



RPA PROCESS DISCOVERY

Prime Step to Realizing
Automation's Impact

NEED FOR PROCESS DISCOVERY

As per recent findings of Automation Anywhere, close to **80%** of Automation opportunities are left undiscovered by the time initial phase of project is completed and around **65%** effort is spent in process understanding before implementing the automation solution. Therefore, a thorough Process Discovery is the only way to start a successful **Robotic Process Automation** journey.


verinite

Process discovery primarily focuses on documentation of data related to **Activities, Technology and People** involved in a process to understand the need and scope of Automation.

Many organizations try and complete this activity through inhouse teams as they have the best understanding of existing processes. However, the typical downside to this approach is that it's often executed in silos resulting in lack of consistency and at times prone to human error.

Verinite with its experience in this domain, understands the importance of quick opportunity identification for immediate ROI and the pitfalls of picking up an incomplete or erroneously documented process. Therefore, Verinite relies on a combination of Technology and Human Interaction during discovery phase to ensure quick and correct results.

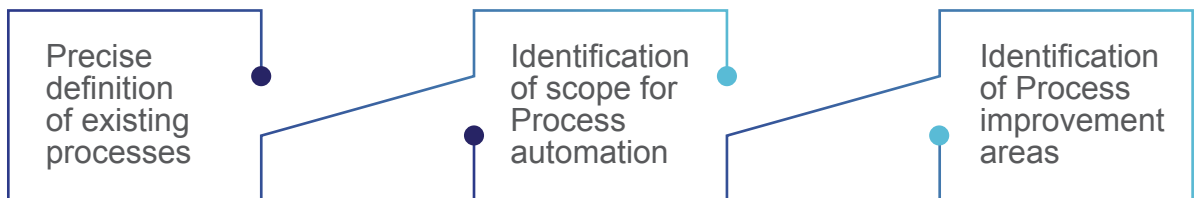
Verinite's PROCESS DISCOVERY METHODOLOGY

Verinite's process discovery activity is driven by the goal of Process Improvement. It documents the current processes precisely and determines ways to improve their efficiency, predictability and scalability by automating and / or modifying them.

The Objectives, Pre-requisites, Phases, Deliverables for Process Discovery are detailed below:



OBJECTIVES



PRE-REQUISITES

The following preparedness is required from Bank / FI planning to start the process discovery activity



High level identification of Processes, Applications and Teams



Access to activity logs from Application and Database



Alignment with Process groups / teams for participation in SME Interviews



METHODOLOGY

The process discovery activity has two phases namely

01 | INITIAL PROCESS ASSESSMENT (IPA)

02 | PROCESS EVALUATION (PE)

The details of these phases are as follows



Initial process analysis (IPA) is a hybrid process. It's a combination of Automated and Manual activities. It is executed in two steps.

► STEP - 1: Automated Process Mining

Inputs: Following inputs are requested from the Bank in this phase

- **Application Logs:** Activity logs from the identified applications
- **System Logs:** Activity Logs for Systems
- **Database Logs:** Logs from Database

Activities: Following activities are executed by Verinite

- Activity logs from different applications, System and Database are imported into process mining tool
- Necessary identifiers and data fields are marked
- The process flow along with the process variations are derived from the logs
- The frequency of each flow and occurrence of variation are also be derived. This information is useful for determining process consistency, complexity and ROI for automation
- The detailed flow and variations are exported as Process flow diagram

Output: Following outcome is derived from this phase

- Process Flow diagram for As-Is process

► STEP – 2: SME Interviews

Inputs: Following inputs are required for starting this step

- Process flow Diagram for As-Is process

Activities: Following activities are executed by Verinite

- The standard Functional Requirement Questionnaire (FRQ) is enhanced as per Organization's requirements
- The FRQ and Process flow diagram are used as a base for conducting SME interviews
- The details related to operational SLAs, Business rules, Data flow and process errors are captured during this step from SMEs with help of FRQ
- The SME inputs are also be sought to reaffirm the correctness of process flow identified during the automated process mining step
- The inputs from FRQ and feedback on Process flow are combined to create Process Definition document (PDD)

Output: Following outcome will be derived from this phase

- Process Definition Document

Process Evaluation is a qualitative study of identified processes to determine the probability and impact of automation. The finding from this study is then used to define a roadmap for implementing process automation for quick results / ROI

Inputs: Following inputs are required for starting this Phase

- **Process Definition Document:** This document contains the details of the existing process. The steps, data flow, SLAs, variations, Frequency, and complexity details are captured as part of this document

Activities: Following activities are executed by Verinite

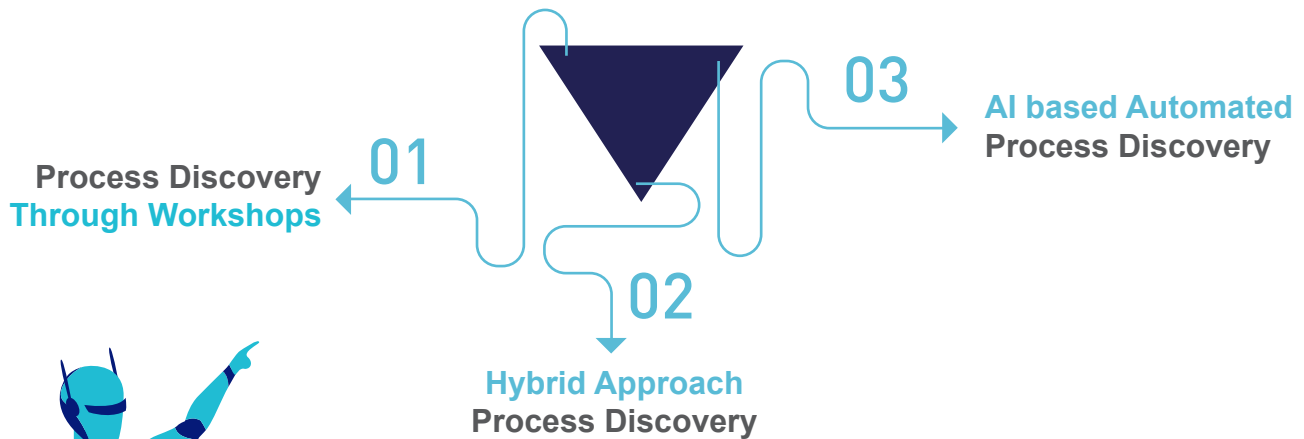
- Each process is evaluated to identify optimization that can be achieved before subjecting the process to automation
- Also details of exception handling is considered to ensure graceful exit or seamless recovery in case some exception occurs in the process
- These optimized processes are now subjected to a Complexity evaluation based on following Criteria
 - No. of Application Involved
 - No. of Teams involved
 - Process Consistency
 - Business Rules
 - Compatibility
 - Inputs
 - Total number of Steps
- This information is taken from the PDD and Process Mining details
- Based on this information total effort for automating the process is estimated
- Data captured in FRQ and the inputs from SME are used to derive potential for effort saving
- Based on these inputs an indicative ROI is calculated cty to impact of automation
- Similarly, the complexity of each process is linked to the probability or ease of automation
- Based on the ROI and Complexity, a prioritization list for process automation is created.

Output: Following outcome is derived from this phase

- **Process Automation Plan:** The detailed evaluation of each process with due consideration to Probability and ROI to determine the prioritization sequence

A high-level comparison with other prevalent PROCESS DISCOVERY METHODOLOGY

There are two other predominant methods that are currently followed for Process discovery apart from the one followed by Verinite. These are



Verinite with its research and experience has come up with a **hybrid approach** that gives the best of both worlds. Resulting in a **highly optimized process discovery methodology**.

A high-level comparative analysis is done to provide a holistic view of Process discovery methods that can be used by Banks and FI for their RPA journey

	Workshop Approach	Hybrid	AI based
SME Time Required	High Dependency on SMEs	Medium Dependency on SME	Low Completely automated, no requirement of SME
Levels of System Access	Low Not Required	Low Not Required	High Keystroke and activity logging access required
Coverage of Process Flow	Medium Realistic view from SME interactions	High Systematic interpretation & SME validation	High Risks of false positives
People Dependency	High Highly dependent	Low Limited dependency	Low No involvement
Costs	Medium Efforts by SMEs and skilled consultants	Low Open source tool , min SME/consultant efforts	High Costly AI tools and operating engineers
Risk & Security	High Less Risky and Moderate secure	High More Secure and less risky	Low Riskier due to root level accesses



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