# EdgeVerve Service Delivery Automation (SDA) Profile

## Service Optimization Technologies (SOT)
## Profile – June 2017



EGR-2017-13-R-2194a

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- Benchmarking | Pricing, delivery model, skill portfolio
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- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

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* Banking, financial services, and insurance

# Content

- **EdgeVerve SDA profile**
- Appendix: Additional definitions and information

# EdgeVerve – AssistEdge (page 1 of 4)

## Company overview

EdgeVerve Systems, a wholly-owned subsidiary of Infosys, develops software products and platforms for automating business processes in areas such as banking, distributive trade, credit servicing, customer service, and enterprise buying. Its clients include global corporations in financial services, insurance, retail and CPG, life sciences, manufacturing, and telecommunications. Its product portfolio includes AssistEdge, which is focused on Service Delivery Automation (SDA).

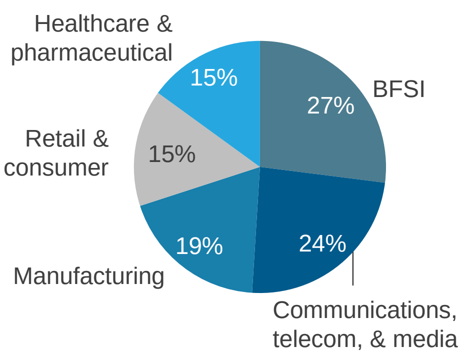
**Key leaders:** Sandeep Dadlani, Chairman; Pervinder Johar, CEO; Anirban Dey, Global Head and Chief Business Officer
**Key clients include:** Cisco, BT Openreach, Ricoh, and Vodafone NZ
**Headquarters:** Bengalore, Karnataka
**Website:** www.edgeverve.com

## Non-exhaustive list of recent deals and announcements

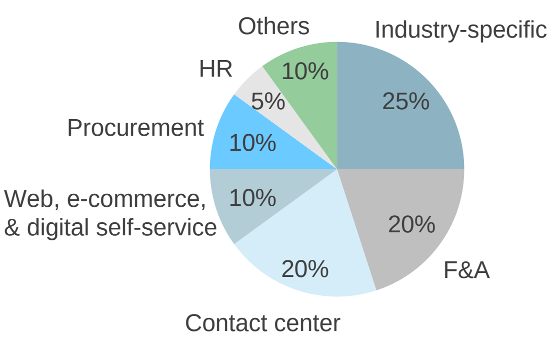
- **April 2016:** EdgeVerve launched blockchain framework for financial services
- **October 2015**: Infosys' EdgeVerve deployed at United Kingdom's BT
- **January 2013:** Infosys launched AssistEdge

## Industry vertical, use cases, and buyer mix (for EdgeVerve)[1]

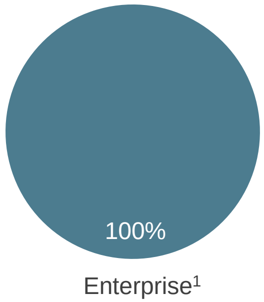
### Revenue mix by industry vertical




### Mix of use cases by processes




### Revenue mix by buyer size[2]




1 Everest Group estimates based on vendor RFI, briefings, and demo up to February 2017
2 Enterprises (revenue more than US$1 billion)
Source: Everest Group (2017)

# EdgeVerve – AssistEdge (page 2 of 4)

### Solution scope[1]

Available | Not available

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Options for automation creation** | Code the actions | Record the actions | Assemble objects from previous automations | Visual drag-&-drop development | Machine learning-based[2] | Natural Language Processing[2] | |
| **Deployment options** | Client-hosted on desktop/laptop | Client-hosted on server | Provider-hosted, multi-instance | Provider-hosted, single-instance | Partner-hosted, single-instance | Partner-hosted, multi-instance | On Cloud |
| **Key tool features** | Pre-built connectors | Role-based access controls | Task scheduler | Collaboration tool | Handling of unstructured data[2] | | |
| | Support for project management | Dynamic load balancing | Auto-scaling | Run-time automation management and control | MI and performance analytics | | |
| | Backward compatible | Context awareness | Change management | Adherence to supporting methodology (6 sigma) | Libraries of automation | | |
| | Credential vaults | Work queues | Multi-tenancy | Inbuilt-version control | Modularity and reusability | | |
| | Rules engine | Process mapping | Audit-trail | | | | |
| **Support** | Training by vendor | Training by partners/resellers | Consulting by vendor | Consulting by partners / third parties | User community | Tool-embedded help | |

### Product overview

AssistEdge was started as an assisted RPA or Robotic Desktop Automation (RDA) tool to amplify people's productivity and was first deployed in contact centers for a large telecom client. It has evolved over time and the product now offers virtual worker for end-to-end automations of deterministic, repetitive, and rules-based tasks and an enhanced RDA solution aimed at enhancing agent productivity. Their RDA solution has three key components:

1) Smart User Environment – unified dashboard that aggregates information from disparate sources
2) Integrated Device Monitoring – monitors user device activity and application usage
3) Real-Time Expertise Manager – analyzes the content of interaction and directs it to the relevant expert agent

The product has been developed to offer RPA for unassisted automation as well. Adding to its modular framework, a key component of AssistEdge automation solution is its library of pre-built automations or micro bots which can perform standard individual tasks in a process and have pre-built integrations with underlying systems such as SAP. These can be downloaded and used in a plug-and-play manner to accelerate automation implementation.

1 Everest Group estimates based on vendor RFI, briefings, and demo up to February 2017
2 AI-based capabilities to process unstructured data can be incorporated by leveraging Nia, which is Infosys' cognitive engine

Source: Everest Group (2017)

# EdgeVerve – AssistEdge (page 3 of 4)

**Comparison of EdgeVerve's technology and deployment characteristics with industry practices[1]**

| | |
|---|---|
| **Availability and quality of product features** | • In addition to RPA, AssistEdge platform offers a unified desktop environment to integrate multiple applications into a single UI, integrated desktop manager to monitor desktop activities and provide insights. It also offers a cross-channel collaboration solution, "Real-Time Expertise Manager", that helps in collaboration over multiple channels such as chat, email, and video<br>• Offers a modular framework for automation and runtime application plug-n-play along with a library of pre-built automations or micro-bots, which can perform standard individual tasks in a process and have pre-built integrations with underlying systems such as SAP<br>• In keeping with majority of other RPA tools, it offers a control tower for centralized management and control of virtual workers and a visual tower for monitoring robot performance<br>• Development of automations requires significant coding efforts as compared to other leading RPA solutions. They have made some progress with recently-introduced drag-and-drop design studio and "record and play" features |
| **Deployment and support** | • AssisEdge can be run on desktops, servers, and private/public cloud. This is in keeping with what is practised by leading RPA technology vendors in the market in terms of flexibility of deployment<br>• EdgeVerve does not offer hosting services itself nor has partners for providing hosting services. It can only be hosted by the client<br>• Consultancy services are provided by the vendor on time and material basis. Training, implementation, and maintenance of AssistEdge are required and done only by Infosys |
| **Buyer coverage** | • EdgeVerve's largest customer base is in the BFSI sector. This is closely followed by the telecom sector, owing to its strong focus and experience in this space. Other areas include manufacturing, retail & consumer, and healthcare & pharmaceuticals<br>• All its clients are enterprises with revenue more than US$1 billion. This is driven to a great extent by its combined products and services approach and easy access to Infosys' enterprise client base |
| **Pricing model** | • AssistEdge is available for an annual license fee, accompanied by a one-time upfront fee at the time of deployment. While the primary basis for licenses is per software bot deployed or fixed capacity-based, owing to a strong backing by its parent – Infosys, it also offers flexibility in terms of providing more progressive pricing models such as process-based, transaction-based, or outcome-based<br>• Implementation and maintenance services are required and charged separately, owing to its combined products and services approach |
| **Process coverage** | • It is largely used to automate processes within horizontal functions such as F&A, contact centers, and web-based, e-commerce, or digital self-service as well as procurement and HR. Also, owing to Infosys' background of providing vertical-specific services, it also features several use cases in business processes specific to industries such as BFSI, telecom, and logistics<br>• While it can be used for assisted and unassisted automation independently, majority of its deployments work as a mix of assisted and unassisted automations |

1 Everest Group estimates based on vendor RFI, briefings, and demo up to February 2017

Source: Everest Group (2017)

# EdgeVerve – AssistEdge (page 4 of 4)

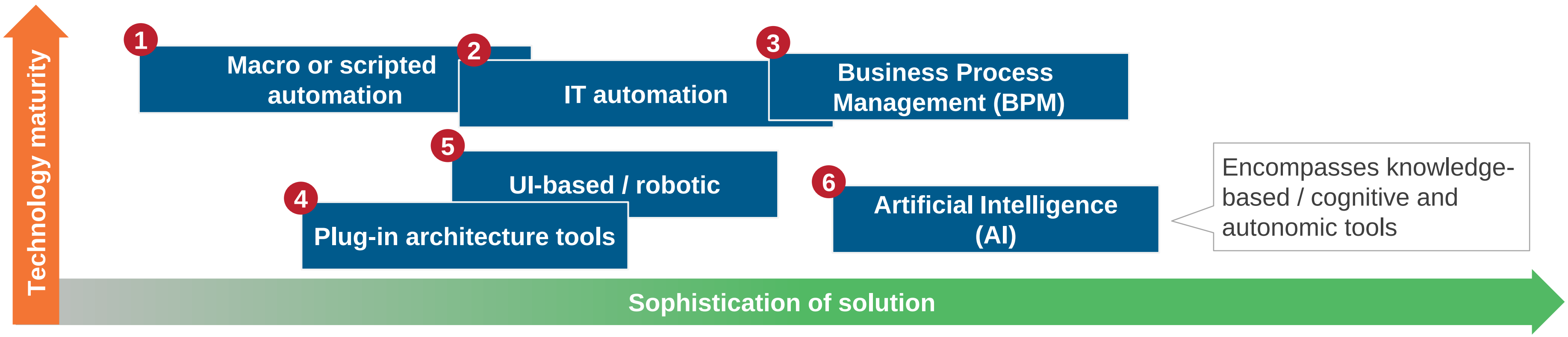
**Everest Group's assessment[1]**

| Evaluation dimension | Strengths | Opportunities |
|---|---|---|
| **Company** | • Backed by its parent – Infosys and its existing reputation and client base in telecom and BFSI sector for agent-assist / desktop automation, it now has over 80 customers | • Continue to grow brand in the virtual worker segment and use strong vertical-knowledge of the parent – Infosys, to lend itself for industry-specific automation use cases |
| **Solution and support** | • Strong domain knowledge of horizontal business functions, availability of automation skills, and experience with enterprise-grade deployments through the broader organization (Infosys) enable Edgeverve to do robust implementation<br>• Capabilities for both assisted and unassisted RPA along with solutions to monitor desktop activities and provide insights<br>• Modular framework along with a library of pre-built automations or micro-bots with pre-built integrations with underlying systems | • Build stronger integrations and support mechanisms for third-party applications/products<br>• Opportunity to better operationalize its integration with Infosys Nia AI platform and work towards developing and demonstrating use cases around integrated RPA and AI solutions to better position itself as a provider of cognitive RPA solution<br>• Develop capabilities such as auto-scaling and dynamic load balancing for more autonomous management of virtual workers |
| **Commercials** | • Ability to offer flexibility in terms of providing more progressive pricing models such as process-based, transaction-based, or outcome-based, backed by the broader organization (Infosys) | • Enhance value proposition for output- and outcome-based pricing models |
| **Overall** | • Enhanced product features, strong support and implementation team, scalability, and modularity | • Increase value proposition of cloud-based deployment for clients, lend itself for automating industry-specific processes, target mid-market segment, and continue to enhance ease of use for faster implementations and overall product features to fare better against other leading products |

1 Everest Group estimates based on vendor RFI, briefings, and demo up to February 2017
Source: Everest Group (2017)

# Content

# The most common automation technologies can be segmented into six basic areas




| | Maturity | Scope of effectiveness | Limitations |
|---|---|---|---|
| **Macro or scripted automation** | Very high | Specific tasks | Typically used for tactical deployments. Can be difficult to maintain over long periods of time |
| **IT automation** | High | Number of areas including software application life cycle and service provisioning | Less effective in application production and run book environments |
| **BPM** | Very high | Large scale deployments involving enterprise-level transformation | Can be tactical or strategic with the ability to deal with scale. Can become too complex or costly |
| **Plug-in architecture tools** | High | Situations requiring deployment centrally and at scale to many desktops | Not suitable for situations where non-invasive integration of automation tools are needed |
| **UI-based / robotic** | Medium & evolving | Repetitive, transactional, administrative, and rules-based tasks | Often deployed tactically or in combination with BPM tools |
| **Artificial intelligence** | Low & evolving | Number of areas, particularly document or content-heavy processes or IT Service Management (ITSM) | Robustness and resilience to change needs to be demonstrated in large scale operations; AI technologies have to learn from experience to find ways of handling unexpected scenarios |

# Everest Group's Service Delivery Automation (SDA) architecture | Automation technology can be applied to the whole process stack

| | Basic automation | RPA | Cognitive automation |
|---|---|---|---|
| Sophistication of automation tools | → | → | → |

**Business process level**

**Business process automation**
Generic tools: Enabling tools that can be applied to many situations regardless of what the automation is accomplishing

Activity- or function-specific automation: Tools that are designed to be relevant only in the context of certain types of activities (e.g., financial close processes, knowledge management systems, and document processing)

Industry-specific automation: Tools that are configured to be applicable to industry-specific activities (e.g., price comparisons and compliance)

**Technology level**

**Application development, management, and testing automation**
Managing the entire application life cycle from concept, design, build, to test, resulting in reduced time-to-market and increased product quality

**Infrastructure automation**
Addressing the complete infrastructure cycle across architecting, deploying, provisioning, and support functions

| Basic automation | RPA | Cognitive automation |
|---|---|---|
| • In-house scripting & scraping tools<br>• Work flow<br>• Desktop off-the-shelf tools<br>• Deterministic | • Third-party & service provider software<br>• UI-based integration<br>• Rules-based automation<br>• Deterministic | • Cognitive tools based on capabilities such as:<br>– Machine learning<br>– Natural language processing<br>– Can be both deterministic & probabilistic |

| Types of data handled | Structured data | Structured and semi-structured data | All types of data including unstructured |
|---|---|---|---|

# Key definition 1: SDA

**SDA can encompass three different portions of the process:**

Automation of inputs to a process:

- Contact management
- Content scraping from websites

Automation of the business process:

- Administering purchase orders and invoices
- Checking for unusual patterns in transactions
- Checking for consistency of data (format, quality, etc.)

Automation of outputs from the process:

- Outward contact management, e.g., email confirmations
- Internal notifications
- Events generated to activate follow-on processes in other functions



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# Key definition 2: Robotic Process Automation (RPA) is a component of SDA

- It refers to a type of automation that interacts with a computer-centric process through the User Interface (UI) / user objects of the software application supporting that process
- A robot is usually a runtime environment on which different processes/tasks (executables) can be run
- RPA can process structured and semi-structured data
- RPA is a deterministic solution, the outcome of which is always known

- Non-invasive – usually does not have to tie up at the Application Programming Interface (API) level
- Can handle rules-based repetitive tasks
- Incorporates exception management

**The non-invasiveness is important in outsourcing, where service providers are usually not allowed to modify the client's IT systems.**

**Examples of use cases for RPA:**

- Transaction processing
- Data entry in high-volume, repeatable, and computer-centric processes
- In-system upgrade scenarios where double and concurrent data entry is made into old and new systems during the period of change
- IT support such as password resets and database maintenance
- Reconciliation of data across systems

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# Key definition 3: Cognitive automation is a component of SDA

- A subset of SDA – cognitive, also referred to as smart or intelligent automation software, builds a process-related knowledge base and uses it in combination with a set of business rules and machine learning algorithms to automate processes
- Cognitive tools have been widely used in IT services and are increasingly finding their way into business processes
- They can work on both structured and unstructured data

- Cognitive tools have Natural Language Processing (NLP) and machine learning capabilities, which equip them to learn from experience and to expand their knowledge base
- Cognitive tools use business rules to automate processes, but can also use predictive tools to infer some operational decisions. This allows them to work out the correct way to deal with situations that might not match pre-compiled rules
- The ability to infer what to do can make the outcome of their work non-deterministic

**Examples of use cases:**

- Customer interactions
- In-bound document processing for contact centers
- Claims processing for the insurance sector
- Rewards processing for the telecom sector
- IT infrastructure management

# Glossary of key terms used in this document (page 1 of 3)

| Term | Definition |
|---|---|
| Artificial intelligence | Artificial intelligence is referred to as the ability of the system to use its cognitive intelligence to learn interpreting unstructured content, use relationships and patterns to build a fuzzy structure around it, and then leverage this structure to respond in a similar form as the input itself |
| Audit-trail | Provision of tracking and recording changes to data with timestamp and user details |
| Backward compatible | Capability to work seamlessly with prior versions of when an automation suite/software is upgraded |
| BPM tools | These are process optimization solutions with capabilities of process design, execution (through workflows and orchestration of different BPS technology systems), and monitoring (through analytics) |
| BPO | Business Process Outsourcing refers to the purchase of one or more processes or functions from a company in the business of providing such services at large, or as a third-party provider |
| Buyer | The company/entity that purchases software from a technology vendor or outsourcing services from a service provider |
| Change management | In this context, change management refers to built-in capabilities to assist organizations with managing changes to the specification and code of automations as part of version management and change control |
| Code the actions | Capability to codify automation tasks via a programming language |
| Cognitive/smart automation | Cognitive/smart automation refers to the ability of a system to learn how to interpret unstructured content, such as natural language, and use analytical capability to derive and present inferences in a pre-defined / structured fashion. For example, a system classifying the mood of a person into one of the pre-defined buckets based on his/her tone and language |
| Collaboration tool | Provision to support a group of individuals working on an automation suite to accomplish a common goal by providing a platform to collaborate on multitude of areas such as best practices, FAQs, and debug issues |
| Context awareness | A basic degree of run-time environment intelligence that is programmed into robots. This enables the robots to behave according to pre-defined rules in response to run-time conditions and issues such as a non-responding enterprise system. The context may be the business environment, flow triggers, etc. In some systems the robot programmer is prompted to specify these rules, e.g., how many times to attempt to log into a system at the time of developing the automation |
| Credential vaults | The capacity of an automation tool to store user authentication and authorization parameters under encrypted databases outside the instance where the automation task runs, thereby providing for secure storage of access credentials |

# Glossary of key terms used in this document (page 2 of 3)

| Term | Definition |
|---|---|
| Dynamic bot scaling over cloud | Ability to rapidly add or remove automation bots on a cloud infrastructure based on demand fluctuations in real-time |
| FTE-based pricing | Input-based pricing structure; priced per resource type with significant price differences between onshore and offshore (e.g., per onshore clerk and per offshore clerk) |
| FTEs | Full-Time Employees on the rolls of the company |
| GIC | Global In-house Center (GIC) is a shared service or delivery center, owned and run by a parent organization |
| Handling of unstructured data | Capability to read/analyze data that is not in a pre-defined format with or without minimal human interactions |
| Inbuilt-version control | Capability to record and show changes to an automation when it is changed or updated for software code version and release management. This would need to have a consistent nomenclature that can assist with locating the change, its author, and version history at a later date |
| Libraries of automation | Out of the box, pre-programmed automations for activities that are common practice in any specific industry, e.g., identifying the logging in fields on a system screen |
| Load balancing | Load balancing improves the distribution of workloads across multiple robots to help increase capacity, by reducing unproductive downtime, and also reliability of applications |
| Machine learning | Pattern recognition and computational learning in artificial intelligence |
| MI and performance analytics | Capabilities to produce management reports – these are typically in a dashboard format that show robot performance information and provide analytics that can be used to identify trends or problems in operations |
| Modularity and reusability | Software written in a way that allows for efficient reuse using tenets of Object Oriented Programming (OOP) where chunks of code are written in logically differentiated blocks accomplishing subtasks that can be mixed and matched to create a multitude of tasks |
| Multi-tenancy | Automation suite that can support an architecture in which a single instance of the automation software can be used by multiple clients (tenants) |

# Glossary of key terms used in this document (page 3 of 3)

| Term | Definition |
|---|---|
| NLP | Natural Language Processing is a cognitive intelligence-based methodology to interpret human languages |
| Pre-built connectors | Application- or technology-specific connections to enable movement of data across the automation platforms and native technology or applications on which they intend to run |
| Process mapping | A process map provides a graphical depiction of main activities, information flows, interconnections, delays, and measures process needs to accomplish with owners of each activity, order of tasks to be processed, and error handling procedures. In automation tools, this may allude to the capability of the tool to let designers use process maps to automate tasks and assign bots to them with interfaces to humans for judgment-based inputs |
| Queueing | The process of scheduling tasks in a sequential manner on a scheduler to robots |
| Record user actions | Capability to record user actions and auto-generate underlying code |
| Role-based access | Approach to restrict access to automation and underlying systems based on authorization (e.g., admin and user) |
| Rules engine | Capability of an automation suite to hold and allow the execution of one or more business rules in a run-time production environment. The rules may be dictated by business logic or are legal/regulatory in nature. |
| Run-time automation management and control | Real-time control and management features to provide visibility into the run-time environment and if human action is needed to ensure successful automation. Examples include robot/automation status ( e.g., running, completed, or error), alerts & exception handling requirements and progress status, and robot performance issues that would require dynamic scaling and load balancing |
| Support for project management | Provision for project management capabilities such as creating and sharing of gantt charts, budgets, milestones, assignments, and dependencies for running automation projects |
| Task scheduler | Capability to assign tasks to bots as per pre-defined parameters (e.g., prioritization of tasks and critical paths) |
| Tool-embedded help | An in-built self-help compendium of frequently asked questions and troubleshooting procedures for the tool |
| Visual drag-&-drop development | Virtual object drag-and-drop capabilities that help program process flows visually with minimal programming, allowing business users to work on creating automations |

# Additional SOT research references

**The following documents are recommended for additional insight into 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. **Robotic Process Automation (RPA) - Technology Vendor Landscape with FIT Matrix Assessment – Technologies for Building a "Virtual Workforce"** (EGR-2016-13-R-2030); 2016. This report uses Everest Group's proprietary FIT Matrix™ to assess and rate RPA technology vendors on the various dimensions of their market impact and vision & capabilities. It also includes Everest Group's remarks on vendors, highlighting their key strengths & areas of development as well as insights into advances in RPA technologies, operating models, capabilities of different platforms, and commercial models

2. **Robotic Process Automation (RPA) – Technology Vendor Profile Compendium** (EGR-2016-13-R-2036); 2016. This report provides detailed, comprehensive, and fact-based profiles of 10 key RPA technology vendors. Each four page profile provides a detailed picture of the vendor's solution scope, technology & deployment characteristics, scale of operations, as well as an assessment of the provider as part of Everest Group's Features, Implementation, and impacT (FIT) Matrix™. The report also analyzes key strengths and areas of improvement for technology vendors from the perspective of their RPA solutions.

3. **Business Case for Robotic Process Automation (RPA) in Global In-house Centers (GICs)** (EGR-2016-2-R-1926); 2016. The report assesses the business case for adoption of RPA in offshore GICs and the associated payback period. It also provides insights into various factors impacting the business case and the threshold limits for each of them in order to have a justifiable business case

4. **Service Delivery Automation (SDA) – Best Practice Guide to Establishing an SDA Center of Excellence** (EGR-2016-13-R-1750); 2016. This report provides a guide to setting up and expanding an SDA COE. It is intended for organizations that are setting out to build a COE, service providers looking to build COEs for their clients, and SDA technology vendors seeking insights into the bigger COE picture


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# SOT research calendar

Published | Current

| Topic | Release date |
|---|---|
| IT Infrastructure Services Automation: "Codified Consciousness is the Future" | September 2016 |
| Business Case for Robotic Process Automation (RPA) in Global In-house Centers (GICs) | September 2016 |
| The Service Delivery Automation (SDA) Journey | September 2016 |
| IT Application Services Automation: Think Benefits, Not Costs | November 2016 |
| Robotic Process Automation (RPA) – Technology Vendor Landscape with FIT Matrix Assessment | December 2016 |
| Robotic Process Automation (RPA) – Technology Vendor Profile Compendium | December 2016 |
| Rise of Automation in P&C Insurance | January 2017 |
| Robotic Process Automation (RPA) – Technology Vendor State of the Market Report | February 2017 |
| The Rise of Accelerated RPA | February 2017 |
| IT Infrastructure Automation – Market Update and PEAK Matrix™ Assessment for Solutions | April 2017 |
| Pushing the Dial on Business Process Automation | May 2017 |
| EdgeVerve Service Delivery Automation (SDA) Profile | June 2017 |
| Service Delivery Automation (SDA) in BPS – Service Provider Landscape with PEAK Matrix™ Assessment | Q2 2017 |
| Robotic Process Automation Talent Hotspots | Q2 2017 |

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