Digitally **transform** the way you work.

How to deliver **BIG** results in six small steps with process transformation.

KOFAX
from Lexmark
Process transformation involves an examination of the steps required to achieve a specific goal in an effort to remove duplicate or unnecessary steps and automate as many actions as possible.

We call this robotic process automation (RPA) and process intelligence (PI)—and together they are powerful change agents.
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Introduction

Every achievement begins with a small step and a big plan. From Neil Armstrong landing on the moon to Tenzing Norgay and Edmund Hillary’s first steps upon the summit of Mount Everest, mankind has always taken great, daring leaps in exploration and innovation. Moving from inefficient ways of working and doing business to big results and big-picture thinking can sometimes seem like an insurmountable task. But, you can start with a few small steps.

While most industries have recovered from the serious global recession of 2008, companies are facing an onslaught of new challenges and trends, ranging from disruptive competition to mobility developments, increasing regulatory requirements and stringent cost controls. A New York Times article found that manual processes limit an organization’s ability to compete, and labor-intensive industries fared worst in regaining jobs lost post-recession.

Continuing to do “business as usual” is a landmine for any organization in any industry. Manual tasks that rely on hiring more staff hinder scalability and slow down business growth, and take a significant toll on the day-to-day operations of your business.

The good news is that new approaches and emerging technologies, such as robotic process automation (RPA) and process intelligence (PI), are helping business leaders to confront these challenges head-on.

RPA and PI are transforming the way organizations operate, innovate and grow their business. From streamlining workflows to identifying bottlenecks and eliminating manual, repetitive tasks, these cutting-edge technologies are turning small shifts into big results. And, as many organizations struggle with visibility into their processes and pinpointing where inefficiencies lie, these technologies are quickly establishing an important foothold in the business landscape.
ROBOTIC PROCESS AUTOMATION:
The Institute for Robotic Process Automation defined it as: “The application of technology that allows employees in a company to configure computer software or a ‘robot’ to capture and interpret existing applications for processing a transaction, manipulating data, triggering responses and communicating with other digital systems.”

PROCESS INTELLIGENCE:
Process intelligence (PI) extends business intelligence (BI) to help an organization understand what is really happening within the context of its processes. PI links data obtained through systems of records and separate process management environments to specific steps for an end-to-end view of entire business processes. This powerful combination of data provides the insight necessary for everyone in the organization to understand how well processes—and more importantly, the operations they represent—are working.

With the top priorities of executives in mind, we’ve developed this ePaper to help you navigate the new frontier of process transformation. We’ll look at how your business can improve and transform key processes in six easy steps.

You’ll learn how to move from small to big—from small, manual tasks and repetitive, time-consuming ways of working to achieving big results in line with big-picture thinking. We’ll examine how you can take small steps to make giant leaps in productivity and profitability through the use of RPA and process intelligence.

Here, you will discover the step-by-step journey to:

- Rid your organization of manual minefields and information silos
- Free your workers to focus on knowledge work rather than manual, repetitive tasks
- Identify potential pitfalls and anomalies before they materialize
- Uncover dark processes and process optimization opportunities

Read on to discover how RPA and process intelligence can help your business see big changes and big results. It’s simpler than you think.

DID YOU KNOW?
Executives said their top priority between now and 2025 is continuous process improvement.¹

¹ Driving Back Office Efficiencies, Deloitte
Take the process transformation quiz

- Do we really understand how our processes and workflows work?
- How can we better process documents to improve business outcomes?
- Are our processes meeting our customers’ needs and expectations?
We have machines for that now, you know
Every enterprise organization is under immense pressure to improve all aspects of its operations, yet many still rely on manual tasks for vital business processes, such as collecting, reviewing and inputting information between enterprise systems, websites and portals. These repetitive, remedial tasks require your employees to log in and out of multiple systems, copying and pasting data between different sources and formats, and manually apply rules and checks along the way.

Labor- and time-intensive manual tasks are a serious drain on productivity and operational performance. And, in addition to being mind-numbing work, manual tasks are also notably inefficient and inaccurate, especially when compared to the predictability of automated work processes.

In the logistics sector, 15% of respondents in an Edge Research study said, “Manual processes are holding back our ability to handle business growth and the associated transaction volume.”

In the banking industry, a McKinsey report found that in one bank, “more than 70% of the applications were paper-based, and of those, 30-40% contained errors and required reworking; applications often got stuck in one data-verification step for more than five days before being processed; and because of a lack of any IT integration, branch and back-office staff had to enter data manually from several systems into the workflow.”

Error rates in data entry and data duplication in healthcare records can be as high as 650 per 10,000 fields, according to an NCBI article. Indeed, these problems exist in all industries, with outcomes typically resulting in reduced productivity and profitability.

Mind-numbing manual work also leads to employee disengagement and low morale. When combined with a lack of process standardization and visibility, this becomes a veritable manual minefield for companies. According to Gallup, “Worldwide, only 13% of employees working for an organization are engaged. And, in the U.S., only 32% of employees are engaged—meaning they are involved in, enthusiastic about and committed to their work and workplace.”

Manual tasks, combined with marked employee disengagement, lead to frequent errors, rework and exception processing. “Latent organizational weaknesses include work processes, and such work processes usually are behind human error. Why did the error occur? The procedure wasn’t followed. Why? Human
error. Why was there human error? The work process needs improvement; according to a post in Procedure Not Followed.

It would be easier to re-engage employees if more staff could be hired to lighten workloads, but budget restraints frequently make that impossible. The smarter way to re-engage your knowledge and process workers is to use RPA to automate all of the manual, repetitive tasks and free them for more high value, interesting work.

In a 2015 report, Cognizant suggested, “Think about the ‘long tail’ of process steps that haven’t been automated by core systems. These are usually process workarounds that entail manual inputs to get systems ‘ready to get ready’ for processing knowledge work (i.e., claims processing, audit preparation, logging customer contacts, verifications, etc.) With further process automation, those incremental steps are likely to be handled by robots, and the collective, cumulative impact of the ‘long tail’—in terms of cost—is likely to be significant.”

Recognizing manual tasks are slowing your operations and automation opportunities are being missed is the first step toward process transformation. Next you need to know how to put software robots to work for you.
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<td>Where is my team spending their time?</td>
<td>✓</td>
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<tr>
<td>Does my organization have hidden capacity?</td>
<td>✓</td>
</tr>
<tr>
<td>How do I minimize the time spent doing non-productive work?</td>
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Discover the steps to fully answer these process-related questions and more.

**Download our complete ePaper:**

*Digitally transform the way you work—How to deliver big results in six small steps with process transformation.*