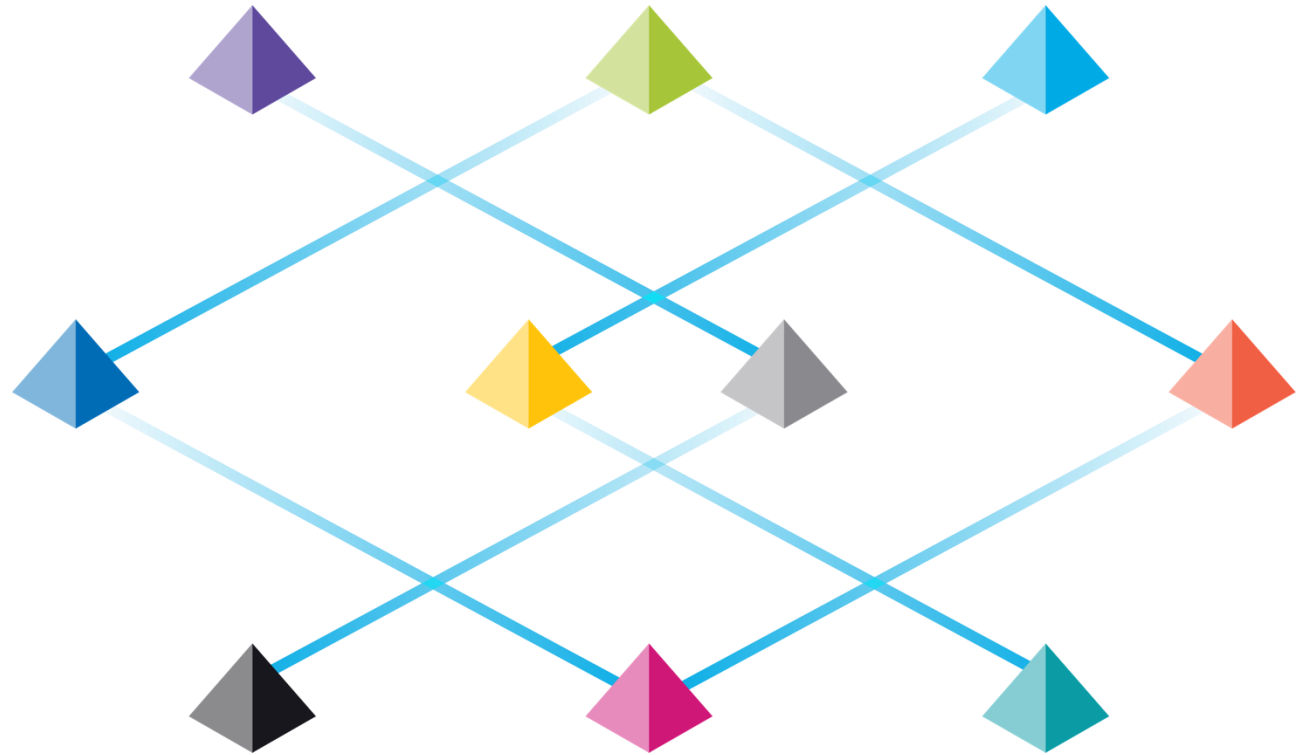
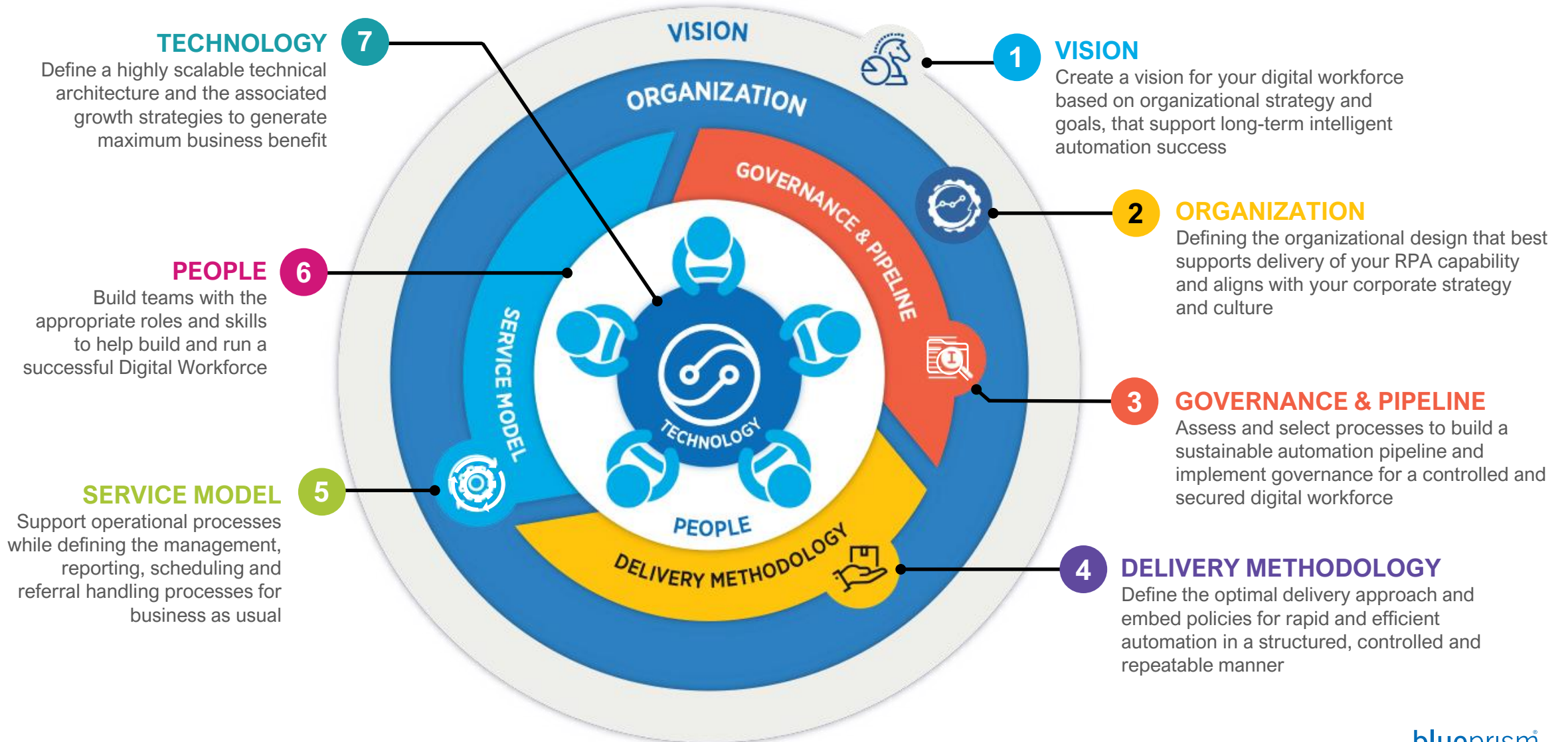


# EMBEDDING ROBOTIC PROCESS AUTOMATION AT SCALE



# The Seven Foundations of a Robotic Operating Model



# RPA Maturity Model

You need cultural adoption across the organization to maximize RPA business benefit. Building skills and setting procedural standards can help.

## ORGANIZATION

### Initialize

#### ESTABLISH CAPABILITY

- Define vision, operating model & organizational roles
- Establish governance board, demand pipeline and support model

## BUSINESS BENEFIT

- Roll out standardized approach for defining scope and benefits
- Evangelise benefits of the Digital Workers

## CAPABILITY

- Establish environments and procedures for the Digital Workers
- Train RPA team how to automate processes
- Deliver initial processes/benefits

### Industrialize

#### REPLICATE & RAMP-UP

- Cascade to multiple departments
- Extend automation to include complementary technologies such as AI.

- Showcase process automation successes
- Incentivize staff to identify automation opportunities

- Core team mentors new resources
- Leverage Lean to populate pipeline
- Adhere to RPA industry best practices

### Institutionalize

#### DELIVER DIFFERENTIATE PERFORMANCE

- Digital Workforce is embedded at the heart of the organization with seamless bi-directional flow of work between humans and Digital Workers

- Business teams generating ongoing demand by asking 'Can this process be automated?'

- Evolved the right organizational design to deliver at scale for your business

# Organizational Models Examples Overview

## Organizational Model Examples

## Summary

Divisional

Each Business Area establishes it's own Centre of Excellence.  
There is no cross-team collaboration with each working independently.

Divisional Alliance

A group of business areas with independent RPA teams, but all agreeing to follow a consistent best practice.

Centre of Excellence

A centralized capability that is responsible for automated projects from pipeline to deployment and run.

Outsourced Managed Service

A centralized capability delivered by a third-party that is responsible for automated projects from pipeline to deployment and run.

Franchise

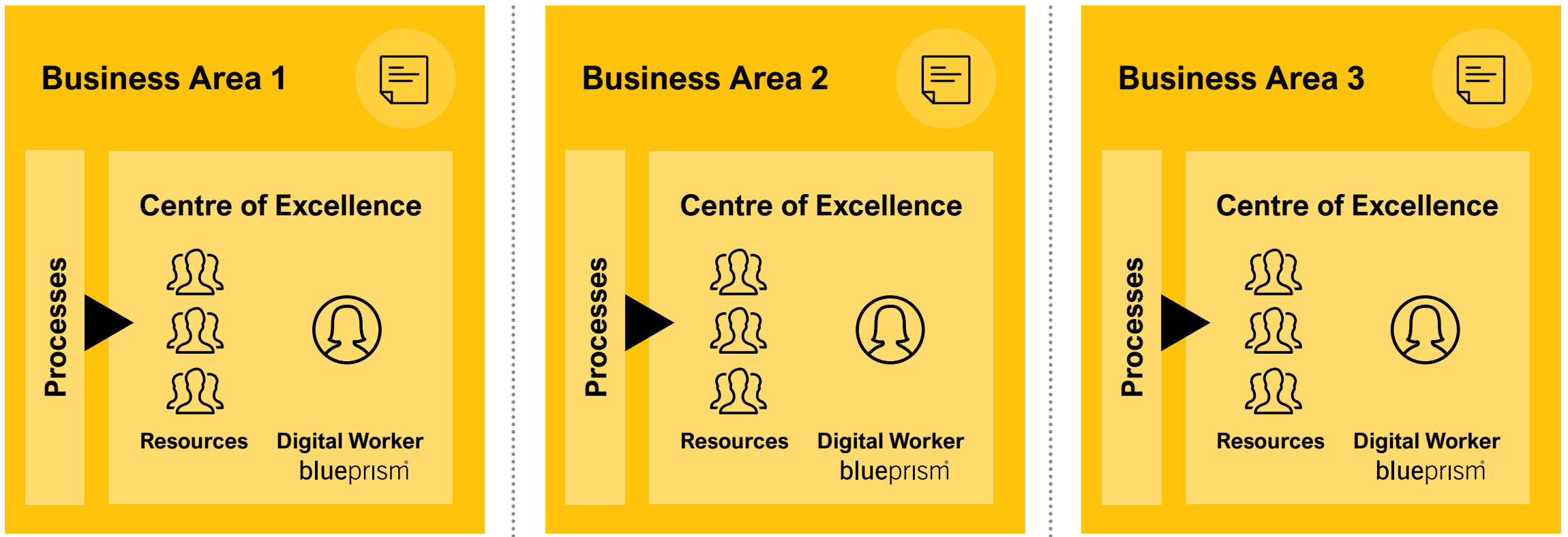
Business led and owned implementation teams under the remit of an enterprise strategic governance and delivery model.

Hub and Spoke

Business led and owned implementation teams under the remit of an enterprise strategic governance and delivery model. Central team also able to delivery projects independently.

# Divisional

Each Business Area establishes its own Centre of Excellence. There is no cross-team collaboration with each working independently.



# Divisional Flow of Work

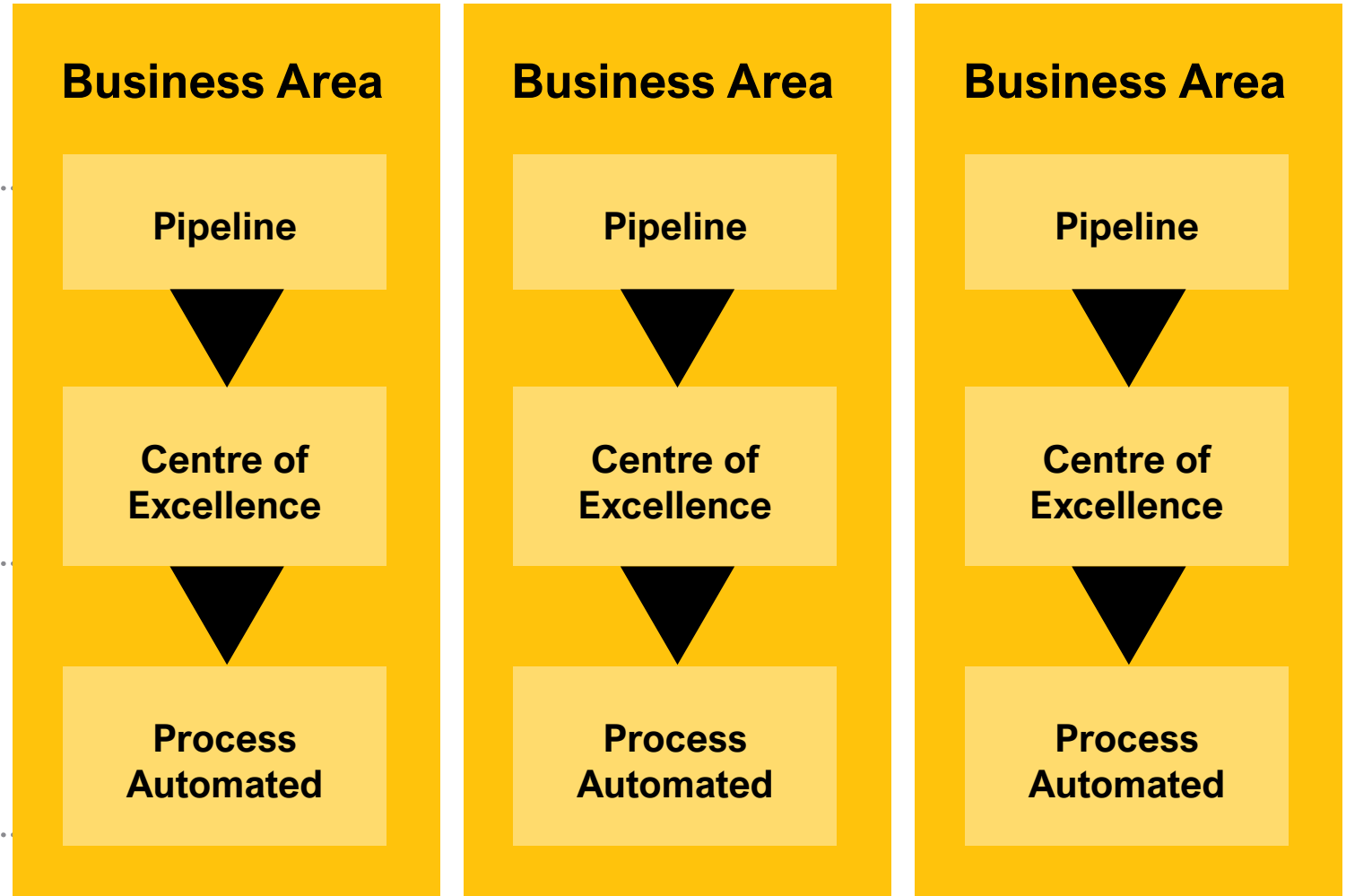
Each business area funnels processes for automation into their own Centre of Excellence. The business area works with the COE to define and test processes.

**Each COE has it's own standards and governance**

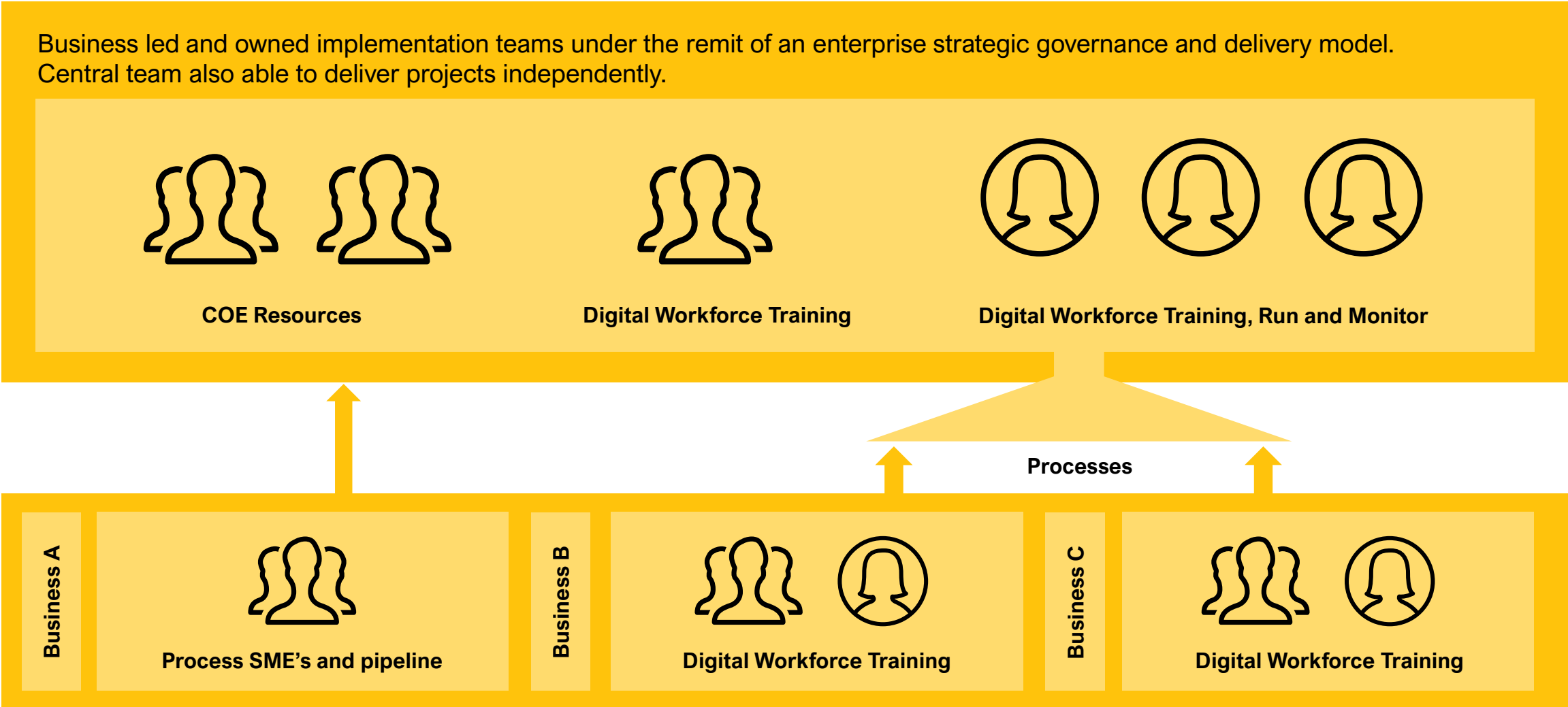
**They are responsible for:**

Process Discovery, PDD, SDD, Access, Build, Test, Release, ongoing support, best practice, platform, license utilization

Processes are automated by the individual COE delivery teams. A COE may have more than one delivery team, with each team delivering a project.



# Hub and Spoke (Franchise and COE Hybrid)

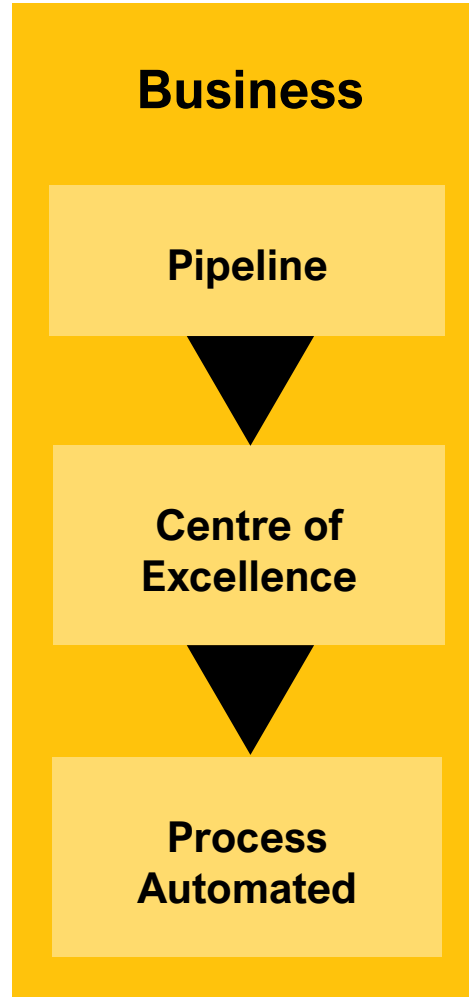


# Hub and Spoke (COE element)

Business led and owned implementation teams under the remit of an enterprise strategic governance and delivery model. Central team also able to deliver projects independently.

This is a hybrid model that contains both the Franchise model (on next page) and the Centre of Excellence Model.

In this model those business areas that do not have the resource size or automation potential to set up their own delivery capability will utilize a delivery capability that sits in the COE. The COE delivery resource could also be used for large transformation projects that span multiple business areas.



- Each Business Area provides automation opportunities to the COE which is then prioritized via a governance forum.
- The Business works with the COE to define and test processes.
- The Business submits change requests as and when required.
- The Business raises support tickets with the COE if there are any issues.

## **Responsible for:**

Process Discovery, PDD, SDD, Access, Build, Test, Release, ongoing support, best practice, platform, license utilization

Project delivery teams work with the Customer Process SMEs (Business) to define and test automation builds.

The team has a mixed skillset including, Analysts, Project Managers, Scrum Masters, Developers, Architects, Controllers who will span all business areas.

## **Delegated tasks;**

In this model it is possible to delegate the following tasks to the business entities to free up time and resource in the COE to focus more on the delivery;

- Process Discovery (including impact assessment and business case)
- PDD



# Hub and Spoke (Franchise element)

Business led and owned implementation teams under the remit of an enterprise strategic governance and delivery model.

A franchise model allows the business to use the COE's governance, procedures, intellectual property, business model, brand, purchasing power to implement processes in a consistent manner.

The COE would be responsible for RPA strategy, best practice, innovation, training, governance, run and monitor, license utilization.



- Each Business Area sets themselves up with their own delivery teams within their operating model and headcount.
- They are responsible for their own;
  - Process Discovery
  - Prioritisation
  - PDD
  - SDD
  - Access
  - Build
  - Test
  - Release ( in collaboration with platform owner)
  - Maintenance
- Project delivery teams work would usually consist of ;
  - Analysts
  - Project Managers/Scrum Masters
  - Developers

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