



## **Automation First Approach**

The automation first approach prioritizes process automation over labor arbitrage as a strategy for GBS organizations.

Key aspects include:

- Focus first on end-to-end process reengineering for maximum efficiency before layering on automation. Eliminate wasteful steps that technology cannot improve.
- Adopt robotic process automation (RPA) for repetitive, rules-based tasks across processes. This eliminates manual work for consistent quality and frees up human effort.
- Leverage artificial intelligence (AI) and machine learning for judgement-oriented tasks requiring some decision making. This scales expertise.
- Outsource only residual processes where automation is not feasible economically. This is typically a small portion that still needs human judgement.
- Take an automation-first approach for new processes or capabilities before considering offshore labor.
- Develop automation roadmap by process component based on cost-benefit analysis and ROI.
- Leverage cloud-based automation platforms for speed of deployment and lower TCO.
- Focus automation on improving quality of service, not just reducing costs.
- Establish CoE for designing and deploying automation with cross-functional teams.
- Implement in rapid sprints, refining and optimizing iteratively based on data and feedback.
- Develop flexible architecture to easily scale automation across the enterprise.

Benefits:

- 30-50% improvement in productivity and reduced operating costs
- Superior speed, quality and accuracy versus manual work
- Significant better customer experience
- Increased output and scalability leveraging digital workforce
- Frontline staff focused on judgment-oriented work

In summary, the automation first approach recognizes automation and AI/ML as the primary drivers of productivity and customer benefits in a GBS model rather than just cheap labor. It enables GBS to redefine services, economics and value.