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WHY RECORDS DECISIONS MATTER

Dec-Jan 2019

10
TOP BENEFITS OF PROCESS ANALYTICS

THE ADAPTING ROLE OF THE ENTERPRISE ARCHITECT

Digital Transformation
What are the Winning Strategies?

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Role of digital workers to increase by 50%: IDC

The role of digital workers within organisations is expected to increase by 50% over the next two years as human-machine collaboration becomes more mainstream. This is according to research company IDC, which has surveyed 500 senior decision-makers in large enterprises for the White Paper, *Content Intelligence for the Future of Work*, sponsored by ABBYY.

It is not just mundane, repetitive jobs like data input that new digital colleagues will help human workers complete in the years ahead. The growth of machine learning (ML) through human-centric artificial intelligence (AI) means robot assistants will also help employees make better decisions. In most cases, these technologies enhance rather than replace human capabilities. For example, the survey found that technology evaluating information will grow by 28% in two years, and 18% of activities related to reasoning and decision making will be performed by machines.

IDC defines a "digital worker" as technology - including artificial intelligence (AI), intelligent process automation (IPA), augmented reality/virtual reality (AR/VR), and software robotics - that automates and augments work previously accomplished by humans.

Holly Muscolino, research vice president of content and process strategies and the future of work at IDC believes that this will soon become the "new normal" for many businesses:

"A growing number of employees will find themselves working side-by-side with a digital co-worker in the future as technology automates many work activities. Think human and machine. The human-machine collaboration is not just the future of work, but it is the new normal for today's high-performing enterprises."

IDC predicts that the intelligent process automation (IPA) software market, which includes robotic process automation (RPA), will grow from $13.1bn in 2019 to $20.7bn in 2023, with businesses expecting to increase spending on content intelligence technologies over the next year by an average of 31%.

When survey respondents were asked about the factors that drove them to deploy (or plan to deploy) content intelligence technologies, they indicated manual sorting and classification of documents, manual data extraction from documents, inadequate compliance with security/privacy regulations, and poor data, errors, and inaccuracy of information as top pain points

Over 40% of survey respondents have experienced a notable increase in customer satisfaction and employee productivity by deploying content intelligence technologies into their digital transformation strategy.

Additionally, more than 1/3 of respondents saw an improvement in responsiveness to customers, new product or revenue opportunities, increased visibility and/or accountability, or increased customer engagement.

"The IDC survey proves that automation can and should be human-centric, augmented with artificial intelligence," said Bruce Orcutt, Senior Vice President of Product Marketing at ABBYY. "Ethical, responsible automation will create a more productive, happier future where human workers can focus on higher-level, creative and socially responsible tasks, and customers get better experiences with faster service. Businesses that are early-adopters of incorporating content intelligence within their automation platforms will gain a significant competitive edge."

Other key findings:

- 75% of respondents said their organization was finding it difficult to recruit digital skills
- Over 20% cited inadequate worker skills and/or training
- The top three corporate initiatives enabled by content intelligence are employee engagement, customer engagement and digital transformation

The IDC White Paper "Content Intelligence for the Future of Work" is available at https://www.abbyy.com/en-eu/solutions/content-iq/content-intelligence-for-the-future-of-work/.

Audit Report finds NSW Government Agencies at risk

The NSW Auditor General has criticised poor record-keeping practices among of 40 of the largest agencies in the NSW public sector in its final audit of Internal Control and Governance for 2019.

The 40 agencies constitute around 84 per cent of total expenditure for all NSW public sector agencies and included The Treasury, Department of Premier and Cabinet, the NSW Police Force, Service NSW and Department of Education.

The report identified a number of governance failings that were common to multiple agencies. These included:

- out of date policies or an absence of policies to guide appropriate decisions
- poor record-keeping and document retention
- incomplete or inaccurate centralised registers or gaps in these registers
- policies, procedures or controls no longer suited to the current organisational structure or business activities.
- Security controls over information were also placed in the spotlight, and once again the agencies did not fare well

The audit found:

- user access administration deficiencies at 58 per cent of agencies related to granting, review and removal of user access
- an absence of privileged user activity reviews at 35 per cent of agencies
- password controls that did not align to password policies at 20 per cent of agencies.

There were also shortfalls identified in managing sensitive data as one third of those agencies audited do not maintain inventory of their sensitive data and where it resides. In one individual agency the auditor found a high risk occurred due to deficiencies in controls to manage privileged user access on a key business system.

"Privileged users are able to access key systems and functions. They may also be able to remove records of their activity if programmed logging features are disabled. Inappropriate privileged user access exposes agencies to greater risk of unauthorised changes to systems and data by these users, or by cyber criminals using their logon details," the report noted.

Thirty-five per cent of the agencies audited do not periodically review the activities of privileged users to identify suspicious or unauthorised activities.

"Without strong governance systems and internal controls, agencies increase the risks associated with effectively managing their finances and delivering services to citizens. For example, if they do not have strong information technology controls, sensitive information may be at risk of unauthorised access and misuse," the report notes.

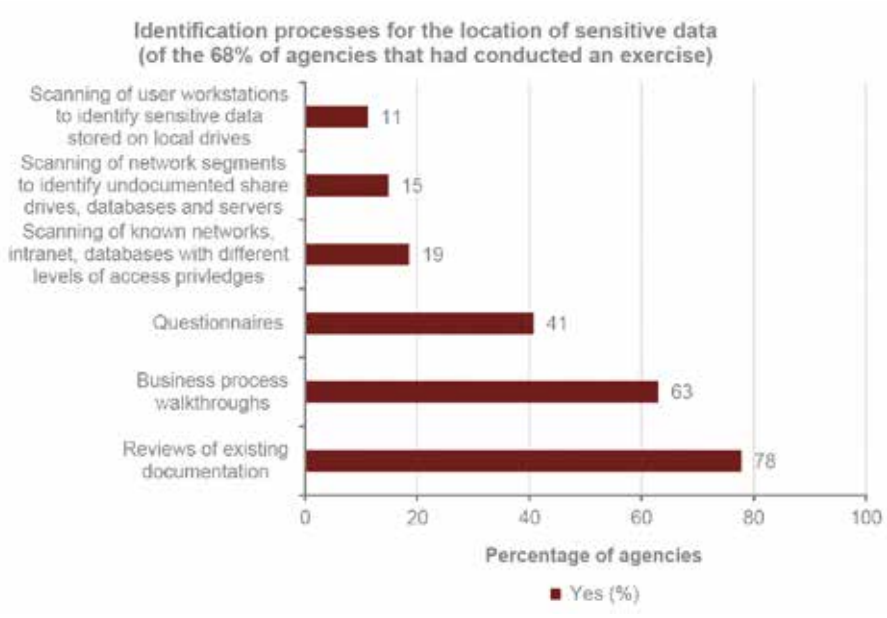
"An agency's ability to appropriately protect sensitive data is limited without a comprehensive understanding of all sensitive data held and where it is stored. Sixty-eight per cent of agencies maintain an inventory of their sensitive data. However, this may not be a complete inventory because, of these agencies:

- 11 per cent had not captured data held in unstructured data repositories, such as shared network drives and email servers
- 29 per cent of agencies had not considered data held by their service providers.

"We also found that the process whereby agencies identified their sensitive data was not always comprehensive. Generally, agencies relied on common processes such as reviewing existing documentation (e.g. data flow diagrams) and business process walkthroughs to identify sensitive data. Other processes were less commonly used, such as:

- using questionnaires sent to key officers, such as business process owners and database administrators
- scanning network shared drives, intranet sites and databases
- scanning network segments to identify undocumented shared drives, databases and servers
- scanning user workstations to identify sensitive data stored on local drives.

"The use of common processes to identify where sensitive data is held increases the risk that not all sensitive data will be identified, meaning it may not be adequately protected."



The graph shows the processes used by agencies to identify where their sensitive data is located within their IT infrastructure.

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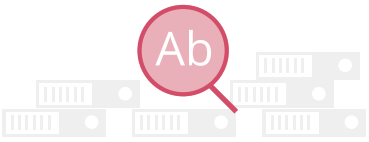

Document Archiving
Captures paper documents and converts them into searchable digital files that include metadata, and which are optimized for digital archiving and records management processes.

Accounts Payable Automation
Automated invoice processing can help make AP departments more productive, and offer significant potential for immediate savings and fast ROI.

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Digital 2020 a mirage says ANAO

A program to transition Australian federal agencies to entirely digital work processes by 2020 is unlikely to succeed, according to a new report from the Australian National Audit Office (ANAO).

The Department of Finance and The National Archives of Australia (NAA) released the Digital Continuity 2020 Policy in October 2015.

This identifies a set of targets and dates. By December 2020 all agencies are expected to record all interactions, decisions and authorisations digitally. This is also when all agency systems are expected to meet the NAA's metadata requirements.

To evaluate the likely success of the Digital Continuity 2020 policy, the ANAO examined three government entities in detail: the Attorney General's Department (AGD), the Civil Aviation Safety Authority (CASA) and the Office of the Inspector-General of Intelligence and Security (IGIS)

Of these three, only the AGD was found to have "fully implemented or made substantial progress against all of the targets".

However, the report criticises the NAA for being "largely ineffective in monitoring, assisting, and encouraging entities to meet the targets of the policy."

"The effectiveness of the arrangements for monitoring and evaluating the implementation of the Digital Continuity 2020 policy are limited.

"The priorities, objectives, and targets utilised by the Archives to measure its performance in overseeing the implementation of the policy have not been designed to appropriately align with the policy's objectives.

"Monitoring and reporting processes have been integrated into an annual whole-of-government survey, however the performance information is not clearly aligned with the policy itself, is not subject to sufficient quality assurance processes, and does not include clear and consistent benchmarks to measure success."

"Performance information is collected using an annual survey process, however the surveys have not been structured in a way that enables a direct view of entity progress to implement the policy.

"An analysis of a selection of questions from the 2018 survey, which could be linked to the policy, indicates a large portion of entities across government are at lower levels of maturity against the policy principles.

According to the NAA, in 2018 41% of agencies reported that a risk averse culture was preventing progress towards digital information management and less than 50% of agencies had adopted relevant metadata standards at the appropriate level.

"The Archives has achieved high participation rates for the survey, however the absence of any processes in 2017 and 2018 to verify the accuracy of entity self-assessments means that there is minimal assurance regarding the accuracy of these results. The 2018 progress report to the responsible Minister is ten months overdue," the ANAO report notes.

"The Archives has not obtained consistent and comparable data to enable an accurate analysis of entity progress to implement the policy over time, and has not taken action to define clear and consistent measures of success."

In his defence of its handling of Digital Continuity 2020, National Archives Director General David Fricker pointed towards the progress that has been achieved.

"Since the introduction of the policy in 2015, the percentage of agencies with an established digital information management capability has increased by almost 30% to over 80%."

However, the ANAO responded that the figure of 80% quoted by Fricker is based on self-assessments by agencies that are "potentially inaccurate."

The NAA has already flagged a new policy from 2021 to follow the Digital Continuity 2020 Policy. This will include a Holistic approach to managing information & data with a Whole of Government information and data framework.

Oil Industrys $100B Digital Bonus

As much as $100 billion can be saved by the global oil and gas industry through automation and digitalization initiatives in the 2020s, according to a new study from research firm Rystad Energy.

In 2018, $1 trillion was spent on operational expenditures, wells, facilities and subsea capital expenditures across more than 3,000 companies in the upstream space.

"Many key industry players are setting optimistic goals, but the realization of these initiatives largely depends on how freely data is shared amongst companies and how commercial strategies are deployed to drive this development.

"Because of this, it could be years before we see full adoption. However, based on our analysis of 2018 capital spend and operational budgets, we believe savings could easily reach $100 billion," says Audun Martinsen, head of oilfield services research.

A driver of digitalization is that data storage and processing have become significantly cheaper, and the increased connectivity through the "Internet of Things" has allowed more data to be efficiently digested.

Nonetheless, the digital systems of an offshore platform can have around 5,000 to 15,000 sensors, and connecting this myriad of data points is not a straightforward process.

Given the complexity of digitalization efforts, it is likely that investments will be primarily aimed at new greenfield projects, while aging producing assets will not be a priority.

ATO on board as PEPPOL authority

Continuing the push to adopt the Pan-European Public Procurement On-Line (PEPPOL) technology standard for e-invoicing in Australia, the Australian Taxation Office (ATO) has been formally established as the Australian PEPPOL authority. The ATO receive $A1.3 million in 2019-20 budget to help with the move.

Solution providers that wish to connect to the PEPPOL network must go through an accreditation process, either with OpenPEPPOL directly or with a local PEPPOL Authority. PEPPOL is in use in 28 countries in Europe plus Australia, Canada, New Zealand, Singapore and the US. PEPPOL was initiated to give public sector organizations across Europe a standardised way to exchange electronic business documents. Its use has spread to the private sector.

PEPPOL is the infrastructure for transferring e-documents, and PEPPOL BIS is a set of rules on how to structure the information in the e-documents, similar to a template. In the latest PEPPOL BIS version 3.0, PEPPOL Authorities have been given room to introduce regional rules to the format, allowing them to adapt it to their region instead of feeling the need to add a region-specific format to the network.

Digital service providers can now apply to the ATO to become accredited and move closer to delivering e-invoicing products to businesses.

Australian government agencies are also taking steps to implement the PEPPOL framework and support faster payments through e-invoices. On November 7, the Minister for Finance announced that from 1 January 2020, Commonwealth Government agencies capable of receiving e-invoices will start paying e-invoices up to $1 million in value within five days or pay interest on any late payments.

The ATO is working in partnership with agencies to support them in developing adoption timelines and pathways so that they can become enabled for e-invoicing in the coming year.

Deputy Commissioner John Dardo has welcomed the announcement. "Australian businesses will be able to incorporate this approach into their day-to-day business activities for domestic and international invoicing."

"Using Peppol as the basis for Australian and New Zealand e-invoicing supports more efficient processing of invoices. The aim is to encourage widespread adoption by businesses, so they can take advantage of the benefits and thrive in the economic market by focusing on their core business rather than on labour intensive manual processes."

First multi-million dollar GDPR fine

A German real estate company, die Deutsche Wohnen SE (Deutsche Wohnen) has received the highest GDPR fine to date for 'over retention' of personal data, €4.5 million.

On November 5, 2019, the Berlin Commissioner for Data Protection and Freedom of Information announced it has imposed highest fine issued in Germany since the EU General Data Protection Regulation ("GDPR") became applicable.

After conducting onsite inspections in June 2017 and March 2019, the Berlin Commissioner noticed that Deutsche Wohnen SE was retaining personal data of tenants for an unlimited period, without examining whether the retention was legitimate or at all necessary. In some cases, it was possible to access personal data of affected tenants, some of which were years old, without the data serving the purpose of the original data collection.

According to the Commission, Deutsche Wohnen SE was using an archiving system that did not enable it to remove data that was no longer required for the specific purpose for which it was collected. The affected data relates to financial and personal circumstances, such as bank statements, training contracts, tax, social and health insurance data.

After the inspection of 2017, Deutsche Wohnen SE improved its archiving system. However, in 2019, the Berlin Commissioner noted that the measures adopted to mitigate the data protection violation were not sufficient, and still did not comply with the storage limitation and data minimization principles of the GDPR.

The company has announced it will challenge the fine in court. Writing on the company blog, Norton Rose Fulbright lawyers Christoph Ritzer (DE) and Natalia Filkina noted, "The decision of the Berlin DPA emphasises the importance of getting into the detail of records management and the data deletion lifecycle. The Bavarian DPA has recently announced it will focus on this area too. It is becoming clear that the German DPAs attach particular importance to personal data deletion given the capacity for "data graveyards" to cause unnecessary risk and harm to data subjects particularly where cyber breaches occur.

"Implementing formal records management policies has not been widespread in Germany to date. This will have to change."

RACQ insures future with ABBYY

One of Australia's largest insurance companies, RACQ, has completed a project to enhance its claim processing using ABBYY content intelligence capabilities in tandem with UiPath's robotic process automation (RPA) platform.

From its origins as the Royal Automobile Club of Queensland, RACQ now offers in addition to roadside assistance a full site of insurance and banking services.

"With circa 150,000 insurance claims to process annually, our processes were burdened with poor digitization quality, manual data entry and human errors," said Greg Booker, Group CIO at RACQ.

"By working closely with our partner Blackbook.AI, we integrated UiPath RPA with ABBYY content intelligence solutions and achieved significant improvements across the entire process - from claim setup to invoice clarity.

"Using a combination of ABBYY and UiPath RPA contributed to a productivity benefit of over 5,000 hours within the claims processing during FY19, and is forecasted to increase in FY20," said Booker.

Research firm IDC forecasts the intelligent process automation market, a group of technologies including content intelligence, will grow to $US20.7 billion by 2023, and estimates the RPA market to grow to $US3.9 billion by 2023.

Hackers are now targeting councils, threatening to leak citizen data

By Roberto Musotto, Edith Cowan University and Brian Nussbaum, University at Albany, State University of New York

Johannesburg's computer network was recently held for ransom by a hacker group called Shadow Kill Hackers. This was the second time in three months a ransomware attack has hit South Africa's largest city. This time, however, hackers didn't pose the usual threat.

Rather than denying the city access to its data, the standard blackmail in a ransomware attack, they threatened to publish it online. This style of attack, known as leakware, allows hackers to target more victims in a single attack – in this case the city's citizens. The latest Johannesburg attack was the second leakware attack of this type ever recorded, and a similar attack could hit Australia soon. And although our current cyberattack defences are more advanced than many countries, we could be taken by surprise because of the unique way leakware operates.

A new plan of attack

During the Johannesburg attack, city employees received a computer message saying hackers had "compromised all passwords and sensitive data such as finance and personal population information". In exchange for not uploading the stolen data online, destroying it and revealing how they executed the breach, the hackers demanded four bitcoins (worth about A$52,663) – "a small amount of money" for a vast city council, they said. The hacker group operated a Twitter account, on which they posted a photo showing the directories they had access to. *ShadowKillGroup/twitter*

In this case, access to data was not denied. But the threat of releasing data online can put enormous pressure on authorities to comply, or they risk releasing citizens' sensitive information, and in doing so, betraying their trust.

The city of Johannesburg decided not to pay the ransom and to restore systems on its own. Yet we don't know whether the data has been released online or not. The attack suggests cybercriminals will continue to experiment and innovate in a bid to defeat current prevention and defence measures against leakware attacks.

Another notable leakware attack happened a decade ago against the US state of Virginia. Hackers stole prescription drug information from the state and tried obtaining a ransom by threatening to either release it online, or sell it to the highest bidder.

When to trust the word of a cybercriminal?

Ransomware attack victims face two options: pay, or don't pay. If they choose the latter, they need to try other methods to recover the data being kept from them. If a ransom is paid, criminals will often decrypt the data as promised. They do this to encourage compliance in future victims. That said, paying a ransom doesn't guarantee the release or decryption of data.

The type of attack experienced in Johannesburg poses a new incentive for criminals. Once the attackers have stolen the data, and have been paid the ransom, the data still has extractive value to them. This gives them duelling incentives about whether to publish the data or not, as publishing it would mean they could continue to extort value from the city by targeting citizens directly.

In cases where victims decide not to pay, the solution so far has been to have strong, separate and updated data backups, or use one of the passkeys available online. Passkeys are decryption tools that help regain access to files once they've been held at ransom, by applying a repository of keys to unlock the most common types of ransomware.

But these solutions don't address the negative outcomes of leakware attacks, because the "hostage" data is not meant to be released to the victim, but to the public. In this way, criminals manage to innovate their way out of being defeated by backups and decryption keys.

The traditional ransomware attack

Historically, ransomware attacks denied users access to their data, systems or services by locking them out of their computers, files or servers. This is done through obtaining passwords and login details and changing them fraudulently through the process of phishing.

It can also be done by encrypting the data and converting it to a format that makes it inaccessible to the original user. In such cases, criminals contact the victim and pressure them into paying a ransom in exchange for their data. The criminal's success depends on both the value the data holds for the victim, and the victim's inability to retrieve the data from elsewhere.

Some cybercriminal groups have even developed complex online "customer support" assistance channels, to help victims buy cryptocurrency or otherwise assist in the process of paying ransoms.

Trouble close to home

Facing the risk of losing sensitive information, companies and governments often pay ransoms. This is especially true in Australia. Last year, 81% of Australian companies that experienced a cyberattack were held at ransom, and 51% of these paid. Generally, paying tends to increase the likelihood of future attacks, extending vulnerability to more targets. This is why ransomware is a rising global threat.

In the first quarter of 2019, ransomware attacks went up by 118%. They also became more targeted towards governments, and the healthcare and legal sectors. Attacks on these sectors are now more lucrative than ever.

The threat of leakware attacks is increasing. And as they become more advanced, Australian city councils and organisations should adapt their defences to brace for a new wave of sophisticated onslaught.

As history has taught us, it's better to be safe than sorry.

Roberto Musotto, Cyber Security Cooperative Research Centre Postdoctoral Fellow, Edith Cowan University and Brian Nussbaum, Assistant Professor at College of Emergency Preparedness, Homeland Security and Cybersecurity, University at Albany, State University of New York

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RECORDS AND INFORMATION MANAGEMENT AUTOMATION WITH AI

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Solving the Information Governance dilemma

EncompaaS – Enterprise Compliance as-a-Service – promises a new solution to the governance dilemma: How do you transform into an agile digital organisation while maintaining control across all your content, applications and services, whether on-premise or in the cloud. CEO Jesse Todd outlines the EncompaaS story so far.

IDM: Jesse, what is EncompaaS and what prompted its initial development?

JT: We have been working with Content Manager for a long time through our consulting business Informotion, and we saw how our customers were faced with the dilemma of end users being tasked with deciding what content was critical from a compliance perspective. Then three or four years ago we began to see a shift in the market as organisations adopted a cloud focus and at the same time the growth of data exploded. We knew that end users performing the role of records keepers was only going to get harder – even impossible. So we saw an opportunity to develop a SaaS governance platform delivered from Azure that integrated to Content Manager, and EncompaaS was born. The goal was to allow organisations to manage content in place within content repositories across their organisation and Cloud services using rules and policies managed by records managers. This removed the compliance burden from the end user and met our customers' objectives. We engaged with Micro Focus and Microsoft to really understand how their platforms and strategic go-forward were evolving so that EncompaaS could complement their offerings, as a dedicated software business operating as a sister company to Informotion.

IDM: Is Information Governance getting harder?

JT: Yes, because there is more data and more business and operational complexity. Compounding this are more rigorous requirements from industry regulators, investigations such as Royal Commissions and arising from new compliance regulations such as GDPR. However, the growing maturity of AI and machine learning (ML) technology is providing an answer. Organisations can now benefit from an enormous amount of technology to help analyse, leverage and improve how they manage their information repositories, but it is only now starting to penetrate the marketplace.

IDM: Is automated governance achievable?

JT: I think we are getting much closer than ever due to the maturity of AI and ML services which allow us to discover, analyse and enrich content enabling us to gain a much richer understanding of the content and its value. This process means auto classification can become much more accurate, which permits us to apply rules and policies across information automatically. The pace at which AI and ML services are entering the market is astounding, and many have industry specific applications. Just look at how rapidly Azure's Cognitive Services stack is being enhanced. As these services evolve, content can be continuously enriched, allowing increasingly accurate decision making. The opportunity for organisations today is to take advantage of these services to automate the management of their information and more rapidly meet the growing complexity of compliance. Automated governance certainly feels within reach! Organisations moving to a digital workplace are looking at how to take advantage of cloud services such as Salesforce, SharePoint Online & Teams. Yet, these services have limited compliance capabilities and need to be augmented to meet the depth of compliance rigour our customers require. EncompaaS integrates into these services to improve their compliance capability so they can be confidently adopted – and it integrates into on premises repositories to analyse the content held in file shares and legacy applications. Then, EncompaaS can be used to manage content in place and archive it or migrate it, reducing organisational risk. EncompaaS natively integrates into Content Manager, building a bridge between CM and cloud services. This allows organisations to move to the cloud and adopt new services at their own pace and extends their investment in Content Manager. EncompaaS provides a skilfully managed approach to digital transformation.

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- ☐ Retire legacy applications and repositories compliantly?
- ☐ Connect Content Manager to your cloud and on premises repositories moving content smoothly and compliantly between them?
- ☐ Provide a single interface to manage content and compliance across all these systems?

THE POWER TO PERFORM

EncompaaS is a content services platform, addressing enterprise compliance. Delivered from Microsoft Azure and connecting with cloud applications and on premises repositories, EncompaaS leverages AI and ML for all the heavy lifting – to discover, analyse, enrich, manage and dispose of content while delivering full governance across the enterprise. Developed by Content Manager experts, EncompaaS seamlessly integrates to CM, preserving your investment while empowering you to adopt cloud services and close out risk across your organisation.

EncompaaS is delivered by INFORMOTION, specialists in public and regulated sectors.

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Digital Transformation

What are the Winning Strategies in 2019?

There can be something intimidating about the challenge of digital transformation, particularly as it looms as a profound, all-encompassing task for senior management who perhaps don't all understand the intricacies it takes to implement.

It can also be undertaken in a multitude of ways, from introducing process automation, improving employee productivity, improving customer experience, preparing for AI, boosting data-driven business intelligence/analytics, and delivering new products and services.

But companies are managing to overcome their trepidation, according to analyst form International Data Corporation (IDC) which recently reported that worldwide spending on the technologies and services that enable the digital transformation (DX) of business practices, products, and organizations is forecast to reach $US2.3 trillion in 2023.

"In the current competitive business world, digital transformation is the topmost strategic priority for every organization. Nevertheless, the concept is confusing and intricate. Digital transformation involves managing the existing business and building for the future at the same time, something like changing the engine of the plane while in flight," said Ashutosh Bisht, senior research manager for IDC's Customer Insights & Analysis Group.

"Enterprises across Asia/Pacific are adopting emerging technologies to enhance their operational excellence and connect more efficiently with their customers."

University of Sydney

May Robertson, Records Manager at the University of Sydney, encourages those undertaking digital transformation to aim high but implement in incremental stages. The university has been underway with a program to automate and improve business processes over more than a decade and has now achieved significant success in deploying digital workflows with Micro Focus Content Manager.

Robertson and the Records Management team recently received a Vice-Chancellor's award for Excellence for the innovative workflow systems built to transform five of the University's process areas.

More than 4000 of the university's 8000+ staff are able to continue working in Outlook and their everyday applications while TRIM/CM manages workflow via email in the background, and ensures documents and decisions are retained with the relevant metadata. More staff and processes are regularly being added.

Access to a wide range of University business processes, from academic incident handling to staff and student complaints and appeals is now available via TRIM Web Forms with EzeScan providing any necessary digitization.

Fundamental to the workflow rollout has been the deployment of Fusion, a TRIM/CM integration engine from Informotion. Fusion allowing business systems to interface with TRIM without the need to understand its code base or communication rules. Fusion can create or modify records, locations and workflows in Content Manager; modify and process activities; and send e-mails.

It also eliminates the need to manage custom code every time a business application or TRIM itself is upgraded

The University is also actively consolidating and retiring small localised business systems as it progressively merges 16 faculties into six.

Transformational change can be a challenge on long established staff, as Robertson has found.

"We have developed a digital workflow for staff to be able to register any outside earning that may have material conflict with the university. It is all available digitally, but some colleagues like to convert the declarations to PDF, then print them out to work on.

"There is still the people factor, but you can't afford to lose momentum in your transformation just because some people prefer to work in the traditional way. You must keep expanding your digital footprint," said Robertson.

Unitywater

Susan Coleman is ICT Information and Records Lead at Unitywater. The state-owned utility was founded on July 1, 2010 and operates in one of the fastest growing regions of Australia, providing water and sewerage services for over 17% of Queensland's population, spread across 5223 square km in Moreton Bay, Sunshine Coast and Noosa.

Coleman, who has had a lengthy career in records and information management, largely in the public sector, believes that when it comes to managing digital information, organisational culture is as important as technology.

"Because of the increasing volumes of information we need to upskill people in the way they manage than information in addition to using technology. The difference between 'records' and general business information is not always apparent so it makes sense to manage all information according to value and associated risk."

For an organisation that is less than 10 years old, Unitywater is not afflicted with the typical legacy roadblock, and workflows are mostly digital apart from some paper-based processes around contracts, maps and diagrams. It has implemented the Objective EDRMS for record-keeping and document workflows.

"The challenge is keeping up with technology and customer expectations. Customers interact with Web-based technology every day in their personal lives so they already have an expectation around how that experience should be when they interact with us.

"Making our customer experience as seamless as possible is very much a focus for our Digital Transformation roadmap," said Coleman.

"Machine Learning (ML) or artificial intelligence IA is obviously something the industry is keen to exploit. I think the terms ML and IA are often a little misleading. I don't think we are quite there yet. Writing an algorithm to define a set of rules that provoke a software program to take an action is a long way from software changing its own algorithms through data analysis and prediction.

"In my experience when you embark on the ML journey the seemingly simple process of defining the set of rules can quickly highlight the gaps in your policies and processes that are normally filled by human knowledge and experience.

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"There is a very real risk of knowledge loss when you replace people with automation. I believe you need to find the sweet spot of automating the mundane and repetitive while valuing your people with the knowledge and skills needed to deal with more complex work tasks."

Another survey, conducted by market research firm Vanson Bourne on behalf of Couchbase, of 450 heads of digital transformation at enterprises across the U.S., U.K., France and Germany found 68% of respondents said getting the right technologies in place for digital transformation can seem an insurmountable task. In fact, 80% report having to scale back ambitions for new IoT or mobile applications.

The primary reason? Big challenges using their data. A sizable 85% of architects surveyed said legacy databases are limiting their ability to transform.

MinterEllison

Even when there's compelling reasons to migrate from a system, if perhaps it is retired or made redundant for whatever reason, there can be a legacy 'hangover' if people continue on with ways of working that are a reflection of limitations in the former system. Breaking that cycle is one of the core challenges for Digital Transformation, believes Roshan Kumaragamage, Legal Technology Manager at law firm MinterEllison.

"Spending on Digital Transformation is something we are heavily invested in, it's a key focus for us," said Kumaragamage, who gravitated to working in applied legal technology after qualifying as a lawyer. He is an experienced litigation support consultant, with a focus on best practice advice for legal practitioners,

"On the operational front, Digital Transformation at MinterEllison is around harnessing the most appropriate technology to get the most for our lawyers and our clients. But it's also about around identifying digital disruptors and potential threats to our business.

"On the one hand it's making what we do in our core day to day business better But we also need to ensure the path that we are on will insulate from future challenges in the market.

"We are a legal service provider and our biggest competitors are other top tier law firms but also the new law players and we need to identify the ways we need to change to meet the challenges and the risks posed by those operators as well."

The transformation program at MinterEllison is well past the planning stage, with some aspects of our technology stack well into full execution and others in implementation.

A move to go fully paper-Lite is accelerating across the company, although there are some pockets of the law where outside stakeholders prevent this.

"One of the challenges of practicing law is that we are beholden to the courts and there are processes and procedures outside of what we choose to do as a firm that mandate the use of paper. Pockets of our firm are entirely paperless although, sometimes the use of paper is the most efficient way of doing something," said Kumaragamage.

"We have been around for nearly 200 years and we have a large number of lawyers with an enormous amount of data in our iManage document management system. One of our core projects is to extract relevant information from that unique repository and surface that to our lawyers when they commence a project. We see that as an important way to differentiate ourselves"

> "Making our customer experience as seamless as possible is very much a focus" - Susan Coleman, ICT Information and Records Lead, Unitywater.

"Most law firms use either the iManage or NetDocuments DMS so there is not much differentiation. But if we can exploit the huge amount of institutional knowledge by harnessing all the information that our many lawyers are dropping into the DMS that is something we are heavily invested in."

NSW State Government

The Manager, Information Management Systems at one large NSW State Government department with over 6000 staff sees digital transformation as an opportunity to replace the ad hoc nature of digital business systems by applying a defined enterprise architecture.

"We need a more consistent application of metadata so that we have an understanding of how things are constructed and where information is located," they said.

"For me and for this organisation, it's about the rate of change and the desire to provide good quality systems. We have a policy called fewer better systems because in the past we had lots and lots and lots of little systems and we're trying to wean people off that and go okay, instead of establishing or developing a new system, maybe use something that we've already got here.

"It's keeping up with the pace of innovation and making sure that people are using the right system at the right time. We also want to resolve the great disconnect between business systems and record-keeping systems, so we are managing information as records from the source rather than having the concept of having a single records repository."

The Department is undertaking a major project to archive information held in legacy systems. It has largely eliminated customer-facing paper-based workflows by the creation of digital forms or through digital workflows using Salesforce or other business systems.

"Even in the last three years I've seen much more of an appetite for people to embrace digital ways of working. Moving into that customer service area, that's something our customers are wanting. Everything needs to be Web-based."

"We'd like to do more things with Office 365. For instance, using PowerApps and Flow to capture the relevant metadata of the approver so that if we were challenged for the evidence of that, we can provide appropriate response".

Since the introduction of Office 365 there's been a reduced dependency on shared network drives

"Our biggest transformation from the digital perspective is using Office 365 and its evergreen model, where Microsoft decides when and how the software is updated. It's quite a paradigm shift," they said.

67% of organisations are piloting, scaling, or deploying transformation programs, but disconnects in IT Culture (52%) and Delivery Speed (50%) stand in the way,

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Culture is the Key

After a lengthy career information management, largely in the NSW state public sector, Jane Fitzpatrick has established a consultancy specialising in digital workplace design and information governance.

"There no simple answer to what digital transformation is," believes Fitzpatrick. "It's a lot more than just removing paper-based processes, that's just one small part in the overall picture. It has to be a transformation of people, process and technology to put it in very simple terms. It's a transformation of organisational culture as well as a transformation of IT and this must be business led.

"Most of the government agencies that I've worked with have been working towards digital transformation in its various iterations. Even with the release of the Digital 2020 program federally and the NSW digital transformation policy it's been my experience that government has held back and I think the reason behind that is some government agencies find it really difficult to see the value in digital transformation when they have to find the funding themselves. Even though it's a mandated policy, that's a key spanner in the works."

Lack of executive buy-in is a major barrier.

"While a progressive CEO may endorse a program of change, executive management are perhaps a little more reluctant and happy to stay where they are because it's safe and they fear change as being quite disruptive to their traditional ways of working.

"Where governance structures aren't robust in an organisation that can also lead to difficulties in implementing change. Information siloes are still a big problem. What you need for digital transformation is an organisational culture of openness and collaboration, one that is underpinned by legislative obligations in a government situation.

"There must be a clear overarching strategy and roadmap to how you are going to achieve the outcomes you are looking for and that is best addressed in a business case with clear benefits that will be realised at the end of the project.

"Most agencies are going to focus on particular areas of the business rather than attempt an organisation-wide digital transformation. It's good to pick the low hanging fruit such as accounts payable where you can maximise the benefits quickly and get the organisation started down the right path for procurement, HR and more.

"Government agencies in NSW are investing a lot of time and effort into deploying Office 365 or Google Suite in some instances, and many are exploring a more modern or streamlined EDRMS as a single source of truth and integrating with other business systems.

"With the legacy technologies that some government agencies have its easier to link that to their EDRMS system and then move to Office365 in the cloud. Many are also going down the path of better identifying their data assets which is critical in understanding how they can be better managed, accessed and analysed by users," said Fitzpatrick.

Digital transformations have a notoriously high failure rate - as high as 86%, according to a McKinsey study last year

according to a survey of CIOs and IT Managers of companies in the APAC region undertaken for Appian.

The findings show that APAC businesses have made progress in their digital transformation efforts, but there is still much work to be done, particularly in the areas of artificial intelligence (AI) and robotic process automation (RPA). The data also shows significant barriers to further progress, including IT cultural disconnects and slow delivery speed, with CIOs citing more aggressive timelines using slower development tools than those favoured by their IT teams.

Nearly half of all respondents (48%) report their organisations are steadily implementing digital transformation, while 7% are piloting projects, and another 12% are currently scaling up pilot programs. 20% report being fully deployed.

The top drivers for digital transformation include improved agility (81%), customer experience - CX (62%), innovation (58%) and increased automation (53%). IT is well-aligned on these goals, although CIOs prize CX improvements much more highly than their IT teams - 74% versus 54%.

Plenty can go wrong, apparently. In fact, digital transformations have a notoriously high failure rate - as high as 86%, according to a McKinsey study last year. Companies also often perceive the cost of the transformation program to be the cost of bringing technology in, but they fail to account for the far-reaching impact these programs have. So the risks grow.

Frada Burstein is a professor in the Faculty of Information Technology at Monash University, Melbourne, Australia. Professor Burstein, who has been researching knowledge management and the role that technology plays in KM for the past 20 years, believes simpler collaboration and knowledge sharing is one of the key outcomes for any digital transformation.

"Knowledge Management may not be a term that's used much these days but if its defined as providing the right people with the right information at the right time, then it's still topical".

"I think Digital Transformation is really about moving from a library paradigm where you provide a book to a person, which means nobody else can access that book, to supplying a digital information object that can be accessed by anybody, anywhere at anytime. This does create some challenges in information and knowledge governance, but it really is what digital transformation means to me. The organisations that approach these challenges in a strategic way are the leaders in digital transformation"

"Digital transformation is not necessarily about a transition from being non-digital one day and digital the next. Instead it's really a never-ending process transitioning from one digital platform to another based on what will add value to your stakeholders. There are not many businesses these days that are still paper-based, although for some industries its more

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common than others, unfortunately healthcare is one of those."

Lack of agility is often a key barrier to implementing digital transformation in large organisations.

"Any change required for digital transformation needs resources to be allocated there and then to achieve the best results. However, it's not easy to plan in advance where and when these resources will be required which is the challenge organisations face in developing the required level of agility. There is also often quite a lot of inertia that comes from people being set in their ways and not seeing any need to change".

"You can't constrain the tools people are using for collaboration these days. Look at WhatsApp for instance. It started out as a toy on people's phones but these kids of systems are revolutionising our society and making an impact that nobody predicted

"The world that we live in is becoming more and more boundless. If organisations want to explore new opportunities in other parts of the world then these collaboration platforms are vital, but the governance challenge is becoming if anything increasingly important. You need to think where the data and information generated as the result of these collaborative efforts will be located, and who owns the knowledge created as a result"

"People talk about Big Data and business intelligence (BI) being about having access to any data at your fingertips, but first of all its just not realistic to talk about everybody having access to all data. That was actually one of the problematic early definitions of knowledge management – making all organisational knowledge available to everybody. Your digital transformation may begin with people getting excited about the potential of technology but at the end of the day organisational governance dictates particular mechanisms to guide the "right information landing in the right hands".

"In addition to the record-keeping regime, there are many legal restrictions on providing access to particular data. I have no doubt the General Data Protection Regulation (GDPR) privacy legislation introduced in Europe will be adopted in Australia one day and will require internal systems to be configured accordingly."

Professor Burstein is currently supervising research on dynamic approach of consent for medical patients using Smart Contracts driven by blockchain. The aim is to provide a mechanism for patients to have a say on whether the data they provide for medical purposes can be shared and reused for research, but include the patient in the approval loop. We cannot assume that just because you consented once, that you consent forever.

Begin with an objective

Tony Yortis is the former long-standing CIO at the Asiapac division of Serco, the multinational delivering essential services across five sectors: Defence, Justice & Immigration, Transport, Health and Citizen Services. Serco Asia Pacific employs more than 10,000 people across Australia, New Zealand, Hong Kong.

"Before anyone embarks on digital transformation, they must is first understand what the problem is and what are the objectives they're trying to achieve. We can get so lost if this is not clearly defined and then lose direction of where we want to go. We need to understand the customer experience is that we're trying to give," said Yortis.

> "... its just not realistic to talk about everybody having access to all data"
> - Professor Frada Burstein

"Digital transformation needs to be considered in the bigger context of where an organisation is going. Answering the question why and where is going to be important as much as what we're going to do with digital.

"Is it simply that you are aiming to take advantage of new tools and ways to drive organisational efficiency, drive growth and better serve your customers for your core services, or is it to build adjacencies and build new sources of revenue?"

A reliable and scalable technology platform is fundamental to a truly digital business, however many established organisations are challenged with their core services built around legacy processes and systems and attitudes towards innovative ways of enhancing customer services.

"Whereas the newer organisations are leapfrogging straight into the cloud and spending a lot of their investments in leveraging enabling technologies to drive their business. There is a massive change driven by technology happening that I'm seeing across the world and various industries, however, good governance is needed around transformation programs to ensure you do actually deliver the capabilities and benefits back to the organisation," said Yortis.

"Effective collaboration within and outside the organisation is fundamental. Especially as the workforce becomes more democratised, so to speak, with more freelance consultants and smaller companies serving the larger eco system. We need to effectively manage that collaboration better, not only within our organisation, but the end-to-end supply chain with our partners as well and build a long term mindset for the organisation that enables us to securely share our information across platforms or across business units.

"And now that were more connected, we face the challenge of safely sharing data amongst each other. Do we really understand when I provide data from my organisation to a partner, where are they storing that data? Who has access to it? Is it secure within their environment?

"We live in a more connected world and understanding what compliance means is becoming so critical and I think some organisations don't fully understand that. Privacy, cyber security and data ethics are now so tightly interdependent that we need to make these central to every product and technology investments we make"

"It may be that your partners supply chain is the weakest link. In this day and age a data breach is really an organisations Achilles heel. It takes a long time to build trust, particularly with employees and customers, and only one incident and you can lose that trust.

"Building digital trust is a change management and cultural matter, not just an IT matter. So one needs to be vigilant to stay on top of those compliance factors and those hygiene factors that are required in this modern world that we live and work in."

Procuring Digital Transformation? Be Sure to Tread Carefully!

By Lee Bourke

Digital transformation of an organisation is a complex undertaking that involves a change in culture that is more profound than both the technical and process changes combined.

A significant number of organisations lack the skills internally to deliver a transformation process and generally will rely on external parties to assist. If you accept the notion that the cultural change required will be greater than the organisational process change, then it makes selection of the right transformation partner a critical choice as they will not only need to change your processes and implement technology, they will need to influence a significant change in your organisational culture.

Most larger organisations would use a traditional tender process as a means of selecting an external party to assist with the transformation. Many service providers will bid for the business process transformation work, however they will give little attention to their responsibilities as it relates to the cultural transformation. Executives need to be aware of this and consider if a tender process is the right choice for such a crucial decision.

Tender processes are a common part of a modern corporate landscape. Essentially tenders are a great way of assessing the offerings of one company against another. They are incredibly valuable when procuring commoditised items. A commoditised item is easy to specify, easy to evaluate and lends itself to the creation of price competition. If, however, you are looking to procure a complex digital solution then the humble tender process, as it commonly functions, may not be the best tool for the job.

Solution procurement requires the selection of a partner that will be able to deliver an outcome where the journey to that outcome may not be readily apparent. That outcome also needs to come at a cost that is deemed acceptable to justify the project.

Whilst digital transformation projects are becoming more common and better understood, there still exists the problem that it is nearly impossible to accurately determine the cost when the journey is still not readily known. Tender respondents deal with this by loading up the response with 'caveats'. These are conditions placed in the response that are purposefully designed to ring out responsibility for situations that the respondent believes are likely to occur.

Add to this the complication where, generally, the team writing the tender has very little subject matter expertise in delivering a digital solution like the one being procured. This effectively creates a situation where an organisation can get extremely poor and costly outcomes.

At the time of awarding the tender it is impossible for the procuring organisation to understand what will happen next. There is a chance that the selected party will deliver a marvellous outcome. It can, and does happen, however, this is generally good luck not good management. What often happens is a situation transpires where the selected party assumes little to no responsibility for assisting with the cultural transformation of the organisation.

In my experience cultural transformation issues are the thing most likely to cause you a significant project failure and / or cost blowout. Modern technologies allow us to solve most technical issues in a reasonable time-frame. What can't be easily solved is an organisational culture that will not adapt to change. The respondent will not be too troubled by this as they will have placed enough 'caveats' into the agreements so that they will be able to bill their way through this phase of the project with very little motivation to assist with remediating any of the roadblocks.

One option available to an organisation considering undertaking a digital transformation is to focus on procuring a great partner as the highest priority. Procuring a great partner will ensure that your organisational objectives are much more likely to be met at a cost the organisation can afford. A great partner will assist you to select and implement a great solution.

One way to start the process of finding a great partner is to see how they can and do solve a single digital problem for you. If they do it well and achieve a great outcome, then you give them another problem to solve. Obviously you are able to control the selection and timing of the problems being passed to the partner and if you hit a major hurdle with that partner you are then able to try another without having to back out of a large enterprise wide contract.

Implementing a single digital transformation project will allow you to assess the technical, management, leadership and cultural qualities of your partner. Measurable aspects of these qualities can be written into the engagement as key success criteria for the implementation along with the technical aspects of the solution. If the chosen partner delivers a great outcome, then you are able to contract for the next phase building in these key criteria. If the outcome is less than great you will not have wasted a significant amount of organisational resource [time and money] to determine that you need a different partner.

Lee Bourke is CEO of FileBound Australia and a director at Upflow Solutions.

Avoid These 9 Corporate Digital Transformation Mistakes

By Christy Pettey, Gartner, Inc.

Culture hacks, a growth mindset and lean startup thinking can help your enterprise to execute a powerful vision for digital transformation.

Digital technology has unleashed many trends that will fundamentally transform enterprises, industries and even society as a whole. An enterprise digital transformation program demands that business and top leaders harness the efforts of all, continually aligning them with the journey's objective and driving them toward that objective.

"Eighty-two percent of CEOs responding to our annual CEO Survey said they have a digital transformation program underway to make their companies more digital," said Mark Raskino, Distinguished VP Analyst, Gartner, Inc.

"However, the survey also showed a lack of business model change penetration and other indicators, which causes us to think that many of these digital transformation initiatives may not be sufficiently deep corporate transformations."

Digital transformation success needs to operate at three levels — corporate governance, management and execution — but we have seen companies make mistakes at all three levels that will frustrate transformation.

Knowing where those mistakes may happen can help enterprises avoid falling into these traps.

1 **Misread the true scope of digital change.** Sometimes an enterprise may misread the situation front he outset. For example, failing to examine how digital forces will change an industry or having an insufficient corporate mission to see and seize product and business model innovation.

Not having a strong understanding of what is going on in your industry can lead to a superficial or narrow scope of change for any digital transformation. Raskino says organizations should think in terms of using digital to reinvent what their industry does.

2 **Too much inward thinking.** Too often organizations focus on themselves and what they want to do rather than analysing customer needs, the opportunities those present and a full competitive market view for examples and learnings. Raskino said this type of thinking is presuming that digital change is just another operating model change and that is not the case.

"An operating model focus does not consider the overall market. It focuses primarily on efficiency and effectiveness. A business model focus considers the market and how it is monetized. An outside-in perspective is what most successful digital transformation projects hinge on," he said.

3 **"It's not my job."** Some boards of directors treat digital transformation as a management issue and not part of their role, while at the same time, some executive team members avoid the subject and treat it as something owned by IT. This cascading disassociation behaviour prevents real change. Digital transformation must be part of the mission of the organization and in the core of its leaders. If it is not, incremental progress will be made but transformational progress will elude the company.

4 **Digital is undefined.** Goals are vague. The organization has a hazy and confused vision for digital transformation because digital has not been defined. There are no associated specifics or a coherent plan in place.

There is aspiration, and a collection of cool projects, there is will, but there just isn't specificity in what the digital journey is really about. Organizations must do the upfront hard work to define their goals, set specific targets and metrics, and then measure those to ensure the transformation project is on track.

5 **Incrementalism.** When digital is undefined, initiatives may only be focused on improving today and not putting the funding, systems and specific plans in place to do the real transformation. Management should ask: Is it really transformational?

Digital business works at the level of revenue and business model change and product reinvention. Look for the structural investment. If it is not there, your very unlikely going to transform.

6 **Fixed minds.** A fixed mindset is one of constrained capabilities. People with a fixed mindset are not in learning mode. Organizations must learn how to develop a growth mindset to build an innovative culture that will thrive in the era of digital business. A growth mindset embraces the idea that new capabilities can be developed through smart learning, good strategies and input from others. Those who embrace this mindset see challenges as opportunities to grow and evolve, and they are resilient, even when faced with failure.

7 **Overplanning.** Transforming to digital is more about doing than planning. Organizations can get caught up in endless rounds of debate which slows the transformation project. To combat this, organizations should institutionalize lean startup thinking at every level. Lean startup thinking favours experimentation over planning. This process aims to quickly and iteratively build an innovation to become a "minimum viable product" that can be released to the customer, and then through feedback it continues to evolve the innovation.

8 **Technology-centric.** Organizations should watch out for buying into the hype of the "next big thing." Organizations should instead focus on reinventing their industry with a collection of technological tools. Transformation is never just doing the next big thing. "Aim at unmet needs - the needs of the market and customers that our industry has never served before," Raskino said. "Use the technological tools collectively to invent solutions to do things nobody could do before."

9 **Culture blindness.** Culture is one of the biggest barriers to scaling digital transformation. Culture is perceived to be big, unwieldy and hard to change. Attributes that may be culture barriers for some are, in fact, enablers for others. Organizations should focus on resetting purpose and beliefs to drive culture change. Determine the purpose of the company, what it yields for the world and what the beliefs are of the people coming to work each day. Use culture hacks, some of which can be implemented in less than 48 hours, to move culture from a barrier to an accelerator.

ABS seeks data capture for 2021 Census

Although the Australian Bureau of Statistics (ABS) envisages the 20121 Census will be predominantly digital, it is seeking submissions for the provision of Data Capture and Recognition Software and/or scanning infrastructure for Paper Forms. The ABS needs the solution to be ready in time for the Census Readiness Exercise test in August 2020.

According to the RFT, the ideal solution would be compatible with ABS' existing Kodak i5850 scanners, but the ABS is open to other scanner recommendations.

This RFT follows PricewaterhouseCoopers (PwC) Australia's win in May to supply the digital services side of the Census after the outages that affected the 2016 Census website.

The ABS is partnering with IT provider PwC Australia to build and operate the 2021 Census Digital Service. This includes the online form, website and }assistance to help people participate in the Census. The service will operate on the Amazon Web Services cloud platform.

At the time of PwC's win, then-acting ABS deputy statistician Chris Libreri said PwC will bring "a wealth of experience in managing and protecting sensitive personal information across the government, banking, superannuation and health sectors" to the 2021 Census.

"Keeping people's information secure and confidential is the highest priority for the ABS. It was a key factor in the digital services selection process and a critical consideration in the design of Census activities," Liberi said.

NT Courts looks to a paper free future

The Northern Territory is on track to eliminate all hard copy court files from its civil courts by December in a step towards becoming Australia's first paperless jurisdiction.

The territory is implementing the Odyssey case management system from US firm Tyler Technologies to allow judges to access court files digitally from the bench and chambers.

The civil courts and the NT Civil and Administrative Tribunal will introduce electronic document filing from the first half of next year and the criminal courts are expected to be digital only by mid-2021.

Once live, this will enable all criminal matters from apprehension through prosecution and finally to the courts to be managed digitally and paperless.

The Odyssey Case Management System is a fully integrated case and financial management system.

A team of configuration experts from Tyler have been based in Darwin since early 2017 working with local court and tribunal subject matter experts.

Odyssey was successfully implemented at the Northern Territory Civil and Administrative Tribunal (NTCAT) in December 2017 and the Court civil implementation is another step on the road to the Northern Territory being the first completely digital jurisdiction in Australia

Maturing the information economy

By Robert Hillard

Today it costs a fraction of a fraction of a cent per megabyte to store data, but it is less than 30 years since the cost of data storage dropped below one US dollar per megabyte. It seems that one dollar was a psycho-logically important price point as, from then on, the world economy significantly shifted to capturing, valuing and transacting on information.

Despite the language we use, the production and trading of information is fundamentally different to producing and trading goods or even services. Physical goods are tangible, predictable and have clear rules of ownership. In contrast, information is intangible, almost infinitely reproducible at negligible cost and the rules of ownership are inconsistent and often ambiguous.

Also, unlike goods and services, information behaves in unpredictable ways. Just look at the unexpected influence information improperly handled through social media has had on elections, or the ability to identify personal information from apparently anonymised medical, transport and retail data.

By the time the global financial crisis arrived in 2008, the transition to the information economy, and its implicit valuing of information, was well underway. Although the financial crisis had a horrific impact on a huge number of people across many countries, central banks. regulators and governments worldwide did an amazing job of mitigating what could have been far worse.

However, the years subsequent to the global financial crisis have been far from smooth. The economy simply doesn't behave the way economists would have expected. It has become common to say that "uncertainty is the new normal".

I think much of this uncertainty can be attributed to the differences between the response of information-centric products and their comparable physical products to economic settings.

Consumers have gone from buying phones to buying data plans, from buying razor blades to shaving subscriptions and increasingly from buying groceries to delivery services which are incredibly information intense. Similarly, few manufacturers rise to the lofty heights of becoming major companies in developed economies, rather that badge of honour falls to businesses focused on developing and managing intellectual property which are largely information assets.

Because our knowledge of markets was evolved during the latter half of the twentieth century, it's also useful to look at what futurists of that same time, particularly in the 1960s and 1970s thought of the twenty-first century.

You can get a great summary from Alvin Toffler's Future Shock published in 1970. The writers of the time got much of our world right, largely predicting the advances we've seen in computing, the internet, as well as many of the social and geopolitical moves even if not the specifics.

What futurists of the time got universally wrong was their predictions that the great challenge of our era would be what to do with all our leisure time! Although they expected mass automation to remove much of our need for work, they didn't allow for the massive complexity that we would add to our organisations with the move to our information economy (see Why aren't I working a four hour day?).

Rather than simple streamline a 1970s-style airline, where ticketing and check-in where simple but manual - we've created dozens of virtual platforms to buy our tickets and automated the check-in process through mobiles, text messages and kiosks. All of these sources of information interact in an almost infinite number of permutations.

Even more dramatically, governments and banks haven't simply harvested the benefits of the information economy with virtual doppelgangers of their 1970s services and products, such as unemployment benefits, healthcare, mortgages and savings accounts.

Rather they have leveraged the opportunity of almost infinitely flexible technology to create almost increasingly complex rules, regulations, exceptions and options.

If we find navigating today's society hard, spare a thought for the challenge artificial intelligence faces! Today's AI is really good at doing the things that humans do by rote. What it doesn't do well is cope with chaos, unpredictability and unique exceptions. When today's complex welfare services collide with our equally complex financial products the number of potential permutations make almost every circumstance unique. AI works best when each scenario is at least relatable to one it has been trained on.

Far from fearing AI will take our society away from us, perhaps our economic certainty and quality of life is aligned with the interests of making the world more predictable for our AI-assistants. The AI future might be more human friendly than we ever thought!

Robert Hillard is Deloitte Australia's Chief Strategy & Innovation Officer, positioningthe firm to tackle the disruption of technology, new competitors, challenging economic conditions and changing regulatory priorities. Over many years he has focused on technology issues, is a Fellow of the Australian Computer Society and Deputy Chair of the Australian Information Industry Association.

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Search Vs Discovery How Are They Different?

By David Lavenda

Google, Microsoft, et al continue to perfect their search engines – but too often search is not enough. The watchword today is "discovery" – where you don't just search for information, but information finds you.

Why is discovery better than search? One reason is because of the overload of data – both online and in-house. Searching for something, whether via Google or using scripts written by programmers that peruse huge data storage repositories, requires you to invest a great deal of time and effort in order to ferret out the results you really need from a huge amount of non-relevant data – because the context of what you are searching for is not always clear. Discovery – where a system proactively presents to you what you are really looking for based on the context of what you are doing or searching for – is the Next Big Thing in data usage.

When you add context to search, you get discovery – a system where the data you need is delivered based on materials you are examining, where you are, what app you're using, the type of device you are using (i.e. screen size and input tools), whether you are moving or stationary, etc. Done this way, discovery saves a huge amount of time, effort, and resources over search. Search is fine for quick, specific answers, but awful at discovering and exploring new ideas. Discovery reveals worlds you didn't know existed.

What Discovery can Discover

Practically speaking, how are search and discovery different? One way of discovering information is via "recommendations," such as those provided by Netflix and Amazon. Often, these are just "other people who bought what you bought also bought this" types of recommendations – but when machine learning is applied to the process, the potential accuracy of a recommendation engine is enormous, with the engine figuring out that if you bought one product (i.e., hot dogs) you would likely be interested in others (hot dog rolls, charcoal, soft drink six packs, beach toys, etc.).

The heart of such a discovery/recommendation engine is the "knowledge graph" which is a data graph that exhibits the relationships between topics. By examining the context, the engine "knows" that if you buy product A, there's a good chance you will need product B, C, etc. – and it will bring those results to you. Business intelligence tools, like PowerBI, also enable people to discover things from large amounts of data by using visualization to show patterns where just searching for data wouldn't reveal 'the big picture'.

A discovery system would also respond to location/usage context. For example, if you are using an AR headset (like Hololens) to repair something like an elevator, the system projects information relevant to the repair on the screen without having to search for it specifically. Other examples and contexts would include conversations on Slack or other connectivity applications: If you are engaged in a marketing discussion on an "upcoming company meeting" with a client, and someone in another department had a conversation on the same topic, the discovery system could suggest checking out that conversation.

The same could apply to any other activity in an organization – sales teams discovering work done by others on the same account in the past, engineers getting insight from other teams working on product design, finance departments being informed of the newest regulations regarding salaries and benefits, etc. Instead of being passive and becoming activated only when called upon – like search – discovery is proactive, delivering desired information when needed. That is the power of discovery – and that is what search should eventually evolve into.

Moving Towards Discovery: Practical Steps

How can that evolution take place? To "discover," a system needs to be able to understand what we are looking for and how it is going to be applied – supplying relevant information when it is called upon to do so, or even automatically, such as in the airplane repair context mentioned. To do that, a number of strategies could be applied, such as artificial intelligence or natural language processing.

With the latter, for example, an analysis of the use of language in a document, conversation, script, or any other context would enable the NLP system to "understand" what is being discussed based on language, phraseology, sentence patterns etc. At that point, the discovery system just needs to parse through data repositories for the relevant information, based on the criteria the NLP system described as being relevant. An AI system using machine learning would work the same way; analyse what is being discussed or written about and look for similar patterns of content or links used previously in other documents, files, conversations, videos, etc., presenting the relevant results and ignoring the rest.

Figuring out how to navigate data has become a major challenge in organizations today. According to a study by RingCentral, employees lose as many as 32 business days a year just switching between applications, folders, windows, and databases in order to find the information they need. If things continue as they have – with companies stockpiling even more data, spread out over more and bigger data repositories – expect that number to balloon.

Organizations really have no choice: With the amount of data set to grow to 175 zetabytes by 2025 – 61% more than in 2018 – finding data is going to become a greater challenge than ever. To keep organizations functioning, search must enter a new phase of presenting information before users even think to look for it: discovery.

David Lavenda is Chief Product Officer at harmon.ie.. He holds a Master's degree in Science, Technology, and Society, and now focuses his research on exploring the information overload experienced by today's knowledge workers. David is an International scholar for the Society for History of Technology.

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An all-new customised scanning and processing system implemented by ABBYY for the 2019 Local Government Elections in New Zealand passed the ultimate test when a bid for an election recount was declined by the Wellington District Court. Wellington's former mayor Justin Lester had applied for a recount after a final count showed he had lost to Mayor Andy Foster by just 62 votes. However, the application was denied after the Chief Electoral Officer determined the system was very robust.

Steve Kilpatrick, Managing Director of Election Management company electionz.com said, "We had a number of close results, with the Wellington Mayor election the closest. The Council asked us to outline all the processes controls and checks and balance we had in place and the Judge determined he could see no reasonable ground to declare the result was wrong."

The task of running Local Government elections in NZ is the responsibility of the individual authorities, although most outsource the task of printing and mailing ballot papers and counting the votes. Around 2/3 engage New Zealand Election Management company electionz.com which also runs about 170 elections per year for company boards among others, many of which have an online voting component.

Triennial NZ Local Government elections, however, are strictly postal ballot only (there is no online voting allowed as yet). Council voting papers are also complicated by the need to include an average of five elections on each ballot paper and provide different methods of sequencing of candidates (alphabetic, pseudo random and random).

Adding to the complexity, there are two different voting methods employed for voting: First Past the Post (FPP, where voters use ticks or crosses to indicate their votes) and Single Transferable Vote (STV, where voters use numbers to indicate their preference for candidates by writing a 1 beside their most preferred candidate, a 2 beside their second most preferred candidate, a 3 beside their third most preferred candidate, etc.).

More than 1.2 million voter packs were mailed out by electionz.com with up to 1500 different formats of the ballot papers which can vary based in individual council, district or even street or household.

The ballot papers were scanned by a fleet of six Kodak i4200 high-volume scanners which can handle up to 100,000 pages per day

"The FlexiCapture solution provided by ABBYY delivered very accurate results whether for marks or numbers," said Kilpatrick.

"It also provided much smoother flow for data as it moved through the steps from capture to OCR, data repair and finally into our electoral management system where the votes get collated. This even extended to driving the scanners as we used ABBYY ScanStation for that.

"We estimated we would have around 630,000 voting papers returned, about 40% as local government voting is not compulsory. We ended up getting 675,000 sent back and we got through those faster than expected. Our processing targets were exceeded by the ABBYY software which was nice outcome to have.

"We estimated our peak day would be around 60,000 voting papers and it turned out to be 94,000 and while it was a long day for some of the staff, we got through it.

"This project had a life of three weeks and we had a team of 40 operators who are temporary staff working with the ABBYY software for the first time so they needed to be proficient quickly. Likewise, we had a team of 7 scanner operators for our Kodak i4200 high-volume scanners.

"It was important that FlexiCapture was simple to pick up and use and that was certainly the case. In an atmosphere where the checks and balances are tight, we needed a system that people can comprehend and know what they're doing very quickly."

ABBYY also provided a flexible licensing model that is based on the volume of work being processed, rather than the number of licensed users, so costs will reduce for electionz.com after completing high capacity workloads such as the Local Government elections.

Risk Levels On The Increase: ISACA

More than half of risk professionals worldwide say their organisation's risk levels have increased in the past 12 months, according to new research from ISACA, CMMI Institute and Infosecurity Group. *The State of Enterprise Risk Management 2020* report reveals that only 29% of respondents have a high degree of confidence that their enterprise can accurately predict the impact of threats and vulnerabilities associated with emerging technologies. Additionally, fewer than a third (31%) of security pros say their enterprises can respond quickly when new threats are identified, a problematic dynamic given today's fast pace of business and technology-driven change.

State of ERM 2020 found that the most critical categories of risk facing enterprises today are: Cybersecurity (29%); Reputation (15%); and Financial (13%)

The top five cybersecurity risk management challenges are changes/advances in technology, changes in types of threats, too few security personnel, missing skills in existing cybersecurity personnel, and increased number and frequency of threats.

The study also found that nearly two-thirds of respondents have defined processes for risk identification, but only 38 per cent believe that those processes are at either the managed or optimised level of the maturity spectrum. This high adoption, low optimisation trend shows there is significant need for action and improvement.

The study reveals a potential disconnect between management and governance of enterprises when it comes to risk. Respondents note that, on average, boards of directors are only updated on cybersecurity risk on a quarterly basis – sometimes even less.

Chief information security officers (CISOs) are updated much more frequently, with 70 per cent saying they receive updates at least once a month. This knowledge gap is a key opportunity for CISOs to expand their visibility at the governance level.

"Big risks can be ignored when the right people aren't in the room for the conversation," said Tracey Dedrick, ISACA board director.

"Start at the highest level within the organisation and get the people in the room that own the risk from the top down. This will ensure the right themes are addressed and important organisational alignment takes place."

Lander & Rogers moves to the cloud

Lander & Rogers, a leading Australian law firm, with nearly 500 professionals across three offices in Melbourne, Sydney and Brisbane, is moving to iManage Cloud. The move makes Lander & Rogers the largest Australian firm that was already an existing iManage customer to move to iManage Cloud.

The firm had long used iManage Work on-premises for document and email management. As part of an office move to new headquarters, the firm sought to reduce its physical infrastructure footprint. In the course of due diligence, the firm evaluated several cloud offerings for document and email management and selected iManage Cloud for its strengths around security and mobility.

To further strengthen security, Lander & Rogers is deploying iManage Threat Manager for continuous 24/7 threat detection and iManage Security Policy Manager for managing need-to-know security and ethical walls.

"We believe that iManage Cloud, combined with security and governance products like iManage Threat Manager and iManage Security Policy Manager, will deliver a level of protection that would be difficult for us to replicate in-house," said Karen O'Connor, Chief Information Officer, Lander & Rogers.

"Protecting our clients' data is of critical importance and we anticipate the move to iManage Cloud will strengthen our existing security posture."

iManage Cloud delivers access to the latest version of iManage Work, which provides a single user experience across mobile, tablets and desktops and brings new levels of mobility to professionals – allowing them to work anywhere, any time, on any device.

"Moving to iManage Cloud isn't just about freeing ourselves up from managing IT infrastructure — it's about enabling future ways of working," added O'Connor.

"The rollout of smart devices across our firm has given our lawyers more flexibility and mobility. iManage Cloud will allow our staff to access their documents, files or communications whether they're in the office or on the go."

Lander & Rogers is working with local iManage partner ACP Solutions on its move to iManage Cloud and implementation of iManage Threat Manager and iManage Security Policy Manager. Partnering with ACP has allowed the firm to be confident of a well planned and executed transition with no disruption to the firm. The firm is currently working with ACP to migrate its data over to the new iManage Cloud environment and expects to go live by the end of the year.

Is Natural Language Processing Ready for Content Authoring?

By Joe Shepley

Natural Language Generation (NLG) is a hot topic and seems to be popping up in increasing areas of our lives. Alexa, Siri, customer service chatbots, and automated text messages provide information about products and services, and more of our interactions with businesses involve some level of NLG.

Despite these well-known NLG success stories, using NLG for business purposes is still in its infancy, both in terms of the technology available and the proven use cases NLG has been successfully applied to. Depending on how consumer-facing, customer service driven your organization is, as well as whether your organization is more bleeding edge or more wait-and-see when it comes to new business methods, it may be time to consider how you might leverage NLG. In this article, we'll start by defining what NLG is and isn't and consider some of the main use cases for NLG out there. Hopefully, with a better understanding of both, you can make a more informed decision about using NLG.

What is NLG?

NLG is a subset of Natural Language Processing, which includes both Natural Language Understanding (NLU) and NLG. NLU is all about extracting data from inputs, whether through voice recognition (think Alexa as well as customer service lines where you speak responses), handprint recognition (for extracting data off handwritten correspondence), and intelligent capture (for extracting data off machine-printed forms).

NLG is all about output — automated communication with humans. These outputs can be simple, such as chatbots, or complex, like Alexa and other digital assistants.

On the simple end, NLG is a set of pre-programmed responses to if/then decisions (e.g., if the human says "1," then read out the following text). On the more complex end, NLG is a set of algorithms that decide what output is most relevant based on inputs.

For example, an input can be an open-ended question posed to Alexa or, in the most extreme examples, a Jeopardy question that requires a response. In terms of AI, it's a computer that can hold a human conversation on the fly. From a business standpoint, most NLG in production today (other than digital assistants) is on the simpler end. The majority of NLG customer service interactions consumers have today fall into this category, i.e., when a chat window pops up on a website homepage asking if you'd like to chat.

Typically, the NLG ends where the conversation gets more complex, like once the first- or second-level of decisions gets made and fuzzier logic begins: "I want help restructuring payments on my existing mortgage," or "I want to change an existing hotel reservation," etc.

What NLG isn't (yet) is a technology that can respond to user inputs in a meaningful way without significant levels of programming. AI promises to be able to do so at some point in the future, but for now, this is aspirational.

Key Current NLG Use Cases

Most of the NLG use cases in play today are basic customer service applications, such as chatbots. For instance, a person comes to a website and interacts with a chatbot to get basic information or direction on how to solve a straightforward if/then problem, e.g., "How do I reset my password?" or "When is my next payment due?"

NLG is not yet in wide production for more complex questions, e.g., "What is the right investment mix for me?" or "What is the right level of insurance given my risk profile?" or "What are my mortgage options given the house I live in?"

For these more complex questions, NLG would be used at the top level for triage: What big bucket topic area is this person interested in? Once NLG determines the answer to that simple if/then question, it can hand the person off to a live customer service representative to address their detailed inquiry. Eventually, NLG (particularly as enabled by AI) will be able to handle more and more of these queries without human input.

> The proven, battle-tested uses of NLG are too limited and the tech is far too immature for unbridled optimism.

Beyond these up-the-middle use cases, there are more leading-edge uses that involve content authoring, such as fantasy sports. For example, after you complete a game, an NLG engine uses your game data to author an email with a play-by-play of your results, offering suggestions (including a heavy dose of sarcasm).

The Associated Press is also using NLG in certain cases to author content that is revised by an editor prior to publication to ensure readability and accuracy. Some corporations are using NLG to author site content, particularly as it relates to search marketing. (You can read more about these use cases here.)

However, these use cases are far more the exception now than the rule. For the majority of business applications, NLG is very much in its early stages.

The Net Net

The proven, battle-tested uses of NLG are too limited and the tech is far too immature for unbridled optimism. So, don't get lured in by the hype and think that your organization can just up and roll out NLG to cut back significantly on human employees while supercharging the customer experience in the near term.

All of this will likely be a reality in five to ten years, and will almost certainly be table stakes for how businesses interact with customers. For now, proceed cautiously and test the waters.

Joe Shepley is a VP at Doculabs and Practice Lead, focusing on developing' InfoSec practice and its applications in a wide range of industries.

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A winning approach to Information Governance

At the 2019 Records and Information Management Professionals Australasia (RIMPA) Convention, Frank Flintoff received the J Eddis Linton New Professional Award. Frank is a Senior Information Compliance Specialist at state-owned WA utility Western Power. IDM asked her about the journey so far.

Frank Flintoff, Senior Information Compliance Specialist, Western Power.

IDM: Can you tell us a story about what brought you to this specific career path?

FF: Like most, I never said "When I grow up, I want to be in information Management". The short version is that I tried out a lot of things, eventually did a Master's in Information Management (with no clue what to expect of it) and happened to enjoy it. To break into the industry, I took a huge risk and resigned from a full time, permanent position to take a three-month casual contract in information management, and it started there! At that point I had book learning but zero actual experience in IM, business or the corporate world – I had to learn fast.

IDM: Can you share the most interesting story that happened to you since you began?

FF: One of the first things I wanted to do when arriving at Western Power was make the Information Compliance team recognisable. I wanted employees to know who to come to, and who we are, that we're approachable and friendly – but in a way that wasn't related to the stereotype of 'boring' information management; we needed to be noticed more. I was looking for something fun, light-hearted and viral. So, every Friday I started sharing dad jokes on Yammer (one of our internal communications channels that all employees can post on). I was relentless with my groan-worthy offerings and now I have people I've never met approach me in the building, lifts, at depots saying, "Are you dad joke Friday Frank?". It worked!

IDM: Can you share a story about the funniest mistake you made when you were first starting? Can you tell us what lesson you learned from that?

1. Never assume that a postgraduate qualification has given you any practical, real-world skills (but it has made you great at reading, writing and theory). You can learn something from every person in every role, throughout all parts of a business. Whether or not you get on, or work directly with them or not, or they do something completely unrelated to your role – if you're a 'new professional', learn from everyone. Watch, learn and soak up everything. Every interaction is valuable and has something to teach you.

IDM: What do you think makes your company/team stand out? Can you share a story?

FF: The core business of Western Power is simple: we power the lives of millions of customers in WA. With rapid improvements in technology, the business is going through a state of change which I find really exciting. I appreciate the company's efforts in reshaping the business, investing in solutions for sustainability, and encouraging employees to learn, be curious, and try new ways of working. There's a real sense of community and cross-functional opportunities, and working here, I feel like a person, not a number!

IDM: What are some of the day-to-day activities of an Information Compliance Specialist?

FF: Currently one of our focuses is improving engagement across the business, building the information culture and data literacy within the organisation. We're the information management go-to for project teams, new systems, data classification, privacy or sharing questions, and helping teams develop more streamlined ways of working with their information. This is all on top of the BAU of assisting the business in managing corporate information and compliance with the State Records Act, and all the other usual BAU and backlog that all information managers deal with.

IDM: What are the relevant regulations and standards you must ensure you remain compliant with?

FF: Western Power has approximately 1,600 legislative and regulatory requirements to comply with, so there are far too many to list! In terms of Information Compliance, WA has a State Records Act, so that's a big driver for us.

IDM: How do you ensure the organisation remains up-to-date on all regulatory requirements?

FF: Western Power has a Regulatory Changes Committee, which I'm a member of. We meet regularly to discuss any regulatory reviews, changes, amendments or new submissions, in addition to regular updates through the State Law Publisher and other avenues. The Information Compliance and Corporate Compliance teams both also have great relationships with other parts of the business, so employees often come to us and check that we're aware of a review, repeal or submission they may have recently found out about.

IDM: What are the main challenges to achieving information compliance and can you outline some of the programs you have undertaken/are undertaking to assist this?

FF: We're experiencing challenges which will not be new to any other Information management professionals. The volume of data we're dealing with was never imagined. Combined with that rapid growth in volume is a huge appetite for information; people expect the right information at the right time, and speedy access to it. Businesses are moving away from siloed ways of working and with that increase in collaboration comes the expectation that information will become just as fluid as the people working with it- dynamic, shareable, collaborative and accessible exactly when we want it, from anywhere. To assist in this, we're improving our data literacy within the team and across the business, looking at people-centred solutions that support end user needs now and in the future, creating strong relationships between Information Compliance and other parts of the business such as Cybersecurity, ICT, Business Intelligence and Data Analytics. We're doing all of this while learning new things as professionals – about working with data, AI, IoT, new and emerging tech – so as information managers we can 'speak' all the languages with many parts of the business.

IDM: How has records and information management at Western Power evolved to assist meeting your Compliance Framework?

FF: It's almost been the other way around! Our internal governance continues to evolve to meet changing business needs and ways of working. No one wants to deal with a compliance team that is seen as red tape, or blockers of innovation. Being open to change and questioning our own processes allows us to put our customers – the rest of the business – first and consider how we can benefit them, rather than just tick a compliance box.

IDM: Was there a particular achievement cited for the J Eddis Linton New Professional Award? Of what was that?

FF: I was nominated for starting the WA IM Think Tank. When I was a consultant, I'd encounter many government agencies having the same issues, difficulties and questions, but no one talked to each other! IM professionals needed a way to network and interact – rather than sit and listen – with each other. I wanted to create a networking group where everyone feels they can take value from – which meant people needed a chance to speak up, in a safe and accepting space. The Think Tank is a sales-free, system-agnostic, safe space to come together and share ideas, thoughts, gripes, issues, brainstorm. Every session has a theme or topic to explore, with volunteer speakers and an interactive activity at every session. It's owned by no one and relies on professionals volunteering to host as a venue, putting ideas forward for topics, activities and putting their hand up to present. It's a true community event for IM professionals to 'talk shop'.

IDM: How do you develop an "information culture" and how important is that to Western Power?

FF: A focus on education and engagement, rather than ticking boxes, really does help. Put people first and be passionate advocates for information management. If we don't believe in what we do, no one else will either. Western Power recognises that our data and information – and how we use, govern and manipulate it – has a lot to do with our ability to innovate. We know that technology will play a vital role in the energy solutions we offer in the future and understand that we need high quality data teamed with reliable, accurate and authentic information to make decisions about what we can do differently, or better, for the future of WA's energy needs. So, having an organisational culture that understands how valuable our information is, and that we all have a part in the creation, consumption and management of that information, is incredibly important.

Why is a Data Governance Business Case Hard to Get Approved?

By Nicola Askham

When I'm running training courses, one of the early topics we cover in the day is the various challenges of implementing data governance, but to be quite honest, the challenges start long before you even start designing and implementing your data governance framework.

It can be a real struggle to get your data governance initiative approved in the first place. So, I wanted to have a look at the reasons why this might be the case so that you can both plan for and mitigate them.

I think the challenges span four main themes:

- data governance is rarely considered a top priority
- it is hard to measure the value of data governance
- it is hard to measure the success of your data governance initiative
- your organisation may be successful in spite of its data

Let's have a little look at each of these in turn.

Data is not a top priority

This has been a common issue for many years, although the more recent focus on data and the drive for organisations to become "data-driven" has meant that this is getting slightly easier. But, be warned, it comes at a price as many senior executives hear about the "cool" data initiatives such as AI and Big Data Analytics and they want those without putting in place the data foundations (i.e. Data Governance) that enable such initiatives to be successful.

In order to overcome this, you need to sell Data Governance in terms of the outcomes it will deliver, and you need to tie those outcomes to the things that are a priority for your organisation (a good place to look for these is in your corporate strategy).

It's hard to measure the value of data governance

The problem is a lot of the benefits which Data Governance will deliver can't be measured in advance. They are intangible. You could say that you will protect the company from things like reputational damage or investigation and censure by regulators, but your stakeholders could respond with something like: "We've never had data governance before and have not faced those particular issues".

However, I think it's fair to say that every organisation I have helped implement data governance has achieved significant cost savings. Most organisations experience many inefficiencies as a result of data not being available or accurate. Alex Leigh (a fellow consultant I often work with) always says that these inefficiencies cause a lot of organisations to be "data fix factories".

Reducing inefficiencies is just one cause of an increase in profits after implementing Data Governance. Many of my clients report that they've been able to better identify new opportunities or provide better customer service because the quality of their data is better.

These are good examples of where data governance has helped find and resolve issues. The trouble is that you don't find and resolve them until you have put Data Governance in place.

At the time you are asking for your business case to be signed off, it feels a bit like you're gazing into a crystal ball. You don't know what the issues are that you are going to solve.

My advice in these circumstances is to go on a hunt for your data quality horror stories. Try to get some examples of real things that have gone wrong in your organisation and cost money. Without having some real concrete examples, you are building a business case based on an unquantifiable value that may be delivered at some point in the future!

It is hard to measure the success of your data governance initiative

This is very similar to the point above because if your potential future benefits are unknown it is hard to agree on indicators to measure the success of your initiative. You will undoubtedly make cost savings and increase profits, but if you don't know where these will be, you also don't know what to monitor at the time you are writing the business case.

Using the data quality horror stories mentioned in the previous section will help you articulate where you will be looking to measure success. Another area to consider is new systems. If your organisation will be implementing or designing a new system, you will not have to spend a significant amount of effort and analysis of data (as was likely the case). Data will be well documented and its quality understood in advance of the project. So, try to get evidence of how much effort this has taken on previous projects.

Sadly, there is no easy way to answer this is advance - you are in effect waiting for things to go wrong so that you can fix them.

Your organisation may be successful in spite of its data

Finally, an issue I've seen a number of times. If your organisation is successful in spite of a lack of understanding and control of their data, it is hard for senior stakeholders to understand why they should invest in Data Governance, especially if there is no regulatory requirement for your industry to do so.

In this case, my advice is the same as point 2 - you need to find your data quality horror stories to provide evidence that poor data quality is having an impact on your organisation.

I don't want you to think that it's all doom and gloom. Creating a successful business case for data governance is possible, but I want you to go into it with your eyes open and aware of the challenges facing you. Having help from someone who has done it before, is a great way to make your business case more successful.

This article was originally published on www.nicolaaskham.com

Archives NZ takes on Axiell

Archives New Zealand has announced it will replace the existing collection management and search platform, Archway, with Axiell Collections. Archives New Zealand preserves and protects more than 7 million official records, from 19th century treaties to 21st century documents and data.

Richard Foy, Chief Archivist for Archives New Zealand said. "Plans for a new Archives building to improve the protection of and access to some of New Zealand's most significant and valuable documents is underway through the government programme Preserving the Nation's Memory. We want to give people better access to our nation's history while also enabling staff to easily relocate records between physical locations in real time making the transition between the old and new buildings far more efficient.

The new portal based on Axiell Arena will make discoverability and access to the archival collections easier for customers which include; writers, academics, legal researchers, professional historians, journalists, genealogists, and film and documentary makers. In addition they will establish a hosting centre in the region.

The work is estimated to take just over 18 months, launching in the first half of 2021. Axiell systems are used by over 3400 cultural institutions over the world. In addition, more than 3000 schools use an Axiell system.

AV Jennings rebuilds with TechnologyOne

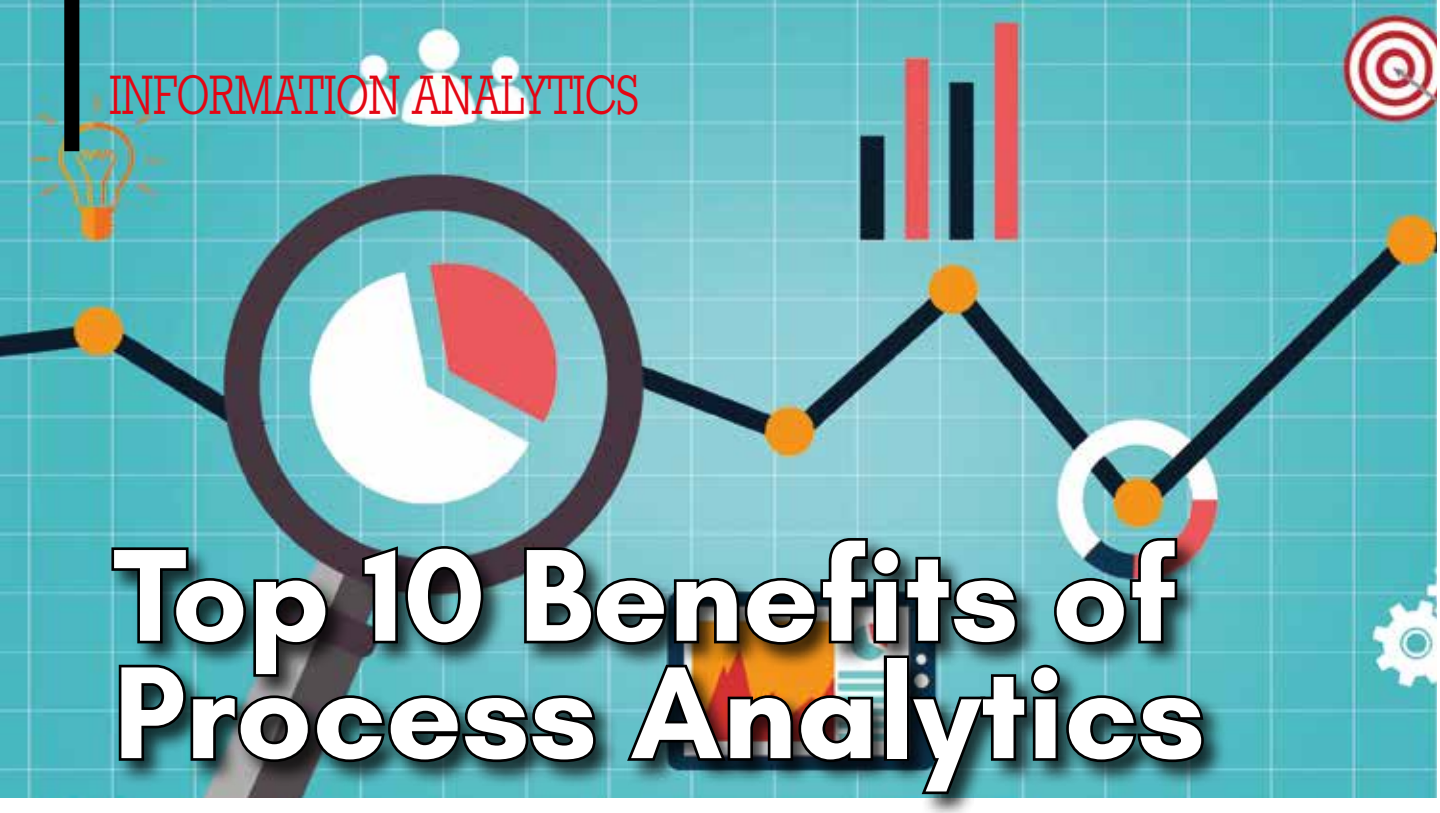
Residential property developer, AVJennings, has signed a five-year deal with TechnologyOne. The move - which forms part of the developer's digital transformation strategy - will see a knock-down-rebuild of almost all of AVJennings' major enterprise applications. It's all aimed at providing a simpler, unified and modern technology foundation for the organisation and its highly mobile, geographically diverse workforce spread throughout New South Wales, Victoria, Queensland and New Zealand.

AVJennings Chief Financial Officer, Larry Mahaffy, was seeking an integrated and efficient solution that promised better visibility of the multi-million dollar projects its manages.

"We understand better than most how complex big projects with multiple stakeholders can be. We don't want that complexity in our technology systems, we want simplicity," Mr Mahaffy said.

AV Jennings will replace a series of legacy software applications across financials, document management, asset and capital management, and human resources including payroll with TechnologyOne's whole-of-business solution.

Iimplementation is expected in October 2020.



Top 10 Benefits of Process Analytics

By Alex Elkin

Process Analytics is a specialized branch of business intelligence. It utilizes the same data as most other types of analytics however it views them as the traces of business processes. It connects multiple records belonging to the same business entity (patient, online order, insurance claim, etc.) and brings up a lot of information about the process behind these records.

This information delivers unique and tangible benefits which are not attainable with other types of BI. Let's start the countdown of top 10 such benefits.

10 You know how your business actually operates. No, not the way it is supposed to operate, not the way somebody says it does, not the way few cases, which grabbed your attention, worked – but how it works in all cases.

9 You discover the special cases. Yes, you know that sometimes an operation could be repeated several times for various reasons. Could you imagine you have the cases where it was repeated 20 times? 100 times? You may be surprised. Such special cases are invisible on the reports with "averaged" metrics however they could be a large contributor to high costs and unhappy and vocal customers.

8 You visualize the flow of your work through the process stages and see the delays, bottlenecks, outliers, and even items moving backward.

7 You measure how much time the parts of your process take. It is especially challenging when the match between the start and end events is not that simple, like multiple payments for the same invoice, multiple invoices for the same order, so you need to specify that you want to measure the time between the last invoice and the last payment. No, you can't do it with SQL.

6 You calculate time related costs. For almost any company the costs include the fixed amounts, per unit amounts and the time related costs. Once you can measure the time, you may calculate the cost and tie the cost to the specific business process or customer. This could completely change your profitability picture.

5 You see what happens in workflow queues. If your business operates on multiple queues of documents, tasks, incidents, tickets, you know how long the tasks are sitting in the queues, how many queues it takes to complete a task, which employee places the items in the wrong queue.

4 You know what impact the process deviations have on the process duration and costs. You know, for example, that each time the process skips the step D, it takes 25% longer to complete and costs 15% more.

3 You can search by patterns. Search remains a key functionality of any IT system. Most applications allow you to search by the attribute values. But how about: Find me all cases where A and B happened within 12 hours but there was no C between them?

2 You finally solve the compliance problem. Moreover, you solve it for 100% of your cases, not by doing the spot check. You know for sure that the particular sequence of events and the time intervals has never occurred.

And the winner is:

1 You receive the alert about the important process violation right after it happens, not in the next monthly report. You still have time to fix it, to put the document in the right queue, check the policy behind the claim, verify customer credit.

Alex Elkin is Vice President, Head of Product Management at ABBYY and is responsible for driving ABBYY's product roadmap and strategy. He previously served as Chief Technology Officer of TimelinePI, joining ABBYY with the acquisition of TimelinePI in August 2019. Alex is a graduate of the Moscow Institute of Physics and Technology (MIPT).

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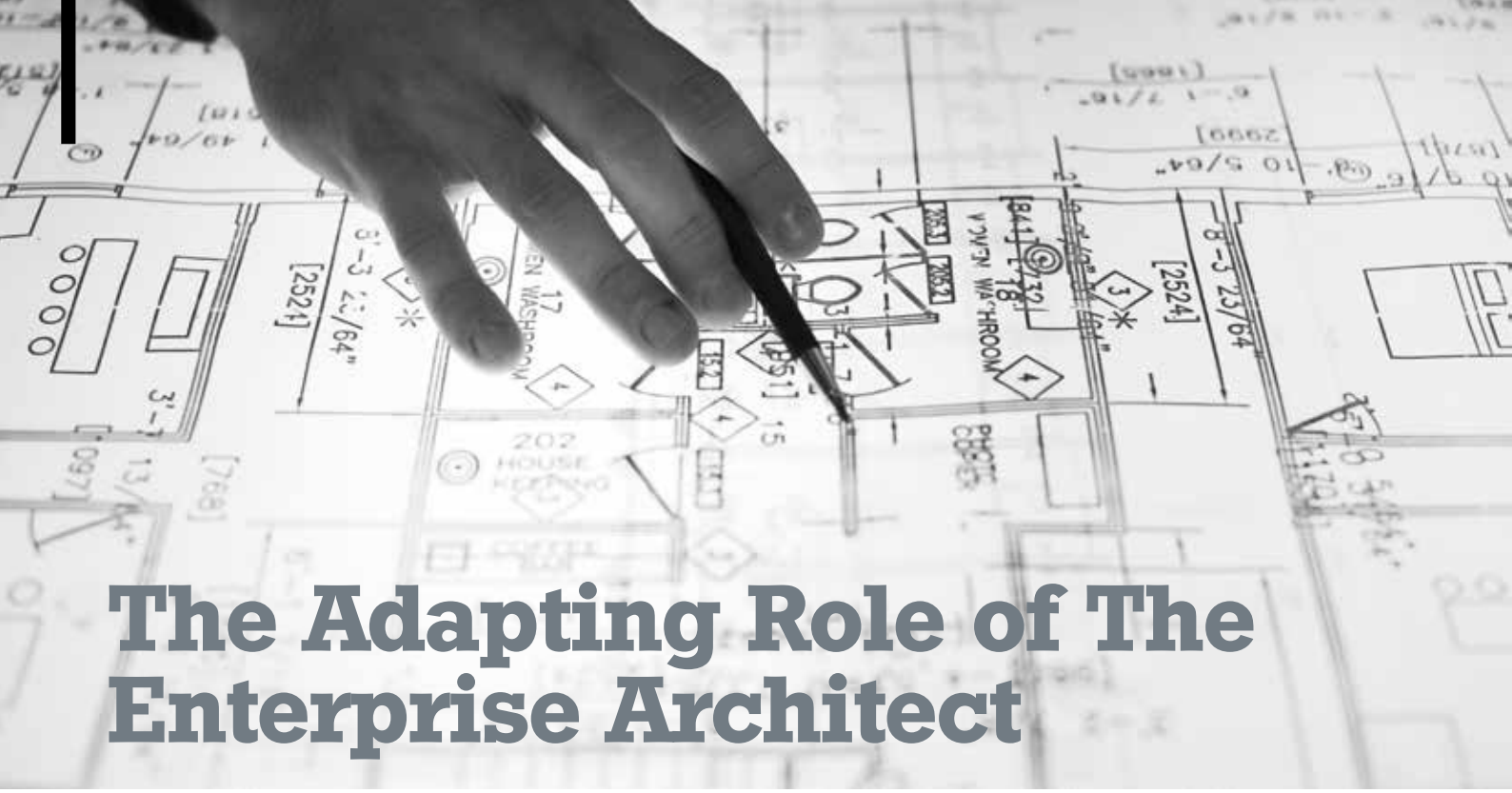

The Adapting Role of The Enterprise Architect

By Glynn Williams

It seems the business community, is crying out for systems leadership in a landscape which is getting more complex each day. A recent survey shows typical mid-size companies changed 39% of their SaaS apps within the last year. The role of the enterprise architect is under threat.

The Open Group Architecture Framework (TOGAF) is a framework for enterprise architecture that provides an approach for designing, planning, implementing, and governing an enterprise information technology architecture. TOGAF is a high-level approach to design. It is typically modelled at four levels: Business, Application, Data, and Technology[1].

Its benefit is its reliance on modularization, standardization, and already existing, proven technologies and products. However, this benefit is also its weakness, as more and more unproven technologies and products enter the market.

Over the last decade the discipline of architecture has been under constant threat to balance governance whilst providing value through clear direction.

The inability to practically apply the architect artefact library (Architecture/Enterprise continuum) to a business problem, results in the dilution of value that architecture practice brings.

The risk is an architect relying upon their established governance principles, policies and frameworks to justify their value to the business.

Instead of taking advantage of the opportunity to immerse themselves in the latest technology trends and understanding of broader solution spaces, to offer a solution approach contextualised with the guardrails of enterprise architecture.

Enter the Pseudo Solution "Architect"

In this 4th industrial revolution we have a business community, that is crying out for application/technology/data/information systems leadership in a technology landscape which is getting more complex each day. A recent survey shows typical mid size companies changed 39% of their SaaS apps between 2017-2018[2].

Unless the EA proactively engages and becomes a qualified/trusted business partner, we will have solution experts, selling themselves as solution architects, even though they have little formal architecture experience.

As the business always look for a resolution to a problem the solution experts (often called "architects") views are often adopted. The result is either tension between the Enterprise Architects (EA) and the Solution experts/" Pseudo Solution Architects", which manifests itself in governance forums, or an EA practice that will constantly struggle to defend its value to the business.

As little as six years ago this was not the case. The tension was still there, but the barriers to technology and digital understanding by the business was sufficient for there to be a heavy reliance upon the EA community, for all the good reasons, of governance, principles, policies, frameworks, reduction of technology debt and the definition of an expected strategic technology roadmap.

Shadow IT is the new IT

A few years ago, "Shadow IT", the IT solutions created by the business, was frowned upon. Today, the rate of change and adoption of digital and technology patterns and understanding by the business, has caused "Shadow IT" to be an opportunity for business, now the entire enterprise can source solutions to problems.

Shadow IT is the new IT. The enterprise can innovate and adapt, look for automation opportunities and mine data, the opportunities are endless.

With this comes challenges in a recent 2019 trend report, companies with between 501-1000 employees, had on average 43 unique SaaS app billing owners, with an average of 7 app subscriptions being duplicated and an average of 3 SaaS apps with no actual owner[2].

This has resulted in enterprises desperately seeking

1 *https://en.wikipedia.org/wiki/The_Open_Group_Architecture_Framework (Sourced 2019-10-04)*

2 *https://www.blissfully.com/saas-trends/2019-annual/*

assistance in two new enterprise architecture focus areas, being security and solution.

These adapted security and solution focus are step changes in EA practice and both pivot on collaboration.

Security Architecture as a step change

A few years ago, one could argue that security was merely part of the overall architecture, resulting in attributes being added to assets or catalogues and that the security architecture function was part of the domain of an EA. However, the risks (and the possible consequences) associated with security today, lend it to having a foundational role in all aspects of an enterprise.

Security architecture has matured as a major discipline of its own, complete with CISO (Chief Information Security Officer) and its own governance, standards and architecture discipline.

The EA of today is required to understand the fundamentals of the security discipline and consult the security team, on a constant basis, whilst relying upon them for counsel.

6 key areas of opportunity for the modern Enterprise Architect:

- Be a trusted business partner
- Be less a manager of gates and more a promoter of guardrails
- Be proactive in engagement with security teams
- Increase security knowledge
- Stay current on diverse innovative opportunities and threats
- Practice continuous education

Security teams should be engaged as early as possible. The EA of 2019 needs to have soft skills to engage with the security team and be inclusive and consultative.

However, it doesn't end there, with the democratization of IT and the proliferation of SaaS apps, there is an increasing need for the entire enterprise to uplift their security skills.

In addition to a number of CIOs now focusing on a "Cloud First" strategy, multiplying a their security complexities, 'Cloud Security' is a growing area for EAs to consider.

The level of security knowledge required by the EA is inversely proportional to the maturity of the security discipline in the business.

If possible, businesses should create a security function within the enterprise and educate as many employees as possible on foundational security patterns in order to make security the responsibility of the entire enterprise.

Solution Architecture needs attention

With a relentless advancement in technology and digital solutions within enterprises, solution architecture may be the most challenging area of an enterprise architecture. Solution architecture is defined as "A practice of defining and describing an architecture of a system delivered in context of a specific solution and as such it may encompass description of an entire system or only its specific parts.[3]"

With few barriers to adoption of new technology in enterprises and significant understanding of technology solution options within business areas by employees. There is an ever-increasing need within the business for pragmatic architecture guidance and reliable advice.

Architecture as a discipline has been disrupted to the point where one now needs a symbiotic constant relationship with a dynamic business.

Yes, solution spaces SHOULD adhere to the architecture principles and policies. Yes, they SHOULD follow standards and use the catalogues and frameworks. However, if one is reliant upon an architecture council, governance council, architecture forum, design review board, architecture review board, etc. as the principle channel of engaging within the solution space one will have limited success.

Even federated forums and councils that are closer to the business, still require the business or solution seeker to initiate the engagement and attend the meeting. The meetings themselves if not managed effectively become a roadblock, with EA gatekeepers seemingly slowing down the business advancement.

EAs need to manage fewer forums that act as gates and instead need to understand the already changed landscape, with an almost democratised technology penetrating the business.

The EA is required to be consultative, requiring the rare blend of solution technology knowledge in addition to the people skills to engage and lead the business.

This is where guardrails and governance come into play.

Guardrails permit speed and innovation. An example of a guardrail could be that enterprises should be free to adapt organization specific business solutions if they in no way adjust the underlying solution layers or introduce cost, complexity, licences or adjust business capability.

The governance is only called on when one of the underlying layers is proposed to be changed or costs incurred above a threshold.

In a smaller enterprise, the EA is required to wear many solution advisor hats and is required to have a diverse, unquenchable thirst for knowledge and innovation. Whilst always balancing the solution options with the EA foundational frameworks.

Trusted advisor and business partner

We are in a new era of unprecedented change and disruption, not only are business models being disrupted, so too are foundational protocols and architecture patterns. I am an advocate of continuous education and believe it is critical for the EAs of today to be unceasing in their pursuit and application of knowledge.

The enterprise architect of today is needed more than ever before, to tame application expenditure, reduce risk, balance security and be a trusted advisor and partner to the business. Permitting freedom within business areas to innovate and adapt, whilst ensuring the reliance on modularization and standardization, of already existing, proven technologies and products.

Glynn Williams is Manager Corporate and Group Operations Platform at AGL Energy. He blogs at http://thatstrategy.com/

3 *https://en.wikipedia.org/wiki/Solution_architecture*

Why Records Decisions Matter

By Rachael Greaves, CEO Castlepoint Systems

One of the most frequent fallacies related to records management, echoed by users, executives, records managers, and even records-management product vendors, is the statement: 'that's not a record'.

It's quite true that in some (limited) cases, a document or a row of data in the environment is not a record. A 'record' is defined as something showing 'evidence of business'. For government, anything that shows the working and thinking behind a decision or outcome, as well as the end result, is considered a Commonwealth record, and must be formally managed. For industry and community entities, there is some more leeway, usually based on risk-assessment, as to what must be strictly controlled and what can be managed ad hoc, but there is still a raft of legislation governing many types of information.

So, if most information that we store does actually constitute a record, and if there are laws controlling how we have to manage records, why do we encounter this sentiment so often? The first reason is confusion about the requirements. We will look at the law and policy for what is and is not a record, and what that means in terms of management, in this article.

But there is another reason – even for those who know the policy well. It's simple practicality. For most agencies, it's not possible to manage all their information as records in electronic records management systems. This leads to value judgements about what is and is not a priority for formal records management, which leads to judgements about what is and is not a record. This subjective approach becomes policy-by-necessity, and flows down all the way from governance, to technology configuration, to user training. And this does matter. Let's have a look at why.

What are the risks of insufficient records management?

What happens when we decide some types of content, or in some cases some entire systems, are not records?

When we make the decision to treat information in an ad hoc way, instead of a formal way, we are effectively exposing that information to loss. By deciding that a piece of information is not important enough to control, we leave its fate to the mercy of users and system owners. It can be deleted, removed from its meaningful context, or 'lost' by being archived somewhere it can't be searched for or accessed. This leads to some risks.

The National Archives of Australia is pretty clear about what a record is:

■ *All information you create, send and receive as part of your role is a record and needs to be managed according to its value. Records provide proof of what your agency did and why it did it.*

■ *No matter what the format or the location, all information and records must be managed in accordance with the provisions of the Archives Act 1983.*

This applies in any system:

If you have created information using your computer then you have created a digital record and it needs to be managed.

And the Act lists what responsibilities we have with records:

(1) Subject to this Part, a person must not engage in conduct that results in: (a) the destruction or other disposal of a Commonwealth record; or b) the transfer of the custody or ownership of a Commonwealth record; or (c) damage to or alteration of a Commonwealth record.

Records can only be destroyed, transferred or modified in accordance with the Act and its regulations. That means, we have to manage and dispose of records in accordance with the appropriate records authority (RA), which determines minimum 'value' – not agencies or individuals.

An agency's records authority sets out the minimum period that core business information must be kept. Your agency can also use general records authorities to sentence core or administrative business information that is common to numerous agencies. If a current records authority does not cover information, you cannot sentence or destroy it. The information must be kept until it can be covered by a records authority.

Records authorities are legislative instruments. They define the minimum time a type of record has to be kept and protected, based on its assessed risk and importance. If, once a minimum retention period is met, the organisation holding the record still thinks it has value for them ongoing, they can keep it longer. You can always keep a record longer – but it's not lawful to dispose of it too soon.

What is NAP, really?

So, everything that shows evidence of business is a record. After all, if it didn't contribute at all to our work, why would we have it in the first place? But in some cases, we do accrue information that does not actually show any evidence of our work. There is a certain type of disposal authority called Normal Administrative Practice (NAP) that can be used in this instance – but it is very often abused.

NAP cannot be used to dispose of information that is, or should be, covered in a records authority. NAP cannot be used to destroy valuable information where there is a gap in your records authority coverage. This information must be retained until it is covered by a records authority, and then disposed of in accordance with the records authority.

NAP lets us 'delete' some types of information in an ad hoc way, without needing to follow a more formal disposition process. The *Archives Act* rule against destroying records does not apply if the information is destroyed in accordance with NAP.

The NAA guidance on NAP says that you can use it for destroying 'certain types of low-value and short term information'. This is a very broad statement, and if we don't look closer at the NAP guidance, we could assume that it is up to us what we determine to be low-value, or short term. But if we look deeper, the scope gets more specific.

The guidance says that we can NAP:

- *Facilitative, transitory or short-term items: like calendar invites, spam emails, personal emails, duplicate copies of records, or emails that have already been copied into a record-keeping system.*
- *Rough working papers and calculations: where the resulting analysis has already been incorporated into a more formal document.*
- *Drafts not intended for further use or reference: this is the one that often trips us up – you can only NAP drafts with minor edits for grammar or spelling – not substantive drafts that show changes in the content of the document. Essentially, all draft versions of a document, that aren't just formatting or spelling updates, have to be retained as records.*
- *Copies of material retained for reference purposes only: this means summaries of existing records, and duplicates of records only used for reference.*
- *Published material which does not form part of an agency's record: this is brochures and other materials that are produced by third parties and aren't used in any decision making.*

So, even with NAP, we can't really make our own value judgements about what is important. It's spelled out very specifically. Realistically, everything not on the list above is going to be a record, and needs to be managed in accordance with a records authority. We even have to formally manage records that don't align with any current RA – in those cases, we have to work with NAA to develop an authority that bridges the gap.

Who gets to decide?

The international standard for records management also reinforces the fact that it can't ever be up to users to decide subjectively how valuable a record is, and as such how long it is kept. ISO 16175-3 requirement 82 states that business systems must: *Restrict the ability to apply and reapply disposition classes to the business system administrator or other authorised user*

Only authorised users can apply disposition rules, which determine how long records are retained. Users can't decide how long items are kept for by themselves.

And there's one more gotcha in the Archives Act – if a record is more than 15 years old, not only can it not be destroyed without authorisation, it can't even be modified. No alterations or additions allowed! Most agencies by now have thousands of digital records that would meet this criterion.

(1) A person commits an offence if: (a) a Commonwealth record has been in existence for more than 15 years; and (b) the person engages in conduct; and (c) the person's conduct results in an addition to or an alteration of the record.

What is the impact?

So, let's say we never applied a records authority to a record, or we NAPed it when we shouldn't have, or we altered an old record, and now it's gone. What's the actual impact, from an Archives Act compliance point of view?

Honestly, it's negligible. Failing to manage records properly incurs strict liability (i.e., it doesn't matter whether you meant it or not) of 20 penalty units. A penalty unit is currently about $A200. So, about $A4000, and to be honest, the Commonwealth is unlikely to prosecute itself. So, compliance impacts from NAA are probably not a huge incentive to go to the effort of managing records in accordance with the Act.

However, the Archives Act is not the only bit of legislation or regulation that governs how we manage records. There are also rules about what records have to be formally managed, and how long they have to be retained, in these instruments for example (there are many more):

- Commonwealth Procurement Rules
- Corporations Act 2001
- Fair Work Act 2009
- Safety, Rehabilitation and Compensation Act 1988
- Superannuation Guarantee (Administration) Act 1992
- Work Health and Safety Act 2011

In addition to these generic Acts and Regulations, each agency will have other applicable laws that control how long records are kept. We recently did some work for the Australian Maritime Safety Authority, and these are just some of the provisions we found relevant to their core business records:

- Great Barrier Reef Marine Park Act 1975
- Occupational Health and Safety (Maritime Industry) Act 1993
- Occupational Health and Safety (Maritime Industry) Regulations 1995
- Radiocommunications Act 1992
- Transport Safety Investigation Act 2003
- Trans-Tasman Mutual Recognition Act 1997

So, what happens if agencies breach these laws? It's not great reputationally, if anybody actually notices (like, perhaps, the Australian National Audit Office). In some cases, there can even be jail time – the Airports Act 1996, for example, can be used to lock you up for 6 months even for keeping an incorrect record on file.

But usually, Acts just attribute penalty points. However, if you are found to be in breach of one or more laws, and there has actually been a flow-on harm caused by your maladministration, there is a lot more likelihood of your 'compliance risk' progressing into more serious financial, operational, reputational and security risk.

So, there are real risks of deciding 'that's not a record' – beyond simply compliance. Also, it's a fallacy to believe you can determine your own retention rules. The only legal instruments that allow for disposal of Commonwealth records are records authorities and certain Acts and Regulations. Every single record of business is governed by one or more of these, and while in some cases you can 'roll up' several retention rules to keep records longer, you can never apply your own rules that enable disposition to occur sooner than the law allows.

The Value of Taxonomy: Why Taxonomy (Still) Matters

By Zach Wahl

After decades of taxonomy design consulting, I'm still amazed that some organizations doubt the value of effective enterprise taxonomy design. Though knowledge and information management technologies, as well as associated search technologies have changed, the core business value and use cases for taxonomy have not.

The following is what we at EK have seen in practice as the most valuable outcomes for a well-designed taxonomy:

■ **Findability** – The most common use case for taxonomy is, as we call it findability. In short, making it fast, simple, and intuitive for an end user to find what they're looking for, either through search, browse, or any combination thereof. Taxonomy plays a number of roles here, from driving site navigation/information architecture, to improving search weighting, to enabling filtering/faceting on search.

■ **Discoverability** – Going beyond findability, discoverability is about making end users aware of information they weren't necessarily seeking, thereby providing them more complete answers. This is often surfaced via push recommendations. The idea here is that, with consistent taxonomy applied as metadata on content, tools can recommend content with similar metadata, helping users to find more than they were initially seeking.

Both findability and discoverability translate to more information getting to the user, ideally faster and more completely. This means less time looking for information and more time acting on a complete set of information.

Moreover, improved findability and especially discoverability translates to a greater awareness of the information that already exists within the enterprise, meaning users are less likely to waste time recreating information that already existed within the enterprise but of which they were unaware. An additional element of this is:

■ **Awareness and Alignment** – When we're consistently tagging not just our content, but also our people with a well-designed taxonomy, we're creating a great view of the organization as a whole. This means users are more likely to discover content elsewhere in the organization similar to that which they're working upon, as well as people within the organization that hold similar or sought-after expertise.

Improved awareness and alignment means that users within an organization are more likely to connect with other end users that can help them learn, complete their tasks, or develop new knowledge. This translates to improved collaboration and coordination, with traditional silos of knowledge breaking down and new enterprise communities of knowledge and learning developing.

Over time, improved awareness and alignment results in greater upscaling of employees as they find and leverage people from whom they can learn more effectively, as well as improved innovation within the organization as more experts collaborate across geographic and organizational boundaries.

This leads to:

■ **Standardization** – Enterprise taxonomy can align disparate systems, people, and processes, helping the organization to better communicate, collaborate, and integrate.

Standardization can result in lower administrative burden and greater integration of different information stores and organizational groups. Different systems that leverage the same taxonomies can be more effectively integrated in search.

In addition, a great value add to effective enterprise taxonomy is that these controlled vocabularies begin seeping into conversations and day to day language, meaning that the overall way that people describe what their needs are and what they're doing becomes more consistent, again, enabling greater collaboration and clearer communication.

As an organization begins mastering their overall information management with taxonomy, a common outcome is:

■ **Understanding** – As taxonomy is consistently applied to content as tags, an organization has a better understanding of their content. A well-designed taxonomy applied consistently to content will ensure an organization understands what their content is about, who it's for, and ideally, how it is being used.

Greater understanding of an organization's content means that the organization can be more strategic about the content they're creating and maintaining. An organization that understand what their content is about and how it is being used can identify gaps in their own knowledge and proactively work to address those gaps.

Moreover, understanding content can help an organization decide what is no longer of value and should be archived or dispositioned. This, in turn, reduces organizational overhead from maintaining content that shouldn't be kept, and decreases organizational risk from keeping content that is old and outdated.

Though all of these taxonomy value propositions have held true over the decades, the most common conversation today is about:

■ **Artificial Intelligence Readiness** – A well-designed enterprise taxonomy serves as a critical building block for an organization to design ontologies, a key element of Knowledge AI.

Organizations that are investing in taxonomy now will possess a distinct advantage in designing and establishing enterprise ontologies, opening the path to Knowledge AI and creating greater avenues to integrate their content, data, people, and everything else that matters to their business.

Zach Wahl is Principal, Knowledge Management and Taxonomy at consulting firm Enterprise Knowledge. Email him at zwahl@enterprise-knowledge.com

Cyberattacks Need Humans to Click

Verifying that the human factor is the weak link in cybersecurity, new research from Proofpoint indicates that 99% of cyber attacks require an action like a click or download from the victim to be successful. The report, based on an 18-month analysis of data collected across Proofpoint's global customer base, finds that cybercriminals continue to use socially-engineered attacks across email, cloud applications, and social media to exploit human instincts and lure people to click

More than 99% of threats analysed for the research required human interaction such as enabling a macro, opening a file, following a link or opening a document.

"Cybercriminals are aggressively targeting people because sending fraudulent emails, stealing credentials, and uploading malicious attachments to cloud applications is easier and far more profitable than creating an expensive, time-consuming exploit that has a high probability of failure," said Kevin Epstein, vice president of Threat Operations for Proofpoint.

"More than 99 percent of cyberattacks rely on human interaction to work—making individual users the last line of defence. To significantly reduce risk, organizations need a holistic people-centric cybersecurity approach that includes effective security awareness training and layered defences that provide visibility into their most attacked users."

Proofpoint's report findings include:

- Microsoft lures remain a staple. Nearly 1 in 4 phishing emails sent in 2018 were associated with Microsoft products. 2019 saw a shift towards cloud storage, DocuSign, and Microsoft cloud service phishing in terms of effectiveness. The top phishing lures were focused on credential theft, creating feedback loops that potentially inform future attacks, lateral movement, internal phishing, and more.
- Threat actors are refining their tools and techniques in search of financial gain and information theft. While one-to-one attacks and one-to-many attacks were more common when impostor attacks first began to emerge, threat actors are finding success in attacks using more than five identities against more than five individuals in targeted organizations.
- The top malware families over the past 18 months have consistently included banking Trojans, information stealers, RATs, and other non-destructive strains designed to remain resident on infected devices and continuously steal data that can potentially provide future utility to threat actors.
- Attackers target people – and not necessarily traditional VIPs. They often target Very Attacked People (VAP) located deep within the organization. These users are more likely to be targets of opportunity or those with easily searched addresses and access to funds and sensitive data.

In the first half of 2019, the most highly targeted industries were financial services, manufacturing, education, healthcare, and retail.

How cognitive search can help enterprises keep up

By Daniel Fallmann

We are all familiar with the modern-day adage that "data is king," but every ruler needs a system in place to ensure that he is on the track to success. Companies have so much data at their fingertips in today's always-on world, but unless that information is properly contextualized, it remains ineffective, almost useless.

While the expression "360-degree view of the customer" is overused, it's hard to overstate the benefits that come from having access to all your information in one place, in the context that serves your business needs.

Ten years ago, enterprises struggled to weed through bottomless pits of data, searching for information in unstructured environments. Valuable time that could have been allocated to more meaningful, productive tasks was wasted as companies searched for a system that would allow them to conduct such tasks more efficiently. Over the course of the past decade, digitalization created an undeniable shift to bring businesses to where they are now. As companies create more varieties of content, audio, video, and big data files have filled cloud and on-premise databases, making the process of finding relevant data even more difficult for employees.

According to Interact Source, 19.8% of business time – the equivalent of one day per working week – is wasted by employees searching for information to do their job effectively. Further, IDC data shows that "the knowledge worker spends about 2.5 hours per day, or roughly 30% of the workday, searching for information." The challenges posed by searching in data silos are only increasing as enterprises accumulate more big data.

To address this situation, companies of all sizes have attempted to provide their employees with cloud-based tools to automate standard day-to-day processes and streamline the process of storing and accessing information. However, this approach only skims the surface of addressing basic organizational inefficiencies. While these tools have helped employees back up big data sets and access them remotely, they haven't provided a streamlined way to search for relevant information. Converting to the cloud simply changed the data's location.

The common dilemma companies face today is an inability to mitigate these obstacles to productivity, as employees search through loads of data in multiple sources to find exactly what they need to do their jobs. More likely than not, businesses have a knowledge management strategy in place to streamline processes that will cut down on unnecessary time and cost, but still haven't found the right solution to put in place, and that's holding them back.

The key to solving this time and cost consumption dilemma may be in "cognitive computing," a revolutionary approach to enterprise search. Cognitive search or insight engines combine powerful indexing technology with advanced Natural Language Processing (NLP) capabilities and machine learning algorithms in order to build an increasingly deep corpus of knowledge from which to feed relevant information and 360° views to users in real-time.

While cognitive search can be put to work for any company, the fundamental problem comes down to putting it into action and successfully executing the implementation process. Some issues in this process might arise from company executives who are reluctant to conduct a large, company-wide digital transformation project entailing employee training and education, disruption of operations, and other organizational costs. But there are ways to make the process as seamless as possible.

Start small: Focusing on influential departments

Like any experiment, the key to identifying success is by starting with a small sample size, focusing on a specific problem area. As you evaluate your business needs, identify one or two departments that are in need of tailored solutions to streamline operational efficiency. Departments that typically experience a heavy flow

of content on a day-to-day basis are easy targets to prioritize, as they are likely the areas struggling the most with productivity. For example, a mid-sized customer service team could implement a new platform to study how the software fits into their workflow, smooth out any operational issues, and then provide the case study to apply to other teams. Key performance indicators (KPIs) such as cost and time savings from this specific department will paint a more detailed picture of how the platform might perform in other departments.

Gathering insights

At the end of a trial period, knowledge management leaders must ask themselves, "What insights can I gather from employees using the solution first-hand?" Collecting these employee insights will help determine whether the project promises to make lives easier and resonate with the rest of the company. After all, cognitive search is an investment.

Evaluating longevity

Adopting new technology usually begs the question: will this platform remain relevant and impactful enough to generate a strong ROI in the future? With the advancement of knowledge management tech, who's to say a given solution won't be replaced in a few years? That may be the case for many platforms in today's rapidly changing IT landscape, but AI and NLP-aided cognitive search is the technology of the future and the present.

Platforms using NLP and other forms of machine learning have begun changing knowledge management as a field—today, companies are already gaining the edge on their competitors who have yet to embrace newer search practices. Tomorrow, they will find themselves ahead of the competition as they work efficiently by continuing to retrieve relevant, contextualized information and generate significant cost and time savings that can be invested back into areas of the company that need it.

What can businesses expect in future iterations?

Industry researchers in cognitive search are evaluating ways to give users more actionable information beyond the search and find process altogether. By investigating more granular human behaviour, companies on the forefront of enterprise tech are developing machine learning that can trace a user's intent while they search for particular queries. By having more in-depth insight into these granular details of human behaviour, search platforms may be able to automatically and proactively present information that will be helpful to users, resulting in even greater productivity and more significant knowledge management ROI.

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Kodak Alaris is a leading provider of information capture solutions that simplify business processes. Digital Transformation is the need of the hour for many organisations, and it starts with information and data capture. We exist to help the world make sense of information with smart, connected solutions powered by decades of image science innovation. Alaris drives automation through every business process dependent on document and data capture so that you can get the right information to the right place at the right time. Our award-winning range of scanners, software and services are available worldwide, and through our network of channel partners.

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Esker is a global leader in cloud-based document process automation solutions. Esker's solutions are compatible with all geographic, regulatory and technology environments, helping over 11,000 companies around the world improve efficiency, visibility, and cost-savings associated with the processing and exchange of information.

Founded in 1985, Esker operates in North America, Latin America, Europe and Asia Pacific with global headquarters in Lyon, France and U.S. headquarters in Madison, Wisconsin and AUS/NZ headquarters in Sydney, Australia since 1997.

Esker's solutions span the order-to-cash and purchase-to-pay cycles — allowing organisations to automate virtually any business process:

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- Accounts Receivable: automated sending and archiving of paper and e-invoices
- Collections Management: streamlined post-sale collection interactions
- Accounts Payable: automated entry and routing of incoming supplier invoices
- Purchasing: electronic processing and delivery of supply chain documents

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FileBound is a cloud-native document management system with advanced workflow capabilities that automates the flow of enterprise work.
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EzeScan is one of Australia's most popular production capture applications and software of choice for many Records and Information Managers.
This award winning technology has been developed by Outback Imaging, an Australian Research and Development company operating since 2002.

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OPEX has developed innovative prep reducing scanners that address the root causes of workflow issues our customers face.
Minimising preparation, paper handling, and other manual tasks not only improves efficiency, but also results in superior transaction integrity and information security.
As documents are removed from envelopes/folders and scanned, operators can view each image to ensure it is properly captured. This prevents time-consuming and costly re-scanning later in the process. Moving image capture upstream also reduces information management risks.

AI and Machine Learning in the Order-to-Cash Cycle

How companies can harness artificial intelligence to reduce errors, increase customer service, and improve efficiency from order to fulfillment to payment reconciliation.

By Eric Bussy

It's difficult to overstate the volume of buzz around artificial intelligence (AI). These technologies are finding their way into everything from the smallest consumer devices to the largest supercomputers – essentially into every corner of enterprise software and the farthest reaches of the cloud. And so journalists, analysts, and corporate decision-makers are all spending a lot of time writing and reading about AI, innovating around the concept of artificial intelligence, and integrating it into products.

The hype isn't necessarily overblown. These technologies and their various components – like deep learning and machine learning algorithms and robotic process automation (RPA – hold promise to accelerate processes, reduce errors, improve efficiency, and lower costs, particularly for areas of the business that are highly automated and data-rich. That would include the complex order-to-cash cycle, a vital part of any company's operations. It's where businesses interact with their customers, orders are made and fulfilled, bills are sent, disputes are resolved, and payments are received and processed.

A company's reputation may rise or fall based on how it manages its order-to-cash cycle. Over recent decades, many companies have worked hard to improve operations in this area. Some have leveraged customer order management software to make them more efficient. AI and machine learning further extend the benefits of automation. The key to maximizing the benefits is to leverage the right AI solutions, in the right areas of the order-to-cash process.

Benefits of Order Processing Automation

Many businesses have already put a lot of effort into automating their order-to-cash activities. This makes sense, as the cycle is complex. Orders may come in from multiple sources – including disparate point-of-sale systems, fax, email, the company website, and/or electronic data interchange (EDI) connections to business partners. When processes such as creating invoices, ensuring payments come in on time, and resolving disputes involve extensive manual work, problems can range from slow order fulfillment or incorrect shipments to data-entry errors and poor customer service. Staff who should be working closely with customers and partners instead spend their time doing the grunt work of receiving orders, shipping products, and processing payments.

Order processing software currently on the market can address a lot of these challenges. By automating many of the manual steps in the order-to-cash cycle, these solutions can save companies money through streamlined order processing, improved employee productivity, and reduced equipment and personnel spending. They may also enable customer service representatives to focus more time on ensuring customers' needs are met. In addition, orders may be processed and fulfilled more quickly and with fewer errors.

Order-to-cash automation has been a boon for many companies, but that doesn't mean there isn't room for additional improvement. Businesses that automate certain processes, such as order documentation, collections, or dispute resolution, sometimes leave other activities in human hands. For example, staff may continue to manually compare invoice numbers against open orders or match remittances to payments to ensure that what comes out of the automated workflow has been done correctly.

AI and Machine Learning Within Order-to-Cash

Artificial intelligence and machine learning can improve the order-to-cash cycle in myriad ways. In business, data is the coin of the realm, and these technologies are designed to leverage data to improve business operations and decision-making. They do that by analysing vast volumes of information, looking for patterns that humans could not be expected to detect. When the AI lens is focused on order-to-cash data, businesses can leverage detected patterns to streamline processes and save time.

Here are a few examples of areas in which AI technologies might be able to further extend the benefits of a more traditional order-to-cash automation solution:

Order processing. Many companies still send in their orders via email. Traditionally, vendors have paid somebody to sort through the emails and pull out details such as order numbers and customer identifiers, then route the emails to the appropriate destination. Much of that work can be done automatically through an AI engine.

The engine can automatically identify the data in the email; recognise which items the customer is ordering; determine whether multiple orders in a single email need to be processed separately; ascertain whether there are duplicates; and, if so, wait for a human to pick the right order and process it. The AI engine can also resolve issues in how data is presented. Are dates from the customer's enterprise resource planning (ERP) system written with dots rather than dashes? Are zeros kept in? The software can automatically format data discrepancies and move orders forward through the process. Thanks to machine learning, the AI engine will always remember changes that are made and can apply them to future customers as well.

Dispute resolution is an important component of any

Learning to better leverage data to improve every step in the order-to-cash cycle enables a business to reap the much-discussed benefits of AI.

company's order-to-cash process. Resolving payment disputes quickly and efficiently is critical in ensuring that affected customers remain satisfied with the organization. However, when the process depends on one-off, manual consideration of each customer dispute, it is time-consuming for staff, which can place a drag on resolution for customers and add to costs for the business.

Most disputes don't require any correction. If customers are calling a customer service representative (CSR), they may have been billed for something they didn't order, or they may want to report that the order is incorrect. The CSR may have some information about the sale – the product, amount, cost, and other data – and records of prior complaints, but he or she doesn't necessarily have the authority to make a final decision. There's typically an approval process that kicks in after the complaint is recorded. Resolution may require further discussions with the customer, gathering of more information, and documentation of steps the CSR is taking. The process may take three days to two weeks, during which time the customer may be placing additional orders.

AI technologies could greatly accelerate dispute-resolution processes. If software specifically designed to recognize patterns in data were unleashed, it might be able to rapidly identify which customer concerns are most likely to be valid. A business that can better prioritize disputes, based on which are most likely to need human review, will speed up the time to resolution for legitimate customer complaints.

Invoicing. In accounts receivable (A/R), machine learning ensures that invoices reach the recipients more quickly and error-free. Invoicing traditionally has been a manual and painfully slow process, with a paper invoice moving from hand to hand internally before being sent out to the customer, who then turns it around and sends it back in with payment. At the least, automating the process of delivering invoices means customers get them more quickly and can turn around payment faster.

But AI also streamlines compliance with disparate regulations. Laws around invoicing and payments vary from one region to the next, and in many jurisdictions, they change frequently. Manually keeping up is almost impossible. Automated cash collections also are quicker and easier, and AI engines will remember who at a particular customer company is best to contact, or if they prefer to be contacted via phone or email.

AI also can play a crucial role in detecting fraud or deceit in invoicing, because detecting patterns and anomalies is a key capability of machine learning. Typically, when an invoice is sent, it's printed and then put into the mail. No one is looking at the data on the invoice. By incorporating AI into the process, the engine is analysing all the data as it's going through and is detecting invoices on which order frequency or amount, for example, fails to fit the established pattern for a certain customer.

When it detects a potential issue, the invoice can be flagged for staff to examine. For those receiving invoices, AI can be used to ensure that nothing is out of the ordinary – that they are being billed the same amount for the same services they usually use. The AI engine also can verify customer and invoice data and banking details before allowing a payment to be made.

These are certainly not the only possibilities. AI and machine learning technologies are designed to take in information and learn from it. Thus, they can enable individual processes to learn from one another and automatically improve their performance over time.

Essentially, any process that relies on human investigation of data is ripe for AI-driven efficiency improvements. The potential is limited only by development resources and analysts' imagination.

Considerations in Planning

AI technologies have been around for decades, but they've exploded in recent years as new techniques like deep learning and neural networks have been improved and applied. Machine learning essentially uses algorithms to analyse and learn from data and then make decisions based on what it's learned. Deep learning structures data in layers, helping to create neural networks, which are systems designed to reflect neuron patterns of the human brain.

In many ways, deep learning is about using images and data to identify information – maybe identifying and remembering a customer – and then using that information in the order-to-cash process. This may include on-boarding a new customer and accurately extracting the data to automate and improve the process. Deep learning can also help avoid downstream problems by ensuring that the data used in invoicing is correct so that there are no problems with billing. The advantage of deep learning is that it can use algorithms and vast amounts of data to teach itself. It doesn't learn simply through one or two orders, but by seeing millions of orders, images, and bits of data.

The potential benefits are significant, but businesses shouldn't be in a rush to adopt the first AI-based technology they can get their hands on. Treasury and finance managers should carefully consider their options.

AI Living up to the Hype

Businesses are catching on to what AI can do for them. According to Statistica, 84 percent of enterprises say investing in AI will lead to competitive advantages, and 63 percent say AI will be needed in the future to reduce costs. Gartner analysts are forecasting that by 2020, AI technologies will be in almost every new software product and service.

Companies wanting to get a jump on the competition by reducing order processing time, costs, and errors, while improving efficiency and customer service, should give some thought to the ways in which AI technologies could support these goals. In today's increasingly fast-moving and constantly changing business climate, automating order-to-cash processes usually translates to happier customers who are less likely to look elsewhere for suppliers. Learning to better leverage data to improve every step in the order-to-cash cycle enables a business to reap the much-discussed benefits of AI.

Eric Bussy is worldwide corporate marketing and product management director at Esker, a producer of AI-driven software that automates accounts receivable and collections processes. In this role, Bussy is responsible for the development of strategic products, services, and solutions.

Scanners Breaking Out Of The Periphery

By Erik Oehler

For years considered a single-use accessory, the best document scanners are ready to make a story of their own

Labels are hard to overcome. Since their advent, document scanners have been labeled a peripheral, an accessory to the more primary device, the PC. For years, this was deserved. The scanner's functions were useless without the tether to a PC, the destination for their output.

Most document scanner innovation has focused on delivering features for higher resolution, speed, and the handling of different types of documents. Though scanner hardware has evolved to include wi-fi connectivity, eliminating the need for a physical connection, that label has stuck, limiting people's expectations of the potential for the device to a single purpose: scan.

Those expectations have also limited imagination for the problems the scanner can solve. Every solution is presented in the context of output to a personal computer or server. Scan-to-FTP, scan-to-email, scan-to-folder. The language self-imposes limits on the device. The scanner scans and then sends the document elsewhere do the rest of the work.

Usually priced close to a new desktop or laptop, so little is expected of it. Meanwhile, we expect so much from our PCs. At any given time, I have Outlook, Excel, Word, PowerPoint, as many as 20 tabs in Chrome, and several other applications open, totalling over 100 processes, millions of instructions per second, without a complaint from my computer.

Yet inside each scanner resides a comparably powerful computer, its horsepower remaining largely underutilized. In the case of the Alaris S2080w, it contains embedded dual core cortex A15 Processors, with dual DSP Image processors and multiple cortex M4 sub-processors, which, combined, can perform many functions more efficiently than the newest desktops. But on most desks in most offices, they sit patiently dormant, waiting to be fed paper, to run one of only a few of the aforementioned "scan-to" processes at a time before going back to sleep, feeling undeservedly complacent. Framed that way, the scanner could be viewed one of the biggest underachievers in technology.

More Than A Box

Trends in automation have created new opportunities for many traditionally peripheral or single-purpose devices. The power of graphics cards is being used to mine Bitcoin. External hard drives are being transformed into Cloud NAS solutions. Scanners are still sitting on the outside, looking in, waiting for their turn, while humbly possessing the firepower needed to make a difference. Why should traditional computers bear the burden of post-capture processing alone?

The document scanner's time has come. We're aiming to redefine our expectations of what these powerful, compact devices can do to improve our businesses; reimagining the possible outputs. Scanners can, and should, be more integrated in the business, becoming more than just a box on your desk, but, rather, a co-worker, a contributor, a solution.

Smart Connected Scanning

The INfuse Smart Connected Scanning Solution marks the document scanner's emergence as more than just a one-trick-pony peripheral, but as a fully integrated solution in your business process, able to provide and receive feedback from applications via a two-way API, initiating workflows, and speaking the language of your applications and your team. A dedicated data channel sends finished files directly to their destination, not through a PC or server, minimizing handling, time, cost, and potential points-of-compromise for hackers. Management software enables control of any device, from anywhere with an internet connection.

It's time for scanners to start showing what they're capable of.

Erik Oehler is Global Digital Content Marketing Manager, Kodak Alaris.

PDF Studio 2019

Qoppa Software has launched version 2019 of PDF Studio, its PDF Editor for Windows, macOS and Linux. This new version delivers integration with Docusign and Cloud Storage Services to help users manage, store and sign electronic documents, as well as user accessibility tool to create PDF/UA compliant documents. Two new major integration features in this version will help users track, store and manage their PDF documents and reduce paper use, at work or at home. They are available on all platforms (Windows, macOS and Linux), not only in Qoppa's PDF editing application, PDF Studio, but also in Qoppa's free PDF reader, PDF Studio Viewer.

PDF Studio 2019 is fully integrated with major document storage systems, Dropbox, Google Drive and One Drive, allowing users to browse, load and save documents from and to the cloud, in the same easy way as they access files on their local file system.

The Docusign integration makes it easy to manage legal agreements that require third party signatures, such as invoices, leases, work orders or rental contracts. Documents and forms are created and customized in our PDF editing application, then sent seamlessly to Docusign, through the integrated interface, where they can be populated with signatures fields, and sent off for signing. The integrated document workflow will no doubt save valuable time and effort in the daily routine of many business professionals and contractors.

The new Split Document View allows to view or inspect the content of two non continuous PDF pages in a long and complex PDF document at once. It is useful when users need to refer to one part of a document, while reading another. Fix Scan comes with various functions to clean up scanned documents, including a deskewing function to straighten pages, an OCR function to recognize and add searchable text, and finally an optimize function to reduce the size of the images, and improve image resolution and compression algorithm.

Training Australia's Electrical Future with ELOprofessional

A successful implementation of the ELOprofessional enterprise content management system is providing electrogroup with new levels of business process efficiency in its daily practices.

electrogroup is a leading Group Training Organisation specialising in Electrical Apprenticeships. The prime objective is to provide safe, competent and highly skilled apprentices for the electrotechnology industry.

Established in 1994, with operations in Sydney, Newcastle and the ACT, electrogroup currently employs approximately 350 apprentices and trainees across its three centres.

It offers two core services as a not-for-profit organisation; recruitment and training of electrical apprentices for careers in the electrotechnology sector.

Facing a growing challenge in having to work with multiple business systems for its day to day activities, electrogroup went to market to replace what had become a bloated work environment.

Keeping track of individual apprentice's educational attainments and certification of on-the-job training as they progressed through the various stage of their 4-year apprentices had become an issue.

Having to keep track of multiple different business systems made it a challenge to ensure proper document control, adding unnecessary overheads for a small organisation.

electrogroup undertook an evaluation of their internal collaboration and business processes.

This review identified a need to consolidate a number of different operational systems to improve operational efficiency and increase the quality of their workflows and records management.

ELOprofessional was selected as the hub for document management and workflow within the organisation.

It now provides an effective and efficient means of tracking, recording and monitoring each apprentices' progress throughout their apprenticeship.

Any issues with duplicate documentation have been resolved through use of ELO's duplicate checker, which can check there are no duplicate timesheets for instance.

ELOprofessional's inbuilt workflow notification system also assisted with ensuring compliance with occupational health and safety requirements.

electrogroup has been able to streamline business process, remove redundant data entry activities and cut down on overheads, all through using ELOprofessional's out of the box features.

electrogroup has been able to streamline business process, remove redundant data entry activities and cut down on overheads, all through using ELOprofessional's out of the box features.
- CEO Robert Carcary.

The new business environment offers:

- Increased collaboration
- Reduced administration time
- Notification of events and notices
- Reduction in admin errors such as duplicate files
- Increased productivity through using an all in one system
- Reducing overheads from having multiple systems

"The aims of the project were twofold. One, reduce the multiplicity of operational systems used within our business and two, increase the quality and reliability of our records and workflow management," said Robert Carcary, Chief Executive Officer, electrogroup.

In ELO we immediately recognised the opportunity to consolidate a number of our operational systems into ELO and increase the quality and compliance of our most important activities and processes. "

"The ELO implementation team made the process, the implementation and the launch virtually pain free.

"The electrogroup Administration and Field Teams had no problem adjusting themselves to the new system."

For further information contact ELO Digital Office AU/NZ at eloinfo@elodigital.com.au or call 02 9460 0406.

https://www.elo.com/en-au.html

UQ develops text analytics app

Text analytics software developed by The University of Queensland will be available as a 'Software as a Service' product to individual subscribers for the first time.

TopicGuide is Leximancer's new automated approach to text analytics that uses an algorithm developed by former UQ Health and Behavioural Sciences researcher and the company's chief scientist Dr Andrew Smith to quickly identify key trends, concepts and ideas from large pieces of text.

The Brisbane-based company was founded in 2006 by UQ's technology transfer company, UniQuest.

Dr Smith said Leximancer's new software app provided individual users with the opportunity to quickly process text data via a monthly subscription fee.

"Leximancer's existing text analytics software has already been used internationally in 23 countries and more than 250 organisations, from law enforcement, higher education to government agencies," Dr Smith said.

"The app has proven valuable for researchers and students, but it's also effective for enabling informed decision making across social, economic, cultural and environmental sectors."

The newest version of the software focuses on users who need a simple and efficient means of analysing large amounts of text data, but who don't have any data science experience.

"The potential for user applications are numerous.

"Managers exploring meaning in financial and due diligence data, annual and financial reports; journalists and government looking for reoccurring themes in parliamentary and court proceedings; and even knowledge workers looking for relevance in patent-related documents," he said.

"There was now no configuration required, and the generation of a topic index was now an automated process, whereas previous Leximancer products were targeted towards data scientists with the expertise required to undertake in-depth analysis.

The software produces an interactive topic list that allows users to understand the true meaning of text without biases with the potential to distort its meaning.

"Leximancer's software takes just minutes to analyse text and works for most languages across traditional text formats, web content and even social media data."

UniQuest CEO Dr Dean Moss said the latest version of Leximancer's software would bring the benefits of automated text analysis to the consumer market.

"In this increasingly interconnected world, there has perhaps never been a greater need to quickly analyse large portions of data to derive insights and meaning from it," Dr Moss said.

"It is fantastic to see software developed right here at UQ, and adopted widely across the globe, now transformed so that it is available to benefit even more people and provide greater impact."

https://topicguide.leximancer.com/

Metadata toolkit built on Azure

Parabole.ai has launched Metamap, a solution for Metadata Discovery and Validation now available on the Microsoft Azure Marketplace. Metamap, built upon Parabole.ai's Cognitive Platform allows large and medium-sized enterprises to build their business glossaries from both Physical Data and Business nformational sources.

Using Metamap, enterprise clients can bring knowledge from unstructured content into their metadata and business glossary creation process.

With 80% of enterprise business knowledge found in the form of text-based documents, Metamap automates business term discovery and assists data stewards in the creation of contextual definitions, saving more than 50 % over manual means.

It promises to allow Chief Data Officers to complete their transformation projects efficiently and with the scalability and robust features of Azure, including security, built-in indexing, custom query and storage capabilities that are a prerequisite to delivering a truly enterprise-grade machine-built capability.

SmartAssistant for Microsoft Teams

harmon.ie has introduced SmartAssistant, a product that links an organization's internal staff conversations and external communications in Office 365, by intelligently connecting emails, documents, and Microsoft Teams conversations.

According to harmon.ie, Teams is the fastest growing business app in Microsoft history and is used mainly for internal office communication, while email is used for both internal and external communication with customers, vendors, and other contacts.

The gap between internal and external communication in the enterprise leads to information being scattered across multiple Microsoft apps, which can quickly become a nightmare of disconnected conversations.

An urgent customer request for assistance received via email that is discussed via an internal Teams conversation, can quickly become a problem when the case needs to be referenced later, or the complete data must be produced for governance or compliance purposes.

SmartAssistant offers the ability to drag and drop emails and attachments from Outlook directly to a Teams channel, seamless Outlook/Teams transitions, support for "in-place" record management out of the box, automatic Teams alerts, the ability to add descriptive labels to describe the contents of emails and documents, a harmon.ie "Teams" Outlook tab with displays of emails and at tachments copied to Teams, directly in the Outlook sidebar, and the ability to display favourite Teams and channels directly in the harmon.ie "Favorites" view.

"Users are only human, and people tend to follow the path of least resistance, so the best way to get them to do the right thing is by making it the easy thing. Our new SmartAssistant does exactly that," said Yaacov Cohen, CEO and co-founder of harmon.ie.

https://harmon.ie.

Answers to common cleanDocs questions

By Caitlin Burns, DocsCorp Content Manager

Have you got questions about cleanDocs? Maybe you aren't sure what else it does besides metadata cleaning, or want to know if cleanDocs plays nicely with your existing systems? To help bring you the information you need, we asked our team of solution experts to answer the most commonly-asked questions about cleanDocs.

Q: Which types of metadata does cleanDocs remove from Microsoft Office files?

A: cleanDocs removes more than 100 types of metadata from Office and PDF files, including:

- Hidden text
- Incorrectly redacted text, like white text on a white background or text highlighted black
- Author tracking data
- Custom fields
- Embedded objects, like a section of an Excel spreadsheet
- Comments and Track Changes

Q: Can I clean all the documents in a folder?

A: Yes. Just right-click on the folder and select 'Clean with cleanDocs.' Due to its parallel processing design, cleanDocs can process thousands of files in less than a minute.

Q: Is cleanDocs just a metadata cleaner?

A: No, it is much more. While cleanDocs' main feature is the fast cleaning of documents both at the desktop and on mobile devices without requiring a native application (Word, Excel) to be launched, cleanDocs also provides the ability to:

- Prompt users to confirm email recipients before sending and/or cleaning emails
- Analyse document metadata and action warnings and alerts raised
- Sanitize Track Changes and Comments – keeping contents but removing author information
- Rename files before sending them in emails
- Process entire zip files of documents in one go
- Clean encrypted files, and add encryption (an open password) to documents
- Select one of three PDF output formats: plain PDF, PDF/A or Secured PDF

Q: How does the email recipient checking feature work in Outlook?

A: In a single screen, after you hit Send, you can confirm all email recipients are those you want your email to go to before choosing a cleaning action for your attachments. Confirmation of email recipients ensures that the right information goes to the correct people every time and avoids accidental disclosure of information.

Q: Will cleanDocs pop up when I email someone internally?

A: It's up to you. cleanDocs can be configured to ask for confirmation of internal recipients or turned off, so those emails are sent automatically. cleanDocs can also be configured to prompt for approval of certain domains– like Gmail or Yahoo! addresses – or specific email actions, like Reply All.

Q: Will cleanDocs ask for recipient confirmation every time I reply to the same thread?

A: No. cleanDocs remembers conversations, so users won't be asked to confirm again on repeated replies since they have already made the necessary checks. Users will only need to approve new additions to the email thread.

Q: Can I create individual cleaning and email recipient checking policies for different departments within my organization?

A: Yes. Administrators can set up policies for different departments or teams based on a specific set of requirements and/or risks. For example, one group may need every email attachment cleaned and converted to PDF, while others may want the option to apply password protection. Some departments will want email recipient checking on internal emails, while others won't. This can all be pre-defined within different policies.

Q: What is User Action Logging, and why would I use it?

A: User Action Logging gives administrators a way to see if people in the business are always skipping cleaning attachments. The unique CSV log lists the actions that users take in Outlook and makes it easy to pinpoint anomalies in metadata cleaning business-wide.

Q: Will cleanDocs work with Office 365?

A: cleanDocs desktop cleans emails if Microsoft Outlook is installed on your computer, or when running under Windows Terminal Services or Citrix. When Outlook from Office 365 is locally installed you will enjoy the full cleanDocs functionality. To clean emails sent from Outlook Web Access, mobile devices, browsers, etc. you will require cleanDocs server, which fully supports both local Exchange and Exchange Online hosted systems.

Q: Does cleanDocs just work in Outlook?

A: No. cleanDocs integrates with document and practice management systems, including HighQ, iManage, eDocs, and NetDocuments. Users can right-click to clean metadata from documents within these systems, or on their local machines in the Windows file network.

For a 14-day free trial of cleanDocs for metadata cleaning and email recipient checking, visit https://go.docscorp.com/free-trial.html

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