



# RGP

To the Power of Human™

## Accelerating Finance Transformation through Automation



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# Today's Agenda



- 1 A Bit about Finance Transformation**
- 2 Automation (in Broad Terms)**
- 3 RPA: A Primer**
- 4 RPA in Finance & Accounting**
- 5 Keys to Success**
- 6 Q&A**

## How automated are your finance and accounting processes?

### Polling Question

1

- (a) Most of our processes are manual – heavy use of Excel
- (b) We've automated some of our transactional work, but still have a lot of manual
- (c) Our transactional work is highly-automated, but we still have workflows that could be more automated
- (d) We are among best-in-class in leveraging various forms of automation

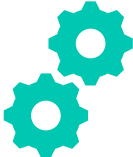
## Finance Transformation & Optimization



Finance leaders are strategic partners to the CEO and board, with expanding opportunities to influence business planning and maximize growth and profitability. Asked to do “more with less,” the finance function is tasked with streamlining and automating operations.

Working closely with senior leadership and stakeholders, RGP helps identify opportunities to reduce costs and accelerate cycle times while empowering resources to support strategic business objectives. Whatever the challenge or change, RGP can assist with transforming the accounting and finance function to achieve optimal performance.

**Finance transformation** is a fundamental change in how the finance function operates to achieve a significant improvement in current performance by delivering services that better meet the needs of the business



Objectives	Strategies	Enablers
<ul style="list-style-type: none"> <li>▪ Reduce cost</li> <li>▪ Increase capacity</li> <li>▪ Improve accuracy</li> <li>▪ Accelerate reporting</li> <li>▪ Enhance efficiency</li> <li>▪ Create agility</li> <li>▪ Add value to the organization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standardization/ streamlining</li> <li>▪ Shared Services/ COEs</li> <li>▪ Onshore / offshore</li> <li>▪ Insource/ outsource</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business process &amp; control enhancement</li> <li>▪ Program/ project management</li> <li>▪ Change management</li> <li>▪ Organizational redesign</li> <li>▪ Technology enablers                             <ul style="list-style-type: none"> <li>• Cloud platforms and ERP</li> <li>• RPA / Enhanced Automation</li> </ul> </li> </ul>



# Finance Function Priorities in 2021 & Beyond

Research indicates that finance professionals share common challenges and priorities, among them:

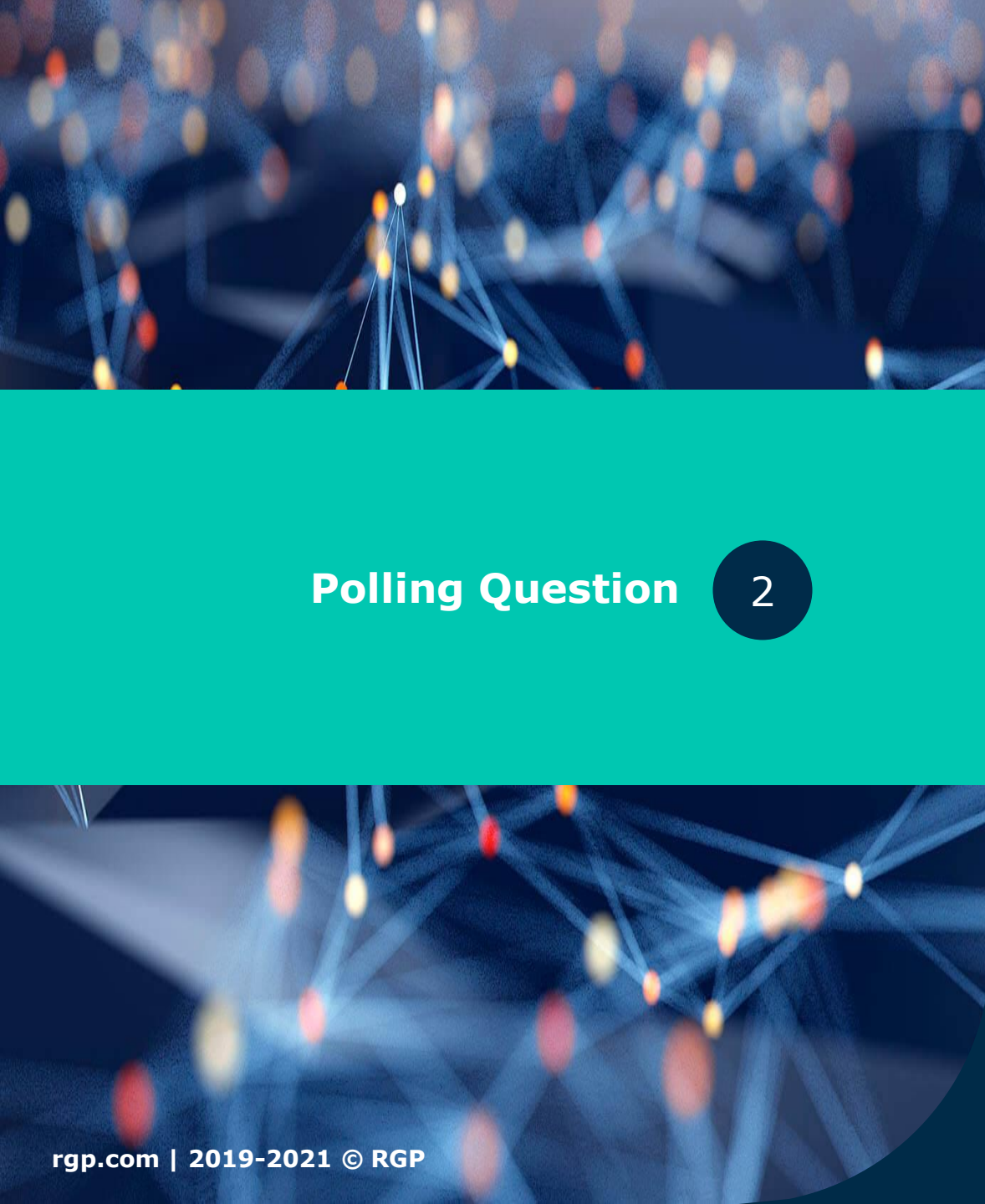
## Cost & Productivity

- Adopting leading practices
- Standardizing processes and systems
- Implementing new technologies
- Streamlining operations
  - Shorten cycle times
  - Reduce cost
  - Increase efficiency
- Continuously improving

## Analysis & Insights

- Driving financial and operational insights through effective use of data and analytics
- Investing in innovative and disruptive technologies that promote organizational agility
- Adding value throughout the business through data-driven decision making

Sources: APQC, McKinsey

A background image of a network with glowing nodes and connecting lines, overlaid with a teal horizontal bar.

## In your F&A organization, where is your primary focus?

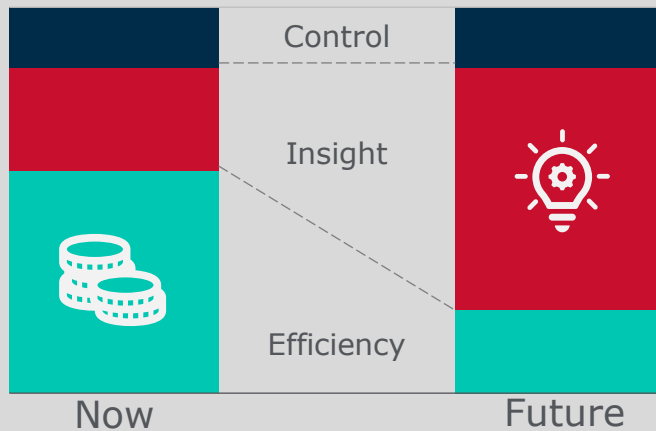
**Polling Question**

**2**

- (a) Controlling costs
- (b) Providing insights to the business
- (c) A balance of cost control and delivering insight

# A Shift within Finance

## Percentage of Finance Time



A major goal of finance transformation is to shift from an efficiency-centric model (one that consumes significant resources on historical reporting) to one that provides business insight through analysis of financial and operational data, affecting the people, processes, and technologies of the finance function (and the entire organization).

### ▪ People

- Workforce composition
- Nature of the work (transactional → analytical)
- Skills and experience

### ▪ Processes

- Standardization across business units
- Centralization of process ownership/governance
- Reengineering to enable effective sustainable automation

### ▪ Technologies

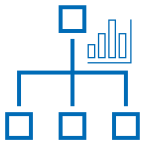
- Unification and harmonization of data across the enterprise
- Rationalization of disparate systems
- Deployment of cloud technologies and intelligent automation



# Think Broadly About Automation

*"If all you have is a hammer, everything looks like a nail."*

Our outcome-centric approach addresses processes, technology, and people to ensure solutions drive value.



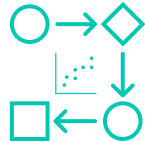
**ERP  
Automation**



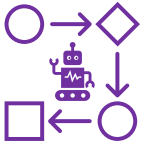
**Built for  
Purpose  
Platforms**



**Workflow  
Automation /  
BPM**



**Analytic  
Process  
Automation**



**RPA**



*Illustrative:  
Platforms are a  
representative,  
not an  
exhaustive list*

## What forms of automation are you using today?

### Polling Question

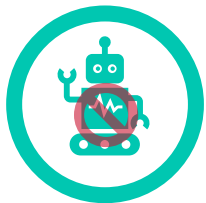
3

- (a) Virtually none (maybe Excel macros)
- (b) ERP Automation
- (c) Automation from Purpose-Built Platforms
- (d) Workflow and/or BPM
- (e) Analytic Process Automation
- (f) RPA
- (g) Two or more of the above

# What

RPA, at its most *basic* level...

Becomes *transformational* when...



RPA is software that is configured to complete the same process steps, follow the business rules, and use the same systems that a human does today.

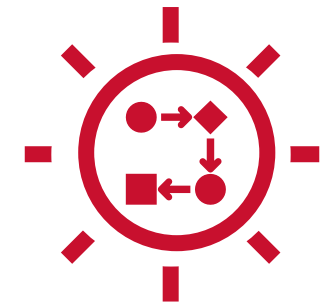


Automations mimic human behavior such as reading screens, printed matter, and files



RPA interacts with systems, emulating mouse clicks and issuing keyboard queries and commands

# RPA?



Processes are optimized for the 'robot way' – eliminating human paradigms and accommodations

# So, why use RPA versus other forms of automation?



## **IT Backlog**

A business-driven RPA program can complement (or sidestep) the queue of IT projects – developing in accordance with IT standards but without burning IT resources.



## **Speed**

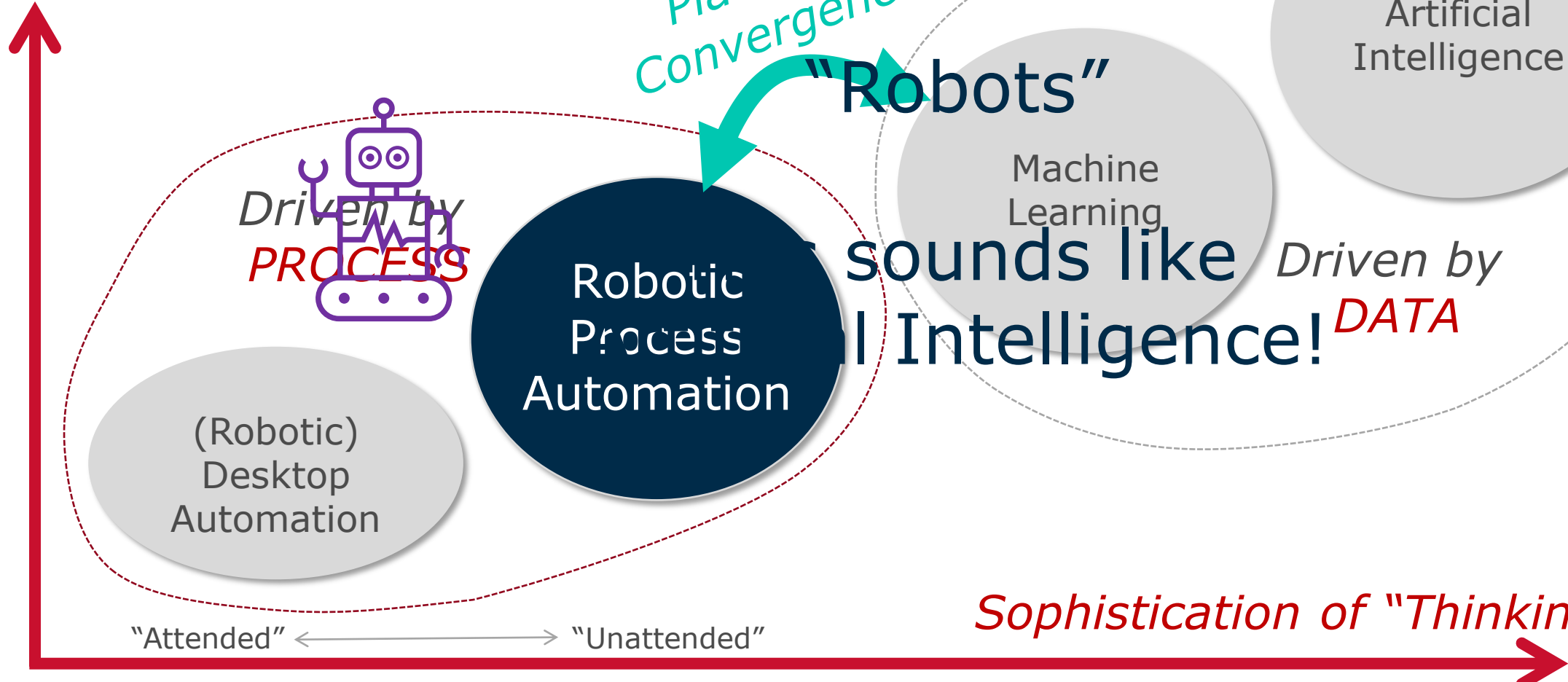
Done correctly, automations are done in sprints that return value very quickly



## **Versatility**

Sometimes, it's the only practical way to integrate data from legacy systems, as they lack APIs or integration hooks. RPA can leverage the User Interface.

Complexity & Cost



Driven by **PROCESS**

(Robotic) Desktop Automation

Robotic Process Automation

"Robots"  
Machine Learning

Driven by **DATA**

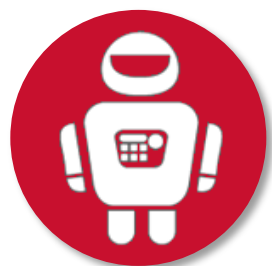
Artificial Intelligence

"Attended" ↔ "Unattended"

Sophistication of "Thinking"



# Bots Interact with Systems Just as Humans Do ...and better



ERP & Legacy Systems



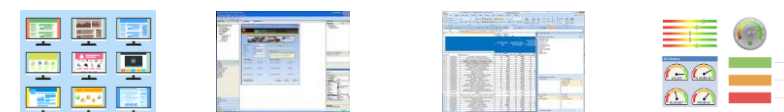
MS Office & Other Productivity Applications



Databases



Websites & Dashboards



Unstructured & Semi-Structured Data



Cloud



AI & ML



# Organizations are Embracing RPA



RPA is being adopted across nearly every industry, primarily by companies with more than \$500M in revenue



CAGR expected to be >30% over next 5 years



According to McKinsey, RPA is being used or is planned for pilot in 70% of F&A functions (other functions embracing RPA, too!)



Benefits include:  
Increased productivity  
Improved quality  
Increased employee satisfaction

## When will your organization likely adopt RPA?

Polling Question

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- (a) We already have!
- (b) Sometime in 2021
- (c) Probably not until 2022
- (d) In 2023 or beyond



**90% of large organizations globally will have adopted RPA in some form by 2022 as they look to digitally empower critical business processes through resilience and scalability, while recalibrating human labor and manual effort.**

Gartner, Sept 2020

# Benefits Derived from RPA



**Reduced Costs**



**Increased Control**



**Improved Process Cycle Time**



**Route to Analytics**



**Improved Quality**



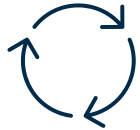
**Increased Employee Satisfaction**



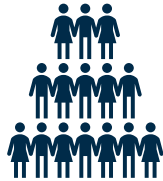
**Platform for Scale**



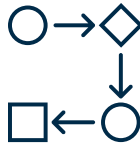
# What makes a process a good candidate for Automation?



**High Quantity / Repetition / Volume**



**Several People Performing the Task**



**Rules Based Tasks (Can Be Complex)**



**Relatively Stable**

## What processes are good candidates for automation in your organization?

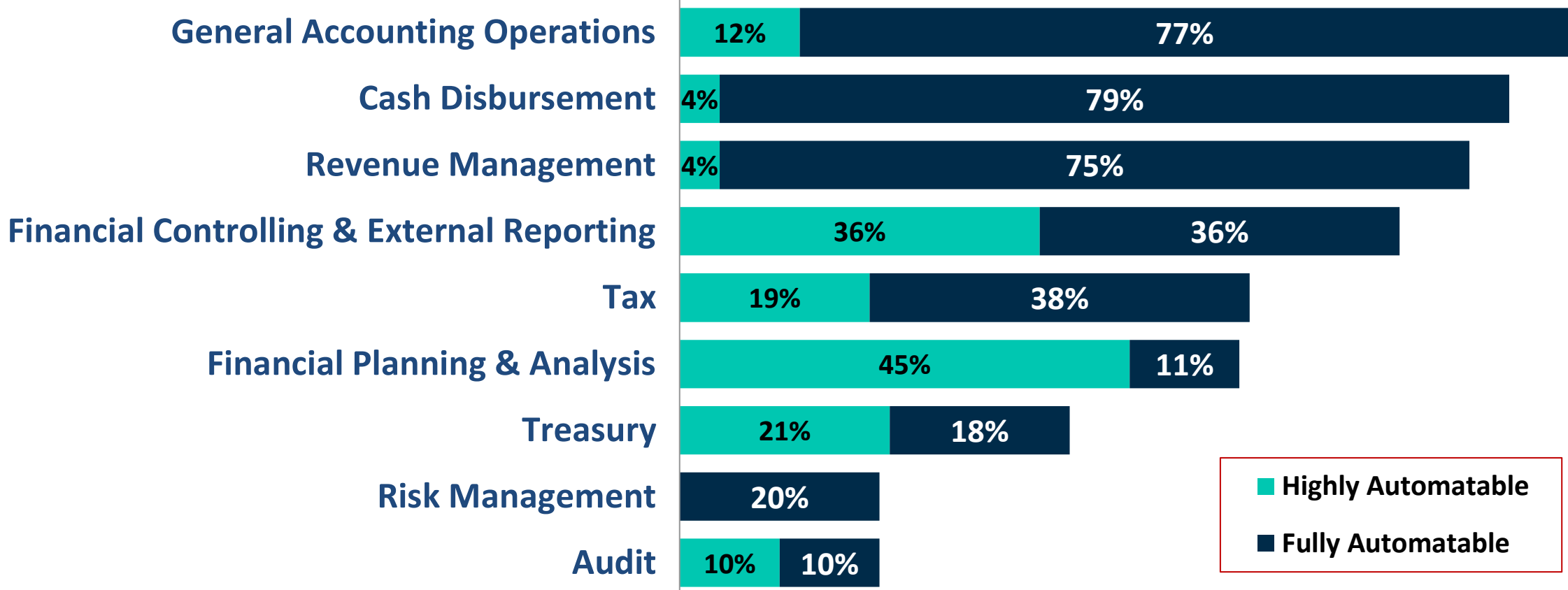
Polling Question

5

- (a) Account reconciliations
- (b) Cash Application
- (c) Report Generation
- (d) Other
- (e) I'm not sure

# Why start in Finance & Accounting?

A significant amount of work with F&A is automatable.





■ Highly Automatable  
■ Fully Automatable

Source: McKinsey

# Examine These Processes for Automation First

Given the volume, frequency, and repetitive nature of the following processes, we advise clients to look toward these processes for automation candidates...

				
<b>General Accounting</b>	<b>Operational Accounting</b>	<b>Reporting &amp; Distribution</b>	<b>Tax</b>	<b>Procure to Pay</b>
<ul style="list-style-type: none"> <li>General Ledger Reconciliation</li> <li>Bank Reconciliations</li> <li>Journal Entry Processing</li> <li>Inter-company Transactions</li> </ul>	<ul style="list-style-type: none"> <li>Accounts Receivable &amp; Cash Application</li> <li>Billing &amp; Collections</li> <li>Investment Accounting</li> <li>Insurance Accounting</li> <li>Loan Accounting</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; Regulatory Management</li> <li>Statutory</li> <li>Product &amp; Customer Profitability</li> <li>Fund Profitability</li> <li>Status Confirmations</li> <li>Other Templated Reports</li> </ul>	<ul style="list-style-type: none"> <li>Sales/Use Reporting</li> <li>Tax Preparation &amp; Filing</li> <li>Corporate VAT</li> <li>eForm Extraction</li> <li>Report Gen &amp; Distribution</li> <li>Dashboarding &amp; KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Onboarding &amp; Updates</li> <li>Requisitions &amp; PO processing</li> <li>Expense Management</li> <li>Accounts Payable</li> </ul>

# Why do some automation programs fail?



## Initial Process Selection

Get quick wins to build enthusiasm and confidence. Ensure the process adds value, has measurable benefits, and is automatable.



## Poor Design / Replicating "Human Way"

Replicating the human process (exactly) isn't always the best approach. RGP designs using "robot way" thinking to ensure resilience.



## Backlog Doesn't Match Investments

Imbalances can exist in either direction. Aligning the process backlog with the investment helps keep executive sponsorship and funding.



## Lack of Organizational Involvement

Involving senior management helps manage expectations, while involving those doing the work ensures engagement and enthusiasm.





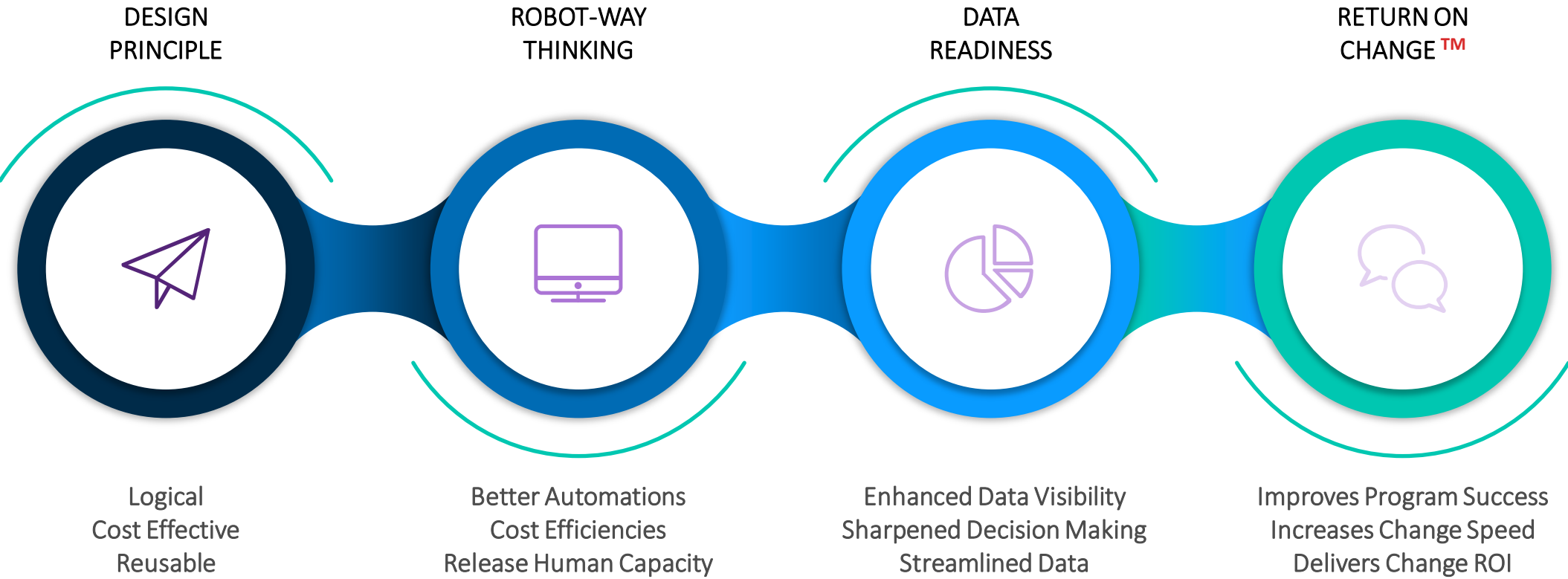
# Our Automation Philosophy

- Our practical, pragmatic approach to automation is designed to return value to our clients quickly.
- Long-term roadmaps include near-term 'quick wins' that build capability and internal confidence while delivering benefits.
- Prebuilt solutions and accelerators jump-start automation, helping to 'fund' future development - with bespoke solutions addressing critical organizational needs.
- Rather than pushing prescriptive technology components, we start with laser-focus on desired business outcomes, then work backward to determine the most appropriate technologies and process alignment.

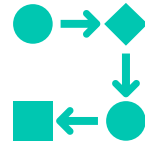
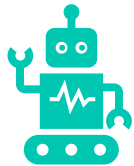
# RGP Approaches RPA Differently



We approach RPA implementation and management not as a technology led configuration project, but as an **ongoing business transformation...**



# How & What We Deliver



## End-to-End Solutions

## Establishing Your Automation Roadmap

## Process Optimization

## Training

## Leading Practices

Pre-built and tailormade automations

Opportunity scans, backlog identification and prioritization

Documentation and optimization of processes & ensuring robot-way design

Development, design, documentation (PDD, SDD)

Advisory support to ensure adoption of leading practices, CoE deployment, Change Management

# Our approach to RPA increases and accelerates ROI



RGP's pragmatic approach to Robotic Process Automation ensures alignment to long-range planning, while delivering solutions that drive immediate value.

## Prebuilt Solutions

for common business processes



[Video]

### AR – Cash Application



[Video]

### RGP PowerAudit™



[Video]

### General Ledger Account Reconciliations



[Video]

### Intelligent Report Generation & Consolidation



[Video]

### AP - Inbound Invoice Processing

*(more on the way)*

## Bespoke, Tailormade Solutions

designed for your needs and engineered the "robot way"

### Functional Expertise

- Ensures automations are selected prioritized, and designed with leading practices in mind
- F&A, Data & Analytics, GRC, Tax, Procurement, and others



### Technical Depth

- Extended through Partnerships
- Nearshore development avoids pitfalls of offshoring
- Platform agnostic



### Process Excellence

- Documentation ensures efficient, sustainable design and implementation
- Lean principles enable robot-way design



### Industry Experience

- Leveraging RGP's vast consultant network to tap into any required industry-specific knowledge

# Thank You, Questions?



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Finance Transformation & RPA**

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# Process Improvement & Automation

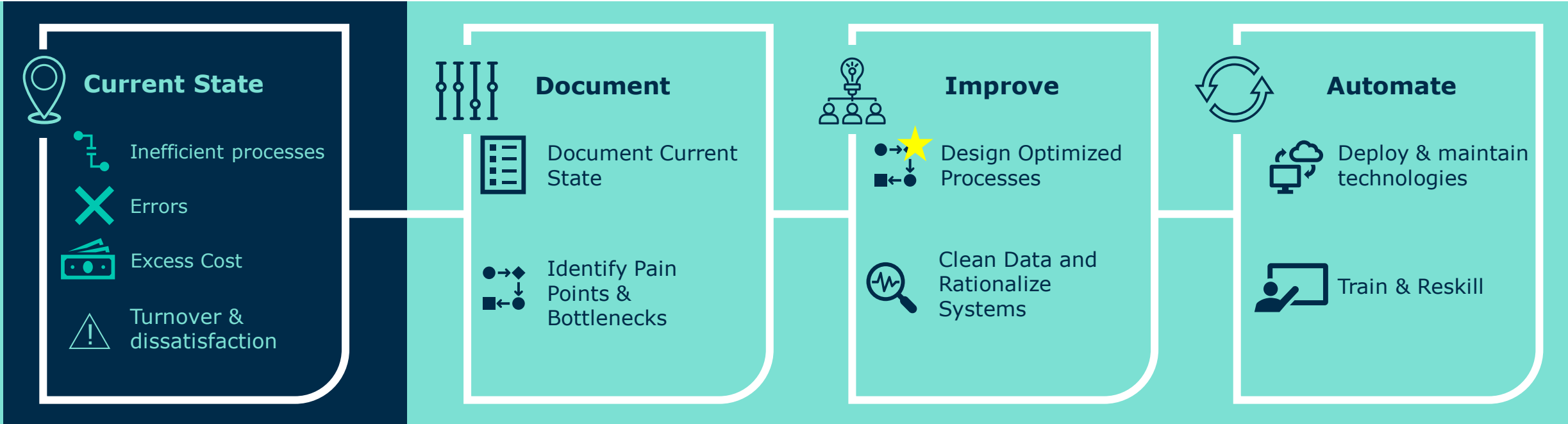
We help organizations address common business challenges and pitfalls, namely:

- **Cost & Productivity:** standardizing processes and systems, implementing new technologies, streamlining operations and adopting leading practices
- **Analysis & Insights:** Driving insights through data and analytics, investing in innovative technologies and adding business value through data-driven decision making

Today's Challenges



Are addressed by aligning leaders to the future state, engaging with the workforce and supporting their willingness and ability to change, and sustaining the new ways of working.



# RGP supports development and deployment on the UiPath and Blue Prism platforms, two of the segment's leaders.

## Magic Quadrant

Figure 1. Magic Quadrant for Robotic Process Automation



Source: Gartner (July 2020)

We are not resellers and have no vested interest in your platform selection.

We've seen a significant trend toward UiPath adoption over the past year

- Buildout of the suite and tools within it
- Growth in the ecosystem
- Citizen development and attended

# Enabling Scale through Digital Workers

