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Working together to help transform organizations with an Automation First Mindset

With the adoption of automation on the rise, it is difficult to get too far away from an article, press briefing, or news story that somehow references terms like “Robotic Process Automation (RPA)”, “cognitive learning”, or “artificial intelligence”.

As Deloitte’s study, *The Robots are Waiting* shows, the rate of adoption by firms has grown at a quite healthy rate over the past several years, and it is only projected to increase from here to a point of market saturation.¹



While adoption rates are on the rise, the number of clients who say that they have successfully achieved scale (defined by Deloitte as having 50 or more robots continually operating in their production environment) is alarmingly low—and the prognosis, as things currently stand, appears bleak. How can the industry address this apparent stall in successful product acceptance by clients? How can we support a platform’s ability to provide long lasting, meaningful change for its end users?



While automation is often pitched as an easy to use tool ready to instantly relieve workers of their daily monotony, the evidence from Deloitte's report suggests quite the opposite. The industry is undoubtedly gaining strong interest, but automation is having difficulty gaining a strong foothold. To begin an automation journey, it's important for a company to:

Understand the tactical capabilities of automation to then inform and create their larger strategic vision

- A lack of a top down automation strategy is often a strong hindrance to the overall capability of clients to scale.
- While the initial idea of automation can drive preliminary excitement and development effort, it does not automatically result in the development of a longer-term view—an outlook that can convince underlying business units that there is a concerted way forward with meaningful growth prospects—requiring the full breadth of program management capabilities.

Gain the skills required to effectively execute an automation program

- This includes many more roles than most folks realize. Two of the most difficult roles—an RPA developer and a solution architect—require computer savvy. They conduct the tactical level execution of creating automations.
- It also includes training of the business analysts to prospect processes accurately, adapt and refine processes as necessary, create business cases, and oversee the larger program management of a single process throughout the automation lifecycle.
- Often overlooked, it includes training the entire workforce on the capabilities of RPA, why the organization is embarking on an automation initiative, and what it means for jobs today and in the future. This is a crucial aspect of overall RPA change management, especially at a time where some people are afraid of how automation might affect job security.

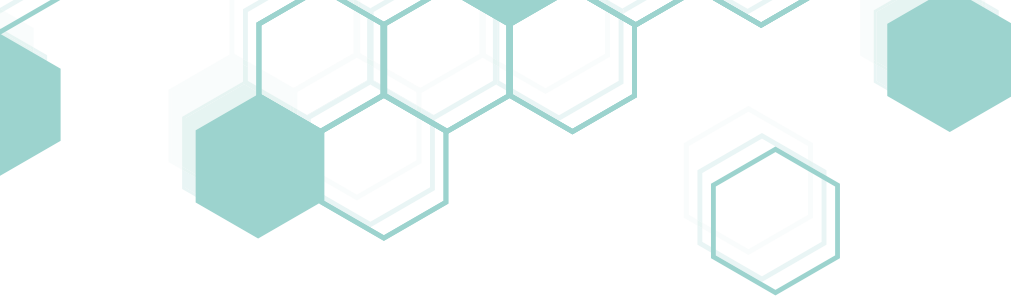
Create a governance structure to administer and oversee the automation program

- As programs are still maturing in the marketplace, it can be difficult to find seasoned leaders to stand up a Center of Excellence. And there is a learning curve in this position, just as there is for the developers, architects, and business analysts.
- RPA leaders must be true tech evangelists to help promote the capabilities of automation across their organization's business units. Many business leads who are asked to embrace automation will have, at best, a marginal understanding of the capability of automation.

These three topics only begin to merely scratch the surface of what it takes for an organization to properly stand up an automation practice.

While each one of these may seem reasonable in isolation, the overwhelming volume can be daunting, and it introduces an intimidating barrier for companies to scale as they fight to master all required topics.





Reflecting on the many points of view to drive this scale, one topic seems rather downplayed in the marketplace: **the importance of teaming.**

It can be through a technical or strategic relationship, or both. The end goal is to take advantage of a deep breadth of knowledge in the automation field or to help embed a new, cutting edge technology component, such as those in the realm of cognitive and artificial intelligence capabilities.



As many clients struggle to scale automation, we can help support and guide them to success. It is important to reflect, as well, on the requirements needed not just to stand up a small Center of Excellence and Development team, but a larger, more robust department or unit capable of driving the scale required to unlock the larger benefits of automation—and the larger benefits of digital transformation.

With respect to implementation and the massive amount of change that it accompanies, it is important to understand the holistic value that implementation vendors offer to clients during automation engagements. UiPath works with hundreds of implementation vendors globally, ranging in size and scope of RPA-related offerings and expertise.

The largest type includes global system integrators (GSIs), who provide global resource coverage across all RPA roles, and offer a full suite of value-added services to enhance an RPA deployment.

These services may include



Monitoring services



Performance visualization and reporting capabilities

OR



May be packaged into one full-fledged managed services offering



Staff augmentation

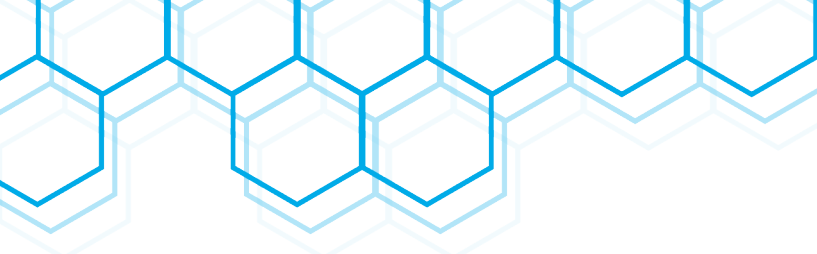


Infrastructure hosting

Regardless of the specific services provisioned, GSIs offer clients something that quickly addresses internal RPA skill gaps: **experience.**

In this industry where automation leading practices are ever changing, that deep seated experience across all stages of the automation lifecycle—from the initial strategic vision, to the creation of automations, to the managing of robots in production—can be very impactful for organizations looking at having to organically develop their own capabilities to take a strong step into the transformation landscape.





In addition to tactical implementation support, there is a less obvious (but also valuable) skill that these GSIs can bring to their clients: **knowledge of their business**.

In many cases, GSIs have supported clients through past technology engagements, and thus bring an understanding of a client's business and operating model, as well as leadership dynamics.

Collaborating with a GSI can be a very impactful part of the recipe to truly unlock the value of automation—both from a technology and implementation perspective—helping clients embrace change and unlock the demonstrated benefits of automation under an **Automation First Mindset**.



Interested in learning more? Reach out to:

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¹ Deloitte UK, "The robots are waiting, are you ready to reap the benefits?" October 2018 <https://www2.deloitte.com/uk/therobotsarewaiting>

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