



Robotic and cognitive automation

**Creating competitive advantage
through automation**

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Management consulting

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Are the following challenges pertinent to your business?

- **Inconsistency in achieving business goals**
- **Service offerings not leveraging automation potential**
- **Incurrence of unreasonably high operational costs**
- **Customers dissatisfied with high error rates and long turnaround times**
- **High rate of attrition viz-a-viz competition**

Introduction

Businesses often waste time and capital in accommodating repetitive and error-prone tasks in processes spanning across different functions. With the advent of Robotic Process Automation (RPA), businesses around the world seem to have found a way to revolutionise their underlying processes. Tasks can be now automated using RPA in order to provide efficient and timely results, thereby dealing with the time-capital leakage conundrum.

Classification of automation

RPA approaches to help automate business processes and operations can be categorised within one of the three classes, namely, basic, enhanced and cognitive automation. Each category varies on the basis of complexity of tasks to be automated, which may span across basic user interface-automation to advanced decision-making. Automation classifications also mainly differ based on compatibility with the type of input, ranging from simple text to complex audio files.

Basic automation

Macros/script are implemented to automate repetitive tasks; hence, significant IT participation is not required.

Tasks like data capture or data inference from application interfaces can be automated to improve efficiency.

Enhanced automation

Scheduling, pattern recognition and document digitisation are handled in enhanced automation.

Tasks where the processing of unstructured data like emails, quotations, images and voice can be automated.

Cognitive automation

Decision-making tasks can be automated with cognitive automation. The advancements in machine learning have enabled this kind of automation.

Data analysis and inference based decisions can be automated.



The following sub-processes have high acceptance to automation owing to the RPA adoption trends:



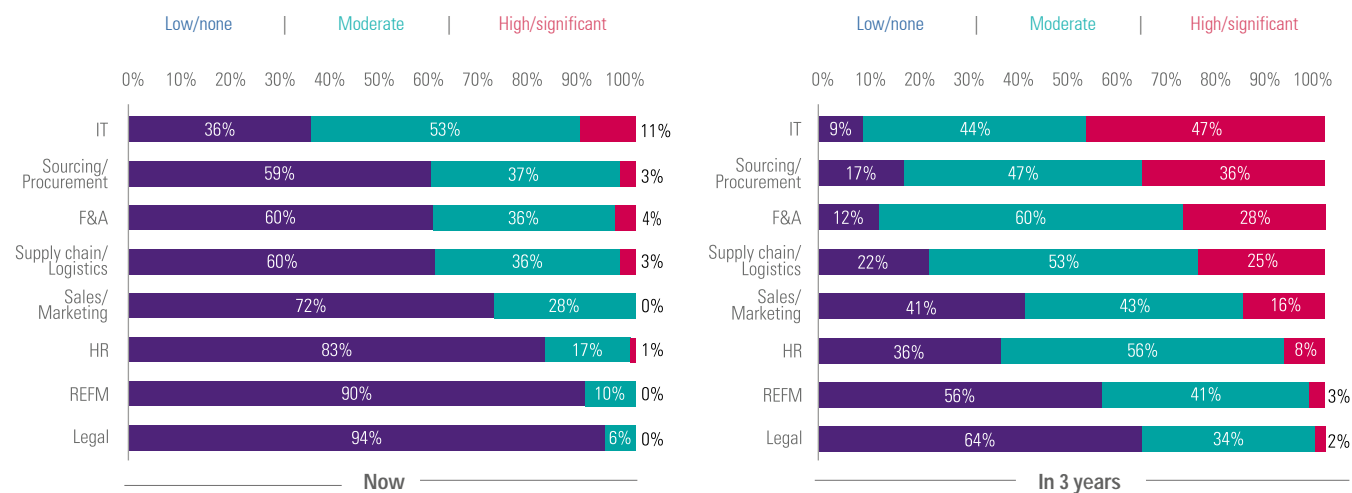
Finance: Accounts payable, accounts receivable, record-to-report and order management.

Customer care: Billing support, order processing and helpdesk management.

Human resources (HR): Payroll administration, work force administration, global mobility and recruiting and staffing.

Information technology (IT): IT help desk, IT infrastructure management, network and telephony.

RPA demand by function – now and in 3 years



Source: KPMG's 2015 Global Sourcing Advisory Pulse Survey

KPMG in India's offerings

RPA workshop

We organise and facilitate RPA knowledge workshops addressing several processes across different functions within your organisation.

Diagnostic study

We understand and assess existing business processes, evaluate the automation potential and recommend a leading approach for RPA implementation.

Advisory

We provide a business case/return on investment (ROI) case for implementing automation. We also assist in the selection of tools and vendors, followed by collaboration with the vendors for implementation. Finally, we help set-up a RPA-enabled governance structure, assist in contracting, and prepare a commercial model for RPA sourcing.

Right from conducting introductory workshops to helping ensure realisation of expected returns after implementation, KPMG's extent of service offerings in RPA are wide-ranging, capable and tailor-made.

Post implementation support

By identifying gaps between contracted and current ROI of the process, we can help in achieving the desired returns after the implementation of RPA.

Implementation

After tool vendor selection, KPMG assists in:

- Configuring tools as per client requirements
- Conducting user trainings
- Overseeing the whole process to help facilitate smooth implementation.

KPMG can offer support, spanning across strategy to governance

A detailed strategy-governance model can help you understand the steps KPMG takes to implement RPA, i.e. from defining the implementation strategy, to customising and deploying the automation tools and setting up a centre of excellence for development and management.



Implementation strategy

- Executive presentations with respect to the strategic use of RPA in the organisation
- Share market knowledge on RPA
- RPA as an element of Global Business Services (GBS)
- RPA as a Service Delivery Model (SDM) element
- Conduct RPA service or tool provider capability presentations
- Carry out current-process-state assessment
- Conduct RPA process analysis/segmentation
- Set RPA process and sub-process targets (for Applets)
- Conduct diagnostic and RPA opportunity assessments
- Opportunity business case.



Design technology and build

- Detailed assessment, monitoring and sourcing of tools.
- Client commercial introduction: planning and staging
- RPA technology/platform enhancements
- Facilitate selection and management of technology and/or provider to perform technical design, build/test tools, internal and external deployment.



Implementation

- Verification of RPA opportunity
- Design process decomposition and integration road map
- Conduct detailed process assessments
- Carry out desktop process mapping and set points of segregation
- Fine-tune a high-level implementation plan
- RPA design and build
- RPA testing
- Results measurement and metrics–development /implementation.



Governance

- Set-up a centre of excellence for management and functionalise schema of monitoring to hold the gains.
- Continuous development of processes

Potential benefits of Robotic Process Automation (RPA)

Following the introduction of automation in your business, the results can be seen eventually over time. From the business adaptation transit to complete maturity of automation in the business, there are several potential benefits to be reaped. Some pertinent potential benefits of RPA implementation are listed below.

Increase in deliverable output



Reduced operating costs



Customer satisfaction



Greater performance and quality



KPMG advantage

We adopt an objective approach at KPMG and strive to be trusted advisors who provide unbiased advice to the clients. We leverage the skill sets and experience of our advisors to provide our clients with services that are tailored to fit client requirements.

Functional breadth: We possess vast transformation experience in major business support functions including IT, Finance and Accounting , HR, Customer support, Supply chain and Procurement.

Experience across industries: Our vast industry experience gives us a deep understanding of our clients' challenges, business processes and regulatory and competitive environment.

Collaborative, pragmatic approach: We approach client engagements with fresh ideas and practicality owing to our advisors' hands on operational experience as transformational executives or third party outsourcers.

Research and tools: KPMG's extensive set of intellectual property, tools and industry-leading research enriches client engagement.



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