

CXO'S GUIDE TO
**GETTING THE MOST OUT OF
ROBOTIC PROCESS AUTOMATION**

CONTENTS

- i INTRODUCTION
- 1 DIGITAL LABOR: REINVENTING HOW WORK GETS DONE
- 2 FOCUS ON THE BIG PICTURE
- 3 BE A CATERPILLAR, NOT JUST A FAST BUTTERFLY
- 4 EPILOGUE

INTRODUCTION

Look around you. Robotic Process Automation (RPA) is not just a futuristic notion.

It's gaining traction fast in a market that's expected to explode from \$250 million in 2016 to \$2.9 billion by 2021, according to [Forrester](#).

Digital leaders are already adopting RPA to streamline operations and take costs out of the back office. Others are combining RPA, business process management and artificial intelligence to improve customer experience and grow faster.

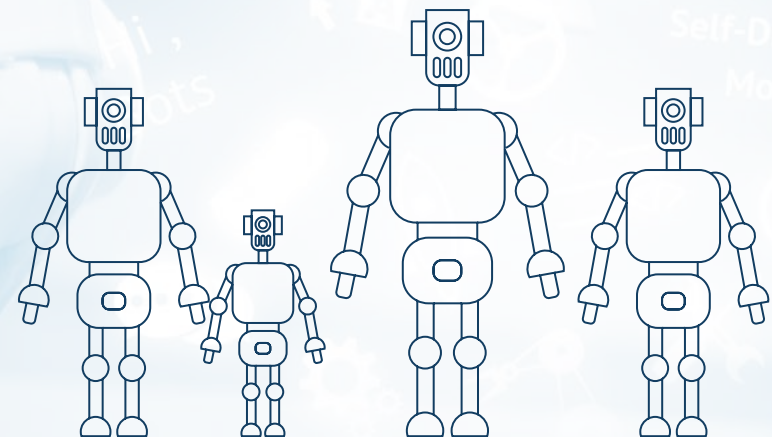
The bottom line is this: Businesses that embrace RPA as part of their intelligent automation strategy will surge ahead of organizations that don't.

The question is, which side are you on?

This must-read guide reveals how digital leaders are using RPA to boost profits, create customer value, and stand out from the crowd—and how you can too.

You'll discover:

- How RPA fits into the intelligent automation tool box
- Why pivoting to digital labor is a “do-or-die” challenge
- How to use automation to win new customers and keep more of the ones you already have
- How to leverage RPA as an on-ramp to digital transformation



1

DIGITAL LABOR: REINVENTING HOW WORK GETS DONE

Studies show that many large organizations have already embraced RPA or are thinking hard about doing it.

- By 2020, [40%](#) of very large global organizations will have adopted an RPA software tool, according to Gartner.
- Demand for robotic process automation (RPA) tools, for example, is growing quickly at [20-30%](#) each quarter, according to Gartner.
- The RPA market is expected to grow at an annual rate of [47% through 2024](#).

In short, the pivot to digital labor is happening FAST.

If you choose to stand pat, you could end up at the mercy of competitors with 24x7x365 digital workforces that can deliver 25 to 40% cost savings over the 5 to 10% savings of yesterday's outsourcing business models.

So says the Institute for RPA and Artificial Intelligence ([IRPAAI](#)).

"Think about it," says IRPAAI founder and CEO Frank Casale, "...As companies transition to robotic process automation, they will aggressively re-engineer themselves with intelligent automation to reduce the need for remote labor pools, and execute business processes faster, and with more accuracy and scalability than ever before."

Here's a look at why digital labor is essential for organizations that want to get a piece of the intelligent automation future.

A recent study by [McKinsey Global Institute](#) reveals that today about 50% of work activities and 30% of the tasks in most jobs can be automated.

And RPA is one way to do that.

"Most organizations today, especially the large organizations, are inundated with massive amounts of repetitive and manual work," says RPA expert Pritam Bagani, Director of Product Strategy, Appian Corporation.

1

DIGITAL LABOR: REINVENTING HOW WORK GETS DONE

“For example,” says Bagani, “if you are calling a bank and you’re making a simple request like: ‘Can you change my address?’ The actual amount of work that’s happening behind the scenes is mind boggling”.

“If you have a checking account, a savings account, money market account, mortgage account and you want to update your address,” says Bagani, “the person who is getting that request is actually manually updating your address in the many systems that host customer account information.”

“That process—if it’s not automated—can frustrate customers and create unnecessary work for people who have to perform the error-prone task of copying and pasting information from one system to another,” says Bagani. “Using RPA, you could automate these tasks by mimicking exactly what humans do.”

Another benefit of RPA-powered automation is that you can scale it at a fraction of the cost and time of traditional outsourcing and offshoring business models. From a cost savings perspective this is huge.

“There’s only one thing better than having someone in some distant country doing work for you” says Casale, “and that’s having no one in a distant country doing work for you. That’s what you get with software (digital labor).”

- In 2016, a [Deloitte](#) study reported that just 15% of respondents had company-wide RPA initiatives underway. In 2017, 64% had enterprise-wide RPA efforts
- By 2020, 70% of organizations will be on the RPA journey
- By 2021, 78% plan to spend significantly more on RPA



2 FOCUS ON THE BIG PICTURE

“When you’re looking at automation,” says Bagani, “it’s critical to look at the big picture. It’s important to understand that RPA is not your only option for intelligent automation.”

“Think about how RPA fits into your entire enterprise automation toolbox. And think about the incredible value you can create by combining RPA with artificial intelligence and business process management to drive business outcomes. This is the best way to build your enterprise automation strategy,” says Bagani.

Bagani also says that it pays to focus on customer experience. You can’t really deliver better customer experience or make an impact on business outcomes with random acts of automation that focus only on a small part of the process.

He says that it’s critical to automate the entire customer experience process from the inside out.

“This does not mean that you have to make a huge investment in time and effort upfront.”

“Start small but with a clear vision and business objective in mind and incrementally build out the vision.”

Jing Bing Zhang, an automation expert at International Data Corporation, agrees.

Zhang says that the most important challenge with adopting RPA is figuring out where to start. His advice: Focus on the low hanging fruit. Have a strategic plan, think big, start small, validate, and move forward.

“I think we’ll see exponential growth (in RPA) in 2018,” says Zhang. “And that growth will be across industries, but especially in banking, financial services and insurance companies...”

“...What we’re seeing now, is that in addition to quality and cost benefits, customers are also looking at the value that automation offers customers, from searching for a product, to ordering it, to using it.”

“So, companies are responding to the need to keep up with customer expectations. And these expectations are constantly changing.”

3

BE A CATERPILLAR, NOT JUST A FAST BUTTERFLY

In the age of digital transformation, anything that can be automated will be automated—especially high-volume, tedious, repetitive work.

But that's just part of the digital transformation equation.

"What we've found over and over again," says George Westerman, Principal Research Scientist with the MIT Sloan Initiative on the Digital Economy, "is that digital transformation is not a digital challenge."

"...The technology enables change," says Westerman. "And, by the way, changing processes is more than writing code and drawing charts. It means getting people to work differently than they did before. And working across silos the way they didn't do before. And that's where the real value, and the hard part of digital transformation comes into the picture."

"It should make you move faster, be more agile, get closer to your customers," says Westerman. "It should give you wings so you can fly. Unfortunately, too many companies are talking about digital, and investing in digital. But they're just thinking about being a fast caterpillar, not a butterfly."

The same is true of intelligent automation.



4 EPILOGUE

What it all comes down to is this.

You can embrace RPA as part of your digital transformation journey today. You can take an incremental approach.

Or, you can take a fast-follower approach and sit back and wait instead.

But don't be fooled. Waiting is a losing proposition.

"...Your biggest risk is the one you're not thinking of," says Casale. "The one where you choose to sit back while your competitors are doing RPA."

"Or your board or shareholders are wondering why you haven't made any significant changes, or moved the needle, while your competitors have."

So, is there risk in getting involved in RPA now? Sure. But for many CXOs, there's greater risk in sitting back and waiting," says Casale.

So, what are you waiting for?

Contact Appian today for a demo of: [Appian RPA with Blue Prism.](#)

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