



Using robotic process automation to improve productivity and reduce costs



What was at stake?

A global Fortune 1000 bank needed to expand its operational capacity to handle a high volume of financial transactions without hiring additional staff. However, bank leaders were initially skeptical about automation because:



many of the bank's processes were highly complex



the required data was scattered across numerous legacy and third-party systems, and



most of the processes —when viewed in isolation—did not justify deployment of a full robot

Where Deloitte stepped in?

Deloitte's end-to-end analysis of the business found that RPA was indeed a viable option because many of the processes were sufficiently similar to allow a combined approach to bot planning, development, implementation, optimization, and maintenance. The bank's first bot was developed and deployed in just six weeks as a pilot project to prove the viability of RPA. However, the effort quickly expanded.

Specific examples of RPA use at the bank include:

- Accepting requests for credit card remediation due to an issue or refund, and then gathering thousands of related data items for each remediation application
- Logging into a statement repository and converting PDF-based unstructured data into structured data, using the power of natural language processing to identify key terms to inform claims assessment
- Applying a tailored rule-set to transactional data, and then feeding the results into a remediation calculator for processing and payment

The bank's automation journey

	2 months	6 months	18 months
Infrastructure	3 physical PCs	10+ virtual PCs	150 virtual PCs
Bots	1	30-50	150
Processes	1	5-10	20
Weekly requests	<2k	10-20k	90k
Total requests		500,000	4 million
Team adoption	20%	50%	100%

Source: Deloitte Consulting LLP 2017

The result.



\$40 million expected to be saved, over the first three years, and increased throughput in lending and retail banking as more than 150 bots are executing 120,000 operational requests per week, at only 30% of the cost that would have been incurred had the bank been required to hire additional staff.

Contact us.

Explore additional examples of digital margin improvement in action in Deloitte's Global Cost Survey Report and contact us to discuss implications for your organization.

www.deloitte.com/us/thriveglobal

Omar Aguilar

Principal, Global Strategic Cost Transformation practice leader

Deloitte Consulting LLP
oaguilar@deloitte.com

Scott Sopher

Principal, Robotics & Cognitive Automation Lead

Deloitte Consulting LLP
ssopher@deloitte.com

Faisal Shaikh

Principal, US Strategic Cost Transformation practice leader

Deloitte Consulting LLP
fshaikh@deloitte.com

As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2018 Deloitte Development LLC. All rights reserved.