WHITE PAPER

ARIS Roadshow London 2026 - Let's Get AI Working

Event Report | 10 June 2026

aris

Prepared for guests unable to attend in person. This report summarizes the key themes, keynote presentations, and customer case studies from the **ARIS Roadshow London 2026**, held at The Postal Museum on 10 June.

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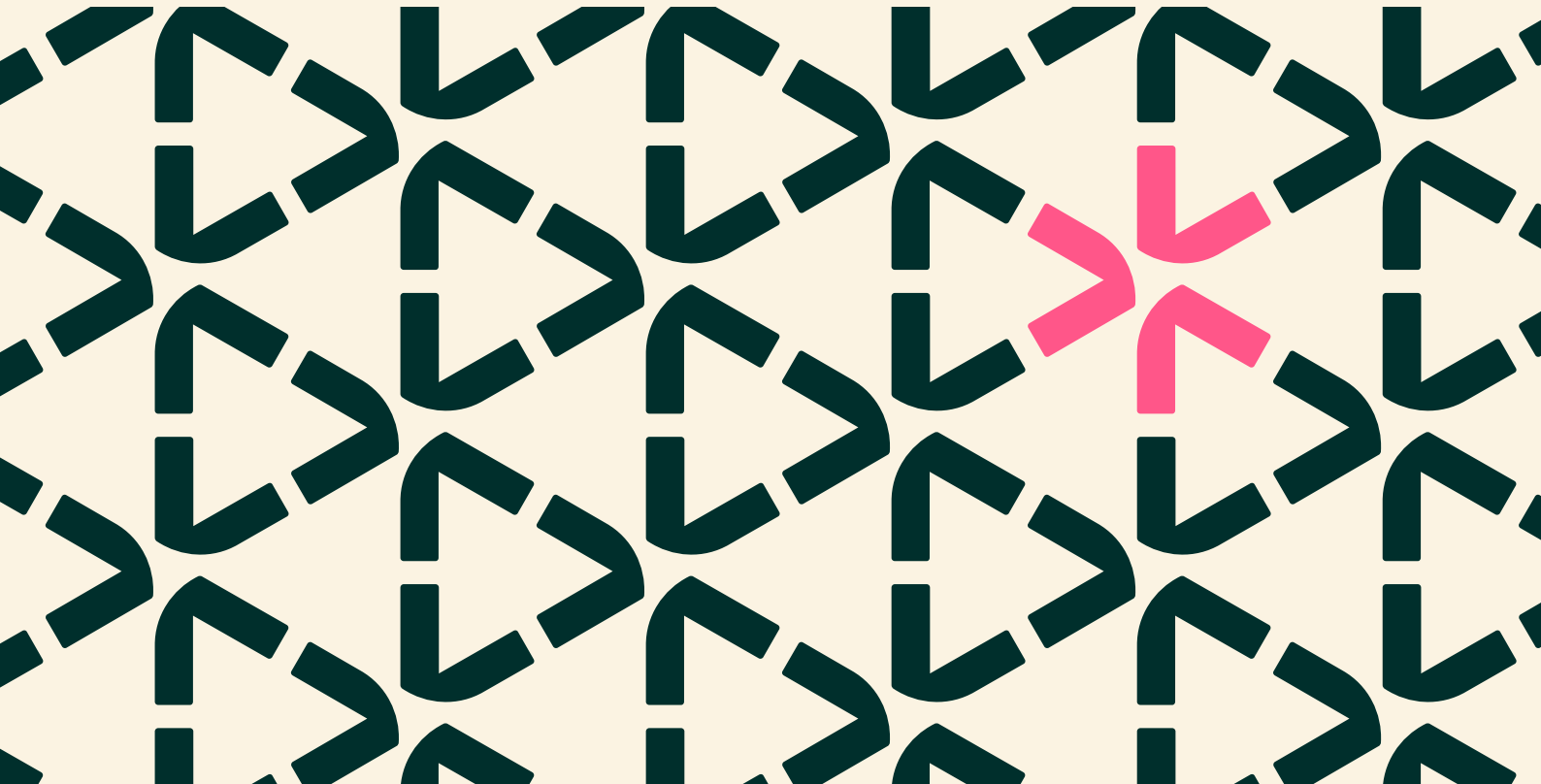

1. Executive Summary

The ARIS Roadshow London 2026 brought together senior process, technology, and transformation leaders from across Europe to explore one of the most pressing questions in enterprise AI: how do organizations build the operational foundations required to scale artificial intelligence responsibly and reliably?

Under the theme Let's Get AI Working, the event featured keynotes from ARIS CEO Guillaume Bacuvier, a senior keynote from Stuart Sim, Global Head of AI at Silver Lake, and a strategic presentation from Capgemini. These were complemented by an exceptional program of customer case studies from Boots, Maersk, Tesco, Nationwide Building Society, and BT — organizations that, together, represent some of the most advanced BPM and AI programmes in the UK and globally.

> *"The organizations that will regret the AI decade are not the ones who moved too slowly on models. They're the ones who moved too fast and skipped the process foundation."*
>
> **Stuart Sim** | Global Head of AI, Silver Lake

Three themes emerged consistently across every presentation and panel discussion:

Process as Foundation	Context over Tasks	Governance at Scale	People First
Governed, machine-readable process models are the prerequisite for reliable AI deployment	AI agents need operational context — roles, rules, object relationships — not just task execution	As AI matures from experimentation to enterprise, process governance becomes the control plane	The bottleneck is not technology — it is workflow redesign, change management, and organizational adoption

2. Event at a Glance

The event opened with a welcome from ARIS CEO Guillaume Bacuvier, setting the stage with the central message that process intelligence is no longer simply a documentation exercise but the foundational infrastructure upon which AI transformation must be built. The program then moved through a series of keynotes that provided strategic context — from Silver Lake's perspective on why governed process models are the missing substrate for enterprise AI, to Capgemini's analysis of how process management must adapt to the emerging agentic world.

Following the first networking break, the ARIS product team delivered a live showcase of new capabilities under the ARIS Agentic Intelligence banner, demonstrating how process context can be surfaced to AI agents at runtime. The programme was then given over entirely to customer voices, with presentations from five major organizations sharing their journeys, learnings, and future ambitions. The day concluded with the ARIS Impact Awards and a memorable networking reception featuring rides on the Mail Rail underground postal railway.

3. Opening Keynote

Guillaume Bacuvier, CEO, ARIS — *Let's Get AI Working*

Guillaume Bacuvier opened the event by challenging the audience to look beyond the current excitement around AI tools and models, and to focus instead on the operational foundations that determine whether AI delivers real business value or merely plausible outputs.

> *"Only 31% of enterprises have an AI agent running in production."*
>
> **McKinsey / S&P** | Q1 2026

Bacuvier presented compelling market data showing that the overwhelming majority of organizations remain stuck in an experimentation phase, with only a small minority of fast-moving technology firms and early movers having advanced to integration or scale. He outlined four stages of what he termed the agentification journey:

Experimentation	Integration	Scale	Agentic Enterprise
Pilots in specific workflows — where most companies are today	Introduction of agentic automation to core business processes	Agentification extended to non-core processes	Business runs on agentic processes by default — nobody here yet

Why AI Isn't Working at Enterprise Scale

Bacuvier was direct about the structural challenges facing enterprise AI deployments today. He identified a series of interconnected barriers across the full agentification value chain — from scoping and design through to deployment, observation, and compliance reporting. In particular, he highlighted:

- Process knowledge that is either non-existent or not in an agent-readable format
- No systematic approach to identifying which processes are candidates for agentic automation
- Limited observability of agent operations once deployed
- No established conformance matching between what an agent does and what the process dictates it should do
- Complex legacy systems and a general lack of process visibility that prevents AI from understanding the business context it is operating within

Bacuvier positioned ARIS as the platform that bridges the gap between where enterprises are today — with AI that runs but does not truly deliver value — and the goal of AI that is embedded, governed, measurable, and scaled. He introduced the concept of ARIS' three pillars: Process Mapping, Process Mining, and Process Governance working together as a single, unified process intelligence platform.

ARIS Product Strategy: Three Pillars

Bacuvier also introduced three strategic product pillars that structure ARIS's current roadmap, while announcing some key initiatives launching in 2026:

Pillar 1: E2E Agentification Toolbox	Pillar 2: Process Context Provision	Pillar 3: Governance & Compliance Suite
MCP (Model Context Protocol) integration	Object-Centric Process Mining (OCPM)	Coming Soon.
Process Lens for opportunity identification		
AI Companion for guided transformation		

In addition, ARIS announced new Customer Success Packages to help deliver new business value and shared the news that ARIS has been selected by AWS as the exclusive Process Intelligence launch partner for the European Sovereign Cloud.

4. Keynote — The Process Layer

Stuart Sim, Global Head of AI, Silver Lake — *Why Process Intelligence is the Missing Substrate for Enterprise AI*

Stuart Sim delivered what many attendees described as the most thought-provoking session of the day. Drawing on his experience evaluating AI investments across Silver Lake's global portfolio, he argued that the organizations poised to win the AI decade are not those with the most advanced models, but those that have invested in governed process intelligence as foundational infrastructure.

Sim structured his keynote around four interconnected ideas, each grounded in the conviction that the governed process model — not process mining alone, and not raw data — is the authoritative substrate that enterprise AI must reason against.

> *"Every AI initiative I've evaluated in the last three years has the same vulnerability — the model knows the data, but it has no idea what the organization actually does with it."*
>
> **Stuart Sim** | Global Head of AI, Silver Lake

1. The Governed Process Model as the Foundation for Digital Twins

Sim challenged a common misconception: that a digital twin of an enterprise system is simply a data replica. He argued instead that a governed, versioned BPM model — the authoritative blueprint of how work should run — is the twin itself, with process mining serving as the sensor that keeps it honest. This framing has significant implications for how organizations should prioritize investment: the model must come first.

Common DTO Misconceptions	Sim's Reframing
A replica of your ERP system	A governed model of how work should run
A descriptive snapshot of what happened	A living blueprint — the authoritative reference
Valuable but static — cannot simulate re-engineering	Enables simulation and prediction before deployment
Mining as the primary intelligence source	Mining as the sensor that validates the model

2. The Process Context Stack for Scaling AI

Sim introduced what he called the Process Context Stack — a layered architecture that describes how reliable AI decisions must be grounded in governed process models. He summarized the architecture succinctly:

- **AI Agent / LLM Reasoning:** Reliable decisions grounded in the governed model
- **Governed Model — System of Record:** Roles, decisions, SLA gates, compliance rules, and the normative blueprint
- **Orchestration Engine:** Coordinates RPA, agents, and legacy systems against the model
- **Process Mining — The Sensor:** Discovers as-is reality, surfaces variants, feeds conformance signals upward

His key message was clear: the governed model is the system of record AI reasons against. Mining feeds it but cannot replace it.

3. Process-Augmented RAG Architecture

Sim argued that first-generation Retrieval-Augmented Generation (RAG) systems — those that retrieve documents — are being superseded by architectures grounded in governed process models. The distinction matters because a governed model provides authoritative, structured context — sequence, roles, systems, decision points, compliance rules — that no document corpus can match in precision. This makes the process repository the highest-quality retrieval substrate available to enterprise AI.

4. Failure Modes at Scale and the Call to Action

With characteristic candour, Sim outlined the hard truths that large-scale AI deployments inevitably encounter. He identified five primary failure modes:

- **The Semantic Gap:** Infrastructure telemetry and business process events are fundamentally different data, and bridging them requires intentional instrumentation
- **Process Debt:** Organizations that did not model their processes a decade ago are now attempting to deploy AI on undocumented workflows — the backfill cost is enormous
- **The In-House Trap:** Large enterprises building AI-native process tools internally create maintenance burdens that scale non-linearly
- **Governance at Velocity:** AI agents inside business processes create audit trails that conformance checking must address — particularly in regulated industries where compliance is existential
- **The Change Management Ceiling:** The limiting factor is never the model; it is organizational capacity to operate differently

> *"The governed model is the moat. The defensible strength is not mining — it is the governed, versioned BPM repository. That is exactly the structured, normative context AI needs to act reliably."*
>
> **Stuart Sim** | Global Head of AI, Silver Lake

Sim closed with a direct challenge to the audience: build process intelligence with the same rigour and long-term thinking as any critical infrastructure investment. The organizations that will regret the AI decade, he argued, are not those that moved too slowly on models — they are those that moved too fast and skipped the process foundation.

5. Keynote — How Much Process Do You Need in an Agentic World?

Keith Stewart & Nick Blackbourn, Capgemini

Capgemini brought a practitioner's perspective to one of the most debated questions in enterprise AI strategy: if AI agents can decide what to do autonomously, does traditional process modelling still matter — and if so, how much?

The Capgemini team opened with a provocation that resonated throughout the room: 'If agents decide what to do, why do I need a process?' Their answer, developed systematically across the Design, Deliver, and Evolve dimensions of the process lifecycle, was that process management is not made redundant by agentic AI — it is made more important, but it must fundamentally change in character.

Rethinking the Process Lifecycle in an Agentic World

Traditional Process Management	AI-Ready Process Management
Define deterministic flows	Adaptive orchestration of agents
Document every step prescriptively	Model structure, context, and handoffs — not flow
Focus on the happy path	Allow agent-determined dynamic sequencing
Fragmented execution (BPM, RPA, agents in silos)	Process intelligence as the unified control plane
Governance cycles too slow for change	Agent-assisted BPM with continuous observation

Design: Selective Precision

Capgemini argued that process models for agentic environments should focus on three things: model structure (compliance boundaries, approval gates, cross-team handoffs), model context (what information does the agent need, and when?), and deliberately avoid over-modelling flow. Prescribing the happy path is not only unnecessary in an agentic world — it actively constrains agent effectiveness. The key insight is that agents need structure and context, not a script.

Deliver: Reclaiming Process Truth

The presenters highlighted what they called the distributed context problem: in most enterprises today, case state, decisions, and process history are split across multiple tools, and context does not travel with execution. The answer is to establish process intelligence as the control plane — providing unified visibility of process, state, and performance, and exposing context to agents at runtime. Trust in agentic processes, they argued, requires observability: organizations need to be able to see how processes are executed, whether standards are met, and where agentic patterns deliver the highest ROI.

Evolve: Agentifying BPM Itself

The final dimension was perhaps the most forward-looking. Capgemini challenged the audience to consider whether governance models designed for stable, document-based processes are fit for purpose when processes themselves are in continuous flux. Their answer was to reframe BPM as an operating system for agentic execution — with agent-assisted BPM enabling continuous observation of execution and automated change documentation. They posed a pointed question for the room: 'Is code-centric version control appropriate for managing agentic processes? I think not. BPMN was designed for a reason.'

> *"How much process do we need in an agentic world? Just enough. Model structure and context, not flow. Reclaim process truth. Agentify BPM itself"*
>
> **Capgemini**

6. Product Showcase — ARIS Agentic Intelligence

Turning Process Context into New AI-driven Business Value

The ARIS product team delivered a live showcase demonstrating how the platform's new capabilities translate the strategic vision outlined in the keynotes into practical, deployable tools. The showcase was structured around three core capability pillars, with a fourth set of additional highlights.

Pillar 1: E2E Agentification Toolbox

The showcase demonstrated how ARIS supports the complete agentification value chain — from scoping and baselining agent opportunities through to deployment, observation, and compliance assurance. Three new capabilities were highlighted:

- **MCP (Model Context Protocol):** A direct integration layer that connects any AI agent to ARIS, allowing agents to query both the normative BPM repository ('What should the process be?') and the Process Mining data ('What is the process actually doing?') in real time.
- **Process Lens:** A capability that allows organizations to map their process landscape and identify where agentic automation would deliver the highest value — answering the question 'Where do agents fit?' before any build investment is made.
- **AI Companion:** A guided tool that supports teams in moving from process understanding to a concrete roadmap for agentification.

Pillar 2: Process Context Provision — OCPM Showcase

The most technically compelling part of the showcase was a live demonstration of Object-Centric Process Mining (OCPM) in an Order-to-Cash scenario. The demonstration illustrated clearly why traditional AI assistants fall short in complex enterprise environments.

In the scenario, a strategic customer asks: 'Where is my order and why has it not shipped yet?' A traditional AI assistant, limited to checking the sales order, responds simply: 'Your order is currently open.' An AI agent powered by ARIS OCPM, by contrast, analyses the full network of connected business objects:

Business Object	Current State
Sales Order	Open
Delivery	Not created
Inventory	Available
Customer	Strategic account
Credit Check	Failed
Outstanding Invoice	Overdue
Customer Service Ticket	Escalated

Armed with this context, the AI agent can provide a precise diagnosis ('The order has not shipped because the customer failed a credit check due to an overdue invoice') and take a series of targeted actions: identifying the root cause, notifying the relevant finance stakeholder, preparing a credit-release request, prioritizing due to strategic customer status, and automatically triggering shipment once approval is granted. This demonstration powerfully illustrated the difference between AI that executes tasks and AI that understands business operations.

Customer Presentation: Lloyds Banking Group

Jonathan Smith, Lloyds Banking Group

7. Process as the New Code: The Operating System for Your Agents

Lloyds Banking Group shared one of the event's most forward-looking perspectives on enterprise AI, arguing that process intelligence is evolving from a documentation discipline into the runtime infrastructure that AI agents depend upon. The central question posed to the audience was both simple and provocative:

> *"If an agent makes a decision in your process tomorrow, can you explain why it did what it did?"*
>
> **Jonathan Smith** | Head of Group Process Office, Lloyds Banking Group

For Lloyds, agentic AI is fundamentally changing enterprise risk. As systems move from assisting humans to acting autonomously, understanding how decisions are made becomes just as important as the outcomes themselves. The scale of AI adoption at Lloyds already demonstrates this shift:

- **£50m** of value delivered across 57 production AI use cases in 2025
- **4 million** LLM-powered searches conducted in customer applications every month
- **4,000** working days saved through HR agent solutions

Yet Lloyds' message was clear: AI value at scale cannot be achieved through isolated pilots or bespoke solutions. Instead, enterprises need a repeatable operating model that turns process knowledge into machine-consumable capabilities.

From Process Maps to Capability Components

Lloyds described a future in which:

- Every process becomes a library of reusable skills
- Every skill becomes machine-executable
- Builders compose agents from trusted components rather than creating them from scratch

This represents a fundamental shift from documenting work to packaging enterprise capability. The objective is not simply automation, but reuse at scale — enabling organizations to move faster while strengthening control and consistency.

The Challenge: Process Knowledge Is Not AI-Ready

The presentation highlighted four common barriers preventing organizations from scaling agentic AI:

- Tribal knowledge where critical operational understanding exists only in employees' heads
- Duplicated builds that repeatedly recreate the same capabilities
- Bespoke agents designed around assumptions rather than actual processes
- Lack of telemetry preventing visibility into where work succeeds or fails

As AI systems begin to act autonomously, these gaps become increasingly problematic. Organizations must be able to explain not only what decisions were made, but how and why they were reached.

A Stack for Enterprise AI

Lloyds introduced a layered model for agentic execution built on process intelligence:

- **Process Intelligence** — a living model of how work actually happens
- **Skills Decomposition** — breaking processes into reusable units
- **Machine Assets** — packaging skills into governed, executable components
- **Builder Consumption** — enabling developers to assemble rather than author
- **Agentic Experiences** — where business value is ultimately realized

The message was unambiguous: **No foundation, no agents.** BPM and process mining provide the first three layers of this stack, ensuring AI systems remain accurate, governed, and trustworthy at scale.

The 1-to-N Effect of Reusable Skills

One of the most compelling concepts presented was the economic model of reusable enterprise skills.
Capabilities such as identity verification, sanctions screening, or eligibility checks are required across numerous banking processes — from onboarding and mortgage applications to account servicing and dispute resolution. By building these capabilities once and reusing them many times, organizations achieve a powerful "1-to-N" effect:

- Consistency increases
- Speed compounds
- Cost per use falls
- Reach expands across the enterprise

Every certified skill multiplies value each time a new process adopts it.

Process Intelligence as the Platform for the Agentic Future

Lloyds concluded with three practical recommendations for organizations preparing for agentic AI:

1. **Anchor on Process**
   Treat process models as the source of truth for every AI agent.
2. **Industrialize Skills**
   Establish ownership, versioning, evaluation, and governance for reusable capabilities.
3. **Open the Front Door**
   Provide builders with trusted skill catalogues and make composition the default.

The organization reinforced its commitment to this future with a target of delivering a further **£100m of financial benefit in 2026 through AI initiatives.**

The closing message resonated strongly with attendees:

> *“Process intelligence isn't a project. It's the platform our agentic future runs on.”*
>
> **Jonathan Smith** | Head of Group Process Office, Lloyds Banking Group

In an era of autonomous systems, Lloyds demonstrated that process is becoming the new code — the operating system that enables AI to act safely, transparently, and at scale.

Customer Presentation: Boots

Lee Oates, Head of Finance BPM & CI — Enabling BPM and AI at Boots

8. Boots — From Foundation to AI Transformation

Boots a phased journey from building a BPM capability from scratch to preparing for AI-enabled transformation, structured around three time horizons: Yesterday, Today, and Tomorrow.

Yesterday — Building the Foundation (Create Phase)

When the Boots BPM programme began, there was no process management capability in place — a particularly challenging context given that a major SAP S/4HANA transformation was simultaneously underway. The team's initial priorities were to build a baseline of current operations, create a connected process architecture with business objects, and link processes to delivery through JIRA, establishing end-to-end traceability from design to delivery. The result was a transformation of process documentation from PowerPoint presentations into a data-driven asset that brought business and IT teams onto a single shared view.

Today — Scaling Across the Enterprise (Discover Phase)

The current phase has seen Boots scale its ARIS deployment from a programme-specific tool to a genuine enterprise platform, with process documentation now spanning AI, Data & Analytics, HR, IT, Transformation, and Finance functions. Key achievements include:

- Over 2,000 detailed processes documented across the enterprise
- BPM training delivered business-wide, with continuous improvement embedded in every employee's personal development plan
- Proof-of-concept deployments of Process Mining and Simulation
- GRC capabilities scoped across Legal and Finance
- A 'pick your own tool flow' approach that acknowledges human processes today while building towards AI-enabled automation

A Concrete Process Improvement Example

Boots shared a specific, quantified example that illustrated the practical value of BPM-driven continuous improvement. The Debtor Pack process was identified as a candidate for redesign through process analysis:

220 → 40 Process steps reduced	**6 hrs → 1.5 hrs** Effort time reduction
180 steps Eliminated	**4.5 hrs** Time saved per cycle

The redesigned process replaced a long, repetitive workflow that unnecessarily separated outputs and relied on a temperamental macro, with a stable, adaptable process built around data inputs. As Oates noted: 'One of many.'

Tomorrow — Ready to Transform with AI (Transform Phase)

Looking ahead, Boots has a clear vision for what AI-enabled transformation looks like in practice. The team plans to enable AI companions and agentic capabilities on their process data, deploy process mining to close the gap between intended and actual execution, and use process simulation to test scenarios before committing to change. The strategic ambition is to shift from understanding processes to optimizing them in real time — identifying hidden inefficiencies and enabling data-driven, predictive decision-making at scale.

Customer Presentation: Maersk

Nora Lin, Head of Enterprise Process Governance — From Process Maturity to AI at Scale

9. Maersk — Building the Foundation for Enterprise AI

Nora Lin presented Maersk's journey from what began as a process governance initiative to what has become the operational foundation for the company's enterprise AI transformation programme. The presentation was notable for its rigorous honesty about where the hard work of AI scaling actually lies.

Maturity as a Prerequisite

Lin opened with a foundational assertion that resonated throughout the customer programme: before AI can scale meaningfully, the basics must be right. Maersk's process foundation — standardised taxonomy, a common process language, clear ownership, documented end-to-end workflows, and measurable outcomes — was not built as an AI readiness exercise. It was built as good process governance. The discovery was that these disciplines, when executed well, create machine-readable, reusable, and interoperable processes — exactly what AI agents need.

From Silo Optimization to Workflow Orchestration

Lin articulated a distinction that several other speakers also touched upon: the biggest gains from AI come not from automating individual tasks faster, but from redesigning end-to-end workflows. Maersk's experience in their logistics and shipping operations illustrated this clearly:

Old Model (Silo by Silo)	New Model (AI-Orchestrated Flow)
Disconnected scheduling	AI-assisted planning
Fragmented capacity planning	Integrated, proactive execution
Manual coordination and local fixes	Workflow coordination and shared visibility
Reactive execution, limited visibility	Human-in-the-loop oversight
Siloed workflows and inconsistent outcomes	Higher reliability, smoother execution, better customer outcomes

The early impact of this shift — reduced manual coordination, faster decision cycles, improved visibility, and higher productivity — validated the investment in foundational process work. Lin was careful to note that these results were enabled by process maturity, not by technology alone.

Two Critical Lessons

Lin concluded with two hard-won lessons that she offered as guidance for organizations at earlier stages in their AI journeys:

- **Fragmentation Slows AI:** If every domain optimizes independently, AI also becomes fragmented. Local AI experimentation alone is not sufficient — many AI capabilities (reading emails, understanding customer intent, coordinating workflows) are highly reusable across products, functions, and regions, and organizations must build accordingly.
- **The Bottleneck Has Shifted:** AI is now significantly accelerating prototyping and solution exploration. The bottleneck is no longer the technology. It is workflow redesign, governance, change management, enterprise alignment, and operational adoption.

> *"The organizations that scale AI successfully will not be the ones with the most pilots. They will be the ones that redesign workflows, connect the enterprise end-to-end, and combine AI with strong operational foundations."*
>
> **Nora Lin** | Head of Enterprise Process Governance, Maersk

Customer Presentation: BT

Chris Ballinghall, Data and AI Director - Preparing for Scalable AI and Automation

10. Preparing for Scalable AI — An Operator's Perspective

Chris presented a detailed analysis of what AI readiness looks like in practice for a large, regulated enterprise — and why it is fundamentally an operating model challenge, not a technology one.

AI Readiness as an Operating Model Challenge

Chris opened with a clear statement of principle: access to AI technology does not guarantee success. Success depends on operating model readiness. AI systems struggle with ambiguous or inconsistent processes, and in large, regulated enterprises the risks of deploying AI on immature process foundations are not hypothetical — they are existential.

The presentation outlined a four-layer model for AI readiness that is worth examining in detail:

- **Standardised and Governed Processes:** Treating processes as enterprise assets using BPMN 2.0, with ARIS as the single source of truth linking activities to roles, systems, controls, and policies
- **Data Preparedness:** Linking data objects to BPMN activities to ensure AI decisions are accurate, traceable, and explainable — reducing AI risk by embedding data governance in process architecture
- **Process Mining as Execution Intelligence:** Using event logs from core systems to reconstruct end-to-end processes, surface variants, and guide AI automation toward the highest-value opportunities
- **ARIS as the AI Control Platform:** A unified environment for BPMN modelling, process mining, and lifecycle management that provides real-time process insight and the auditability required by regulators

The Maturity Path and Central Governance Model

The presenter outlined an AI maturity continuum from simple rule-based automation through to fully agentic AI, arguing that higher maturity introduces greater risk if governance and controls are not established in parallel. Their operating model — central governance with federated execution — balances innovation and risk: central standards, tooling, and controls define the boundaries; business units execute AI initiatives locally, innovating within agreed parameters. ARIS provides the shared visibility and control that makes this model work.

> *"Fail to prepare, prepare to fail. Investing in standardized processes, simplified and linked data, and governance today enables a confident AI-enabled future delivering customer and shareholder value"*
>
> **Chris Ballinghall** | Data and AI Director, BT

Customer Presentation: Tesco

Anu Kalia, Global Process Experience - Our BPM Journey — Readiness for AI

11. Tesco — A Decade of BPM at Scale

Tesco's presentation was, in many respects, the most comprehensive of the customer programme — a detailed account of a decade-long BPM journey that now stands as one of the most mature and extensive ARIS deployments in the world. The scale of the business provides essential context for understanding the scale of the process management challenge.

23M+ Clubcard customers shopping weekly	**£66Bn+** Annual group sales
4000+ Stores worldwide	**1Bn+** Transactions per year in UK
300k+ Colleagues worldwide	**80M** UK shopping trips per week

The BPM Journey: Seven Phases Since 2016

Tesco's ARIS journey began in May 2016 and has evolved through seven distinct phases, each building on the last to extend capability, adoption, and business value. The programme has grown from an initial focus on creating a standardised process template aligned to a CEO-led strategy, to today's position with over 40,000 models, 875+ active designers, and global deployment across India, ROI, and Central Europe.

40k+ Active models	**875+** Active designers
c3k Active viewers	**8.5k** Published models

A single source of truth for Tesco's business processes now enables operational excellence, effective governance, continuous improvement, and digital transformation — while delivering consistent value to customers, colleagues, and the business.

Live Case Studies from the Programme

The presentation shared two live case studies that illustrated how ARIS is driving tangible business outcomes at Tesco's scale. The Supplier Experience case applied Process Mining to Accounts Payable, examining the invoice receipt to payment process, rework loops, non-standard paths, and process adherence across 16,000+ suppliers. The Colleague & Customer Experience case built a standalone stores portal with approximately 2,000 swim-lane processes and 2,500 models, supporting onboarding, training, productivity measurement, and change management across Tesco's Express to Extra store formats.

Key Learnings from a Decade of Application

Anu offered four hard-won principles for organizations building BPM programmes at scale:

- **Keep standardization practical:** Use consistent, simple modelling standards with clear guidance and examples — too much rigidity reduces usability and adoption
- **Prioritize governance over tools:** Define roles, approvals, and quality checks early — without them, processes become inconsistent and unreliable
- **Focus on business adoption:** Success depends on change management, tailored training, leadership support, clear value, and embedding processes into daily work
- **Maintain a trusted single source of truth:** Treat process models as living assets — when up to date, they enable operational excellence, risk management, transformation, and performance tracking

BPM 2.0 — The Road Ahead

Tesco presented a forward-looking BPM 2.0 strategy built on three pillars: Map (building a foundation of clarity), Mine (shifting to data-driven process discovery and improvement), and Manage (actively managing, automating, and monitoring core processes). Looking further ahead, they described an Intelligence layer — leveraging AI to drive Continuous Improvement 2.0 by combining process data, user feedback, and AI recommendations to predict future outcomes, risks, and automation potential.

> *"ROI = Process Intelligence + AI. The combination enables smarter decision making, dynamic processes and adaptive workflows."*
>
> **Tesco**

Customer Presentation: Nationwide Building Society

Edel Hindley, Global Head of Process & Experience — Turning Processes into AI Superpowers

12. Nationwide Building Society — Creating the Foundation for AI-Ready Process Data

Nationwide's presentation, delivered by Edel Hindley, provided a compelling account of how one of the world's largest building societies — with over 16 million members and recognition as the UK's best bank in the Forbes World's Best Banks 2026 ranking — is systematically building the process data foundation required to unlock AI at scale.

16M+ Members	**25,000** Colleagues dedicated to Nationwide's purpose
1 in 3 People in the UK have a relationship with Nationwide	**#1** Forbes World's Best Bank 2026

A Structured Journey Since 2022

Nationwide's process ownership framework has evolved systematically since 2022, with each year bringing new capability, governance, and maturity. The journey has moved from an initial appointment of Process Owners and an ad-hoc approach, through to a fully structured and governed model with Process Management Leadership Groups, bi-annual maturity assessments, and formal integration of process controls into risk management systems.

What 'Good' Looks Like: AI-Ready Process Data

Hindley provided one of the day's clearest articulations of what AI-ready process data actually means in practice. She identified five attributes that Nationwide has built its process library around:

- **Connected:** Processes are linked across risks, controls, systems, and outcomes — not managed as isolated artefacts
- **Consistent:** Standard taxonomy, standard layout, and standard levels of detail enable the data to be compared, aggregated, and analyzed
- **Owned & Governed:** Clear accountability with ongoing maintenance and oversight ensures the data remains current
- **Usable & Available at Scale:** Easy to engage with, easy to find, easy to interpret, and easy to report on
- **Accurate & Complete:** Trusted as a single source of truth — an authoritative process library

> *"Processes are the Engine of the Society — joining the dots across our teams, tools and data to allow us to be uncompromisingly customer-focused."*
>
> **Edel Hindley** | Global Head of Process & Experience, Nationwide Building Society

What AI Will Unlock

Hindley was clear about why this investment matters. With high-quality, connected process data, AI can:

- Identify process strengths and weaknesses across the enterprise
- Detect issues, risks, and control gaps before they manifest as incidents
- Surface duplication, inefficiencies, and unnecessary complexity
- Reveal automation opportunities at scale
- Drive process simplification and standardization
- Enable better, faster decision-making across the organization

The message was direct: AI turns structured process data into actionable insight at scale. But it can only do this if the data is structured, connected, governed, and trusted.

The Path to AI Readiness

Nationwide's vision for AI readiness — validated by their AI Council and informed by their process maturity journey — is centred on three disciplines: Understand (taking time to truly understand underlying processes), Connect (linking processes to risks, controls, systems, and outcomes, and connecting the teams delivering and managing them), and Share (ensuring process documentation is visible and accessible across teams and tools). Hindley's closing message was simple: the better the data, the smarter the organization becomes.

13. Key Themes & Takeaways

Across an event of keynotes, showcases, and customer presentations, five themes emerged with consistent force — reinforced by speakers from very different industries, organizational contexts, and stages of AI maturity.

Theme 1: Process Intelligence is AI Infrastructure

Every speaker, without exception, positioned governed process intelligence as foundational infrastructure — not a nice-to-have, not a documentation exercise, but the substrate upon which reliable enterprise AI must be built. Silver Lake described it as the moat. Capgemini called it the control system for agentic execution. Maersk demonstrated it as the prerequisite for meaningful scale. The consensus was clear: organizations that invest in process intelligence first will compound that investment as AI capabilities advance; those that skip this step will find the debt increasingly expensive to repay.

Theme 2: Context is the Differentiator

The ARIS OCPM showcase and multiple customer presentations converged on a crucial distinction: there is a fundamental difference between AI that can execute tasks and AI that understands business context. The Order-to-Cash demonstration made this vivid — the gap between 'your order is currently open' and a diagnosis that identifies a credit hold, an overdue invoice, a strategic customer relationship, and a clear action plan is the gap between AI that runs and AI that delivers value. Closing that gap requires process context — and process context requires governed models.

Theme 3: Governance Must Scale with AI

As AI matures from experimentation to enterprise deployment, the governance challenge grows proportionally. Several speakers — including the telecoms operator and Nationwide — emphasized that organizations in regulated industries face particular scrutiny. The EU AI Act (full applicability August 2026) and DORA requirements were specifically referenced as reasons why conformance checking, auditability, and explainability must be built into the process foundation from the outset. ARIS was consistently positioned as the control plane that enables this.

Theme 4: The Bottleneck is Organizational, Not Technical

Perhaps the most consistent message across the customer programme was that the limiting factor for AI scaling is not technology — it is organizational capacity to redesign workflows, manage change, and adopt new ways of working. Maersk, Tesco, and Nationwide all articulated versions of this insight. The technology is advancing faster than most enterprises can absorb it; the investment in process maturity, governance, and change management is what determines whether AI pilots become enterprise capabilities.

Theme 5: BPM Must Evolve — But Remains Essential

Capgemini's presentation posed the most challenging question of the day: if AI agents are adaptive and autonomous, does traditional process modelling still apply? The answer that emerged — from Capgemini and reinforced by every customer presenter — was nuanced but unambiguous. BPM does not become less relevant in an agentic world; it becomes more relevant but in a different way. The focus shifts from prescribing deterministic flows to defining structure, context, and guardrails. The discipline evolves from documenting to driving. But the governed process model — the authoritative blueprint of how the organization should operate — remains the foundation.

ARIS Impact Awards

The event concluded with the ARIS Impact Awards ceremony, recognizing companies that have demonstrated exceptional results through their use of ARIS and process intelligence. The awards were followed by a networking reception featuring the Mail Rail experience — a 15-minute immersive journey on London's historic underground postal railway, beneath the streets of the city. It was, by all accounts, a fitting conclusion to a day about the infrastructure that keeps organizations moving.

The Impact Award in Value was Tesco for its work using ARIS is the central source of truth for how work happens across the £66n organization, providing the basis for value realization through process standardization, simplification and automation.

The Impact Award in Execution went to Lloyds Banking Group which is uses ARIS as the enterprise-wide standard for Business Process Analysis and Process Mining, while also implementing the ARIS platform into its approved architecture for Agentic AI roll outs throughout the company.

The Impact Award in Innovation was won by BT for the way it has partnered with ARIS to help develop our platform's next generation products and AI capabilities.

This report was prepared by ARIS for guests unable to attend the London Roadshow. The content is drawn directly from presentations delivered on 10 June 2026 at The Postal Museum, London. For further information, please contact your ARIS account team.

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