AUTOMATION ANYWHERE | Google Cloud

Inside the Enterprise

What leaders are really saying about AI and automation

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A shift in tone as well as technology

The conversation around automation is changing.

It's no longer about bots or dashboards. It's not about who has the flashiest demo or the most sophisticated co-pilot. And it's certainly not about theory.

The leaders we speak to, across industries, geographies, and functions, are done with surface-level experimentation. **They're asking more grounded and strategic questions:**

- How do we go from pilots to platforms?
- What does end-to-end orchestration really look like in our environment?
- Are our teams ready, not just our tech?

This eBook is a reflection of those conversations. It's built on the insights shared by C-level leaders and enterprise change-makers.

What follows is a window into what's top of mind for those leading the shift. From fragmented automation to intelligent, adaptive systems at scale.

We've distilled the insights into five key themes. You'll see how their focus is changing: from co-pilots to agents, from productivity to orchestration, from isolated tools to platform-wide collaboration. And you'll see how infrastructure choices, like Google Cloud's open agent-to-agent architecture, are shaping what's possible.

What's really clear is that the autonomous enterprise is a present-day challenge, not a future ambition. A challenge that demands smart software and even smarter strategy.

Welcome inside the enterprise.

The age of the autonomous enterprise is real, but rare

The idea of the autonomous enterprise isn't controversial anymore. It's assumed.

Leaders see the value. They understand the opportunity. And in many cases, they've already started laying the groundwork. But few believe they've built something close to the real thing.

For all the headlines around AI, the reality inside most enterprises is messier – and slower. Investments are happening, pilot projects are multiplying, but orchestration remains the missing piece.

Executives we speak to aren't asking whether autonomy is possible. They're asking how to connect strategy to execution, across environments that were never designed for intelligence to flow freely. Most executives have the ambition but lack a clear way to operationalize it.

> "We've got the activity, we just don't have the direction."
> – Financial Services Lead

What's clearly emerging is that real ROI comes from activating systems that can sense, reason, and act across the enterprise – not from deploying one tool.

Many organizations are now recognizing that their automation tools have outgrown the environments they sit in. They need a new foundation, one that supports scale, coordination, and continuous adaptation.

That's why hyperscaler platforms like Google Cloud are increasingly being seen as critical infrastructure for autonomous enterprise efforts: cloud-native, API-rich, and built to support intelligent agents that operate across systems without brittle handoffs.

There's strong belief in where things are headed. But very few enterprises are truly there yet. The age of the autonomous enterprise has arrived, but it's far from evenly distributed.

69%

of executives surveyed identify improved decision-making as the number one benefit of agentic AI systems.[1]

1 IBM Institute for Business Value. (2025). AI Projects to Profits Study. Published June 10, 2025

From proof of concept to proof of value

Most enterprises are doing something with AI. Very few can prove that it's working.

Many of the executives we speak to describe their portfolios as "busy but brittle." Dozens of pilots. Pockets of promise. But not enough connection between ambition and outcome. One leader calls it "a firework display of initiatives with no gravity."

This isn't about a lack of interest. It's about the widening gap between experimentation and scale. As of 2025, **78% of global companies** are using AI in at least one business function, but **only about 1% of companies** believe they have reached AI maturity.[2]

There's a shift underway, from experimentation to portfolio planning.

Leaders are starting to look at automation more like product strategy:

- What's repeatable?
- What's scalable?
- What's actually aligned to outcomes that matter?

That's where agentic process automation (APA) is starting to reshape the conversation. Instead of building one bot at a time, organizations are designing connected systems that can reason, coordinate, and improve on their own. Instead of tracking tasks automated, they're tracking processes optimized and hours unlocked.

> "We're starting to think of agents as team members, not tools. They're taking on work, coordinating tasks, and adapting."
>
> – VP of Operations, Insurance

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Success now hinges on visibility and accountability. As the Stanford AI Index notes, without rigorous measurement and governance, initiatives stall at the experimentation phase.[3] The next wave of enterprise automation depends on what gets built, and how value is tracked, scaled, and sustained.

That's why enterprises are increasingly choosing hyperscaler platforms that can support the build as well as the scale. **Google Cloud's AI and automation services**, from Document AI to Apigee and Vertex AI, are helping enterprises move beyond pilots by enabling interoperability, orchestration, and observability at every layer. The result is a clearer path from proof of concept to proof of value.

2 Maslej, N., Fattorini, L., Perrault, R., Gil, Y., Parli, V., Kariuki, N., Capstick, E., et al. (2025). Artificial Intelligence Index Report 2025. AI Index Steering Committee, Stanford Institute for Human-Centered Artificial Intelligence, Stanford University.
3 The State of AI 2024 – AI Index Report (Stanford University)

The era of the agent

Something important changed this year. Intelligent agents stopped being copilots and started becoming the engines of enterprise work.

In the past, bots tended to live in silos, locked to specific vendors, fenced off from one another, and unable to share context or coordinate actions. They helped with repetitive tasks but struggled to operate across systems or teams.

> "We need to orchestrate, not just automate. One team's agent doesn't know what the next is doing."
>
> – Global Head of Ops

That's beginning to shift. Executives aredescribing agents as a tipping point, the moment agentic systems moved from isolated workflows to connected orchestration.

Intelligent agents are now being deployed in finance operations, tax, warehousing, and logistics. Areas where rigid automation has long struggled to keep pace with change.

And organizations are responding. By 2027, AI agents are expected to automate between **15% and 50%** of routine business tasks,[4] indicating a major transition from traditional task bots to more autonomous process agents.

Two shifts are driving this evolution.

The first is interoperability. Enterprises don't want 10 vendors with 10 isolated agents. They want a mesh of interoperable agents that can collaborate without exposing IP or adding risk. That's where Google Cloud's Agent-to-Agent (A2A) interoperability protocol is gaining attention. It offers a secure, cross-enterprise standard for agents to discover, delegate, and coordinate tasks without relying on brittle point-to-point integrations.

The second shift is **reasoning.** Static bots can't plan or adapt. But when powered by APA and Automation Anywhere's Process Reasoning Engines (PRE), agents can not only coordinate but also think. They can replan in real time, negotiate dependencies, and optimize multi-step workflows based on shifting context.

The result is more than automation. It's orchestration. Even the way agents communicate is changing. Natural-language APIs are now enabling agents to negotiate, plan, and collaborate in real time, bridging human-like interaction with machine-speed execution.

Enterprise leaders are no longer thinking about agents as co-pilots or assistants. They're thinking about them as systems of work: interconnected, intelligent, and increasingly self-directed.

4 Gartner. (2025, June 16). AI Agents Will Drive Half of Decisions by 2027. Technology Magazine.

Culture is the real bottleneck

Organizational inertia, not tooling, is the real blocker to scale.

Despite significant advances in automation tooling, the biggest challenges cited by enterprise leaders are still internal. It's not a question of whether the technology works, it's whether the organization is ready to use it at scale.

Several executives describe a "culture gap" between automation pilots and enterprise-wide adoption. From ownership confusion and leadership misalignment to lack of change management frameworks, organizational blockers continue to slow transformation efforts.

> "There's no central accountability. It's not that automation isn't happening, it's that it's happening all over the place with no shared vision."
>
> – Global Head of Automation, Consumer Sector

> "People aren't afraid of automation. They're afraid of being excluded from the future."
>
> – Automation Lead, Life Sciences

These insights align with external research, too. According to Deloitte, 74% of companies struggle to turn AI into measurable value, often due to strategic misalignment and cultural resistance rather than technical problems.[5]

Still, there are signs of progress. HR functions are becoming proving grounds for automation-at-scale, where impact is easier to demonstrate. One leader shared how they've automated 50% of their HR operations, from onboarding to benefits management – a model now being explored in finance and procurement too.

Successful organizations are responding with structural support. Cross-functional AI and automation councils are emerging as a key tactic for embedding change. These internal groups are charged with aligning use cases to business outcomes, championing adoption, and ensuring automation efforts are coordinated, not just reactive.

As one Director of Digital Transformation from the financial services sector summarized, "We're shifting from center of excellence to council of influence."

5 Deloitte. (2025, August 31). Enterprise AI Adoption: State of Generative AI in 2025. Stack AI.

Building for tomorrow without breaking today

Scaling APA requires a rethink of architecture and ambition.

As more organizations aim to scale AI-partnered automation, they're discovering that ambition alone isn't enough. Success depends on finding ways to evolve enterprise architecture without disrupting the systems that already keep the business running.

One theme that emerges across enterprise leaders is pragmatism. Most enterprises aren't ripping out legacy environments, they're layering orchestration and reasoning capabilities on top of what exists.

> "We're not replacing the old world overnight. We're adding intelligence at the edges so the core can keep moving."
>
> – VP, Enterprise Technology

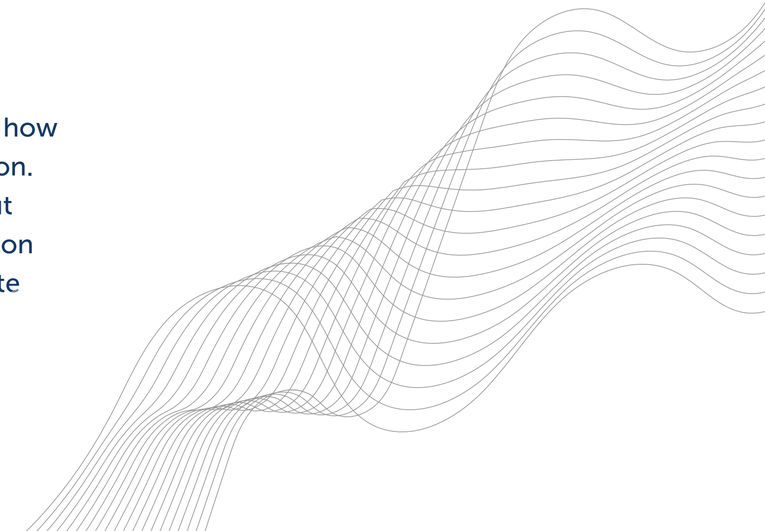
That approach comes with complexity. With APA spanning AI, RPA, data integration, and process orchestration, the number of moving parts is growing. Leaders are increasingly concerned about interoperability, governance, and data trust – between systems as well as across business units and external partners.

> "Everyone's using different tools for different problems. It works until you need them to work together."
>
> – Director of Automation Strategy, Retail

These concerns are driving a wave of architectural reassessment. One executive describes it as "unbundling and rebundling the stack", not to chase trends, but to build automation systems that are modular, resilient, and future-ready.

External research backs this up. According to Forrester, the average enterprise now juggles 120+ automation tools, and APA is increasingly being used as a way to rationalize fragmented portfolios.[6]

These shifts signal a broader maturity in how enterprises are thinking about automation. Speed and savings are still important, but it's now also about creating an automation fabric that can flex with change, integrate across silos, and serve as a strategic foundation for growth. APA isn't just another tool in the stack. Done right, it becomes the connective tissue that lets old systems and new capabilities move in sync, so organizations can evolve without disruption.



6 Forrester Consulting, "Building the Autonomous Enterprise," commissioned by Automation Anywhere, June 2025

Clarity over hype

C-suites aren't impressed by AI hype. They're moving with caution but also with conviction.

Across industries and geographies, one thing is clear: executives are no longer dazzled by demos. The question is no longer "Can it be done?" but "Should it be done, and how will it work here?"

The themes raised reflect this shift in mindset. The future of work isn't being driven by moonshots or silver bullets, but by deliberate moves in four core areas:

- **Orchestration:** Connecting the dots between isolated agents, tools, and teams
- **Pragmatism:** Layering intelligence on top of legacy, not chasing clean slates
- **Trust:** Building systems that are transparent, governable, and secure by design
- **Cultural Readiness:** Aligning people and priorities before scaling technology

Key takeaways

The shift is real
Executives aren't debating if AI-partnered automation is happening. They're focused on how to do it responsibly, scalably, and in sync with business goals.

Strategy matters more than scale
The best outcomes don't come from having the most bots. They come from connecting the right ones, with orchestration and reasoning built in.

Culture is the hardest challenge
Technology is rarely the blocker. The real work lies in alignment, ownership, and change management.

Legacy isn't the enemy
Modern process automation stacks are being layered on top of existing infrastructure, not replacing it. Interoperability and composability are key.

Autonomy won't look the same for everyone
Every organisation will define and deploy APA differently. What matters is a clear path from pilots to platforms.

Ultimately, the goal is coherence. Every enterprise will define autonomy in its own terms, based on industry, risk appetite, and operational maturity. But the shift is already underway: from isolated pilots to orchestrated systems, from scattered tools to scalable platforms, from automation as a tactic to APA as strategy.

These are no longer theoretical conversations. The organizations leading this shift are focused, structured, and moving forward with shared purpose. They're not chasing the next big thing, they're building the next real one.

The joint power of Automation Anywhere and Google Cloud

Don’t choose between scale and stability. Our joint offering enables both.

At the heart of today’s APA momentum is the growing need to move fast without breaking what already works.

That’s exactly what our partnership delivers.

By combining Automation Anywhere’s Agentic Process Automation System with Google Cloud’s secure, AI-rich infrastructure, we help enterprises scale agentic automation from pilot to platform securely, composably, and with confidence.

Together, we offer a comprehensive, end-to-end APA stack, spanning:

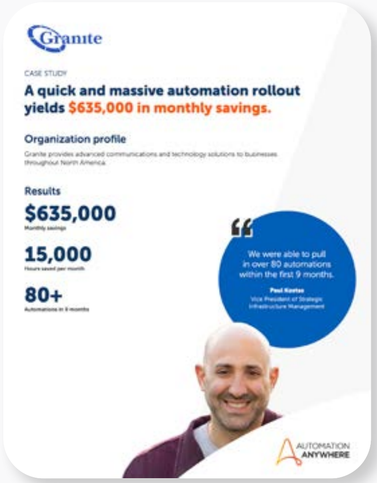
- **Process discovery and orchestration**
- **Document processing with generative AI**
- **Natural-language agent collaboration**
- **Human-in-the-loop workflows**
- **Pre-built vertical use cases to accelerate value**

The result is enterprise-grade automation that works across legacy and modern systems, backed by built-in security, governance, and observability from Google Cloud.

And the results speak for themselves:

Electrobras automated 65,000 annual audits, boosting accuracy from 50% to 92% and saving **over 9,300 hours a year.**

>> Read the full story



Granite launched 80+ automations in 9 months, delivering **$635,000 in monthly savings** and saving **15,000+ hours per month.**

>> Read the full story

AUTOMATION ANYWHERE

Google Cloud

Together, we help enterprises shift from scattered tools to a unified, intelligent automation system that delivers real business outcomes.

Ready to see us in action?

Book a demo to explore how Automation Anywhere and Google Cloud can power your automation strategy.

Book a demo

Gartner Magic Quadrant

Automation Anywhere named a 2025 Gartner® Magic Quadrant™ Leader for RPA—our 7th year in a row

IDC

Automation Anywhere named a Leader in IDC MarketScape for Business Automation Platforms 2025.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