ENDNOTES

- 1. Vendor interviews.
- 2. Blue Prism, "Partners," http://www.blueprism.com/partners, accessed August 17, 2016.
- 3. Deployments of which Deloitte is aware.
- Craig Le Clair et al., Digitalization leaders share robotic process automation best practices, Forrester, May 2, 2016, www.forrester.com/report/Digitization+Leaders+Share+Robotic+Process+Automation+Best+Practic es/-/E-RES134021.
- 5. NICE, "Robotic Process Automation," www.nice.com/engage/back-office-performance/robotic-automation, accessed August 29, 2016.
- 6. Deployments of which Deloitte is aware.
- 7. Interview with Mary Lacity, Curator's Distinguished Professor at University of Missouri St. Louis.
- 8. Adapted from Automation Anywhere, "Picture-perfect purchase order fulfillment: A human-robot partnership story," 2016, www.automationanywhere.com/images/casestudy/Genpact_picture_perfect.pdf.
- 9. Deloitte analysis.
- 10. Transparency Market Research, *IT robotic automation market (RPA Tools and RPA Services)*—*global industry analysis, size, share, growth, trends and forecast 2014–2020*, March 18, 2015, www.transparencymarket-research.com/it-robotic-automation-market.html.
- 11. Phil Fersht, "Robotic process automation has now penetrated a third of enterprises. Time to advance the conversation . . .", Horses for Sources, May 30, 2016, www.horsesforsources.com/rpa-one-third-enterprise-penetration_052916.
- 12. Vendor interview.
- 13. Vendor presentation.
- 14. Aecus Innovation Awards 2015, "Customer service improvement with AI," May 2015, www.aecus.com/wp-content/uploads/2015/05/Celaton-Virgin-Trains-Customer-Service-Improvement-with-AI.pdf.
- 15. Al Business, "Using artificial intelligence to streamline customer services for train operating companies," November 5, 2015, http://aibusiness.org/using-artificial-intelligence-to-streamline-customer-services-for-train-operating-companies.
- 16. Deployments of which Deloitte is aware.
- 17. Adam Devine, "Automation's one-two punch," *WorkFusion*, December 3, 2015, www.irpanetwork.com/Al2015-recap-NY/resources/TrueEnterpriseAutomation_WorkFusion%20IRPA%20NYC%20120315.pdf.
- 18. Peter Lowes, Frank R.S. Cannata, Subodh Chitre, and Jason Barkham, *Automate this: The business leader's guide to robotic and intelligent automation*, Deloitte, 2015, www2.deloitte.com/content/dam/Deloitte/us/Documents/process-and-operations/us-sdt-process-automation.pdf.
- 19. Jordan McMahon, "Cognitive RPA: Combining machine learning and machine doing," Automation Anywhere, February 10, 2016, www.automationanywhere.com/blog/changing-the-world-with-automation/388-automation-that-learns-an-elevator-pitch-for-cognitive-rpa.
- 20. Examples of ML libraries include Google's Tensorflow and H20.ai.
- 21. Vendor interview.
- 22. Vendor interview; Blue Prism, "Partners."
- 23. Paul Lee and Duncan Stewart, *TMT Predictions 2016: Cognitive technologies enhance enterprise software*, Deloitte, 2016, www2.deloitte.com/global/en/pages/technology-media-and-telecommunications/articles/tmt-pred16-tech-cognitive-technologies-enterprise-software.html.