(1) Imagine Austin | How Granite Telecommunications Drives Automation at Scale -

Transcript:

(00:09) thank you thank you sunny I need the clicker thank you Sunny uh like she was saying my name is Bill Hurley I've been with granite Telecom since oh man 2006 it's been a very long time um I've worn a bunch of different hats at Granite uh over my time there managed several different teams um and was brought on a couple of years ago to help set up our Coe and establish our RPA program I am joined like you said by Drew Kowalski who's our kind of main architect and engineer yeah yeah you're good oh yeah uh like Bill said my name

(00:54) is Drew walski I'm one of the members of the Coe at Granite um my ti is a project manager but I play more of a solution architect development type role um I've been with granite for four years now to as part of the RPA team um and we're excited to uh tell you guys about our journey fantastic and Todd fi I'm the chief digital officer and Chief Information Security Officer for Leonia Technologies we're happy to be here with granite today we're Granite Services partner thank you Todd and Drew again

(01:29) thank you for inviting us to join you up here on stage today we're honored so I should probably talk a little bit about who Granite is we are a$ 1.85 billion Telecom provider we have over 700,000 location serviced with 6,000 satisfied corporate clients uh we know that because we use NPS to measure customer satisfaction and we average five times our industry rate uh we service over 1.

(01:59) 75 million voice and data lines so even if you haven't heard of us uh quick show of hands who has ever had Starbucks then you use our services uh we service over 85 of the Fortune 100 customers so uh pretty much anytime you go and do a retail transaction you're probably using one of our Granite lines so oh we also have zero dollars in debt and actually I do have a quick note that didn't make the slide because it was just announced last week that Granite is for the second year in a row the number one most charitable Giver in

(02:33) Massachusetts we donated $ 72.8 million to local nonprofits and 87.4 million overall just last year alone so so the reason why we're here is to kind of talk about what we did and how we got set up um it was I mean just over two years ago when we established our RPA program uh we were tasked initially with releasing 25 automations per quarter which sounds like a lot I know we've heard for other clients that you know have a dozen or so after after a year or so there's really only one way to do that and that's to use multiple partners

(03:16) to accelerate the program we started off using automation anywhere Professional Services um and we kind of bogged them down with our initial uh round of of releases there uh so then we had to utilize a couple of other partners we got through our pipeline um and we kind of reached a point of maturity with our own stuff so that's when we established our own in-house Coe um started managing and and doing a lot of the maintenance on our own when we realized that we were going to need some additional help as well that's when we

(03:52) pardoned with Leonia uh for their managed services and Consulting and they've been doing an excellent job supporting our program allowing us to focus on a little bit more of the maintenance and kind of net new innovation we can focus on the bigger picture items uh well getting some assistance from from these guys so yeah it's been a great partnership so far likewise and thank you for that yeah and just a quick note on one of our success stories and I'm sure that we'll talk about kind of how we got to this

(04:21) point uh throughout the course of the discussion here today um working with our collections department they've been one of our primary supporters here everybody has a collections department feel like it's pretty Universal um we're always signing up new customers to come and and join Granite we deal primarily with multilocation corporate customers um and obviously before we want to do business with somebody we want to do a quick credit check so that was one of the Bots that we were able to put in place it's 113 this are numbers

(04:53) from just last month Alone um so it's was 113 transactions that didn't have to be done by that team uh Dunning letters to sent when people are 30 60 90 days overdue we try to let them know that has always been a focus of that department but they were only able to get through you know a couple hundred or so every month we've been able to put three separate bots in place for the different levels of of uh letter there um to send those off automatically so not only are they sending that quantity and saving

(05:26) that time that team would never have been able to achieve those numbers uh without without the help of the Bots and then for the restrict restore Bots they were able to process over 650 transactions last month those are very timec consuming uh for the group so that saved countless numbers of hours uh for those guys so that was just a little brief overview kind of of what we've been able to achieve over the past couple of years um and I'm sure you guys want to hear about some more details I want to hear about more more detail did

(06:00) you have any questions that you yeah there's one that that just jumps off the slide right which is you started with a goal of 25 automations uh per quarter why why did you start down that Journey what were the drivers what was the the context for it yeah so um like probably everyone else here our company realized that we needed to uh have a digital transformation take place to to start taking advantage of uh new technology um and really Empower our employees to be able to uh do their jobs better and faster and uh so we identified RPA as

(06:41) one of the pieces in that puzzle um our backbone system that has been with granite since we first uh started is a a very Antiquated system um and so automating things uh through other methods was not really feasible so we identified RPA as a way to um interact with that system and and automate a lot of our processes um it was similar to what uh I was hearing at the keynote from this morning is with our Antiquated systems we already had in place planning on replacing a lot of that stuff with our Granite 2.0 systems and that's like

(07:20) you saying this morning it was 3 to five years out and then the pandemic hit and they said do it in three months so RPA was a great way to kind of bridge that Gap while those guys guys are still working on on releasing their information so you had real business challenges just from the limitations of the the Legacy systems you had a massive driver with coid and you were able to step in and solve for that with a really accelerated program so there must have been um tremendous pressure to be successful with that um tell me a little

(07:55) bit more about that Northstar goal where where did the 25 come from I think the 25 was just initial a quantity that we were looking to hit a goal that was put in place our CEO always has very aggressive goals we've always been growing uh granite's always been hiring ever since I've been there except during the pandemic so we've always had very aggressive goals for growth um so the number itself is I guess kind of an arbitrary number that we started out with um how did you achieve it then how did you hit that that number because

(08:26) that is ambitious I mean we've worked with clients who have been able to scale at really accelerated rates I think you're one of our best examples for sure right how did you H how did you produce it you mentioned you work with multiple Service Partners right it takes a lot of help it takes a ton of help especially getting off the ground um yeah we initially partner with automation anywhere and we kind of like I said maxed them out we we put an IDP project together yeah uh and it took a lot of a lot of lifting to classify all our

(08:55) different documents um so it takes out from the outside but it also takes help from the inside we both come from operational backgrounds just like they were saying at the keynote this morning we have a strong sense of of the business and that's why we were selected we weren't too keen on on just bringing in outside developers or even folks from our own it team that weren't familiar with the business practices right so that has been I feel one of like our biggest positives we know the business so we were able to help guide

(09:30) the smmes and also the development team and kind of everybody coming together lot lots of meetings lots of well I think that's critical right I think a lot of people approach automation initially as a technical kind of challenge a traditional it effort and it really needs to be collaborative with the business in a unique way so your background there obviously will help Drive success tell me a little bit you mentioned the CEO kind of driving that Northstar goal um um in the collaboration with the business how how

(10:03) did that form over the course of your scaling tell me a little bit about the culture at Granite um did you guys have some challenges with people being defensive about automation or anything like that yeah so like I I think we've heard from a lot of other uh presenters here the past two days um corporate I mean exe executive Buy in was really key in getting our program off the ground um our CEO uh gave us a very ambitious goal to complete the 25 automations per quarter um but he also helped Champion that goal uh we have a all hands meeting

(10:38) every uh Monday morning and it was frequently featured uh we also uh were able to if our team met the goal each quarter we got an extra day off each month so there's a lot of pressure but uh so so wait a minute tell me tell me a little bit more about this people at Granite got a day off if you hit your automation goals that's correct yep so uh for a small team we had a lot of people uh focused on what we were working on um but uh yeah the the executive buying was key not only you know we had to invest in the technology

(11:12) um and then also invest our employees time in the technology um and the the buyin really trickled down from the top um for Business Leaders uh will being willing to let us come in and uh automate their processes and then for managers to allow their employees to spend time working with us during Discovery um and working with us to um build these automations and then at the level um them taking time out of their day to to work on uh the automations with us and uh really build high quality things that helped them um so that was really key

(11:52) and I think granite in general has a culture that really supported the the automation initiative as far as push back um our policy has always been that we're going to automate work for you but that doesn't mean that your job's in Jeopardy we really just want to help you uh with the things that you don't really like to do the boring mundane tasks and uh that way you can focus your time on uh the more human value uh type things and and have an extra day off every once in a while that helps and buy in from HR as

(12:26) well is we have a strong corporate culture at Granite of kind of high Ing and building up from within I've been there for 17 years myself and yeah built myself but we have with our HR department has been working over the past decade or so uh to put together what they call the path to progress so for every position at Granite there's a little checklist that says here are things you need to do to kind of get to the next level to get your next promotion so we were able to leverage that and say hey guys we can automate

(12:54) some of your base tasks so that you have more time to focus on the more cognitive stuff build your yourself up on the path to progress stop clicking tickets all day we can take that over for you so it sounds like you guys had an ideal environment right you had the right support the right commitment the right buyin uh the right culture so what didn't work what were some of the pitfalls you encountered along the way I guess it starts with coming back to the vendors that we utilized we didn't know what we didn't know at the

(13:29) time time when we started the team was put together in July and August and we started automating in September October wow so we didn't have time to do training per se and we were relying on Experts to guide us yeah and a lot of that expert guidance was good we did learn that the vendors were doing things in different ways which now is making it interesting to support uh there's different ways of of variable handling there's different ways of error handling everybody had their own best practices everybody has their own it's it's an art

(13:59) it's not a science right that was one of my big takeaways from last year um so some are good some are bad some of the Frameworks work better for certain processes if that makes sense it does as part of the 25 per quarter goal part of the sacrifice was kind of the robustness of the solution so we have some automations that run unattended completely autonomously nobody has to touch them nobody has to worry about them at all and then we have some others that do require some heavy lifting in terms of data preparation and

(14:36) making sure that the runs happen efficiently on time and without any errors so yeah I know our managed Services team has been working with a lot of that yeah we've been keeping them busy yeah I'd also add you know I think the pulling um our Coe from uh like the operational side with non-technical people um had a ton of benefits but it also meant that we had to uh really learn really quickly and working with the partners was was one way we did that and then we focused a lot on training but at the beginning we didn't know what

(15:10) we didn't know and so as we've gotten more mature in our program we've all built our RPA skills up and now um you know the technical side is no longer a weakness but for a while it was uh it was tough to uh to kind of start from scratch there um and then a couple other things I'd say you know we really had to focus on on uh maintaining high quality input data for our processes um that became a big Focus as we uh as we moved on and then also uh vetting automations at the beginning we really didn't uh

(15:43) know how to pick good processes to automate um and as over time we got better at that um but that's really key in uh making sure you're going after the high Roi use cases that also make good automation candidates so tell me a little bit more about about that you guys went big went fast um you were able to navigate the bumps along the way but you've got some lessons learned you've got some best practices some governance that's evolved and as you're continuing to look to scale I'm sure that's

(16:15) continuing to evolve right how do you see your governance your best practices today and where you think you're you're going to want to go to yeah right off the bat I think one thing we learned early on is to really focus on building robust code um and really creating automations that uh work well without with minimal uh intervention um and then when things do go wrong having really good error handling um to handle as many situations as possible and then also really good logging to uh to be able to diagnose the problems after they happen

(16:53) um another big thing that we uh made a priority as we as we move forward was uh using reusable ball components um and what we found is not only does that shorten development time when you need to plug a piece into a new process but it also means that you only need to support uh a component across processes instead of individual pieces of code um so that's been a real Focus for us is to kind of componentize uh part pieces of the pieces of automation where we can um another another thing that we found to be really helpful as leveraging API were

(17:31) possible y um that just means there's less uh less things that can go wrong when it's when it's run from the back end over an API um and then also uh a big part was maintaining involvement in the process so you know I think a lot of people hear Automation and they think okay once I'm done with the development the process is is over and uh it's just going to run perfectly for for the rest of the time it exists um but we found is it was really key to keep the smmes involved even after we completed the

(18:01) automation um because they know the process best and they'll be able to see if something isn't working the way it should be um and it also just keeps them uh part of the process so uh they uh I think that's huge right I think one of the things we see sometimes is a challenge is we'll engage with clients and we'll either pick up on the managed Services side the support for their existing environment or we'll be working with them on enhancements or other things and a lot of times if an automation has

(18:31) been in production um for a while the owner is the automation team and it's still a business process I think keeping the business engaged not just for escalation but for dialogue and responsibility allows you to be much more collaborative with them to identify you know upcoming changes but also enhancements and additional value and it seems to be something that's been a huge factor in your success as well because you don't have dead automations right everything is active everything is used that's that's impressive and I think

(19:06) it's that commitment with the business that's the difference there and absolutely I was going to before he mentioned that I was going to try to jump in with that again echoing this morning's keynote thank you very much um we have run into that issue previously where we put an Automation in place and the business unit kind of forgot about it going forward it it like they were saying this morning garbage in garbage out it's starts with the providing the good data in the first place but then really

(19:33) taking ownership of the overall process we can make sure that the bot is running okay and it doesn't have any errors but we are not necessarily looking into that particular system to make sure all the transactions are processing correctly yeah so having and keeping the smmes involved is integral to to keeping the program going well said I I think it it's fantastic that you were able to achieve the scale you were able to to um so quickly that you took a team threw them together produced a ton of automations and a ton of value for the

(20:04) business and you're continuing to scale and to grow and you've reached a point of self-sufficiency there um it's a model for how to jump start go big go fast and then keep going right um You had some very unique things I don't know anyone who's uh awarded days off for automation team success and it's laudable and impressive I think also you had a great climate but but at the same time you encountered a lot of the challenges everyone else has right and it's been a learning process for you as

(20:37) you guys have grown um I I think your story is fantastic I want to thank you for uh being here but I also want to take some time and open it up to people um who might have some questions um like how do they get a day off maybe um talk to your owner and or some thoughts or or maybe just sharing their observations and ways that that their experience has been either similar or different anyone with a question do you guys think of any other ways to incentivize your stakeholders to partip I love the day off but I think

(21:16) it's always good there gift cards that you're giving out or obviously Jack has a a question Jack we'll get to you in just a second Garrett rudely interrupted um sunny as she was bringing the mic um Garrett's question for those who couldn't hear was uh whether there were any other incentives besides days off and I'm a little taking a back at that because isn't that enough were there other incentives I mean I I think one of the things I know we've seen is that you fostered this healthy

(21:49) competition as well within the business right can you guys speak to that a little bit Yeah so I I honestly i' I'd say one of the biggest in incentives was for processes in our company that people didn't like doing um we were able to focus on on those so really you know not only are you getting a return on saving time and saving money but you're also improving the the experience of the employee so they're you know no longer having to do a very tedious process that takes a lot of time and uh so it you

(22:25) know improves morale and that sort of thing um yeah so I'd say that was probably the the biggest other incentive yeah that that I think that value prop we always talk about in automation but because you guys were able to deliver it so quickly right people would have an idea it would get done within a few weeks um you'd be on to the next one that immediate gratification aspect of it I think you really built on and drove that but I know like in the management and the leadership teams there was some healthy

(22:52) competition too right people people like brag about I had more automations done or we're doing better than you or any of that we do yes we did have a couple uh I mean parking on the collections department is once you can get really in with the management team of a particular Department the ideas come from them so we only had to do that first round of ideation and then our strongest departments started coming up with their own ideas and saying hey we want to automate this so yeah yeah we do have a couple it's the collections and the the

(23:26) AP team uh way yeah Amanda likes to name her Bots too so she like Betty bot and Billy bot B yeah we have a lot of clients who name their Bots my favorite is they call one of their primary Bots row which makes sense Jack so earlier you mentioned that it's important to have good logging and I was curious what uh common or generic Bots do did you build so that you can reuse them we we built a logging bot and a login bot that does all our logins for say some of our um secondary systems what else did you guys do in

(24:18) that Arena yeah so like I mentioned earlier we have kind of our backbone system it's a legacy system um and so we a lot of our reusable Bots are focused around that so like you mentioned we have a login bot to to get into that system um I would say the biggest uh reusable bot that's provided the most value is uh the system is very heavily ticketed based um so we built a bot to Open tickets and we use that across several processes uh to Open tickets within that system since that's uh how a lot of the uh departments communicate

(24:55) with each other a lot of our orders are placed um so that's that's been a big uh a big value deliverer is uh automating a lot of reusable components for that system um maybe Bill what are some of the other common reusable components that's kind of actually a good question I don't I I think that we need to be better at that to be honest so another one uh we we're actually working on right now is uh reusable airor emails so like we mentioned at the beginning we worked with three different uh outside development groups to to

(25:37) build the majority of our automations at the start of our program and uh what we found is that you know we one of the ways we log errors is by sending an email to a distro that we can check and they all look different um so that makes it difficult to to sort and filter and uh really have easy oversight over the environment and so one thing we're working on right now is building a bot that standardized how we do that and uh that way it just makes it a lot easier to filter and we're you know slowly trying to make the Bots more similar

(26:13) like if there's if there's enhancements that we uh that we identify we want to try to kind of homogenize our environment to make it easier to support taking a touch it and tweak it approach right yeah exactly great question anyone else I I ask how did where were you guys at in your bus Process Management maturity going into your automation Journey how did that help or hinder your progress great question so how did maturity in the business process side help or hinder things when you started automation yes um uh a lot of uh when Granite

(26:58) started when I started at Granite we did analog phone lines that was it we've since grown into a major kind of technology and and internet and managed Services Company some of the newer products don't have mature kind of business flows which gives us leverage to kind of help them along the way to say hey we're doing it this way now but with the bot we can kind of eliminate this many steps we found that with some of our more mature processes a lot of those live within the system that he was just talking about um those guys were a

(27:38) lot more I receptive um the processes are more difficult just there's a number of steps and complexities and verifications and stuff um but those are the ones that we're kind of trying to tackle because they're the more time consuming so so you had a mix of processes some more mature than others absolutely um and you found opportunity within the more mature processes to create efficiencies and you found opportunity within the less mature processes to kind of create a standardization and a maturity that

(28:16) didn't exist yeah I think also you know automation can be a vehicle to reassess your processes so it's an opportunity you know when you go in and you're and you sit down with the person who does it every day and you say show me what you want to automate it's also an opportunity to look at what they're doing and and try to find ways to improve the process at the same time um so it really can be a vehicle to get you in the door to actually start assessing if there's any ways you can improve the

(28:44) process at the same time that you automate we we've seen an interesting Evolution on the Consulting side you know there used to be a maximum years ago that you would never automate a bad process fix the process then automate right a lot of good reasons for that that right you want to be able to to do effective process Improvement you don't want to waste time automating something and then have to automate it a different way but with the ability to automate things um at rapid speed we're finding in our business process uh side of the

(29:15) business we we kind of uh have adopted the maximum that you should always automate a bad process uh partly for the reason that Drew mentioned just the process of doing that automation will give you some tactical ability to make process change but also it's just much faster much easier and much cheaper to change a process um when it's automated by tweaking a robot as opposed to retraining and changing people so we take this model now where we use automation as a a leader for business process transformation and change and we

(29:52) find it solves um for maybe the biggest barrier historically to business transformation that's been out out there which is bandwidth right you know I've seen a lot of organizations that have done very detailed um business process transformation plans really good lean Six Sigma work they've identified um things whether they were using process mining tools or not where there was an opportunity for Change and those plans have been on the shelf for a while and they've been on the shelf for a while

(30:22) because they went through that exercise they went back to the business and said we think you should do this and the business said I agree that's great we don't have time for it we're short staffed we have this event coming up we can't do it let's talk about it next year if I get budget for it maybe and what we find is that in addition to being able to AFF change more rapidly by Leading with automation we also have the ability to do a little quidd pro quo to say hey there's this great plan for

(30:49) business transformation if we were able to solve for the fact that your team is short staff to give you back x amount of time time every week every month to shorten this crushing event that you don't have enough people for would you be able to participate and in just this much of the business transformation exercise a lot of times the answer is yeah please and I think a lot of the stuff we used to consider best practice for business process optimization we're now finding is changed by the ability to leverage

(31:23) technology in particular automation anywhere um to make that change EAS just a thought any other questions you guys have the 25 no once our contracts expired they kind of let us off the hook for those so but since then we've released what 28 of our own so we're still continuing to grow there are only four of us um so that's why kind of our challenge is bandwidth yeah so after you know we we worked with outside development to really kind of build the program and get it off the ground and then we've

(31:56) switched to uh doing a lot of development work in house so fortunately the expectation of 25 quarter did not stick with us for that part since it's a little bit uh less uh development capacity these days but like Bill said we're still building automations and uh just a little bit slower Pace but uh I think I like to think we're building better automations now no absolutely now that we have these Lessons Learned we know about error handling and how to put the framework together what the businesses need that's we're taking more

(32:25) time now that we have it to put the Solutions in place so right I I think that model generally plays out and works across our clients not necessarily as rapid and as aggressive as the as these guys did but the idea is don't don't start tiny right don't slow roll it we always say to people who are new to automation when they say you know what's what's the best time the best model to start we say you know the best time to start automation is 3 years ago the second best time is you better get going

(32:58) but a lot of organizations don't reach their scale for years and I think it's because they they do it more organically I think it makes a lot of sense especially if you don't have that experience to invest in a way where you can get to scale and get to breadth in terms of business uh participation quickly but you don't need to continue to invest so the cost per automation for these guys has gone way way down because they're able to do it internally right right and at the same time the quality

(33:29) of those automations is much better yet they still have the scale and the business impact that they wouldn't have had if they were doing it completely organically right yeah I think in in our model we always say this stuff isn't rocket science it can be transformational but you don't need to be on the hook to services companies um forever if it helps you get started or it helps you with bandwidth and with scale great um and in fact that's these guys engage with us on an ongoing basis for a very

(33:59) lightweight managed service offering with the idea being why don't you guys focus on net New Impact to the business why don't you take the stuff that would otherwise require a ton of care and feeding or a ton of cleanup and offload that inexpensively um and continue to create really valuable automations that the business appreciates any other questions or thoughts are you are you putting any and enabling the bus users their own are you putting any effort into enabling the business users to build their own Bots we have only just begun

(34:39) and we're eager to get going we're trying to identify some good candidates is kind of our our big issue right now that is something that we have been exploring uh kind of over the past few months or so uh because just with our limited bandwidth we see that and of course J as like our biggest drivers for increased scalability um but identifying good candidates is a little bit difficult especially I mean we had just from the collections department they threw us one and they said okay he's been here for you know

(35:08) four months and he pretty much gets it and he's really good at Excel and I don't think that's going to be a great fit um kind of looking for somebody with a little more business experience so been trying to do some internal vetting there but we do see that as a Big Driver uh for our scaling going forward and hopefully up a bunch of our re licenses yeah ultimately there's a math problem right and the math problem is you're only going to create as much automation as you have automation developers um we see and I know we've

(35:38) talked about it uh citizen development in particular is a huge driver for scale um and there are some unique challenges with that and there are some unique solutions for that that we've been able to build I know Rees who asked the question helps lead that program for us um but I think what we're most most excited about now especially in the context of this conference is the generative AI prompts and the co-pilot capabilities lower the barrier to entry so it's not hey we need to have a power user or this person needs to have this

(36:12) expertise or this background or this CS degree it's truly delivering on the promise that anyone can do this and we're seeing that play out um certainly across our clients and I expect you're going to find it as well yeah we we were talking about it right before the session actually that it does kind of uh shift the math for us like you said so we're we're excited to uh to try that out I know we had a question back here as well the question was how are you supporting your uh production Bots they

(36:48) take some care and feeding how do you do that yeah so they they definitely do um and we as a as a Coe we all um work together honestly to identify when there's an issue um diagnose the issue and then make enhancements if necessary and then on on top of that part of the uh our manage services contract with lionia is they've been uh super helpful as a another resource we can tap into with development experience if we need help solving a problem um and also to take some of the load off us um for for supporting the production environment

(37:25) when we started out we were all kind of the individual project managers managing our own Bots working with our business units so now it's it's kind of keeping an eye on the control room throughout the day to make sure hey I know that I know that bot seven runs on the hour and Bot eight runs on 15 minutes after that and nine runs on the 30 at the bottom of the hour so it's kind of just kind of keeping an eye on those throughout the course of the day kind of keeping an eye on our own stuff and I know we were

(37:51) working on implementing automatic alerting and slas per automation where are we with that yeah yeah so that actually ties back into kind of standardizing our error emailing um and one of the components that we're working on adding into that is uh a connection to uh your guys jira system to uh send errors automatically to the manage services team that way we could uh have them worked on as soon as possible yeah I I think what I liked about that question is the recognition um that there's enhancements in other care and

(38:21) feeding um we don't think Bots break as a rule right if you if you developed them right um the bot is going to run and and if it stops running it's probably because something in the environment change one yeah 95% of the time yeah so you know we looked at at this space and we had clients before we built our managed Service practice who are running kind of a traditional application support model and we didn't feel it was working right you don't want to you don't want to call Help Desk say my automation didn't run

(38:53) and they ask you well have you tried rebooting it and they go through a checklist that doesn't that doesn't work and in most organizations that means that you've got to get an RPA developer involved to troubleshoot it and yeah you can open a ticket with automation anywhere and they can help you out but they're not going to change the configuration or adjust your vdi or you know play around with your applications and so what we found most commonly was that the best developers on our client's automation teams even when

(39:23) they had application support contracts it's still had to be the person who wrote that automation who got involved to fix it and if they didn't it would just not be fixed for a period of time it just it didn't work with the traditional managed service model so we built something specifically for automation our first level support uh people are all certified RPA developers right certified automation anywhere developers they also have the ability um to reconfigure things in production we build run books as part of our are

(39:57) onboarding so we don't have to get the guy who wrote it to do it we can support it and our model is you know still to use the appropriate change control there's an emergency Change Control model and all that but we did it in a way that wasn't just break fix because that's not you know most of the work that happens what happens with most organizations is you build an automation has a powerful value proposition the business gets that benefit and then maybe something changes and it needs to be adjusted or maybe more commonly

(40:27) someone says oh you know we really would love it if you did this other thing too to it or we love it but it need you know we should have thought about it when we when we did it initially we need this thing and you don't have the same type of value conversation with the business at that point it's kind of like you got to do it right so it's not well you're going to save you know a million more hours if we do that no it's okay we kind of got to do it so so it it kind of slides through there seen that a ton and

(40:55) and that kind of of effort is something that most support models don't do so when we built our model we were thoughtful about it we said you know for this kind of scale or experiences you're going to need probably this much developer time to support it and we created tiers that our clients can choose from where yeah we do the break fix we do the 247 first level support our RPA developers but our clients use those teams to do enhancements change requests and even net new automations within their tier and we find that that

(41:27) really well suited for the reality of how you support a large automation environment right and as these guys mentioned you know we use jur ticketing systems but we try and tie those directly in to the control room and into triggers and so we can automate the alerts but do it intelligently because not all automations are created equal and a problem with an automation isn't necessarily a problem as long as it runs once a day maybe or whatever it is each one is different so you've got to have those SLA is defined you got to still

(41:58) have participation of the business so you can do that properly and if you do those things right it's not as heavy a lift as it might be right it's say it allows you to be more efficient to go faster I think we're at the top of the hour guys thank you so much you go can I just ask you guys to please fill out the survey um so and any other questions feel free to to connect with us after this uh just there we go thank you so much for being with us today thank you thank you

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