THE DIGITAL TRANSFORMATION JOURNEY

A GUIDE TO SUCCESS

Canon

CONTENTS

INTRODUCTION

Following a global pandemic that necessitated some dramatic and immediate changes to the way we all work, building agility into your working practices has never been more crucial. Mixing time between remote workspaces and a main office is only going to increase in popularity, so now is the time to enable the flexibility of your workforce. And that means reviewing your processes.

Digital transformation promises better gross margins and better net income. Productivity and efficiency both increase and it can enhance, even create competitive advantage. But digital transformation is also about doing things differently – and doing different things as well.

A lot has been said about digital transformation and demand from internal and external customers is helping it stay at the top of the CIO's agenda. However, while huge investments continue to be made, 70% of digital transformation initiatives will fail according to McKinsey[1].

Two major business realities could resolve these failures but they are overlooked by so many in leadership positions. The first is that digital transformation should be viewed as an effective journey, not an end destination. The second is that the journey is often started by businesses that try to move quickly to be 'all-digital'. The reality is that they operate within hybrid environments where a unique combination of digital and analogue work processes, and now workspaces, need to be part of the same framework.

By recognising and working with these realities and not looking for a 'big bang' transformation, businesses will experience much more success with their automation and digitisation projects. While organisation-wide digitalisation is the end goal, the reality is that the digital transformation journey means updating key processes

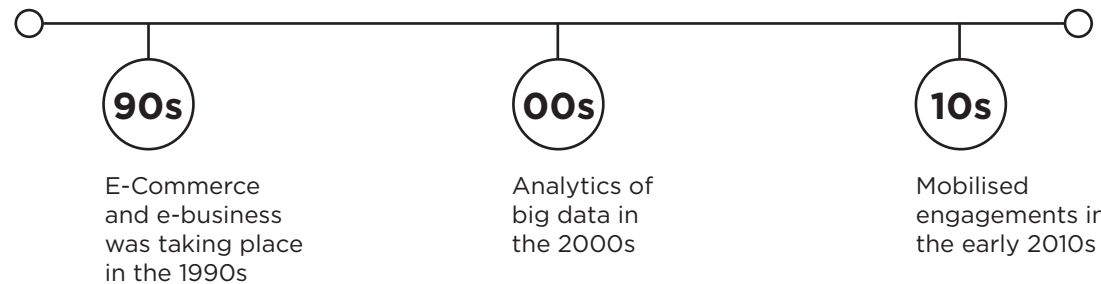> **While huge investments continue to be made, 70% of digital transformation initiatives will fail**[2]

and seizing opportunities for automated efficiency while maintaining and improving non-digital workflows for later optimisation.

Digital transformation is about delivering ongoing efficiency and improving day-in, day-out performance making use of the latest technologies and building in flexibility from the ground up.

While a hybrid business environment is not yet fully automated, it ensures that teams can work in an agile way and that information is joining up crucial dots without replacing processes that work perfectly well today. It also represents progress on the digital transformation journey as new and legacy systems combine to meet the needs of customers today whilst delivering an exceptional employee experience.

DIGITAL TRANSFORMATION MEGA TRENDS TIMELINE
(a brief history of digital transformation mega trends)

90s
E-Commerce and e-business was taking place in the 1990s

00s
Analytics of big data in the 2000s

10s
Mobilised engagements in the early 2010s

The journey will be different for every business and one constant will be ongoing evolution towards ever-more digitised services. This may combine manual printing with automated finance, or electronic mail processing with analogue data capture.

Whatever the mix, the hybrid working environment is on the journey to business transformation and crucially the experience of customers, employees, suppliers and partners should sit firmly at its centre. By understanding the experience expected by all stakeholders, a business can ensure positive collaboration amongst all parties, and this in itself is a major contribution to success.

So how can businesses effect positive digital change within the reality of their hybrid setup?

This guide examines the hybrid challenges businesses are facing today and offers insight on how to successfully progress on a digital transformation journey. It will look at culture, strategy and execution while recognising that the technologies and processes that exist today don't need to disappear tomorrow.
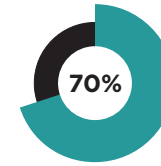
GLOBAL SEARCHES FOR 'DIGITAL TRANSFORMATION' HAVE RISEN BY

30%

IN THE LAST YEAR ALONE

THE DIGITAL TRANSFORMATION JOURNEY IN A HYBRID WORLD

70%

Despite the promise of digital transformation, McKinsey predicts that **70% of Digital Transformation initiatives will fail**[3]

03 The road is long

It's expected that by 2027, only **75% of businesses will have 'transformed'**[6]
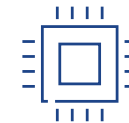
02

Businesses today work in hybrid environments, connecting digital and manual processes, as well as a variety of different workspaces

Only 18% of workers say their organisation has enhanced automated processes and workflows[5]

01 Digital transformation is a journey not a destination

87% of business leaders say that digitisation is a company priority and **66%** add that they expect their business model to change within the next three years[4]

04 A collaborative culture is essential

Top business performers have **cross-functional teams** of business, technology, and user experience specialists[7]

05 Embracing digital is crucial to success

Top executives cite improved efficiency (40%), faster time to market (36%) and being better prepared to meet customer expectations (35%) as the **biggest benefits of their digital transformations**[8]

CREATE A COLLABORATIVE WORKFORCE

The growing demand for the adoption of the Internet of Things (IoT) has promoted the introduction of connected and data-rich solutions.

Use of smartphones, other mobile devices and applications has also encouraged digitisation within the workspace. Changing expectations from internal staff, as well as external stakeholders, are now driving progressive change towards connected services that can be used wherever someone chooses to work.

But most importantly, digital evolution remains high on the corporate agenda for its ability to empower a workforce and accelerate innovation. Those charged with impacting real, organisational change are willing to go on a digital transformation journey for exactly these reasons. According to PWC, top digital transformation performers have a better understanding of the human experience that surrounds digital technology (82% compared to 69% of other companies), and are also more likely to resource digital projects with cross-functional teams of business, technology, and user experience specialists (74%, vs. 65%).[9] Putting the culture at the centre of the process has a huge impact on the ROI of these projects to a business.

However, change is a polarising concept and taking a hybrid workforce on a transformation journey can be a real challenge. While expectations can often guide an organisation's culture, it's not just those who demand a digital experience that have a voice. Many businesses have people and processes that work effectively enough without digital intervention in the short

Buy-in from customers, employees, suppliers, partners and other external stakeholders is of paramount importance to ensure that the digital transformation journey is successful.

ATTRIBUTES OF TOP DIGITAL TRANSFORMATION PERFORMERS

A comparison between business achieving strong financial performance and those that are not based on the adoption of key digital performance indicators.

82% vs **69%**
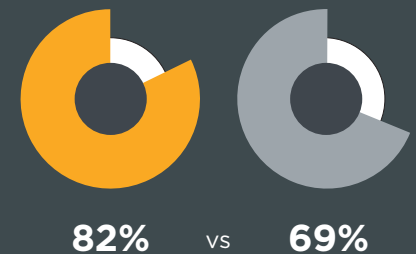
Have a good understanding of the human experience and its impact on digital adoption

74% vs **65%**

Effectively resource digital projects

term. This results in a hybrid culture. One that requires digital transformation to improve the experience of internal and external influencers, whatever their position.

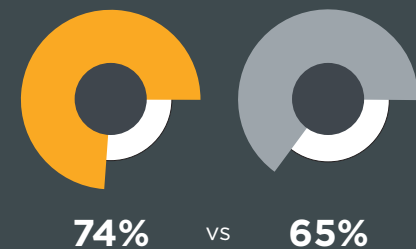One of the main causes of digital transformation failure is insufficient collaboration. Buy-in from customers, employees, suppliers, partners and other external stakeholders is of paramount importance to ensure that the journey is successful.

A key barrier to buy-in, particularly for internal customers, is that digitising ultimately involves new processes, new technologies, new skills and a new culture in the workplace. With 40% of business executives saying they have a shortage of digital skills and experience among employees and leadership[10], HR staff are under increasing pressure to improve the data literacy and skills of current employees and new hires to maximise business opportunities.

Building a solution suite that meets the needs of a hybrid environment on a transformation journey means combining manual, digital and automated processes in such a way that the workflow continues to function effectively today while laying the foundation for further digitisation. As some embrace change and some are resistant, the best way forward is to communicate the business strategy at each stage and request feedback. Training and upskilling are also essential to ensuring that digital transformation is a positive process that delivers the performance and efficiencies businesses need it to at a human level.

> ❝
>
> How, then, can company leaders be expected to consistently unlock value from digital investments in a rapidly advancing world? The answer is at once simple and infinitely complex: **Focus on the human experience.** That entails rethinking how you define and deliver digital initiatives, considering employee and customer interactions at every step of the way, investing in **creating a culture of technology innovation and adoption,** and much more.
>
> - PWC[11]

43%

OF HYBRID OFFICE WORKERS AGREE THAT AUTOMATING DOCUMENT FILING AND STORAGE WOULD ULTIMATELY SAVE TIME

Meeting the needs of all employees — their skills and expectations — is a must. Recognising that stakeholders may be at various stages of digital acceptance for multiple reasons will enable a business to build an effective strategy for digital transformation. This approach should see the journey broken down into manageable steps with clear goals and objectives to aid buy-in and reassure those involved that change is positive, progressive and designed to improve the experience for internal and external users.

NAVIGATING DIGITAL TRANSFORMATION: THE IMPACT ON BUSINESS CULTURE

01

53% of organisations[12] cite **achieving higher effectiveness and efficiency** of internal processes as a top priority
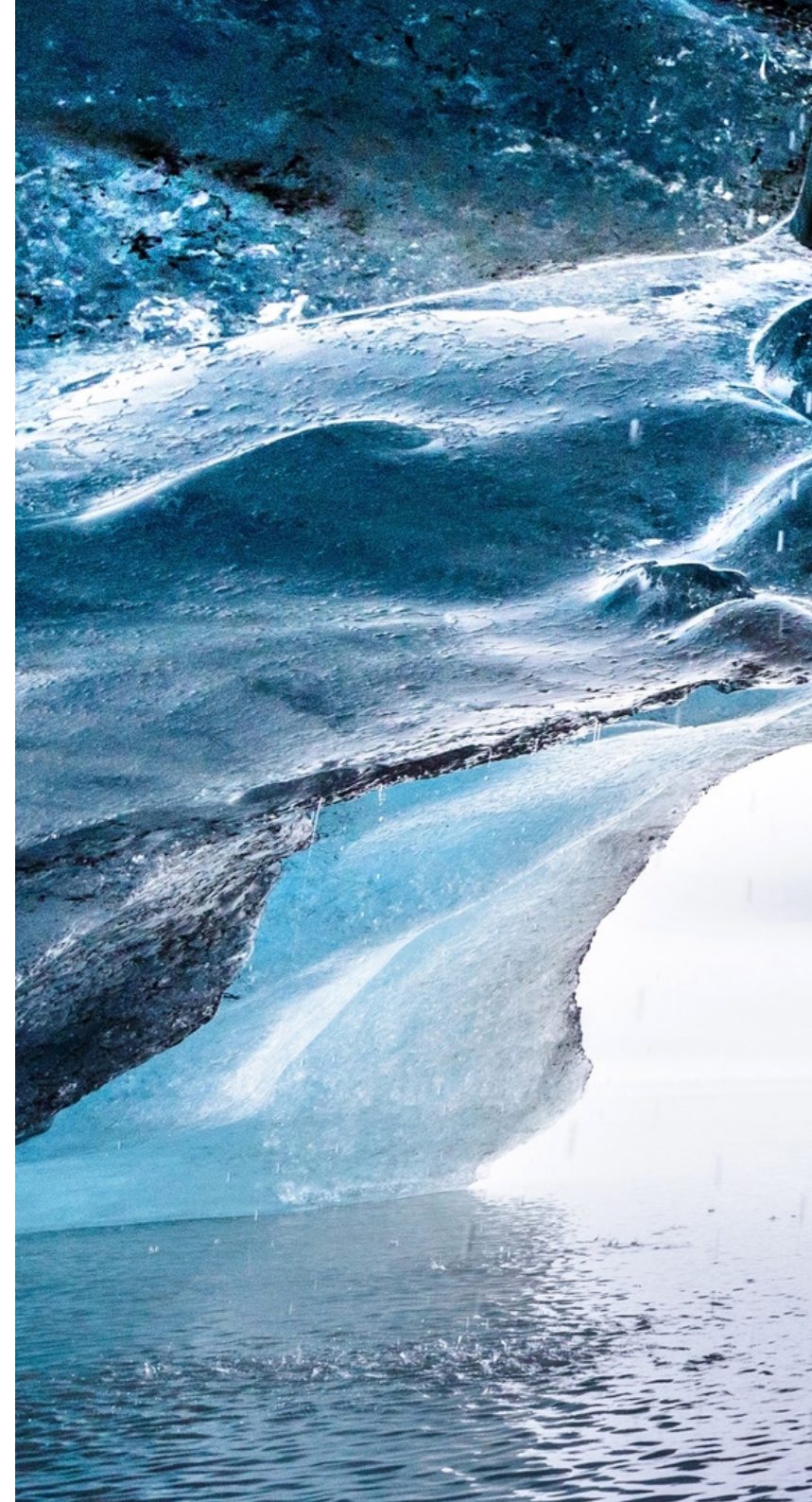
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77% of empowered employees tell of **gains in their productivity** as they spend 18% less time on manual processes. They are also twice as likely to say **applications are very important** in accelerating decision making[13]

03

52% of employees recognise **resistance to change as a key barrier** to digital transformation in their business[14]

DWF:
DIGITISING TRADITION

Top 15 law firm, DWF, works within an industry where time and resource-intensive processes are almost a default position. It recognised the need to introduce a digital working environment that would also manage paper-intensive processes and information to support its business objectives to deliver better client service, greater profitability and attract the best people.

The environment also had to deliver a consistent user experience across 13 international office locations whilst remaining compliant within a heavily-legislated industry where information security is paramount.

A business partner that would meet the challenges of a hybrid business and in turn challenge DWF to transform its business through technology was required.

Canon introduced mobile document access, mobile printing and a digital mailroom that automatically digitises and delivers all posted documents directly to the inbox of the recipient in email form. This helps DWF's staff to work flexibly, whether they are travelling, with clients or working from a hot desk in a different office. The digital mailroom solution alone is expected to see a return on investment within two years and ongoing cost savings of up to £1m annually.

"

By empowering our users to **access essential information** and **business processes wherever they are,** we're encouraging efficiencies and a spirit of doing more for our clients.

says **Janice Moores,** Service Delivery and Procurement Manager at DWF.

SET A STRATEGY FOR SUCCESS
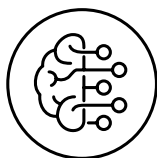
Implementing digital change in a strategic way requires businesses to determine where they are on their journey so that they know what the next stage of evolution looks like.

Applying a broad brush to digital transformation can lead to complications, if not failure, so choosing the right technology is key. Capitalising on the innate flexibility of cloud technology will be pivotal in creating a level of agility suitable to a changeable future.

13% of organisations that have implemented, or are planning to implement a digital transformation strategy, say that cloud is critical to it, and a further 80% say that cloud is important[15].

However, an effective strategy for digital transformation recognises that while cloud is an effective enabler, business technology infrastructures are often mixed in nature; employing a combination of on-premise, outsourced and cloud-based solutions. Workloads and innovation can in fact reap great benefits when cloud and on-premise systems are used together to create a high-performance data environment.

As we've seen, most organisations also operate in a hybrid world of both paper-based and digital information combined with a variety of workspaces, meaning that effective transformation strategies must address and connect all these elements.

So how can businesses effect positive digital change within the reality of their hybrid environment?

Advice on digitally automating all business processes as one big project should be taken very lightly; it is a task that is both costly and time-consuming. It is important to acknowledge that whilst non-digital processes can be transformed, there are some that do not need to be the priority to digitise today.

The key to an effective strategy is to first identify where on its journey a business is before seeking wholesale change through the implementation of an overarching digital transformation solution. Making non-priority, non-digital processes more efficient at the same time will also see a quicker ROI in the short-term.

To help identification, there are three core stages of digital maturity: Digitised, Automated and Optimised.
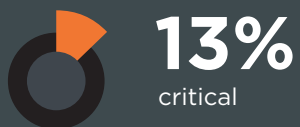
Digital Transformation Maturity Scale

Digitised
There are businesses that will rarely use digital processes and even then only if they are required to by a customer or legislation. Others may retain paper-based processing but benefit from a document management system with digitised document scanning and capture that enables security and searching. These businesses would fall into the 'Digital' Category. Their digital transformation strategy focuses first on moving towards an even more digitised ecosystem where, for example, scanned and electronic documents are combined into one system and the focus is on working with digitally-created documents and forms.

CLOUD IMPORTANCE

The importance of cloud computing to digital transformation success according to the Cloud Industry Forum

13% critical

80% important

R+V ALLGEMEINE VERSICHEURNG AG
INCREASING EFFICIENCY WITH DIGITAL WORKFLOWS

As part of its digital transformation journey, German insurance company, R+V Allgemeine Versicherung AG needed to digitise the workflows and processes behind its critical document governance and overall document processing.

An in-house solution was previously handling up to 100,000 documents such as insurance claims and contracts every day, but could only be accessed by a limited number of people. This created a bottle-neck and impacted efficiency and response times across the business. A lack of transparency also hindered the process of error identification.

Working with Canon, R+V Allgemeine Versicherung AG implemented a solution that automated the processing and delivery of all documents. The Canon Océ COSMOS document processing platform with Canon Critical Document Governance also enabled the business to keep track of the claim assessment process end-to-end while checking, measuring, and validating the outcome of each stage of the document delivery process. The system also meant that multiple people could access the information at any given time.

As a result, the workforce now enjoys enhanced transparency and process security thanks to full document control from a single point of operation. This frees up valuable resource which can then be dedicated to core business functions. What's more, the implementation means R+V Allgemeine Versicherung AG can communicate with its customers through their choice of channel

thanks to the solution's digital capabilities. The implementation also has the inherent flexibility required to incorporate new channels such as online portals and e-media as required by the customer.

"

R+V Allgemeine Versicherung AG's digital transformation strategy is designed to offer our customers transparent and secure communication while improving the efficiency of the workforce. Working with partners like Canon is enabling us to progress on our digital transformation journey and **leverage digital workflows in a way which is improving the customer and workforce experience.**

- **Ms Baar**, Group Management Application Management Document Logistics

Automated
For those businesses already experiencing the higher level of digitised processes, adopting a more automated approach is the next step. Incorporating digital routing and workflows while implementing automated tasks such as auto-responding within a mailroom environment represents the next steps on their journey. Automation technology is often IT system and process agnostic, which allows businesses to build on their systems within the existing IT environment. By automating tasks, organisations can significantly reduce the overall process cycle whilst reducing human error, and achieve a cost-effective solution for employee productivity and job satisfaction by freeing them from the more repetitive, rules-based tasks to focus on more rewarding, customer-focused work.

Optimised
Once a business is reaping the rewards of automated processes, it is essential to focus on the transformation element of the journey. Innovation is optimisation and the optimisation of business processes and the customer experience need to go hand-in-hand. To achieve this, connecting dots across disciplines and mapping links between any form of optimisation or innovation is a must, a blanket approach won't work. Think of different ways of working together, think prioritisation and always consider customer and outcome.

With truly automated and optimised processes a company no longer works with documents but with data. Optimisation enables a business to gain insights and analytics to further improve processes and make strategic decisions to benefit the business.

Identifying within which stage a business sits isn't always straightforward however. Businesses may find that different departments or functions sit firmly within different stages of maturity and therefore working with an objective and experienced partner to help map both current status and next steps would be the best approach.

Businesses don't need to transform overnight. However, by adopting this process of self-assessment, they can quickly understand where the digital opportunity for their

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> CIOs are not just solely focused on technology, but on how these new methodologies, technologies and practices **enable and drive value to the business and their customers.**
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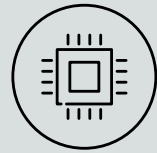> - **Shawn Williams,** CIO of Koorsen Fire & Safety[16]

organisation lies. Ongoing optimisation will deliver long-term digital transformation, especially if a business identifies and responds to gaps in its existing technology and processes first.

Those that succeed will set a strategy of progressive change over time, identifying needs and opportunities to digitise that are in keeping with a business's current demands (and those of its customers and suppliers), future requirements and overall goals.

Rushing to achieve transformation straight away could be what stops businesses from reaching their full potential. Instead, companies must work out what their priorities are when it comes to the digitisation process and often this is difficult to do from within.

Once a business has identified its level of digital maturity, it can then look for existing gaps in its processes to where it can apply multiple, prioritised and appropriate solutions. Aligning technology strategies and processes to the existing hybrid environment and working with a partner able to bridge the hybrid environment will build the best foundation to achieve the desired business outcomes of the future.

MOTORBIKE MANUFACTURER:
SELECTING THE RIGHT MODEL FOR DIGITALISATION

One of Europe's largest scooter and motorcycle manufacturers, rich in heritage and deeply set in tradition, was experiencing high volumes of paper-based processes that impacted the efficiency of managing and archiving in-bound mail and financial workflows. All in-bound mail arrived at the headquarters in Italy, and employees around the world were waiting between two working days and three weeks to receive documents for their personal attention.

The business recognised the need to digitise priority workflows and processes to fall in-line with lean management and lean manufacturing objectives, and with multiple business arms and brands within the group, supply chain documents and archiving were identified as the number one priority.

Canon was selected as a business process outsourcing partner for the preparation of forms, management of back office activities and implementation of a digital mailroom.

Multiple documents arriving every day are now assessed by the digital mailroom and received by employees in a fraction of the time, wherever they are in the world. Digitisation also includes the implementation of an invoice flowchart — where relevant team members can access administrative documents and their status within a matter of hours.

Not only have the first steps of their digital transformation journey already reaped rewards in terms of speed and efficiency, but the digitalisation of forms and workflows also meet legal and compliance requirements.

HOW TO SUCCEED ON THE DIGITAL TRANSFORMATION JOURNEY
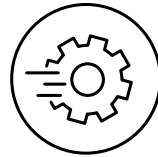
The technology that exists today, whether it's cloud, artificial intelligence (AI) or smart scanning, only represents progress if its implementation genuinely helps a business effectively move through the stages of transformation.

Digitisation, automation and optimisation, propel innovation across an entire organisation. Executing on the right mix of agility and specialised delivery required to create new digital experiences is what will ultimately define the success of each step.

The effective execution of digital transformation at any scale lies in the flexibility to execute. As most large organisations simply aren't structured to accommodate wholesale change, there is a need to build that flexibility into the operational model of a business. This is why businesses need multiple ways to execute a digital transformation strategy.

Digital technology should enable businesses to progress their vision of the company in-line with internal and external stakeholder expectations. This has seen it take centre stage as analytics has moved from its traditional back-of-the-house function to the forefront of business decision-making, with self-service capabilities that allow business analysts to generate insights without appealing to IT for help. But, amidst the opportunity represented by digital, a business still needs to run effectively, profitably and without disruption.

To achieve genuine success, one of the first steps in executing a digital transformation strategy is to identify a process that would benefit most from being digitised or automated and then adding on to it, step by step, in an integrated way. Businesses should also identify which processes they continue to manage themselves and which ones should be outsourced or delivered as a managed service (with all the benefits this brings).

> "
> Many CIOs who embrace shiny new technologies, including IoT, chatbots and other AI or ML tools, **implement them piecemeal rather than building them into a cohesive platform.** They see technology as individual pieces to implement, but don't have a value proposition that integrates all of them.
>
> - **Ruben Mancha,** assistant professor of information systems at Babson College[17]

It may not be a whole process that is outsourced, but simply a small part of the overall process. This is called out-tasking and works as part of an overall smart shoring initiative. Working in collaboration with a partner can assist a business in delivering a solution or service in the best way that meets the needs of the customer — on premise, cloud, as a service. This approach will also ensure that the performance of non-digital processes is improved until they are ready to be digitised themselves.

Working in collaboration with a partner who understands the hybrid considerations of the modern working environment is crucial if you want to modernise without that process impacting delivery. This partner should also be equipped and experienced in offering the automated business process model that best suits any given business, be it fully outsourced or simply managing part of the process. A flexible delivery model is essential to ensuring the digital transformation journey sets off and continues on the right course.

In order to define the digital transformation journey that is right for you, start by considering:

- Where are you currently on the digital transformation maturity scale?
- Which non-digital processes have to remain in place for some time as part of a hybrid environment?
- Which are the business processes that would benefit the most from either being digitised or improved through optimisation?
- Which processes would most benefit from improved efficiency and lower costs?
- What do your business critical documents look like? Are the workflows that surround them seamless?
- What business processes are required to be looked after in-house, and which would most benefit from being outsourced or delivered as a managed service?

GLOBAL ENERGY COMPANY
IMPROVING CUSTOMER EXPERIENCE THROUGH DIGITISATION

A customer experience project identified that a multinational energy company's customer communication needed improvement. The cause was identified to be the processing of enormous paper flows. The company also worked with separate companies for digital output, print and mail, and archiving of all output, which resulted in the company having too little control on the output while implementations and changes took far too long.

It was understood that the two important customer phases — the acquisition journey and the customer journey — were hybrid in nature and required the right information to reach the customer in the desired manner (digital and/or paper-based interactions). Efficient omni-channel customer communication supported by one supplier was required.

Canon provided a Customer Communications Service (CCS) delivered as a managed service that enables the company to communicate individually and in a customer-oriented way with large client files and linked databases. Via email, print and web portals, the company can now send messages and documents and store them in the document management system. From a central management role, Canon ensures the management of the required functionality and the management of all external service providers in customer communication.

With one SLA and contract partner for all outgoing customer communications, the company has benefitted from a reduction from six to eight weeks to implement changes to one day, and more than a million Euros in cost savings. Decisiveness and flexibility has also improved considerably.

> " With a low interest product like energy you have to make the difference with service and customer satisfaction. For that we have changed from a production-oriented organisation to a customer-driven energy company. New systems, such as **Canon's communication platform, are then indispensable for retaining existing and new customers.**
>
> says **Project manager**

> **"**
>
> Even the word "digital" now means something different. It used to be synonymous with "IT". Nowadays, **a company's digital strategy practically drives the roadmap and goals of many departments,** from marketing to sales to HR.
>
> - HBR[18]

GET STARTED ON THE JOURNEY TO SUCCESSFUL DIGITAL TRANSFORMATION

Digital transformation has been perceived to be about sweeping change. That through it, a business changes everything about how products are designed, manufactured, sold, delivered, and serviced in one jump.

However, whilst it forces organisations to rethink business processes, management practices and information systems, as well as everything about the nature of customer and other external relationships, its effective execution needs a calmer approach.

The number of failed, or failing digital transformation projects across Europe are an indication of the challenges facing businesses. It is arguable that the challenges may arise from not acknowledging the hybrid nature of modern workspaces and the need for it to remain this way for a while yet.

When reviewing how far a business is along its digital transformation path, the most important thing to recognise is that it will fundamentally be on its own journey; one that needs to match its individual business strategy. Rather than focus on digital transformation being an all-encompassing business objective and strategy, it is far more effective to embrace the hybrid organisation of today and concentrate on breaking digital transformation down into function by function, process by process, even document by document.

Companies that embrace the digital transformation journey can significantly increase revenue, meet customer expectations and deliver exceptional service on any device. Customer and wider stakeholder communications and even employee performance can greatly improve.

By accepting that digital transformation is a journey that can be taken step by step, a business is able to reduce the challenges it faces into more manageable tasks, and by working with a third party that understands and can meet the challenges of the hybrid environment, it is more likely to be on the path to success.

SELECTING THE BEST PARTNER:
WHY CANON

Businesses today find themselves in a hybrid environment connecting digital and manual processes. Canon is the partner who can seamlessly adapt lengthy manual processes to automated processes leading to an optimised and productive workforce.

Canon's core focus on combined managed services ensures that we focus on all aspects of content and print to improve efficiencies within your business. Our range of cloud-based, on-premise and hybrid solutions support our customers to meet their business goals, from boosting customer experience,

to managing and securing document workflows. Our solutions enable the reduction of the demand on IT resources and infrastructure. Blending on-premise and cloud-based technologies in intelligent ways means our customers of any size gain access to more affordable and secure technology with the benefit of reduced cost and constraints.

We have the experience and expertise to provide guidance on digital transformation journeys whilst continuing to make an existing document and content environment more efficient, less costly and more compliant.

Work with a partner who is globally trusted, innovative and financially stable	**Committed to lead you along the digital transformation journey**	**Benefit from our proven experience and expertise across EMEA**	**Solutions delivered the way you prefer (with the quality and security expected)**	**A single partner for all your document and information management needs**
80 years' experience of creating market leading imaging technology	Innovation commitment (Canon global group invests 8% of consolidated revenue in R&D)	+1,300 integrations for complex business processes automation in Europe	Ability to deliver on-premise systems integration, cloud-based managed and fully outsourced services	End-to-end document lifecycle proposition (capture, processing, output and distribution)
Globally trusted brand	Ongoing investment in leading technology	European acquisitions (IRIS, Therefore, IDM, DocsPRO, etc.)	Datacentres and processing sites meeting ISO standards	Single provider equals single point of contact, single billing and consolidated reporting
Fortune 500	Network of partners offering best-of-breed solutions	EMEA consistency	Global 24/7 support	

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About Canon Europe

Canon is imaging. We use that imaging to make a difference and enable change.

For our customers as they undertake digital transformation and work in new ways. For wider societal change with our ongoing sustainability focus as part of our corporate heritage and culture. Finally we are changing as we invest in new markets, products and technologies, so we are here for the long term for the benefit of all; our customers, our people and the wider society.

CANON IS BUILT ON 4 KEY PILLARS:

Innovation – A long history of image-led innovation delivering cutting edge technology for over 80 years. Pioneering industry firsts and a strong commitment to future developments in technology.

Support – A diverse portfolio of services to ensure top quality, resulting in customer satisfaction. Inhouse expertise working towards enhancing efficiency and committed to unlocking potential for our customers.

Security – Canon solutions and services help secure all documents and sensitive data, whether in paper or digital format across the document lifecycle. Secure by design, the solutions and services are built with security in mind.

Sustainability - Canon has aligned its sustainability practices with the UN's Sustainable Development Goals (SDGs) such as commitments to reduce CO_2 omissions across the product lifecycle by downsizing packaging and consolidating distribution centres.

Further information about Canon Europe is available at: www.canon-europe.com

Or get in touch: www.canon-europe.com/for_work/online-enquiry/

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