



Smart RPA Playbook

Service Optimization Technologies (SOT)

Market Report – November 2018: Complimentary Abstract / Table of Contents

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Membership information

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Table of contents (page 1 of 2)

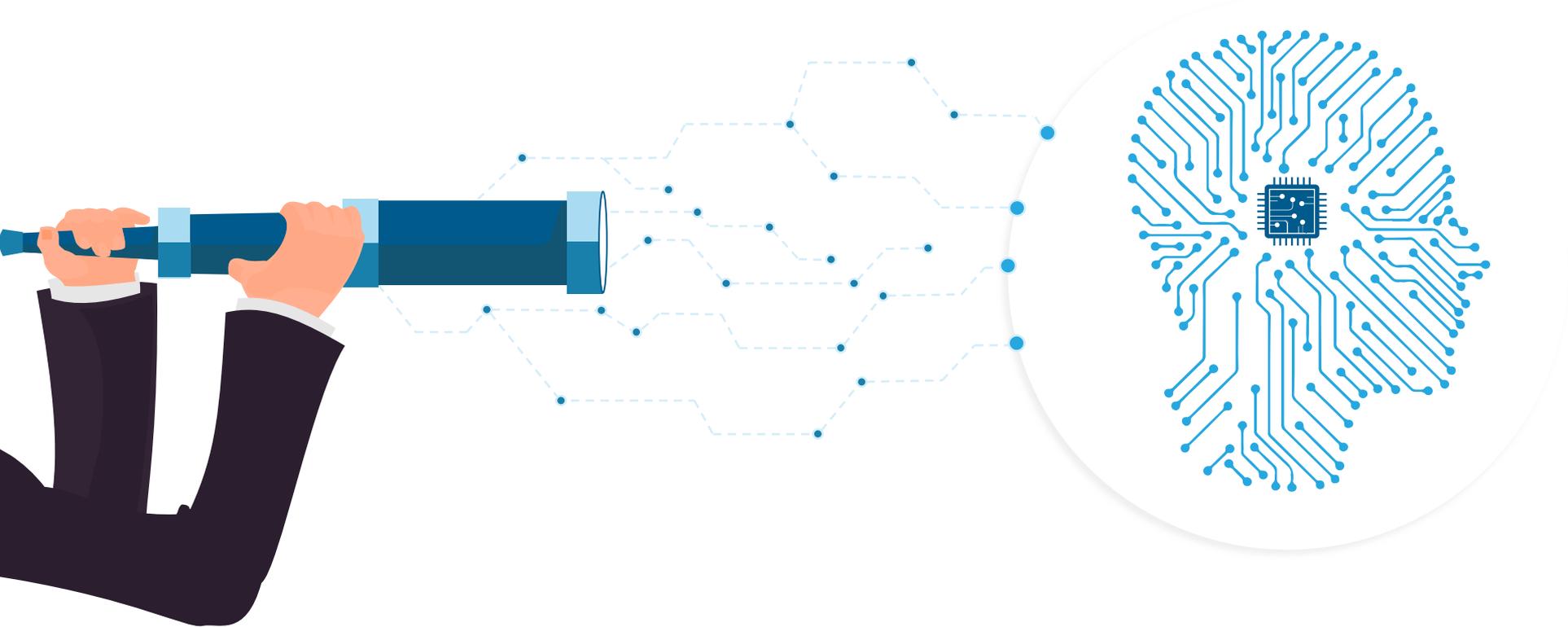
Topic	Page no.
Objective of the Playbook	5
Section I: Introduction to Smart RPA	6
• Smart RPA adoption drivers	7
• Defining Smart RPA	12
• Next-generation workforce	15
• Benefits of Smart RPA	19
• Key challenges and best practices	21
Section II: Enterprise Smart RPA journey	23
• Understand current state and market capabilities	25
• Building a business case – what is the right outcome target state?	32
• Determining the capabilities required to achieve identified outcomes	35
• Identify all determinants and map path	41
• Execute against mapped path	48
Section III: Accelerating the Smart RPA journey	49
• Identifying and prioritizing processes for Smart RPA adoption	50
• Optimizing processes before automating	53
• Selecting enterprise-grade Smart RPA tools	56
• Establishing and executing a Smart RPA CoE	68
• Identifying and sourcing Smart RPA skills	80
• Developing an effective change management program	86

Table of contents (page 2 of 2)

Topic	Page no.
Section IV: Enterprise case studies	92
Section V: Pinnacle Enterprise™ Smart RPA maturity model	105
• Assessment of Smart RPA capability maturity	107
• Assessment of Smart RPA outcomes	129
Section VI: Developing the business case for Smart RPA	132
• Key assumptions and framework for assessment	133
• Aggregated business case for an enterprise	136
• Business case for front-office operations	141
• Business case for back-office operations – F&A	150
• Business case for back-office operations – P&C insurance processes	159
Appendix	163
• Appendix A: Digital workforce and the office of the future	164
• Appendix B: Enterprises' environmental determinants	169
• Appendix C: Variations in execution steps	173
• Appendix D: Establishing a Smart RPA CoE	179
• Appendix E: Glossary of key terms	198

Objective

The aim of the Smart RPA Playbook is to empower enterprises at various stages of their Smart RPA journeys with insights, methodologies, and practical advice to help develop winning strategies to achieve best-in-class business outcomes from their Smart RPA investments



Overview and abbreviated summary of key messages (page 1 of 2)

The adoption of Smart Robotic Process Automation (RPA) that combines both RPA and AI technologies to automate business processes has increased over the past 12 months. Smart RPA investments by many forward-looking enterprises have been able to deliver significant benefits such as cost savings, improved operational metrics, enhanced CX, and increased revenue. This playbook aims to empower enterprises at various stages of their Smart RPA journeys with key insights, methodologies, and practical guidance to develop winning strategies and achieve best-in-class business outcomes from their Smart RPA investments.

Some of the findings in this report are:

Introduction to Smart RPA

- Smart RPA are the automation solutions that combines RPA and AI technologies. It is a core capability for enterprises to enable the change to digital, automated, and smart business processes and has applications across all industry verticals and functions
- The RPA platforms are fast becoming the glue that brings together enterprise automation. The key technologies that form the underlying systems for Smart RPA are robotics, computer vision, analytics, machine learning, BPM/workflow and Natural Language Processing (NLP)
- About 20% of enterprises that have deployed RPA have implemented AI in conjunction with their RPA deployments¹ and the number is rising

Enterprise Smart RPA journey

- Enterprises can break down their Smart RPA journeys into five distinct steps
 - Understand current state and market capabilities
 - Create a business case and refine target state, if required
 - Determine capability target state
 - Identify all determinants and map path
 - Execute against mapped path

¹ Based on responses of 52 enterprises that have deployed RPA
Source: Everest Group (2018)

Accelerating the Smart RPA journey

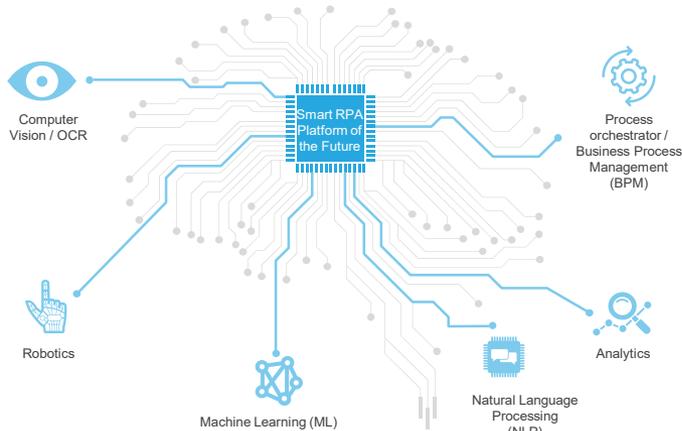
- Use Everest Group Pinnacle Model™ framework to understand and measure the current and target states of smart RPA within your business operations. This should be done in terms of capabilities and desired outcomes
- Methodically assess suitability of processes for automation
- Build a business case for automation of the candidate processes while also deciding what technologies to use, and conceptualizing the end-state of automation that you want to achieve for your organization
- Use the Capability Maturity Models provided in the playbook to work out the gap between your current and the desired end state, and what you need to do in order to achieve it
- Map your journey taking into account the organization's culture as well as the business needs to develop a realistic journey plan and to plot the path to your target state. Use journey option examples in the playbook to finalize the path
- Execute using best practice program, project & change management, and using the extensive advice provided in the playbook

Developing the business case for Smart RPA

- For the business case, one example provided is that of a P&C insurance enterprise that leverages onshore and offshore locations for delivery. The delivery pyramid is offshore-heavy at the bottom and onshore-heavy at the top
- Smart RPA could deliver a risk-adjusted ROI of over 200% over a three-year period for the US\$10 billion insurer. Overall ROI from Smart RPA could vary significantly – from 50% to 350% – depending on process maturity, standardization, delivery mix, and governance
- Smart RPA deployed in front-office operations has the potential to provide steady-state net savings of 9-12%, 3-year risk-adjusted ROI of 40-50%, and a payback period of ~13 months
- In F&A back-office operations, it has the potential to deliver steady-state net savings of 25-40%, 3-year risk-adjusted ROI of ~250%, and a payback period of ~12 months

This study offers six chapters providing a deep dive into enterprises' Smart RPA adoption journeys ; below are four charts to illustrate the depth of the report

Introduction to Smart RPA

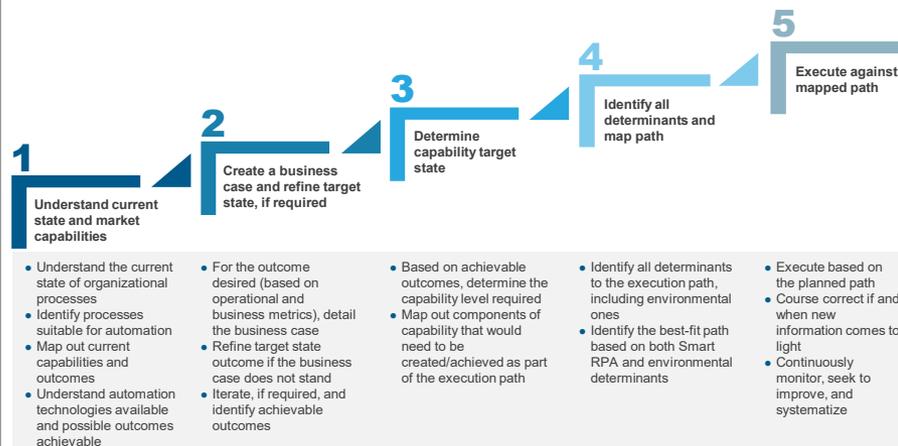


Building a business case – what is the right outcome target state?

Process example 1: Invoice processing; 44 initial FTEs

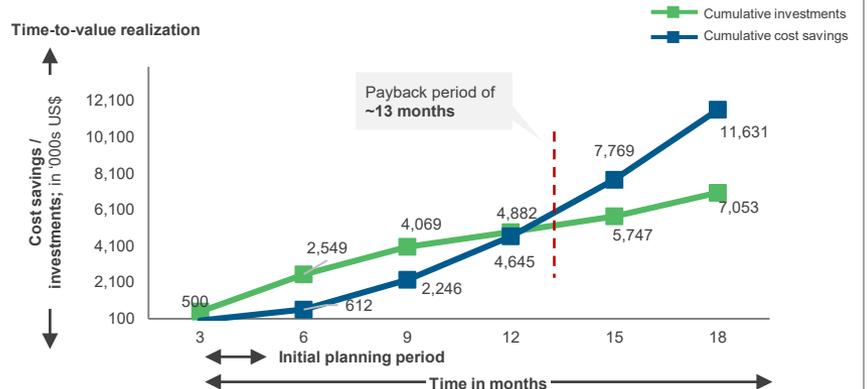


Five steps to a Smart RPA journey



Developing the business case for Smart RPA

Aggregated payback period analysis for Smart RPA in a P&C insurance enterprise



Research calendar – Service Optimization Technologies (SOT)

Published
 Planned
 Current release

Flagship SOT reports

Release date

Enterprise RPA adoption – Pinnacle Model™ Analysis 2018	March 2018
Robotic Process Automation (RPA) – Technology Vendor Landscape with Products PEAK Matrix™ Assessment 2018	April 2018
Robotic Process Automation (RPA) – Technology Vendor Profile Compendium 2018	May 2018
Robotic Process Automation (RPA) – Annual Report 2018	June 2018
Chatbots/Intelligent Virtual Agents – Market Report 2018	Q4 2018
SDA in Healthcare BPS – Service Provider Landscape with PEAK Matrix™ Assessment 2018	Q4 2018
Intelligent Document Processing – Technology Vendor Landscape with PEAK Matrix™ Assessment 2018	Q1 2019

Thematic SOT reports

Role of Artificial Intelligence (AI) and Cognitive Solutions in Delivering Customer Experience of the Future	March 2018
Defining Enterprise RPA	May 2018
GDPR Compliance – Can Automation Save the Day?	July 2018
Buyer Satisfaction with Robotic Process Automation (RPA) – How Far or Close is Reality from Hype?	July 2018
Reimagining the Employee Experience in the Age of Artificial Intelligence	August 2018
Smart RPA Playbook	November 2018
Toolkit – RPA in GICs Toolkit	Q4 2018
Fulfilling the promise of RPA in F&A - A Reality Check	Q4 2018
RPA in Banking - A prioritization framework	Q4 2018

Note: For a list of all SOT reports published by us, please refer to our [website page](#)

Additional SOT research references

The following documents are recommended for additional insight into the topic covered in this report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

1. **RPA – Technology Vendor Landscape with Products PEAK Matrix™ Assessment 2018** ([EGR-2018-38-R-2595](#)); 2018. Robotic Process Automation (RPA) is one of the key enablers of digital transformation for enterprises and global service providers. This report uses Everest Group's proprietary PEAK Matrix™ to assess and evaluate RPA capabilities of technology vendors across two key dimensions, market impact and vision & capability. It also includes market share analysis of technology vendors, insights into advances in RPA technologies, and Everest Group's remarks on technology vendors highlighting their key strengths and areas of improvement, with specific focus on RPA
2. **Enterprise RPA Adoption | Pinnacle Model™ Analysis** ([EGR-2018-38-R-2586](#)); 2018. The service revolution is well underway, and enterprises across nearly all verticals are accelerating their Robotic Process Automation (RPA) efforts and related outcomes. While a majority of enterprises are still in early stages of RPA adoption, some enterprises have performed better than others in their RPA journey by developing a combination of differentiated capabilities along with deriving superior outcomes. Everest Group recognizes such RPA Pinnacle Enterprises™ by comparing enterprise performance on its proprietary Pinnacle Model™ methodology
3. **RPA Implementation in GICs – Learnings and Best Practices** ([EGR-2017-2-R-2514](#)); 2017. This report captures the key learnings and experiences of best-in-class GICs that have undertaken RPA implementation. It also includes case studies on the RPA journey of leading GICs from a variety of industry verticals and stages of RPA adoption, with a focus on the challenges faced and the mitigation approaches employed
4. **The Business Case for RPA and Chatbots in Contact Centers** ([EGR-2017-1-R-2462](#)); 2017. This report assesses the financial impact of the adoption of SDA solutions such as RDA, RPA, and chatbots on the total cost of contact center operations and the typical SDA adoption journey for enterprises. It also provides few case studies of enterprises, that have currently adopted the SDA solutions to improve customer experience along with key learnings

For more information on this and other research published by Everest Group, please contact us:

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