KPMG

Intelligent Automation

Creating competitive advantage through automation

Management consulting

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Are the following challenges pertinent to your business?

– Inconsistency in achieving business goals

– Service offerings not leveraging automation potential

– Incurrence of unreasonably high operational costs

– Customers dissatisfied with high error rates and long turnaround times

– High rate of attrition vis-à-vis competition

Introduction

Businesses often waste time and capital in accommodating repetitive and error-prone tasks in processes spanning across different functions. With the advent of Intelligent Automation (IA), businesses around the world seem to have found a way to revolutionise their underlying processes. Tasks can be now automated using IA in order to provide efficient and timely results, thereby dealing with the time-capital leakage conundrum.

Classification of automation

IA approaches to help automate business processes and operations can be categorised within one of the three classes, namely, basic, enhanced and cognitive automation. Each category varies on the basis of complexity of tasks to be automated, which may span across basic user interface-automation to advanced decision-making. Automation classifications also mainly differ based on compatibility with the type of input, ranging from simple text to complex audio files.

Basic automation

Macros/script are implemented to automate repetitive tasks; hence, significant IT participation is not required.

Tasks like data capture or data inference from application interfaces can be automated to improve efficiency.

Enhanced automation

Scheduling, pattern recognition and document digitisation are handled in enhanced automation.

Tasks where the processing of unstructured data like emails, quotations, images and voice can be automated.

Cognitive automation

Decision-making tasks can be automated with cognitive automation. The advancements in machine learning have enabled this kind of automation.

Data analysis and inference based decisions can be automated.

The following sub-processes have high acceptance to automation owing to the IA adoption trends:
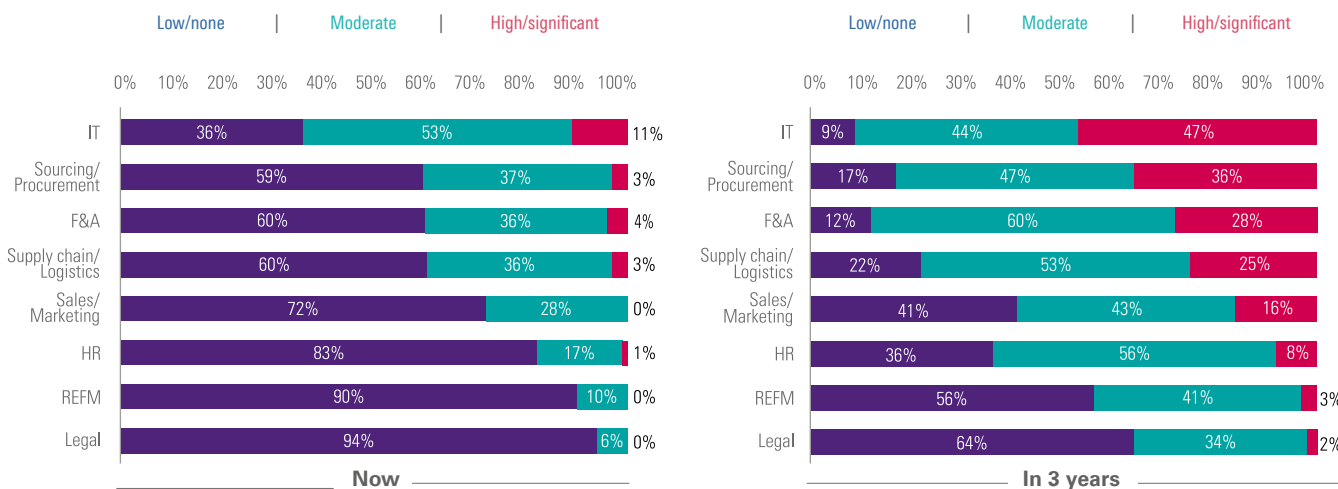
Finance: Accounts payable, accounts receivable, record-to-report and order management.

Human resources (HR): Payroll administration, work force administration, global mobility and recruiting and staffing.

Customer care: Billing support, order processing and helpdesk management.

Information technology (IT): IT help desk, IT infrastructure management, network and telephony.

IA demand by function – now and in 3 years

	Low/none	Moderate	High/significant
IT	36%	53%	11%
Sourcing/Procurement	59%	37%	3%
F&A	60%	36%	4%
Supply chain/Logistics	60%	36%	3%
Sales/Marketing	72%	28%	0%
HR	83%	17%	1%
REFM	90%	10%	0%
Legal	94%	6%	0%

Now

	Low/none	Moderate	High/significant
IT	9%	44%	47%
Sourcing/Procurement	17%	47%	36%
F&A	12%	60%	28%
Supply chain/Logistics	22%	53%	25%
Sales/Marketing	41%	43%	16%
HR	36%	56%	8%
REFM	56%	41%	3%
Legal	64%	34%	2%

In 3 years

Source: KPMG's 2Q15 Global Sourcing Advisory Pulse Survey

KPMG in India's offerings

IA workshop

We organise and facilitate IA knowledge workshops addressing several processes across different functions within your organisation.

Diagnostic study

We understand and assess existing business processes, evaluate the automation potential and recommend a leading approach for IA implementation.

Advisory

We provide a business case/return on investment (ROI) case for implementing automation. We also assist in the selection of tools and vendors, followed by collaboration with the vendors for implementation. Finally, we help set-up a IA-enabled governance structure, assist in contracting, and prepare a commercial model for IA sourcing.

Right from conducting introductory workshops to helping ensure realisation of expected returns after implementation, KPMG in India's extent of service offerings in IA are wide-ranging, capable and tailor-made.

Post implementation support

By identifying gaps between contracted and current ROI of the process, we can help in achieving the desired returns after the implementation of IA.

Implementation

After tool vendor selection, we assist in:
- Configuring tools as per client requirements
- Conducting user trainings
- Overseeing the whole process to help facilitate smooth implementation.

KPMG in India can offer support, spanning across strategy to governance

A detailed strategy-governance model can help you understand the steps we take to implement IA,i.e. from defining the implementation strategy, to customising and deploying the automation tools and setting up a centre of excellence for development and management.

Implementation strategy

- Executive presentations with respect to the strategic use of IA in the organisation
- Share market knowledge on IA
- IA as an element of Global Business Services (GBS)
- IA as a Service Delivery Model (SDM) element
- Conduct IA service or tool provider capability presentations

- Carry out current-process-state assessment
- Conduct IA process analysis/segmentation
- Set IA process and sub-process targets (for Applets)
- Conduct diagnostic and IA opportunity assessments
- Opportunity business case.

Design technology and build

- Detailed assessment, monitoring and sourcing of tools.
- Client commercial introduction: planning and staging
- IA technology/platform enhancements

- Facilitate selection and management of technology and/or provider to perform technical design, build/test tools, internal and external deployment.

Implementation

- Verification of IA opportunity
- Design process decomposition and integration road map
- Conduct detailed process assessments
- Carry out desktop process mapping and set points of segregation
- Fine-tune a high-level implementation plan

- IA design and build
- IA testing
- Results measurement and metrics—development /implementation.

Governance

- Set-up a centre of excellence for management and functionalise schema of monitoring to hold the gains.

- Continuous development of processes

Potential benefits of Intelligent automation

Following the introduction of automation in your business, the results can be seen eventually over time. From the business adaptation transit to complete maturity of automation in the business, there are several potential benefits to be reaped. Some pertinent potential benefits of IA implementation are listed below.
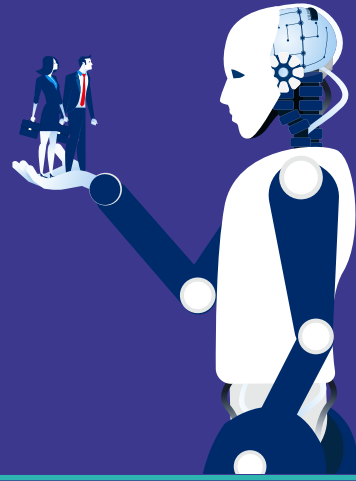
Increase in deliverable output

Reduced operating costs

Customer satisfaction

Greater performance and quality

KPMG advantage

We adopt an objective approach at KPMG and strive to be trusted advisors who provide unbiased advice to the clients. We leverage the skill sets and experience of our advisors to provide our clients with services that are tailored to fit client requirements.

Functional breadth: We possess vast transformation experience in major business support functions including IT, Finance and Accounting , HR, Customer support, Supply chain and Procurement.

Experience across industries: Our vast industry experience gives us a deep understanding of our clients' challenges, business processes and regulatory and competitive environment.

Collaborative, pragmatic approach: We approach client engagements with fresh ideas and practicality owing to our advisors' hands on operational experience as transformational executives or third party outsourcers.

Research and tools: KPMG's extensive set of intellectual property, tools and industry-leading research enriches client engagement.

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