

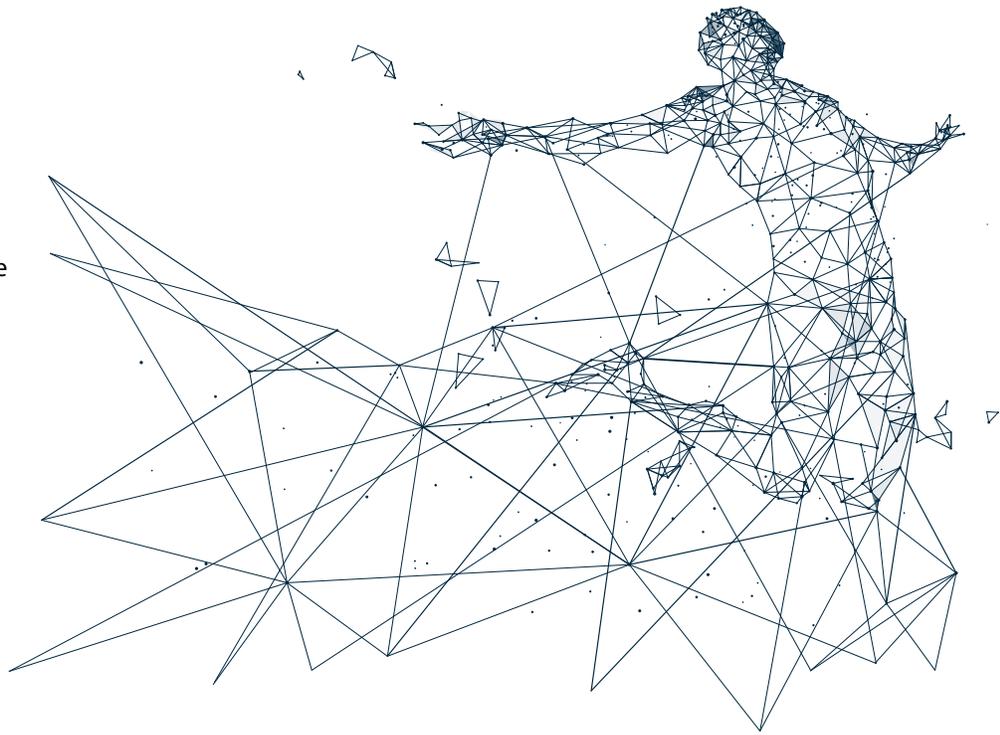
INTELLIGENT DIGITAL AUTOMATION PLATFORM

**Gaining competitive advantage
through digital transformation
of your business processes**

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 SUTHERLAND

Introduction

Today, every business faces the threat of disruption as markets rapidly evolve and new competitors emerge. Companies that adapt and become agile digital enterprises will be the industry leaders of tomorrow. To stay ahead, enterprises must implement comprehensive digital transformations that will impact every business process. An ecosystem of enabling technologies has emerged that will allow for the newly required types of innovation and efficiencies.



Enterprises should ask themselves:

- **Is there an automation strategy in place that will utilize future emerging technologies?**
- **Have business processes been transformed to support the digital enterprise?**

Companies that cannot answer affirmatively to both questions must take action to avoid being left behind by faster, more innovative competitors. They need to understand how to leverage new automation technologies to help them evolve their business model, improve efficiency, and develop new products for the market.

HARNESSING EMERGING TECHNOLOGIES

Emerging digital technologies disrupt how enterprises operate, impacting how they go to market, identify new revenue sources, and acquire and interact with customers. To harness the full benefit of these technologies, companies need to take an end-to-end view of transforming their entire operations. There is no silver bullet. One tool will not solve the multitude of organizational challenges. Companies will need to carefully manage complexities when embedding different automation techniques in business functions.

- **Omni-channel technologies** – Enhanced customer experiences coupled with the ability to track, analyze, and interpret customer interactions allow companies to be more effective in their markets, as well as develop new and need-based products. Omni channel is a cornerstone to digital automation, as it enables access to key information across the business operations, whether sales, customer service, or finance related.
- **Cloud-based intelligent automation** – Emerging and disruptive technologies have taken process transformation to a new level, with a combination of automation (such as RPA), machine learning, analytics, AI and cognitive solutions. These technologies have dramatically changed the way companies operate. Today, organizations can offload tasks to digital workers, predict business needs, improve efficiency, and enhance customer interactions using automation technology. The ultimate goal is straight-through and touchless processing that enables knowledge workers to focus on niche and exception management functions.

- **Analytics and artificial intelligence (AI)** – The shift from labor-centric to data-centric models compels new data-management strategies. The ability to leverage massive amounts of previously inaccessible data and utilize it to make more intelligent decisions in real time with improved visualization platforms is critical. Now, AI further impacts how data is used to benefit the enterprise. Systems are now able to assimilate the human thought process across the front, middle, and back office of the enterprise enabling autonomous decisions and automatically adapting to changing conditions and evolving business needs.

Future emerging technologies

The next frontier of innovation will be centered around processes that leverage dynamic languages and largely unstructured data. AI, machine learning, deep learning, autonomies, neural networks, natural language processing, speech recognition, chatbots and virtual agents will continue to rapidly evolve. Bitcoin and its underlying blockchain technology also will see increasing commercial adoption and innovation.

The digital process transformation journey

Each organization's digital strategy and transformation journey is unique. They are not linear paths and have no true end, since technology and digital disruption are constantly presenting new challenges and opportunities. Sutherland, a leading process transformation company, describes three stages of a company's digital transformation journey.

1 DIGITAL NOVICE

2 DIGITAL COMPETENCE

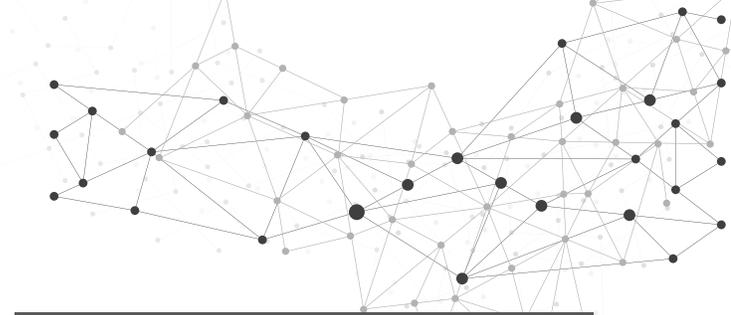
3 DIGITAL ENTERPRISE



At this stage companies are just starting the process of developing a strategy. They are working to determine where to start and to define what excellence looks like for them.

A clear assessment of current capabilities and vision for the future is critical. Key considerations for companies include:

- **Assess current readiness.** This is an integral component of any effective digital transformation plan. It will offer insight into system upgrades, IT requirements, organization changes, and personnel gaps that need to be addressed.
- **Create a strategy and plan.** The goal is to create a comprehensive digital transformation plan. The plan, which needs to be fluid to adapt to changes in the marketplace, should cover everything from start to finish, including any interim steps.
- **Define success.** Every stage of transformation should have clear milestones with measurable success metrics. This will help ensure the company is meeting its goals throughout the transformation journey.
- **Gain support for plan execution.** Any effective plan must have diverse stakeholder support, including executives, IT leadership and end customers. Without each of these key support points, transformation can fail. Poor customer experience will lead to lack of adoption, which will ultimately lead to reduced funding and resourcing. Effective change management and governance across different business and support functions ensures adoption and quick course correction. A user-centric approach, such as design thinking, can help ensure high adoption of the transformation plan by the end customers.



Case Study

An international imaging systems provider develops a transformation strategy

THE GOAL

This international company didn't know where to start its transformation journey, which is common for most organizations. Sutherland was hired to develop a digital strategy and transformation roadmap to regain a competitive advantage. Clear goals and measures of success were defined by Sutherland and the client's executive team.

THE SOLUTION

After assessing the organization's maturity level and adoption readiness, Sutherland's plan was to consolidate systems, leverage a cloud-based proprietary automation technology platform, and implement analytics.

THE RESULTS

Increased revenue by improving customer satisfaction achieved by consolidated and transparent reporting, fewer customer errors, and more accessible customer data to drive informed decisions.

At this stage companies have implemented some “random acts of automation” but are still in the early stages of their transformation journey. In some cases, technologies have been purchased, but there is a lack of adequate enterprise-level integration. Success is contingent upon transforming the entire business ecosystem with a focus on the integrated office approach, requiring coordination across corporate functions and stakeholders.

This stage includes:

- **Use a phased approach.** The cornerstone of this phase is successive iteration. Companies should roll out changes in phases with a continuous feedback loop. This will allow the company to learn from its previous implementations and continually develop a more effective digital strategy.
- **Ongoing evaluation.** Even the most comprehensive and carefully followed plans will not necessarily come to complete realization. At each stage of the plan, it is important to assess how the transformation is driving business value and what course corrections need to be made to ensure it stays on track to achieve defined goals. As markets, competition and internal and external needs change, it is important to make sure that the plan is adapted to meet those requirements.
- **Focus on objectives and define success.** After rollout begins and the plan is underway, it is not uncommon for the transformation team to get bogged down in small issues or lose focus on what they originally intended to accomplish. Many companies are stuck with half-implemented solutions that cause more problems than they solve. It is important to set regular milestone dates to assess progress toward end goals and adjust strategy to stay focused.



Case Study

Sutherland helps a leading global automotive parts distributor/retailer achieve its digital transformation goals

THE GOAL

This automotive retailer had previously developed a digital transformation plan, but was looking to improve its cohesiveness and effectiveness.

Specifically, they were looking for cost savings (from rationalization of processes, enhancements to deployed technologies and standardization of finance functions) and an increase in both functional and financial benefits (from process reengineering and rationalization of technology solutions that support the finance function).

THE SOLUTION

Sutherland recommended they deploy several modules from their proprietary cloud-based platform, including: SmartLeap™ A/P (an OCR and automated workflow based application) and globally consolidated AI/Business Intelligence dashboards.

THE RESULTS

Achieved improved controls with centralization, standardization and automation, and transformed invoice processing to fully digitized data capture process. 95% of invoices are routed automatically with defined business rules, and ~60% of invoices are processed automatically with no human touch.

Companies at this stage have implemented a fully functional platform and are achieving a positive return on their investment. However, even organizations at expert maturity levels cannot remain complacent. Digital transformation is an ongoing journey. It is critical that the transformation team continually evaluate and iterate solutions to achieve greater value. It also is important to stay aware of changing technologies and constantly look for new innovations that can drive business goals.

- **Measure success.** It is important that the success of solutions constantly be measured in terms of business goals. Companies should attempt to frame their solutions in terms of concrete outcomes. This means defining objective metrics and making changes if solutions fail to meet them.
- **Redefine objectives.** There is no true end stage for digital automation. All goals should continue to evolve along with technology and changing business needs. The digital transformation team should meet regularly to define new goals based on an evolving environment and make plans to meet them.
- **Re-evaluate technological advancements.** By measuring performance data and gathering feedback from users, companies can continually iterate their solutions. In a Deloitte survey, 84% of respondents said that implementing analytics helped them to be more competitive.¹ By monitoring and measuring automation solutions, companies can improve ROI and ensure they continue to meet changing needs.
- **Ongoing management of change.** It is also important for companies to continue to educate end users, allay their fear of robotics and automation, encourage adoption, and reduce the growth of unsanctioned digital solutions.

Case Study

Sutherland helps a Fortune 500 communication technology manufacturer address challenges with sales and supply-chain operations.

THE GOAL

The manufacturer needed to improve its return merchandise authorization (RMA) process. Supply chain issues were overwhelming customer service with calls about return status updates. Sutherland was hired to decrease overhead and write-offs while increasing customer satisfaction.

THE SOLUTION

Sutherland determined that analytics and machine learning could predict customer return needs to eliminate supply chain issues and improve return resolution speed. Several modules of the Sutherland proprietary platform were implemented, including: SmartLeap™ RPA and SmartLeap™ Sales.

THE RESULTS

Increased customer satisfaction significantly, reduced customer status update calls by 30%, and a predicted cost savings of \$10 million.

[1] <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Deloitte-Analytics/dttl-analytics-analytics-advantage-report-061913.pdf>

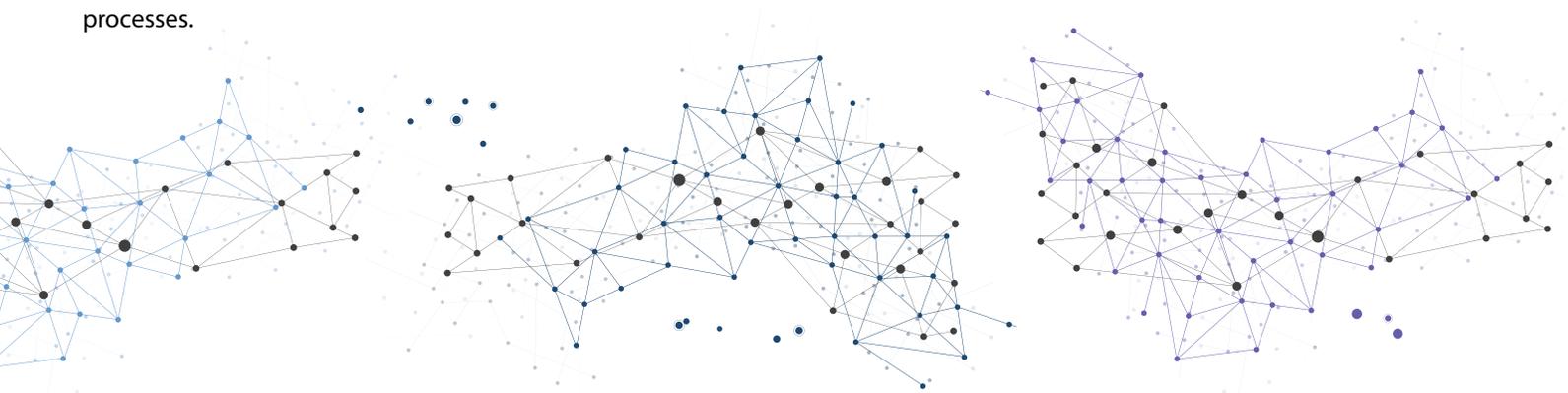
Challenges of a true digital transformation

Although digital transformation technologies have the potential to offer a significant competitive advantage, many companies are struggling to adopt them successfully. According to Frank Casale, founder of the Institute for Robotic Process Automation and Artificial Intelligence, the challenges inherent in implementing transformative technologies like RPA continue to slow adoption. "I'd say that the biggest misconception about RPA is that it's easy. It's not easy. That's why barely 10% of the buyer population in Global 2000 companies have embraced it."

True end-to-end process transformation requires an automation strategy that is aligned to the enterprise's overall digital strategy. In implementing automation, an organization must carefully set expectations around what the tools can do and how they can be used to optimize the company's processes.

Successful organizations use automation as a strategic tool and create a platform to support their transformation.

The transformation solution calls for a comprehensive and relevant ecosystem that drives business goals and metrics. It will bring about intense collaboration between business functions, thus breaking existing silos while leading to compliance, adoption, and innovation. This transformation calls for effective change management and governance across different business and support functions, including emergent shadow IT. The new paradigm inevitably will help the enterprise become a leader in its respective market, leaving the laggards behind.



Conclusions

Successful organizations have realized significant business benefit from intelligent automation, including revenue generation, speed of execution, accuracy, compliance, and significant cost savings. Comprehensive automation requires more than just an RPA strategy. It requires a digital strategy powered by intelligent automation.

As technologies evolve and new challenges emerge, it is important to stay proactive to avoid being overtaken by more nimble competitors. These technologies should be an asset rather than a liability. To successfully leverage new technologies and manage a digital finance transformation,

companies need effective digital automation platforms supported by trusted partners. This will help an organization avoid the pitfalls of transformation and navigate the stages of digital maturity.

By understanding the current state of your company's digital maturity level and the steps needed to effectively integrate digital technology, you can gain a significant advantage. *The key to success:* having the right partner to help with implementation.



ABOUT SUTHERLAND

As a process transformation company, Sutherland rethinks and rebuilds processes for the digital age by combining the speed and insight of design thinking with the rigor and precision of process expertise. Sutherland has been helping customers, across industries from financial services to health care, achieve greater agility through transformed and automated customer experiences for over 30 years. Sutherland has moved from outsourcing solutions to fundamentally transforming enterprise processes, with an eye on building better customer experiences. Today, they take outdated and entrenched processes and rethink them for the digital age. Their transformation experience and transformation methods can help your company maximize the impact of new technologies and use them to drive key business objectives.

INTELLIGENT DIGITAL AUTOMATION PLATFORM A modular approach to transformation

Over their years working with countless companies, the Sutherland team has learned the importance of a unified platform with the flexibility to support a diverse range of business needs. That's why they developed an intelligent automation platform that offers an agile, modular approach to digital transformation. This helps solve antiquated, broken, and siloed business processes across finance, quote to cash, procurement, and accounts payable. This approach allows companies to control their financial automation processes through a centralized platform that can be adapted to meet their unique and changing needs. This drives growth in the enterprise and helps simplify the increasingly complex world of digital transformation.

To learn more, visit www.sutherlandglobal.com



ABOUT IRPA AI

Founded in 2013, the Institute for Robotic Process Automation and Artificial Intelligence (IRPA AI) is an independent professional association and knowledge forum for the buyers, sellers, influencers, and analysts of robotic process automation, cognitive computing, and artificial intelligence.

Our global network and advisory services offer leading-edge market intelligence, industry research, sourcing assistance, and events, as well as offering opportunities to learn and network with stakeholders across service industry functions.

To learn more, visit www.irpaai.com