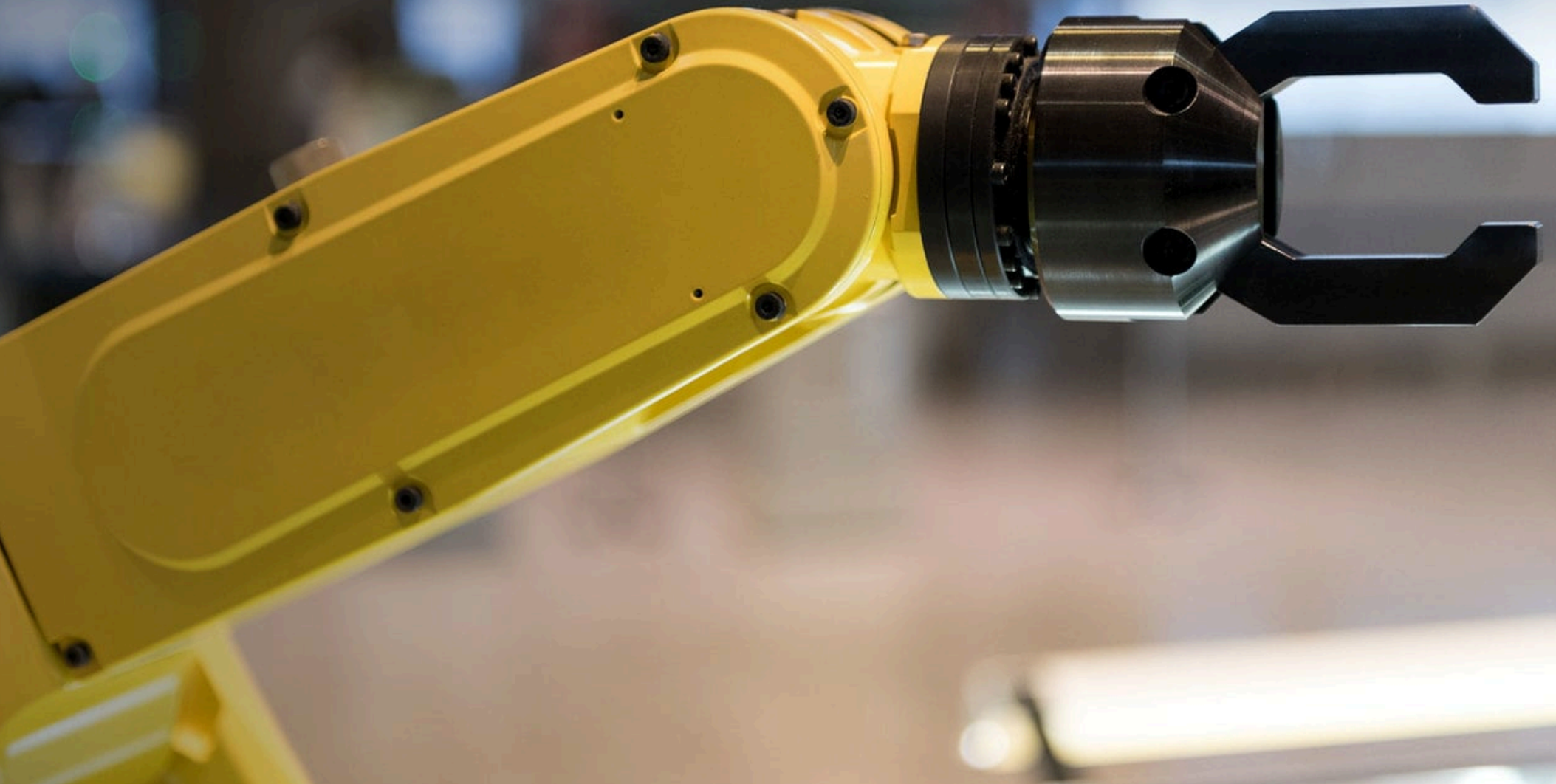


Case in Point: Restructuring for Robotics

Is your finance team set up to support a digital future?



Robotic process automation demands organizational restructuring

Progressive corporate controllers recognize the need to design their workforce in such a way as to enable robots to carry out automatable tasks, free from human interference.



The opportunity

Robotic process automation (RPA), sometimes called smart automation or intelligent automation, is faster, cheaper and more scalable than alternative solutions, and can bring many benefits to the controllership.

- Robots work up to 10x faster than humans and can work 24/7/365.
- RPA is commonly used for things like reporting, accounts payable, customer feedback capture and sales quote preparation.
- If programmed correctly, robots can eliminate manual error and create fully auditable trails for every transaction.
- RPA usually costs about one-third of an offshore employee or one-fifth of an onshore employee. This means that the average organization can achieve 25% to 50% cost savings over traditional manual labor by implementing RPA.

Key challenges

As controllers introduce RPA solutions, the adoption of this new technology creates challenges within the organizational structure of the controllership. Building and operating RPA solutions at scale requires the creation of new, specialist RPA roles, which are different from traditional controllership job profiles.

In addition, because the manual work that RPA displaces is often spread across many individuals, it is hard to fully realize the benefit of the additional capacity that RPA creates through direct head count reduction or reallocation of labor. As a result, adopting RPA without simultaneously redesigning controllership roles prevents controllers from realizing the full efficiency and quality benefits that the technology has to offer.

Take action

RPA demands organizational restructuring. Progressive corporate controllers recognize the need to design their workforce in such a way as to enable robots to carry out automatable tasks, free from human interference.

Case in point: Neela Inc.¹, a global television company, takes three steps to restructure the controllership and realize RPA's full benefits.

1. Create specialized RPA roles that are distinct from the rest of the controllership
2. Screen RPA role candidates for mindset first, then competencies, then skills
3. Redesign roles within the controllership to reflect how work gets done in an RPA-enabled environment

¹Pseudonym.

Step 1:

Create specialized RPA roles

Specialized RPA roles are distinct from traditional accounting work and focus on RPA performance.



Neela Inc.¹ creates new, distinct RPA roles in the controllership that focus on the performance of the RPA program.

RPA management comprises its own center of excellence, separate from traditional accounting and reporting roles and from Six Sigma and process experts. This way, the rest of the controllership can focus on judgment-based accounting work that cannot be automated.

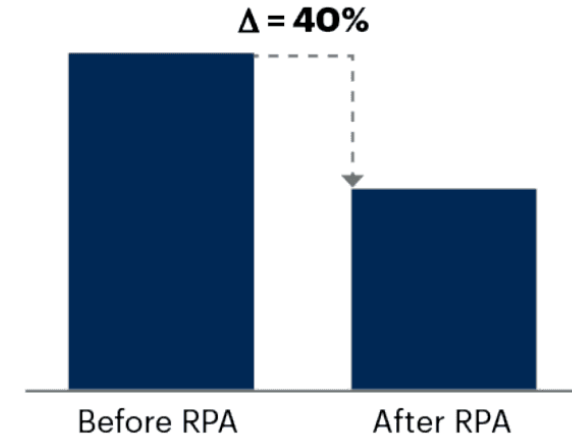
The new RPA management roles include:

- **Bot configuration specialists** responsible for building RPA scripts, programming robots and monitoring RPA performance
- **Supervisors** responsible for validating and signing off on all RPA output and handling exceptions for tasks that robots cannot complete
- **Systems integrators** responsible for continuously improving the efficiency of the RPA program by identifying new RPA opportunities and troubleshooting recurring errors

Result: By implementing RPA and restructuring the organization, Neela creates 40% more capacity for all FTEs.

¹Pseudonym.

FTE Hours Freed Up Through RPA



Step 2:

Screen RPA role candidates

Prioritize an RPA candidate's mindset, then competencies, then skills.



Neela Inc.¹ prioritizes **mindset** as the strongest indicator that an RPA role candidate will learn the skills necessary to be successful in role. They look for candidates who:

- Have been willing to take stretch assignments in the past
- Gravitate toward and actively use new technology in their professional and personal lives
- Have expressed interest in nontraditional finance career paths

Next, Neela evaluates candidates against the most critical **competencies** for the RPA roles:

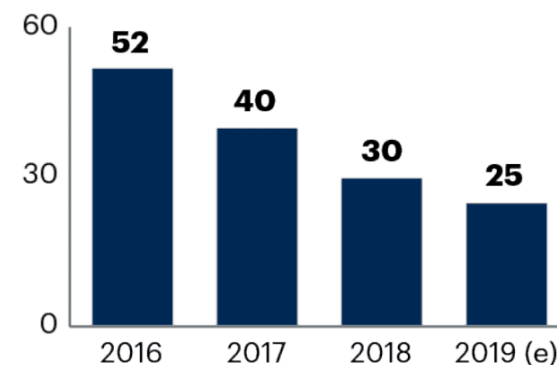
- Drive for results
- People orientation
- Stakeholder management
- Unconventional thinking

¹*Pseudonym.*

Last, Neela invites RPA role candidates to take a **skills** test administered by an RPA vendor. The results of the test (which addresses skills such as spotting patterns and organizing tasks for coding purposes) dictate how ready an individual is to move into an RPA role immediately or whether he/she needs further training and additional experience.

Result: Targeted hiring enables Neela to reduce the overall head count in the controllership by moving some individuals into other functions or not replacing staff as they leave certain roles.

Reduction in Controllership Head Count



Step 3:

Redesign roles within the controllership

Rescope to reflect how
controllership work gets done in
an RPA-enabled environment.

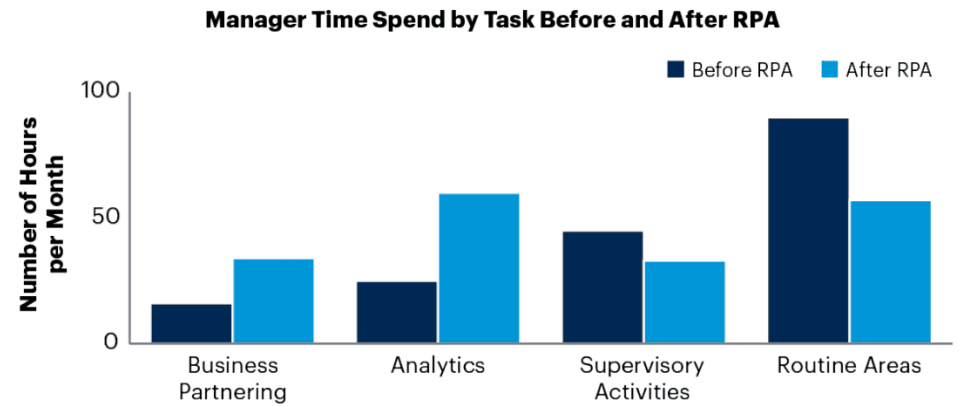


As a larger proportion of accounting work moves to RPA, Neela Inc.¹ rescopes and redesigns many of the accounting and reporting operations roles to ensure all parts of the organization benefit from the extra capacity that RPA creates.

Neela looks at the nature of each role and the type of work required, then consolidates manual work that hasn't been automated and removes all manual work from judgment or supervisory roles.

Result: Neela significantly reduces the amount of time managers spend on routine activities and supervising work.

¹*Pseudonym.*



Our priority? Helping you achieve yours.

Gartner for Finance Leaders is the definitive research and advisory resource for chief financial officers, corporate controllers and senior finance executives.



For controllers, digitalization offers an opportunity to automate activities that have been manual or standardized to date. They will need to acquire and grow capabilities to leverage automation while managing the expanding use case for robotic process automation.

The No. 1 mandate for finance leaders today is efficient growth: sustained, long-term revenue growth with simultaneous margin improvement. Most have learned how to manage cost effectively but are still not growing as fast as they or their investors would like.

Gartner for Finance Leaders supports chief financial officers, corporate controllers and senior finance executives against key processes including finance function management, finance technology optimization, cost and working capital, financial data and analytics, internal control and technical accounting, and financial strategy and investor relations.

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financeleaders@gartner.com
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