



## 360-degree Enterprise Automation Playbook

Service Optimization Technologies (SOT)

Market Report – May 2020: Complimentary Abstract / Table of Contents

Copyright © 2020 Everest Global, Inc.

*We encourage you to share these materials internally within your company and its affiliates. In accordance with the license granted, however, sharing these materials outside of your organization in any form—electronic, written, or verbal—is prohibited unless you obtain the express, prior, and written consent of Everest Global, Inc. It is your organization's responsibility to maintain the confidentiality of these materials in accordance with your license of them.*

# Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Human Resources
▶ BPS   Banking and Financial Services	▶ ITS   Banking and Financial Services
▶ BPS   Healthcare and Life Sciences	▶ ITS   Healthcare
▶ BPS   Insurance	▶ ITS   Insurance
▶ Catalyst™	▶ IT Services Executive Insights™
▶ Cloud and Infrastructure	▶ ITS   Life Sciences
▶ Customer Experience Management Services	▶ Locations Insider™
▶ Data and Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment and Talent Acquisition
▶ Enterprise Platform Services	▶ Service Optimization Technologies
▶ Finance and Accounting	

## More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

## Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

## Membership information

- This report is included in the following research program(s)
  - [Service Optimization Technologies \(SOT\)](#)
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at [info@everestgrp.com](mailto:info@everestgrp.com)

# Table of contents (page 1 of 2)

---

Topic	Page no.
<b>Preface</b> .....	<b>5</b>
<b>Section I: Introduction to 360-degree enterprise automation</b> .....	<b>6</b>
• Traditional operations and underlying business problems .....	7
• Taking a 360-degree view of a business ecosystem .....	9
• Key digital levers and their benefits .....	13
• RPA acting as an accelerator for adopting other digital levers at scale .....	19
<b>Section II: Leveraging digital levers to reimagine journey experiences</b> .....	<b>25</b>
• Customer journey experience management .....	26
• Employee journey experience management .....	37
• Partner journey experience management .....	47
• Supplier journey experience management .....	57
• Compliance journey experience management .....	68
<b>Section III: Steps and strategies to develop a connected business ecosystem</b> .....	<b>80</b>
• Understanding the current state and market capabilities .....	82
• Building a business case – what is the right outcome target state? .....	88
• Determining the capabilities required to achieve identified outcomes .....	95
• Identifying all determinants and map path .....	97
• Executing against mapped path .....	101
– Key execution challenges and best practices for enterprises to overcome them .....	102
– Tools and frameworks for successful execution .....	104

# Table of contents (page 2 of 2)

---

Topic	Page no.
<b>Section IV: Enterprise case studies</b> .....	<b>108</b>
<b>Appendix</b> .....	<b>123</b>
• Appendix A: Benefits of improving touchpoints across key stakeholder groups .....	124
• Appendix B: Key digital levers, their benefits, and use cases .....	129
• Appendix C: Order management and fulfillment process value chain .....	144
• Appendix D: Mapping journey experiences across key stakeholder groups .....	147
• Appendix E: Identifying and addressing challenges/bottlenecks – illustrative use cases .....	154

# Preface



The 360-degree Enterprise Automation Playbook aims to empower enterprises with practical advice and guidance on how Intelligent Automation (IA) can help them develop a connected business ecosystem by enhancing journey experiences across multiple touchpoints for customers, employees, partners, suppliers, and regulators.

At the time of publishing this playbook, the COVID-19 pandemic has thrown the world into an unprecedented crisis, stress-testing organizations' business continuity plans. Every industry has been impacted one way or the other. The importance of automation is significantly amplified in this crisis, and organizations are looking to accelerate their automation journeys to make their business models more scalable and resilient to pandemic-like situations. Taking a 360-degree view becomes even more critical to ensure that key stakeholder groups are kept in consideration as enterprises embark on the journey to redefine their business models.

This playbook complements our previously published *Smart RPA Playbook*, which provides enterprises with winning strategies to achieve best-in-class business outcomes from their automation investments.

# Overview and summary of key messages (page 1 of 2)

Evolving into a digital-first business is becoming increasingly important for organizations to remain competitive. Manual operations pose multiple challenges, and companies are increasingly looking to shift to digital, automated, and intelligent business processes to enhance journey experiences across multiple touchpoints for customers, employees, partners, suppliers, and regulators. This playbook provides use cases, enterprise case studies, and, more importantly, the path to achieve dramatic business impact by adopting a 360-degree approach toward leveraging digital levers, reimagining processes, and reshaping stakeholder experiences.

## Some of the key findings in this report are:

### Introduction to 360-degree enterprise automation

- Evolving customer expectations are driving enterprises to increase their focus on customer experience. At the same time, enterprises need to realize that taking a 360-degree view across all key stakeholder groups is critical to developing a connected business ecosystem
- A 360-degree view involves reimagining experiences and redesigning interfaces/touchpoints not only for the end-customer, but across all the key constituents of a business ecosystem, including employees, partners, suppliers, and regulators
- Enterprises also need to take a 360-degree view toward adopting various next-generation technology levers, such as RPA, AI, IoT, mobility, blockchain, analytics, and the cloud, to reimagine their processes
- In many cases, RPA acts as an accelerator as it can ease the consumption and strengthen the business case for enterprises' adoption of other digital levers at scale

### Reimagining stakeholder touchpoints and journey experiences

- Stakeholder expectations are constantly evolving, and the traditional stakeholder experience delivery model yields suboptimal outcomes for all stakeholders involved
- To meet the changing expectations, enterprises need to address multiple challenges in their existing stakeholder experience delivery models and leverage various digital levers to enhance journey experiences
- Digital levers can help brands achieve multiple benefits by transforming stakeholders' journeys across processes and touchpoints
- For each of the key stakeholder group in the business ecosystem, certain processes have been identified and presented as examples showcasing how digital levers can be leveraged to reimagine touchpoints and journey experiences
- Some of the use cases covered in detail include customer onboarding, learning intervention for employees, partner onboarding, and supplier inquiries

### Path to successful execution

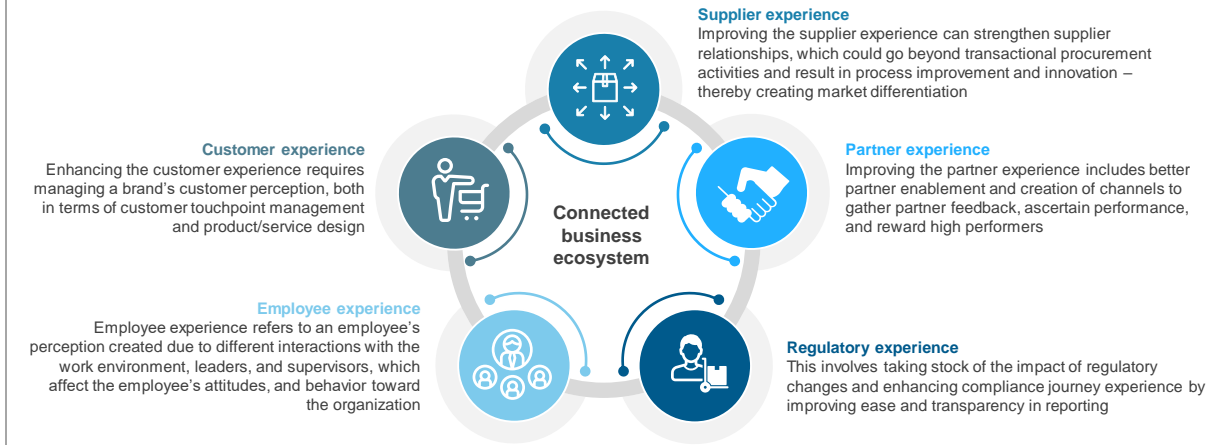
- Key steps to reimagine stakeholder journey experiences and develop a connected business ecosystem include:
  - Understanding the current state
  - Assessing market capabilities and creating a business case for the desired outcome
  - Determining the capability target state
  - Identifying all determinants and mapping the path
  - Executing against the mapped path
- Factors critical to the successful execution of an enterprise's automation journey are:
  - Identifying and prioritizing processes for optimization/automation
  - Optimizing processes before automating
  - Selecting enterprise-grade automation tools
  - Establishing and executing an automation CoE
  - Identifying and sourcing relevant automation skills
  - Developing an effective change management program

### Taking a 360-degree view – Order Management and Fulfillment (OMF) process

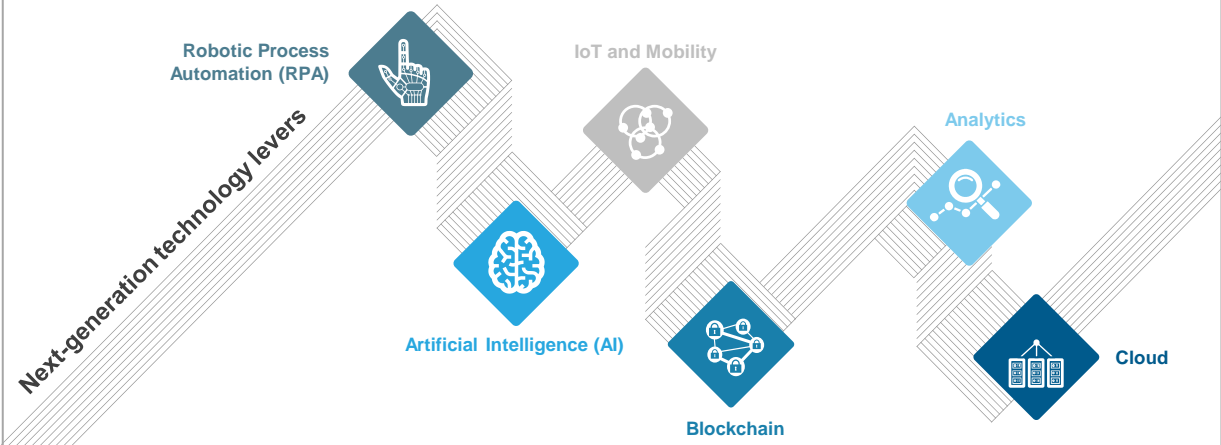
- We showcase an approach toward taking a 360-degree view through the OMF process
- To understand the as-is process state, the end-to-end process value chain, including key sub-processes (lead and quote management, order processing, inventory management, etc.) and underlying activities is mapped. For a 360-degree view, all the key stakeholders, systems involved in the process, and other processes impacted by the OMF process have been identified
- We have presented a detailed illustration that maps current stakeholder journey experiences for each of the five key stakeholder groups across the subprocesses. This will enable enterprises to identify the key issues associated with various touchpoints, which can then be addressed leveraging various digital levers to enhance stakeholder experience

# This study offers four chapters providing a deep dive into enterprises' journey of developing a connected business ecosystem; below are four charts to illustrate the depth of the report

## Introduction to 360-degree enterprise automation



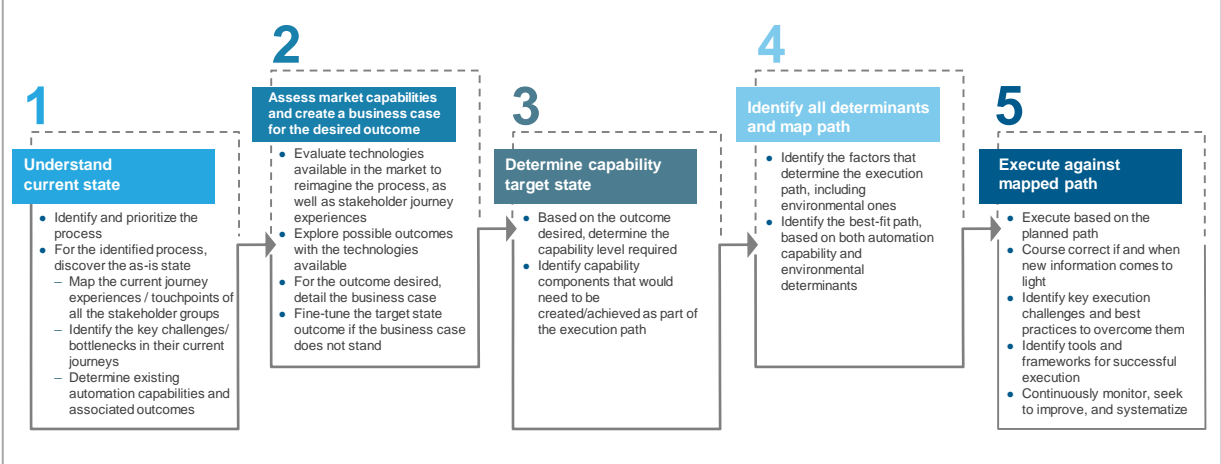
## Understanding key digital levers, their benefits, and use cases



## Reimagining stakeholder touchpoints and journey experiences

	Customer registration	KYC verification	Account setup	Relationship initiation	Query management
<b>Customer registration</b>	Level 1		Level 2		
<b>Digital levers</b>	<ul style="list-style-type: none"> <li>Mobility</li> <li>Rule-based chatbots</li> <li>RPA</li> <li>Optical Character Recognition (OCR)</li> <li>AI-enabled intelligent routing system</li> </ul>		<ul style="list-style-type: none"> <li>Mobility</li> <li>Intelligent Virtual Agents (IVAs) / AI-based chatbots</li> <li>RPA</li> <li>IDP</li> <li>AI-enabled intelligent routing system</li> </ul>		
<b>Digitally enabled workflow</b>	<ul style="list-style-type: none"> <li>A customer has the option of applying for an online account through the mobile or web-based channel</li> <li>L1 support queries, such as documentation requirements, annual fee, and minimum balance, are answered by a rule-based chatbot</li> <li>L2 and L3 support queries, such as determining the appropriate credit card, are intelligently routed to the best-fit agent through an AI-enabled intelligent routing system</li> <li>An RPA robot pulls out customer data with the bank to pre-fill specific fields</li> <li>The OCR software pulls out information such as name or date of birth from a standardized format (government ID) and auto-fills the registration form</li> <li>The customer manually enters other details, such as address</li> </ul>		<ul style="list-style-type: none"> <li>A customer has the option of applying for an online account through the mobile or web-based channel</li> <li>L1 and L2 support queries are answered by IVA robots. L3 support queries and any escalations are routed to the best-fit agent through an AI-enabled intelligent routing system</li> <li>A self-learning IVA robot observes agent behavior as he/she resolves queries and automatically updates its knowledge base</li> <li>An RPA robot pulls out customer data with the bank, as well as third-party verified sources, to pre-fill certain fields</li> <li>The customer uploads all the remaining documents and the IDP software extracts the customer data from standardized and non-standardized (handwritten) formats to eliminate the need for manual inputs</li> </ul>		
<b>Benefits</b>	<ul style="list-style-type: none"> <li><b>Cost impact:</b> moderate cost savings, as rule-based chatbots handle L1 support queries</li> <li><b>Operational impact:</b> moderate improvement in average time to complete registration due to fewer manual inputs</li> <li><b>Business impact:</b> improvement in customer effort score</li> </ul>		<ul style="list-style-type: none"> <li><b>Cost impact:</b> significant cost savings, as IVA robots handle both L1 and L2 support queries</li> <li><b>Operational impact:</b> significant improvement in average time to complete registration, given high digital intervention</li> <li><b>Business impact:</b> improvement in customer acquisition rate</li> </ul>		

## Key steps for developing a connected business ecosystem





# Research calendar – Service Optimization Technologies (SOT)

Published
  Planned
  Current release

## Flagship SOT reports

	Release date
Enterprise IA Automation Adoption – Pinnacle Model® Analysis 2019 .....	December 2019
Intelligent Automation in Business Processes (IABP) Solution Provider Landscape with PEAK Matrix® Assessment 2020 .....	February 2020
Process Mining – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2020 .....	February 2020
Intelligent Document Processing (IDP) – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2020 .....	March 2020
Intelligent Virtual Agents (IVA) – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2020 .....	March 2020
Process Mining – Technology Vendor Profile Compendium 2020 .....	April 2020
Intelligent Document Processing (IDP) – Technology Vendor Profile Compendium 2020 .....	April 2020
Intelligent Virtual Agents (IVA) – Technology Vendor Profile Compendium 2020 .....	Q2 2020
Intelligent Automation in Business Process Services (BPS) – State of the Market Report 2020 .....	Q2 2020

## Thematic SOT reports

Intelligent automation: Accelerating from Short-term Wins to Long-term Strategic Business Outcomes .....	March 2019
Advanced Content Intelligence – Pivotal Technology to Empower the New Age Organization .....	May 2019
Who Takes on the RPA Mantle? .....	June 2019
Intelligent Document Processing (IDP) Playbook .....	September 2019
<b>360-degree Enterprise Automation Playbook .....</b>	<b>May 2020</b>
Intelligent Automation Orchestration .....	Q2 2020

Note: For a list of all of our published SOT reports, please refer to our [website page](#)

# Additional SOT 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. **Smart RPA Playbook** ([EGR-2018-38-R-2824](#)); 2018. Smart RPA, which blends both RPA and AI capabilities, is a core competency that can successfully enable digital transformation for enterprises. Using a five-step approach to adopt, expand, and scale Smart RPA deployments, this Playbook taps various frameworks, such as Everest Group's Pinnacle Model™ and Capability Maturity Model (CMM), to empower enterprises to conceptualize where they want to go with enterprise automation, what capabilities they need to develop to get there, and the ideal path for their journeys
2. **IDP Intelligent Document Processing (IDP) Playbook** ([EGR-2019-38-R-3290](#)); 2019. Everest Group defines IDP as any software product or solution that captures data from documents, categorizes, and extracts relevant data for further processing using AI technologies. Using a five-step approach to adopt and expand IDP solutions, this Playbook taps various frameworks, such as the Everest Group Pinnacle Model™ and Capability Maturity Model (CMM), to empower enterprises to conceptualize where they want to get with automating data capture, create a business case for adoption, identify capabilities they need to develop to get there, and plot the path for their journeys.
3. **Robotic Process Automation (RPA) – Technology Vendor Landscape with Products PEAK Matrix™ Assessment 2019** ([EGR-2019-38-R-3217](#)); 2019. Robotic Process Automation (RPA) is a key enabler of enterprise automation. This report uses Everest Group's proprietary PEAK Matrix™ to assess and evaluate RPA capabilities of independent software vendors across two key dimensions, market impact and vision & capability. It also includes competitive landscape & market share analysis, Everest Group's remarks on technology vendors highlighting their key strengths & areas of improvement, assessment of vendors' attended RPA / RDA capabilities, and insights into advances in RPA technologies
4. **Intelligent Document Processing (IDP) – Technology Vendor Landscape with Products PEAK Matrix™ Assessment 2019** ([EGR-2019-38-R-3101](#)); 2019. This report uses Everest Group's proprietary PEAK Matrix™ to assess and evaluate IDP software products of 16 technology vendors across two key dimensions – market impact as well as vision and capability. It also includes IDP competitive landscape, Everest Group's remarks on IDP technology vendors highlighting their key strengths and areas of improvement, and IDP product capability trends and predictions

For more information on this and other research published by Everest Group, please contact us:

**Amardeep Modi**, Practice Director: [amardeep.modi@everestgrp.com](mailto:amardeep.modi@everestgrp.com)

**Harpreet Makan**, Senior Analyst: [harpreet.makan@everestgrp.com](mailto:harpreet.makan@everestgrp.com)

**SOT Team**: [SOTResearch@everestgrp.com](mailto:SOTResearch@everestgrp.com)

Website: [www.everestgrp.com](http://www.everestgrp.com) | Phone: +1-214-451-3000 | Email: [info@everestgrp.com](mailto:info@everestgrp.com)



## About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at [www.everestgrp.com](http://www.everestgrp.com).

### Dallas (Headquarters)

info@everestgrp.com  
+1-214-451-3000

### Bangalore

india@everestgrp.com  
+91-80-61463500

### Delhi

india@everestgrp.com  
+91-124-496-1000

### London

unitedkingdom@everestgrp.com  
+44-207-129-1318

### New York

info@everestgrp.com  
+1-646-805-4000

### Toronto

canada@everestgrp.com  
+1-416-388-6765

## Stay connected

### Website



[www.everestgrp.com](http://www.everestgrp.com)

### Social Media



@EverestGroup



@Everest Group

### Blog



[www.everestgrp.com/blog/](http://www.everestgrp.com/blog/)

*This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.*