Transcom

Robotic Process
Automation

Introducing a digital workforce

Digital transformation is now heading the corporate agenda with bold promises of fully digitalized organizations. In addition, hardware and computers are becoming faster and less expensive while software becomes significantly more sophisticated. These are factors creating exciting opportunities to introduce a digital workforce in businesses.

Utilizing RPA will be a key lever for profitability for many companies in the years to come, especially in customer service. Cost can be reduced either by improving human agent efficiency or by replacing human agent to some degree. RPA will also overbridge challenges in business system integration, reduce cycle and waiting times and increase accuracy and consistency in process execution without interfering with the IT application landscape.

63% of companies say that RPA is a top priority for their operations strategy to reduce cost and to deliver higher quality services, however, only 11% have real experience of deploying RPA in their organizations.

Robotic Process Automation, RPA, is a system to automate repetitive tasks by mimicking human behaviour with increased quality. RPA is deployed on top of current IT systems and uses the same user interface as humans do – this makes RPA non-intrusive and thus there is typically no need for integration to other systems.

Main drivers of RPA deployment

Companies are facing four key challenges driving them toward RPA deployment within the business.

Transactional & inefficient processes – Many customer service processes are highly transactional and standardized. These processes are often labor intensive and significantly more cost efficient if automated.

Need to reduce costs – Companies are constantly looking to reduce costs in order to remain competitive in a faster and more global market. Human labor contributes to a significant share of costs related to executing business processes. For a typical bank, support teams in middle- and back office contribute to over 60% of personnel costs*. Deploying RPA will enable a reduction of human labor across the organization.

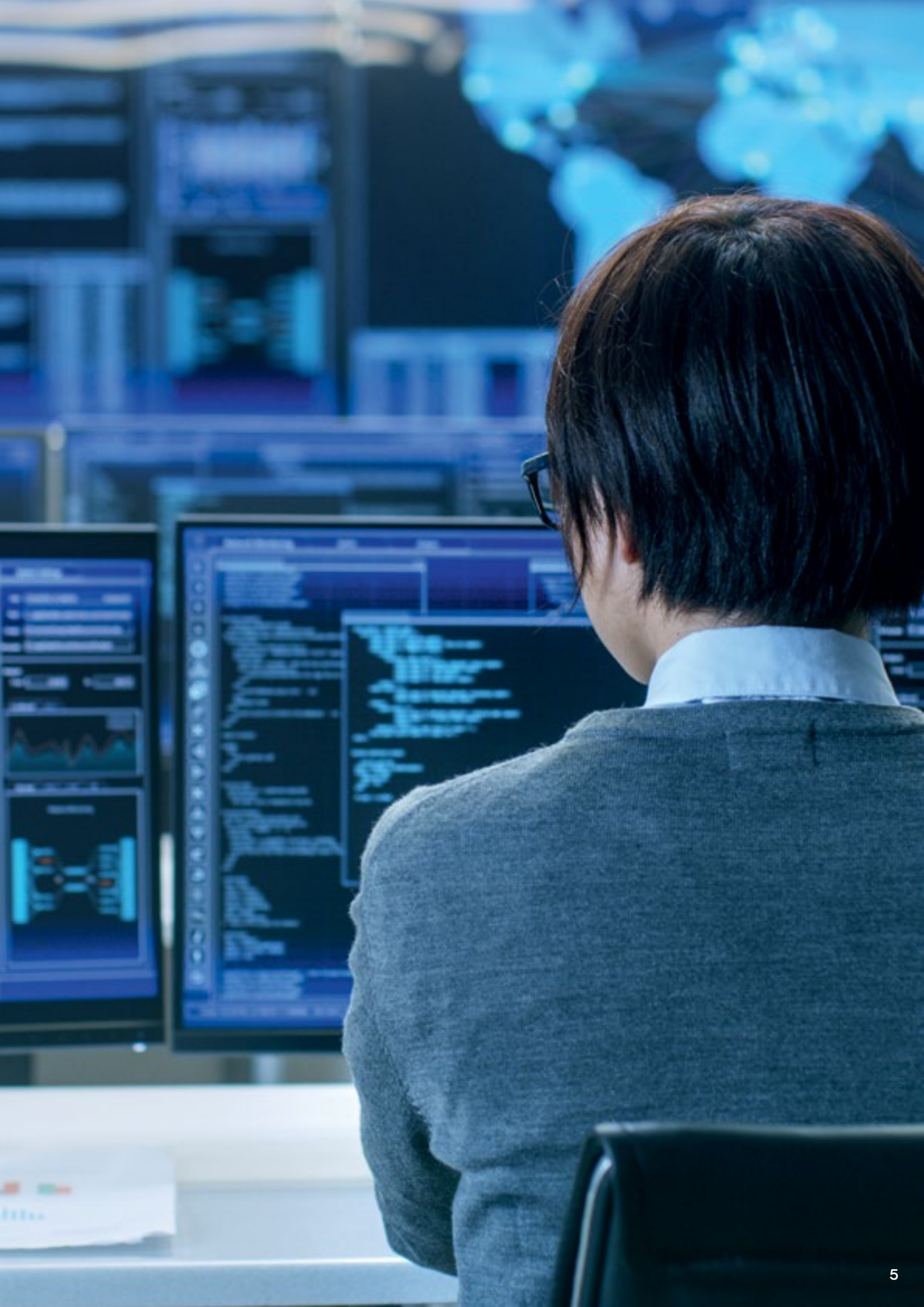**Complex IT landscape and legacy systems** – Typically, companies have diverse appli-cation landscapes with multiple Software-as-a-Service (SaaS) solutions and outdated legacy applications. Developing cross-application processes is key for speed and efficiency but integrating these applications is challenging. The IT landscape is often frequently changing and in many cases integration is not even possible due to application characteristics. This leads to time consuming manual activities such as transferring and transforming data and updating databases or Excel files. RPA will help bridge integration issues through its non-intrusive technical characteristics.

Aspirations to increase quality – The risk for mistakes are high when humans are performing highly repetitive and dull activities. Issues in execution of back office activities can typically contribute to 10-20% of contact center volumes (Source: A.T. Kearney RPA study). This drives costs but also impacts the customer experience negatively. RPA will help companies provide an outstanding customer experience through fast, accurate and highly consistent process execution.

Companies often lack sufficient capabilities and dedicated resources for a successful deployment of RPA. This is even more prevalent in front office CRM processes, including customer service, where even RPA vendors often lack process experience. Transcom's RPA solution, building on deep customer care experience, will bridge this capability and experience gap.

* A.T. Kearney, 2016.

Where and how to use RPA

RPA is typically implemented as either autonomous or assisting/augmenting.

Autonomous RPA is executed without human interaction. Autonomous RPA uses pre-defined input (e.g. spreadsheet files) and performs actions based on information stored in backend systems or databases. Processes are often executed according to a predefined time schedule and require less supervision and maintenance.

Assisting/augmenting RPA is working side-by-side with human agents and performs tasks such as information lookup, automatic form filling, account opening and customer profile updates. The processes are triggered by human agents directly or by various actions performed by human agents. Assisting RPA can significantly improve quality and speed of manual tasks, while still allowing human interaction and decision making where necessary.

Transcom focuses on the automation of customer-facing contact center related processes and certain back office activities that help to improve customer handling. RPA bots mimic human behavior to execute linear processes using same systems and logic as a human would. The number of processes that can be automated depends on individual requirements and company characteristics. However, the following are examples of processes that are typically suitable for RPA:

- Customer account opening/closing.
- Payment handling (AR/AP processes).
- Information collection from multiple systems.
- Mass updates of customer data.

- Customer data collection at the beginning of each interaction.
- Post call/interaction activities.
- Development of reports such as team-leader reports and agent performance reports.

RPA works best if the related processes are standardized, algorithmic and follow specific rules. In areas where human decisions or cognitive capabilities are required, RPA can augment the capabilities of agents, human or virtual, supporting in retrieving and updating information across multiple systems. This is beneficial when virtual agents lack integration to different business solutions or human agents are required to perform repetitive tasks.

Transcom's solution

To help prioritize processes for first time RPA deployment with quick benefits realization, Transcom has defined a set of technical, efficiency and implementation criteria. These criteria do not outrule any processes for automation but rather help in identifying suitable processes where benefits from automation are high and required investments in time and resources will be relative low.

Technical criteria

- Inputs in digital and structured format.
- Underlying systems should be compatible with RPA tools.
- Processes based on clear rules with minimal judgement.
- Stable processes with minimal changes in underlying systems.

Efficiency criteria

- High number of FTEs performing similar processes.
- Consistent process flows i.e. limited variations or exceptions to the process.
- No major input quality issues.

Implementation criteria

- Existing documentation and process maps detailed and up-to-date.
- Simple operations and process logic.
- Minimal need for process re-engineering.
- Few systems involved in the process.

Transcom provides a full range of services to deliver a production-ready solution to our clients. Our services are grouped into three distinct areas in which we will engage based on your specific needs.

Advisory services

- Advising on RPA technology platforms and conducting objective vendor evaluations based on functional, technical and economical requirements.
- Developing business cases for RPA, analyzing processes and advising on what processes to automate as a first step.
- Developing roadmaps to scale RPA deployment in the business.
- Documenting processes and conducting process redesign to drive efficiency and customer satisfaction.

Project management services

- Taking a project management role in the deployment of RPA, coordinating the project work and leading steering committees to ensure the project is delivered within time plan.
- Engaging third party developers in combination with our internal RPA experts for implementation and configuration of RPA technology platforms.
- Managing risk assessments and mitigation plans to ensure project success.
- Monitoring investments, running costs and benefits throughout the project.

Maintenance, operations and improvements services

- Managing the maintenance and operations of RPA bots, helping clients to solve system bugs or adjusting the solution based on process or product changes.
- Taking full ownership of robotic processes making sure they are running with good quality and performance.
- Driving continuous development efforts enhancing processes and scaling automation across the organization.

Benefits of implementing RPA

Transcom's RPA solution is based on deep customer care experience. Transcom knows what, where and how to automate customer care/CRM processes for maximum benefit realization. With RPA, your company can:

- **Realize cost savings** – RPA will reduce the need for human labor. The workforce can be refocused to more complex and value add activities for the customers. RPA implementations have proven payback times of less than a year allowing significant ROI up to 300-1000% after only 2-3 years of operations.

- **Reduce cycle & waiting times** – RPA enables our clients to handle repetitive high volume tasks 24/7 without human interaction. Typically RPA operates around 20 times faster than a human worker. This will allow human workers to focus on how to best serve customers, further developing the business.

- **Bridge integration challenges** – Our RPA solution lets our clients create automatic cross-application business processes where integration previously was not possible or too costly. Thanks to short lead times in automating new processes, RPA can be used even if the applications landscape is changing frequently.

- **Increase quality** – Our RPA solution enables process execution with extremely high consistency and accuracy. Errors leading to financial implications or negative customer satisfaction scores will be minimized. A good RPA implementation is typically reducing error rates of manual tasks by 10%. Tracking performance and compliance of RPA bots is simple since every keystroke is recorded and traceable.

"Typically RPA operates around **20 times faster** than a human worker.

What makes the Transcom solution unique?

Transcom offers to take **end-to-end ownership of RPA deployment** in your customer service operations. Our offering includes advisory services such as process mapping and redesign and technology vendor assessment. Further the offering includes project management and implementation support as well as **operations and maintenance** of RPA bots.

We are **technology agnostic** and we can work with the main platforms in the market. We are continuously testing RPA technologies to ensure our advice includes the latest and best technologies in the market.

We are **customer centric**. We put strong emphasis on the uniqueness of our clients. Our success depends on our ability to understand client specific needs and requirements, and the ability to develop customized solutions accommodating for these differences. We will support you in making the right decisions based on your objectives, starting-point, resources and capabilities. We invest time up-front to define the right use-cases and provide a fully objective approach to technology selection. From working with multiple RPA methodologies and platforms we believe we can support you in selecting the appropriate solution.

Efficiency and quality are key objectives for our RPA offering. Drawing on our extensive customer service experience, customized solution advice and dedicated implementation support, we wish to play a fundamental role in securing success in deployment and management of RPA in our clients' organizations. We will provide tangible outcomes such as faster and more consistent process execution leading to less mistakes and realization of cost savings. We conduct careful analysis of the opportunity space and focus efforts on where you can maximize benefits with a balanced resource allocation. We aim for a minimum viable product in high priority areas before scaling up to realize benefits across your customer service organization.

We are committed to successful value creation. Transcom strives towards being a trusted partner with focused value creation for our clients. Transcom proactively proposes how to further improve your business and put significant effort into delivering quick proofs of concept and rapid benefit realization.

We are dedicated to **knowledge sharing**. Working side-by-side with client resources is a requirement in our delivery model. This approach helps us to employ internal perspectives and guidance in the process, while enabling your employees to drive further development without being fully dependent on support from Transcom.

For most of our clients, RPA is only one part of the **digital transformation journey**. We understand the importance of the overall transformation agenda and have created a portfolio of propositions set to position your customer service at the digital forefront. Besides RPA, we, among other things, design and operate customer care in your digital channels, implement virtual agent solutions and deliver benefits from conversational analytics. In most cases, our propositions are complementary, meaning the potential value will increase from combining them as part of operations.

About Transcom

Transcom is a global customer experience specialist, providing customer care, sales, technical support and credit management services through our extensive network of contact centers and work-at-home agents. We are 29,000 customer experience specialists at 50 contact centers across 20 countries, delivering services in 33 languages to international brands in various industry verticals.

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