



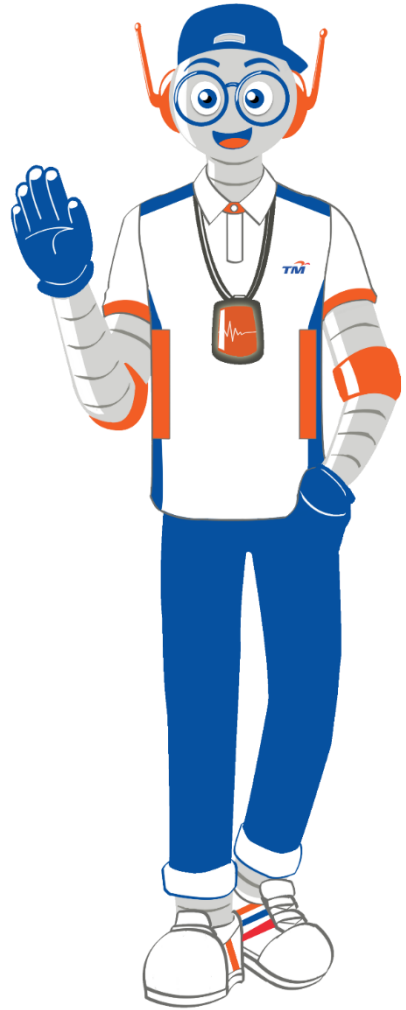
**IS INTELLIGENT AUTOMATION
FUELLING
DIGITAL TRANSFORMATION
IN ACCOUNTING AND FINANCE**

SeGAC 2023 7 June 2023

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AGM RPA Delivery & Platform, TM

Life Made Easier™





Hello everyone,

Meet Robin!

TM's Digital Workforce; powered by RPA technology

Focus for today :

1. RPA COE setup & best practices in TM
2. Demo of use cases in TM
3. Key takeaways

What is Robotic Process Automation?

RPA is widely referred to as **Digital Workforce**



Entity which can **"mimic"** human actions

Sequence of steps that lead to meaningful activities, tasks or process

Activity that **happen automatically** without human intervention



Configurable software to **emulate human** actions interacting within **digital systems** to execute transactions, and still require the help of **people for exception management**

Criteria of work that we can offload to Robin



Rule Based



Standard Process



Voluminous Transaction



Structured Data



Repetitive



High FTEs

Robin has been assisting Warga TM since 2020 to improve **productivity** and **operational efficiency**; enabled by RPA technology

Overall Achievement

Purpose



Outcomes

125 
RPA deployment

391k 
hours
Warga TM's time optimized



10 Certified RPA Professionals
55 Automation Champions
114 Citizen Developers
337 RPA Enthusiasts

>85% 
Process Handling Time improved

RM **13mil** 
Cost Avoidance

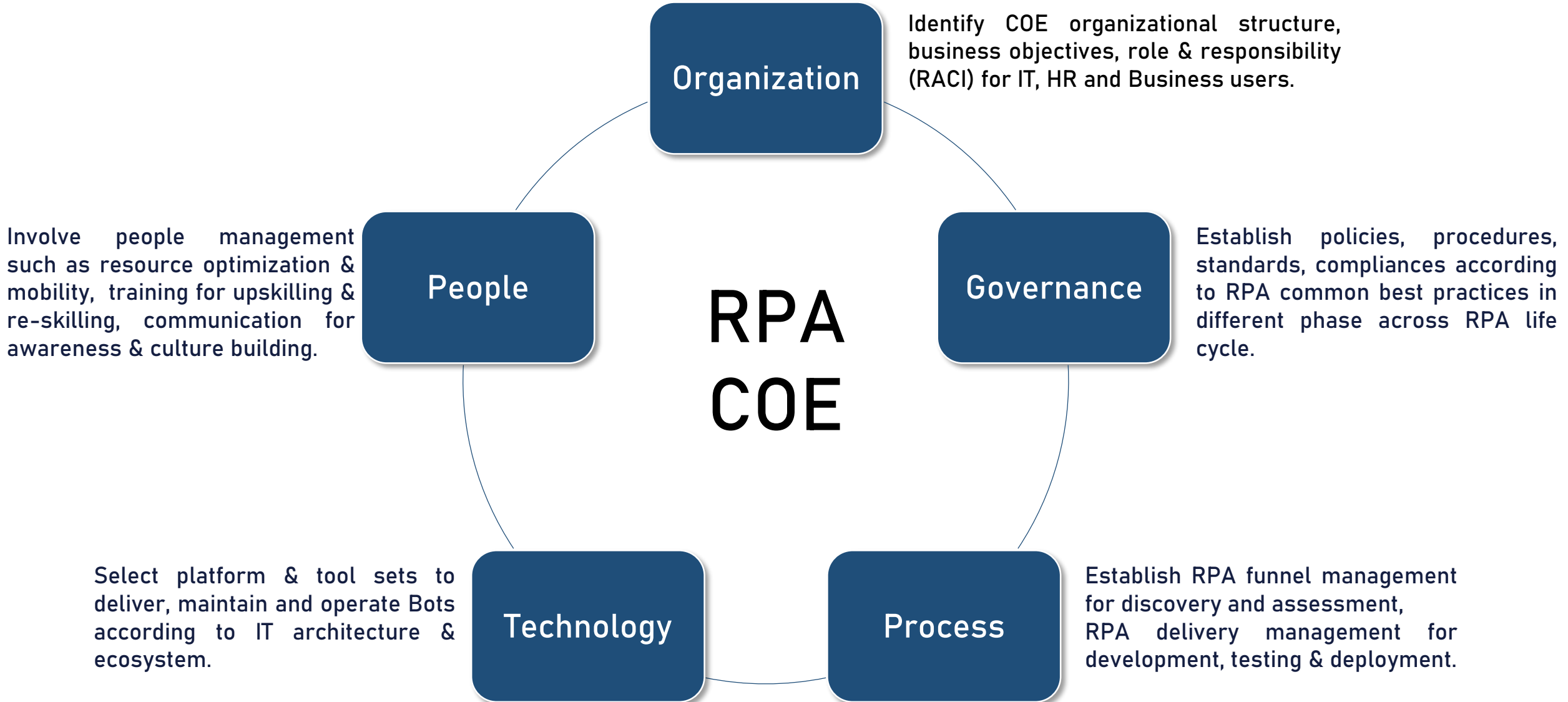


RPA COE setup

What is Center of Excellence (COE)?



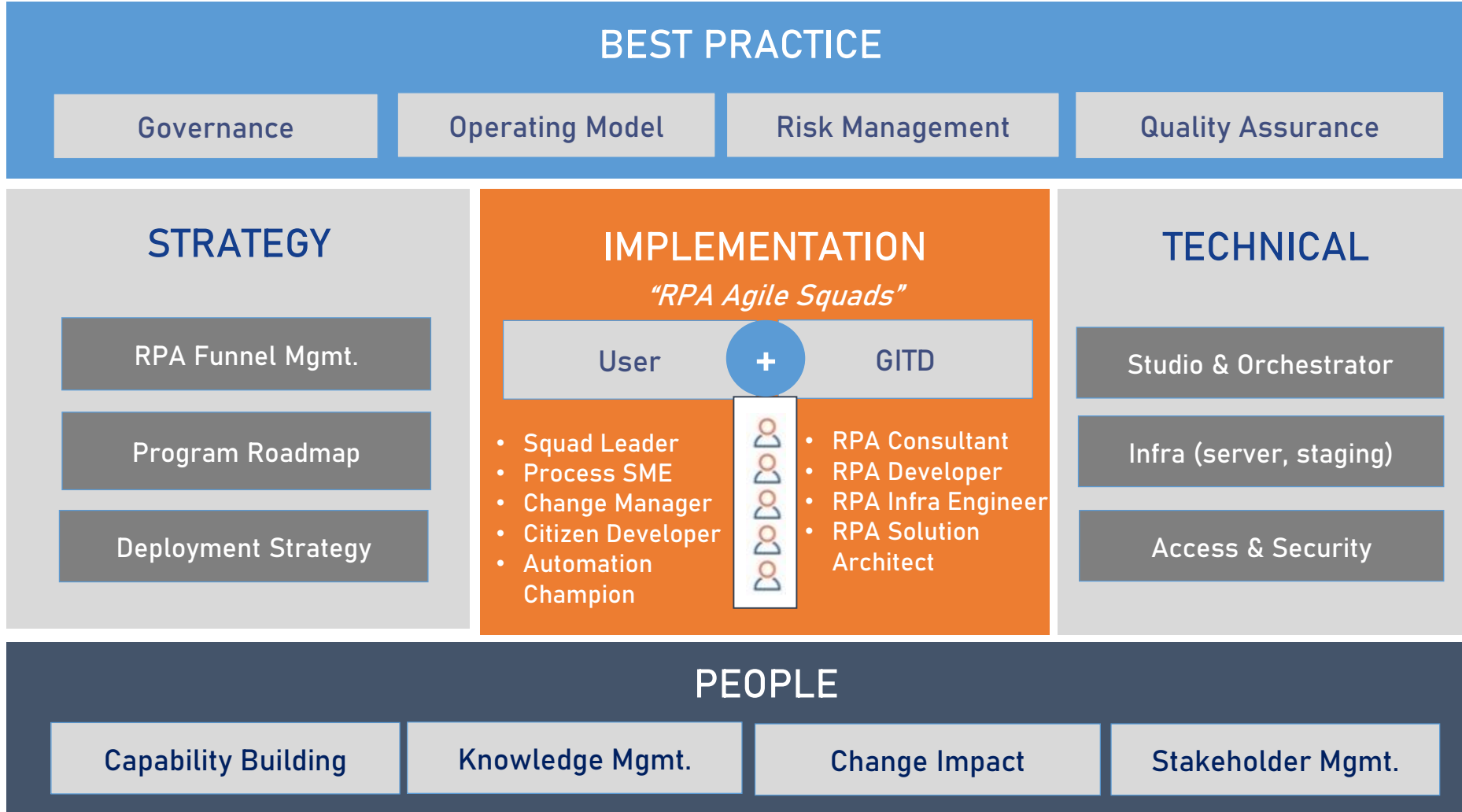
"A team that provides **leadership, best practices, research, support and/or training** for a specific area."



How TM establishes RPA COE Framework?



We started with **centralized RPA COE** and embraced **Agile** mindset for automation delivery



What is the TM RPA Operating Model?

TM RPA Operation Model

CENTRALIZED

One COE serving all business units



Advantage:

- Centralized IT support for all BUs
- Standardized RPA procedure for all BUs

Disadvantage:

- Process prioritization challenges
- Slower RPA deployments

HYBRID

One central COE linked to federated COEs dedicated to business units



Advantage:

- Centralized COE focus on high complex automation while federated COEs cover for low/medium complexity
- Faster discovery & deployment

Disadvantage:

- Insufficient visibility on RPA delivery at groundwork especially from RPA citizen

DECENTRALIZED

Independent COE for each business units



Advantage:

- BUs fully control their automation discovery & deployment for delivery

Disadvantage:

- High risk in non-standardization in following common best practices, governance, methodology & supports

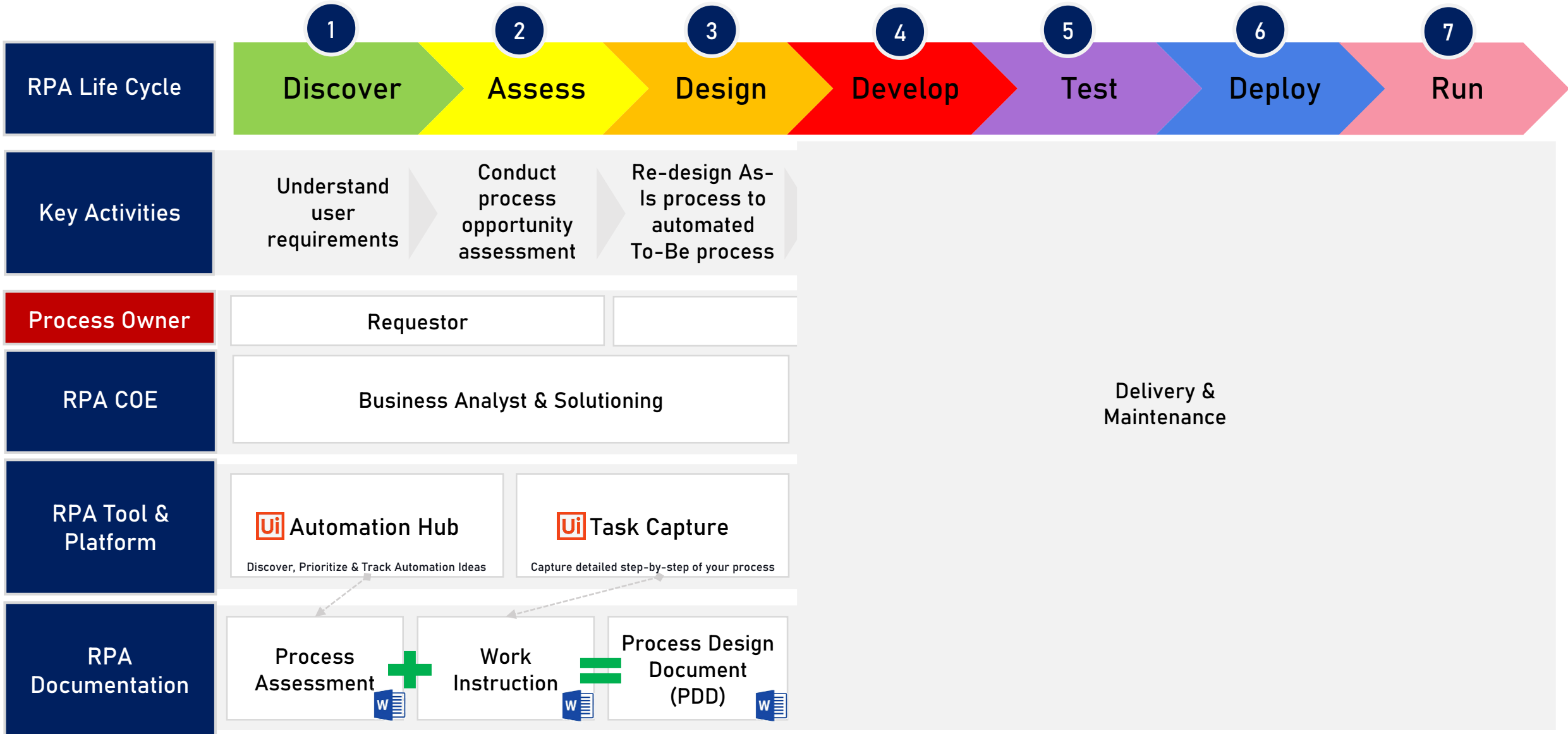


RPA best practices

How TM performs cross functional implementation?



Process Owners go through every phases via **RPA life cycle** with IT



Business objectives must be clear to claim success



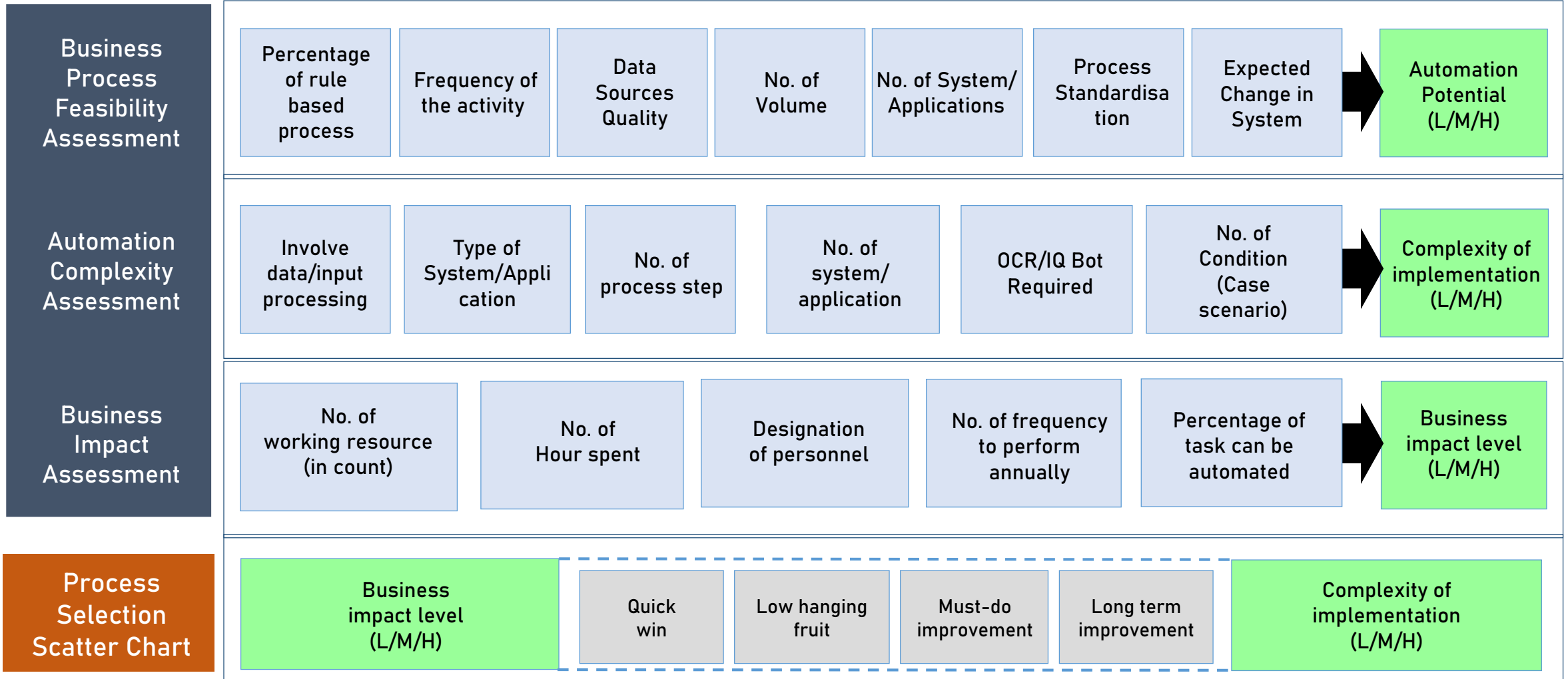
Measure and quantify the value of labor hours saved and generated in the following ways

Cost Savings	Revenue	Compliance and Quality	Experience
<ul style="list-style-type: none">• Cost avoidance• Doing more with fewer• Faster cycle time• Fewer penalties missing service levels (SLA)• Less overtime pay• Lower contact center handle time• On time project launches (faster time to deployment)• More agility & ability to react or predictively-act	<ul style="list-style-type: none">• More time for sales staff to sell• Cash flow improvement• Improved retention & loyalty• Faster order processing• Increase in wallet share• Improved collections• Increased revenue predictability• Revenue assurance• Fewer refunds• Faster time to market with a new product for selling	<ul style="list-style-type: none">• Fewer errors• Fewer customer complaints & associated costs to manage• Process compliance• Regulatory compliance• Audit transparency• Legal fees avoidance• Fine avoidance• Reduction in reserve for loss + exposure	<ul style="list-style-type: none">• Customers<ul style="list-style-type: none">- Increase NPS- Lower effort- More self-service options- Proactive touchpoints vs. reactive-only• Employees<ul style="list-style-type: none">- More meaningful work- Increased satisfaction- Less attrition/turnover- More time to think and connect with work- Digital upskilling

In order to ensure **scalability and flexibility of RPA implementation** in TM, we can identify those potential areas to form Automation Quadrant

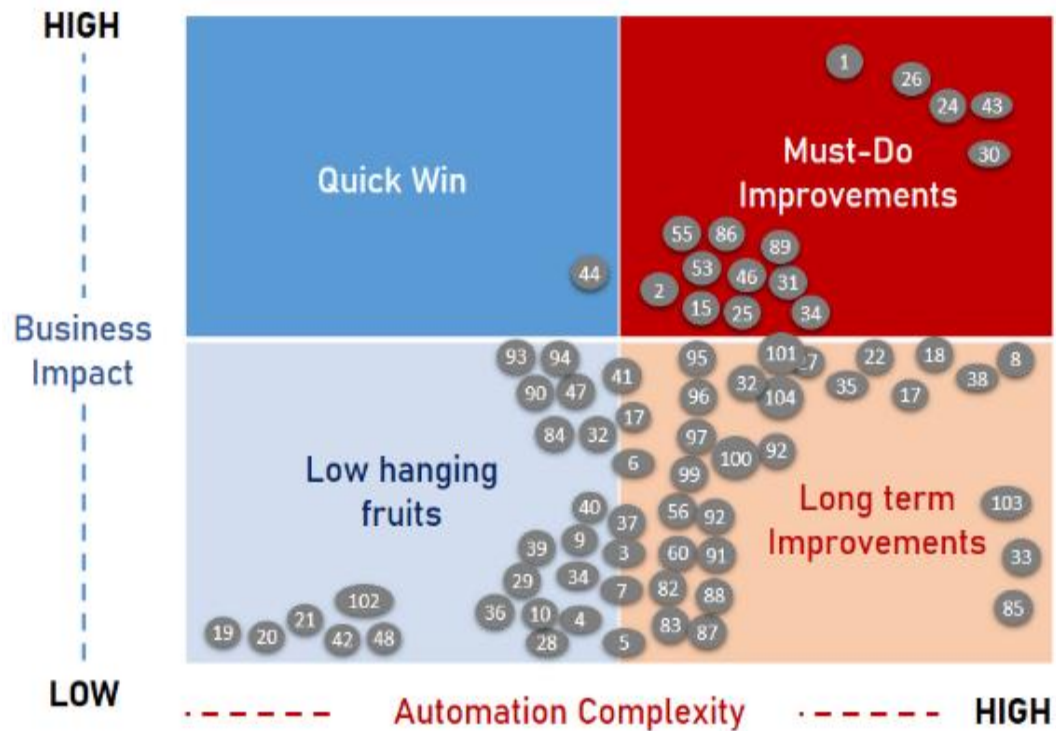


Complexity Assessment Model (CAM)

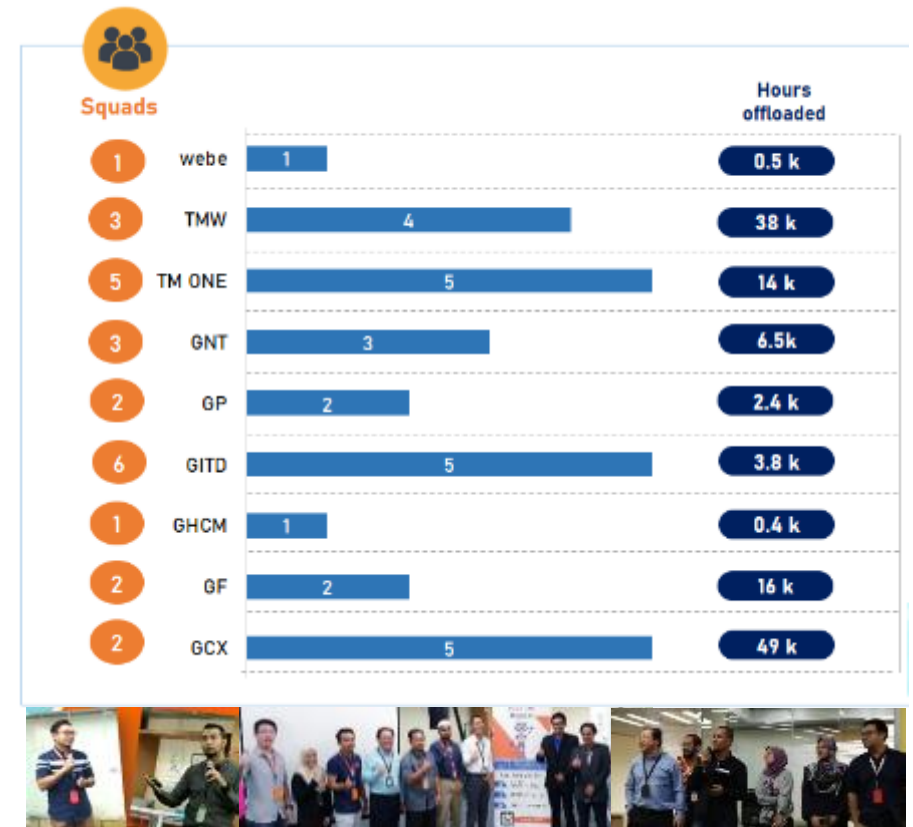


Tactical strategy: Start small, think BIG and get **everyone** to integrate!

Process Prioritization “Think BIG, start small”

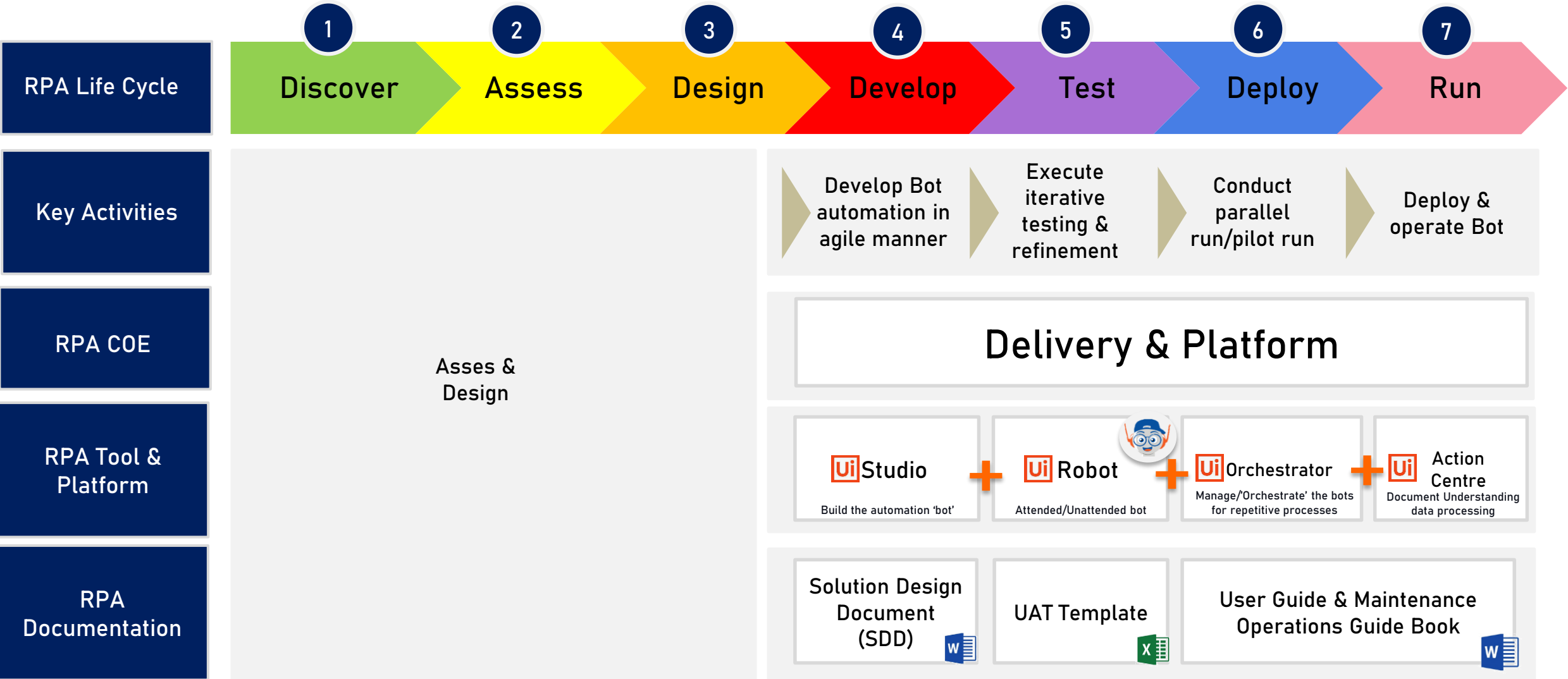


Cross-functional Implementation covering all divisions



TM RPA CoE (DevOps Framework)

In TM, it's our Delivery & Platform team that runs the DevOps of RPA



Our RPA DevOps (Delivery & Platform) are driven by key-roles in the structure as follow:



RPA DevOps (Delivery & Platform)

RPA Solution Architect

Infra Planning

Innovation

Technical Design

Code Review

Governance &
Security

RPA Developers

Development

Code Review

Best Practices

Code Level
Design

Test (UAT) and
Deploy

L3 Support

RPA Platform Admin

Supports Infra Planning &
Management

VM Setup &
Maintenance

Robot Setup, Migration &
Maintenance

Orchestrator
Administration (User,
Asset, Package, etc)

RPA Operations

Contract Management
Lifecycle

L1/L2 Support

Problem & Incident
Management

Ops Security &
Governance

Operations Dashboard
(Monitoring)

ID Management



RPA use case

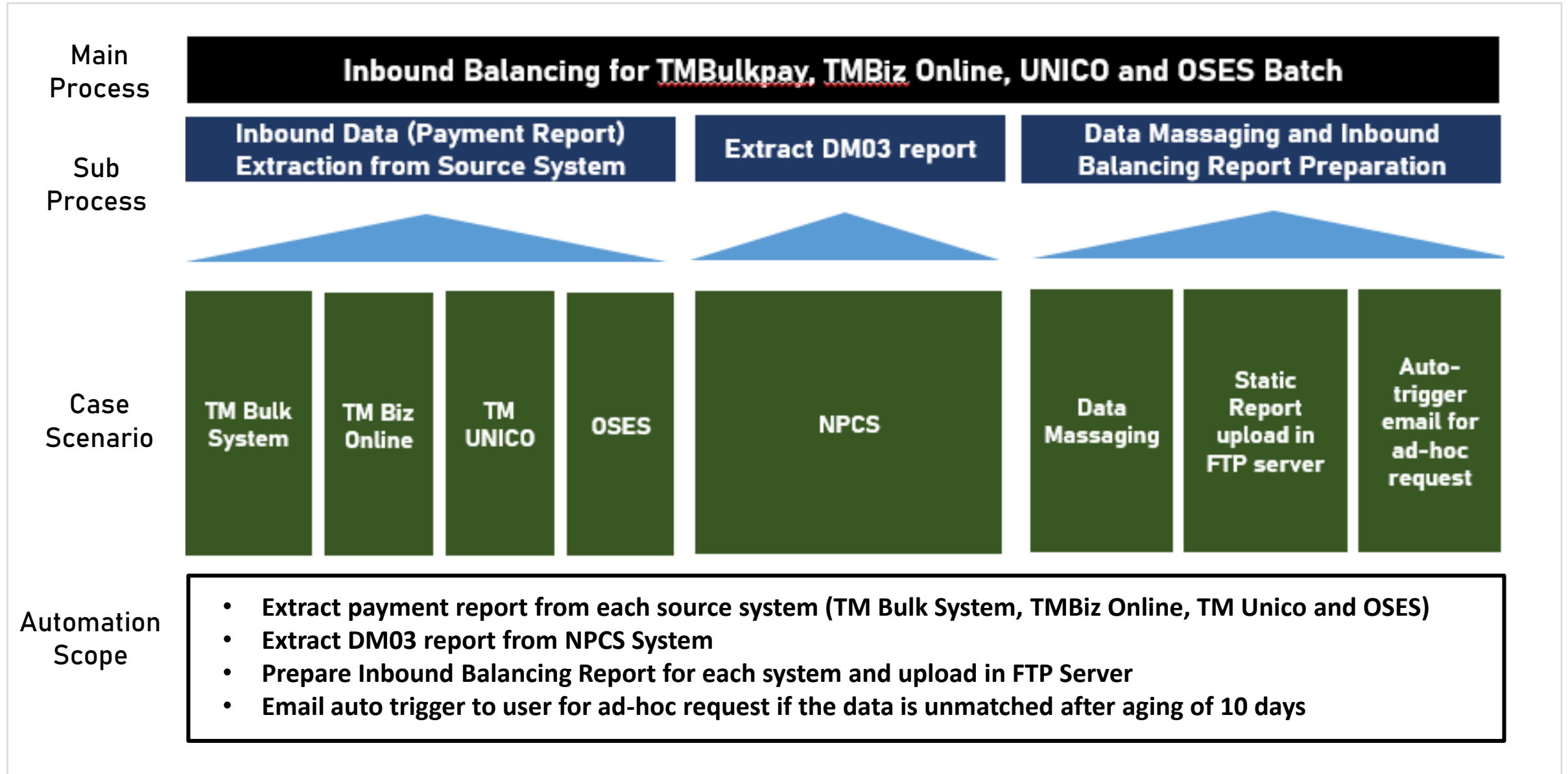
Recap: These are all **excellence candidates** for Finance-driven RPA



Finance Use Case: Inbound balancing for payment reporting



Automation involve with **data extraction, data correlation, data massaging, report uploading & report escalation**



2017

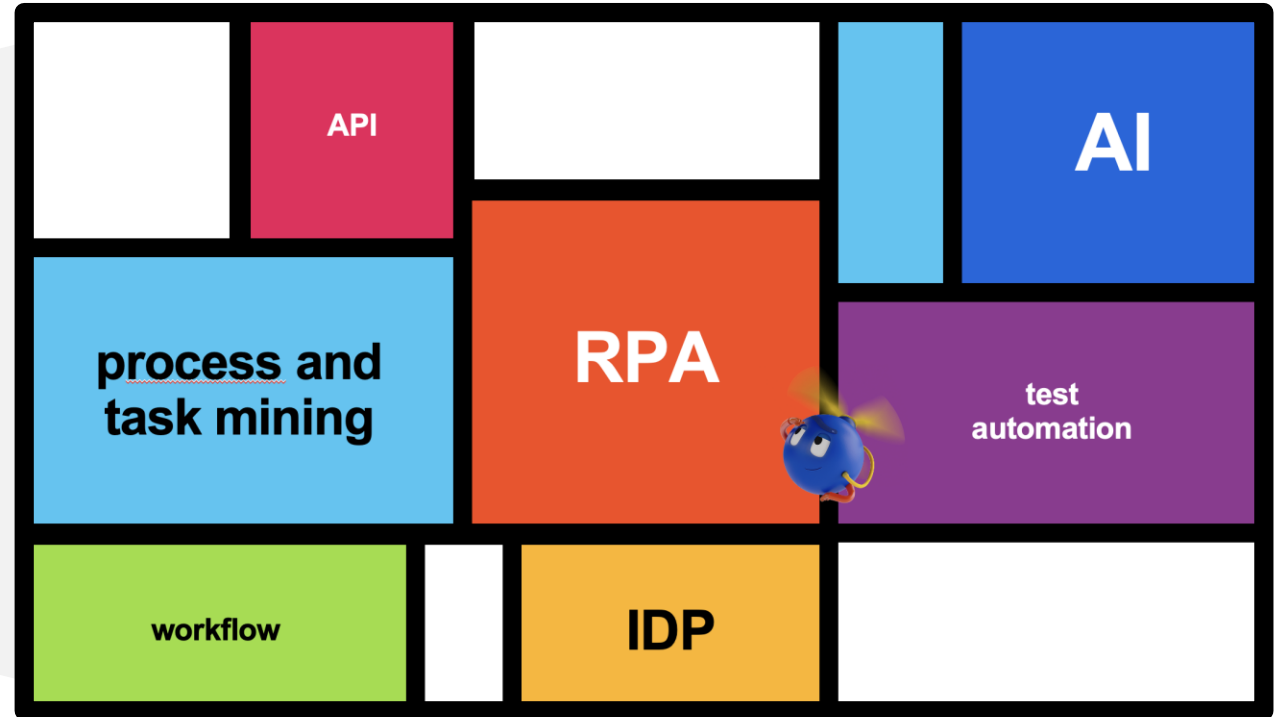
RPA Tool



*Fast, Resilient
Robotic Operations*

2022

Business Automation Platform



*Fast, Resilient
Automation-Fueled Transformation*

Semantic Automation

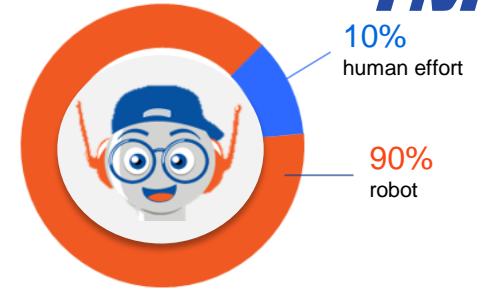
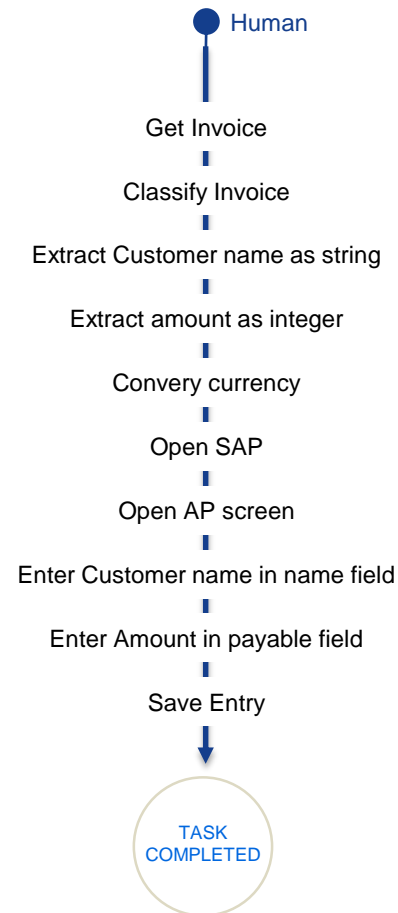
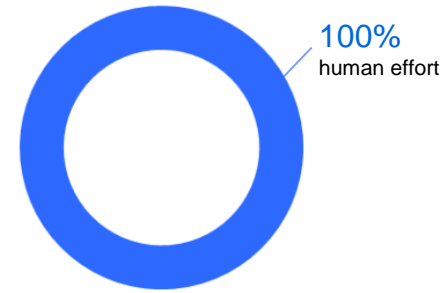


RPA:

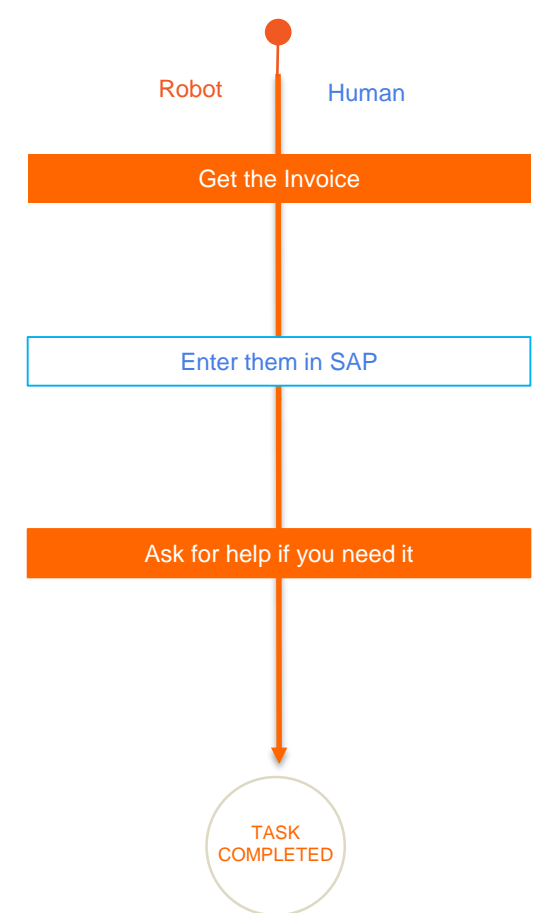
- Rule-based (map)
- Instructions (direction)

Semantic:

- No need map & direction
- Focus on what need to be done (outcome-based)
- Robot to make sense of correlation in data, documents, Apps & API and process Knowledge-based.



Semantic Automation



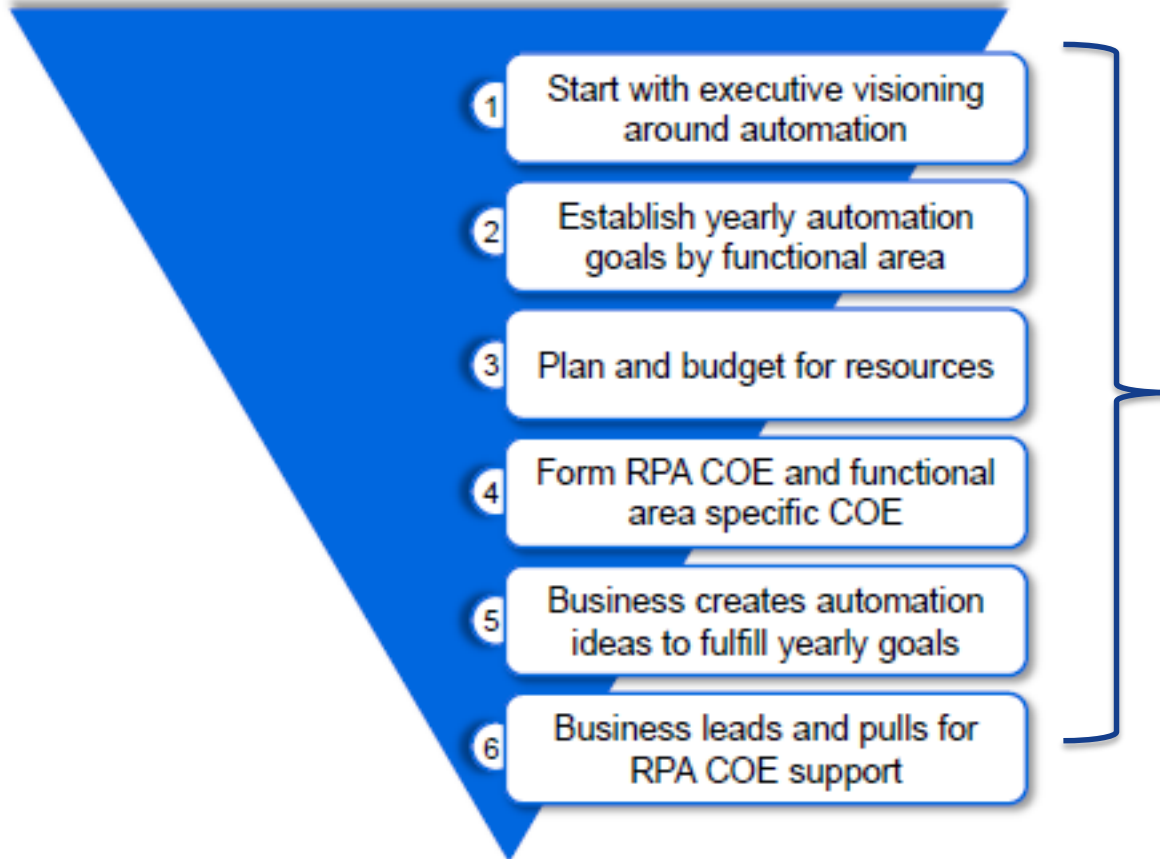


Key takeaways

Engagement and support from top management is crucial to kick start RPA journey



Top Down Approach



TM RPA buy-ins from key stakeholders

- Session with TM BOD & TM top management to support RPA initiative.
- “Turun Padang” session for RPA awareness.
- Series of Process Discovery workshops to identify potential idea for automation prioritization.



Process Discovery Funnel is crucial to continuously uncover opportunities for process & task improvements and prioritize with low complexity processes.

TM established RPA community to continue to spark interest of **upskilling** by leveraging on **Automation Community**



AUTOMATION COMMUNITY: A PLACE FOR DIGITAL WORKFORCE

“Automation Community” has been established since 2020, to inspire knowledge sharing & guidance on automation adoption, technical tips in RPA implementation.

In order to keep up this momentum, GITD continues to elevate RPA Community to become “Automation Community” so that it can benefit for other means of automation like PBI and etc.

Join the ROBIN COMMUNITY!

Join 100++ TM colleagues in the Robin Community; a **learning exchange group** to kick start your automation journey with Robin, TM's digital workforce. Just choose your learning path, either as RPA Business Analyst or RPA Developer.

By registering, you will gain access to:

- Robin Powwow sessions**
RPA Champions share about automation tips and tricks
- Robin Community Chatgroup**
Interactive RPA enthusiasts community support
- RPA Agile Squads**
Opportunity to be involved in real automation projects

Automation Community

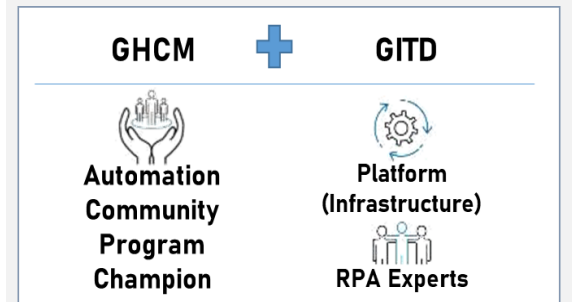
PROMOTE

SHARE

LEARN

- Establishment of Automation Community
 - About 290+ RPA enthusiast joined in YAMMER so far.
- Establishment of Automation Courses via TM Learn
 - Courses & exam questions uploaded and ready to serve.
 - About 150 qualified RPA citizen passed exam.
- Establishment of Technical Hub
 - For community feeding purpose for technical learning (TBD)

To further encourage this from a human competency & development perspective, we propose for GHCM to champion/sponsor this growing learning community.



Automation is a journey with a lot of experience and lessons for us along the way.. #BeHuman

Start small and agile;
but be clear about ambition



Prioritization works;
with clarity of scope and benefits



Fix then automate;
Improve the process first



Holistic thinking;
Process automation design



Empower people;
letting go of the fear to change and learn!

Embrace Change;
think upfront of impact to people



Thank You

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