WHAT WILL SAVE BPOs?

DATA AUTOMATION AS THE ULTIMATE BATTLEGROUND IN SERVICE DIFFERENTIATION

The future is digital, customer centric, operationally resilient and fusing skilled labor with digital workers

SSON

INTRODUCTION

The COVID-19 pandemic has dominated 2020, causing significant turmoil through multiple simultaneous shocks that have challenged the global economic ecosystem – a drop in domestic and external demand, a reduction in trade, disruption in production and distribution, and a fall in consumer confidence. No other crisis has had such a far-reaching impact. As a result, enterprises are urgently reassessing business services delivery models to ensure they are taking the necessary precautions against future shocks – and baking in resiliency.

For the BPO industry, the implications are huge. Once again, providers find themselves having to react to a world-wide economic disaster (the last being the global financial crisis of 2008) by rewriting their operating manual. But while back then the shift was from low cost labor to higher value work (and in some cases rebranding as Business Process Management), this time nothing short of full digitization will save them.

At the same time, there are a number of practical hurdles. With many operations based in Asia and encompassing large centers – and thousands of FTEs – the immediate challenge to BPOs was the lack of readily available, user-friendly remote workspace. In addition, many of the homes were distant (it's not uncommon for BPO workers to travel hours each way), with limited or unstable internet access, so connectivity has been a real problem. This, along with security concerns (and delays) in dealing with customer data from a remote environment caused numerous headaches in the initial weeks after offices closed down.

Separately, and reflecting the stresses in the business environment, customer expectations are moving well beyond cost savings into resiliency, scalability, and adaptability. That is where enterprise customers need reassurance. Their top concerns are optimizing service delivery, including data analytics-driven insights and transparency, which has put the onus on BPO firms to reconsider their game plan and reassess the as is of their value proposition.

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Top 5 Reasons Companies Outsource Business Activities

Cost Savings

Operational Benefits

Scale

24/7 Services

Technology Access

SOURCE: Business Process Outsourcing: Stagnate or Automate, AntWorks

In terms of BPO collaboration, this can go two ways: some enterprises are considering re-insourcing work (a headline that started when RPA emerged onto the operational landscape) to take advantage of automation, a.k.a. human-less processing; others are doubling down on their strategy whereby outsourcing plays a key role in efficient sourcing – but are demanding a lot more value from the services provided.

If the driving concern is mitigation of new operational risks, the key solution is to commit to digitization as a guarantee of reliability, and transparency. And, if BPOs weren't taking the initiative before, their customers are sure to push them down this path now.

Despite (or perhaps because of) this turmoil, the global BPO market is still expected to grow by just under US$80 billion between now and 2024, according to a recent **Technavio report** (nearly 40% of which will originate in North America) and reach ca. US$400 billion in 2027 (according to **Grand View Research**). With BPO's operational costs potentially increasing in the face of current conditions, it will prove challenging for outsourcers to meet the rising demands of enterprise customers. (But not impossible!)
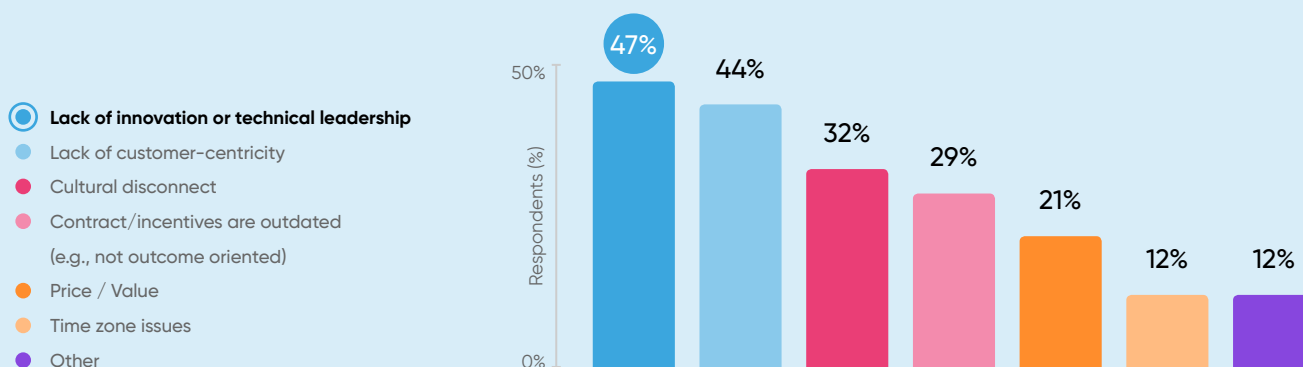
One option is for BPOs to take the medicine their customers have been taking for years: drive greater efficiency across processes and target "frictionless" as

a modus operandi. In the past, BPO's value proposition lay in low-cost employees. Today, that is no longer enough. Indeed, the pandemic has shown humans to be highly vulnerable. As a result, BPO's need to aggressively embrace digitization to preserve their edge and their value. And while transactional efficiency will maintain customer loyalty, the real opportunity for growth is within data analytics and business critical insights.

The challenge is to evolve or die as all previous conceptions of value proposition have gone out the window. While it may take a few years for existing contracts to work themselves through, the fact is customers have something entirely new in mind. With the help of robotic process automation (RPA) and intelligent automation (IA), BPOs can transform themselves into strategic business partners as a means of communicating their value – and to mitigate against the risk of their services being cannibalized as customers re-evaluate their [out]sourcing options. Those providers who are accelerating their digital transformation — leveraging state-of-the art technologies to streamline data capture, AI and analytics – will find themselves in a much better position.

This report explores the opportunities to create a step-change in processing performance by focusing on data digitization as the critical foundation for enterprise digitization.

What are the major issues BPO customers have with their outsource providers?

- ● Lack of innovation or technical leadership
- ● Lack of customer-centricity
- ● Cultural disconnect
- ● Contract/incentives are outdated (e.g., not outcome oriented)
- ● Price / Value
- ● Time zone issues
- ● Other

47% | 44% | 32% | 29% | 21% | 12% | 12%

Respondents (%) — 50% to 0%

SOURCE: SSON Analytics, 2019 survey

SSON Analytics' Shared Services & BPO Atlas lists more than 3,000 BPO centers worldwide (excluding IT outsourcing), with India in lead position, housing over 800+ of these centers.

BPO centres in the world

3,127
BPO CENTRES ONLY
(EXCLUDING ITO)

Top 5 Countries (# of BPOs)	Top 5 Cities (# of BPOs)
819 INDIA	**122** BENGALURU, INDIA
372 PHILIPPINES	**99** MAKATI, METRO MANILA, PH
324 UNITED STATES	**98** CHENNAI, INDIA
270 SPAIN	**87** MUMBAI, INDIA
252 POLAND	**84** KUALA LUMPUR, MALAYSIA

Countries with lowest - highest no. of SSCs

0   250   500   750   1000

SOURCE: The SSON Analytics Shared Services & BPO Atlas (BPO Centers Only)

The urgency of the moment was confirmed by a recent **Deloitte** report that emphasized flexibility, responsiveness and digital adoption as key to BPO survival. Indeed, following the surge in volume (and customer frustration) as a result of the crisis, document-centric outsource providers have been forced to reconsider how to run their operations.

The increasingly obvious solution is to embrace digitization in order to shift away from reliance on human manipulation of data and documents – a transformation made easier through the many IA-based solutions that have emerged over recent years. 〉〉

What will determine future IA-based success?

● Commitment to digitalization
● Best-of-breed/stacked approach
● Training
● Single platform approach
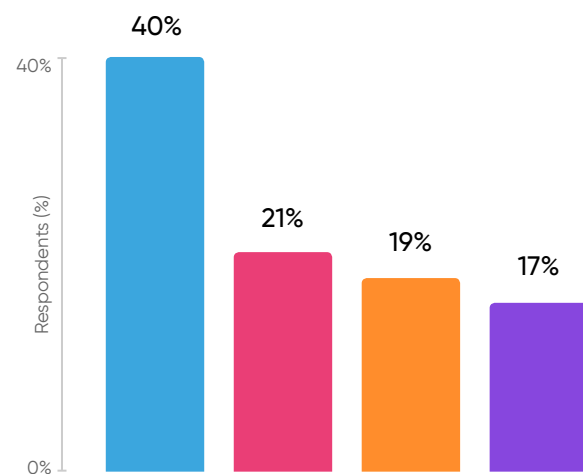
SOURCE: SSON survey Q4 2020

Poor data quality has long placed a burden on BPOs, putting a strain on their ability to meet SLAs in a timely and cost-effective manner. The labor-intensive task of validating information, then inputting and processing it in downstream systems, rarely leaves room for healthy margins.

Automating processes drives better performance with fewer resources, improving quality, expediting processing, and providing rapid response times to customers. New solutions identify process bottlenecks, pinpoint areas for improvement, and even build bots where necessary, to enable BPOs to provide powerful end-to-end business solutions to clients.

Automation is only effective, however, if it can access structured, digitized data. From there on, all downstream activities can truly be optimized through automation, leveraging state-of-the-art machine learning and cognitive solutions.

The make-or-break, therefore, is ensuring data is digitized and structured. And that shines a spotlight on the main problem: most data coming into business services is neither. [See also: From Task Automation to Intelligent Automation: Crossing the Data Chasm.]

Benefits of Integrated Automation

Better customer experience
Integrated Automation Platform enables straight -through processing and cuts the time from loan origination to close dramatically, in most cases reducing loan processing time from weeks to days.

Lower Operating Costs
With straight-through processing of loans, overheads are reduced as well as the need for seasonal headcount to stare and compare all that paperwork

Repurposing Staff
With automation, employees can be refocused on providing a higher touch, "white glove" customer experience.
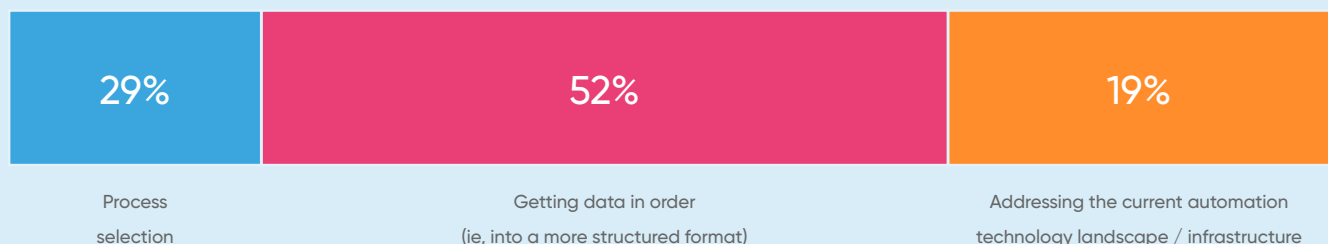
Faster Processing
Automated processing means only exception handling is required by employees, accelerating the process to become more efficient.

Better Compliance and Risk Management
Built in business rules enable compliance checks and alert employees if there is missing or incorrect information, thereby reducing risk.

As you move from task automation to intelligent process automation, where do you expect to encounter the greatest hurdles?

29%	52%	19%
Process selection	Getting data in order (ie, into a more structured format)	Addressing the current automation technology landscape / infrastructure

SOURCE: Audience poll at IA Week Conference, New Orleans, November 2019

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A NEW FOUNDATION FOR SUCCESS:
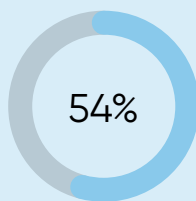## SMART DATA INGESTING

Data integrity is a crucial nut that organizations all over the world are trying to crack. Data needs to be rendered digital from the start so that it can feed the process without delay, facilitate automation, and provide the analytics-based insights sorely needed to pull ahead in today's markets. Digitized, structured data drives frictionless downstream processing – but that means digitizing it at the point of entry in order to drive seamless workflows.

The primary objective for the BPO industry, therefore, must be to read, recognize, convert and file incoming data, quickly and reliably, in a manner that is easily integrated. While this point has not yet been widely acted on, a survey taken last year already highlights a trend towards recognizing end-to-end workflows and data as critical.
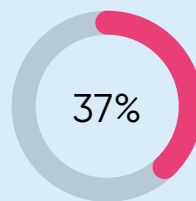
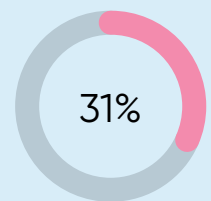**How are you, as a BPO provider, planning to take advantage of rapidly evolving technological changes?**
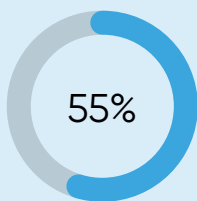
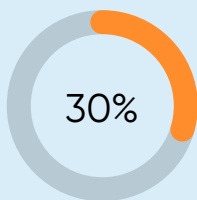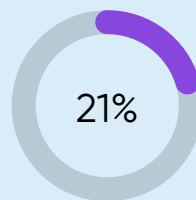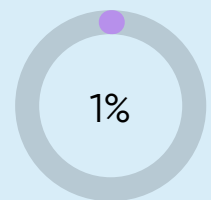|			
55%	**54%**	**37%**	**31%**
Develop end-to-end workflow expertise	Develop robotics automation capability	Develop data analytics capability	Shift to knowledge-based services
30%	**28%**	**21%**	**1%**
Improve integration with clients systems	Partner with specialist technology solution firms	Develop data extraction/ management capability	Other
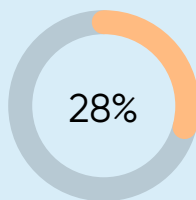
SOURCE: SSON Analytics, 2019 survey

One important element that will need to change is how BPOs are currently set up. A digital-ready operating model is one in which IT works closely with all other parts of the business. Yet, many BPOs are still organized around functions such as marketing and sales – an operating model not conducive to embracing transformation.

Furthermore, the customer needs to be central to the transformation journey. Siloed functions tend to have specific focus areas that don't align to the customer's experience. Siloed functions are too rigid and can't respond rapidly to change. As part of the pivot to better service, therefore, internal partnerships need to be reassessed.

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›› A new foundation for success: smart data ingesting

Modern digital platforms can contain massive amounts of data, alongside document or image repositories – all rich in valuable but often inaccessible, unstructured data. A key challenge is that while automation drives improved performance, it has not yet been possible to automate data extraction across a myriad of formats. Conventional data scanning solutions have depended on Optical Character Recognition (OCR) technology and form sets that require the data to be captured to be in a certain position on a page. Effective when applied to clearly defined, structured documents, it is ineffective when presented with unstructured images, or images of documents.

That has changed as new artificial intelligence (AI) solutions are able to use pattern recognition to recognize documents and classify them without human intervention. Once identified, Machine Vision and Machine Learning models can quickly be trained to extract data accurately – such as a processing clerk might previously have done.

One of the newest kids on the block is Cognitive Machine Reading (CMR), which leverages pattern-matching via content-based object retrieval methods and is proving very effective in digitizing a full range of data formats, extracting and structuring data, applying business rules and enabling rapid downstream processing.

BPOs Recognize Dx Dependency on Digitized Data

"BPO competition hasn't been only about labor arbitrage for a number of years, however some in the market have tried to turn a blind eye, hoping to continually woo clients with lower and lower price points. At the same time, clients are becoming more sophisticated and more demanding of their BPO partner. Clients expect lower costs, but they also now expect accurate data, innovation through Dx (Digital Transformation) and an improved quality of service.

Most players in the BPO market have well-oiled integration playbooks (which always end at the go-live ribbon cutting ceremony), yet they lack any semblance of a Dx playbook. We need to start asking ourselves why the integration playbook ever has to end – and how to embed within it a Dx playbook that can grow with the client during the contract term.

However, creating a Dx playbook is only one step BPOs need to take. A playbook will only be as good as the data used to execute on it. Without accurate, relevant, and clean digitized data the product produced by any form of digital transformation will fall short. The reward for digitizing data and the subsequent process improvements driven from the data will be immediately felt by both the BPO and the client.

In the next generation of contract renewals, we're bound to see automation firms come to the table with a pitch to take over pieces of work historically owned by the BPOs. To remain competitive, BPOs must think about digitizing data and integrating a Dx playbook to demonstrate how they are prepared and committed to continuously evolve with the client."

Cindy Gallagher
Formerly CEO at Liberty Source PBC, a US-based BPO provider

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With the BPO industry under pressure from clients who are feeling the squeeze of the pandemic, there are only two options, says Mike Hobday. Either they re-invent themselves on the basis of full digitization; or they face the prospect of customers taking "digital labor" back inhouse. SSON's editor, Beth Hampton, asks the questions we all want answers to.

Q: Mike, how would you define the relationship between enterprises and BPOs as we enter the final stretch of a long year?

MH: It's been a tough year for most, and BPOs are no exception. Many enterprise clients profess disappointment at the lack of digitization they are seeing from their BPO providers. Even before the pandemic hit, BPOs were under significant pressure to cut costs through automation. Customers were driving a hard bargain when it came to renewing contracts, with 40% to 60% cost reductions being built in over a number of years not uncommon.

What's behind this is that customers have been keeping track of developments, and expect their outsource providers to leverage the benefits of automation – which many have not been quick to do. After all, it's cannibalizing their traditional operating model: What used to take 100 people might now only take a fraction of those, with the lion share of the work shifting to a digital workforce – i.e., intelligent automation.

The problem is that BPOs struggle to transform their model in order to meet customers' expectations. Their expertise is not in transformation; it's in migrating work and running it well.

The pandemic has caused a shift in what's deemed acceptable. And so BPOs are feeling the pressure.

Q: Why are so many BPOs caught out by this shift?

MH: Over the past eight months, many BPOs have struggled to deliver because they are simply not provisioned for remote work, particularly in India and the Philippines where most of the BPO centers are based. The connectivity issues you mention in this report are significant. And although many BPOs have worked through this, "remote" is not a sustainable business model for them.

Remember that their revenue strategy has been based on number of resources and hours worked. Now customers suddenly aren't willing to sign onto that model anymore, but BPOs are caught out because they haven't invested in time. The pandemic caused timelines to speed up. Today, customers want to contract on outputs, not resources. And they want BPOs to commit to these outputs as well as to cut costs. For providers, it's a difficult transition to develop a new model that will sustain their business in the long term.

Q: How are BPOs responding?

MH: You need to consider the kinds of processes that were traditionally outsourced and how these are structured. For the typical, high volume, repetitive, transactional work RPA was a good fix. But it's a short-term fix – not a long-term solution. And it's not scalable. So they need to think bigger.

Consider what initiates typical BPO work. Usually there's an email with documents attached to it, which leads to a workflow – traditionally executed via expensive on-shore resources, which is why outsourcing and off-shoring to a lower-cost workforce was so attractive. Today, CMR offers an opportunity to shift that work to smart technology. That means, a solution that can extract the content, respond, read an attachment, extract the data, and automate process execution. That's true digitization. It can also be a fraction of the off-shore labor market costs.

Compare that to what many businesses were doing, which is scanning images and considering this "digitized." Indeed, many BPOs were adopting a thin digital veneer – a portal interchange, for example – and claiming themselves digital!

In truth, there is only one solution, and that is to digitize properly, from front to back. And there's little time to lose.

Q: How do you see BPO's work evolving, in future?

MH: The question is really: What's the future of work? Technologies like CMR are changing everything by digitizing data at point of entry, and then integrating automated decision-making and execution. Think about what this means. Lots of the traditional BPO work can now be automated. What remains is potentially much higher value work – quality control and responding to exceptions, for example – but significantly fewer people are required.

Now, once the number of people required to support this work is significantly reduced, the question customers will ask themselves is: Should we still be outsourcing if the original driver for outsourcing – labor arbitrage for large numbers of employees – has effectively evaporated? If the number of employees required today is only a fraction of what was previously required, do you still take on the "risks" of outsourcing? Or should you move these roles back inhouse, close to the business?

The other interesting question is that if you are now effectively leveraging – through BPO – digital labor, do you really have to employ this labor in Asia, if it supports activity in the UK? Or could you be running those bots in London, at exactly the same price, inhouse?

Q: So what's the solution for BPOs?

MH: Your surveys tell us that half the global shared services market still outsources, and that this number has held relatively steady over the past decade. So the challenge for these providers is to reinvent their value-proposition.

Cheap labor will soon become irrelevant. But honing their expertise in the growth areas of data analytics and knowledge management – that's where I think the opportunity is. Of course to get there they will need to redesign their operating model. And luckily for them, automation can do that. But they will need to move quite aggressively, to make data a digital entry point, and ensure everything that comes into their operations is immediately structured and digitized. Then they can re-engineer their processes to take full advantage of intelligent automation – and I mean intelligent not as a noun, but as an adjective!

The other thing BPOs need to consider is that organizations initially outsourced work that they considered was non-critical for their competitive advantage. What they are now learning is that in fact much of the work that was outsourced directly impacts customer service! It intrinsically adds value.

So, BPOs could develop a customer-centric focus to provide significant value beyond just transactional excellence. The knowledge they learn through providing services is key. And if they adopt cognitive and AI-based solutions to drive up this value, then they have a new compelling business case to promote.

So the question they need to ask themselves is: What else can we do for our customers? And there's a lot. But as I say, it requires them to take full advantage of digitization and automation and to develop new skill sets for the human element.

Then, of course, we get back to the same story that drove BPOs growth in the early days: They have the expertise and the skills that in-house teams simply don't; and they [still] have the data to hone these skills on. Data that inhouse teams currently don't have access to.

BPOs are finding themselves squeezed between a rock and a hard place. And the only way out is to embrace full digitization.

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COGNITIVE MACHINE READING:
FACILITATING FAST DIGITIZATION

Cognitive-based machine reading solutions have emerged as a highly effective fix for enterprises in search of automation-driven performance. Often favorably compared to Expert Systems or Chisel, CMR's ability to successfully ingest a broad range of data – from tables, checkboxes, handwriting, cursive, images and signatures, opens the door to continuous and uninterrupted end-to-end process automation. Today, CMR is integrated into leading IA platforms and facilitates the processing of large amounts of data and complex workflows in a fraction of the time traditionally required. The opportunity for BPO companies to thereby reinvent themselves as digital natives is enormous.

CMR is built using proprietary pattern-matching via content-based object retrieval methods to ensure high levels of precision. It relies on patterns and associated confidence scores and is therefore not constrained to standard form sets and font libraries with limited pre-AI generation of automation technologies. Its advantage lies in the ability to capture and curate various forms of data including handwritten and cursive text, image and object recognition, and natural language, without being limited to specific file types. Data can also be exported for downstream consumption across multiple formats including CSV, JSON, XML, and DB schema.

The benefit of cognitive automation extends to cognitive scanning of data as intelligent engines learn from a representative set of documents (through Machine Learning) and share the knowledge gained in one process with another. Other benefits include:

Handling multiple data formats with a single platform

› Semi-structured data based on pre-set models
› Unstructured data that is complex to analyze and summarize, cannot be processed with rules, is in a natural language, has limited/no structure or metadata, and can include non-text-based materials.

Increasing accuracy

› Includes Machine Learning technology that adapts and learns workflows and progressively boosts accuracy up to 95%
› Requires smaller data sets to learn and optimize all your underwriting, broking operations, onboarding and claims processing, including handwritten forms

Faster time to insights

› Synthesize vast amounts of customer data using Natural Language Modelling (NLM) to generate powerful insights
› Natural Language Processing (NLP) capabilities such as sentiment analysis equip agents with the necessary insights at the right time

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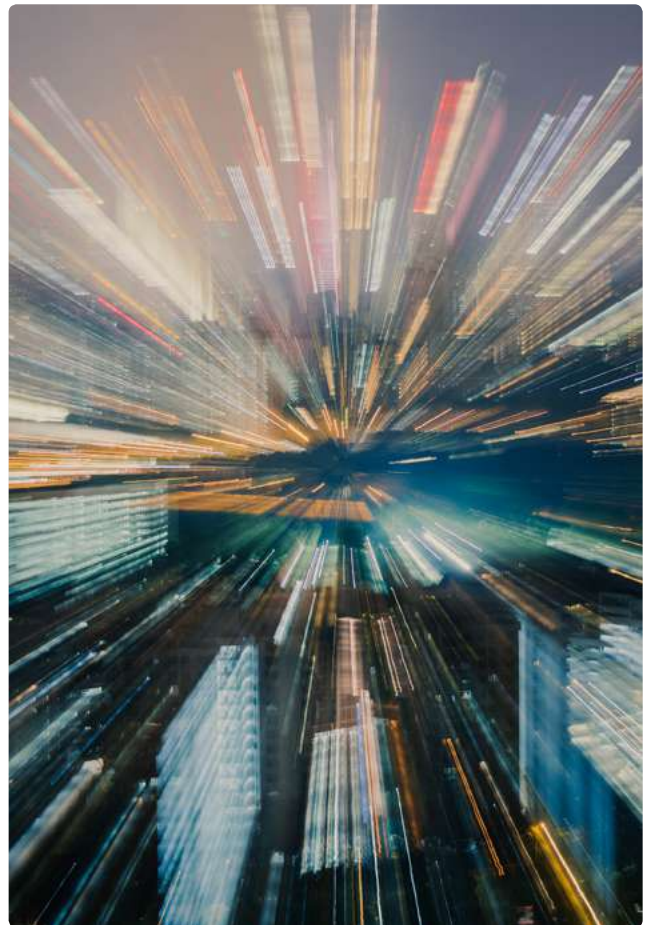
» Cognitive Machine Reading:
facilitating fast digitization

CMR and Machine Learning move far beyond traditional OCR, which, though widely used, captures only structured data. Independent of zones, templates, formats, modes and languages, CMR ingests, curates and classifies data across dozens of languages, ensuring it is available for downstream processing. CMR solves for the unstructured data challenge that beset the BPO industry – especially regarding legacy systems of records and voluminous documents and data in multiple formats. Innovative solutions that leverage AI for a more "cognitive" approach to data ingestion and integration could not have come at a better time.

**Addressing Data Challenges:
The Benefits of Cognitive Machine Reading (CMR)**

› Transforms business documents into structured electronic information by automatically classifying documents and extracting data from hand-printed and handwritten forms, invoices, correspondence and any other document type on a single, scalable platform.

› Integrates with a range of workflows and content management applications, including ERP, SCM, CRM, records management and archival applications.

› Meets the crucial information capture needs of a specific department with a modular platform that can be expanded to meet the complex requirements of a high volume, mission-critical enterprise.

› Can scale from hundreds to hundreds of thousands of documents per day, operating in both centralized and highly distributed environments.

› Delivers high availability and disaster recovery for mission-critical implementations.

SOURCE: Business Process Outsourcing:
Stagnate or Automate, AntWorks

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THE BOTTOM LINE:
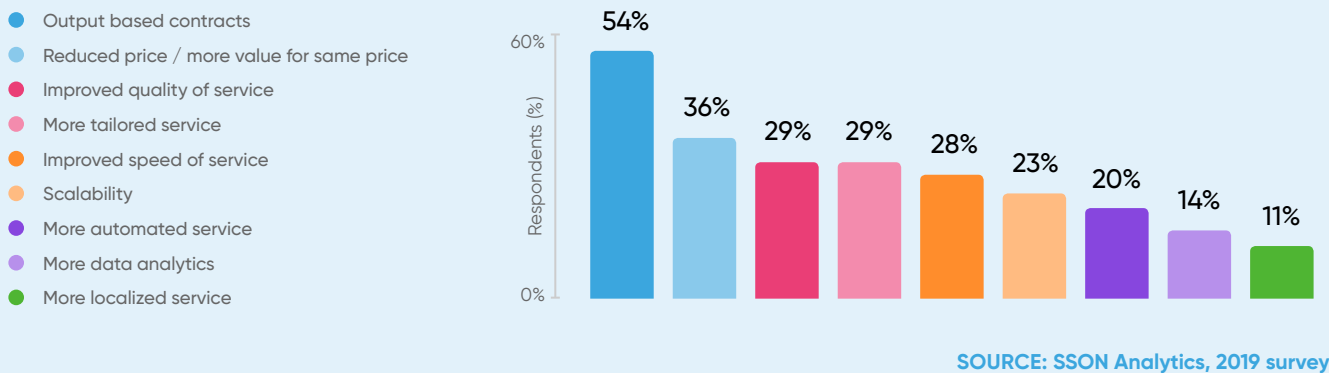## BUSINESS BENEFITS FOR BPOs

Year after year, SSON data consistently shows half the global SSO industry is outsourcing. In the face of the continued growth (i.e., adoption) of the SSO model, and the expansion of existing models in both service lines and geographic scope, the BPO industry appears assured. And yet, there are shifts taking place under the surface that need to be heeded.

Cost remains key, and is solved with a combination of low-cost FTEs, process improvement and automation. Other factors, however, include customers' increasing demand for output-based services, more tailored services and the expectation that their partners implement innovative solutions. The foundation for such adjustments is the transparency that digitized data provides. Technology has emerged as a critical lever for outsource providers. Those that take the lead in optimizing their ability to automate will gain a competitive edge.

What is the biggest demand made by customers that is driving change in your organization?

- Output based contracts
- Reduced price / more value for same price
- Improved quality of service
- More tailored service
- Improved speed of service
- Scalability
- More automated service
- More data analytics
- More localized service

Respondents (%)

60% — 54%, 36%, 29%, 29%, 28%, 23%, 20%, 14%, 11% — 0%

SOURCE: SSON Analytics, 2019 survey

Today, that lead starts with digitizing and structuring data at the point of entry, which results in multiple opportunities for BPOs to embrace cognitive automation across their workflows:

> **Improved customer experience:**
BPOs are resolving requests in a timely fashion through automation and AI, to meet SLAs and improve customer experience.

> **Improved quality by reducing human errors:**
Automation avoids the potential pitfalls of human mistakes.

> **Process improvements:**
Processes execute without fail as per schedule.

> **Redeploying resources for added value:**
Human labor is freed up to focus on knowledge-based work.

> **Cost-saving and increased productivity:**
Faster completion of tasks at reduced cost by automating repetitive, mundane work.

> **Revenue-generation:**
With reduced errors and increased productivity, BPOs can generate more revenue while also leveraging data analytics to identify new revenue opportunities.

> **Flexibility and scalability:**
Digital workforce can be scaled on demand.

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A case study in business process automation

Enterprise

A leading offshore BPO firm on the Global 1000 index provides automated billing solutions to one of the world's largest providers of transport and logistics services.

The Challenge

Operational challenges involved the processing of unstructured bills of lading documents from thousands of shippers around the world. More than 50,000 bills of lading documents were submitted at the end of each day for billers to review; over 120 fields required manual updating in the client system. As many as 20,000 shipper formats (not templated) required processing, which the previous OCR solution could not handle. As a result, there were constant and significant delays in shipments reaching their destinations, resulting in lost revenues.

Solution

The BPO firm implemented CMR for the billing process. CMR was also embedded in the billing-as-a-service offering.

With CMR in place, the company now delivers faster and higher-quality data digitization and processing, which significantly reduces – by 63% – both billing errors and processing time.

Use cases for digitizing data in support of BPO Process Automation

Data Conversion and Document Digitization
Remove human intervention for inbound document capture and extraction by digitizing documents and validating required data.

Claims Processing
Automatically capture unstructured data from various file types; analyze, validate and process claims.

Invoice Processing
CMR reads and interprets all invoices regardless of format, recognizing patterns and exceptions without manual effort.

Contract Validation
CMR captures and verifies data points, provides a comprehensive assessment, and delivers the precise data needed to comply with internal or external sources.

Application Processing
Automate application processing by collecting and verifying all the required documents and signatures.

Document Indexing and Archiving
Automatically capture, validate, index and archive documents and other assets. Analysis of processes is possible with an auto-generated report.

Email Services
Read and classify emails for extracting actionable data to improve customer service.

SOURCE: Business Process Outsourcing: Stagnate or Automate, AntWorks

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BPOs operating in the 2020s will need to completely rethink their operating- and service delivery models to survive – forget just maintaining a competitive advantage – in this crowded market. The solution will invariably involve people, process and technology. While all three are integrated, technology in the form of intelligent automation is playing a key role – not just through its impact on performance, but also by introducing a digital (i.e., scalable and agile) workforce.

With the advance of platform-based automation solutions and the spotlight on data management, the "data gap" thus exposed includes images, handwriting, signatures, and even mobile content. The truth is that critical business and operational decisions are largely driven by this unstructured data.

Successfully deploying automation depends critically on the ability to capture and digitize data that feeds the automation – specifically unstructured data, which makes up the vast amount of enterprise information. Swift, seamless workflows combined with reliable data analytics are game-changers for the BPO industry, and the extent to which these opportunities are taken up will determine who survives – and who fades away.

Until recently, it was entirely possible for a BPO to set itself up sustainably by providing similarly commercialized resources as its nearest competitor. That ends now. The human arbitrage game is up, and in its place customers are demanding a well-oiled, frictionless and intelligent machine. The tools are there, and only lack of investment – and vision – stand in the way.

The future of BPO will be defined by models that are constantly learning and adapting to the world around them – driving new product categories, innovative opportunities for engagement, and real time reactions to customers' changing circumstances.

It's a journey of survival that starts today – with digitized data.

WE ARE ANTWORKS

ANTWORKS™

We are fresh in our approach, and look beyond the obvious, Fearless in embracing change and exploring the most innovative solutions, and Fast in learning, adapting, and delivering solutions that enterprises need now.

AntWorks™ is a global, artificial intelligence (AI) and intelligent automation (IA) company that creates new possibilities with data through digitization, automation, and enterprise intelligence. As the world's only integrated Intelligent Automation Platform (IAP) powered by fractal science principles and pattern recognition, ANTstein™ digitizes every type of data for forward-thinking companies looking to achieve straight-through processing.

Led by Co-Founders: Asheesh Mehra, Group Chief Executive Officer and Govind Sandhu, Chief Operating Officer; and also, by Dr. Venkat, Chief Technology Officer; along with a Colony of more than 200 "Ants," together we continue to set the course for the future of AI within enterprises.

ABOUT THE SHARED SERVICES & OUTSOURCING NETWORK (SSON)

sson

The Shared Services & Outsourcing Network (SSON) is the largest and most established community of shared services and outsourcing professionals in the world, with over 160,000 members.

Established in 1999, SSON recognized the revolution in support services as it was happening and realized that a forum was needed through which practitioners could connect with each other on a regional and global basis.

SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, and more.

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