

The first 100 days of your intelligent automation journey

Be ready to scale up to production in about three months...

Intelligent automation has the power to exponentially increase enterprises' speed, scale, quality and precision; achieve never-before-seen levels of operational efficiency; as well as complement and augment human skills. The race is definitely on and there is simply no turning back. Here, we have highlighted the key actions needed to scale up intelligent automation to production in about three months.

Days
1-30

Raise awareness, align functions and mobilize resources (incl. a strong sponsor)

Engage and align expectations

Raise awareness across functions of what intelligent automation can do, and define who will lead the charge

Identify existing transformation initiatives

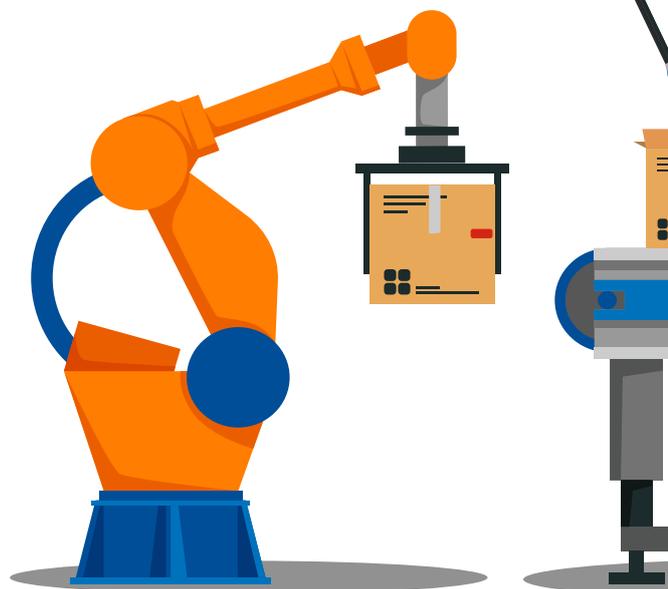
Consider all existing channels and in-flight programs to reduce any business disruptions

Organize a program of work

Identify the dedicated financial and human resources who will be critical to its success

Identify your automation evangelists

Set up a core, blended delivery team, which is essential in establishing the tools and methods that will enable your intelligent automation program



Days
30-60

Assess initial opportunities and conduct a proof of concept

Decide on a methodology, from assessment to deployment

Agree on a methodology that will work in your organization to assess opportunities and aid deployment

Create a matrix for assessing and prioritizing automation activities

This will help you identify quick wins and deliver value early using predefined prioritization criteria

Combine automation with other transformation levers

Consider automation in conjunction with other transformation levers such as process engineering and system integration

Conduct a technology capability assessment

Review the existing technology landscape in detail to set up your infrastructure

Define your capability delivery model

Agree on how you will build an internal automation capability

Days
60-100

Assess proof-of-concept results, define your framework and build a roadmap to begin development at scale

Assess and select vendors

Choose a vendor that meets the current and expected needs, and gives you scalability and accelerated integration across different products

Deploy a proof of concept to assess suitability

Test to see whether the vendor's technology is suitable, robust and scalable across your organization

Deploy infrastructure requirements

This will become a critical element to move into production at scale, beyond the first 100-day period

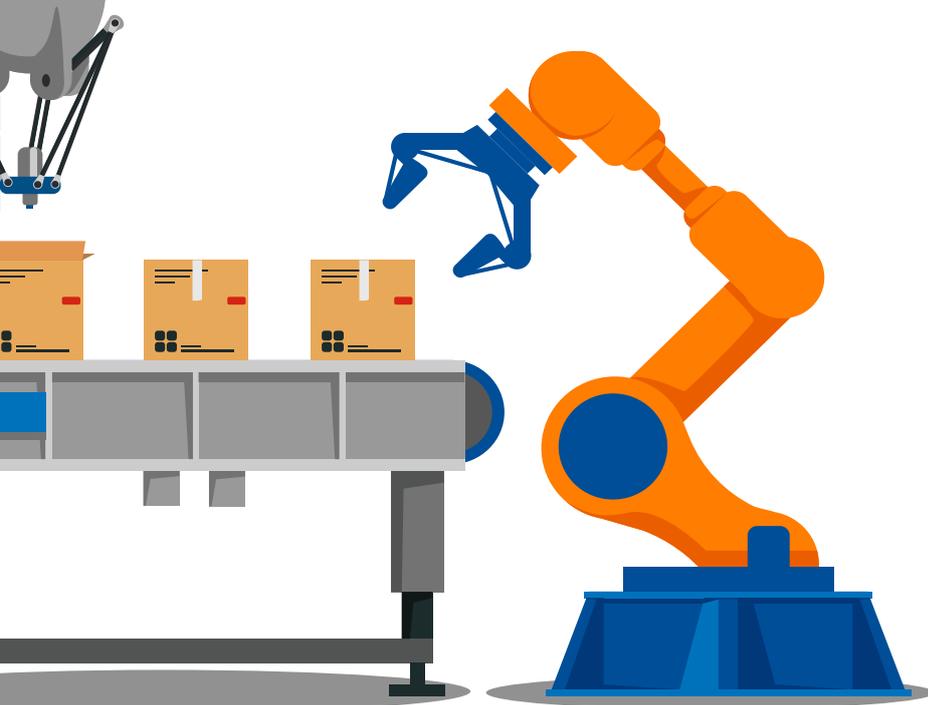
Define and start building your Center of Excellence

The new digital operation will require a framework for governance and change

Develop an adoption roadmap

Outline what your automation journey would look like based on your defined case for change and business priorities

Scaling
up to
production





Yves Baguet

Chief Operations Officer,
Banque Internationale à Luxembourg (BIL)



What led you to launch a robotic process automation programme?

We tested RPA technology for the first time back in 2016 to automate some payments that were still processed manually. In addition to bringing obvious benefits for the bank in terms of savings and risk reduction, RPA also created tangible benefits for our clients by increasing the speed of execution. Following this first positive experience, we are looking into automating more processes across the bank.

RPA also allows the Bank to make better use of the skills and knowledge of its employees who can then spend more time on more sophisticated tasks which add value rather than on manually inputting data. It is a win/win situation for all parties. The potential benefits of RPA at BIL are huge and we are currently receiving many automation requests —we need to manage expectations.

What challenges did you face in implementing robotic process automation?

RPA is often considered an IT tool but it is actually more business-driven than a simple tool. At the beginning it was tempting to create an IT team to manage the robots, but since RPA is process-based, the setup must remain very flexible and therefore close to the operational business.

RPA mimics user interactions within a given system, meaning that it is best used on existing processes with high volumes and “low to medium” complexity. It enhances, not replaces, IT — particularly from an architecture and data collection standpoint.

One of the lessons we learnt during the implementation phase was that we had to put in place a specific governance model with clear responsibilities to ensure a strict selection of the eligible processes and to monitor risk.

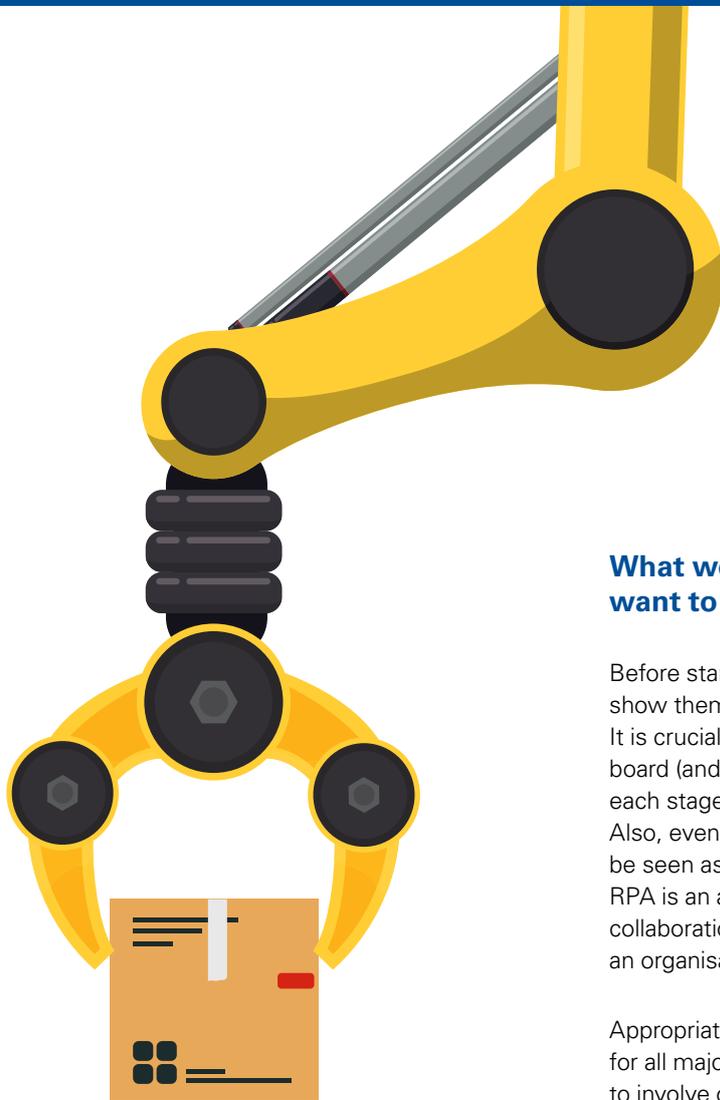
RPA should be implemented together with the most knowledgeable people within the organisation who operate the targeted process on a daily basis. In-depth knowledge of the manual processes in place and of the different tools already in use are very important. Indeed, any mistake in the configuration of the RPA process will have a negative impact later on.



Serge Munten

Head of Agile Operations,
Banque Internationale à Luxembourg (BIL)





What would your advice be for banks that want to introduce RPA?

Before starting, it is imperative to reassure people and to show them that they are actively involved in the project. It is crucial to bring the business representatives on board (and hopefully have them in the driving seat) at each stage of the project, so that they own the solution. Also, even though RPA is a business solution, IT should be seen as a key partner for the success of the project. RPA is an area which requires a particularly close collaboration between the business and the IT teams of an organisation.

Appropriate governance is also a key success factor. Like for all major projects, organisations should not hesitate to involve other departments such as risk, compliance, security and audit to maximise the possibilities of what can be done with RPA. While configuring the solution, organisations should always apply the 80/20 rule for the go-live, focusing on a configuration of exceptions that really make sense.

How did you get employees involved?

After the initial success of the proof of concept, people involved in operational processes (including the operations, retail, risk, loans, and human resources teams) were invited to attend demo sessions about RPA. We explained that the objective was to reduce the volume of repetitive tasks with a low added value, and thereby to free up employee time for more complex and value-adding tasks and for the bank's strategic projects.

We also invited these employees to propose processes to automate with RPA to increase efficiency at the bank for the benefit of our clients.

How would you describe the collaboration with the KPMG team?

KPMG already successfully supported us in the implementation of a number of processes in 2017, and they have continued to do so in 2018. They assembled a team of very knowledgeable and reliable experts, including some from their RPA Competence Center in Portugal. They brought their knowledge of RPA tools and they provided pragmatic suggestions on how to maximise the benefits of a robotised process. KPMG also gave us advice at the architecture level, which was very valuable in optimising the use of our RPA licenses.