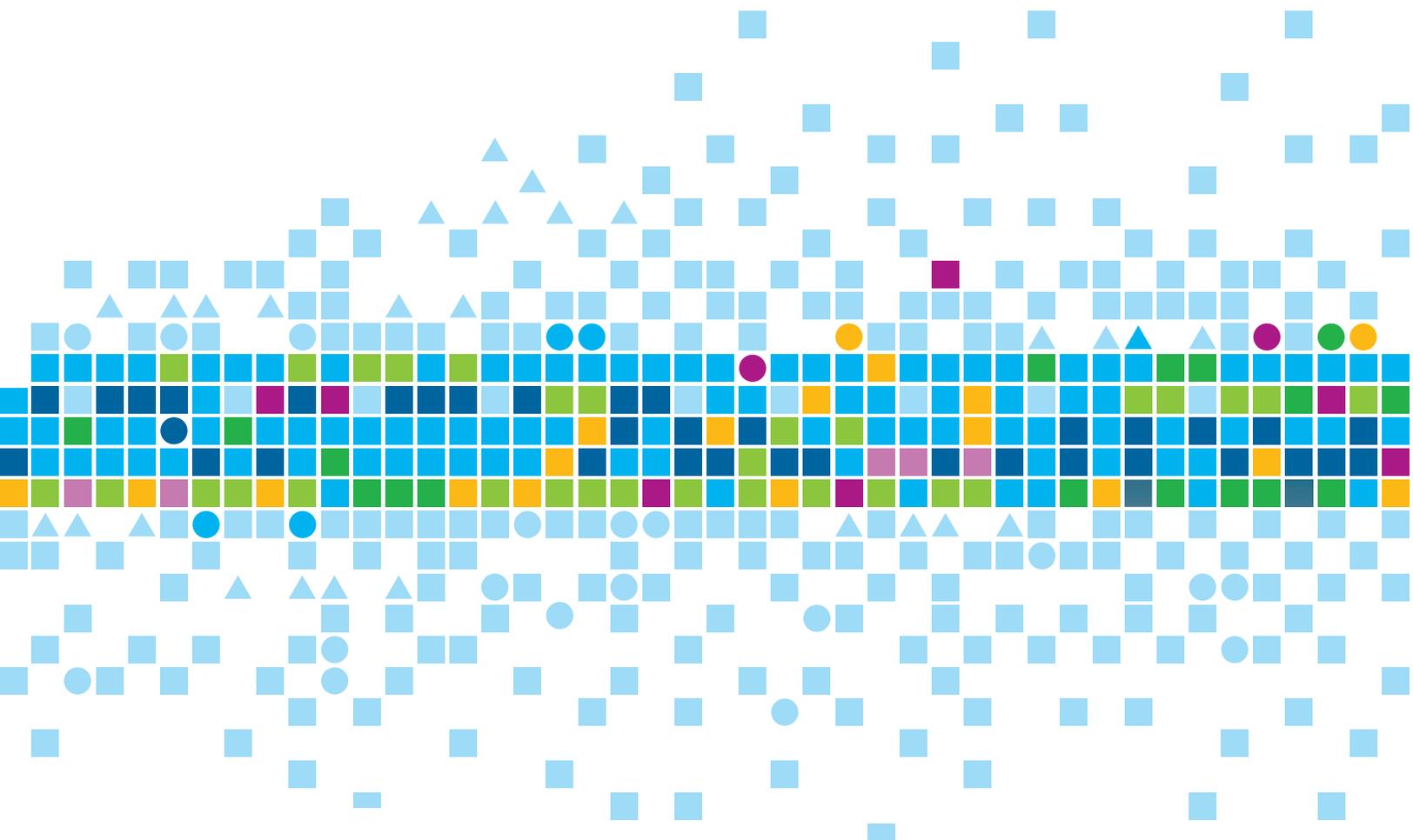


IBM ECM

Advanced case management leadership guide





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Introduction: Managing for uncertain outcomes

The dynamics of the world economy and the demands on governments at all levels put increasing pressure on organizations to reduce costs while seeking new opportunities to grow and differentiate their products and services. The pervasiveness of the Internet and mobile devices is fostering multichannel customer engagements, which drives new, innovative ways to deliver more effective customer experiences and better business outcomes.

In this environment, knowledge worker effectiveness has emerged as a top priority to both optimize the customer experience and help employees work more efficiently. Advanced case management is a solution to these challenges.



Case management is a goal-oriented process where people must make real-time, complex decisions with changing information, often working interactively with others inside or outside of their organizations to obtain the most effective outcome.



Peter Drucker, who coined the phrase “knowledge worker,” outlined the six major factors that determine knowledge workers in his 1999 book *Management and Challenges for the 21st Century*:

1. Knowledge worker productivity demands that we ask the question: “What is the task?”
2. It demands that we impose the responsibility for their productivity on the individual knowledge workers themselves. Knowledge workers have to manage themselves. They have to have autonomy.
3. Continuing innovation has to be part of the work, the task and the responsibility of knowledge workers.
4. Knowledge work requires continuous learning on the part of the knowledge worker, but equally continuous teaching on the part of the knowledge worker.
5. Productivity of the knowledge worker is not—at least not primarily—a matter of the quantity of output. Quality is at least as important.
6. Finally, knowledge worker productivity requires that the knowledge worker is both seen and treated as an “asset” rather than a “cost.” It requires that knowledge workers want to work for the organization in preference to all other opportunities.

In terms of advanced case management, a knowledge worker is someone who must apply judgment, experience and training in their actions. They are the decision makers of the case process. They require correct information—both documentation and structured data—in order to provide context to their decisions, but the ultimate direction of a case is governed by their interpretation of the case content, not the content alone. This is what distinguishes rules-based, straight-through processing and knowledge worker-centered case management. As such, social workers, loan officers, case managers, healthcare workers, analysts and investigators are all examples of knowledge workers.



“Turning these pressures into demands for improvements in case-handling capabilities within the organization,

we see that improved productivity, better collaboration, faster case resolution and a higher quality of customer experience are the top drivers. Following on are the day-to-day management requirements of better visibility and control, faster response and better compliance and auditability.”

—AIIM and IBM, “Broadening the Scope for Advanced Case Management,” 2013

The Association of Information Professionals (AIIM) recently conducted a survey that concluded:

“Pressures on case workers are increasing. 53 percent of respondents are under pressure to reduce costs, 51 percent struggle to cope with the information deluge and 49 percent are more conscious of the consequences of errors and mistakes.”

“The biggest business drivers for improvement of existing case management capabilities are overall productivity and more effective collaboration. Faster case resolution and a higher-quality customer experience are also important.”¹

Gartner describes the need in various use cases and industries:

“Increased interest in improving information worker productivity through automation has surfaced case management as a prime example of an unstructured process style. More work today is being seen as caselike in industries, beyond government, law and healthcare, which have long-handled work as cases. Newer areas include mortgage origination, university admissions, grants management and customer complaints.”²

Organizations are increasingly realizing that their customer, employee or citizen-facing processes are best understood as cases. Cases provide the ability to capture all the information needed for decision making while providing the flexibility for people-driven actions where the emphasis is on meeting a goal, not necessarily on following a prescribed process in every instance. As Forrester put it:

“Older process automation approaches based on old mass-production concepts are no longer adequate in an era of knowledge worker processes that benefit from autonomous decision making and highly social collaborative tools.”³

The big challenge when managing cases is that the process flow is often unpredictable. Situations such as a legal cases, fraud investigations, complex loan applications, grant submissions and customer-service complaints require individual handling that may involve unique actions to achieve the desired outcome. While business rules and back-end process management can inform the caseworker and automate certain steps, there are always key decisions that are the responsibility of the knowledge worker and reflect the particular circumstances of the case. The need for new ways to inform and empower case workers is fueling the innovation in this area. To quote Forrester, the “new generation of information workers must collaborate and juggle an ever-increasing set of tasks.”⁴

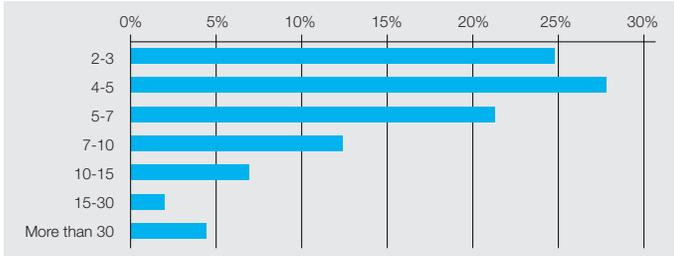
This point was reinforced in a recent AIIM survey. AIIM noted that a significant amount of case-based activities involved more than one person—47 percent regularly have five or more people involved in a case—and that collaboration was a key requirement for new case management applications (see Figure 1).⁵



“Business processes must increasingly tackle smart jobs—those encompassing more skilled workers who must accomplish a greater variety of tasks with relatively fewer resources.”

—Forrester Consulting. “The Next Generation of Knowledge Worker Processes Will Dominate Enterprises.” October, 2010³

How many different administrators, departments, professionals or subject experts are involved in a typical case?



Which three of the following are the biggest business drivers for improving your case management capabilities?



Source: AIIM and IBM. “Broadening the Scope for Advanced Case Management.” 2013.

Figure 1. According to a 2013 AIIM study, case processes involve multiple people at most companies—which likely contributes to the ranking of improved process productivity and effective collaboration as the biggest drivers for improving case management capabilities.

The survey also reported that demands for collaboration and faster, more consistent customer response, as well as for reducing compliance risk and audit control, were almost as important as improving process efficiency in the survey. IBM has found that empowering knowledge workers through collaboration tools and enabling them to make smarter, more consistent decisions via access to analytics is quickly becoming a critical requirement. All indicators show that the ability to multitask and to “do more with less” are becoming absolute requirements for new case management applications.

As a result, organizations are looking for a new category of advanced case management solutions to help them meet these demands. Advanced case management represents a combination of technologies designed to put more power in the hands of knowledge workers and provide them with the tools to consistently affect positive case outcomes.

Enhance business outcomes by empowering the knowledge worker

Although the concept of case management has a long history in industries such as social services and healthcare, the IBM approach to advanced case management addresses a broader spectrum of business challenges across all industries, including the public sector.

Advanced case management in action: Child services agency

Due to changes within the parameters of existing laws, a US State Office for Family Services required extensive modifications to its Criminal History Review System (CHRS). The CHRS is a tracking system for anyone applying for work at a daycare, adoption or foster care facility that ensures no child is placed into a facility or home with a person with a criminal background. This process used to take up to three months to check with numerous departments, hindered by disparate systems and information. Lengthy processes and gaps in information introduced delays and increased the risk that a criminal incident might be overlooked.



Organizations that manage cases collect a tremendous amount of information over a case's lifespan. To make

the best use of all this information, knowledge workers need real-time access to expertise and tools that can help them make quick, informed—and most importantly, correct—decisions.

The process was further complicated by its many manual steps. All applicants had to be fingerprinted before employment, for instance. Moreover, it required access to information from different state agencies: criminal justice, police, judiciary and corrections, to name just a few. Each agency had different systems, security and data structures.

Besides being technically onerous and time-consuming, CHRS also had some basic process challenges. It was both manual and computerized, it could not be governed by a rules-based process engine (too many manual steps), it was time-sensitive and, due to regulations around privacy and state hiring policies, also compliance-sensitive.

After extensive review, the state solved its problem by deploying an advanced case management solution. The team selected this solution because it had the capabilities to deal with the exact process problems posted by CHRS. It was data neutral and could display different data XML schemas on the glass without requiring custom coding. It could handle both automated and manual steps within a flexible framework that maintained control by allowing the case workers to handle all the steps from one application. Equally, it could query each desperate agency system separately and nonsequentially, which prevents information-gathering delays from holding back the overall case. System alerts, based on business rules, let the case worker know when specific tasks were in jeopardy of missing their service-level agreements, so that they could be proactive and get them back on track.

Finally, the solution maintained an automated audit record of every document, every process step and every decision, with metrics on who performed each task and when. This audit trail can be important if any decisions are challenged in the future.

As a result of implementing the solution, the state dramatically reduced the time needed to process criminal background check applications from three months to less than a week, helping the agency fulfill its mandate of protecting children while improving service to the many deserving families. The state is now looking at expanding the platform to support the deployment of efficient solutions for other business areas within other agencies.

Timely flexibility: Crisis management at a European bank

Access to the right information at the right time is critical in optimizing business outcomes or, as our next example shows, mitigating risk. A European bank had a critical need to manage potential crisis situations. Management understood that the bank must be able to address any form of a crisis, ranging from cyberattack to earthquake, to ensure that its assets (physical, technical and employees) were secure and operational and that it could continue to serve its customers.

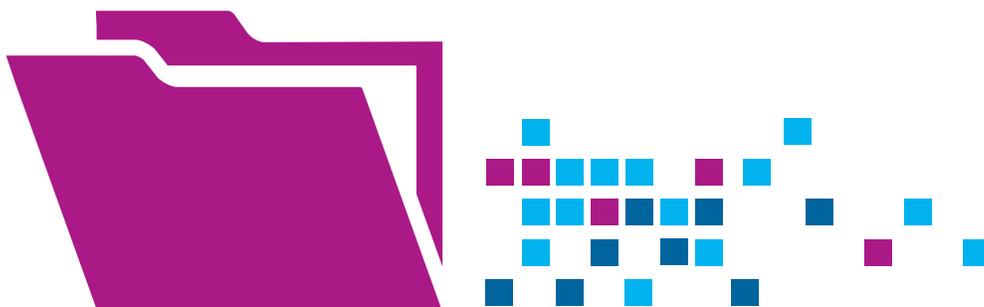
When considering the issues involved in managing through crisis—extreme time sensitivity, unpredictable inputs and events, the need to respond very dynamically while simultaneously following standard operating procedures—it quickly became apparent that traditional process-driven tools could not meet the requirements.

Historically, the bank addressed these situations manually, with crisis analysts seeking information and initiating actions and communications themselves. They lacked visibility into the state of critical business operations and the health of employees, hampering their ability to act. There was also limited access to critical on-site information coupled with the distinctive nature of each crisis based on its severity, geography, weather, access to resources and response times required. As a result, the bank needed a system to optimize responses that required a unique combination of formal automated procedures, access to critical real-time information, and the ability to collaborate and act dynamically based on the unique circumstances.

The advanced case management solution worked with the bank's chosen geographic information systems (GIS) application, as well as with numerous back-end systems, to deliver all of the appropriate information in the proper context to the crisis analysts. Its tasking model enabled the bank to initiate certain activities automatically while the crisis analyst took actions, such as launching appropriate communications, collaborating with various agencies, enabling neighboring facilities to service additional customers and securing data stores. Some of these activities could be scripted ahead of time, while some could be anticipated and had some level of process control, but the sequence of events and the ad hoc nature of many of the decisions required a flexible model that allowed the crisis manager full latitude to make decisions depending on the type and severity of the crisis.

Most important, all activities, decisions, documents and forms needed to be saved and maintained within the case application. Absolute audit control was one of the key decision factors for the bank, as was the ability to initiate ad hoc activities required in crisis situations. The core user interface captures those ad hoc activities and records them for analysis and audit control. This allowed the bank to generate real-time status reports with crisis-specific dashboards.

By leveraging the advanced case management approach, the bank was able to meet its goals of deploying a crisis management plan to ensure that customer assets were secure and it could rapidly react to crisis situations.





What is a case?

A case is a type of business transaction that involves multiple people, organizations, departments, decisions and processes before it can be resolved and closed—whether the

transaction is an insurance claim, a loan application or a patient's care plan. A case folder would include all the documents, data, collaboration artifacts, policies, rules, analytics and other information needed to process and manage the case toward a prescribed goal.

An advanced case management solution allows an organization to link key information about people, processes and information to facilitate positive outcomes.

Organizations can optimize case outcomes by utilizing advanced analytical tools such as similarity analytics—effectively analyzing one individual or circumstance in the context of all like individuals or circumstances. This helps organizations derive even more value from new and existing information and facilitates consistent decisions based on best practices. Combining analysis of structured information with analysis of unstructured information, based on natural-language processing, further enhances an organization's ability to glean insight from a case and improve decision making.

Advanced case management in action: Correspondent lender

A Midwestern US correspondent lender needed to improve loan-processing efficiency to get loans into the secondary market faster for enhanced loan performance. After the recent mortgage crisis, management set a recovery goal of improving revenue by 20 percent without increasing the staff levels.

IBM Business Partner Pyramid Solutions helped the lender quickly prototype a solution involving IBM Case Manager. Case Manager is task-oriented, a capability that fit well with the lender's checklist-based loan processing stream and enabled improved visibility among management branches and back-office departments. The solution also enhances communication and speeds up identification and resolution of exception items—which leads to faster loan closings.

With the IBM Case Manager-based solution in place, the lender can automate checklist tasks and directly communicate exceptions to the branches for quick resolution. The extensive built-in tool suite enables dashboard-style reporting of key performance indicators and the modular development environment helps business analysts to quickly implement new tasks (or update existing tasks) as regulations change.

Informed decision making: Reducing costs and improving service at a US hospital

Providing access to data through advanced analytics can dramatically empower case workers. A US hospital utilizes the IBM Content and Predictive Analytics Solution to help it comply with the US Affordable Healthcare Act, specifically in regard to readmissions for congestive heart failure (CHF).

This healthcare provider strives to reduce high-cost CHF readmissions by proactively identifying patients likely to be readmitted on an emergent basis. Historically, this meant using data collected in its electronic medical record (EMR) system to provide indicators of high-risk patients across 113 key variables.

But when the hospital looked at additional information sources and included unstructured or documentary evidence from doctors' and nurses' notes, as well as other sources such as intake notes, it discovered more insights. It turned out that the unstructured information offered a higher statistical accuracy rate and was able to reduce the key variables down to a more predictable 18.

Providing this information to the case management system allows medical case workers to be more proactive with patients (see Figure 2). Teaming unstructured content with predictive analytics enables the hospital to identify patients likely for readmission and introduce early interventions to reduce cost and mortality rates, and improve patient quality of life.

IBM Patient Care and Insight expands this analytical model even further by providing a layer of similarity analytics on top of the predictive analytics. It can take information about a particular patient and then provide a fact-based comparison of how patients with the same conditions fared with different medications or procedures. The analytics are available to health professionals as decision support tools.

IBM Content and Predictive Analytics for Healthcare: Innovation in action

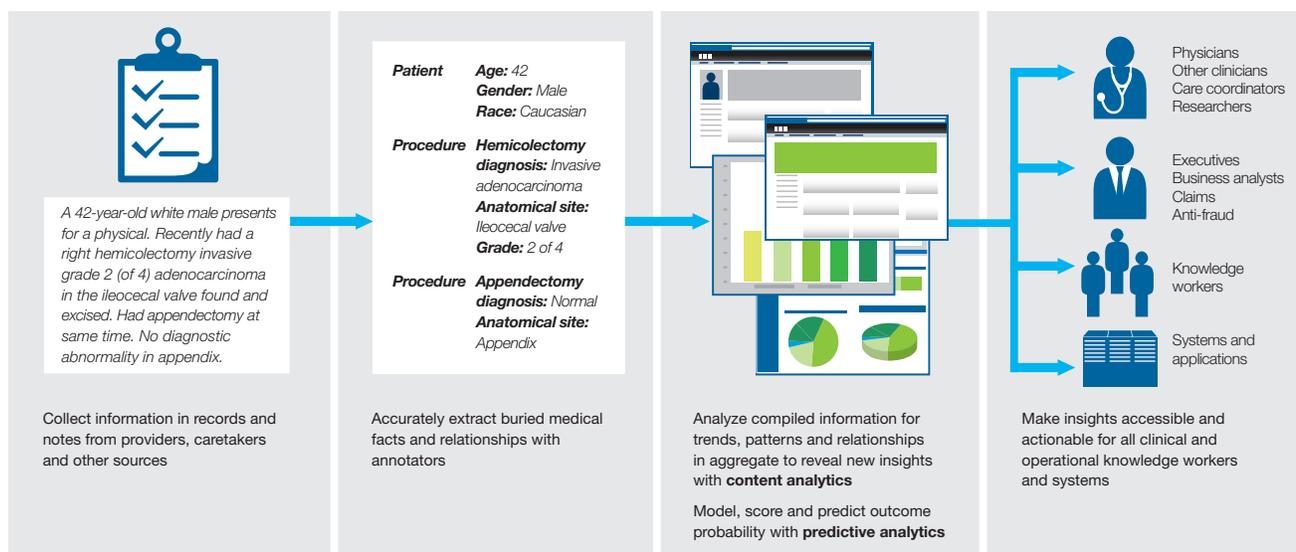


Figure 2. The IBM Content and Predictive Analytics for Healthcare solution pulls together multiple sources of data—including previously inaccessible unstructured content—to create a more complete analysis of patient information that can better inform and coordinate care-related decisions.



“IBM Content and Predictive Analytics for Healthcare uses the same type of natural language processing as IBM Watson™, enabling us to leverage information in new ways not possible before. We can access an integrated view of relevant clinical and operational information to drive more informed decision making and optimize patient and operational outcomes.”

—President and CEO of US healthcare provider

Three requirements of advanced case management

Access to the right information, process control that puts the knowledge worker in charge, and analytics to help professionals make better-informed decisions are all key requirements for today's case workers. These three capabilities combine to form the requirements of advanced case management.

The right information at the right time

Case content can come from many places, from disparate document repositories, customer relationship management (CRM) and enterprise resource planning (ERP) systems to back-end relational databases. One of the clearest findings of the AIIIM study, illustrated in Figure 3, was that “the biggest business issues in managing this content are collecting all of the documents and key data together into a case file, and providing all of those working on the case with access to this complete set—and in particular, allowing them to collaborate on the content.”⁶

A distinguishing factor of case management is the need to access, work with and manage content. In this context, content refers to all unstructured information: documents, images, video files, audio files and so on. The ability to recognize relevant content, associate it with the correct case, programmatically understand the role it plays within the case and enable the case worker to view, augment, comment on and manage its lifecycle is a key component of advanced case management. ECM provides these capabilities, and industry analysts agree that ECM is a required element of case management.

Which three of the following business issues do you most have in managing case content?

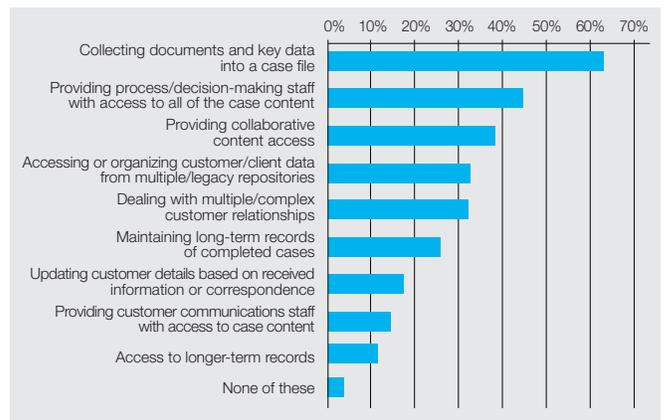
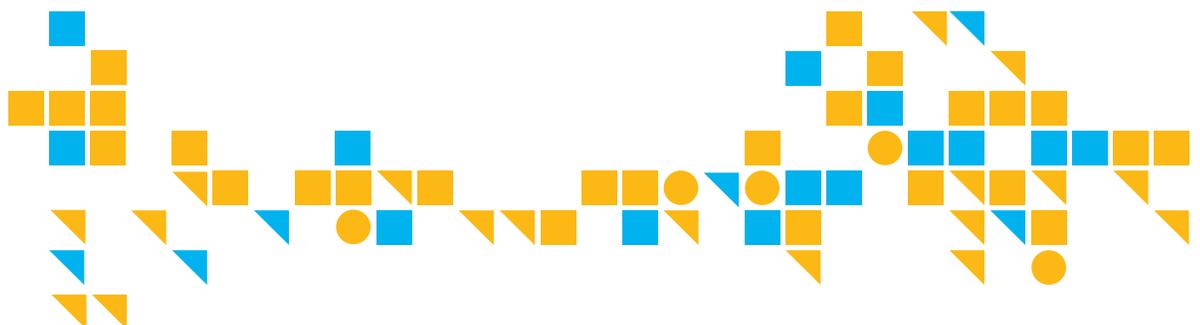


Figure 3. Collecting content and providing access to it represent the top four business issues related to managing cases.

Unlike structured information, which tends to be maintained in well-understood systems of record (ERP, CRM and so on), unstructured information can be in many locations—both managed and unmanaged. Valuable business content may be isolated on individual hard drives, in shared repositories or managed in ECM systems, and requires search and federation capabilities to get the right information into the case file.

Finally, retaining all the documents, including edited versions, plus all the decisions made or tasks executed in an automated audit file for real-time history and long-term compliance, is an absolute requirement for advanced case management.





Streamlining compliance by applying case management to the employee lifecycle

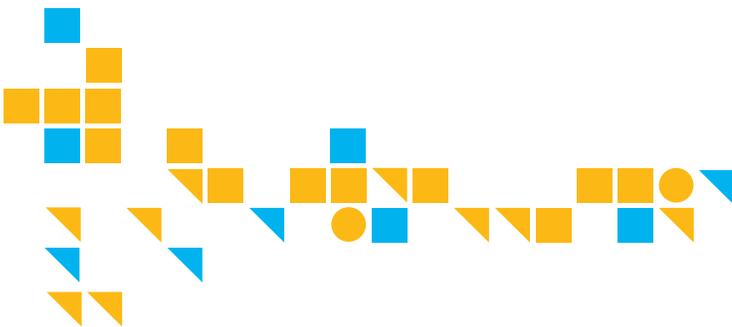
An energy producer for a large US metropolitan city wanted to streamline the process of complying with the North American Electric Reliability Corporation (NERC) requirements. Significant manual effort went into tracking employee and contractor access to company assets across facilities and preparing reports for periodic audits. The producer wanted to replace resource-intensive steps with an automated system for bringing an employee or contractor on board and managing all access additions and changes to help ensure security of the physical plant, electronic systems and intellectual property. Further, the company wanted to structure the solution in such a way that IT would not be required to manage, maintain or support custom interfaces.

Working with IBM and IBM Business Partner Adjacent, the energy producer implemented an employee lifecycle management environment using IBM Case Manager software. The Adjacent implementation team was able to rapidly prototype solution options for customer review and adjust them in real time, dramatically reducing development cycles and producing a solution tailored to user requirements.

With the software, a manager enters an open position, launching a case file that progresses through interview and hiring tasks (such as background checks) and continues through the activities required to bring an employee or contractor on board and track their access to facilities, systems and intellectual property. The solution offers a common user interface to access a single repository for all records, documents, tasks and decisions regarding access to assets. It also provides reporting across case information to quickly and easily comply with NERC audit reporting requests.

The simple, intuitive interface requires minimal user training and ties together all relevant information, tasks, transactions and activities, enabling a 360-degree view of each employee's or contractor's access privileges from onboarding to termination or retirement.

By implementing the Case Manager software, the energy producer expects to dramatically reduce the effort required to accurately track employee and contractor access to its physical plant, electronic systems and intellectual property. Automation of the employee and contractor lifecycle will enable prompt response to NERC audits. Based on this initial implementation, executives across the city are interested in extending the environment to virtually all agencies. They expect to do so quickly, relying on the solution's easy prototyping, near real-time customization and minimal user training.



Flexible process control: Empowering the knowledge worker

As Peter Drucker noted in his outline of a knowledge worker, a key competency of the knowledge worker is that they must “manage themselves. They must have autonomy.” One of the critical process features of advanced case management is that the knowledge worker is the decision maker. While that much is straightforward, providing the benefits of process efficiency for those “autonomous” workers is less well understood.

Solving this problem requires a different take on process management. By breaking up all the potential repetitive tasks into a series of small, discrete, individual processes and decoupling them from any predetermined sequence, case management gets the flexibility it needs while still providing process efficiency and standardized process control. Best practices can be built into the process steps allowing for added effectiveness and control, but ultimately it will be the case worker who decides what to do in what order.

As shown in Figure 4, the AIIM survey noted that email remains the system of choice for ad hoc processing. This presents another reason why ECM is a key component of advanced case management: having the ability to incorporate the enterprise email client into the case infrastructure allows the case management system to be aware of and track the email. Moreover, when the email is returned, the system can re-incorporate it into the case folder, with reporting metrics on how long the response took. The email also now becomes a part of the case audit record and, stored within the case object model, is available for review at a later date.

Going one step further, true ad hoc case processing would provide the case worker with the ability to construct an actual ad hoc process leveraging the system’s own process engine. An accessible, easy-to-use process design interface allows the case worker to quickly define and initiate unique processes, fully empowering knowledge work. This allows organizations to effectively manage ad hoc processes and maintain process continuity while providing for the reality of how a case worker must use unscripted process steps to achieve positive outcomes.

Which three of the following systems do you mainly use for action-prompting, workflow or process management of cases?

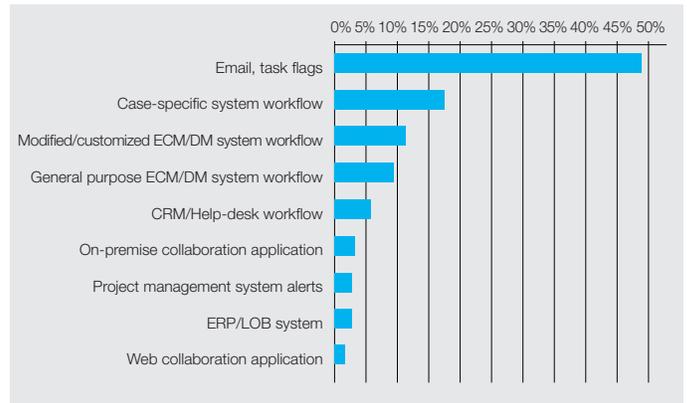


Figure 4. Email remains the top means of workflow management by far, with nearly half of all respondents using it in their processes.



Analytics: Key to achieving positive outcomes and meeting organizational goals

Access to all the required information and allowing case worker emancipation through flexible work management are significant capabilities in increasing case management effectiveness. Managing to specific goals, however, requires an added level of analytic information. This is important at the case worker level as well as at the manager level. Real-time dashboards and historic reports are required so that proper visibility is maintained at all levels and adjustments can be made proactively to help workers meet—and improve upon—individual and organizational goals.

While providing analytics to better manage caseload toward established goals is a key requirement for an advanced case management application, some companies are taking analytics to the next level by using them to show trends in decision making based on similar cases. Applications such as IBM Content Analytics, when combined with an advanced case management application like IBM Case Manager, can apply the power of documentation analysis to find trends unavailable to even the most experienced case workers.

When combined, the insight derived by using business intelligence tools to find similarities in structured information and the trends discovered by using content analysis on document-based case files can remove bias in decision making and promote more consistent decision choices. Solutions such as IBM Patient Care and Insight and IBM Intelligent Investigation Manager are already merging analytics with advanced case management to create a decision support matrix to support case workers.



What are your case management needs? Seven questions to ask

If your business uses a complex decision model that is influenced by various activities and changes in information, an advanced case management approach may be appropriate for you. Ask yourself these questions to identify opportunities to leverage an advanced case management model:

1. Do you have a business operation focused on an outcome that can't be fully automated? Does it ultimately rely upon human decisions or actions?
2. Do some case-based decisions rely on analysis of accumulated information, often from a variety of sources and types (such as electronic documents, paper, customer data or product history)?
3. Do real-time events impact how work gets done and potentially change how goals are achieved for each instance of a case?
4. Do employees need to collaborate with coworkers, customers or partners to achieve their goals? Is this collaboration sometimes accompanied by information that gives context to these goals?
5. Are actions taken toward the desired outcome a mix of business-driven procedures and ad hoc activities with no "correct" or predetermined sequence?
6. What are the negative outcomes or risks (such as customer complaints, regulatory fines or increased costs) that can be avoided when employees make smart decisions? What is the financial or reputational impact of these outcomes?
7. Do KPIs or service-level agreements (SLAs) help case workers understand the intermediate goals that contribute to efficient case resolution? Can you track and adjust your processes to optimize these outcomes?

The advanced case management maturity model

Assisting knowledge workers with the complex decisions required in advanced case management requires a comprehensive set of capabilities that goes beyond what organizations may already use.

The advanced case management maturity model shown in Figure 5 maps the types and levels of return on investment (ROI) achievable at each level of maturity. While organizations can derive clear benefits by simply managing content electronically within logical folders that represent cases, they can gain significantly greater efficiencies by automating the flow of that content to the workers who need it to perform their jobs.

A large, California-based global bank realized these benefits when it implemented a case management program that leveraged dynamic forms—which react to external data and user choices—and real-time dashboards to enforce workload distribution. Processing time improved dramatically, falling to one to two minutes for cases with no exceptions.

At each successive level of the maturity model, the organization accrues additional returns—whether IT-related (such as development time and cost savings) or business-related (such as avoiding fines through regulatory compliance or decreasing risk associated with outstanding customer complaints).

The advanced case management maturity model focuses on effectiveness rather than simply examining operational efficiency. Traditional process automation targets quick or inexpensive business operations, but advanced case management is goal- and outcome-focused and supports efficiency and effectiveness for high-value operations.

IT leaders should also note that simply buying and manually integrating the individual technologies that make up an advanced case management solution will not deliver the efficiencies of a pre-integrated solution, largely because IT development and ongoing operational costs will significantly offset these benefits. By treating a case workload as a single entity, an integrated platform delivers efficiency through robust task, workflow and collaborative design and automation while also providing key analytics capabilities.

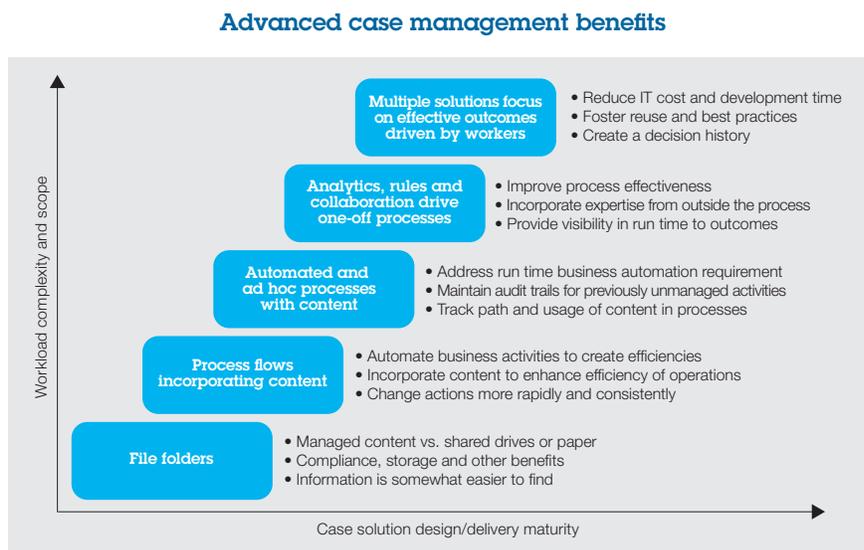


Figure 5. The evolution of advanced case management maturity.

IBM Case Manager: Setting the standard

IBM Case Manager delivers an integrated, holistic approach to dynamic, advanced case management by uniting information, processes and people to provide a 360-degree view of case information and drive optimum outcomes and results. The flexible framework, cohesive approach and integrated tools from the IBM software portfolio enable organizations to work smarter while addressing auditing and regulatory requirements.

Case Manager empowers case workers and knowledge workers to extract more value and insight from critical information, enabling them to make better and faster decisions. Organizations can put critical case information to work using integrated business rules, collaboration and analytic tools and extract more value from their information—whether it originates as a customer request, loan application or complex compliance procedure.

Case Manager delivers a broad spectrum of ready-to-use capabilities that accelerate time-to-value and help organizations achieve the following:

- Provide knowledge workers with a contextual environment and 360-degree case view, deriving deep insight from all case artifacts, including structured and unstructured information
- Help knowledge workers create and participate in ad hoc and structured workflows with effective control over the definition and ongoing maintenance of decision logic to rapidly address change
- Optimize case outcomes by providing analytics tools that improve insight and streamline workloads, and enable proactive measures to improve performance

- Offer a business-focused design that includes interview-style interfaces for case construction and the ability to capture industry best practices in templates
- Simplify collaboration and boost productivity through social software and communication that harnesses Web 2.0 concepts
- Fully leverage the ECM portfolio from IBM for comprehensive integration and federation, and integrate with IBM® FileNet® Content Manager and IBM Content Manager Enterprise Edition software

As business goals change and grow, Case Manager offers an extensible platform for enhancing capabilities and protecting investments with additional value-added ECM capabilities from IBM, as well as industry-specific case management applications and best practices from IBM Business Partners.

For more information

To learn more about IBM advanced case management capabilities, please contact your IBM representative or IBM Business Partner, or visit these resources:

- ibm.com/software/advanced-case-management
- ibm.com/software/advanced-case-management/case-manager
- **IBM Case Manager data sheet:** <http://ibm.co/VBscbh>
- **Success stories:** ibm.com/software/advanced-case-management/success-stories.html
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Software Group
3565 Harbor Boulevard
Costa Mesa, CA 92626-1420

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¹ AIIM and IBM. “Broadening the Scope for Advanced Case Management.” © AIIM 2013 www.aiim.org

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⁴ Forrester Research, Inc. “Dynamic Case Management—An Old Idea Catches New Fire.” Dec. 28, 2009. www.forrester.com/Dynamic+Case+Management+An+Old+Idea+Catches+New+Fire/fulltext/-/E-RES55755?objectid=RES55755

⁵ AIIM and IBM. “Broadening the Scope for Advanced Case Management.” © AIIM 2013 ibm.com/common/ssi/cgi-bin/ssialias?infotype=SA&subtype=WH&htmlfid=ZZL03045USEN

⁶ Ibid.



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