EVOLVING RPA JOURNEY THROUGH DIGITAL RPA CONSULTING PRACTICES

Tech Mahindra

EXECUTIVE SUMMARY:

In this new area of digitalization and automation, organizations are still following manual and traditional practices to implement the automation solutions. When an organization is delivering automation solutions to their clients, isn't it mandatory to automate their own practices first so that they can deliver optimum values to their clients?

This white paper will talk about the key challenges in traditional RPA consulting and delivery methodologies and how they can be overcome to deliver a better ROI to the customers.

WHAT DO WE MEAN BY BETTER ROI?

OPTIMUM VALUE FOR MONEY.

An RPA implementation partner can maximize the value for their customers and deliver optimum value for their money by offering:

1. Fast track delivery
2. Lesser effort and low cost
3. Inject best practices from market leaders
4. Optimum utilization of bots and bot licenses

In addition, an RPA implementation partner can deliver following value adds to their customers:

1. Develop process assessment and manage service capabilities within customer's organization
2. Build continuous innovation culture within customer's organization

To deliver the above mentioned key value adds to the customers, RPA delivery organizations must move their traditional manual practices to the new era of digital RPA consulting and delivery methodology.

CHALLENGES IN TRADITIONAL RPA CONSULTING AND DELIVERY:

Readiness and process discovery

In any RPA or automation journey process assessment and readiness is certainly a bottleneck area in the RPA delivery lifecycle for teams looking for a fast paced deployment. In the current methodology, RPA consultant validates each of the processes with their own RPA assessment questioners and comes up with the list of processes and their business cases.

Challenges:
- No standardization, in terms of process assessment questions and methodology
- Use case creation is very cumbersome
- Identify only RPA opportunities instead of holistic automation and process improvement areas
- A great amount of time is invested from both sides in discovery
- Lesser accuracy, in terms of type of automation to be deployed
- All variances across all agents are not captured
- High failure rate due to incorrect foundation of the project
- 40% of total cycle time is used up in process discovery and prioritization

Development and deployment

During the development and deployment phase, it has been observed that lesser accuracy in outcome and continuous changes in requirements causes repetitions in development work.

Challenges:

- Time consuming
- Lesser accuracy, in terms of type of automation to be deployed
- High number of CR and extended delivery time
- Lesser re-useable component

BAU bot operations

It has also been observed that post deployment, there are number of issues occurring due to lesser accuracy in initial stages and high development time. Also in traditional RPA, bot health and triggers are to be handled manually which again creates extra work for the agents.

Challenges:

- Bot health and triggers are to be handled manually
- Increased delivery time may cause irrelevance of the developed bot, may be the process got changed, may be some new checks, steps have got added etc.
- No automated event collection log hence lesser visibility on bot's utilization and improvement areas
- No optimum use of bot licenses

MITIGATING CHALLENGES AND MAXIMIZING VALUES FOR CUSTOMERS

It's time to digitally discover BPO "To-Be" processes, understand their automation potential, improve transformational impact, select and implement right fit automation solution and articulate a continuous improvement plan to monitor and scale future automation. So what we essentially need are:
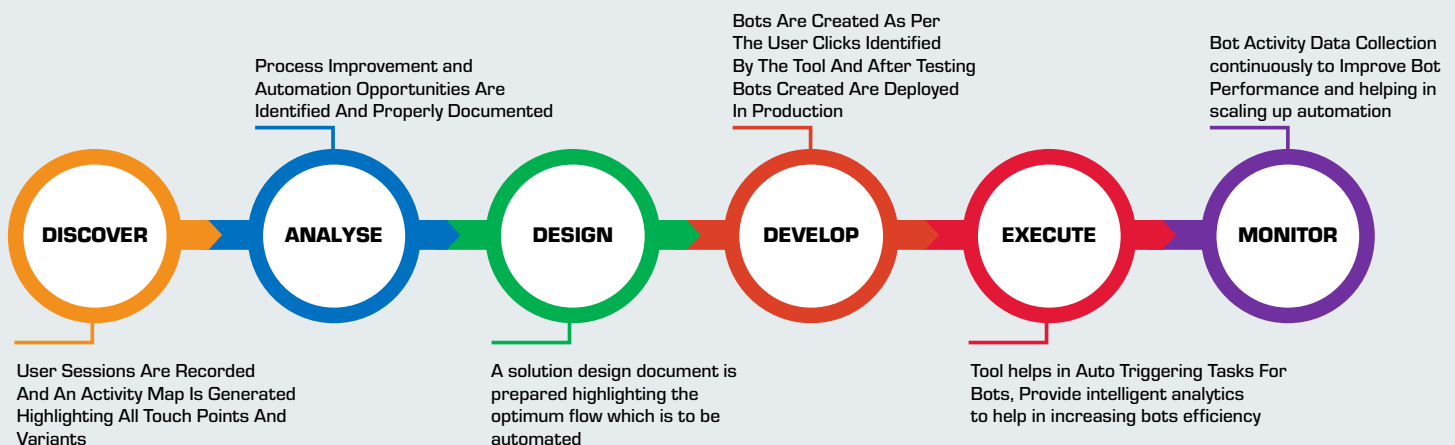
- Create a framework with digital process assessment capabilities
- Enable market leading partners to deploy digital consulting tools and technics

RPA consulting frame work and tools can mitigate above mentioned issues:

RPA service providers must look for a solution which can:

- Create activity heat map that's makes it easy to create use cases
- At least 40% lesser time spent in discovery of use cases
- All variances across all agents are captured providing complete process visibility which helps in process variant selection
- Automation deployment turnaround time is reduced by 50 to 60%
- Monitor bot health and performance also it auto triggers bots to execute
- Build a sustainable pipeline for automation across the vertical at one go

How does the digital RPA Consulting life cycle should look like?

Process Improvement and Automation Opportunities Are Identified And Properly Documented

Bots Are Created As Per The User Clicks Identified By The Tool And After Testing Bots Created Are Deployed In Production

Bot Activity Data Collection continuously to Improve Bot Performance and helping in scaling up automation

DISCOVER ▸ **ANALYSE** ▸ **DESIGN** ▸ **DEVELOP** ▸ **EXECUTE** ▸ **MONITOR**

User Sessions Are Recorded And An Activity Map Is Generated Highlighting All Touch Points And Variants

A solution design document is prepared highlighting the optimum flow which is to be automated

Tool helps in Auto Triggering Tasks For Bots, Provide intelligent analytics to help in increasing bots efficiency

Key features of Digital RPA Consulting:

- Record manual user sessions to identify repeatable patterns, analyze your users' manual activities through digital tools, select suitable activities and patterns to automate, blend activities to fit selected patterns and then build a flawlessly aligned bot without redundant feedback-loops
- Automatic prioritization of efforts according to highest ROI
- Automatically understand user click paths and most common variants and provide results
- Every step of a digital process leaves a digital footprint e.g. ID, activity & time. So learn from past process data and robotically trigger tasks for bots.
- Pre-built connectors to ERP systems extract this data and analyze speed up process discovery
- Smart algorithms then reconstruct, analyze and understand the real process Afterwards, powerful analytical tools highlight inefficiencies, bottlenecks and conformance issues
- Collect bot activity data to further analyze and improve your process through advanced Artificial Intelligence and Machine Learning components to drive transformation projects.

Business values that can be delivered through Digital RPA Consulting capabilities:

- Efficient and optimum automation programs
- Maximize the value for their customer with automated RPA Consulting outcome and efficient delivery of bots
- Build automation factory to produce bot, not just being selective and slothful
- Reduce the process discovery time by at least 35 to 40%
- Reduce the delivery time at least by 50-60%

Conclusions

With the traditional RPA assessment process, a service provider still can provide a To-Be process and business case with ROI. But the question always remains same for their clients, Are we getting the maximum value of our money?

With the traditional RPA Consulting and delivery methodology, the answer is definitely **"NO",** because, they often fail to deliver what they have promised initially, we have detailed multiple reason in the above sections. That's why service providers must need to adopt **a methodology which is more scientific, can be self-served and has digital logs for each activities**

To summarize, in this digital era when every customers are looking forward for a first track deployment of right fit automation, service providers can afford log and low quality process discovery in traditional method. They have to facelift immediately to bring in the digital RPA Consulting capabilities to deliver value for money to their customer.

The solution must be digital and,

- Objective and Complete
- Immediate and Self-Serve
- Continuous and Boosted

The most important thing we all needs to remember about RPA delivery is,

RPA / automation can deliver huge savings, however it must be preceded by RPA Consulting to validate if such potentials can be realized on ground.

ABOUT AUTHOR

SRIBASH PAUL
Digital consultant and Utility domain expert at Tech Mahindra BPS

Sribash Paul is a digital expert with 12+ years of vast experience of designing solutions, transformation road map and implementing large transformation practices across geography. He has proven record of accomplishment of delivering significant business out comes in complex automation / RPA delivery. He has worked across the vertical and line of businesses and delivered digital consulting assignments and has been always a choice of customers.

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