



Possibilities Unlimited

Maximizing Automation
ROI with Process
Discovery



WHITEPAPER



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Introduction to Intelligent Automation

As enterprises continue to transform into dynamic and customer-centric organizations, Intelligent Automation has become more significant than ever. Now, there is an increased pressure to get things done whether it's about launching products or making sure the customers realize the value of products and services. Without Intelligent Automation it's now impossible to thrive in a very demanding nature of change.

Enterprises are also figuring out how to creatively apply Intelligent Automation in various areas. Automation allows businesses to automate rule-based tasks by imitating users' actions, driving business agility and workforce transformation.



The ultimate goal of Automation is to replace mundane, repetitive and labor-intensive tasks performed by humans with a virtual workforce. Implementing Automation into businesses will help to digitize a considerable amount of labor, leading to increased productivity, higher transparency, improved overall performance and faster ROI.

Intelligent Automation is now very much a silent yet swift revolution that has been encroaching upon industries across all sectors, such as banking, healthcare, insurance and independent software vendors. However, several enterprises that implement Automation often struggle to fully utilize its potential, leading to promises and expectations surrounding ROI not being met.

Research states that 30%-50% of Automation implementations are not successful.

Why do Automation implementations fail to meet expectations?

As per a leading independent research firm, 30 % to 50 % of Automation implementations are not successful¹. This is because Automation is a strategic process, not a ready-made solution. Hence, the program can face multiple challenges in its implementation journey. Though the benefits of Automation are numerous and well-documented, organizations that look to implement it often face the tough challenge of mapping all business processes in order to identify which ones need to be automated.

The traditional method for this is manual process mapping that involves Automation consultants, who spend time with SMEs and agents to understand and document the as-is process. This includes identifying the business processes, deciding the criteria to set Automation priorities, documenting key data, evaluating recorded data to decide which processes to automate, categorizing them and designing Automation workflows for the bots. Let's take a look at some of the risks associated with this:

Limited understanding of process exceptions and variations

In an enterprise, there is a big difference in the way business processes are designed and executed on the ground. While all companies have SOPs, over time the personnel on the ground come up with their own ways of conducting tasks, giving rise to business process variations. Apart from process variations, it is a known fact that all business processes have exceptions. As the depth and breadth of these business process variations and exceptions are not recorded when a process is mapped manually, a lot can go wrong. Often it's only during the implementation phase the team will realize that the lack of deep process understanding has led to an ineffective RPA (Robotic Process Automation) strategy. This leads to organizations failing to realise ROI and other benefits predicted in the initial Automation plan and overshooting investment requirements.

Only during implementation the team realizes that lack of process understanding has led to ineffective RPA strategy

Failure to foresee an Automation roadmap

It's not easy to predict how immensely an Automation initiative can grow within an enterprise. Most businesses usually start their Automation journey with relatively low-scale processes as they follow the proof of value (PoV) model and look to establish efficiency. This often leads to designing an Automation program focused on achievements set for the first year or so, instead of targeting the Automation's potential reach. Though the initial scale is important, failure to consider larger parameters and not having a plan in place early will hinder scalability prospects when the organization looks to expand Automation to other processes.



Organizational resistance and inherent bias

The knowledge and expertise of process managers and the local team are crucial in understanding the scope and nature of certain processes so that they can be automated in the best possible manner. However, it is unwise to assume that the people who are in charge of processes are the right personnel to help automate it. If employees feel a sense of job insecurity due to the introduction of a virtual workforce, it's likely that they would refuse to cooperate fully in process mapping and might even withhold important information. Such inherent bias and cultural resistance within the organization can adversely affect the Automation journey and success.

Lack of governance

Automation governance falls in a territory between IT and business, and if there is a lack of communication between the two teams, it will hamper the Automation implementation. The process, software interfaces and data formats alter during the implementation phase and require continuous planning and communication. Without a well-defined governance framework in place, it will be difficult to apply the Automation software to key processes that require accuracy and efficiency.

What is the alternative to manual process mapping?

While organizations understand how Automation can help cut costs, increase efficiency and avoid human errors, some challenges still remain-time, cost, process optimization, and most importantly, where to begin? For most enterprises, difficulties in realizing the value of its Automation is associated with the first step-acquiring an accurate and comprehensive mapping of all their business processes. With business processes changing all the time, manual process mapping doesn't prove to be very effective as the documentation process becomes outdated quickly.

Usually, a manual method of interviewing operations SMEs and agents, and gathering data from process documents is used for identifying the right process for Automation.

This method suffers from various disadvantages that affect not only the efficiency but also the cost and time involved in set up and implementation. Some of these disadvantages are:

01

Significant manual effort from both consultants and SMEs

02

Biased information being fed into Automation decisions gives incorrect insights into the process, often hiding the real complexity of the process

03

Delays in requirement gathering due to lack of SME availability, quality of data and lack of process documentation

Enterprises can solve these challenges by complementing the SME process knowledge with on-the-ground real data that is captured automatically by a tool. It is critical to capture user key strokes to understand the on-the-ground business process variations and exceptions. Empirical data obtained from such a tool can mitigate the challenges of the quality of data and help in identifying the right Automation opportunities.

With business processes changing all the time, manual process mapping doesn't prove to be effective

This also helps in:

01

Realizing the real value from Automation as the right process can be automated using the right technology

02

Capturing and mining on-the-ground data automatically to create realistic process maps and insights covering all process variations and exceptions

03

Creating process transparency to allow enterprises to drive efficiency, quality and productivity and exceptions

What is Process Discovery and how does it work?

Process Discovery is a machine learning-based tool that helps organizations maximize the value of Automation. It identifies business processes, tallies all possible variations using proprietary machine learning algorithms and makes recommendations for Automation. Process Discovery not only distinguishes business processes that can be automated but also designs Automation workflows, making the design, development and implementation of Automation quicker and more efficient.

Process Discovery bots monitor an organization's business processes for a specific period. They run on employee machines in a non-intrusive way, without hampering daily work and collecting data on how the organization uses various applications to perform its tasks. AI then analyses the data, recommending the best contenders for Automation, by weighing up the time, effort and finances that can be saved through it. It then generates Automation workflows that can be moved to an Automation tool for a seamless Automation journey.

The ultimate automation platform

AssistEdge discover - Amplifying Automation ROI with Process Discovery

EdgeVerve's AssistEdge Discover tool offers all the benefits with a simple yet smooth user interface and process design. AssistEdge Discover is a non-intrusive product that leverages user key strokes and sophisticated neural network algorithms to create insightful business process maps.

These maps, along with insights generated by the analytics engine, provide a powerful foundation for inter-functional collaboration, effective change management and continuous improvement; all of this is free from human bias. AssistEdge Discover reveals crucial process nuances essential to create an effective Automation blueprint and provides an ability to unlock the true value of Automation.

AssistEdge Discover leverages user key strokes and sophisticated neural network algorithms to create insightful business process maps



AssistEdge Discover in action



Insightful
Business
Process Map



Empirical
Decision
Making



Effective
Automation
Blueprint



Unlock
Automation
Success

AssistEdge Discover helps enterprises in:

01

Accelerating Process Discovery by reducing manual effort of large-scale process identification and mapping all process variations and exceptions

02

Amplifying Automation value by leveraging the potential of AI as an integrated approach to maximize the business process outcome

03

Improving Automation success rate by creating an effective Automation blueprint, bringing transparency and eliminating human bias

04

Increasing predictability by avoiding potential errors and pitfalls through smarter exception handling

How does AssistEdge Discover help maximize ROI?

AssistEdge Discover is a holistic product suite that helps enterprises navigate their entire Automation journey, all the way from crafting an Automation blueprint to realizing Automation success, and tracking and capturing the data. It helps enterprises manage their Automation program from value definition to value creation and management. Powered by machine learning, AssistEdge Discover helps enterprises unlock the true value of Automation by:

Strategizing and establishing ROI

Since AssistEdge Discover captures user key strokes and combines it with the power of neural network algorithms, it delivers empirical data, reducing human biases, errors and risks in Automation. It helps identify the processes for Automation and maps them out realistically, covering all process variations and exceptions. With the help of an Automation blueprint, AssistEdge Discover establishes and builds business value proposition around each process that helps strategize and maximize on the expected ROI from Automation.

Accelerating Automation value

Automated Process Discovery through AssistEdge Discover overcomes the shortcomings of a manual approach to create a business process model at a fraction of the time. Rapid Process Discovery and mapping at a large scale leads to faster Automation project execution by avoiding midcourse correction due to exceptions and process inconsistencies.

Navigating and realizing Automation blueprint

The Automation blueprint generated by AssistEdge Discover covers realistic on-the-ground process maps and can be put into immediate effect by an enterprise. AssistEdge Discover helps navigate across the Automation journey by creating the business process value proposition, validating it and helping realize the full Automation blueprint. It can be plugged at any time into an Automation journey to fine-tune the strategy.

Amplifying Automation success

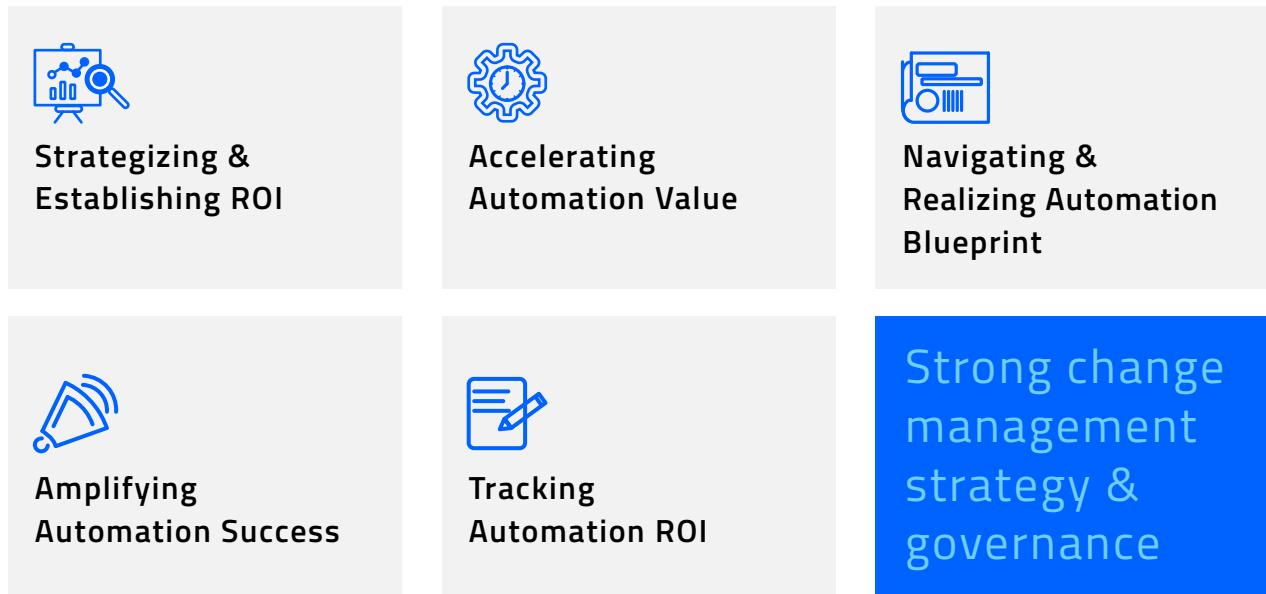
Powered by AI, AssistEdge Discover has powerful analytical reports that give insights into the nuances of process executions happening on the ground. It can amplify the Automation success by providing insights around where intelligence can be used and what kind of intelligent technologies can be brought forth, be it OCR, sentiment analysis or machine learning.

Tracking Automation ROI

AssistEdge Discover helps enterprises capture the value that has been created through Automation by baselining and assessing continuous process improvement and ROI. It creates a transparent approach to tracking Automation ROI and managing governance.

Unlock new possibilities by unleashing the power of future workforce

AssistEdge Discover ROI framework



AssistEdge Discover use case

Business challenge

A 100 year-old global technology company wanted to understand how its overall procurement processes including 'request for quote', 'letter of intent', 'supplier onboarding' and 'purchase order processing' are executed. The aim was to understand user behavior on the ground. Through this exercise, the enterprise is expecting to streamline existing processes either through process reengineering or process Automation.

Solution implementation

AssistEdge Discover was deployed approximately on 30 different user desktops in three different business units. Data was captured for four weeks and then analyzed to derive the user productivity and behavioral aspects like working hours, unnecessary usage of backspace, delete keys and more. Manual surveys/interviews were conducted to collect data of the business processes with respect to their volumetric, financial details and any regulatory guidelines that define process flows.

A set of Automation recommendations and an Automation implementation roadmap based on ROI was provided by the consulting team, leveraging:



Analysis of business process maps and dashboards generated by AssistEdge Discover



Inferences from interviews and process assessment



Domain knowledge



Output from established Automation assessment frameworks

Business results

Process execution details were recorded using AssistEdge Discover. The consulting team further collected all the process details through manual surveys and interviews. All the observations were evaluated by the consultants against industry benchmarks.

The final recommendations presented to the enterprise included:



The business process maps generated through AssistEdge Discover depicted how the current business processes are executed on the ground



There is scope for improvement in user behavioral aspects



Automation opportunities were identified and shared with the enterprise

Conclusion

Most businesses are unsure of where to start their Automation journey, and are not equipped to overcome the hurdles Automation might face during implementation. Enterprises leave these decisions entirely to consultants who bank on their experience in manual process mapping. Process Discovery provides these organizations with a fast, reliable and cost-effective way to identify the ideal processes for RPA and to continue automating additional tasks.

Process Discovery bases ROI on empirical data and analysis, not guesswork and forecasts. Thus, it ensures that the enterprise is not automating broken processes. It identifies the processes to automate and generates an Automation workflow. With such a complete map of processes, initiatives won't fail and can bypass bottlenecks caused by inefficiency. This leads to value realization of RPA and better ROI.

Contributors



Sateesh Seetharamiah

Vice President and Global Product Head, EdgeVerve



Shrikant Deo

Associate Director and Lead – Product Management, EdgeVerve



Parijat Sahai

Director, Solutions Consulting, EdgeVerve

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AssistEdge Discover

AssistEdge Discover unlocks the hidden business value trapped in processes. It is a powerful foundation for enterprises seeking cutting-edge technology to drive intelligent automation and process excellence. From non-intrusively capturing human-machine interactions to leveraging AI to creating actionable process insights, AssistEdge Discover sets you on the right path to embrace continuous improvement with a relentless focus on creating a hyper-productive enterprise.

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About EdgeVerve

EdgeVerve Systems Limited, a wholly-owned subsidiary of Infosys, is a global leader in developing digital platforms, assisting clients to unlock unlimited possibilities in their digital transformation journey. Our purpose is to inspire enterprises with the power of digital platforms, thereby enabling our clients to innovate on business models, drive game-changing efficiency and amplify human potential. Our platforms portfolio across Automation (AssistEdge), Document AI (XtractEdge), and Supply Chain (TradeEdge) helps inspire global enterprises to discover & automate processes, digitize & structure unstructured data and unlock the power of the network by integrating value chain partners. EdgeVerve, with a deep-rooted entrepreneurial culture, our innovations are helping global corporations across financial services, insurance, retail, consumer & packaged goods, life sciences, manufacturing telecom and utilities, and more.

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