



Robotic Process Automation – Key Strategies and Emerging Trends

A PoV by
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Robotic Process Automation spectrum

Looking at cost pressures, dynamic business requirements and huge IT legacies, automation is slowly emerging as one of the key levers to expedite the business transformation journey for many organizations.

Robotic Process Automation (RPA) can be defined as the IT layer which mimics the way human agents interact with the system to execute any process. The complete automation spectrum swings between two extremes – from business rule-based automation to human intelligence-based automation, supported by robust business process management and analytics platforms. Rule-based automation is primarily targeted towards processes which are driven by defined business rules. Structured text data processing through technologies like macros, user interface or surface integration, optical character recognition, etc. fall under this left side of the spectrum. Human intelligence-based automation is targeted towards knowledge-centric processes where the rules are a little fuzzy in nature and can't be precisely defined. The process typically requires the human brain to take decisions. Unstructured text data processing using sophisticated

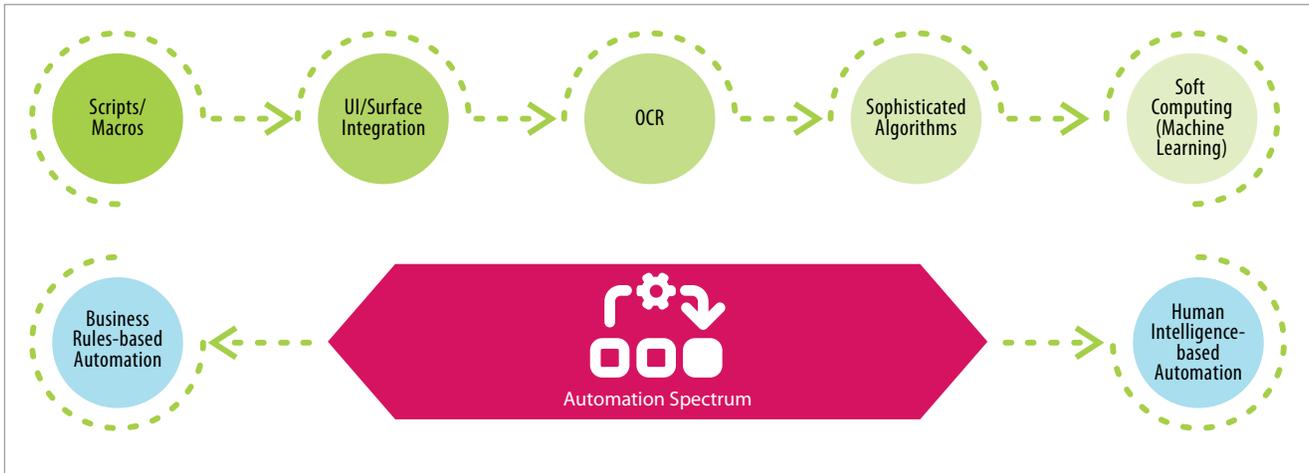


Figure 1

algorithms like neural network supported by core business domain knowledge repository fall under the right side of the spectrum.

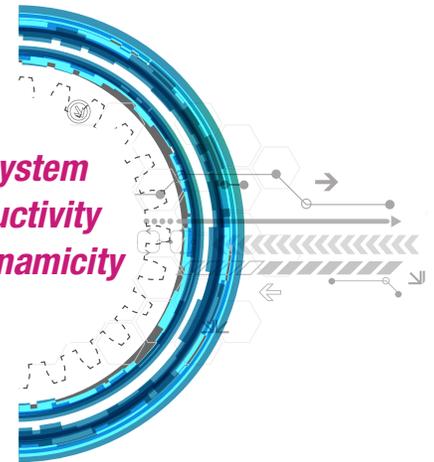
RPA as a Catalyst to your strategy

It is a proven fact that RPA has the potential to increase productivity by 20-80% in any process, but the trick lies in defining the right strategy and roadmap to implement the same. Typically, RPA initiatives are driven by the business side of the organization with very late involvement of IT.

The fear of losing RPA's early benefits in the overall long-term IT transformation strategy, compels business leaders to hide their initiatives. Often, this results in a huge mushroom farm of robots, managed manually through localized teams. This in turn, multiplies hindrances to the pace of long-term IT strategy implementation and finally slows it down considerably. This is the time to change the mindset of CIOs and start evaluating RPA as a catalyst to their strategies.

Considering an enormous customer base, differences in their preferences of interaction styles and the very nature of business itself, 'digitization at source' might be a long-term strategy. However, RPA can effectively be designed with the right hooks to the source data and implemented in 3-4 months. A good portion of benefits will then be realized much earlier than that of the previous approach and further benefits will be realized along the journey of digitization. In my view, focus towards API-based ecosystem is the key to strike the most optimal balance to drive the productivity benefits and the changes to support the dynamic nature of the business.

**API-based ecosystem
drives the productivity
benefits and dynamicity
of the business**



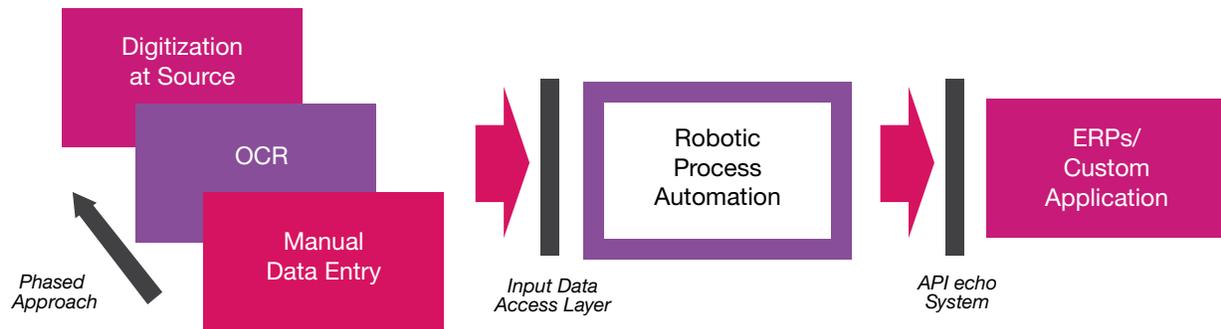


Figure 2

Making the most of RPA - Aspects to consider

Product's credentials and future roadmap

The market has observed an exponential growth and evolution of RPA technologies in the last 2-3 years. Therefore, it becomes important to have a careful selection of products apart from the company's performance, credentials and product commercials. The other important consideration revolves around its current abilities and future roadmap.

Product's flexibility

A product's flexibility to integrate with different technologies and supporting enterprise-level centralized architecture to promote the virtual workforce concept in true sense, is the most important criteria to evaluate the current abilities. Alignment of the product's roadmap with emerging trends like Artificial intelligence, business domain specific solutions and e2e business process management workbench, is another aspect to consider.

Virtual vs. Manual effort

RPA is always implemented as a combination of virtual and manual workforce, however, the split is highly skewed towards virtual workforce. RPA is designed and capable of providing 100% accuracy for the processed transactions but throughput varies from process to process. Typically 10-20% effort is kept aside for the manual workforce to handle functional and technical exceptions. Return on investment is the most important aspect to be considered while designing the Robot. Many a time, the rule of 80-20 is applied to accomplish the maximum benefit. Low volume exceptions are typically kept out-of-scope for the Robots.

Change management

Effective change management is the key to success of any RPA implementation. This is also one of the major reasons for most of the failures in this space. There are primarily three set of possible changes – Process, IT infrastructure and Applications. These need to be thought through along with the respective organizations, first to align with their roadmaps and secondly to carve out the right process for change management.

If we look at the emerging trends in this space, most of the products are working towards increasing their breadth in the spectrum and thus focusing on building capabilities like Intelligent Automation, Optical Character Recognition, Natural Language Processing, Virtual Assistance, Image and Video

Success or failure of RPA implementation majorly depends on effective change management



Analyzers, etc. Another group of products are primarily focusing towards business domain specific solutions and provide RPA as a service offering.

RPA indeed has emerged as one of the strong levers to transform both business and knowledge process organizations, if implemented in a planned and structured manner.

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About the Author

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With 19 years of core IT experience in planning, developing and implementing avant-garde information solutions, Nishant Goel is currently leading Automation Practice at Mphasis. He has extensive experience in leading both custom and product-based e2e complex/strategic IT Initiatives. He has also led implementations of complex solutions with 1000+ Robots for multiple Clients and has applied for a patent on RPA delivery methodologies.

In his current role he is working with clients to help map their automation journey and guide them to successful realization of its benefits.

About Mphasis

Mphasis (BSE: 526299; NSE: MPHASIS) applies next-generation technology to help enterprises transform businesses globally. Customer centricity is foundational to Mphasis and is reflected in the Mphasis' Front2Back™ Transformation approach. Front2Back™ uses the exponential power of cloud and cognitive to provide hyper-personalized ($C = X2C^2 = 1$) digital experience to clients and their end customers. Mphasis' Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments within an enterprise, enabling businesses to stay ahead in a changing world. Mphasis' core reference architectures and tools, speed and innovation with domain expertise and specialization are key to building strong relationships with marquee clients. To know more, please visit www.mphasis.com

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