

# The Secret to Scaling **Your UiPath Hyperautomation Journey**



# Accelerating the ROI of Your Automation Program

As COVID confronted the business world with monumental challenges, Robotic Process Automation (RPA) - and more specifically UiPath - has emerged as a game-changer.

According to Deloitte, ROI can be measured in months, and RPA ticks the most critical boxes on post-pandemic agendas: boosting resiliency, scalability, productivity, and timely access to actionable data while drastically cutting operating costs.

Forrester Consulting reports that nearly 50% of organizations aim to implement RPA over the next year – and Gartner predicts adoption across 90% of large organizations worldwide by 2022. UiPath stands out as the go-to solution, with a significantly greater customer base than other vendors and revenue that’s jumped a whopping 81% over the last fiscal year.

In April, it achieved one of the largest software IPOs in history – closing the day with stock soaring 23% and a \$35.8 billion valuation.

UiPath is consistently ranked as the #1 platform by respected organizations like Everest Group, Gartner, and Forrester. Most recently, the Forrester Wave: Robotic Process Automation, Q1 2021 awarded UiPath the highest ranking in its Strategy, Market Presence, and Current Offering categories of all evaluated vendors.

**For most executives, the question is no longer if they should implement automation – but how to get it right.** Despite the technology’s potential, it’s no secret that many companies struggle to expand beyond a few processes with limited value to a full hyperautomation journey.

According to SSON’s 2020 State of the Global Shared Services Industry Report, a whopping 65% of RPA initiatives stall after implementing 10 or fewer processes. Even more alarming, 30-50% of implementations fail altogether.

It’s practically impossible to find another transformation that can achieve the same quick benefits as RPA – as long as it’s implemented effectively.

In this whitepaper, we will help you discover the “secret sauce” to scaling your UiPath hyperautomation program successfully. Read on for actionable insights for overcoming RPA challenges and expanding beyond Proof of Concept (POC) to company-wide hyperautomation.

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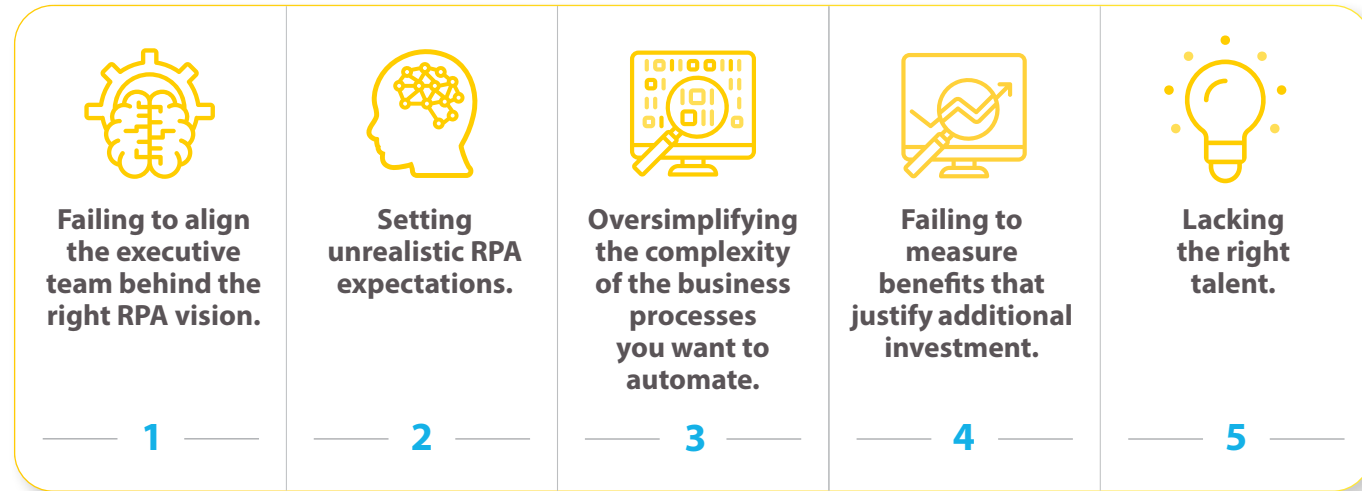


**The Five Most Common Pitfalls**  
**When Implementing RPA**

# Five Traps That Will Derail Your RPA Journey

On the surface, RPA implementation looks easy – no big software project or pricey overhaul of legacy systems required. So, why has scaling been so hard to achieve?

Let's examine the biggest traps companies fall into that derail their RPA journeys:



## 1. Failing to align the executive team behind the right RPA vision.

Aligning the leadership team behind a clear strategic vision early on is key to the ability to scale RPA successfully. Yet too many organizations fail to begin with an automation end-goal in mind – emerging from a successful POC with little more than a vague idea about wanting more robots and cost savings.

Without a strategic path forward, it's easy for excited stakeholders to start automating for the sake of automating. Unfortunately, unfocused RPA attempts are doomed to fall apart because they try to accomplish too much or automate processes that don't make sense.

On the other hand, trying to “boil the ocean” before you start can stall your automation journey just as effectively. Waiting to move forward until you've uncovered every last dollar and opportunity that RPA can deliver makes stakeholders impatient and causes momentum and enthusiasm to wane.

## 2. Setting unrealistic RPA expectations.

Misunderstanding the capabilities of RPA destines a project for failure. Without question, RPA is a transformational and disruptive technology. **It typically reduces the cost of existing manual operations by 40%, enables 41% productivity gains, and allows 70% of companies to recover their investment in less than a year.**

But RPA is a new technology that most people have never experienced. In their eagerness to convince the organization to adopt it, the first automation champions often inadvertently make promises that can never be fulfilled. As a result, executives expect unachievable results like 100% automation or a quick, high ROI from every project – and sour on the technology when it fails to deliver.

## 3. Oversimplifying the complexity of the business processes you want to automate.

Most companies underestimate the complexity of their business processes. As a result, they expect simple, fast RPA implementations without understanding the number of process exceptions that must be identified and considered as part of process design.

Unresolved process exceptions can derail an automation journey by triggering mistrust in RPA's reliability. Robots are trained to process specific business scenarios. Without proper design and implementation, automation cannot handle the unexpected inputs or application changes that inevitably occur in your day-to-day operations.

Unfortunately, when poor process design causes robots to continuously malfunction, frustrated users will revert to manual methods and senior stakeholders will lose faith in the technology.

## 4. Failing to measure benefits that justify additional investment.

Senior stakeholders agree to embark on automation journeys because of the promised value: increasing revenue, cutting costs, improving customer service or the customer experience, enhancing service-level performance, and more. But too many organizations fail to measure the benefits bots provide after they're up and running – and therefore can't prove how they capture value.

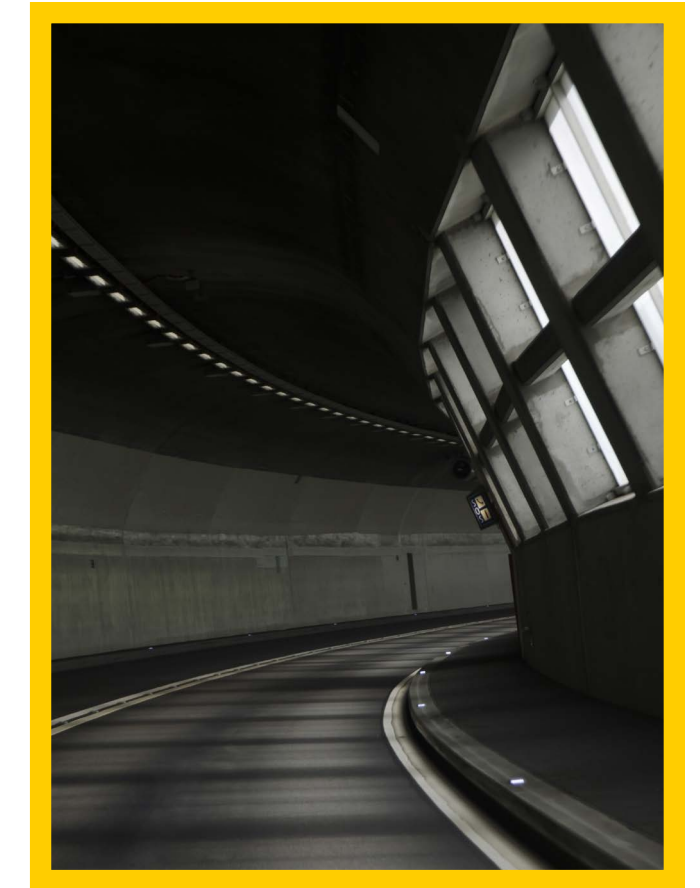
Unfortunately, that can make additional investment hard to justify - especially in the post-pandemic era of extreme cost-cutting.

## 5. Lacking the right talent.

Implementing UiPath effectively requires a new set of skills to effectively design, monitor, and optimize usage of the bots. Unfortunately, the newness of the technology combined with the ongoing shortage of skilled IT workers has made it difficult and costly to hire talent.

Competition for experienced UiPath developers is fierce. RPA developer claimed the second spot on LinkedIn's “2020 Emerging Jobs Report,” which dubbed robotics “an industry on fire.”

But failing to establish a Center of Excellence (CoE) with the right implementation capabilities for the first wave of automation is a critical mistake. Without the right team in place, poor process design and unresolved exceptions can translate into weak automation stability. That creates more work for operations - not less - and trust and credibility in the technology vanishes.



# 5 Key Pillars to Scale Your UiPath Program

Now that you understand what most companies are doing wrong, here's the "secret sauce" to scaling RPA effectively:



- 1 Start with the end-goal in mind.
- 2 Understand the long-term operating model and governance structure needed to achieve your RPA vision.
- 3 Don't start a pilot program without the right talent.
- 4 Ensure long-term value with a separate support team.
- 5 Control scope creep.

## 1. Start with the end-goal in mind.

An automation journey is ultimately about results. Having a clear vision and a well-thought-out plan to achieve that vision from the start is vital to growing your RPA program successfully.

### Consider these key questions:

- What are you trying to achieve by implementing RPA?
- What tools and investment do you need to get there?
- What does your automation roadmap look like at a high level?

Cost savings are important, but RPA can also deliver so much more. In their rush to solve today's problems, most organizations don't stop to consider the long-term picture.

Take time to identify the most important business drivers for automation and how they align with corporate strategy. Whether the end-goal is ultimately saving money, quality control, revenue enablement, real-time reporting to achieve one version of the truth, or another business driver, crystallizing a clear vision upfront focuses your RPA journey and builds the most effective business case.

Creating a strategic path forward also means painting a clear picture of what's needed to achieve success so no one is ever blindsided by costs or responsibilities.

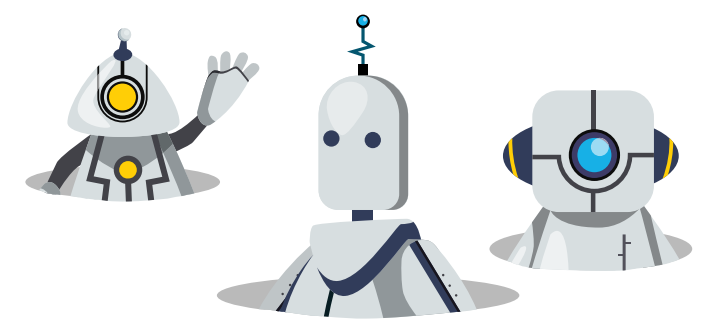
While course adjustments may be made along the way, knowing your endgame upfront helps draw a high-level roadmap for how to get there. It makes it easier to determine automation priorities, high-value business areas, the best process candidates, and the right combination of tools from process mining to artificial intelligence (AI) that can bolster success.

## 2. Understand the long-term operating model and governance structure needed to achieve your RPA vision.

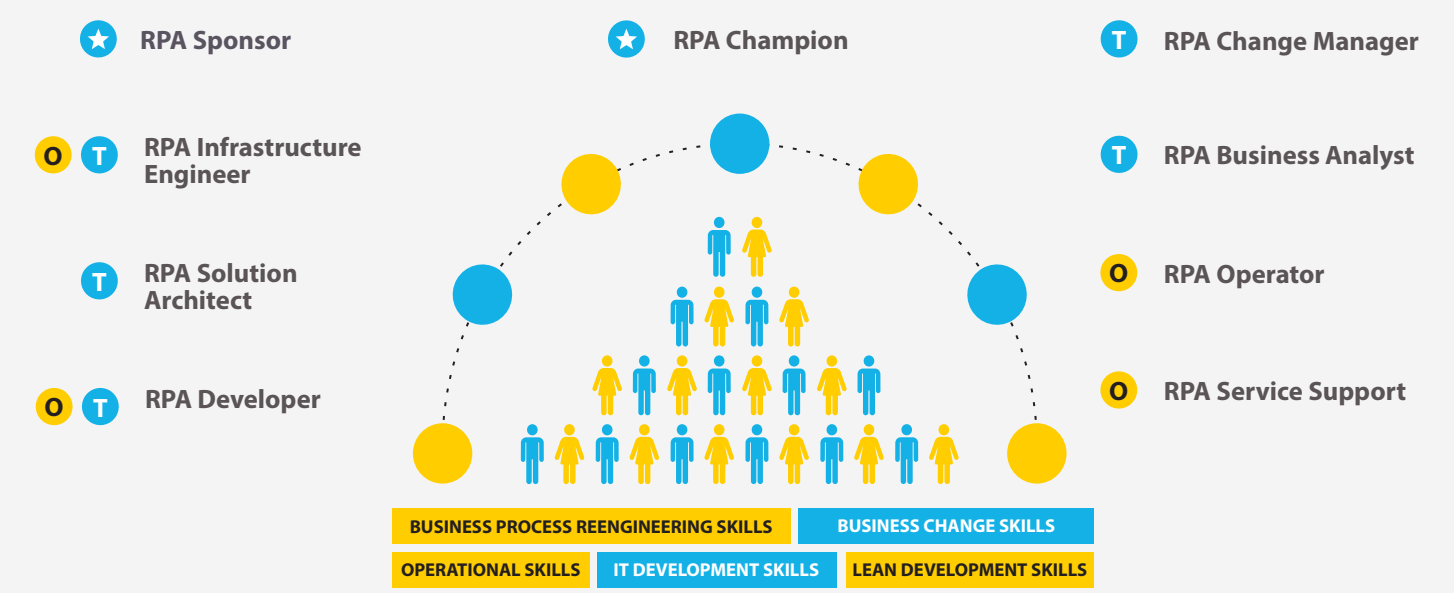
An outstanding RPA Center of Excellence is essential to a sustainable RPA journey – responsible for designing, developing, and maintaining your company's process robots.

The center of excellence is designed to drive innovation, improvement, and collaboration. IT enables teams to measure, experiment and accelerate performance.

The RPA Center of Excellence is meant to drive all the functionalities of an RPA initiative to be successful. The model should include:



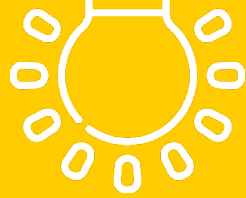
## Key Roles Needed for Your RPA Center of Excellence



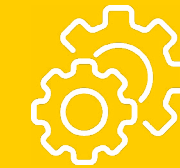
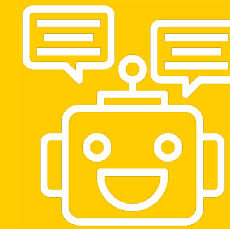
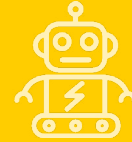
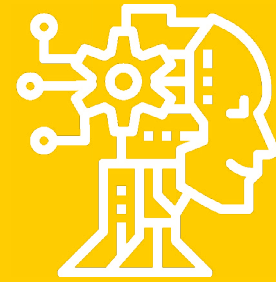
\*The Robotic Operating Team or Centre of RPA Excellence is fundamentally a cross functional team with the clear objective of deploying the RPA automation on a global basis as quickly, as efficiently and as safely as possible







Here are **five key considerations** to building the right operating model for your CoE:



### 1 What service catalog should your CoE provide?

It can be hard to justify the cost of building CoE capabilities for organizations in the early stages of RPA. However, cutting corners sets your journey up for failure.

The most successful CoEs offer a service catalog tailored to your RPA vision, incorporating critical roles like automation governance, idea generation, skill development, process assessment, and change management. They also ensure best practices are implemented.

### 2 Should you outsource your CoE, keep it in-house, or opt for a hybrid solution?

On paper, building an internal CoE can appear less costly than hiring a third-party provider. But in reality, this approach works best for large global organizations with deep pockets and sizable workforces - enabling even small productivity gains to generate significant cost savings.

And even those scenarios must contend with the headache of hiring certified UiPath professionals in the current market and having a flexible staffing plan ready for high-demand scenarios.

### 3 Why are centralized governance and business process design critical to successful RPA?

Failing to empower the CoE with centralized control and governance can lead to a tangled mess of isolated RPA projects. Without strategic oversight, robots may be targeted at the wrong tasks, solutions can overlap, and a random mix of tools and techniques develops - all of which hinder future scaling.

Having a strong RPA business process design team that knows how to anticipate and prepare for process exceptions is also critical to RPA success. But too many companies overlook the importance of business analysis skills - and wind up simply making poor processes run automatically.

RPA teams with extensive experience building bots and that know how to ask the right questions during the design phase will ensure robots achieve the desired productivity and efficiency.

### 4 Why do most enterprises underestimate the cost of internal teams?

Most organizations find out the hard way that internal RPA teams can spiral into budget overruns once they factor in the number of hours spent training, recruiting, supporting, and maintaining them. Of course, that's if they can even find the right resources to hire.

Internal CoEs also require a substantial pipeline of projects to drive the ROI you need.

Most companies agree that a hybrid model that leverages the resources, knowledge, and experience of a reputable provider with the business expertise of in-house staff ensures the best business outcome.

### 5 What's the role of IT?

Thinking UiPath can be implemented without involving IT is another critical mistake many business leaders make. While RPA projects are generally business-driven, IT governance is essential to building a sustainable RPA program. IT brings advanced technical knowledge of existing infrastructure, testing and maintenance capabilities, data security oversight, and more.

But here's the thing: **Without prior experience with the technology, it's not unusual for IT to make incorrect assumptions about RPA, assuming it's built from unsupported macros or an unnecessary addition to an in-house software solution.**

Onboarding IT early in the journey can help business leaders overcome resistance from their tech teams. It helps IT visualize the role RPA can play in attaining company goals and ensures automation scalability, security, reliability, and continuity become part of IT strategy.

But to be clear, RPA should be a business-driven initiative, with IT playing a supporting (yet critical) role.



More than **60%** of businesses currently use dedicated third-party partners for their RPA journeys, realizing the critical need for skills that aren't available in-house to drive their automation initiatives.

### 3. Don't start a pilot program without the right talent.

The Pilot can make or break your automation journey. Get it right and it's a showcase success: building credibility, delivering metrics that support a larger business case, and shattering employee resistance with a first-hand look at how it can improve their work life.

But **rushing into a Pilot without the right talent can ensure your automation journey never gets off the ground.** Inexperienced or incomplete teams rarely deliver the quick, clean win you need to quell skepticism and fuel excitement.

Remember, that doesn't just mean finding developers familiar with RPA. Successful Pilots stem from a cross-functional team that can ensure solutions are built, deployed, and improved correctly. Automation champions poised to help you evangelize early success from within the company are also vital.

With so much at stake, many organizations find that partnering with a third-party provider delivers the best chance of success. **According to Deloitte, more than 60% of businesses currently use dedicated third-party partners for their RPA journeys, realizing the critical need for skills that aren't available in-house to drive their automation initiatives.**

But as the RPA market explodes, it can be hard to understand what separates a top-tier partner from the rest. Choosing a UiPath partner with a proven track record, strong references, business expertise, a deep bench, and a solid plan for creating a continuous talent pipeline can set you on the path toward hyperautomation.

### 4. Ensure long-term value with a separate support team.

Robots are never a "set it and forget it" investment, inevitably requiring some tweaking to adapt to new process exceptions. Yet most companies neglect to create a separate support structure, wrongly assuming developers can maintain the bots.

Here's the reality: Ongoing maintenance and support require a different set of skills than design and implementation. Organizations also underestimate the support required to ensure a smooth UiPath program, distracting developers from higher-value innovation. Turnover tends to increase as well when developers are forced to perform monotonous support tasks.

**Bots that stay broken for too long harm ROI and organizational buy-in.** A solid support structure that can guarantee continuous operation of your bots is key to long-term automation value.

Many organizations find that leveraging a third-party is the best way to provide support. That way, they can safeguard their investment and optimize ROI without carrying a pricey in-house team without a consistent pipeline of work.



## 5. Control scope creep.

When it comes to automation opportunities, the sky's the limit. So, managing a project's scope becomes a balance between investment and return.

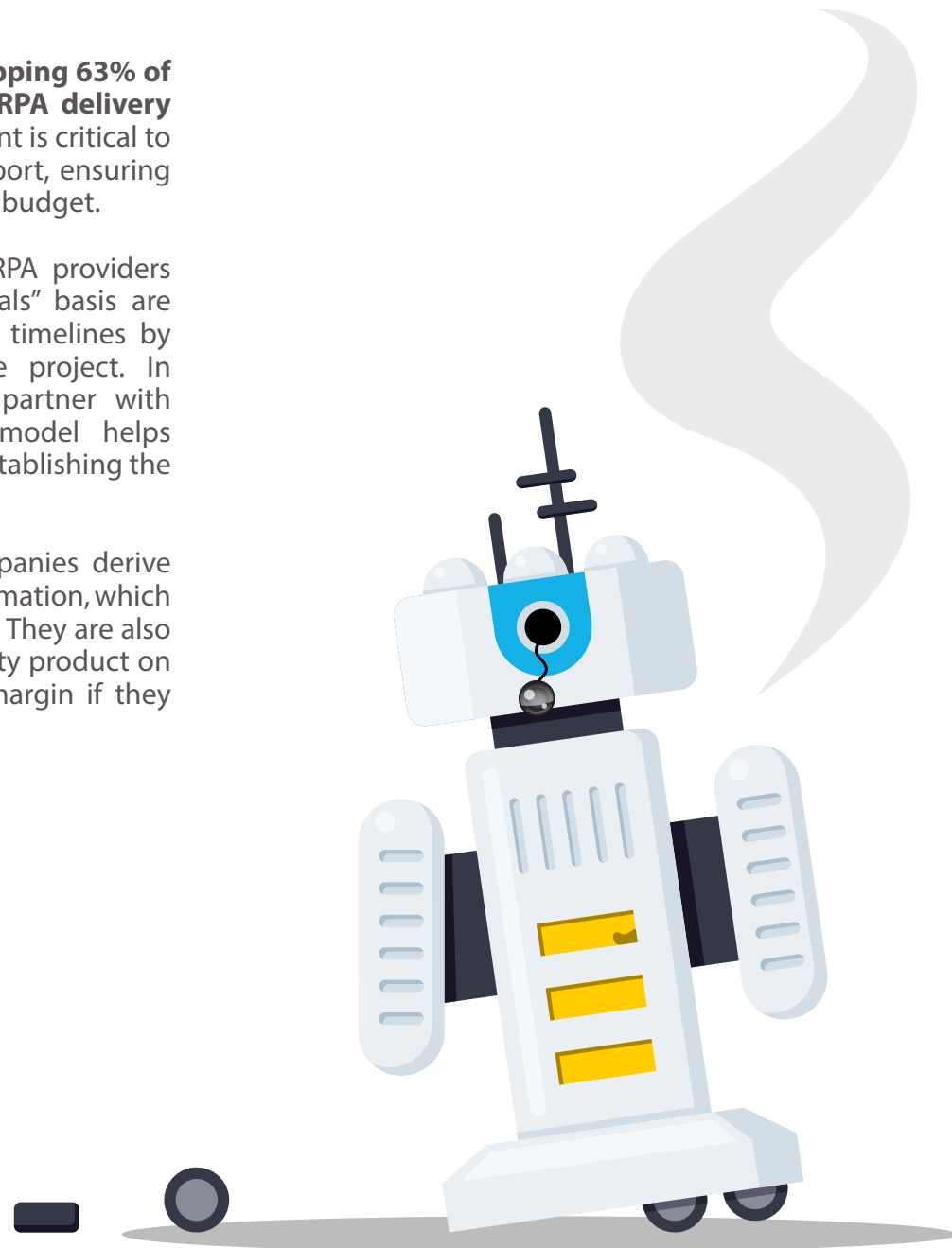
For instance, automating an Accounts Payable (AP) process to include the 80 vendors who represent 70% of your invoices delivers the right ROI. Expanding the project to automate the process for every vendor – including those who only send a single invoice per year – doesn't make financial sense.

**Deloitte reports that a whopping 63% of organizations fail to meet RPA delivery deadlines.** Scope management is critical to maintaining stakeholder support, ensuring RPA projects stay on time and budget.

Keep this in mind as well: RPA providers paid on a "time and materials" basis are often incentivized to stretch timelines by continuously expanding the project. In contrast, choosing an RPA partner with a transparent risk-sharing model helps companies control costs by establishing the price tag upfront.

These providers ensure companies derive the most value from their automation, which drives organizational support. They are also incentivized to deliver a quality product on time because they eat the margin if they don't.

A whopping **63%**  
of organizations fail  
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# Hyperautomation, What Is It Really?





# As Digital Business Accelerates, Hyperautomation is The Inevitable Next Step

Gartner ranked hyperautomation as a top 9 “technology trend IT can’t afford to ignore” for 2021. And there’s no sign of the buzz abating.

As digital business accelerates, hyperautomation is the inevitable next step - delivering the efficiency, agility, and resiliency that organizations need to thrive. It quickly and cost-effectively resolves issues caused by legacy business processes and technology that are not streamlined or connected.

And it makes it easier for business leaders to see how functions, processes, and key performance indicators interact to drive value.

But confusion swirls among many executives around what achieving hyperautomation actually means to an organization. At Auxis, we define it as a company-wide initiative to unlock automation’s full potential - increasing efficiency and productivity by automating all tasks that don’t add value to your customers or provide a poor customer/employee experience.

Naturally, this can mean something very different to each organization. Finding the right balance between investment and productivity is the most common question executives are looking to answer... What does hyperautomation mean to us?

**We believe hyperautomation has RPA at its core - but RPA cannot deliver hyperautomation alone.** In fact, most executives who express frustration with the technology say it’s too rigid and cannot handle the real day-to-day complexities of their business.

Hyperautomation represents the orchestrated use of multiple technologies, tools, and platforms to move beyond the initial low-hanging fruits and discover a wide range of impactful automation opportunities.

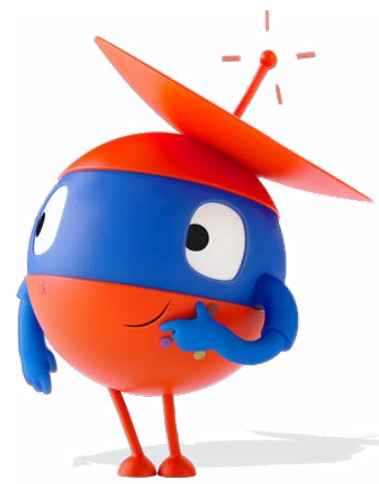
Pairing RPA with a strong intelligent data capture engine, open APIs, cognitive capabilities, affordable real-world Machine Learning models, and seamless interaction between humans and robots can improve processes in ways that have greater impact than traditional automation capabilities.



RPA cannot deliver hyperautomation alone.



# The Only Hyperautomation Platform on The Market



UiPath is the only automation platform on the market capable of truly delivering an end-to-end solution in Intelligent Automation. The stretches from opportunity identification and evaluation to a fully controlled, scalable, and measurable automation environment - providing productivity and efficiency to business problems beyond the rules-based, repetitive, transaction processing commonly paired with RPA.

Some recent releases have given UiPath an even greater margin of leadership in its ability to execute company-wide automation programs. These releases broaden its offerings in almost every area but, most notably, in the way humans engage with automation.

In the last 12 months, UiPath has introduced many new features and products that bring it closer to its long-term vision of a robot for every person. But while many organizations have chosen to install a robot on every machine, that may not be the right choice for all.

Recognizing this, UiPath's vision has shifted to enhancing the productivity of every employee in an organization with robotics - even if they don't know it is happening.

In this vein, UiPath launched a new version of UiPath Apps that enables companies to build user-friendly applications that interact with attended and unattended bots in the background.

The new tool can be targeted at simple-use cases like data input into systems or complex applications such as helping customer service agents avoid the time-consuming effort of extracting information from several sources.

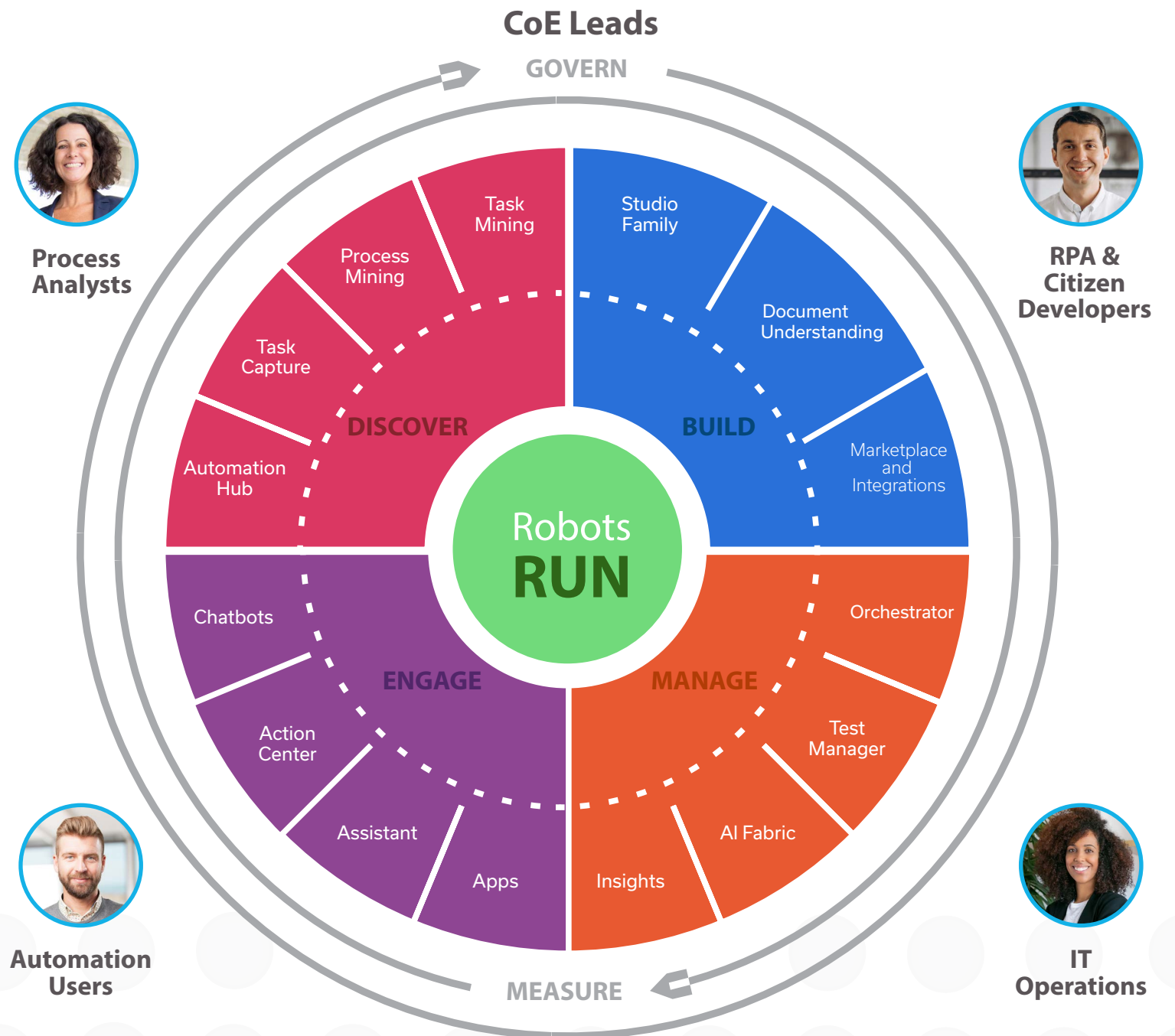
With the new-and-improved UiPath Assistant, CoEs can effortlessly deploy automation to different user groups and track utilization and productivity gains from all attended users. User experience is further improved with the introduction of automation scheduling, as well as a new Picture-in-Picture mode that enables employees to continue other work on a machine running an automation process that requires user interface.

UiPath also introduced Long Running Workflows enabled through Action Center that facilitate seamless interaction between humans and unattended bots when human judgment is required. With this new feature, the robot can perform other tasks while the human provides input - ensuring robotics capacity is never wasted.

This new functionality paves the way for hundreds of new automation opportunities that previously were impossible to execute effectively.

Understanding the complete capabilities of the UiPath platform - and having the right talent and governance to deploy it effectively - amplifies your ability to automate work and unlocks the true impact of hyperautomation on your company's digital transformation.

# Turning Your Hyperautomation Goals Into Reality





# How to Build a Successful Hyperautomation Roadmap



At the start of a hyperautomation journey, many organizations share the same mistake: waiting for the end of the Pilot before ever considering what they need to move forward.

What they should be doing is covering important groundwork simultaneously - identifying high potential process candidates and aligning on an operating model and vision. That way, momentum from a successful Pilot can carry the journey forward, instead of evaporating while stakeholders scramble to figure out next steps.

Here's an overview of an RPA journey done right:

## First 6 months.

1. Select key processes to automate and build POCs. Remember to incorporate processes that can deliver showcase success – those quick wins that can drive enthusiasm and support throughout the organization.
2. **In parallel,** build an RPA operating model and governance structure for design and implementation. Define your CoE service catalog with clear roles and responsibilities.
3. Build your implementation methodology. Establish a structured process design and development framework.
4. Build a performance management structure that can measure every bot. Carefully consider what metrics you will measure and why.
5. Choose stakeholders who will champion RPA within the organization. Ideal candidates are tech-savvy and excited about the technology. Make them part of the development plan so they can help drive automation throughout the company.

## Beyond 6 months

1. Start training the stakeholders of your RPA champions to become “citizen developers” (learn more about that transformative capability below).
2. Use your CoE to start scaling automation.
3. Build the governance structure to receive automation at scale and deploy it correctly.

**Now, the cadence starts.  
You're on the road to  
hyperautomation.**



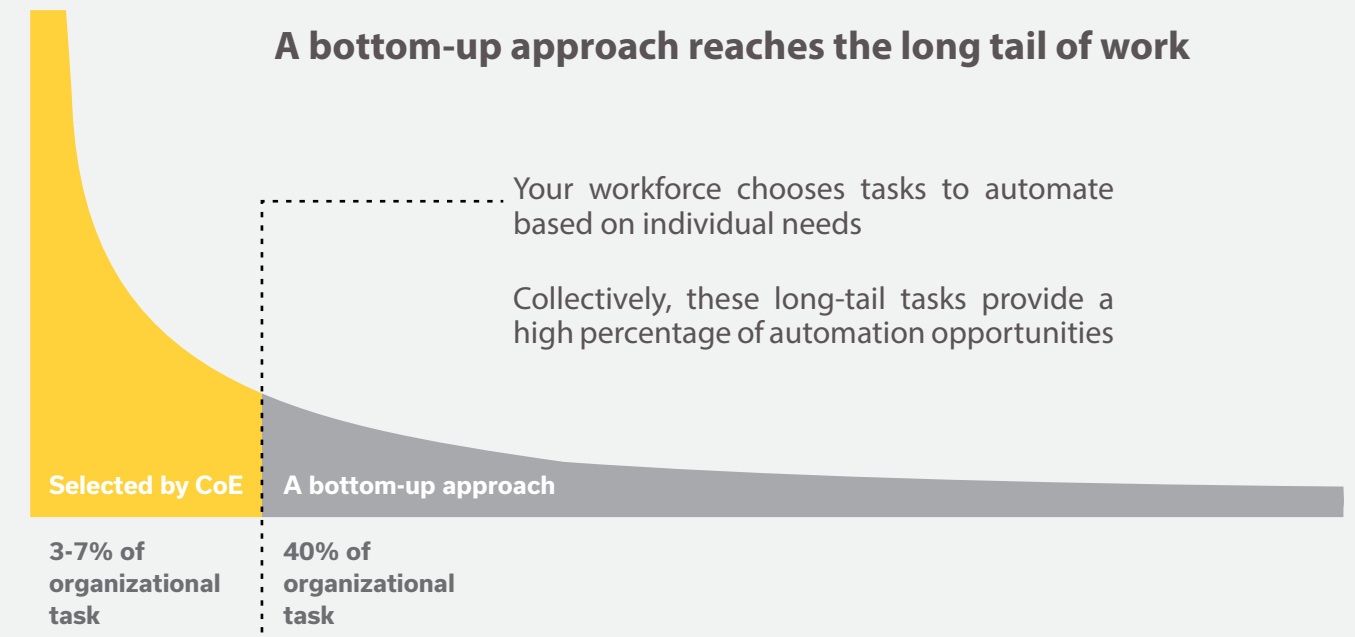


# The Secret Weapon to Digital Success: The Citizen Developer

## The Breakthrough Role

Once automation through the CoE is mastered, forward-thinking organizations are leveraging citizen developers to play a breakthrough role in scaling their RPA transformation. But what exactly does that mean?

Citizen developers are non-technical users able to navigate pre-approved, no-code tools like UiPath's StudioX to create simple automation for themselves and their departments. In line with its vision of "a robot for every person," UiPath launched StudioX to empower business users to automate tasks that make their lives easier but don't fit the criteria for a company-wide program.



At the same time, the tool enables CoEs to establish oversight, defining what users can and can't do and building an automatic audit trail that helps ensure quality and compliance.

Citizen developers can hold the key to unlocking automation at scale. UiPath calls them "a company's eyes and ears at the grassroots level" - uncovering automation opportunities that would otherwise go unnoticed or your developers lack the bandwidth to accommodate.

Crowdsourcing automation inspiration leads to faster scaling. Citizen developers help unclog the automation pipeline and keep CoE developers focused on higher-priority tasks that need an expert eye. They also enable RPA to support employees' everyday work and create more automation evangelists.

Citizen developers function as a company's eyes and ears at the grassroots level - uncovering automation opportunities that would otherwise go unnoticed



# Don't Just Automate – Hyperautomate the Right Way

2021 is shaping up to be a watershed year for automation, as even organizations that were slow to embrace RPA use it to solve COVID challenges. Led by UiPath, Gartner expects the RPA software market to reach nearly \$2 billion this year and expand at double-digit rates through 2024.

Hyperautomation unlocks maximum potential for an automated enterprise - ensuring your business isn't left behind in the hyper-competitive business world that defines the post-pandemic normal. Not only does it help you scale RPA much more effectively, but it empowers everyone to be part of the transformation.

But achieving hyperautomation remains easier said than done. While Deloitte reports that 53% of organizations have started an RPA journey, only 3% have managed to achieve any form of scale.

Unfortunately, companies are more likely to derive buyer's remorse than game-changing benefits from RPA journeys that stall after automating a handful of processes.

As the only end-to-end platform on the market, UiPath is built for hyperautomation. At a time when RPA scaling is a unicorn, understanding UiPath's complete capabilities, following best practices, and finding the right partner to guide your journey stand out as the pillars of success.

Follow our roadmap to unlock the most transformative benefits of RPA - and realize the potential of hyperautomation throughout your organization.



## About Auxis

Auxis is a management consulting, and outsourcing firm focused on helping organizations achieve Peak Performance in their Back Office Operations through a customized delivery model that stands as an innovative alternative to traditional consulting. Comprised of former industry professionals – not career consultants - our hands-on, roll-up-your-sleeves team has helped hundreds of clients operate at their optimal level and become more competitive, agile, and efficient in an ever-more disruptive world.

With 24+ years of experience in Shared Services & Business Transformation, Auxis was one of the first consulting firms in the market to truly incorporate Robotics Process Automation (RPA) as part of its offering. We focus on guiding companies through their end-to-end intelligent automation journey, from identifying/prioritizing automation opportunities and building a business case all the way to design, implementation, and ongoing support.

Auxis is a Preferred Implementation Partner with UiPath, the #1 RPA Platform in the market, and brings a unique delivery model that combines US and nearshore resources from Latin America. We are also one of the few partners to have received the UiPath Services Network (USN) certification. We have been recognized for six years in a row within the Top 100 Global Outsourcing Providers by IAOP.

CONSULTING & OUTSOURCING

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