

## BANKING, INSURANCE, AND CAPITAL MARKETS

# GETTING RPA RIGHT: NAVIGANT'S GUIDE TO IMPLEMENTING A DIGITAL WORKFORCE

Robotic Process Automation (RPA) is transforming the way companies are doing business. More businesses are leveraging RPA solutions to build a digital workforce by automating front, middle, and back office operations as well as audit, risk and compliance functions. This automation allows humans to focus on more productive, impactful, and value-added activities.

Navigant is seeing an acceleration in the utilization of RPA technology across the financial services industry. To help your company avoid common pitfalls, Navigant compiled its expertise into a digital workforce guide that answers our clients' top RPA-related questions and features an easy-to-follow capability journey. Navigant's expertise in RPA can be leveraged to mitigate risks and ensure a smooth transition to the digital age.

## RPA CAPABILITY JOURNEY

When implementing RPA within an organization, Navigant recommends the following roadmap as a guide to ensure a successful implementation.

### 1. Strategy

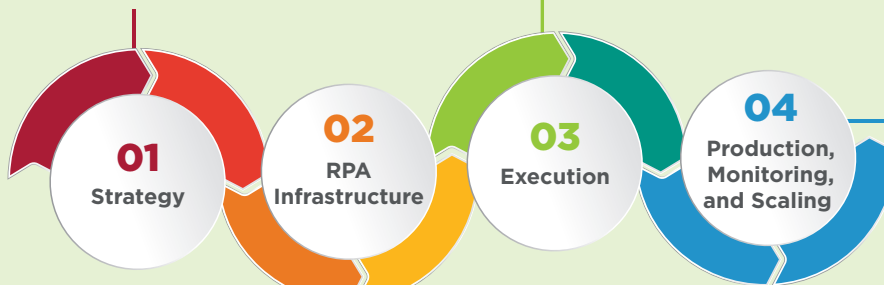
- Define mission and vision, goals, objectives
- Form leadership team, outline roles, and responsibilities
- Identify potential software partners
- Conduct proof of concepts with software partner(s)
- Begin org design (e.g., CoE, Federated)
- Select partners (software and/or implementation) and execute contract
- Create awareness, educate, and promote RPA capabilities

### 3. Execution

- Stand up process for ongoing RPA life cycle, to include identification of pipeline of processes, evaluation, prioritization, and feasibility review
- Execute process identification, evaluation, prioritization, and feasibility review to choose pilot process(es)
- Execute pilots and measure results
- Design, build, test, and implement bots

### 4. Production, Monitoring, and Scaling

- Monitor bots: productivity, analysis, exceptions
- Report out on results
- Ongoing governance and change management
- Determine required changes to training, processes, tools, templates, and methodologies
- Maintenance of bots and update as necessary



### 2A. RPA Infrastructure - Organization

- Develop target operating model
- Define roles and responsibilities
- Train resources
- Identify and hire RPA leader
- Develop and execute staffing plan
- Conduct initial training

### 2B. RPA Infrastructure - Technology

- Define technical requirements
- Set up the technology and governance model
- Build technical infrastructure
- Define user access and security controls

### 2C. RPA Infrastructure - Governance

- Develop governance model: policies, procedures, lifecycle, SDLC, idea submission and evaluation, feasibility, ROI analysis
- Design tools, templates, and methodologies
- Manage for change
- Implement a bot controls framework to validate that the "bots" are operating within acceptable tolerances.



## HOW CAN I AID ACCEPTANCE/ADOPTION OF MY COMPANY'S RPA INITIATIVE?

A well-constructed RPA mission statement that addresses the RPA program's core principles provides necessary guidelines for decision-making. Key decisions include: what software provider will be the best partner, how to identify and prioritize RPA opportunities, and what type of organizational structure and governance model should be built. The RPA mission statement will also aid in establishing criteria for how your company reports out on its RPA initiative. As "blockers" are encountered during the initiative, having an RPA mission statement that senior leadership is aligned to is a powerful tool to help drive decisions and resolve issues.

## WHY ARE MANY TEAMS USING PILOTS EARLY IN THEIR RPA JOURNEY?

Pilots are utilized as a tool to improve RPA policies and procedures, and to test infrastructure and training. They are also effective in building support for the overall RPA initiative. Being tactical when identifying potential pilots and focusing on processes and functions that are highly manual are good candidates for RPA. Successful bots that alleviate challenges and demonstrate clear value in the form of time savings, cost cutting, or reduced risk will quickly convert "blockers" to "supporters." Don't be afraid to tout successes as part of your change management program.

## WHAT CAN WE DO TO ASSUAGE CONCERNS FROM OUR BUSINESS PARTNERS ABOUT BOTS HAVING ACCESS TO THEIR DATA?

Bots' access is one of the most common concerns from legal, information technology, business, risk, and compliance partners. Understanding the concerns of these groups at an early stage and addressing those apprehensions during your infrastructure build is an important part of the RPA setup. While RPA software packages offer a "control room" to administer and monitor access, these controls are only as strong as the policies and procedures behind them. Establishing a well-thought-out access program, aligned with the control room, is the best approach.

## HOW CAN WE DETERMINE WHICH PROCESSES SHOULD BE AUTOMATED?

Organizations tend to look at RPA as an opportunity to fix broken processes or address complicated issues. RPA works best when applied to processes that are working well and are stable at the time of implementation. Employing a thorough feasibility study for every RPA opportunity is a critical step for long-term success. Feasibility is sometimes only focused on the anticipated cost-benefit results of the automation, without considering if the process should be automated. A thorough review will confirm that the process is well-documented, stable, and that there are limited anticipated changes to the process in the near-term.

## HOW MUCH TRAINING DO WE REALLY NEED TO GET OUR DEVELOPERS UP TO SPEED?

Most RPA providers offer training; however, it typically gives only a basic understanding of RPA and the software. Additionally, provider trainings rarely give enough detailed instruction and opportunity to appropriately prepare individuals to develop bots. Incorporating hands-on training using a selected process from your organization enables developers to learn from their mistakes, see the software in action, and work with processes and systems that are familiar to them. Additionally, this exercise can be incorporated into a pilot process, effectively accomplishing two things at once.

Other considerations include:

1. Use a partner to develop bots
2. Select a team with a certified trainer to train developers
3. Hire trained programmers/developers

## HOW CAN WE HELP A BOT STAY FULLY FUNCTIONAL ONCE IT IS UP AND RUNNING?

An RPA program does not conclude when the initial implementation is complete. Continuous monitoring is required so that the RPA solution continues to meet an organization's needs. Bots are instructed to carry out tasks that are predicated on existing procedures, data, and technology. When one of those inputs is altered — such as a field is moved from one column to another — a bot will likely fail. Establishing appropriate monitoring and change control processes is critical so that all changes to procedures, data, and technology that feed bots are known in advance of the change. Communication to impacted parties will then follow so an analysis can be conducted to determine if a modification to a bot is required.



## CONTACTS

---



### JONATHAN W. BERRY III

Managing Director  
+1.617.748.8360  
[jberry@navigant.com](mailto:jberry@navigant.com)



### PETER PEARLMAN

Director  
+1.908.892.3898  
[ppearlman@navigant.com](mailto:ppearlman@navigant.com)

[navigant.com](http://navigant.com)

### About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage, and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the firm primarily serves clients in the healthcare, energy, and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).



[linkedin.com/company/navigant](https://www.linkedin.com/company/navigant)



[twitter.com/navigant](https://twitter.com/navigant)