

accentureconsulting



# BACK OFFICE TRANSFOR MATION

# BUSY IN THE BACK

Budgetary constraints and other external factors have forced government back-office functions to focus limited resources on transactional and compliance obligations. In most back offices, workload has looked too much like this:



Value-Add

**ANALYSIS/  
ADVISORY**

**COMPLIANCE**

Mandatory

**TRANSACTIONAL  
PROCESSING**



# BACK TO THE MISSION

The real mission of government back-office functions isn't processing transactions or addressing compliance. It's:



Finding, nurturing and retaining top-tier talent



Creating and improving innovative funding mechanisms while enhancing compliance and transparency



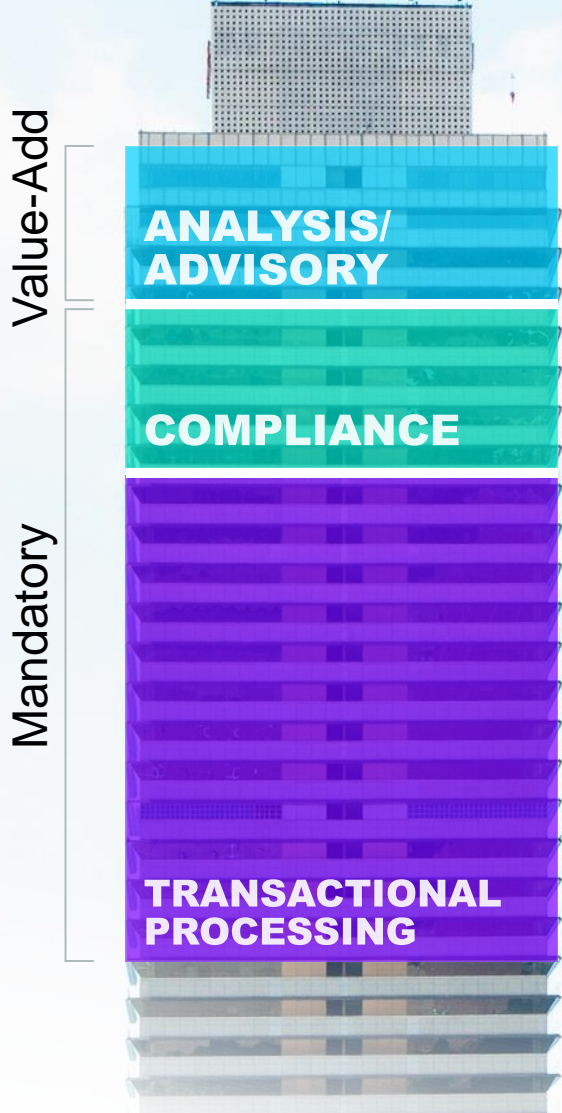
Seeking out, developing and managing relationships to continuously improve service delivery

**HOW CAN BACK-OFFICE FUNCTIONS  
SHIFT FOCUS AND INNOVATE TO  
SHAPE BETTER RESULTS?**

# GO WITH WHAT'S PROVEN

There are proven transformational strategies to help offload processing work—and renew focus on the true mission

## TODAY

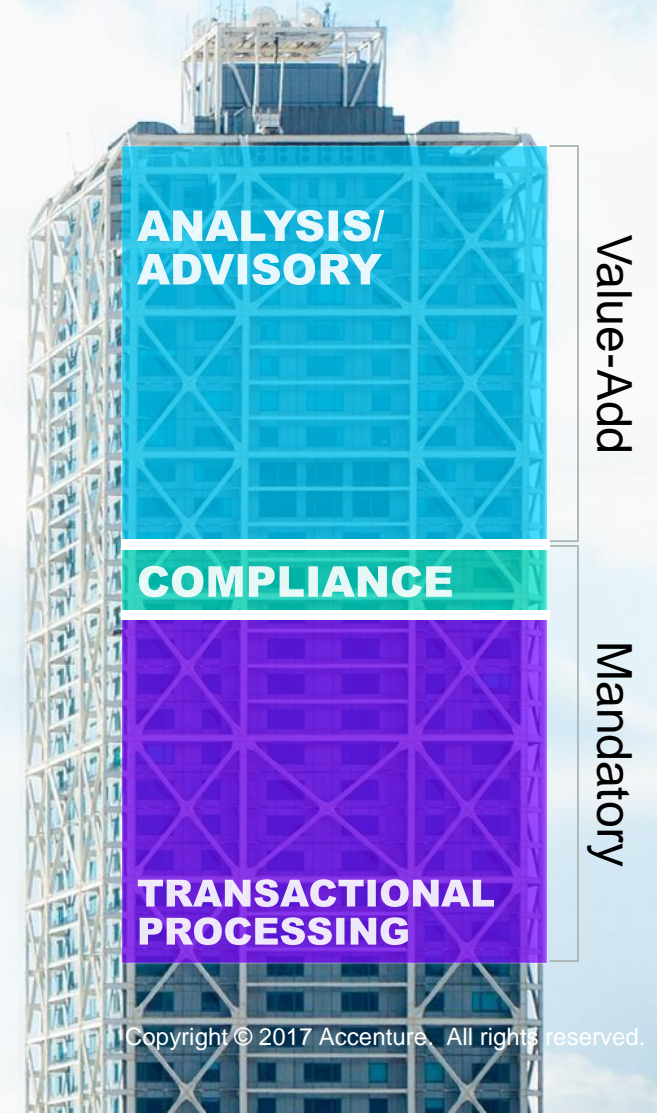


## TRANSFORMATIONAL STRATEGIES

Analytics  
Digital and other forms of automation  
Best practices adoption  
Business process reengineering  
Shared services operating model  
Self service  
Risk-based controls  
Voluntary compliance

Governments around the world are exploring & embracing these transformational strategies

## TOMORROW



# INNOVATION IN ACTION

## US DEPARTMENT OF HEALTH AND HUMAN SERVICES

### NATURAL LANGUAGE PROCESSING

How can natural language processing help automate sorting and review of public comments—a highly labor-intensive process?

A pilot program explored two automated methods for sorting comments:

**1** User trains the software “brain” with related sample documents

**2** Auto-categorization functions creates the categories without user input

The pilot identified the first method as the most effective—and demonstrated potential to

**SAVE AN  
ESTIMATED  
300,000  
EMPLOYEE HOURS  
ON FUTURE  
REVIEWS**

# INVESTING FOR TRANSFORMATION

KAREN  
SCHNELL

Key Account Manager  
Skatteetaten, Norway

“

It's much more motivating and interesting for our employees to work in new and efficient ways instead of doing everything paper-based.”

“

On the whole, our employees embrace these new ideas and concepts. They see that the outside world is changing, supplying more and better digital services, and expect that we also move in that direction.”

“

Our employees are dedicated to their work, but that doesn't mean they want to do the same things over and over again for 20 years. They need and want to develop.”



# INNOVATION INSPIRATION: TELEFÓNICA S.A.

## INTELLIGENT PROCESS AUTOMATION

Much can be learnt from the private sector. Telecom giant Telefónica S.A. has deployed 160+ “robots” that process 400,000 to 500,000 transactions each month.

Among the results:



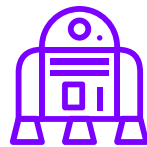
Turnaround times reduced from days to mere minutes

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80+% reduction in customer “chase up” calls

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Incredible workforce scalability—doubling the robotic workforce almost instantly to support new product launches and scaling back after the surge

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Projected three-year ROI: 650% to 850%

# A FOCUS ON VALUE

VENETIA  
BLACKMAN

Assistant Commissioner,  
Digital Program Delivery  
Australian Tax Office

“

The capabilities of the workforce therefore need to change. The workforce needs to become much more inquiry-based, with an inquiry-based questioning capability and an ability to create linkages. Those aspects become far more important in the service delivery context.”

“

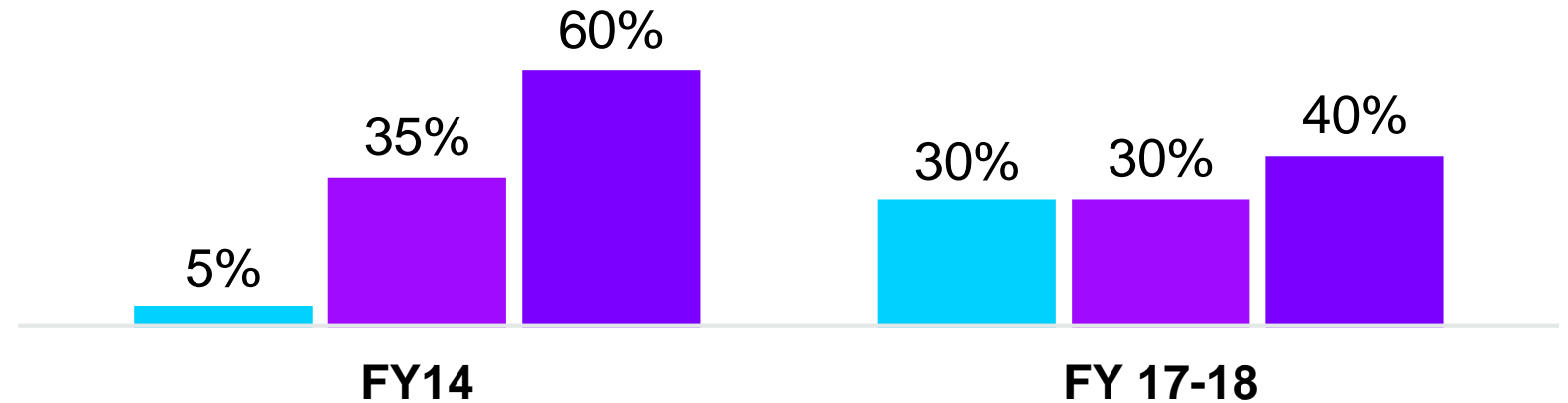
[Emerging technologies] are going to tackle the higher-volume, lower-complexity workloads that our human resources currently need to be applied to. What you'll have is a human resource pool that's being applied to the higher-value, higher-complexity interactions, whatever channel they come in from.”



# ACCENTURE'S OWN EXPERIENCE AUTOMATION AND ROBOTICS

Accenture Operations is moving our bar too—significantly changing our operations business and talent mix through automation and robotics.

## ROBOTICS IMPACT ON OUR OPERATIONS TALENT MIX



Achieving productivity of 17,000+ FTEs through automation

### Business Advisors

- Focus on Business outcomes
- Accelerates Analytics Services
- Expand footprint in Marketing Ops, FP&A, RTR, Network

### Process Specialist

- Enhance footprint Talent, OTC and Health

### Process Delivery

- Digitalization
- Self Service Robotic Factory
- Global Productivity Hub
- MiniBots

# INVESTING FOR TRANSFORMATION

ANDREW  
BESFORD

**Former Head of Business Design**  
UK Department for Work  
and Pensions (DWP)



We'd like the operation to work in quite a different way—being able to spend more of their time doing the high-value work. That's the answer that touches the biggest section of our population, but in addition, there are smaller bits of the business, like data scientists, where we need to be investing much more heavily.”

# BRING THE BACK OFFICE TO THE FOREFRONT

## START TODAY

and accelerate performance —with the Accenture  
Government Business Transformation Toolkit

A proven process that helps you to:

- Develop organizational consensus on the focus and direction of your specific transformation journey
- Identify opportunities to use the latest digital innovations—informed by leading practices
- Become a Center of Innovation





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# ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 384,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

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