

# PASSING THE RPA TORCH



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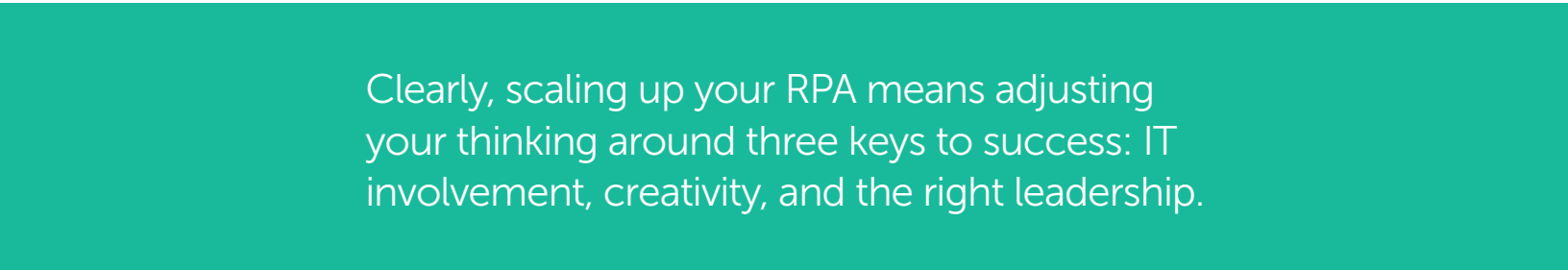


# Why your CIO's creativity could be crucial to your RPA's success

Good RPA implementation is about detail; it works best when it's run by dedicated, passionate people who know their department's processes inside-out. They know which tasks take up their time, and they learn to recognize when that task can be shared or handed over to a Digital Worker.

It's only natural that when the board or other department leaders see the results of RPA—the time unlocked, the frustration saved by diverting low-value manual tasks to a Digital Worker—they're eager to get involved themselves and scale the initiative across the business.

But while one person can become expert in, say, twenty processes, becoming an expert in two hundred or two thousand processes across the whole business is a little harder. Almost impossible, really.



Clearly, scaling up your RPA means adjusting your thinking around three keys to success: IT involvement, creativity, and the right leadership.

# Getting IT involved

Unlike most IT initiatives, the drive to implement RPA is more likely to come from frustrated frontline employees that wrestle daily with complex, boring processes than from IT. In the pilot stage, those frontline employees can build and implement their Digital Workers themselves, with little intervention from IT.

That means that IT often ends up being an afterthought when the time comes to scale up your RPA.

In a nutshell, by consulting IT you'll be able to ask:

## **How RPA transfers across different departments.**

IT are the only department likely to have a global perspective of your infrastructure. That understanding is vital, if you want to be able to replicate success between one department and another.

## **How the processes you're automating link to other processes.**

Almost every process in your organization follows on from, links to, or overlaps with another process. It's important to understand where these intersections lie to avoid unexpected disruption.

## **If RPA can help IT achieve their digital transformation goals.**

If IT are already aiming to unlock new efficiencies and save time and money, company-wide RPA could help them make huge steps towards those goals, with relatively little fuss. Discussing how RPA can play a part in their digital transformation initiatives is a vital means of multiplying gains, as well as getting IT on board early.

Forgetting to think about IT never ends well.



# Embracing a new way to work

With IT's help, implementing Digital Workers across your enterprise is a pretty straightforward business, and less technically confusing than expected.

But taking the next step towards company-wide automation is about more than spotting inefficiencies and dull, non-value-adding tasks. Sometimes, it means changing the way your whole business thinks about the way it spends its time.

Why? Because, when you're implementing RPA on a grand scale, you're going to start automating processes that span departments, jurisdictions, and even time zones. Updating one process will often have implications for hundreds of others—including ones that you would never have considered eligible for RPA.

You're taking a carefully constructed, if inefficient, puzzle and chopping the edges off some of the pieces. The end result will be much better—faster, more cost effective, and less stress inducing for your people—but that doesn't mean it's immediately clear how the whole thing should fit together.

It means abandoning "But this is the way we've always done things!", or "This is how we do it in this department" in favor of "This is how it should be done" and adjusting your thinking accordingly.

# How Quad/Graphics put RPA to work

Once Quad/Graphics set the RPA process into motion, word spread fast. But they kept their cool, even as calls for company-wide RPA implementation gathered momentum. They knew that they needed to prioritize making wise investments, not pleasing everyone as quickly as possible.

Their success depended on following a carefully planned methodology:

**Creating an RPA team** who understood in detail how and when RPA works best.

**Building trust** across the company by showcasing excellent results and taking the time to understand each department's processes and challenges.

**Speaking to employees**, asking for feedback and ideas on which processes needed updating.

**Completing feasibility assessments**, with help from those on the frontlines, so that they could confirm without a doubt that RPA was the right fit for each process challenge.

**\$10<sup>M</sup>/day**

Increased cashflow

**19**

Departments now depend on Automation Anywhere RPA

**20**

Complex business processes automated

**26**

Simple business processes automated

**200%**

RPA expansion planned within 12 months

**10**

Weeks to get bots into production

**46**

Bots in production

Thanks to that careful approach and the employee buy-in, 19 departments at Quad/Graphics now depend on Automation Anywhere RPA, bringing in \$10 million a day in increased cashflow.

# Passing the torch to the CIO

It's no small task to combine an in-depth, scientific understanding of your company's infrastructure with the creativity required to free yourself from the processes your people have always followed.

Recent research by Forbes suggests that it could be a task best entrusted to your CIO: today's c-suite believe that a CIO's success is determined by their ability to show creativity, emotional intelligence, and 'cognitive flexibility'.

## **In practice, this means that your CIO is likely to:**

- Be familiar with high-level strategic thinking.
- Have a global view of your processes (including any initiatives or digital transformation programs currently in progress) and how they fit together.
- Have the relationships (with IT and other department heads) required to ensure that priorities are aligned across the business before you start to implement RPA.

The key thing to remember here is that, while RPA at the departmental level can seem like a sprint—with the program up, running, and delivering results much faster than most would expect—that doesn't mean that large-scale RPA implementation is a marathon. It's not about your CIO shouldering the burden alone, slogging through miles of tough terrain to reach your end goal.

If anything, enterprise-wide RPA is a relay race. Each department's individual expertise should play a discrete, but crucial, role in the wider progress of the business. Your CIO is just in the best position to build on that expertise to get you across the finish line.

# Less competition, more collaboration at UBS Group

In investment banking and financial services, inefficient and time-wasting processes can multiply fast. Looking for a way to improve efficiency, control, and the client experience, UBS Group decided to establish a central RPA capability that could be tested, then scaled across the business.

**They quickly realised that, though business needs were driving the operation, IT couldn't be sidelined. They focused on:**

- Getting IT engagement and agreement early on.
- Ensuring that IT had vetted all processes for technical flaws before automating.
- Getting senior IT and Business stakeholders to commit to reshaping UBS Group culture around the new processes.

The result?

# 830

Digital Workers are now in production at UBS Group across Group Ops, Finance, Tech, WMA, GCRG, and other areas of the business.







# Your automation partner

With industry-leading Digital Workers and customer support, we're making it easy for organisations to build a digital workforce that lets them go be great.

Whether you're building your first RPA Digital Worker, or preparing to transform processes across your enterprise, we're here to help. Arrange a demo below to find out more.

[Book a demo](#)

## About Automation Anywhere

Automation Anywhere is a global leader in Robotic Process Automation (RPA), automating business processes with software bots performing repetitive, manual tasks, resulting in productivity gains and improved customer experience. Visit [www.automationanywhere.com](http://www.automationanywhere.com).

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