



# Business Integration

Making Blue Prism Part of the  
Fabric of Your Organization



# Why is Business Integration Important for Robotic Process Automation?

Implementing any new technology into an organization means providing some level of education to established teams across various business areas.

Some teams will be more resistant to change than others and, getting buy-in across an organization is a challenge. Overcoming resistance is critical to ensuring the success of any RPA program.



In order to mitigate potential fears associated with Robotic Process Automation (RPA) and encourage the business to accept the Digital Workforce as part of its culture, transparency is critical. Business integration should, therefore, be an ongoing focus of your Center of Excellence (COE).

In order to do this effectively, you will need to:

- Gain business buy-in by keeping all members of the organization involved in RPA activities, rather than ‘forcing’ RPA on them.
- Be transparent about the RPA program to remove any fear of the unknown.
- Build relationships with business teams across the business by asking what you can do to help them.
- Create a strong relationship with IT right from the outset. Implementation and management of RPA should be business-owned and governed, and supported by IT.
- Ensure that your RPA vision, culture and brand support that of your overall business vision, culture and branding.

## Critical Success Factors for Business Integration

There are three critical success factors that can help you overcome resistance and enhance cultural adoption across the organization. They are: **strategy and alignment, sponsorship, and organizational culture and employee engagement.**

### Strategy and Alignment

It is essential to have a coherent vision and strategy in your approach to automation. We have found that customers who consistently communicate their strategy across the whole organization are the most successful at deploying a scaled Digital Workforce.

#### Questions to consider

1. Can everyone in your organization clearly articulate your strategy?
2. Can all employees demonstrate how their roles help the organization achieve this strategy?

#### Think

1. Why did we decide to deploy RPA, and has this been well-communicated?
2. What will the benefits of RPA be, and are these benefits being communicated?
3. How is RPA linked to the corporate strategy, and is this being communicated?
4. Which communication tools is the organization using to communicate about RPA?
5. How effective are the communication tools currently in use? Are there any measurements of effectiveness?

### Sponsorship

It is critical that RPA programs gain executive sponsorship to drive success. This is no different than any major change initiative.

#### Questions to consider

1. Do we have an executive sponsor who supports the program and can remove obstacles?
2. Are employees from all levels invited to submit processes for automation?
3. Is management creating the space for employees to participate in RPA projects?

#### Think

1. How can we create the space for people to be innovative and automate more processes?
2. How can we empower leadership in our organization?
3. How can we motivate people to initiate RPA improvements in their work?

### Organizational Culture and Employee Engagement

RPA is changing the way people work and, as with every change, there may be resistance. It is critical to understand where this resistance is coming from and take actions to minimize it.

#### Questions to consider

1. Does your organization generally respond positively to change?
2. How has your organization recently dealt with major change? How were these changes received?
3. Is the organization encouraging employees to express their opinions, think outside of the box, and be innovative?
4. Are teams more or less likely to resist change?

#### Think

1. How does our key messaging support our reasons for deploying Digital Workers?
2. How do we consistently share the key messages across the organization?
3. How do we identify which teams may be more resistant or more open to RPA?
4. How can we best prepare the organization for accepting a Digital Workforce?
5. How can we effectively engage employees?
6. How can we best identify any underlying reasons for resistance?



## Business Integration in the Robotic Operating Model

The more at ease and accepted the business feels about RPA, the greater the potential for success. Therefore, business integration should be considered across the following five of the Robotic Operating Model foundations:

### Vision

- Ensure your RPA vision is clear and visible to all.
- Align your RPA vision to your company vision.
- Be mindful of your company culture when building your RPA vision.
- Keep communication clear, open and frequent.
- Tackle any resistance upfront and proactively evangelize RPA.

### Organization

- Onboard your Digital Workforce like you would your human workforce.
- Encourage the workforce to see the Digital Workers as part of the team or as co-workers.

### Governance and Pipeline

- Educate business subject matter experts (SMEs) on what RPA can deliver to remove fear and help fill your pipeline.
- Create business process champions to help drive your RPA messaging and create interest in automation opportunities.

### Delivery Methodology

- Leverage business process SMEs and process champions to define and test the process for automation.

### Service Model

- The business area will still own the process, and the Digital Workforce should be utilized as a complimentary resource.
- Provide the business with regular performance updates as you would with the human workforce.

## The Four Pillars of RPA Business Integration

There are many tools, tips and creative ways to help the business culturally adopt RPA as part of the organization. These generally fall into four pillars: education, reporting, branding and culture, and communication.

### 1. Education

Educating your organization ensures everyone understands the capabilities of the Digital Workforce and how this can be complimentary to their daily role. Developing an understanding of RPA also will help reduce fear of automation.

Here are some options for distributing knowledge across the business:

#### *Head of RPA Fireside Chats*

This is a series of recordings/podcasts where the head of RPA talks about Blue Prism, the capabilities of the core product, the types of processes that are right for automation, which processes have been automated, and how they've performed.

#### *Business Roadshows*

Take your COE out to the business to showcase your achievements, and generate interest in the RPA program and the Digital Workforce.

Making this visual and relatable to your organization will help to conquer fear of the unknown. Roadshows are effective when there is an element of fun as well as a business focus.

#### *Business Process Champions*

Your business SMEs will play a vital role in your RPA program. They serve as a source of process knowledge and will support your COE by defining, designing and testing your processes. The business SMEs will also help you evangelize RPA and find additional opportunities for automation.

#### *Lunch and Learns*

Much like the fireside chats, 'lunch and learns' are recordings, podcasts or webinars that may be more focused on use cases. Talking about past achievements, along with how you created automations for end-to-end processes, will help educate the organization and drive more potential automation opportunities.

You can also use these as Q&A sessions.



### *Automation Education Book*

Create a handbook on what can be automated, as well as all the capabilities of RPA, and distribute it to your organization. You can apply your company branding so it will align with your organizations specific approach.

### *Leadership Sessions*

Meet with the leadership team to present the capabilities of the tool, automations you have already delivered, and what is planned in your pipeline. Gaining trust will filter from the top down and make it easier to engage with department managers.

### *Process Discovery Workshops*

Use process discovery workshops to help educate a group of SMEs on the right type of processes to automate and how to effectively prioritize them.

These SMEs can evangelize about the capabilities of RPA through their department, which will help to keep your pipeline healthy.

### *Training*

Blue Prism University offers introductory and foundation training for people new to RPA. This training may provide an opportunity for certain members of your organization to learn about RPA and start building their own experience through online training.

## **2. Reporting**

Providing a view of your pipeline, as well as the benefits and performance of RPA, will create much-needed transparency for your RPA program.

As with any other business activity, RPA should be reported back to the business regularly. Consideration should be given to the specific audience who will review the reports, as well as how to communicate the messages. It also is important to ensure your reporting is aligned to your RPA vision and overall corporate objectives to ensure you're promoting the right benefits.

Below are some recommendations for raising the visibility of RPA through reporting:

### *Automation Update*

Provide regular updates on the program deliveries, what is in the pipeline, as well as cumulative program deliverables.

### *Automation Performance Update*

Provide regular updates on the performance of the Digital Workforce, the volumes processed, the volume of exceptions, and the cost of service.

### *Business Update*

Provide an internal update to the wider business audience to communicate the importance of the RPA program, using business-sensitive wording (i.e. avoiding terms such as FTE reduction).

### *Pipeline Reporting*

Provide a report to business owners that explains what is in your pipeline. This will help you manage the message of changing priorities and the rationale for the delivery timeline.

### 3. Brand and Culture

To aid in further embedding a Digital Workforce into your business culture, leverage your business branding and company culture as you would for any internal team to further promote that RPA and the Digital Workforce are very much a part of your organization's culture.

Below are some recommendations for integrating RPA into your existing business culture:

#### *Launch Branding*

If you decide to brand your RPA team, then make sure you also launch it business-wide for maximum effectiveness. It not only promotes what the RPA team does, but also demonstrates that the team is very much a part of the business.

#### *Business Incentives*

Incentivizing the workforce to come up with automation opportunities will not only drive an interest in RPA but will help fill your pipeline with opportunities. For example, you may write opportunity identification into business objectives, use monetary prizes for the opportunity with the biggest benefit, or offer an end-of-year award for the highest number of opportunities identified.

#### *Digital Worker Introduction*

Some organizations have made the decision to 'name' their Digital Workforce. This can make the Digital Workforce less of an intimidating prospect to the organization. Humanizing the Digital Workers can introduce an element of fun around robotics, making them more relatable to the human workforce and encouraging team collaboration.

#### *Use of Social Media*

Social media is a powerful communication tool that makes reaching the whole organization easy and instant. Having a page dedicated to the COE, RPA activities and the Digital Workforce will provide a positive way to communicate to the organization.

Using social media also is a departure from the sometimes rigid 'business communications' and allows for a more light-hearted way to get the message across.

If social media isn't a tool available to the organization, this type of communication can be replicated using intranet/extranet pages, a dedicated web page or regular newsletters.

### *Aligning Business Culture & Branding*

As explained above, RPA branding should be aligned with overall business branding to ensure automation is seen as part of the fabric of the organization. Using internal communications teams to support this effort will ensure all branding and communications are consistent.

### 4. Communication

Communication is important for the RPA team looking to drive business integration. The more transparent the program, the more informed and included the organization feels. There should be consistency in the way messaging is communicated.

Below are some suggestions for executing consistent communications to the business:

#### *Communication Plan*

Pulling together a plan of how to communicate and who to communicate to will keep your messaging consistent and frequent. There is an example communication plan template on the Blue Prism Portal.

#### *Communication Stakeholder Grid*

Identify the people in the organization that should be communicated to and the level of communication they should receive.

Think about business sensitivity when communicating the benefit levels to ensure the workforce doesn't fear the loss of jobs to the Digital Workforce.

#### *Assigned Communication Owners*

Assign owners for the different types of communication so that messaging is consistent and delivered on a regular cadence.

#### *Communication Templates*

Setting up communication templates for reporting, business updates and social media will ensure consistency in messaging and branding, as well ensure efficiency.

#### *Feedback Loops*

If a process recommendation goes into a perceived blackhole, this will quickly destroy trust and people will lose interest, even if the process is in progress. An established feedback loop ensures that any time someone submits an opportunity for consideration, they receive an update on progress.

## Top Tips

- Communicate why you are deploying RPA in your organization, for example, “to maintain a competitive advantage in the market.”
- Engage early with your communications team.
- Engage with senior management to communicate the message. The message for RPA should be cascaded from the top.
- Use common ways of communication: team briefs, videos with senior sponsors, posters, workshops.
- Be consistent with your messaging and the frequency of your communication.
- Create quick wins and communicate the benefits.
- Acknowledge and publicly recognize the effort of employees embracing RPA within the organization.
- Create the space for employees to be more innovative. Examples include organizing workshops, using ideation and continuous improvement tools and techniques, and enabling them to build time into their schedules to consider automation opportunities.
- Include RPA targets in employee performance management plans to enforce and reward participation.\*
- Educate all members of the organization about what RPA is and what specific benefits they can expect.
- Consistently communicate to the organization, showcasing new automations and demonstrating the benefits of RPA.
- Recruit internal advocates or champions to evangelize about RPA across the organization.
- Engage early with those who are interested in being involved in RPA. These advocates may be part of the COE team or may be business users who’ve expressed interest in using RPA. Have them join workshops to discuss RPA initiatives with other business teams.
- Increase participation and involvement of employees by encouraging them to submit processes for automation, providing timely feedback and offering RPA training.
- Enable people who may be affected by automation to have their say and express concerns and ideas through constructive dialogue. Resistance is not always negative as people may raise challenges that need to be addressed.
- Celebrate success: Recognition of employees who participate in RPA implementation efforts and champion RPA will encourage more employees to get involved.

*\*Although this might be successful in a mature organization that has an established RPA organization, this approach may not be ideal for organizations that have just started their RPA journey and have not educated employees about the benefits of RPA and strategic alignment.*



## About Blue Prism

Blue Prism’s vision is to provide a Digital Workforce for Every Enterprise. The company’s purpose is to unleash the collaborative potential of humans, operating in harmony with a Digital Workforce, so every enterprise can exceed their business goals and drive meaningful growth, with unmatched speed and agility.

*Fortune 500* and public-sector organizations, among customers across 70 commercial sectors, trust Blue Prism’s enterprise-grade connected-RPA platform, which has users in more than 170 countries. By strategically applying intelligent automation, these organizations are creating new opportunities and services, while unlocking massive efficiencies that return millions of hours of work back into their business.

Available on-premises, in the cloud, hybrid, or as an integrated SaaS solution, Blue Prism’s Digital Workforce automates ever more complex, end-to-end processes that drive a true digital transformation, collaboratively, at scale and across the entire enterprise.

Visit [www.blueprism.com](http://www.blueprism.com) to learn more or follow Blue Prism on Twitter @blue\_prism and on LinkedIn.