AI LIVE | AMERICAS WRAP-UP REPORT

Distilled key takeaways from each session

AI & INTELLIGENT AUTOMATION NETWORK | BUILDING THE INTELLIGENT ENTERPRISE

AI Community Member,

AI LIVE Americas (January 2019) was a great success in so many ways.

The event delivered based on our stellar sessions fulfilling their promise of practical insight. Thank you to our presenters, partners and sponsors for making the event such a success.

Whether or not you participated, I've taken the opportunity to capture key takeaways from each session in the words of the presenters themselves. We'll leave analysis for another time and place — this is what happened, as it happened...

A few of my personal favorites:

- Artificial intelligence is not one technology
- Machine Learning (ML) is able to understand and consume millions of patterns of life with all of your devices in a way that the human mind cannot.
- Customers expect their business journey to be real-time, efficient, and accurate.
- Start to think of IoT as the new nervous system for business.
- The automation platform is a box of potential that is guided by the business users and configured with business logic.
- Understand if you're approaching intelligent automation for customer acquisition, experience enhancement or retention.
- When divining your strategy for digital transformation, set annual, monthly, quarterly, weekly goals all the way through.
- Ask your customers where they're going. Ask them what they're doing; what do they need in the future?
- We exist to provide the best possible experience to our associates.
- If we leverage intelligent automation in the right way, we can make the life our employees better.
- Digital disruption is the preeminent issue of our times for our leaders and this is not a good time to just jump in and then gure out what to do.
- Stay true to who you are as a business and then innovating on top of that with new technologies and new things.

I referenced you as an AIIA community member above. Please enjoy the following report and then join us on LinkedIn, Twitter, Facebook — and of course AIIA.net — so we continue on this journey together.

Seth Adler
Editor-In-Chief
AI & Intelligent Automation Network

AIIA AMERICAS LIVE PRESENTERS

By row, from left to right:

Lisa Tuttle, SPX Corporation; Avi Bhagtani, Automation Anywhere; Ryan Davis, Bank of America; Shankar Balasubramanian, Hexaware; Cindy Gallagher, Liberty Source; Max Just, Coca-Cola; Tony Saldanha, P&G; Justin Reilly, Verizon;

TABLE OF CONTENTS

MACHINES ARE FRIENDS NOT FOES: USING COGNITIVE COMPUTING TO ENHANCE CYBER SECURITY

LISA TUTTLE

CISO,
SPX Corporation

- **Use machines or machine learning as our friend, not our foe– to help us better assess threats.**
- Artificial intelligence solutions supplement existing security tools.
- **The threat landscape is ever changing**
- Crime-as-a-Service has really come of age.
- **IoT is creating a new dimension of risks because you've got to protect things that aren't necessarily behind your four walls so you're having to think about layers of security.**
- The SEC has imposed cybersecurity expectations; responsibilities to the board of directors – so the board is more interested than ever in how we are handling cybersecurity threats and the financial impact those threats could have on the organization.
- **The lack of standards around the production of IoT devices makes them not very secure.**
- Anybody who's connecting into our network is potentially a risk– criminals will come in through an approved channels to get access to your environment.
- **Artificial intelligence is not one technology.**

"ARTIFICIAL INTELLIGENCE SOLUTIONS SUPPLEMENT EXISTING SECURITY TOOLS"

MACHINES ARE FRIENDS NOT FOES: USING COGNITIVE COMPUTING TO ENHANCE CYBER SECURITY

"ML STATISTICALLY **PROGRAMS** PATTERNS OF **LIFE BEHAVIORS** THAT ARE LEARNED **FROM DATA**."

- ML statistically programs patterns of life behaviors that are learned from data.
- **ML learns the patterns of life of users and devices in a passive way.**
- The administration of rules-based tools tends to be manual.
- **Machine learning uses a model– the algorithms built into the tool are analyzing historical data so you receive a real-time display that improves over time because it's learning your environment.**
- If I would normally come in every morning and log in to a certain file share, that's my normal behavior. If I would all of a sudden start accessing things I didn't before, it's going to see that as a different behavior for me. Maybe it isn't a bad behavior. It just means it's a different behavior, so it gives us something to focus on, as a security team, as a potential risk.
- **Some of the gaps that we see in our security tools today are around IP– if it's not syntax based (like a Social Security number or a credit card number) to look for a pattern of digits or characters, it's harder for legacy tools to know how to identify your crown jewels.**
- Machine Learning has enhanced our security operations because it's really good at finding "the needle in the haystack," by constantly looking for and learning 'what is different.'
- **Without unlimited security staff and with the understanding that security human resources are difficult to hire today– we have to help our team work smarter and better with a machine learning solution.**
- If you really want to see something happening real time and realize what's different, this is a nice way to front load and prioritize where you're taking that deeper dive with your team.

MACHINES ARE FRIENDS NOT FOES: USING COGNITIVE COMPUTING TO ENHANCE CYBER SECURITY

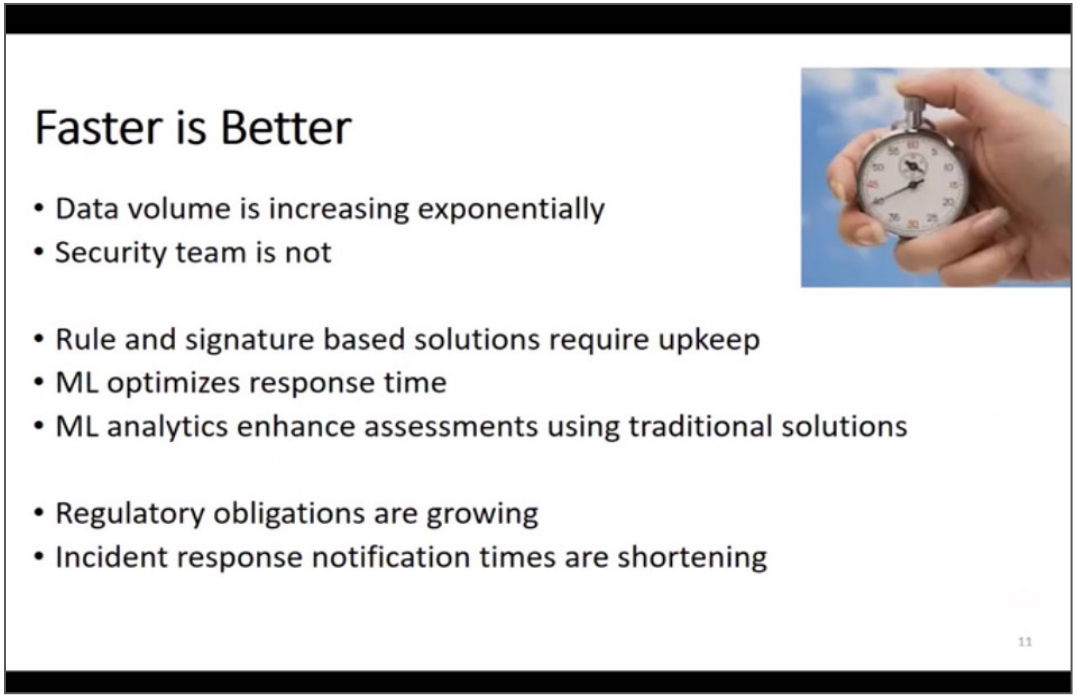
"DATA VOLUME IS INCREASING EXPONENTIALLY WITH IOT DEVICES– WE'RE UP IN TERABYTES AND ZETTABYTES."

IN THE LARGEST SENSE, ML IS REALLY ABOUT DEVELOPING A SECURITY DATA WAREHOUSE.

- **The whole research of an event and investigation of anomalies is exponentially speedier with a Machine Learning tool.**
- Data volume is increasing rapidly with IoT devices– we're up in terabytes and zettabytes.
- **Regulatory obligations keep growing.**
- ML gets a behavioral baseline for every device in your network seeing thousands of devices and hundreds of subnets.
- **ML is great at looking at unstructured data access so you could write model breaches or rules to look for certain patterns of behavior– meaning it could find things like an over-privileged user.**
- ML can see any data that would be extracted from your environment or moving within the environment, so it's a great way to supplement or augment the tools that you already have and get to a speedier solution.
- **ML is a great way to correlate across our solutions.**
- In the largest sense, ML is really about developing a security data warehouse.
- **ML is able to understand and consume– in a way that the human mind cannot – millions of patterns of life with all of your devices.**
- ML leverages business intelligence to predict things that are going to happen by seeing what's moving externally to the environment as well as what's traversing internally.
- **We're integrating ML with BI tools to create security dashboards to provide further value to the business by giving more insight to where operational processes could be changed or better secured.**

MACHINES ARE FRIENDS NOT FOES: USING COGNITIVE COMPUTING TO ENHANCE CYBER SECURITY

- ML can understand what type of external communications are being used by an email server or understand for the database what internal connections are made to see what servers are connecting or talking.
- **ML does a good job of asset inventory by interrogating and learning that environment to provide you with how you can supplement the asset inventory you might already have.**
- ML is great at subnet traversal so if you think you've bubble netted something, you can see what things may be moving in and out of that perceived locked-down bubble.
- **ML can assist in cyber insurance rate reduction.**
- ML can assist with third party due diligence where that third party has critical access into your system.



- **ML is no longer a nice-to-have – hackers are using artificial intelligence to better develop malware to learning patterns making your people and systems more susceptible to an attack.**
- ML makes us better and smarter because we can use it to get more quickly to the other solutions that are meant to be the deeper dive.
- **ML gives us a whole different level of visibility, a much better chance at responding timely to a threat and helps teams who are constrained with resources as there are never enough hours in the day for us to all get our work done and make better assessments.**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IQ BOT: COGNITIVE AUTOMATION FOR THE NEXT-GEN BUSINESS PROCESSES

AVI BHAGTANI

Director of IQ BOT Product Marketing,
Automation Anywhere

- **Customers expect their business journey to be real-time, efficient, and accurate.**
- Customers expected to be kept informed through all parts of their journey which fuels the need to automate business processes that allow for this type of quick and accurate processing of information and data in a timely fashion.
- **Basically everything that can be automated must be automated.**
- Each business process can be thought of as a bunch of steps, and each of these steps involve data. All automation processes first start with the capture of data that is fed into the system. Then we synthesize and normalize the data. Data is then validated and authenticated so that it can be represented in a more useful format.
- **Data is processed and then reconciled for consistency and accuracy. Then the final step is to analyze and report this data in an accurate, reliable, and timely fashion.**
- The automation framework consists on three things: Data, decisions, and the analysis of that process.
- **In the context of cognitive automation, data is typically unstructured so a cognitive or intelligent decision making process must to be applied to predict an outcome based on the data input into the process.**
- The goal is to have artificial intelligence applied end-to-end throughout the business process from data extraction to predicting outcomes and finally results.

"THE AUTOMATION FRAMEWORK CONSISTS ON THREE THINGS: DATA, DECISIONS, AND THE ANALYSIS OF THAT PROCESS."

IQ BOT: COGNITIVE AUTOMATION FOR THE NEXT-GEN BUSINESS PROCESSES

"TO BE SUCCESSFUL YOU WANT TO PICK A HIGH VOLUME PROCESS THAT IS NOT OVERLY COMPLEX."

"APPLY **TECHNIQUES** LIKE FUZZY LOGIC **DIGITIZATION** TO CORRECT **ERRORS**."

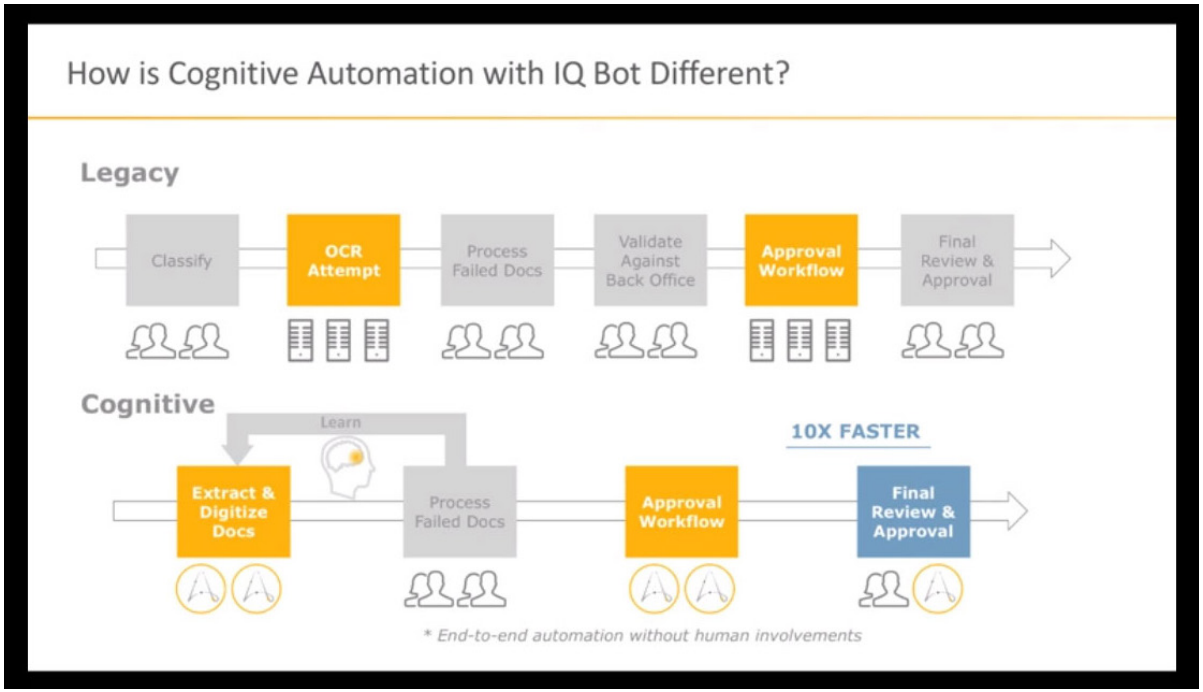
- **Apply techniques like fuzzy logic digitization to correct errors.**
- Overall there is a threefold difference between top and bottom performers– automated invoice processing can deliver up to 84% productivity.
- **The worst performing functions with significant automation are more efficient than the top performing AP groups with much lesser and limited automation.**
- If simple rules can be applied to process data, RPA can apply those rules on the data to make a decision.
- **RPA combined with AI can be a powerful tool in business processes that start with unstructured data and need complex decision making to mimic real-world problems.**
- OCR still involves a large number of workers in the classification, validation, and processing of documents, which limits the straight through processing rates (STP). STP is basically the automated end-to-end processing without human involvement.
- **Use unsupervised learning on documents/emails that are similar and can be grouped together then apply computer vision to extract decision-making data from these documents.**
- Setup time is one of the huge pain points and ultimate reasons why enterprises and many customers give up after simple uses cases when they start automating.
- **Start with selecting the right process to automate– don't be too ambitious when you start your automation journey.**
- To be successful you want to pick a high volume process that is not overly complex.
- **Build a solid business case– automate the process that will give you a decent ROI within a reasonable period of time, and go through your typical business case analysis.**

IQ BOT: COGNITIVE AUTOMATION FOR THE NEXT-GEN BUSINESS PROCESSES

SELECT A REPRESENTATIVE SET OF DOCUMENTS FOR COGNITIVE AUTOMATION.

- Get buy-in from your internal champions, someone who can help the process move through in an efficient and a quick manner.
- **There are a lot of stakeholders in your automation journey, so their buy-in is extremely important.**
- Use the 80/20 rule when looking at the scope of the process– find the high percentage of volume tasks that will have the maximum impact.
- **Select a representative set of documents for cognitive automation.**
- Artificial intelligence is very data hungry, so the more the documents are fed to the system earlier on, the better you will see the results of your automation.

"THE MORE THE DOCUMENTS ARE FED TO THE SYSTEM EARLIER ON, THE BETTER YOU WILL SEE THE RESULTS OF YOUR AUTOMATION."

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AUTOMATE ANY BUSINESS PROCESS WITH THE INDUSTRY'S #1 DIGITAL WORKFORCE PLATFORM
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HOW IOT (INTERNET OF THINGS) WILL BE SUPER-CHARGING DATA ANALYTICS FOR ENHANCED BUSINESS INTELLIGENCE

RYAN DAVIS

Senior Vice President,
Procurement Management,
Bank of America

- IoT is an absolutely transformational technology that stands to really transform our world and really what is possible in business.
- **A sensor is a device that detects or measures a property and records or indicates or otherwise responds to it.**
- IoT or Internet of Things, refers to an ever growing network of physical objects that feature an IP address for Internet connectivity and the communication that occurs between these objects and other internet enabled devices and systems.
- **IoT is a sensor technology that's embedded in all of your devices ensuring seamless communication**
- Edge computing is computing applications, data, and services that occur away from central nodes to the logical extremes of the network and it enables analytics and data gathering to occur at the source of the data.
- **Different than cloud computing, edge computing allows the computing power to be on location.**
- Distributed ledger technology or DLT is a digital database where copies of the ledger are shared across multiple computers or notes and only accepted when they're validated by a set number or percent of nodes.
- **Biometric authentication or biometrics is the use of body measurements such as fingerprints, retinas or other body measurements to authenticate an individual.**

"DIFFERENT THAN CLOUD COMPUTING, EDGE COMPUTING ALLOWS THE COMPUTING POWER TO BE ON LOCATION."

HOW IOT (INTERNET OF THINGS) WILL BE SUPER-CHARGING DATA ANALYTICS FOR ENHANCED BUSINESS INTELLIGENCE

"IoT CATERS YOUR **EXPERIENCE** AND YOUR **WORKDAY EXPERIENCE.**"

- IoT is going to change the face of our world more than any prior technology effort.
- **IoT in fleet GPS tracking is tracking where the vehicle location, gasoline usage and other equipment on that vehicle all the way through to rout optimization.**
- IoT connects a meeting rescheduled in the middle of the night though email to your calendar, resets your car service appointment, your alarm clock and coffee maker.
- **IoT caters your experience and your workday experience so that you make sure that you're taking care of the most important things first.**

"IoT IS GOING TO CHANGE THE FACE OF OUR WORLD MORE THAN ANY PRIOR TECHNOLOGY EFFORT."

REAL LIFE: HOW IOT WILL IMPACT LIFE

Calendar auto-communicates with self driving car scheduler to time pick up correctly.

When the car arrives at the parking garage? Wait?

HOW IOT (INTERNET OF THINGS) WILL BE SUPER-CHARGING DATA ANALYTICS FOR ENHANCED BUSINESS INTELLIGENCE

> "SIMULATED IoT DEVICES ARE DEVICES THAT MAY NOT BE IN THE PHYSICAL WORLD BUT ALLOW YOU TO ACTUALLY MEASURE THINGS BASED ON VIRTUALIZATION."

- **Standalone IoT devices simply knows how to report out on one task.**
- Integrated IoT devices have multiple purposes measuring multiple things all at once.
- **Simulated IoT devices are devices that may not be in the physical world but allow you to actually measure things based on virtualization.**
- An IoT feedback device is a device that you query and it provides you feedback – it's capable of receiving that query and providing feedback.
- **An IoT command device is one that you simply issue a command to and it usually enacts an activity.**
- Dual data IoT devices allow the sending and receiving of information and the sending and receiving of action calls.
- **Meta IoT device is the highest level across multiple devices and perhaps multiple networks of IoT devices meaning it is where you'll get your most powerful insights**
- The first and best use cases for IoT were industrial devices.
- **Consumer IoT devices are straightforward.**

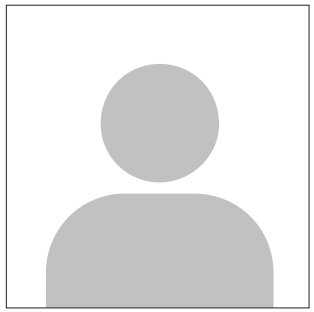
> CONSUMER IoT DEVICES ARE STRAIGHTFORWARD.

HOW IOT (INTERNET OF THINGS) WILL BE SUPER-CHARGING DATA ANALYTICS FOR ENHANCED BUSINESS INTELLIGENCE

"START TO THINK OF IoT AS THE **NEW NERVOUS SYSTEM** FOR BUSINESS."

- The enterprise setting is most challenging for IoT because we're dealing with processes and policies in a nuanced environment which requires different skill sets.
- **Be tactical and your implementation and you need to think about the financials.**
- In implementing IoT, look at the gaps in the pain points in your processes, look at your highest experiences, look at those areas where you are challenged, find your gaps where you don't really have a great solution.
- **Ecosystem orchestration is the mindset to orchestrate multiple different systems and capabilities at once, which is absolutely critical for IoT.**
- Start to think of IoT as the new nervous system for business.
- **Start to think of the view of our customer, not just from one system or one application but across multiple different applications.**
- IoT challenges are general awareness of what's possible, the security and privacy of sensors, organizational priority and potential regulatory pushback.
- **Expand your thinking of what is possible as we apply these new and very compelling technologies.**
- For IoT PoC's, chalk up your wins where you can get them and where they make a big impact.
- **Focus on business need drivers – focus on your pain points.**

ROBOTICS TO DIGITAL: WHAT'S NEXT AFTER RPA?



SHANKAR BALASUBRAMANIAN

Hexaware

- Have an overall vision of where you can take automation to have a more predictive modeling with clear rules-based definitions.
- **The goal is to sustain your transformation and grow it to various levels of automation through the continuum that are available in the particular engagement within business operations.**
- RPA is not a stop-gap arrangement, but your stepping stone to being truly digital.
- **How you can traverse the journey from being a robotics adapter to a digital disruptor?**
- Automation tools are software that is built in logic in them with potential to transform your business operations.
- **The automation platform is a box of potential that is guided by the business users and configured with business logic.**
- The back office support system is being dismantled to make way for the new conception that is made possible by the advent of artificial intelligence disruptive technologies which together promise speed and significant cost optimization.
- **Cognitive automation is experience based machine learning algorithms with pattern recognition, reasoning, and retention.**

"HOW YOU CAN TRAVERSE THE JOURNEY FROM BEING A ROBOTICS ADAPTER TO A DIGITAL DISRUPTOR?"

AUTOMATION INTELLIGENCE REACTS LIKE HUMANS.

- Conversational user interfaces are hybrid user interfaces that interact with users combining chat, or any other natural language interface.
- **Automation intelligence reacts like humans, including learning, planning, problem solving, and perception.**
- Your intelligent automation break even point spans from from less than a year to less than two years.
- **Once you have a certain amount of amount of available data to process a certain amount of interactions with certain logic, you can drive predictive requirements.**
- Understand your overall corporate and IT strategy ensuring you have the budget available to drive this intelligent process automation.
- **Prioritize the list of processes that are capable to look at it from an end-to-end perspective that has a true impact towards your end customer.**
- Construct a process diagnostic and assessment guidelines that will help you to drive the automation potential.

"UNDERSTAND YOUR OVERALL CORPORATE AND AN IT STRATEGY AND THE BUDGET AVAILABLE TO DRIVE THIS INTELLIGENT PROCESS AUTOMATION."

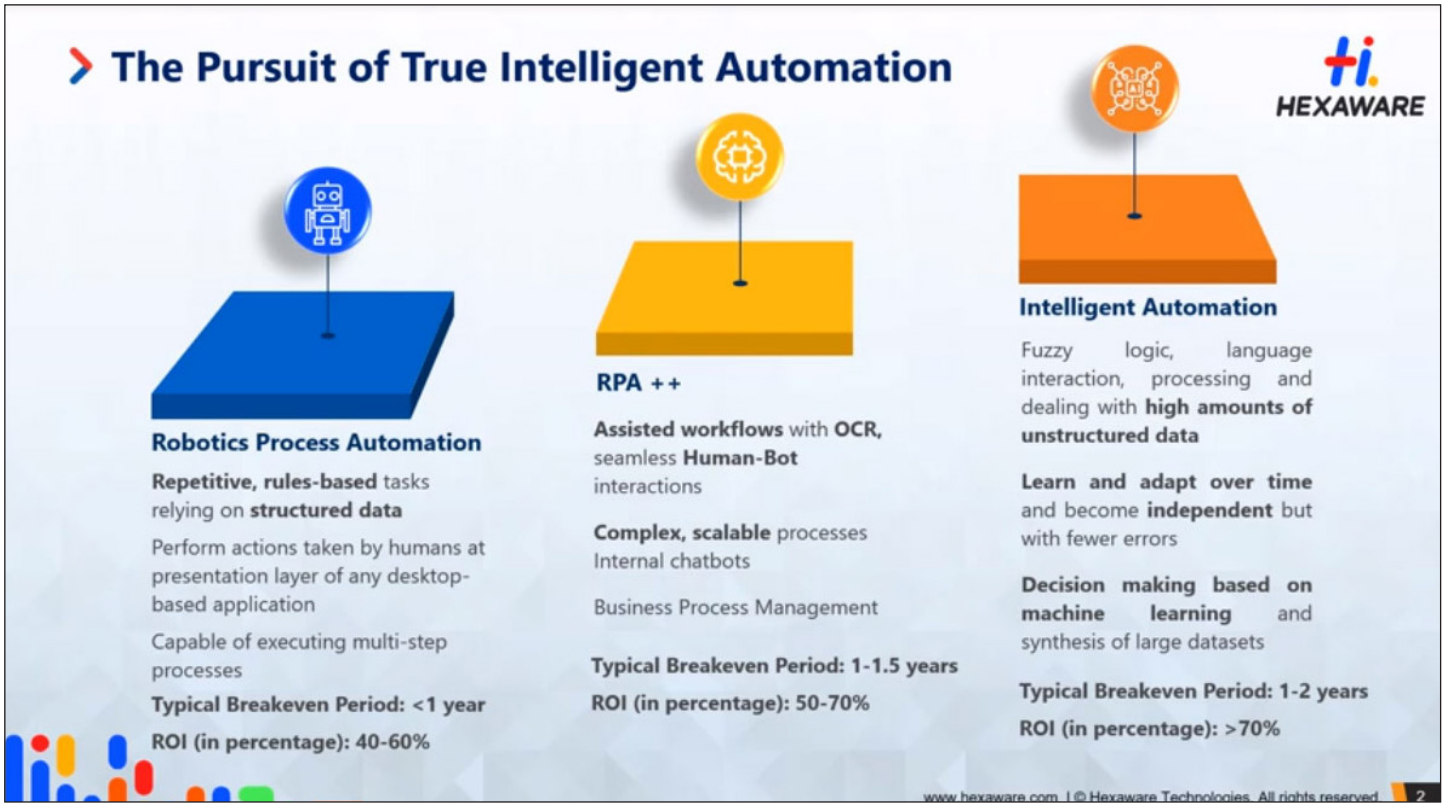
DRIVE YOUR BUSINESS TO **TRANSFORM** YOUR ENTIRE **CUSTOMER EXPERIENCE.**

"DEVISE AN OVERALL IMPLEMENTATION PLAN THAT HAS RISK MITIGATION AND CHANGE MANAGEMENT METHODOLOGIES."

- **Drive a cost benefit analysis so that your business case is extremely sound in terms of your customer acquisition, retention and how your end customer is getting impacted.**
- Build an automation COE.
- **Have an automation roadmap.**
- Identify the best solution that includes the competence of AI, ML, and potentially virtual assistance, depending on the nature of your processes.
- **Devise an overall implementation plan that has risk mitigation and change management methodologies.**
- Drive your business case to an extent where you can transform your entire customer experience.
- **Examine automation from a customer experience standpoint, a business standpoint an application standpoint and an infrastructure standpoint.**
- Understand if you're approaching intelligent automation for customer acquisition, experience enhancement or retention.
- **Depending on the nature of process that you're trying to support (this is going to be applicable from both internal and external).**
- Ensure you see overall revenue impact, speed to deliver the entire process, regulatory compliances and the ability for the business operations folks to drive more standardization to this entire exercise.

ROBOTICS TO DIGITAL: WHAT'S NEXT AFTER RPA?

"EXAMINE AUTOMATION FROM A CUSTOMER EXPERIENCE STANDPOINT, A BUSINESS STANDPOINT AN APPLICATION STANDPOINT AND AN INFRASTRUCTURE STANDPOINT."




HEXAWARE
Automate Everything
Cloudify Everything
Transform Customer Experiences

DX (DIGITAL TRANSFORMATION) GOALS

CINDY GALLAGHER

CEO,
Liberty Source Edgeverve

- **When divining your strategy for digital transformation, set annual, monthly, quarterly, weekly goals all the way through.**
- Setting Dx (Digital Transformation) produces a set of executable tasks.
- **Dx goals ensure your team knows where they're going, know what to do to get there.**
- Dx goals remove the struggle of understand the long-term plan; Dx goals help establish a well-defined digital transformation roadmap.
- **Setting Dx goals ensures that you spend time researching the latest innovations, assessing the tools that competitors and others in the industry are using.**
- Dx goals ensure that you're looking internally, understanding where you've been, understanding the impacts that past actions have had on the enterprise, and thinking about how each of those impacts where you want to go in the future.
- **Setting Dx goals ensure that you include customer base, and include your brand reputation – what are the elements that we're okay leaving behind, versus those we want to carry forward.**
- Looking at where you are now, will allow you to celebrate the success that you've had: Did you really accomplish what you set out to accomplish, or were you just checking off a checklist of things? Take that, oh shoot moment, "Did I miss something, or did something go awry along the way?"

"SETTING DX (DIGITAL TRANSFORMATION) PRODUCES A SET OF EXECUTABLE TASKS"

DX (DIGITAL TRANSFORMATION) GOALS

KNOW WHAT **WORKED** WELL, AND REALLY THINK ABOUT **WHY IT WORKED** WELL.

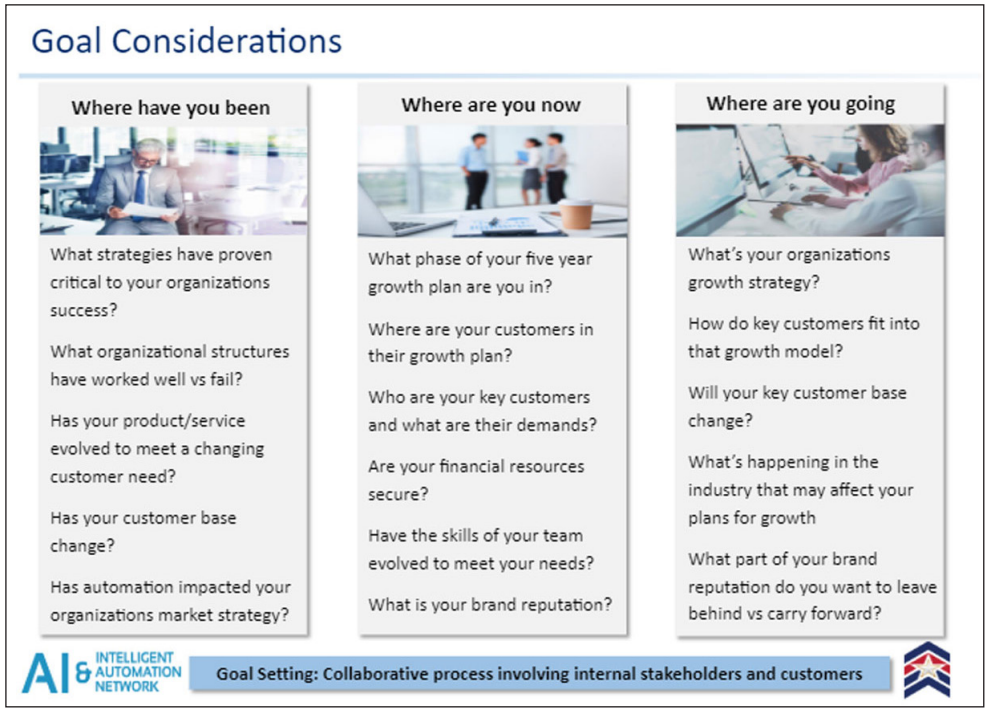
- **You gotta know what failed, right?**
- Know what worked well, and really think about why it worked well.
- **For the things that didn't work, was it an organizational situation? Did you have the right mindset and some environmental aspect changed for which you weren't prepared?**
- Think about sitting down with your customer during a quarterly governance meeting.
- **Ask your customers where they're going. Ask them what they're doing; what do they need in the future?**
- "I have great respect for the past. If you don't know where you've come from, you don't know where you're going. I have respect for the past, but I'm a person of the moment. I am here and I do my best to be completely centered at the place I'm at, and then I go forward to the next place." – Maya Angelou
- **Have respect for where you've been; live in the moment of where you are now and preparing to move toward the future.**

"THINK ABOUT SITTING DOWN WITH YOUR CUSTOMER DURING A QUARTERLY GOVERNANCE MEETING."

DX (DIGITAL TRANSFORMATION) GOALS

"USE YOUR **DATA** TO **CAPTURE** THE RIGHT **STORY**, TO MOVE YOU **FORWARD.**"

- Leverage the successes that you've had to move forward, including understanding your organization.
- **Have quarterly reviews with your digital workforce to ensure you capture 360-degree front-line feedback.**
- Use your data to capture the right story, to move you forward.
- **Too many people think they can just leapfrog into digital, without taking a look at the current state that they're in today.**
- Understand your landscape, your environment and your culture.



DX (DIGITAL TRANSFORMATION) GOALS

"WHILE **DIGITAL TRANSFORMATION** SOUNDS LIKE IT'S ALL ABOUT **TECHNOLOGY,** THE **SUCCESS** OF YOUR PROGRAM LIES IN YOUR **PEOPLE.**"

- **Get advice from others in the industry and look at your competitors to understand what's happening in the industry.**
- An organizational health assessment can help you understand your state of the union– what's broken, should you fix it, what's working well? It helps you create that full picture of your future enterprise.
- **While digital transformation sounds like it's all about technology, the success of your program lies in your people.**
- Engage your workforce, create specific learning and development programs and engage them in the process and planning for how they're going to work, in these automated environments.
- **How is the data going to influence the goals that you set? How is it going to affect how efficiently you achieve them?**
- Consider human-to-human, human-to-machine but also machine-to-machine interaction.
- **Going fast is fraught with danger; the importance of taking time to intentionally set your mind on your strategy and goal setting is paramount.**
- Think about what do you want to know from your customers, your stakeholders, your team members and then have those conversations.

DRIVING AND OPERATIONALIZING EMPLOYEE EXPERIENCE FOR AN AUTOMATION-ORIENTED ENTERPRISE

MAX JUST

Global Director - Business Integration and Program Management,
Coca-Cola

- **We exist to provide the best possible experience to our associates.**
- We did take a stand to say here we're going to make a difference on the experience of our employees.
- **If all of your focus in on productivity, it could come at the expense of a good employee experience.**
- Beware if everything is green on your KPI dashboard; you may have a great picture of your operation, but the picture most likely doesn't match the movie.
- **Measure how easy your services are to experience and if they provided value and determine your employee sentiment.**
- As your talent receives a service and is within a 'moment that matters,' trigger a response to accurately evaluate the experience.
- **Functional employee experience areas are ripe for intelligent automation.**
- AI for screening and sourcing, automated interview scheduling, virtual interviewing, and digitization as much as possible of all recruiting and onboarding documents will play a big role.

"WE EXIST TO PROVIDE THE BEST POSSIBLE EXPERIENCE TO OUR ASSOCIATES."

DRIVING AND OPERATIONALIZING EMPLOYEE EXPERIENCE FOR AN AUTOMATION-ORIENTED ENTERPRISE

"IF WE LEVERAGE INTELLIGENT AUTOMATION IN THE RIGHT WAY, WE CAN MAKE THE LIFE OUR EMPLOYEES BETTER."

BALANCE THE PERCEIVED ADDED FUNCTIONALITY WITH THE ROI OF THE INVESTMENT TO DEVELOP A PROCESS IN AN RPA SOLUTION VERSUS BUILDING SOMETHING IN-HOUSE.

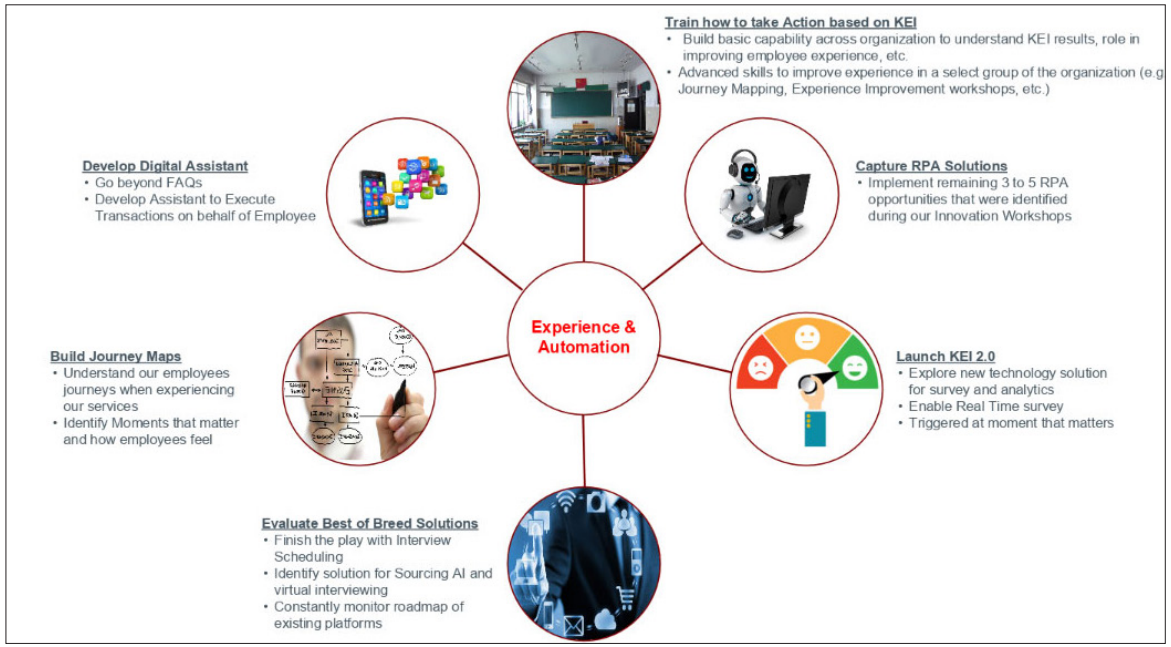
- **If we leverage intelligent automation in the right way, we can make the life our employees better.**
- Chatbots clearly have become our biggest experience lever, for FAQ but not in every space.
- **Create an end-to-end view and start thinking about solutions that can add productivity or experience in each area.**
- We're discovering how AI can collaborate on screening and sourcing.
- **Focus on digitizing the offer process: Offer letters, onboarding documents but not every country's eligible for automation. Sometimes automating it is more work than doing it in Word.**
- We've realized that the digital assistant can provide a lot of support in onboarding.
- **We're working on the automation of the interview scheduling.**
- We've loaded chatbots with the intents and the questions that the associates may have and employees will have across the different areas so that people can interact and ask questions that they would normally ask the call center.
- **Balance the perceived added functionality with the ROI of the investment to develop a process in an RPA solution versus building something in-house.**
- Go from KPIs to KEIs– Key Experience Indicators.

DRIVING AND OPERATIONALIZING EMPLOYEE EXPERIENCE FOR AN AUTOMATION-ORIENTED ENTERPRISE

"GO FROM KPIS TO KEIS – KEY EXPERIENCE INDICATORS "

- Equip your team with more advanced tools, like journey mapping, how to run and facilitate a workshop in the context of experience, etc. so that they can take the outcome of the KEIs, analyze them, and turn them into something that is really going to make the experience better.
- **We know that if associates are engaged with our service and have a good experience, they probably have a better engagement with the company overall.**
- You could get away without an ideal employee experience five years ago – even two years ago– now that's not an option.
- **We've got to aim to provide consumer grade experience inside the company.**

"WE'VE GOT TO **AIM** TO PROVIDE **CONSUMER** GRADE **EXPERIENCE** INSIDE THE COMPANY."




AUTOMATION ANYWHERE
HEXAWARE

WHAT ALICE IN WONDERLAND CAN TEACH US ABOUT DIGITAL TRANSFORMATION

TONY SALDANHA

Former VP Global Shared Services,
P&G

- **Despite all of the hype around digital transformation we still get it wrong– 70% of digital transformations fail.**
- The interplay between where you want to go and how you want to get there is very, very important even in digital transformation.
- **If the destination is really not clear, the approach becomes a crapshoot and then it really doesn't matter which strategy you adopt.**
- Part of what happens when you have a big issue that is being pressed by the board and the C-Suite is people want to jump into action.
- **Digital disruption is the pre-eminent issue of our times for our leaders and this is not a good time to just jump in and then figure out what to do.**
- The solution industry hasn't done anybody any favors with all of the hype around calling anything and everything digital transformation.
- **Everything from a new email system, to a SAP upgrade, to going to the cloud is called digital transformation and actually that does both the industry and their clients a disservice.**

"DIGITAL DISRUPTION IS THE PREEMINENT ISSUE OF OUR TIMES FOR OUR LEADERS AND THIS IS NOT A GOOD TIME TO JUST JUMP IN AND THEN FIGURE OUT WHAT TO DO."

WHAT ALICE IN WONDERLAND CAN TEACH US ABOUT DIGITAL TRANSFORMATION

"CHANGE YOUR ENTIRE BUSINESS MODEL INTO ONE WITH A DIGITAL BACKBONE"

- **We're in the midst of a revolution, the fourth industrial revolution. This is a survival issue for many companies.**
- Macy's is closing down stores, Sears has gone out of business, Neiman Marcus is in trouble. These are big, big companies. These are iconic brand names. This is the pre-eminent issue of our times.
- **When transformation is trivialized by people that call a small technology upgrade a digital transformation– that's an issue.**
- Change your entire business model into one with a digital backbone rather than a traditional analog backbone.
- **You can reconcile iterative transformation or iterative change because you don't always have to take a big leap from where you are to where you want to be.**
- You can have a really clear big goal as the end state and start very modestly and that's really the only way to get this done.
- **People tend to equate anything digital and transformation with creativity.**
- The key to successful execution is actually discipline, not just creativity.

"WE'RE IN THE MIDST OF A **REVOLUTION**, THE FOURTH **INDUSTRIAL REVOLUTION**"

WHAT ALICE IN WONDERLAND CAN TEACH US ABOUT DIGITAL TRANSFORMATION

- **Look at how disciplined Google is about which pieces of work they take on and create into projects and how quickly they kill ideas that actually don't turn out to be financially viable.**
- Discipline-execution: Once you set a goal, can you measure what success looks like in terms that actually matter to Wall Street.
- **Have yearly, half-yearly and quarterly goals with the means to ensure that you're on track—that's really what's missing with a lot of digital transformations.**

THE EQUATION

- The challenge facing executives on digital transformation:
- Where you want to go ***and*** how you want to get there?
- Both parts must be correct.
- Digital transformations fail if one or both these issues isn't addressed.

WHAT ALICE IN WONDERLAND CAN TEACH US ABOUT DIGITAL TRANSFORMATION

"THE TWO VECTORS ARE WHERE YOU WANT TO GO AND HOW YOU WANT TO GET THERE. PLEASE FIRST STATE YOUR END GOAL IN BUSINESS TERMS."

- **Separate how you run the business of digital transformation from the creativity involved in coming out with the products and the capabilities necessary to deliver the future.**
- Have the ability to take a complex task and to use check lists as a way to ensure that you were staying on track.
- **Dr. Atul Gawande has applied the airline checklist to the medical industry with amazing results and so I think it's applicable to digital transformation as well.**
- We have to understand what's happening around us in the context of industrial revolutions.
- **With the first and the second industrial revolution, the impact on people, their lives and societies was huge—people lost not just their livelihoods but also their lives.**
- Through digital transformation, people will lose jobs, move and there is going be a big, big impact to the way society views itself.
- **The two vectors are where you want to go and how you want to get there. Please first state your end goal in business terms.**
- The ultimate stage of digital transformation is to actually have a digital backbone around which a business model is built.
- **The portfolio effect of a critical mass of different experiments should be taking you slowly but surely towards your goal.**

YOUR CURRENT & FUTURE MARKET: DISCOVERING YOUR AI ENABLED ENTERPRISE

JUSTIN REILLY

Former Head of CX Innovation,
Verizon

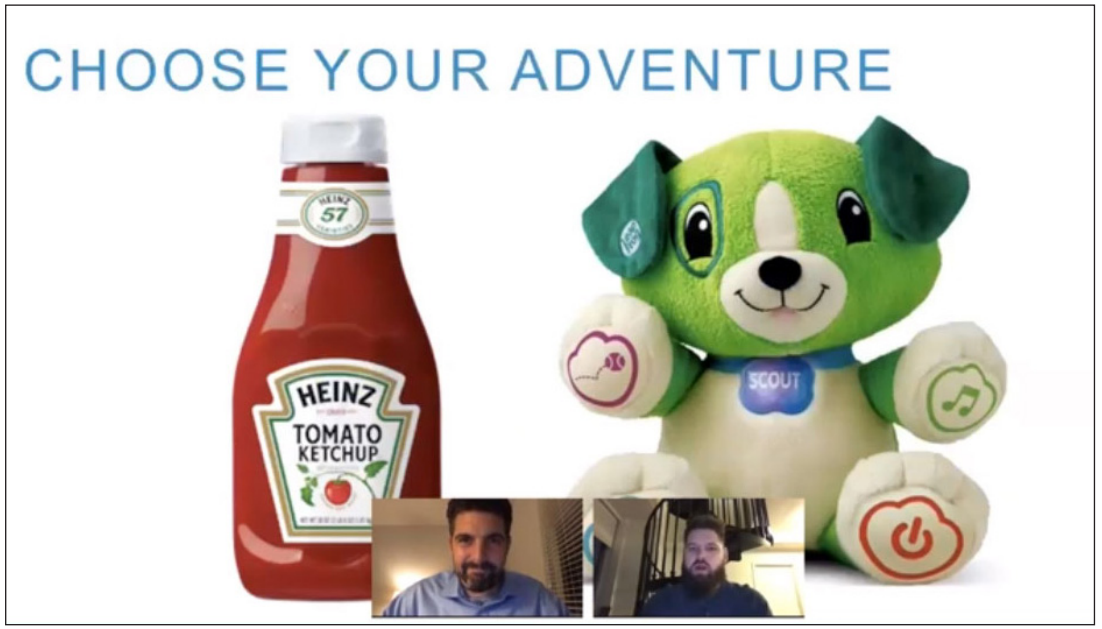
- The answer to me being disrupted in that space is to continue to deliver on the promise to my customers, but make their ability to do business with me easier.
- **Stay true to who you are as a business and then innovating on top of that with new technologies and new things.**
- Technology is the enabler for delivering on a better promise of your core business.
- **Create a business on top of an ecosystem that already exists.**
- Figure out which part of the value chain you need to own versus partner.
- **Grapple with disruption by leaning into your core competency.**
- You might not have to play with certain new types of technology because they're not additive to your core business.
- **Speak to the reality of what is your core mission and what do human beings need from you to be happy with you as a brand.**
- If Walmart were first with Apple Business Chat, it would be the differentiator against Amazon.

"CREATED A BUSINESS ON TOP OF AN ECOSYSTEM THAT ALREADY EXISTS."

YOUR CURRENT & FUTURE MARKET: DISCOVERING YOUR AI ENABLED ENTERPRISE

"YOUR **NEXT** BEST **PARTNER** MAY BE SOME SMALL **STARTUP**"

- Sears could be Amazon right now if they had made the right decisions like buying Amazon in the 90's.
- **Catch-up, leapfrog or pivot. Those are your choices.**
- Better define what business you're in.
- **Sometimes very aspiration mission statements leave enormous gaps in your ability to operate as a responsible business.**
- Your next best partner may be some small startup in some area that's the only one doing it – partner with them or gobble them up.
- **Look in a very thoughtful manner at technology that layers on top of that business to provide better efficiency, better customer service over time. Your customers will love you for that.**



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