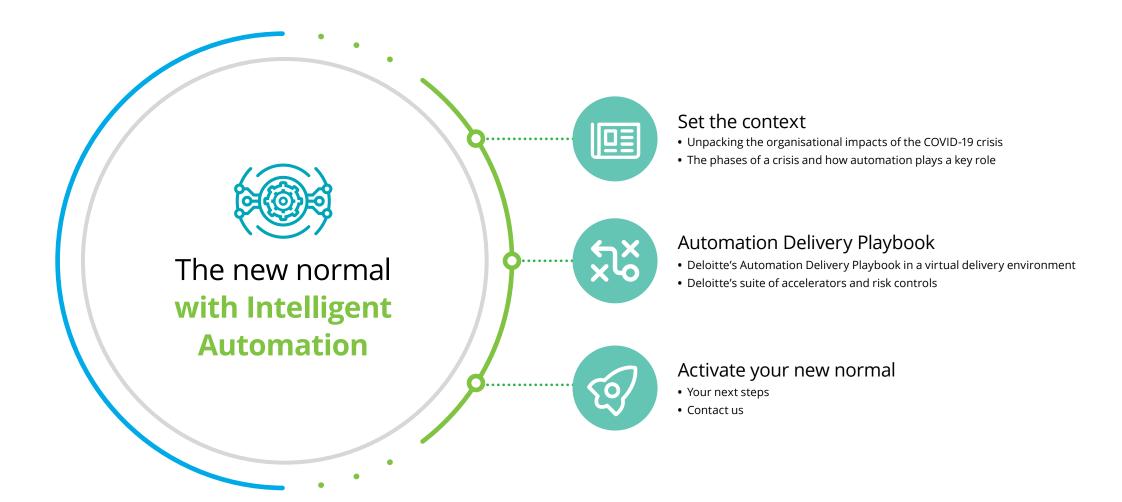


Table of contents



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."

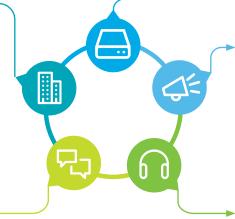
Whilst virtualised operations may be, for now, a health mandated necessity, they will become an employee and customer mandated way of working far beyond the life of the crisis. Many organisations are facing challenges in their ability to maintain business-as-usual service levels, and will need to get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

Technology and infrastructure

Businesses need to equip themselves to support remote working and collaboration in the short term to ensure a continuity of operations. Lack of digital technologies have disrupted growth and operations, including the following challenges:

- Business continuity risks
- Infrastructure scalability to support sudden changes in volume
- Workforce collaboration

Cyber security



Brand and strategy

The global pandemic has changed stakeholders' experience forever—while our attitudes and behaviours are still changing.

 Focus on changes required in the way we think and behave, and how will that affect the way we design, communicate, build, and run the experiences that people need and want?

Customer engagement

Workplace <

collaboration

Maintaining customer loyalty and trust during these uncertain times requires companies to move at an unprecedented speed and that means re-evaluating how organisations define the following:

Customer touchpoints and journey

The initial key impact is the need to

able to manage the following:

• Health and safety concerns

· Employee communications and

· Out of sight but not out of mind

• Lack of clear guidance and a 'new' and

appropriate team meeting culture

manage an immediate shift to remote

working and the digital solutions to be

- Customer demand management
- Digital channels for customer support

Operations and supply chain

Business process functions are severely disrupted due to the immense pressure of the pandemic. Complex and business-critical services that are handled by global operations must be:

- Reassessed and restructured, and
- Able to maintain continuity and de-risk their operations to serve their businesses

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%20 Inc.%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**.



Prepare to continue

Automation provides resilience during reduced human workforce availability

- Enable business continuity with unimpeded digital workforce.
- Minimise manual tasks.
- Operate and monitor remotely.

Restore the impact on operations with rapid process automation

- Enable business continuity with unimpeded digital workforce.
- Minimise manual tasks.
- Operate and monitor remotely.

Learn and emerge

Scale up value-add work with humans, transactional with automation

- Invest on infrastructure that allows fast demand/ workload-driven increase or decrease of capacities.
- Use the digital workforce to respond easily to dynamically changing demand.

ili emerge

Re-imagine customer interactions and the workforce with automation

- Clearly defined role splits, interactions, and communications between the human and digital workforce.
- Digitise customer journeys to engage and excite customers and staff.

Prepare for the next normal

Reap rewards of a lean and unencumbered human workforce working alongside automation

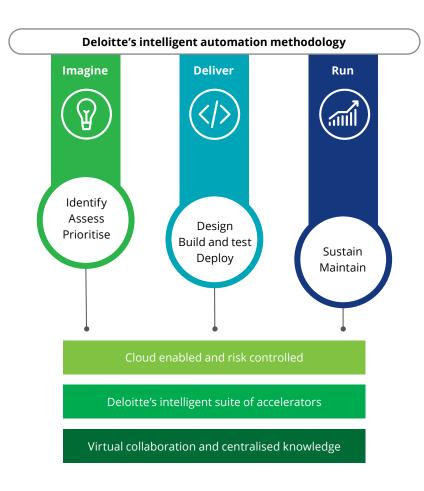
- Incorporate intelligent automation to enable real-time decision making and deliver these solutions to customers and employees at scale.
- Improve IT productivity to lower cost base and fund rapid, flexible digital-solution development.

Deliver excellent customer interactions with automation

- Customise the user experience.
- Provide omnichannel experiences over the same knowledge base to enable customers to interact via preferred channel.
- Leverage analytics for insights on digitised customer touchpoints.

Deloitte's Automation Delivery Playbook – The next evolution

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



Key enhancements

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Virtual collaboration

Stakeholders and subject matter experts can be engaged from any location with virtual collaboration tools for whiteboarding, requirements gathering, and work tracking.

Centralised knowledge

Cloud-based automation pipeline management and benefit tracking tools are integrated, as well as generic knowledge repositories to maintain opportunities and digital worker artefacts in a single source of truth.

Standardised implementation

The delivery methodology and artefacts have been codified with best-of-breed technologies to afford less reliance on unstructured documents.

Remote monitoring

Cloud-based reporting tools are leveraged to enable real-time analysis of Key Performance Indicators (KPIs) for improved decision making and focused insights.

Cloud enablement

The end-to-end methodology is designed with cloud infrastructure in mind to integrate with Software As A Service (SaaS) tools and remote delivery.

Risk controls

Risk management considerations, including key controls are embedded throughout the methodology to reduce risk from inception to scale.

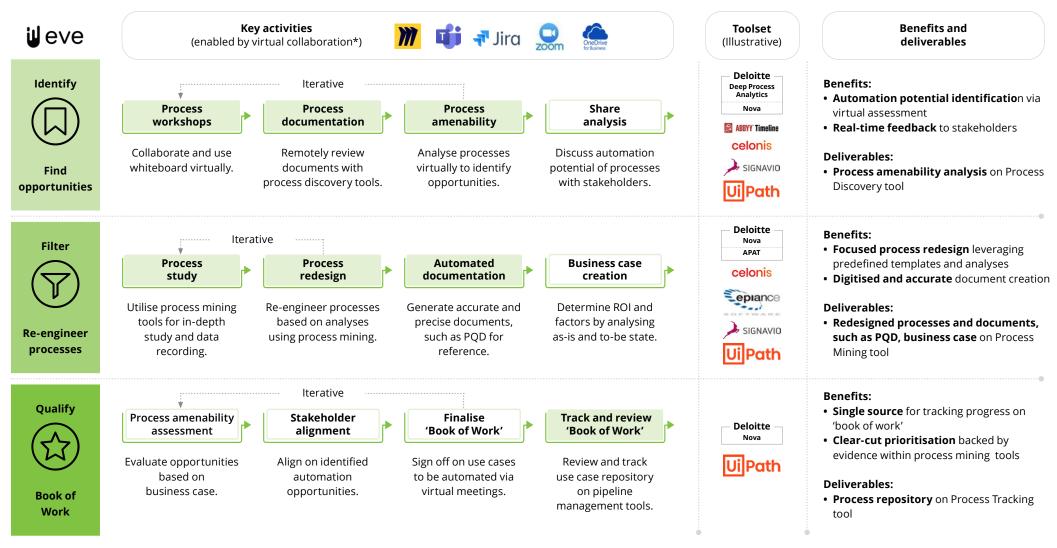




Deloitte's Automation Delivery Playbook - Imagine



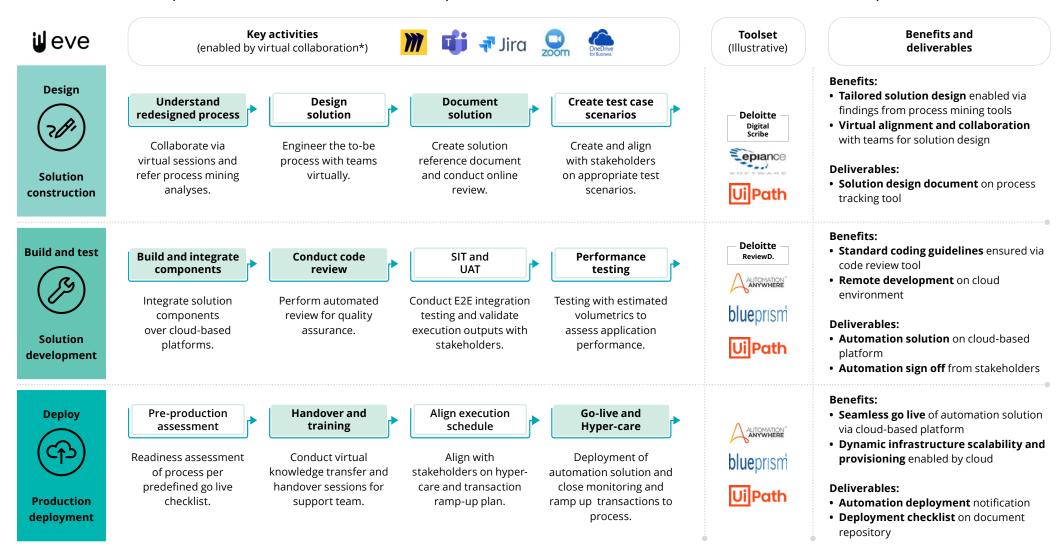
Key activities of the phase remain unaffected, but the execution shows virtual collaboration and implementation



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

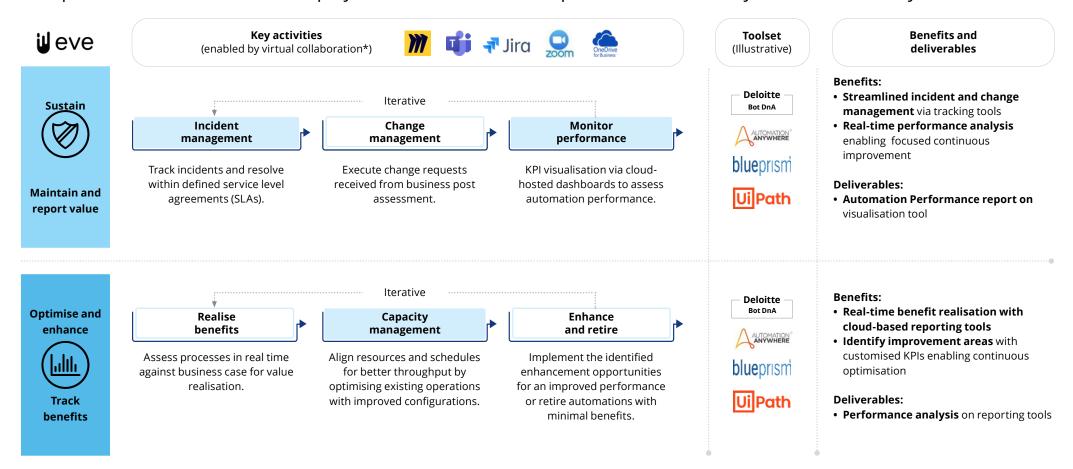


Re-envisioned Approach

Deloitte's Automation Delivery Playbook - Run

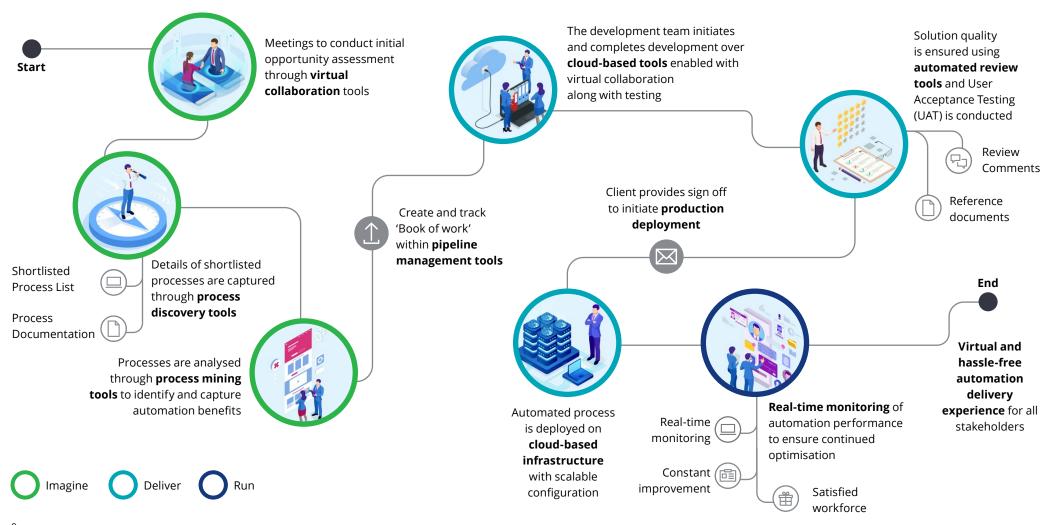


This phase focusses on scalable deployment and continuous improvement enabled by real-time bot analytics



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





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

Deloitte methodology inclusions

Risk

theme

· Understand and embed fitfor-purpose risk governance capabilities.

consequences and potential for

- · Integrate of risk governance and controls into end-to-end automation lifecycle activities.
- Incorporate ethical decisionmaking methods where relevant to support use of cognitive technology/ Artificial Intelligence (AI).
- 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.
- 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.

- workforce environment requires controls to be re-imagined • 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 ongoing operation.

Benefits

- Achieve visibility of key **automation risks** and how they are managed.
- Achieve capability-based resilience.
- Meet executive risk appetite and tolerance for disruption.
- Reduce lifecycle costs by incorporating security considerations during design phase for minimal change requirements.
- 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

Nova



- Intelligently crowdsource innovation from employees
- Chatbot and guided-formbased idea capture from employees
- Captures and curates automation ideas as a new 'front door' to automation opportunities

Automatic Process Analysis Tool (APAT)



- Al-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 timesaving 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 companyspecific 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

Deloitte intelligent suite of accelerators

Epiance

Al 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



Fluctuating availability of your workforce impacts operations and customer experiences



Lack of visibility into benefits delivered by automation



Inability to assess realtime performance of your automated processes



Infrastructure does not cost-effectively scale with demand



Programme and process artefacts are not curated into a single source of truth

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

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