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RPA REIMAGINING THE BPO VALUE CHAIN

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Preface

The accelerated adoption of Robotic Process Automation (RPA) has transformed the BPO industry as we know it. It has affected every aspect of the BPO value chain, be it horizontal functions such as Finance & Accounting (F&A), Marketing, Sales, and Support, and Human Resources (HR), or industry-specific functions such as Revenue Cycle Management under Healthcare and Claims Management under Insurance. Automating processes across these functions has not only helped organizations unlock unparalleled cost savings, but also enhanced productivity and improved customer experience.

This Zinnov whitepaper is designed to delve deeper into the key business functions across the BPO value chain that are most impacted by RPA. This is the second in the series of whitepapers that shine light on the proliferation of RPA within the BPO industry.

The whitepaper assessed more than 400 RPA/automation-related deals across the BPO industry and enterprises over the last four years. The results revealed that prominent business functions such as Finance & Accounting, Marketing, Sales, and Support, and HR are undergoing a massive transformation due to the high adoption rates of RPA. Our analysis also sheds light on the major use cases within each of the above-mentioned business functions.

Introduction

The BPO industry has come a long way since its inception and is undergoing a transformation that will rewrite its importance. At the core of this transformation is RPA, which is disrupting the BPO industry like never before. From automating manual, time-consuming processes to effectively handling complex processes with minimal human intervention, RPA is revolutionizing the BPO industry. In fact, RPA is playing a significant role in the metamorphosis of the BPO industry from being mere process handlers to becoming true process owners. BPO companies that have successfully adopted, and scaled RPA are effectively the ones that possess a competitive edge and better strategic positioning vis-à-vis their peers. These companies have built a more customer-centric business, enabled organizational agility, and achieved higher business growth.

To better understand the role of RPA in transforming the BPO industry, we studied the BPO value chain in detail, and analyzed the varied levels of RPA adoption across key business functions. In the previous whitepaper titled "RPA disrupting the BPO industry," we analyzed approximately 400 RPA deals across BPO players and enterprises over the last four years. This analysis gave us a glimpse of the business functions that have been most impacted by RPA.



Figure 1: RPA adoption across key BPO functions

For the purposes of this whitepaper, we have analyzed three major business functions that stand out from an RPA adoption vantage – F&A, Marketing, Sales, and Support, and Human Resources (HR). We will delve deeper into each of these business functions in the following sections of the whitepaper. We have adopted a comprehensive three-pronged approach to study these three functions – a market-level view of the business function, the RPA adoption rate across key sub-processes, and a deep dive into two major use cases within each of the functions.

1. Finance & Accounting (F&A)

Riddled with numerous incompatible systems, inaccurate data management techniques, and complicated, time-consuming processes, the F&A function has suffered in performance and remained sub-optimal. However, in the last few years, F&A has evolved significantly. The function has benefited from the rapid technological advancements, particularly the adoption of RPA, which has helped achieve efficiencies in process and cost. This evolution has also transformed how the function is viewed within an organization. The influx of digital technologies has shifted the focus from the mere reporting of past data, to generating real-time insights capable of influencing crucial management decisions.

A highly regulated environment is an implicit need of the F&A function to ensure ethical accounting standards, manage investments intelligently, and maintain low financial risk. As a result of the scrutiny involved, the F&A function is comprised of several manual processes subject to stringent guidelines, with a high focus on accuracy, thereby eliciting a need for digitalized solutions.

F&A is also tasked with the accurate and timely reporting of financial performance, which adds to the complexity of work and raises the risk involved in case of security breaches, especially when working with outsourcing partners. Enterprises not only outsource elementary processes such as invoice processing, but also complex processes such as accounts payable. Bringing efficiencies through RPA adoption and implementation has ensured that outsourcing partners are now strategic business partners, rather than mere vendor partners. As BPO firms settle into this new role, they need to be aware of certain trends that are set to disrupt the space further.

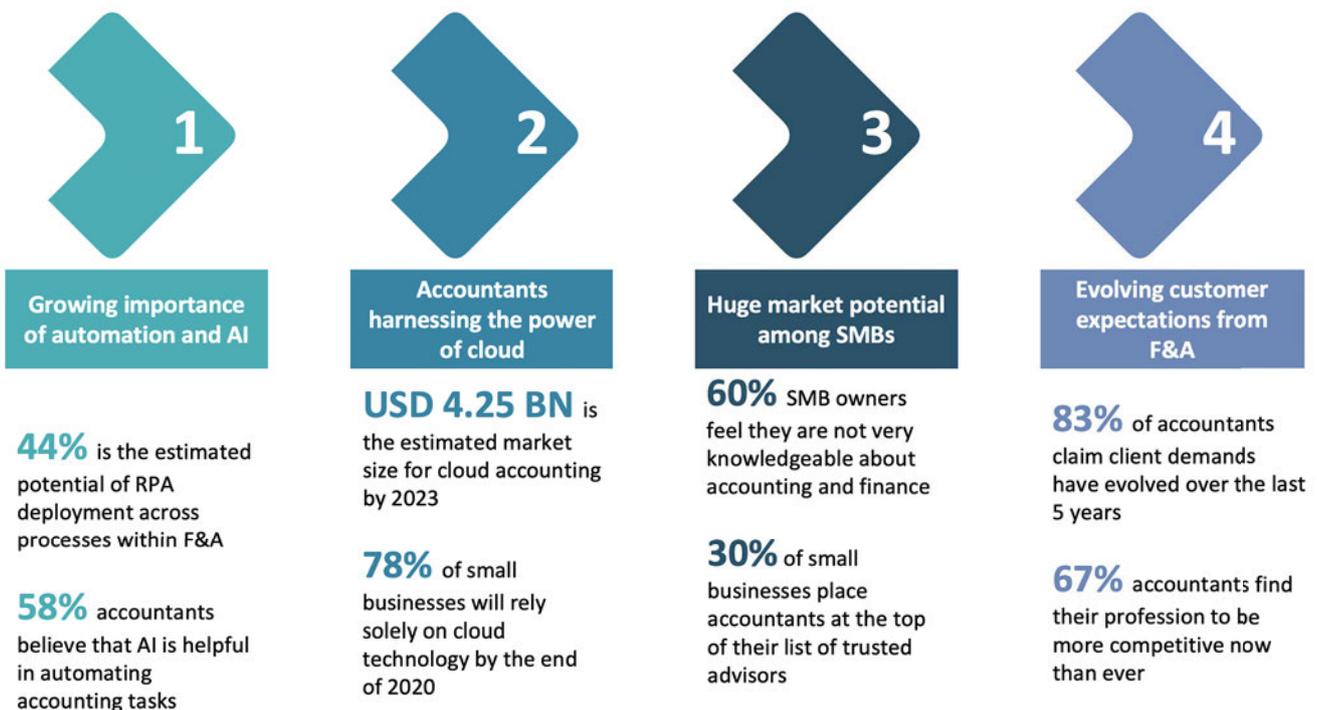


Figure 2: Mega trends defining the next phase of F&A revolution

As Figure 2 illustrates, digital technologies are revitalizing the F&A function, with organizations increasingly and rapidly adopting Cloud, Artificial Intelligence (AI), and RPA to optimize operations. In addition, with the maturity of these digital technologies, BPO companies are setting their sights on the small medium businesses (SMB) segment, traditionally thought to be unprofitable due to low margins. Thanks to the availability of cost-effective RPA-enabled solutions, there are a plethora of newer opportunities for BPO companies in the SMB space.

A large-scale transformation in the F&A function comes with its own set of business and operational challenges. These include struggling with inaccurate and delayed reconciliations due to information storage across disparate systems, high costs associated with manual data collection and assessment, the high possibility of erroneous calculations due to human involvement, etc. Amidst these challenges, how can the F&A function deliver on its objectives? One key solution is implementing RPA and Intelligent Automation (IA) to seamlessly stitch together the highly disintegrated and disparate manual processes within the F&A function.

1.1 F&A value chain and key use cases for RPA

RPA has successfully percolated across all major processes within the F&A function. However, before we delve into the F&A processes most impacted by RPA, it is important to pay attention to the overall value chain.

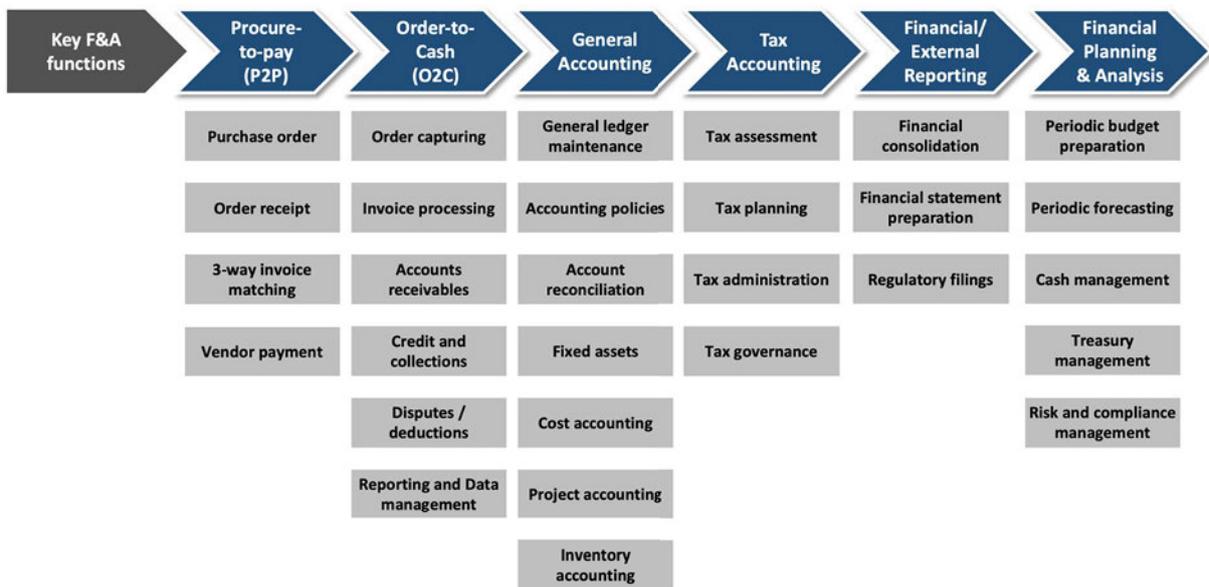


Figure 3: F&A value chain

To evaluate RPA's impact across processes in the F&A value chain, we conducted a comprehensive analysis of approximately 100 RPA-based case studies, specific to the F&A function. This in-depth analysis compares the impact of RPA on core F&A metrics (x axis) with the current level of RPA adoption across enterprises (y axis).

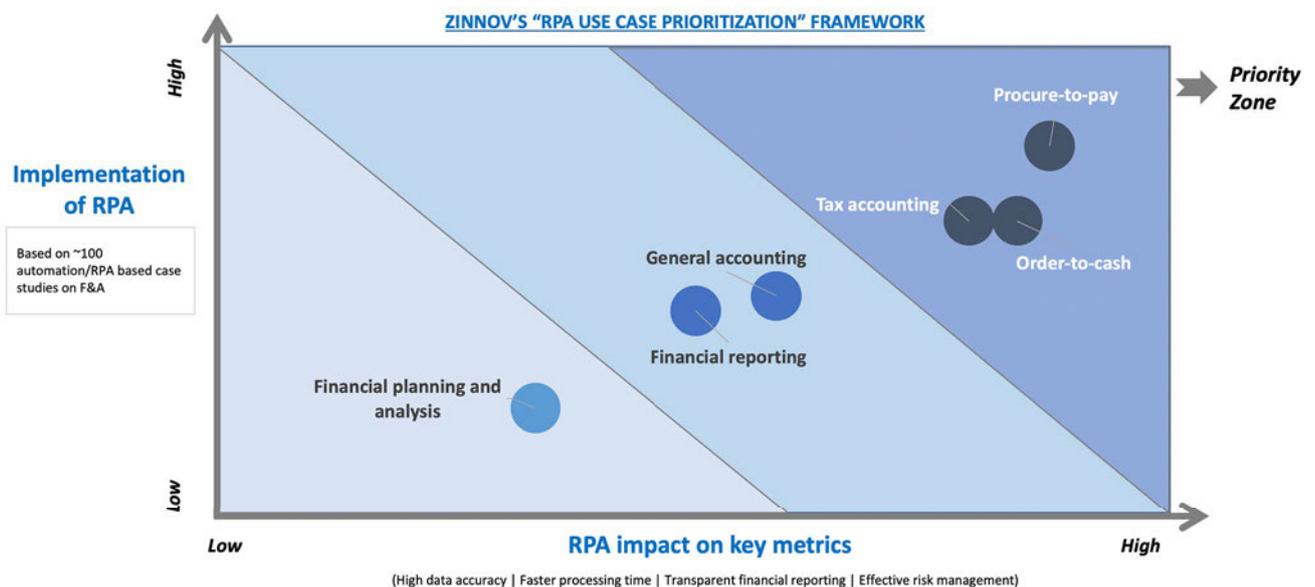


Figure 4: RPA use case prioritization framework for F&A processes

The analysis showed that three processes within F&A – Procure-to-Pay (P2P), Order-to-Cash (O2C), and Tax Accounting – were the most automated, having a significant impact on core F&A metrics. Among these three use cases, we will further analyze P2P and Tax Accounting in the ensuing segments.

P2P is the process of requisitioning, purchasing, receiving, accounting for, and paying for goods and services. The P2P cycle begins once the purchaser raises a purchase order for the required goods, which in turn initiates the delivery of goods and services by the supplier. Upon receiving the shipment, the purchaser inspects the received goods for quality and quantity, and generates a receiving report. Multiply this process X times in a large organization, and the purchaser then has to deal with the painstaking activity of managing and maintaining large volumes of invoices coming in from multiple suppliers.



Before a supplier invoice is approved for payment, the goods ordered, the goods received, and the goods invoiced must all match. This three-way match becomes time-consuming and manually challenging when the order receipts, purchase orders, and invoices reside in disparate systems. Performing this three-way match may entail downloading and uploading forms from one system to another or downloading and manually entering data to systems. These activities lead to higher payment processing times and unproductive effort for the employees. Once the three-way match is performed, the invoice is approved for payment and the supplier accounts are reconciled. This closes the P2P cycle.

Illustrative case study – Hospitality firm engages BPO to transform AP reconciliation through RPA

Company: A multi-national hospitality organization that had made a series of strategic acquisitions to expand its operations

Challenges faced: Following the acquisitions, the back-office environment was burdened with multiple legacy systems, non-standard processes, input variances and manual efforts. This hampered the accounts payable department’s ability to complete reconciliations accurately with 1,100 suppliers

Solution: The firm engaged a BPO service organization which identified RPA as the most suitable solution to alleviate the problem. The BPO firm helped deploy an RPA solution which automated more than 70% of the repetitive steps including retrieval of monthly vendor account statements or account statement to vendor statement comparisons. This helped achieve application integration through an automated user-interface layer

40% manual effort reduction

36% cycle time reduction

The second key use case within F&A that has high RPA propensity is Tax Accounting which is the means of accounting for tax purposes that deal with the preparation of tax returns and tax payments. It is a highly regulated and procedural process driven by a set rules fixed by relevant tax authorities. The Tax Accounting cycle begins with the required data gathering and tax impact assessment, where applicable. The arrangement of all source documents is a crucial process, which can be laborious if the records and supporting documents – both physical and digital documents – are stored in disparate systems. The process becomes even more cumbersome in the case of large organizations with several subsidiaries.



Once the reconciliation of taxable items and transactions is done, the next step is to file the taxes, which is where most organizations struggle. This step includes archiving supporting documents, as well as preparing tax forms, which are both highly prone to errors. Two vital objectives for organizations here are accurate processing of large amounts of unstructured information gathered from multiple tax forms, and filing of taxes on time to avoid penalties. During tax accounting cycles, larger businesses face multiple roadblocks, amongst which high frequency of audit adjustments¹ and high returns to provision adjustments² come up often.

¹Suggested by the auditors to company’s general ledger, lower the frequency and magnitude of audit adjustments signifies higher data accuracy

²Tests the correctness of the year-end figures by equalizing the difference between last year’s tax return and the year-end position. Larger returns mean higher errors

Illustrative case study – BPO helps nonprofit firm secure tax credit on time with higher speed and accuracy

Company: A nonprofit organization receives only 24 hours from the state to enter relevant information into their Department of Revenue's (DOR) online portal to secure tax credit for 1000+ donors

Challenges faced: As the state's stipulation gives the firm only 24 hours to enter all donor information into an online form one-by-one, the firm was forced to hire up to 30 temporary data entry workers to help with the tedious task. Not only did this involve higher cost, it also entailed errors and delays

Solution: The firm reached out to an outsourcing firm to tackle these obstacles. The BPO player was quick to identify RPA as the best possible solution in this case. The deployed RPA solution worked between the user interface of the firm's spreadsheet and Internet Explorer to move, copy, and paste data into the online database without any errors. RPA helped complete 120 records per minute compared with the 20 records per minute rate of human labor

100% accuracy rate

6x faster rate of completing records

As illustrated above, processes across the BPO industry are ripe for automation, since they are no longer process handlers but process owners. With the right automation implementation partner, BPO companies can further bring efficiencies to create long term value for their customers and tangibly impact their own business outcomes.

2. Marketing, Sales, and Support

The Marketing, Sales, and Support function of an enterprise is entrusted with the responsibility of achieving two core objectives – constantly exploring new revenue opportunities and ensuring a high-quality experience for their customers. Falling short on either of these objectives is not acceptable as it adversely impacts the value of the product or service provided. To ensure consistent results across all Marketing, Sales, and Support processes, future-ready enterprises are investing heavily in emerging technologies, particularly RPA.

Marketing, Sales, and Support comprises of innumerable mundane and routine tasks such as collating customer information from disparate systems, replying to customer emails, and running cold outreach exercises. Employees' ability to focus on tasks that add strategic value, such as exploring new cross-sell or up-sell opportunities and creating engaging content, is hampered by burdensome repetitive tasks.

For years, enterprises have relied on their outsourcing partners to deliver prompt and accurate services across both marketing and support channels. Be it the end-to-end management of a marketing campaign to raise brand awareness and secure new customers, or the handling and resolution of customer queries, outsourcing firms do it all for enterprises. As a result, BPOs have identified RPA as an effective means to ensure optimum results for their enterprise customer across all such outsourced tasks. Besides the increasing proliferation of RPA across Marketing, Sales, and Support, it is important that BPO firms are abreast with the latest disruptions in the space.

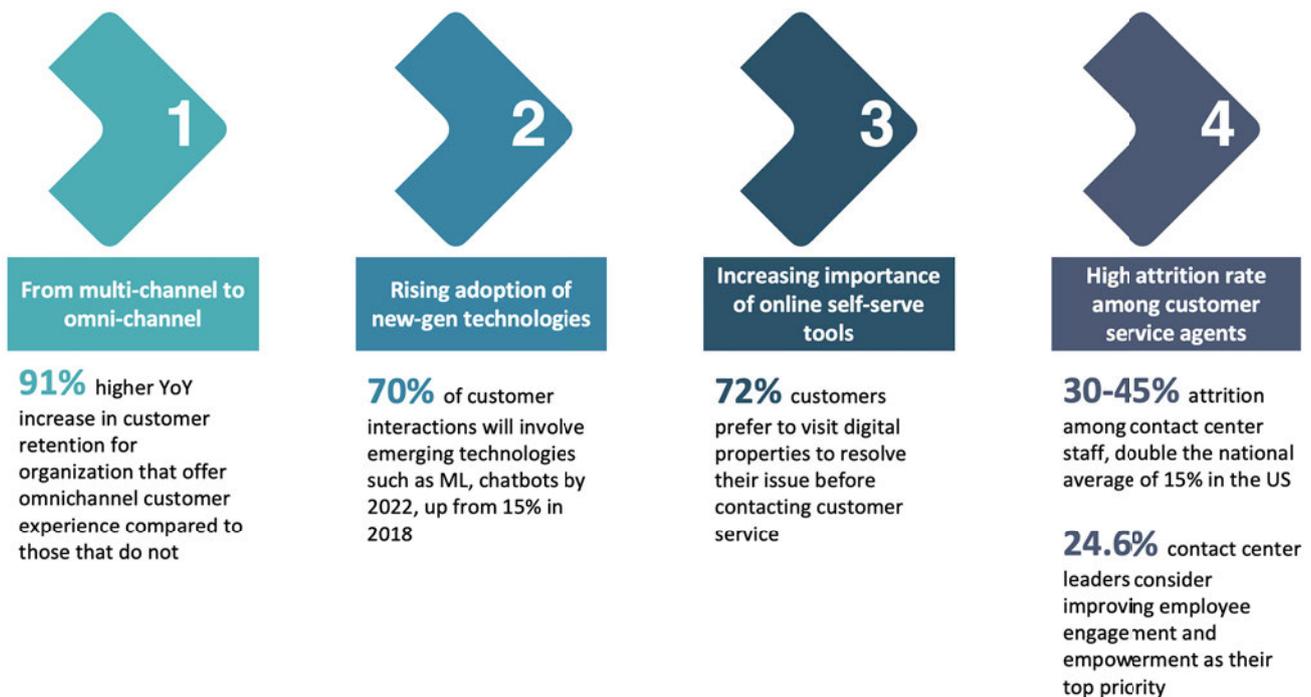


Figure 5: Mega trends defining the future of Marketing, Sales, and Support

As the image above illustrates, there are several intriguing trends related to Marketing, Sales, and Support that BPOs partnering with enterprises need to be aware of. In the digital era, there is a growing need for enterprises to have an omni-channel presence as the modern-day customer expects to be served 24x7 across multiple channels of engagement like websites, calls, or emails. On top of this, reliance on online self-serve tools is also on the rise. As a result, specialist contact centers and the customer support arms of BPOs need to be well-equipped to provide round the clock customer support. Also, a major challenge that continues to haunt contact centers is the high rate of attrition among customer service agents (CSAs) owing to the tedious and monotonous nature of work. BPOs must explore new solutions powered by advanced technologies such as RPA or AI to automate workflows and free up the employees' time for more strategic work. Not only will this help CSAs become more productive problem solvers and relationship builders, but it will also help unlock additional efficiencies in the form of faster turnaround times on services, and effectively lower costs.

2.1 Marketing, Sales, and Support value chain and key use cases for RPA

RPA adoption across the entire value chain of the Marketing, Sales, and Support function has been growing at a rapid pace as enterprises continue to realize the technology's material benefits. While contact centers and customer surveys pertain to the service and support aspects of the business, it's the online marketing, telemarketing, and trade promotion that are effective means of driving new business opportunities.

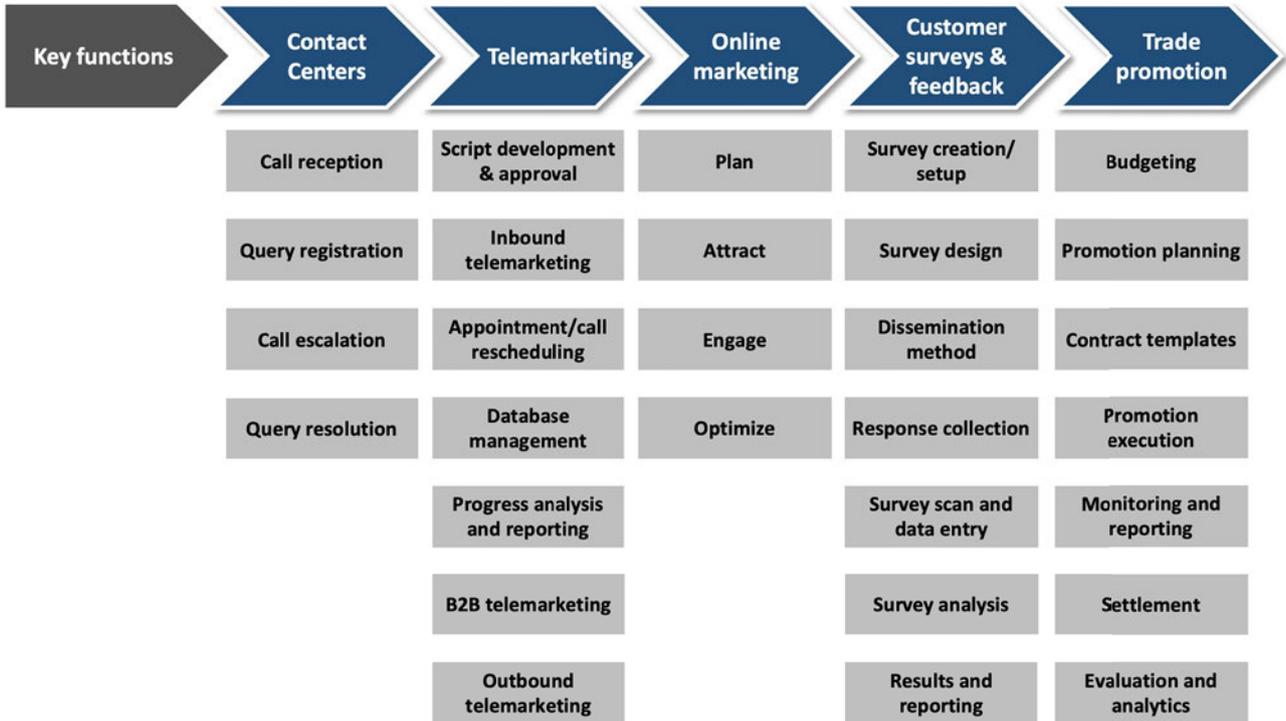


Figure 6: Marketing, Sales, and Support value chain

RPA is helping reimagine almost all the processes across the Marketing, Sales, and Support value chain. To identify the most prominent use cases across the Marketing, Sales, and Support function, we conducted a comprehensive analysis of approximately 100 RPA-based case studies. This in-depth analysis compares the impact of RPA on core Marketing, Sales, and Support metrics (x axis) with the current state of RPA implementation across enterprises (y axis). Two use cases – Contact Centers and Online Marketing – emerged on top, which we will further analyze in the ensuing sections.

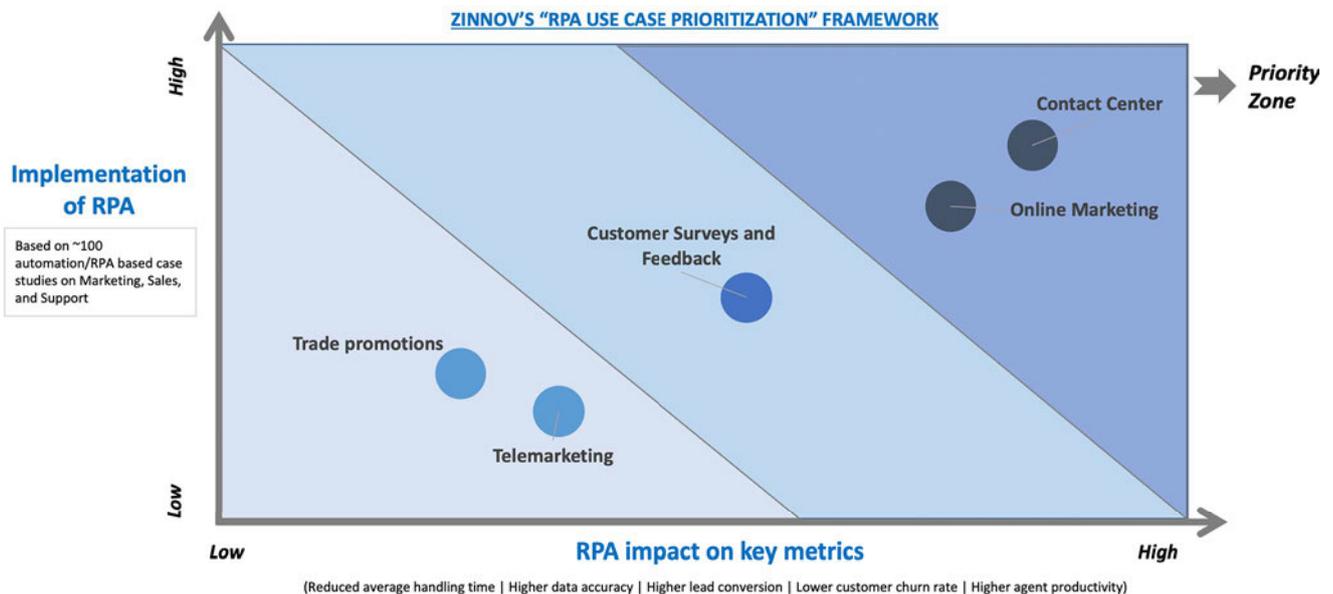


Figure 7: RPA use case prioritization framework for Marketing, Sales, and Support processes

Contact Centers are critical interaction points between enterprises and their customers. The typical cycle of a Contact Center begins with a customer reaching out to the business through a channel of their choice. The CSA handling the interaction is required to verify the customer and classify the interaction as a complaint, query or feedback. Once that has been done, the CSA will either attempt to resolve the request, or route it internally to the concerned team.



In either scenario, gathering information is an uphill task for the agents as they must jump between several fragmented systems, verifying the account in one system, while all other relevant customer information may be stored across multiple systems. The challenge of navigating between multiple systems intensifies for junior and newly-hired agents, who may not have the relevant context or information to sift through the deluge of information across multiple systems. This leads to high processing times and perhaps even inaccurate data entries across different screens. Additionally, if the agent is not trained or equipped to handle a particular request, they scour through manuals and training notes, while the customer is waiting on the other end. As a result, Contact Centers find themselves helplessly battling high negative response rates³, increased average handling time, and lower agent productivity.

Illustrative case study – An infrastructure group enhances customer engagement through automated interactions

Company: A leading global property and infrastructure group wanted to improve customer engagement across discrete channels

Challenges faced: The organization lacked a single view of the customer and was unable to provide self-serve options across interaction channels. The high volume of basic inquiry calls received was taking a toll on the productivity of the CSAs as they were unable to focus on more complex interactions

Solution: As a part of the RPA solution suggested by its BPO service provider, the first step was to install a customer assist bot on the company’s website to handle inbound requests from customers, 24x7. The chatbot seamlessly integrated into the CRM platform to update lead/contact information and also integrated into the ACD platform so seamless handoff to CSAs can be initiated when needed

86% reduction in basic inquiries handled by CSAs

46% reduction in lead to opportunity cycle time



Online Marketing is the second function within Marketing, Sales, and Support that has garnered immense traction with respect to RPA adoption. The Online Marketing cycle begins with the formulation of a marketing plan or campaign that includes several vital processes starting with segmenting the target customer base and profiling them to ensure effective personalization of messages. Inaccurate or missing segmentation and customer profiling can lead to longer conversion cycles, resulting in higher cost per lead. Once the customer base is segmented and profiled, enterprises often face several obstacles in generating quality leads through their marketing efforts due to low brand awareness. To ensure effective engagement with the customer across all touchpoints, enterprises need to increase the open rates (OR)⁴ and click-through rates (CTR)⁵ in their email marketing campaigns. This will also ensure a steady inflow of leads.

³A performance-based metric that emphasizes on the paramount goal of customer query resolution irrespective of the duration and complexity of the call

⁴Assesses the proportion of targeted customers that open an e-mail campaign

⁵CTR refers to the share of prospective customers who clicked a link or a linked image within a campaign

Illustrative case study – European jewelry brand increases the efficiency of its email marketing campaign

Company: A Polish jewelry brand with 400 employees and more than 150 stores across the country was running campaigns with popular influencers and models

Challenges faced: The brand wanted to improve its online sales and increase the number of repeat customers as it was unable to keep the prospective customers engaged through its existing marketing campaigns

Solution: RPA ran an automated email marketing and newsletter distribution campaign that contained information regarding new offers, discounts, etc. based on the tags and the list of viewed subpages. It also created a system of automatic contact segmentation based on recent activeness of the contact, purchase or unsubscribing

1045% increase in CTR for automatic emails
compared with traditional email campaigns

573% rise in OR for automatic emails
compared to mass campaigns

BPO firms are in a great position to ascertain the best use cases for RPA in helping the Marketing, Sales, and Support efforts of their clients. Although Contact Centers and Online Marketing are two processes with noticeable implementation scenarios for RPA, there is immense scope for optimization across other components of the value chain as well.

3. Human Resources (HR)

The HR function is riddled with numerous high-volume tasks responsible for managing employee-related operations in an enterprise. It involves developing and administering programs designed to increase the effectiveness of an organization, and includes the entire spectrum of building, managing, and nurturing employer-employee relationships. In recent times, the HR function has evolved from handling routine administrative tasks to playing a critical role in the business growth strategies of enterprises. These days, HR objectives are increasingly being aligned with enterprise strategy and vision to achieve greater efficiencies. Hence, the enterprise HR philosophies, policies, and programs are now being redefined.

One key way to amplify HR's strategic role within an enterprise is by ensuring streamlined and optimized workflows between the underlying processes. This is where RPA can bring in efficiencies. More and more enterprises are adopting RPA and automation to enhance employee experience, improve productivity, and drive unprecedented savings. As enterprises continue to majorly rely on their outsourcing partners to drive efficiencies across the managed processes, there is a growing need for a new breed of BPO firms equipped with RPA-focused capabilities. Hence, it becomes vital to understand some of the intriguing trends emerging within the HR function, which will further disrupt the space.

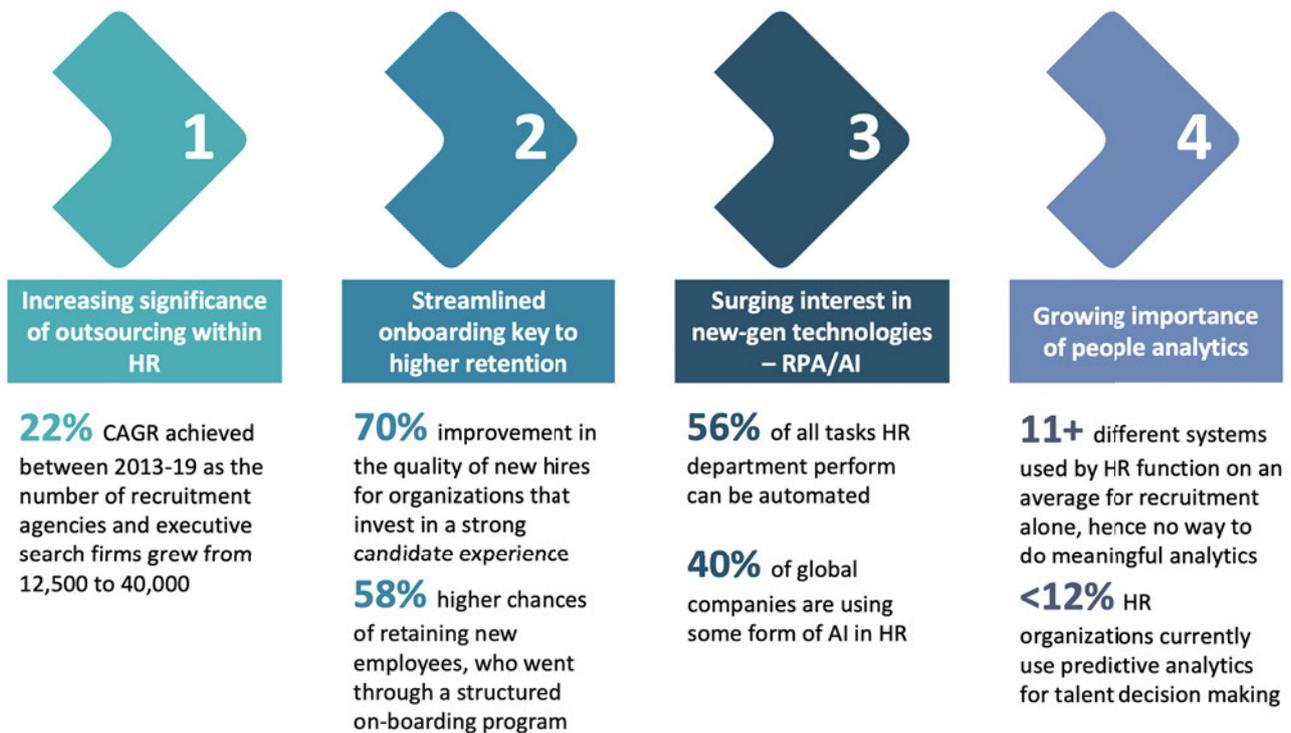


Figure 8: Mega trends defining the future of the HR

For decades, enterprises have partnered with external specialists for a multitude of personnel-related responsibilities, and this aspect will continue to grow. Therefore, outsourcing partners have the opportunity to play a pivotal role in the digital transformation journey of their clients' HR functions. Automation is one such digital solution that can create positive business outcomes and enable improved employee engagement and productivity.

The HR function primarily faces two kinds of challenges – business and operational. The key business challenges that haunt the HR function include attracting and retaining top talent to fuel the ambitions of the organization, effective workforce planning to achieve cost efficiencies, and enabling impactful career progression planning to maintain high employee morale. The operational challenges related to the HR function include a high error rate in recording employee information, towering costs of hiring new employees, high processing time for tasks such as recruitment and onboarding, and complying with strict regulatory requirements. Increasing RPA adoption across the HR value chain has truly transformed the function and is helping enterprises overcome these challenges.

3.1 HR value chain and key use cases of RPA

RPA has successfully percolated across the entire HR value chain, whether it's formulating the right HR strategy and policies, acquiring the right talent to meet business requirements, developing talent through effective learning programs, or managing the compensation-related activities such as payroll and rewards.

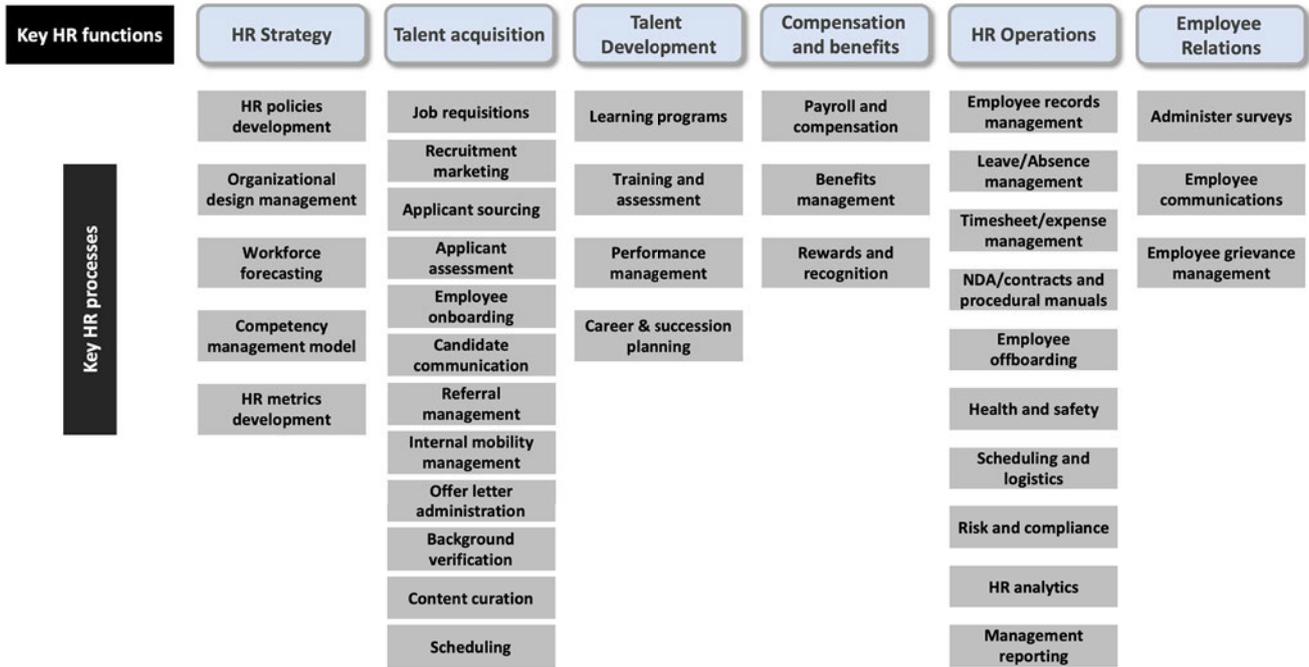


Figure 9: HR value chain

Certain processes have been significantly impacted by RPA within HR. To evaluate RPA's impact across processes in the HR value chain, we conducted a comprehensive analysis of around 100 RPA-based case studies specific to the HR function. This in-depth analysis helped us conclude that Talent Acquisition, HR Operations, and Compensation and Benefits were the use cases with the highest RPA adoption priority within HR. Along with the high rate of RPA adoption, these processes also helped drive key outcomes that define the HR function's success. In the ensuing sections, we will further delve into HR Operations and Talent Acquisition.

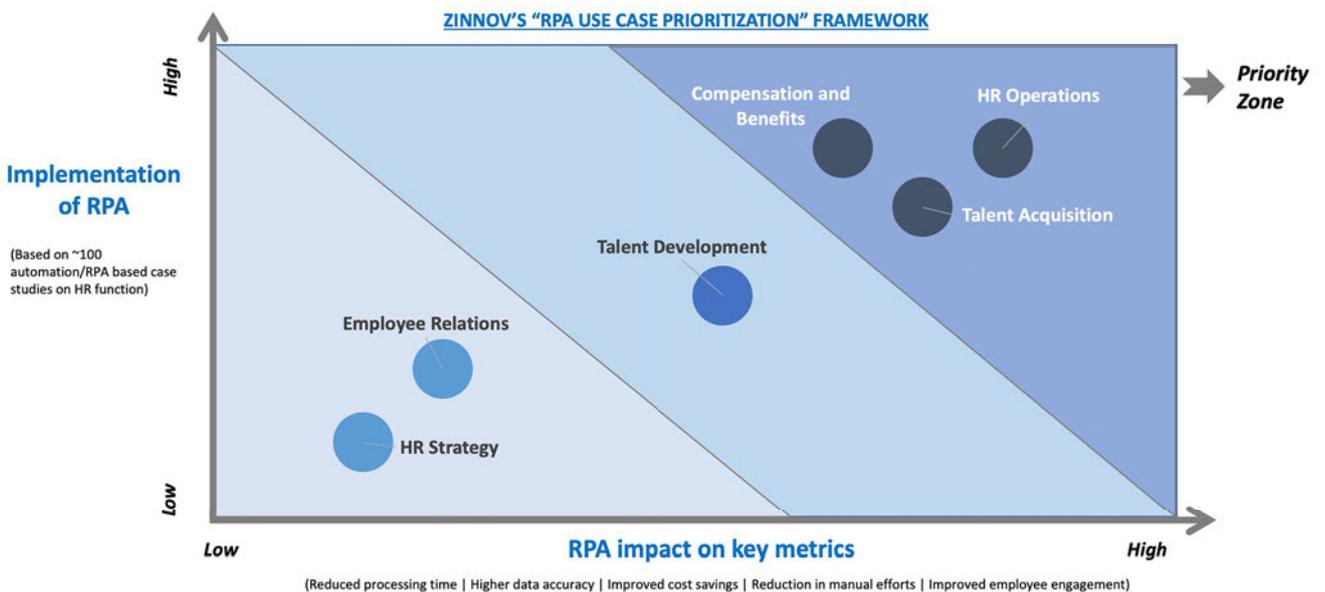


Figure 10: RPA use case prioritization framework for Human Resources

HR Operations

Employee records management

Leave/Absence management

Timesheet/expense management

NDA/contracts and procedural manuals

Employee offboarding

Health and safety

Scheduling and logistics

Risk and compliance

HR analytics

Management reporting

HR Operations comprise of numerous routine administrative tasks that facilitate smooth operations throughout the organization. Several fundamental yet critical activities such as leave/absence management, expense management, scheduling and logistics, etc., play an important role in defining employee experience. Most of these responsibilities include highly manual tasks related to processing vast amounts of employee data that is stored across different databases and systems. When the need for an employee-related data set arises, HR professionals are compelled to spend a significant amount of time switching between applications, databases, and systems. Such a manual-intensive exercise naturally entails a high possibility of errors, aside from impeding employee productivity.

The processes associated with HR Operations are predominantly driven by set procedures and rules. For instance, employee leave applications are first routed through multiple decision-makers before the payroll department is notified, and the applicant is finally communicated the status of their pending and availed leaves. Most leave requests come in through emails, which make it difficult to sort, track, and validate. Larger enterprises must battle several inefficiencies in leave management, thanks to the huge volumes of leave applications received via email. Missed leave applications and unwarranted delays in approval due to the involvement of multiple stakeholders are the major issues that need to be addressed. While these are just some of the challenges related to leave management, there are several other obstacles hindering HR Operations across involved processes. This is where RPA can step in to automate most of the repetitive, time-consuming processes.

Illustrative case study – Leading life insurance organization automates HR record processing

Company: One of the largest life insurance and financial services companies in the US, with over 2500 employees and revenue in excess of USD 4Bn

Challenges faced: HR processes were marred with manual and time-intensive processes with several legacy systems handling close to 60,000 employee records. With more than 1,000 records being generated every month, uploading and filing these records into the internal systems had become a daunting task

Solution: The BPO service provider of the firm stepped in and introduced RPA. After the BPO had streamlined the process workflows, the deployed bots uploaded and filed employee records automatically to clear the two-and-a-half-year backlog of work in just two months

USD 200,000 in annual savings

120 hours per month in labor savings

Talent acquisition

Job requisitions

Recruitment marketing

Applicant sourcing

Applicant assessment

Employee onboarding

Candidate communication

Referral management

Internal mobility management

Offer letter administration

Background verification

Content curation

Scheduling

Talent Acquisition is the second function within HR that has been highly impacted by RPA. The Talent Acquisition cycle begins with the identification of the business requirement for new talent and assessing the skillsets required. Once a pool has been created, the next step is to screen and assess candidates to select the most suitable ones through a comprehensive interview process. Having finalized the ideal candidate, a host of administrative tasks are initiated such as background verification and rollout of offer letters. Drafting and administering an offer letter to a new employee involves several essential considerations such as date of joining, job responsibilities, designated salary etc. HR professionals struggle with the disbursement of offer letters as these critical data points differ for each new hire, and each offer letter can have distinct fundamental clauses. Additionally, offer letter drafting requires timely processing of vital information available across multiple documents.

Beside this, large enterprises grapple with large volumes of forms involved in the verification process, as different types of employee data need to be cross-checked across multiple sources. Company standards and standard regulations require every recruiter to scrutinize a candidate's past records, personal information, previous experience, and criminal records (if any). The traditional employee background verification process requires intense manual effort as it involves the extraction and validation of huge amounts of vital information, often from disparate sources. Thanks to the stress on accuracy and authenticity, the recruiter is forced to follow-up and recheck the information provided by the candidate. This results in unplanned delays and low productivity.

Illustrative case study – BPO assists global bank achieve higher efficiency in the processing of onboarding form

Company: Non-governmental bank spanning across 120 global locations and employing over 10,000 employees hailing from 170 different countries

Challenges faced: The bank was required to regularly track and manage hundreds of HR onboarding forms from many countries and in many language formats to serve its employees. This process comprised of five employees manually sorting and filling forms with several variations. Additionally, the employees performed more than 12 validations before entering information into the system

Solution: After assessing the process, bank's BPO service provider suggested automation through RPA. To process multiple data points present in semi-structured format, deployed RPA solution downloaded case files and extracted data. The extracted data was cleansed using a comprehensive post-validation ruleset before being entered into the system

USD 1Mn in annual cost savings

70% time saved compared to old process

The uses of RPA in the above-mentioned cases are a testament to RPA's potential to optimize processes across the entire HR value chain. BPO firms must realize the importance of automated solutions and strive to deliver higher value to their clients.

Conclusion

The BPO industry is on the path to realizing greater benefits owing to accelerated adoption of RPA. Progressive BPO firms have identified RPA as the force that will propel them towards achieving greater business success for themselves and their enterprise customers. As a result, BPOs are not holding back from piloting RPA solutions across multiple horizontal and industry-specific use cases. In fact, several leading BPOs are pushing the realm of what's possible by implementing RPA in newer use cases, where the technology is addressing numerous challenges such as low data accuracy, high costs, and low productivity.

However, a lot is left to be accomplished as enterprises continue to demand better outcomes from their outsourcing partners. With the increasing proliferation of RPA across the BPO value chain, it remains to be seen how the adoption cycle will pan out for other horizontal functions such as administrative services, procurement and supply chain. RPA adoption has become table stakes, and effective large-scale rollout with coverage across multiple use cases is the need of the hour. For BPOs that are yet to embark on their RPA journey, the time is now to stay ahead of the curve or stand to lose out in the face of increasing competition.

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Founded in 2002, Zinnov is a global management and strategy consulting firm, with a presence in Santa Clara, Houston, Bangalore, and Gurgaon. Over the past 17 years, Zinnov has built core expertise in Engineering Excellence, Digital Transformation, and Product Engineering by successfully consulting with 250+ Fortune 500 customers. Zinnov assists clients by:

- Advising global PE firms in deal sourcing, commercial due diligence, and value creation;
- Enabling global companies to develop and optimize a global engineering strategy to achieve higher throughput, innovation, and productivity;
- Providing research and strategy consulting for Technology Service Providers;
- Growing revenue for companies' products and services in newer markets through market entry and market expansion advisory;
- Envisioning Digital Transformation, leveraging technologies like AI/ML, Cloud, IoT, and RPA as a key lever for driving growth

Zinnov serves clients across software, semiconductor, storage, consumer electronics, automotive, telecom & networking, healthcare, banking, financial services, and retail verticals in the US, Europe, Japan, and India.

For more information, visit <http://zinnov.com>

About Automation Anywhere

Automation Anywhere is a global leader in Robotic Process Automation (RPA), empowering customers to automate end-to-end business processes with software bots – digital workers that perform repetitive and manual tasks, resulting in dramatic productivity gains, optimized customer experience and more engaged employees. The company offers the industry leading web-based and cloud-native intelligent automation platform combining RPA, artificial intelligence, machine learning and analytics right out of the box, to help organizations rapidly start and scale their process automation journey. Its Bot Store is the world's first and largest marketplace with more than 850 pre-built, intelligent automation solutions. With a global network of 1,900 partners, Automation Anywhere has deployed over 2.1 million bots to support some of the world's largest enterprises across all industries.

For additional information, visit www.automationanywhere.com.

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