Scheer

RPA Health Check to Supercharge RPA Program for Major Insurance Company

Summary

Through an RPA assessment, real insights were enabled to bring the automation program back on track and fully realize the overall value of the RPA investment. The assessment helped regain momentum and ensured that the true value of the investment in Robotic Process Automation (RPA) was fully realized. With a renewed focus on efficiency and effectiveness, the automation efforts were successfully brought back on track, resulting in the benefits of a well-executed RPA strategy being achieved.

Organization Background

A major health-payer company embarked on a program aimed at automating processes, starting with the claims area. The IT department demonstrated its effectiveness by successfully deploying 12 bots within the allocated time frame and budget. However, the company soon encountered difficulties as the expected business impact of the RPA investment did not materialize. Despite implementing automation, there were no noticeable reductions in costs, human resources, or cycle time for the business. This disconnect between the business and IT departments hindered the program's effectiveness. Furthermore, after a year of operation, there was no longer any demand for the RPA team within the company.

As the company launched the program and carried out the initial project, they experienced initial success in getting the bots up and running promptly. However, the anticipated benefits, such as cost savings and efficiency improvements, did not come to fruition. This lack of tangible results raised concerns about the alignment between the business and IT teams. Furthermore, after a year of implementing the RPA program, the demand for the services provided by the RPA team ceased to exist within the company. These challenges highlighted the need for a reassessment of the RPA strategy and the importance of aligning business objectives with IT capabilities to drive successful automation initiatives.

Business Challenge

The company began to experience growing frustrations regarding the overall value of RPA. The leadership of the business units did not see any real value and quantifiable benefits of the technology. RPA started to get a negative image and there was a growing disconnect between business and IT. Even though all the automation was functional, the business ascertained that the project was unsuccessful as it did not deliver the expected business results.

This also caused other business units to lose interest in the automation program for the various initiatives and new digital process tools were leveraged to connect stakeholders and project teams across different business units in different locations and countries. Our team and a technology partner were brought in to perform an RPA Health Check so that potential improvement areas can be identified and provide a roadmap for successful RPA initiatives and alignment of business and IT.

The Solution

An RPA maturity assessment in the 5 dimensions (people, process, technology, strategy and governance) was applied. The assessment revealed that the automation program made good progress from a technology point of view. The challenges are in releasing value to the business, which stemmed from the way processes are targeted and how the RPA lifecycle was governed. Improving the automation program required:

- **Value-driven BPM Process Repository** Cross organizational view to understand the E2E process context, enabling quick identification of the RPA impacts to the business both upstream and downstream.

- **Targeting Automation through BPM Lens** Better prioritization to target high impact, low maturity processes for RPA intervention and overall process improvements.

- **Effective Governance Structure** Defined roles for Business and IT as part of a governance organization to provide strategic alignment and accountability throughout the RPA lifecycle.

- **Workforce Management Effectively** combine RPA robots and human workforce to release full value.

Results

A compelling, fully costed business case that yielded the following benefits:

- Alignment of Business and IT to realize full value of RPA technology and initiatives through an integrated transformation organisation and governance.

- Reorganization of transformation and automation capabilities to focus on business outcomes and identify value-driven automation opportunities.

- Enhanced prioritization and value targeting to improve project selection.

- Comprehensive view and increased transparency of business processes through process model - based approach and process repository.

- Set realistic expectations for benefits, aligned with the agile RPA development approach.

- Increased accountability and value delivery approach across the RPA lifecycle.
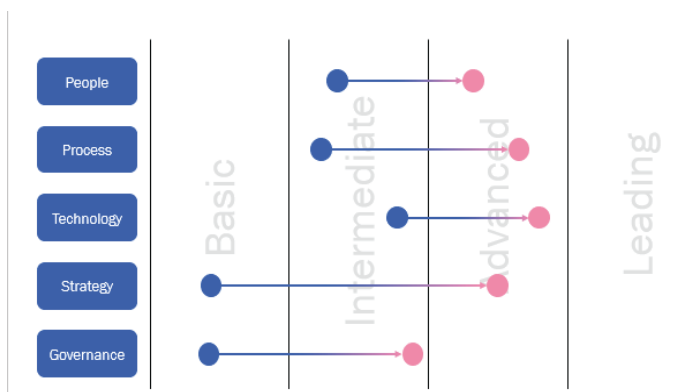

Figure 1: Maturity Assessment Overview - Indepth analysis of the five dimensions.

Figure 2: Targeting Automation through BPM Lens — Prioritization approach to target impact, low maturity processes.