



Ensuring Business Continuity Management Capabilities

Robotic process automation (RPA) goes hand-in-hand with you to tackle a crisis



The novel coronavirus (COVID-19) outbreak has been a challenge for organisations as employees have had limited access to offices. This disruption may delay essential functions, resulting in potential stagnation of the business.

How can a business reduce its concentration of personnel to ensure employee safety but also keep the entity functioning? To maintain business continuity, all organisations should think about how to support remote, collaborative work arrangements as well as automated service delivery.

In a crisis, being able to remotely access key information required for decision making to maintain 'business as usual' is critical to business continuity. The use of robotic process automation (RPA) can assist in business continuity during a situation when available manpower may be disrupted.

Deploying RPA solutions through a centralised platform allows users to quickly develop integrated intelligent automation capabilities. Such a platform can control robots (e.g. starting and stopping, scheduling tasks) using flexible configuration or uploading their operational parameters. At the same time, this type of platform can report the real-time status of robot operations and what business data has been processed. It also provides users with data analysis, improves work efficiency, and helps innovate in human resources and management office models – allowing companies to better respond to unexpected situations.



**Robotic
Process
Automation**

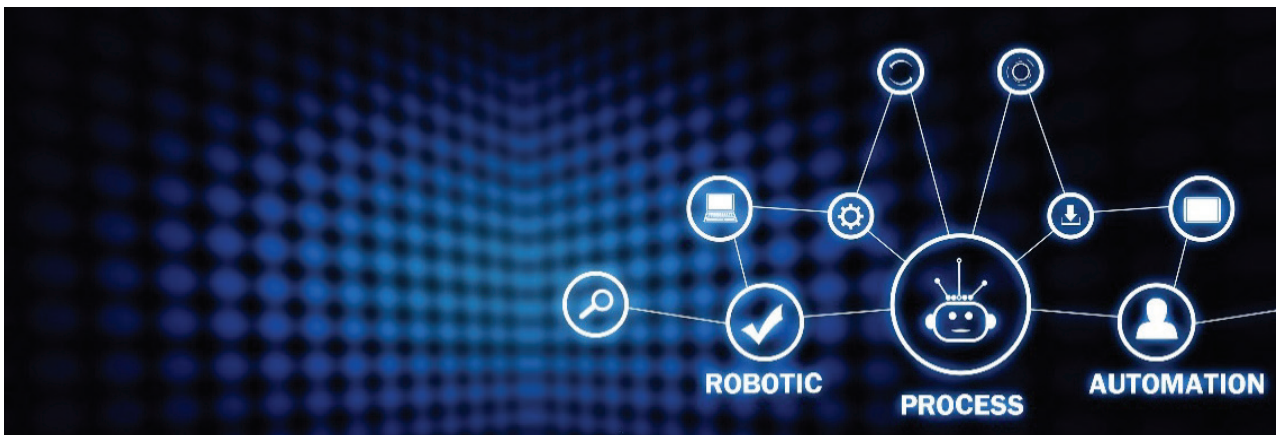
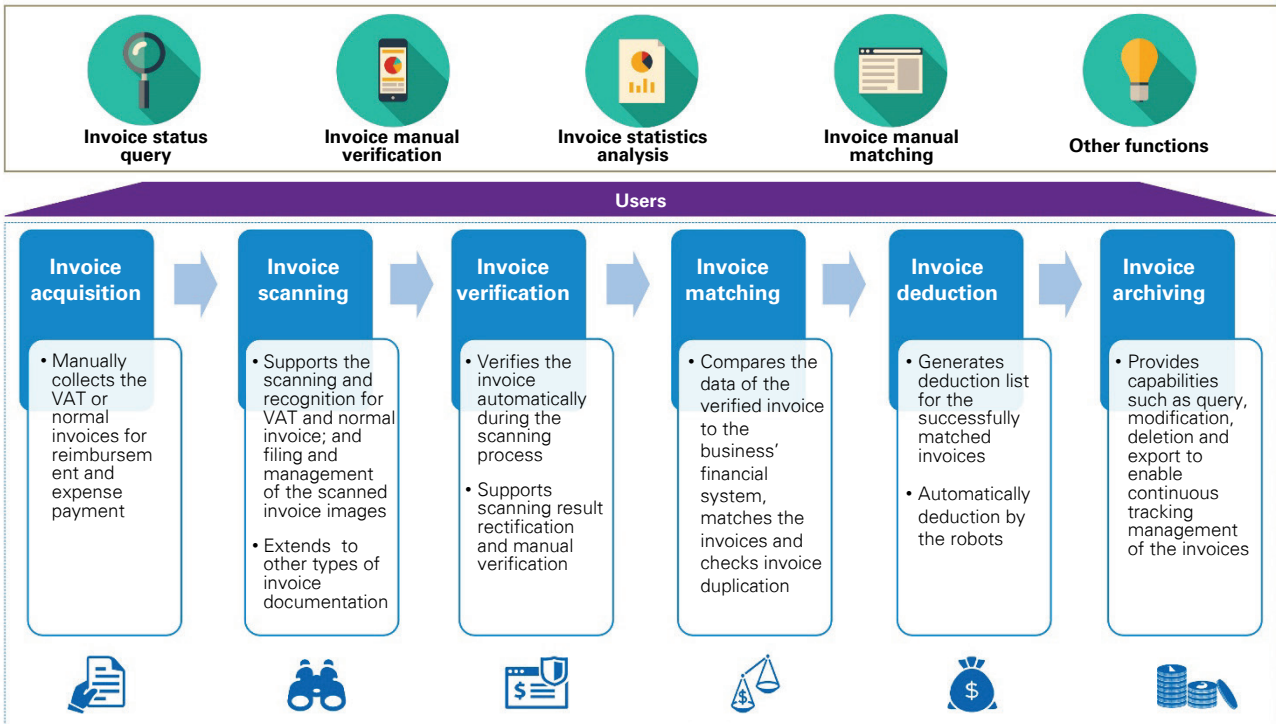
Case study

In one example, a financial leasing company in China utilised RPA to help address challenges presented by the outbreak, allowing it to maintain business continuity.

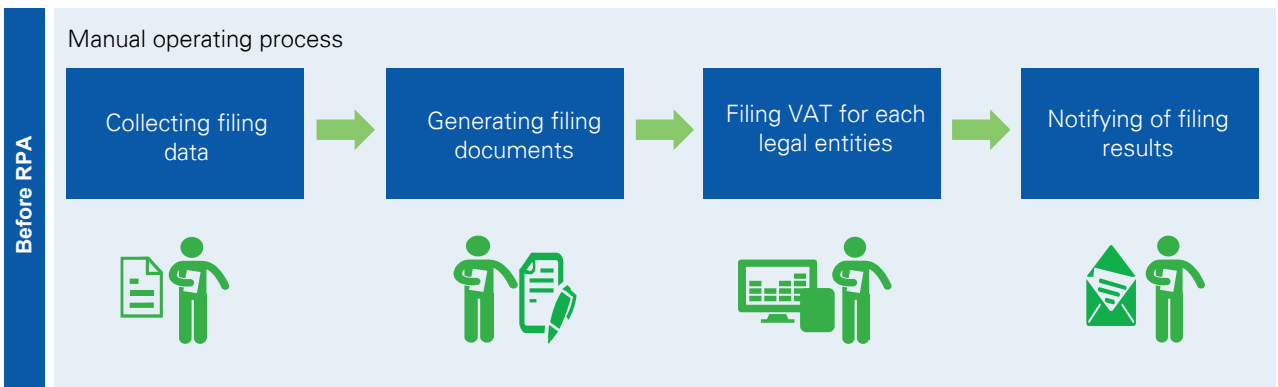
The company focuses on the development of large and medium-sized equipment financial leasing and SME financial leasing in transportation, construction, power, mining, manufacturing and other industries. It provides various types of financial leasing services – including financing and equipment financing, asset management and financial advisory.

Facing the contradictions of rapid business growth and a shortage of manpower, and straddling between the repetitive, mechanical daily routine and employees’ desire for career development and self-improvement, the company implemented a digital operation service platform. They deployed RPA robots to realise digital workforce automation for several business processes. By doing so, the company was able to reform its financial and tax digital management while improving operational efficiency. Meanwhile, the 24/7 full-time operation of its digital workforce ensured the continuity of its business processes affected by the outbreak.

1) Whole lifecycle RPA management automation of value-added tax (VAT) invoices

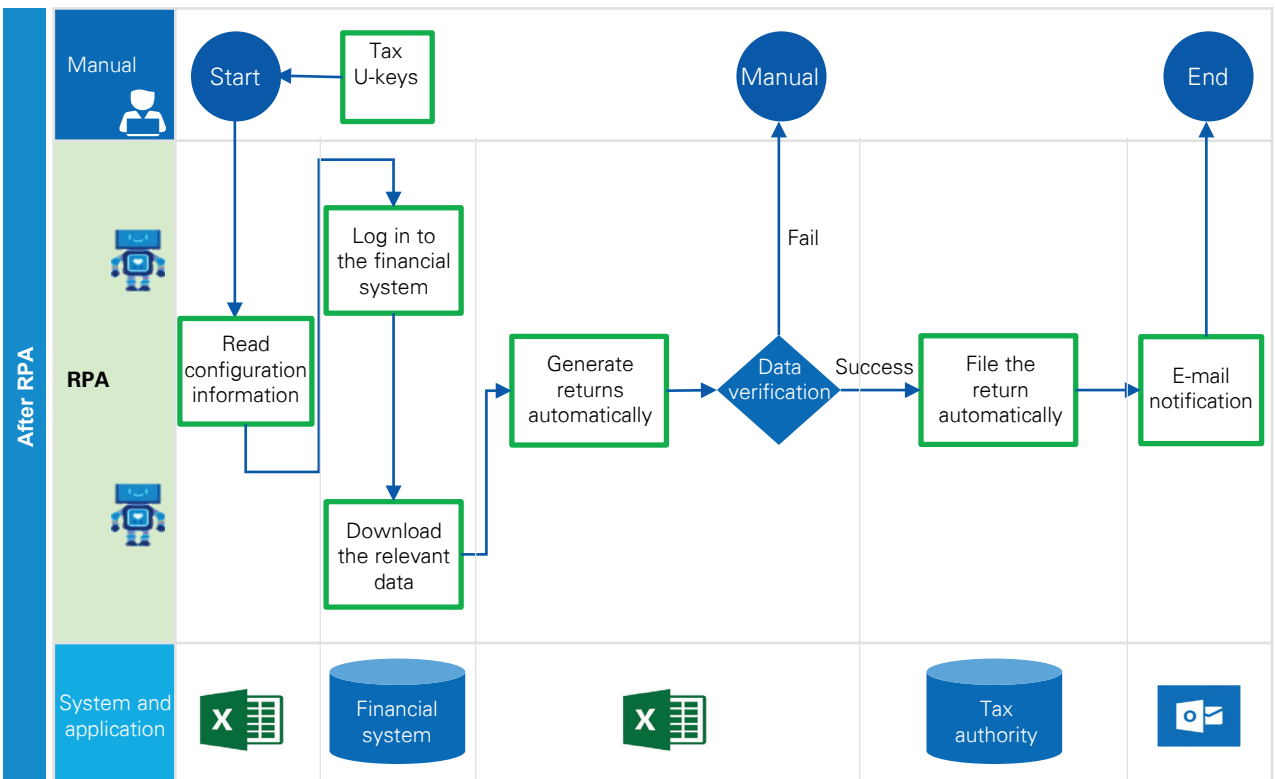


2) 100% automation of tax filing calculation and declaration process



Previous pain points:

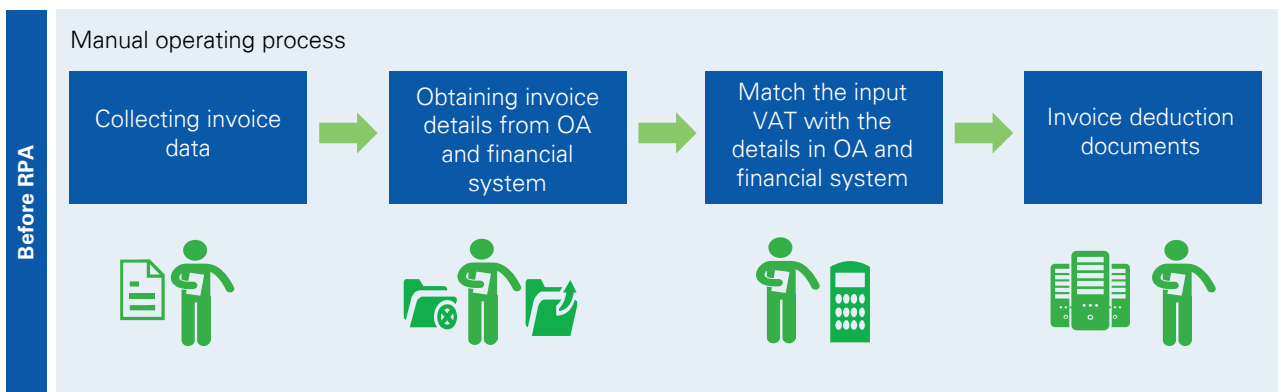
1. There are more than **70** entities to be filed and they are located in different places in Shanghai and Tianjin, which leads to a heavy workload
2. Manual filing is highly ineffective
3. **Entirely manual** operation



Process optimisation and benefit:

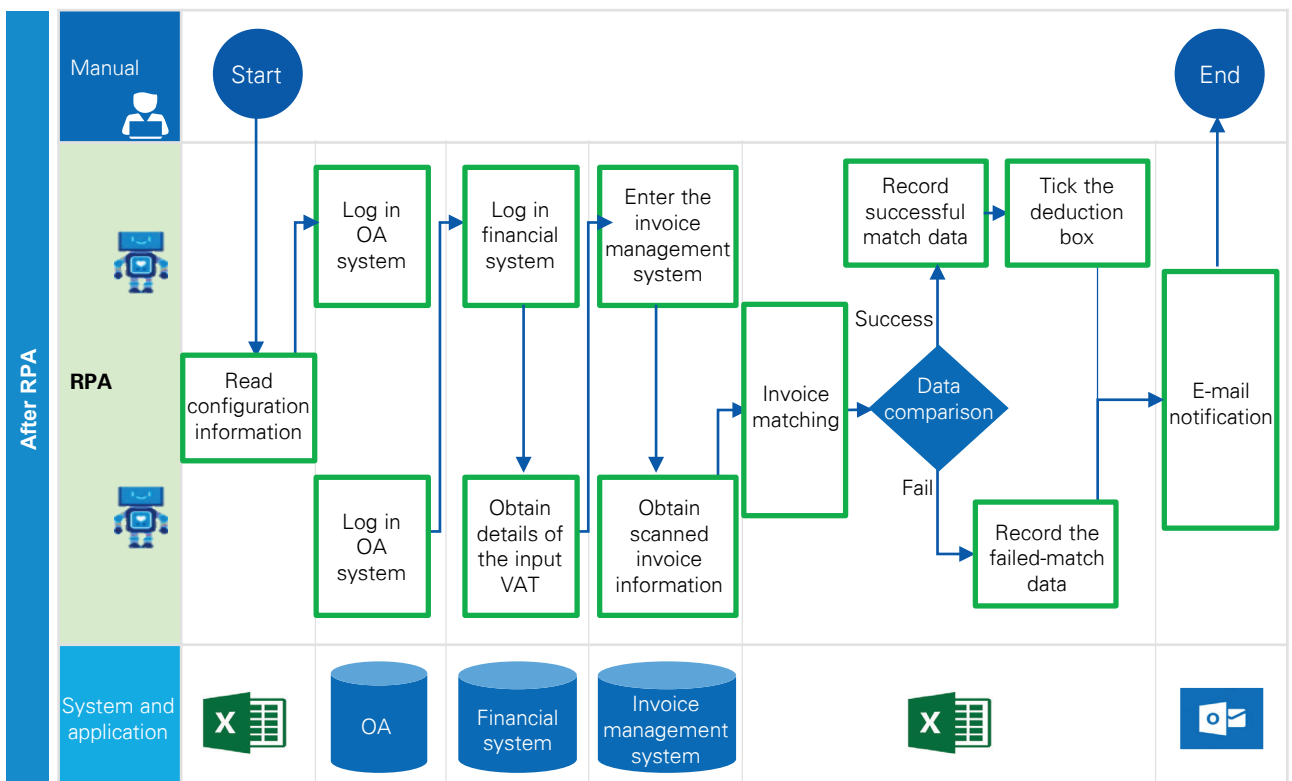
1. Introduce USB key managers to switch tax u-keys automatically for achieving **100% automation**
2. Design and standardise the tax-filing process to make it more standardised, transparent and automated
3. Perform real-time data comparison, recording and storing during the process to ensure the security and traceability of the filing process.

3) Whole life cycle RPA automation of status tracking through invoice 3-way matching



Previous pain points:

1. Reading invoice manually leads to heavy workload and is vulnerable to error
2. The volume of invoices to be matched is significant and the efficiency of manual processing is low
3. It takes **8 hours** to handle the existing invoices and business documentations manually



Process optimisation and benefit:

1. **90%** of the invoice matching can be completed automatically (except for the manual import of the scanned invoices)
2. Connect the data of OA, the financial system and invoices through voucher code and invoice numbers
3. It only takes robots **1 hour** to handle the existing invoices and business documentations.

Upon implementation of the intelligent digital operation service platform and intelligent robots, the following intuitive efficiency improvements were achieved:

Accelerated

by

16 times

8h

0.5h

Tax return calculation
for the VAT, surcharges,
and stamp duties of
76 entities

2 times

1h

0.5h

Tax system filing
for all filing entities

8 times

8h

1h

Data matching
for the invoice,
reimbursement claims
and transaction record



24/7

Full-time
operation



100%

Accuracy



7 times

overall speed
improvement



Before RPA



After RPA

In conclusion, through the RPA project, the company achieved business management innovation, cost reduction and improved efficiency, while meeting core objectives of digital capacity systems construction such as enhancing continuity, standardisation, accuracy, and security in business processes:



1. Business management innovation, cost reduction and efficiency improvement

By using RPA robots instead of manpower to complete mechanical business processes, technology enabled management reforms and innovations are continuously replacing a large number of repetitive low-value work with low-cost intelligent digital labour. This improved work efficiency and effectiveness, provided innovation in the business management model, and supported rapid business growth.



2. Enhancing continuity, standardisation, accuracy, and security of business processes

By deploying RPA solutions, specific business operations were separated from manpower to realise automation which reduced manual operation dependencies and possible business continuity disruptions caused by an outbreak. Meanwhile, RPA improved the standardisation and accuracy of business management, and reduced business risks and losses caused by irregular or incorrect manual operations.



3. Construction of business management digitalisation capacity system

Through the integration of an intelligent digital operation service platform and digitally smart employees and in combination with industry best practices, the company was able to quickly develop its business management digitalisation capacity to better serve and promote the further transformation of such systems.



4. Promotion of business scenario automation in other functions or areas

RPA is not only applicable to tax matters but can also play a role in business processes with specific rules and a large volume of repetitive manual operations. These include finance, human resources, supply chains, logistics, procurement and IT operations and maintenance.

For more information:

KPMG has compiled a series of Business Continuity Insights to provide guidance to businesses across all sectors during difficult times. Further guidance can be found by visiting <https://home.kpmg/cn/en/home/topics/business-continuity-insights.html>.

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