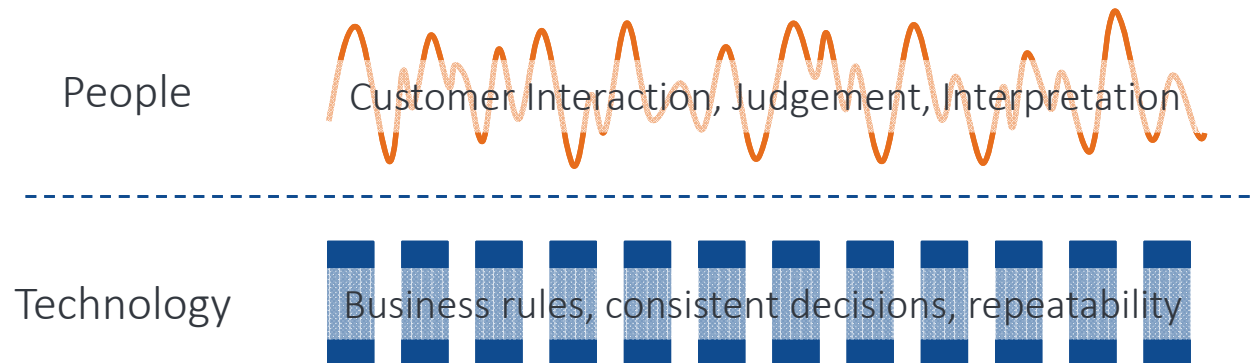


# Recruiting your Digital Workforce

# People – Process – Technology

The modern enterprise uses a combination of people and technology to fulfil their Business Processes



As processes **change** in the competitive enterprise, for many business cases, the technology we use can't be adapted, evolved or developed at the **speed** at which the business needs to effect these changes

In these areas, people are used to fill the gaps between systems and process.



# Let's Hire Some Robots

Mimics  
Human  
behavior

- Reads screens (visually)
- Trained to complete tasks by a human operator
- Orchestrates third party systems
- Can work across multiple projects / workstreams

Scales &  
performs  
efficiently

- Material cost reduction potential on human resource
- Works 24/7, Unattended, completely consistent performance / outcomes
- Able to scale up and down quickly
- Performs at scale, stands up to penetration testing
- Easy to train and use – no coding experience required

Resilient  
& Well-  
governed

- Complete audit – records everything and becomes repository of business rules
- Provides management intelligence to improve processes
- Designed to support regulatory compliance

- A Digital Workforce powered by software robots
- Automates interactions through rules based processes
- Manipulates, operates and orchestrates other applications and software
  - ERP, HR, Billing, CRM, Claims Management, Financial Management, Transaction processing

# Who's Doing the Hiring?

## Information Technology

Enterprise Infrastructure

Regulatory Compliance

Supported Platform

Secured Environment

Scalable Cloud Deployment

Operational Assurance

## Business Operation

Flexible Pipeline Management

Ease of Demand Management

Autonomy - Faster to Deliver

Ability to adapt to detailed Insights

Rapid Change Mode

Analogous to Existing Workforce

# Meet the RPA Candidates

Shadow IT

Business owned, IT Supported

IT Owned – “How long do I have to wait”



## Desktop Recorded Automation

Multiple, short, record and replay tactical automations aimed at navigating systems on the desktop



## Digital Workforce Platform

Secure, Enterprise strength, scalable, server-based capabilities that are designed to deliver strategic benefit



## IT Developed

Provides a ‘virtual API’ to assist IT projects where interfaces don’t exist



# Interviewing for a Digital Workforce

What work can I assign? How can I transform my organization by adopting a digital workforce?

Who would manage and assign the work? Who understands the work being done?

How easy is it for you to learn something? What happens if the process changes? Do you have to start all over again? How flexible are you to changes?

Do you work well on your own? When you have a lot of work to do, can you ask other digital workers to help out until the demand slows?

Does your organization have a lot of repetitive tasks that require you to connect to various systems to support?

What would my environment look like in six months? Who's going to take responsibility for this?

Can you adapt from working one process in Finance, to another process in HR, to another process in IT without stopping?

How do you respond when you run into something you don't know how to handle?

Am I looking for help? Am I hiring for an "intern" for a term fix or could the solution be more comprehensive?  
*(issue, quality issue, quantity improve customer service)*

Am I ready to support the solution myself? Am I working with IT or around it?

# Defining the RPA Robotic Operating Model

- Defining the vision for process automation
- Identifying the expected business benefits and outlining how these align to corporate strategy
- Defining the organizational design that best supports delivery of the RPA capability and aligns with corporate strategy and culture
- Defining the opportunity assessment approach and pipeline triage procedure to optimize the number of processes selected for automation and the maximize the associated business benefit
- Agreeing to the delivery approach based on methodology and embedding the templates and policies in client change management methodologies
- Defining the delivery management and tracking approach that ensures optimal usage of the defined methodology
- Agreeing the engagement model required to support operational processes
- Defining the management, reporting, scheduling and referral handling processes for BAU
- Defining the roles and responsibilities that will operate efficiently in the existing organizational structure
- Supporting the selection of candidates for all roles in the delivery and support teams and optimum training/mentoring approach for the delivery and support teams
- Defining a scalable, low maintenance technical environment and associated growth strategy

# The Seven Pillars of Enterprise RPA



Operations



Operationally Led Center of Excellence

IT Supported Enterprise Infrastructure

Operational Performance & Activity	Ease of Development & Maintenance	Methodology & Business Implementation	Security	Resilience	Governance, Risk & Control	Scalability
<ul style="list-style-type: none"> <li>Performance</li> <li>Activity</li> <li>Execution</li> </ul>	<ul style="list-style-type: none"> <li>Balancing speed of development with performance</li> <li>Ease of maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Operating Model</li> <li>Training &amp; certification</li> <li>Development methodology</li> <li>Customer support framework</li> </ul>	<ul style="list-style-type: none"> <li>Security model</li> <li>Security hardening</li> <li>Data Security</li> <li>Access Security</li> </ul>	<ul style="list-style-type: none"> <li>Redundancy model</li> <li>Failover Design</li> <li>Disaster Recovery</li> <li>Load Balancing</li> <li>Process Resilience</li> </ul>	<ul style="list-style-type: none"> <li>Audit</li> <li>Accountability</li> <li>Activity Monitoring</li> <li>System Audit</li> <li>Release Management</li> <li>MI</li> </ul>	<ul style="list-style-type: none"> <li>Deployment</li> <li>Work allocation management</li> <li>Span of control</li> <li>No of roles</li> <li>Control</li> </ul>



# Enterprise RPA Maturity Model

Realize the full potential from Robotic Process Automation requires a focus on adapting the culture of the organization as well as building specific RPA capabilities and capability.

ization

ion

lity

## Establish Capability

- Define vision and target operating model
- Define organizational roles
- Establish governance board, demand pipeline and support model
- Roll out standardized approach and processes for defining scope and benefits
- Establish CSFs and communicate outcomes against KPIs
- Train core RPA team
- Establish environments, architecture, and delivery methodology
- Deliver initial processes/benefits

## Replicate & Ramp-Up

- Seek additional processes for RPA
- RPA is a core component of technology stack
- Align RPA with future organizational design decisions
- Showcase process automation successes
- Incentivize staff on identifying and proposing automation opportunities
- Track benefit realizations
- Core team to train and mentor new team members
- Establish an RPA code of best practice
- Shift to fully virtualized architecture

## Deliver Differentiated Performance

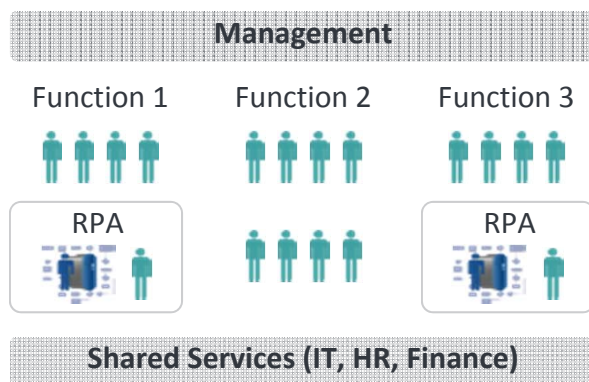
- Virtual Workforce embedded at heart of the organization with seamless handover of work between humans and robots
- Embed RPA benefits realization tracking as a core performance measure for automation roadmap
- Run strategic campaigns and initiatives to generate demand
- Deep skills and Kx across team
- Embed lean methodologies and culture of continuous improvement
- Implement DR & failover capabilities

Cultural Adoption →

# Selecting a Robotic Operating Model

...an opportunity to realize the benefits from robotic automation irrespective of the scale of implementation and operating model design.

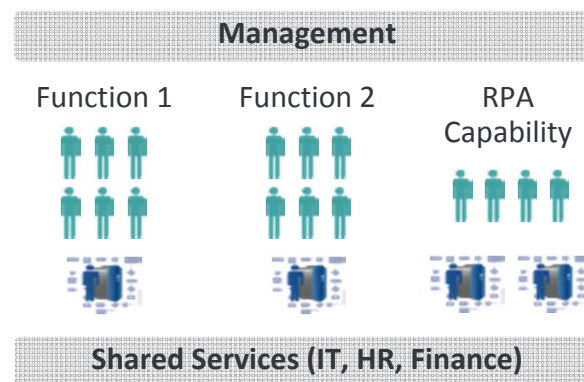
## Divisional



- Low cost automations across selected operations functions
- Ideal model for establishing Robotic Automation Capability in a specific division or divisions with minimum dependency on other functions

- Not scalable across the enterprise
- Standards can become fragmented and difficult to impose
- Can lead to duplication of hardware infrastructure and Blue Prism deliverables

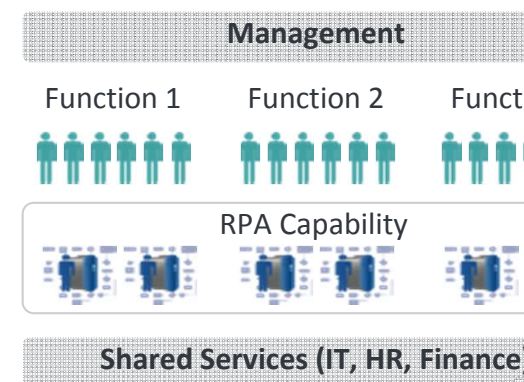
## Federated



- Low cost, scalable automations across multiple operations functions using a central and standard platform
- Appropriate where the operations team will retain ownership & responsibility for a shared robotic process automation capability

- Implementing centralized change and automation delivery management disciplines across multiple operations functions can be problematic if the model does not already exist

## Centralized



- Low cost, scalable automations across enterprise using a central and standard platform
- Perfect model where a Centre of Excellence is already established in the organization

- Implementing a Centre of Excellence culture in the organization is a mature investment if the structure does not already exist
- Capability can become a resource bottleneck

# Getting started...

A pilot should mirror the key attributes required to establish the Capability. It should showcase these and provide visibility and awareness of the competencies, skills and organizational engagement for a successful roll out.

Business Value  
Operational

Technology &  
Delivery

Cost &  
Methodology

Deloitte  
risim

### Establish Capability

- Define vision and operating model

#### Pilot

- Quantify potential business benefit and cost of ownership
- Showcase ability to view and rapidly control workload allocation
- Demonstrate secure access controls and regulatory compliance
- Understand technical infrastructure requirements and IT engagement
- Showcase sample process automation
- Learn how to configure processes and the associated delivery methodology
- Demonstrate re-use of components and process resilience

### Replicate & Ramp-Up

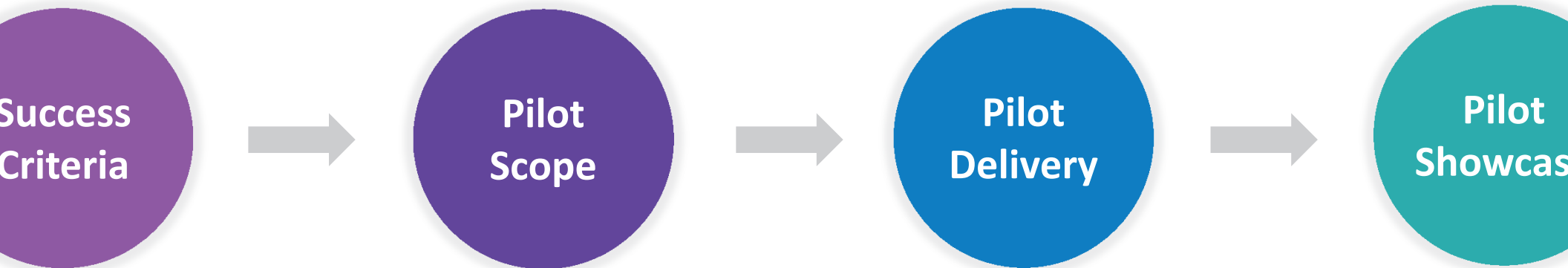
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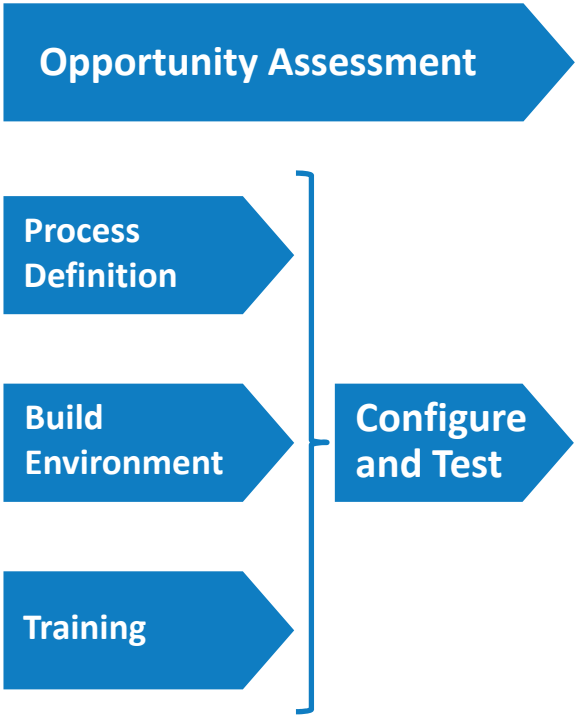


# Piloting an RPA Capability



Operational Efficiency  
 Decision Intelligence  
 Risk and Compliance  
 Asset Management  
 Robotic Analytics  
 Cost Benefit  
 Operational Ownership  
 Resilience Strength  
 End-to-End Process Delivery  
 Maintenance

- Number of processes
  - Complexity of processes
  - Process scenarios
  - Number of cases
- 
- Virtual or physical environment
  - Security and access policy
  - Test or Production data
- 
- Breadth of Product Training
  - Optimal Methodology

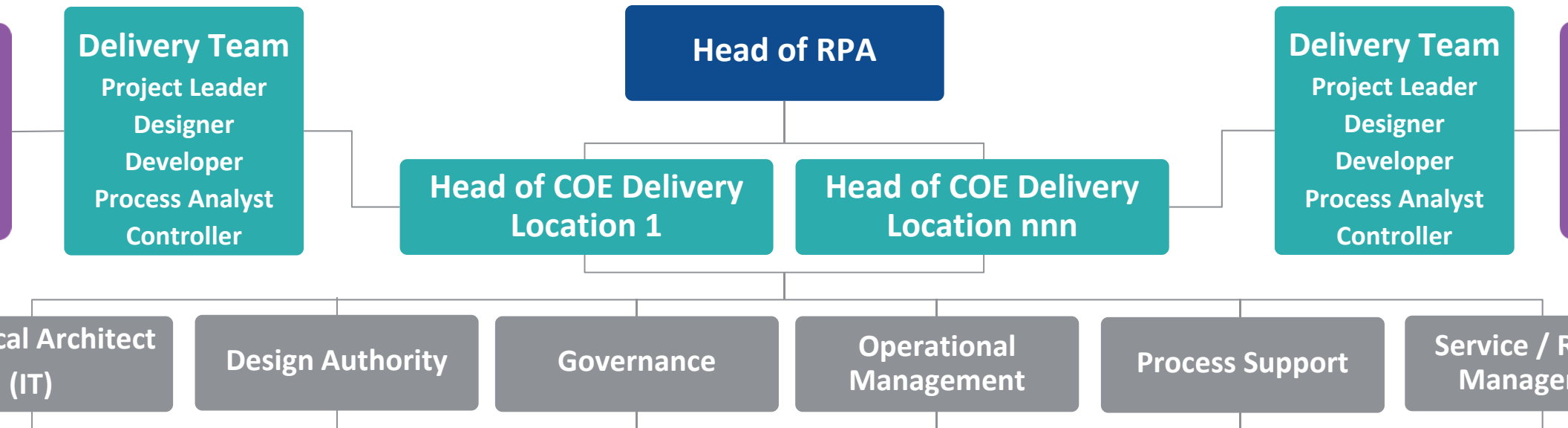


- ✓ Business Value Operational Impact
- ✓ Technology Security
- ✓ Product & Methodology
- ✓ Launchpad Initialize Phase

# Common RPA Pilot Failures

Category	Common Pilot Shortcomings	Impacted Stakeholders
<p><b>Complex and sophisticated Workflows</b></p> <p><b>Management Complexity</b></p>	<ul style="list-style-type: none"> <li>• Workload inputs split manually so the process can run across multiple robots</li> <li>• Lack of Management Information about cases processed, decisions made and actions taken across all robots reduces ability to respond rapidly to changes in workload</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Operations</li> </ul>
<p><b>Insufficient Product Knowledge</b></p> <p><b>Value gained through</b></p>	<ul style="list-style-type: none"> <li>• Lack of formal training, supporting tutorials and associated certification not provided. This leads to an incomplete understanding of all the product's strengths and weaknesses</li> <li>Or</li> <li>• Developers from IT or the supplier required to deliver the Pilot thereby reducing the business teams' understanding of the product functionality</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Operations</li> </ul>
<p><b>Scripts run as desktop applications</b></p> <p><b>to "improve" automation</b></p>	<ul style="list-style-type: none"> <li>• "Hit and Hope" approach leads to inefficient processes:</li> <li>• Lack of intelligent waits</li> <li>• Lack of scalability through re-use of components</li> <li>• Lack of resilience to handle the unexpected</li> <li>• Multiple versions of the scripts running on disparate desktops</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Operations</li> <li>• IT Security</li> <li>• IT Architect</li> </ul>
<p><b>Open Access</b></p> <p><b>to development protocols side-</b></p>	<ul style="list-style-type: none"> <li>• Introduce the potential for rogue developers to run processes against production data</li> <li>• Alienate the IT Security teams</li> <li>• Expose customer data to the risk of being compromised</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Operations</li> <li>• IT Security</li> <li>• Risk Management</li> </ul>
<p><b>Lack of adherence to formal change management processes and delivery methodologies</b></p>	<ul style="list-style-type: none"> <li>• Pilot does not give true insight into total cost and impact of ownership</li> <li>• Lack of insight into the roles and responsibilities required to deliver and support processes in the Digital Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Operations</li> <li>• Head of IT</li> </ul>

# Initialize – Centre of Expertise & Execution



**Responsibilities:**

- and oversee the
- of a scalable,
- and resilient IT
- ture for RPA
- provision of new
- robots in line
- business demand
- of multi- layered
- gy stack
- g complementary
- gies (e.g. AI / ICR

**Responsibilities:**

- Ensure creation of scalable, reusable and resilient processes
- Quality Assure completed BP process configurations
- Key point of contact for comprehensive knowledge and experience of optimal use of Blue Prism product

**Responsibilities:**

- Enables key stakeholders to review all proposed automations and assess the projected value in terms of strategic business drivers
- Review and communicate progress and Return on Investment to senior stakeholders

**Responsibilities:**

- Control the running of processes in the live environment
- Balance the distribution of the case workload in line with demand and robot availability
- Investigate any issues in the live environment
- Creation and distribution of Management Information relating to virtual workforce performance

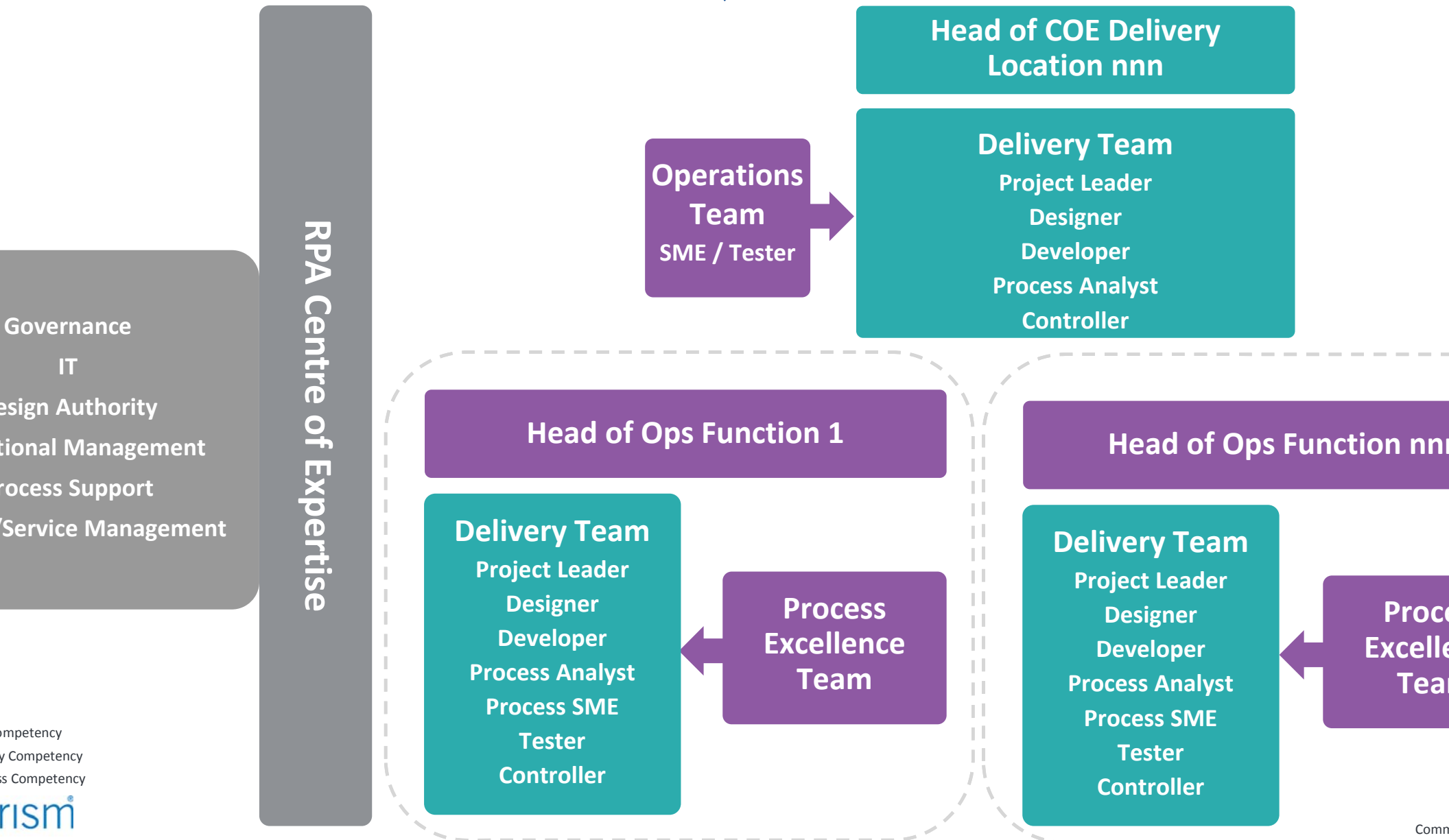
**Responsibilities:**

- Investigation & remediation of reported process incidents/issues
- Engagement with Blue Prism Support desk for Product related incidents

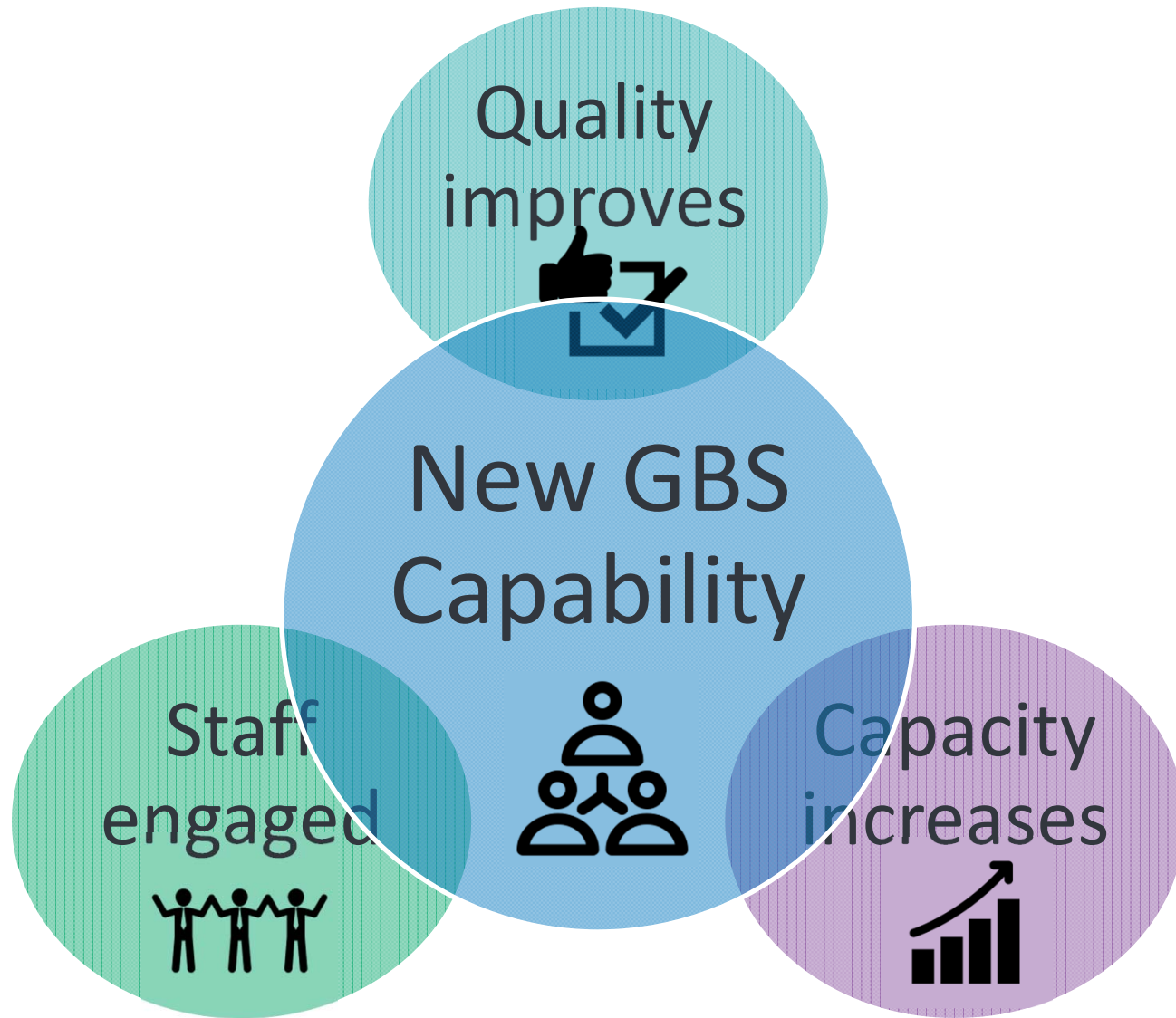
**Responsibilities:**

- Control of char
- Production env
- Control of user access to Blue environments

# Industrialize – COE with Federated Execution



# What are the implications of a successful RPA strategy





# Further Information

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