



# About the Research





## About the Research

As the non-profit association dedicated to nurturing, growing, and supporting the information management community, AIIM is proud to provide this research at no charge to our members. In this way, the entire community can leverage the education, thought leadership, and direction provided by our work. We would like these research findings to be as widely distributed as possible.

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## Process Used and Survey Demographics

We value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community. The data shared in this report is just a small sample of the overall data generated in preparation for each research report, and the distribution of the full set of findings is limited to the underwriters.

The survey was taken using a web-based tool in January and February 2023.

For this survey, we explicitly compare results from an AIIM audience and a non-AIIM audience. The non-AIIM audience was a panel of business professionals from the USA provided by SurveyMonkey.

Not all questions were asked to the non-AIIM audience. This report shares the integrated results unless otherwise stated — with specific N (number of respondents) details listed with each data chart.

For data integrity, we have excluded the following data:

- Organizations with <10 employees
- Respondents under 18 and over 65 yrs. old
- Information Management Vendors

## About AIIM

Here at AIIM, we believe that information is your most important asset, and we want to teach you the skills to manage it. We've felt this way since 1943, back when this community was founded.

Sure, technology has come a long way since then and the variety of information we're managing has changed a lot, but one tenet has remained constant — we've always focused on the intersection of people, processes, and information. We help organizations put information to work.

AIIM is a non-profit organization that provides independent research, training, and certification for information professionals.

Visit us at [www.aiim.org](http://www.aiim.org).

## Thank You to Our Underwriters

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## Table of Contents

<i>About the Research</i> .....	3
<i>Process Used and Survey Demographics</i> .....	3
<i>About AIIM</i> .....	4
<i>Thank You to Our Underwriters</i> .....	4
<i>Table of Contents</i> .....	6
<i>Key Findings</i> .....	8
<i>Introduction</i> .....	10
<i>The State of The Industry</i> .....	14
<i>Looking to the Future</i> .....	23
<i>Conclusions and Recommendations</i> .....	28
<i>Appendix 1: Survey Demographics</i> .....	30
<i>Appendix 2: Selective Comments</i> .....	35
<i>Underwritten in Part By:</i> .....	38
<i>Access</i> .....	38
<i>AvePoint</i> .....	38
<i>Canon</i> .....	39
<i>Iron Mountain</i> .....	39
<i>OASIS Group</i> .....	40
<i>OpenText</i> .....	40
<i>Proventeq</i> .....	41
<i>Ricoh Document Scanners</i> .....	41
<i>Rocket Software</i> .....	42
<i>Shinydocs</i> .....	42
<i>About AIIM</i> .....	44



# Key Findings



# Key Findings



Information is the primary term 40% of respondents use to describe what they manage.



But, outside of the AIIM community, **data** is the primary term of reference, with **28%** using **information**.

1



Almost two-thirds (65%) of organizations have achieved significant digital transformation, up from 46% in 2018.



However, the challenges blocking further digital transformation remain consistent — **lack of money, focus, and rigid culture**.

3



Organizations excel at delivering IT security, information security, and data privacy.



Yet, IM capabilities, such as managing information through its lifecycle and applying governance and compliance, fall below expected levels.

5



Information management (20%) and information governance (16%) are the top skills organizations, departments, and individuals from all demographics require.



Other critical needs include leadership, project management, and the ability to learn new skills.

7



The information management community is an "experienced" demographic.



Almost half (44%) of respondents from the AIIM audience are age 45 or above, with only 14% under 30.

9



Compliance is the top information management-related goal at organizational, departmental, and individual levels.



**Customer service, digital transformation, and collaboration** are all higher priorities than "**costs and productivity**."

2



The average number of content systems in organizations has risen from 3.14 to 4.95 over the last ten years.



The most significant growth area is for those with **7-10 systems** — accounting for just **3.6%** of organizations in 2013 but **14%** in 2023.

4



Most content systems (74%) are not connected to other lines of business (LOB) systems.



Only **26%** of document, content, and records management systems integrate with other core applications.

6



Over four-fifths (81%) of those age 45 and above believe they already have the prerequisite skills to achieve their goals.



Only **7%** of respondents across all demographics and audiences suggest that they do not have the skills needed to do their job.

8



Information management is seen as an attractive career choice by 60% of respondents.



However, only **53%** of the AIIM audience felt this, compared to **67%** of the non-AIIM audience.

10





Association for Intelligent  
Information Management

# Introduction





## Introduction

Every so often, a pivotal moment occurs in the life of an individual, a business, or an industry. Today, we are at such a moment within the information management space.

For years, organizations aspired to realize the full promise of Enterprise Content Management (ECM) with its electronic document capture, storage, and processing — and many got there. More recently, those same organizations have been striving towards digital transformation to digitalize their businesses completely. COVID-induced market factors forced that shift sooner than expected. Yet, as we all emerge from the pandemic, organizations face new challenges, such as data privacy, cybersecurity, hybrid workforces, labor shortages, and advances in artificial intelligence.

This places us all at a practical and philosophical crossroads: Where should we focus resources to get the best out of technology, processes, and people?

In this **2023 State of the Intelligent Information Management Industry** report, we use user-generated intelligence to uncover the realities of post-pandemic information management and its impact on current industry and economic forces.

For the first time, our research has gone beyond the AIIM community to include responses from the wider business world. By combining the feedback from both the AIIM and non-AIIM audiences, we provide a clear picture of the information-driven direction that organizations are charting, the alignment (or lack of) across the organization with business goals/values, and what this means for the future of our industry.



*AIIM itself started life as the National Microfilm Association (NMA) before later becoming the Association for Information and Image Management (AIIM), and more recently refocusing as the Association for Intelligent Information Management.*



## Defining the Landscape

The information management landscape is constantly changing, as are the terms used to describe it. For example, the discipline that started as archiving via microfilm has since transformed through terms such as document management, enterprise content management, and, more recently, content services platforms.

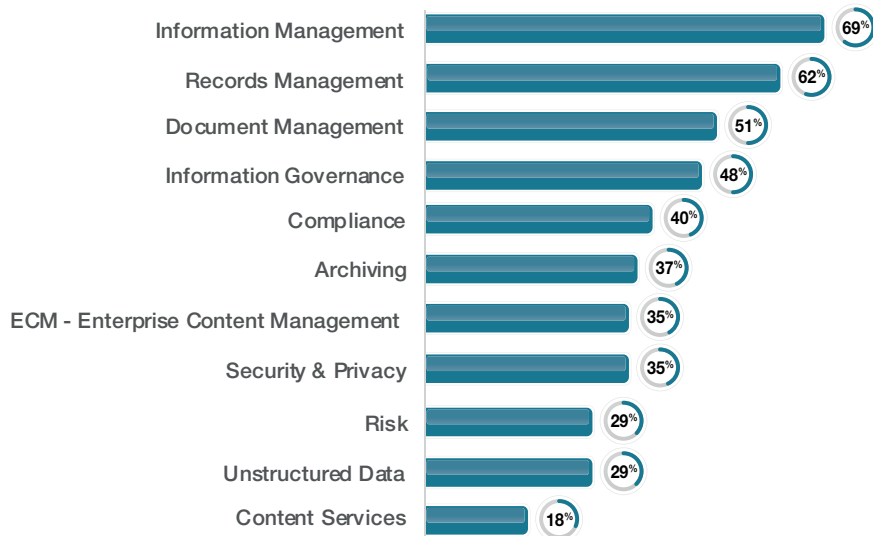
To determine the current en vogue way of describing this area of practice, we asked our respondents which terms they use to describe their role and work.

## Role Definitions

Information management comes out firmly at the top of the list (69%); however, slightly more legacy terms such as records management (62%) and document management (51%) follow closely behind.

The distribution of terms used is not surprising, given the wide range of activities the information management community performs. However, what is strikingly obvious is that despite the best efforts of analysts and vendors, the term “content services” is still not resonating with the marketplace.

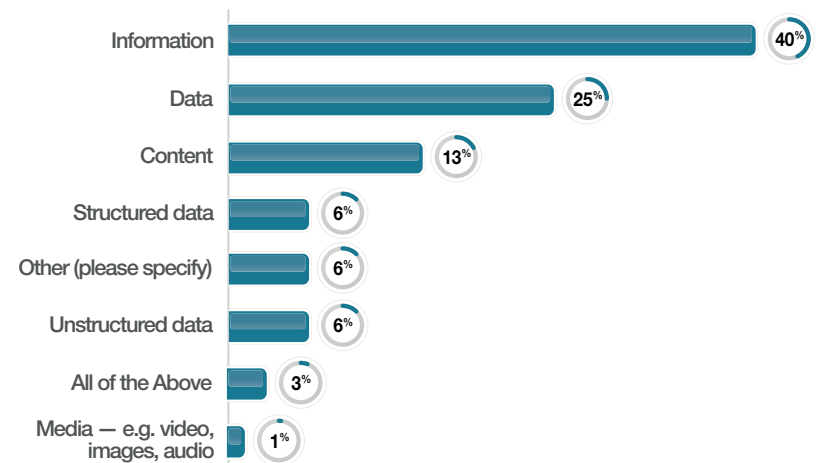
*Figure 1: Which terms do you use when describing your role and the work you do within your organization? (Select all that apply) N = 414*



## Term Definitions

Beyond the terms used to describe their roles, respondents were asked which term they predominantly used to describe what they manage. There has been an ongoing debate over whether to use information, data, content, or another term for this purpose. Our research identifies information as the primary term — used by 40% of respondents.

*Figure 2: Which of the following terms best describes the “thing” that you manage, govern, and leverage? N = 414*



### Additional reading from Access:

[Watch this interactive discussion](#) with our expert panelists, gain valuable insights on the state of the RIM industry, and learn practical strategies for managing your organization's information assets.

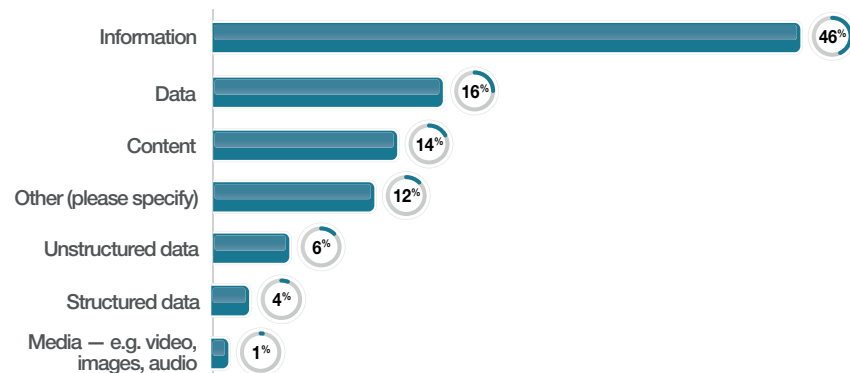
## Term Definitions by Audience

However, this view does not tell the whole story. Breaking down the data further reveals that the AIIM audience is firmly behind using “information” as the primary term of reference — almost 47% use this term, with “data” (16%) and “content” (14%) well behind.

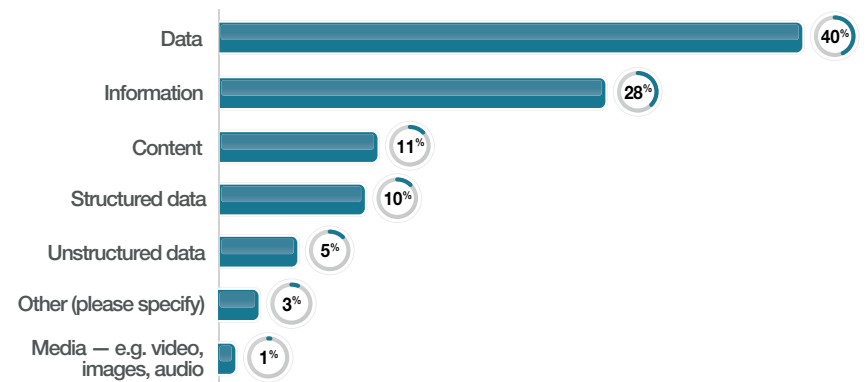
But for the non-AIIM audience, drawn from a wider pool of general business respondents, “data” is the primary term used by 40%. “Information” ranks second for this audience at 28%, with “content” at just over 11%.

This distinction may not seem important. However, none of us work in a vacuum. While information management makes perfect sense to the AIIM community, understanding that information and data are used interchangeably is critical when working and communicating with the broader business world. This wider audience will not appreciate nor care about the distinction between information and data, so we would be wise not to force it on them.

*Figure 3: Which of the following terms best describes the “thing” that you manage, govern, and leverage? AIIM Audience Only N = 269*



*Figure 4: Which of the following terms best describes the “thing” that you manage, govern, and leverage? Non-AIIM Audience Only N = 144*



### Additional reading from AvePoint:

Find out what information managers can expect during a digital transformation initiative. [This eBook](#) dives into planning for, executing, and managing a migration to a digitally centered Microsoft 365 records management system. Learn how to navigate common records compliance requirements, create retention and disposal schedules, and ensure secure information management.



# The State of The Industry



# The State of The Industry

Over the past ten years, AIIM has periodically assessed the state of the information management industry — taking the pulse of organizations from around the world, their goals, successes, and internal infrastructures. Critical benchmark data was created in 2013 and 2018, and now we add comparative data from 2023 to the mix. Below, we compare some key areas benchmarking across these periods.

## Information Management Goals

Looking back to the 2013 AIIM data, we find that the primary drivers for document and records management projects were: compliance and risk (38%), costs and productivity (38%), collaboration (16%), and customer service (8%).

Figure 5: AIIM Industry Watch 2013 Driver Data

	Overall	10-500 emps	500-5000 emps	5000+ emps
Compliance and risk	38%	31%	36%	45%
Cost and productivity	38%	42%	36%	38%
Collaboration	16%	20%	18%	11%
Customer service	8%	8%	10%	5%

Ten years later, we see a similar set of drivers, including digital transformation, of course, but the emphasis has shifted. Compliance now stands head and shoulders ahead of the other drivers at all three levels we surveyed — organizational, departmental, and individual. Customer service, digital transformation, and collaboration all bunch together with slightly varying importance at the three levels, but all show increased importance versus the 2013 data.

However, focusing on costs and productivity as a goal is now significantly less. This is an interesting evolution. In the early days of document management and ECM, many vendors sold their systems based on reduced costs (e.g., reduced filing cabinets and document storage costs) and increased productivity — to limited success. However, the emphasis now appears to be on more tangible business goals such as collaboration and customer service.

Another explanation could be that due to COVID, organizations were forced to deliver digital transformation and remote working — almost irrespective of the cost. The focus on compliance and risk in the wake of the pandemic-fuelled rush to enable remote working is natural — organizations need to properly secure and govern the tools they are now using.

And of course, the economy always influences decisions. Anecdotally, we hear that many organizations invest in information management during tough economic times as potential compliance fines would be hard to bear — in good financial environments, they are less painful.

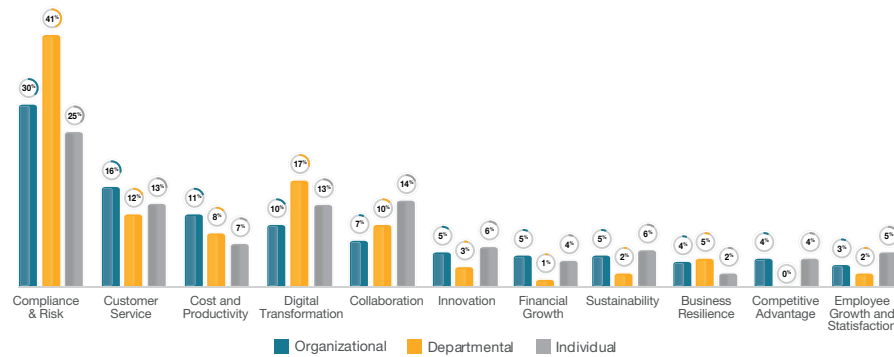


### Additional reading from Iron Mountain:

Today, digital transformation is not just a strategic nice-to-have; it's a real-world requirement for companies to continue to compete. [In this whitepaper](#), you'll learn how to progress on your digital transformation journey through a series of five key steps.

Irrespective, we fully expect the more proactive drivers such as productivity and collaboration to regain ground on the more defensive compliance and risk activities in the near future.

**Figure 6: Information Management Goals by Organization, Department, and Individual N = 336**



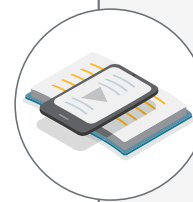
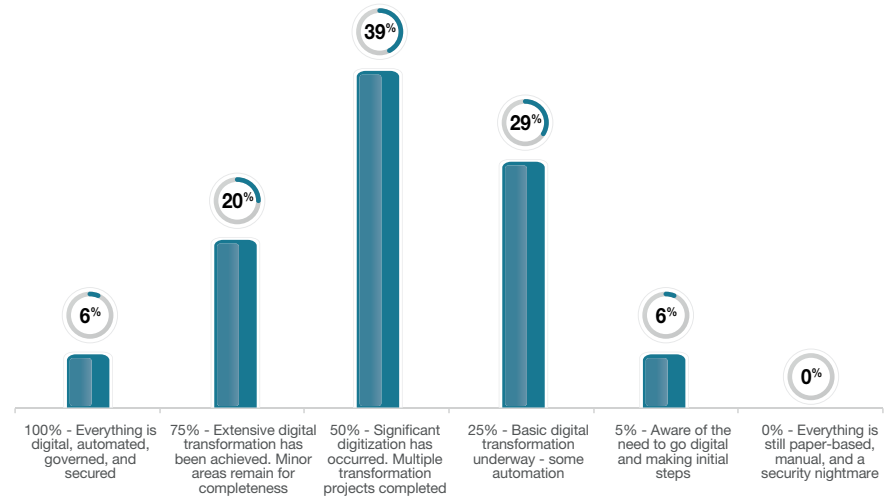
## Digital Transformation

The COVID-19 pandemic drove the digital transformation agenda forward within most organizations. The AIIM 2013 Industry Watch didn't mention Digital Transformation (DT) — it wasn't a factor at the time — but in the 2018 report, DT was well underway.

The 2013 research shows us that 65% of organizations have experienced significant digitization, with 7% completely digital, compared to 46% and 4% in 2018.

Five years ago, 22% were planning their digital transformation but hadn't started. In 2023, that number has reduced to just 5% who are aware of the need and are making basic steps. This is a significant improvement, but still concerning that 5% of respondents currently do not have digital processes.

**Figure 7: If we consider Digital Transformation to be the process of streamlining a company's core operations and customer value propositions using technology, how complete is the digital transformation within your organization? AIIM Audience Only N = 260**



### Additional reading from Shinydocs:

Dunedin City Council implemented a [council-wide enterprise search experience](#) with Shinydocs that enabled cross-functional employees to save time finding information stored across multiple locations. The results were 6,500 productivity hours saved per week and the removal of 1.7 million duplicate files, making it easier to find valuable records.

## Digital Transformation Roadblocks

For all except those organizations that have everything digital, automated, governed, and secured, the roadblocks to achieving such a nirvana are clear. As described in 2022 AIIM research, the three primary challenges are a lack of money, focus, and culture. Ideally, organizations would maintain their transformation momentum and complete as much of their digitalization as possible; however, there is the possibility that the rush of digitization during the pandemic will lead to a subsequent slowdown in activity. An economic downturn could also impact the pace of change.

**Figure 8: Which of the following is your BIGGEST obstacle to your efforts towards digital transformation?**  
AIIM Audience Only N = 260



## Information Management Systems

The average number of content management, document management systems, and record management systems within organizations has grown since 2013 when there was an average of 3.14 systems per organization. This rose to 3.94 in 2018. In 2023, the average number of information management systems is almost 5 (4.95) per organization.

**Figure 9: Average Number of Information Management Systems Per Organization**

2013	3.14
2018	3.94
2023	4.95

## Information Management Systems Growth

Looking more deeply into the data, fewer organizations have 0-3 systems than ever before, and we see some growth in the usage of 4-6 systems. However, the most explosive growth is in those using 7-10 systems, which has risen from 3.6% in 2013 to 6.2% in 2018, and now 14.42% in 2023 — approximately doubling every five years.

These figures can be explained in various ways:

- It is now easier than ever to deploy cloud-based information management systems without the involvement of the IT department.
- There is an increased availability of vertical and horizontal-specific solutions — allowing organizations to deploy numerous smaller solutions versus a single platform.
- Replacement solutions for legacy ECM platforms sometimes require multiple tools to achieve the same level of functionality.



### Additional reading from Rocket Software:

Organizations have accelerated their digital transformation efforts to remain competitive—but digital transformation comes with its own set of challenges. For organizations in heavily regulated industries, digital transformation also means the modernization and migration of sensitive data. [Learn how content management solutions](#) can help you securely manage data and information.



In the past, the increased number of content systems may have been seen as a bad thing, increasing the likelihood of information silos, and leading to governance and compliance headaches. However, this is not an issue if the new systems integrate well with each other and the business applications and processes within the broader organization.

**Figure 10: Number of Information Management Systems Per Organization 2023 Overall N = 215 – AIIM audience only**

Number of Systems	2013	2018	2023
0	4.9%	4.2%	3.7%
1	20.7%	13.5%	12.1%
2	28.4%	29.3%	20.0%
3	20.5%	17.5%	14.9%
4	7.7%	11.6%	10.7%
5	8.7%	6.5%	11.6%
6	1.5%	3.4%	1.4%
7-10	3.6%	6.2%	14.4%
11+	4.1%	7.9%	11.2%

## Integration with other Systems

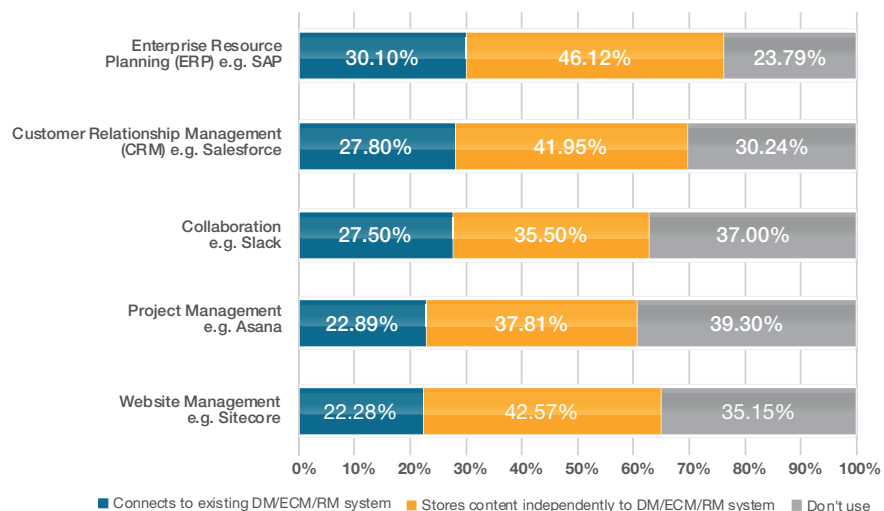
One of the leading arguments around enterprise content management (ECM) systems was that they could be a single place to store all the content (information and/or data) within an organization. As we have seen, this is not the reality. Organizations have more systems than ever before, and this trend shows no sign of slowing down.

Gartner recognized this when introducing the term content services platform (CSP) in late 2017. Despite the term not gaining widespread adoption, the concept of content systems needing to work in harmony with each other and other lines of business systems is incredibly valuable.

Unfortunately, the concept and the reality are still some ways apart, with only around a quarter of organizations having defined connections between their DM/ECM/RM systems and other core lines of business (LOB) applications such as ERP, CRM, and collaboration systems.

This lack of integration poses numerous challenges in areas such as eDiscovery, privacy, information security, and overall governance and compliance. In addition, any scenario that requires a complete, single view of a customer, process, claim, application, or case is hindered by the need to connect to multiple systems — running the risk of data integrity issues such as duplication and inconsistent data updates. As a result, system integration and alignment is an area that requires significant strategic and technical focus in the coming years to avoid downstream issues.

**Figure 11: Which other applications do you use to store and/or access content – and how do they integrate to other information management systems? AIIM Audience Only N = 215**



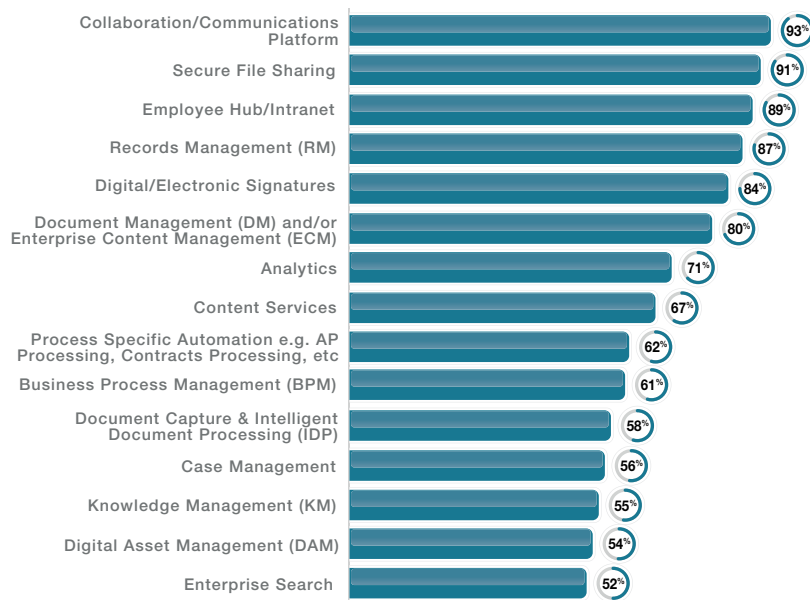
## Information Management Tools

Multiple functional tools now fall under the remit of information management space. As we can see, all the tools detailed in Figure 12 are used by at least 50% of our respondents. In addition, tools such as collaboration/communications platforms, secure file sharing, and intranets are used by more than 90% of organizations.

As discussed above, the proliferation of specific tools to manage these areas has increased the number of information systems deployed within many organizations. One area that offers significant potential to address this silo-effect is enterprise search, with its ability to work seamlessly across multiple tools. The fact that only just over 50% of organizations currently exploit this readily available technology is puzzling and either suggests:

- an opportunity for further digital transformation,
- or perhaps that enterprise search is already deployed so seamlessly into users' infrastructure that they are not even aware it is there.

**Figure 12: Which information management tools do you use (or plan to use) within your business? AIIM Audience Only N = 222**



## Information Management Technologies

Of course, each of the information management tools makes use of several associated technologies. Process automation solutions, for example, will often include elements of optical character recognition (OCR), document encryption, and data analytics.

Our research identifies that technologies such as document/data encryption, OCR, and content/data migration are used by our respondents. However, their plans do not feature technologies such as machine vision, Robotic Process Automation (RPA), and low code development.

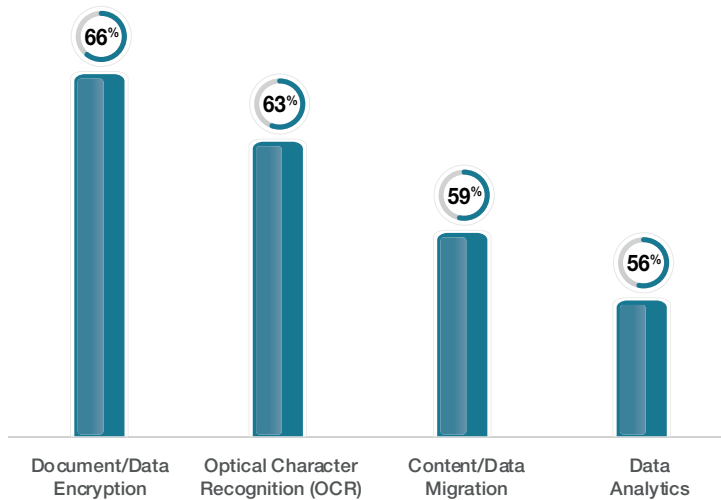
One explanation is that these tools are frequently used as part of a wider solution. So, while IT departments may purchase RPA or low-code software specifically, most in the AIIM community would not – the capabilities will likely be used within the solution, but the end users may not be aware of it.



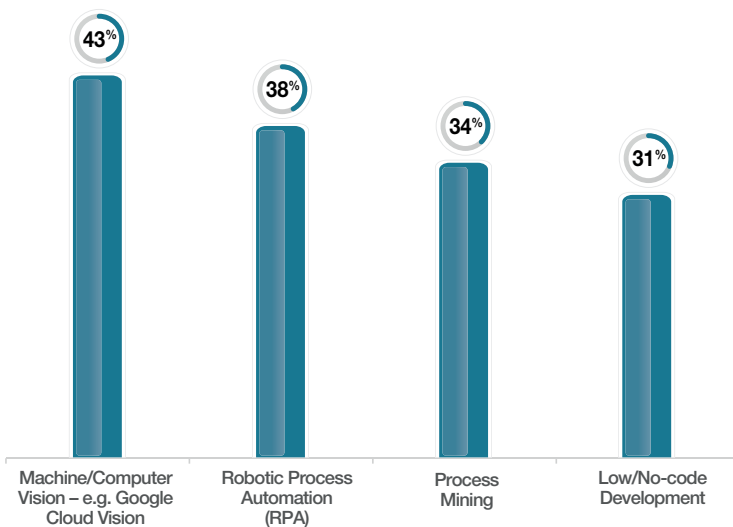
### Additional reading from OASIS Group:

A large metropolitan borough council identified the need to implement an [off-site digital inbound mail solution](#), in order to increase efficiency and sustainability through the closure of multiple satellite office locations. The UK Government's drive to 'Digital by Default' led the council to OASIS Group.

**Figure 13: Which of the following technologies do you use today to assist with information management within your business? AIIM Audience Only N = 222**



**Figure 14: Which of the following technologies have no part in your future plans to assist with information management within your business? AIIM Audience Only N = 222**



## Information Management Effectiveness

Organizations’ rating of their effectiveness in information management-related areas is not particularly positive. Except for long-term preservation (aka archiving), the digitizing, automation, and integration of processes, and legacy system modernization, none of the IM areas we asked about rated better than average by more than 50% of our audience.

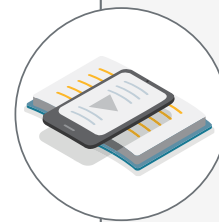
Around 1/3 of respondents rated their organizations below average in core information management areas, such as managing information through its lifecycle and applying governance and compliance.

Interestingly, legacy modernization and migration rank above average for the majority, yet cloud migration has a split decision. This could suggest that the modernization of systems is either to newer on-premises solutions or to cloud-enabled versions of existing solutions that users do not perceive to be true “migrations.”



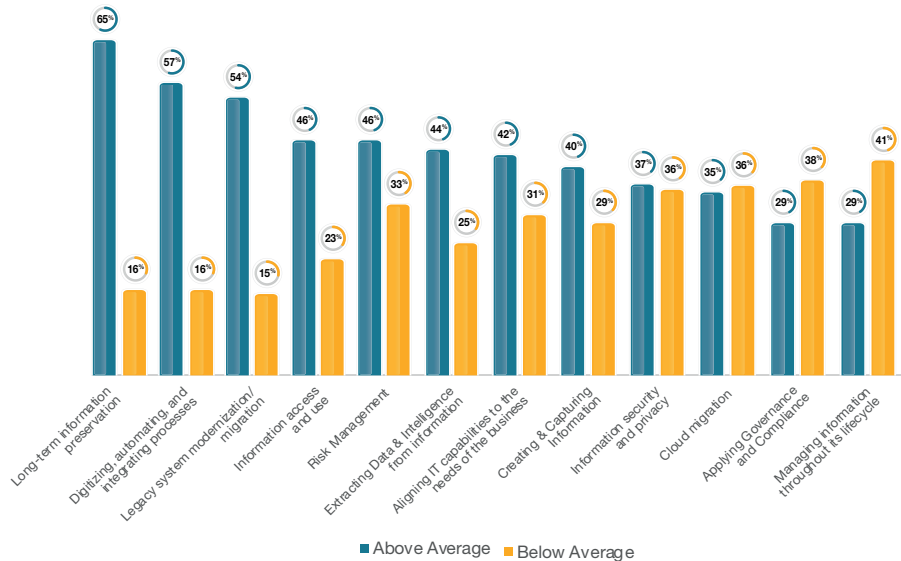
### Additional reading from Canon:

Drive forward your digital transformation, regardless of where you’re working, with our combined device and information management services and solutions designed to seamlessly integrate paper and digital. Delivered via the cloud, on-site or in a hybrid environment, our [Digital Transformation Services](#) help you achieve enhanced productivity, collaboration, security, compliance and sustainability goals.



It is important to note that the modernization of legacy systems may be removing old systems from the IM infrastructure, but it is not solving the problem of information silos and excessive systems, as we saw above.

**Figure 15: How would you grade the effectiveness of your organizational information management initiatives in the following areas? AIIM Audience Only N = 182**

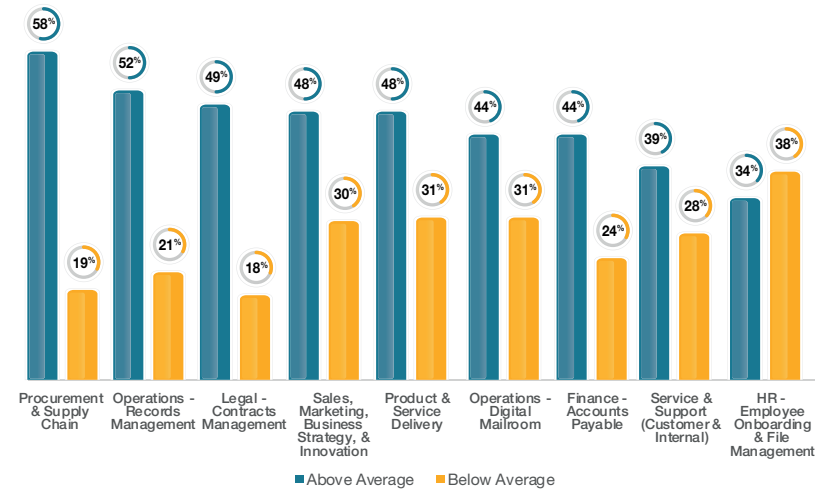


## Core Business Process Automation

Diving deeper into the specific business processes that organizations have chosen to automate provides a similarly muted response. Only procurement/supply chain and records management creep above average for more than half of our respondents.

The area of HR automation is particularly interesting — specifically employee onboarding and file management. This so-called horizontal solution is a standard offering from most information management vendors. The fact that more respondents feel their solution is below average than above average highlights the work to be done by vendors and organizations alike in this area.

**Figure 16: How would you rate the level of automation of core business processes within your organization? AIIM Audience Only N = 179**



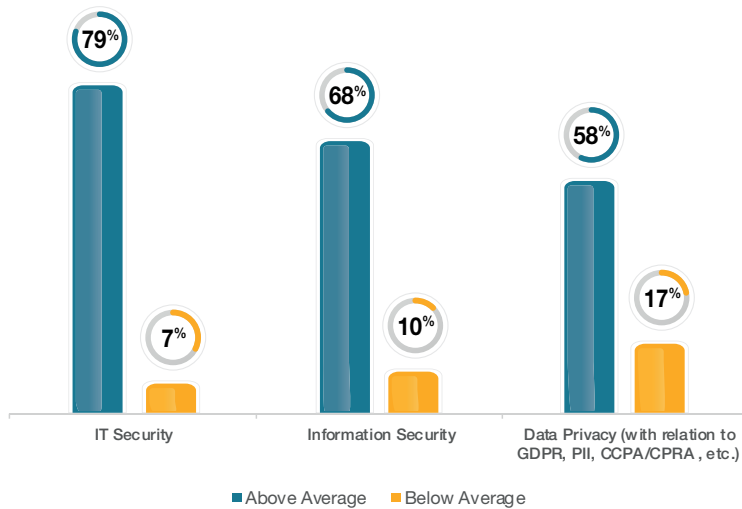
## Security and Privacy

The somewhat negative response by respondents to information management effectiveness is in stark contrast to their perception of IT security (79%), information security (68%), and data privacy (58%) — all of which rate highly.

There are several possible reasons for this disconnect:

- These areas may be easier to address than general information management — with more complete solutions available for firewall protection, malware attacks, and anti-virus protection.
- These areas are more in the eye line of the C-level execs, given the significant press coverage around data breaches, regulations such as GDPR and CCPA, and the need to avoid negative publicity at all costs.
- There may be more budget to spend in these areas or a perception that other business units have more funding and, thus, success.

Figure 17: In relation to organizational security and privacy, how would you grade the effectiveness in the following areas?  
AIIM Audience Only N = 182



**Additional reading from Proventeq:**

Proventeq worked with a client on a complex information and case management architecture design project. [The client provides B2B operational management](#) within the retail automotive industry, serving over 4,000 dealerships in the USA. The benefits include improved information security and compliance, enhanced employee-experiences, with seamless integration of content management systems.



# Looking to the Future




## Looking to the Future

As we look back at the state of the industry across the past ten years, it is easy to use hindsight to attempt to address areas of contention or where a lack of progress has been made. However, our research also asked respondents to look to the future in several areas.

### The Importance of Information Management

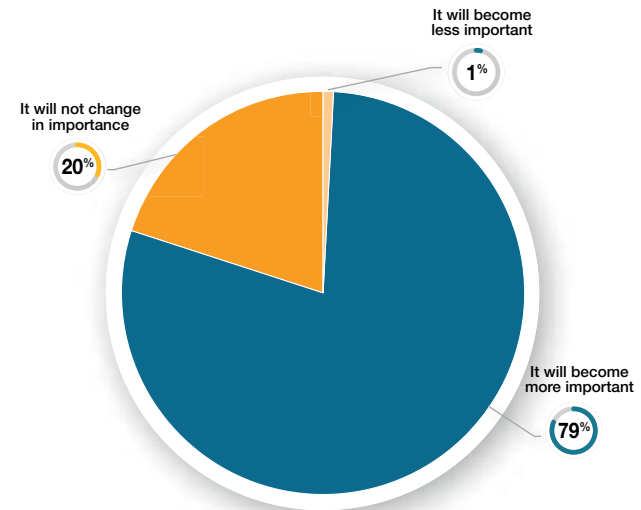
Asking an audience that works in information management whether that area will become more or less important in the next two years might seem like a pointless exercise. However, you might expect that asking the question to both an AIIM audience and a non-AIIM audience would yield different outcomes. In fact, the two audiences provided very similar results. Overall, 79% of the combined audience sees information management becoming more important over the next two years — constructed from 84% of the AIIM Audience and 72% of the non-AIIM audience. Only 1 % of the combined audience feels that information management will become less important.

The strength of awareness of the importance of IM across the entire business audience is encouraging. Information management has struggled to gain visibility with executives, being seen as only a necessary cost center. However, we now live in a world where remote working and digital information are the default — making information management a term and discipline everyone needs to consider. This change provides a vast opportunity for IM vendors, practitioners, and advocates to discuss how they can help with the whole business.



**Additional reading from Ricoh Document Scanners:**  
Scanning archived documents — called “backfile conversion” — can be a lengthy, tedious process, especially when dealing with nearly half a century of paper files. See how one organization saw success with the [fi-7300NX and Microsoft Cloud services](#) for a seamless and refreshingly easy transition...with infrastructure designed for the future.

Figure 18: How do you see the importance of information management to the organization developing in the coming two years. N = 323



### Skills Requirements

Continuing the forward-looking aspect, we asked respondents which skills they believe they need to achieve their goals at the organizational, departmental, and personal levels.

Not surprisingly, information governance (IG) and information management (IM) both ranked highly — IG was slightly higher for the organization and department, whereas IM was higher for the department and individual.

Leadership skills were identified by around 1 in 5 (22%) respondents as a critical need at an organizational level – mirroring the earlier findings that a lack of leadership is hindering ongoing digital transformation. Leadership can potentially mean many things:

- Definition of information management strategy
- Promotion and visibility of IM within the business
- Creation and execution of IM plan
- Ownership of IM systems and architecture
- Day-to-day management of IM delivery

Each of these aspects of leadership requires different skills and operates at varying levels within the business. There is an opportunity here for managers and employees to discuss the definition and importance of leadership and, where appropriate, set professional development goals.

Equally of interest is the mismatch of the skills individuals desire compared to the needs of the organization and department. For example, data analytics, project management, communication skills, and development/coding are desirable for individuals but appear to carry less weight to the business. For leaders within IM groups, marrying the ongoing career aspirations of their teams with the needs of the business will be critical to maintaining a happy and effective workforce.

Finally, the skills identified in this research could help organizations imagine what future information management professionals should look like. As long ago as 2014, AIIM research explored the skillset of the next generation of information professionals, and the skillset is evolving, especially in the current climate.

**Figure 19: Skills Required to Achieve Information Management Goals by Organization, Department, and Individual**  
N = 333



## The Mood of the Industry

To gauge feeling around a series of more subjective topics relating to information management, we asked our audience to indicate their level of agreement against specific statements. The complete data set of responses can be found in Appendix 2, but we explore some more significant responses below.



### Additional reading from OpenText:

Smarter information starts with smarter Content Services. You likely have many systems, tools and processes to manage content, but what if you could go beyond "good enough" and make information your superpower? [Explore our collection of blogs](#) to learn more about smarter information with OpenText.



## Return to the Office

As we move forward into 2023, we find a split view concerning a return to the office — 41% believe they will return to a largely office-based mode of working, while 38% disagree. [Fortune Magazine reported](#) that office occupancy rose to over 50.4% in late January 2023 but dropped then to 48.6% by late February 2023.

For many working in information management, remote working does not pose technical issues — they have been digitally enabled for years. However, there are documented cultural and sociological benefits of in-office work. Perhaps the answer is not one or the other — remote vs. Office — but a balanced, hybrid workplace approach.

*Figure 20: We will return to a largely office-based mode of working within the next year N = 315*

Agree	Disagree
41%	38%

## Removal of Paper Invoices

Paper usage within organizations has been decreasing for years but still exists — at least within the accounting department. Only 49% of our respondents think they will have eradicated paper invoices by 2025, with a quarter (25%) actively disagreeing. Invoice processing is a focus for information management, with significant emphasis from almost every vendor in the space. There is an opportunity for organizations to explore why paper invoicing is still needed, the cost of continuing, and the roadblocks preventing digitalization.

*Figure 21: Paper invoices will be eradicated by 2025 N = 308*

Agree	Disagree
49%	25%

## Technology Usage Driving Info Chaos – but also winning the war

Technology is proving to be a double-edged sword for many. A huge majority (78%) feel that technology usage is driving the vast volume, velocity, and variety of information that is flooding their organizations.

However, just over half (55%) also believe technology is winning the war against information chaos.

Organizations use more information systems than ever (see section above). Logically, this influx of systems is driving more volume, velocity, and variety into the IM part of the business — but is it also helping control the overall information chaos? Careful thought should be applied when introducing a new system, technology, or approach to ensure that it meets business requirements and does not add to the information chaos challenge.

*Figure 22: Technology usage is driving the vast volume, velocity, and variety of information that is flooding my organization N = 314*

Agree	Disagree
78%	6%

*Figure 23: Technology is beginning to win the war against information chaos N = 313*

Agree	Disagree
55%	18%

## Information Management as a Career Choice

Graduates coming into the workplace have a multitude of career options — how does information management rate as a potential career? Overall, 55% of respondents agree that IM is an attractive profession for recent graduates.

However, this data is somewhat skewed. Firstly, the AIIM audience is heavily weighted to an established age demographic — almost half (44%) of respondents from the AIIM audience are 45 years old or above, with only 14% under 30.

It appears that those who have been in the IM profession for a while think a potential career in IM is attractive — 55% of those between 30 and 60 years old do indeed. However, in the 18-30 age range, 50% disagree with this statement — a concerning figure as this age range contains many recent graduates. Therefore, as industry professionals and leaders, we must examine how to make information management attractive to the next generation of information stewards and liberators.

*Figure 24: Information management is an attractive profession for recent graduates N = 312*

Agree	Disagree
55%	18%

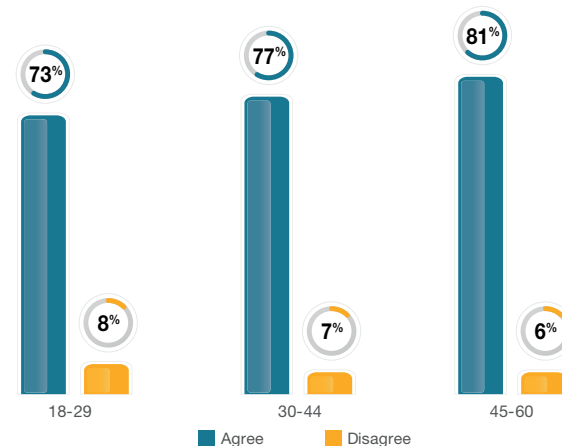
## Skills Development

The combined respondent audiences appear to be well matched to the roles that they fulfill — an overwhelming number of survey respondents (78%) feel they have the requisite skills to do their job. This confidence does not change significantly across the various age ranges – 73% of 18-29 year-olds feel that they have the skills to achieve their work goals versus 81% of 45-60 year-olds.

Ongoing skills development is an essential part of the growth of individuals within a role. It expands career choices, develops new areas of expertise, and is often used as a yardstick for pay raises and promotions. One could argue that if our respondents feel that they have all the skills they need to perform their role, does this render ongoing skills development unnecessary? Not in our opinion.

Having the skills needed to do the job today does not equate to “I don’t want to develop new skills.” Indeed, many respondents expressed a desire to learn new skills in areas such as data analytics, project management, and communication skills (see above). Having a clear view of how and where individuals can grow their skills in the information management profession is of prime importance to both the individual and the employer. As we look to recruit and retain the next generation of IM professionals, creating clear career pathways and ensuring career progression options are available in adjacent areas are crucial tasks for organizations (and associations such as AIIM) to assist those in the industry today and to attract a new workforce for the future.

*Figure 25: I have the skills I need to achieve my work-related goals - By Age N = 318*



# Conclusions and Recommendations



# Conclusions and Recommendations

In the introduction to this research, we stated that we are at a pivotal moment in the information management world. This assessment has been reinforced by the research shared in this paper.

## Conclusion 1:

Digital transformation (DT) appears to have stalled. Yes, over 65% of organizations have achieved significant successes with DT, but that still leaves at least a third who have not. The difference between digitizing most of an enterprise and finishing the job is vast — if just one process still involves paper and manual handling it acts like the metaphorical thorn in the side of your department.



### Recommendation 1:

Find a way to discuss Information Management at a higher level within the business. Aligning with topics such as cybersecurity and data privacy will deliver increased awareness and visibility. However, ensure that you do not focus only on the defensive aspects of IM, such as compliance and risk management; open the conversation to explore productivity gains, increased insight, and the broader value of good information governance.

## Conclusion 2:

A metric that the industry returns to regularly is the number of information systems organizations use. As we have seen, the number keeps growing — up to 4.95 systems on average this year. The rise of IM systems appears to be both fuelling the information chaos within organizations and trying to solve the problem.



### Recommendation 2:

Carefully evaluate the growth of content systems within your business. When a new system is introduced, ensure it is connected to a) the other information systems and b) other lines of business systems.

## Conclusion 3:

The information management industry has an age demographic heavily biased toward those over age 30. To ensure the future success of the information management profession, we need new entrants to the workforce and clear and continued professional development for both new and established practitioners. Without both, this space will have a severe skills shortage within the next 5-15 years.



### Recommendation 3:

Ensure that your organization is actively developing the next generation of IM professionals. Many of your existing team are a wealth of knowledge — identifying ways to share their experience with peers and newer hires and nurture their successors will be critical to ensuring long-term IM capabilities within your organization.

This is a pivotal moment for us all. We, as an industry and individuals, have a choice. Do we want to rest on our laurels, feel we know what we need to know, and continue as we are? Or do we want to refocus our efforts on continuous learning and creating an encouraging, engaging, and attractive environment for a new generation of information management professionals? The choice is ours.

# Appendix 1: Survey Demographics

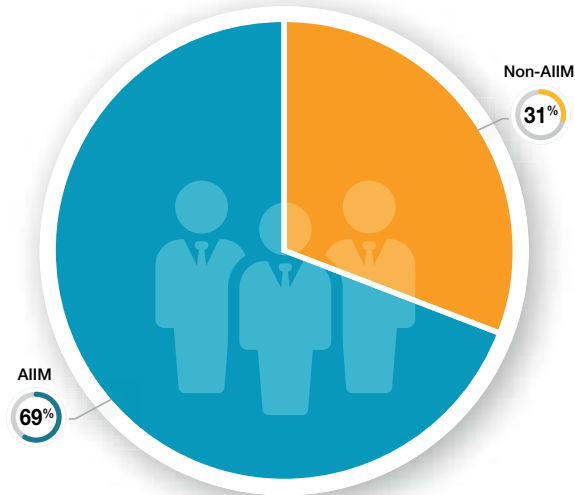


# Appendix 1: Survey Demographics

## AIIM Audience vs. Non-AIIM Audience

69% of the respondents came from within the AIIM community. The remainder were from a wider business audience.

Respondent type



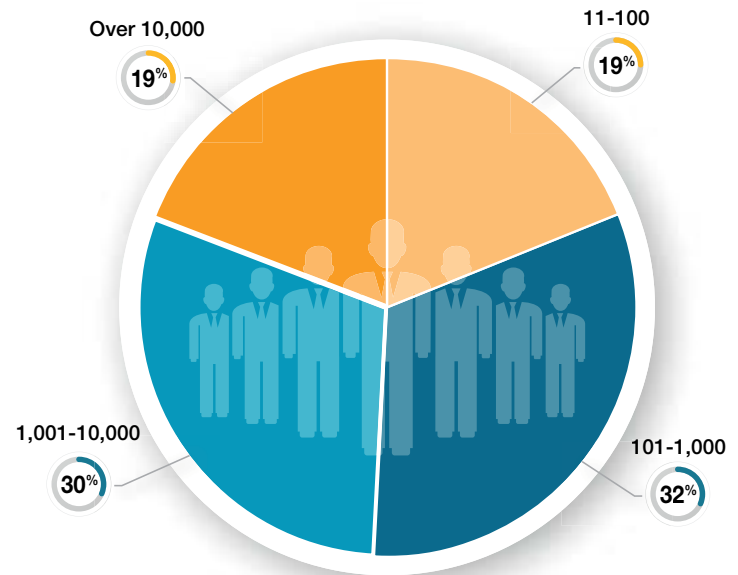
N = 528



## Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations with over 10,000 employees represent 19%, with mid-sized organizations of 1,001 to 5,000 employees at 30%. Businesses with 101-1000 employees constitute 32% of the respondents, and 19% come from businesses with 11-100 employees. Respondents from organizations with less than ten employees or suppliers of information management products and services have been eliminated from the results.

How many employees are there in your organization?

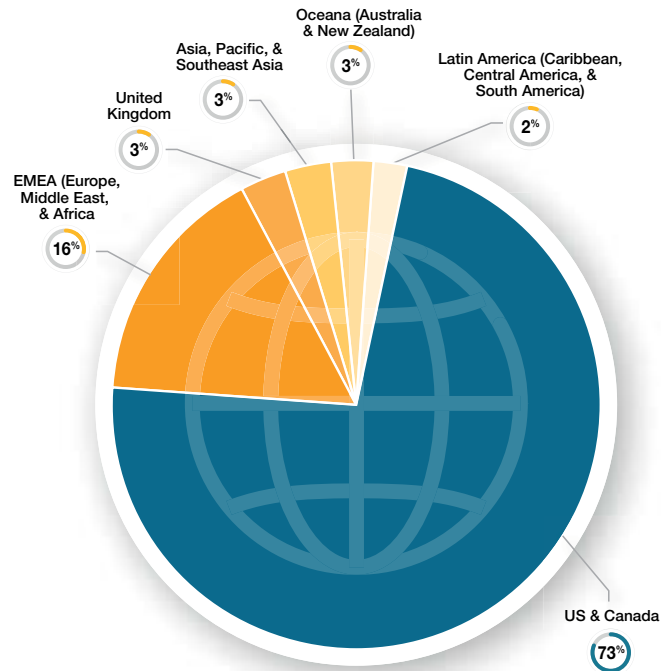


N = 434

## Geography

73% of the participants are from North America, with most of the remainder from the EMEA and UK regions (19%).

In which geographical region is your organization headquartered?

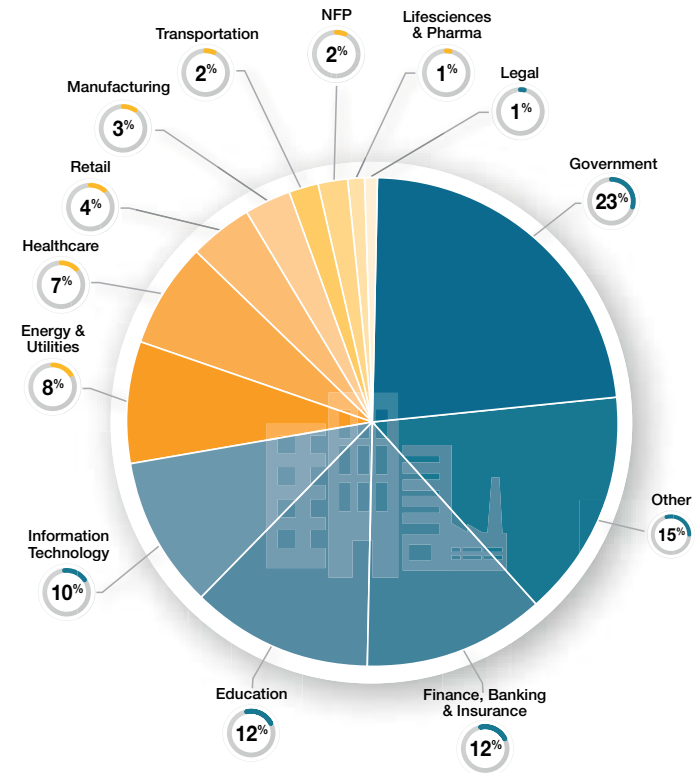


N = 431

## Industry Sector

Government accounts for almost 1/3 (23%) of respondents, with finance, banking & insurance (12%), Education (12%), and IT (10%) supplying another third.

In which industry segment does your organization do business?

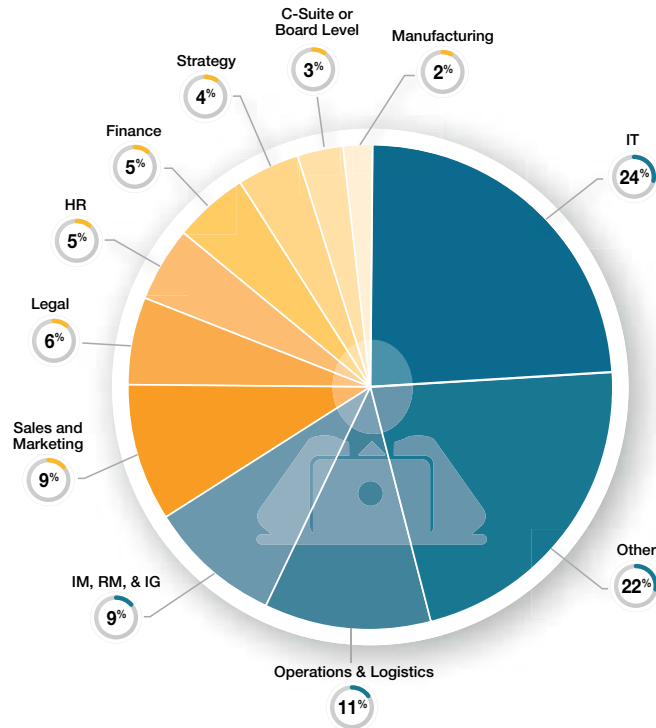


N = 453

## Departments

Around a quarter of respondents (24%) work in the IT department. Other participants are well spread across other departments.

Which department do you work in within your organization?

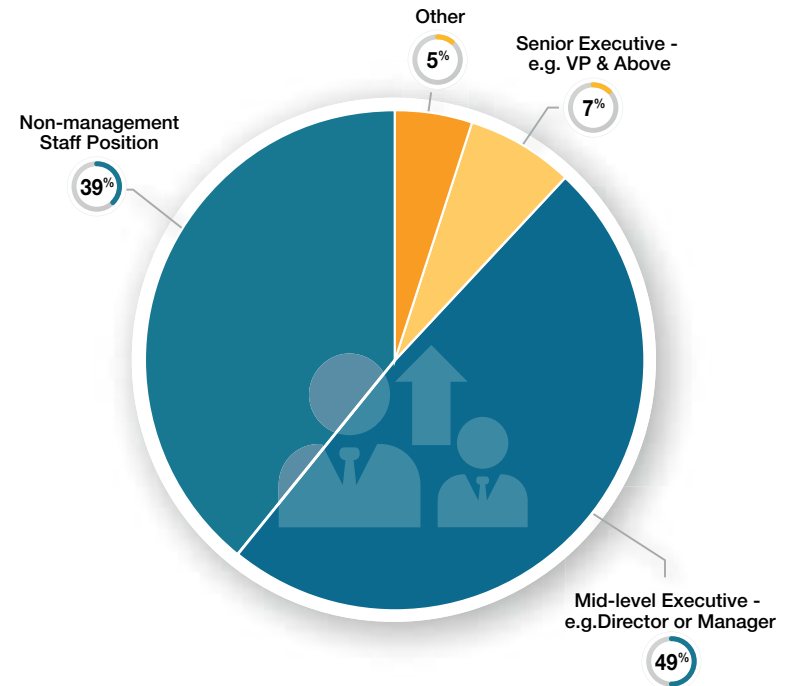


N = 434

## Seniority

Almost half of the participants (49%) are mid-level executives. A further 39% occupy non-managerial staff positions.

How would you describe your level within your organization?



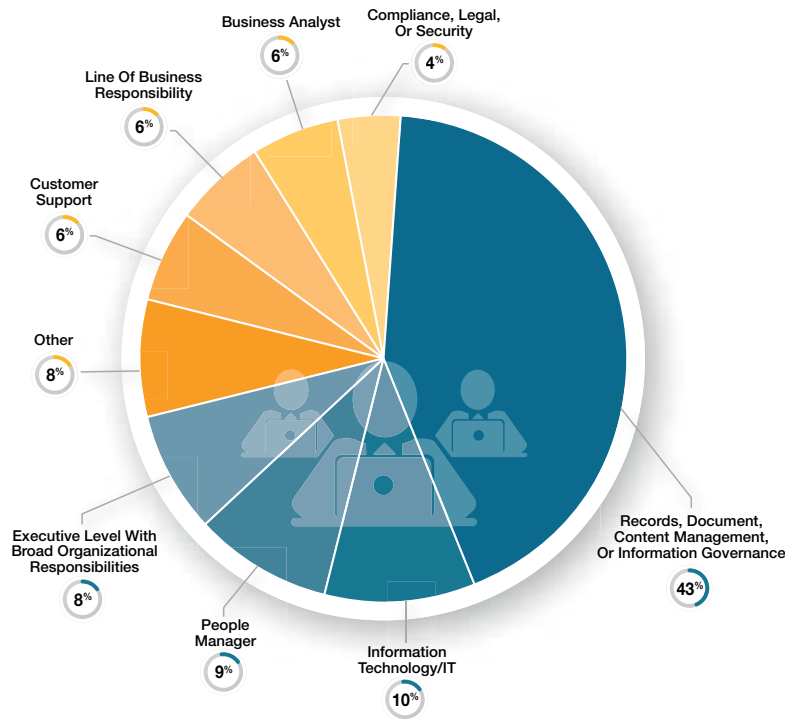
N = 433



## Job Roles

43% of participants have a role within records, document, content management, or information governance. The remaining respondents are spread across areas such as IT, HR, Customer Support, and executive-level roles.

Which of the following best describes your function or role in your organization?

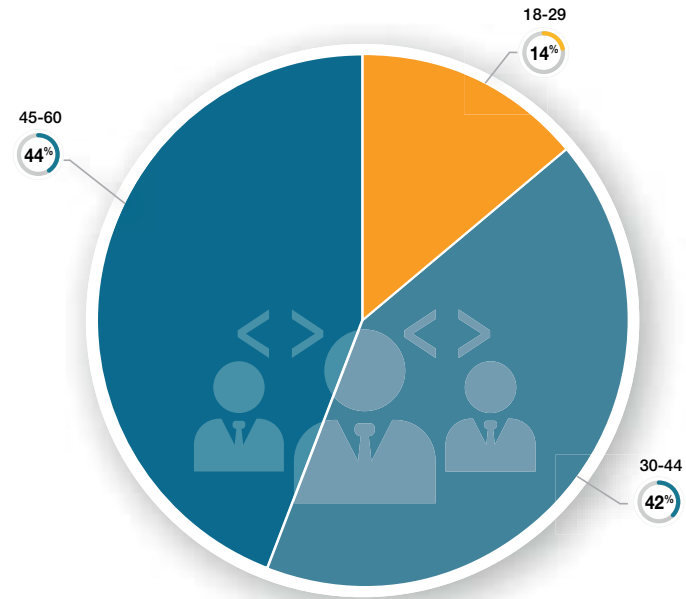


N = 433

## Age

Most respondents were over 30. Those 45-60 accounted for 44% and 30-44 for 42%.

Whats your age?



N = 290

# Appendix 2: Selective Comments





## Please indicate your level of agreement with the following statements.

	Completely agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Completely disagree
We will see information governance fully automated within the next 5 years	15.77%	40.69%	21.14%	16.09%	6.31%
I have the skills I need to achieve my work-related goals	27.07%	50.96%	15.29%	6.37%	0.32%
We will return to a largely office-based mode of working within the next year	19.05%	21.59%	21.27%	24.76%	13.33%
Technology usage is driving the vast volume, velocity, and variety of information that is flooding my organization	30.57%	47.77%	15.92%	5.10%	0.64%
Technology is beginning to win the war against information chaos	17.25%	37.70%	27.16%	14.70%	3.19%
My organization will be 100% in the cloud by 2025	16.03%	24.68%	26.60%	20.51%	12.18%
Paper invoices will be eradicated by 2025	20.13%	29.22%	25.32%	15.91%	9.42%
Information Management and Business strategies are closely aligned	19.81%	37.06%	29.39%	9.58%	4.15%
IT and the business will work more closely together in 2023	25.72%	45.02%	19.61%	7.72%	1.93%
Environment, social, and corporate governance (ESG) will become the primary driving force for information management projects	19.17%	31.63%	29.71%	11.82%	7.67%
Information governance, risk, and compliance management is a strategic initiative within my organization	24.68%	40.71%	23.72%	8.97%	1.92%
Information management is an attractive profession for recent graduates	19.23%	41.35%	22.44%	13.78%	3.21%
Interpersonal skills are more important than technical skills for information management	21.86%	34.08%	28.62%	12.54%	2.89%
Information is viewed as a strategic business asset within my organization	27.80%	40.26%	19.81%	8.31%	3.83%
My organization identifies the problem/challenge first – then adopts technology to address the issue second	20.97%	35.16%	21.61%	16.77%	5.48%

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# 2023 Belongs to the Information Stewards

**As you read in this report, Information Management will look very different in 2023! In many ways, that's a relief, but it also means new challenges to overcome, like:**

- Supporting remote-based and work flexibility
- Aligning business and technology strategies
- Creating a framework for information value

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This research and report were developed in cooperation with:



