions costing you money?

What do you think are the key benefits of well-organised information within your organisation?

Benefit	Percentage
Improved productivity of the workplace	31%
Simplification of processes	30%
Cost effectiveness	28%
Faster decision making	25%
Client/customer satisfaction	24%
Ability to easily share information	23%
Avoid wasted time	23%
Optimised use of human resources	22%
Better knowledge sharing within organisation	21%
Profit opportunities	20%
Reduced workload	19%
Single source to hold all information to access data	19%
Improved staff morale	18%

Fujitsu Image Scanners Organisational Intelligence Research Report 2020
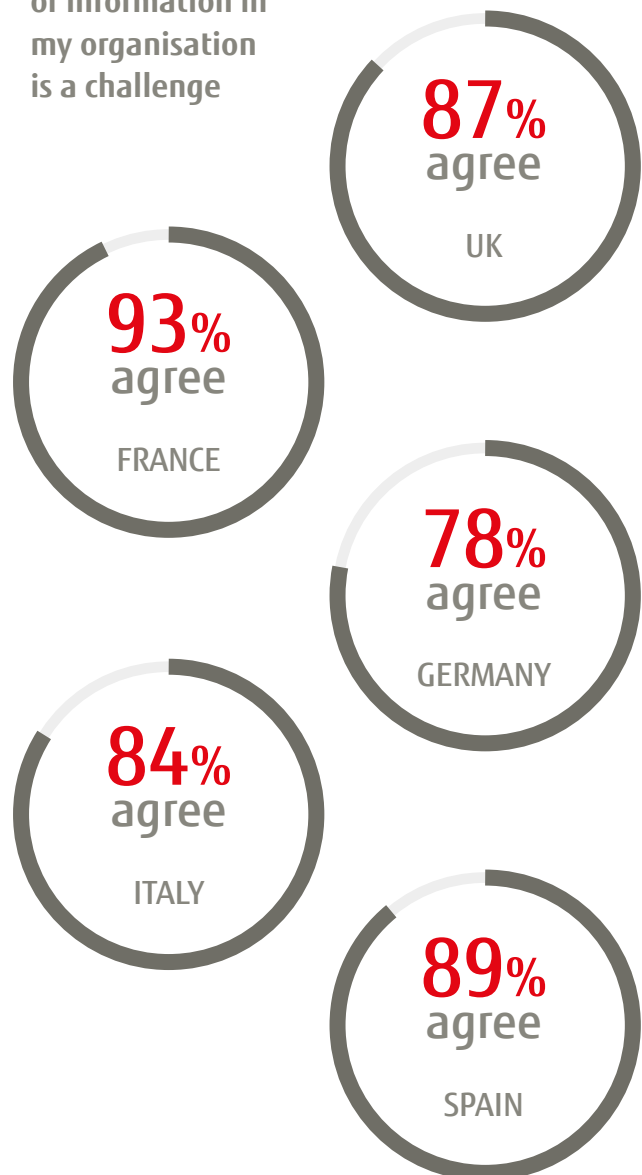Information management and digital transformation

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Information management and digital transformation

For businesses at the start of their digital transformation journey, information management is a pivotal hurdle to overcome. Businesses across Europe are grappling with this challenge daily.

However, German companies continue to find information management less challenging, focusing their priorities more towards data exploitation.

93% of organisations in France find information management a challenge.
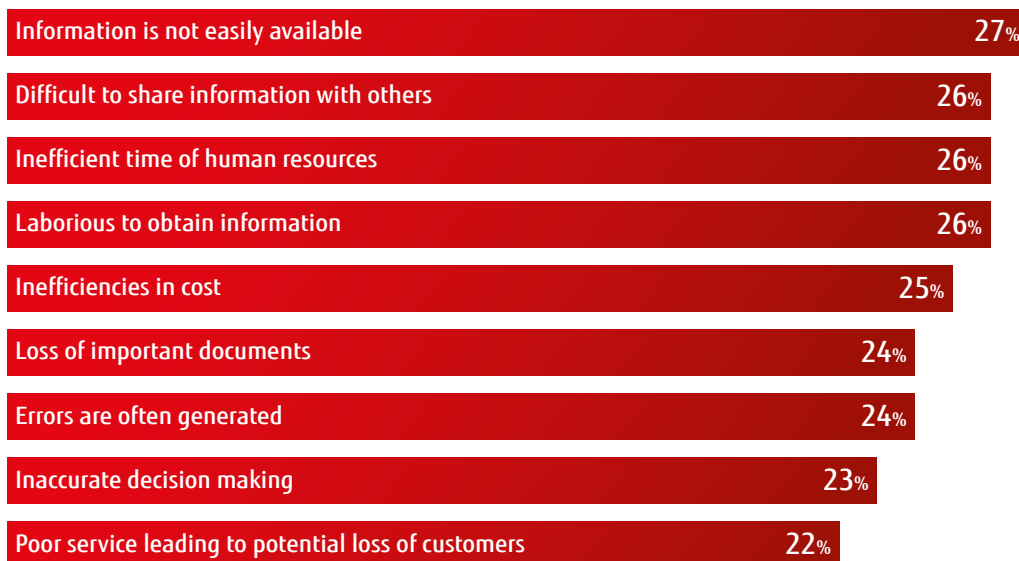
Managing the amount of information in my organisation is a challenge

87% agree
UK

93% agree
FRANCE

78% agree
GERMANY

84% agree
ITALY

89% agree
SPAIN

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Information management and digital transformation

Why is information management so problematic?

Poor information management impacts all levels of an organisation. When staff don't have key information easily to hand and can't share it, cross-organisational inefficiencies increase. HR departments struggle, customers receive a poor service, and errors occur. Inefficient organisations lose revenue.

Which of the following have you experienced as a result of the way information is organised within your workplace?

Information is not easily available	27%
Difficult to share information with others	26%
Inefficient time of human resources	26%
Laborious to obtain information	26%
Inefficiencies in cost	25%
Loss of important documents	24%
Errors are often generated	24%
Inaccurate decision making	23%
Poor service leading to potential loss of customers	22%

11% reported 'none of these'

Fujitsu Image Scanners Organisational Intelligence Research Report 2020
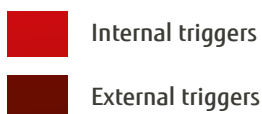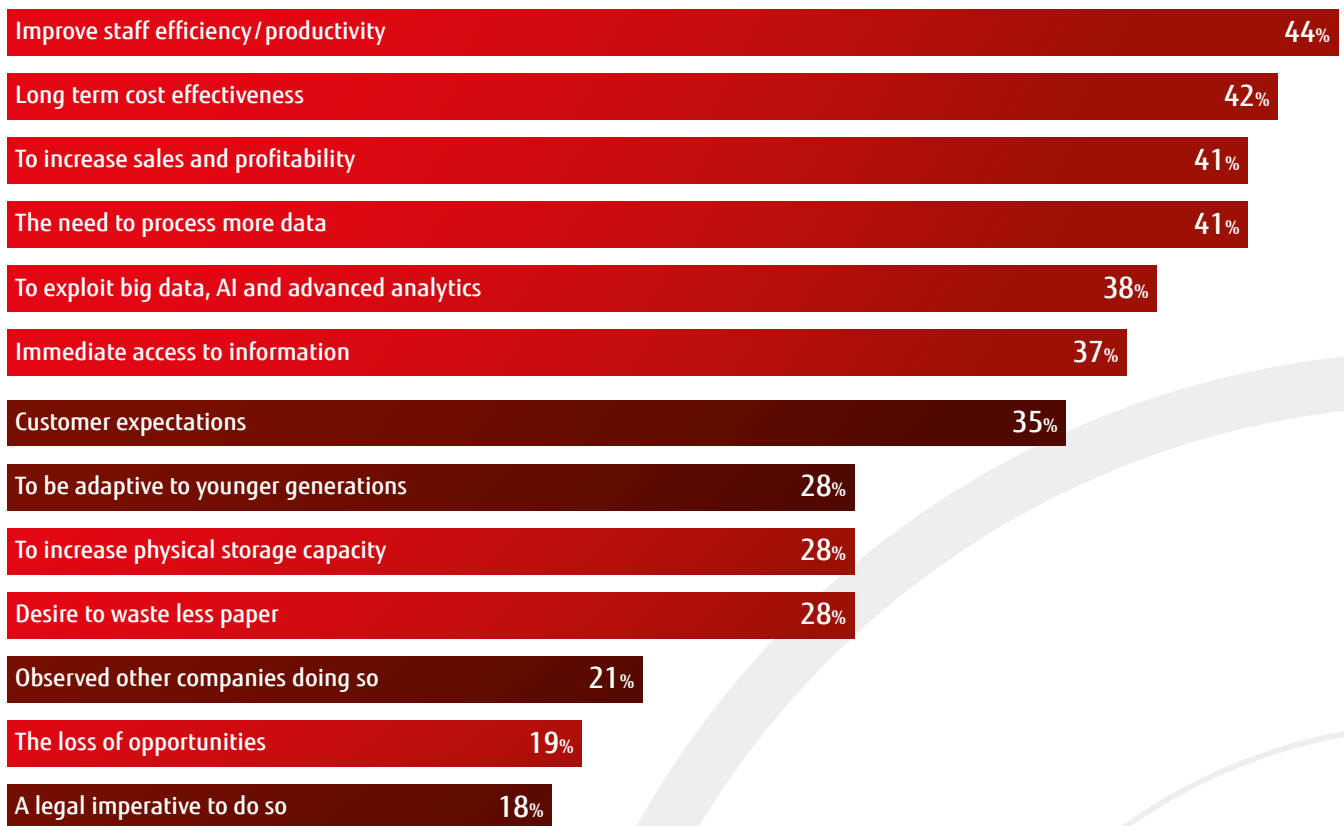Transformation triggers: improved productivity is the #1 driver for digital transformation

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Transformation triggers:
improved productivity is the
#1 driver for digital transformation

Poor processes, inefficient workflows, and information management issues are nothing new. Business leaders face these challenges every day. For too many, however, the status quo remains.

For those that do seek change, what is the trigger that starts digital transformation? Internal operational issues will always be a factor. And often it is these that is holding a business back.

Improved productivity, long-term cost effectiveness, and profitability are the leading triggers for digital transformation
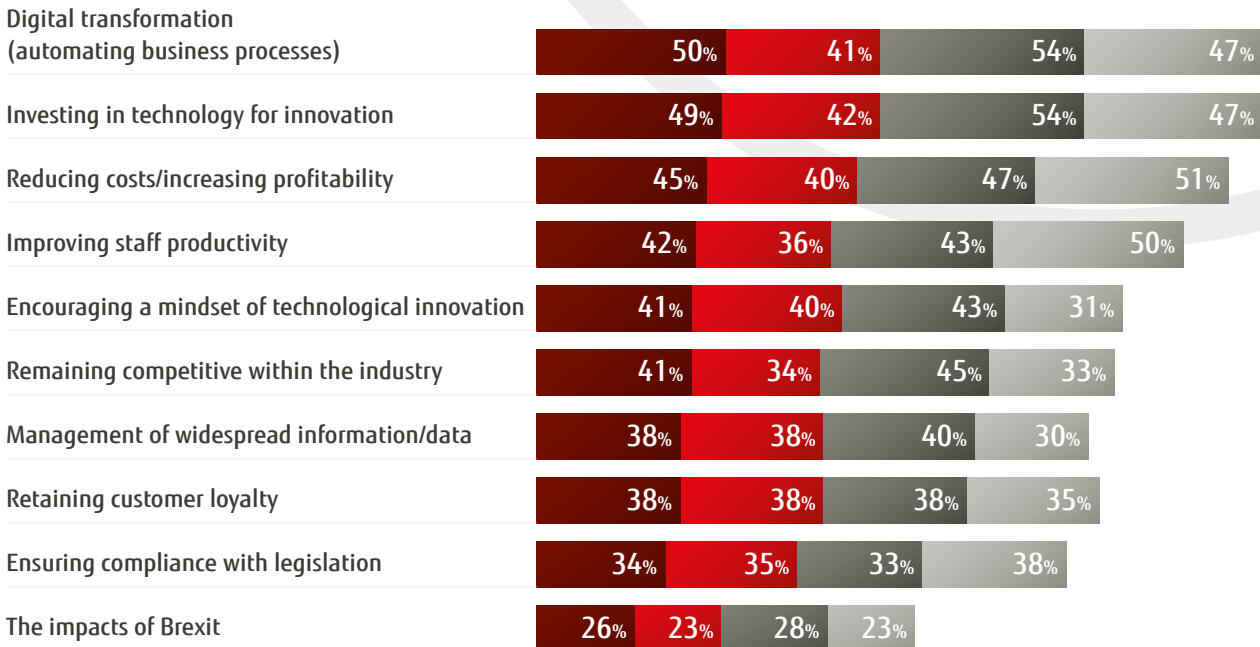
Improve staff efficiency / productivity	44%
Long term cost effectiveness	42%
To increase sales and profitability	41%
The need to process more data	41%
To exploit big data, AI and advanced analytics	38%
Immediate access to information	37%
Customer expectations	35%
To be adaptive to younger generations	28%
To increase physical storage capacity	28%
Desire to waste less paper	28%
Observed other companies doing so	21%
The loss of opportunities	19%
A legal imperative to do so	18%

■ Internal triggers

■ External triggers

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Transformation triggers: improved productivity is the #1 driver for digital transformation

How does digital transformation become a reality?

At the start of any digital transformation journey, consultation with employees and staff is essential. When they begin to understand the need for, and the capabilities of digital transformation, the opportunity to address other business challenges may come to light.

In fact, by analysing how the different demographics within an organisation respond and react to challenges, the choices and priorities that underpin the transformation itself can be defined. Automation of business processes can begin from this point.

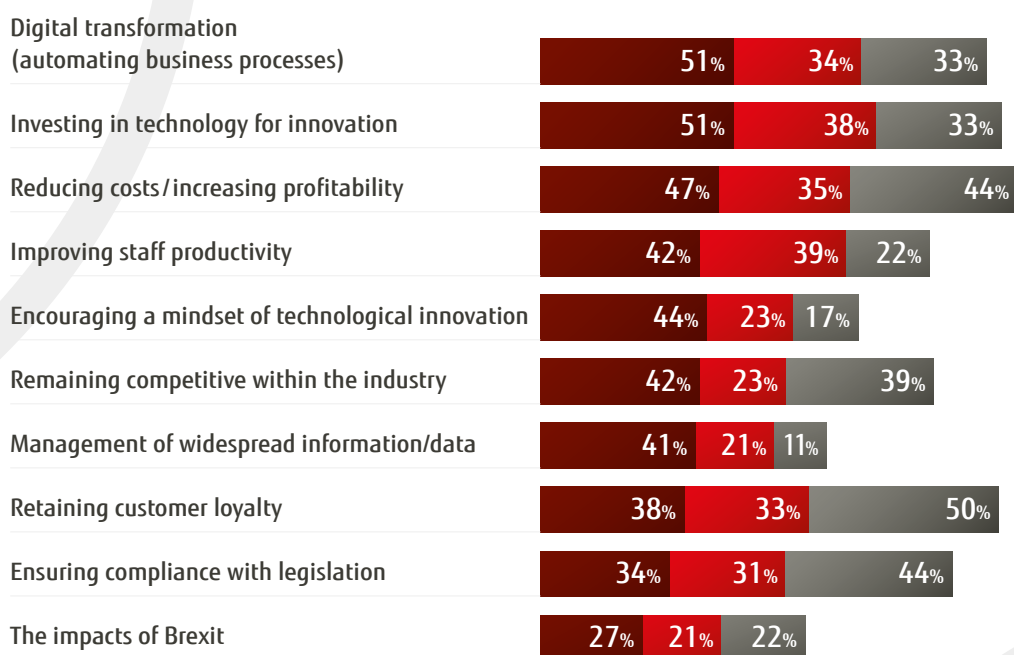Digital transformation is a challenge for **50%** of organisations.

What are the current challenges that you face within your organisation?

Challenge	Average	Millennials	Gen X	Baby Boomers
Digital transformation (automating business processes)	50%	41%	54%	47%
Investing in technology for innovation	49%	42%	54%	47%
Reducing costs/increasing profitability	45%	40%	47%	51%
Improving staff productivity	42%	36%	43%	50%
Encouraging a mindset of technological innovation	41%	40%	43%	31%
Remaining competitive within the industry	41%	34%	45%	33%
Management of widespread information/data	38%	38%	40%	30%
Retaining customer loyalty	38%	38%	38%	35%
Ensuring compliance with legislation	34%	35%	33%	38%
The impacts of Brexit	26%	23%	28%	23%

■ Average ■ Millennials ■ Gen X ■ Baby Boomers

From this consultation also comes an understanding of the varying perspectives and mindsets from within a business. When there is friction between the different areas of an organisation, the inefficiencies, complexities and lack of structure are compounded.

Current challenges faced by respondents based on their level of influence within their organisation

Digital transformation
(automating business processes)
51% 34% 33%

Investing in technology for innovation
51% 38% 33%

Reducing costs/increasing profitability
47% 35% 44%

Improving staff productivity
42% 39% 22%

Encouraging a mindset of technological innovation
44% 23% 17%

Remaining competitive within the industry
42% 23% 39%

Management of widespread information/data
41% 21% 11%

Retaining customer loyalty
38% 33% 50%

Ensuring compliance with legislation
34% 31% 44%

The impacts of Brexit
27% 21% 22%

■ Decision Makers ■ Influencers ■ No DT Role

44% of decision makers struggle to encourage a mindset of technological innovation within their organisation.

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Digital transformation barriers: what's holding your business back?

Digital transformation barriers:
what's holding your business back?

Too often organisations are held back. There is likely a range of common digital transformation barriers, all having an impact.

The complexities of digital transformation are underpinned by ongoing challenges within an organisation. These include a lack of internal skills and resources, and a limited understanding of the overarching goals of what digital transformation can achieve. Often there is little idea where to begin the digital transformation journey.

Generation gap: often older generations are used to retaining paper copies of documentation and do not want to alter the status quo. This can result in a reluctance to shift towards digitisation.
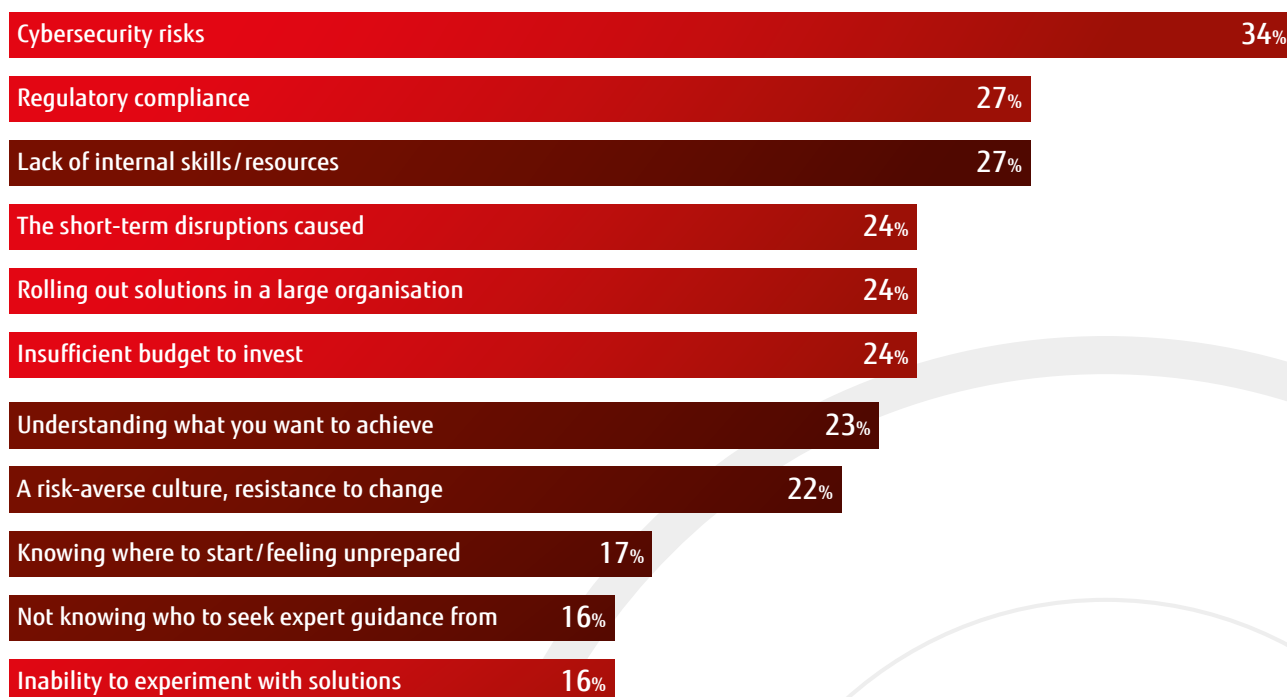
Regulation: many sectors including financial and legal, require paper trails which can impact the ability of organisations to digitalise processes and go paperless.

Upfront investment: the process of becoming digitalised often requires significant investment in terms of hardware, software, and expertise. It is essential to have the right IT guidance to convert processes in the most efficient, safe, and quick way.

Lack of knowledge within a business: in many instances, organisations are underprepared and lack expert knowledge, resulting in a reluctance to change due to the limited understanding of the opportunities that digitisation brings.

Approval/ Validation: signatures across multiple documents are likely required daily. Electronic signatures are not necessarily widespread with business stakeholders potentially concerned over their security.

Does your organisation face any barriers to digital transformation?

Barrier	
Cybersecurity risks	34%
Regulatory compliance	27%
Lack of internal skills / resources	27%
The short-term disruptions caused	24%
Rolling out solutions in a large organisation	24%
Insufficient budget to invest	24%
Understanding what you want to achieve	23%
A risk-averse culture, resistance to change	22%
Knowing where to start / feeling unprepared	17%
Not knowing who to seek expert guidance from	16%
Inability to experiment with solutions	16%

■ Education can overcome these barriers

Education at all levels of the business is essential to address these issues. Often it needs to come from third parties. In fact, 80% of businesses are turning to external experts to educate their teams and to support them along their digital transformation journey.

27% lack the internal skills to digitally transform.

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Developing a clear, tailored and achievable digital transformation roadmap

Developing a clear, tailored and achievable digital transformation roadmap

Through a detailed analysis of all business operations and by clearly defining the objectives that underpin digital transformation, you can identify key challenges. And when doing so, potential risks can be highlighted and mitigated, ensuring a clear plan and a digital transformation roadmap can be implemented.

How should you approach digital transformation?

Driving Organisational Intelligence through digital transformation must be a tailored process for every organisation, in line with your core challenges and objectives as a business.

Whilst the unique nature of your organisation demands an individual approach, our cross-European analysis illustrates that both education and technology selection are key areas that must be approached strategically.

1. External assistance for education
Firstly, education and the development of new skills and knowledge is outsourced to industry leaders. This assistance is often required to bring essential clarity to the initial stages of transformation. External industry leaders provide invaluable experience. They have been through the process before. Specialists can also assist your organisation with asking the right questions in order to fully evaluate your current situation. They will also ensure that crucial stages of the process will not be overlooked.

Industry leaders and specialists who our research respondents would consult on digital transformation

58%
Cybersecurity Experts

Type of support respondents are looking for from Cybersecurity Experts:

55% Company wide enrolment of products

53% Customer service / technical support
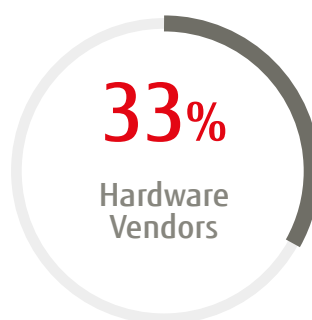
50% On site training of products/services

38%
Independent Software Providers

Type of support respondents are looking for from Independent Software Providers:

68% On site training of products/services

56% Dedicated point of contact

51% Customer service / technical support

43%
External Consultancy

Type of support respondents are looking for from External Consultancies:

57% Dedicated point of contact

56% Customer service / technical support

51% Company wide enrolment of products

33%
Hardware Vendors

Type of support respondents are looking for from Hardware Vendors:

59% Customer service / technical support

55% Company wide enrolment of products

54% Dedicated point of contact

31%
Product Resellers

Type of support respondents are looking for from Product Resellers:

58% Company wide enrolment of products

55% Dedicated point of contact

50% On site training of products/services

28%
System Integrators
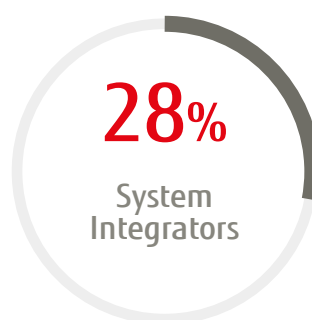
Type of support respondents are looking for from System Integrators:

65% Customer service / technical support

62% On site training of products/services

49% Dedicated point of contact

18%
Specific Manufacturers

Type of support respondents are looking for from Specific Manufacturers:

72% Customer service / technical support

68% On site training of products/services

51% Dedicated point of contact

2. Implementing the right technology

Having evaluated your existing organisation and the questions of managing and utilising knowledge, comes the need to identify essential technology. And how and where this should be used.

Whilst certain technologies, such as the cloud, have already been fairly universally adopted across many European organisations, there are simpler first steps that all companies can take before they optimise knowledge transformation and take on full disruptive business transformation.

Take the example of German organisations at either ends of the spectrum. They are leading the way in big data exploration and advanced analytics. But they are also ahead when it comes to taking the essential first steps to optimise knowledge transformation. Specifically, they have an average 9% higher current usage of scanning, using image and information capture as a means of managing information than their European counterparts.

The digital transformation journey may result in big data exploration, but it must begin with certain essential steps. German companies have a clear recognition of the initial technologies that will aid the early stages of digital transformation. Is this why they view information management as less challenging?

Which technologies do you currently use?

	Result	UK	FRA	GER	ITA	ESP
Laptops	64%	62%	58%	61%	69%	69%
The Cloud	62%	63%	59%	60%	63%	65%
Data analytics	56%	56%	51%	54%	63%	59%
Smart phones / mobile apps	55%	63%	51%	50%	52%	61%
Cybersecurity	49%	46%	45%	53%	55%	48%
Scanning and image capture	48%	40%	44%	**57%**	52%	47%
IoT devices	40%	39%	36%	43%	45%	39%
Artificial Intelligence	36%	35%	34%	36%	43%	33%
Blockchain Technology	33%	25%	34%	36%	38%	32%
Augmented / virtual reality	27%	22%	25%	30%	29%	29%
Robotics	26%	18%	30%	30%	31%	24%

Fujitsu Image Scanners Organisational Intelligence Research Report 2020
Overcoming the barriers to transformation with scanning and information capture

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Overcoming the barriers to transformation with scanning and information capture

Germany might be leading the way as early adopters, but the role of scanning and image capture in information management is widely acknowledged and appreciated by companies across each of the European countries.

In fact, close to half of the organisations make use of a scanner as an enabler for digital transformation and view it as the starting point for long-term company efficiency and growth.

Increased efficiency

"It reduces the volume of paper, makes business processes leaner, and increases the efficiency and productivity of your employees"

C-SUITE, GERMANY

Client satisfaction

"It facilitates the relationship with the clientele and automates the treatment process thanks to AI, which allows to boost growth and client loyalty"

HR, FRANCE

Future thinking

"Because it involves a different way of thinking, new business models and a greater use of technology to improve the experience of employees, customers, suppliers and all interested parties of the company"
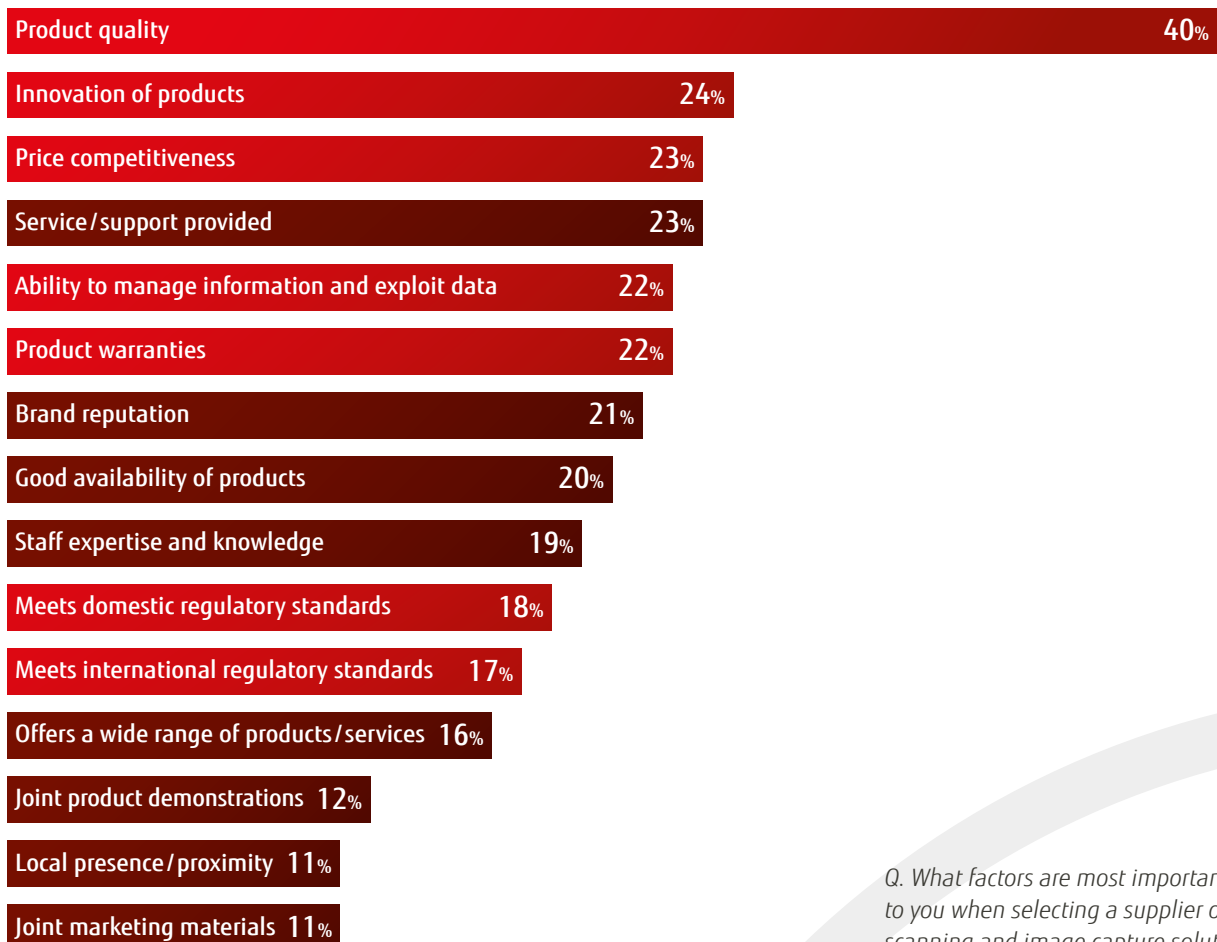
**DEPARTMENT MANAGER, ITALY**

Start of journey

"It is practically the first step to carry out in order to implement the 'transformation' – from simple paper documents, to digitised documents that are immediately traceable through the systems connected to each other"

IT, ITALY

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Fujitsu Image Scanners Organisational Intelligence Research Report 2020
Overcoming the barriers to transformation with scanning and information capture

Quality of product and innovation are the primary considerations when selecting a supplier of scanning and image capture solutions

Product quality	40%
Innovation of products	24%
Price competitiveness	23%
Service / support provided	23%
Ability to manage information and exploit data	22%
Product warranties	22%
Brand reputation	21%
Good availability of products	20%
Staff expertise and knowledge	19%
Meets domestic regulatory standards	18%
Meets international regulatory standards	17%
Offers a wide range of products / services	16%
Joint product demonstrations	12%
Local presence / proximity	11%
Joint marketing materials	11%

■ Product related

■ Service & brand related

Q. What factors are most important to you when selecting a supplier of scanning and image capture solutions
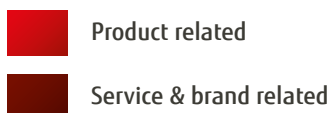
A quarter of businesses are looking for innovative solutions, which will ultimately help drive the better management of information across their organisation.

How to plot your digital transformation journey

1. **Align your digital transformation vision with the mission and strategy of your organisation.**

This will provide authority to begin and continue the journey, helping to overcome obstacles and distractions, as well as supporting the change management efforts that will be required. Question also what the vision of the later stages of your digital transformation journey is. Where do you want your organisation to get to?

2. **Lay solid foundations for future stages.**

Scanning and information capture is a logical first step of the digital transformation journey.

- It allows for use of even more advanced IT and analytical solutions.
- Always hold the end in mind and question how this will need support in future stages.

3. **Identify operational and process efficiency quick wins to deliver fast results and support the ongoing journey.**

- Reduction of paper processes is seen as a way to make business process leaner, reducing costs and creating a more productive workforce.
- Operational level projects are a manageable way to add momentum to the overall digital transformation journey.
- Scanning and information capture enables faster, more flexible movement of data – a necessity for improved Organisational Intelligence.

4. **Future thinking.**

- Digital transformation is not just about the physical process. It also opens doors for new ways of thinking and future proofing the business, from product innovation through to revolutionising customer service.
- It is more environmentally friendly, reducing the amount of paper used.
- Seek out the strategic insights from the journey that can deliver competitive advantage and business transformation. How could the new possibilities discovered enhance your business model or even disrupt your whole industry?

5. **Find partners with the required solution, domain (information management) and deployment process expertise.**
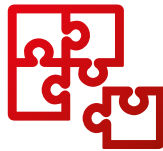
- Utilise their experience to ensure you are asking the right questions related to your situation.

- Identify your specific journey requirements, then find the technology that fits them.

6. **Application**

- Apply learnings and leverage improvements to digitally transform.

Digital transformation has become a genuine business imperative, and is one that is still a fundamental challenge for so many organisations across Europe.

We've seen the problems caused by paper processes, a lack of knowledge utility within organisations, and the ongoing challenges of information management. By implementing the right tailored approach to digital transformation and by taking the essential first steps, Organisational Intelligence can be a reality. When strategic business planning and decision making are transformed, competitive advantage can be found.

Consider which parts of your organisation are blocking the flow of knowledge or efficiency. Select one and ask yourself: how can you embark on a small transformation pilot to improve the Organisational Intelligence of that business area?

Methodology

This report was commissioned by PFU (EMEA) Limited. It is based on independent research by B2B International and written by gyro UK.

The report includes both qualitative and quantitative findings from surveying a total of 1200+ business and IT leaders from across Europe.

Data was gathered and collected by an online survey detailing the responses from a range of company sizes, and number of respondents equally weighted from the UK, Spain, France, Germany, and Italy. All respondents were senior decision makers or influences in the purchase of IT hardware or software in mid-large sized organisations. All responses were provided anonymously.

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Industry
NB. respondents self-selected industry
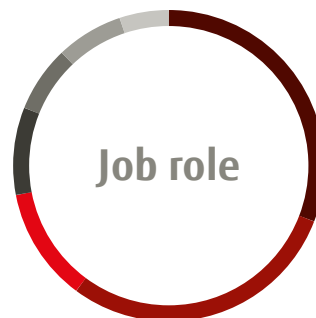
Industry	%
Financial services	19%
Manufacturing	13%
Trade	13%
Transport	9%
Healthcare	8%
Construction	7%
Public sector	6%
Other (made up of industries representing less than 5%)	25%

Size of company
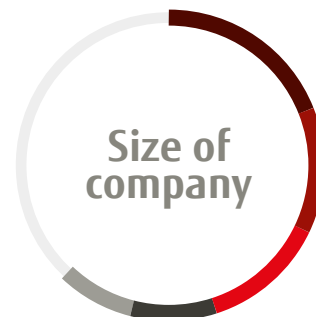
Size	%
251-500	19%
501-1,000	13%
1,001-2,500	13%
2,501-5,000	9%
5,000+	8%

Average: 2,312

Job role

Role	%
IT	32%
C-Suite	30%
General management	12%
Finance/procurement	9%
Admin/office management	7%
HR/legal	7%
Tech/innovation	5%

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