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INTRODUCTION

According to Grand View Research in recent decades, the market of global Robotic Process Automation (RPA) has reached the value estimation of USD 1.57 billion in 2020 and is projected to exhibit a compound annual growth rate (CAGR) of 32.8% from 2021 to 2028. *[1]*

The idea to focus on RPA relays on the negative effect of COVID19 which forces organizations to cut operational costs and face the shortage of manpower. The RPA solution allows businesses to streamline various standardized processes, especially in the healthcare industry where there are lots of repetitive, time consuming workflows.

Hence the topicality of the thesis: penetration of the Robotic Process Automation market with the solution by Exelegent, creating and measuring first results of implementing the Exelegent's RPA marketing strategy.

The object of the paper is the potential of gaining a spot of the USA RPA market for the Exelegent company.

The subject of the paper is the generated effect of creating and implementing a marketing strategy to bring a new business solution to the market.

The practical value of the paper is the analysis of the current market situation of the RPA market and trying to gain first leads for the Exelegent's RPA solution.

The aim of the research is to analyze the possible outbound and digital channels to use for the marketing strategy of the Exelegent's RPA. To reach the goals stated such tasks were involved:

- analyze the RPA market using tools such as SWOT, the Ansoff Matrix and Porter's Five Forces;
- to give understanding of the competitors on the RCM and RPA markets;

- to state hypotheses and justify their realization;
- calculate the total budget and costs effectiveness.

The novelty of the paper lies in the fact that Robotic Process Automation is a new direction for Exelegent, and the company should understand the potential, needed efforts and the budget spent to penetrate the market.

In our research we have used several methods of analysis: descriptive method, sampling, data collection, data selection and quantitative method. Also, we applied tools and frameworks such as SWOT, the Ansoff Matrix, Porter's Five Forces, Value Proposition Canvas (VPC).

The challenge of this thesis is in discovering ways on how to boost the profit of Exelegent's BPO department. For the company it is important to transform this service division as it brings only 8% of the total profit. The decision was made to use modern technology in combination with the industry knowledge in order to bring a new service solution to the clients and get more sales.

The current RPA market situation must be investigated during this research, and in particular the need of the revenue cycle management optimization with RPA. Also, it is crucial to understand if there is enough demand for the solution and evaluate the market competition. To understand the new business opportunities and risks we are going to apply such tools as SWOT analysis, the Ansoff Matrix and the Porter's Five Forces framework.

Currently we are marketing all services of Exelegent in rotation and use only the cold outbound channels for the promotion. The outbound outreach is not delivering the expected results; therefore, we want to find the ways of its optimization and investigate the digital channel for the promotion.

CHAPTER 1
THE RELEVANCY OF THE PROJECT FOR A COMPANY "EXELEGENT"

1.1. Company overview. Exelegent's BPO division and its development

Exelegent is an IT and cybersecurity company that leverages products of Microsoft to deliver exceptional technological efficiency to companies in the United States. The organization was established in 2009, and their primarily focus were healthcare organizations. With time we started to serve other industries including but not limited to legal, educational, financial, life sciences, aerospace, and government etc.

The business model is an B2B outsource. The company has two delivery centers headquartered in New Jersey, Freehold (USA) and Lviv, (Ukraine).

Exelegent strongly develops partnership with Microsoft as most of healthcare organizations of a Small Medium Enterprise (SME) market leverage products of this vendor. Exelegent has a vast services portfolio and four service divisions: Data Governance (including TrustElements platform), Digital Workplace, Business Process Outsourcing (including ApexRCM as a Revenue Cycle Management company) and Cybersecurity Operations. Exelegent's expertise mainly focuses on:

- Office 365 Migration;
- Security Audits;
- Regulatory Compliance;
- Vulnerability Remediation;
- Digital Workplace;
- Vendor Management;
- Digital CTO;

- Penetration Testing;

- Full suite of MSP services including a 24x7 Helpdesk.

Exelegent constantly is looking for blue markets and to adopt their services portfolio and expertise to suit the needs of healthcare. The company introduces new solutions based on Microsoft technology to provide democratic tools for healthcare organizations to quickly grow.

As mentioned above one of the main service divisions of Exelegent we define the Business Process Outsourcing (BPO). Business Process Outsourcing is the practice of contracting a specific work process or processes to an external service provider.

Leveraging a pool of manpower of ApexRCM and their expertise in medical billing, Exelegent in the BPO direction offers the following services:

- Business Process Outsourcing: managing a complete process by using technology of the Exelegent's subject matter experts. It is ideal for healthcare organizations of an enterprise level. We offer outsourcing: denial management, invoicing, claims validation, eligibility, and benefits verification.

- Staff Augmentation: providing outsourced personnel to cover non-core activities for long-term or to cover any existing skills gap within the organization.

- SMB RCM services: end-to-end revenue cycle management services, which includes every process of the revenue cycle: eligibility and benefits verification, submission, claims validation, charge entry, coding, billing, denial management, A/Rs, reporting KPIs, patient collection.

Exelegent has deep expertise in the Revenue Cycle Management with more than 10 years of professional experience. To better understand how to position ourselves and develop the business course of the company services division we have conducted the

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the BPO department (see Appendix A fig. A.1.).

Utilizing the SWOT techniques, we understood that the main strength of our department are well-skilled employees, pricing offering and our client-centric approach that will help us to offer better conditions for our clients and deliver a high-quality service. However, the company have not invested enough into the brand awareness before, that is why there may be some additional difficulty to quickly get leads. Another challenge is in the technology direction as BPO's staff do not have the technical skills knowledge to offer high-tech solutions to their clients. Though by combining the efforts with the Digital Workplace division, there is a potential to introduce a new solution based on deep expertise in RCM and technology knowledge of Microsoft Power Automate, Exelegent's RPA. Currently the BPO division takes 8% of the general company profit which makes it not profitable to invest big budgets in this direction.

Further in the thesis we are going to analyze the current situation at the RPA market to plan strategies for BPO division boost. Also, we need to understand the market change and growth in the next several years to predict possible wins and loses same as understand the risks and competition by taking into consideration the general company business development and internal services portfolio.

1.2. Market Analysis. The Ansoff Matrix

To analyze growth opportunities, develop marketing strategy and keep in mind risks, we used the Ansoff Matrix which helps to understand courses of actions to take, what alternatives we might consider as a backup, identify the areas of growth and risk. As

Igor Ansoff points out in *Corporate Strategy*, "By searching out opportunities which match its strengths the firm can optimize the synergistic effects." *[2, p 91]*.

Following the Ansoff Matrix there are four strategies that can be applied to understand the risk inherent: market penetration, product development, market development and diversification.

Market penetration strategy is the least risky. Applying it to our case will focus on increasing sales of an existing products to an existing market. Both the market of RPA, BPO and healthcare industry are growing, that is why there is a potential to take the market share. In order to attract potential clients, we decided to decrease prices and offer a 30% discount for the Proof-of-Concept project and invest into the marketing promotion of RPA though paid channels. The discount is based on the profit margin, that is going to bring only 5% of benefit to the company, however, will help to engage with the clients and offer the Exelegent's pilot RPA service. To spread the news, we decided to use a third-party media paid promotion CISION PrWeb, partner channels AppSource portal and company owned social media channels (LinkedIn).

On the other hand, they may not require the service maintenance but only RPA implementation, whereas in the long run there is a risk of one-time project instead of running the process continuously for a low cost.

Also, to maximize the use of our channels we should reach out to our existing clients and offer them the RPA technology. Because we already know their ecosystem and business needs. It can be easy for us to sell and implement the solution.

Considering the product development strategy, we do not have enough resources to develop our own technological solution because Exelegent's staff do not have internal

skillset and part of the team is already developing the risk management platform, TrustElements.

However, the direction of forming partnerships with other vendors, EHR systems, Microsoft representatives should be highly taken into consideration, as this will help to offer more options for the potential clients. The difficulty will be due to the time to build a partnership.

Market Development focuses on entering a new market using existing products. We should consider expanding our service to other industries not limiting ourselves only to healthcare. The risks here lay in the understanding of core business process because automation is possible when you are a subject matter expert with a deep understanding not only how to apply the solution, but also to optimize the process. As Thomas H. Davenport and David Brain note, "the match between RPA and business processes isn't a perfect one if the goal is to redesign or improve the process rather than to automate its current state" *[4]*.

Geographically there is a possibility to provide the service nationwide and oversees. Exelegent has been working with the US businesses for almost a decade, however, expanding to other foreign locations like EU or Africa will require lots of time to study the new particularities of those regions.

By combining the capabilities between the BPO division and the technical Exelegent's team we may consider the diversification strategy when a company is entering a new market with a new product. As an entirely new stream of revenue comes to business, and this strategy helps to boost company growth. In this way we may develop our own software for the RCM automation and will not need a vendor to partner. On the other hand, it is also the riskiest way as it is hard to make forecasts about the market performance

of the product and the time and costs for its development are extremely high. Exelegent should look deeply into the new trends on the RPA market to better develop the Value Proposition and a unique customer experience to satisfy the client needs.

According to Ansoff, "The triplet of specifications - the product-market scope, the growth vector and the competitive advantage - describes the firm's product-market path in the external environment" *[2, p 110]*.

By utilizing the Ansoff's Matrix, we understood that the most beneficial strategy for Exelegent is going to be the marketing penetration strategy. Further in the thesis we are going to study the markets of BPO, healthcare and RPA more thoroughly by looking into the trends and competitors.

1.3. Market Analysis. Porter's Five Forces

As the next step to shape the strategy for Exelegent's RPA we are going to apply the Porter five forces analysis model to analyze the potential of entering the RPA market, the business development, and risks in the next few years. This will help us to evaluate the risks, business processes and have a better visibility to make decisions depending on five basic forces: threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services, and existing industry rivalry. Also, Porter's Five Forces analysis helps in analyzing the level of competition within a certain industry.

The collective strength of these forces determines the profit potential of an industry and thus its attractiveness. After conducting the analysis, we are going to evaluate the forces by their presence, negative effect, possibility of rejection where 1 is the lowest and 10 is the highest score. If the five forces are intense (score is higher than 5), the

competition is high and almost no company in the industry earns attractive returns on investments. If the forces are mild however (score is lower than 5), there is room for higher returns and competition is lower than medium.

While investigating **the Porter's force the threat of new entrants** we should take into account that the robotic process automation solutions have improved dramatically. "Robotic process automation continues to grow as a tactical solution to improve operational efficiency via noninvasive integration", according to Gartner's Magic Quadrant for Robotic Process Automation *[7]*. The competition increased same as an investment. The RPA market is considered to be an emerging market. However, the exact term "RPA" traces back to early 2000s, the initial development was started after the 1990s.

The RPA market can be categorized by component into 2 sections, namely, software and services, with subcategories of implementation, support and maintenance, training and consulting. Services contribute most of to the market. Support and maintenance are expected to grow at the highest CAGR during the forecast period 2019-2025, and large enterprises and the claims management segment are estimated to hold the largest market share.

The threat of new entrants in the industry can be considered from medium to high (score 5) in tab. 1.1. It does not take much investment to start an RPA department. New entrants need licenses, distribution channels, trained staff with certifications and other qualifications that are available to obtain within software vendors RPA training centers like UiPath, Automation Anywhere, Blue Prism.

Furthermore, it can be expected that the trend to have automation inhouse will lead to more Centers of Excellence (CoE) and companies will hire developers inhouse to

streamline automation instead of outsourcing. A new entrant is likely not to have this kind of expertise immediately, however there are available programs and vendors like Microsoft providing incentives, programs, and courses to enhance their partners utilize new technology and sell it.

Since we have two brands ApexRCM and Exelegent, the more beneficial way is to promote the RPA business solution under Exelegent's identity as the company is a Microsoft Partner with 8 Gold Competencies that will bring a better recognition and clients' trust.

Other companies on the market have a well-developed brand, positioning themselves as solely RPA-centered companies. UiPath, Automation Anywhere and Blue Prism are the top 3 organic companies which appear in by the search term "robotic process automation". The UiPath has over 731.8k organic traffic results per April 2021, being on the market from 2005 fig. 1.1.
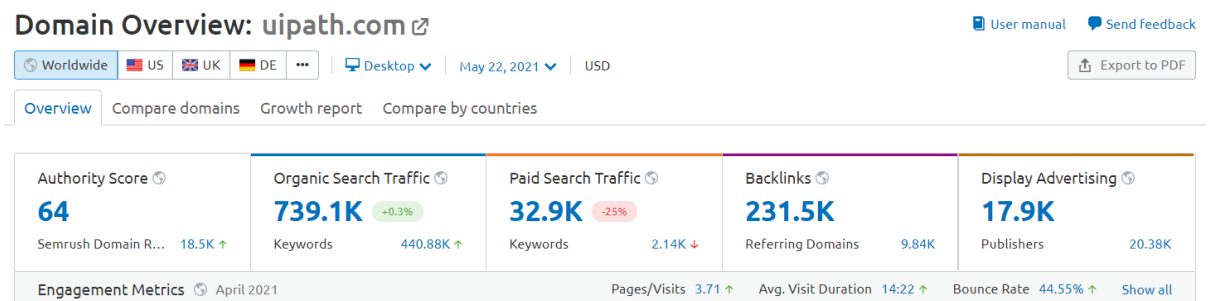

Fig 1.1. UiPath Organic Search Traffic

Source: Collected by author with SEMrush tool (May, 2021)

Other major players are the "Big Four" and small niche development companies focused on different kinds of automation. The smaller RPA market players in RCM like Nintex Platform established at 2006 have 42.8k organic traffic for the same period, and

another player that is offering RCM outsourcing and RPA automation, R1 RCM, for April received 56.6k organic visitors to their website.

The leader players take high positions that is very hard to compete with for the Google search results, whereas Exelegent has 32 organic search fig. 1.2., visits that makes hard to compete with the major market players and unlikely to be possible to appear in the top 10 nor 100 results without the consistent search engine optimization investment for more than half a year. The data is taken from the SEMrush service.
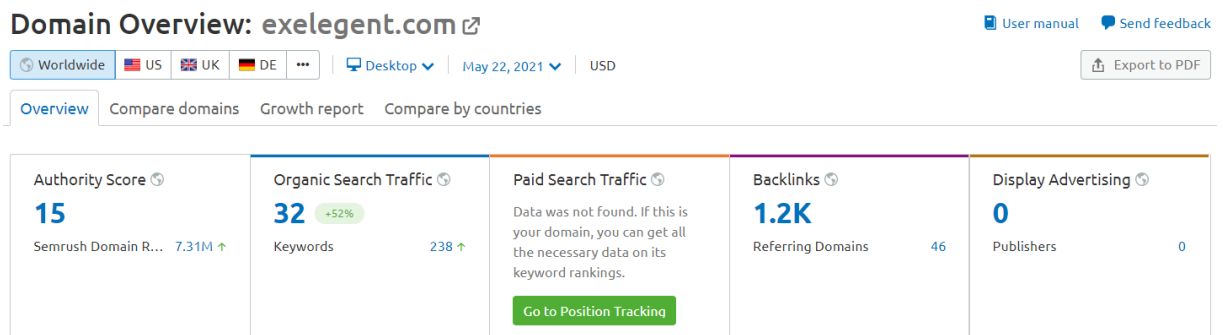

Fig 1.2. UiPath Organic Search Traffic

Source: Collected by author with SEMrush tool (May, 2021)

The industry is going to develop in the No code RPA direction and marketplaces with re-useable plugins. The industry influencer, Cem Dilmegani, believes that no-code RPA "is an emerging technology but there are already strong companies with commercial space emerging in this space" *[8]*. Exelegent should consider moving in the direction of RPA marketplaces to build the reputation in the RPA community and monetize their solutions.

Today most of RPA providers build customized automation solutions for the end users. A more scalable way for them to monetize their services and establish their credibility is RPA marketplaces. They can build reusable RPA plugins to be used by companies that can make RPA bots more capable and reduce bot development time.

Having a popular plugin in an RPA marketplace could also support their sales and marketing efforts as it provides a public data point supporting their mastery of RPA tools.

Though investing into R&D center may bring lots of potential to develop and customize the Exelegnt's RPA for clients, there is an internal product development going on within Exelegent right now and resources and headed in that direction.

The total effect of new entrants in considered to be high with the total score "7" (see tab 1.1).

The further force that should be taken into consideration is the **bargaining power of suppliers**. Considering a supplier an entity that supplies goods and services to another organization, there are over 55 RPA vendors on the market that offer RPA as a solution (can be considered as a partner to Exelegent's RPA) and as a technology that other companies can provide as a service (can be considered as a competitor to Exelegent's RPA). In our research it is important to understand their market influence of these vendors to evaluate which software is the most beneficial for clients to offer the RPA technology based on and decide if we should develop more partnerships with vendors.

Currently Exelegent has capabilities to provide automation only with Microsoft Power Automate, being a supplier of this technology. As Microsoft was named a visionary for its Power Automate solution in the 2020 Magic Quadrant for Robotic Process Automation, there is both a risk that more companies will decide to provide their solution based on Microsoft's technology, and an opportunity to benefit from Power Automate brand awareness. "Visionaries understand where the market is going or have a vision for changing market rules, but do not yet execute well", as mentioned in Gartner *[7]*.

Therefore, it is important to investigate the strong sides of this software technology and be aware of other suppliers like Exelegent, that can provide similar solutions based on Power Automate.

According to Gartner, the top RPA vendors are UiPath, Automation Anywhere, Blue Prism, Work Fusion and Pegasystems. Also, a different source Everest Group the Technology Vendor Landscape according to Everest Group the PEAK Matrix™ Assessment 2018.

All of these vendors offer academy centers to get certifications and become a provider of RPA. In tab. B.1. we introduced the vendor comparison according to such criteria: competitive advantage, target market, pricing.

The most important is the pricing model as the RPA solution helps to save lots of money, however, not all processes it is profitable to automate. Sometimes the cost of implement the automation can be profitable only within a very long period.

Work Fusion recently rolled out a limited selection of free-to-use bots to disrupt the market. UiPath also offers a free community edition. Both vendors only offer their rule-based bots for free, and the cognitive bots that learn by watching employees are a premium product and can be priced per bot or per process.

Compared with most RPA vendors, Microsoft has introduced significantly lower price points for unattended automation, orchestration, and development. Comparing at Capterra Power Automate with UiPath the price is less in 20 times for the initial license. The Power Automate charges $15 per user per month, however, UiPath charges $3990 per year (see fig. 1.3.). Also, Power Automate has an option per-flow consumption that charges $500. Pricing model of other vendors such as Blue Prism, Automation Anywhere, Pegasystems is based on the RPA needs per bot, per month usage or per single user license.

But are also higher than the introduces Microsoft Power Automate pricing system. Total cost of ownership which includes initial setup cost of RPA system, ongoing vendor license fees and maintenance cost. It is hard to estimate the price per project because you don't know the full capacity needed.

Fig. 1.3. Capterra. Microsoft Power Automate vs UiPath Comparison [10]

Considering the advantages that the vendors streamline and competitive advantages, Microsoft's Power Automate is beneficial for clients that have Microsoft ecosystem and desire to enable end-to-end process automation when everything functions as one platform and there are more than 600 Microsoft/Office applications prebuilt are introduced.

The Automation Anywhere Enterprise Platform focuses specifically on combining RPA, cognitive and analytical technology within their RPA so as to provide businesses with all the necessary technology within one program. The company has consolidated over 2 million hours of end-to-end work through their robots, more than any other technology in the industry *[11]*.

Blue Prism technology is known for stating the difference between RPA and Business Process Management (BPM) technology, which is visible through their products. They have a strong partner focus and moral objectives compared to other companies, which sets them apart dramatically. Unlike other companies, they state exactly what their technology is not capable of doing, so as not to give off false impressions *[12]*.

UiPath works to deliver foolproof solutions and perform with the highest possible quality. Their robots are not actual machines, but rather, run through desktop computers. The design studio portion uses Microsoft's Workflow Foundation and is capable of reporting data visually. Their technology offers an open strategy that improves work distribution and scheduling and is considered to be one of the stronger platforms. These robots are aimed specifically at independent-minded partners *[12]*.

Pegasystems is considered to be one of the stronger platforms that merges robots, analytics, and case management tools. Their newest technology showcases Pega Robotics and OpenSpan technology together. OpenSpan technology brings contact centers into the RPA field for fast organization of data *[12]*.

Thus, the pricing and capabilities are one of the most important criteria while picking the vendor technology. Ideally, it is best to work with a vendor that served a similar company both in terms of size and industry. Such experience can drastically improve speed of implementation by reducing the work required to implement RPA software.

According to Forrester's query (see Appendix B fig. B.2.), when choosing a provider, companies take into consideration the ability to provide operations management and control, and proof of scale and its capacities, and cognitive AI roadmap. The UiPath has a strong position covering these requirements. While considering the factors of strong

relationship with the solution provider, implementation with existing technologies, and the ease of use makes Microsoft's Power Automate as top vendor for clients that already have Microsoft ecosystem and are not looking for the advanced AI and automation capabilities *[13]*.

The pricing model is of an average sensitivity, as companies are looking for providers that offer the best conditions. Providers that are on better terms with PRA vendors can offer discounts or can offer a lower total solution cost due to better licensing costs. RPA service companies should offer flexible pricing systems. However, the deep expertise in a particular process is a key point to engage with a service provider. Therefore, the use cases and deep expertise helps to keep the price and not diminish it.

We will not take the suppliers power for our analysis (see tab. 1.1), however, it helped us to more understand ways how to develop partnerships with vendors and their pricing, value proposition and if it reflects the current client needs demand.

The Porter's force of bargaining power of buyers is also described as the market of outputs. We should take into account that the robotic process automation solutions have improved dramatically as mentioned in Gartner's Information Technology research the in 2019. This force analyzes to what extent the customers are able to put the company under pressure, which also affects the customer's sensitivity to price changes.

Small and medium enterprise healthcare market consists of 17K+ companies in the USA and 1,5K companies in New York and New Jersey (see Appendix C fig. C.1). The 2019 Global Health Care Outlook states that the healthcare spending could reach over $10 trillion by 2022 *[14]*.

Following the new market analysis by Gartner and Top 12 Trends Affecting the Healthcare Industry, the healthcare providers will find the automation of the routine

processes as a solution that will help to focus on the patient care (see Appendix D fig. D.1). As we find from fig. D.1. the industry cost is expected to increase drastically, therefore businesses are looking for innovative solutions that help to scale and boost work efficiency, like RPA. In the next three years, 50% of U.S. healthcare providers are expected to invest in RPA, according to Gartner *[15]*.

The early promise of RPA is to help reduce these operating cost pressures that sit on the top of healthcare provider CIOs' list of challenges. "Stamford, Conn.-based consultancy Gartner expects revenue from RPA software sales to grow nearly 20 percent in 2021 to $1.89 billion", is mentioned in RPA Today *[16]*.

The total effect of bargaining power of buyers in considered to be low with the total score "3" (see tab 1.1), because the pricing depends on the project complexity and when establishing reliable connection with a client, they are willing to pay more how a high-level service.

The force of the **bargaining power of substitutes** increases the propensity of customers to switch to alternatives. In terms of the RPA for healthcare industry, we think that the general need of its customers is concentrate on utilizing costs more effectively and freeing up time of their staff.

Considering the U.S. healthcare BPO market it is usually segmented into three categorized: payer outsourcing, provider outsourcing, and pharmaceutical outsourcing. Each segment is further sub-segmented based on services provided. Exelegent's BPO is concentrated on the provider services segment, which includes medical billing, medical coding, medical transcription, and finance and accounts.

The RPA is considered to be a part of BPO. However, if we look closer, the RPA is a substitute of outsourcing that helps to keep the processes in house and reduces the

maintenance costs with less workers and possibility to scale automation efforts. In case we offer RPA to clients that already use us for outsourcing medical billing, we may lose some business as BPO is an ongoing and stable support. The RPA works beneficially for Exelegent if clients that have issues managing day-to-day business with their current headcount and don't want to deal with the complexities of automation and request on ongoing support after the pilot project where a partner deals with the edge cases when bot operations are interrupted. Estimating the price for one RPA engagement per 2 weeks is $2500, while BPO cost for the same time period is $900.

Also, artificial intelligence solutions can be considered a substitute of RPA. For example, the company Olive Health has a strong market positioning with its AI and RPA solutions for healthcare.

Another substitute to RPA solution may be a platform that optimizes RCM processes. For example, Switch RCM platform is a solution that is easily integrated with company ecosystem and has a portal system to monitor all processes.

Taken this altogether, the threat of substitutes in the industry can be considered at least medium, scoring "4" (see tab 1.1), because the company choice which technology to utilize depends on the decision makers and their business goals.

The force of **rivalry among existing competitors** makes us compete not only with RPA providers, but also with companies that offer RCM optimization. It examines how intense the current competition is in the marketplace which is determined by the number of existing competitors and what each competitor is capable of doing.

When looking at the RPA industry in the United States, we see that the industry is extremely competitive. We should take into consideration two main categories of RPA competitors: Software (vendors analyzed as the force of suppliers) and Services Providers.

First, we are going to examine our digital competitors that appear in the Google and paid ads search when looking for RCM RPA results. The research has shown that there are 19 companies that offer a similar solution in tab. E.1. This makes us conduct a research to understand how many healthcare providers already use automation and what kind of it. In this way we will understand how much time we are going to need to gain first leads and if an extra education is needed. For example, if we should mention in our messages the benefits of RPA technology in general or to concentrate on particular benefits switching to Power Automate.

RPA Service companies that have experience providing RPA to HCLS (Healthcare and Life sciences) are the main competitors of Exelegent's RPA (see fig. 1.4). According to the Forrester RPA Healthcare Providers in Healthcare, Q3 2020 there are 12 major players on the emerging market of robotic process automation service providers in healthcare: Agilify, Booz Allen Hamilton, Cognizant, Deloitte, EPAM, EY, HCL Technologies, KPMG, NTT DATA, PwC, Virtusa, and Wipro *[17]*.

Fig. 1.4. The Forrester New Wave. RPA Service Providers In Healthcare [17]

Forrester states that many healthcare organizations struggle to scale programs beyond pilot projects, that gives Exelegent understanding that we should extend our RPA services portfolio, for example, offering establishing the Center of Excellence (COE) for the clients. Right now, Wipro is a leader of the market, and provides clients with more progressive governance strategies with the Center of Excellence maturity framework.

At the beginning of this project Exelegent had only one offering in the RPA direction, Proof of Concept of RPA for Revenue Cycle Management that shows our skills in Implementation RPA market subcategory. According to the Forrester, there is huge potential for Exelegent to extend the services offering to the following RPA market

subcategories: Advisory, Implementation (Strategy, Development and Maintenance) and Academy.

In the Academy direction, service providers have a vast offering (developer trainings (Agilify), trainings for supervisors to manage bot-human workforce (Cognizant), trainings on leading digital workforce and strategy for executive leaders (Cognizant).

In the Implementation direction there is a demand for bot analytics, complex bot development (Epam), bot monitoring tools (HCL Technologies), predictive analytics bot management (bot runtime issues, bot optimization) (Deloitte), developing real-time Good Practice (GxP) quality guidelines and regulations (Cognizant).

In the Consulting direction RPA Service providers face the need of a strategic guidance on the road of the digital transformation. Some engagements require implementing automation governance model (Wipro), other complex bot solution for a reasonable price (HCL Technologies). Also, consulting on new AI technologies is trending (Wipro).

Also, there is a demand in the industry to develop in-house highly qualified RPA resources which are nurtured with citizen developer enabled or train-the-trainer governance models. EMAP, Virtusa are successful is this area. Also, market experiences a need in RPA staff augmentation (Virtusa).

Contract terms and pricing are closely taken into account while considering engagement with an RPA provider. The most beneficial for clients are creative contracts (Virtusa) and outcome-based pricing models (Virtusa, Wipro).

Partnerships are an important part of RPA vendor management direction. Exelegent should develop relationships with EHR (electronic health records) vendors like Epic, Allscripts, Praxis, eClinicalWorks, Cerner, NextGen, athenahealth, GE Centricity,

Meditech, Greenway Health, etc. Also, partnerships with clinical trials management vendors, Core Administrative Processing systems software and RPA Software vendors help to develop the supply chain and deliver better client satisfaction. Vendors that currently have strong partnership relations with vendors are KPMG, PwC, etc.

The HCLS market shows that RPA Services providers see a demand to first work with broken processes and then accelerate automation (NTT Data (multiple robot solutions e.x. WinActor)) and are looking for vendors with a process mining approach (which helps to evaluate processes that are most beneficial to automate) (PwC). Clients state that they are also looking for Processes for Protected Health Information (PHI) (Booz Allen Hamilton), HIPPA compliance monitoring (Cognizant) and a mature approach to securing bots running in the cloud, on-premises, or on the desktop (Booz Allen Hamilton). Exelegent with a proven expertise in cybersecurity and compliance can leverage technical experts and play beneficially to demonstrate high level of security.

From a communication strategy perspective messages by stating numbers and business results (e.x. a 36% average cost saving, improve outcomes, reduce physician burden, amplify the patient experience, drive down costs) have received positive engagement from the HCLS clients.

The example of Booz Allen Hamilton shows the demand of automation in healthcare with ERP (enterprise resource planning) data entry workflows.

After analyzing the current market competition and we outlined six directions that market leaders develop their RPA offerings: strategic guidance, academy, security, flexible pricing, partnerships, centers of excellence.

By evaluating our strong sides, in the Exelegent's competitive advantage we decided to make the emphasis on security as we know all healthcare industry requirements

and can help not only to optimize the process, but also to make it secure and help to follow compliance. Also, we are going to offer a competitive market price that is possible due to technology costs of Microsoft Power Automate and our Gold Partner recognitions.

To produce a better fit between what customer wants and what service we can offer we are going to use a tool Value Proposition Canvas (VPC) in fig. F.1. It helps to understand customers' problems and produce products or services that solve them.

When developing the Value Proposition Canvas for the RPA business solution we understood that our client personas (CFO/ VP of RCM/Chief Clinical Officer/COO) have lack of resources, low budgets, need to mitigate the impact of COVID but at the same time they need to report constant growth to the board of directors, reach and even exceed the KPI's. Our solution covers the shortage of resources and frees up the time of healthcare teams that often suffer from the burnt out. Also, companies will spend less in the long run. The adopters are seeing savings of 15% within 3 months and 30% in the longer term. As we position ourselves as a reliable partner with an in-depth expertise in the revenue cycle and Microsoft's technology. Bringing the innovation with the trending technology of RPA and AI our solution gives a push to the general company growth by cutting the operational costs and optimizing the processes.

We should emphasize "freeing up time" and "costs reduction" at our main messaging. As a bonus and competitive advantage of providing full HIPAA compliance and because the solution is built on Microsoft's Power Apps platform companies can leverage the power of Azure.

Following the VPC the website page of RPA was developed and published, service offerings at the Microsoft AppSourse. The VPC is streamlined with the cold email messages and POS materials of Exeleegnt's RPA.

Table 1.1

Express-analysis of the RPA market according to Porter's five forces

Power/Score (where 1 is the lowest and 10 is the highest)	Score of presence	Score of negative effect	Possibility of rejection	Total Score
Threat of new entrants	6	3	2	7
Bargaining power of suppliers	n/a	n/a	n/a	n/a
Bargaining power of buyers	5	3	5	3
Threat of substitute products	5	4	5	4
Rivalry among existing competitors	7	6	2	11

Source: Compiled by the author. Based on Porter's Five Forces Framework

To conclude, the express analysis has shown that the highest threats are from "new entrants" and "existing competitors", therefore Exelegent should invest into brand awareness and PR initiatives, as the competition is extremely high and it may be hard to get the message across. We did not take into consideration the force of suppliers. Instead, we reviewed RPA vendors could be both partners and competitors to Exelegent.

By analyzing the RPA market according to Porter's Five Forces we came to the general understanding that the market has a potential to grow and be profitable, however, the competition is extremely high. It should be hard to compete with the major industry players that already have a brand's image as a reliable RPA provider. That is why we need to consider channels of paid promotion and understand if the healthcare providers are

familiar or already started using different kings of automation. Also, further research will show if we should increase our industry pool extending to finance, insurance, legal, etc.

CHAPTER 2
MARKETING STEPS OF THE NEW STRATEGY IMPLEMENTATION

2.1. Marketing hypothesis testing. Digital channel. Paid Ads

The analysis by Porter's five forces has shown that the force of substitutes is medium. Also, since RPA is an emerging market, we should analyze what search terms are used by our potential audience and the frequency of searches. Leveraging Google trends, we have concluded that among search terms "rpa in healthcare rcm", "rpa in medical coding", "application of rpa in healthcare", "robotic process automation in healthcare" there is no interest in the USA. The two searches "rpa healthcare" with 34 results and "healthcare automation" 68 searches. That is why we should focus on these terms while investigating the paid keywords. The research was conducted with the Google trends tool relying to the results on February 4-7, 2021 (see Appendix G).

As a further step we are going to evaluate the profitability of running the paid ads campaign. We have gathered the semantic pool of 50 relevant keywords. In tab. 2.1 in "violet" are marked keywords that are the most relevant to perform the paid promotion on according to the average monthly search results and price per click. The keyword "healthcare automation" seems to be the best match, however, the term is too general. It does not reflect the interest in the RPA technology nor in RCM optimization. Other sets of relevant keywords are: "rpa in healthcare rcm", "rpa intelligent automation", "enterprise rpa", "rpa in claims processing". The keywords marked in green (see tab. 2.1) have good volumes, however, they are referring to the technology used in hospitals rather than high tech RPA (see tab. 2.1.). For example, "robotics in healthcare", "hospital automation technology", "rpa medical". The other two keywords are also too general

"intelligent process automation", "artificial intelligence in healthcare". In "red" keywords are marked that either have not enough results or are too expensive (see tab. 2.1.).

The price for direct keywords "healthcare automation", "rpa in healthcare rcm" and "rpa intelligent automation" is around $15. The cost for the Exelegent's POC is $2500. This price is not profitable for Exelegent to pay for a website conversion.

Table 2.1

Keyword research. Unit economy

Keyword	Time	Cost	Av. Searches monthly	Total cost
healthcare automation				$1452
	1 month	$12,12	121	
rpa in healthcare rcm				
	1 month	$17,35	27	$468
rpa intelligent automation				
	1 month	$16,82	27	$459
rpa healthcare				
	1 month	$31,24	30	$930

Source: Analyzed by author with MOZ tool

Though an average conversion rate cannot be estimated before the campaign runs, let us take 3% as a conversion point to calculate our budget. The keyword "healthcare automation" can convert four leads per $1452. The keyword is too broad to expect the

immediate sale, therefore it will not be profitable for Exelegent. With the keyword "rpa in healthcare rcm" it will take 2 months to receive two leads. Therefore, the total cost will be $936 for this conversion. A similar situation is with "rpa intelligent automation". The direct keyword "rpa healthcare" may have higher chances of conversion, however, the cost is very high.

Also, we compared the volume of searched with other keywords for Exelegent's departments and understood that investing into paid promotion will not be relevant at this stage, as there are other services that are more relevant for this channel.

2.2. Marketing hypothesis testing. Research on the RPA market situation in healthcare

In order to continue our research on the popularity RPA in healthcare and we have analyzed 72 companies if they have a partnership with an existing RCM vendor, RPA services provider or if they have the resources inhouse.

Out of our research we understood that 7 companies (5%) already use an automation with a help of a vendor or inhouse. Also, 12 companies (9%) are outsourcing Revenue Cycle Management, which is not a problem for us to target them, unless their current partner also has RPA or a similar offering in their portfolio (see Appendix E tab. E.1).

During the research we identified that most of the companies do not have public use cases stating they already utilize RPA. A lot of them have R1 RCM as a partner that has RPA on their services portfolio. Also, a lot of companies outsource RCM processes to other provides. That is why they may not be willing to automate RCM with the support of Exelegent, however, we can offer them healthcare workflows automation, by

broadening our solution so that it covers responsibilities of a front office, back office and clinical teams.

After the research we have decided to use terms "healthcare automation" on our website messaging and website SEO. On the base of the keyword "healthcare automation" the content has been developed. Currently the page "Healthcare automation | RPA" has around 20 monthly visits fig. 2.1. That is a top 5 page at the Exelegent's website fig. 2.2.

Page path level 1	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate	% Exit
	750 % of Total: 100.00% (750)	585 % of Total: 100.00% (585)	00:00:41 Avg for View: 00:00:41 (0.00%)	72.77% Avg for View: 72.77% (0.00%)	64.13% Avg for View: 64.13% (0.00%)
1. /	422 (56.27%)	314 (53.68%)	00:00:36	61.02%	64.93%
2. /join-our-team/	43 (5.73%)	29 (4.96%)	00:00:48	100.00%	37.21%
3. /our-team/	30 (4.00%)	22 (3.76%)	00:01:46	100.00%	53.33%
4. /contact-us/	23 (3.07%)	21 (3.59%)	00:00:34	100.00%	52.17%
5. /services/	22 (2.93%)	16 (2.74%)	00:00:11	100.00%	54.55%
6. /category/	20 (2.67%)	20 (3.42%)	00:00:06	100.00%	95.00%
7. /healthcare-automation/	20 (2.67%)	15 (2.56%)	00:01:55	92.31%	70.00%
8. /about-us/	19 (2.53%)	15 (2.56%)	00:01:09	100.00%	57.89%
9. /azure-administrator/	16 (2.13%)	14 (2.39%)	00:01:13	85.71%	56.25%
10. /healthcare-bpo-and-revenue-cycle-management/	13 (1.73%)	10 (1.71%)	00:00:00	66.67%	69.23%

Fig. 2.1. Google Analytics screenshot of the Exelegent's website. Top 10 pages

Source: Exelegent's GA generated on 5/22/21
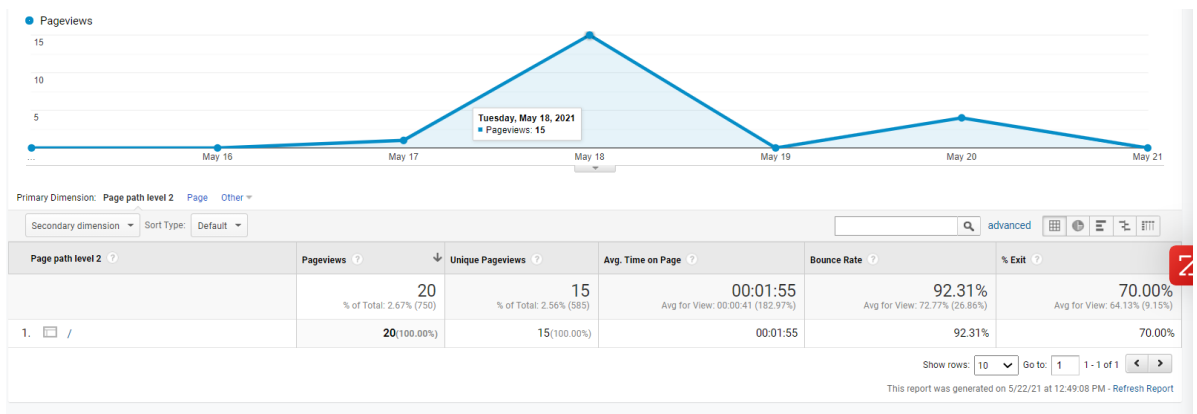
Fig. 2.2. Google Analytics screenshot of the Exelegent's Healthcare Automation page

Source: Exelegent's GA generated on 5/22/21

2.3. Marketing channels. Optimizing cold email outreach

Exelegent has been actively using cold email outreach with the Dynamics 365 that is both a CRM system and a bulk emails sending tool. The process has been going on from June sending sales emails targeting a defined target personas. The results haven't been unsatisfactory as our previous campaigns had open rate between 5-8% (see fig. 2.3.), which had shown us that we need help from a cold emails consultant that will revisit our current process. Also, there were lots of duplicates in the system disabled us to reach out these contacts. The process should be performed manually, as there is not a way to automate it. It took over a month to get rid of the duplicated information in the CRM.
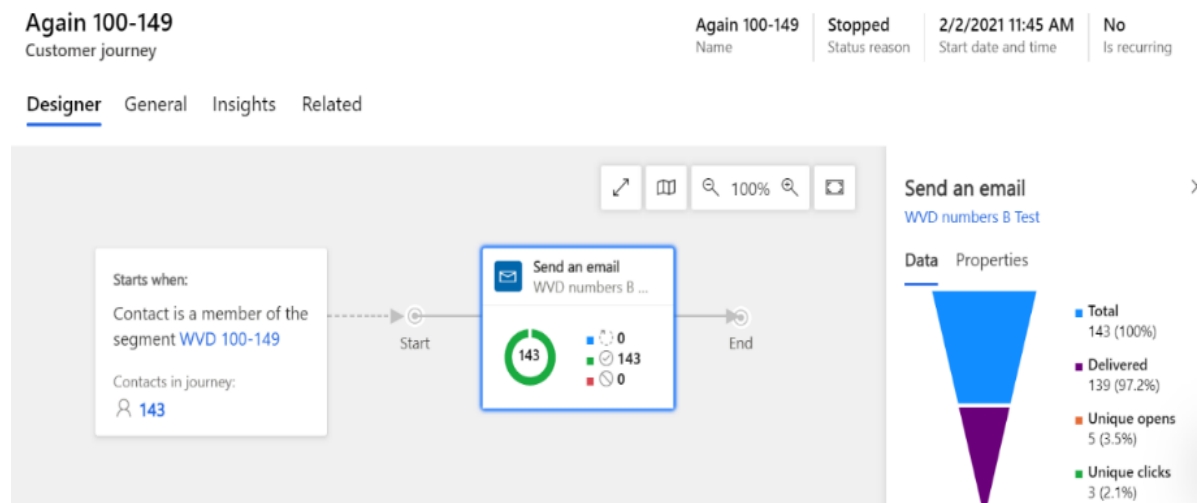
Fig. 2.3. Exelegent Dynamics 365 Campaign with Unique Open Rate 3%

Source: Dynamics 365 2/2/2021 11:45 AM

To get emails we are using ZoomInfo paid database with business emails. ZoomInfo tool helps to find business information about an account or a business contact with a certain setting criterion. There is a direct integration with Dynamics365, that helps to store information directly in our CRM system and run campaigns from there.

Because of minimum sources from our marketing and sales team we decided to concentrate our efforts on reaching out to the audience that stands for ICP criteria (see Appendix K tab. K.1), and had been marked by Intent as actively searching for a solution.

In order to enhance our efforts, we have purchased the Intent feature that will help us to reach out to prospects that are out there right now, searching online, reading content, and comparing options to relieve their pain, are looking for Intelligent Automation. The fee for 3 months is $750.

By running a first round of the campaign with a smaller targeted audience defined by Intent we received unique open rate 20% fig. 2.4, which is the highest unique open rate we were able to reach so far.
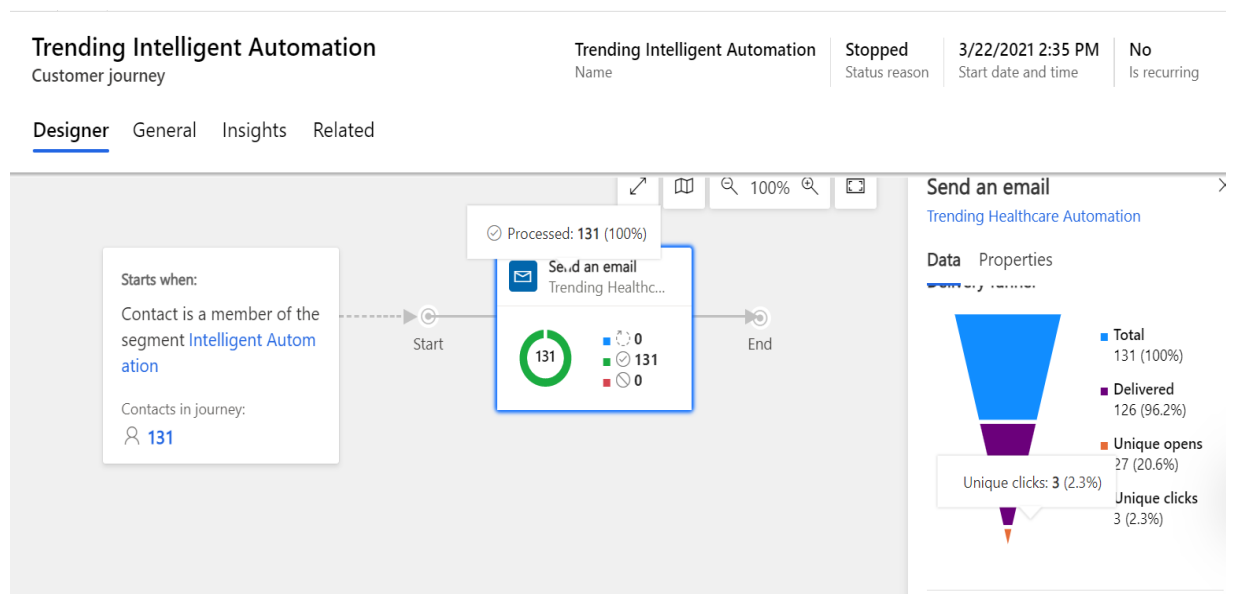

Fig. 2.4. Cold emails campaign with the unique Open Rate 20%

Source: Exelegent's Dynamics 365 3/22/2021 2:35 PM

However, the "Intent" feature helps to define the targets, there are not all possible Zoominfo business emails to reach directly to the targets. Therefore, we need additional tools to find contact's business emails.

After the cold email outreach expert's consultation, we defined that our process has some flaws that have to be fixed. First the technical settings should be configured following the best practices. Exelegent's DNS has errors that email deliverability (see fig. 2.5.). We have also been advised to subscribe Folderly.com, a tool that helps for the email lend in the inbox.

Problems	Blacklist	Mail Server	Web Server	DNS
0 Errors	0 Errors	0 Errors	0 Errors	0 Errors
4 Warning	0 Warning	2 Warning	0 Warning	2 Warning
237 Passed	190 Passed	30 Passed	3 Passed	14 Passed

4 Problems

	Category	Host	Result	
⚠	dmarc	exelegent.com	DMARC Quarantine/Reject policy not enabled	More Info
⚠	mx	exelegent.com	DMARC Quarantine/Reject policy not enabled	More Info
⚠	dns	exelegent.com	SOA Refresh Value is outside of the recommended range	More Info
⚠	dns	exelegent.com	SOA Expire Value out of recommended range	More Info

Fig. 2.5. Technical audit of Exelegent's domain

Source: MX Tool Box (https://mxtoolbox.com/emailhealth/exelegent.com/)

Further step was the extra domain specific to send cold emails from. We used "Exelegent.us", to decrease possible negative impact the business domain "Exelegent.com". There are risks that the domain can be blacklisted when it is maked as spam frequently.

The next step is to optimize the amount of emails that are sent out. The recommended number of cold emails should be 200-250 daily. It should be done with a particular frequency as spikes are also give a high spam rate to the domain.

Previously Exelegent has not been checking if emails exported from Zoominfo are valid, however, there is a risk of a high bounce and low deliverability because of this. To optimize this process, we started using a free tool quick email verification. The fee version of this tool still gives us some percentage of bounces that is why we should invest in a paid email checker solution.

The next step is switching to a different software. When sending with Dynamics 365 the emails may be considered a promotional correspondence and landed in the Promotional Folder. Currently we switched to Lemlist. The KPIs at this stage that we have set are 20% open rate and 2% reply rate.

By implementing al these recommendations, we were able to get higher open rates reaching 35%, (see fig. 2.6.). However, the new domain needs to be warmed up, otherwise it has limits on the daily number of messages that can be sent out. That has become an additional barrier to us and an area to work on.
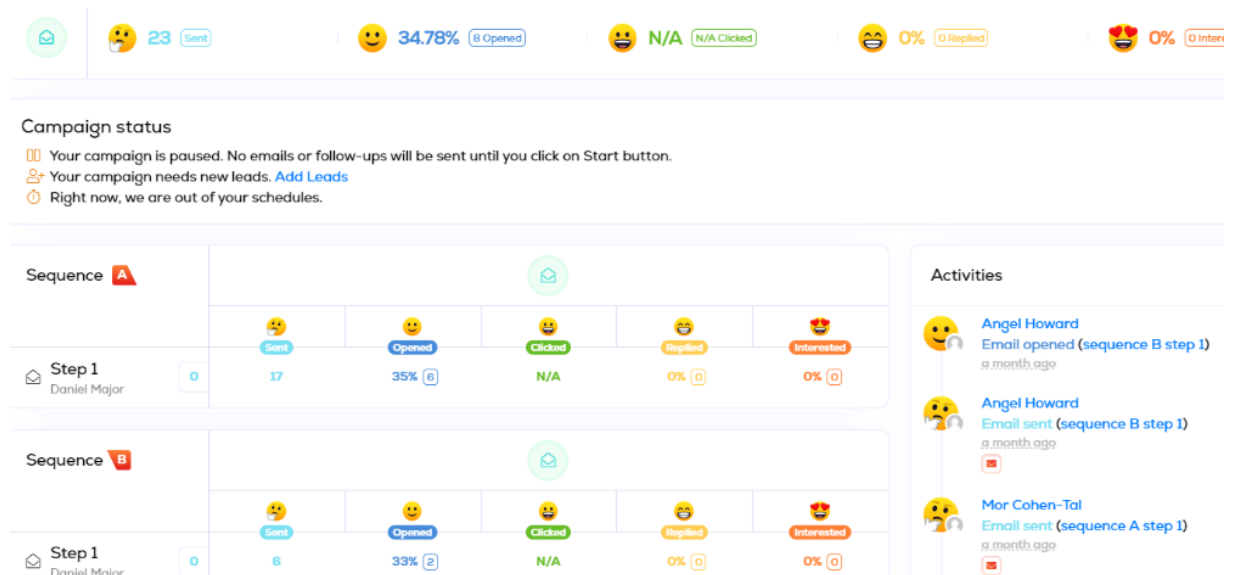
Fig. 2.6. Exelegent's Campaign with the open rate 35%

Source: Exelegent's Lemlist profile (April, 2021)

Table 2.2

Cold email marketing tools optimization

Cold email Outbound (old)	Tool	Monthly	Cold email Outbound (old)	Tool	Monthly
sending tool	Dynamics 365	$0	sending tool	Lemlist	$59
email checker	Quick email verification	$0	email checker	clearout.io	$25
data base	Zoominfo	$800	data base	Snov.io	$39
check technical settings	n/a	$0	check technical settings	Folderly	$200
emails booster	Zoomino Intent	$230	emails booster	Zoomino Intent	$230
		$1030			$553

Source: data collected by author from the Internet

Also, after the processes optimization we were able to receive budget almost 50% budget cuts.

2.4. Marketing channels. Backlinks building, Marketplaces and Digital Strategy

As we understood from our research the brand of an RPA service company plays a very important role and generates traffic to the website. Companies may not be familiar with the terms "RPA", "intelligent automation", "cognitive automation", however, the brand of UiPath and their superiority in automation generates them over 20k traffic for the search term "uipath" and 350 for the search term "rpa uipath" in fig. 2.6.

Branded Keywords

The highest-volume keywords reflecting the site's brand.

Keyword	Volume
uipath	20,900
ui path	7,900
uipath academy	2,300
uipath careers	1,275
ui path academy	675
rpa uipath	350
uipath rpa	350

Fig. 2.6. UiPath Branded keywords volume

Source: Collected by author with MOZ tool (May, 2021)

For example, comparing the page of UiPath concentrated on RPA for healthcare (https://www.uipath.com/solutions/industry/healthcare-automation) and Exelegent's RPA page (https://exelegent.com/healthcare-automation/) we understood that we have to develop the backlinking process and collaborate with the online magazines (see fig. 2.7.).

Metrics	www.uipath.com/...		exelegent.com/he...
Domain Authority	63	⊘	15
Page Authority	38	⊘	13
Spam Score	3%	⊘	12%
Total links	49	⊘	0
% of total links, external + follow	20%	⊘	0%
External, followed links	10	⊘	0
Internal, followed links	26	⊘	0
External, nofollowed links	12	⊘	0
Internal, nofollowed links	1	⊘	0
Total linking domains	16	⊘	0
Followed linking domains	8	⊘	0

Root Domain   Subdomain   Exac   www.uipath.com/solutions/industry/healthcare-automation

Fig. 2.7. Link profile comparison UiPath vs. Exelegent

Source: Collected by author with MOZ tool (May, 2021)

By conducting investigation on the backlinks of our competitor in RCM and RPA, R1 RCM company, searching over 1000 backlinks we were able to find around 17 online magazines we are going to approach with a request message to get published, either gest posting or paid. The same process we did with Nintex Platform and Olive Health. These are the closest competitors for Exelegent's RPA for RCM.

During the research a few free link building websites were found (e.x www.yearning.com/, www.addlinksfree.com/).

Some free listings, like www.trustradius.com, www.app.dealroom.co, www.firmobase.com, www.findmechicago.biz). One forum www.definiteanswers.com.

Also a few paid opportunities to develop backlinks were found. As a result, the amount of backlinks has increased by 27 per month, (see fig. 2.8.).
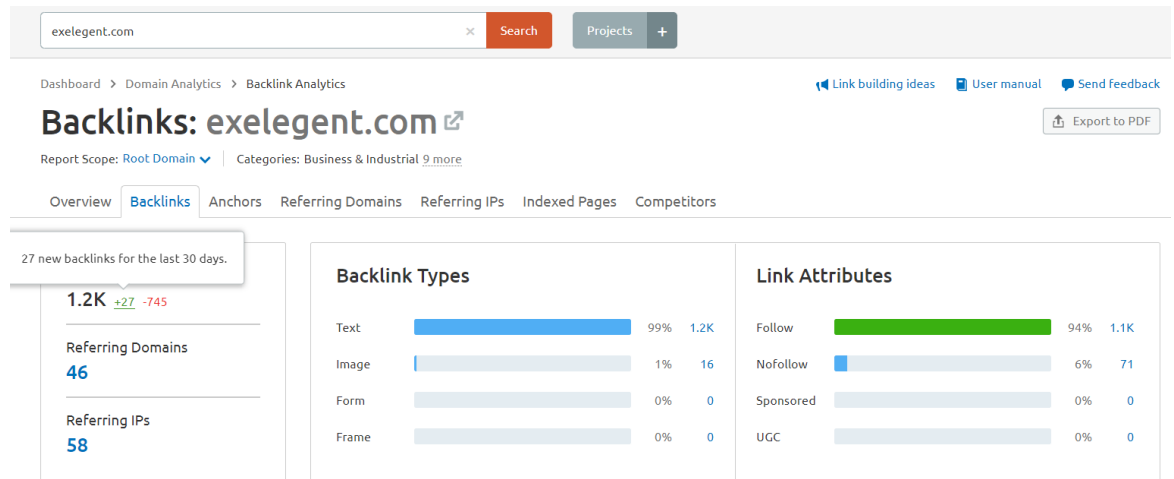
Fig. 2.8. Exelegent Domain Overview. Backlinks

Source: Collected by author with SEMrush tool (May, 2021)

Concerning the marketplaces, we got published on Microsoft AppSource with RPA RCM Proof of Concept and RPA Healthcare Workflows Offer. Also, we have created a Profile on Clutch.co with a "Robotics" Industry Focus are working with clients to develop references there. We have already received one published review and two more are coming. Our KPI is to publish at least 3 client feedbacks on Clutch.co monthly. Also, we have published our offerings at G2.com, GoodFirms, Cloud tango listing platforms.

2.5. Budget

To understand the profitability of our channels we have made a monthly estimation of the costs needed to execute each process in tab. 2.3. As the B2B sales cycle usually lasts from 3 to 6 month, we are going to prepare a budget for 6 months. If we are going to

use only cold email outreach combining with our PR efforts to boost brand awareness, we are going to spend $7,722. The cost of one project is $2,500 that means that we need to make at least 3 purchases to cross the line of nonprofitability. In case we decide to add the channel of paid ads for 6 months, we will need extra $10,000.

Table 2.3

Marketing Budget on Exelegent's RPA Cold Email Outreach

Cold Email Outbound (new)	Tool	Monthly
sending tool	Lemlist	$59
email checker	clearout.io	$25
data base	Snov.io	$39
check technical settings	Folderly	$200
emails booster	Zoominfo Intent	$230
Consultant		$45
PR initiatives		
press release	PR web	$189
guest posting/backlinks	online magazines	$500
	Total	$1,287
	vs.	
Paid Ads	Google Ads	$1,452
	Work	$300
	Total	$1,752

Source: Internal company information of Exelegent

To sum up, Exelegent has to concentrate on boosting the brand awareness as an RPA services provider. Currently over $1,500 has been spent on the marketing promotion, and there were not sufficient results, despite gathering a pool of leads that are on the stage where they need more education on RPA.

After investing into the brand awareness, developing case studies, testimonials, white papers, more the ads investment is worth pursuing.

CONCLUSION

The initial idea to bring Exelegent's RPA solution to the market came after attending Gartner's conference in February, where industry leaders were talking about the market opportunity and emerging technologies. Our management decided that it has a huge potential to satisfy the healthcare clients' needs being a low-cost technology, as after the pandemic many healthcare providers needed to cut down the costs on IT departments and shorten the staff. Our BPO department already had much experience in optimizing the RCM processes helping healthcare providers to outsource routine back-office tasks. As we had a team that knows the technology, that is why we decided to upsell our existing clients and were excited that it is going to bring us lots of new potential clients.

The challenges happened when we started to analyze the market and found out that the competition is very high. Over 155 consulting companies (including the "Big 4" consulting companies), 55 RPA vendors and even middle RCM companies already have RPA or automation in their portfolios.

By using LinkedIn and cold email outreach channels we were sending promotional campaigns focusing on the value of automation with RPA. As a result, we received responses that our offer is interesting, however, the timing is not good enough, and they want to reconnect later. At that time, we did not have enough marketing materials to continue nurturing the leads by delivering them some valuable content.

Another barrier that we discovered was the pricing. Even though the fee for Power Automate licensing has been set as extremely democratic, the total cost of the solution implementation could take more costs than having a dedicated employee performing routine tasks. Therefore, the targeted accounts should have at least 200 employees and in

such companies the cycle of decision making can take more than 3-6 month since the first touch.

Another challenge that we realized is that the audience size in healthcare sector who are looking for the rcm automation is not wide enough. The analysis with google trends, keywords planner, the open-source tools and early results of our outreach has shown that companies are only starting to take a closer look to the RPA technology and need more education or the RCM provider they partner with already has automation in their portfolio.

Therefore, taking into consideration the budget, analysis of paid ads unit economy, we have come to the conclusion that investing into paid promotion of RPA is not profitable for the company because other divisions have services that are more in demand. Also, right now all investments are directed to taking the TrustElements product to the market. As the company marketing budget is general it is used depending on the need to invest into a particular division, that brings difficulty to divide the costs or create a consistent plan for promotion for more than 3 months, as company goals change rapidly.

As the Porter's five forces have shown, the market has the profit potential, but it is not easy to enter due to the high competition and high threat of new entrants. That is why we offer focusing at reaching out to customers of Exelegent and ApexRCM. As the first project in the RPA direction has already been implemented, we can enhance our outreach and website with client testimonials, case studies, one pagers and white papers.

A proficient result is in that we were able work on the clients' feedback being displayed on Clutch.co portfolio. There is one feedback on the automation project, and two more are coming. The channel is beneficial to develop as it is free and potentially can bring the leads looking particularly for robotics in healthcare.

By reflecting on our project, we think that investing into PR initiatives, brand personas of our RPA leaders should have been the first step of marketing strategy. Right now, the process of backlink building, and guest author writing has started and we are going to continue it.

Also, additional research should be done to investigate the industry potential of finance and legal to deliver RPA service, as the analysis has shown that the healthcare industry has only started to use automation and, in a year, or three the situation is going to change.

Another channel that has not been taken into consideration in this thesis is partnerships. Partnerships are considered to be the most effective channel for B2B companies. Another research must be done to see the programs available and their profitability collaborating with UiPath (currently the most recognized RPA vendor for healthcare providers), Automation Anywhere, Pegasystems and Work Fusion.

This thesis can become an asset for a company or specialist that wants to penetrate the USA RPA market. It can help to understand the risks and challenges, marketing costs needed and barriers of penetration on the example of utilizing the framework of Porter's five forces. For Exelegent a pool of interested leads has been gathered that can be converted into clients by educating and sharing valuable materials on RPA, helping to solve their problems of time and resources shortage with automation.

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NmJjZTFcL0U1NWdtXC9MXC9NZWN4aUpwPOGU0cWtCOTRwb2VCSEsxU21TS2
NQSmN5YmVSaGRTQWU2SmVEU2ZYRHF1V2VFeVczSTRrUmRiR3RiTDBaa1d
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APPENDICES

Appendix A

STRENGTHS
- Low-cost BPO services
- University degree employees
- HIPAA compliant services
- Industry partnership
- Customized approach to clients

OPPORTUNITIES
- Marketing
- RPA services
- Healthcare invests in technology
- Access to innovative technologies through partnership
- Collab with Digital Workplace

WEAKNESSES
- Brand Awareness
- Investments in marketing
- Low margin
- Industry-related certifications
- Technology awareness

THREATS
- Covid-19 influence
- Onboarding new clients
- Losing the most experienced personnel
- Pivot of the market trends

SWOT

Fig. A.1. BPO department SWOT analysis
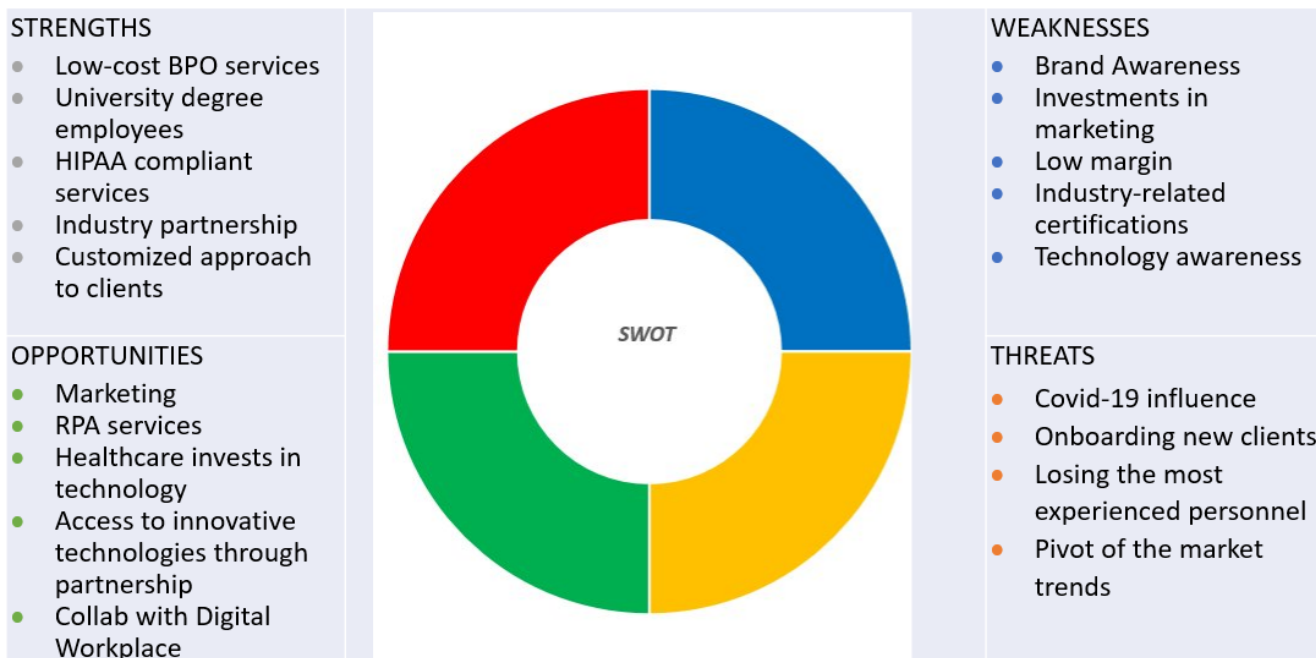
Source: Composed based on company internal information
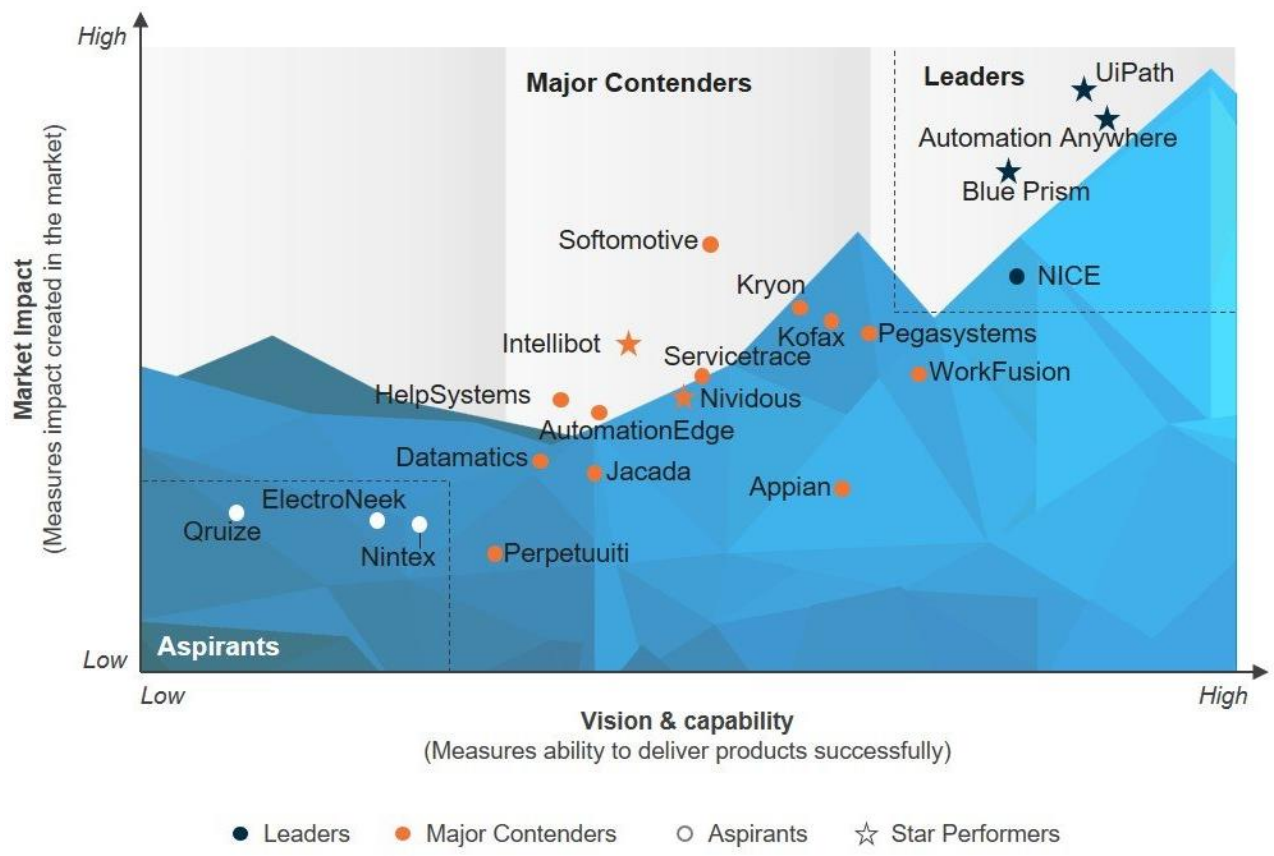
Appendix B

Fig. B.1. Everest Group's PEAK Matrix® [9]

Table B.1

RPA Competitive Vendor Landscape

Company name	Blue Prism	Automation Anywhere	UiPath	Pegasystems
Website	https://www.blueprism.com	https://www.automationanywhere.com	https://www.uipath.com	https://www.pega.com

Continuation of tab. B.1 RPA Competitive Vendor Landscape

Overview	Blue Prism offers "Robotic Process Automation". These robots run by a set of manual rules, set up for each individual job, rather than on a set code or program. The goal of using the robots is to improve the efficiency of back-office processes.	Automation Anywhere offers RPM technology that is currently being used by financial, BPO, healthcare, technology, and insurance companies . While they are based in the United States, they offer their technology globally and are partnered with 27 business, worldwide .The robots work on both front and back-office processes such as HR claims and procure-to-pay tasks. They are also working on producing robots that will be able to produce analytical solutions to office issues.	UiPath offers RPAs that aim to perform the same administrative tasks that humans do in any given organization . Their mission is to eliminate the receptive work that humans do on a daily basis through automated robots.	Pegasystems offers software systems that is available through the cloud in order to meet all business needs. Around for over 30 years, they are known for their advanced AI and RPA technology.
Products/ Services	These robots are a digital workforce they have user-based permissions and enterprise-wide password vaults that can be enabled through the cloud The robots do not run on a specific code, so they can easily work across any platform.	Automate processes from start to finish; learn as they work; specifically for digital jobs IQ Bot finds, organizes and uses "dark data;" observes human behavior for better accuracy; Bot Insight operational and business intelligence immediately; hands free analytics; gathers data across all applications Bot Farm robots available anywhere at any time; designed for large enterprises; works from the cloud.	UiPath Studio personally design automation processes without a code; add widgets, recorders and templates to follow for processes UiPath Orchestrator operates all robots; browser-based server; holds all data in one place UiPath Robot executes processes formed in the studio; goes across all applications UiPath RPA Academy.	Insights on sales and services; performance reviews; marketing strategies Robotic Desktop Automation (RDA) optimize employee performance; automate repetitive tasks; integrate desktop technology Robotic Process Automation (RPA).

Continuation of tab. B.1 RPA Competitive Vendor Landscape

Competitive Advantage	Blue Prism technology is known for stating the difference between RPA and BPM technology, which is visible through their products. They have a strong partner focus and moral objectives compared to other companies, which sets them apart dramatically.	The Automation Anywhere Enterprise Platform focuses specifically on combining RPA, cognitive and analytical technology within their RPAs so as to provide businesses with all the necessary technology within one program. By offering this technology on a multi-tiered cost level, businesses can get the most out the technology for the least about of money. The company has consolidated over 2 million hours of end-to-end work through their robots, more than any other technology in the industry. According to The Forrester's Wave, Automation Anywhere's work is 90% back office and 10% front office, with an "equal balance of direct and channel customers".	UiPath works to ensure that their products are foolproof and perform with the highest possible quality. Their robots are not actual machines, but rather, run through desktop computers. The design studio portion uses Microsoft's Workflow Foundation and is capable of reporting data visually.	Pegasystems is considered to be one of the stronger platforms that merges robots, analytics, and case management tools. Their newest technology showcases Pega Robotics and OpenSpan technology together. OpenSpan technology brings contact centers into the RPA field for fast organization of data.

"When selecting an RPA solutions provider, what are the primary criteria your organization looks for?"

64% Control and operations management

60% Proof of scalability and within larger automation deployments

56% Cognitive AI roadmap

42% Existing relationship with the solution provider

40% Effort of implementation and integration with existing technologies

38% The ease of the bot design

Base: 105 manager-level or above respondents from operations groups, shared services, finance/accounting, and other lines of business
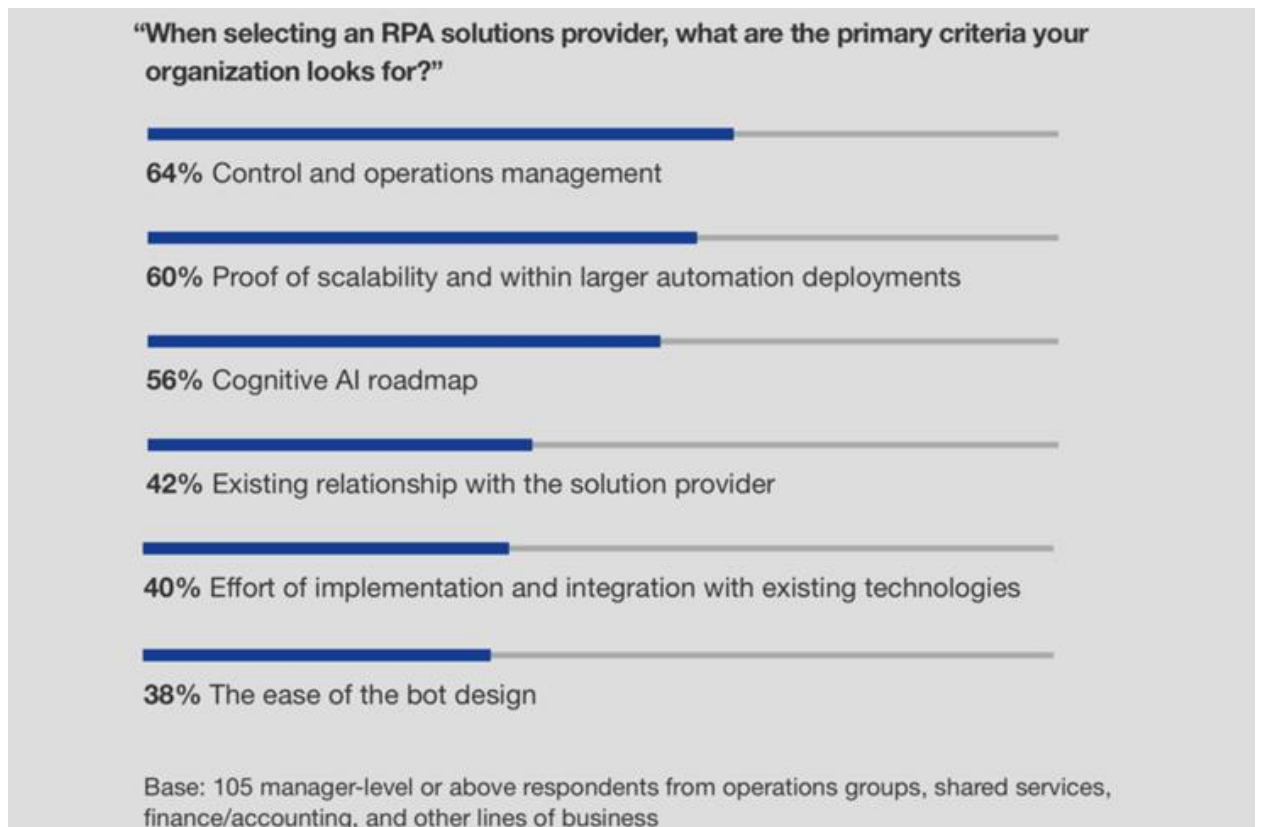
Fig. B.2. Questionnaire "Selecting the RPA solution provider"

Source: A commissioned study conducted by Forrester Consulting on behalf of UiPath, December 2017
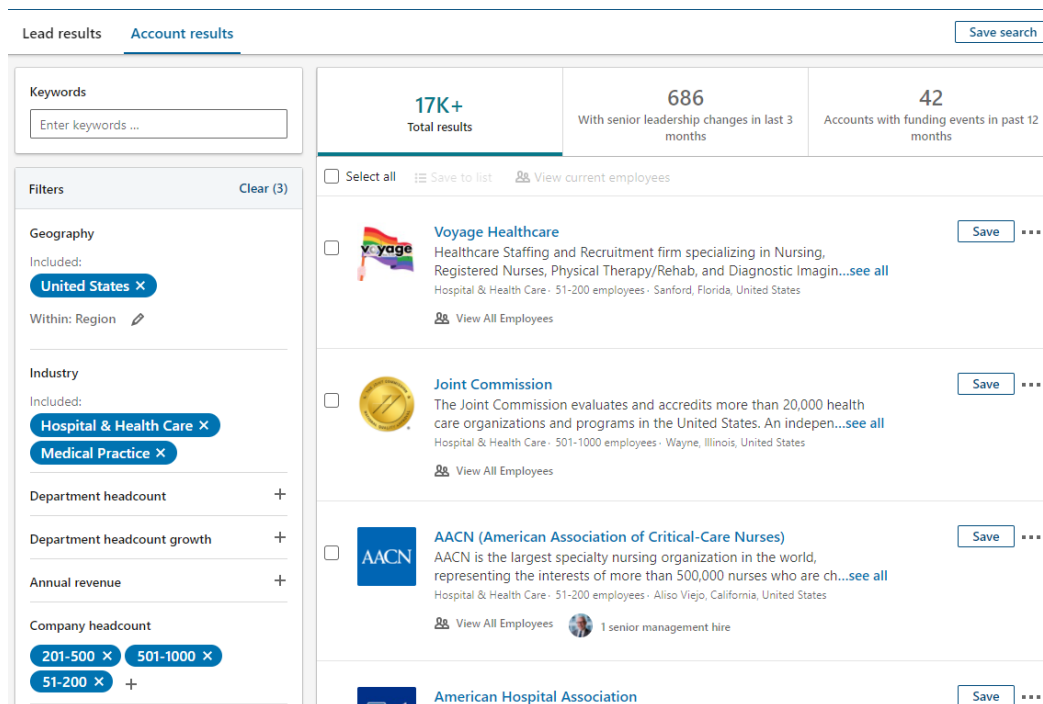
Appendix C

Fig. C.1. The USA healthcare market

Source: LinkedIn Sales Navigator
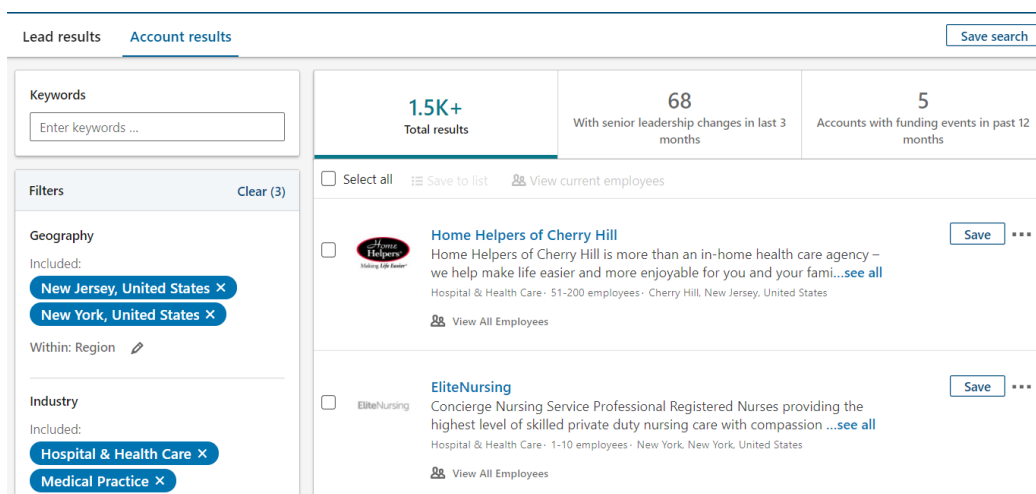
Fig. C.2. NJ and New York healthcare market

Source: LinkedIn Sales Navigator, 2021

Appendix D
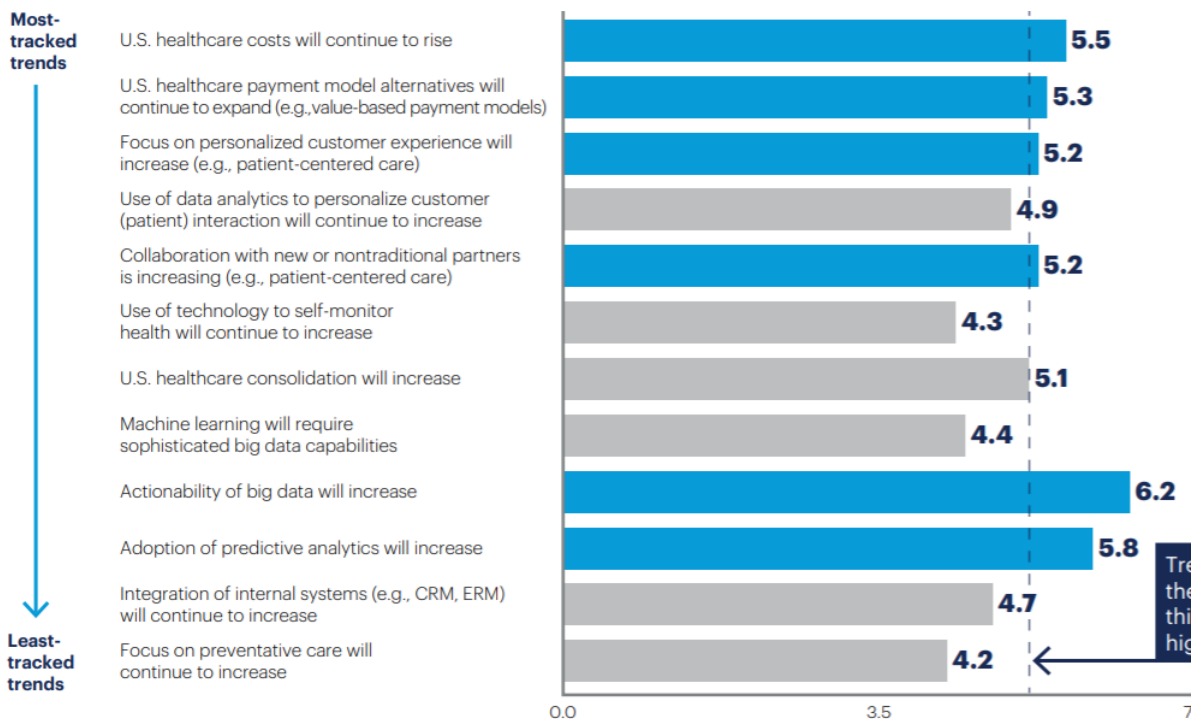
Fig. D.1 Top 12 Trends Affecting the Healthcare Industry [15]

Appendix E

Table E.1

RCM RPA Competitors

Company Name	RPA Vendor	Location	Automated Process	RPA category
R1 RCM https://www.r1rcm.com/news/the-key-to-generating-real-roi-when-automating-the-revenue-cycle-a-trusted-partner	Automation Anywhere	Chicago, IL, US	RPA automates rote tasks so humans can focus on higher level activity. Instead of an administrator looking up information on a health plan portal and copy-and-pasting it into a claim, a bot performs this action.	RCM services provider.

Continuation of tab. E.1 RCM RPA Competitors

Nalashaa https://www.nalashaa.com/rpa-healthcare-rcm/	Develop bots	India	Capture of patient demographic information into practice management tools like Centricity, Kareo etc. Verification of procedures performed (CPT or HCPCS codes) and diagnosis code (ICD -10 codes). Entering charge capture information Verification of the status of a submitted claim Generation of patient bill statement including Explanation of Benefits (EOB) where applicable Verification of claims before submission.	Services - Robotic Process Automation
PrognoCIS EHR Software https://prognocis.com/rpa-for-revenue-cycle-management/	Claims Monitoring with Waystar (cloud-based revenue cycle management software); batch insurance verification and pre-auth crawlers; automates coding with the templates	Silicon Valley of California since 2001		by Bizmatics
Skcript www.skript.com	UiPath, Automation Anywhere, HelpSystems Automate	Malaysia	Capture charge, claim submission, coding, patient collections, pre-registration, registration, remittance processing, third-party follow-up, and utilization review,	

Continuation of tab. E.1 RCM RPA Competitors

Savience https://savience.com/robotic-process-automation/rpa-in-practice/	Boston WorkStation platform (https://www.bostonsoftwaresystems.com/Home)	UK	A major bonus of Savience's scripting tool is the ability to enter data into any software system	
Advantum Health https://advantumhealth.com/robotic-process-automation-revolutionizes-the-healthcare-revenue-cycle/	uses scripted processes to access information in the same way humans do, but faster and without errors. Once taught, robots access data, API's, payer portals, practice management systems, and medical records	Louisville, KY	physician credentialing, enrollment, patient eligibility, prior authorization, denial management, clinical documentation, coding, medicare billing, regulatory compliance, security, patient self-pay,	revenue cycle management company delivering customized RCM solutions for hospitals and other healthcare organizations
Nintex Platform RPA	Nintex aqquired EnableSoft maker of Foxtrot RPA		process mapping, workflow automation, forms, mobile apps, document generation, and e-signatures.	processes are in collaboration environments (like SharePoint, Office 365, or Box), spread across the cloud, all the way down to the desktop and legacy systems
Chazey Partners https://chazeypartners.com/robotic-process-automation/	Chazey Partners is Partnering with Softomotive	Global	not specific to RCM	

Continuation of tab. E.1 RCM RPA Competitors

nThrive https://www.nthrive.com/solutions/robotic-process-automation/optimize-processes	Solutions: RPA (Optimize Process, Deploy Technology) nThrive software robots or "bots"	Alpharetta, GA	Denial requests for medical records. Missing Internal Claim Number (ICN) / Document Control Number (CDN) claim. Eligibility research. Billing edits. Prior authorization submission/tracking and more.	New kind of revenue cycle management company, one that provides all the technology, advisory expertise, analytics and education solutions providers need to thrive.
Auro RPA https://www.aurorpa.com/rpa-healthcare-pharmaceuticals/	BluePrism	NC	Patient Registration; Claims Processing; Membership Management; Drug registration	Auro is the niche Robotic Process Automation strategic consulting service offering from Webonise US LLC
Notable https://www.notablehealth.com/	Notable uses AI, RPA and beautifully-designed user interfaces to put healthcare administration on auto-pilot.	San Mateo, California	Automate any administrative or clinical workflow	Notable's platform extends the power of your EHR with artificial intelligence, enabling the automation of any administrative or clinical workflow.

Source: Collected with open-source tools by author

Appendix F
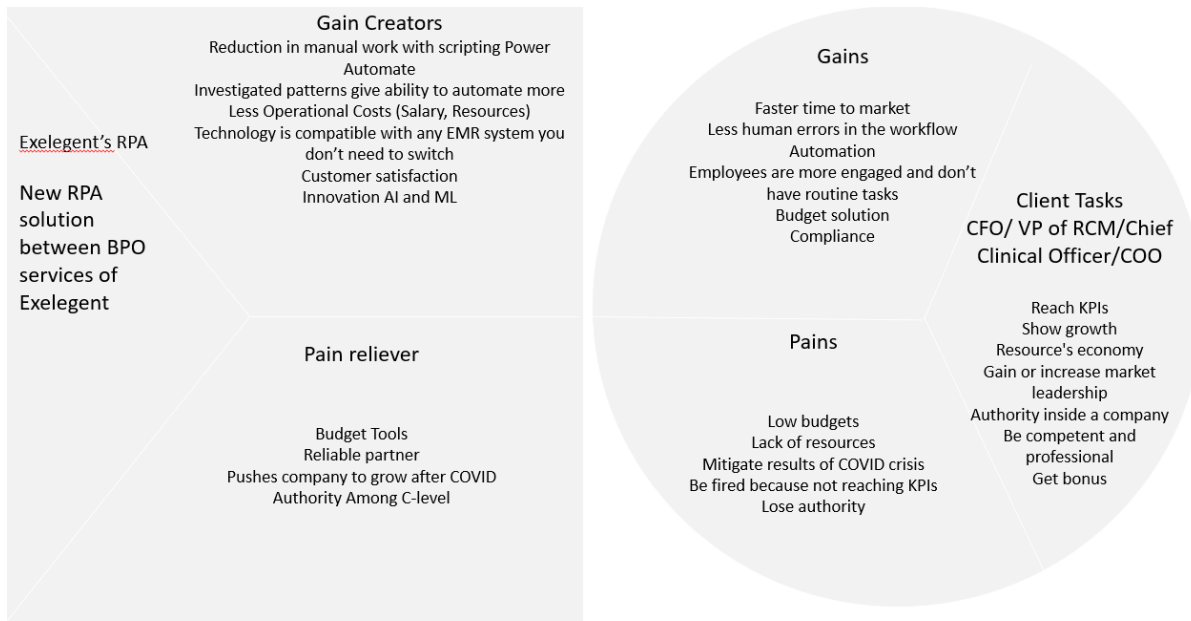
Fig. F.1. Exelegent's RPA Value Proposition Canva VPC

Source: Composed based on company internal information

Appendix G
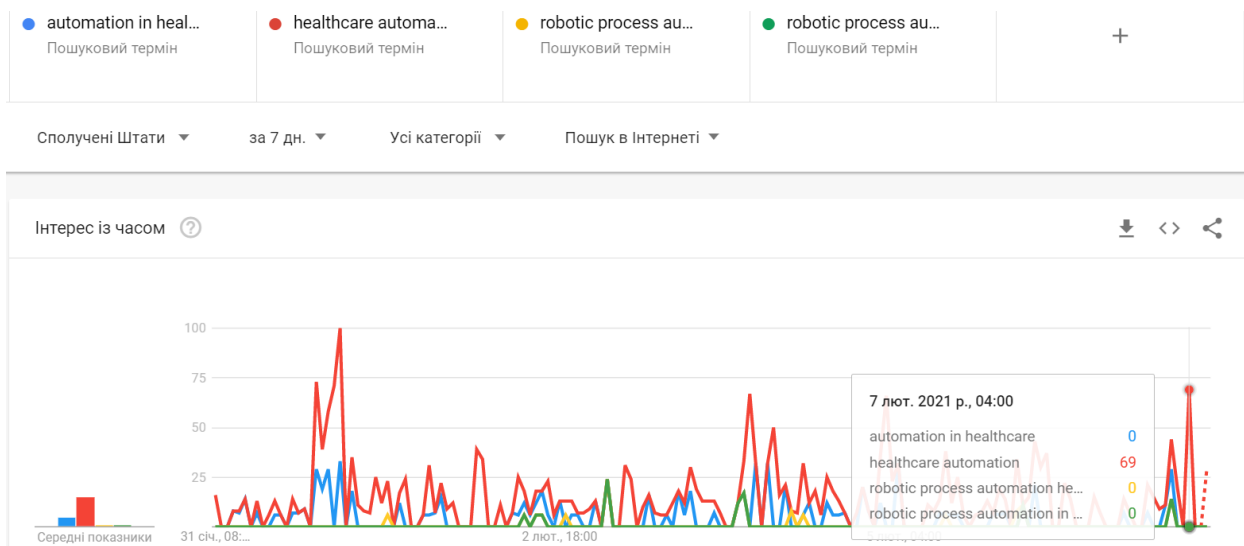
Fig G.1. The "RPA" term popularity research

Source: Google Trends (February, 2021)
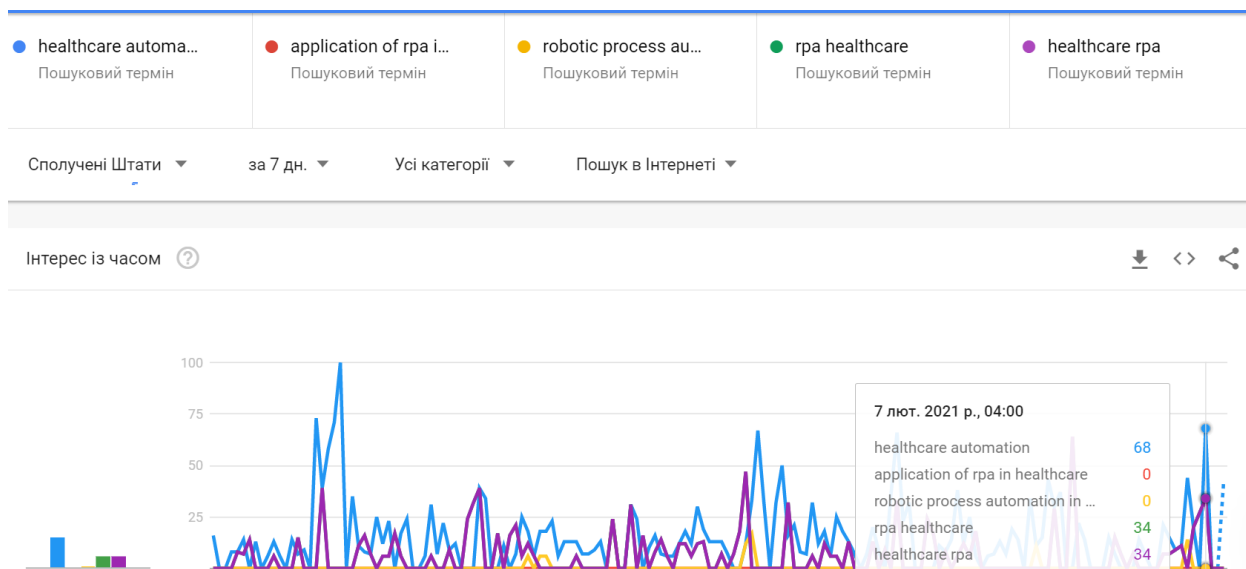
Fig. G.2. The "RPA" term popularity research

Source: Google Trends (February, 2021)

Table G.1

Keywords Analysis

Keyword	min volume/month	max volume/ month	Volume/month	$ average	$ min	$ max
healthcare automation	101	200	121.5019653	12,12	3,43 USD	9,20 USD
rpa in healthcare rcm	11	50	27.24240562	17,35	6,04 USD	20,00 USD
rpa intelligent automation	11	50	27.24240562	$16.82	12,50 USD	34,07 USD

Continuation of tab. G.1 Keywords Analysis

enterprise rpa	51	100	55.34579958		7,83 USD	19,06 USD
rpa in claims processing	11	50	27.24240562		15,00 USD	28,90 USD
robotics in healthcare	501	850	559.3830425	3,48$	1,40 USD	3,66 USD
intelligent process automation	201	500	457.2757927		12,50 USD	34,12 USD
rpa medical	101	200	184.6835337	1,52	2,09 USD	13,21 USD
artificial intelligence in healthcare	851	1700	1359.50556	15,91	5,50 USD	19,35 USD
hospital automation technology	11	50	27.24240562		n/a	n/a
ui health billing	51	100	73.16401442		9,22 USD	11,27 USD
rpa healthcare	11	50	30.89866149	31,24	8,00 USD	24,64 USD
rpa in healthcare	101	200	163.1089219	31,24	8,00 USD	24,64 USD
healthcare rpa	11	50	30.89866149	26,31	8,23 USD	34,17 USD
robotic process automation healthcare	11	50	30.89866149		9,20 USD	34,17 USD
anywhere healthcare	11	50	27.24240562		3,93 USD	11,62 USD
robotic process automation in healthcare	11	50	38.68984882	19,07	9,20 USD	34,17 USD

application of rpa in healthcare	11	50	46.85480075		n/a	n/a
rpa technology	851	1700	1187.575039	18,52		
rpa hospital	851	1700	976.6514461			
rpa automation	851	1700	907.4758303	20,14		
rpa software	851	1700	866.2733843			
rpa tools	851	1700	852.5920888			
rpa agency	201	500	334.2141227			
rpa new york	101	200	163.1089219			
automation in healthcare	101	200	111.4695512	12,12		
rpa chicago	51	100	82.43667792			
automated data entry	51	100	55.34579958	19,17		
robotic process automation use cases in healthcare	11	50	27.24240562			
automation in healthcare sector	11	50	27.24240562			
automating healthcare processes	11	50	27.24240562			
rpa applications in healthcare	11	50	27.24240562			

Continuation of tab. G.1 Keywords Analysis

examples of automation in healthcare	11	50	27.24240562			
benefits of rpa in healthcare	11	50	23.54436116			
benefits of automation in healthcare	11	50	23.54436116			
rpa in medical coding	11	50	16.71429414			
automation healthcare	11	50	16.71429414			

Source: MOZ tool (February, 2021)

Table G.2

Keywords comparison for Exelegent's divisions

	Keywords	Monthly volume
CyberSecurity Risk Essentials (Free with M365 DPOR)	Cyber Security Risk audit	30
CSPM	Cspm	1300
	Cloud security posture management	390
CyberSecurity & Compliance Services (TrustElements)	HIPAA compliance	27100
	Compliance HIPAA services	110
Vulnerability Assessment & Penetration Testing	Vulnerability assessment	1900
	Vulnerability Assessment service	50
	Vulnerability Assessment in healthcare	20
	Penetration testing	14800

Continuation of tab. G.2 Keywords comparison for Exelegent's divisions

	Penetration Testing for healthcare	50
	Penetration Testing companies	480
	Best penetration Testing companies	30
CyberSecurity Audit	Cyber security audit	590
	It audit cyber security	90
	Cyber security audit sevices	70
HIPAA Compliance Audit	Hipaa compliance audit	140
	HIPAA Compliance services	110
	HIPAA Compliance consulting services	40
Automated CyberSecurity Threats Detection and Response (MDR)	Managed threat detection and response services	10
	Threats Detection and Response	210
	Managed detection and response services	70
Data Governance Program	Data governance program	110
	Data governance in healthcare	260
	Data governance consulting	210
	Data governance consulting firms	90
	Data governance consulting companies	50
Data Classification Foundation	Data classification companies	10
	Microsoft office 365 data classification	50
Cloud Data access and protection	Data access control for enterprise applications in cloud computing	70
	Cloud data access	70
	Cloud data protection	260
	Cloud data services	140
	Cloud data protection companies	90

Source: SEMrush (April, 2021)

Appendix J

72 Healthcare Companies Partnering with RPA and RCM providers

Company Name	Do they have RPA?	Do they partner in RCM?	Notes about the company
Adult & Child Health	No	No	Message RCM System Coordinator at Adult
Adult & Pediatric Dermatology (APDerm)	No	No	
Advanced Diagnostics Healthcare System	No info	No	
AMITA Health	No info	R1 for End-to-End RCM	Have a new email address LWallace1@r1rcm.com
Ascension or St. Vincent	No info	Physician RCM R1	
Augusta Health	No	maybe see notes	Sandlot Solutions a leading provider of clinical interoperability and community health management solutions focused on: the exchange of clinical and claims data across the care community, population data analytics and enhanced care coordination.
Beaufort Memorial Hospital	No	No	

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Beebe Healthcare	AccuReg (This report has decreased our manual workload by weeks, and I mean weeks–not hours, but weeks.	Cerner?	In addition, Beebe Medical Group is also part of a larger health system, Beebe Healthcare. While Beebe Medical Group uses athenaOne to manage its ambulatory practices, the primary hospital, Beebe Medical Center, uses Cerner to manage its inpatient facilities.
Boca Raton Regional Hospital	No	No	part of the Baptist Health system
Carteret Health Care	No	No	
Central Florida Health Care	No	No	UF Health Central Florida, formerly known as Central Florida Health and acquired by University of Florida Health in January 2020
Chatham Orthopaedic Associates	No	No	
Christian Community Health Center	No	No	Federally Qualified Health Center (FQHC) and 501 (C)3 non-profit organization
CHRISTUS DUBUIS HOSPITAL OF ALEXANDRIA	No	No	
CHRISTUS Health (CHRISTUS St. Vincent)	No	No	The security robots are equipped with multiple cameras to continuously snap photos

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Coastal Pediatric Associates	No	No	use athenahealth automation (Automated outreach campaigns reduced administrative work and reached more patients within target populations)
Coffee Regional Medical Center	No	No	Robotic Pharmacy where patient barcodes, included on wristbands, are matched to Rx barcodes to confirm that the right medications are being delivered to the right patient.
Columbia University Irving Medical Center	No	No	Karla was formerly with New York Presbyterian. Started a new position that's why she wants to reconnect later
CommonSpirit Health	Notable Health		CommonSpirit Health, formed in 2019 by the alignment of Catholic Health Initiatives (CHI) and Dignity Health, is the largest nonprofit health system in the U.S., with more than 1,000 care sites in 21 states. How many hospitals are in CommonSpirit health? 142 hospitals
Cortica	No	No	
Cottage Hospital	No	No	

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Cumberland Healthcare Hospital	No	R1	The Healthcare Financial Management Association (HFMA) Peer-Reviewed® TruBridge revenue cycle management (RCM) product will serve as a cornerstone of this partnership and help ensure business and financial stability at this newly re-opened 36-bed.
Dermatology Group	No	No	
Dignity Health	See Common Spirits	With Optum they formed an RCM company Optum360	Dignity Health, a large and expanding health system based in San Francisco, has formed a revenue cycle management company in a joint venture with Optum, a subsidiary of insurer UnitedHealth Group.
Eastern Iowa Health Center	No	No	
Good Shepherd Rehabilitation	No	Cerner has RPA based on Automation Anywhere	
Gritman Medical Center	No	No	
Gunnison Valley Health Hospital	No	No	
Halifax Health	No	AccessOne	
Holy Family Hospitals	No	No	
Holzer Health System	No	No	
Hudson Headwaters Health Network	No	No	
Infant Welfare Society of Chicago	No	No	

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Jackson Hospital https://www.jackson.org/about-us/leadership/	TruBridge LLC, a subsidiary of CPSI (NASDAQ:CPSI)		On 18 February, 2021 they partnered with an outsourcing RCM provider
Kershaw Health Accuired by Prism	No	No	Providence and KershawHealth , March 2020
MedExpress	No	No	MedExpress Urgent Care, a subsidiary of Optum Health
Mercy Health https://www.mercyhealth.com.au/our-structure/executive-leadership-team/	No	No	Mercy Health warns patients of data breach at RCM vendor. (HR department)
Midwest Orthopaedics at Rush (MOR)	No	Parter Rush University System for Health is in a RCM partnership with R1 (end-to-end)	Rush University Midwest Orthopaedics But Mordach says RUSH elected not to go that route. Instead, it's partnering with R1 RCM for a co-management model that Mordach says aims to improve everything from coding and billing to employee satisfaction.
Mount Carmel Health System	Mount Carmel Health used Med Assist's M FOCUS to automate eligibility processing and increase revenue		
New York Presbyterian	Yes, partner with Work Fusion		

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Northwest Physicians	They decided to get ahead of the additional workload by licensing SymKey® to increase their claims auto-adjudication rate through robotic automation.		
Orthopaedic Specialists	No	No	
Prisma Health Children's Hospital-Midlands		LifePoint partners with R1 (no mention of RPA)	Prisma Health-Midlands would acquire Kershaw Health, a single-hospital system based in Camden, S.C., and Providence Health, a two-hospital system based in Columbia, S.C., from LifePoint.
Spartanburg Regional Healthcare System	No info	R1	
St. Elizabeth Healthcare	No	R1	
St. John's Episcopal Hospital	No info	Conifer Health Solutions	
Steward Health Care		Nintex	Robotic Process Automation Saves Steward Health Care Systems $2.75M in Operational Costs. Nintex acquires EnableSoft, maker of Foxtrot RPA - Nintex (4 March 2019)

Continuation of tab. J.1.72 Healthcare Companies Partnering with RPA and

RCM providers

Tenet Health	No	Conifer Health Solutions, Dallas-based Tenet Healthcare's revenue cycle management subsidiary	
The Villages Health	No	No	These people formerly worked at R1. ttps://www.villagemd.com/leadership-executive-team

Source: Collected with open-source tools by author

Appendix K

Table K.1

Ideal Client Persona (ICP)

Segment	Healthcare Services, Hospitals & Physicians Clinics
Sub-industries	Physicians Clinics, Medical Specialists, Medical & Surgical Hospitals, Dental Offices, Mental Health & Rehabilitation Facilities, Medical Laboratories & Imaging Centers, Elderly Care Services
Location	USA, Nationwide
Revenue, $	25M-1.5B
Team size	up to 1500ppl

Continuation of tab. K.1 Ideal Client Persona (ICP)

Organization Challenges and pain points	1. Cut down budgets; 2. Employees are suck with repetitive, time consuming tasks;
Why they should choose us (value proposition hipotesys)	We build our solution on Microsoft Power Automate, that is extremely easy to integrate with Microroft's ecosystem that speeds up the whole process and brings costs economy
Strategic goals raleted to our product/service	Upsell exsisting clients, onboard new clients for RPA,
Tech Stack	Power Automate
Relevant Job Titles	Revenue Cycle, Finance, Clinical Operations, Operations, CEO, Owner
Management Level	Manager, C-level, Director, VP

Source: Compiled by author based on internal company information