

HOW ANZ HAS RAPIDLY ADOPTED A ROBOTICS PROCESS AUTOMATION PROGRAM (RPA)



CHALLENGE

ANZ has rapidly adopted a Robotics Process Automation (RPA) program. Unlike many organizations, they spent limited time on planning for automation and instead jumped into implementing it as rapidly as possible by developing organizational understanding and knowledge.

Munter (General Manager, Group Hubs, ANZ) and Pankajam Sridevi (Managing Director of ANZ Bengaluru Hub) have been working together on this.

SOLUTION

They evaluated technology vendors for RPA and selected Automation Anywhere to partner with them in the journey. The technology of Automation Anywhere was easy to use and could be learned and deployed by the operations team, not necessarily a technology team.

After an initial effort focused on a very complex process, they focused on trying to automate simple things and do them quickly. The temptation is to automate everything – both the standard process as well as the exceptions; in effect, the entire process.

The technology they selected helped them to pilot automation in many processes and spread the confidence and belief in their teams. They also asked Automation Anywhere to provide them with on-site consulting support to help accelerate their learning. Automation Anywhere trained one group and then moved to another group as the first one gained momentum.

They also confirmed that the technology could be deployed with ease and could be used by operations with minimum hassle.

One aspect they discussed was the lack of agility in managing the variability of volumes in the operational processes. There are many times when they have to hire new staff to deal with a seasonal trend.

This requires them to launch a recruiting process three to four months in advance, bring staff onboard a month or so early, train them, utilize them during the surge in work, and then scale back. This drains the senior management's time, while also adding to the cost.

BENEFITS

They realized that automation could be beneficial in the following ways.

- It reduces operational risk from things such as user error during data entry.
- It provides improved employability to our people – they learn new skills while also improving the quality of their work.

What they learned is that by starting with the standard process transactions and not trying to automate that entire process, they could generate significant impact much more quickly.

- The RoI is much faster and helps justify more automation efforts.
- The team learns faster after making it work and can then apply its knowledge and excitement more rapidly to other areas. They are transforming people to help them think differently. The speed of impact helps accelerate this transformation of how people think

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RESULTS

In the first six months, they have already deployed about 100 robots and will deploy another 100 within the next quarter. Cost savings are often 40% or more and there is a substantial reduction in the end-to-end delivery time for the customer.

For next year, they are planning to add 900 more robots across all hubs and eventually add even more. The technology has been adopted in all four of the delivery centers across Asia and Pacific. In the coming years, they expect automation to allow them to keep headcount flat while continuing to take on more and increasingly complex work.

They have applied automation in a range of areas across our institutional and retail banking businesses, including processes such as transaction investigations, tracing funds, recalling funds, audit certificates, and funds disbursements for construction loan mortgages. Their team has been able to decrease the level of human

involvement significantly, while also decreasing the time required to execute these processes.

In addition to improving the quality of the work, the benefits of increased speed and greater accuracy are improving customer satisfaction. In order to achieve rapid benefits, we have avoided extensive process reengineering while deploying automations. While they fix broken processes, they also automate a suboptimal process quickly versus taking longer to create a perfect process to be automated. They don't care if the robot has to work longer hours!

They are very pleased by the results to date and are expecting even greater things moving forward. In fact, as the business has learned more about our program, they have expanded it to take on more countries and also helped the countries to deploy automation in their own operations.

LOOKING AHEAD

Beyond continuing to scale what they have already started, they are also working with Automation Anywhere to deploy "meta-bots", which can allow a broader portion of the organization to develop basic automations. In effect, the meta-bot concept will allow someone to build an automation using a library of automation modules and not require the same level of technical understanding.

They are also starting to think about how to apply machine learning into their operations. This is early, but they believe that it will be powerful in certain areas. They compare this to how we are allowing technology to take a greater and greater role in driving automobiles.

First, there was cruise control and then adaptive cruise control, then lane assist, and then self-parking. Self-driving cars now seem like an almost certainty. They see this same basic trend playing out in operations as technologies mature.