

Gaining the Best Business Value from Case Management

Publication Date: March 26, 2019

Author: Richard Palmer



Summary

Catalyst

Process automation and knowledge worker enablement are becoming increasingly important as organizations digitally transform. A case management approach provides a framework for building applications that can handle collaborative, knowledge-centric work, particularly where the path of execution cannot be completely predetermined. This includes use cases such as service requests, investigations, and incident handling. Case management is an important complement to more straight-through process automation and is set to become even more important as artificial intelligence (AI) becomes increasingly effective at augmenting knowledge work. Hyland, a leading content services provider, is particularly interested in the business imperatives driving case management, and factors that contribute to success. Hyland commissioned Ovum to undertake the research that underpins this report.

In brief

Hyland asked Ovum to focus on two key questions in our research:

- What issues are driving businesses to implement case management software?
- What factors contribute to, or impede, its success?

Case management software extends workflow (BPM) and content management functionality to cover extended, collaborative activity where the path of execution cannot be predetermined.

Several factors stand out as springboards to success:

- the choice of case management platform, along with the availability of professional services, to support design and implementation
- being able to implement a solution with minimal coding and the availability of solution templates.

Ovum found that effective business–IT partnerships contribute significantly to case management project success, with IT-initiated and business-overseen projects having the highest success rate in meeting all their objectives (71% against an average of 55%).

Perhaps the most encouraging note in Ovum's research comes from the breadth of applications already found for case management and the appetite for new initiatives, confirming that case management has found its stride as a mainstream solution approach to many complex business needs.

Key messages

- Understand how case management offers significant benefits across a broad range of industries and business processes, particularly in supporting long-lived, knowledge-based, collaborative processes where the path of execution cannot be fully predetermined.
- Look to the bigger picture, even with your first case management initiative, to make sure you have the right technology platform for growth.

- Leverage the experience of other organizations in springboarding your case management project to success. Pre-built templates and solutions for generic and industry-specific business needs can significantly improve solution quality and timeliness.
- Identify a professional services implementation partner that is experienced in case management to significantly enhance the business benefit, both for the initial implementation and as case management becomes more widely applied within your organization.

Case management can transform a wide range of business issues

While Ovum will use common business language such as "customer," "front-office," and "back-office" as generic terms throughout this report, the insights equally apply to other forms of stakeholder relationships, such as patients, students, or claimants, and other types of collaborators, such as specialist practitioners, educators, assessors, professional services, and trade services.

Process visibility and timeliness are key drivers for case management

Ovum research uncovered three core drivers for case management implementations (see Figure 1):

- decreasing business process time in complex, knowledge-based work
- increasing process visibility
- improving data management practices.

Figure 1: Common pain points that case management can address



Source: Ovum

Cross-departmental information sharing and document management was the highest-rated business driver for case management, with 69% of respondents selecting it as a key business pain point. This narrowly exceeded the more general issue of not being able to effectively handle customer enquiries or complaints (68%), a common application of case management.

Linking these two issues together with the next most prominent group of pain points (50–60%), it becomes clear that the effective and timely collaborative handling of "customer" issues is a critical pain point across all industries surveyed – whether the "customer" is a purchaser, patient, claimant, or constituent.

Almost all of the highest-priority issues addressed by case management solutions directly affect the customer, even when the issue is in the back office. Therefore, implementing case management should positively impact customer-facing measures, such as loyalty and net promoter score (NPS).

Business issues vary across industries

While most pain points were common across industry groups, two issues stood out: insurance had a higher than average (+7%) concern about delays in sharing documents; and manufacturing put a higher priority (+8%) than average on addressing process bottlenecks.

Similarly, financial services had less than average issues with process bottlenecks (-13%), and less pain around security and the visibility of knowledge-driven work (-9%). In higher education, institutions had reduced concerns about processes and visibility (both -8%).

Across all industries, there was consistency in the highest case management priority (77%) being "to improve employee productivity and efficiency" (see Figure 2). Closely following productivity gains

were improvements in governance and compliance (74%). Enhanced collaboration (71%) was also keenly sought. While lower in priority (58%), without enhanced management visibility and control, few of the other benefits are achievable.

Figure 2: Benefits desired from case management



Source: Ovum

The paths to these benefits are through process automation (74%), business (digital) transformation (71%), improved record keeping and audit trails (65%), and the elimination of paper records (61%).

Collectively, these objectives require organizations to be much more agile in the way they handle content, adapt more quickly to new initiatives, and more effectively interact with employees and serve customers – which are all realizable benefits of successful case management solutions.

A desire to improve compliance and governance – the second top objective cited in the survey – is clearly a key driver for many organizations. With increasing legislation and regulation requiring compliance, including the General Data Protection Regulation (GDPR) in the EU, it is hardly surprising that organizations seek to better manage customer information and track relationships, issues, and other cases in a way that increases visibility. For case management applications, where an external challenge of the outcome is likely, traceability of evidence and a record of decisions, actions, and outcomes are critical business needs.

While the focus of the survey was on the management of individual cases, well-documented case histories can collectively contribute to the resolution of the underlying cause of a repeating issue, or identifying specific combinations or sequences of actions that have a higher success rate in particular circumstances. For the staff involved in case management, the greatest benefit is having a complete, up-to-date view of everything related to the case, leading to better customer service. Similarly,

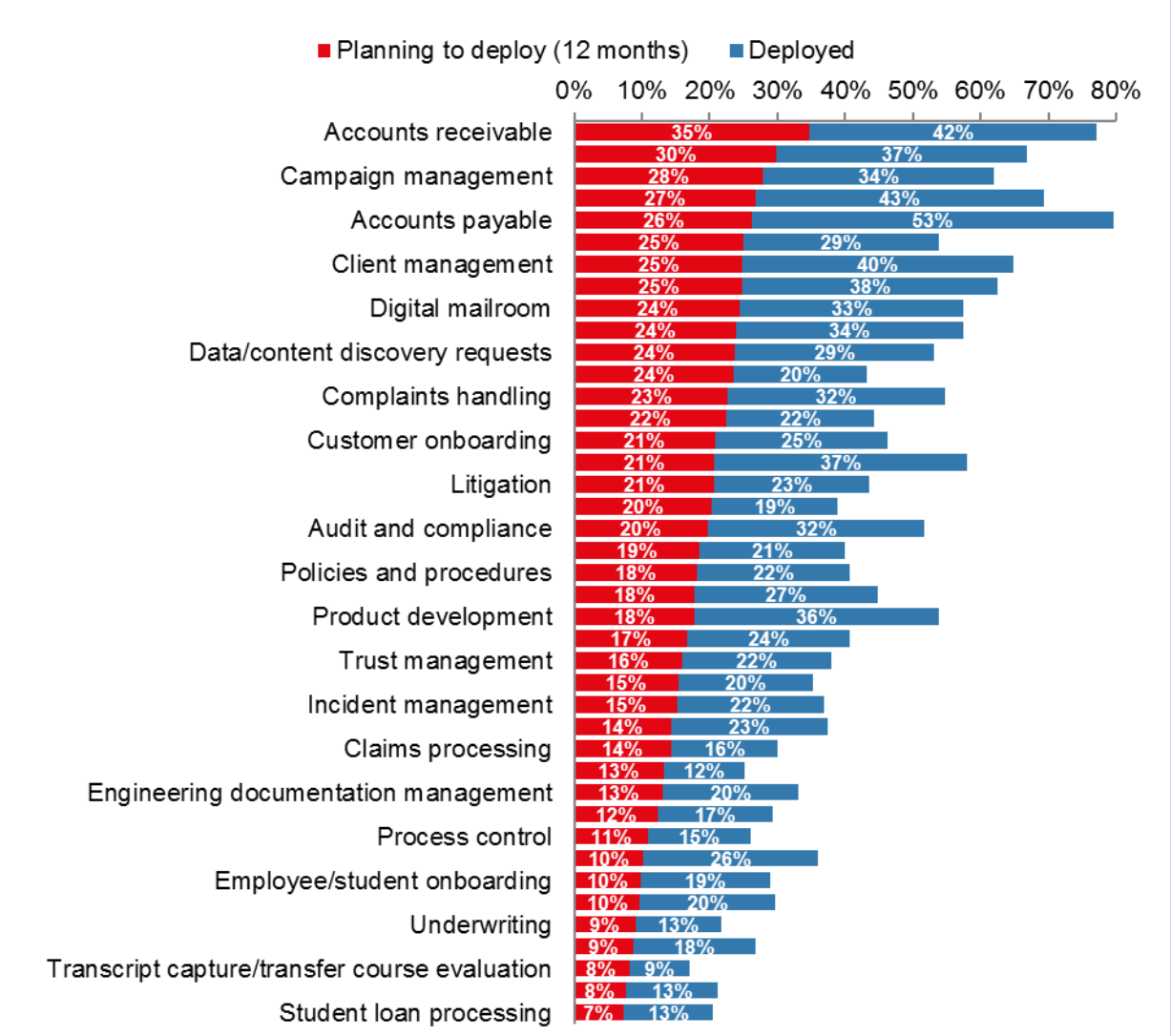
managers can far more easily locate individual cases that are not progressing as desired and take more timely remedial action.

Downstream, the ability to more fully analyze the overall case cohort can reduce the impact or frequency of future cases, decreasing costs and increasing customer satisfaction. As AI becomes more advanced and pervasive, accurate case histories will be the foundation for its ability to offer insights into the best way to achieve the desired outcome for an individual case.

There is a clear appetite for broader application of case management

Figure 3 indicates that there is already wide application of case management across business functions and industries. Finance, marketing, customer care, product development, and new business processing all appear in the top 10 deployed applications. For each of these areas, as well as other functions less mature in case management, there is a solid appetite for new implementations.

Figure 3: Case management has application across many business processes



Source: Ovum

Alongside the cross-industry use cases, there is a significant focus on specialist activity, such as underwriting in insurance, order fulfillment in manufacturing, and student loans processing in education. Financial services, healthcare, and government, similarly, show a mix of specific and general applications of case management.

The applications of case management in Figure 3 map closely to one or more of the business pain points and objectives identified by respondents in Figures 1 and 2. For instance, a case-managed complaints management solution that combines automation and collaboration can reduce a weeks-long process to hours, or at most days. Information can automatically be captured and extracted from the complaint and uploaded to the relevant databases, and an automated confirmation sent to the complainant. The complaint document and all supporting documentation is simultaneously made available to all individuals involved in the handling of the complaint, and the platform can encourage collaborative solution development, document the selected approach, and manage any required approvals. The results are shorter processing time, better information sharing, collaborative decision-making, management visibility, and lower costs. This is just one example but the ultimate customer-facing benefits are relevant across industries.

Enterprises need to take a holistic approach to case management

Equally important benefits are gained across business processes when case management is applied strategically. Where case management systems are implemented at the department level, or within individual process silos, it is very difficult to orchestrate outcomes that require broader collaboration, or gain an overall picture of process effectiveness across the organization.

The survey indicates that many organizations already have, or intend to implement, case management platforms from more than one vendor. This may be because they bought ready-built solutions, or no single vendor provides all of the required use cases. It is equally likely that case management projects are being procured and deployed at the department level. While the majority (61%) of respondents had only one or two vendors supplying case management tools, a substantial 39% had three or more suppliers.

Proliferation of solutions is a common pattern in the second phase of any new technology adoption. Initially, the technology is purchased for (or by) a single department, which sees its potential to resolve a specific business issue. In the next phase, the technology commonly proliferates in a piecemeal fashion to the "close followers" and then the "mainstream." If the need and benefit of implementing an organization-wide platform is not identified early in the second phase, then multiple standalone solutions from multiple vendors will most likely result. This incurs additional solution management and integration costs in the short term, and significant technology and business "debts" to be repaid at a later point, when an organization-wide platform is eventually implemented.

One of the biggest hidden costs of proliferation of case management systems is the added complexity at every level – from the user interface, through process management, to the underpinning technology and governance. With multiple platforms or instances, business process representations will need to be created and linked across multiple systems. The staff and customer user experience will differ between vendors and instances. Data is likely to be duplicated, increasing synchronization and data governance cost.

A successful approach to minimizing the proliferation of platforms is to employ innovation management practices to business technologies: each pilot implementation is assessed for its potential to add wider value and scale to handle full-scale production. Subsequent implementations can then take advantage of platforms that have been pre-approved for wider use. When selecting an enterprise platform, it is important to assess the breadth of potential departmental use cases, as well as the corporate benefits desired, such as improved governance, process visibility and manageability, information management, security, and a uniform user experience.

Thus, there is a clear case for organizations to take a holistic approach to case management, with a view to implementing a single case management platform that can not only complement other core business systems but also scale to solve business problems enterprise-wide.

The right case management platform is a catalyst for long-term success

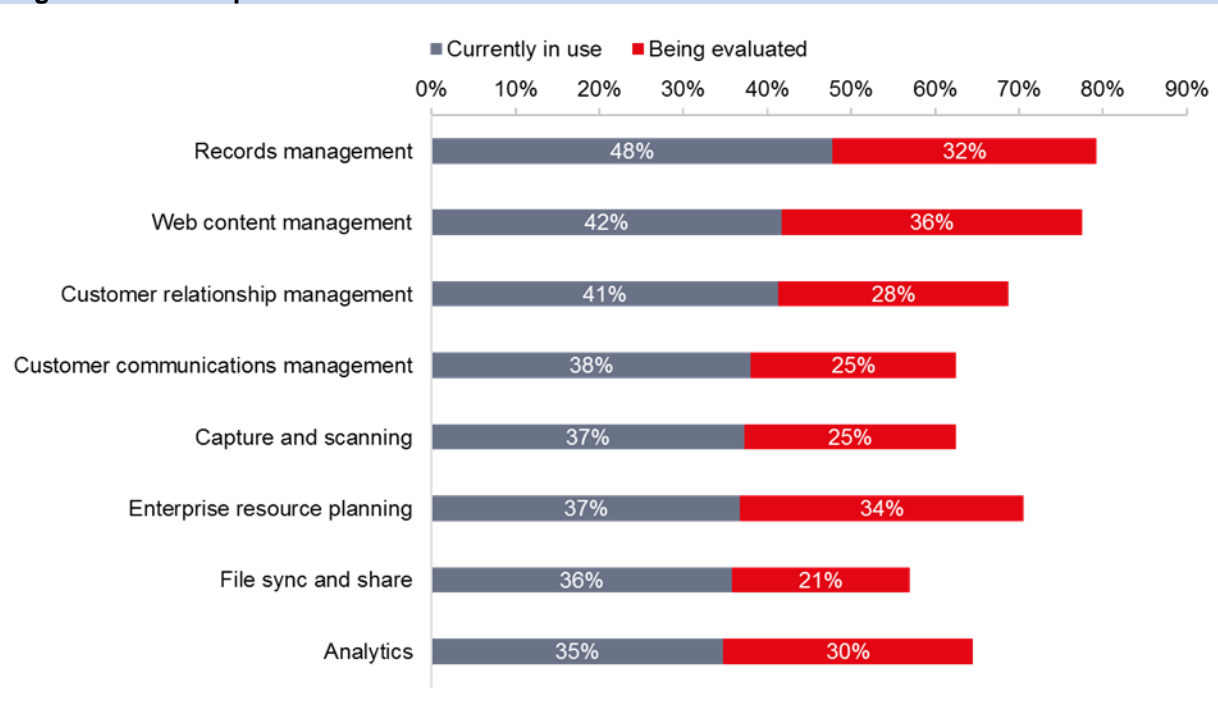
Case management is more than just workflow plus document management

Case management solutions require more than simply process automation and document management capabilities. Knowledge-based work requires that case management solutions also support higher-order tasks, such as collaborative decision-making, and the ability to create and manage complex or ad hoc tasks and approval processes.

Case management activity is usually embedded within other business practices, and this means that it will need to be able to leverage their capabilities and systems, and share information. Enterprise content management (ECM), collaboration, records management, capture, and customer communications management (CCM) are high on the list of the integrations required for successful case management.

For those integrating case management today, the most common integrations are with records management systems, with 80% indicating that they use, or are evaluating, linkage with records management (Figure 4). Web content management (78%), enterprise resource planning (ERP – 71%), analytics (70%) and customer relationship management (CRM – 69%) are not far behind. Document capture and scanning (62%), customer communications (63%) and file sync and share (57%) are also common applications in the case management ecosystem.

Figure 4: Related platforms use



Source: Ovum

Given that the tightest integrations are with content capture and management, and customer and analytics systems, a vendor with a strong customer management focus, tied in with content management and analytics capabilities, would bring many important elements of the case management ecosystem under a single banner, simplifying integration and harnessing integrated capabilities across the suite.

Pre-packed or pre-built integrations for common ERP, productivity software, CRM, and leading line-of-business applications will significantly simplify implementation. Where these are not available, provision of powerful and secure APIs and, more specifically, content management interoperability services (CMIS) will enable the necessary integrations.

Integrations at the toolkit layer with these functions can significantly simplify development, reducing both cost and time to completion. Content capture and management is a particularly important component of most case management solutions, and leading case management vendors provide these functions as part of their platforms.

Buy or build?

There are several different approaches an organization can take when provisioning case management solutions. Each has its considerations and benefits.

Organizations can buy pre-built or packaged solutions. These solutions include common use cases, such as a digital mailroom, payroll and benefits management, and employee self-service (see Figure 3). Other solutions may be industry-specific, tailored specifically for industries like financial services, insurance, and higher education. The advantage of the pre-packaged solutions approach is that an implementation of best-practice processes can deliver business benefits quickly. However, the

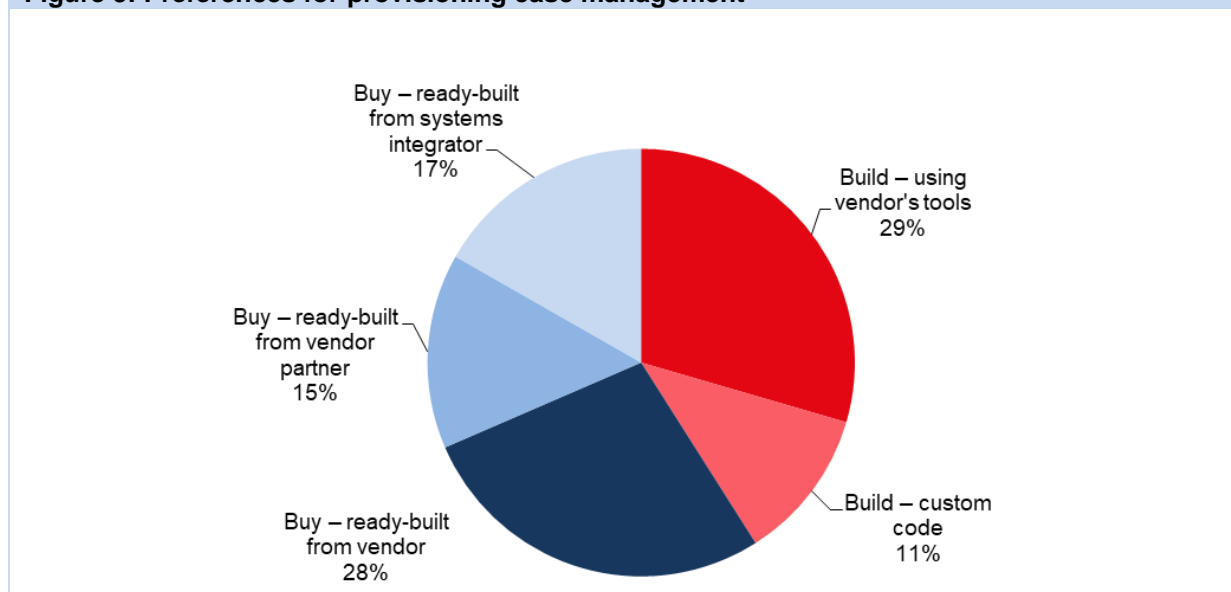
proliferation of un-integrated point solutions can create significant business and technical "debt" in the longer term. This debt can be reduced by selecting a platform vendor that can also offer a wide range of well-integrated, ready-to-use processes.

Instead of purchasing off-the-shelf solutions, organizations may also consider building applications. This should only be countenanced where there are high-quality, vendor-supplied development tools – particularly "low-code" tools that reduce development time and cost. Where the vendor has pre-built, best-practice templates for common processes as a starting point, the power of the platform is further enhanced.

The best of both worlds is achieved by selecting a platform with a broad range of pre-built solutions and configurable templates from a vendor that also provides a high-quality, low-code toolkit enabling solutions for unique business problems.

Figure 5 indicates that the custom solution vs. out-of-the-box functionality choice tends toward the ready-built options (60%). Of those that build their own applications, most prefer to use a vendor's toolkit (72%) rather than developing custom code directly.

Figure 5: Preferences for provisioning case management



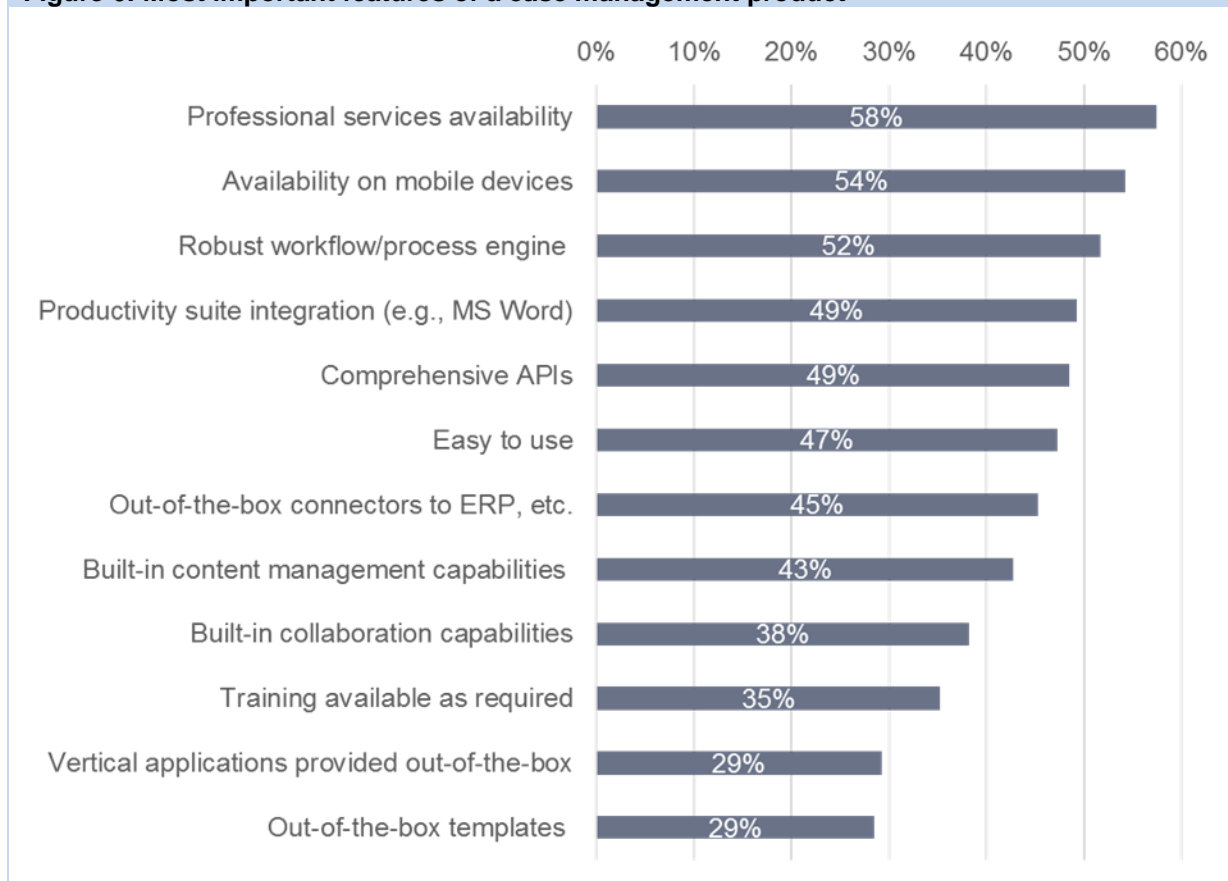
Source: Ovum

Ovum recommends that the custom-code option for case management applications should be seen as an avenue of last resort, and the relatively high proportion of custom code (28% of all self-builds) is a clear indication that many organizations are not yet leveraging the benefits of low-code toolkits.

Product features are only part of a successful initiative

The most important feature of the overall case management offering, identified by 58% of respondents, is the availability of professional services to support implementation (see Figure 6). When coupled with the need for training (35%), this forms a powerful theme that is echoed in the "Springboards for success" section below.

Figure 6: Most important features of a case management product



Source: Ovum

Mobility (54%), a robust workflow engine (52%), ease of use (47%), built-in content management (43%), and collaboration (38%) functions are also high on the list of desirable product capabilities.

As case management is not a standalone function, often coupled with core systems and requiring associated documentation to be created, it is unsurprising that integration is a key requirement. Productivity suites (e.g., Microsoft Office) top the list at 49%, followed by comprehensive APIs (49%), and connectors to ERP and other major systems (45%).

Finally, out-of-the-box vertical applications and templates (both 29%) significantly reduce the time and effort of implementation, as well as providing guides to industry best-practice processes.

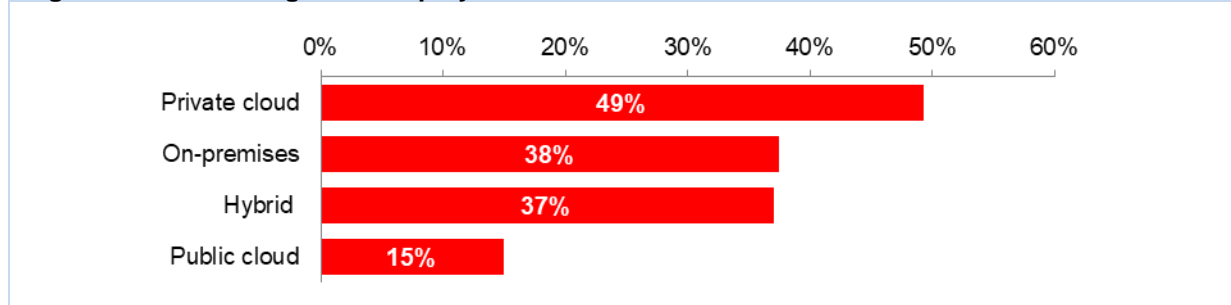
The deployment model is a strategic choice

The deployment method for a case management system is an important consideration. Where the organization has a "cloud first" IT strategy, vendors are increasingly offering cloud-managed services (multi-instance, common codebase) or pure SaaS (multitenant) hosting options, alongside self-managed options.

For organizations needing to comply with stringent data localization/privacy legislation or corporate policy, managed services in a regional cloud data center can be an attractive solution. Cloud deployments are often more secure than on-premises stored content, as the cloud providers are usually certified to stringent information security standards, which cover everything from machine

room access controls to data encryption. Cloud deployments are generally faster to execute, as infrastructure does not need to be commissioned. Updates and patches can be implemented more quickly and more often than for on-premises systems, and are a major factor in cybersecurity resilience, as vendors are able to leverage "test once, deploy many" strategies across uniform infrastructure and common code bases.

Figure 7: Case management deployment models



Source: Ovum

Public cloud uptake has been limited, with just 15% of organizations currently using or explicitly considering this path (Figure 7). Ovum's view is that this figure is likely to increase significantly as locally hosted, cloud-managed service offerings mature. Pure SaaS may take longer to mature, as organizations and vendors alike gain confidence with the data protection practices needed to satisfy legislation such as GDPR in multitenanted environments. In the CRM and HR domains, which often host similar types of data, Salesforce and Workday are very successful pure SaaS players, so there is no substantive reason why case management could not follow a similar path, over time.

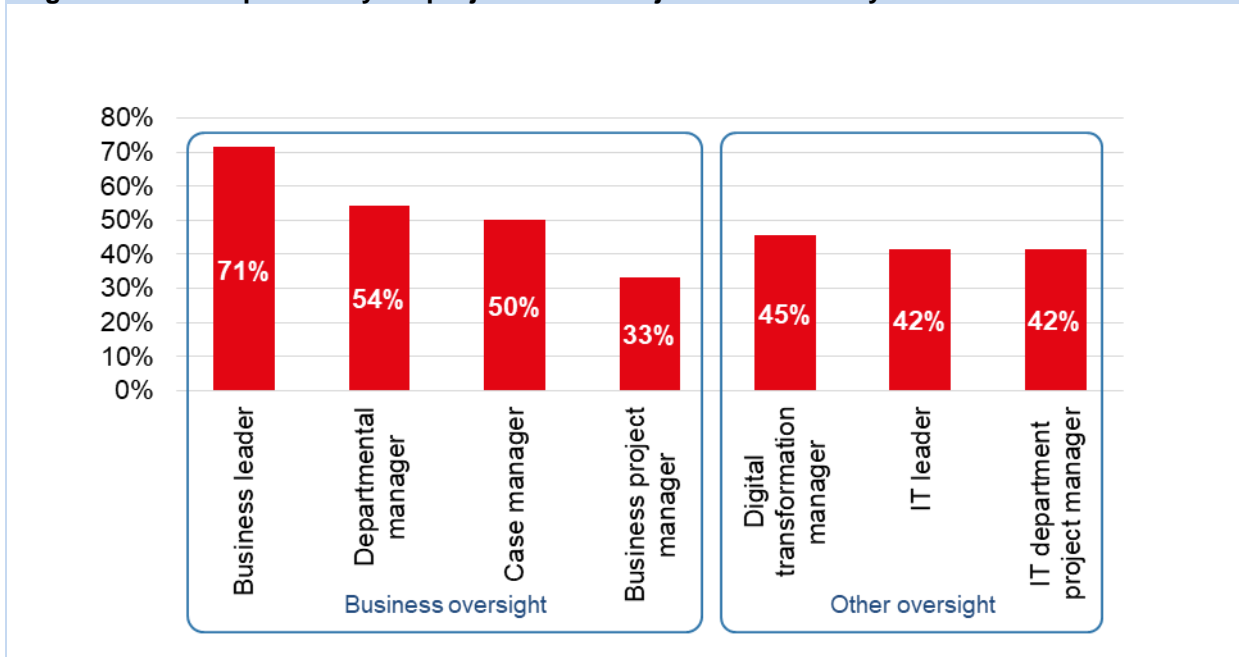
Springboards for case management success

Case management is not simply a "turn on the system and benefits will flow" implementation. Respondents mostly reported that, so far, they had only achieved some of the benefits they desired from their implementations (55%). The following factors contributed to success, or were the source of difficulties, in gaining the desired benefits.

Business leadership is important to case management success

Only 35% of case management projects in the survey were business initiated, with a slightly higher proportion (39%) overseen by business-side personnel, and the remainder initiated and/or overseen by an IT department project manager or IT leader. While IT leadership is common during the introduction of new technology, only limited business benefits generally flow without solid business sponsorship and business-side implementation leadership. A partnership between business and IT is the key to success, with 71% of projects that are initiated by IT and overseen by business leaders meeting all their business objectives (see Figure 8).

Figure 8: Line responsibility for projects where objectives were fully met

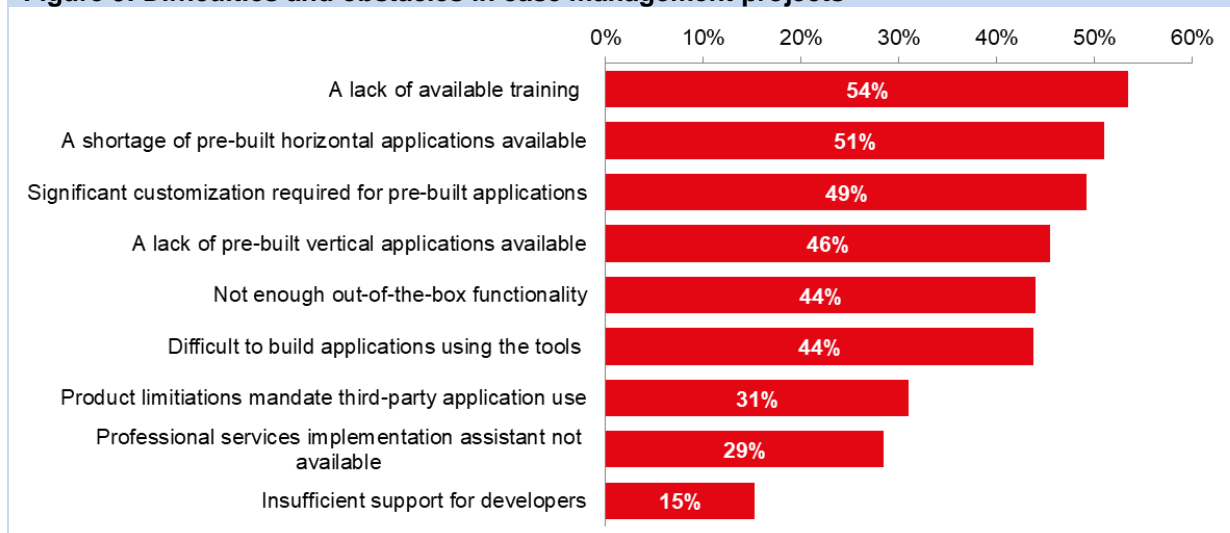


Source: Ovum

Support is key, whether you build or buy

The most prominent difficulty faced by respondents is a lack of available training (see Figure 9) – impeding timely, high-quality solution development. More than a quarter of respondents, 29%, also said vendors lacked the professional services needed to help with implementation. While this indicates that the majority gained the professional services they needed, organizations should not be complacent in exploring this consideration during product selection. Each of the following should play into your platform decision as key enablers of success: professional services, either directly from the vendor or via qualified third parties; well-focused training; excellent documentation; and a supportive developer community and portal.

Figure 9: Difficulties and obstacles in case management projects



Source: Ovum

It doesn't need to be difficult to build applications

Two underpinning issues contribute to a potential roadblock of difficulty in building applications: developer productivity is low because good, high-level development tools are unavailable; or they have to create entire solutions, rather than modifying out-of-the-box applications or templates.

Lack of out-of-the-box functionality is evidenced as a shortage of pre-built cross-industry applications (51%), significant customization of pre-built applications (49%), and insufficient out-of-the-box functionality (44%). Between them, these items form a powerful theme – that usefulness of the platform is critically dependent on easily modifiable out-of-the-box processes. An added benefit of pre-built applications is that their functionality is regularly enhanced by the vendor, adding business benefits without further development.

The difficulty of creating applications using the vendor's tools has been a significant issue for 44% of implementations. Point-and-click configuration of needed functions will allow the rapid creation of business applications that fill in the gaps between your line-of-business systems. Solutions that require extensive custom coding should, in general, be avoided.

A product with a capable toolkit and a good stock of pre-built functions and templates should allow almost all business processes to be configured rather than coded. If you have a truly unique requirement, then the vendor or a professional services partner can usually create a robust, configurable template for the solution that will avoid costly code maintenance downstream.

During the platform assessment, the proof of concept should test how the vendor's toolkit and application/template library supports the delivery of a non-standard business process; as well as the vendor's track record of providing market-leading tools, developer toolkits are constantly advancing in capability.

Find the low-hanging fruit

While new processes may seem the obvious place to start, in most organizations there is a wealth of existing workarounds and supplementary processes supported by Lotus Notes, spreadsheets, FilemakerPro, and Access databases. Replacing these antiquated solutions can significantly enhance

the related processes, make them "visible" to management and auditors, reduce ungoverned information sources, and relieve ongoing security, maintenance, and support headaches.

Usability is the key to adoption

Business change management is one of the most difficult activities with any system implementation. End users are often reluctant to embrace changes they feel are being forced on them, particularly if they do not improve the way in which they work. Easy-to-use, intuitive user interfaces require significantly less training, and increase acceptance of new applications.

Staff and clients should be able to access the system from any location or device. They need to be notified and prompted for action in the places they spend the majority of their time – not just within the case management application. Plan to make available a selection of channels for notifying and presenting information: desktop clients, web browsers, email inboxes, social media, mobile devices, and familiar line-of-business systems.

Effective presentation of information to aid case decision-making can also take many forms, among them text, tables, charts, and dashboards. Ensure your case management platform choice can securely support a broad range of communication and interaction styles beyond "fill in the data and tick the box" forms.

Plan to manage the process as well as operate it

Process management and governance need to be purposefully designed into the solution. There should also be features for managers that provide visibility into processes, allowing them to view where bottlenecks arise, targets are missed, and escalations required. Dashboards and alerts can provide business managers with timely visibility into the status of processes and actions required. For governance purposes, audit trails should be simple to configure, ubiquitous, and impossible to corrupt.

Platform administration should be powerful, straightforward, and intuitive, as unnecessary complexity can lead to administrator errors that could have significant security implications.

Out-of-the-box reporting features should be extensive, providing support for the different needs of case managers, business managers, systems administrators, and governance functions.

Security is not an add-on

Security is an important element of a case management platform and security controls should be built into the platform with features such as audit trails, as well as role and rules-based permissions. The security features should integrate with other parts of the business ecosystem. Particularly important is having a well-integrated identity and access model so that people, roles, authentication, and authorizations do not need to be managed in several uncoordinated systems – a sure recipe for security flaws to emerge as individual systems' settings slowly diverge.

Bringing it all together

The results of the survey have shown that well-implemented case management solutions can address many of the pain points that organizations encounter when handling process-oriented cases. Most prominently, a successful case management solution can minimize the challenges of information and process delays, ineffective customer handling, and a lack of visibility of knowledge-based work in progress. The choice of platform is a significant determinant of success, particularly when

complemented by an extensive library of pre-built vertical and horizontal solutions, solid professional services, and tools for rapid development.

Above all, organizations should aim to move toward a single case management platform, enterprise-wide, which can address the vast majority of their case management needs, connect to other core applications, and provide an umbrella of process visibility, manageability, and support for good governance across the enterprise.

Appendix

Methodology

This report was developed from primary Ovum research commissioned by Hyland, and includes additional insights from other Ovum research. For the Hyland study:

- case management was defined as: "the work – recording, monitoring, and analysis – involved in the processing of the data, procedures, and related content that comprise a case – whether that is a service request, investigation, or incident/issue. Case management solutions are designed to improve knowledge-driven work as well as to improve general – often non-repeatable – processes to optimize outcomes and improve decision-making. An effective case management approach combines people, content, and processes"
- 400 respondents were surveyed across manufacturing (23%), financial services (22%), higher education (18%), and insurance (17%), with smaller numbers of contributions from the retail, travel, transport, and professional service industries (each less than 5%)
- the companies were predominantly large, with more than 1,000 staff (78%)
- all respondents had to either have already implemented (68%) or be considering implementing case management solutions (33%)
- the respondents were almost exclusively in IT executive roles (96%)
- respondents were evenly distributed across the US, Asia (Australia and Japan), Latin America (Mexico and Brazil) and Europe (UK and Germany).

Author

Richard Palmer, Practice Leader, Public Sector

richard.palmer@ovum.com

Ovum Consulting

We hope that this analysis will help you make informed and imaginative business decisions. If you have further requirements, Ovum's consulting team may be able to help you. For more information about Ovum's consulting capabilities, please contact us directly at consulting@ovum.com.

Copyright notice and disclaimer

The contents of this product are protected by international copyright laws, database rights and other intellectual property rights. The owner of these rights is Informa Telecoms and Media Limited, our

affiliates or other third party licensors. All product and company names and logos contained within or appearing on this product are the trademarks, service marks or trading names of their respective owners, including Informa Telecoms and Media Limited. This product may not be copied, reproduced, distributed or transmitted in any form or by any means without the prior permission of Informa Telecoms and Media Limited.

Whilst reasonable efforts have been made to ensure that the information and content of this product was correct as at the date of first publication, neither Informa Telecoms and Media Limited nor any person engaged or employed by Informa Telecoms and Media Limited accepts any liability for any errors, omissions or other inaccuracies. Readers should independently verify any facts and figures as no liability can be accepted in this regard – readers assume full responsibility and risk accordingly for their use of such information and content.

Any views and/or opinions expressed in this product by individual authors or contributors are their personal views and/or opinions and do not necessarily reflect the views and/or opinions of Informa Telecoms and Media Limited.

CONTACT US

ovum.informa.com

askananalyst@ovum.com

INTERNATIONAL OFFICES

Beijing

Boston

Chicago

Dubai

Hong Kong

Hyderabad

Johannesburg

London

Melbourne

New York

Paris

San Francisco

Sao Paulo

Shanghai

Singapore

Sydney

Tokyo

