

# 2020: THE YEAR RPA BECOMES PART OF ENTERPRISE DNA

## APAC Trends Report



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# INTRODUCTION

2020 is the year RPA finally embeds itself in the DNA of business services.

A bold statement in light of the fact that, according to SSON's 2020 survey, just under half of global SSO/GBS practitioners have actually implemented Robotic Process Automation (RPA) to date. However, the more important finding is that only 10% are not doing anything about RPA – with the remainder about to start. Given that we are now four to five years into RPA adoption, we've definitely reached – and passed – a tipping point.

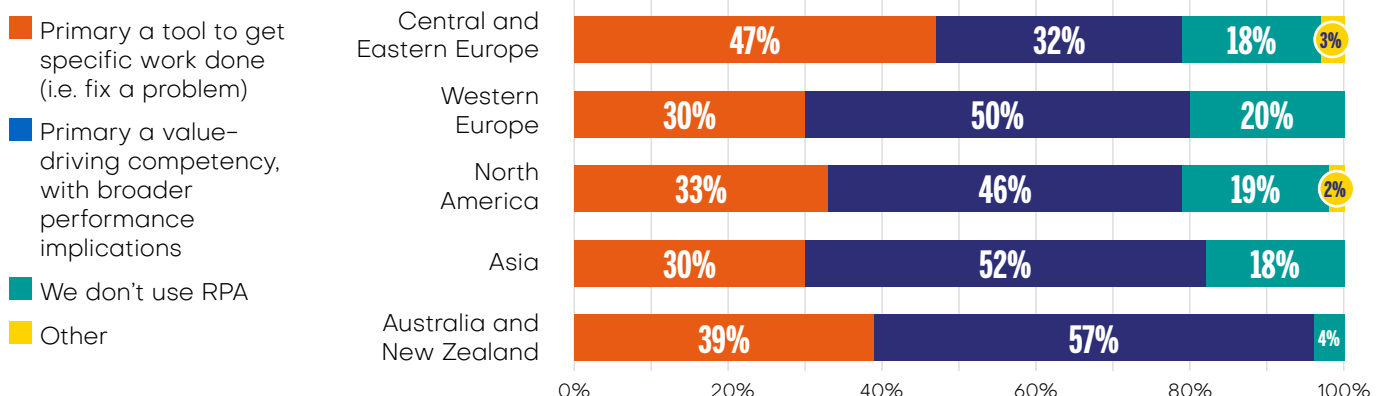
Combine that with understanding that:

- two-thirds of global Shared Services are operating Centers of Excellence (CoE) predominantly focused on ensuring RPA solutions are effectively scaled
- the IEEE Standards Board last year published an agreed taxonomy for [intelligent process automation](#) software (which encompasses RPA) and no discussion around productivity or performance is complete without referencing the integration of automation tools, before it becomes even more clear that, as far as robotic process automation is concerned, we have turned a corner.

A critical factor is that Shared Services executives today recognize intelligent automation (IA) as an enterprise competency rather than a specific tool to fix a problem. This competency is what will make all the difference as process automation is deployed to support and drive the enterprise's digital agenda.

This report highlights **10 critical trends** that confirm RPA's strategic value in modern enterprise services, based on a comprehensive survey of SSO/GBS executives across the APAC region.

## Is IA a tool to fix a specific problem – or an enterprise competency?



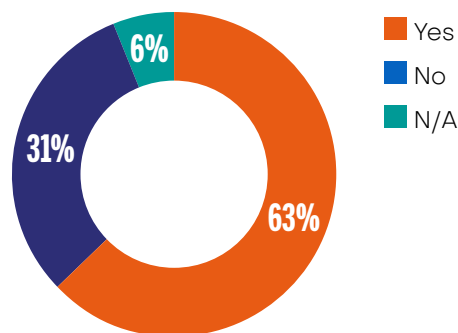
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# WE ARE READY

RPA is first and foremost about augmenting humans' capacity to process work. But this requires humans to be well-prepped in order that the combined output be optimized. And this is where, over the past years, we have seen challenges that have simply not been sufficiently addressed through change

management. Uncertainty around a future, automated workplace has clouded much of the past few years. It appears, however, we have passed a watershed moment. Nearly 2/3 of respondents indicate their organization is ready for a 'human+robotic' workplace of the future. That sets the precedent we need.

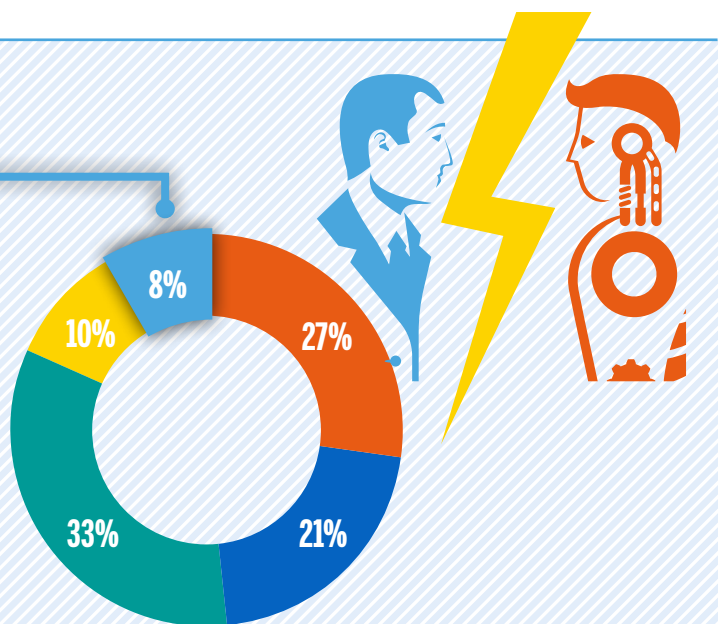
Do you believe your (human) workforce is prepared for the human/robotic workplace of the future?



2

## LESS THAN 10% HAVE NOT COME ON BOARD

The APAC region seem to be doing particularly well with RPA adoption. According to the survey, only 8% of respondents have not yet implemented RPA and nearly 50% are about to launch or are currently testing tools.



■ We have not started but are currently considering RPA 
 ■ Pilot / Proof of Concept stage 
 ■ We have implemented RPA 
 ■ We are successfully scaling RPA 
 ■ We have not implemented RPA yet

## Australia Post optimizes accounting workflows with RPA Bots

**“Our team has been empowered to make automation our own. With RPA, our naturally curious staff have been offered the opportunity to develop their skillset and actively drive automation growth.”**

**Adam Jeffress, Robotic Automation & Transformation Manager**

**CHALLENGE:** Australia Post’s accounting services department oversees huge volumes of back-office processes. The team sought new pathways to manage the many accounting tasks and improve efficiencies. Specifically, by automating repetitive manual tasks to bolster workflow and offer employees the opportunity to develop their skillsets.

**SOLUTION:** RPA was deployed to improve business efficiencies and redirect employees towards more value-driven work. The digital transformation journey kicked off with a free trial of Automation Anywhere RPA and a pilot project. After the initial success, 25 additional processes were automated, including maintaining financial journals, managing credit uploads, facilitating automatic agency set up, pricing, and material maintenance (which involves creating and changing the details of all items sold at different postal outlets across Australia).

### BENEFITS:



**120** Bots deployed



**18,000** Hours saved annually



**25** Processes automated



**15%** Cost reduction within accounting services

**HOW:** Many of the processes were comprised of manual tasks, resulting in inefficiencies that impacted workflows across the department. By introducing RPA, Australia Post’s accounting services team was able to restructure workflows and foster a culture of innovation and efficiency. The first priority was to develop a framework for the integration of this new technology. The POC was then followed by 25 additional core processes automated. Educating staff at the start of their journey was also critical. Approximately 90 Australia Post team members completed self-learning modules on the Automation Anywhere University platform, and a number have taken it further and become RPA-certified. Excited by the opportunities automation presents, some Australia Post staff have even begun developing their own automation processes and are suggesting new ideas for scaling RPA in the office.

**FUTURE:** Australia Post plans to scale its current infrastructure by integrating more assisted automation and exploring services such as chat bots. The team is also looking to leverage AI capabilities and machine learning technology through IQ Bot to further optimize workflows.

Accounting Services plans to continue arming employees with the skills to prepare for the future of work.

# Central Control & Deployment “RULE!”

What's increasingly becoming clear is that although RPA works well as a fix to many processes, it's real value lies in being deployed as an enterprise competency. That, however, requires centralized ownership to determine where, how, and when automation is best deployed and to ensure that the human/digital resource allocation is optimized. This makes the most sense through a centralized team like Shared Services or Global Business Services. And while IT offers a similar central operation, RPA is first and foremost a business tool. Its greatest impact is derived from where the underlying business need is fully understood. This is where Shared Services/GBS hold an advantage.

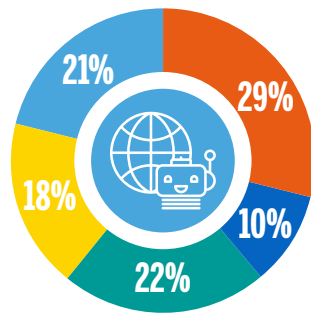
According to the survey, most intelligent automation strategies are managed by Shared Services/GBS, along with centralized Centers of Excellence or Centers of Business Transformation.

The data also shows that where the automation strategy is owned by Shared Services/GBS, we see the highest rate of successful scaling of RPA.

Also notable is that unattended automation is far easier to scale than attended automation, and that those organizations that are successfully scaling derive significantly improved analytics through dashboards.

## Who owns the RPA / Intelligent Automation strategy that drives the digital workforce?

- Shared Services / Global Business Services
- Finance (CFO)
- IT Department
- Business Unit
- Other (most common: Business Transformation Office)



## Use of attended vs. unattended automation (by stage of RPA deployment)

- Attended
- Unattended
- Both
- I don't know
- Other

Pilot / Proof of Concept stage



We have implemented RPA

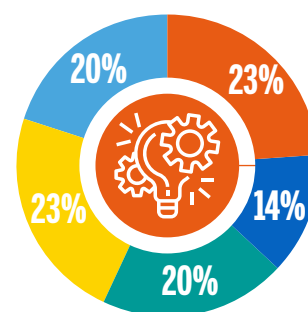


We are successfully scaling RPA



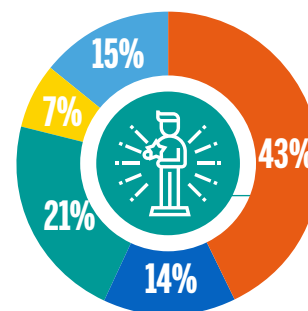
## Who owns the RPA / IA strategy? (by stage of RPA deployment)

- SSC / GBS
- Finance
- IT
- BU
- Other

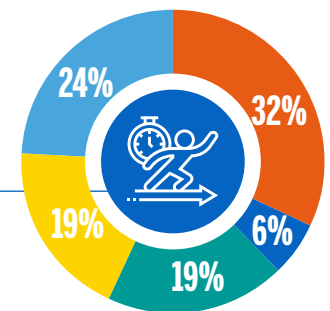


Pilot / Proof of Concept stage

We have implemented RPA

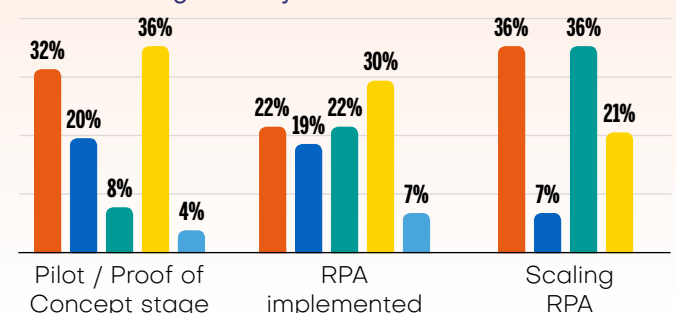


We are successfully scaling RPA



## Do you have easy access to the data outputs resulting from RPA to drive digital analytics? (by stage of RPA deployment)

- Yes, dashboards are custom built for our business and operational needs
- Yes, we export the RPA outputs into our analytics / business intelligence platform
- Yes, we use standard dashboard and measurements in the tool
- No, we are not using analytics from the tool
- Other





# Cloud-Native Solutions Offer Game-Changing Capabilities



## ADRIAN JONES

EVP, APAC & Japan

**AUTOMATION  
ANYWHERE**



**Question:** How would you describe the recognition of intelligent automation as a competency across APAC? And how is this supporting the push towards digital transformation?

**Adrian Jones:** Two or three years ago, RPA was not widely understood. There's certainly been a lot of development over the past couple of years, though, and a lot of education. That means that, today, most enterprises are familiar with the concept of automation. There's an understanding around what it can do and a hunger to implement. What we're still seeing is that there are challenges around deploying and building bots, that are holding companies back. Organizations want to automate, they just don't quite have the skills or the understanding of how to go about it. But that is changing quickly.

In terms of the digitization agenda, this is important. Every CIO today understands that automation needs to be part of the journey. However, the term 'digital transformation' is grossly overused. It's been bandied about for years without there previously having been the tools to drive it. Now they exist. Truthfully, the conversations around the benefits of digitization are still focused largely on cost savings and productivity. So, while there is an awareness of needing to transition to a digital enterprise, most organizations are not yet quite clear on the outcomes of a digital strategy.

Of course, there are key benefits in terms of compliance and resilience for the long-term. But for now, I don't think 'digitization' has made the board agenda in the way that 'security' has. We are probably a year away from that.

Having said that, I think the coronavirus outbreak is speeding up everyone's plans in reassessing their workforce. Digitization – and with that, automation – will play a key role in this.







**Question: The survey indicates that Finance is still the main focus of automation. Where do you think the next big opportunities lie?**

**AJ:** Finance is certainly a key area, but we're seeing a lot of other opportunities particularly as we combine RPA with AI, as in IQ Bot. We see enormous potential in the supply chain and logistics, for example, particularly in deploying artificial intelligence to evaluate fraud. HR, too, offers lots of opportunities.

Another area in which the addition of cognitive and AI really pays off is customer experience, particularly in retail. We are already seeing a lot of growth there. Audit compliance is another area ripe for automation.

**Question: How do you see attended versus unattended automation? What are their relative merits?**

**AJ:** We started very much on the unattended side, which supports shared services well, by automating 'back end' processes. And there are big wins there.

However, we also see customers very interested in deploying attended automation on the desktop, via a hot button, for example. This is great for supporting customer experience. Banks, for example, can use attended automation to approve mortgages in minutes.

However the real question isn't whether attended or unattended is the right solution. It's about creating a digital workforce solution that works for the organization. And that will include both options.

**Question: Where is the big opportunity for automation at the moment? Is it in scaling? Or is it in expanding to additional cognitive solutions?**

**AJ:** Scaling is always going to be a priority once an organization has experienced the benefits of automation through a pilot, for example. But the

real value-add opportunity is in moving up the curve to incorporate cognitive and leverage data analytics. The addition of artificial intelligence, for example, is a critical differentiator.

If you consider that the three elements of a digital workforce are RPA, cognitive capability, and analytics – we see hugely exciting opportunities ahead. What's happening is that the focus is moving from 'doing' – RPA – to 'thinking' – cognitive. We are able to leverage a digital brain by deploying various levers that are embedded in a comprehensive solution like IQ Bot. This is truly a digital workforce fueled by smart analytics and driving ever more complex, or value-adding, processes.

And because these learnings are cumulative, and build year-over-year, the value of machine learning becomes exponentially stronger. This also plays into the digital agenda, in that an enterprise becomes more interconnected.

**Question: We hear a lot about 'IA capability' morphing into 'platform capability' these days. The cloud is featuring strongly in this discussion. What are your thoughts?**

**AJ:** We are seeing a shift from individual RPA tools to a more comprehensive automation capability, packaged as a 'platform,' if you like. It incorporates the cognitive element through AI, and the data element through analytics. So what's happening is that the capabilities are being expanded. And all this is offered through the cloud, offering tremendous agility.

However, the opportunity 'cloud' presents is more than just access. It's not just about parking your solution in cloud as a server. Our latest version of Enterprise A2019 is web-based and cloud native. The deal changer is that it's built in a native cloud technology, for the cloud. In terms of usability and integration this is a real game changer. ■ END



# FINANCE IS MOST COMMON DEPLOYMENT – BUT OPPORTUNITIES ARE PLENTIFUL

RPA is overwhelmingly implemented in finance, indeed, three-quarters of the survey's respondents have applied automation to one or more finance processes. However, there is no limit to RPA's application. Finance tends to take the lead position in Shared Services deployment, business support services, data analytics and, yes, also RPA, because it is largely metric-driven and results are easily tracked. That's not to say, however, that the supply chain, HR services, procurement, customer service, talent management,

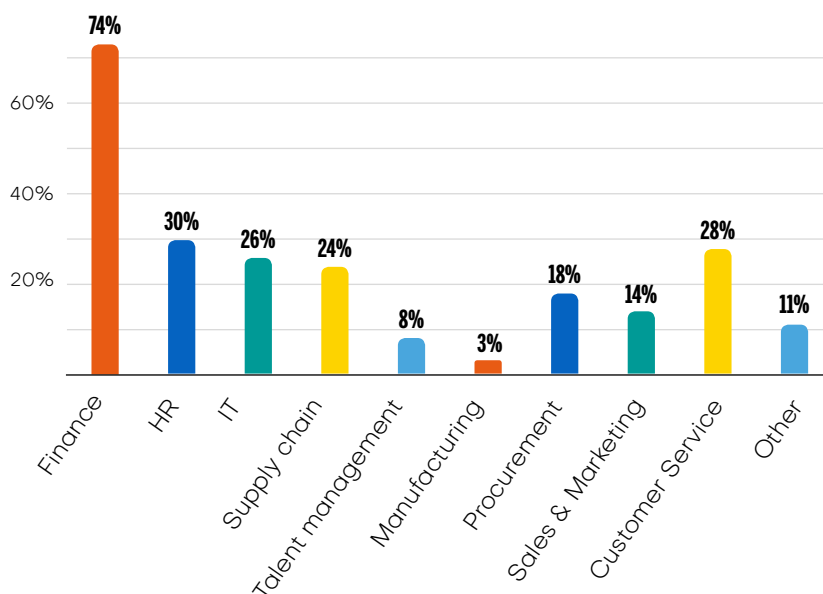
etc., are not also excellent candidates.

In fact, what makes a process a good candidate for RPA is not determined by function but by the extent of human intervention. And while this measure is intuitive when it comes to processing an invoice within the system, it applies no less to onboarding a new supplier, managing employees' benefits, tracking customer engagement, etc.

What we have seen to date is just the beginning. What's certain is that Shared Services is on the right track: With

a centralized approach to RPA deployment, any service provided will, in due course, be automated. It's important, therefore, to review all service delivery with a mind to automation. And that means ensuring that employees have the understanding and the skills to – if not build bots themselves – which is entirely feasible – then at least to raise the opportunity through an established channel. That is what the best in class are already doing, for example through CoEs.

## In which functional areas has RPA been deployed?





## #2> CASE STUDY

# The University of Melbourne Saves 10,000 Hours Annually Through Automation

**“Automation Anywhere gave us the means to automate 22 repetitive processes, allowing our faculty to focus on value added tasks.”**

**Brendan Snowden, Associate Director of Service Improvement University of Melbourne**

**CHALLENGE:** Despite it being one of its most critical processes, the student admissions team was overwhelmed with back-end approvals that involved a labor-intensive process of manual data entry. The downloading of individual attachments and consolidation of student results delayed acceptance notifications for prospective students and limited the capacity of staff to contribute towards value-added aspects of the admissions process.

With applications often being the first touch point between student and university, the University of Melbourne's Service Improvement University Services team was tasked with finding a solution that reduced duplication and delays and enabled the student admission service department to manage a growing volume of applications while improving customer experience.

**SOLUTION:** RPA was deployed to reduce manual work and automate a range of administrative processes across student admissions, faculty administration, and supplier tracking. The software bots now automate the entry of all data and attachments for new admission applications, and the university has slowly expanded its automation capabilities for staff across other faculties. This has increased the efficiency of critical business processes, boosted staff engagement, and improved customer experience for teachers and student body.

**HOW:** The University of Melbourne began its automation journey by tackling basic yet time-intensive invoicing and supplier records within its finance department. Following a successful proof-of-concept, the Service Improvement University Services team sought to replicate and expand its automation capabilities across a broader set of faculties, like student admissions. Today, the admissions teams can process more student applications with less staff managing the process. This translates into increased capacity for teams to conduct more complex components of assessing student applications.

### BENEFITS:



**22** Processes automated



**97%** Throughput in processing supplier



**10,000** Hours saved annually

**FUTURE:** The creation of an “RPA Champions” program will manage the smooth integration of RPA within faculties. The program will upskill individuals across faculties and equip them with the necessary skills to identify automation opportunities within their respective functions. Thus University of Melbourne can continue to offer new learning opportunities and encourage a culture of innovation.

# MOST APPLICATIONS STILL IN THE LOW NUMBERS 5

We are on the way to enterprise automation but we are slow in getting there. The largest segment of respondents still has five or fewer processes automated. Indeed, less than 20% of respondents have automated more than 20 processes.

Again, the argument about centralized deployment holds: Once automation is understood, it can easily be rolled out to additional processes. What's needed

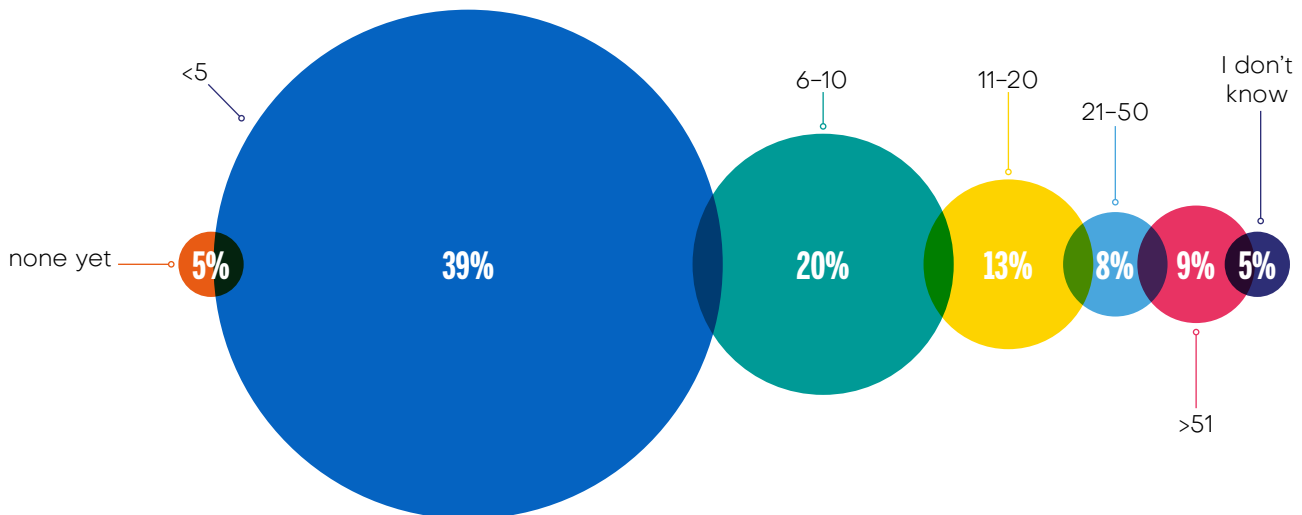
is simply the expertise, knowledge, and governance to ensure teams don't run rogue. Enterprises that understand this will gain a leading edge, fast. A speaker at a recent IA event declared that once he and the board understood the application, "There was just no sense in starting small. We launched with 120 processes."

We see similar results when we analyze the number of robots in play. **Six out of 10 respondents have fewer**

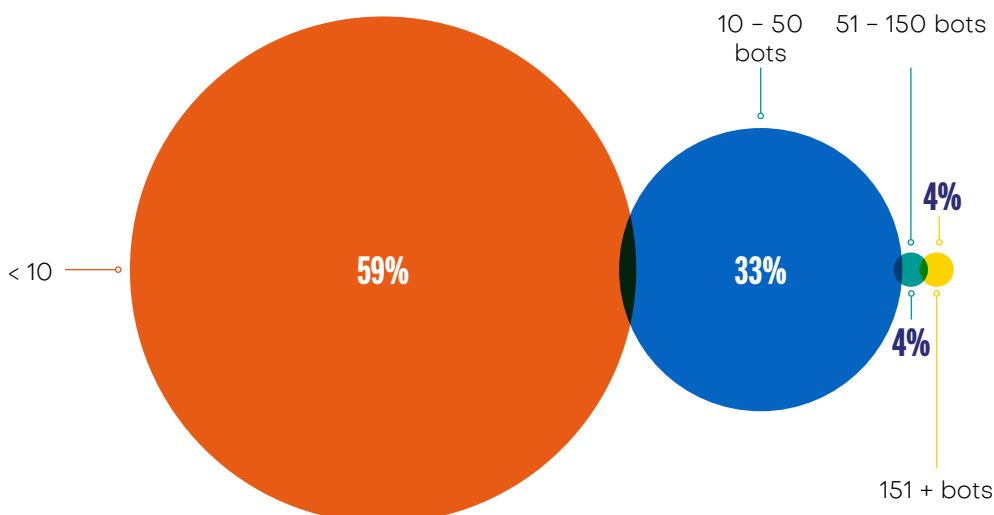
**than 10 bots deployed, and very few more than 100.**

Bots are a slightly misleading measure, of course, as a single bot could run various parts of one process, or of multiple processes, and the number of bots therefore does not necessarily tell you much about the extent of impact. Today we tend to consider the number of process automated as a more reliable indicator of advancement.

How many processes have you automated to date?



How many bots do you currently have running?





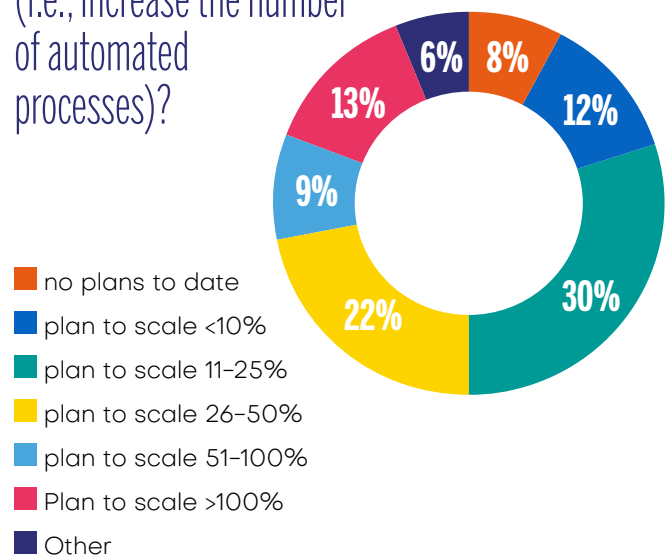
## 6 BUT THERE ARE BIG PLANS

As expected, given the growth trajectory of RPA within Shared Services over the past three years (from 9% to 32% to 47% adoption), significantly more activity is to come. Nearly half the respondents indicate they plan to scale RPA by at least 25%, and a quarter plans to increase the number of processes automated by half or even double.

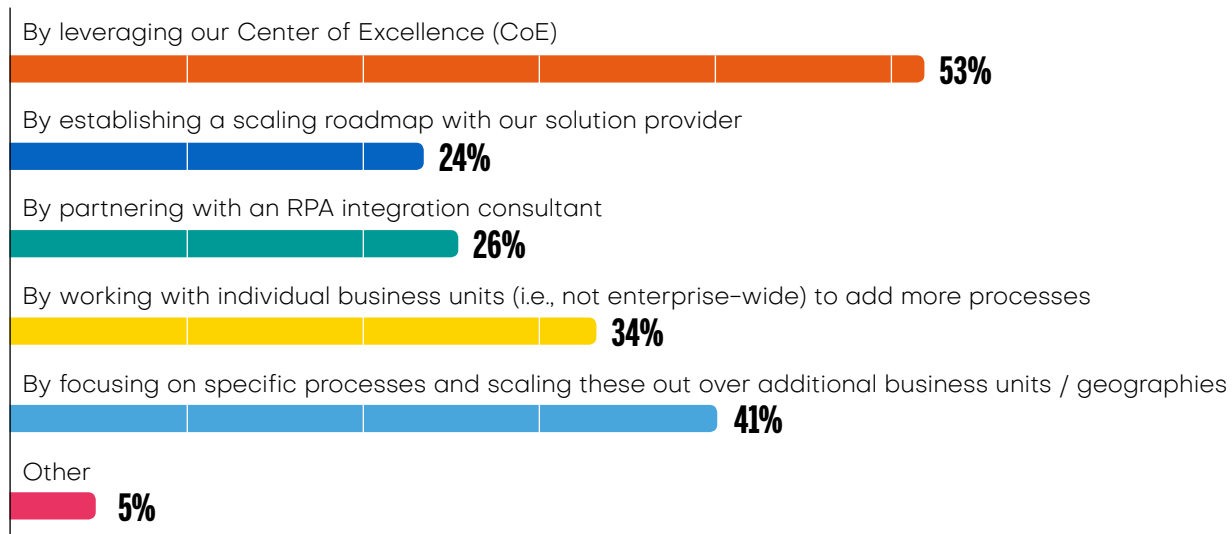
This growth is driven predominantly by the build-up in expertise through CoE-type centers. We also see strong external partnerships (with either solution providers or integration consultants) paying off in the shape of robust roadmaps to guide expansion. Half the respondents indicated such partnerships as their preferred method of scaling up automation. Indeed, that approach may deliver the most reliable growth. Another approach is to get specific process automations right, and then roll these out over additional business units or geographies. This siloed approach works, of course, but it does leave the significant wins that enterprise-wide automation would yield on the table.



Over the next 12-18 months, what are your plans to scale automation (i.e., increase the number of automated processes)?



### How are you 'scaling' the number of processes automated?



# Symantec Experiences Exponential Growth with RPA

**“It just took 3 weeks for small and medium sized processes to be automated. The heaviest processes took only 9 weeks. The results were delivered fast, giving us the opportunity to assess the fast pace.”**

Ravi Konda, Sr. Manager, IT Automation, Symantec

**CHALLENGE:** Symantec was seeking to reduce manual processes while maintaining strict security and compliance controls. A customizable solution was essential, since some departments wanted to automate a few steps while others wanted a complete end-to-end workflow automation. Symantec wanted more than just a stop gap measure to replace another system; it sought a solid governance solution to integrate all workflows and improve operations.

**SOLUTION:** Symantec identified three factors in its drive for operational excellence. The first, suitability, was an internal analysis for process design to measure potential constraints or control benefits to the process – the goal being to “score” a good process candidate. The second, complexity, measured what type of bot would be required to automate the process and to understand how many screens and systems it would interact with. The third, value, was around automation bringing value – through cost and time savings, and ROI.

**HOW:** Symantec started its RPA journey slowly, with medium priority processes that would deliver the highest ROI. Establishing the right foundation, with the right infrastructure was very important. Symantec set up the governance and Center of Excellence up front, streamlined criteria for processes selection, and enabled different verticals—including sales, marketing, and IT—to easily build bots with one hour of training.

Automation Anywhere’s platform’s was user-friendly, system agnostic and its enterprise-grade security grade compelling to Symantec. IQ Bot was deployed to automate order management. With incoming orders from different systems RPA was key in filling 17 holes with 40 bots working around the clock to analyze, edit, or book orders. RPA bots played an integral role in sending notifications back to the customers informing them their orders were processed.

**FUTURE:** Today, Symantec leverages RPA to help grow top-line drivers. Bots serve the mid-market segment nurturing leads and conduct pre-processing for sales teams– saving FTE hours on a weekly basis. This time is used to enhance customer experience through direct engagement.

### BENEFITS:



**40** Bots deployed



**4,500** Hours saved in less than a year



**26** Processes automated



**20%** Increase in autobooking of renewals





# WE NEED TO LEARN MORE – AND MORE QUICKLY

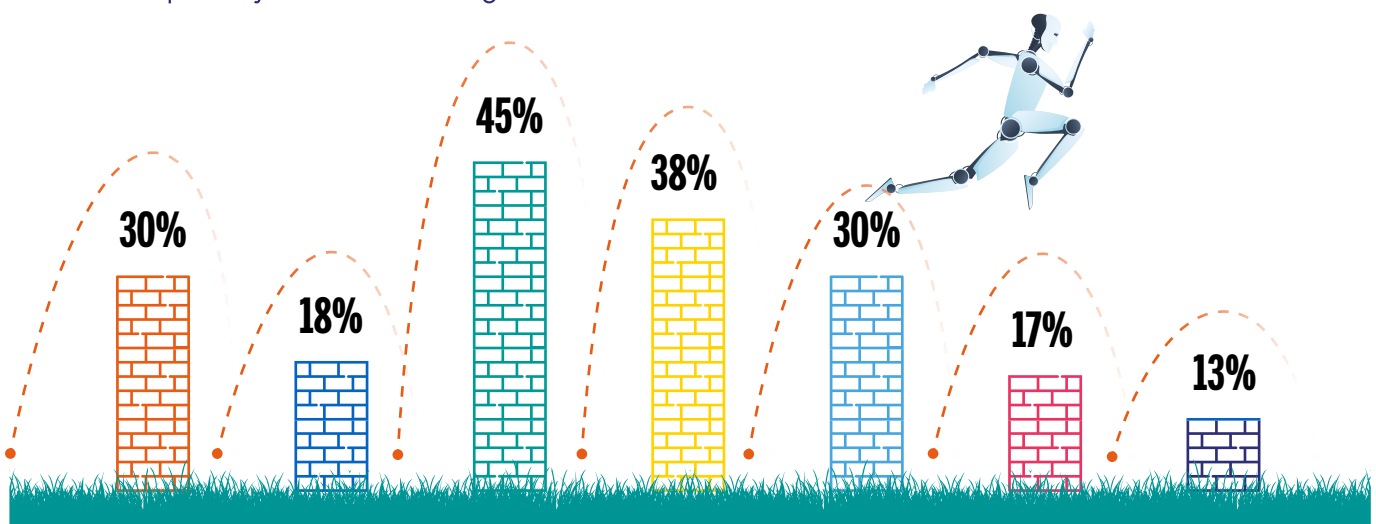
This is a message we have been sharing for years. And it's somewhat surprising to still see lack of skills as a barrier to fully leveraging automation's benefits. Nearly half of the respondents confirm that they simply don't have the process understanding nor the RPA expertise to develop and take full advantage of automation.

**Another 30% cite similar concerns around training and support, and the time and money involved.**

Of course, there will always be competing priorities, but a strong and focused business case with a convincing ROI should overcome this. A more significant hurdle appears in the form of functional constraints imposed by IT. This requires a broad rethinking of access and governance that's aligned with the shift towards digitization. Without IT opening doors, automation's reach will be limited.

The message, however, is that time is running out. If you don't have the skills in place now, buy them, borrow them or train them, but it's got to be a priority. Once the pendulum shifts, those that have prepped accordingly will race ahead.

## What is the primary barrier to scaling automation/RPA?



- Too much time & money required / complexity / training and support
- Not enough internal support / lack of buy-in
- Insufficient RPA expertise / process understanding required
- Business case is complex / not persuasive / too many competing priorities

- IT functional constraints – implementation, security, governance
- Cost of tool is prohibitive
- Other



# How are Enterprises Preparing People for the Future of Work?

**QUESTION:** Ankesh, our survey indicates that nearly 2/3 of enterprises believe they are 'ready' for a future workplace defined by people+robot. How is this playing out in organizations that you are talking with?

**Ankesh Sagar:** What we are seeing, first and foremost, is that enterprises are definitely investing in their digital workforce – so that means combining RPA with analytics and cognitive solutions. But most are still facing challenges in the early adoption stage, as they are looking for better support and guidance from the automation ecosystem. So that is something we all need to help with. However, there is certainly a greater understanding on behalf of organizations around the opportunity of shifting from labor arbitrage towards leveraging automation for agility and digital transformation.

What we're also seeing is that the interest is moving beyond traditional transactional automation and towards more complex, value-adding automation. Many enterprises have embraced digital transformation as a new imperative. They now have the technical capability as well as the operational acumen to drive this forward. RPA is part of the DNA of digital transformation, but, crucially, it can also fill the gaps that are apparent in getting there.

**QUESTION:** How are enterprises ensuring their people are ready for automation?

**AS:** The people strategy is obviously key to success. What's required is a cultural shift to overcome any employee resistance. It's important to ensure an inclusive approach from the beginning, to support employees in upskilling or cross-skilling. That's why the HR department has emerged as a critical partner. Training is instrumental to getting people on board.

We've also noticed that where companies position bots as a helper or a friend, as opposed to a foe, and actively promote the human/bot partnership, the results are much better.



## ANKESH SAGAR

Senior Director,  
APAC

**AUTOMATION  
ANYWHERE**



In fact, I recently read some Research from the University of London indicating that more than 60% of employees surveyed were interested in experimenting with new automation technologies. Taking it a step further, not everyone involved in an RPA initiative needs to build bots. This is an important point and worth repeating: Not everyone needs to be trained as a bot builder. In fact, there are so many secondary roles that are being created to support automation within the enterprise: process identification, bot governance, bot analyst, production support, exception handling, process analyst, etc. So there are plenty of interesting roles that are emerging, that build on the expertise individuals have developed over the years.

**QUESTION:** Is centralized control of automation key? How do you see centralized deployment versus business-driven deployment playing out?

**AS:** Most companies are today taking a comprehensive view to implementing automation. That means combining RPA and with artificial intelligence to improve processes and workflows, and analytics to gain real time business and operational insights. However, to do this well many are recognizing the power of leveraging a Center of Excellence (CoE), particularly at they also need to anticipate where innovations will be required.

CoEs provide a number of advantages. First, their role is to help standardize the framework for





deployment so that organizations can execute a project with faster time-to-market. Think of it this way: If the business deploys automation in silos it can't optimize shared resources or share best practices. A central framework provides a better starting point. CoEs also provide leadership to help business units define their requirements for a successful business case, and optimizes resources.

Another way of answering the question is by reference to "go wide or go deep". "Go wide" refers to a centralized approach, for example through an automation CoE, that provides support across the enterprise. By contrast, "go deep" refers to deployment within a department, in a silo.

Our recommendation is always to go wide for the biggest impact. One of the considerations is that you cannot optimize bot utilization within a department. Certain activities will be required at certain times, so there can be a lot of lost downtime, which defines bot utilization. On the other hand, if deployment is managed through a central team, this downtime can be retargeted towards other processes.

You also need to consider that digital transformation is a companywide initiative, it's not a siloed strategy. So automation needs to align with that initiative.

**Q: What are common mistakes you see in implementing automation?**

**AS:** Implementation success depends on three key factors: program governance, product governance and people governance. I'll share the three most common mistakes in each with you.

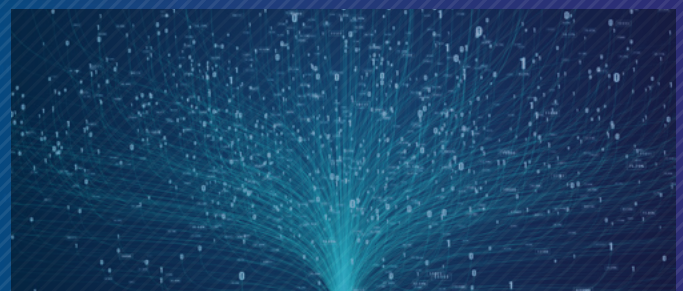
In program governance, we often see companies making the mistake of trying to automate everything and to end and spending far too much time in automating exceptions. The best advice is to automate processed parts with maximum volume but let humans deal with exceptions. The second mistake we see is that our PE experts end up doing everything instead of clearly segregating rolls and responsibilities. For example, a bot builder does not require process expertise; that's for process excellence people whose job is to document activities end to end. So segregating responsibilities is

important to get the best out of everyone. The third mistake companies is that they don't have clearly defined metrics to measure progress, be that cost or topline growth etc. It's also important to chart but velocity and utilization.

When we look at product governance, the important thing is to involve IT from day one. Many companies still make the mistake of bringing IT and infrastructure management into the journey to late. That means that required capabilities haven't been considered upfront. So while automation should be business lead, it needs to be IT enabled and considered disaster recovery from the start. A second mistake on product is not investing in a bot framework first. Once you have a framework, you have a standard way of handling errors without bots log jamming, and managing escalations. Finally, companies often make the mistake of not monitoring real-time operational insights as well as business insights. This transparency is really important.

On the people governance side, you need to focus on outcomes, not utilization. Again we see too many implementations that are focused on utilization of their employees without considering the actual output. Solution architects, for example, should be measured by the number of processes they design, not how busy they are. Another mistake is where KPI's are not owned by the business. The COE is most effective in rolling out automation but only the business knows whether it's effective. The business also needs to sponsor the engagement – you can't outsource automation to IT and expect the results to be aligned to business needs. Finally, it's important not to focus RPE expertise in one place, but to democratize the capability across the company. The strategic implementation can be managed by the CO ease, but awareness around automation should be broadly distributed.

■ END







# THERE IS **WORK** TO BE **DONE**

**T**he overriding theme is that although enterprises are ready; have largely embraced RPA – or are about to; and are actively thinking about scaling and growing its reach; the limiting factor remains lack of awareness around automation, what it can do, and how to apply it. **What's needed is a commitment to training, communication, and change management support.** What's certain is that organizations are not moving fast enough (and thanks to all those who are candid enough to recognize this.) With the right approach, employee and stakeholder resistance will be overcome.

What are the top 7 challenges in preparing your human workforce for the digitalised/automated future?





## #4> CASE STUDY

# R1 RCM automates over 15m tasks annually

**“We know automation is a critical to our ability to scale, and we saw RPA produce significant efficiencies in our day-to-day operations.”**

**Mike Wallace, Vice President, Software Engineering**

**CHALLENGE:** The nature of R1’s business (technology-enabled revenue cycle management services for health systems) is labor-intensive and transactional with many repetitive tasks. R1 staff utilize many of the core systems already in use within client organizations, which poses unique challenges in applying R1’s standardized, revenue cycle processes. While R1 leverages its built-for-purpose, integrated technology platform to allow for standardized workflow across these disparate systems, there is still the “last mile” problem of actually transacting in these systems themselves. RPA represents a way to automate routine tasks without needing to engage each client’s IT resources to implement additional interfaces or scripts.

**SOLUTION:** Automation Anywhere’s solution offered ease of use, scalability, security/encryption, and the ability to work across different platforms. A COE approach under the company’s broader Digital Transformation program allowed R1 to rapidly scale while ensuring high-quality software engineering standards were applied to the RPA program. This also enabled R1 to reliably manage the vast amount of transactions performed on behalf of clients.

### BENEFITS:



**15m+**

Tasks automated annually



**150m+**

“Digital Workers” in production and rapidly growing

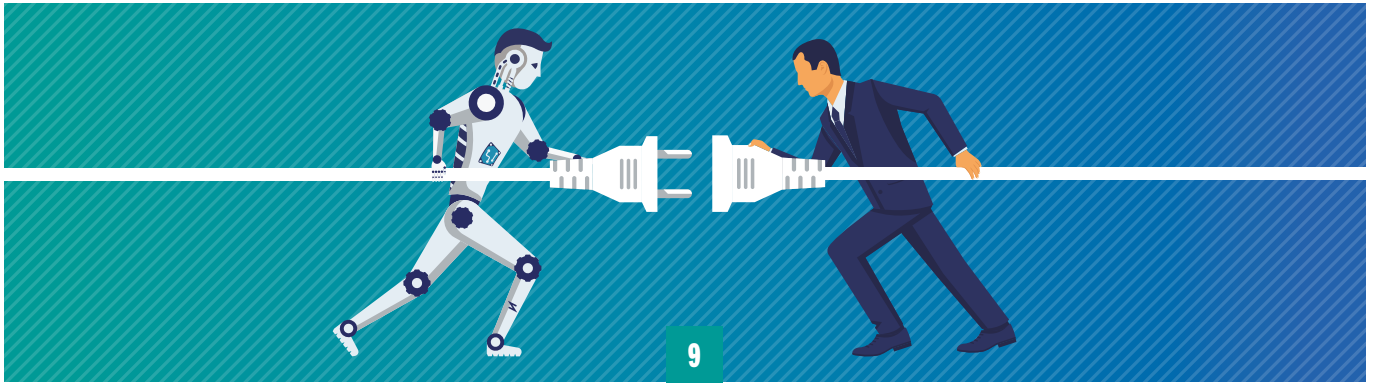


**30+**

Systems in 100+ locations securely connected through automation

**HOW:** R1 started by automating its core business process: claims processing. Many of the steps requiring manual interventions are now automated thus enhancing staff productivity. Prior to claim submission to an insurance company, validations or “edits” are applied to increase the likelihood of payment. Without automation, to resolve errors flagged by the validation process, information from various systems is typically gathered manually. After the claim is successfully submitted, its status must be checked at regular intervals to determine if any intervention is needed to obtain payment. Although industry standards exist to perform this process, the information obtained generally lacks the detail required to resolve the claim issues. Today, these status checks are automatically run through RPA and imported into R1’s proprietary workflow platform to ensure only claims requiring intervention are sent to staff to address.

**FUTURE:** R1 operational stakeholders realize the value of RPA and are bought in to the program. The company continues to discover net new automations, extend existing ones for increased value to customers, and develop a robust RPA pipeline. Ultimately, R1 aspires to scale its automation COE as part of its digital transformation effort.



## MOST BOTS ARE STILL ATTENDED, BUT END-TO-END PERFORMANCE OBJECTIVES ARE DRIVING UNATTENDED DEPLOYMENT

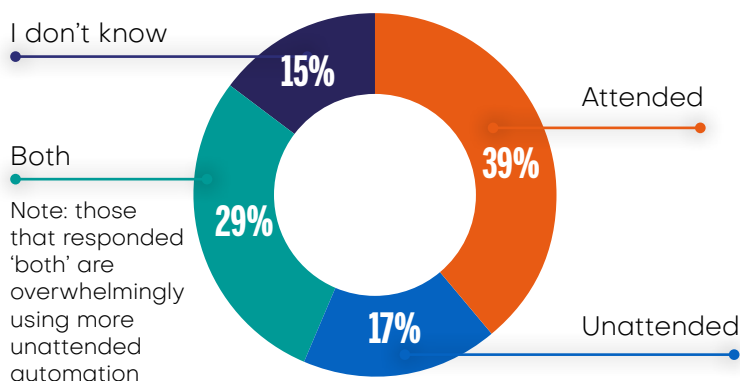
**Across APAC, we see twice as many attended as unattended RPA deployments.** Early deployments were mainly attended because the value-add of RPA was easily recognized in that space: Bots stepped in to help humans in their activity flow, taking over at a certain stage before handing completed work back, and so on. The main benefit attended RPA offers is in improving a human's capacity for performance. This also translates to being able to take on significantly more work without increasing headcount. The preponderance of BPO centers in the region also explains attended's popularity.

Attended automation, therefore, significantly improves the performance

capacity of the human workforce. Another benefit is that it significantly reduces the time-intensive escalation of exceptions, and ensures automation is guided by human know-how and context. It's something which, over time and as machine learning (ML) progresses, we will need to rely on less and less.

However, the advent of ML (software that learns by analyzing human actions) along with a broader recognition of end-to-end process opportunities for automation means that we are seeing more growth in unattended RPA, i.e., machines learning from humans, and which can, over time, encroach on their work.

### Are you deploying attended or unattended robots?





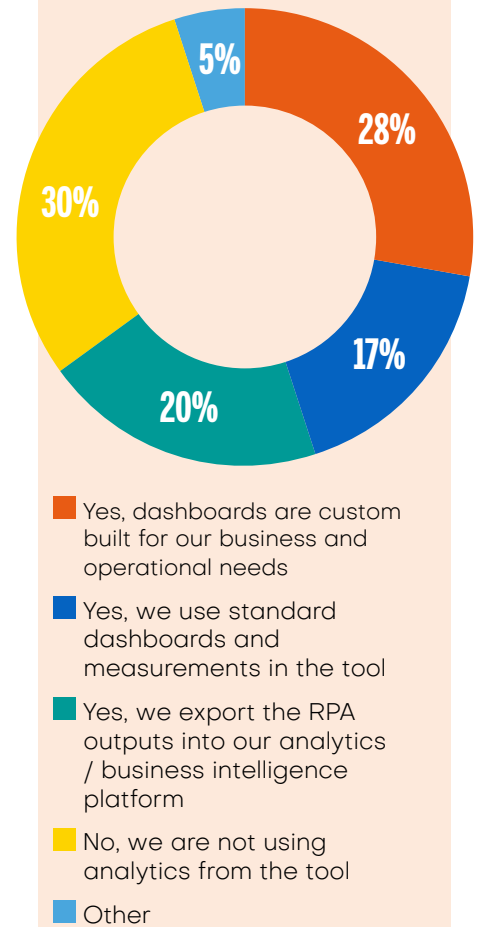
# SUCCESS IS MEASURED IN PRODUCTIVITY

Despite the fact that automation delivers new value in terms of ready access to data resulting from RPA, most practitioners are still obsessed with traditional productivity measures and efficiency gains. This is understandable, but it's missing the point. Those that are measuring hours returned to the business are on the right track in terms of highlighting measurable benefits. But the more significant benefits of automation will undoubtedly result from the knock-on effect of employees doing more value-added work, and the ability to make better decisions and review data trends. Given the stage of

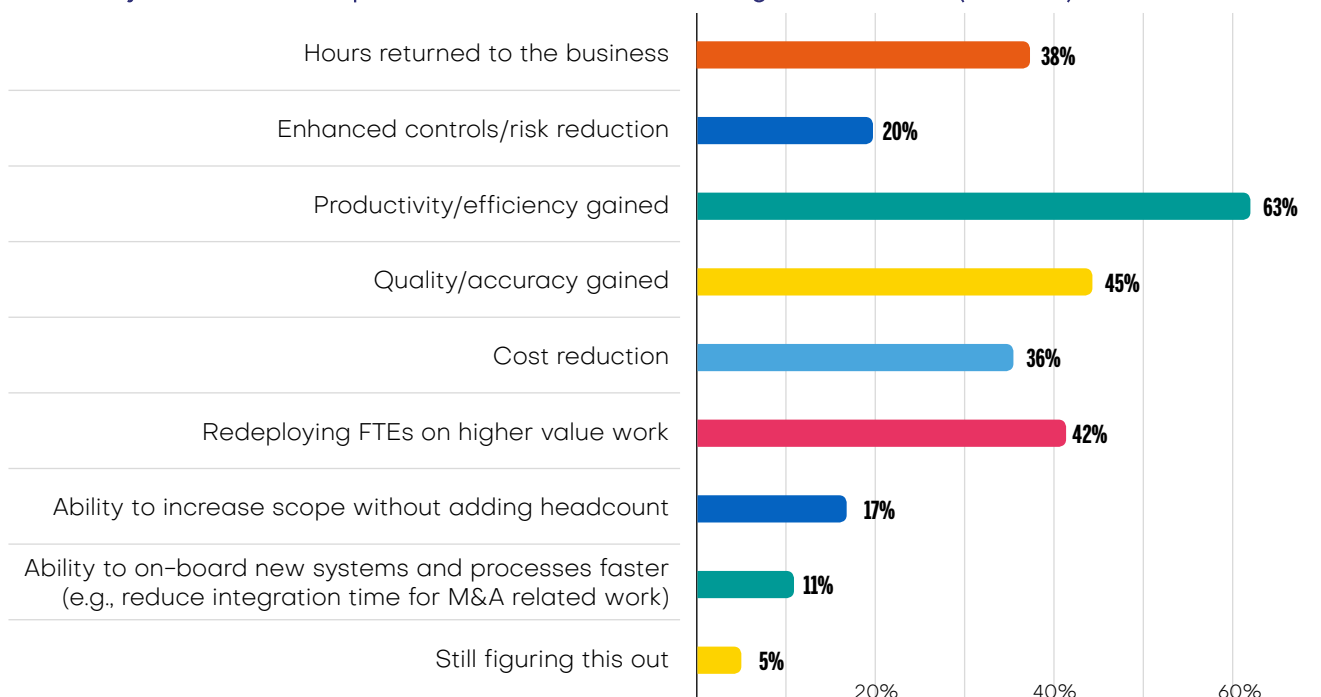
RPA maturity the market is at today, it's not surprising to see these benefits, as of now, still underestimated.

The problem is that analytics capability is still relatively underdeveloped. While some organizations have recognized the potential and are actively leveraging dashboards, nearly a third of respondents are not using any analytics from their RPA tool, and few are actually taking advantage of the analytics capability already embedded in RPA tools. That is perhaps the biggest oversight emerging from the survey, and at the same time, also the most easily addressed.

Do you have easy access to the data outputs resulting from RPA to drive more digital analytics?



## How will you measure the performance/success of the digital workforce (i.e. bots)?



# Summary

As the APAC region enters a new decade, its enterprises reflect the global trend towards digitization. The future, it is agreed, will be characterized by a hybrid workforce in which machines take on increasingly complex decision algorithms while humans focus on creating innovative value for the business. This report leverages market data to highlight the opportunities to drive automation forward, as well as some of the challenges that still need to be addressed.

The key opportunity is to take a centralized approach to implementing and scaling RPA. Indeed, enterprises that have scaled RPA most successfully to date, are characterized by Shared Services / GBS ownership of the IA strategy.

Striking a more cautious note, however, we also see critical skills gaps as the primary barrier to scaling automation. Six out of 10 respondents cite a lack of general awareness and understanding as their

top challenge this year.

The message is clear: RPA is effective, and its use is only increasing. However, enterprises will need to rapidly develop their in-house automation skills and competencies, for example through Centers of Excellence, to optimize RPA's impact.

## ABOUT AUTOMATION ANYWHERE

Automation Anywhere is the global leader in delivering the most advanced, enterprise-grade, cognitive Robotic Process Automation (RPA) platform capable of automating any business process. The platform enables enterprises throughout the world to create digital workforces that manage and scale business processes faster, with near-zero error rates, while dramatically reducing operational costs. We believe that people who have more time to create, think, and discover build great companies. It's why we've dedicated more than a decade to providing the world's best RPA technology to leading financial services, BPO, healthcare, technology, and insurance companies—to name a few—across more than 90 countries.

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Established in 1999, SSON recognized the revolution in support services as it was happening, and realized that a forum was needed through which practitioners could connect with each other on a regional and global basis.

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