

Meet your speaker



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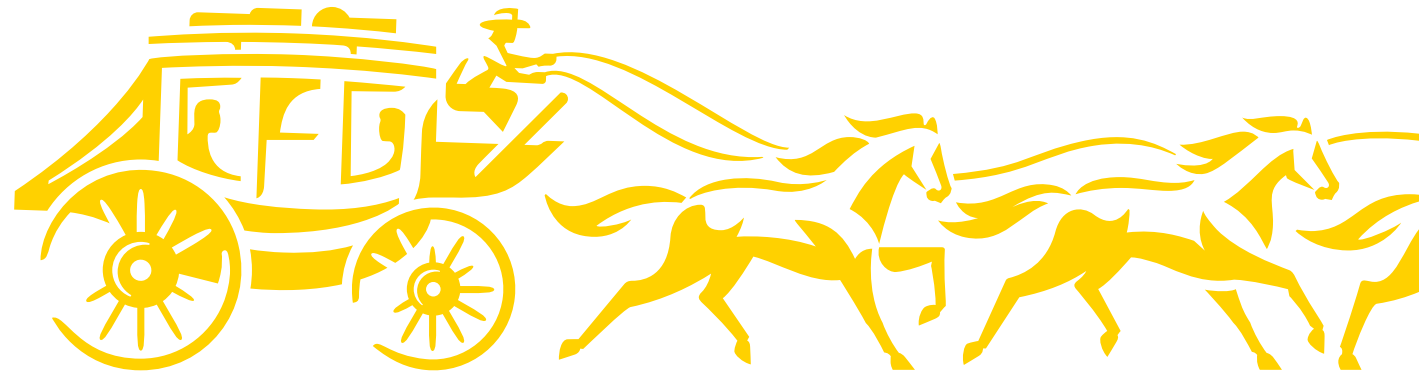
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A Journey Through Maturing Automation in Banking and Financial Services



Introduction

- In 2017, Wells Fargo began their first ventures into the world of robotic automation.
- Following a pattern set by other shared services groups, it was determined that the robotics team would exist as a centralized COE with localized federations servicing the larger business units.
- While early implementations were geared towards cost savings and efficiency, opportunities soon began to pivot towards **risk mitigation, customer satisfaction, revenue generation, and employee engagement.**
- Currently, the team has necessarily grown beyond RDA/RPA, and is now offering solutions aligned to data ingestion (**OCR/ICR**), as well as other advanced technologies including **AI/ML/NLP**.
- This presentation will provide a look at the journey undertaken within our bank, and to help highlight the issues and risks unique to Banking and Financial Services.

2017 / 2018 - Mobilizing



Tools

- *Unattended RPA*



Lifecycle

- *Waterfall*
- *Intrusive PMO Oversight*



Operating Model

- *COE First Established*
- *Federations Identified*



Automation Author

- *Technology*



Opportunity Identification

- *Bottom-Up*



Speed to Market

12 to 16 weeks

Findings and Transition to 2018 / 2019

- When looking for Unattended RPA-only opportunities, much of what you find are "singles & doubles".
- Beware "bottom-up" ideas from the business.
- Big, intrusive project methodologies are the bane of automation's existence in FSIs.

OUR GOAL

We help our businesses and staff functions maximize their effectiveness, efficiency, and overall performance goals by providing best-in-class Process Engineering expertise and services

OUR SERVICES

- Process Definition, Mapping, & Modeling
- Process Measurement & Control Plan Design
- Process Maturity Assessments & Benchmarking
- Comprehensive Process Performance Management
- Process Current States Assessment and Capability
- Process Design and Improvement
- New Automated Process Methods (RDA, RPA, WaaS)



PROVEN METHODS

- Root Cause Analysis
- Statistical Analysis
- Lean Management Systems
- Six Sigma
- Business Process Management
- Rapid Process Automation

OUR TEAM

A global network of highly skilled onshore and offshore team members with the strength of many years of extensive business, domain, and varied industry experience.



TYPICAL LEVERS

Labor Optimization

- Establish Production Standards & SLA's
- Align Right Work to Right Resources

Waste Elimination

- Identify & Eliminate Waste
- Conduct Value Analysis (VA, BVA, NVA)

Streamline & Simplify

- Standardize Work and Processes
- Simplify the Work & Remove Complexity

Defect Elimination

- Remove Process Variation and Defects
- Establish First Pass Quality

Workforce Optimization

- Reduce, Consolidate, & Centralize Workforce
- Outsource or Offshore Processes & Functions

Automate & Digitize

- Automate Processes, Tasks, and Activities

RESULTS ARE KEY

Our proven techniques and experience ensure that we successfully produce a positive Return On Investments of 5X on our engagements

2018 / 2019 - Maturing



Tools

- *Unattended RPA*
- *Attended RPA*
- *RPA with “Human-in-the-loop”*



Lifecycle

- *Lightened PMO methodology more aligned to automation delivery lifecycles*



Operating Model

- *COE establishes federation guidelines*
- *Major lines of business begin federation*



Automation Author

- *Technology*



Opportunity Identification

- *Top-down*



Speed to Market

8 - 12 weeks

Findings and Transition to 2019 / 2020

- Major issue at this juncture was facing the maturity curve that needed to be developed beyond simple automation.
- The lifecycle, while better than previous, still did not align to the agility possible from automation.
- Our fall-off (projects stopped prior to development) was still over 30%.

Capability Integration – Time/Motion Example

Process Description							
Process	Review Process for Completeness						
Details	Review and manually input scanned PDFs of booking package into SOR						
Team	Team A						
Process Owner	John Smith						
Location(s)	Operations Center						
Annual Automatable Hours	9,875						
Total Annualized Value	\$304,347						
Estimated 1x Build Cost	\$68,505						
Estimated Support / Year	\$16,011						
Required Redesign	None						
Activity Name	Application	Minutes to execute process	# Executed /Yr	Hours/Year	Yearly Value	Action	Effort Estimate (Days)
Assign package to booker	Outlook	3	15,000	750	\$23,115	RPA - Simple Data Entry	2
Choose customer type	SOR	0.5	15,000	125	\$3,852	RPA - Complex Navigation	2
Enter number into SOR	SOR	1	15,000	250	\$7,705	RPA - Simple Data Entry	2
Open email with info & download/save statements	Outlook	1	15,000	250	\$7,705	RPA - Open / Simple Navigation	1
Reply to LOB email with information	Outlook	3	15,000	750	\$23,115	RPA - Simple Data Entry	2
Review scanned pdf fields	Adobe	15	15,000	3,750	\$115,575	OCR - Simple	30
Type in package information from emailed files	SOR	15	15,000	3,750	\$115,575	OCR - Simple	30
Verify name does not exist	SOR	1	15,000	250	\$7,705	RPA - Complex Navigation	2

2019 / 2020 - Optimizing



Tools

- *Unattended RPA*
- *Attended RDA*
- *RPA with "Human-in-the-loop"*
- *OCR / ICR*
- *AI / ML / NLP*



Lifecycle

- *Rapid Automation Deployment*



Operating Model

- *Major LOBs deliver first independent automations*



Automation Author

- *Technology*
- *Process Designers and Solution Consultants for Attended RDA*



Opportunity Identification

- *Top-down*
- *Align to major transformational projects as "bridge" solution*



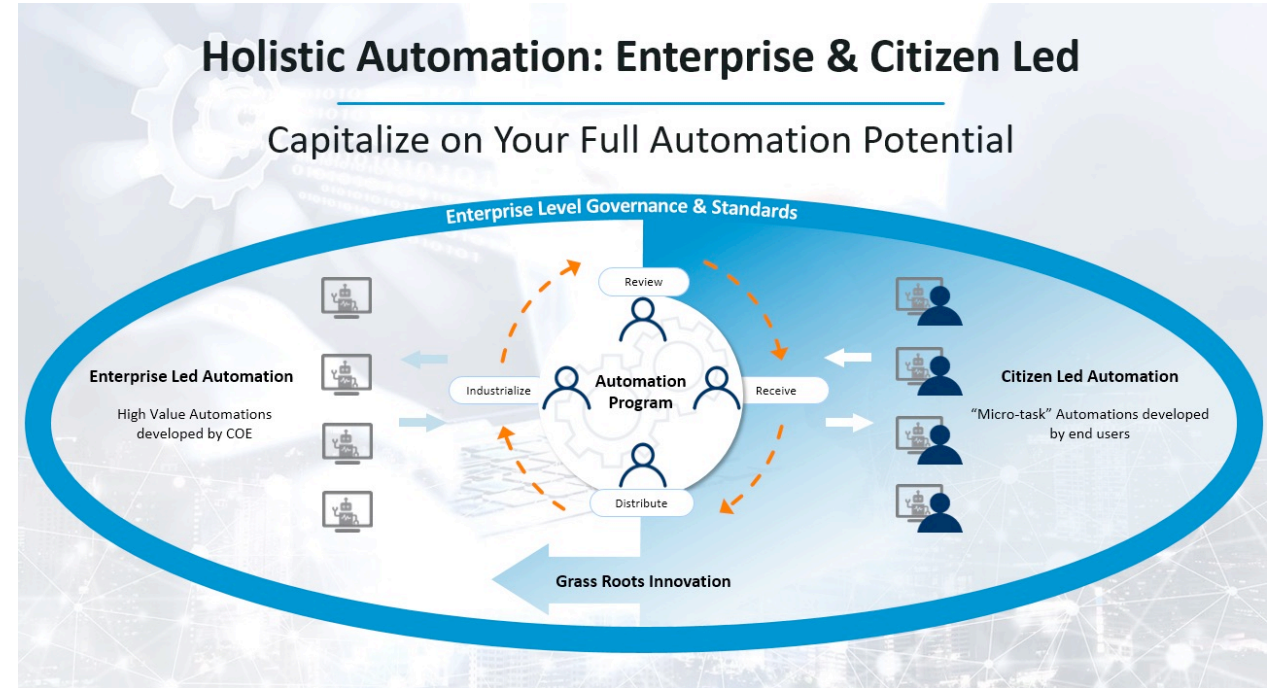
Speed to Market

6 - 8 weeks

Findings and Transition to Micro-Automations

Brings us to today. We now create automations geared towards efficiency, revenue generation, risk reduction, and customer satisfaction.

- With all that has been accomplished so far, automation is still in the hands of a small number of our associates.
- How do we expand the authorship and use of automation?



Property of PWC

2020 – Pivot to Micro-Automations



Tools

- *Unattended RPA*
- *Attended RPA w/ Micro-Automations*
- *RPA with “Human-in-the-loop”*
- *OCR / ICR*
- *AI / ML / NLP*



Lifecycle

- *Business-led Technology Lifecycle*



Operating Model

- *Federation maturity continues*
- *Federations work with business operations groups to identify “super-users”*



Automation Author

- *Technology*
- *Addition of “Super-users” to develop Micro-Automations*



Opportunity Identification

Process vs. pain-point

- *All top-down activities continue*
- *Identification of “pain-points” and mundane tasks*



Speed to Market

Days....

Takeaways

- Federation is key – Banks have thousands of processes. No COE, no matter how well staffed, will be able to identify the opportunities and carry them forward towards implementation.
- Move towards an agile lifecycle as quickly as possible, and front it with a pre-discovery phase to weed out bad opportunities.
- Advance beyond basic attended and unattended automation, as you will quickly become data-bound. Enhance your capabilities by integrating RDA/RPA with data digitization capabilities.
- Grow automation authorship beyond technology. While not appropriate for all automation tools, many can and should be utilized within the business (with appropriate controls).
- After countless automations covering thousands of robots, you will still have only approached a small subset of the overall user community. Use micro-automations to enhance employee engagements for large groups of employees.