

Delivering ROI with Enterprise Automation



TODAY'S ENTERPRISES ARE UNDER PRESSURE TO TRANSFORM digitally. Globalization has increased competition. Tight labor markets are forcing companies to produce more with fewer resources. And emerging market trends are requiring enterprises to react swiftly—or miss out on new opportunities.

In response to these challenges, many organizations are embracing new—and disruptive—digital business models. But IT leaders don't necessarily feel ready. In a recent Gartner [study](#), 59% of the participating IT professionals said their IT organization is unprepared for the digital business of the next two years.

The reason? A perfect storm of complex technology integrations, legacy systems, siloed data, and dated business processes. Together, these factors prevent organizations from achieving the agility needed to launch new products and services, update technology stacks, and incorporate new product functionality.

Large enterprises, for example, have hundreds of business systems, diverse product lines, distinct business units, and multiple data silos. This complex IT infrastructure makes it difficult to respond quickly to emerging customer needs and market fluctuations.

Fortunately, the right enterprise automation strategy can provide companies with the flexibility and speed to build compelling apps and deliver unified customer experiences, even in the face of complex technology environments.

The Answer for Agility and Transformation

Emerging technologies such as artificial intelligence (AI), the Internet of Things (IoT), virtual reality (VR), and chatbots are changing the face of businesses worldwide. Organizations

that can quickly adopt and operationalize these technologies have a much higher chance of succeeding and providing a better customer experience.

Consider the example of a claims management process for an auto insurer. Today the customer has to call the insurer to report an accident, after which a claims adjuster schedules an appointment to assess the vehicle damage. Once the damage is assessed, the claim is processed. The longer this process takes, the greater the costs for the insurer—and the inconvenience to the customer.

What if the insurer replaced this inefficient process with an application that the customer could use to take a picture of the damage to submit to the insurer? What if the picture could be analyzed by a machine learning model to assess the damage and issue an instant claim?

There are many such opportunities for today's enterprises to leverage modern technology and transform the way business is done. However, there is a lot more to building game-changing enterprise applications than just adopting emerging technologies. It also requires integration with existing business systems, access to organizations' data repositories, management of people and their interactions, and building intuitive user interfaces that help employees and customers interact.

Business process management (BPM) is the core enterprise automation technology that can be used to orchestrate an end-to-end business process while incorporating modern



technologies at various places within the overall business process. In addition, it can be used to access enterprise data repositories, build modern user interfaces, integrate with business systems, and manage interactions with people to build game-changing enterprise automation solutions.

The following section discusses two technologies—BPM and robotic process automation (RPA)—and how they can be used to build transformational enterprise automation solutions.

Business Process Management and Robotic Process Automation

Building enterprise automation solutions requires integration with existing business systems such as enterprise resource planning (ERP) and customer relationship management (CRM). This can be daunting, especially for large organizations with hundreds of disparate business systems. Many of these systems lack APIs, forcing IT teams to spend considerable time and money building integration points. The result is a significantly slower—and costlier—app development process, as programmers painstakingly pull and integrate data from dozens of disparate mainframe and database systems. In fact, it's not uncommon for IT teams to have a lengthy backlog of integration projects—a predicament that can stall digital transformation.

However, by combining BPM and RPA software, organizations can deliver transformational business applications without integration headaches. That's because RPA robots enable integrations with legacy systems that otherwise might take months or even years and BPM software can orchestrate the overall business logic and provide a seamless user experience. Together, these two technologies provide an agile platform for automation.

The Benefits of Using BPM and RPA Together

More than simply a powerful technology tool, an enterprise automation platform built on BPM and RPA software delivers many business benefits.

Greater end-to-end automation: BPM's powerful process orchestration capabilities enable end-to-end business process automation. The digital workforce of software robots can be invoked at various points within the overall business process to eliminate repetitive work performed by humans. The result is much greater automation and greater visibility into the overall business process.

Rapid transformation without time-consuming integration projects: Using BPM and RPA together, developers can build modern applications rapidly. The virtual workforce integrates with older business systems and legacy systems to alleviate



ENTERPRISE AUTOMATION AT WORK

Using BPM and RPA, a large insurance provider consolidated many different underlying business systems into a single intuitive application. The resulting application provided the following benefits:

Consolidation of the front- and back-office teams into a single customer service team

9X acceleration of service process

40% reduction in service costs

Consolidation of **22** underlying business systems

The BPM and RPA solution, in this case, provides a 360-degree view of the customer to the customer service representatives, enabling them to provide better services and to centrally manage all customer requests.

integration issues. As a result, organizations can improve customer experience and operational efficiencies without undertaking invasive integration projects.

Seamless collaboration between humans and the digital workforce: Integrating BPM and RPA helps automate the handoff of tasks between humans and robots, and the

automated handoff can create a complete audit trail of interactions. Tasks assigned to humans can be directed to the right person or the right team at the right time. The assigned tasks can be associated with a completion time, escalated, or prioritized as needed to make sure the collaboration is productive and the overall process stays on track.

Analytics to optimize business processes and identify process improvement opportunities: Using RPA and BPM together enables greater visibility into the end-to-end business process and provides access to the data associated with running processes. Process data can be analyzed to uncover bottlenecks or identify opportunities for using the digital workforce within the overall business process.

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Better compliance and governance: Every task, regardless of who performs it—human or robot—can be tracked. This gives organizations full visibility into the overall process from a compliance and governance perspective.

Systematic modernization: With BPM and RPA, organizations can effectively mix old and new technology. They have the ability to “wrap” the old applications and technology inside a BPM software (BPMS) layer. Additionally, the RPA-based integrations can be replaced with APIs or web services whenever an older system gets replaced with a modern system or whenever programmatic integrations are available. As such, organizations can build a comprehensive automation and modernization strategy.

Three Pillars of Enterprise Automation Success

Despite the many benefits of enterprise automation, BPM and RPA projects can go off track—or, worse, fail to solve the highest-priority problems. For example, by automating manual tasks for time-strapped teams, RPA can significantly reduce resource requirements and redeploy resources to higher-value tasks for the enterprise.

There are three pillars of enterprise automation that can position RPA and BPM initiatives for success. These include leading practices, change management strategies, and key alliances.

Pillar 1: Putting Leading Practices in Place

Creating an effective enterprise automation platform takes more than technology. These leading practices are integral for effective results:

- **Establish** a center of excellence. Create a centralized group that understands both RPA and BPM technologies and can help the business architect solutions across a variety of technologies.
- **Select** the right projects to automate. Keep in mind that not all tasks are a good fit for digital workforces.
- **Calculate the impact** of automation. Evaluate the organization’s bottom line, and make sure your investment will deliver value in months—not years.
- **Don’t lose sight** of automation’s organizational impact. Put a structured plan in place to track both impact and change components.
- **Identify** new potential cyberthreats. Automating business processes can, on occasion, create new security risks. Take time to develop a structured, regimented approach for preventing leaks or breaches.
- **Encourage** collaboration. Business leaders and IT teams should work together—rapidly and iteratively—on building new apps and automating repetitive tasks.
- **Recognize** that BPM, RPA, AI, and IoT are flexible. Sometimes the sum is greater than the parts: These complementary technologies can, when combined, solve many problems.

Pillar 2: Define and Execute a Change Management Strategy

As you pave a path for automation, you should establish a change management strategy. After all, overturning business processes and automating age-old tasks can have a considerable impact on employees. To oversee change management, an organization should do the following:

- **Conduct** a thorough assessment of the organizational impact of automation.
- **Evaluate** the need to redesign standard business processes.
- **Determine** the impact of a digital workforce on employees. For example, will the introduction of robots increase employee attrition, or will it present

new and more rewarding opportunities for those employees?

- **Review** next steps after automation.
- **Clarify** new roles and responsibilities of employees as business processes grow and change.

Pillar 3: Forming Key Alliances

This combination of leading practices and change management strategies can set the stage for enterprise automation success. But understanding the interplay of technologies such as BPM, RPA, optical character recognition (OCR), AI, and IoT requires the skills of an experienced alliance professional.

Enter KPMG and Appian. A top professional services firm, KPMG has extensive qualifications in intelligent automation, including BPM and RPA software. Appian offers a low-code platform rooted in BPM and RPA that helps make it easy for organizations to build apps and automate complex business processes. Together, these industry leaders provide integrated service offerings for digital transformation. Combined with KPMG's years of experience in assisting clients define and execute their digital transformation strategy, and implementing projects across diverse verticals, this alliance can help organizations navigate an agile approach to digital transformation.

The Bottom Line

In this modern digital era, organizations must embrace digital transformation. Building the right apps—quickly—can accelerate business processes, streamline workflows, and deliver winning customer experiences across multiple touchpoints. Yet complex technology integrations, legacy systems, and dated business processes can make it difficult for enterprises to respond quickly to emerging customer needs and market fluctuations.

ABOUT APPIAN AND KPMG

Organizations seek to continuously improve and optimize business processes. Appian's business process management (BPM) suite can enable organizations to increase process efficiencies, reduce costs, and drive added business value. KPMG LLP has extensive qualifications in intelligent automation and has teamed with Appian to provide integrated service offerings to advance any business transformation agenda.

Appian provides a leading low-code software development platform with comprehensive BPM capabilities that enables organizations to rapidly develop powerful and unique applications. The applications created on Appian's platform help companies drive digital transformation and competitive differentiation. KPMG and Appian can support a variety of services that help enterprises deliver on varied business transformation initiatives, from strategy to execution.

[Click here for more information.](#)

A comprehensive approach: a digital transformation platform combined with RPA software. More than simply a tool for optimizing business processes, these innovative technologies—combined with OCR, AI, and IoT—provide an innovative platform that helps IT teams launch new products and services, incorporate existing technology stacks, and integrate new product functionality—while delivering superior customer experiences.

[Click here](#) for more information on Appian's solutions.

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