

Enterprise Intelligent Automation Adoption Maturity | Pinnacle Model™ Analysis

Pinnacle Model™ Report – December 2019: Complimentary Abstract / Table of Contents

Everest Group®
PINACLE
MODEL™

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- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Intelligent automation | Definition

What is intelligent automation?: Solutions that combine RPA and AI to automate processes

Intelligent automation: RPA and AI solutions augment each other to form intelligent automation to deliver greater business value

Key characteristics

Robotic Process Automation (RPA)



- Mimics a user's activities
- Follows a non-invasive approach
- Can process structured and some semi-structured data
- Rules-based automation; no learning capabilities
- Highly deterministic; used mostly for transactional activities and standardized processes

Artificial Intelligence (AI)



- Mimics human thought process through vision, language, and pattern detection
- Can augment RPA by processing semi- or unstructured data
- Can “learn” or improve its performance over time without being explicitly programmed, based on data collected
- Probabilistic but can have safeguards to make it deterministic

Differentiating capabilities

- Screen scraping
- Rules engine
- Basic analytics
- Library of pre-built automations
- Robot performance analytics

- Machine learning (ML)
- Natural Language Processing (NLP)
- Advanced analytics
- Data capture
- Automated training and self-learning
- Library of machine learning algorithms

Key limitation: Unable to process unstructured data and most semi-structured data

Key solution: AI is often used to enable solutions such as chatbots, Intelligent Virtual Agents (IVA), and Intelligent Document Processing (IDP) to process various types of content including unstructured and semi-structured data

Intelligent automation | Definition

Key technologies that form the underlying components of intelligent automation solutions







	Technologies	Definition	Example – billing process	High	Low
	Robotic automation	Robotic automation refers to an execution engine for processing rule-based tasks	Moving customer data across disparate systems during billing	Human involvement	Intelligence
	Optical Character Recognition (OCR) / computer vision	OCR / computer vision is a tool used to extract information from images and convert them into a machine-readable format. It utilizes descriptions, tagging, and domain-specific knowledge to identify and categorize content	Reading and gathering customer-entered data (structured or unstructured documents) and entering it into the pricing systems		
	Process orchestrator / Business Process Management (BPM)	Process orchestrator / BPM is a set of workflow and process designing tools in which the business logic for optimized processes can be configured. It governs the process flow and routes work to the best worker (human or robot) based on the nature, type, and criticality of the task	Used during a billing cycle to orchestrate the flow of work across human, robot, and system to enable end-to-end automation		
	Analytics	A suite of applications from worker performance analytics and process/business intelligence to diverse advanced analytics solutions such as predictive, prescriptive, and big data analytics that power automated decision-making	Automation solutions with embedded analytics could allow process-related decisions to be made automatically e.g. if extra capacity will be needed at specific times, or if an applicant meets bank loan criteria		
	Machine Learning (ML) & Deep Learning (DL)	ML and DL involve both learning and, to different degrees, high volumes of training data to find meaningful patterns and enable automation of knowledge-based processes	As humans handle exceptions during billing, models learn and adapt, which further reduces manual effort		
	Natural Language Processing (NLP)	NLP is used to build software robots that can parse or interpret natural human language and script responses to their queries in natural language	Answering FAQs related to bills generated in interactive chat		

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Definition of Pinnacle Enterprises™

Everest Group Pinnacle Model™ assessments identify Pinnacle Enterprises™, companies that are achieving superior business outcomes because of their advanced automation capabilities. The journeys of these best-of-the-best companies provide insights into the key enablers needed to achieve desired outcomes and point to the investments required for the greatest speed to impact. Whether companies are wanting to make incremental changes or achieve major transformations, Pinnacle Enterprises™ exemplify the way to success.



Define the topic

We evaluate multiple topics to identify hot topics that will resonate globally with industry leaders. We work with internal and external SMEs to define the topic and set boundaries



Survey enterprises

We use surveys, RFIs, and other data collection methods to gather information from enterprises on capabilities and outcomes associated with the topic under evaluation



Interview participants

We then conduct interviews/roundtables with a subset of participants to gain deeper perspectives on their experiences, challenges, and journeys



Form hypotheses

We form an emerging point of view on the correlations between capabilities and outcomes, adoption trends, and key success factors



Validate and refine

A cross-section of SMEs from various practices debates and refines the emerging hypotheses



Publish and educate

We compile and share final results with participants, our members, and other stakeholders in the global services sector. Participants also receive a high-level customized analysis



In the current Pinnacle Model Analysis, we look at enterprise **intelligent automation adoption maturity** to compare outcomes with associated capabilities



Pinnacle Enterprise differentiators



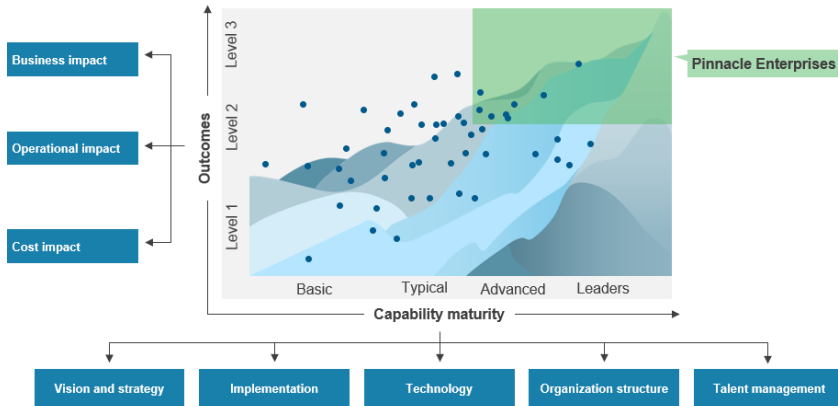
Accelerating your intelligent automation journey



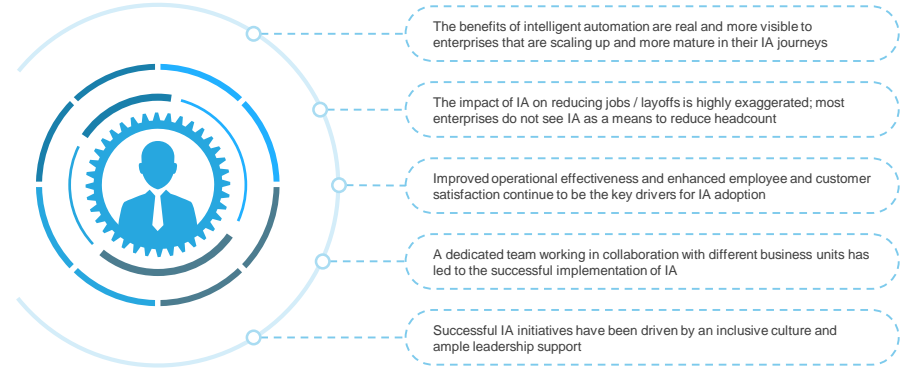
Implications for enterprises

This study offers four distinct chapters providing a deep dive into strategy and approach taken by enterprises for adopting intelligent automation; below are four charts to illustrate the depth of the report

Differentiators for Pinnacle Enterprises™



Key implications for enterprises

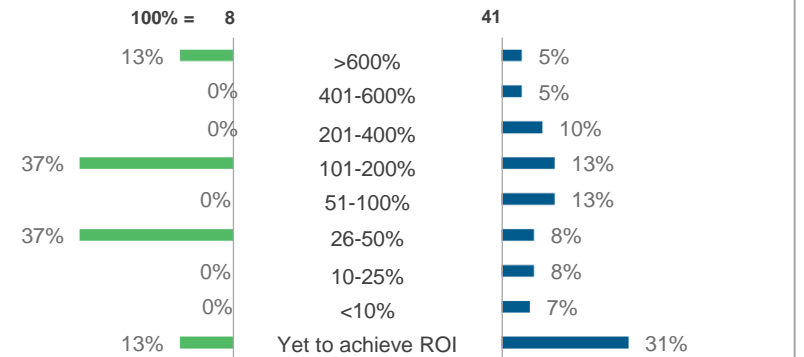


Accelerating your intelligent automation journey

		Extent of sub-capability gap compared to Pinnacle Enterprises™			Key accelerators for enterprises
		Significant gap	Moderate	Limited gap	
Capability	Sub-capability	Basic	Typical	Advanced	<ul style="list-style-type: none"> Envision a definite future state for business processes before initiating IA <ul style="list-style-type: none"> Create a dedicated pool of resources and budget for identifying opportunities for implementing intelligent automation Simplify and re-engineer business processes to streamline them for intelligent automation Define metrics and KPIs to measure effectiveness and efficiency of intelligent automation <ul style="list-style-type: none"> Regularly collect and monitor key performance indicators, such as speed of automation, reusability, number of use cases / processes automated, along with business outcomes such as cost savings and operational efficiencies Collaboration between IT and business unit <ul style="list-style-type: none"> Intelligent automation initiatives have better chances of succeeding if IT and related business units actively collaborate with each other. Business units can provide use cases for IA, and IT can support with infrastructure and technology
Vision & strategy	Vision	Significant gap	Moderate	Limited gap	
	Project initiation & funding	Limited gap	Limited gap	Limited gap	
	Organizational readiness	Significant gap	Moderate	Limited gap	
	Metrics & KPIs	Significant gap	Moderate	Limited gap	
	Implementation approach	Significant gap	Moderate	Limited gap	

Assessment of capability maturity and outcomes

ROI achieved from IA initiatives



Additional research references

The following documents are recommended for additional insight on the topic covered in this report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

- 1. Intelligent Automation: Accelerating from Short-term Wins to Long-term Strategic Business Outcomes** ([EGR-2019-38-V-3088](#)); 2019. Automation-led business transformation has been the top objective of many enterprises over the past year. Successful automation initiatives have diminished uncertainties and concerns about automation's potential to deliver tangible business benefits. Drawing insights from Everest Group's research and interactions with market stakeholders, this study addresses the persistent questions of how to adopt and build sustainable competitive advantage in RPA and AI capabilities.
- 2. Enterprise Robotic Process Automation (RPA) Adoption | Pinnacle Model™ Analysis** ([EGR-2018-42-R-2586](#)); 2018. The service revolution is well underway, and enterprises across nearly all verticals are accelerating their Robotic Process Automation (RPA) efforts and related outcomes. While a majority of enterprises are still in the early stages of RPA adoption, some enterprises have performed better than others in their RPA journey by developing a combination of differentiated capabilities that has produced superior outcomes. Everest Group recognizes such RPA Pinnacle Enterprises™ by comparing enterprise performance on its proprietary Pinnacle Model™ methodology.

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