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SERVICES & OUTSOURCING NETWORK

The Next Level of Automation Connects
Unstructured Data, Advanced AI Services,
ML Driven Orchestration, and Seamless
Bot-Human-Bot Interaction Together.

**Welcome to The Age of
Connected Automation.**



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SSON Editorial

Lee Coulter

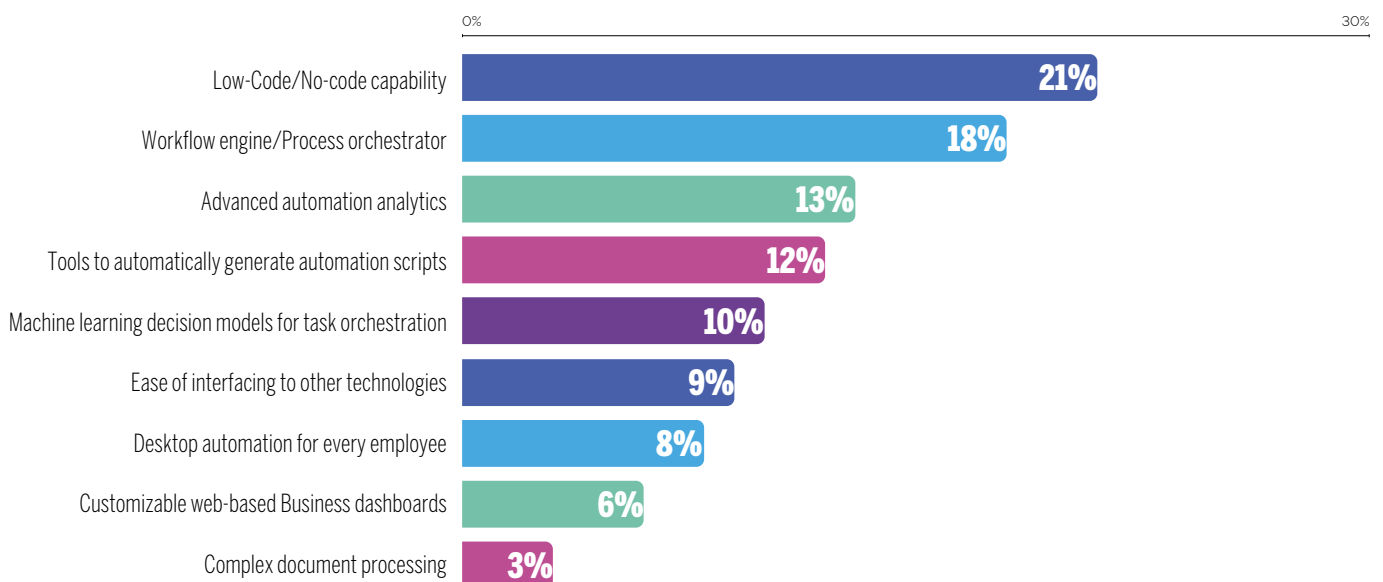
Lee is a thought leader, early adopter, industry organizer, and general agent provocateur in the world of technology fueled business process transformation. With a colorful career spanning 30 years leading large companies through high-stakes operating model changes, he has also founded and grown several businesses in the BPO and automation industry while leading industry groups such as Chair, IEEE Standards in Intelligent Process Automation.



Introduction

With somewhat inauspicious beginnings at the turn of the millennium, RPA rapidly became a buzzword that was a harbinger of major changes to come in how the world works. Like all new technologies, RPA has matured. Adoption has spread, although often with a more limited scope than many would hope for. Adjunct technologies that extend the Use-Cases of automation more broadly are now readily available. Enterprises are now wrestling with how to be more strategic with automation. Technologies are available now that can bring together many different capabilities needed for more far-reaching automation. Assembling the right capabilities with the best expertise has broadened the space from RPA to what is often called Intelligent Automation (IA), also sometimes called connected automation or hyper automation. Technology providers have yet to standardize the flavors of addition capability being integrated into their offerings, but a fair mix is available today.

What Capabilities Are Offered By Your Existing Automation Platforms To Power End-To-End Automation?



Bringing intelligence to your automation program enables End-to-End (E-E) automation and opens new horizons in terms of the kinds of benefits pursued. The value of IA is moving to core company metrics like sales or Customer eXperience (CX) and IA is increasingly a part of larger transformation programs.

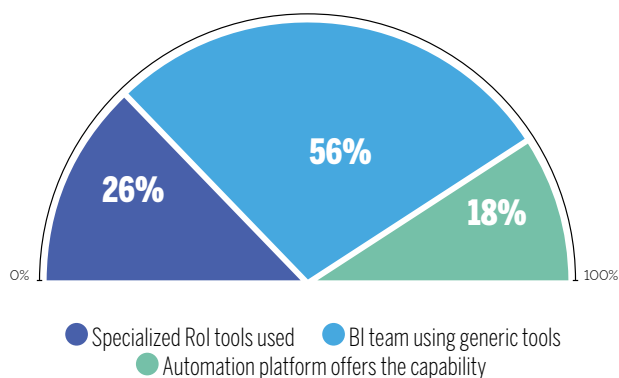
Like all of the tech around us today, the pace of innovation and change are getting faster. Technology adoption is very rapid and the ability to connect different capabilities together has improved. Most companies that make automation tech were born out of a need to solve specific automation challenges (or opportunities) in some part of a large operation.

Some were born out of banks, some out of call centers, others from finance and supply chain, and still others from academia. These were lightweight IT solutions were generally developed around a process area like accounting or payables or mortgage processing. In its early days, the most likely customers were using it in the same areas of their own operations. Seeing the potential of the tech, the core capabilities of automation were evolved to become process agnostic or rather a platform that can apply to digital process work in a more general sense. In the same way these bespoke automation tools evolved into RPA, now RPA is evolving into Intelligent Automation (IA)

With RPA, customers typically purchase that providers' tool and a bundle of closely associated use cases that have successfully been deployed by others. In the early days, these provided use-cases centered around the same kinds of operations that were focus of attention at the birth of that particular RPA company. Now, comprehensive models for complete End-to-End (E-E) processes have been developed to help provide a kind of treasure map in targeting portions of almost any process that runs in a large enterprise. In addition, it remains fairly straightforward for customers to measure the business value in the these use-cases.

These use-cases are not always logically connected, nor do they

How Do You Track And Calculate Automation Roi?



generally make up a significant portion of E-E processes and the ability to automate more of the e-e process is a top priority for customers.

With this kind of starting point, it is not surprising that many



THROUGH THE LENS OF AN INDUSTRY EXPERT

Jean-Baptiste Fillol

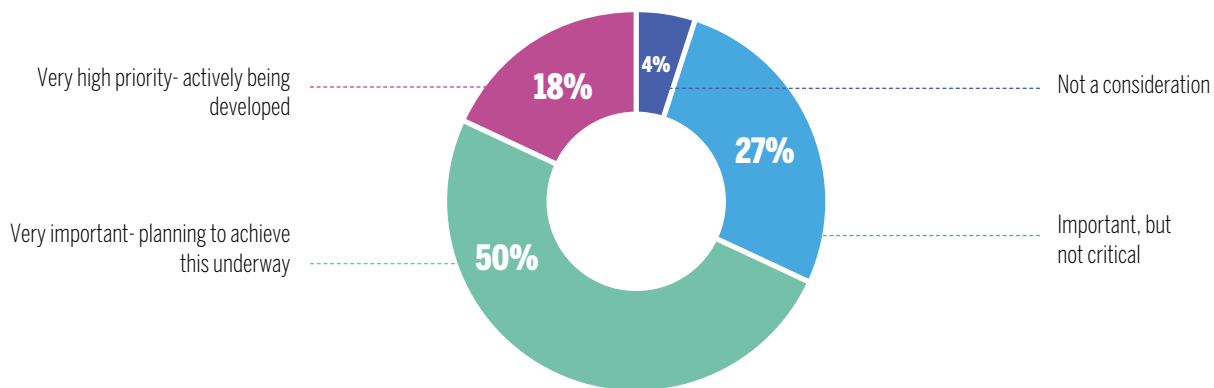
People and Communication Director for Southern Europe, Iberia and LATAM,

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Can you describe your IA roadmap for the next two years? Does it include new technologies/capabilities like IDP or NLP?

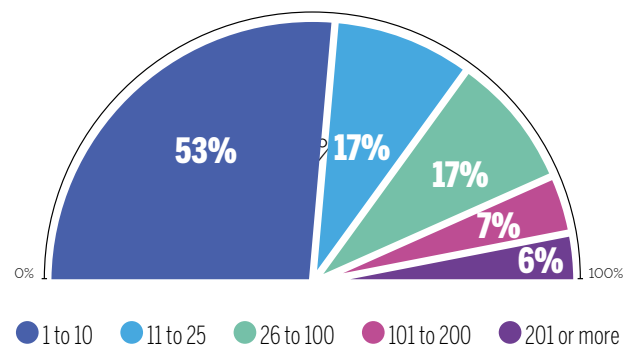
Jean: We are making investments to transform our HR Service Model across four main areas: a global HR portal to enable a unique employee experience, a ticketing system to enable service delivery tracking and self-service triage, adoption of IDP to enable rapid and accurate information retrieval and the use of chatbots to automatize the standard Q&A.

How Important Do You See The Value Of End-To-End Automation Tools To Achieve Meaningful Process Optimization?



customers have remained focused in a single department and deployed tactical automation in finite use cases. Lacking a clear path to becoming a strategic enabler and after a few of these point solutions are in place, the energy behind the program can begin to drop. Most customers have 10 or less bots deployed and few have more than 100 bots.

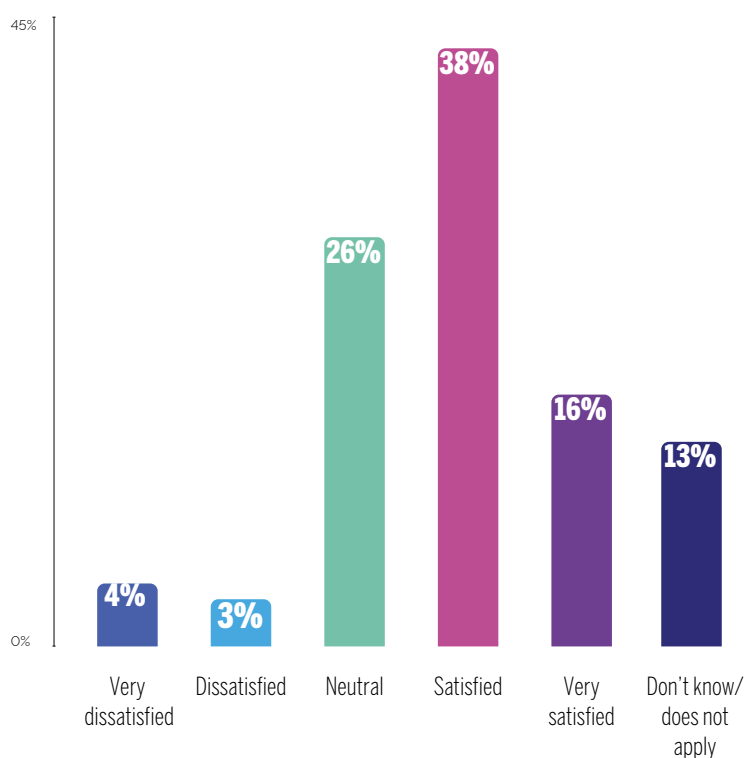
How Many Bots Has Your Organization Deployed?



These early wins were usually the result of automating some significant portion of the "happy path" of a central process that consumes a lot of people effort. The term happy path is used to refer to the way work was intended to be performed. It is so called the happy path because most of the work happily follows the predictable path that the original architects of the process and systems intended it to be. The steep cliff on the other side of the happy path is filled with exception paths. It is not unusual for an operations team to spend more than half of their resources processing exceptions. The easy answer there is to automate the parts of the happy path that stable, routine and well defined. Despite grander visions, this is often the reality of an enterprise

automation program. The use cases get too hard to automate at important points in the process. Because these points are usually interactions with unstructured data or documents, or human-human interactions; the final configuration of the automation is built to stop and start again, with workflow passing back and forth to a human operator(s). Despite the challenges, RPA has been used to solve some real process problems and create real value for many companies.

How Satisfied Are You With Your IA Deployment In Terms of Value Created?



Closer inspection of an E-E process map, with the portions that have been automated to some extent highlighted, will reveal significant process gaps that have been resistant to automation. Predictably, these gaps emerge when the process encounters one of the following:

- Process: Discovery, Complexity and Exception Paths
- People: Voice and Human Machine Workflow
- Data: Documents, Unstructured and Semi-structured Data

When asked, most customers agree that additional technologies and capabilities are needed to continue stretching the use-case and doing more strategic E-E automation.



THROUGH THE LENS OF AN INDUSTRY EXPERT

Shelley Blakeman

Principal Program Officer, Vice President,

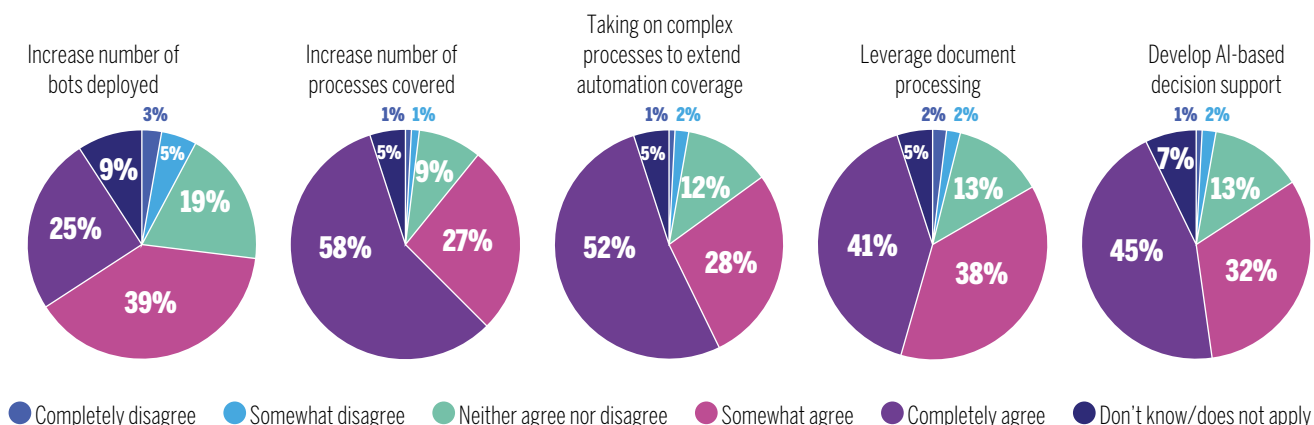
BNP Paribas

What are the top barriers to scaling intelligent automation and how have you/are you overcoming the hurdles?

Shelley: I see four major barriers to scaling intelligent automation as follows:

1. Pivoting people in ways that develop / leverage human capital
2. Revolutionize the way organizations are led/managed as part of the transformation. Actually enabling a shift in leader behavior to manage in 21st century ways vs. 20th century methods.
3. Meaningful use of data & analytics. Getting leaders to ask the "right questions" vs. use data to support the bad decisions
4. Change adoption to realize human factors of ROI which is common when there is little/no or ineffective change management &/or change fatigue and saturation.

What Are Importance Of The Key Elements Of Scaling The Automation Program To Realize True Value?



What is becoming more clear is that connected automation is a foundation for intelligent automation. Unattended server-based automation (aka RPA) can be very powerful indeed when it meets the right kind of work; work that does not encounter a document or voice exchange or need to bail out to a human for direction or clearing an exception state. When smart automation resources are united in an integration platform that brings them together with a core of robust executional capabilities, the size and complexity of the use-cases grows two to ten times what RPA is capable of alone.

The challenge of integration is not a trivial one. The technology that can address the "stall points" or stop signs for traditional task automation are each separate and complex on their own. Having process discovery feed the design/build studio or fashioning an interface to enable the myriad of possible reasons (with associated data) that an automation might need to bring a human into the loop is not simple. Let's take a look at some of the more common capabilities being connected together to extend the use-case and value of these more comprehensive automation solutions.

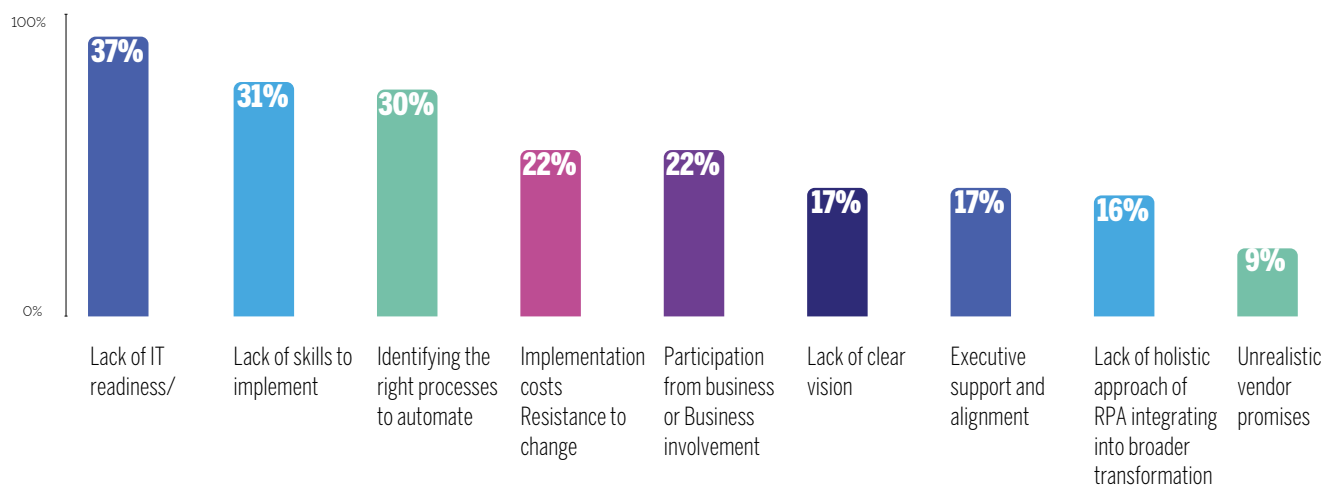




Process: Discovery, Complexity and Exception Paths

Among the challenges in deploying automation, one of the more significant is understanding at a detailed level the process that you are seeking to automate. Complexity rises dramatically when a document, voice interaction, or natural language exchange (e.g., email or webform communications) occurs. This complexity can easily rise above the point where the value is worth the effort. In automation terms, a typical strategy might be called Happy Path +3 or Happy Path +2. In fact, choosing the right process to automate is a top challenge in scaling automation along with IT readiness.

What Are The Top 2 Barriers Your Organization Is Facing To Scale Automation? (Select Two Options)



This denotes that the approach is to automate the happy path and the two or three most significant exception paths. Happy path plus 3 will usually encompass 85% or more of the work units going through a process, however the remainder is the hard stuff that requires lots of manual intervention.

People not routinely involved in operations and process are often surprised when the work of process discovery gets underway. Process experts and business SMEs work together to set out to truly discover and document exactly how every single piece of work that enters a team

or process gets to the end. 100% of the work must be accounted for. Often this involves a significant manual process discovery effort.

Things like screen recorders, and log file analysis can do some of the work, but much of it relies on manual documentation and spending a lot of time with the subject matter experts, and a group of people often called citizen developers. Citizen developers are a tech savvy group of folks within the operations team that is deeply familiar with the process, the IT systems used in the process, and is often familiar with the automation

tools as well. Together, this discovery group uses a variety of techniques including shoulder surfing. The term "shoulder surfing" is sometimes used to describe manual process discovery. It means literally following different people in operations around for days. Those days are filled with hundreds of questions and tick sheets and a stopwatch. Some even record these sessions on video to go back over them later to check against the growing process diagrams. Special effort is also made to try to discover *why* each piece of work followed the path that it did. Sitting behind the answer to *why* is the set of conditions and business rules and judgements made along the way that resulted in the precise flow a piece of work took to reach conclusion. To successfully automate, a full understanding of the work and how it steps through the process is needed. In order to properly route the work when automated, it is critical to know the business rules. Business rules are interesting things. They come from many places, some not really very official:

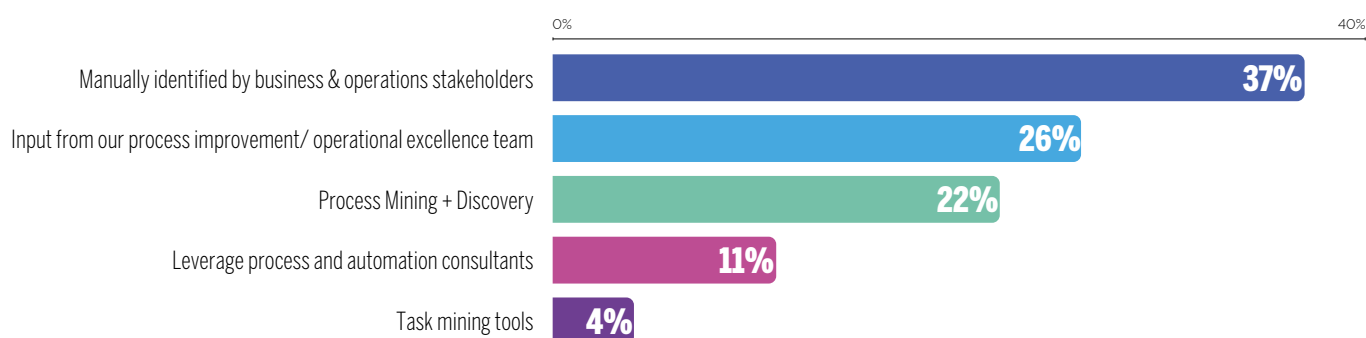
- Compliance requirements
- The design of the systems of record
- Requirements from other departments
- Suppliers and customers
- Leaders of the business area
- Trainers and supervisors
- The person that sits next to you

There is never one place to go to find out what the business rules are. They live in systems, in documents, and in the memories of the people that do the work and sometimes nowhere. Beyond simply encountering human variety, this kind of process discovery suffers from a major drawback: Polanyi's Paradox. While Michael Polanyi debuted this notion of *tacit knowledge* in his

book in 1966, it was just 2014 when it was first applied to modern business and give the title Polanyi's Paradox.

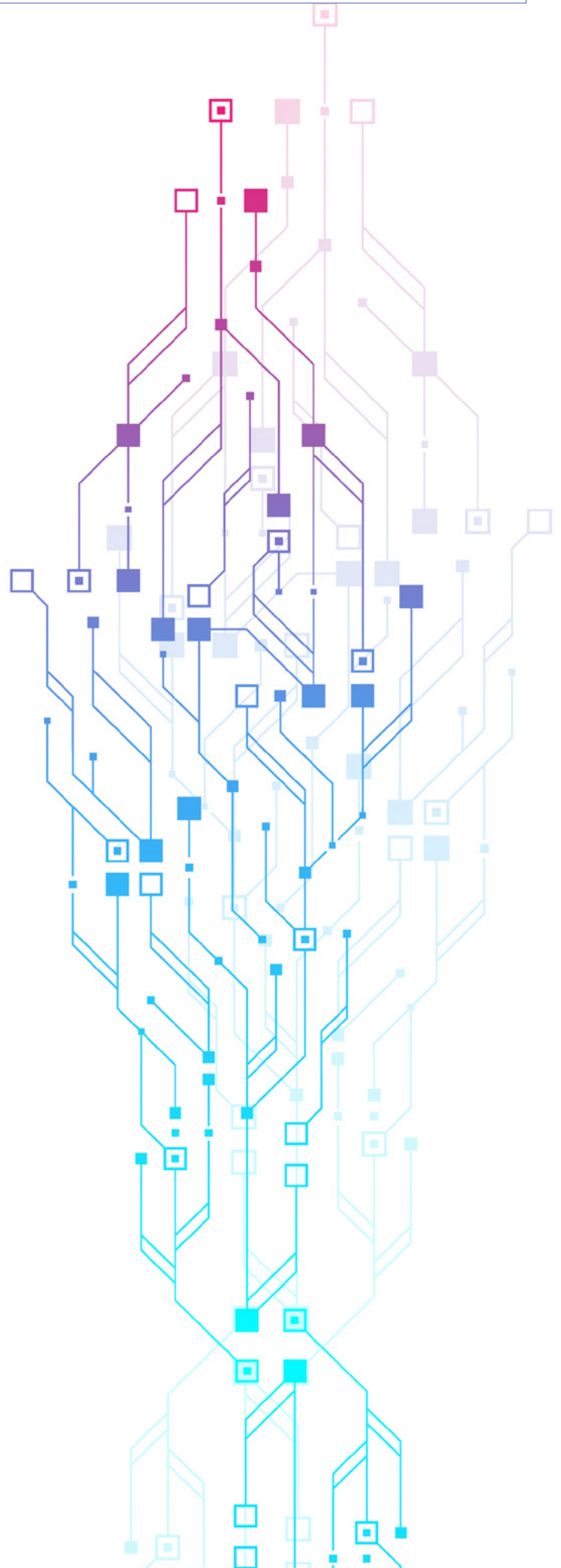
This paradox is fundamental to the human condition in how we make sense of the world around us. In simple terms, the paradox says that we humans say things we cannot know, and we know things we cannot say. As this applies to people working in a process, it makes discovery difficult; very difficult. When an operator is asked in one circumstance to answer why they did thing A or thing B, the operator will produce their understanding of the set of conditions that determine whether A or B was the right thing to do. Recall the potential sources of these so-called business rules? The challenge comes in that more often than one would expect, each person's personal ruleset that dictates how they perform their work are only loosely connected to the actual declared business rules. This is more prevalent in departments that use a lot of On The Job training and don't use any sort of Business Process Management (BPM) rigor. The ways of work get "handed down" from person to person. The other side of the paradox happens when you ask that same operator about a different step and they confidently declare there is a rule about how to do that thing sent down from on-high somewhere in the hierarchy. Further discovery and analysis often shows that such rules often don't exist. They are made up on the spot, usually based on a level of confidence the operator carries that a rule is firm, or at least is firm for that operator. As humans, we need to operate with a sense for the how and the why. In the absence of verifiable rules, we will create our own or attribute our own to rules that may not exist. Manual process discovery is still the most prevalent method used today, but that is changing.

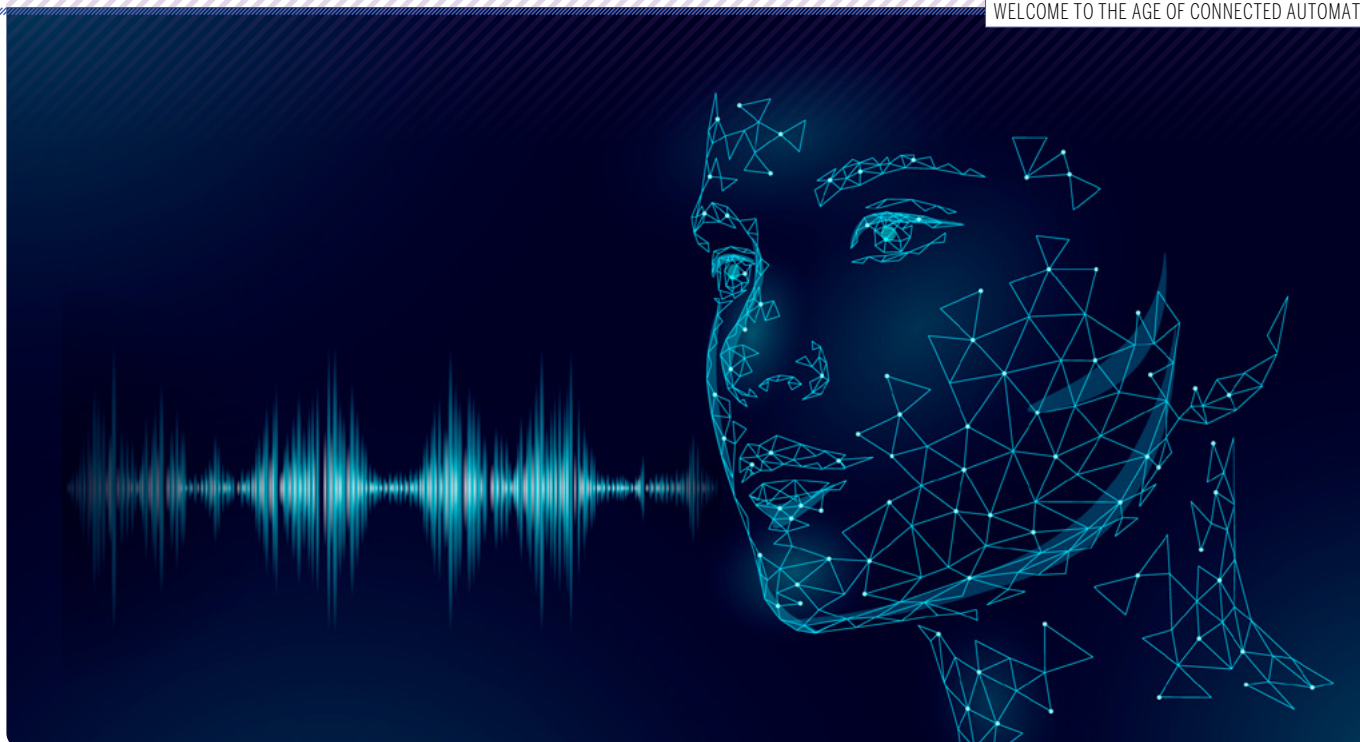
How Are You Currently Identifying New Processes for Driving Automation?



The solution is using task mining and process mining. These tools work by collecting highly detailed data about *what happened* without respect to why it happened or someone's opinion as to whether it should have happened. This data is fed to machine learning models that correlate and reveal causal relationships between things that happened and the sequence in which they occurred. In these large reams of data hides the real business rules that orchestrate the work. Regardless of what people think the business rules are, the data will reveal the rules that define how work is actually getting done. Using statistical methods, these rules can be made visible and more importantly, they can be documented, confirmed as necessary, and encoded into the automation. Connecting these insights into the design process and the orchestrator (the heart of the automation platform that sequences work by applying either business rules or engaging predictive ML models that move the work down the correct path) really requires getting deep into the "wiring" of the orchestrator.

Using process mining capabilities, the complete process with all its exception paths can be discovered and data-driven discovery can confirm the rules that should be used to guide the flow of work. Process discovery tools can also now process and provide the data necessary to create Next Best Action Machine Learning (NBAML) models to make dynamic decisions about work flows based on real time sensing of conditions. When connecting process/task mining to machine learning models, the very data about the transaction moving through the process can serve to determine the best route for the work to take.





People: Voice and Human Machine Workflow

There are very few businesses on earth that do not rely on human-to-human interactions in some parts of the processing of their work. Like documents, automation has historically stumbled whenever natural language or voice is a part of the process. This is changing also, but there is a history of predictions going back 80 years that we would be using voice control for most things. It turns out voice control of computers is much, much more difficult than it was originally thought. Again, remarkable advancement has been made, but we have some distance to go as well. The processing of voice and natural language is not a single technology. Many different providers have developed a variety of technologies across several related fields to meet the needs of dealing with voice as a formal input into enterprise process. These technologies have received billions in investment. The field is made up of several parts:

- Voice To Text (VTT) conversion
- Sentiment Analysis
- Natural Language Processing (NLP)
- Natural Language Generation (NLG)
- Natural Language Understanding (NLU)

How many languages are spoken on earth? An unlikely guess would be about 6500. However, that is the truth of it. Even that number carries a somewhat arbitrary separation between a language and dialect. The number is larger when including dialectic variations. Suffice to say that just transcribing a voice interaction into text is a challenge. At last count, there were also 3866 "forms of writing" or in simple terms, almost 4000 different alphabets known. As of this writing, Google supports the largest 109 languages, and that number continues to steadily grow. The technology to perform this miracle is available via web services today at remarkably low cost. This may be more familiar to most in the consumer market as the websites where anyone can upload a video and have subtitles applied for a penny a minute.

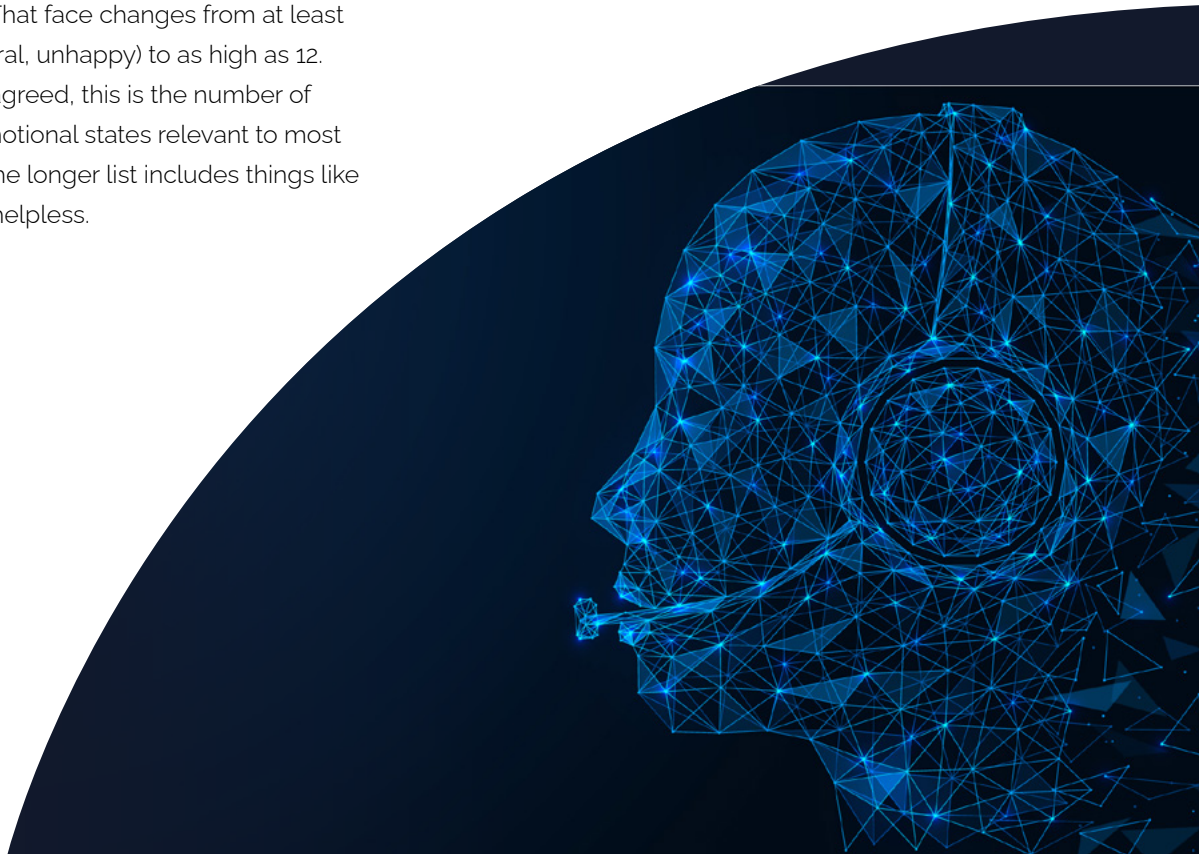
Now that a voice input has been converted to text, it must be processed. This is both a content and context exercise. If the word "clicking" is found a voice transcription, it can mean wildly different things. It means one thing to the service business within the automotive industry and a whole different thing to an IT helpdesk. NLP is the science of divining the "purpose and payload" of communication. Many contextual inputs are needed to detect the specific circumstances relevant to the speaker at the precise time of utterance. The language must be decomposed. This may bring back memories from fifth

grade literature class. Sentences must be diagrammed to determine subject, nouns, verbs and so forth. Armed with the "essence" of the voice input, analytics do a pretty good job of determining the purpose and payload of the dialog. Significant advances have been made in recent years. Contract readers surpass human experts in finding problem terms in contracts in multiple tests. Technology is now conquering multi-speaker dialog as well. Voice prints separate the speakers and with varying levels of success, the dialog is converted as an exchange and analyzed considering the previous dialog in analyzing the next part. Multi-speaker voice remains a challenge on the horizon, but exciting progress is being made.

In addition, there is a need to understand sentiment. This is an amazingly important part of the context aspect in human speech. Two approaches to sentiment are used: one is an analysis similar to a voice stress analyzer used in polygraphs. This is used for calibrating rough emotional state that has a material impact on payload in the dialog. The second is language analysis. This is word choice, spacing, emphasis, and timing. Much can be learned by measuring the use of specific words in combination, and the space between them. Many modern call center agents today have a face emoji displayed on the screen during an inbound call. That face changes from at least three faces (happy, neutral, unhappy) to as high as 12. Experts have generally agreed, this is the number of commonly accepted emotional states relevant to most business transactions. The longer list includes things like confused, uncertain, or helpless.

Together, these technologies come together as NLU. That is, developing an accurate understanding of the purpose and payload of a dialog. With advances on all fronts of the language challenge, NLU is in now a part of the automation workbench. Connecting these capabilities together is a powerful combination when applied to automation.

Turning these capabilities outward is just as important as NLG. NLG is the ability of a system to create reasonably understandable text or audio (using a Text To Voice (TTV) engine – yet another technology in the voice field) to deliver a purpose and payload to a person. Adding a few new complexities, but largely drawing on the NLU capabilities, NLG is becoming an important tool in the automation world.



Human-Machine- Human Workflow

Because automation today often has to drop out of its purely digital domain to seek guidance from operators in pursuit of conquering the next exception path, the ability to communicate is crucial. Connecting human and machine can make automation far more capable. The automation does not need to stop and restart. Coming back to the notion of payload and purpose, the automation must:

- Be able to gather all relevant (relevance often being in the eye of the beholder) data, conditions, and context to describe what it needs from the operator
- Present that information in an easy-to-understand manner
- Ensure additional information that is rarely but sometimes needed is available
- Be clear in what is needed from the person
- Confirm that there was an exchange of information and affirm the conclusion that was drawn
- Provide an interface to receive that input back in an easy intuitive way

The use of citizen developers is particularly useful here with their combined knowledge of systems, process and the automation tools and it is generally not for a lack of interest that there aren't more citizen developers. Interest is the least of the challenges in creating more citizen developers.



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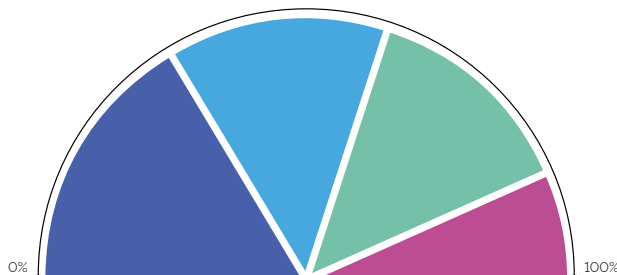
Jean-Baptiste Fillol

*People and Communication Director for
Southern Europe, Iberia and LATAM,
AXA Partners*

To what extent are you utilizing Citizen Developers to help scale up your automation efforts?

Jean: We do not use Citizen Developers yet, however we study the opportunity to do so in the Learning & Development area. We want to promote self learning and therefore the L&D analysts will acquire capabilities in developing digital learning campaigns targeting specific audiences.

Is There Adequate Interest From Citizen Developers & Business Users To Leverage Automation? What Is Making It Work Or What Is Holding It Back?



- Learning curve for non-tech users
- Lack of guidance on how to leverage automation
- Lack of time - business users & SMEs are not able to devote time
- Lack of interest - as tools are not engaging enough

Advances that underpin the disciplines of Customer eXperience (CX) and Employee eXperience (EX) have helped the understanding of how to optimally present digital information, predict what additional information might be needed or useful, and receive the input back. The use of Low Code/No Code (LCNC) technologies are often employed here. A useful analogy for LCNC tools to think of them as Lego® blocks. Relatively simple object-oriented LCNC tools can be used to create "app-lets", or little applications. Among many other things, this LCNC tooling enables rapid design and deployment of these "human-bot" interactions. It no longer requires a custom web app each time a human is needed in the loop.



Data: Documents, Unstructured and Semi-structured Data

Another barrier to scaling automation is dealing with the unstructured or semi-structured stuff of business and there is a lot of it. Physical and digital mailrooms are complex places that attempt to create a digital input for work to the extent possible. For optimal automation, digitizing the original inputs provides the best chance for a decently sized use case. There are hundreds of places in enterprise processes where digitizing the input becomes the primary challenge. A typical enterprise will consume or create more than 40 document categories with more than 200 document types. In just a single department, an ops team might handle 30 or more kinds of documents. The HR benefits department is a good example. They deal with a bewildering array of different documents, from drivers' licenses to death certificates to divorce decrees. They come in every conceivable channel, form and format. One document comes in a skewed 4k photo of a poorly lit document from a smart phone. Another from a 100 dpi fax machine and others from "machine friendly" formats like pdf. Standardizing and normalizing these so they can be converted to a digital input is no small feat.

Move to the help desk, and the inputs are likely entering from multiple channels such as private chat, public chat, social media, webforms, and of course voice. Often input is coming from multiple channels about the same need or request. Connecting these channels together is called "omni-channel" when all sources of input regardless of channel are correlated and combined. Converting all of this to digital which can serve as the input to an automated process is the predictable next challenge in IA.

Optical Character Recognition (OCR) is not a new technology. In fact, it has been around for 100 years. The Austrian engineer Gustav Tauschek developed the first OCR system in 1920 and obtained the patent for his so called Reading Machine in 1929. When you put that technology on an exponential curve of improvement,

amazing advances have been made in machine vision (as the category of OCR and OIR are called) in just the last few years. Billions in research have been spent by our largest tech giants to make OCR available as a cloud service for very low cost. The interfaces are easy to use and the results can be amazing. Untrained (not exposed to a representative sample of the documents to be converted) OCR can now deliver 80+% accuracy "out of the box" and trained OCR can deliver rates of 95+% accuracy over time. Note, achieving 100% accuracy is still beyond our capabilities today except in very special circumstances.

Perhaps it is not surprising that the introduction of a document often coincides with process complexity and exception handling such as those coming from the original OCR extraction. In answer to this need, automation platforms can now "consume" these sophisticated OCR tools as a webservice. Effectively connecting and interfacing OCR capabilities into an automation platform has some complexities worth noting. A document may be interrogated by OCR twice for example. The first time to see what it can recognize on its own. What it finds may be a predictor of what the document is. If price and payment terms are found, then likely it is an invoice. Then the second interrogation is performed when the OCR is looking for the full list of fields that are expected to be present in an invoice document. Being able to do this cooperatively with the core automation engine is a huge advancement and is bringing us that much closer to intelligent automation.





Unstructured Data/Semi-structured Data

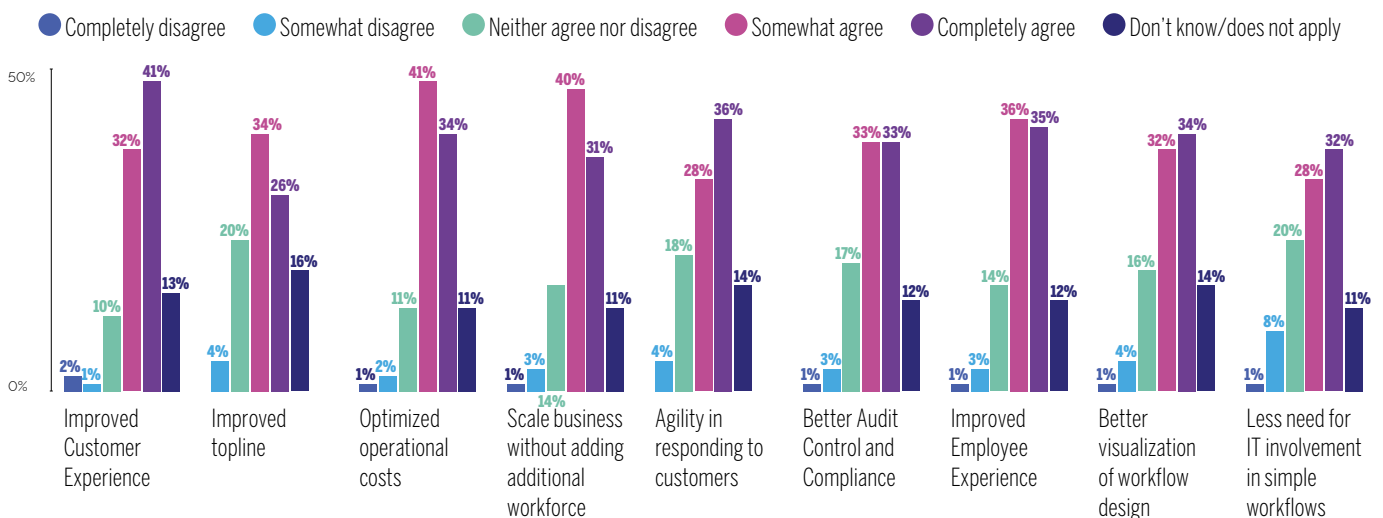
A good example of semi-structured data is a webform for a product return. The user is asked to fill in certain fields that describe context (who, what, where, etc.). Most of the time, the user will put the right information in the correct boxes and some effort is made to provide a structured way to describe what you might be needing. But in most cases, there is often a dreaded free text box for you to tell your story. In that text box is typically the payload of the input. The variety of things that land in the free text box are truly amazing. However, machines are increasingly capable of handling semi-structured data and figuring out what the customer wants after it processes the angry sarcastic 400 word essay from a telecom customer, that they want to know why their bill went up. Using capabilities similar to NLU, this semi-structured data can be reduced to its essence. That distilled essence, along with the structured data and the context information is put together and all serves to feed the orchestrator. This determines the correct workflow that should follow the initial interaction. The field of handling unstructured data is much larger than can be fairly treated here. It includes deeper concepts around ontology, affiliation, veracity, and meta-data tagging. These disciplines further extend the successful handling of unstructured and semi-structured data.

Early adopters of automation pursuing these challenges built custom systems that could appropriately be called "Frankensteinian". Like a witches brew with some eye of newt and skin of toad, pieces and parts from existing and new tech were cobbled together to solve a specific problem. Custom interfaces between disparate systems that provide some of these capabilities were assembled. Perhaps surprisingly, these efforts were often successful at solving a specific process challenge in a specific company. These were certainly not any sort of scalable solutions with use beyond the department or function they were built to serve. However, the common theme in all of them was a need to connect different automation technologies together to bridge the gap in the use case. Bringing these many capabilities all together into automation workbench or platform is the latest advancement in automation. There is no question that customers are demanding this from the tech providers, and they are responding.

The platforms of today bring the core of task automation along with machine vision, NLU, and human-bot interfaces. Connecting these tools can significantly expand the use-cases for automation. They can likewise open up new kinds of benefits. While cost reduction has always been the primary driver of automation, we are now seeing automation deployed to:



How Would You Describe the Following Benefits Realized From Your IA Implementation? (Select one response for each row)



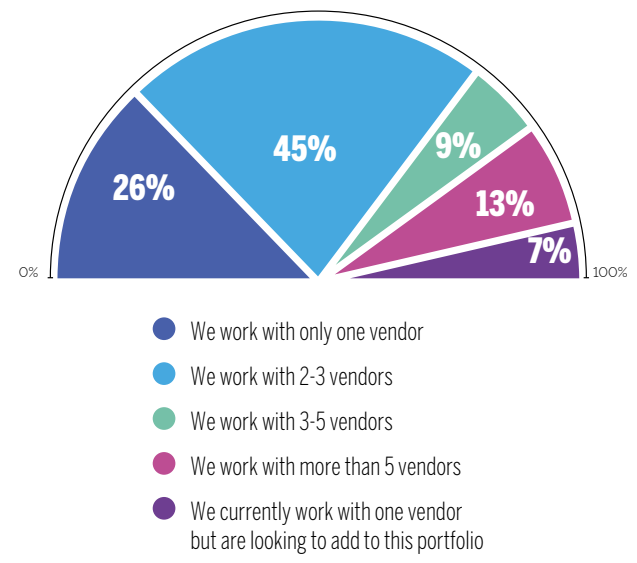
The amazing pace of cloud services now means that almost everything you need in your automation toolbench is available in a SaaS format. This is fundamental to the speed of advancement being witnessed. These tools, many from different sources, are each on their own upgrade schedule. The typical technical debt incurred in a system like this is reduced by orders of magnitude while still receiving regular updates with the latest functionality. It is becoming more common that customers are using tools from multiple providers.

These quarterly and sometimes monthly releases mean that speed of access to the latest innovations is greater than ever.

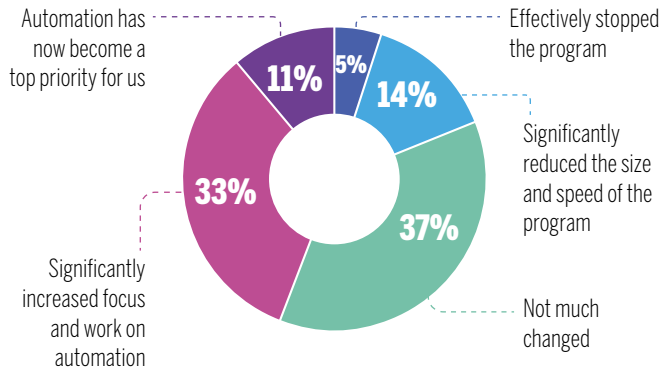
The tipping point that defines the shift from RPA to IA is here. The drive to automate is almost one for survival in some industries. While the pandemic has had a small but noticeable influence driving automation, the larger drive to stay relevant remains: the prime driver. The stories of digital-native disrupters changing whole industries are well known. These businesses were built with an assumption of 100% straight through processing and the way they work is quite different from legacy companies in an industry.

For these reasons, intelligent automation is increasingly a part of the enterprise transformation or digitization programs. The different components must be connected in a meaningful way to make the automation build simple and effective. The disrupters in industry are re-imagining the way work can be done and proving it (example: Rocket Mortgage). The race is on for legacy businesses to keep pace with the disrupters bringing new operating models and technology together to form new business models. Taking the friction out of processes and delivering fast accurate fulfillment requires strategic process transformation. RPA has had a predictable upper limit of usefulness. IA greatly expands that usefulness up to and past the point of being able to deliver strategically differentiating results.

Which of the Following Best Describes Your Automation Technology Provider Sourcing Strategy?



To What Extent Has COVID Changed Your Automation Program?



Conclusion

When the first cellular telephone was developed, it could make a phone call. Forty years later, mobile devices expand our world in uncounted ways, and they also can make a phone call. This same dynamic is happening to automation. We started with purpose-built task automation. Enterprises now realize the need for platform solutions that can seamlessly combine multiple capabilities. Deeper understanding of how processes really get performed has helped to illuminate solvable challenges for IA. Full document processing with natural language understanding is available now. Machine learning models that accurately route work through an exception process can be built right into automation today. The inevitable conclusion that humans do need to be in the loop most of the time (at least for the foreseeable future) for some things like approvals, reviews, and exceptions has produced capabilities that enable seamless interactions between our people and the automation. All of these capabilities taken together open new vistas of the benefits IA can deliver for you. However, the demand for skilled practitioners in the art and science of intelligent automation continues to grow. The evolution of the technology and the availability of the required talent are both needed to truly connect automation and infuse it with intelligence that enables scaling automation more broadly.

There is a need for End-to-end automation strategy that connects People, Processes and data together.



THROUGH THE LENS OF AN INDUSTRY EXPERT

Shelley Blakeman,

*Principal Program Officer, Vice President,
BNP Paribas*

Are you finding more that technology and related talent is more important than people and support to scaling into intelligent automation?

Shelley: Yes, and my hypothesis is because of the reasons in the first question. Incredibly difficult to effectively "thaw the frozen middle" which is critical to scaling IA.



Powering Connected Automation for the Enterprise: Unveiling AssistEdge 19.0

As we've read throughout the report, intelligent automation across enterprises is increasingly becoming core to their business strategy. As enterprises move along the automation maturity curve, many consistent barriers keep them from adopting automation as scale. These barriers include:

- Automation disconnected from larger digital transformation goals, limits the potential benefits
- Automation disconnected from each other of implementing automation in silos, prevents synergies and inhibits unlocking its full potential
- Automation disconnected from human capital or limited resources with automation skillset, hinders the adoption of enterprise-wide automation.

AssistEdge 19.0 empowers enterprises to deliver a Connected Automation experience. It addresses disconnects by forging deeper connections between Process, Data and People.

ABOUT EDGEVERVE



EdgeVerve Systems Limited, a wholly owned subsidiary of Infosys, is a global leader in AI and Automation, assisting clients thrive in their digital transformation journey. Our mission is to create a world where our technology augments human intelligence and creates possibilities for enterprises to thrive. Our comprehensive product portfolio across AI (Infosys Nia), Automation (AssistEdge), and AI enabled Business Applications (TradeEdge, and ProcureEdge) helps businesses develop deeper connections with stakeholders, power continuous innovation and accelerate growth in the digital world. Today EdgeVerve's products are used by global corporations across financial services, insurance, retail, consumer & packaged goods, life sciences, manufacturing, telecom and utilities.

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ABOUT ASSISTEDGE



AssistEdge offers a cohesive automation platform that enables enterprises to scale in their automation journey. It offers enterprises with a comprehensive suite of products enabling them to drive initiatives around process discovery, intelligent automation and digital workforce orchestration. AssistEdge has helped enterprises unlock value in the form of reduced service time, faster sales cycles, better resource allocation, accelerated revenue recognition and improved efficiency among others.

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The **Shared Services & Outsourcing Network (SSON)** is the largest and most established community of shared services and outsourcing professionals in the world, with over 170,000 members. Established in 1999, SSON recognized the revolution in support services as it was happening, and realized that a forum was needed through which practitioners could connect with each other on a regional and global basis.

SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, and more.