



Enterprise RPA Maturity Model

To realize the full potential from Robotic Process Automation requires a focus on adapting the culture of the organization as well as building specific RPA Skills and capability.

Certification

Organization

Education

Capability

Establish Capability

- Define vision and target operating model
- Define organizational roles
- Establish governance board, demand pipeline and support model
- Roll out standardized approach and processes for defining scope and benefits
- Establish CSFs and communicate outcomes against KPIs
- Train core RPA team
- Establish environments, architecture, and delivery methodology
- Deliver initial processes / benefits

Replicate & Ramp-Up

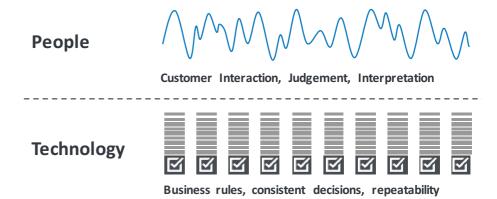
- Seek additional processes for RPA
- RPA is a core component of technology stack
- Align RPA with future organizational design decisions
- Showcase process automation successes
- Incentivize staff on identifying and proposing automation opportunities
- Track benefit realizations
- Core team to train and mentor new team members
- Establish an RPA code of best practice
- Shift to fully virtualized architecture

Deliver Differentiated Performance

- Virtual Workforce embedded at the heart of the organization with seamless handover of work between humans and robots
- Embed RPA benefits realization tracking as a core performance measure for automation roadmap
- Run strategic campaigns and initiatives to generate demand
- Deep skills and Kx across team
- Embed lean methodologies and culture of continuous improvement
- Implement DR & failover capability

Making the case for the Virtual Workforce

The modern enterprise uses a combination of people and technology to fulfil their Business Processes.



As processes change in the competitive enterprise, for many business cases, the technology we use can't be adapted, evolved or developed at the speed at which the business needs to effect these changes.

In these areas, people are used to fill the gaps between systems and process.



Processes like this reside in what we call "The Long Tail of Automation"

Why can't this be solved with traditional IT automation?

Gartner Observations

80%

of companies do not have a single instance ERP Large enterprises (over \$1BN) have at least

100

different applications and systems of record

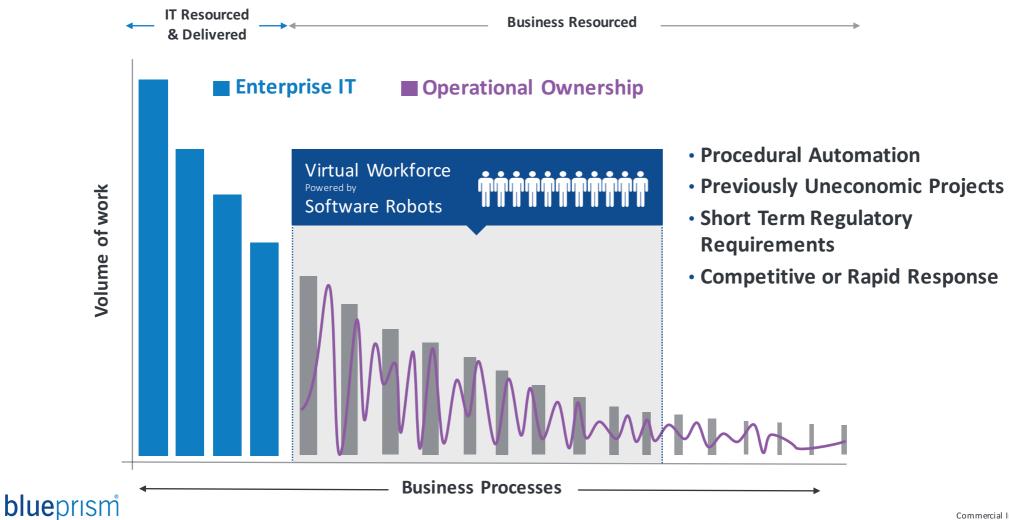
SOA initiatives and large infrastructure IT projects are

Not

delivering their business benefits

Gartner

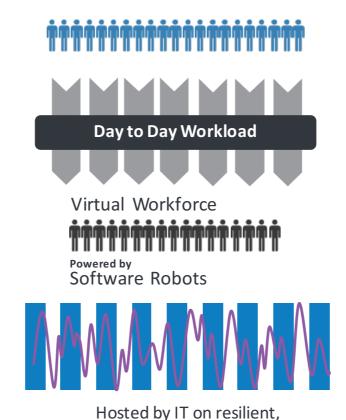
Why can't this be solved with traditional IT automation?



The Virtual Workforce – powered by Software Robots

The Blue Prism proposition is a single instance, enterprise class capability designed and proven in regulated industries. The platform allows enterprise operational CoEs to automate with technology endorsed, hosted and supported by IT.





secured virtualized infrastructure





Building a mature capability

Supported and Hosted by IT

Enterprise Infrastructure

Regulatory Compliance

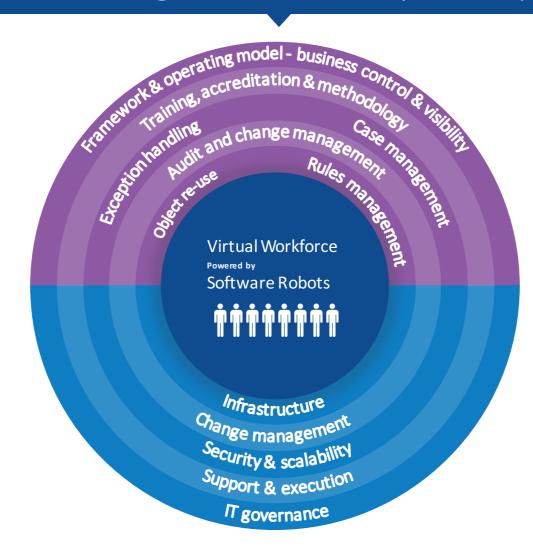
Supported Platform

Secured Environment

Scalable Cloud Deployment

Operational Assurance

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Controlled by the Operation

Flexible Pipeline Management

Ease of Demand Management

Autonomy - Faster to Deliver

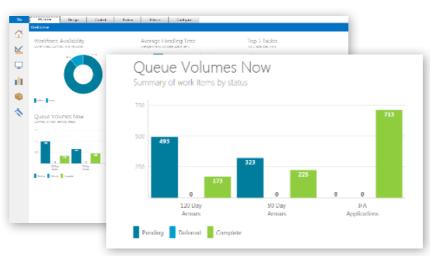
Ability to adapt to detailed Insight

Rapid Change Model

Analogous to Existing Workforce

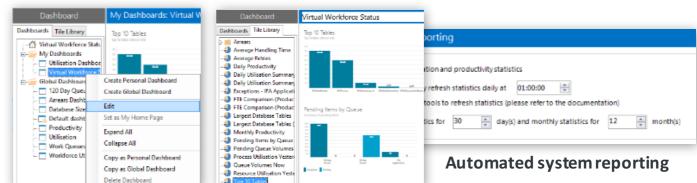
Managing the Virtual Workforce





Management dashboards

Custom tile configuration



Dashboard Customization User specific configuration

Benefits of an Enterprise Virtual Workforce

Technology



Robotic Cloud

Uses a private "Robotic Automation Cloud" to enable creation of workers on demand



Execution Intelligence

Continuously verifies outcomes; applies a digital level of insight to human processing activity



Enterprise Strength

Built on proven scalable and resilient technology and following standard architecture principles

End to end data governance and logical access management



Lights Out Workforce

Virtual Workforce from first principles, designed to work intelligently and autonomously

Operations



Increased Efficiency

Reduces operational costs and re-work, increases customer satisfaction



Complete Compliance

Virtual employees follow documented processes to the letter, without error, omission or deviation



On-Demand Management

Virtual employees are multi-skilled across all automated processes



Robotic Analytics

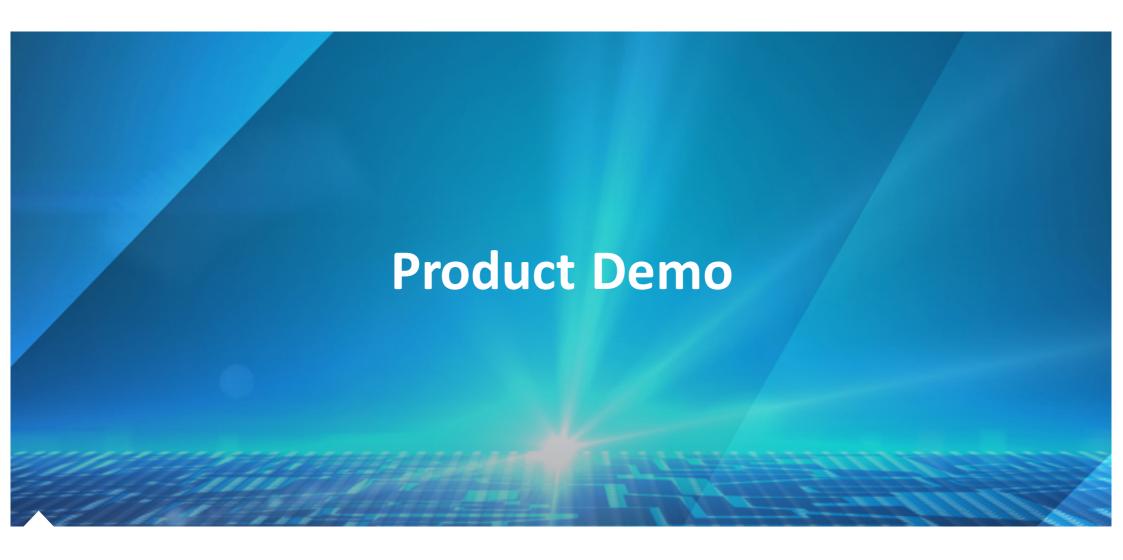
Draws insight from the wealth of data captured by the Virtual Workforce



Centralised Knowledge

Processing expertise is combined into a centralised repository and provides ease of maintenance through standardisation

Removes overhead and risk associated with localised initiatives









Different Approaches to RPA



Virtual Workforce Platform

Single Instance, Enterprise strength, scalable, server-based capabilities that are designed to deliver strategic benefit



SDK / IT **Developed**

Provides a 'virtual API' to assist IT projects where interfaces don't exist



Desktop Recorded Automation

Multiple, short, record and replay tactical automations aimed at navigating systems on the desktop

Different Approaches to RPA



Virtual Workforce Platform

Controlled by the business, governed by IT

Project based on business requirements

Budget typically from the business function

Managed by the business function

High volume, complex processes



SDK / IT Developed

Controlled by IT on behalf of the business
Project requirements gathered by IT
Budget typically from the IT department
Coded by IT in response to requirements
"Point solutions" as part of a project



Desktop Recorded Automation

Run without IT knowledge

Adhoc simple tasks selected to save time

Budgeted within the business function

Simple scripts recorded on user desktops

Low volume, simple partial processes

Human Agent Replacement blueprism

Human Agent Assistance

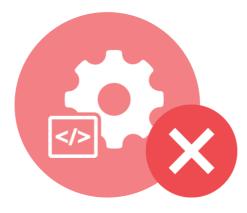
Different Approaches to RPA



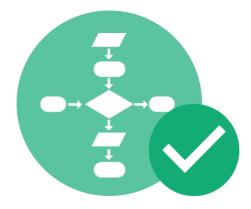
NO Recorders



1. Utilize Object Models



NO Scripts



2. Design libraries of objects

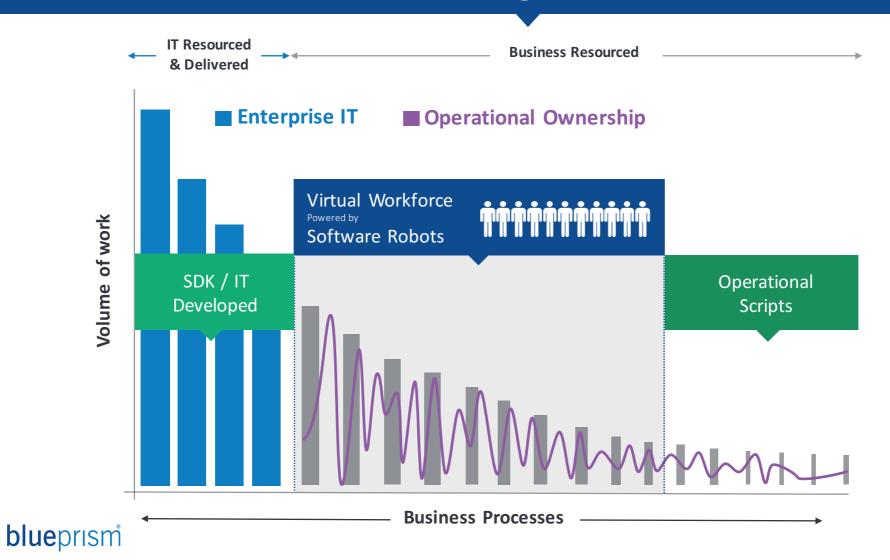


NO Intervention



3. Command & Control

Market Segmentation



The Seven Pillars of Successful RPA



Operations



Operationally Led Centre of Excellence

IT Supported Enterprise Infrastructure

Operational Performance & **Productivity**

Process architecture Interconnected robots **Process Distribution**

for performance

Work queues / Flow

Ease of **Development &** Maintenance

Object oriented development

Citrix support

Various spy-modes

Methodology & Business **Implementation**

Operating Model

Training & certification

Development methodology

Process identification & business case

Security

Security model Security hardening Credential store **Encryption**

Segregation of Duties

Resilience

Redundancy model Failover Design

Disaster Recovery Load Balancing

& Control

Governance, Risk

Statefulness Accountability

Audit

Activity Monitoring

MI

Release Mgmt.

Scalability

Process distribution Deployment model No of controllers per robot

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Enterprise RPA – What it is, What it isn't...

What it isn't...



Rapid Task Building
Desktop Recording
Scripted Automation
Desktop Augmentation
Screen Scraping
Assisted Automations
Shadow IT



What it is...



Discipline and Training
Architecture and Design
Re-use & Change Management
Security & Control
Resilient Execution
Lights-out - Governance & Compliance
Endorsed by IT



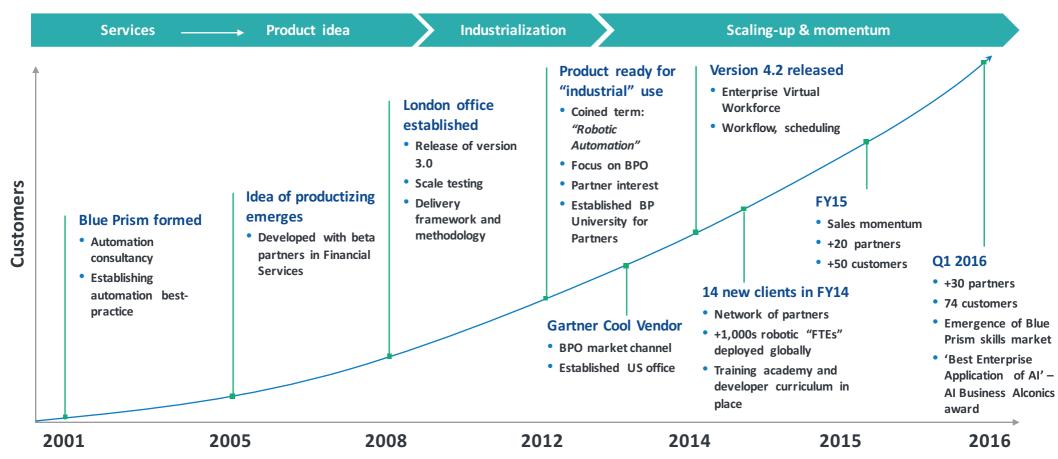




Blue Prism – Company Background...

An enterprise-grade "Virtual Workforce" powered by software robots, with live blue-chip customers.

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Example Customers and Partners

Enterprise













Outsourcing / Consulting

























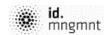
















































Virtual Workforce Case Studies

	Initialize	Industrialize	Institutionalize
	Xchanging Innovation	O_2	'Big-6' energy supplier
Processes automated	14 core processes	15 core processes	60 core processes
RPA transactions per month	120,000	400,000 - 500,000	c. 1,000,000
Number of robots	27 (started with 10)	>160 (started with 10)	>300 (started with 10) and "supervised" by 2 people
Number of FTEs replaced	Not about replacing FTE with technology but about continuous improvement	>100	>600 FTEs
Typical cost savings	30% to date 12 month payback period & ROI between 650 – 800% 200% with		200% within 12 months
Source – Mary Lacity, Leslie Willcock	 Validation of London Premium Advice Notes E-policy Extraction of FX rates 	 SIM swaps Credit checks Order processing Customer reassignment Unlatching Number porting ID generation Customer dispute resolution 	 Billings HR Tariffs Excessive & negative consumption Monitoring consumption Tariff assurance gas Reconciliation / compliance
lue prism		 Customer updates 	Commerc

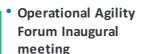
From 'Automate' to the 'Virtual Workforce'-Market History

The development of the RPA market has grown following Blue Prism's as market pioneer



 $\mathbf{H}f\mathbf{S}$





- "Business Led Computing" concept created
- Product renamed "Blue Prism"



Coined term: "Robotic **Automation** emerges as a threat to low cost outsourcing" paper with HfS Nov 2012





- "Virtual Workforce. powered by Software Robots" introduced
- Gartner Cool **Vendor Award**
- United Nations Tech Hot 100 **Award**
- Recorded automation vendors rebrand as **RPA**
- IRPA Founded











Forbes

- Start of global market traction
- Features in HBR
- New Scientist. FT, Economist **Forbes**



- Gartner, Forrester, Everest, HfS, Alsbridge all producing RPA market research
- Blue Prism identified as market leader

2005

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"Workforce in a Box"

marketing term

Product Launched -

launched

"Blue Prism

Automate"

2009

2012

2013

2014

2015

blueprism

Analyst Commentary

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Gartner

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Dr. Mary C. Lacity is Curators' Professor of Information Systems at the University of Missouri, St. Louis She is also a Certified Outsourcing Professional © Co-editor of the Palgrave Macmillan Series Work Technology and Globalization, Senior Editor of MIS Charterly Executive and Journal of Information Federalogy Feeding Cases and on the Editoria Boards for Journal of Information Rednology MIS Quarterly Executive, Journal of Strategic Information Systems, IEEE Fansactions on Engineering Management, and Strategic Outrouring An International Journal

Dr.Lacitywas inducted into the IAOP's Outsourcing Hall of Fame in 2014, and received the 2000 World Outsourcing Achievement Award sponsored by PricewaterhouseCoopers and Michael Corbett and

She has co-authored ZZ books, most recordy/Nine/Keys to World-Class Rusiness Process Chilsourning (Bloomshury, 2015) and The Rise of Legal Services Outsourcing (Bloomshury, 2014). Or Lock/s publications have appeared in the Hervard Business Rador, Sloan Management Rador, MIS Quarterly, EEE Computer, Communications of the ACM, and many other

Email manylacity@umsledu

Service Automation Robots and The Future of Work

"Profe Willoocks and Lacify have done up all an invaluable services taken a clean-eved in-depth look at exactly how 2fst century automation is reshaping workplaces, and found humanity still winning in the and "Julia Kirby, Harvard Business Review editor, co-author, Chily Munians Need Applic Winners and Louisin the Age of

"Their approach to studying the critical topic of intelligent automation has balance, depth and a great personal and the second of the Advantage of the Forest Francis & CEO HIS Property

"Wilcocks and Lacity show what is real today, what is still by pe, and provide synthesized as periors from early adopters that will accelerate your ability to put robots to work inyour organization." Low Coultag CEO, Ascension Mentity Service Center

"A timely must-read for all business and technology leaders who want to note the wave and not get Clushed by it." Frenk Casela, President at Areas USA and Founder. The Institute at Robetic Process Automotic

"A topic top-of-mind to professionals and executives alike. Once again, Drs. Willcooks and Lacity deliver the delinative guide." Deb Hamit, CEO, International Association for Debourong/Professionals

"Service Automation: Robots and the Future of Work is a must-read for those seeking not only to survive but to three in the world of smart machines." Overwoods CEO, Alexis ou



today, there is no better place to start than Service Automation. M. Lyma Mariaus, The John W. Federika Sc Fhallasson of Information and Fre-



\$3000 US



Service Aut odks & I Comation & Mary C. Lacity Robots

Service Automation Robots and The Future of Work

Leslie P. Willcocks & Mary C. Lacity



Dr. Leslie P. Willcocks has an international reputation for his work on global management, cubourcing, digital business, information management, strategic IT and organizational change.

He's Professor in Technology Work and Globalisation at the Department of Management at London School of Fromomics and Rollical Science Or Williams also heads the LSEs Outsourcing Unit research centre. For the last 25 years he has been Editor-in-Chief of the Journal of Information Technology. He is co-suffice of 48 books including, most recently. Moving to The Cloud Corporation (2014) and The Economics of Outrourcing (2015) and has published over 230 referred papers in journals such as Harvard Business Review, Steam Management Review, California Management Review, MS Quarterly and MSQ Executive.

Dr Wilcocks has delivered company executive programmesworldwide and is arregular keynote speaker. at international practitioner and academic conferences.

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THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

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London School of Economics

Interviewed 10 Blue Prism clients for their new book

Service Automation - Robots and the future of work

Clients interviewed included Telefonica O2, RWE npower, Xchanging, Gazprom, Aviva, American Express, Ascension Health, Leeds Building Society, University Hospitals Birmingham.

Three case studies 1) Telefonica, O2

2) Xchanging

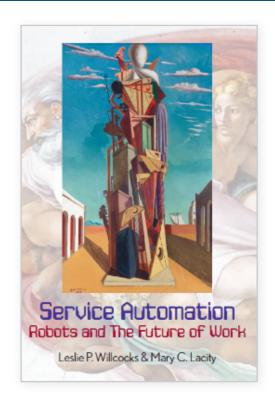
3) RWE npower (anonymised)

Two white papers 1) The role of IT in RPA

2) RPA in Shared Services

Watch the LSE videos - https://www.youtube.com/watch?v=0EBcZQwC5 g

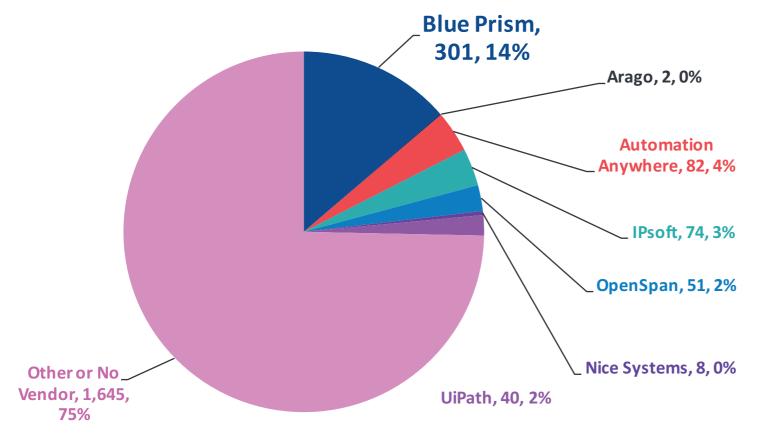
http://www.blueprism.com/case-studies





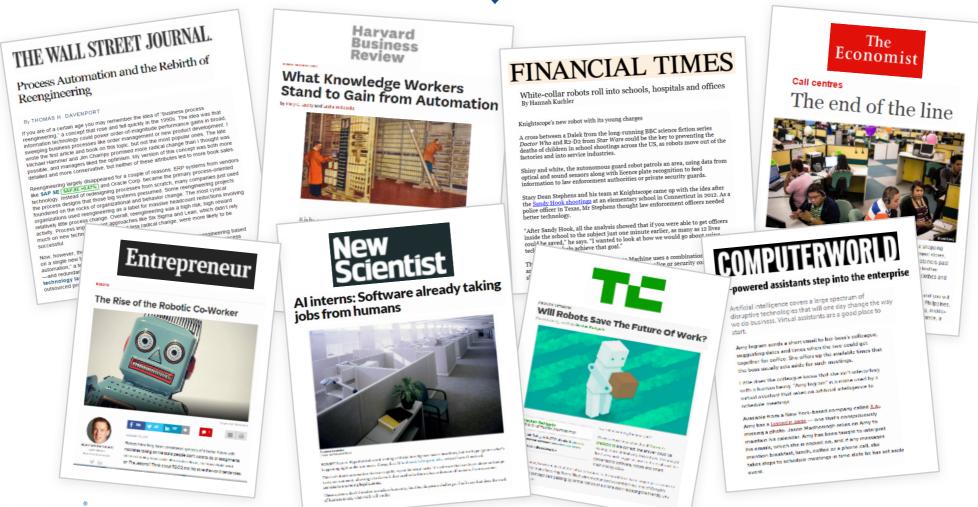
PR Share of Voice – Which RPA vendors are being heard?





- In measurement timeframe this year, "robotic process automation" appeared in 2,203 media conversations/articles (traditional news outlets, blogs and forums)
- Consistently, majority of RPA conversations do not mention the key vendors
- Blue Prism's remains the dominant player in RPA conversations with 14% share of voice

Press Coverage Highlights



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Components of an enterprise RPA capability

Vision

- Defining the vision for process automation
- Identifying the expected business benefits and outlining how these align to corporate strategy

Organization

• Defining the organizational design that best supports delivery of the RPA capability and aligns with corporate strategy and culture

Governance & Pipeline

• Defining the opportunity assessment approach and pipeline triage procedure to optimize the number of processes selected for automation and the maximize the associated business benefit

Delivery Methodology

• Agreeing the delivery approach based on Blue Prism vanilla methodology and embedding the templates and policies in existing client change management methodologies

Service Model

 Defining the delivery management and tracking approach that ensures optimal usage of the defined methodology

- Agreeing the engagement model required to support operational processes
- Defining the management, reporting, scheduling and referral handling processes for BAU

People

- Defining the roles and responsibilities that will operate efficiently in the existing organizational structure
- Supporting the selection of candidates for all roles in the delivery and support teams and optimum training/mentoring approach for the Blue Prism delivery and support teams

Technology

• Defining a scalable, low maintenance technical environment and associated growth strategy

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The Blue Prism team's specialism is product-related expertise

What do partners offer?

Partners bring a wealth of differentiated propositions that enable clients to deliver significant value from the Blue Prism Virtual Workforce.

Commercial Propositions

Managed Service

Transformation

Prog. Delivery Assurance

Advisory

Financial Services

Energy & Utilities

Government

Media & Telecoms

Insurance & Healthcare

Logistics

Retail

Vertical Specialization

Blue Prism Enterprise RPA

Competency Specialization

Lean / Six-sigma

Business Strategy

IT Strategy

TOM Design

IT Arch / SI

Systems Thinking

Digital

Cognitive AI

Cloud / Infrastructure

Analytics

Complementary Solutions

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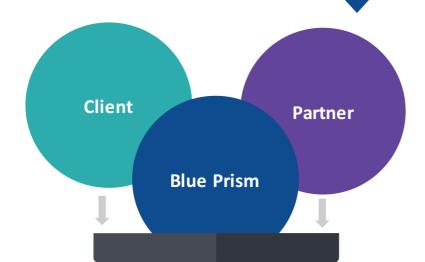
What do partners offer?

Blue Prism partners provide a wealth of skills, knowledge and expertise that complement the product-specific knowledge of the Blue Prism team:

- Resource capacity across the globe
- Tiered rate card
- Flexibility to provide resource in line with demand (e.g. staff augmentation)
- Industry specific knowledge across all verticals
- Opportunity Analysis and Business Case definition
- Process Assessment, re-engineering and documentation
- Competitive sourcing option (e.g. RPA as a service)
- Cloud / infrastructure provision
- Complementary solutions (e.g. ICR, AI, data labeling)
- Transformational Change expertise
- Option to leverage your existing trusted partner network

How does the partner model work?

Approach



Benefits:

- Optimum utilization of each organizations' core skills and resource
- Timely and cost effective deployment
- Adherence to industry Best Practice
- Maximized and sustainable business benefit

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Commercial In Confidence

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Blue Prism – Trusted Advisor Role

Vision

- Review the stated vision and validate alignment with execution steps
- Output is an Executive Summary stating organizational readiness to deliver the vision and recommendations for improvement as appropriate

Organization

- Review the proposed organizational structure and validate ability to deliver the vision
- Output is a rating of organizational readiness to deliver the vision based on Industry and Blue Prism Best Practice.

Governance & Pipeline

- Review governance and demand management approach
- Output is a rating of the ability for the governance model to control the flow of work into the RPA capability to maximize business benefit through effective use of the robots

Delivery Methodology

- Review proposed delivery methodology and validate suitability to rapidly deliver high quality processes and create a re-usable component library
- Output is a rating of suitability and an ongoing assessment of adherence to the stated methodology

Service Model

- Review proposed Service Model and validate suitability to maximize efficiency and business benefit through effective use of a reliable robotic workforce
- Output is a rating of suitability and an ongoing assessment of adherence to the stated model

People

- Review roles and responsibilities and validate suitability of structure and resources assigned
- Output is a rating of the team structure and the resources assigned (including certification levels where appropriate)

Technology

- Review technical infrastructure design and validate ability to accommodate a scalable Virtual Workforce
- Output is a rating of the ability of the technical infrastructure to host the required number of robots

Engaging the right partner for you

Vision	Strategy Consulting	To what extent is the automation strategy defined and the strategic objectives clear, and how complex do you envisage this to be?
Organization	Organization Design	To what extent have you determined where the Virtual Workforce capability will sit within the organization, how process automations will be managed and how this function or capability will interact with the broader organization?
Governance & Pipeline	Process Transformation	What level of process re-engineering could be required to unlock the maximum benefits from Blue Prism automation? Has the demand management and Business Case modelling approach been defined?
Delivery Methodology	Programme Delivery	Do you have the knowledge in-house to define and implement an industry standard, best practice Blue Prism automation delivery methodology and integrate it with existing organizational policies?
Service Model	Service Delivery	Will the Virtual Workforce be managed internally or is a managed service preferable? Are the definitions of the roles, responsibilities and operating standards in place for supporting the Virtual Workforce?
People	Staff Augmentation	Would you consider augmenting your resource pool with certified Blue Prism skills and knowledge to get started quickly and maximize the benefits in the shortest possible timeframe?
Technology	Technology Consulting	To what extent has the technical solution architecture required to support and govern the Virtual Workforce capability been designed? Technically, where does Blue Prism fit within the technology landscape?

Assessment approach:

- Identify the knowledge gap against each component
- Determine for each gap whether external support is required
- Using our Partner Selection Tool, identify a shortlist of recommended partners that are the best fit with individual client requirements and values based on the responses
- Blue Prism will provide guidance and assurance throughout the partner selection, project delivery and ongoing support phases.

What do partners offer?

Do you have existing partners who are not yet skilled or certified Blue Prism users?

The Blue Prism team provide a training, mentoring and certification service to rapidly mobilize your existing partners.

- Mature Partner Enablement Program designed to provide hands-on upskilling of your partners resources working on projects to deliver business benefit to your organization through the automation of your business processes
- Comprehensive resource profiling and selection to ensure the optimal blend of skilled partner resources is assigned to the project
- Structured Quality Assurance interventions by the Blue Prism team ensure you have full visibility of adherence to industry best practice throughout the upskilling period
- Regular reporting of progress on process automation and capability creation activities direct to you as the valued client
- Certification of partner resources and delivery / support capability



