

Selecting the Best Business Process Candidates for Automation

BRMi's Framework for Assessing Processes to Automate

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Government agencies and commercial companies are challenged to keep pace in our rapidly evolving world. Challenges include meeting shifting legal mandates, increasing customer satisfaction, pressure to do more with fewer resources, and workforce demographic shifts that cause a loss of institutional knowledge.

Intelligent Automation (IA) including Robotic Process Automation (RPA) technology is being widely implemented across the public and commercial sectors as a viable response to these challenges.

The benefits from IA/RPA can be obtained by automating almost any of an organization's functions, but an organization cannot rely on the technology applications alone. Organizations must take certain preparation steps in order to obtain the potential value that these tools offer. These include:

- readying your organization to adopt this capability (organizational readiness¹),

¹ Additional details on organizational readiness may be found in BRMi's *Organizational Readiness for Implementing Intelligent Automation* whitepaper.

² Additional details on support services may be found in BRMi's *Establishing Scalable RPA/IA-Support Entities* whitepaper.

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- selecting the right processes to automate, and
- providing support services that can scale as adoption evolves².

This whitepaper provides information on selecting the right processes to automate. BRMi's Process Assessment Framework equips decision makers with the data that is essential to guiding process improvement selection decisions.

BRMi's Process Assessment Framework Overview

Automating broken or inefficient processes leads to limited return on investments in time, staff, and technology. Organizations will be able to determine where an IA/RPA solution will provide the most value when they identify the highest value business processes and optimize them first.

BRMi's, Process Assessment Framework rapidly identifies those areas where improvements will provide the most value from automation with IA/RPA. These

include:

- unlocking capacity to quickly modify processes,
- increased customer satisfaction with faster cycle times and reduced errors, and
- lower service-delivery costs.

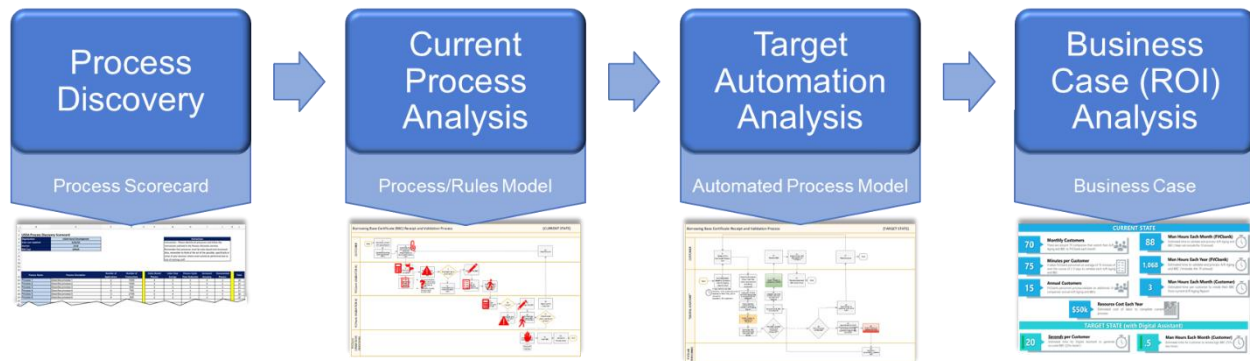


Figure 1: BRMi Process Assessment Framework

The first step of this process begins with **Process Discovery** to identify and prioritize potential process automation candidates.

Next, we document information about the highest priority process candidates in the **Current Process Analysis**. This includes the challenges, the time each task takes, where there are redundancies and errors, and the associated business rules.

We then define ways to optimize selected processes and tasks in the **Target Automation Analysis**. Key stakeholders help identify process and procedure documentation and specific tasks to automate. From there, we define the steps in the process where automation will increase productivity and accuracy and document the target-process model.

Finally, we move into the **Business Case (ROI) Analysis**, where we use

The framework is comprised of four distinct steps (see Figure 1):

1. Process Discovery
2. Process Analysis
3. Automation Analysis
4. Business Case/ROI Analysis

metrics gathered during the assessment to quantify the improvements that will serve as the basis for the business case. Here we calculate the return on investment (ROI) for the deployment of the optimized and automated process.

BRMi articulates this information through business-friendly designs, videos, and visuals aimed at gaining mutual understanding, buy-in and enthusiasm for the art of the possible.

Our change-management experts use the information to determine the impacts and barriers to entry and devise preemptive strategies and tactics to fortify your planning and success.

Process Discovery

Identification and selection of business processes that are good matches for the benefits of IA/RPA are completed in a methodical and quantifiable

manner. We leverage your business or process architecture to serve as the underpinning of our process discovery and analysis efforts. We hold workshops with mission and IT personnel to quickly and collaboratively develop a process inventory for consideration.

It isn't necessary to analyze every

mission function across the enterprise to get started. Structured, high volume, rules-based processes are often the most favorable to benefit from the advantages of automation with IA/RPA. We help you identify service delivery functions that meet this criterion or are otherwise problematic.

Each process is given an eligibility score for these criteria to support prioritization.

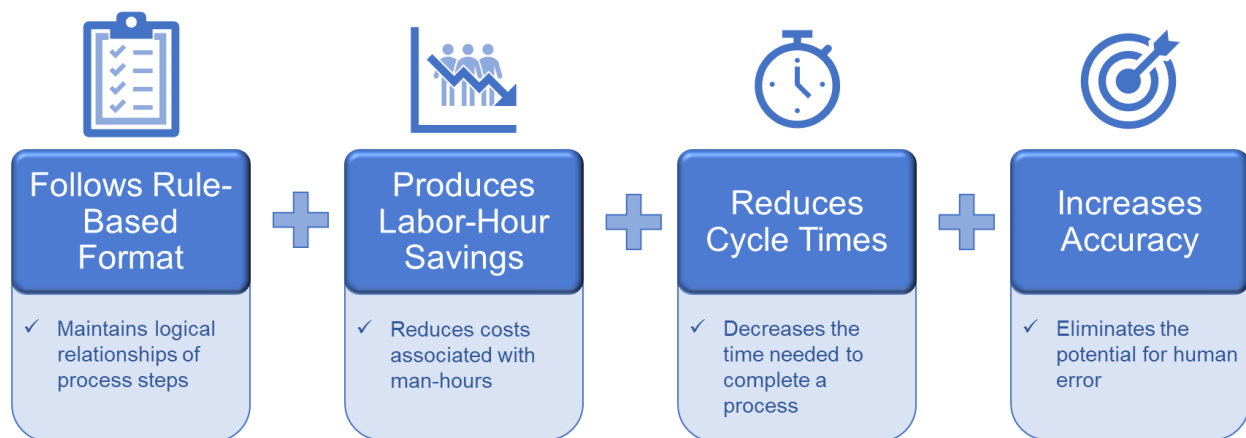


Figure 2: BRMi Process Scorecard

Our structured framework creates a process candidacy scorecard that enables our clients to identify and prioritize process candidates, based on criteria that can be tailored to your service delivery goals (see Figure 2).

Outcome: Process scorecard to evaluate process improvement candidates.

Current Process Analysis

Process modeling is the best way to examine, analyze and communicate complex mission value. We update existing process models for the selected process candidates or build

them from scratch using our rapid-process-generation techniques.

We extract your business rules, illustrate your value stream, and pinpoint the challenge areas that exist in your operations. We model the current state only to the extent needed to communicate the criteria in Figure 2. The goal is not to create a step-by-step guide, but rather a basis for an IA/RPA business case. We look at where we can eliminate manual steps, repetitive tasks, data entry, line-by-line validations and a variety of other activities (see Figure 3).

Current State Challenges

- Manual data entry into system
- Physical motion of paper between parties
- Ink signatures
- Manual tracking of task completion
- Manual logging of errors
- Manual line-by-line comparison and calculation validity
- Manual researching and data calling
- Non-standard info format from customers
- Manual classification of line item types

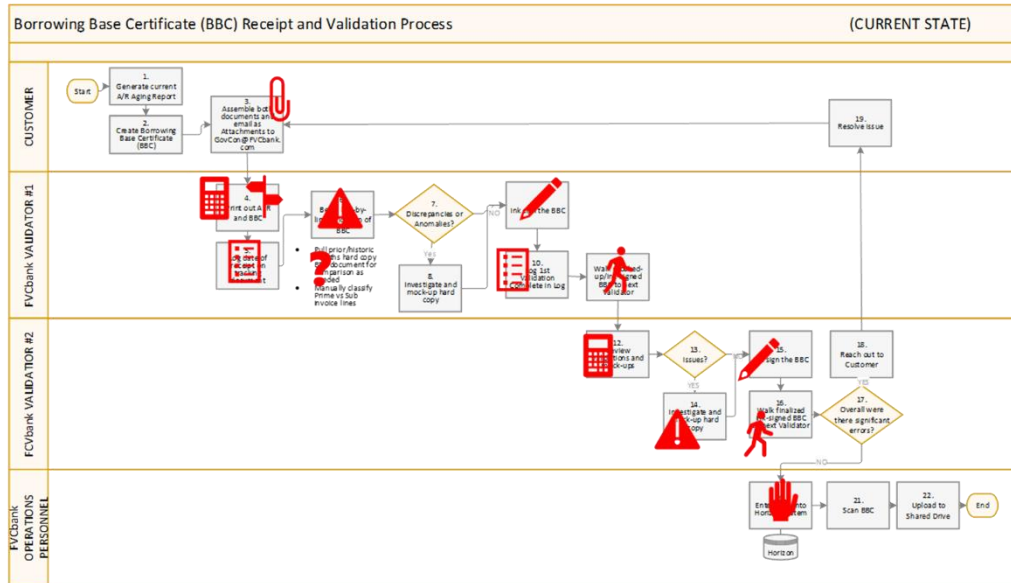


Figure 3: Current State Challenge and Process Analysis Model

Outcome: Current process models that illustrate process challenges.

Target Automation Analysis

Alternatives to optimize the processes are created in this step. Small incremental changes may be automated faster and are easier to adopt by the workforce. We therefore recommend selecting one or a small number of tasks within a larger process to simplify implementation of improvements and we work with stakeholders to select them.

We define where automation will eliminate or reduce service delivery challenges, increase productivity, and improve customer satisfaction to aid selection of target tasks.

We create target process models that illustrate redefined processes. We examine unforeseen consequences to other business areas and to what degree the changes may impact your culture.

Outcome: Target process model that

illustrates the proposed streamlined process and where IA/RPA tools will be used to perform selected tasks.

Business Case/ROI Analysis

The data captured through the previous steps is leveraged to create a business case that contrasts current processes with one or more alternatives. We define costs and benefits by examining impacts on people, process, and technology. We simulate impact and value through conceptual exercises or actual proof-of-concept demonstrations. These illustrate outcomes and support the business case for investing in the project. They reveal value provided by IA/RPA tools in many areas. For example, automated tools:

- can perform tasks 24/7/365 without fatigue,
- remove human error eliminating rework,
- consistently apply business process rules,

- adhere to all security protocols,
- improve customer satisfaction, and
- capture transaction metrics as tasks are performed for real-time analysis.

These become powerful elements of your ROI analyses and typically increase mission owner confidence and excitement about the possibilities of automation.

Outcome: Proof-of-concept validation and documented business case to guide investment decisions.

BRMi's Solution Expertise

Our change management experience with commercial and government clients has shown that unstructured implementations of new processes and tools rarely achieve the expected results in terms of meeting schedules, budget, or customer needs. In

contrast, taking time to properly plan, execute, and maintain accountability greatly improves the rate of success. BRMi will show you how to optimize processes without significantly delaying implementation of IA/RPA technologies.

We have 15 years' experience supporting large and small federal agencies and commercial enterprises. Our end-to-end information technology services are based on a comprehensive framework to accelerate and optimize digital transformation. From strategy, planning, architecting, and investing to process analysis/streamlining, workforce development, and application development. Don't let the whitewater of change disrupt achievement of your streamlining potential. BRMi is your one-stop for delivering holistic solutions to today's complex problems.

Let's talk more about facilitating adoption and rapid results from implementing RPA/IA across your organization.

Ask us about scheduling an introductory meeting!



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