

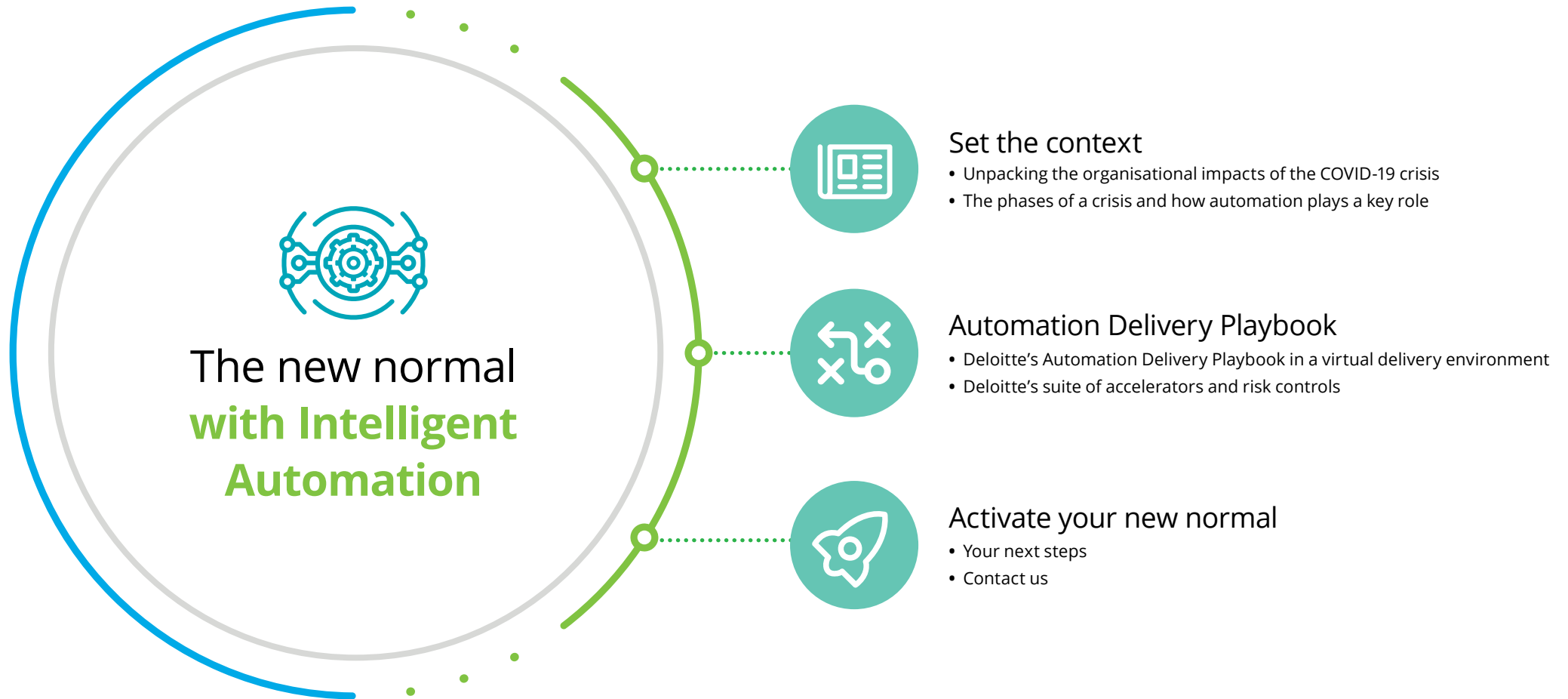


Deloitte.

The new normal with
intelligent automation
Deloitte's point of view

September 2020

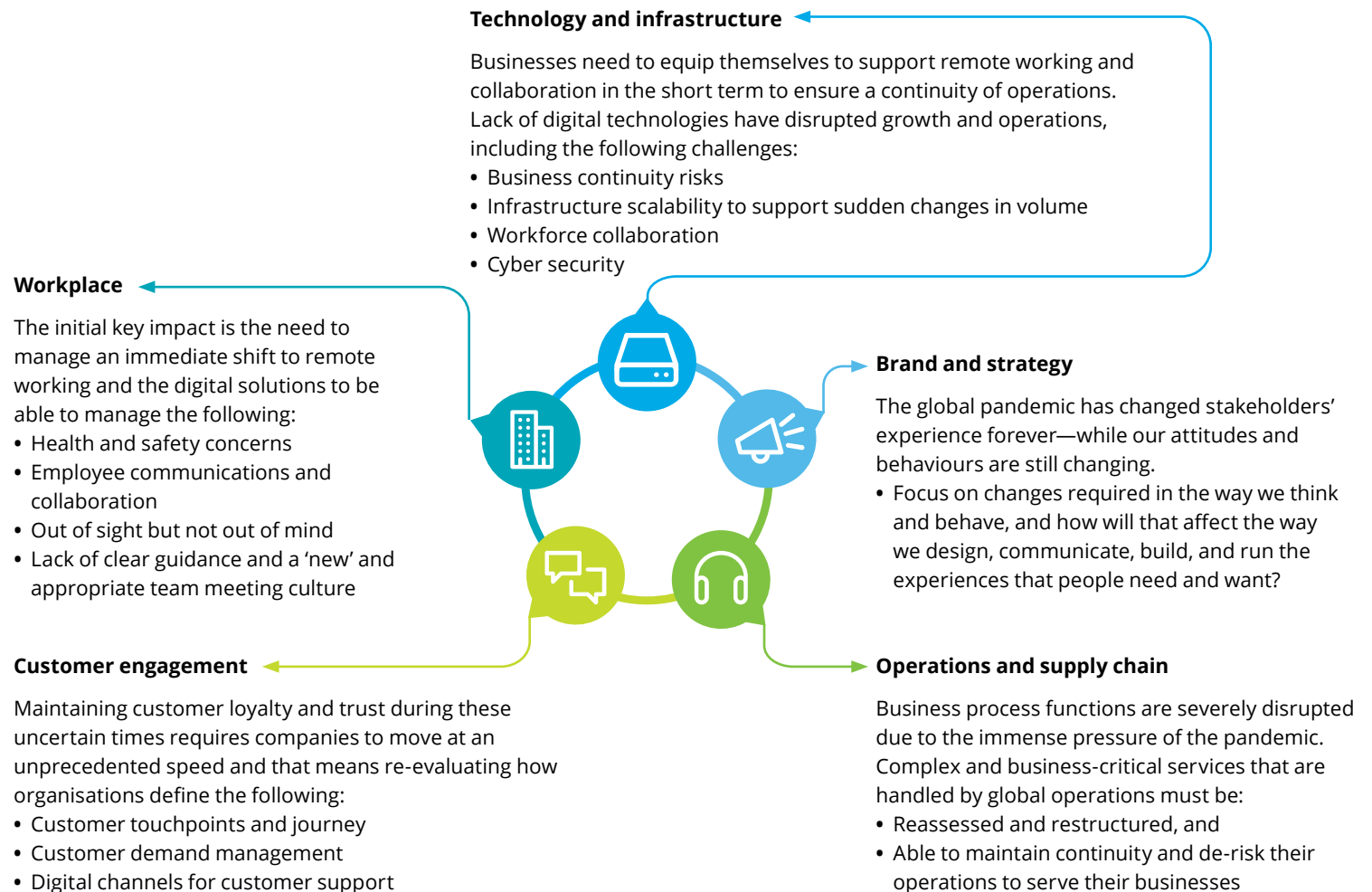
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Unpacking the impacts of the COVID-19 crisis - An acceleration to the new normal

"A Gartner, Inc. survey of 317 CFOs and finance leaders on 30 March 2020 revealed that 74 percent will move at least 5 percent of their previously on-site workforce to permanently remote positions post-COVID-19. Moreover, 20 percent of respondents indicated they have deferred on-premise technology spend, with an additional 12 percent planning to do so."

Whilst virtualised operations may be, for now, a health mandated necessity, they will become an employee and customer mandated way of working far beyond the life of the crisis. Many organisations are facing challenges in their ability to maintain business-as-usual service levels, and will need to get this right not only to survive in the short term, but to thrive in the long term.



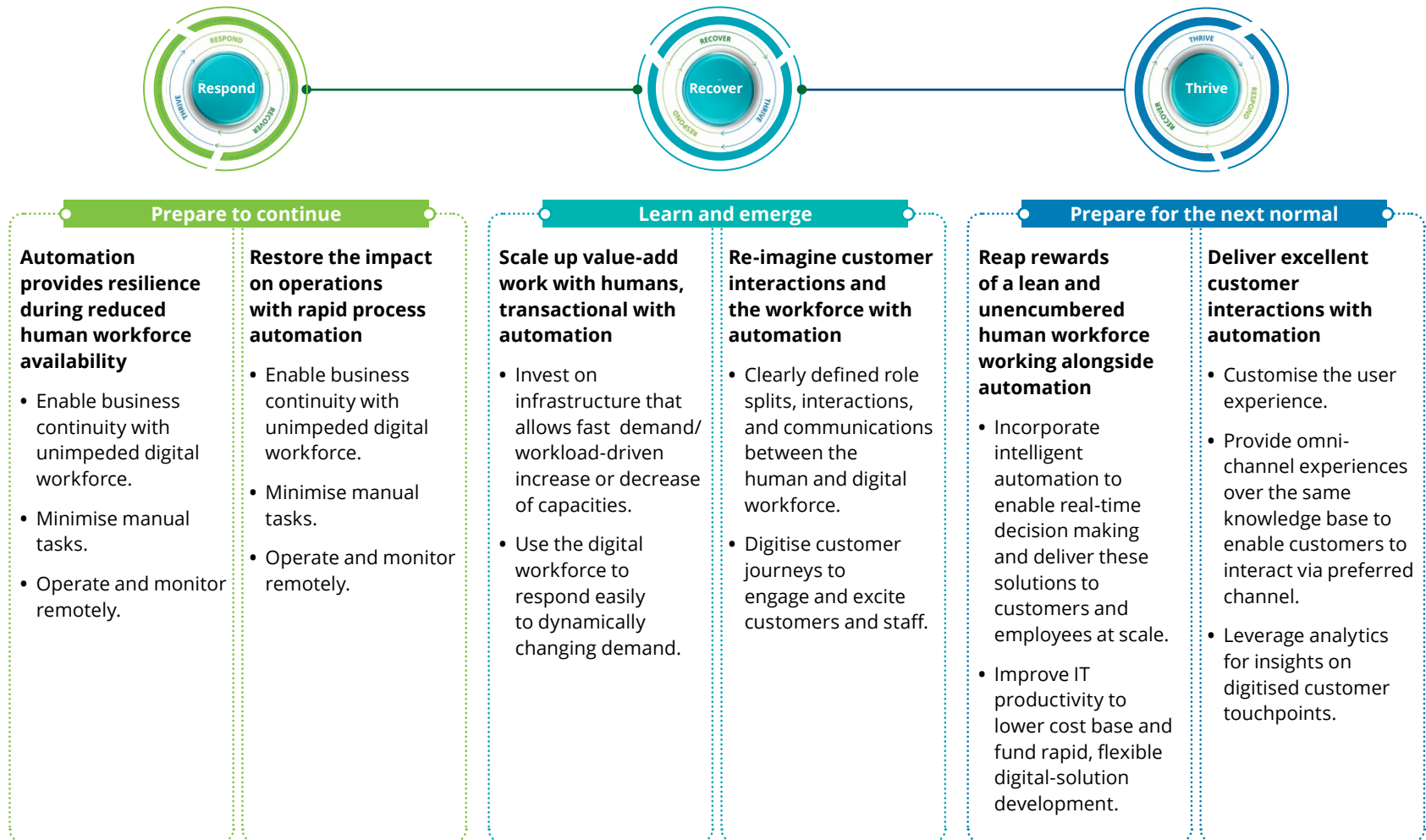
Source: <https://www.gartner.com/en/newsroom/press-releases/2020-04-03-gartner-cfo-surey-reveals-74-percent-of-organizations-to-shift-some-employees-to-remote-work-permanently2#:~:text=A%20Gartner%2c%20Inc.%2cremote%20positions%20post-COVID%2019.>

The phases of a crisis – Automation plays a key role

More so than ever, automation is a key pillar to business continuity, resilience, and growth

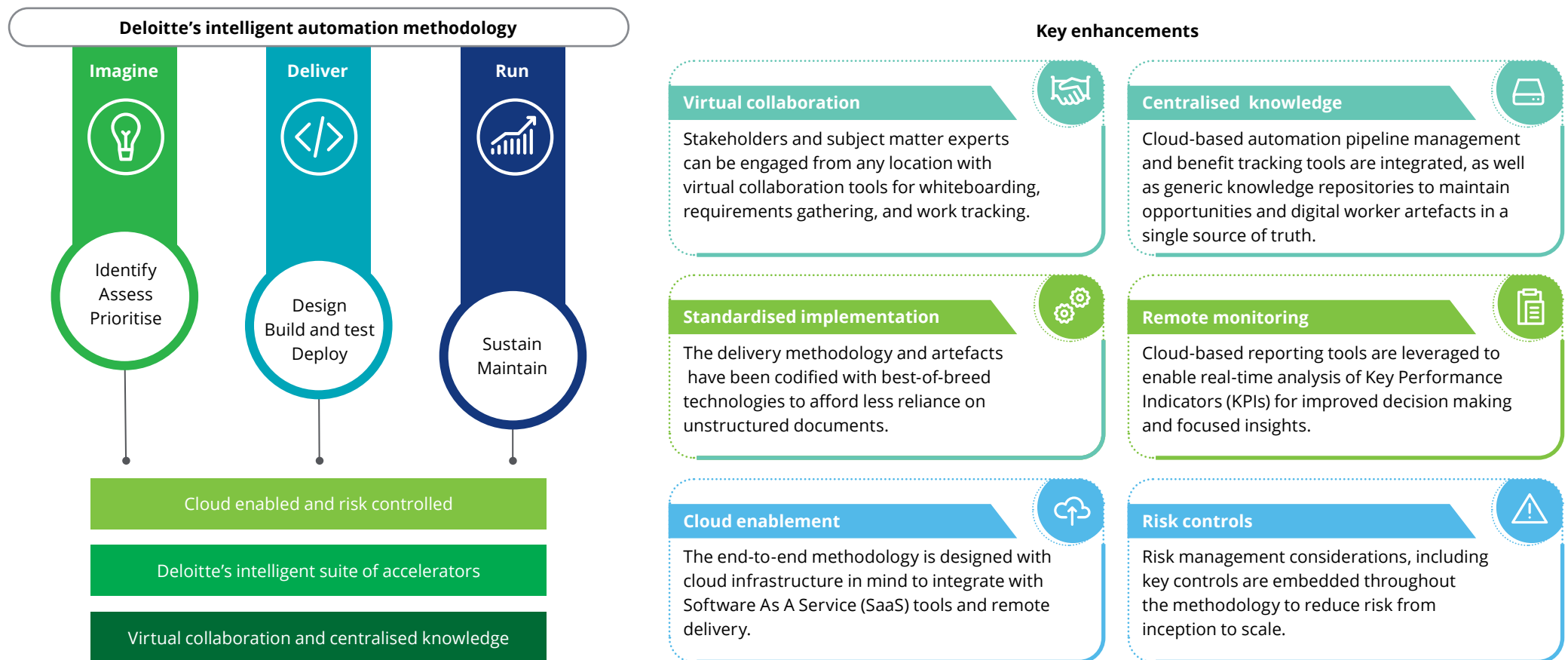
“According to Gartner’s CFO survey update from May 2020, areas most likely to see more investment post-COVID-19 were Robotic Process Automation (RPA), workflow automation, and cloud-based Enterprise Resource Planning (ERP) technologies.”

Deloitte’s Resilient Leadership Framework defines three time frames of the crisis: **Respond, Recover, and Thrive.**



Deloitte's Automation Delivery Playbook – The next evolution

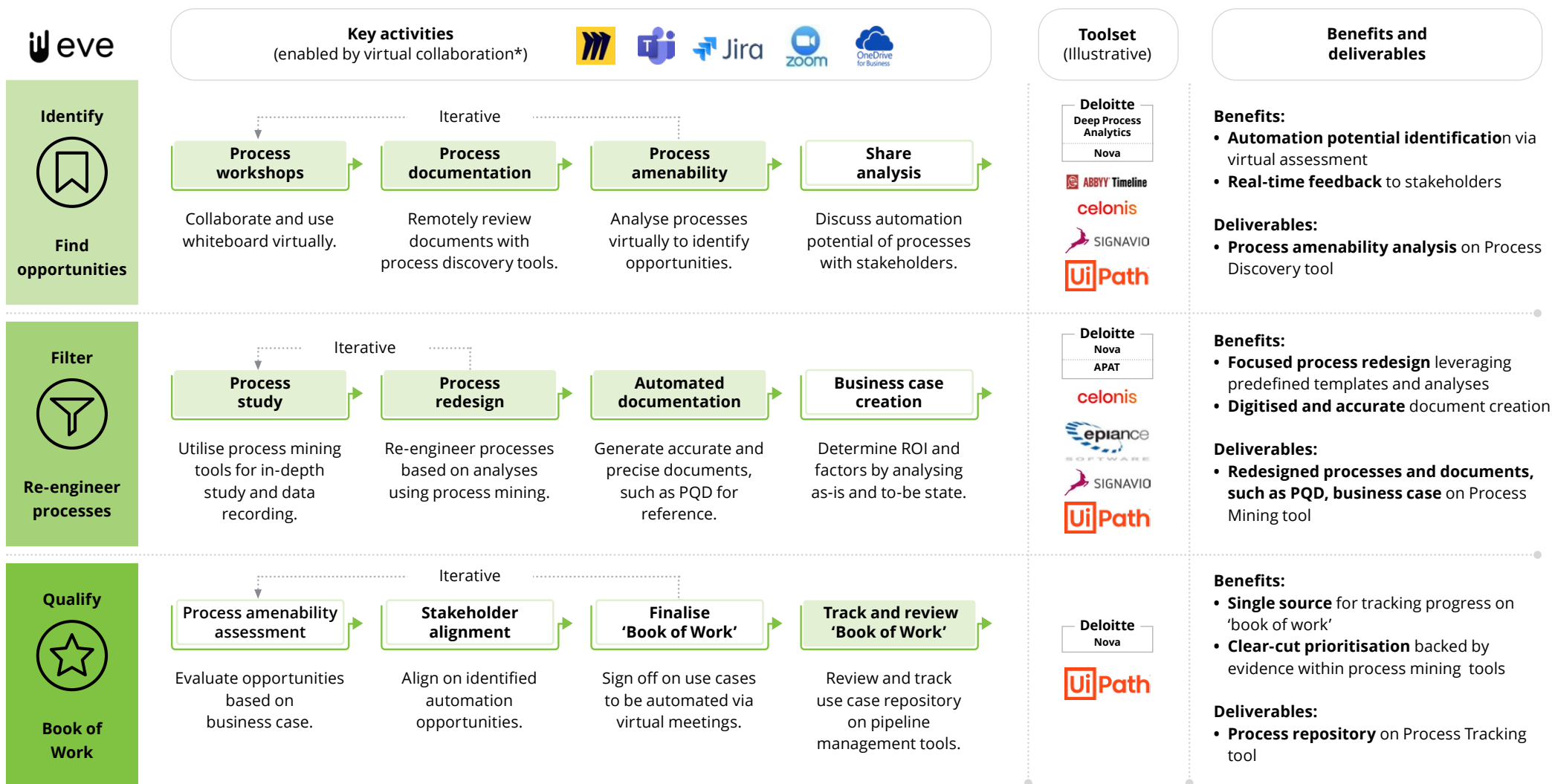
Enhancements to the existing automation delivery approach enable virtual delivery and a codified approach



Deloitte's Automation Delivery Playbook – Imagine



Key activities of the phase remain unaffected, but the execution shows virtual collaboration and implementation

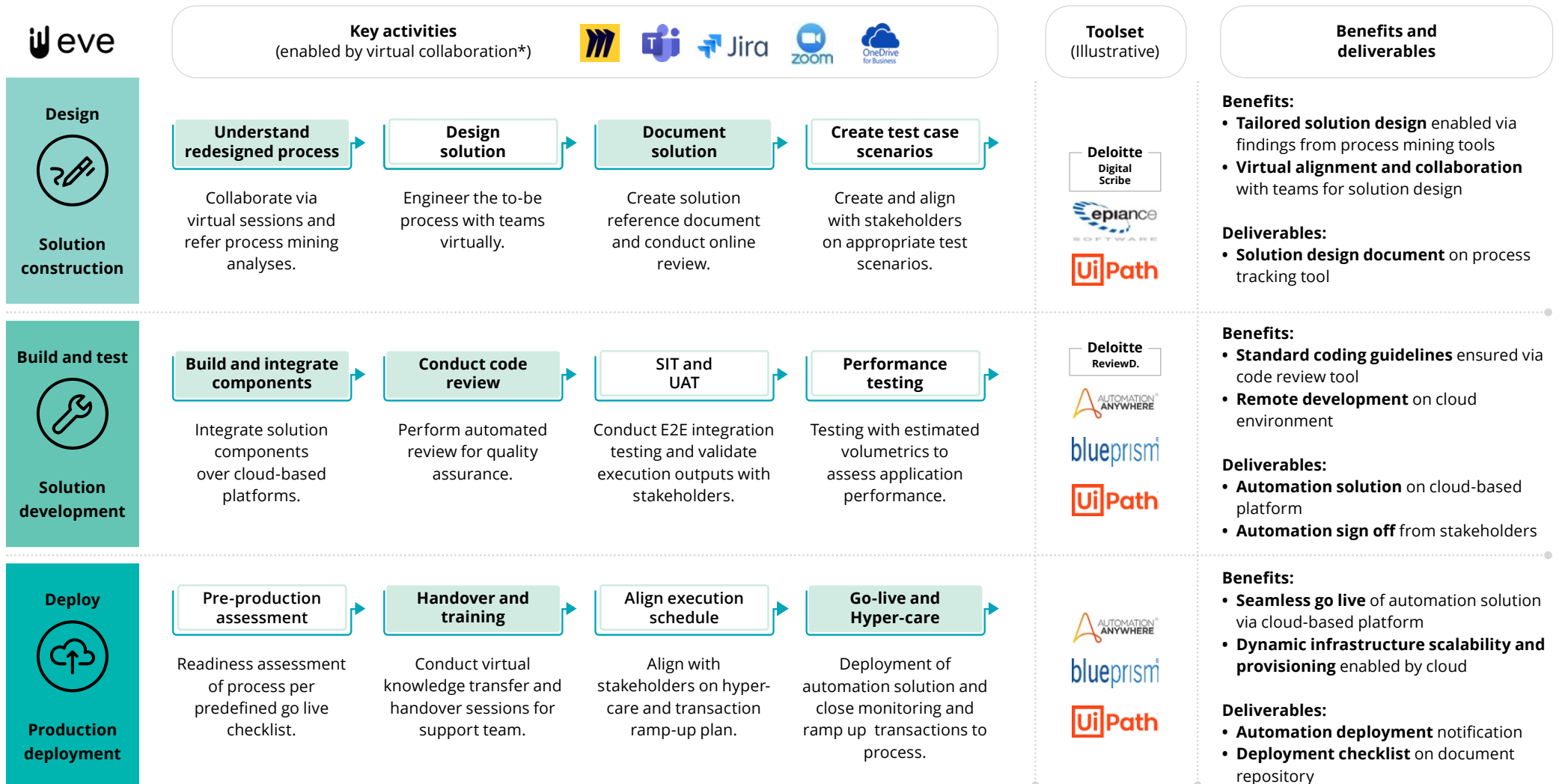



*Listed tools are commonly used for virtual collaboration  Re-envisioned Approach

Deloitte's Automation Delivery Playbook – Deliver



With cloud-based platforms and accelerators, this phase attains accelerated and standardised development

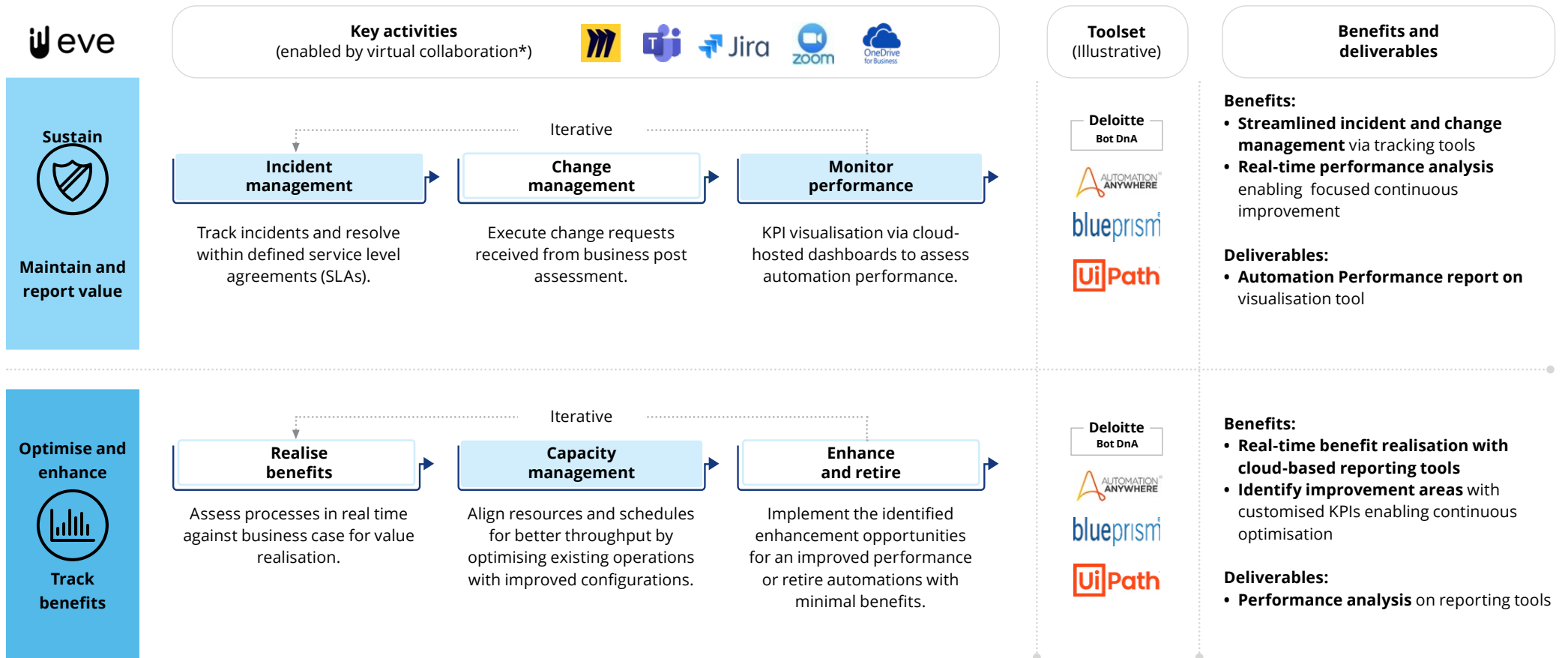


*Listed tools are commonly used for virtual collaboration  Re-envisioned Approach

Deloitte's Automation Delivery Playbook – Run



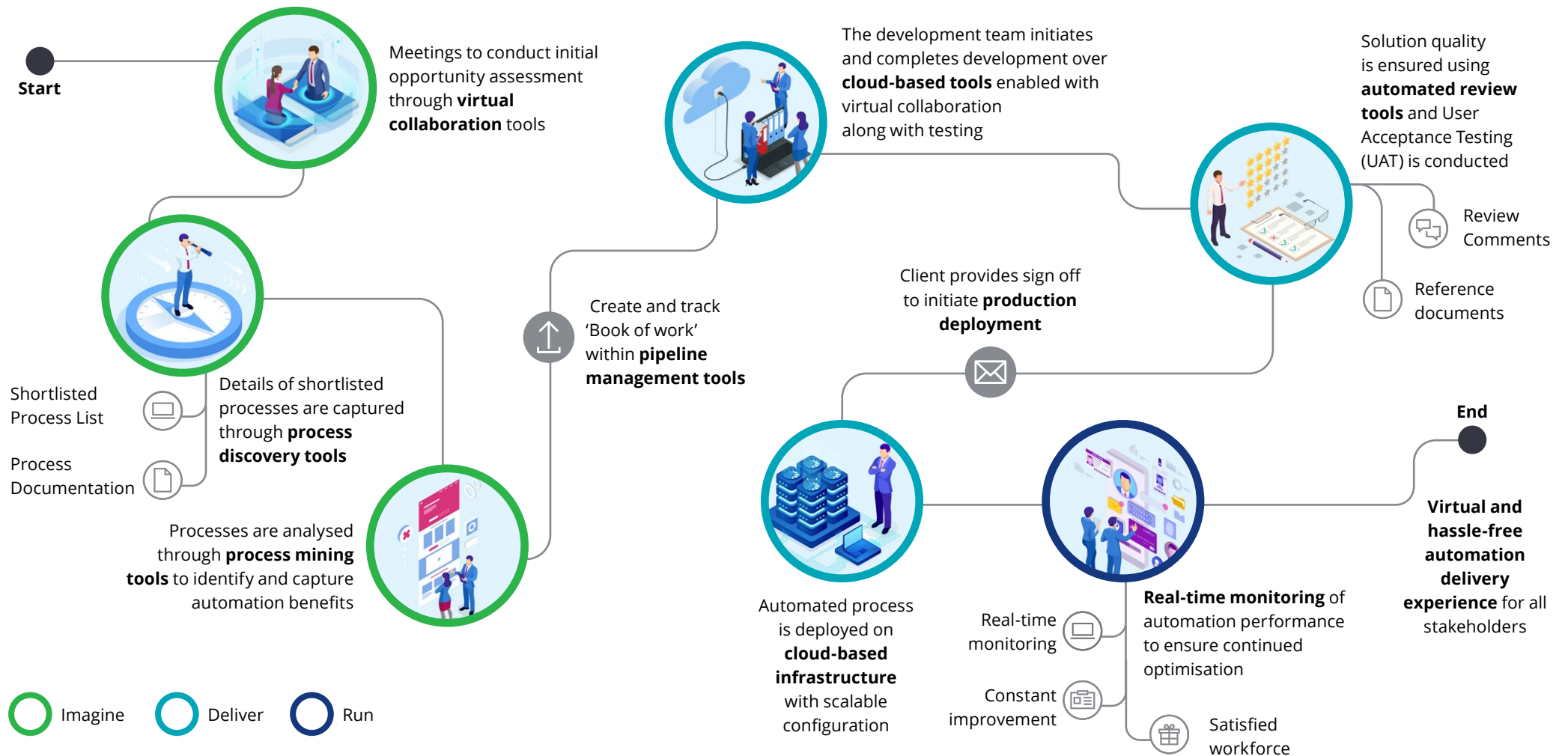
This phase focusses on scalable deployment and continuous improvement enabled by real-time bot analytics



*Listed tools are commonly used for virtual collaboration Re-envisioned Approach

Deloitte's Automation Delivery Playbook - Automation lifecycle

We have developed a codified and efficient automation lifecycle enabled by our virtual automation delivery playbook



Deloitte's Automation Delivery Playbook – Risk controlled

To harness the benefits of automation safely, securely and responsibly, multiple risk management areas are embedded as part of the Deloitte's virtual automation delivery framework

				
Risk theme	Scaling can result into unintended consequences and potential for scaled process failure	It is important to design automation so that it supports operational resilience	The cyber threat landscape has evolved, increasing the need for robust automation security	Ensure process outcomes in an automated and distributed workforce environment requires controls to be re-imagined
Deloitte methodology inclusions	<ul style="list-style-type: none"> Understand and embed fit-for-purpose risk governance capabilities. Integrate of risk governance and controls into end-to-end automation lifecycle activities. Incorporate ethical decision-making methods where relevant to support use of cognitive technology/ Artificial Intelligence (AI). 	<ul style="list-style-type: none"> Understand the disruption risks associated with automation. Design resilience or suitable recovery/response arrangements. Validate the resilience, recovery, and response arrangements through technology testing, training and exercising including end-to-end simulations. 	<ul style="list-style-type: none"> Establish a clear set of principles to govern security requirements of the automation ecosystem. Build security measures to address threats, vulnerabilities, and risks across the R&IA platform. Assess vulnerabilities for R&IA platform and integrated systems before deployment. 	<ul style="list-style-type: none"> Build in right-sized, efficient, and sustainable controls as part of the development process to consistently achieve automated process outcomes. Build automation of control monitoring and audit capabilities where practical to reduce cost of on-going operation.
Benefits	<ul style="list-style-type: none"> Achieve visibility of key automation risks and how they are managed. 	<ul style="list-style-type: none"> Achieve capability-based resilience. Meet executive risk appetite and tolerance for disruption. 	<ul style="list-style-type: none"> Reduce lifecycle costs by incorporating security considerations during design phase for minimal change requirements. 	<ul style="list-style-type: none"> Reduce the probability and proactively identify potentially fraudulent activities embedded within automation.
Accelerators	 Intelligent automation risk framework  Robotics development lifecycle controls  Automation ethics framework	 Resilience frameworks and strategies  Consequence and criticality assessments  Resilience plan design and assessments	 Automation security architecture  Bot identity and access management  Vulnerability / penetration testing	 Controls rationalisation  Controls assurance design and testing  Fraud risk management framework

Virtual delivery – Enabling tools (Illustrative)

Deloitte's suite of accelerators, coupled with best-in-breed third-party vendors enable virtual delivery

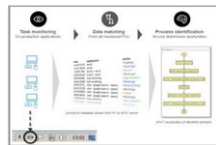
Deloitte intelligent suite of accelerators

Nova



- Intelligently crowd-source innovation from employees
- Chatbot and guided-form-based idea capture from employees
- Captures and curates automation ideas as a new 'front door' to automation opportunities

Automatic Process Analysis Tool (APAT)



- AI-based task-mining solution. Documents and identifies potential in process steps during the execution of employees
- Transparent, structured insights on executed tasks

Eve



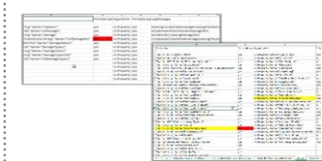
- Cloud-based platform to effectively manage automation initiatives
- **Imagine** - Identify automation opportunities and create prioritised portfolios
- **Deliver** - Track the delivery of automation initiatives
- **Run** - Real-time Insights and performance tracking of the virtual workforce by process

Digital scribe



- Easy-to-use and time-saving documentation tool
- Creates process documentation at task level
- Provides detailed time log of actions performed

ReviewD



- Automated tool to conduct code reviews for leading automation products
- Checks for logical errors and exception handling
- Validates for company-specific coding guideline compliance

Bot DnA (Bot Data and Analytics)

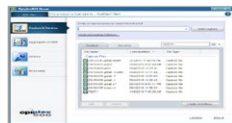


- Integrated platform for managing Bots across leading R&IA tools
- Provides a comprehensive understanding of bot performance by collating inputs in a federated mode.
- Real-time dashboards driving business insights
- Self-service and customisable KPIs per business requirements

Third-party tools

Epiance

AI powered automation platform that discovers and documents business processes



Celonis

Cloud-based process mining to transform business processes by discovering variations, non-value-add activities and KPI monitoring



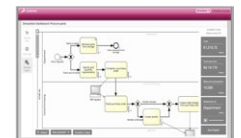
ABBYY timeline

Visualise and analyse processes from source system data



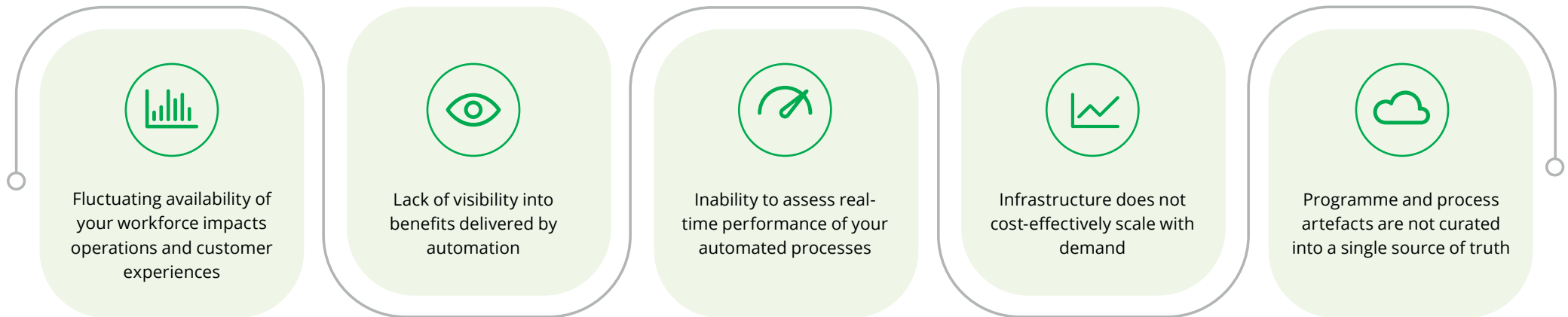
Signavio

Next-gen process mining at scale, identifying process improvements to drive automation



Activate your new normal – with intelligent automation

Contact us to understand how we can help you Respond, Recover, and Thrive



Deloitte can deliver a **rapid two-week diagnostic** for your organisation to identify practical next steps to unlock intelligent automation

Connect with us



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