

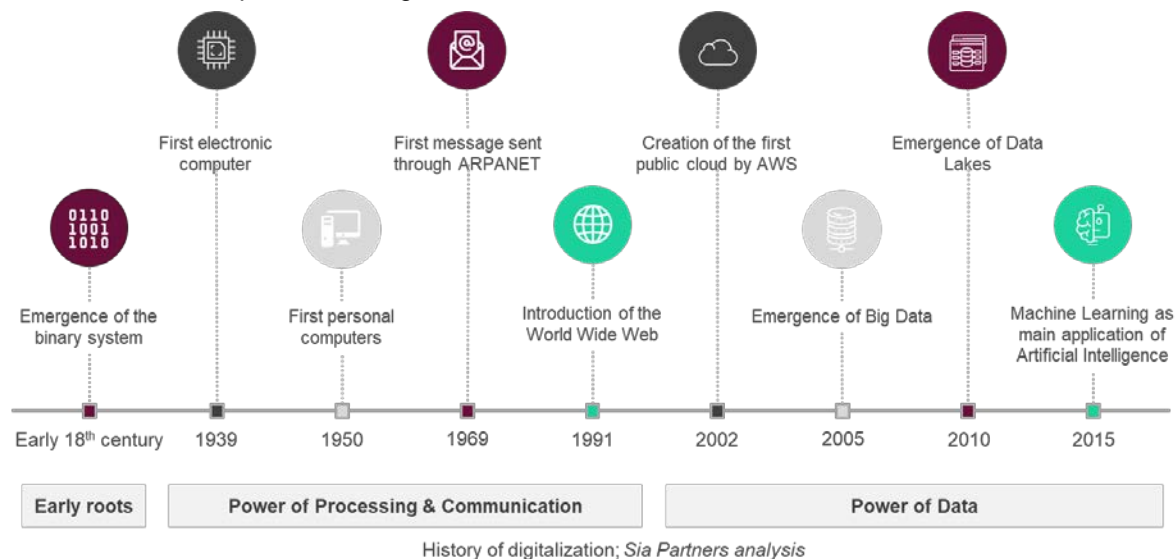


## **WHY COMPANIES FAIL TO SCALE WITH AUTOMATION PROGRAMS**

How to make sure your RPA program is scalable and manageable at scale

Digital transformation is defined as the integration of digital technology into businesses, with the intention to revolutionize operations.

While Digital Transformation is a relatively new concept for many businesses, its history has roots dating back to the creation of the binary system at the beginning of the 18th century. The moment that “ones-and-zeros” started to replace paper, the dawn of the Digital Transformation age started. This transformation would continue to develop on the computers of the 20th century, followed by the apparition of the Internet and its expansion during the 1990s.



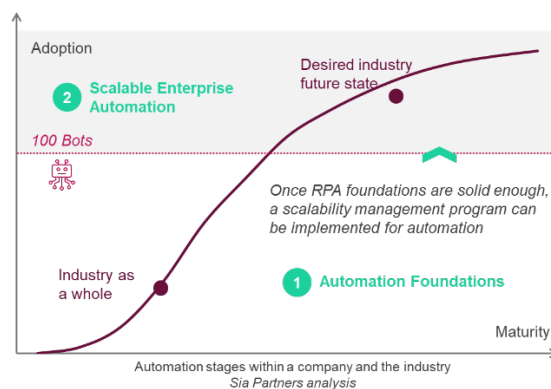
All these technological advancements spurred dramatic accelerated digital transformation. The use of digital technologies continues to spread and become more accessible, including: storage and treatment of increasing quantities of data, digitalization of payments, broadcasts and communication, and rise of GAFA<sup>1</sup>. Since 2008, Data Science has boomed with the thrive of Big Data, Data Lakes, Artificial Intelligence and Deep Learning, among others. Companies now seek profound digital transformation for their businesses and strategies.

Digital transformation has become a priority on most company’s strategic roadmap. In particular, enterprise automation or Robotic Process Automation (RPA) is at the forefront of this digital shift. RPA is on the rise: with an estimated CAGR of 30%, the market size should reach \$2.7 billion in 2023<sup>2</sup>. The Oil & Gas industry, traditionally slower to adopt technologies, has embraced automation as the first step towards a new digital experience.

<sup>1</sup> GAFA: term used to describe Google, Amazon, Facebook, Apple  
<sup>2</sup> Reuters, 2018

As companies grow their RPA program, one of the biggest challenges faced is scaling their automation program. Many RPA initiatives never leave the pilot phase or just encompass a few processes. In 2018, only 16% of companies had deployed several use cases at scale, while 45% were still at the test, pilot or Proof-of-Concept phases<sup>3</sup>. **Yet, RPA only reaches its full potential when deployed at scale.** Only then will companies benefit from significant cost reduction and performance improvement and capitalize on the digital experience.

Automation is more and more adopted in the industry as a whole. However, only when organizations become mature enough and master automation foundations can they reach scale with automation: managing 100+ bots requires strategy, defined roles and responsibilities, IT assets, and a continuous improvement program.



<sup>3</sup> Capgemini, Reshaping the Future – Unlocking automation’s untapped value, 2018

# How to reach scale with automation

## Why do so many companies fail to scale their automation program?

Strategic flaws make scaling difficult. For example, companies often engage with RPA before they know where they want their RPA program to go. While an easy first step is to develop a Minimum Viable Product through a Proof of Concept or Proof of Value, it's important to see the big picture from the beginning and to stay focused on purpose to deploy a scalable RPA program. A company wanting to deploy a scalable automation program, first, has to have a business-oriented vision for this program.

Lack of engagement from the teams involved in automation is also a big issue. If teams are not involved from the beginning, they will lack RPA knowledge, culture, and motive. The business is the principal player and user impacted by RPA; it will also very often provide the use cases for automation. Companies thus need to involve business teams right at the beginning of the RPA journey and to train them adequately. It is also fundamental to extensively train IT teams to become comfortable with this new technology and that they develop the required skillset to manage it.

Successful automation scaling brings tremendous and measurable benefits, however, and the companies who manage to do it unleash their full workload potential. Some success stories below illustrate the gained business value.

**Large Canadian financial institution**



Took a very strategic approach to their RPA program, prioritizing processes based on business value and impact to areas negatively impacting customer satisfaction, optimizing processes themselves, and rolling out pilots to prove the benefit of automation.

Achieved **99% improvement in turnaround time** for end-to-end processes that were automated, returning 70 FTE in capacity back to the business – all within 18 months.



**Electronics multinational company**



Established a Center of Excellence, training, and certification for team members, and standards for LOB resources to build their own automations.

Automated 50 processes in the first 12 months of their RPA program, returning **22,000 hours** of annual manual activity back to the business.



**American biopharmaceutical company**



Created a Governance framework and robotic operating model center of excellence to provide structured, end-to-end, management of RPA projects.

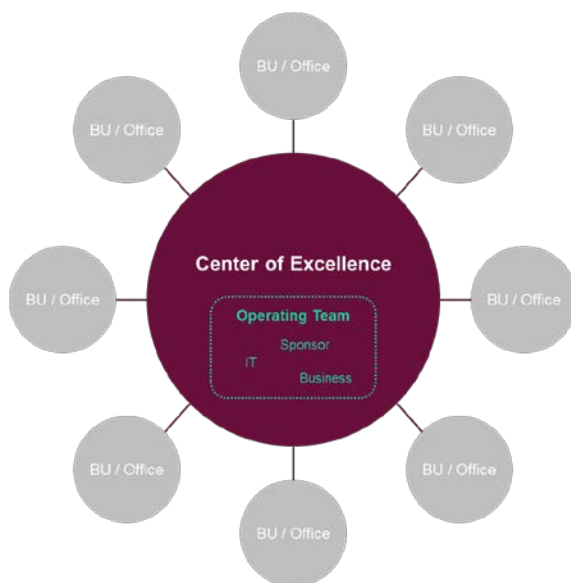
Automated 7 processes in the first five months of their RPA program, returning **1,600 hours** to the business.



## How to make sure your automation program is scalable?

The strategic vision is the core of a scalable RPA program, and a Center of Excellence (CoE) is the engine to realize this vision. The CoE will implement your automation vision by building and maintaining best practices, developing skills, and allocating resources to automation projects. It will manage your implementation teams (business analysts, developers, architects, etc.) and will prioritize, select and arbitrate demands from different divisions.

You will also need to define your target Robotic Operating Model (ROM). In general, we recommend implementing a centralized model around your business units or geographical offices as it will better pool and leverage your capabilities. However, the operating model should be adapted to your organization specifically, thus an assessment should always be conducted to define the operating model.



Center of Excellence operating for RPA on a centralized model  
Sia Partners analysis, UiPath

“Many companies embrace Robotic Process Automation (RPA) as a proven way to “unleash the human potential’ in their workforce and drive new efficiencies throughout the organization. However, too many of these same companies fail to adjust their operating model to account for the introduction of digital labor, which often diminishes their ability to scale the new RPA capability quickly and effectively”, says Brad Hairston, Advisory Alliance Director of Blue Prism.

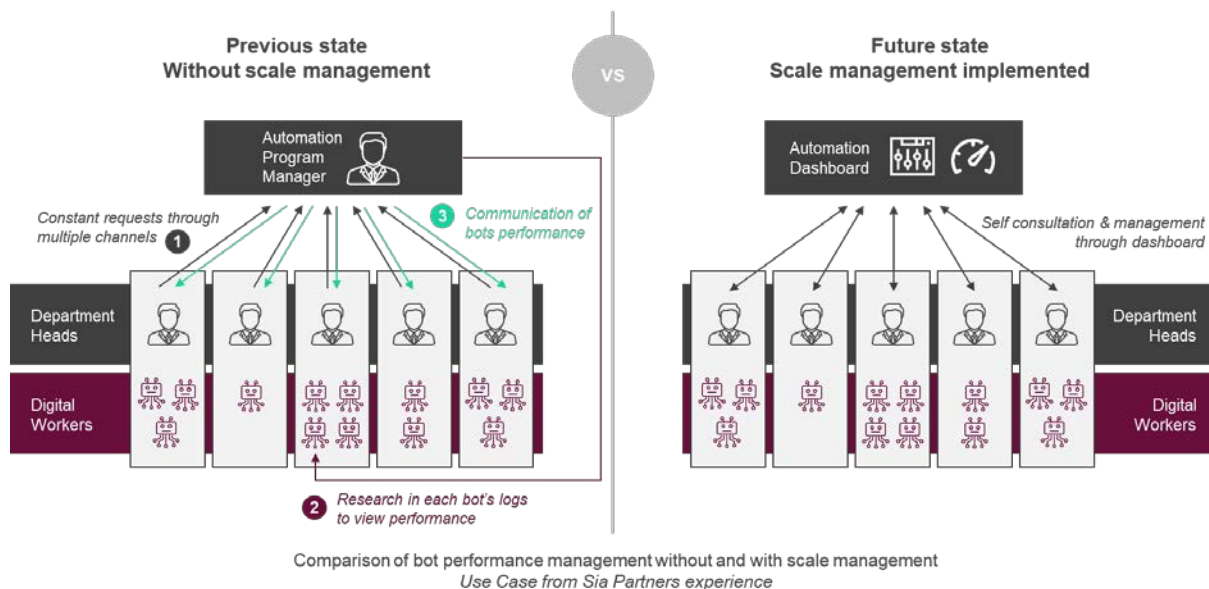
Mr. Hairston adds, “Every company utilizing digital labor should have a well-defined approach to maximizing business benefit through the scaled deployment of RPA that rapidly delivers on-going business value by automating manual processes within a structured and controlled IT-approved environment. Blue Prism’s own ‘Robotic Operating Model’ (ROM) is one such example. It is an industry-leading framework that we provide and recommend to our customers and partners. The ROM involves seven foundational pillars such as “Vision”, “Organization” and “Service Model” that are critical to making RPA as scalable and sustainable as possible. In our experience, investing time and effort in establishing the right operating model for digital labor truly optimizes the benefits realized”.

## How to manage an automation program at scale

Once your organization, teams, processes are engaged in an automation program at scale, the next hurdle is to manage it. Specific challenges arise with scale.

Your bots constitute a new digital workforce. When you reach 100+ bots, dedicated workforce management is necessary. In particular, it is very important to have a master vision of your automated processes, their execution and their performance. Monitoring your processes through connected dashboards will allow you to highlight meaningful data for continuous improvement. You will be able to deal with exceptions as not all process occurrences will be straight through. Such process management dashboards can be provided by vendors and allow to identify reoccurring patterns, bottlenecks, exceptions, and outliers in processes execution. Implementing such tools requires functional expertise, business transformation skills and selecting a vendor that fits your needs. Change management and training are also a requirement to make the most out of this kind of tools.

The more processes are automated, the more complex their management as a whole. Any change on a process requires an assessment because it could affect other processes / have dependencies. Keep in mind that any process has inputs and outputs that are likely to come from your other processes. It thus appears



fundamental to have and use a “master map” of all processes in scope of the automation program at scale to manage dependencies.

As demands arise from different parts of the company, arbitrating and prioritizing between corporate strategy, business needs and IT requirements can become convoluted. Integrated planning encompassing these areas will be very useful to facilitate and coordinate teams while ensuring appropriate arbitration.

To put a real world example to automation scale management problems, we recently worked with an Oil & Gas super major who wanted to outsource completely their automation program. They had the right foundation, a CoE and a ROM, but scale management was not part of their strategy. Once they had 100+ bots in operation, it became very burdensome to manage the program. For example, enquiring about a bot performance required researching through this specific bot logs to find the specific occurrences, sequencing, performance, and exceptions. This was time consuming and eventually led the organization to search for a cloud-hosting partner who could help support their program.

## In conclusion – How to move forward in your automation journey to a program at scale

Once you have experienced automation and decided to start an automation journey, you will only be able to bring your automation program at scale and manage it once the automation foundations are properly built.

Whatever stage of the RPA journey your organization is at, Sia Partners has the strategic capabilities, domain experience, and the trained consultants to support your strategy and implementation developments.

Sia Partners has local consultants in your area that are trained in RPA and have multiple years of relevant industry knowledge. Our combination of domain experience and technology training blends together with your business advisors and IT organization, to create a scalable RPA strategy for your business. Sia Partners has a proprietary RPA assessment model to identify and prioritize RPA opportunities within your business. Sia Partners can support your RPA journey by creating RPA as a Service, where we can provide cloud hosting, escalation management, notifications, data analytics of bot operations, updates, bug fixes, and general maintenance for bots operations.

Sia Partners also has the capabilities to support you in the management of your automation program at scale. Sia Partners has the benchmarking experience to help you select process management vendors, the change management skills to support your teams in the transition, the process and risk analysis

capabilities to identify ensure a reliable process management.

<b>ASSET TO HAVE / STEP TO BE PERFORMED</b>	<b>SKILLS NEEDED</b>
<ul style="list-style-type: none"> <li>• Connected dashboards with relevant KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Functional/Domain expertise</li> <li>• Operational performance</li> <li>• Benchmarking tools (if vendors selection needed)</li> <li>• Business transformation (tool implementation)</li> </ul>
<ul style="list-style-type: none"> <li>• Teams trained to undertake evidence-based process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Training development and deployment</li> </ul>
<ul style="list-style-type: none"> <li>• Risk identification</li> <li>• Impact analysis</li> <li>• Dependency management</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical skills</li> <li>• Process mapping</li> </ul>
<ul style="list-style-type: none"> <li>• Integrated planning encompassing corporate, business and IT</li> </ul>	<ul style="list-style-type: none"> <li>• Strong business and IT skills as well as corporate strategy</li> <li>• Teams facilitation and coordination</li> </ul>

Requirements for an Automation Program at scale  
*Sia Partners analysis*

## YOUR CONTACTS

### CAROLINE LE GALL

Consultant  
+1 702 327 9959  
caroline.legall@sia-partners.com

### SEAN JUMP

Senior Manager  
+1 832 347 2411  
sean.jump@sia-partners.com

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Sia Partners is a next generation consulting firm focused on delivering superior value and tangible results to its clients as they navigate the digital revolution. With over 1,400 consultants in 16 countries, we will generate an annual turnover of USD 280 million for the current fiscal year. Our global footprint and our expertise in more than 30 sectors and services allow us to enhance our clients' businesses worldwide. We guide their projects and initiatives in strategy, business transformation, IT & digital strategy, and Data Science. As the pioneer of Consulting 4.0, we develop consulting bots and integrate AI in our solutions.



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