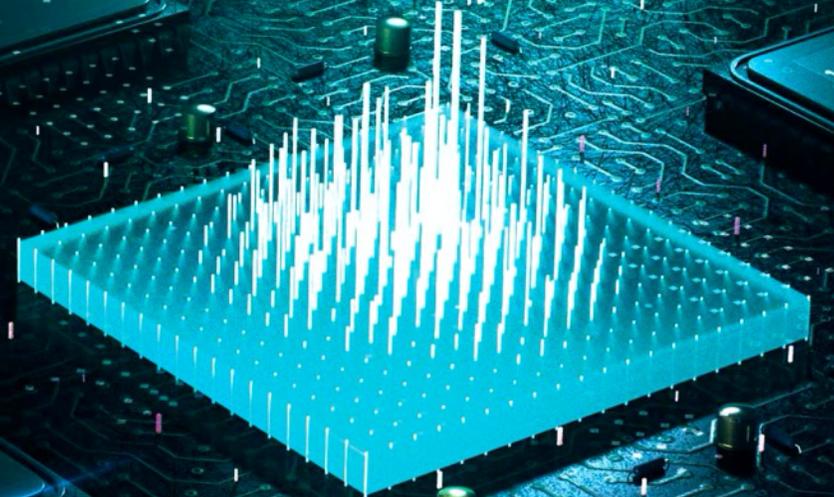


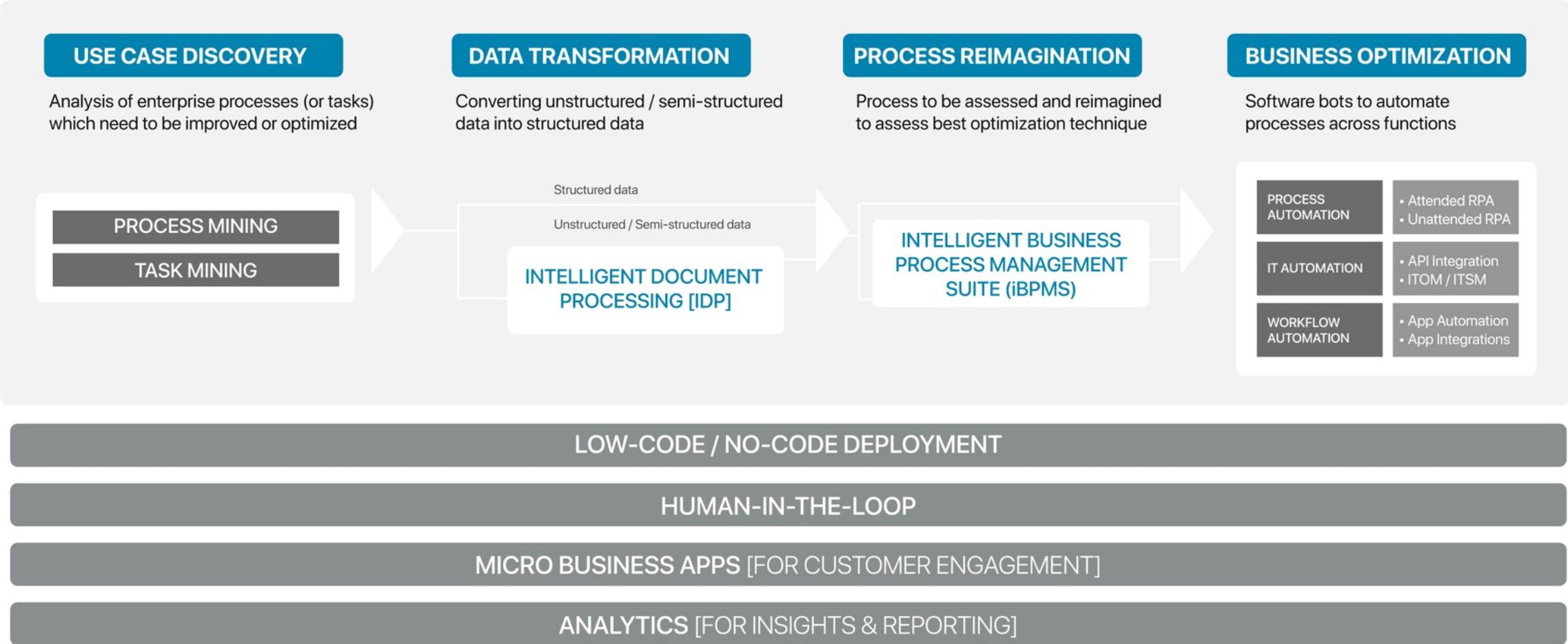


HYPER INTELLIGENT AUTOMATION – 2020

LANDSCAPE REPORT |
TRENDS AND MARKET ANALYSIS

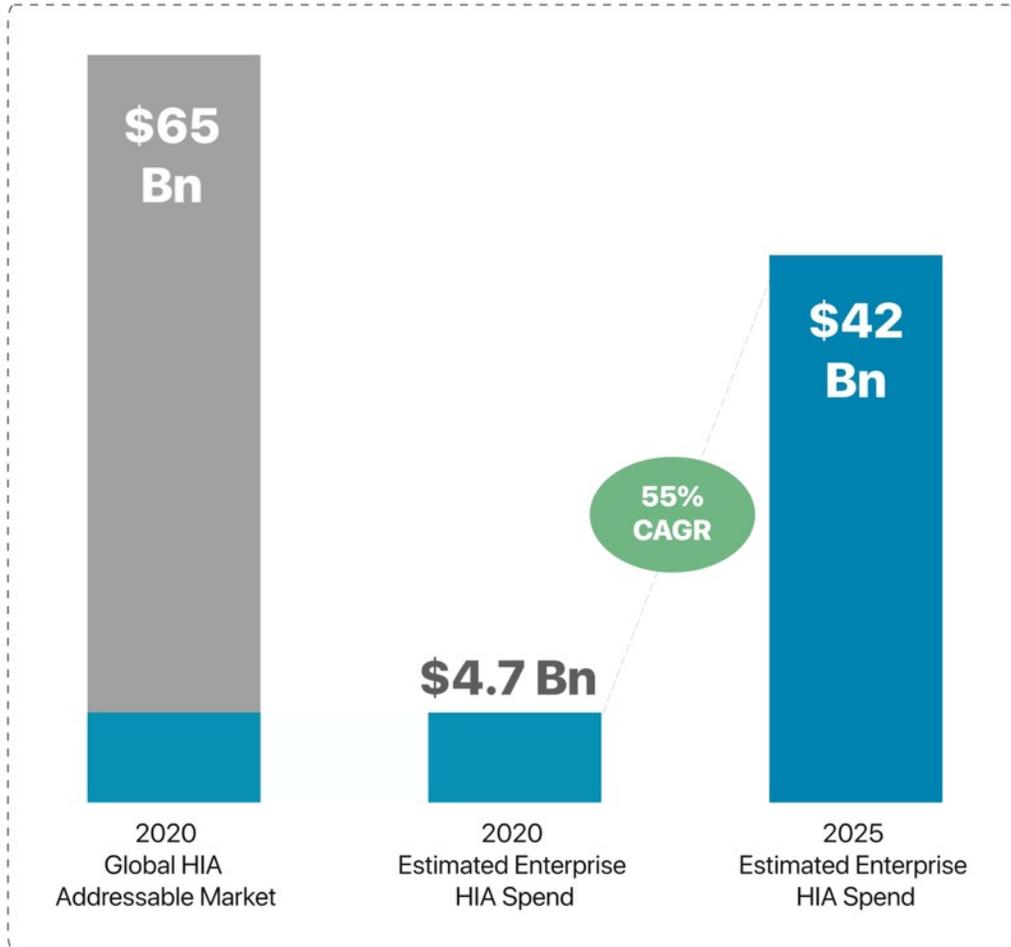


← HYPER INTELLIGENT AUTOMATION (HIA) →

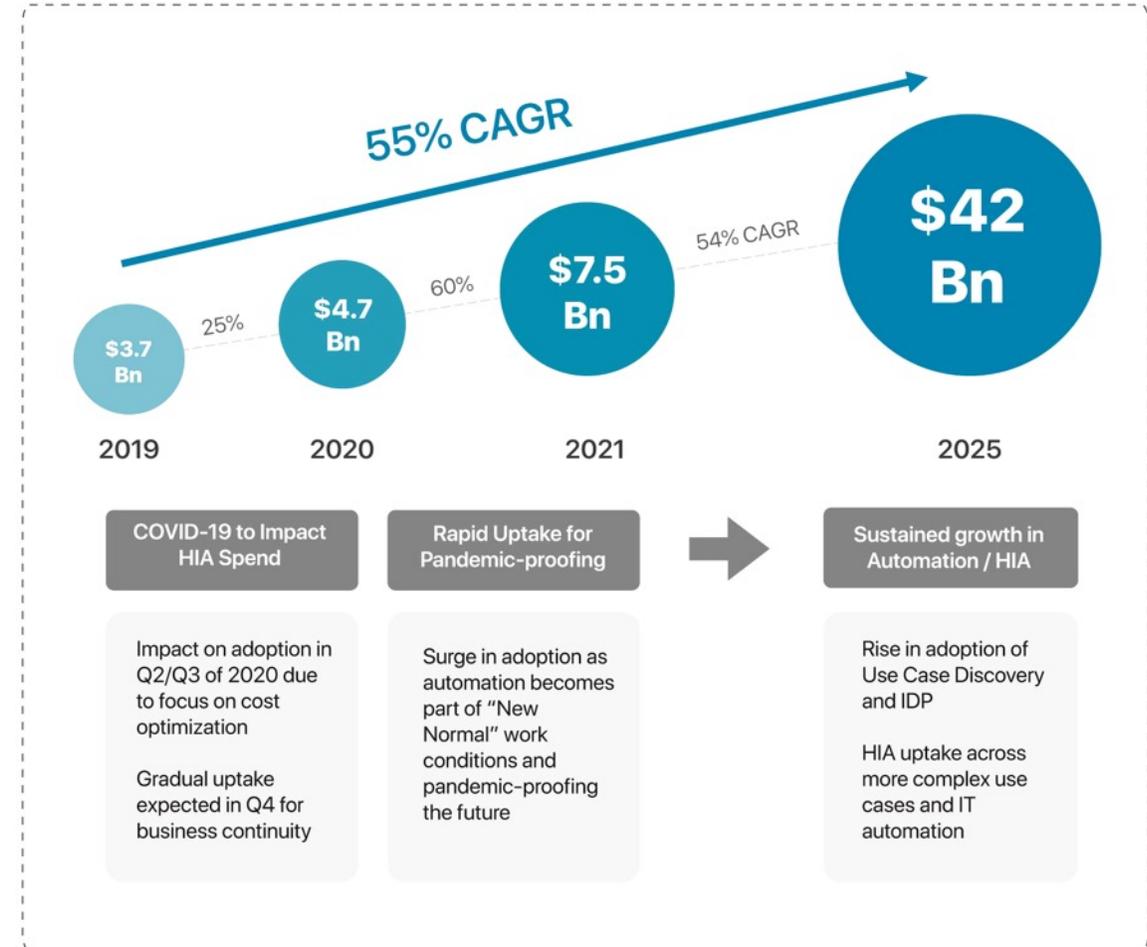


Massive 55% CAGR growth till 2025, despite COVID-19 setback

GLOBAL HIA MARKET SIZE (CY 2020-25)



IMPACT OF COVID-19 ON HIA MARKET



Notes: 1) All figures in the market size estimates pertain to Calendar Years (CY); 2) HIA market size estimates based on a total of Use Case Discovery (Task Mining & Process Mining), IDP, RPA & Intelligent Automation; 3) Market size estimates based on analysis of the revenue of leading HIA platforms; 4) Enterprise Spend defined as spend on proprietary HIA platforms, HIA assets developed in-house, and related in-house and outsourced HIA services, including bot configuration, management, deployment, support, and training
Source: Zinnov Research and Analysis

50+ Automation Use Cases to help enterprises battle COVID-19

UNIQUE ADVANTAGES OFFERED BY RPA



AGILE IMPLEMENTATION

RPA deployments being completed within 48-72 hours through Attended Automation and web-based Cloud-native solutions



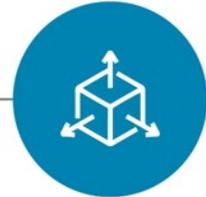
SEAMLESS INTEGRATION

- Minimal system requirements
- Integration with legacy applications



REMOTE DEPLOYMENT

- Rapid Cloud-based deployments
- 20% of all RPA deployments will be Cloud-based (up from less than 10% in 2019)



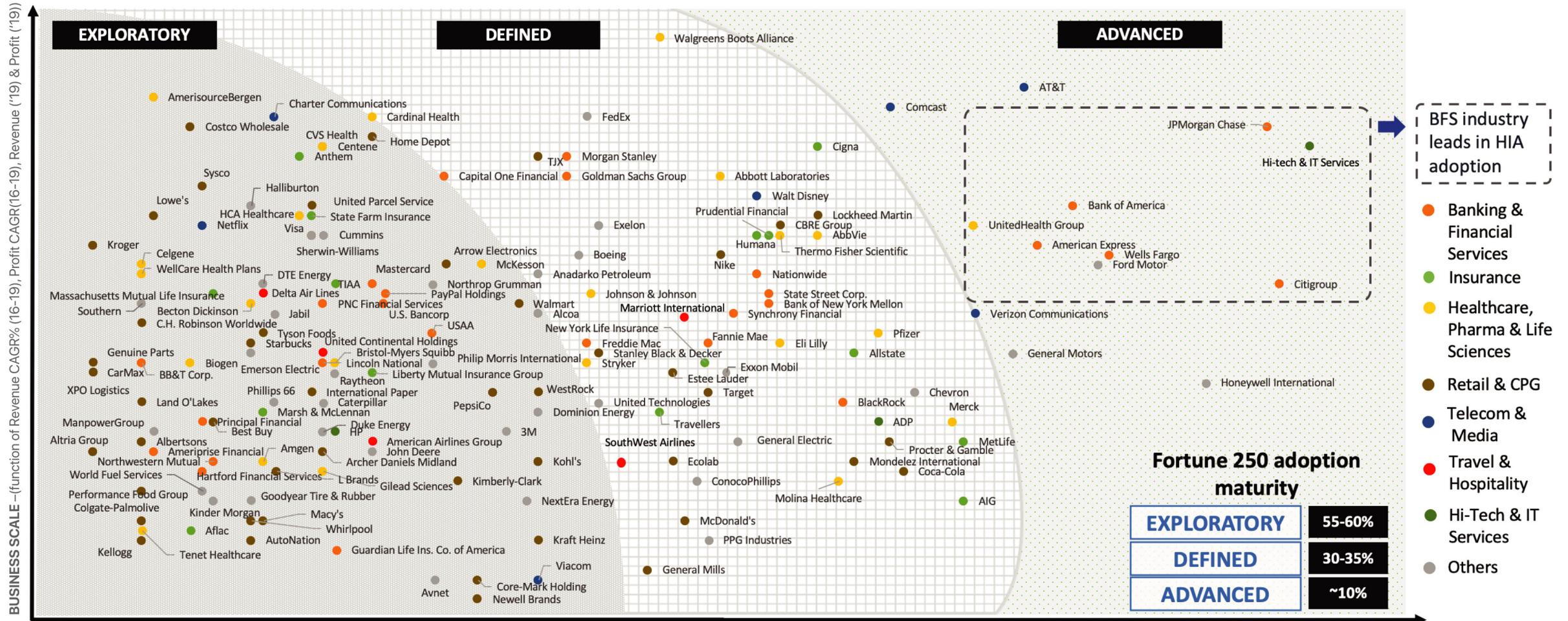
UNPARALLELED SCALABILITY

- A bot can handle several processes and manage the work of 8-10 employees
- If pandemic exacerbates, bots can take on additional load

Fortune 250 Enterprises are on an accelerated journey to adopt HIA

FORTUNE 250 HIA MATURITY MAP

75% Fortune 250 Enterprises have initiated their HIA journeys

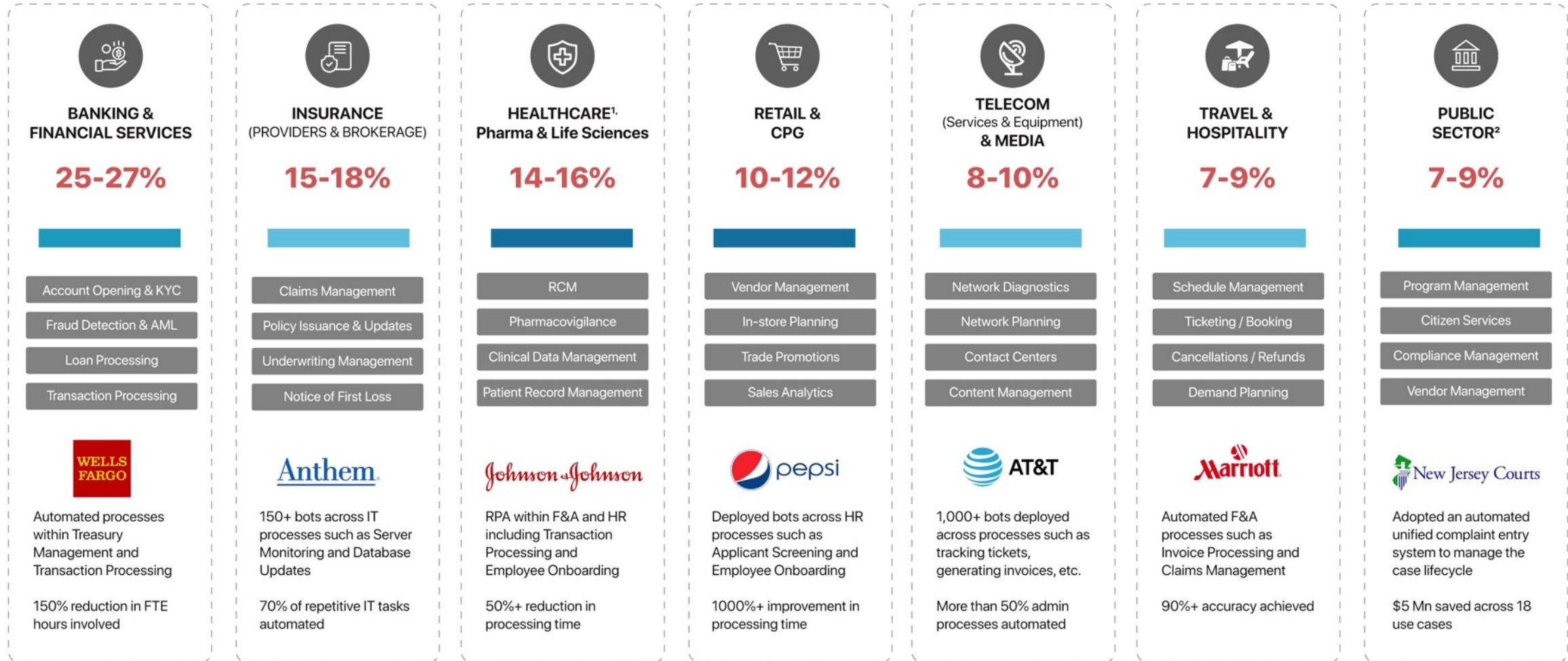


AUTOMATION MATURITY – (function of Automation COEs, Automation-capable Talent, Partnerships with Automation Platforms, Automation Focus of Global Capability Centers, Use Case Complexity, Analytics & Insights Capabilities, Automation Vision & Roadmap)

Note: 1) Top 250 firms have been analyzed from the 2019 Fortune 500 list; 2) Hi-Tech & IT Services include enterprises such as Microsoft, Accenture, Cognizant, etc., which may be using HIA for internal operations as well as external clients

Automation Scope extending beyond tackling Mainframe-related Challenges

Share in HIA spend
COVID impact on HIA adoption



Share in HIA spend **xx%** COVID impact on HIA adoption LOW MEDIUM HIGH

Note: 1) Healthcare includes Healthcare providers and Medical Device manufacturers; 2) Public Sector includes Defence Manufacturers; 3) Others including Automotive, Industrials, and Oil & Gas contribute 5-7% of HIA spend

AUTOMATION USE CASES FOR HEALTHCARE

TESTING & DIAGNOSIS	TREATMENT & CURE	RECOVERY & MONITORING	BACK-OFFICE / OPERATIONS
ACCELERATE COVID-19 TESTING & REDUCE WAIT TIMES	ACCELERATE COVID-19 VACCINE DEVELOPMENT	HEALTH SCREENING BOTS FOR MONITORING EMPLOYEE HEALTH	ACCELERATE THE ONBOARDING OF EMERGENCY STAFF
ACCELERATE PATIENT DIAGNOSIS FOR COVID-19	RAPID DETECTION OF COVID-19 PATIENTS	TRACKING COVID-19 UPDATES AND MONITORING RISKS	ORDER FULFILLMENT FOR SURGE IN MEDICAL SUPPLY ORDERS
ACCELERATE RADIOLOGY RESULTS FOR COVID-19		MANAGING SAFE RETURN TO NOW COVID-19 FREE AREAS	CONTACT CENTER SUPPORT TO MANAGE QUERIES
SCHEDULING REMOTE PATIENT CONSULTATIONS 24/7			ACCELERATING PATIENT REGISTRATION
			STREAMLINING HEALTHCARE CLAIMS / VALIDATING MEDICAID

CASES IN POINT



Accelerating Patient Diagnosis

- An attended bot, deployed within 48 hours, takes patient data, checks in the database, registers them, and sends the patient-specific test label to the testing line
- Task completed in 14-16 seconds, while humans took 2-3 minutes



Automating COVID-19 Testing

- RPA and IDP being leveraged to extract critical patient information to process COVID-19 cases with speed and accuracy for WHO
- Multiple databases are accessed using RPA to validate patient information and IDP to extract information from forms simultaneously



Accelerating Patient Registration

- Bots are helping Maccabi, one of the largest non-profit health maintenance organizations in Israel, by automating the manual uploading of patient details and test results
- Solution deployed within 48 hours

AUTOMATION USE CASES FOR OTHER INDUSTRIES

BFSI	RETAIL	PUBLIC SECTOR	TRAVEL & HOSPITALITY
REMOTE ACCOUNT OPENING / KYC	HANDLING SURGE IN JOB APPLICATIONS	COVID-19 RESPONSE MANAGEMENT FOR SAFETY OF EMPLOYEES	SELF MANAGEMENT OF FLIGHT DISRUPTIONS
DELAYING LOAN / MORTGAGE / CREDIT CARD PAYMENTS	ORDER MANAGEMENT FOR SURGE IN ONLINE ORDERS	ORDER FULFILLMENT FOR SURGE IN MEDICAL SUPPLY ORDERS	CHATBOTS FOR CUSTOMER COMMUNICATION
COVID-19 CLAIMS ADJUDICATION & PROCESSING		IMPROVING ACCESS TO PSYCHOLOGICAL THERAPY	DETECTION OF TRAVELERS SUSPECTED OF COVID-19
PAYCHECK PROTECTION PROGRAM		TRACKING COVID-19 CASES WITHIN PRISONS	CREW SCHEDULING FOR RESTRICTED TRAVEL
		GRANT APPLICATION & UPDATING PROCESS	
		ISSUING PERMITS TO ESSENTIAL RETAIL AND DELIVERY EMPLOYEES	
CONTACT CENTER SUPPORT TO MANAGE SURGE IN QUERIES / CANCELLATIONS			
EMPLOYEE ONBOARDING BOT			
HEALTH SCREENING BOTS FOR MONITORING EMPLOYEE HEALTH			
BOT-LED TRAINING PROGRAM			

CASES IN POINT



Accelerated Employee Onboarding

Employee onboarding bots are being leveraged to manage candidate applications as the major retail giant looks to onboard several thousand new employees to meet increasing customer demands



Helping Government Track COVID-19 cases

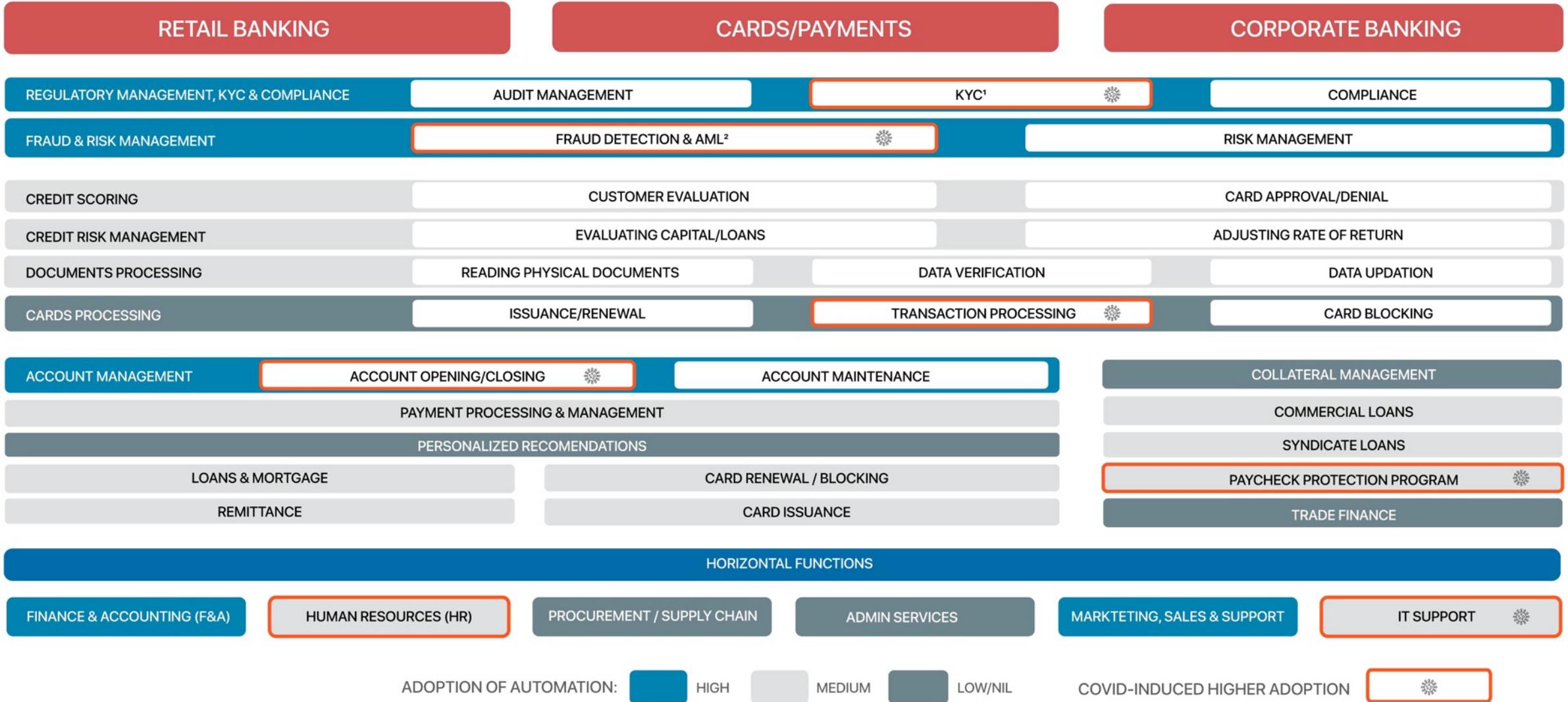
General Services Administration (GSA) is using RPA to log into geographic information systems, collect information about buildings under its management, and match those buildings with infection counts on a county level to show a map of infected government workers



Loan Rescheduling to Avoid Penalties

- The South American bank rescheduled up to 6 Mn loan records, ensuring late payments would not trigger automatic delinquent credit notices
- Deployed and launched within 5 days, bots took over the rescheduling process for all the loans

Case in point: Banking Industry Value Chain

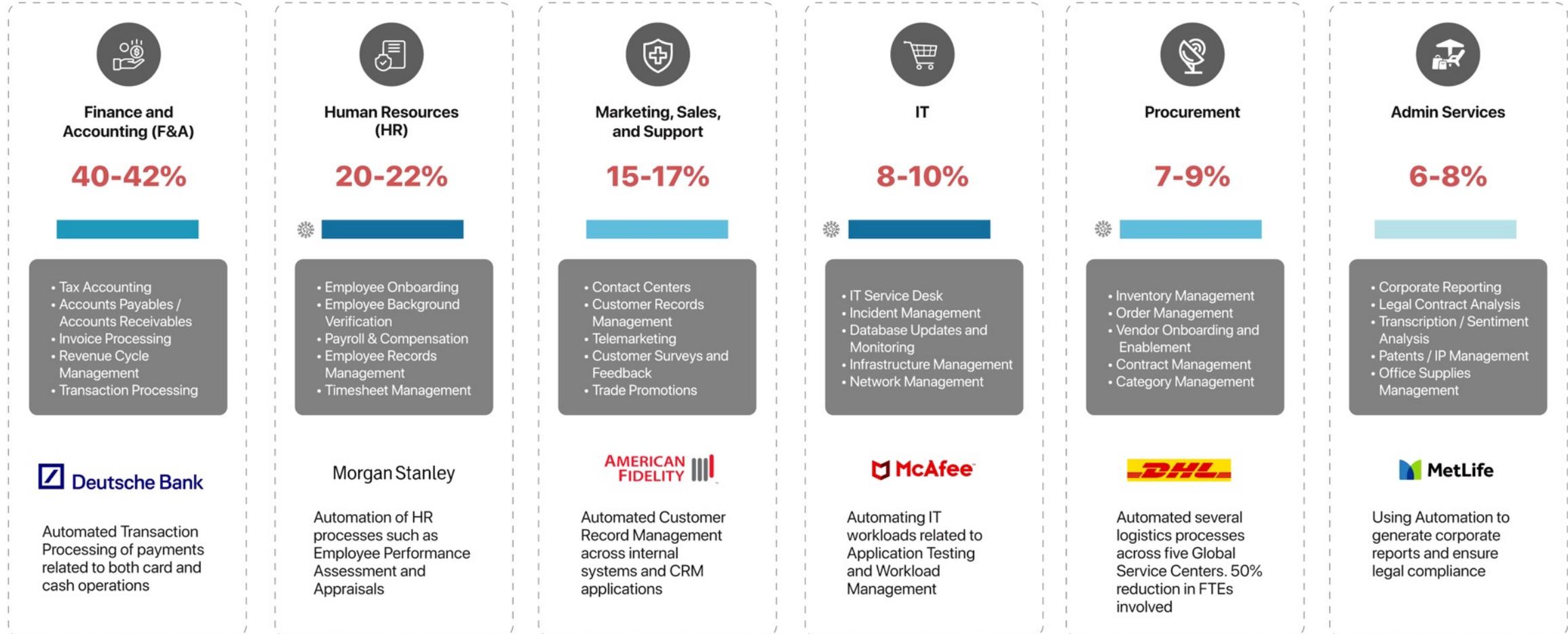


Note: 1) KYC – Know Your Customer; 2) AML–Anti Money Laundering. Intensity of H/A adoption based on Zinnov Analysis of ~100 Banking-related Automation case studies

Enterprises increasing focus on other Horizontal Functions besides F&A

HIA ADOPTION ACROSS HORIZONTAL FUNCTIONS

Share in HIA spend
COVID impact on HIA adoption



Share in HIA spend **xx%** COVID impact on HIA adoption LOW MEDIUM HIGH

COVID-19 to accelerate HIA Adoption across P2P and O2C processes

Finance & Accounting

Key Use Cases under F&A

	Procure-to-pay (P2P)	Order-to-Cash (O2C)	General Accounting	Tax Accounting	Financial / External Reporting	Financial Planning & Analysis
Purchase Order		Order Capturing	General Ledger Maintenance	Tax Assessment	Financial Consolidation	Periodic Budget Preparation
Order Receipt		Invoice Processing	Accounting Policies	Tax Planning	Financial Statement	Periodic Forecasting
3-way Invoice Matching		Accounts Receivables	Account Reconciliation	Tax Administration	Regulatory Filings	Cash Management
Vendor Payment		Credit and Collections	Fixed assets	Tax Governance		Treasury Management
Accounts Payable		Disputes / Ceductions	Cost Accounting			Risk & Compliance
		Reporting an Data Management	Project Accounting			

ADOPTION OF AUTOMATION: HIGH MEDIUM LOW/NIL COVID-INDUCED HIGHER ADOPTION

Case in point: Solution Map – Accounts Payable

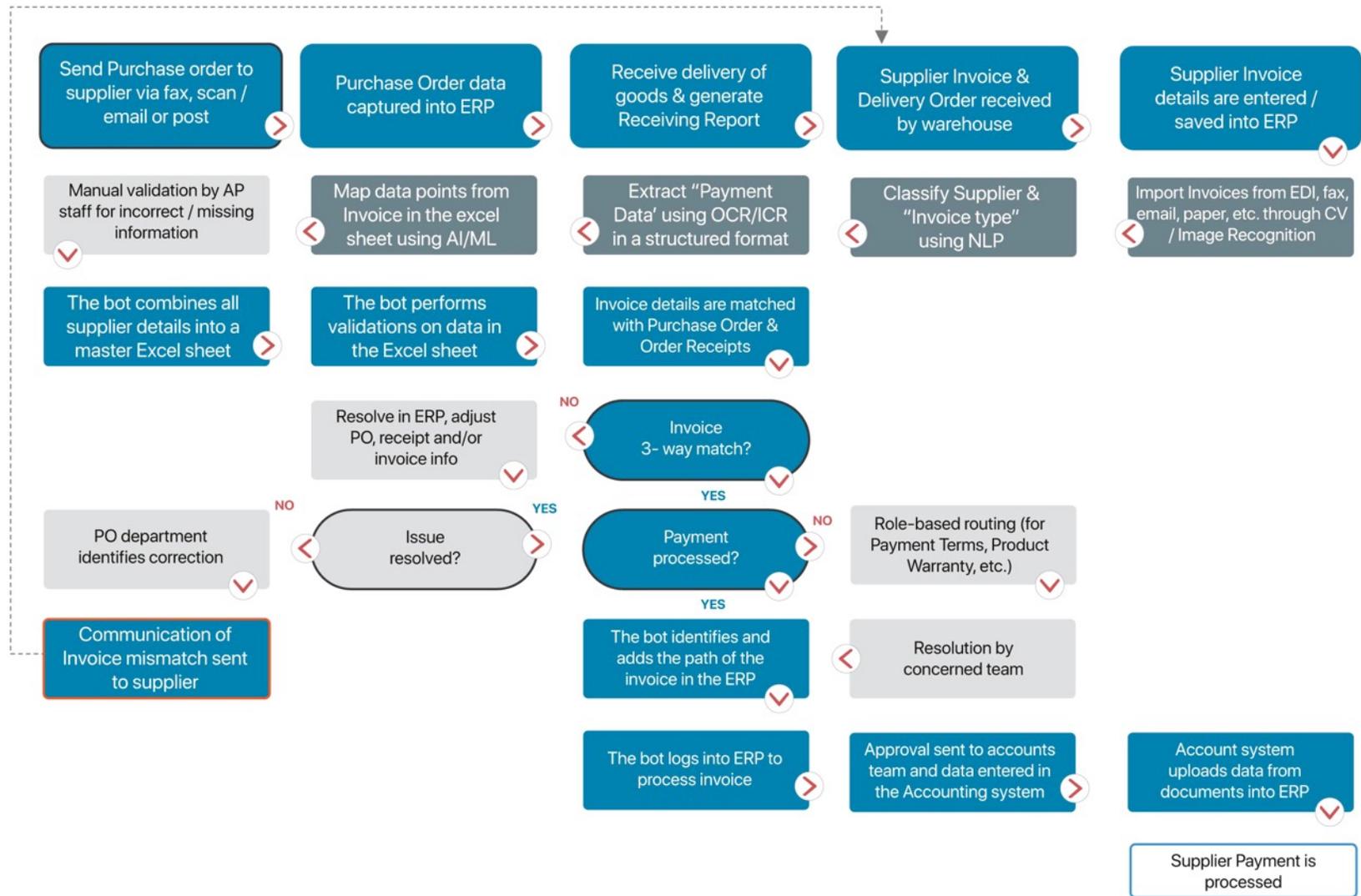
ACCOUNTS PAYABLE SOLUTION MAP

Input AP Documents:
5-7 documents required

- Purchase Order
- Receiving Report / Order Receipts
- Invoice
- Supplier ID Documents
- Supplier Contract

Potential Automation

- Manual
- IDP
- RPA



80%+ invoices are still paper-based (The Accounts Payable Network)

20x higher average cost of manual processing of an invoice vs Automation (IOMA)

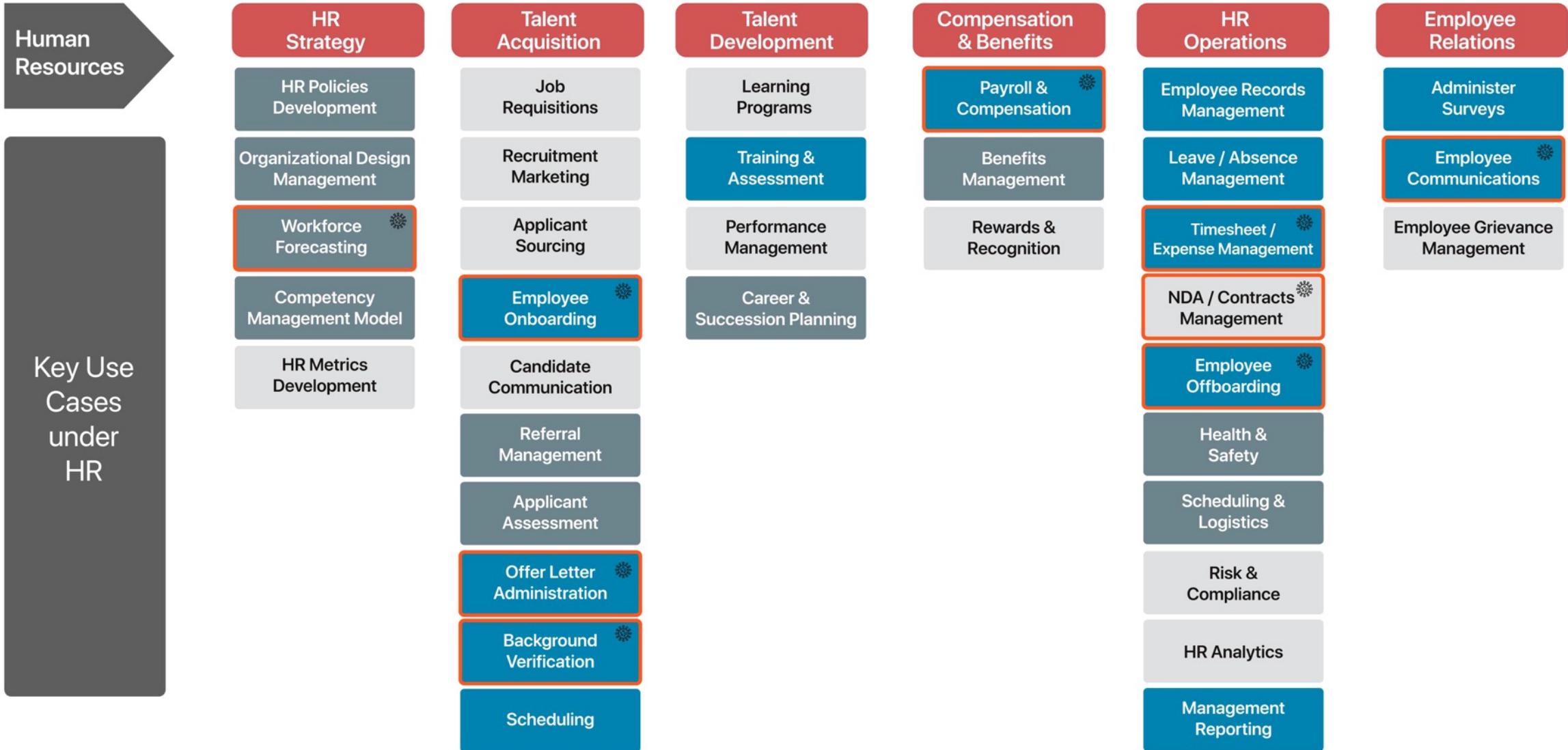
63% companies state reducing Invoice Processing costs as number one priority (IOFM)

3.6% of invoices manually entered include errors due to data entry (IOMA)

~16.3 days average time to process a single invoice (Aberdeen Group)

Note: The "3-way match" refers to matching three documents - the invoice, the purchase order, and the receiving report - to ensure that a payment is to be made. If this 3-way match reveals that the Supplier Invoice is in good order, then the Accounts Payable staff processes the invoice for payment.

Remote Work prompting higher HIA uptake within HR Functions



ADOPTION OF AUTOMATION: HIGH MEDIUM LOW/NIL

COVID-INDUCED HIGHER ADOPTION ⚙️

Automation within Contact Centers ensuring higher Customer Satisfaction

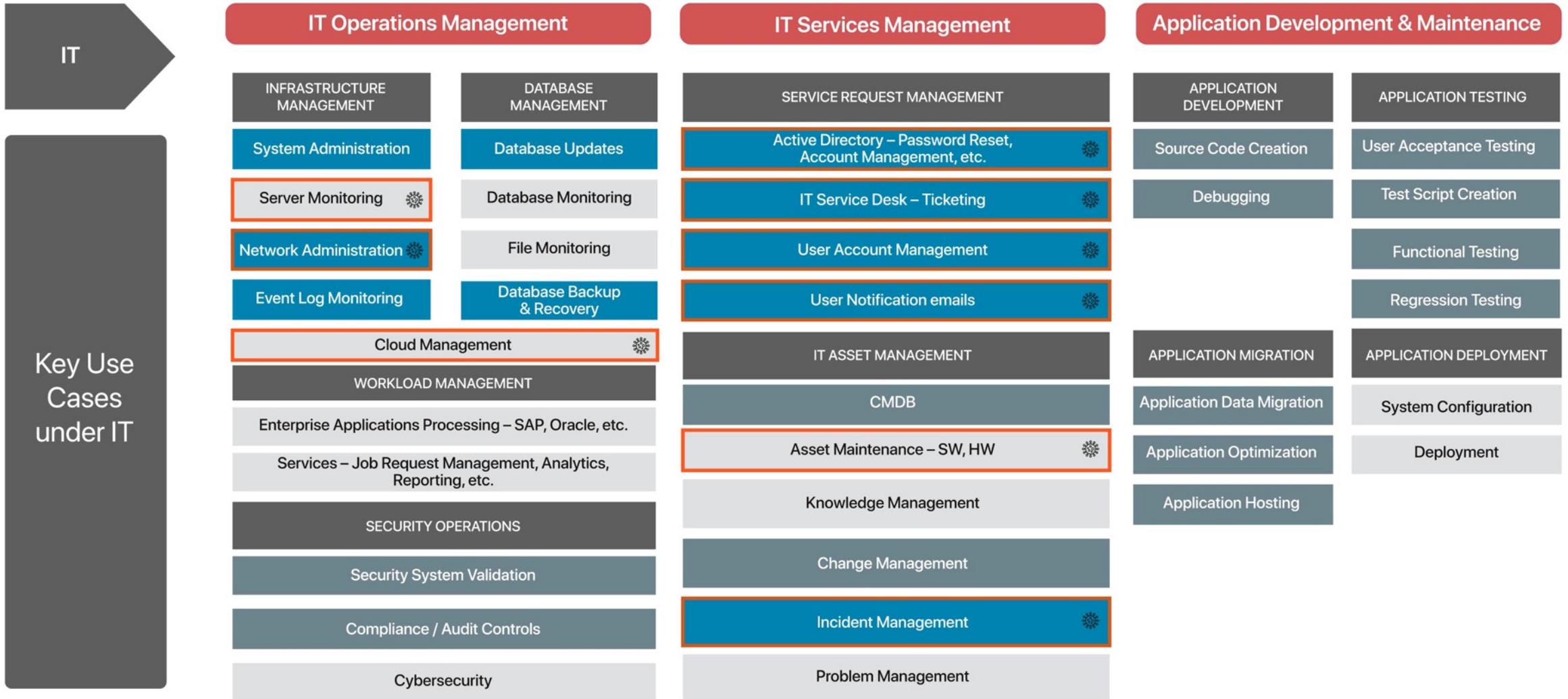
Marketing, Sales & Support

Key Use Cases under Marketing, Sales & Support

	Contact Centers	Telemarketing	Online Marketing	Customer Surveys & Feedback	Trade Promotion
	Purchase Order	Order Capturing	General Ledger Maintenance	Tax Assessment	Financial Consolidation
	Order Receipt	Invoice Processing	Accounting Policies	Tax Planning	Financial Statement
	3-way Invoice Matching	Accounts Receivables	Account Reconciliation	Tax Administration	Regulatory Filings
	Vendor Payment	Credit and Collections	Fixed assets	Tax Governance	Tax Governance
	Accounts Payable	Disputes / Ceductions	Cost Accounting	Cost Accounting	Cost Accounting
	Reporting an Data Management	Reporting an Data Management	Project Accounting	Project Accounting	Project Accounting
	Reporting an Data Management	Reporting an Data Management	Project Accounting	Project Accounting	Project Accounting

ADOPTION OF AUTOMATION: HIGH MEDIUM LOW/NIL COVID-INDUCED HIGHER ADOPTION

IT Automation gaining prominence – both during and in post-COVID-19 era



ADOPTION OF AUTOMATION:



HIGH



MEDIUM

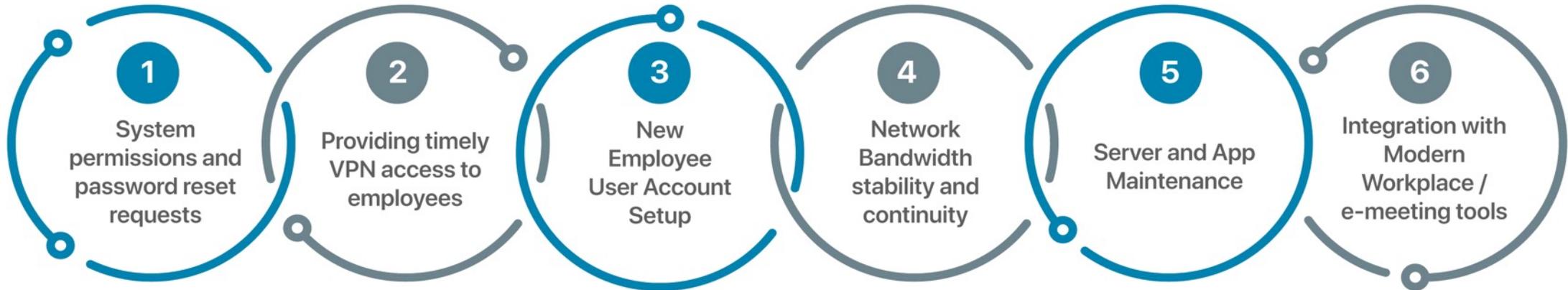


LOW/NIL

COVID-INDUCED HIGHER ADOPTION



RPA USE CASES FOR REMOTE WORK



Self-service options for end users are becoming increasingly available, along with bots that can manage the rising frequency of tickets related to system permissions and password reset requests

The demand for VPN access is rising substantially. The entire workflow of resetting, opening, closing, VPN certificate updates, etc., can be automated via bots

Bots can effectively automate all IT-related processes involved in onboarding a new employee. These include setting up email IDs, providing access to applications, etc.

Bots can monitor networks automatically to identify and manage bandwidth configurations, peak traffic, and patterns

Automated workflows can take care of several day-to-day tasks such as service restarts, app pool rotation, log cleanup, disk space, etc., to prevent business disruption

Several prominent RPA platforms have announced integrations with modern e-meeting tools:

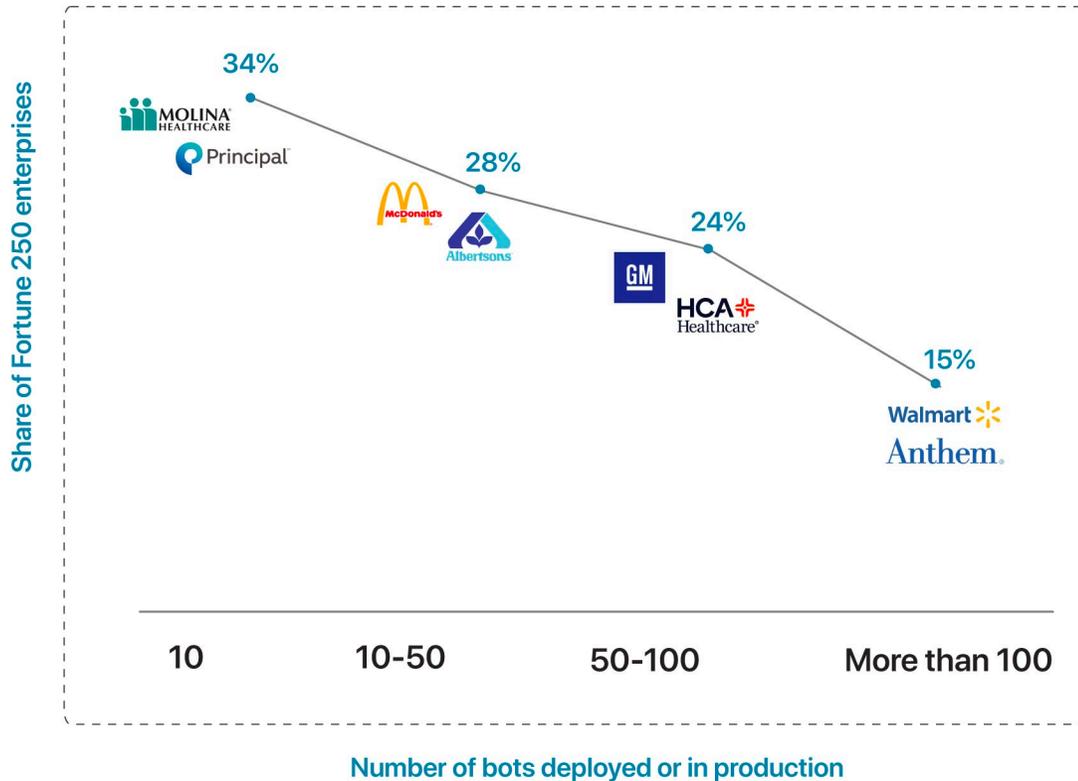
- Zoom integration from UiPath
- Skype integration from Automation Anywhere and Blue Prism

FACTORS DEFINING SCALE OF HIA

- A** Number of Bots deployed / in production
- B** Breadth of business processes covered
- C** Depth of use cases automated

FORTUNE 250 – HIA DEPLOYMENT STATUS

Only 15% Fortune 250 Enterprises have 100+ bots in production



SCALING-RELATED CHALLENGES

HIA Adoption-related Challenges

Unrealistic and inconsistent ROI expectations among stakeholders

Inability to automate end-to-end use cases – which are fragmented across geographies and functions

Undefined ownership and accountability between IT, BUs, and Ops

Presence of organizational siloes leading to inadequate sharing of use case knowledge from BUs

Long deployment cycles of IA – onboarding of bots, training, conformance, etc.

Inability to automate use cases with unstructured data (that require AI/ML, NLP, IDP, CV, etc.)

Impact on Scalability

HIGH



MEDIUM



Organizational Setup

Automation-focused Leadership

- Design automation-specific organizational structure
- Dedicated CXO and senior positions to drive automation agenda

Develop end-to-end Automation approach

- iBPMS-enabled process optimization, Low-Code / No-Code deployment and AI-powered Automation

Collaboration between IT, Business Units, and Ops

- Buy-in from all functions for joint Automation effort and use case sharing



Operations & Governance

Set up Center of Excellence (CoE)

- Federated / Hybrid CoE model driving Automation efforts for each BU

Establish Governance Structure

- Define security measures
- Lay down operational guidelines

Enable Effective Change Management

- Transparent communication to educate and prepare employees
- Launch upskilling and reskilling initiatives



Technology Prowess

Prioritize processes via Use Case Discovery

- Scientific and structured approach to use case prioritization using Process Mining and Task Mining

Employ AI-powered Automation

- Advanced capabilities in ML, NLP, and CV to unlock more complex use cases

Effective Leverage of Automation ecosystem

- Tap into internal and external talent pools (including Citizen Developers)
- Leverage partner network including Service Providers, specialist platforms, and start-ups

ORGANIZATIONAL SETUP

1 AUTOMATION-FOCUSED LEADERSHIP

40-45% Fortune 250 Enterprises have Automation-focused Leadership

-  • Veronica Loyola: Director, Process Automation
-  • Anoop Prasanna: Director - Head of Intelligent Automation
-  • Jermaine Everett: Head of Robotics & Automation CoE in AIG
-  • Raj Panisetty: SVP, Automation Technology Leader
-  • Adam Krehbiel: RPA and Intelligent Automation Leader

2 DEVELOP AN END-TO-END AUTOMATION APPROACH

30-35% Fortune 250 Enterprises are investing in end-to-end HIA

- 
-  Process Mining to discover processes by analyzing ERP systems
-  Processing unstructured data hidden in design drawing, manuals, and images
-  Leveraging Pega to streamline service contract process (attended RPA)
-  Deployed 20 bots to automate 300+ processes (unattended RPA)

3 COLLABORATION BETWEEN IT, BUSINESS, AND OPS



Joint collaboration between IT, Product, and Operations teams from the beginning

Centralized CoE to share best practices and source use cases

Robotics & Dashboards CoE to work with internal business groups to crowdsource and share use cases

OPERATIONS & GOVERNANCE

1 SET UP A CENTER OF EXCELLENCE (COE)

35-40% Fortune 250 Enterprises have CoEs focused on Automation



Launched a CoE in 2015 in Austin, Texas

Hybrid Model

Centralized CoE works along with BU-specific CoEs to share Automation best practices and develop Automation lifecycle

Analyzing Business Automation requirements and approach

2 ESTABLISH GOVERNANCE STRUCTURE



Multi-tiered Governance Structure

Align business priorities and secure buy-in

Executive Steering Council comprising of senior business and functional leaders to provide guidance and sponsorship

IT Steering Council with CoE leaders and business relationship managers to align program priorities with the roadmap

Decision Gate Committee for oversight and final sign-off

3 ENABLE EFFECTIVE CHANGE MANAGEMENT



Empowering impacted employees

Engaged affected employees and included them in the team leading Automation

Employees began identifying use cases within day-to-day workflows

Established control measures, guidelines, and risk management measures

Devised upskilling programs and designed career progression path for employees

TECHNOLOGY PROWESS

1 PRIORITIZE PROCESSES VIA USE CASE DISCOVERY

10-15% Fortune 250 Enterprises leveraging Use Case Discovery



Analyzed event logs of enterprise applications to streamline internal business operations such as Purchase Order Sequencing

Outcome:
20% improvement in time to market
85% increase in purchase orders processed

2 EMPLOY AI-POWERED AUTOMATION

55-60% Fortune 250 Enterprises exploring AI-led Automation Use Cases



Leveraged NLP and CV to automate processing of unstructured data from company websites (including Google.com) to assess potential Anti Money Laundering (AML) and reputational exposure

Outcome:
\$15 Mn in projected annual cost savings
105 FTEs freed up (from 500+ FTEs earlier)

3 EFFECTIVE LEVERAGE OF AUTOMATION ECOSYSTEM



UnitedHealth GroupSM

200+ Automation-focused talent



Automating legacy customer contact center operations

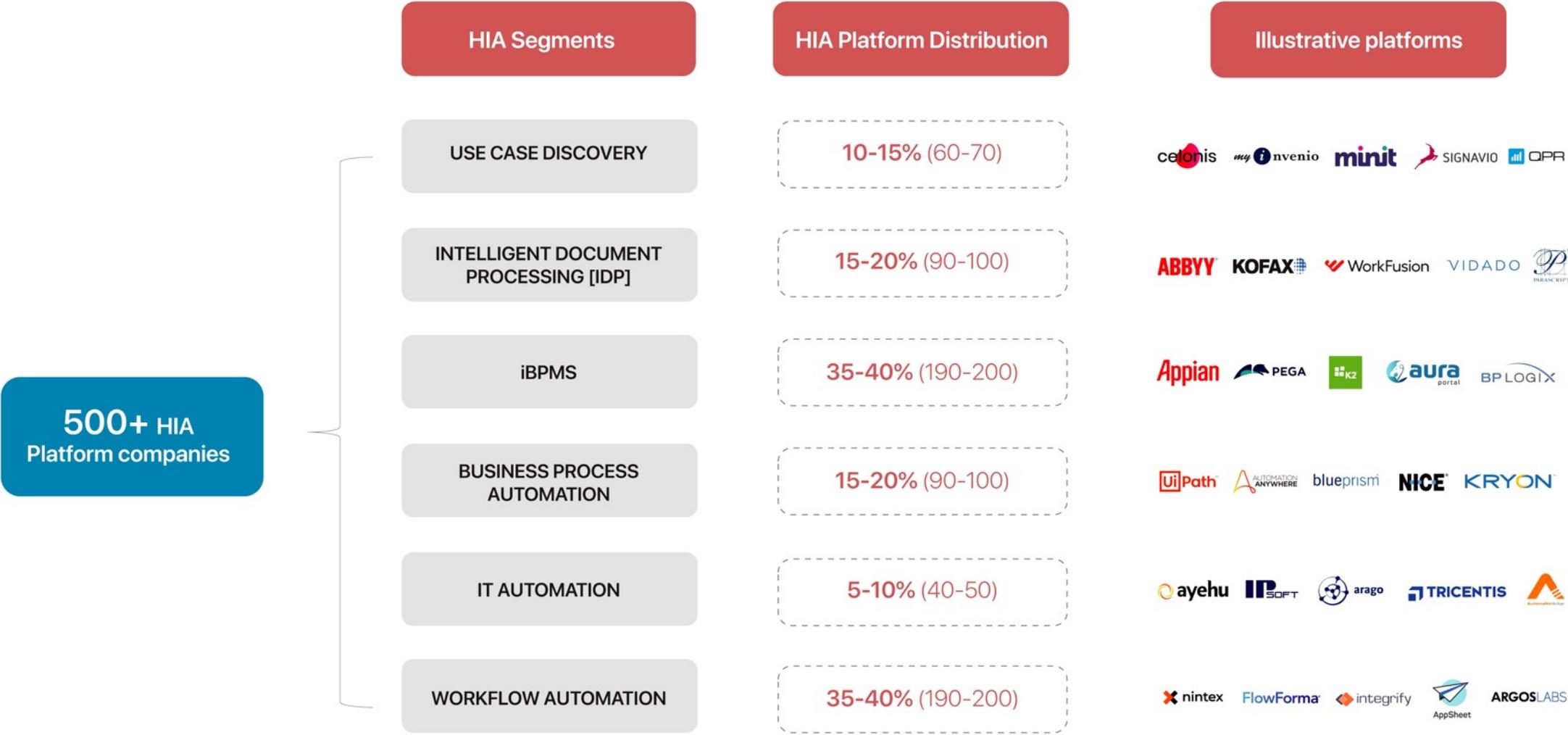


Automated payment integrity, claims, benefits, and reporting (Optum)

Key Automation-focused Service Providers

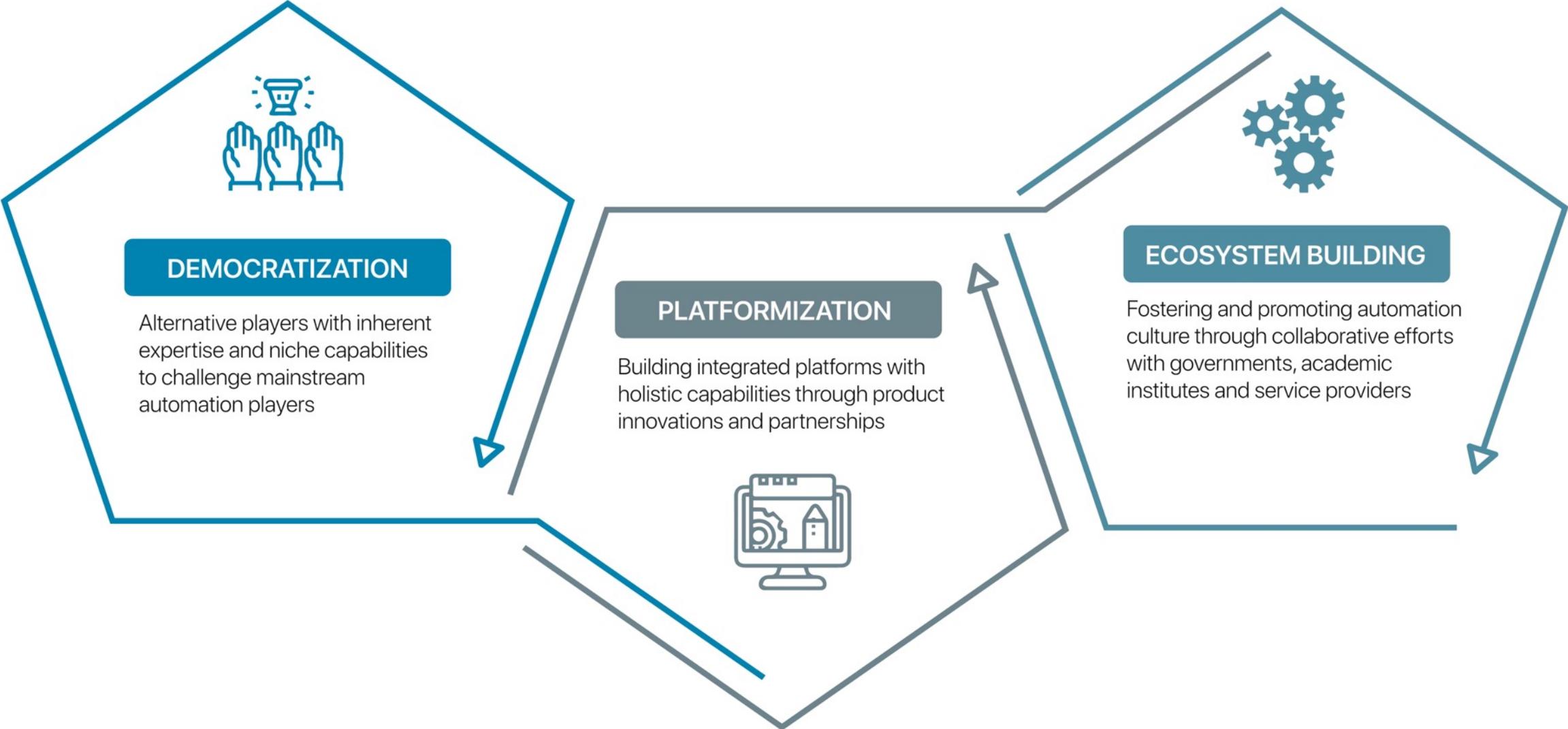


500+ Automation platforms in the race to capture the \$65Bn worth HIA market



500+ HIA Platform companies

Note: Due to platforms providing solutions across multiple HIA segments, percentages do not add up to 100



Intensifying competition leading to Democratization of Automation

NEW COMPETITION TO TRADITIONAL RPA PLATFORMS

RPA PLATFORMS

Greater focus on Citizen Developers

AI-powered conversational capabilities

App workflow development and deployment

TECHNOLOGY GIANTS

Partnering with Automation platforms and joint GTM motions

High focus on building in-house capabilities and acquisitions

LOW-CODE / NO-CODE PLATFORMS

Focused on BPM or Workflow Automation

Acquiring RPA platforms to build end-to-end capabilities

Rise of native Low-Code/No-Code Automation Platforms

OPEN SOURCE

Gaining prominence and support from VC investors

High focus on existing whitespaces of IT Automation and SMB customer segments

EMERGING START-UPS

200+ start-ups creating niche capabilities across HIA segments

APAC based HIA start-ups raising VC funding despite COVID-19

blueprism
\$120 Mn raised in equity financing in April, 2020

Microsoft >> softomotive
Acquired in May, 2020

Appian >> Jidoka
Acquired in Jan, 2020

Robocorp
\$11.4 Mn VC funding raised till date

\$100 Mn+ VC funding raised by Chinese RPA Start-ups in H1, 2020

UiPath, AUTOMATION ANYWHERE, NICE, KRYON

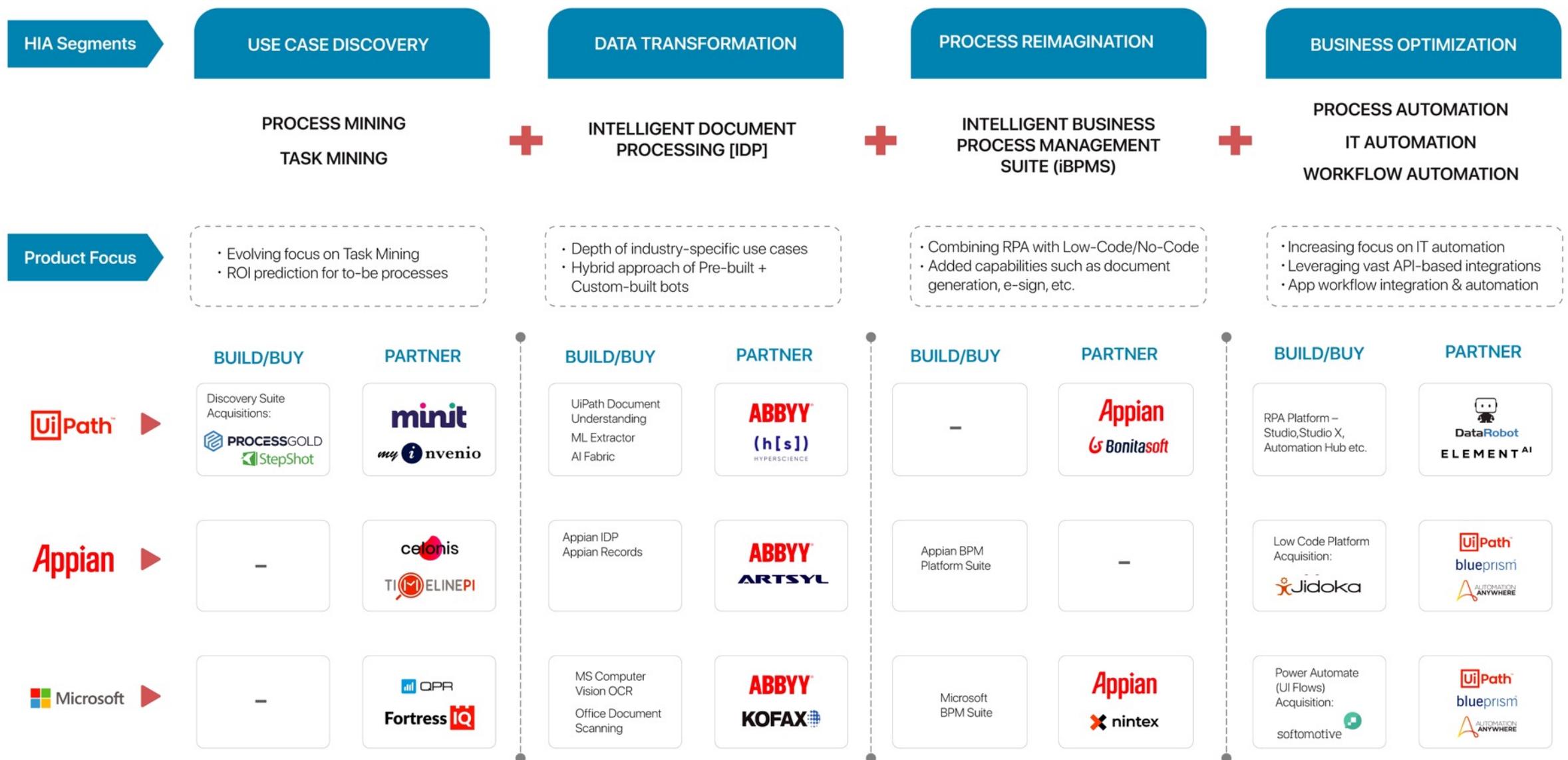
IBM >> WDG, Google, SAP

ARGOSLABS, nintex, NTTAT, WinActor

Automagica, ttaskt, apromore, UI.Vision

来世, 达观数据 DATA GRAND, Catalytic, QianTians

Creating “Platform of Platforms” through Build/Buy and Partner strategy



Promoting Automation through collaborative efforts with Ecosystem



 <p>50+ automation-focused use cases running across federal agencies in the US:</p>	 <p>Aim to automate 5,000 processes and save ~\$1 Bn by 2021 across US federal agencies</p>	<p>RPA Community of Practice</p> <p>50+ US federal agencies members of the community set up in 2019</p>
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 <p>300,000 developers & students to be trained across 1 Mn RPA courses in India</p>	 <p>400+ higher education institutions across more than 30 nations have partnered</p>	 <p>130+ college partners, 20,000+ trainings completed & 50+ bot labs setup</p>
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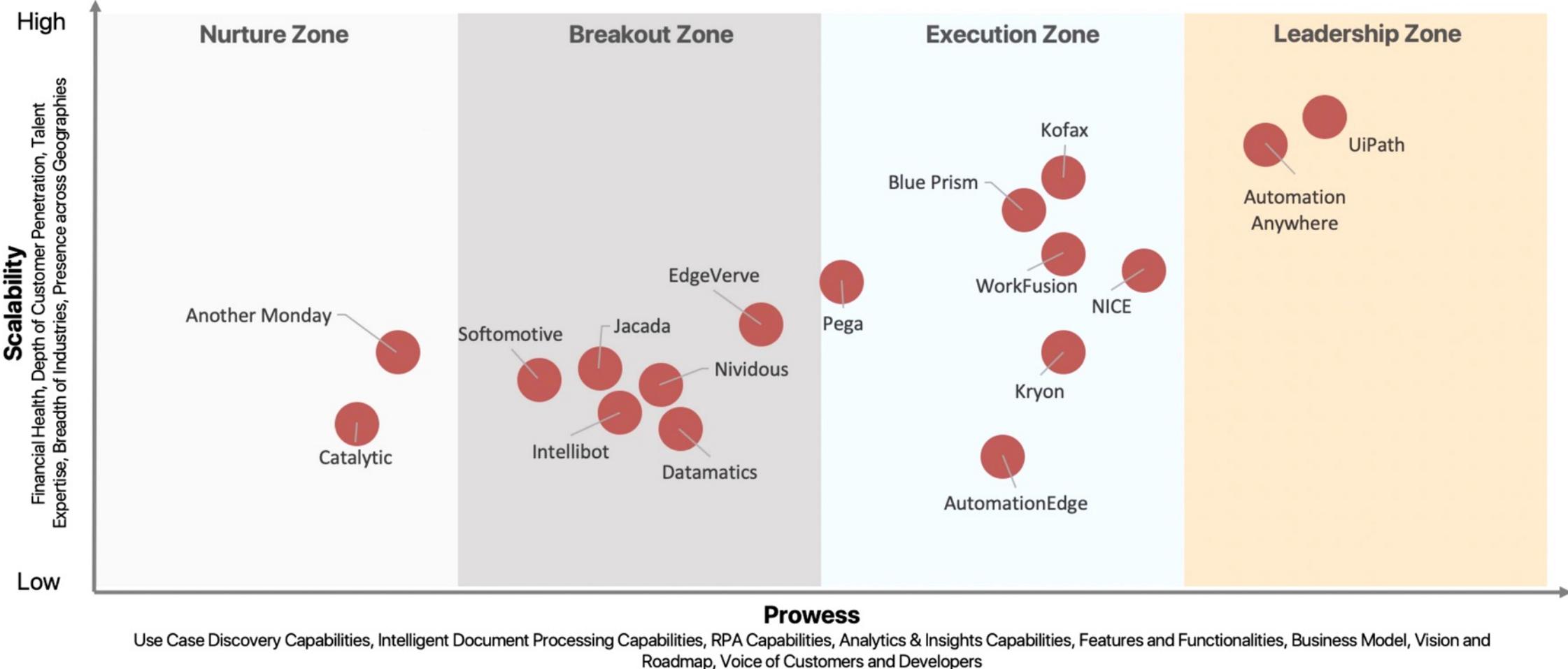


<p>Focus on building IPs</p> <p>Infosys → assistedge</p> <p>AtoS Syntel → SyniBots</p>	 <p>4 automation CoEs setup in London to explore use cases for UK government</p>	 <p>Acquired Symphony for ~\$70 Mn to enhance focus on automation</p>
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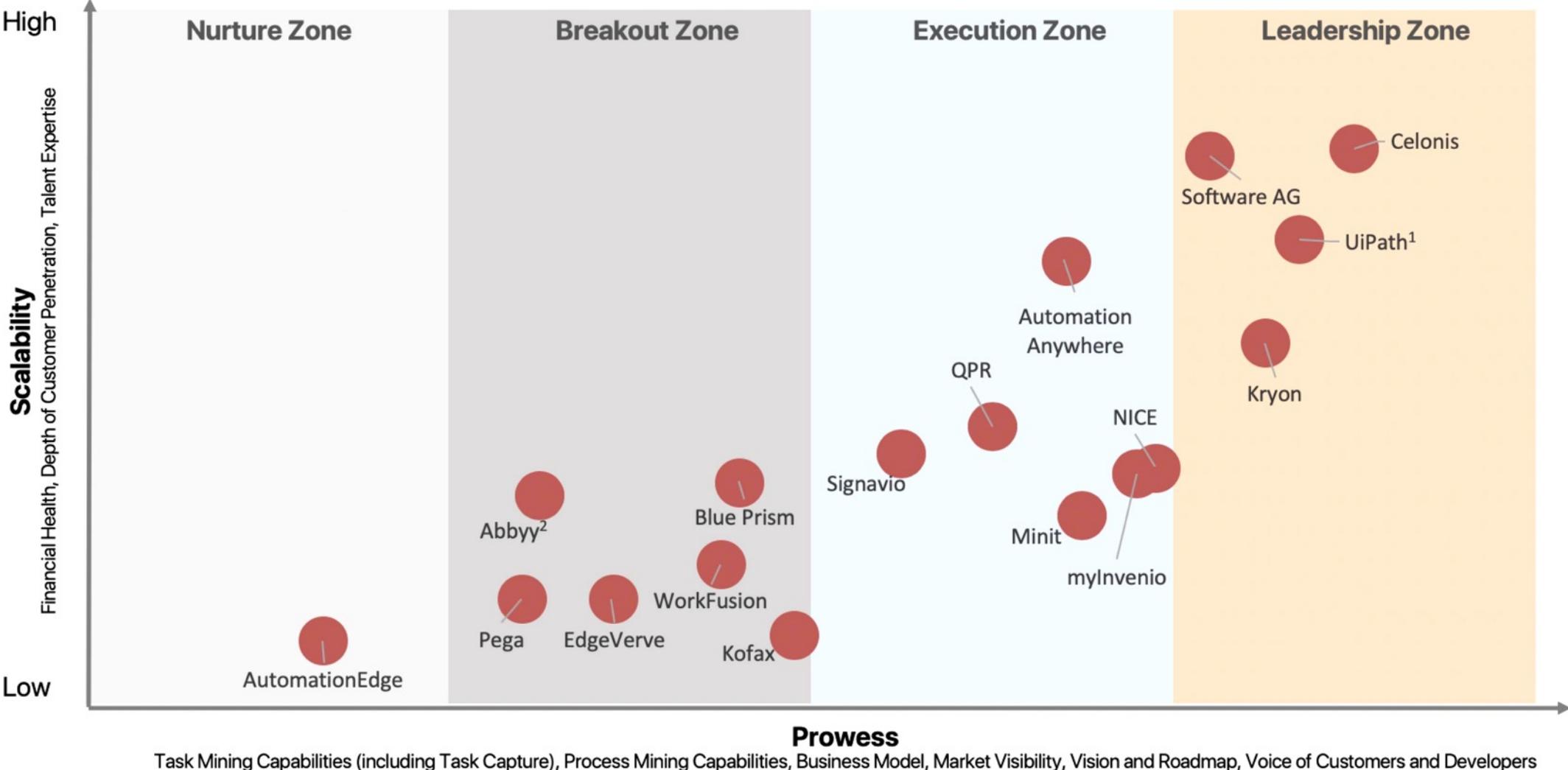
- 1 Zinnov Zones for **Hyper Intelligent Automation**
- 2 Zinnov Zones for **Use Case Discovery**
- 3 Zinnov Zones for **Intelligent Document Processing**
- 4 Zinnov Zones for **RPA**
- 5 Zinnov Zones for **Attended RPA**
- 6 Zinnov Zones for **IT & ER&D Automation**

Zinnov Zones for Hyper Intelligent Automation
 (Use Case Discovery, Intelligent Document Processing, RPA Platform, and Analytics & Insights)



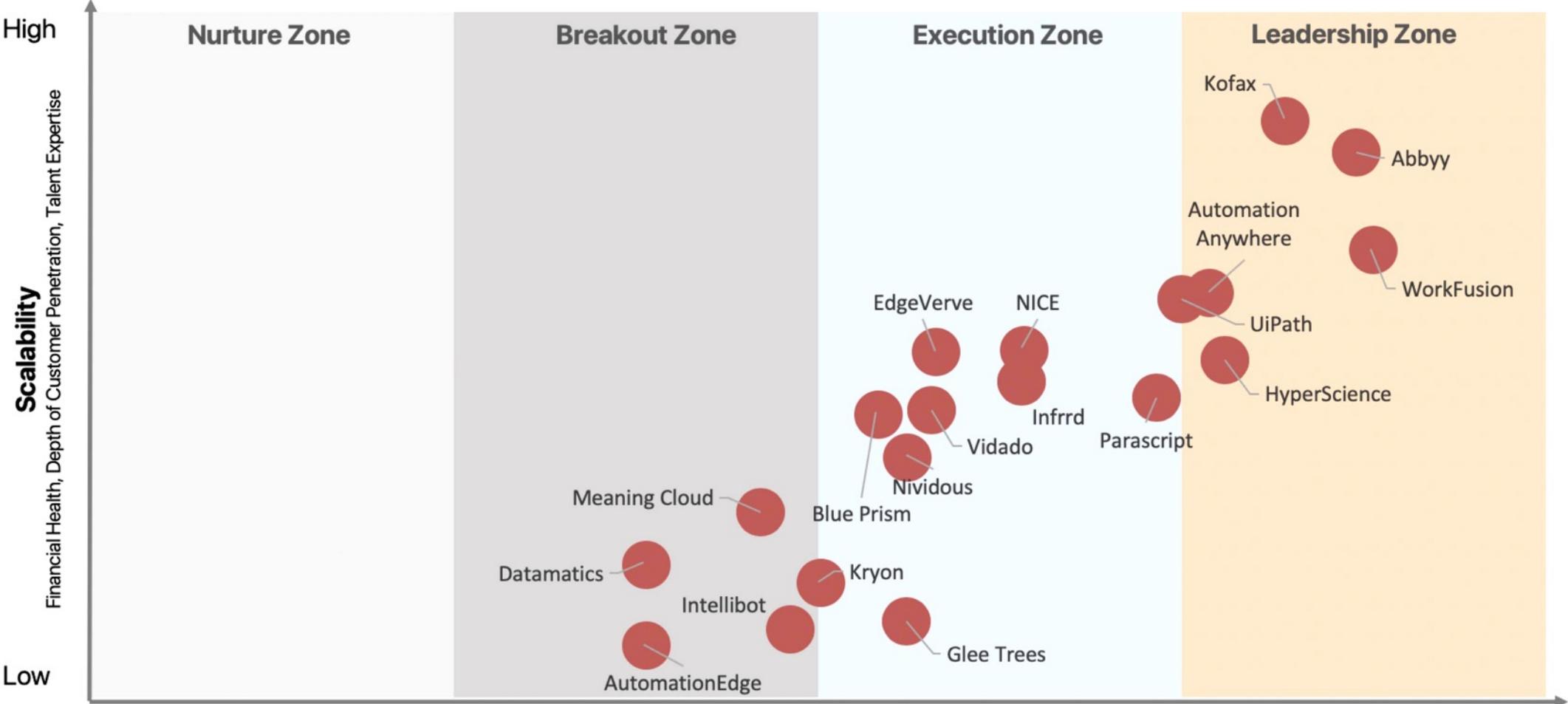
*Zinnov ran the Request for Information (RFI) process with participating companies between Jan 2020-March 2020 and a variety of inputs on both prowess and scale were collected to assess the positioning. In some cases (for e.g. with Automation Anywhere, Jacada etc.), where companies could not respond to RFIs in the stipulated timeframe, Zinnov team ensured to conduct the briefing calls & products demos to collect the inputs. In parallel, Zinnov also ran an extensive research with global enterprise customers (100+), leading service providers (20+), developers (500+), domain experts and publicly available data to collect the required information for the rating process

Zinnov Zones for Use Case Discovery (Task Mining and Process Mining)



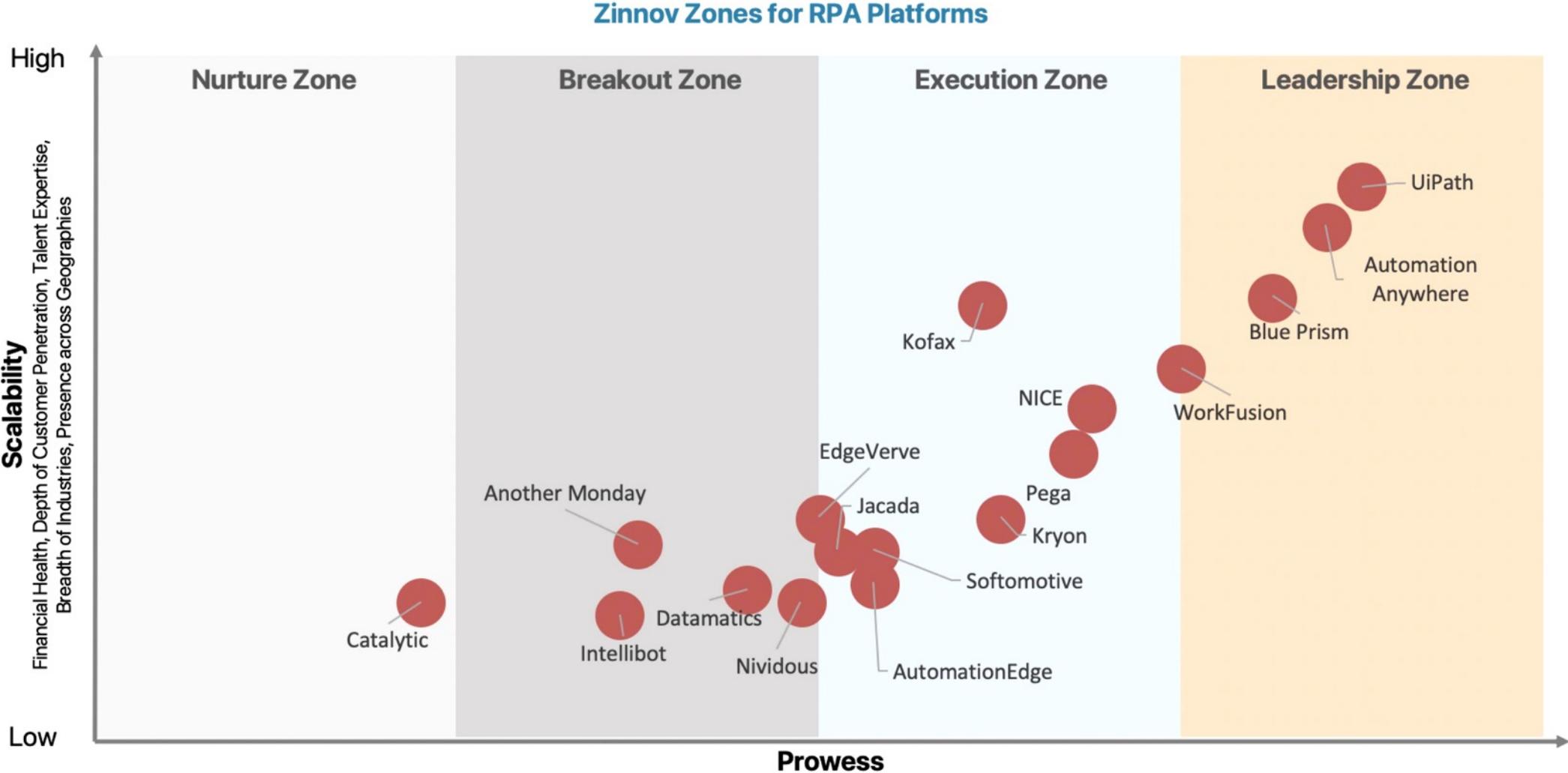
¹Includes UiPath's acquisition of ProcessGold in Oct 2019 (for process mining) and StepShot in Aug 2019 (for task capture); ²Includes Abbyy's acquisition of TimelinePI in May 2019 (for process mining)
^{*}Zinnov ran the Request for Information (RFI) process with participating companies between Jan 2020-March 2020 and a variety of inputs on both prowess and scale were collected to assess the positioning. In some cases (for e.g. with Automation Anywhere, Jacada etc.), where companies could not respond to RFIs in the stipulated timeframe, Zinnov team ensured to conduct the briefing calls & products demos to collect the inputs. In parallel, Zinnov also ran an extensive research with global enterprise customers (100+), leading service providers (20+), developers (500+), domain experts and publicly available data to collect the required information for the rating process

Zinnov Zones for Intelligent Document Processing



Solution Capabilities, Features and Functionalities, Technical Capabilities, Business Model, Market Visibility, Vision and Roadmap, Voice of Customers and Developers

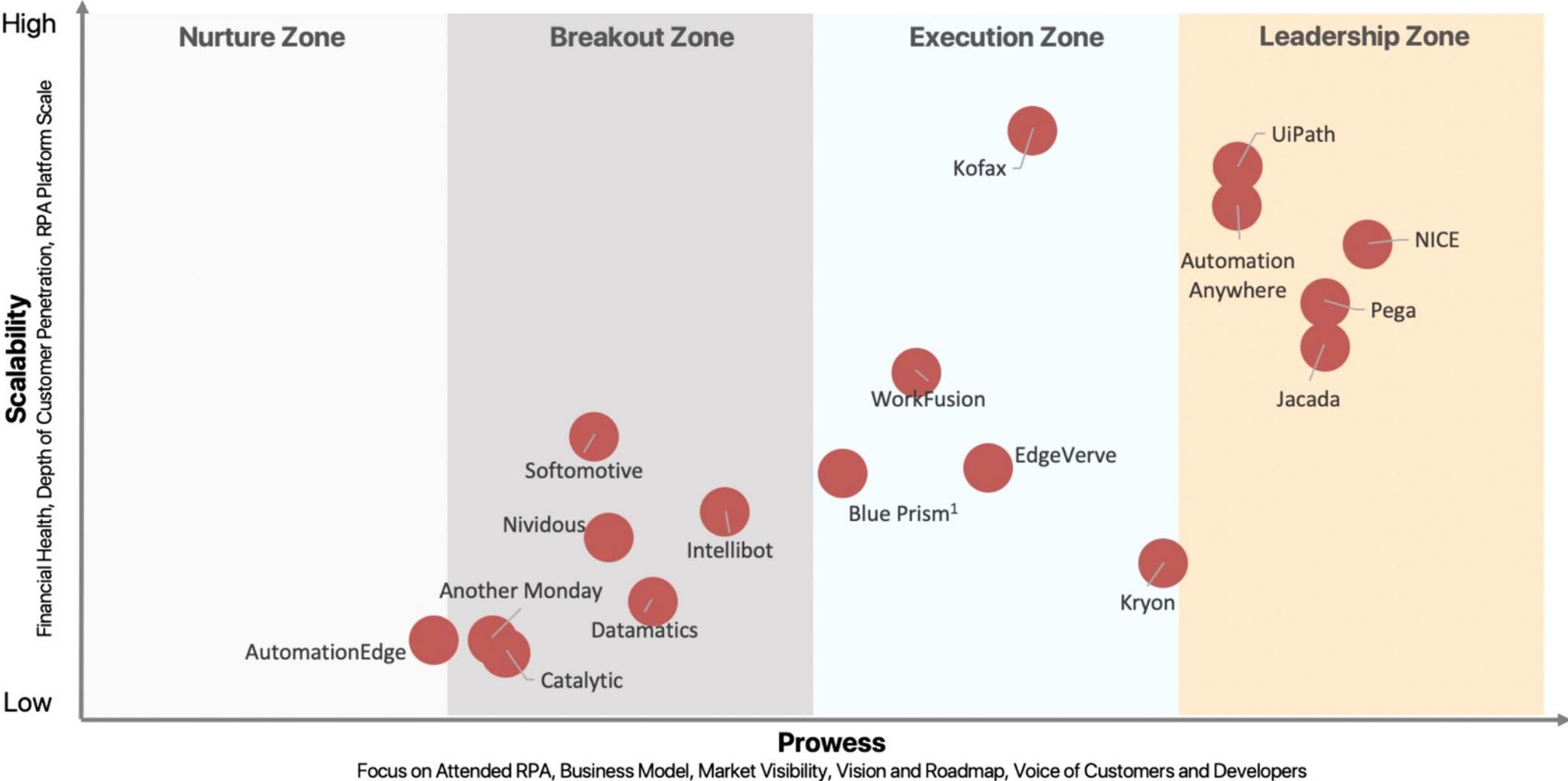
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RPA Capabilities, Features and Functionalities (Technical Capabilities, Ease of Use, Ease of Deployment, Ease of Customization, Integration with Enterprise Apps, Bot Performance, Service & Support, Pre-built Templates), Business Model, Market Visibility, Vision and Roadmap, Voice of Customers and Developers

*Zinnov ran the Request for Information (RFI) process with participating companies between Jan 2020-March 2020 and a variety of inputs on both prowess and scale were collected to assess the positioning. In some cases (for e.g. with Automation Anywhere, Jacada etc.), where companies could not respond to RFIs in the stipulated timeframe, Zinnov team ensured to conduct the briefing calls & products demos to collect the inputs. In parallel, Zinnov also ran an extensive research with global enterprise customers (100+), leading service providers (20+), developers (500+), domain experts and publicly available data to collect the required information for the rating process

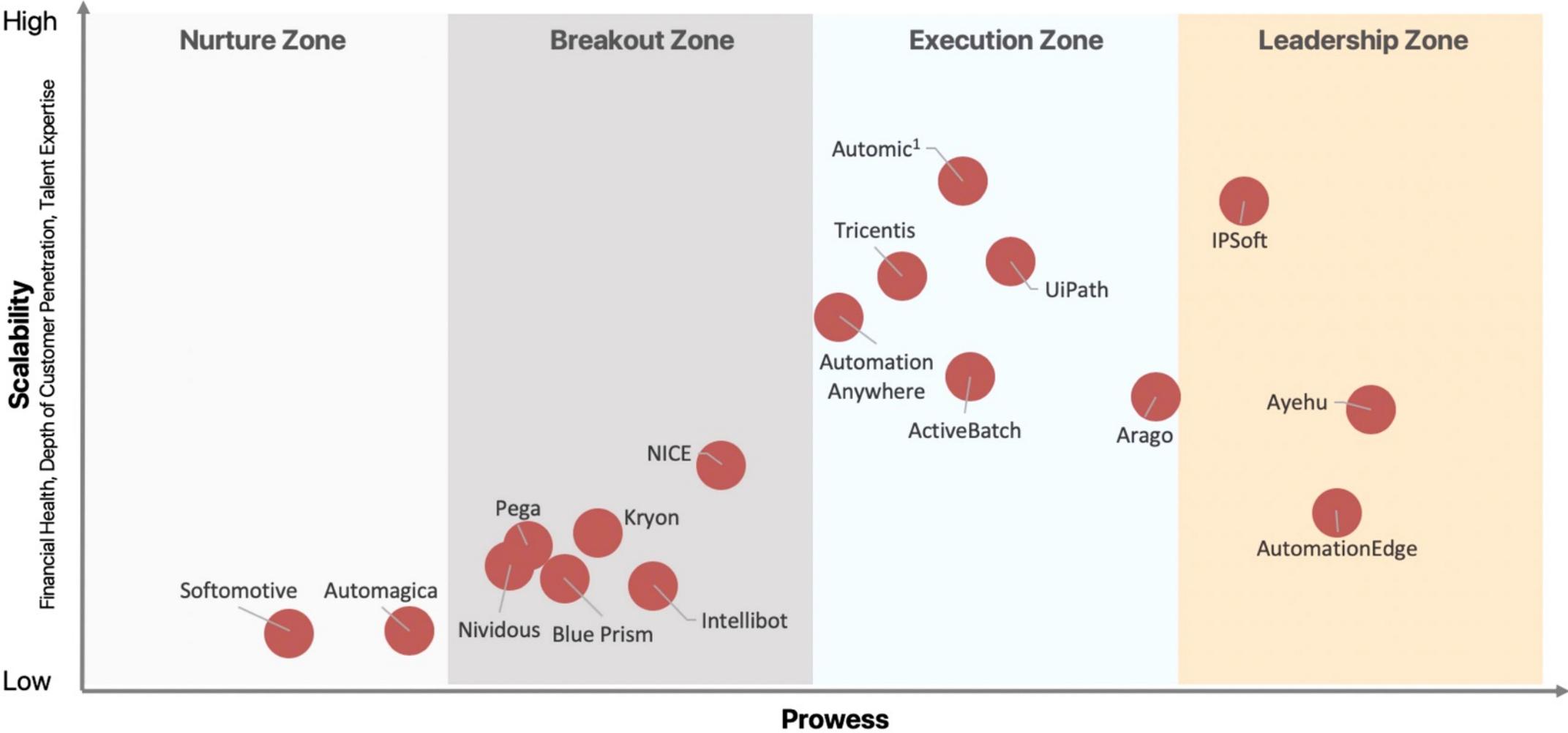
Zinnov Zones for Attended RPA



¹Includes Blue Prism's acquisition of Thoughtonomy in Jun 2019

²Zinnov ran the Request for Information (RFI) process with participating companies between Jan 2020-March 2020 and a variety of inputs on both prowess and scale were collected to assess the positioning. In some cases (for e.g. with Automation Anywhere, Jacada etc.), where companies could not respond to RFIs in the stipulated timeframe, Zinnov team ensured to conduct the briefing calls & products demos to collect the inputs. In parallel, Zinnov also ran an extensive research with global enterprise customers (100+), leading service providers (20+), developers (500+), domain experts and publicly available data to collect the required information for the rating process

Zinnov Zones for IT and ER&D Automation



Use Case Analysis, Technical Capabilities, Integration with Enterprise Applications, Business Model, Vision and Roadmap, Market Visibility, Voice of Customers and Developers

¹Automic was acquired by Broadcom in Jul 2018

²Zinnov ran the Request for Information (RFI) process with participating companies between Jan 2020-March 2020 and a variety of inputs on both prowess and scale were collected to assess the positioning. In some cases (for e.g. with Automation Anywhere, Jacada etc.), where companies could not respond to RFIs in the stipulated timeframe, Zinnov team ensured to conduct the briefing calls & products demos to collect the inputs. In parallel, Zinnov also ran an extensive research with global enterprise customers (100+), leading service providers (20+), developers (500+), domain experts and publicly available data to collect the required information for the rating process



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