How can automation transform your company?

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“The question is not if but when the new era of automation will have its full impact on your organisation.”
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Head of Automation, Deloitte DK

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Automation advisor and SME

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Automation advisor and SME - ex Head of RPA in financial industry
For most of the organization the automation journey presents many obstacles
Agenda

How can automation transform your company?

1. **What is Intelligent Automation?**
   The digital operational excellence toolkit

2. **Automation Failures and Successes**
   Learn from the experiences of others. Hype vs. Reality.

3. **Orchestration – your next step?**
   Manage the hybrid workforce - and prepare for the future

4. **Approaches to a step change**
   Re-imagine your automation journey
“Automation is no longer optional for excellent customer experience — it’s mandatory”
What is Intelligent Automation?

The digital operational excellence toolkit
IA is the use and orchestration of 4th Industrial wave technologies and tools to transform businesses
A conventional process work performed by humans without any automation tools
A conventional process performed mostly by humans with the help of Robotics

Sub-process A: Human
Sub-process B: Human
Sub-process C: Robotics
Sub-process D: Human

Robotic Process Automation
A conventional process performed by humans with the help of Robotics and Artificial Intelligence

Sub-process A: Human
Sub-process B: Human
Sub-process C: Robotics
Sub-process D: AI

- Robotic Process Automation
- Machine Learning
- Deep Learning
A conventional process performed mostly by Intelligent Automation tools supporting humans
Intelligent Automation hype and reality
Deloitte’s 3rd Annual Global Robotics survey

The value of work done by robots is proven and confidence in robotics has grown significantly over the last year – top priorities for organisations adopting Robotic Process Automation are:

**Increased productivity & improved customer experience**

RPA implementation continues to outperform expectations on:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Percentage</th>
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<tr>
<td>Improved productivity</td>
<td>95%</td>
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<tr>
<td>Cost to implement</td>
<td>94%</td>
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<tr>
<td>Improved compliance</td>
<td>93%</td>
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All key stakeholders are reported to be supportive of RPA strategies with significant year-on-year improvement in support from the IT function.

Over 80% of organisations implementing or scaling RPA indicated a happier workforce.

However, organisations are still struggling to scale robotic process automation, rising by only 1% in the last 12 months.

2017-18

1. Process fragmentation
2. Lack of IT readiness
3. Lack of clear vision

Top three barriers to scaling robotic process automation.
Intelligent Automation transformation could take longer than expected

56% think IA will transform their company within 3 years (down from 76% in 2017)

37% think IA will transform their whole industry within 3 years (down from 57% in 2017)
Organizations are also struggling when applying Artificial Intelligence

1. Implementation Challenges
2. Roles & Functions
3. Data Issues
Common pitfalls organizations are struggling with

We Generally Observe:

- Lack of vision
- Only focus on cost reduction
- Automating tasks and fragmented processes
- Narrow technology focus (on RPA)
- Lacks a clear operating model and governance
- Rigid and slow delivery processes

"...If you only know how to use a hammer, you will only find nails..."
Leading organizations reach scale and deliver value with automation

What leading organizations do differently...

- Have a clear vision
- Think benefits
- Think Intelligent Automation
- Become agile
- Establish a agile operating model
- Are End-to-End process and value led
Leading organizations are using Intelligent Automation to automate End-to-End processes

Value delivered

High value opportunities

End-to-End

Use Cases

Low value opportunities

Number of opportunities

Source: Deloitte Analysis
A pharmaceutical company: Increase revenue while reducing cost

- Running a Digital Transformation
- Performed an Intelligent Automation analysis across sites and functions
- Found +80 transformational initiatives
- Initiatives can bring +40 millions DKK/year in benefits
Orchestration: your next step?
Orchestration: your next step?

- What is automation orchestration
- Why we think automation orchestration is important
- How to get started
- Key takeaways
Automation orchestration is coordinating and managing activities in a process

Request

User interaction
Image and video analysis

Gather data

Machine learning
Make rule based decisions

Make decision

Chatbot
Generate client message

Fulfilment

RPA retrieves data from legacy system
API integrations
Employee workbasket
RPA writes data to legacy system
API Integrations

Process automation orchestration

Sentiment analysis

Generate client message

API Integrations
Why is orchestration important?
Using a BPM tool for orchestration can open for more complex tasks

Example: using one technology (RPA)

Example: using multiple technologies (orchestrated using BPM)
Example: Robotics and BPM

BPM tools have "off-the-shelf" components that will make automations faster, easier and more robust

- Creation of interfaces
  - Collect data in a structured way
  - Collect data in any (online) channel
  - Enable efficient re-engineering of processes based on customer journey

- Manage the workflow
  - Send assignments to robots or people
  - Manage exceptions
  - Break processes into pieces
  - Manage workflow across multiple functions

- Working with cases
  - Make it easy and efficient for humans to work with cases
  - Approval of cases
  - Access management
  - Enable human/robot/IA collaboration

- End2end insight
  - Create E2E transparency
  - Identify bottlenecks
  - Continuous improvements
Scaling without a orchestration strategy can be a dangerous path

Examples of high-risk behaviour:

- Stretching the RPA technology (creativity is good, to a certain extend)
- Automating bits and pieces across an organisation (risk of ending up in a coordination nightmare and not creating significant value)
- Not having clear rules for how to deal with data and confidentiality (lack of overview and too many ad-hoc solutions)
- Not knowing which tools to use for different tasks (or not having the right tools in the toolbox)
- Not Having a plan for how to involve the humans workforce (exception handling, decisions etc.)
- ...
Intelliget automation can be executed end-to-end or start as task automation

1. **Task-based automation**
   Targeting simple, rules-based processes within a function

2. **Cognitive automation**
   Targeting common process components across functions driving insight e.g. OCR and/or Natural Language Processing

3. **End-to-end process automation**
   Creating intelligent, adaptive end-to-end processes across functions, using various automation technologies
Consider the right tools and reimagine the process

How to get started with orchestration

Current process

Customer → Service agent → Action

Alternative 1

Customer → IVR* → Action

*Interactive Voice Response

Alternative 2

Customer → Form(BPM) → Action

Alternative 3

Customer → Chatbot → Action
Designing end-to-end workflows

Short demo: Shopping in the deloitte webshop using a BPM tool to orchestrate human and RPA technology

![Diagram of process orchestration in Appian](image-url)
Demo
Some key takeaways

1. Humans can be part of an intelligent automation process
2. Remember to solve real business issues
3. Orchestration is one way to avoid chaos / high-risk automation
4. Think end-to-end process rather than task automation
5. Have a solid toolbox and know the limitations
6. It is not that difficult (or expensive) to get started..
Approaches to a step change

Re-imagine your automation journey
The Scaling Lab
Scaling lab in a nutshell

What is the R&IA Scaling Lab?
An immersive collaboration session that explores the ‘art of the possible’

What problem does it solve?
Only 4% of organization have achieved automation at scale

What is the benefit?
Compelling automation vision, identified required foundations and a clear roadmap for success
How to address your barriers to scale

Barriers
- Mindset
- Goals
- Value
- Ownership
- Readiness
- Momentum

Explore
- Value Capture
- Foundations
- Scale

Vision
- Operating Model
- Ignite
How the lab feels

Before the Lab, we aim to understand your automation journey to-date and the barriers to scaling that are currently holding you back.

This information is used to customise your Scaling Lab experience to accelerate momentum behind automation.
The Value Stream Assessment
Value stream assessment in a nutshell

What is the Value Stream Assessment?
Evaluates end-to-end business processes, assesses opportunities, outlines automation solutions and business case

What problem does it solve?
The narrow scope within which companies are tending to implement automation

What is the benefit?
Identify automation initiatives across entire business units
Value Stream Assessment

End-to-end value chain transformation through automation

Intelligent Automation

- Process Re-engineering
- Process Mining & Analytics
- BPM
- VA/Chatbots
- RPA
- Machine Learning

Step A: Pain Point Diagnostic

Step B: Value Stream Analysis

Step C: Roadmap

Step D: Intelligent Automation Delivery

Scope
Assess
Quantify
Implement
Scale

51% of executives report “Enhanced current products” as the top benefit from implementing Intelligent Automation.

4% Clients currently scaling automation

7,000+ Approximation of hours to be saved per business area

40,000+ Approximation of hours to be saved across the enterprise
Transformation occurs when you integrate the right technologies

Drive your performance

YOUR TRANSFORMED PERFORMANCE

Transformed Performance = New ways to work with big payoff
The change is already happening. Are you leading it?
Thank you