zinnov

INDIA GCCs:

IN THE FAST LANE WITH HYPER INTELLIGENT AUTOMATION

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THE ERA OF HYPER INTELLIGENT AUTOMATION – A VIEW FROM THE COCKPIT

Enterprises have drastically transformed their traditional business models and are constantly looking to reinvent their operations by leveraging modern technologies such as Automation/RPA. Automation/RPA has enabled enterprises to improve the efficiency of services, increase speed-to-market of solutions, amplify customer experience, enhance employee productivity, and achieve all of this at a much lower cost.

Over the last few years, Automation/RPA itself has evolved significantly to keep up with the growing expectations of enterprises. While RPA is deemed to be at the core of enterprises' automation journey, two new peripheral areas have surfaced in recent times – Use Case Discovery and Intelligent Document Processing (IDP). The convergence of these new elements with RPA has given rise to a new era of Hyper Intelligent Automation.
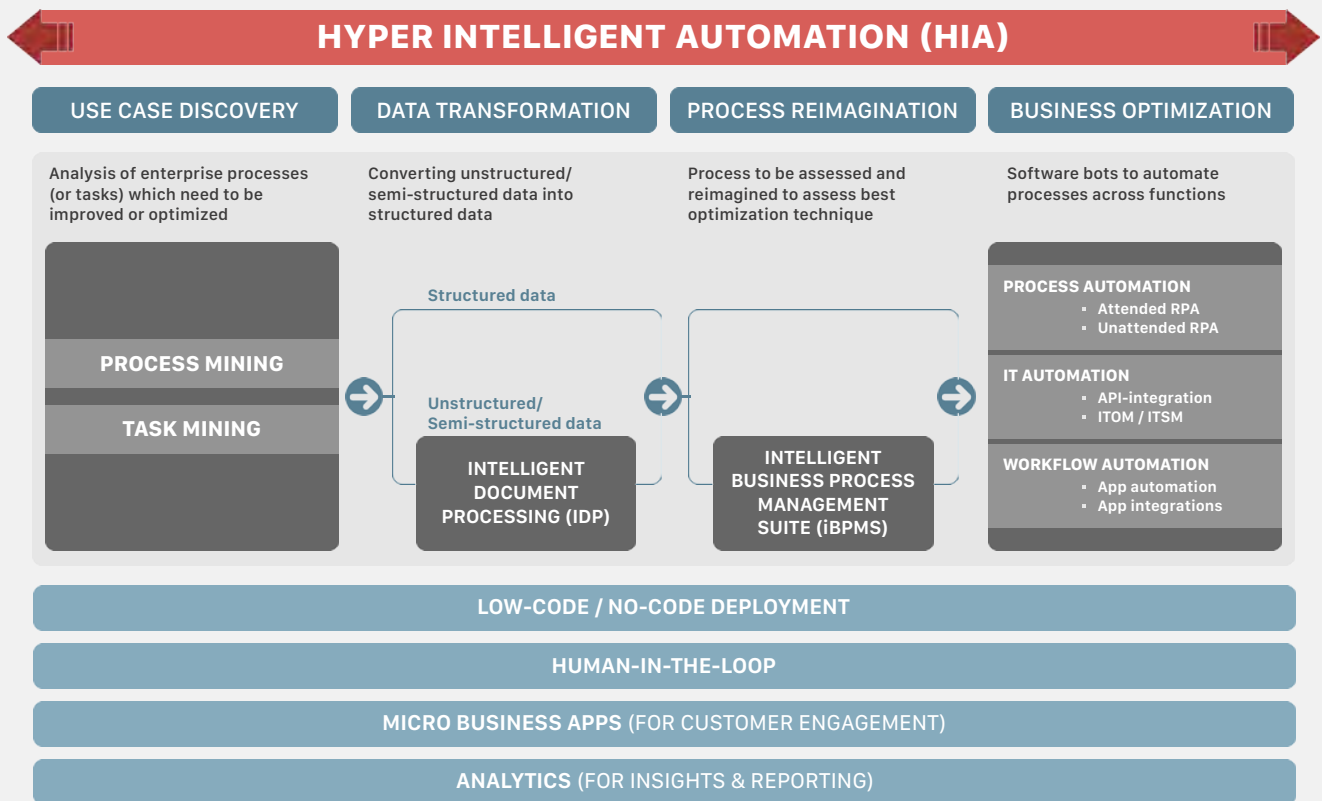

Figure 1: Hyper-Intelligent Automation – integrated automation cycle

Value-conscious enterprises are starting their automation programs with Use Case Discovery that includes process mining and task mining (Figure 1). The use cases are then prepared for automation by leveraging Intelligent Document Processing (IDP) to convert unstructured/semi-structured data into structured data. This is followed by Business Process Management (or iBPMS) to re-imagine the process for optimization. And finally, Automation forms the final building block of Hyper Intelligent Automation which includes automation of business processes, IT processes and/or workflows. Human-in-the-Loop feedback runs across to handle exceptions and inconsistencies. The final step is leveraging Analytics/AI for Reporting and Dashboarding to derive business insights. The micro apps-led engagement layer makes it extremely simple and frictionless for users from both business and IT functions to extract maximum value from their enterprise automation initiatives. This holistic end-to-end automation philosophy is referred to as **Hyper Intelligent Automation (HIA).**

As enterprises look to ramp up adoption of RPA/HIA, the Global Capability Centre (GCC) community is a key enabler playing a critical role in these RPA/HIA efforts. Historically regarded as mere support and delivery centres, GCCs today have carved a niche for themselves as the strategic innovation arms for enterprises, delivering cutting-edge technology and solutions. Currently, India has a base of over **1,400** such GCCs, and more than **450** of them are already making sizable investments in RPA/HIA. A crucial factor that has led to the rise of these GCCs is the autonomous power they possess, which allows them to play a key role in the decision-making process as well. As a result of this, the India GCC community spent about **USD 50-60 Mn** in 2019 on HIA, and this is expected to grow at a CAGR of 52% in the next 5 years to reach **~USD 450 Mn** by 2024.

While some GCCs have already initiated their RPA journeys, others are struggling to devise a structured roadmap to unlock the true value of RPA and achieve scale. The GCCs that have invested in RPA are battling to transition beyond RPA pilot programs and POCs, thereby struggling to realize ROI in order to justify their RPA investments. This Zinnov whitepaper is a ready reckoner to assist enterprises and GCCs in building successful RPA roadmaps, navigating through the challenges, and realising the true benefits of their RPA deployments through full-scale adoption.

As a part of this effort, 100+ senior stakeholders and experts were interviewed from various GCCs at different points in their RPA/HIA journeys. These stakeholders belong to multiple industries such as BFSI, Manufacturing, Hi-tech, Retail, etc., and hold senior, decision-making charters in their respective enterprises. These expert perspectives provide a comprehensive view to support the arguments laid out within this whitepaper.

1

TAKING POLE POSITION: INDIA GCCs AT THE FOREFRONT OF RPA/HIA ADOPTION

Formula 1 is all about winning through strategic advantages and it is particularly important for the drivers to secure pole position in each race they participate. Behind this quest for a competitive advantage, is a massive construct of sophisticated, tricky, and closely connected processes that need to perform at their very best at all times. This pursuit of success and constant battle for excellence is no different from that of an enterprise competing in the highly dynamic and fast-moving business world.

Enterprises operate and sustain through well-defined business processes. These business processes play a critical role in ensuring that the enterprise delivers consistently, and in a repeatable manner, leading to increased predictability, accuracy, and cost reduction. To simplify, innovate, and optimise these processes, enterprises are increasingly turning to digital solutions, among which automation in the form of RPA and HIA has emerged as the front-runner. RPA has been identified as an effective solution to greater operational efficiencies as it holds the potential to facilitate higher quality operations, achieve greater workforce agility, and generate more actionable data for customer insights.
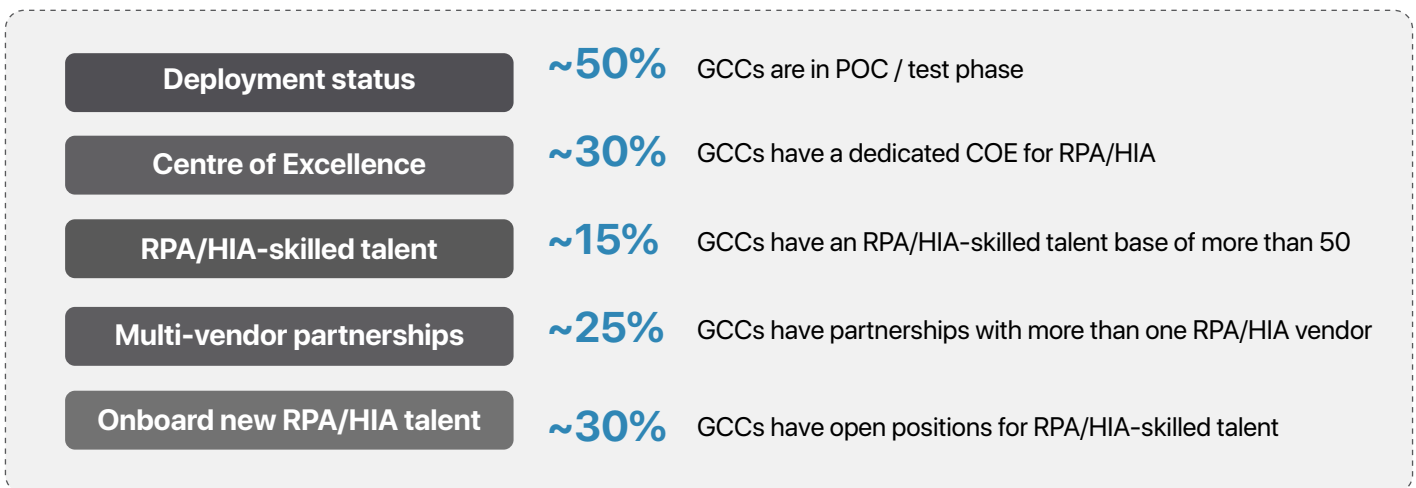
More than 75% of Fortune 250 enterprises have deployed RPA

In light of the growing adoption of RPA, enterprises are increasingly entrusting their GCCs to lead the automation initiatives. Zinnov analysis shows that amongst the 1400+ GCCs present in India, more than 450 are already investing in RPA/HIA. We further analysed these 450 GCCs in detail, which shone light on several intriguing trends related to their RPA/HIA journey.

1400+ total number of GCCs in India.
Out of these, 450+ GCCs, are already investing in RPA

Deployment status	**~50%**	GCCs are in POC / test phase
Centre of Excellence	**~30%**	GCCs have a dedicated COE for RPA/HIA
RPA/HIA-skilled talent	**~15%**	GCCs have an RPA/HIA-skilled talent base of more than 50
Multi-vendor partnerships	**~25%**	GCCs have partnerships with more than one RPA/HIA vendor
Onboard new RPA/HIA talent	**~30%**	GCCs have open positions for RPA/HIA-skilled talent

We found that almost half of these GCCs are currently in the POC or test phase of their RPA deployments, and they are focusing on establishing the viability and business case for RPA/HIA. Further, there is clearly an increasing focus on setting up RPA/HIA-focused Centres of Excellences (CoEs) with 1/3rd of GCCs already having done so. These CoEs are helping the enterprises accelerate in-house innovation, rapidly experiment on newer RPA/HIA use cases, scale their RPA/HIA adoption, and set up change management and standard governance practices. Additionally, almost 25% of these GCCs have a multi-vendor strategy in place showing maturity in their adoption. These GCCs are already working with two or more RPA vendors to leverage their capabilities across various use cases. And finally, in addition to partnering with RPA vendors, the GCCs are also actively investing in RPA/HIA-skilled talent internally. Almost a third of the GCCs today have an open position aligned to RPA/HIA, with a focus on moving the automation of a few core processes in-house.

Clearly, the GCCs have started off on their automation journeys in a meaningful way, though they may be at different stages of maturity.

1.1 RPA/HIA ADOPTION MATURITY

India GCCs typically begin their RPA journey by automating conventional processes such as Finance & Accounting (F&A) and partnering with a system integrator for its implementation. Such GCCs that are at the beginning of their journeys are termed as **Exploratory** GCCs. The next stage of maturity is where the GCCs partner with a specialist RPA vendor and move beyond conventional processes such as F&A to automate other low-hanging fruits such as Human Resources (HR), Procurement/SCM, etc., and some other industry-specific processes. This is also the stage where there is focus on building in-house RPA/HIA talent. This second stage of GCC maturity is called the **Defined** stage. The most evolved stage is when the GCCs are in the top gear and looking to scale their automation initiatives through multiple levers – such as focusing on more complex industry-specific use cases including both unattended and attended RPA, multi-vendor strategy, setting up CoEs, internal capability building with respect to platforms/IPs, and ramping up in-house talent. This is when the GCCs become **Mavericks** in their automation journeys (Figure 2).
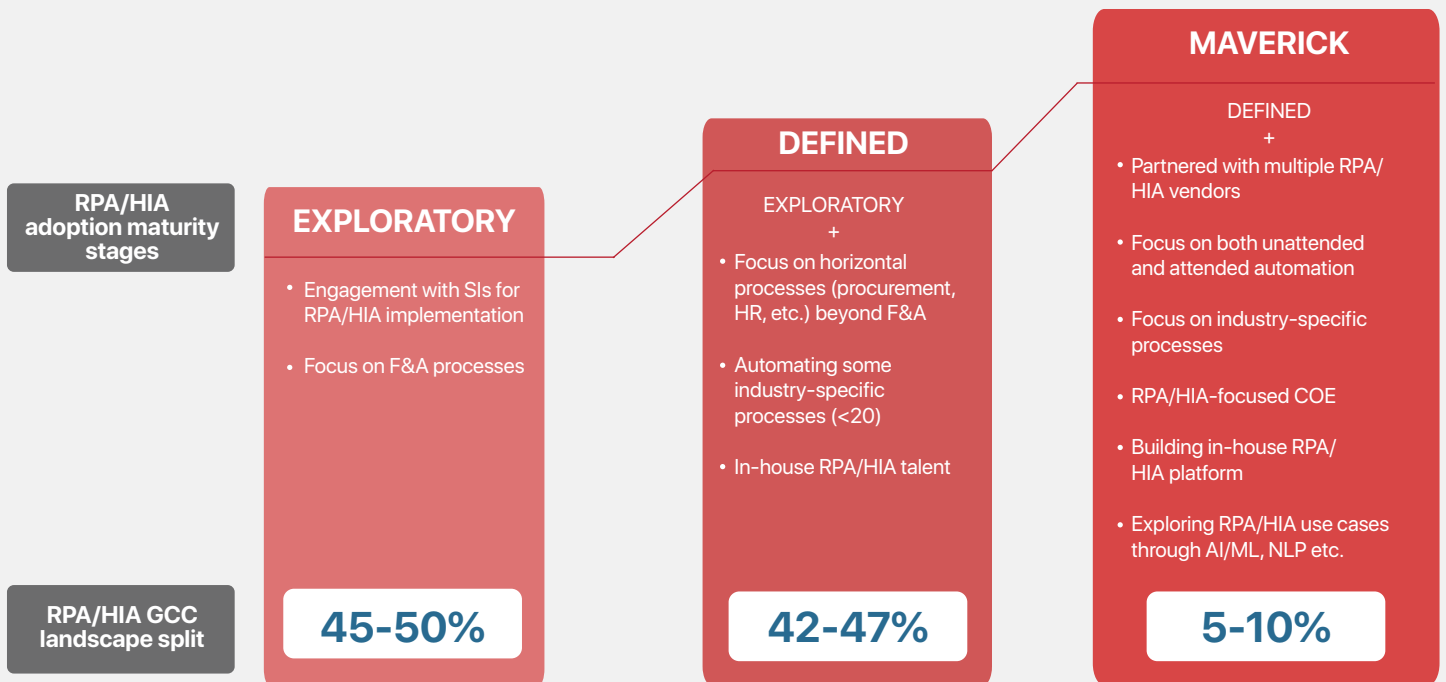
Figure 2: Stages of RPA/HIA adoption maturity among Indian GCCs

The majority of Indian GCCs are still in the Exploratory and Defined stages. Nearly 10% of GCCs have already been able to ramp up their automation initiatives and achieve scale.

Since the use cases being automated help showcase the maturity stages of the GCCs, we have analysed all pertinent use cases – both Horizontal and Industry-specific – in detail, in the ensuing sections.

1.2 ADOPTION INTENSITY: HORIZONTAL PROCESSES

To further assess the state of RPA/HIA adoption maturity, we delved into the different types of use cases and workloads being targeted by Indian GCCs. Horizontal processes appeared to be at the forefront of RPA adoption with high deployment seen across functions such as F&A, HR, Marketing, Sales, and Support, and Procurement/SCM. Other areas such as Admin Services and IT & ER&D are the other upcoming areas which are slowly gaining prominence.

Figure 3:
RPA/HIA adoption among Indian GCCs across horizontal functions

FINANCE AND ACCOUNTING (F&A)

Tax accounting

Accounts payables/ Accounts receivables

Invoice processing

Revenue cycle management

Transaction processing

HUMAN RESOURCES

Talent acquisition

Talent development

Compensation and benefits

HR operations

Employee relations

MARKETING, SALES, AND SUPPORT

Contact Centres

Customer records management

Telemarketing

Online marketing

Customer surveys and feedback

Trade promotions

KYC

PROCUREMENT AND SUPPLY CHAIN

Inventory management

Material sourcing

Production scheduling

Vendor management

Customs processing

Transport solutions

IT SUPPORT

IT service desk

Incident management

Database updates and monitoring

Infrastructure management

Network management

ADMIN SERVICES

Corporate reporting

Legal contract analysis

Transcription / Sentiment analysis

Patents / IP management

Equipment maintenance

INTENSITY OF RPA/HIA:

VERY HIGH (more than 45%)

HIGH (31-45%)

MEDIUM (15-30%)

LOW (less than 15%)

F&A, HR, and Marketing, Sales, and Support have garnered significant traction from an RPA/HIA perspective. Similarly, Procurement and SCM, and IT Support have also been subjected to considerable level of automation. Figure 4 aptly highlights case studies of GCCs automating use cases within the horizontal functions that have high RPA/HIA intensity.
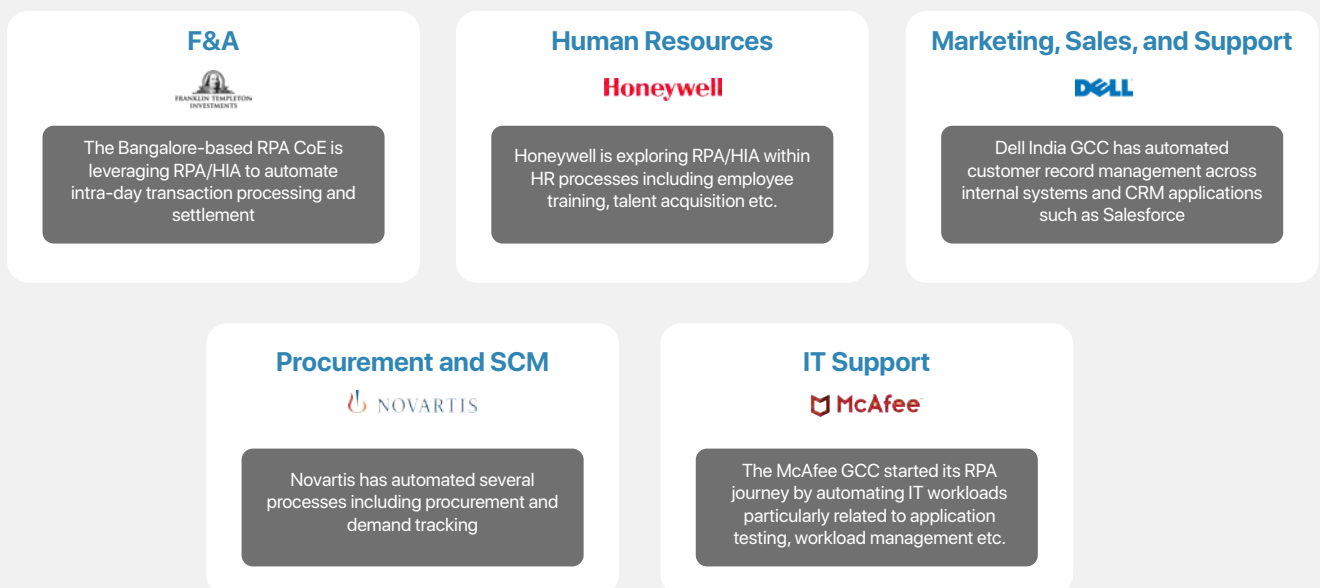
F&A

FRANKLIN TEMPLETON INVESTMENTS

The Bangalore-based RPA CoE is leveraging RPA/HIA to automate intra-day transaction processing and settlement

Human Resources

Honeywell

Honeywell is exploring RPA/HIA within HR processes including employee training, talent acquisition etc.

Marketing, Sales, and Support

DELL

Dell India GCC has automated customer record management across internal systems and CRM applications such as Salesforce

Procurement and SCM

NOVARTIS

Novartis has automated several processes including procurement and demand tracking

IT Support

McAfee

The McAfee GCC started its RPA journey by automating IT workloads particularly related to application testing, workload management etc.

Figure 4: Case studies highlighting use of RPA/HIA by India GCCs across horizontal functions

1.3 ADOPTION INTENSITY: INDUSTRY-SPECIFIC PROCESSES

While there is immense focus on automating horizontal processes, we are witnessing an increasing uptick in automating industry-specific processes as well, which are relatively more complex than horizontal processes.

Our analysis of the adoption intensity of use cases across industries revealed that Banking and FS (BFS), Insurance, and Telecom and Media are the top industries with the highest adoption of RPA/HIA within the GCCs. These industries have a high prevalence of unstructured data which makes a strong case for HIA, with a focus on leveraging Intelligent Document Processing (IDP). Besides these, there is increasing traction among other key industries of Manufacturing, Healthcare, and Retail (Figure 5).

BFS

Transaction processing
Fraud detection and AML
Lending – risk calculation, validation of loan, servicing
Account management
Credit card – activation and issue, service requests
Compliance and reporting
KYC
Reconciliation of bank statements
Trade operations
Securities/position matching

INSURANCE

Customer onboarding
Handling of customer queries
Quote generation
Policy issuance and updates
Policy coverage validation
Collections data processing
Fraud detection through transaction analysis
Digitization of forms
Asset monitoring/Underwriting management
Claims management
KYC and compliance

TELECOM AND MEDIA

Network design optimization
Barring and unbarring of network services
Document verification and vendor communications
Monitoring and reporting of supplier SLAs
Telemarketing
Reporting of sales data
Interoperability testing
Order provisioning
Technical validation
Order management

INTENSITY OF RPA/HIA:

VERY HIGH (more than 45%)
HIGH (31–45%)
MEDIUM (15–30%)
LOW (less than 15%)

MANUFACTURING

Supplier management –
Contract generation, validation an analysis
Inventory monitoring
Ordering of stock
Inventory demand forecasting
Material handling and quality inspection
Engineering document control
Power usage and energy management
Data collation for bill of materials (BOM) generation

HEALTHCARE*

Revenue Cycle Management
Medical Claims Processing
Medical billing
Monitoring and reordering of lab consumables
Quality checks in drug development
Inventory management
Pharmacovigilance – adverse event tracking, compliance
Medical inquiry
Pipeline research
Clinical data management

RETAIL & CPG

Market intelligence
Feedback collection
Reporting and communication
Store layout planning
Merchandising
Product categorization
Vendor management – onboarding, reporting etc.
Shipment tracking
Targeted marketing with personalized promotion
Customer experience management

Figure 5:
HIA adoption across key industries
by India GCCs

BFS has always been at the forefront of modern technology adoption, and is clearly the most mature industry with respect to RPA/HIA as well, with GCCs investing in multiple use cases. To delve deeper into the RPA/HIA adoption across GCCs, we analysed more than 100 case studies aligned to **Retail Banking** – the most popular and conventional arm of the BFS industry. Figure 6 below captures the comprehensive heat map chart with more than 25 use case categories mapped within Retail banking, along with the heat map highlighting the RPA/HIA adoption intensity across these use cases.

Healthcare – comprises of Healthcare Providers, Medical Devices, and Life Sciences

Among the high intensity RPA/HIA use cases, Account Opening/KYC, Account Maintenance, and Payments & Collections emerged as the top industry-specific use cases. Take Account Opening/KYC for instance, where the customer has to submit the application form along with ~10-15 supporting documents (which may be physical documents or PDF/scanned documents). These documents are then processed manually by the bank agents and checked for accuracy. These are also reconciled against more than 100 government-mandated rules and regulations, and KYC norms. This time-consuming and manual-intensive process can be easily automated with HIA, where the physical or scanned documents are digitised using IDP and post that, the software bots can leverage AI/ML to automatically conduct the KYC process and reconciliation. This ensures a 90% faster account opening compared to the manual process.

RETAIL BANKING				
CASA Account	Cards	Loans	Deposits	Treasury, NRI & Wealth Banking
KYC & Account Opening Process				
Account Maintenance				
Payments & Collections				
Account Closure (Voluntary)				
Cheque & DD	Card Blockage	Collateral Maintenance	Investment Queries/ updates	Payment Execution
A/C & Branch Switch	Balance Transfer	Pre-closure	EMI setup & Loan sanctions	Accounting
Dormant Closure	EMI / Loan setup	Bankruptcy & Deceased Filing	Pre-closure & Withdraw	Monitoring of Investments
	Standing Instructions			Deal execution & settlement
	Earmark Process			
Finance & Accounting (F&A)				
Human Resource Management (HRM)				
Procurement & Supply Chain Management				
Marketing, Sales & Support				
IT Support				

Intensity of RPA/HIA: HIGH   MEDIUM   LOW

Figure 6: Impact of RPA/HIA across the Retail Banking value chain

Clearly, GCCs are increasingly focused on automating both horizontal and industry-specific processes. And the progressive approach that GCCs have taken towards automation is particularly advantageous in helping enterprises deal with unforeseen external circumstances. For instance, the current spread of the **Coronavirus** pandemic – more popularly known as Covid-19 – has led to the disruption of business-as-usual for most enterprises, and put immense pressure on their toplines. Most enterprises are currently fighting hard in order to mitigate the business-related effects of COVID-19, while at the same time protecting their workforce by enabling remote working scenarios.

On the other hand, it has been encouraging to witness the automation/RPA's role in the battle against COVID-19. There are several newer RPA use cases which have now become prominent over the past several weeks – right from customer-facing scenarios such as automating query handling for contact centres across industries, to back-end processes such as on-boarding new employees, automated order fulfilment, processing leave applications, managing IT operations and incident management, etc.

RPA is playing a vital role in the Healthcare industry across the value chain – right from accelerating COVID-19 testing and reducing wait time for patients, to augmenting the vaccine development process, monitoring employee health, tracking real-time COVID-19 updates, and managing the on-boarding of emergency staff. There are also use cases aligned to enabling the remote working scenarios for employees, with "Work-from-Home" bots managing the setup of remote workstations, including registration of the new equipment and setting up users for VPNs, etc. RPA has clearly been at the forefront of helping enterprises in their battle against COVID-19 and ensuring they retain their profitability.

Given this scenario, enterprises will increasingly rely on their GCCs to implement such new use cases, especially considering that the GCCs have been their innovation arms with immense focus on cutting-edge technology. Hence, GCCs have both an uphill task plus a great opportunity to help enterprises in their quest to safeguard their profitability and sustain in such trying times.

2 CHOOSING THE RIGHT LANE: TWO DISTINCT RPA/HIA ADOPTION STRATEGIES

F1 drivers are constantly vying to pick the right lane while on track, with two practical options available – go around the outside and risk running wide or try to get inside and risk running out of space by being boxed in. Both options have their pros and cons and it is such decisions that define the result of the race.

Similarly, there is no single right way for GCCs to initiate their automation journeys and set up a successful automation practice. The importance of the initial few steps cannot be emphasised enough as it directly impacts the potential scalability and robustness of the RPA construct within the organisational setup. There are primarily two different strategies that can be adopted to launch the RPA/HIA initiatives – **'Process-First'** approach and **'Tool-First'** approach. While the 'Process-First' approach promotes the idea of 'streamline before automating,' the 'Tool-First' approach targets quick wins to achieve short-term results. Both approaches have their unique set of benefits and inherent challenges that a GCC needs to be aware of. The ensuing segment elaborates on the characteristics and considerations of both strategies to help GCCs make the choice or – 'choose the lane.'

2.1 THE 'PROCESS-FIRST' APPROACH TO AUTOMATION

Under this approach, organisations need to start by asking themselves the following questions:

- Do we need to execute this work? Alternatively, can this be done by customers through self- service?

- Is the current process still relevant, or do we need to reimagine the process to aid self-service?

- If we conclude that the current process needs to be followed, can we first re-engineer the process so that it is streamlined?

- How do we use the right methodology and techniques to automate the streamlined process The framework for this classical approach is **"Digitize – Re-engineer – Automate"** (Figure 7).
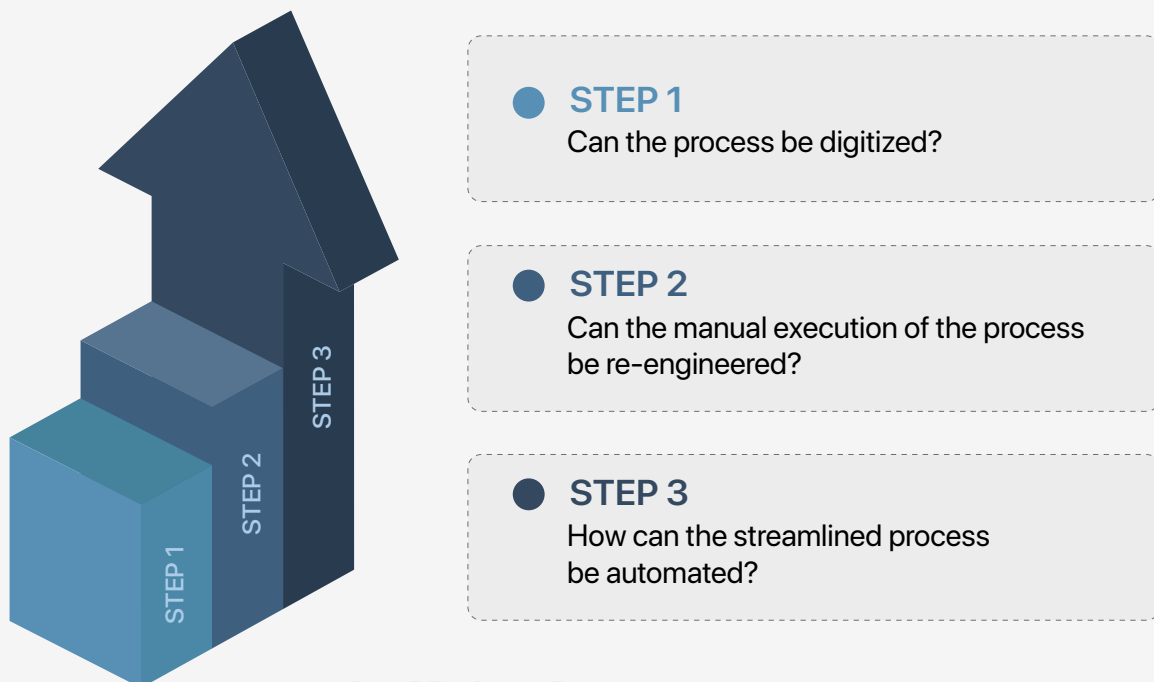

STEP 1
Can the process be digitized?

STEP 2
Can the manual execution of the process be re-engineered?

STEP 3
How can the streamlined process be automated?

Figure 7: The 'Process-First' approach to automation

Step 1: Can the process be digitised? This effort may call for reimagining the process. Customer and internal journey maps of a typical service interaction will be a good starting point. Once the journey maps are defined, the organisations can analyse if the entire process can be digitised. Digitisation will lead to real-time response and make the process frictionless.

Step 2: If the process cannot be digitised, can the manual process execution be re-engineered? The re-engineering exercise can be carried out by a combination of traditional process optimisation techniques like Six Sigma, or by applying modern algorithmic thinking.

Step 3: The automation exercise is carried out with three main objectives – improved accuracy, higher throughput, and reduced cycle time, and consequently, lower risk. These objectives will help drive the KPIs for individual automation initiatives. The design of automation solutions will then be based on the process objectives first, choice of techniques next, and choice of tools last.

The selection of techniques and tools comes after defining the strategy. This vital exercise has a direct impact on the success rate of the automation effort. The following table illustrates the process tasks involved, corresponding techniques, and the available tools to optimise them.

Process tasks	Technique	Tools
Allocate the job	Rules, AI/ML	Genesys, Zendesk
Route the job	Rules, AI/ML	Genesys, Zendesk
Input the job	NLP, OCR/ICR, Image processing, IDP	Abbyy, Tesseract, Microsoft,Kofax, HyperScience, WorkFusion, Automation Anywhere, UiPath
Structured thinking	Rules, AI/ML	Amazon, Microsoft, Google, Drools
Execute the job to produce output	RPA, Smart workflow,NLG	WorkFusion, Blue Prism, Automation Anywhere, UiPath

2.2 THE 'TOOL-FIRST' APPROACH TO AUTOMATION

The 'Tool-First' approach is justified under certain circumstances. Some enterprises take this approach based on the premise – 'show short-term results to ensure long-term success.' These enterprises typically take a tool-centric approach and tie-up with an RPA vendor to automate a set of processes to achieve quick success. The methodology adopted by these firms includes two broad steps:

- **Tool vendor partnership:** Enterprises use the capability of a tool to trigger changes in the process. Typically, the first step is to select an RPA vendor based on several selection criteria such as – integration with existing systems, broader process needs, ease of use, security & governance features, general credibility of the vendor, and of course, commercial considerations. In addition to conventional RPA capabilities, enterprises also need to assess the extended IA capabilities of the vendor including competencies related to AI/ML, NLP, CV, etc. Post that, vendors would do a proof of concept on the chosen process, based on which the enterprises can reassess the vendor using their set criteria list.
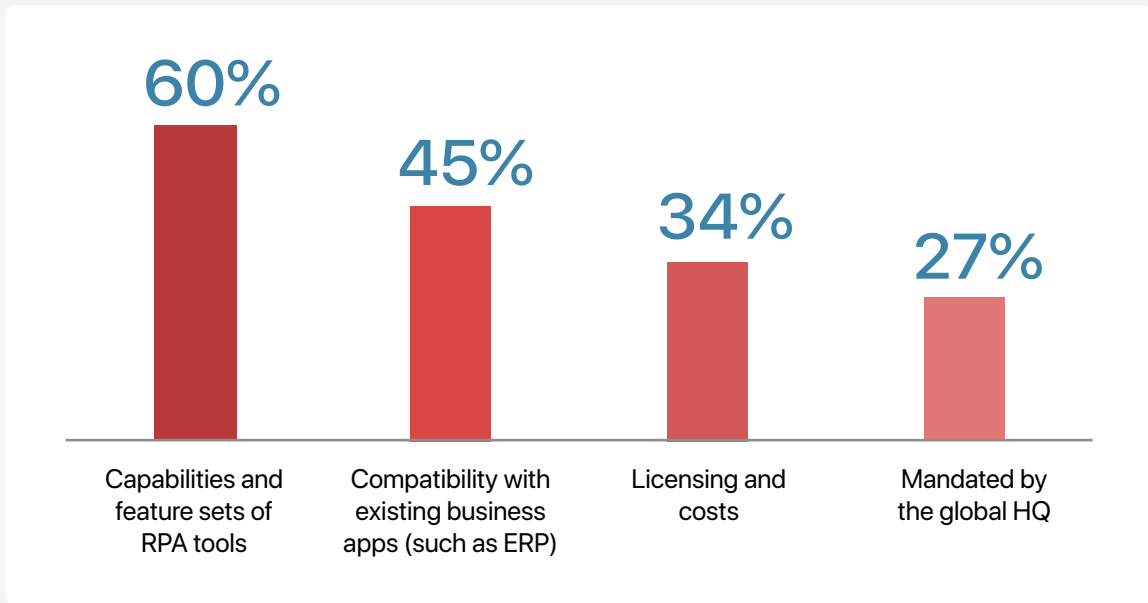
Figure 8: Factors for RPA/HIA tool selection
Zinnov India GCC survey

- **Process selection:** Once the tool vendor is finalised, the enterprise needs to select the processes that need automation. The process selection will be based on several factors but will be broadly based on the framework illustrated below (Figure 9).
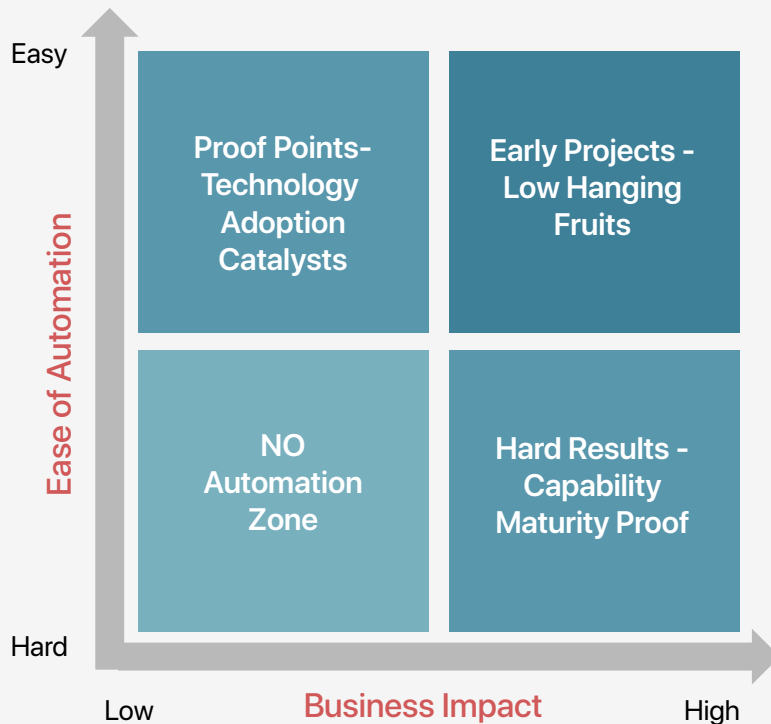

Figure 9: Process selection framework

The vertical axis represents the efforts required to automate (maximum effort being at the bottom and less effort being at the top), and the horizontal axis represents the business impact (low impact on the left side and high impact on the right side).
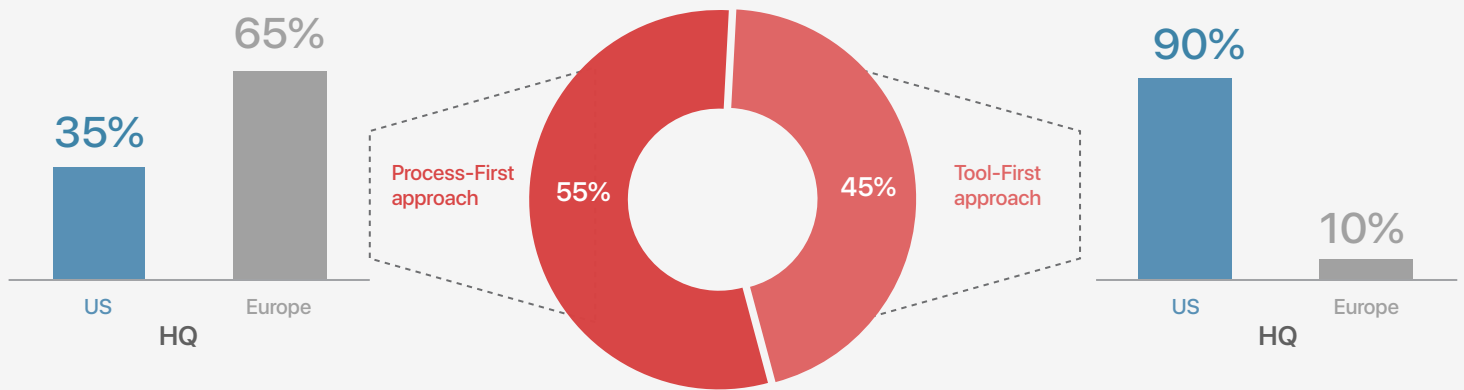
Figure 10: Automation approach split between 'Process-First' and 'Tool-First'
Zinnov India GCC survey

Having understood both strategies to adopt RPA/HIA, GCCs need to introspect and take the most appropriate decision to embark on their automation journeys. India GCC survey results captured in Figure 10 highlights that the IA-invested GCCs are divided between the two approaches and there is no one-size-fits-all solution. A deeper analysis of the likelihood of selecting a particular strategy reveals an intriguing pattern – the 'Process-First' approach is favoured more by GCCs of Europe-headquartered enterprises, while the 'Tool-First' approach is preferred by the GCCs of enterprises with their headquarters in the US and APAC.

With GCCs split between the two approaches, it is worth noting that the 'Process-First' approach is more scientific than the 'Tool-First' approach. The integral steps of this approach entail a thorough assessment of all processes through Use Case Discovery, which ensures the best automation candidates are picked for RPA/HIA. This reduces the possibilities of going wrong and makes room for a more successful and scalable automation effort.

3 NAVIGATING THE CORNERS: CHALLENGES ASSOCIATED WITH RPA/HIA SCALING
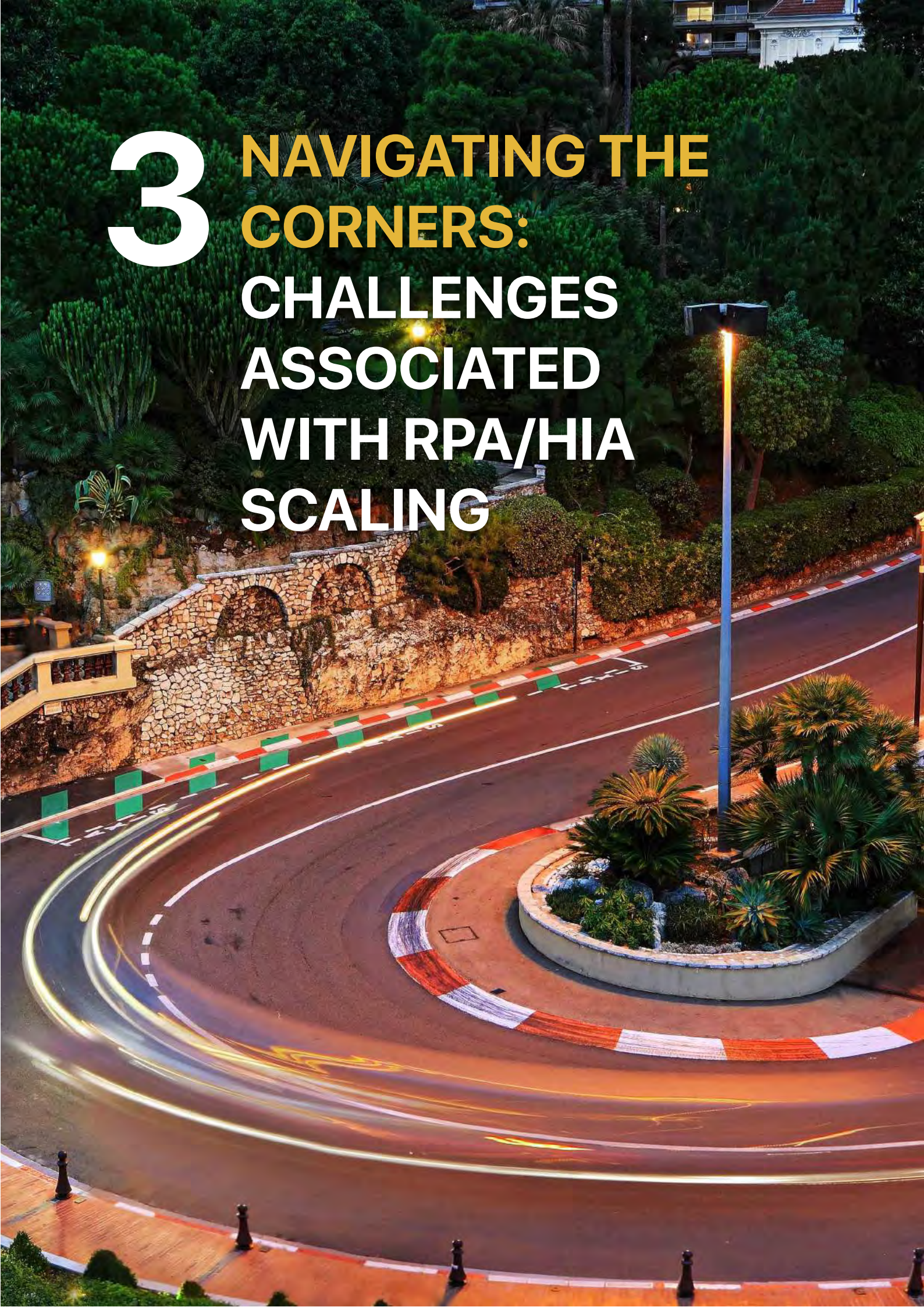
With one foot pressed hard on the accelerator, a small mistake around the corners can spin an F1 driver completely out of control and force them to miss an opportunity to overtake their rivals. Such a high-stakes intense moment calls for a balanced mix of prudence and courage.

Comparable to the predicament of an F1 racer navigating tight corners, enterprises and their GCCs need to scale their automation efforts effectively to realise material benefits such as reduced costs, shorter cycle time, and an enhanced customer experience. But why do so many GCCs fail to scale their automation efforts and are unable to realise the intended benefits?

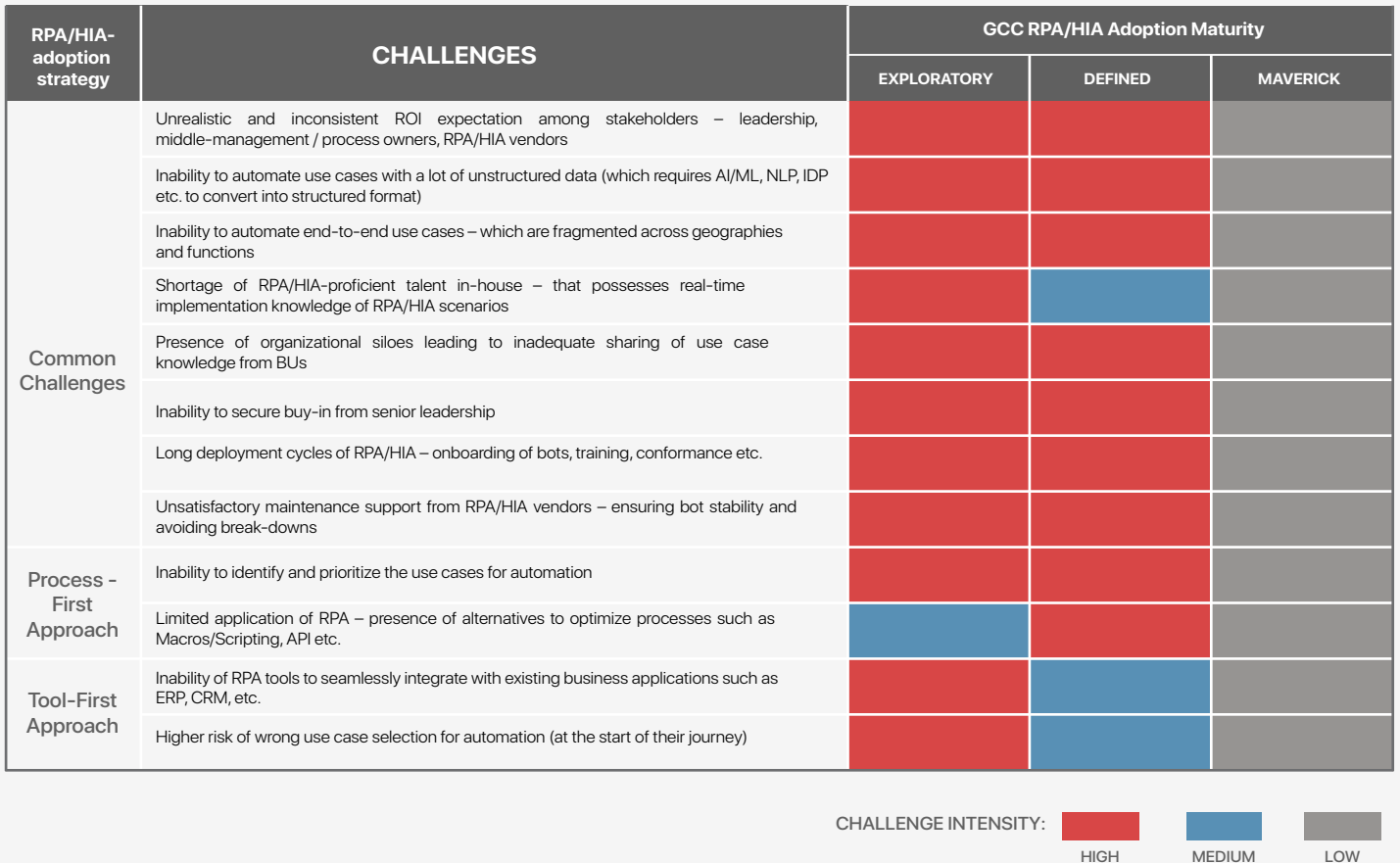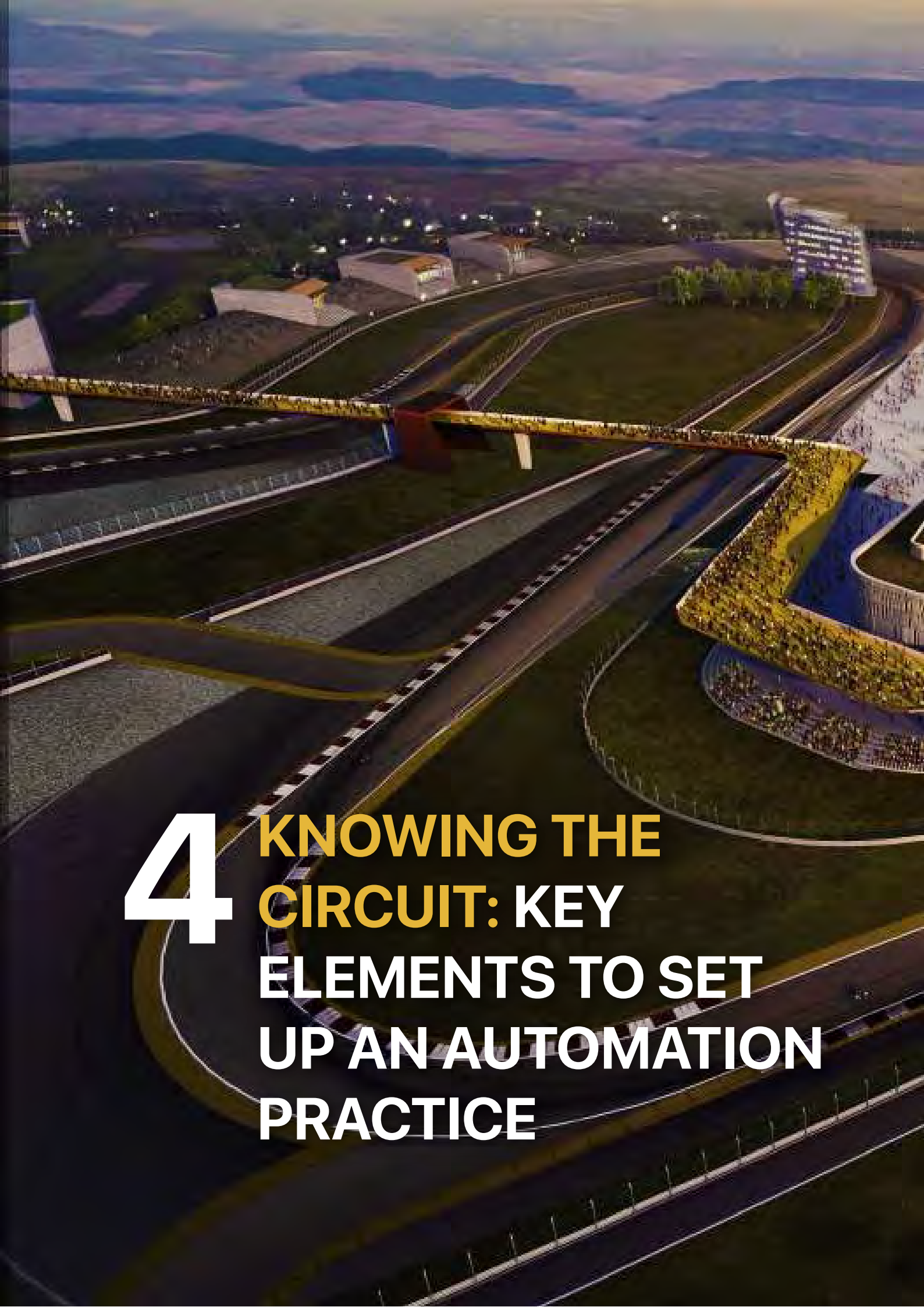| RPA/HIA-adoption strategy	CHALLENGES	GCC RPA/HIA Adoption Maturity		
		EXPLORATORY	DEFINED	MAVERICK
Common Challenges	Unrealistic and inconsistent ROI expectation among stakeholders – leadership, middle-management / process owners, RPA/HIA vendors	High	High	Low
	Inability to automate use cases with a lot of unstructured data (which requires AI/ML, NLP, IDP etc. to convert into structured format)	High	High	Low
	Inability to automate end-to-end use cases – which are fragmented across geographies and functions	High	High	Low
	Shortage of RPA/HIA-proficient talent in-house – that possesses real-time implementation knowledge of RPA/HIA scenarios	High	Medium	Low
	Presence of organizational siloes leading to inadequate sharing of use case knowledge from BUs	High	High	Low
	Inability to secure buy-in from senior leadership	High	High	Low
	Long deployment cycles of RPA/HIA – onboarding of bots, training, conformance etc.	High	High	Low
	Unsatisfactory maintenance support from RPA/HIA vendors – ensuring bot stability and avoiding break-downs	High	High	Low
Process - First Approach	Inability to identify and prioritize the use cases for automation	High	High	Low
	Limited application of RPA – presence of alternatives to optimize processes such as Macros/Scripting, API etc.	Medium	High	Low
Tool-First Approach	Inability of RPA tools to seamlessly integrate with existing business applications such as ERP, CRM, etc.	High	Medium	Low
	Higher risk of wrong use case selection for automation (at the start of their journey)	High	Medium	Low

CHALLENGE INTENSITY:　　HIGH　　MEDIUM　　LOW

Figure 11: Challenges faced by GCCs in their automation journeys
Zinnov India GCC survey

A typical GCC's path to scaling its IA efforts is marred by several challenges (Figure 11). While there are some unique challenges that are a result of the type of approach adopted by GCCs to initiate the IA journey, most challenges are common to GCCs irrespective of their automation maturity level. Unrealistic and inconsistent ROI expectations is one such common obstacle hampering a GCC's ability to scale its IA efforts. Inability to achieve the aspired ROI is a function of multiple factors such as unexpectedly long deployment cycles and inaccurate expectation setting by project owners among the internal stakeholders. In addition to this, the very nature of expected outcomes has evolved significantly over the years. From a time when FTE-based cost savings ruled ROI discussions, GCCs are now gravitating towards outcomes focused on operational and experiential enhancements. Improvements in employee morale and productivity, superior customer experiences, and efficiencies across core processes such as supply chain and procurement are just some of the new-age outcomes expected by GCCs from their RPA-related efforts.

The existence of stark organisation siloes is another key obstacle that GCCs continue to struggle with. The organisational siloes in this case refer to the unwillingness, hesitance, lack of motivation, or the sheer lack of knowledge among different business units that hinder the sharing of use cases. This restricts the GCC's automation journey to the conventional processes which offer limited returns. The intensity of the challenges faced differs across the different maturity stages of IA adoption in GCCs (Figure 11). While GCCs at **'Exploratory'** and **'Defined'** stages are truly struggling with most of the common challenges, **'Mavericks'** have created a successful scaling strategy, circumventing all obstacles.

The distinctive challenges that GCCs with a 'Process-First' approach grapple with are primarily centred around their inability to identify and prioritise the right processes to automate. The failure to select the correct process adversely impacts the outcomes of the automation exercise and this is a cause for concern for GCCs at both **'Exploratory'** as well as **'Defined'** stages. On the contrary, the most pressing issue for GCCs with a 'Tool-First' approach is related to the inability of third-party IA tools to integrate seamlessly with existing business applications. Our analysis reveals that owing to increasing experience with third-party tools, GCCs at **'Defined'** and **'Maverick'** stages are better positioned to avoid integration-related issues.
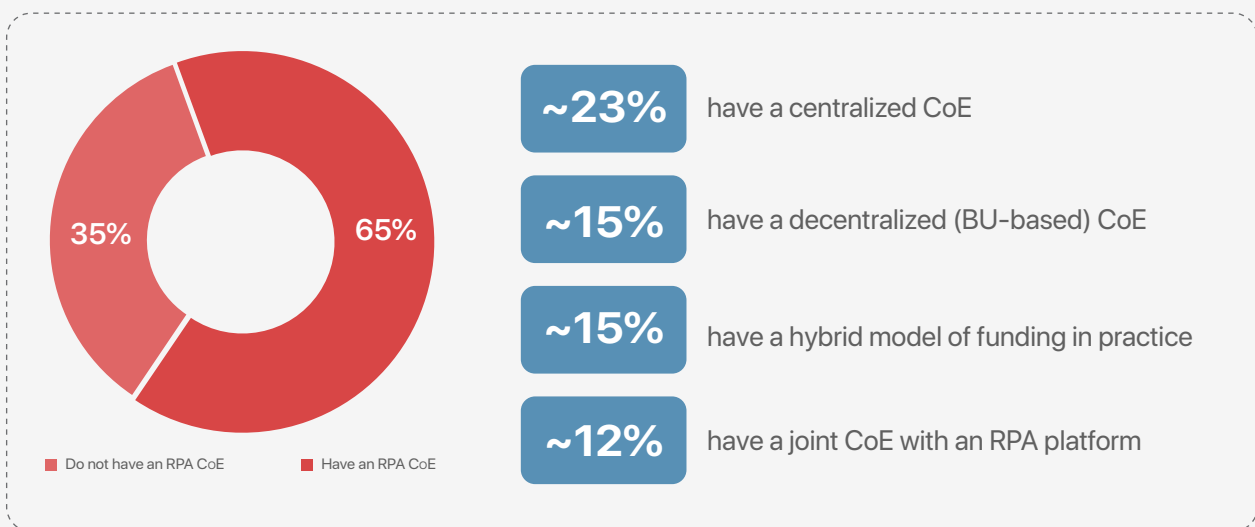
4 KNOWING THE CIRCUIT: KEY ELEMENTS TO SET UP AN AUTOMATION PRACTICE

For any F1 driver to secure a podium finish, it is of utmost importance to study the circuit well before the race begins. Knowing all the bends, speeding lanes, apex alignments, and many more complex details have a crucial bearing on the results of the race.

Similarly, here are the eight key elements that enterprises and GCCs must be aware of before foraying into the field of automation. These defining elements aid in setting up successful and scalable automation practices.

1. Formulating the business case for the automation practice
   a. Determining the right business and process objectives to be attained
   b. Deciding on the investment required and the corresponding Internal Rate of Return (IRR) for 3-5 years from implementation

2. Selecting between 'Process-First' and 'Tool-First' approaches
   a. Defining the approach, steps, and each element involved in detail

3. Ascertaining the CoE model – centralised, business-unit based, hybrid, or joint with an RPA platform (Figure 12)
   a. Understanding the pros and cons of all the models and finding out how to set up each model
   b. Anticipating and avoiding pitfalls

Figure 12: GCCs leveraging multiple CoE models to achieve strategic objectives
Zinnov India GCC survey

4. Finding the best talent for the CoE by assessing the required competencies and training
   a. Building organisational constructs and reporting lines
   b. Analysing existing leader competencies and outlining the methods for capability building

5. Selecting the right tools and vendors for automation
   a. Assessing feature sets
   b. Ensuring compatibility with the existing enterprise applications (ERP, etc.)
   c. Examining licensing costs and the terms of training support
   d. Evaluating IA capabilities such as AI/ML, NLP, OCR, etc.

~95% GCCs consider AI/ML as the top-most technology to augment their existing RPA implementations

~75% GCCs feel that existing RPA platforms have 'medium to low' capabilities with respect to AI/ML or Intelligent Automation
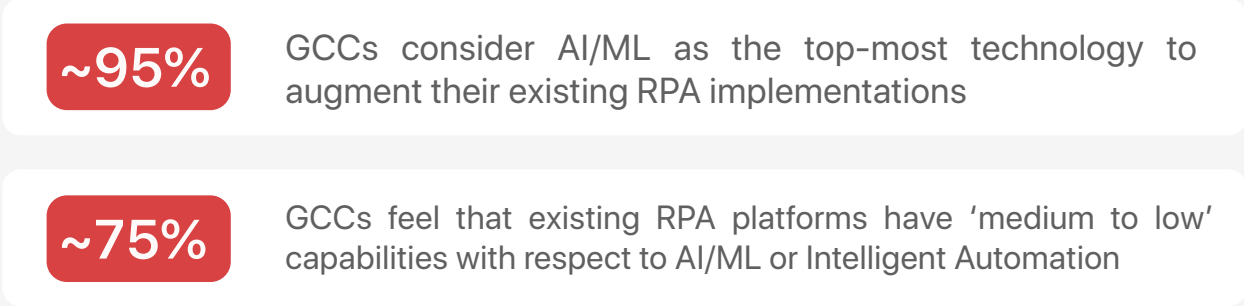
Figure 13: Top technology considerations for GCCs
Zinnov India GCC survey

6. Conducting Use Case Discovery (UCD) to choose the most suitable process for automation
   a. Choosing UCD specialist vendors such as Celonis, Minit, etc.
   b. Creating process maps and identifying redundancies

7. Establishing security and governance measures
   a. Defining process control through bot IDs, access management for bots
   b. Enabling effective change management
   c. Identifying operational guidelines

8. Measure and fine-tune the practice
   a. Assessing performance against pre-defined KPIs
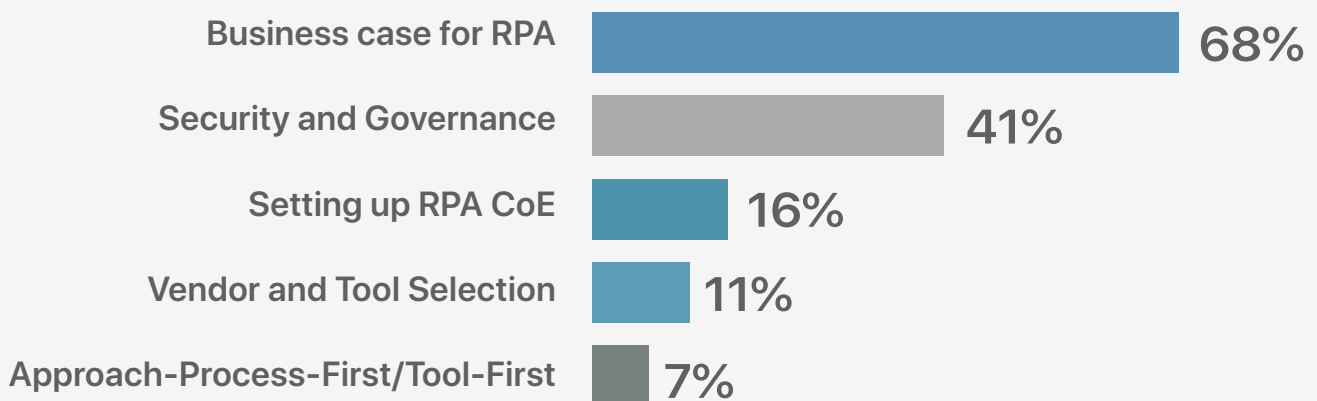   b. Correcting the course to achieve intended ROI

Business case for RPA	68%
Security and Governance	41%
Setting up RPA CoE	16%
Vendor and Tool Selection	11%
Approach-Process-First/Tool-First	7%

Figure 14: Critical components of the RPA playbook
Zinnov India GCC survey

CONCLUSION

A GLANCE THROUGH THE REAR-VIEW MIRROR

Automation initiatives cannot be scaled overnight and should be perceived as an ongoing journey. It is a persistent effort requiring enterprises to always be on the lookout for more processes to automate and apply their learnings from prior experiences to ensure higher efficiency and better results. Another vital cog in this wheel is the approach to be taken towards RPA adoption – 'Process-First' or 'Tool-First.' Enterprises need to take this decision wisely, based on their requirements and objectives, and then implement it in a structured way to ensure success. The road is strewn with several obstacles related to integration, process selection, etc., which make it imperative for enterprises to focus on the 8 key elements to not only set up a successful automation practice, but also to avoid scaling challenges therein.

While automation is the first step in this journey, enterprises have a long way to go to achieve full-scale end-to-end HIA. With that as the objective, enterprises need to make dedicated efforts to actively explore opportunities to optimise status quo and break away from the prevalent inefficiencies. To be successful in these efforts, enterprises need to realise the value held by their GCC counterparts. The role of GCCs has undergone a steep progressive evolution over the years to hold a more strategic position within the overarching enterprise-wide plans. Automation and the road to achieve scalability through innovation and persistence can only be achieved by leveraging the operational prowess of GCCs.

If implemented systematically with a clear vision of the desired outcomes, automation and RPA could pave the way to achieve the operational efficiencies and revenue enhancements aspired by most enterprises. Enterprises need to continue striving for more and look at the end-to-end suite of Intelligent Automation solutions to holistically transform their operations and maximise business outcomes.

As enterprises from multiple industries continue to battle with the adversities posed by COVID-19, GCCs need to step up and cement their position as the strategic enablers of growth and innovation. In this regard, the relevance of RPA/HIA cannot be emphasized enough, as it possesses the capability to improve operational efficiencies, unlock higher productivity, and most importantly, save costs. It is in trying times like these that GCCs need to shift into overdrive and help enterprises rise over this tide.

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