Deloitte.

An innovation-driven Fortune 500 bank deploys bots and accelerates value for customers and staff

Deloitte AI & Data Operations
A large national bank's journey

The challenge

This Deloitte client is one of the largest banks in the United States. Their primary business lines include credit cards, auto financing, consumer banking, and commercial banking. The organization's long-standing commitment to technology and financial inclusion make the bank a standout in an industry where customer experience is increasingly critical to success.

It was this focus on digital problem-solving that led the bank to become an early adopter of intelligent automation, a technology that uses bots to mimic human execution of a business process. Our story begins when the bank had an automation program with two large bots in operation plus a number of others that people in different lines of business were building on their laptops.

But these efforts lacked structure. Fragmented processes and projects were scattered across multiple business units. With limited visibility into their program, bank leaders suspected they were overlooking important opportunities to get more value out of automation.

Delivering performance and insights through structured governance
After taking over the bank's automation development and operations, we discovered that the bank's version of Automation Anywhere, the software platform used to deploy its bots, was about to be discontinued. We also found that the absence of a centralized strategy was leading to waste

Keeping an eye on the bot
Bots require monitoring because they sometimes fail. For example, a common cause of failure is an infrastructure issue with a virtual desktop. In each case, someone must restart the bot, figure out the root cause, come up with a solution, and implement the solution—all as quickly as possible. In a complex cloud environment like the bank's, with multiple regions and security protocols in place, a skilled team must be on hand to make sure each bot is providing the value that the organization needs and expects.

Addressing key areas of risk

The $13 million in automation-driven cost savings that we identified for the bank were in areas like anti-money laundering and collections and recoveries business (the part of the organization that handles debt collection and legal proceedings). Those aspects of the business were subject to elevated risk because they were subject to regulation and the bank often relied on third parties to interact with the customers.

For example, the US Telephone Consumer Protection Act prohibits debt collectors from calling consumers before 8 a.m. or after 9 p.m. without the consumer's permission. To understand how much risk exposure they had in that regard, the bank relied on processes that were often times manual. A bot could not only reduce the number of manual processes but also produce reports to inform upstream processes, enabling the bank to proactively correct the behaviors that were creating risk.

and risk, and not just from using outdated software. The bank was paying for multiple licenses instead of sharing licenses where they could. And teams were duplicating effort rather than reusing one another's code.

Our first objective was to bring the organization under one flag, with common standards and ways of working. To do that, we stood up an industrialized program for the enterprise—including governance, benefits tracking, and roles and responsibilities. Next, we updated Automation Anywhere to the latest version, adapting the updated platform significantly so its many new features and capabilities could work in the bank's complex environment. Then we migrated all of the bank's bots over to the new platform.

While this was going on, we had to get coverage in place. The bank had opted for a "follow the sun" operate model of 24-hour coverage, six days a week. That meant establishing a centralized command center to orchestrate bot processing in line with detailed performance requirements while providing management insights from bot outputs. It also meant tackling breaks, fixes, reboots, and even network outages during coverage hours so the bank's bots could stay up and running smoothly.

Supercharging development and operations

With day-to-day operations under control, we set out to help the bank reinvent work via automation technology.

Intelligent automation can be used to bridge gaps in system capabilities while the organization works toward a more permanent fix. But it can also be used to create long-term solutions for smaller tasks that wouldn't normally get technology budget from the organization.

We engaged business leaders from a variety of departments to evaluate what made the most sense for automation. Then a global network of Deloitte professionals helped the bank begin to build the required components. By conducting workshops across lines of business, we illustrated the art of the possible through transformation opportunities like automation, chatbots, and process reimagination. We identified $13 million in automation opportunities and prioritized many time-intensive hot spots across the business, including credit bureau disputes and customer collections and recovery.

The bank was eager to pursue the automation opportunities. However, they had capacity to develop only one or two bots per quarter. At that rate, it would take many years to capture even some of the opportunities before them.

In response, we brought in additional staffing capacity to deliver bots and capture the savings quickly, scaling up and down according to project needs and ambitions. Between this flexible capacity and the new operating model, the bank had what it needed to manage their transformation program effectively while supercharging the program across all lines of business.

Results

Many organizations will take an empirical approach to automation, implementing bots to see if there was any value in using them. We instead reimagined processes end to end across multiple lines of business to see how they could be optimized. Potential solutions weren't limited to Intelligent Automation—they could involve other tools, custom coding in Python, platform modernization, or even operational changes that eliminated the need for the process altogether. The aim was to help the client get the most value they could from any solution we brought forward.

As a result, Deloitte's Operate Services team was able to assist the client with solutions ranging from custom development to cloud engineering and advisory work. Examples include redesigning the bank's internal case management systems and enhancing the external website so customers can submit electronic documents.

The number of bots under our purview expanded as well. When Deloitte took over operations for the bank's automation platform and infrastructure, we were managing six bots. Today, we manage 30. Along the way, we helped the bank:

- More than double the speed of delivery for new automations
- Create a library of reusable code that enhanced speed to market by 15%
- Build out and consolidate on a highly resilient, stable cloud-based platform
- Improve bot uptime to 99%
- Reduce license fees by roughly 20%
- Carry out one of the first commercial implementations of Automation Anywhere Robotic Interface (enabling attended bots that work with humans to complete a task)
- Reduce risk and, through automation, proactively preventing fines and infractions across
  the business
- Increase negotiation leverage with automation software providers
- About Deloitte AI & Data Operations

Deloitte AI & Data Operations uses advanced AI tools and analytics platforms to deliver ongoing:

- Data science and analytics
- Data operations and platform management
- AI and machine learning foundries and value-added or managed services
- Intelligent automation
- Task and process mapping and mining
- We also provide support for data operations (including support for the platforms

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