Phase/Step	Supporting Inputs	Source	Benefits and Challenges
Assess Opportunities for Robotic Process Automation – *Process Analysis and Activity Selection*	• Context diagrams • Use Case Definition Documentation • Decision Trees/Decision Matrices • Business Rules Documentation	Requirements/Business Analysis Team	<u>Benefits</u> • Provide the RPA Implementation Team with business and process context • Help eliminate those processes with too many exceptions <u>Challenges</u> • The documentation may be too high-level • Some of the decisions and business rules may be hardcoded in the existing legacy systems, with little or no documentation • The types of decisions and judgment calls made by human operators may not be documented at all
	• System User Guides	Software Development Team	<u>Benefits</u> • Provide the step-by-step instructions that system users follow to perform specific activities <u>Challenges</u> • System User Guides are often obsolete, or are updated on an annual basis- long after new functionality has been deployed • System User Guides describe only the activities performed in a given system, but do not cover the manual steps performed by human operators before or after using the system
	• Process Improvement (e.g., Lean Six Sigma SIPOC) Documentation and Plans	Process Improvement Team	<u>Benefits</u> • Provide the RPA Implementation Team with business and process context • Help eliminate those processes that are slated for improvements in the near future • Help eliminate those processes/activities with non-standard inputs <u>Challenges</u> • The documentation may be too high-level • The documentation captures a point-in-time view of the processes analyzed, and as such it may be obsolete
	• Business Capabilities Map • Business Process Decomposition Models • Business Process/Activity Description and Metadata (e.g., Owning Org Unit, Usage, Data Mappings, System Mappings, etc.) • Process Flow Diagrams	Business Architecture Team	<u>Benefits</u> • Provide the RPA Implementation Team with business and process context • Provide information both on manual and automated processes and activities • Help eliminate non-critical, too trivial, or rarely performed activities

			• Help eliminate those activities supported by systems undergoing change or slated for replacement Challenges • Not every organization invests in business architecture, and the client organization may not have a complete (or up-to-date) set of business architecture artifacts
Develop Proof of Concept & Run Pilot – *Perform Detailed Activity Definition*	• Process Improvement (e.g., Lean Six Sigma) Documentation	Process Improvement Team	Benefits • Provide a good starting point with regards to activity steps, inputs, outputs and users Challenges • The documentation may be too high-level • The documentation captures a point-in-time view of the processes analyzed, and as such it may be obsolete
	• Business and Functional Requirements • Use Case Definition Documentation • User Stories • Decision Trees/Decision Matrices • Business Rules Documentation	Requirements/Business Analysis Team	Benefits • Provide a detailed view of what the activity consists of, what it is supposed to achieve, what are the steps, decision points, decision details and/or applicable business rules, human stakeholders and supporting systems Challenges • The documentation may be too high-level • Some of the manual steps may have been missed • Some of the business rules may be hardcoded in the existing systems, and not documented separately
	• Business Process/Activity Description and Metadata (e.g., Owning Org Unit, Usage, Data Mappings, System Mappings, etc.) • Process Flow Diagrams • BPMN Models	Business Architecture Team	Benefits • Provide a detailed view of the steps, decision points, usage indicators, data processed, human stakeholders and supporting systems • BPMN models in particular can be extremely detailed and precise

	· Value Stream Models (and Metadata), together with dynamic rules-based routing maps and event/state worksheets[i]		• Dynamic rules-based routing maps and event/state worksheets can likewise be detailed and precise Challenges • Some of the manual steps may have been missed • Some of the models may be obsolete, if the organization doesn't invest in maintaining them • If the organization does not invest in business architecture, these artifacts may not exist at all
	• System Event Logs • System Performance Monitoring Tools	Process Mining	Benefits • Provide actual event data using the system logs • Provide full traceability for a given user's activities while using the system • Provide insight into under-performing processes Challenges • Manual steps and/or steps performed using devices that are not network-connected (e.g., phone, fax, copier, paper mail) are not logged into the system • If, in order to perform an activity, the human operator has to use multiple systems, reconciling the data across systems can be extremely laborious and time-consuming