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Spotlight: Customer Case Study

Ageas: Change without fear drives Digital Workforce success

Ageas U.K. – one of the largest providers of personal and commercial insurance in the U.K. – was no stranger to automation when it began using Blue Prism's Digital Workforce in 2014. But from the very start, it knew it couldn't achieve its process efficiency, waste reduction, and risk mitigation goals unless it built an internal culture in which everyone in the organization fully understood the benefits of Robotic Process Automation (RPA), and embraced all it could do for them, the company, and its customers.

So, in keeping with its purpose of "making insurance easy," it established a wide range of leading change management practices. The goals were to eliminate worries about the impact on employment, actively encourage its employees to welcome process automation, and create a culture in which the employees think of the robots as additional team mates that are responsible for doing mundane, repetitive back office tasks 24/7/365.

Here are some of the ways Ageas has helped ensure Blue Prism success.

> **"We make it very clear that our team of aftercare subject matter experts manages the process automation, but the business area owns the process itself."**
>
> — **KATE PAYNE,** Automation Manager, Ageas

Selling the benefits, and managing the message

Ageas has a three-person process automation team devoted to making certain all personnel – from executives to department heads to the people supporting the processes – completely comprehend the value Blue Prism's digital workforce can deliver and eliminate the FEAR – or "false expectations appearing real" – about the impact of RPA, such as job redundancies for example.

The team uses a variety of methods to talk about the value of Blue Prism and showcase successes, including explanatory and exploratory workshops, videos posted on its internal communication channels, and ad hoc discussions initiated by business line leaders and workers. Whatever the method, the underlying message for a process that's ripe for Blue Prism automation is always: *"This is a really horrible process. You don't need to do it. We're going to give it to the robots instead."*

This approach ensures that the automation is being done in partnership with the employees, not done to them.

Humanizing the Digital Workforce

A major part of Ageas's efforts to ensure automation success is humanization of its Digital Workforce. While many clients have named their Blue Prism Digital Workers, Ageas has gone many steps further by developing and maintaining a fun page on its internal channel about its Digital Workers. So, in addition to viewing "profiles" of each of the Digital Workers, the human workers can become actively involved in their "lives." For example, the automation team sent an interactive poll to all company employees asking if they should be given a

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"Our biggest change management success has been how we've managed to sell robotics to the business, and how there is no fear. People are genuinely excited about Blue Prism. They love talking about the robots."

— **EMMA KIRBY-KIDD,** Process Automation Lead, Ageas, known internally as "the face of automation."

holiday on Christmas Day. And during a heavy snowstorm, the automation team captioned a posted robot picture with, *"Although we couldn't make it into the office today, the Digital Workers are still here carrying on as normal."*

Ensuring effective aftercare

Once a process goes live with Blue Prism, Ageas's dedicated four-person RPA aftercare team enter the picture. Comprised of operational experts, this group ensures the automations don't expose the business to risks of any type, and that the stakeholders are pleased with the Digital Workers' performance. It's responsible for scheduling and capacity management, enhancing their abilities, and consistently monitoring the automated scripts to guard against risk and meet regulators' rules.

The aftercare team heavily leverages data and dashboards to manage and communicate Digital Worker performance. Blue Prism's Control Room provides a centralized administration console for controlling, monitoring, executing, and scheduling process execution – to instantly redeploy a Digital Worker on another process if it finished its existing "job" earlier than expected. This enables them to be extremely lean in the way they use their Digital Workforce and get maximum capacity out of them.

They also collect data to deliver monthly reports to the stakeholders for each automated process. This reporting includes success rates – for example, the completion of 96% of the 100,000 policies managed during the month – and hours and associated financial cost savings delivered back to the business due to the automation.

Although this aftercare team makes sure all the Blue Prism Digital Workers are operating at maximum capacity, the business lines and internal departments – which it views and treats as customers – substantially influence what the Digital Workers do and why they do it, both today and in the future.

Delivering maximum automation benefits back to the business

The process automation team looks at both the quantitative and qualitative aspects of the Blue Prism automations. Quantitatively, they measure and report on efficiency and capacity gains, extent of license usage, FTE hours saved, and performance against revenue targets. From a qualitative perspective, their constant focus is cultural: creating an environment in which the human and Digital Workers interface, hand off tasks, or work side-by-side as a cohesive team; the humans have much more time to work on higher value activities; and, when process discussions are initiated the first question asked is "can the Digital Worker do that?"

If you follow Ageas's change management lead, you'll be well on your way to eliminating fear and creating a culture of Digital Workforce-driven success.

About Blue Prism

As the pioneer, innovator and market leader in Robotic Process Automation (RPA), Blue Prism delivers the world's most successful Digital Workforce. The company's intelligent digital workers provide business leaders with new operational capacity and intelligent skills to automate mission critical business processes, while meeting the requirements of the most demanding IT environments, where security, compliance and scalability are paramount.

Blue Prism provides a scalable and robust execution platform for best-of-breed AI and cognitive technologies and has emerged as the trusted and secure RPA platform of choice for the Fortune 500.

For more information visit **www.blueprism.com**.

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