RPA Implementation in GICs – Learnings and Best Practices

Catalyst™ & Service Optimization Technologies (SOT)
Market Report – December 2017: Complimentary Abstract / Table of Contents

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Background and scope of the research

Background of the research

As global organizations shift from an "arbitrage-first" to a "digital-first" model of service delivery, adoption of Robotic Process Automation (RPA) has accelerated. Global In-house Centers (GICs) have a unique opportunity to increase their role in enterprise-wide digital transformation initiatives as they are well positioned to drive adoption and implementation of RPA solutions for global enterprises. Further, RPA is also gaining acceptance among GICs as it enhances the value proposition of these offshore in-house delivery centers by offering incremental cost savings over arbitrage, means to improve quality of service delivery, and drive operational efficiencies.

In this research, we aim to capture key learnings and experiences of best-in-class GICs that have undertaken RPA implementation. Specifically, the objective of this study is to cover the following dimensions:
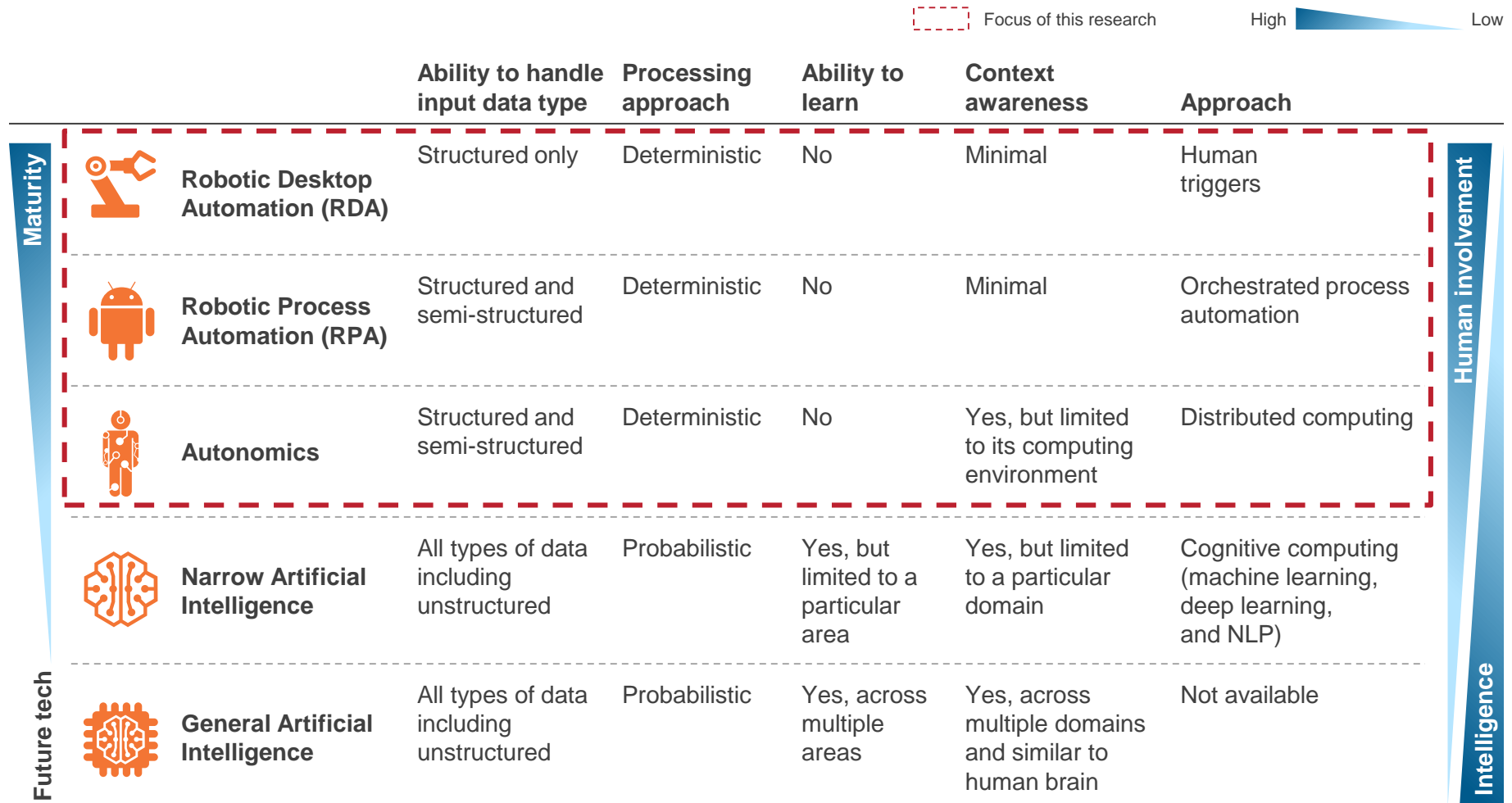
- Key drivers and approaches for RPA adoption
- Key challenges faced and success factors across various stages of RPA maturity
- Key achievements and differentiators for best-in-class GICs

The report also includes seven case studies on the RPA journey of leading GICs, from a variety of industry verticals and stages of RPA adoption, with a focus on challenges faced and mitigation approach.

The report is primarily based on interactions with senior leaders from 100+ GICs of global enterprises and automation technology vendors.

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Everest Group's Service Delivery Automation (SDA) Spectrum
The report focuses on automation of IT and business processes using RPA tools

Focus of this research   High   Low

		Ability to handle input data type	Processing approach	Ability to learn	Context awareness	Approach
Maturity	**Robotic Desktop Automation (RDA)**	Structured only	Deterministic	No	Minimal	Human triggers
	Robotic Process Automation (RPA)	Structured and semi-structured	Deterministic	No	Minimal	Orchestrated process automation
	Autonomics	Structured and semi-structured	Deterministic	No	Yes, but limited to its computing environment	Distributed computing
	Narrow Artificial Intelligence	All types of data including unstructured	Probabilistic	Yes, but limited to a particular area	Yes, but limited to a particular domain	Cognitive computing (machine learning, deep learning, and NLP)
Future tech	**General Artificial Intelligence**	All types of data including unstructured	Probabilistic	Yes, across multiple areas	Yes, across multiple domains and similar to human brain	Not available

Human involvement

Intelligence

Note: In this report ,we have referred to rules-based/deterministic SDA solution (i.e. RDA, RPA, and Autonomics) collectively as RPA

Overview and abbreviated summary of key messages

This report captures key learnings and experiences of best-in-class GICs that have undertaken RPA initiatives. The report 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 challenges faced and mitigation approaches employed.

Some of the findings of the report

Overview of RPA implementation in GICs

- RPA is gaining acceptance among GICs as it enhances the value proposition of these offshore in-house delivery centers by offering incremental cost savings over arbitrage, means to improve quality of service delivery, and drive operational efficiencies
- A majority of the GICs are in early stages of RPA adoption. Less than 20-25% GICs have advanced to scaling up / steady-state stage

Evolution and maturity of RPA adopters

- While some GICs have approached RPA programmatically, others have undertaken RPA opportunistically or to address specific needs
- Programmatic adopters of RPA bring together the knowledge and skills into a CoE and execute solutions across functions and locations. Such adopters focus on documenting learnings from prior implementations and develop robust SOPs that enable them to drive faster RPA implementation
- CoEs of best-in-class adopters of RPA evolve from executing solutions to enabling businesses to explore and execute RPA opportunities on their own

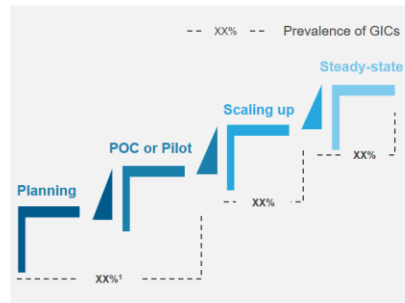**Key learning and best practices adopted by mature adopters**

- Several factors have contributed to the success of best-in-class GICs. Examples include developing robust process selection criteria, proactively creating awareness of the technology, leveraging cross-functional teams, focus on process re-engineering, ensuring strong governance, and optimizing third-party vendor leverage
- Best-in-class adopters focus on documenting learnings from prior implementations and develop robust standard operating procedures that enable them to drive faster RPA implementation

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This report is divided into four sections –
(i) Trends in RPA adoption in GICs, (ii) case studies, (iii) learnings from best-in-class GICs and (iv) RPA evolution – things to watch out for

Catalyst™ research calendar

Flagship Catalyst reports	Release date
GIC Landscape Annual Report 2016	March 2016
GIC Landscape Report: Delivery Landscape for Retail and Commercial Banking in GICs	June 2016
Global In-house Center (GIC) Landscape Report: The Philippines	December 2016
Global In-house Center (GIC) Landscape Annual Report 2017	March 2017

Thematic Catalyst reports	Release date
Collaboration between GICs and Start-ups: A Win-Win Situation	June 2016
Business Case for Robotic Process Automation (RPA) in Global In-house Centers	September 2016
Procurement Services Delivery from GICs: Gearing up for a Broader Mandate	September 2016
Future Readiness of GIC Talent Models	October 2016
Exploring GICs in the Life Sciences Industry	February 2017
Global Sourcing Centers of Excellence (CoEs): Helpers vs. Shapers!	February 2017
Small But Mighty: Corporate Functions Delivery from GICs	April 2017
United States Shared Services Landscape – Facing Digital Winds-of-Change in a Tight Labor Market	September 2017
Building a workforce of the future – Upskilling and reskilling in GICs	December 2017
RPA Implementation in GICs – Learnings and Best Practices	**December 2017**
Digital Adoption in BFSI GICs	Q4 2017

Note: For a list of all Catalyst reports published by us, please refer to our website page

Research calendar – Service Optimization Technologies (SOT)

■ Published   ▧ Planned   ⬚ Current release

Flagship SOT reports	Release date
Robotic Process Automation (RPA) - Technology Vendor Landscape with FIT Matrix™ Assessment	December 2016
Robotic Process Automation (RPA) – Technology Vendor Profile Compendium	December 2016
Robotic Process Automation (RPA) – Technology Vendor State of the Market Report	February 2017
Service Delivery Automation (SDA) in BPS – Service Provider Landscape with PEAK Matrix™ Assessment	July 2017
Service Delivery Automation (SDA) in BPS – Service Provider Profile Compendium	September 2017
Service Delivery Automation (SDA) in BPS – State of the Market Report	October 2017
Artificial Intelligence in Global Services – State of the Market Report – 2017	October 2017
Robotic Process Automation (RPA) – Technology Vendor Landscape with PEAK Matrix™ Assessment	Q1 2018

Thematic SOT reports	
The Impact of SDA on Services TCO	August 2016
IT Infrastructure Services Automation: "Codified Consciousness is the Future"	September 2016
Business Case for Robotic Process Automation (RPA) in Global In-house Centers (GICs)	September 2016
Rise of Automation in P&C Insurance	January 2017
Pushing the Dial on Business Process Automation	May 2017
Talent Model and Location Hotspots for Service Delivery Automation (SDA) Center of Excellence (CoE)	July 2017
Automating Content-Centric Processes with Artificial Intelligence (AI)	December 2017
RPA Implementation in GICs – Learnings and Best Practices	**December 2017**
Creating Business Value Through Next-Generation Smart Digital Workforce	Q1 2018

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Additional research recommendations

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

1. **Building a Workforce of the Future – Upskilling/Reskilling in Global In-house Centers** (EGR-2017-2-R-2499); 2016. This report provides Everest Group's perspective on upskilling and reskilling of talent in GICs. It includes key findings from a survey conducted with 80+ GICs across leading offshore/nearshore locations to gather perspectives on the nature of skills/competencies needed for the future, and the roles that GICs can play to help address these changing skill requirements.

2. **Talent Model and Location Hotspots for Service Delivery Automation (SDA) Center of Excellence (CoE)** (EGR-2017-2-R-2283); 2017. This report provides insights on the talent profile required for a SDA CoE in terms of the key roles, responsibilities, and skill sets, along with the different talent hiring models adopted by leading enterprises and service providers. The report also analyzes the global landscape and current distribution of SDA talent across key delivery geographies. This research is anchored on interactions with 35+ players (GICs, service providers, and automation technology vendors), augmented with Everest Group's SDA expertise and proprietary locations activity databases that are updated quarterly with new setups and expansions/contractions of both GICs and service providers

3. **Artificial Intelligence in Global Services – State of the Market Report** (EGR-2017-13-R-2397); 2017: This report helps bring about a better understanding of the AI market from the purview of global services. In particular, it includes a holistic definition of AI, buyer adoption trends, learnings from early adopters and a deep-dive into the AI technology vendor landscape.

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

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