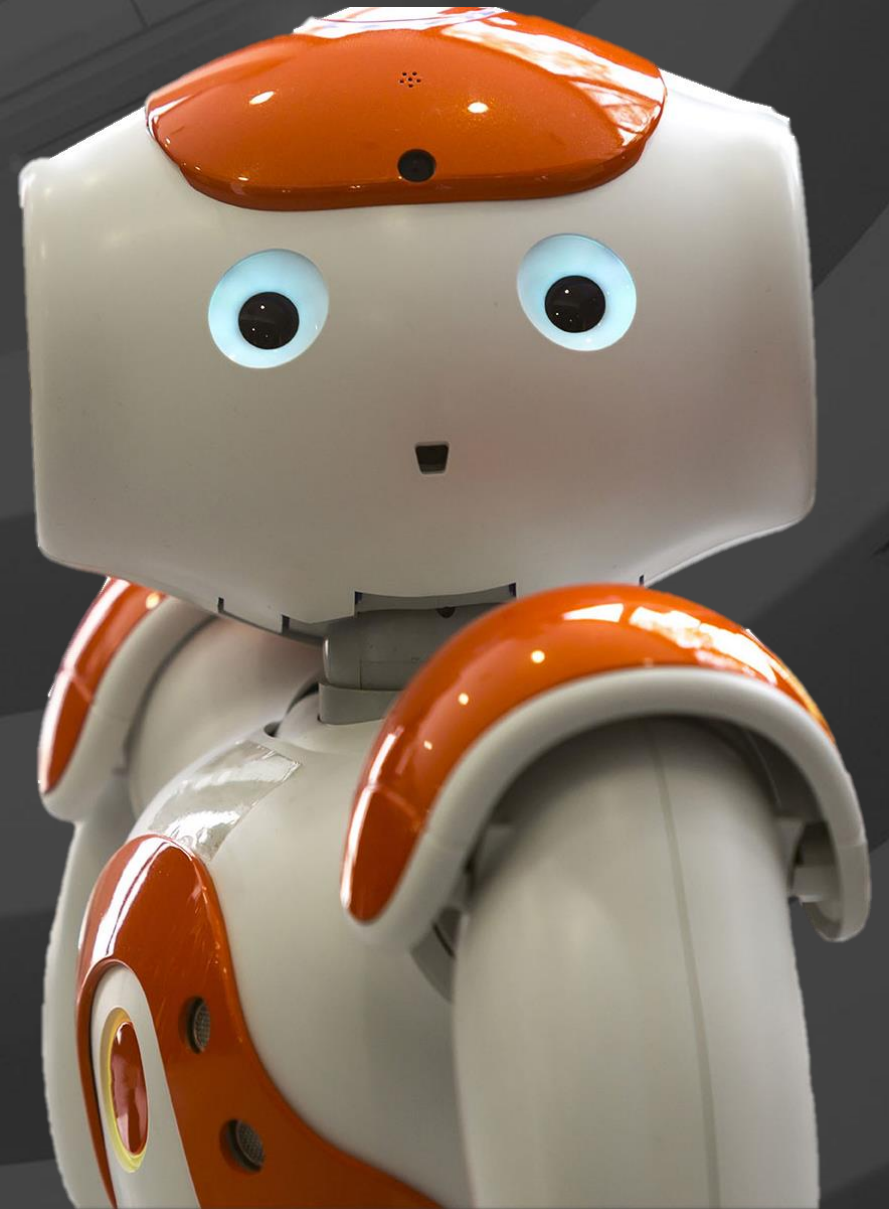


ROBOTIC PROCESS AUTOMATION AND AI FOR THE HR FUNCTION

MARGARITA PATRUSHEVA

MARCH 2017



ROBOTICS – AN INTEGRAL PART OF AN HR DIGITAL JOURNEY

New channels to engage employees and deliver HR services



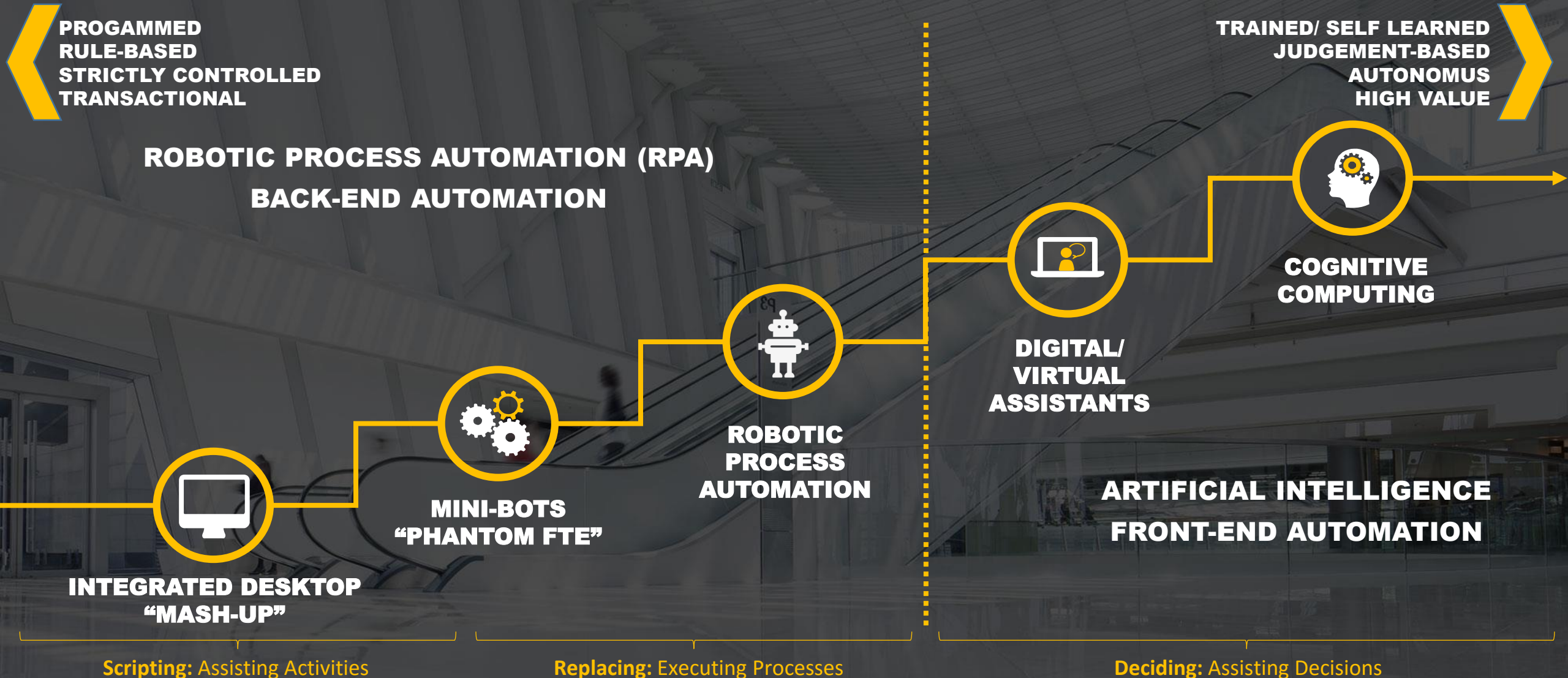
Robotics as a piece within the HR digital puzzle can drive significant improvement in operating efficiency and cost of operations, can be deployed quickly and support the seamless employee experience

INTELLIGENT AUTOMATION AND THE ROBOTICS SPECTRUM

**PROGRAMMED
RULE-BASED
STRICTLY CONTROLLED
TRANSACTIONAL**

**ROBOTIC PROCESS AUTOMATION (RPA)
BACK-END AUTOMATION**

**TRAINED/ SELF LEARNED
JUDGEMENT-BASED
AUTONOMOUS
HIGH VALUE**



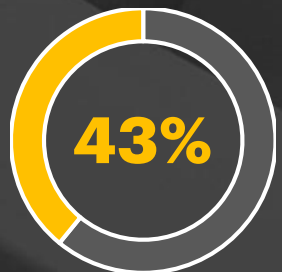
WHAT WILL ROBOTIC AUTOMATION MEAN FOR TALENT AND HR?

Leveraging the full spectrum of automation can deliver optimal outcomes



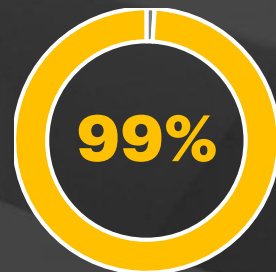
HIGH VALUE FOCUS FOR EMPLOYEES, HIGHER SATISFACTION

On average 43% (between 30 and 50%) of FTE can be involved in customer care or judgement-based analysis decision making instead of transactions



ACCURACY & COMPLIANCE

Human error elimination leads to 99% accuracy, lower risk, consistent quality guaranteed.



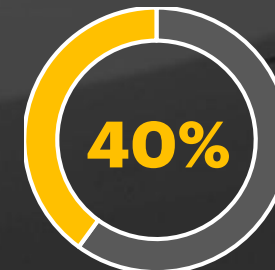
A STEP TO A DIGITAL BUSINESS AND TRULY INTELLIGENT IT

Systems / processes become virtually self-managing, yet no complex system integration: 4-8 weeks implementation, payback in 1,5 – 3 months.



REDUCING TURNAROUND TIMES THUS IMPACTING USER EXPERIENCE

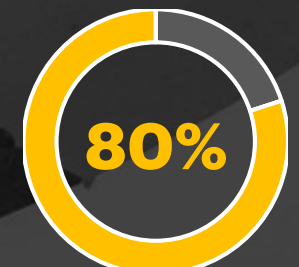
Average handling time reduces by 40% due to 24x7 resilient operation



OPERATIONAL EFFICIENCY INCREASE

Processing cost reduces up to 80% (between 20% and 70%).

Seasonal demand can be managed by deploying virtual workforce (at a fraction of a cost of an FTE)



WHAT IS ARTIFICIAL INTELLIGENCE?



Artificial Intelligence describes a collection of multiple technologies that, together, enable machines to sense, comprehend, act and learn on their own or with minimal human augmentation



ROBOTIC PROCESS AUTOMATION KEY FEATURES AND APPLICABILITY



Read information from image and enter that information into system

Enter data into/ transfer between systems



Copy data from multiple screens into single source

Consolidate information, create dashboards



Download file/data from tool/application

Trigger / open software/ application



Compare information in 2 database

Route files/ emails based on simple logic, track-and-chase



**RULE-BASED:
PREDEFINED
DECISION TREE**



**NO COGNITIVE
DEISION
MAKING**



**NO VOICE
SUPPORT**



**STABLE PROCESS,
LOW EXCEPTION**



**HIGH VOLUME
HIGHLY MANUAL**



**STRUCTURED
DIGITAL DATA**

AUTOMATION POTENTIAL: back-office operations

FINANCE/ ACCOUNTING

ORDER TO CASH	GENERAL ACCOUNTING	FIN ANALYSIS & PLANNING
Authorize & manage credit	Master Data Maintenance	Administrative & Governance
Manage sales orders	Cash Mgmt. & Banking	Budgeting
Maintain customer master data	Fixed Assets	Forecasting
Manage/ process collection & disputes	Intercompany	Mortgage Processing
Manage & process deductions	General Ledger Reconciliation	Decision Support & Analysis
Manage customer requests & inquires	Period Close Consolidations	Claims Processing
Maintain A/R Ledger & apply cash	Various rptg types (see Reporting section)	Licensing & Registration Risk Mgmt.
Perform revenue assurance activities		Business Metrics & Tracking

PROCUREMENT

PROCURE TO PAY	P2P/ SUPPLY CHAIN
Catalog Mgmt.	Invoicing
Contract Mgmt./ Admin.	Spend Analytics
Requisition Processing	Support Center/ Portal/ /Helpdesk
Spot Buy	Procurement Card
Receipt & Scanning (BSS EDM)	Payment Processing
Vendor Mgmt./ Portal/ /Helpdesk	Supplier/ Partner Mgmt.
Expense claims (e.g. travel)	PO Creation
Vendor Statem. Trade creditor Reconciliation	

HUMAN RESOURCES

TALENT ACQUISITION	TALENT DEVELOPMENT	EMPLOYEE & HR SERVICES
Talent Acquisition Planning	Competency Dev. Mgmt.	Employee Data Admin.
Employer branding	Performance Mgmt.	Case Management
Candidate Engagement	Collaboration & Knowledge Mgmt.	Benefits and Pensions
Candidate Sourcing	Business interlock: Training strategy	Compensation & Payroll
Candidate Screening & Assessment	Content Design & Development	
Pre-/ New Joiner Onboarding	Training request management	
Contingent Labor/ Contract Mgmt	Content Delivery	

A photograph of a group of people, likely in a meeting or training session. In the foreground, a woman with short blonde hair and glasses is looking down at a tablet. Behind her, several other people are visible, some looking at the tablet and others looking away. The image has a warm, slightly blurred aesthetic. A dark horizontal bar is overlaid on the lower left portion of the image, containing the text "HIRE TO RETIRE" in white capital letters.

HIRE TO RETIRE

LEGEND



Application

WQM – work queue management
LMS – learning management system
BGC – background check



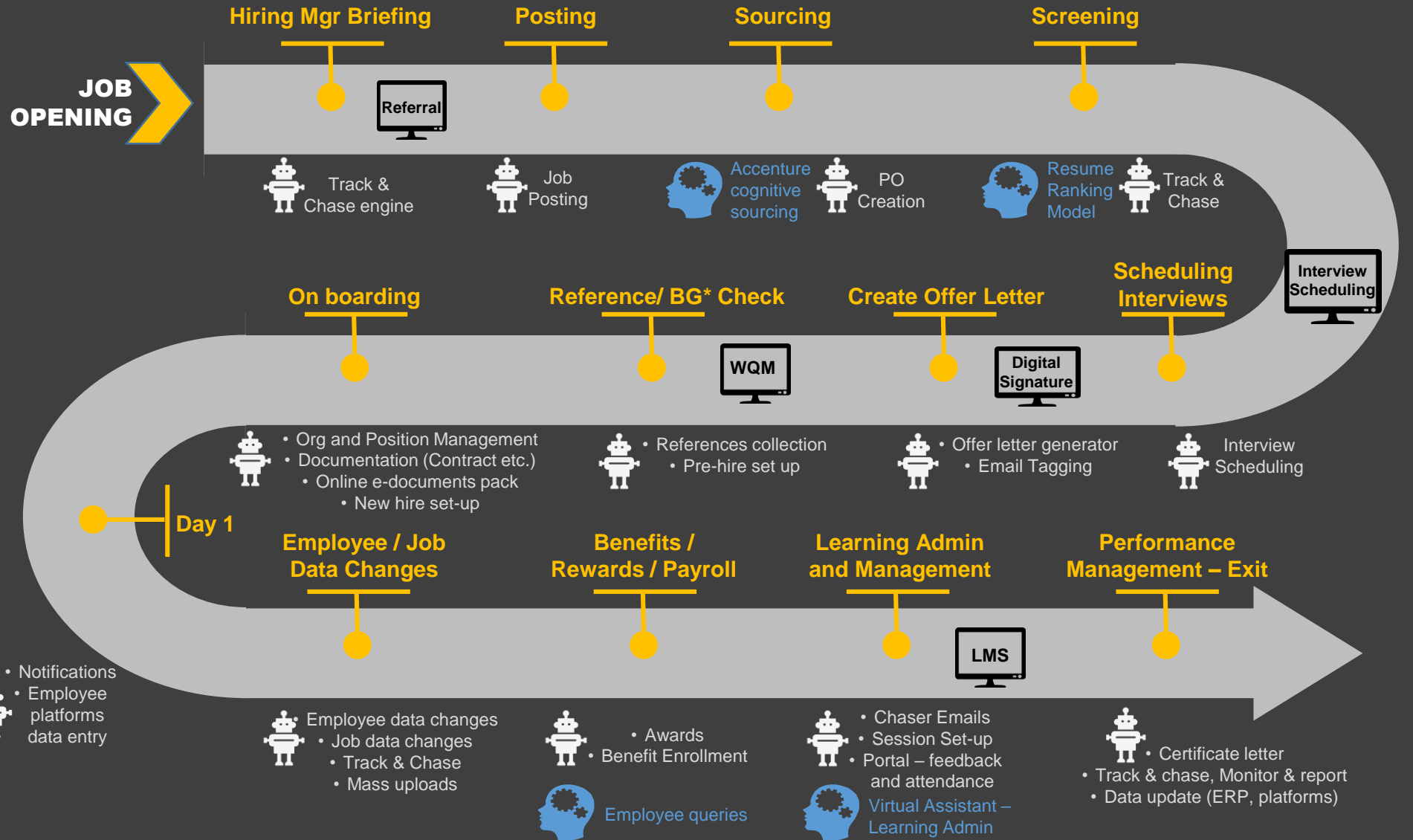
Robots/ Engines



Artificial intelligence

- Notifications
- Employee platforms data entry

EMPLOYEE LIFECYCLE – WHERE PROCESS AUTOMATION CAN HELP



CASE 1: NEW-HIRE SET UP

Global FMCG company with 200.000+ employees (having operations in 160+ countries including Russia)

BUSINESS CHALLENGE

SOLUTION

3

Forms to be completed:

- personal details
- offer details
- offer letter

50+

fields to be updated ...

15

... across 15 different screens



Necessary approval from certified resources on attachments from the new-hire



Identify new-hire request (Work Queue management)



Capture 50+ fields across 15 screens in 4 IT systems and applications



Validate ID / other documents



Update ERP and Close case



1,5

months

Project duration



4

End-to-end workflow across 4 applications

0%

Errors free, mistake-proof process

85%

Reduction in time taken to perform task



24

Zero offline hand-offs, Real-time response



Designed for positive new-hire experience

CASE 2: JOB DATA CHANGES

Global FMCG company with 200.000+ employees (having operations in 160+ countries including Russia)

BUSINESS CHALLENGE



High variety:

- 6 regions, 20 locations,
- 100+ notifications having
 - dynamic parameters like age
 - 10+ sub-types



8-10 validations per request (some with dynamic parameters)



70% of the effort per request is spent on manual generations of various notifications



Data Privacy errors potential

SOLUTION



Robot 1 – Filter Robot: identifies request type and sub-type



Robot 2 – Validation Robot: 8+ validations completed and notifications created



Robot 3 – Notification Robot: Send emails / letters across and close

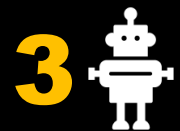


Robots work across 4 IT systems/ applications



months

Project duration



End-to-end – unattended solution deploying 3 robots in sequence



Data privacy errors, 100% compliant



Reduction in time taken to perform task



Scalable solution: replicable for employee data changes process



Designed to ensure positive employee experience

CASE 3: EXIT PROCESS

Global FMCG company with 200.000+ employees (having operations in 160+ countries including Russia)

BUSINESS CHALLENGE

SOLUTION

6
8
20
15

High variety:

- 6 regions, 20 locations,
- 8 sub-types of customized notifications
- 15 notifications per request
- dynamic parameters like age

45

fields from different screens across applications required to create the various notifications



Necessary approval from certified resources across different stages of the process



Complex track and chase across 9 functions involving potentially 36 touch points, risk of data privacy errors



Multi stage process takes cumulatively 2 hrs on average



Create Exit Pack



Stage 2 – Notify key stakeholders
Stage 3 – Track and Chase



Send exit letter and Close case



Robots work across 4 IT systems/ applications



months

Project duration

0%

Data privacy errors, 100% compliant

80%

Reduction in time taken to perform task



Zero unwanted wait time

90%

Reduction in touch points; automated hand-offs, track & chase



Designed to ensure positive employee experience

A woman in profile, facing left, holding a folder or clipboard. She is wearing a dark blazer over a light-colored blouse. The background is blurred, showing other people in a professional setting. A dark horizontal bar is overlaid on the lower half of the image.

PAYROLL

CASE 4: PAYROLL OPERATIONS AUTOMATION

American multinational technology company operating in 25 countries, outsourced payment operations to Accenture BPO

BUSINESS CHALLENGE



Repetitive and labor intensive work



4 categories of Payroll-related tickets:

- sick leave;
- document request for UK;
- document request for Germany;
- taxes for UK

SOLUTION



2 pilot projects :

- Ticket classification and assignment;
- End-to-end ticket processing

2 Accenture solutions:

- cognitive robotics solution (RPA)
- natural language processing (NLP)



RPA orchestrates tickets flow and hand-offs, and triggers NLP module



Accenture NLP module starts intent analysis, ticket classification and assignment



RPA performs track & chase and necessary actions in the back-end systems (sharepoint, ERP, CRM) to process and close tickets



100%

RPA accuracy (zero mistakes in following the process)

80 – 95%



NLP accuracy improved from Pilot I to Pilot II due to machine learning



Processing time and employee satisfaction improves



A composite image of a modern office environment. On the left, a man with glasses and a woman are looking at a laptop. On the right, a woman is sitting at a desk, resting her head on her hand while looking at a computer monitor. The background features large windows and wooden structural elements.

VIRTUAL ASSISTANCE

CASE 5: ARTIFICIAL INTELLIGENCE FOR CHAT BASED HELP DESK

Global oilfield service company

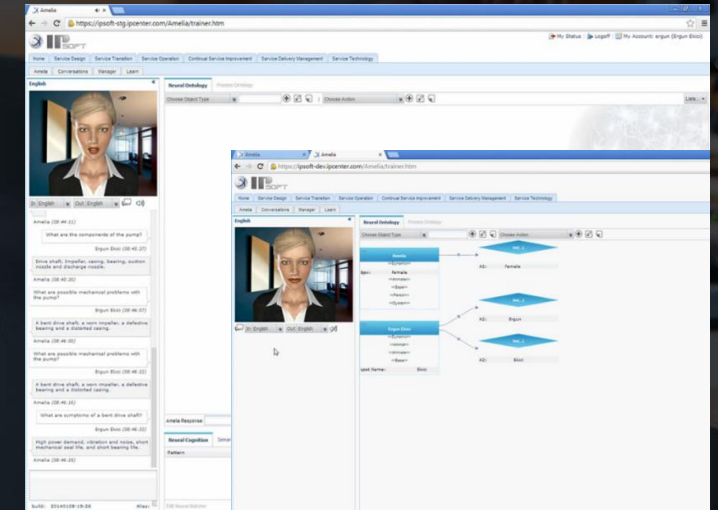
Accenture Artificial intelligence advisors:

- 16 Advisors in pilots and deployment

Accenture deployed and configured **IPsoft Amelia** on the Client's self-service portal. Vendors can interact with the **digital assistant Amelia** and receive services about the status of their invoices.

Digital assistant Amelia:

- Picks up user request, Recognizes emotions; Dialogs in natural language
- Guides users through processes
- Check invoice status, search for invoices in back-end systems, uploads invoices
- Integrates with external systems, creates trouble tickets, escalates request to human agent
- Learn new processes by observation



ROBOTIC OPERATING MODEL: KEY COMPONENTS

ORGANISATION

DELIVERY METHODOLOGY

PEOPLE



VISION



GOVERNANCE & PIPELINE



SERVICE MODEL



TECHNOLOGY

THANK YOU!



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