

导入数字流程自动化引擎的 经济价值

降本与业务收益

分析说明

本文档相关数据来源于以下机构

McKinsey
& Company

Gartner

FORRESTER

Deloitte.

概述

数字流程自动化（Digital Process Automation，以下简称DPA）技术是企业应对低效的流程和遗留应用系统的有效工具。DPA能够帮助企业实现灵活性和敏捷性从而快速改进业务流程和工作流程。通过广泛的流程改进，企业能够实现显著的成本节约并创造了卓越的客户体验。



投资回报率

389%



净现值

\$ 20.08M

受访对象三年价
值收益数据

概述



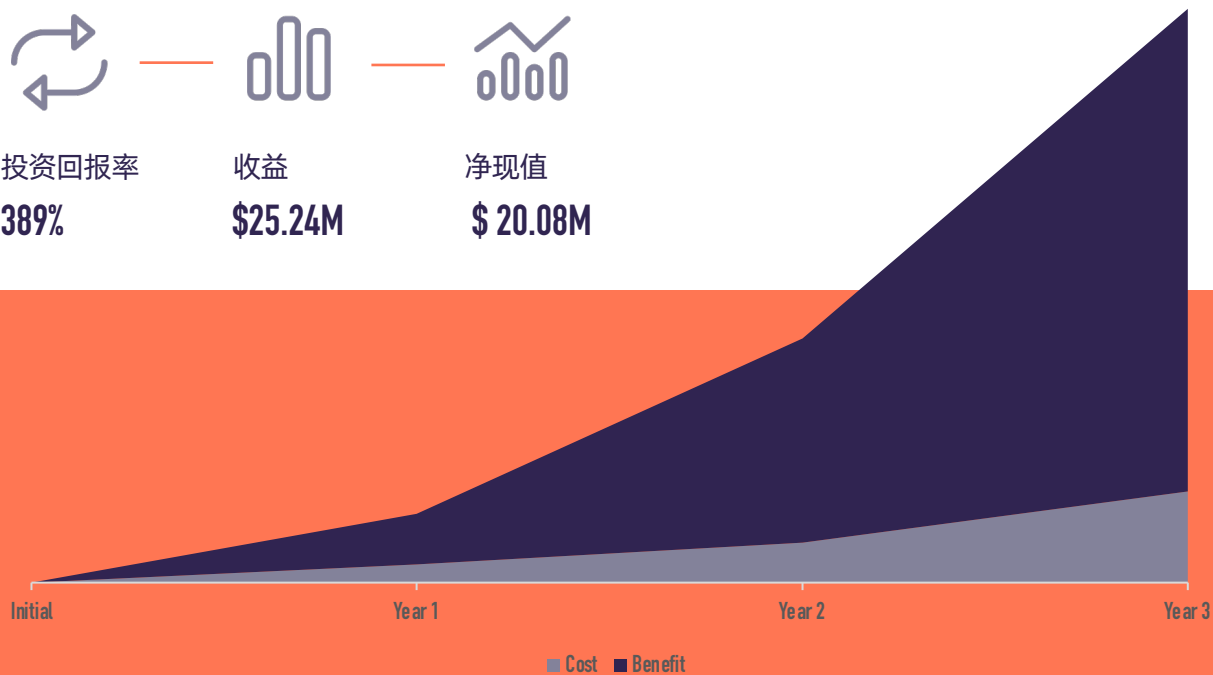
投资回报率
389%



收益
\$25.24M



净现值
\$ 20.08M



总收益
\$25.2M

总支出
\$5.2M

受访调研对象

| 行业 | 员工数 |
|----------|-------|
| 金融 | 60000 |
| 汽车 | 34000 |
| 工程服务（航空） | 26000 |
| 保险 | 12000 |
| 保险及金融 | 6500 |
| 保险及金融 | 1200 |

收益模型虚拟组织

- 10000名员工
- 50亿美元的年收入
- 流程自动化覆盖的用户数量每年翻倍

收益明细

可量化收益点(3年)

| | |
|---------|---------------|
| 3倍 | ● 更快的业务流程改进速度 |
| \$16.6M | ● 员工效率提升节省的成本 |
| \$5.4M | ● 流程效率及执行质量提升 |
| \$2M | ● IT效能提升节省 |
| \$1.3M | ● 业务利润率提升 |

66%来自员工效率提升节省的成本

21%来自流程效率及执行质量提升

8%来自IT效能提升节省

5%来自业务利润率提升

ROI = 389%

不可量化收益点

- 业务流程可视化及优化
- 更好的业务及IT协同能力
- 灵活性

成本投入

- DPA软件许可成本
- 流程实现成本
- 业务用户培训成本

员工效率提升节省的成本 | \$16.6M

典型的改进流程

付款流程

交易流程

支付流程

归档流程

数据分析

保险赔付流程

客户服务流程

典型的改进成果

每年节约\$350000人工及\$375000耗材的成本

实现99.9%的SLA

每年避免\$70000的错误支付

增加交易利润率

提升30% Back-office的成产率

将50%的交易错误率

减少人工流程合规审计

赔付流程平均时效提升（从小时到分钟）

避免手工流程处理任务（50%以上）

流程效率及执行质量提升 | \$5.4M

典型的改进成果

降低返工作业20%

通过流程数字化，自动化对办公耗材的节省

管理耗材的管理成本

用户执行错误率从10%降到1%以下

IT效能提升节省和业务利润率提升 | \$3.3M

典型的改进成果

遗留系统被替代节约的许可成本

75%的开发效率提升

遗留系统被替代产生的维护人工成本的降低

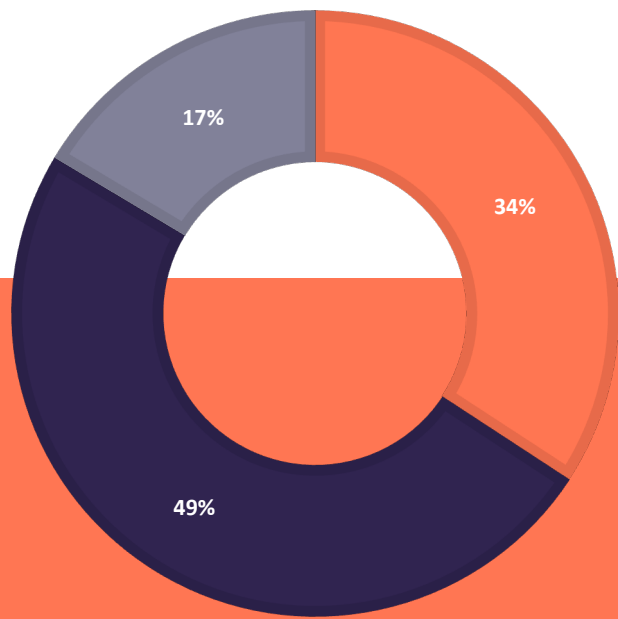
典型的改进成果

通过流程改进产生的额外收入（每个改进流程贡献0.01%的新收入以及1%的赢单率提升）

通过提升客户体验产生的额外收入

通过流程改进产生的利润率的提升

成本投入



■ DPA软件成本 ■ 流程实现 ■ 培训

- DPA软件许可成本: \$1,776,752
- 流程实现成本: \$2,547,570
- 业务用户培训成本: \$846,612

数据支撑

至2024年，企业使用超自动化技术优化现有流程可以减少30%的运营成本
——Gartner

在全球调研的226家大型企业CFO后，85%受访者表示会在自动化领域追加投入，56%的受访企业同时有4个自动化相关项目正在实施
——Gartner

数据支撑 - 麦肯锡

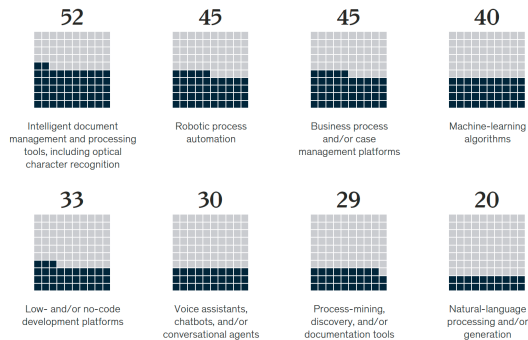
自动化技术投入主要集中和流程自动化引擎相关 (52%)

对客户 (52%) 和员工体验的提升 (34%) 是企业引进该技术的主要驱动力

Exhibit 1

The most commonly deployed automation technologies are intelligent document management and processing tools.

Automation technologies currently deployed beyond piloting phase, % of respondents (n = 424)¹

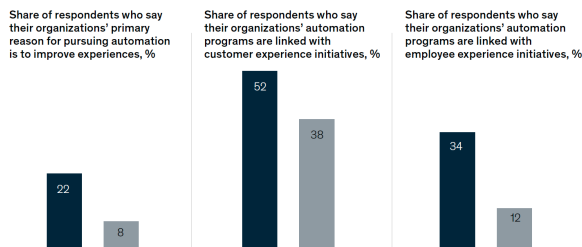


¹ Respondents who said "don't know," "other," and "not applicable; we have not deployed any automation technologies beyond the piloting phase" are not shown.

Exhibit 2

Successful automation efforts are more likely than others to be driven by an interest in improving customer and employee experience.

■ Respondents reporting successful automation efforts¹ ■ All other respondents²



¹ Respondents who said that their organizations have been "successful" or "very successful" at meeting their automation targets, n = 154. n₂ = 64.

³ We also asked about the expected need for physical and manual skills and basic cognitive skills, such as data input and processing. For physical and manual skills, 14 percent expect increasing need, while 40 percent predict a decrease. For basic cognitive skills, 47 percent expect an increase and 27 percent a decrease.

⁴ Julia Bodem-Schrödlgens, Angelika Reich, Bill Schaninger, and Kartik Sharma, "Three keys to building a more skilled postpandemic workforce," *McKinsey Quarterly*, July 30, 2021.

数据支撑 - 麦肯锡

自动化技术使用领先的企业重点投入在将现有流程的自动化重构（79%）上以及对现有平台的自动化改造升级上（75%）

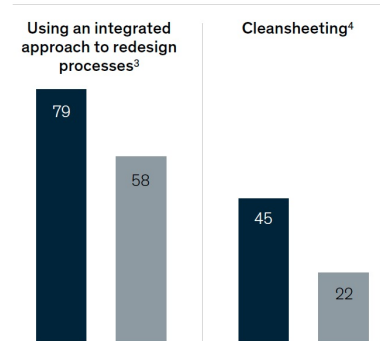
Exhibit 3

Organizations that are automation leaders make large changes to their processes and platforms.

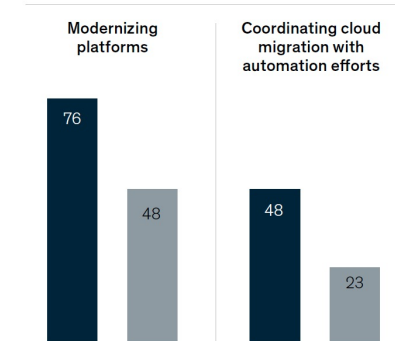
Methods used while scaling automation,
% of respondents¹

■ Respondents reporting successful automation efforts²
■ All other respondents

PROCESS CHANGES



PLATFORM CHANGES



¹For respondents reporting successful automation efforts, n = 154. For respondents at all other organizations, n = 64.

²Respondents who said that their organizations have been "successful" or "very successful" at meeting their automation targets.

³That is, modifying legacy processes by employing a combination of traditional levers, such as reduction of bottlenecks, and automation solutions, such as robotic process automation.

⁴That is, building organizational processes from scratch to incorporate automation technologies.

⁵ In the survey, we define this approach as modifying legacy processes by employing a combination of traditional levers (such as reduction of bottlenecks) and automation solutions (such as robotic process automation bots).