



## HOW AUTOMATION DELIVERS RETURN ON INVESTMENT

A major insurance company partnered with Cognizant to apply robotic process automation (RPA) solutions that will improve operating efficiencies, reduce errors, and cut costs.

A global insurance company launched an effort to reduce costs and improve efficiencies in some of its back-office processes. Like many insurance companies, it has continued to operate with highly manual processes, particularly in claims-processing areas. Manual processes are inefficient, costly and vulnerable to error.

The company asked us to examine several of these areas in its operations in Australia, particularly workers' compensation claims processing and policy operations, as well as HR and finance operations. We saw an opportunity to introduce robotic process automation (RPA) solutions, which are proving to be extremely effective in environments that rely on manual, rule-based processes and structured, digital data. Essentially, RPA allows automation to take over manual tasks, enabling people to shift their attention to higher-value activities.

### AT A GLANCE

A major global insurance company needed to cut costs and improve efficiency in some of its manually-dependent, back-office processes. We assessed opportunities for robotic process automation (RPA) to help the company save on operating costs while reducing error and boosting efficiency.

#### Outcomes:

- More than 100 RPA opportunities identified.
- Potential savings of almost \$7 million.
- Opportunities strategically prioritized and an RPA pipeline created for quicker ROI.
- RPA framework created to support optimal automation implementations.

Our RPA assessment identified more than 100 automation opportunities and potential of \$7 million in net savings. The RPA work will enable the company to redeploy more than 80 people currently performing manual tasks in back-office operations, creating the capacity for people to take on higher-value work.

Most important, the company now has an approach to automation that can be utilized company-wide. This approach will generate savings that can be used to fund expanded operations and grow the company over the long term.

The robotic process automation (RPA) project was designed to assess the work of as many as 2,000 people across several back-office processes. We started by holding structured discussions with all of the client's department leaders. This allowed us to narrow down the targets within each department to the areas where we all agreed there was opportunity for automation.

Next, we met with the individuals who manage each process on a daily basis. Through those discussions, we were able to identify the opportunities offering the most return on

investment, as defined not only by cost savings but, by the strategic objectives of the organization

## The deep dive

Then we selected the processes for a deep-dive analysis, working with the process leads to define specific tasks that can be automated, and exactly where this work is done and by whom.

This was followed by a process definition and review, which involved sitting with the process leads and the people performing the work, and examining what they do step by step - everything from logins to systems to screens, breaking everything down to the click level.

## Prioritized roadmap

Next we developed a business case, which featured a prioritized roadmap recommending which processes should be automated first to deliver the greatest value. One goal was to deliver value quickly, which meant prioritizing the project accordingly.

Another goal was to provide the company with the tools and processes they need for long-term success. Our roadmap included a proposed structure for the organization that will govern and enable future RPA implementations.

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## ABOUT COGNIZANT

Cognizant (Nasdaq-100: CTSI) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 195 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at [www.cognizant.com](http://www.cognizant.com) or follow us @Cognizant.



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