UiPath Reboot™ Work.

Scaling Robotic Process Automation

After successful limited deployments of Robotic Process Automation (RPA), many organizations struggle to define a path forward to a successful ramp-up and sustained roll out of an automation program. They face some sort of “chasm” wondering how to move forward, what level of resources to mobilize, what level of benefits to expect and what pitfalls to avoid or best practices to implement.

To help decision makers cross this chasm and shed some light on the issues they are confronted with, Vargha Moayed, Chief Strategy Officer at UiPath, shares his expertise providing practical guidance having helped and observed many clients tackle the issues related to scaling an RPA program in the last five years.

Contents

The phases of an RPA journey

Most organizations will go through three phases in their RPA program deployment before being fully prepared to scale.

They start their journey with what we may call the "appropriation phase". This is the phase whereby they test the technology to ensure that it "works" in their specific environment, build a first group of people familiar with the technology, and see some early results.

This phase tends to last between three to six months and is often, but not always, initiated in a single department/location.

In most organizations, the appropriation phase is followed by a period of multiple deployments whereby organizations, on their own or with outside help, automate several "batches of processes" either in the same department as the original deployment and/or into new departments/locations.

Ideally this phase should last an additional 9 to 12 months. However, many organizations struggle then to move beyond this phase, not knowing how to prepare for a large-scale deployment and consequently, their RPA deployment may stagnate robbing them of the benefits that full automation could be providing.

For organizations to be able to truly scale their RPA program, they need to mature along six dimensions:

1. Upper management alignment and support
2. Quantity and quality of talent
3. Methods for discovering and prioritizing automation candidates
4. Levels and sources of funding
5. The scope and approach of the automation program
6. The automation operating model

After reviewing all these dimensions and how they can and should evolve, we will also share what an ideal preparation phase for scaling looks like.

Different levels of automation

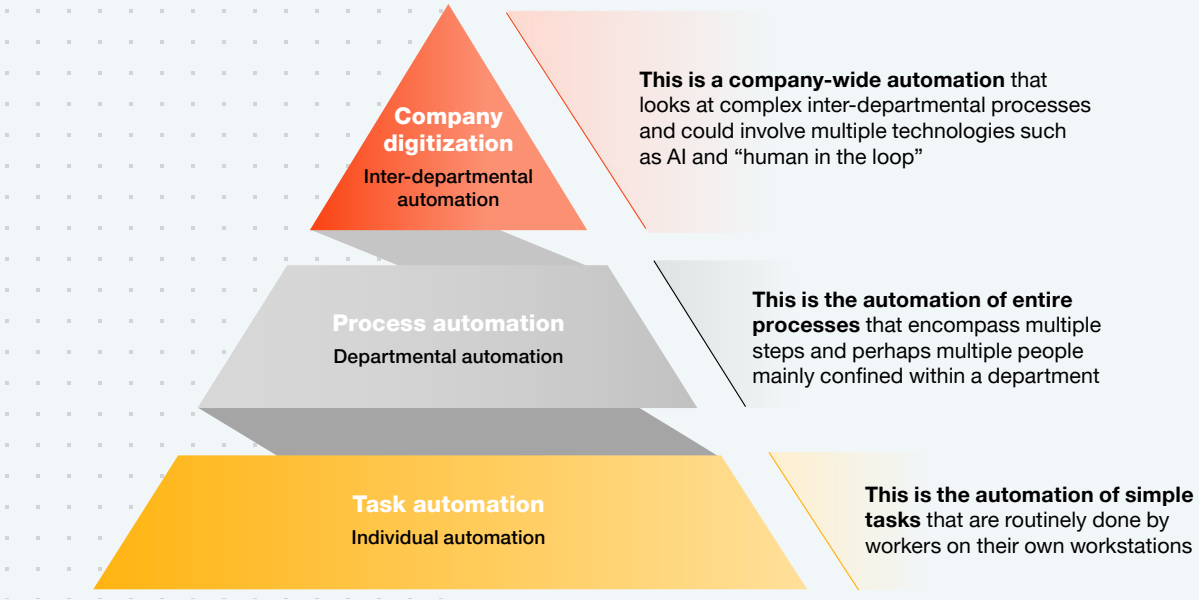
Before diving into how to mature and tackle the different dimensions, it is important to understand the different levels of processes. For automation purposes, we have simplified them into three main categories.

At the highest level, there are the *inter-departmental processes* that cut across multiple departments and engage multiple people, such as for instance employee onboarding. These processes are often (not always) complex, requiring re-engineering while being automated and are often using multiple automation technologies (e.g. Intelligent OCR, AI, chatbots). Their automation quite yields impressive results as not only does it eliminate any human errors, but it also reduces considerably execution time as a result of being treated as single continuous process and thus eliminating "hand-over" time between departments.

Further down there are *departmental level* processes. These are processes that are contained within a single department (e.g. end of month closing in finance); they involve multiple people within the same department, and they run the spectrum of relatively simple to relatively complex.

And finally, at the bottom there are *task automations.* We define a task as a relatively simple process that involves only one person on her own workstation.

A company's automation can be roughly divided into three levels



These distinctions play a major role in the RPA journey of organizations. The ultimate goal of an organization should be to efficiently automate all the processes and tasks across all departments, business units, and geographies. Doing so will provide a step function difference in productivity.

Upper management alignment and support

To be able to scale RPA, it is crucial to have upper management understanding, alignment, and support of the program.

A proper RPA program requires eventually the support of many stakeholders. First and foremost, you will need the support of the heads of major departments and business units as they are the ultimate beneficiaries of automation. Often, the easiest upper managers to onboard are the heads of support services or Shared Services Centers for companies that have consolidated the bulk of their clerical work in such units. They tend to quickly see the benefits of RPA and can act as early champions. However, several other stakeholders *(as per figure on right)* need also to understand what RPA is about so that they can at best become champions, or at a minimum not be an obstacle.

However, for an organization to truly embrace RPA at scale, two specific events need to happen: all heads of business units need to have automation-specific goals and RPA technologies need to be an integrated part of the overall IT architecture of the organization.

This, in turn, requires the full backing of the CFO in establishing automation-specific goals for each business unit related to the total number of hours saved via automation for a given period, as well as the CIO's blessing for RPA to be fully integrated in the overall Information System Architecture and Roadmap of the organization. Finally, having a C-level manager officially designated as a sponsor of the automation program act as a real catalyst to scaling.

It is crucial to engage the C-level and key stakeholders as soon as the early benefits of an RPA pilot are viable

Engaging key stakeholders

CFO
It will become crucial to have CFO support to be able to properly fund the RPA roll-out program

Heads of major business units and departments
These are the ultimate beneficiaries of RPA, and their consent and support will be required to deploy RPA

Head of support services
Typically the head of support services (GBS) tends to be the early sponsor of an RPA initiative as quite often RPA is first deployed in back office functions

CIO
While RPA tends to be more business led, CIO and IT should not be ignored as IT's full backing is a pre-requisite to a successful RPA program

Chief Personnel Officer
The deployment of RPA will be a source of anxiety among staff and it is important to enroll the help of the HR department to create a communication and change program accordingly

IT Security
IT security specialists need to feel reassured that RPA will not be breaking any security rules and that it is in full accordance with the organization's security protocol

Chief Compliance Officer & Internal audit
As RPA will modify some processes and alter issues such as segregation of duties, it is important that an organization's chief compliance officer and the internal audit team address any concerns upfront and that an ongoing collaboration is established with them

Quantity and quality of talent

Access to talent is among the most cited reasons why organizations have difficulties scaling their RPA program.

To assess the required talent for automation, it is good to first understand the eight steps of a process automation *(see figure below)* that starts with process identification and ends with automation being monitored in production. The first four steps are business in nature while the last four ones are more technical.

Overall, three categories of talent are required: business, technical RPA, and general IT.

Required Business talent

- A process Subject Matter Expert who will provide his/her input in steps 1 and 2 to identify the best processes to automate.
- An RPA business analyst who is capable of dialoguing with the process subject matter expert and can understand in detail the process, its business, as well as some technical requirements (supported by the solution architect). Having a good knowledge of RPA, she is able to spot what can be automated, and if necessary, can redesign the process to best fit automation.
- A scrum master, in effect an automation project manager who, according to the agile terminology will supervise the overall implementation from steps 1 to 7, combining both good technical knowledge, business understanding as well as project management skills.

Required Technical RPA talent

- A solution architect with a deep automation knowledge who works hand-in-hand with the business analyst and RPA developer to ensure the design of the RPA workflows are solid and incorporate all technical constraints.
- An RPA developer who, based on the chosen technology, develops the workflows under the supervision of a solution architect, participates in the user acceptance testing step and is in charge of the hyper care.

The eight steps of complex process automation

Business Steps

STEP 1	STEP 2	STEP 3	STEP 4
Process identification	**Process assessment**	**Process redesign**	**User stories definition**
The application of a methodology by which the right processes are chosen and prioritized according to their potential and complexity.	The analysis in detail of processes to see if the potential and complexity assessed at first still holds and to assess the extent to which the process can actually be automated.	Invariably, upon automation, organizations discover that their processes are not as standardized, optimized, documented or followed as they thought. Hence, this is an opportunity to optimize the process.	The description of the process to its most detailed steps and understanding potential exceptions (technical and business) in order to develop robust RPA workflows that will be passed on to RPA developers.

Technical Steps

Automation into production

STEP 5	STEP 6	STEP 7	STEP 8
Development	**UAT**	**Hyper-care**	**Operational support**
In this step, based on the work done in step 4, actual RPA workflows are programmed and the process in automated.	The automated process is tested to observe its behavior and to correct potential bugs and catch potential exceptions that might have been missed during step 4 & 5.	It is recommended that, for a period of 2 weeks, the process be carefully monitored by the team who developed the automation to correct any remaining issues until a high level of reliability is reached.	In this step the robot performance is continually monitored, workflow errors are tracked and fixed, and automation scripts are updated when necessary.

- Process controller, whose role is to monitor the robots, to alert for problems, to perform root-cause problem analysis with the help of solution architects, to actively perform capacity management and to provide ad hoc reports. The skill set required are similar to the one of a senior RPA developer.

Required General IT talent

- An IT infrastructure specialist dedicated to RPA is necessary to interface with the organization's IT function in order to establish and maintain the environment required for testing and developing robots. He also needs to be the prime liaison person with the IT department to stay informed about changes in underlying applications and future releases.
- A security specialist (depending on the size of the virtual workforce) needs to be assigned, either part time or full time, to the RPA team to make sure that all of the organization's security requirements are followed and any future security breaches are prevented.

In practice, some of these roles, especially in the early days, can be embodied by the same individuals. However, these distinct roles will be needed when the RPA program scales.

On the other hand, **bottom-up, citizen led automation of tasks and simpler processes is much less skill intensive.** The end users of an automated task can themselves identify and describe the tasks/processes they wish to automate, citizen-developers can develop them and finally the code/script could be curated by a specialized RPA developer situated in the RPA COE. *More on this in the "scope and approach of automation program" section.*

Given that depending on the complexity of an automation, an RPA developer can only develop between 10 to 15 automations per year, it becomes clear that to scale up, organizations need to have a deliberate plan to scale their access to talent.

On the other hand, bottom-up, citizen led automation of tasks and simpler processes is much less skill intensive.

As part of this deliberate approach to scaling talent, organizations need to ask themselves how much outside help they are willing to use. Almost all UiPath clients that have scaled have at one point in time used the help of outside professional firms.

Usually the help is used in two different stages of development. In the early days, many clients use outside help to kick-start their effort. They mix an internal team with an external team to be able to benefit from skill transfer and learn how to identify properly the processes to be automated. Later on, clients that have established a systematic RPA program maintain a vendor relationship to outsource part of the RPA development to a lower cost, often offshore, professional firm. However, to do so effectively, it is important that they establish a stringent common methodology with their outside partners.

RPA developers are usually recruited among a mix of tech savvy business users and IT talent. As for the RPA business analyst, a good source of talent are the lean practitioners, for organizations that have a continuous improvement/ lean group, that can be trained to make very effective RPA business analysts.

Methods for discovering and prioritizing automation candidates

Many organizations struggle with establishing a unified approach to discovering and prioritizing automation candidates. At first, it is relatively intuitive, as everyone seems to know those pesky processes/tasks that are labor intensive, error prone, repetitive, not requiring much thinking and ideally not too complex to automate. However, once these obvious low hanging fruit candidates have been automated, many organizations wonder how to discover and choose the next automation candidates.

To make things even more difficult in some organizations, the RPA champions may also encounter resistance from people willing to volunteer automation candidates in the fear that robots may make them redundant. To unlock this situation, we suggest a stepwise approach.

At first, organizations should entrust the discovery of automation candidates to a team of RPA analysts. They should use the momentum and "wow effect" of the first automations, that would have hopefully shown spectacular results in terms of increased productivity and/or customer satisfaction, to entice process subject matter experts and business users to work with them to unearth further automation candidates. They will then use a common methodology to assess and prioritize these automation candidates. There are variations on the methodologies used. However most take into consideration on one hand, the potential benefits and on the other hand, the feasibility and complexity of the automation itself.

The time saved is itself driven by volume, frequency of use and the time saving potential for the process itself. On the feasibility/complexity side of things, RPA practitioners look for parameters such as number of underlying applications being used by the process, number of steps in the process, number of exceptions to the process, whether the process uses digitized and structure data etc.

The benefits are usually measured in terms of time saved and some other benefits such as reduction in error, increased customer satisfaction, or some process specific benefit (e.g. improved cash flow by shortening the account receivable processing time).

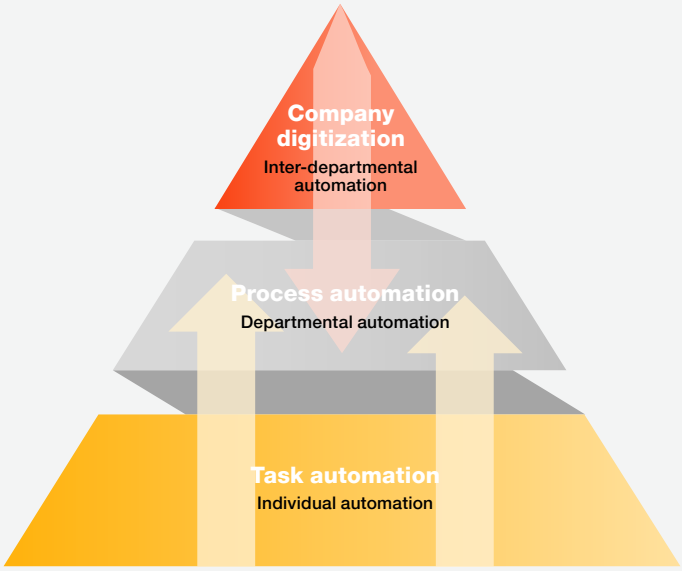
The combination of these two dimensions allows to find the best automation candidates. We call this approach of finding and prioritizing automation candidates the centralized or "Top-down" approach. It is a necessary and solid first step.

However, it is not enough to scale. A centralized RPA group, no matter how talented, cannot by itself discover, assess, let alone develop all the required automations for an organization to scale.

A second step consists thus to complement this top-down and bottom-up approach whereby every clerical worker can submit and self-assess automation ideas. Of course, to enable such an approach, organizations need to have at their disposal tools to allow it. UiPath Automation Hub is one of such tools that allows everyone to submit and self-assess the potential of automation candidates. Furthermore, a technology, such as UiPath Task Capture, makes it easier for individuals to submit to RPA developers the way they accomplish a specific task that they wish to see automated.

In a combined bottom-up and top-down approach to automation discovery, the specialized RPA COE(s) covers mostly the top of the process pyramid while empowered

Companies need to combine top down and bottom up approaches to automation discovery



Top-down automation discovery

- Driven by specialized teams
- Backed by tools such as Process Mining, task mining and approaches such as Lean RPA
- Focused on inter-departmental and/or complex processes
- Building full automation roadmaps per department

Bottom-up automation discovery

- Driven by individual workers & citizen developers
- Backed by tools such as Automation Hub and Task Capture
- Focused on tasks and simple departmental processes
- Providing a steady stream of automation opportunities

workers using the bottom-up approach discover the countless number of opportunities at the task and simple process levels.

In parallel to launching a bottom-up approach to automation discovery, the specialized teams can also deploy more sophisticated tools for automation discovery. Specifically, they can, using UiPath Process Mining, get a better understanding and measure of inter-departmental and/or complex processes. They can also use UiPath Task Mining to provide them a systemic visibility across a large array of tasks being performed across the organization finding the most common and most used ones that would benefit most from automation.

The final and ultimate stage of process discovery consists of being able to develop multi-month automation roadmaps for most departments. Such roadmap prioritizes what will be developed, when it will be developed, by whom, using which automation technologies (e.g. core RPA, plus UiPath Document Understanding, plus AI driven decision making with UiPath AI Fabric, etc.) and further identifies processes that may require a re-engineering prior to being automated. These top down roadmaps will guide the priorities of the specialized teams and provide visibility to business units managers while the bottom-up discovery will continue to supply countless opportunities at the bottom of the process pyramid.

Levels and sources of funding

Approaches to funding RPA deployment play a crucial role in the further development of the program. Most organizations start, understandably so, with a process-by-process approach to funding. In this approach, they try to establish a ROI and business case for every process they wish to automate and also sometimes use this information to prioritize the automation candidates. The business case and ROI is most often based on the time that can be saved through automation and the volume of transactions related to the specific process being automated. The combination of both providing enough benefits to justify the cost of development and technology.

However, **in order to scale, it is paramount that organizations evolve from a process-by-process business case into a departmental business case for automation** otherwise they risk running out of processes to automate, will miss out on the portfolio effect of automation and never actually accomplish the step-up in productivity that CFOs are looking for.

Let us review what we mean by "portfolio effect" of automation and why a departmental approach is crucial.

Except for highly specialized departments such as call centers, in most departments most people are involved in multiple processes during a day, week or month. Let us assume that Susan in the HR department is involved in 10 processes, and that only two of the processes on which she works have been automated because they met the threshold

A full automation approach at a departmental level allows to capture the "portfolio" effect of automation and have a real impact on the bottom line.

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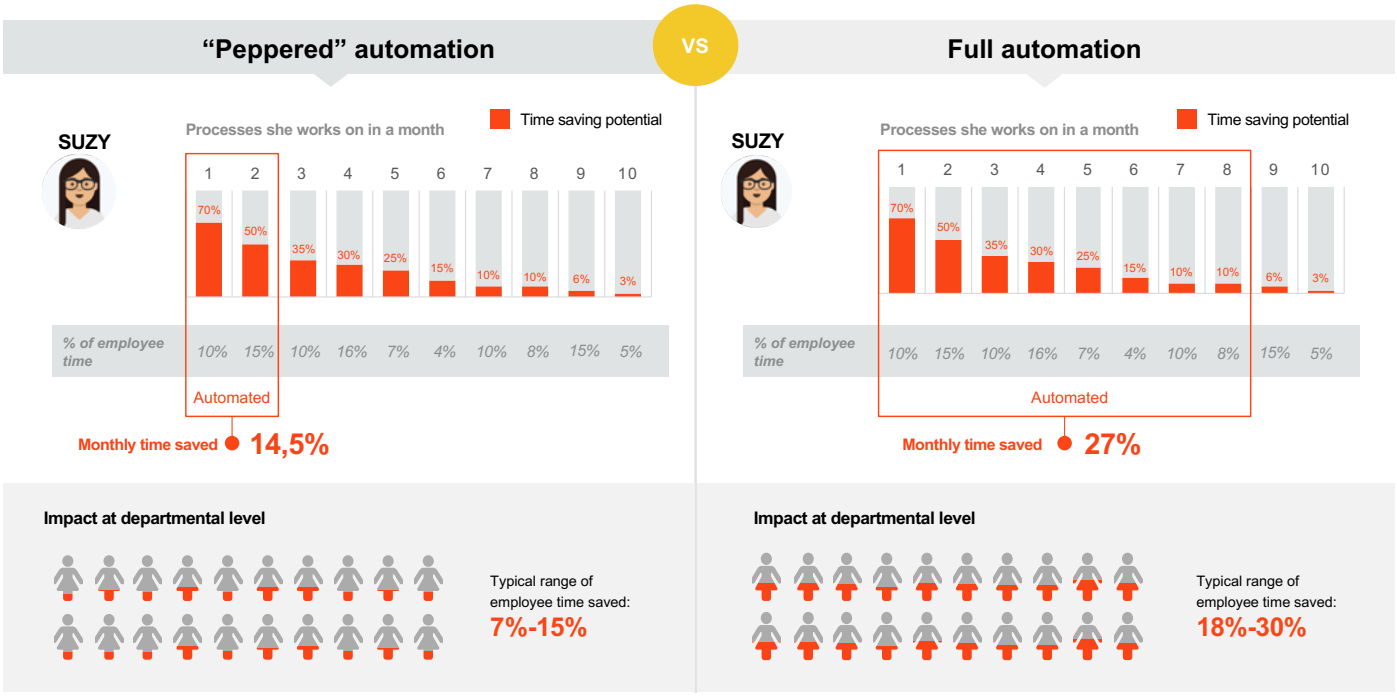


of time saved that was set at more than 50% percent in the "process by process business case" approach.

So, by automating the first process, 70% of the time Susan spent on that process was saved and by automating the second process, 50% of the time spent by Susan on that process was saved. However, process one and two represented respectively 10% and 15% of Susan's workload, **so in essence only 14.5% of Suzie's time was saved.** With this approach, we may have hundreds of "Susans" for which we have saved, in most cases, between 0 to 18% of their time.

On the other hand, if we had automated almost all the processes and tasks that Susan was involved in, down to the ones where we could only reduce by 10% the time, we would be reducing in total 20% to 30% of people's time in a department. Enough to re-organize work and have an impact on the bottom-line. **This approach of "full automation" is the holy grail that organizations should aspire to if they wish to harness the power of automation and realize a true step in terms of productivity.**

Hence, business cases for automation are no longer developed process by process but instead for an entire department by setting overall goals for time reductions as well as deploying multiple approaches to RPA deployment *which we will cover under the "approach" section of this paper.*

The final step of funding is company-wide funding with a global RPA/automation budget and business case that span at least two years. Within that overall budget, some elements of RPA funding are delegated down to the business units/departments and others such as skill development, and intra-departmental automations are financed at the corporate level.

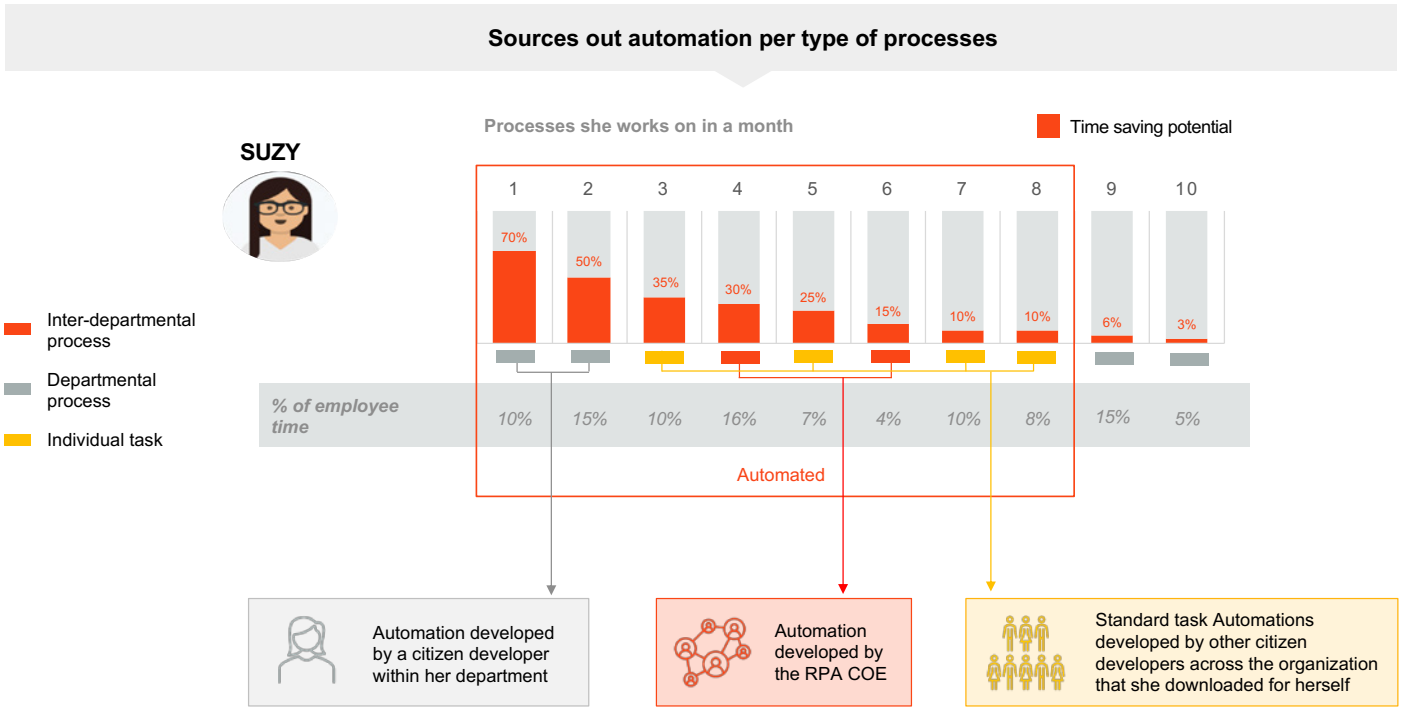
The approach of the automation program

As mentioned earlier, most organizations start their automation journey in one or two business units/geographies and start with "low hanging fruit" processes. In other words, not too complex processes/tasks that come easily to mind and which benefits are easy to demonstrate. This is a logical and normal approach to familiarize oneself with the technology and start building some minimum in-house knowledge and momentum. The approach is still mainly driven by a small group of specialists grouped in an RPA Center of Excellence (COE) that can serve one or several business units.

However, continuing with this approach will not allow an organization to scale because it will eventually run out of opportunities, will not be able to justify the business case for automating tasks and simple processes by highly paid specialized resources, and will not have enough resources to sustain its program.

As described for the process discovery method, in addition to a top-down centralized approach to automation that is driven by a specialized team of RPA developers, organizations that wish to scale their automation need to also embrace as well a bottom-up approach: citizen developer led approach to automation.

This approach consists, at first, to allow a set of tech savvy business users (a.k.a. citizen developers) to develop task and simple process automations for themselves and their colleagues. The ratio of citizen developer to employee will vary department by department depending on their automation potential, it could be as low as 1 to 20 or as high as 1 to 100. Ultimately, the goal is that all clerical employees will have their tasks and processes automated some of which would have been developed by themselves, some would have been developed by their citizen developer colleagues and some finally by specialized resources belonging to the RPA COE.



This approach not only unearths many more automation ideas, but it is cost-effective and removes the bottleneck of limited specialized resources. Indeed, to achieve full department automation as described in the funding section and justify the business case, complex processes can be developed by expensive specialized resources, while simpler processes should be developed by part-time citizen developers and finally some task automations that have been deployed in one department can be shared across the organization.

Finally, the bottom-up automation approach is a good catalyst for change management as employees feel empowered to create their own automation opportunities and become actors of the change. Clearly, it does require, as it is the case with UiPath, a technology that enables such an approach in terms of simplicity of development and overall governance (i.e. control and curation) of the automation program to avoid the creation of “shadow IT” and meet the security and compliance requirements of most large organizations.

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The operating model

There is not a "one size fit all" most effective RPA operating model. The operating model itself will need to evolve as the RPA program expands. The operating model will be further influenced by the size and geographical spread of an organization, by the role that will be taken on by the RPA Center Of Excellence(s) (COE) and, last but not least, by the organizational culture of a company.

Clearly at the beginning of the RPA program, it does make sense to have a small, nimble RPA COE that serves the entire organization because the resources are scarce and centralizing them allows for faster learning and better workload balancing.

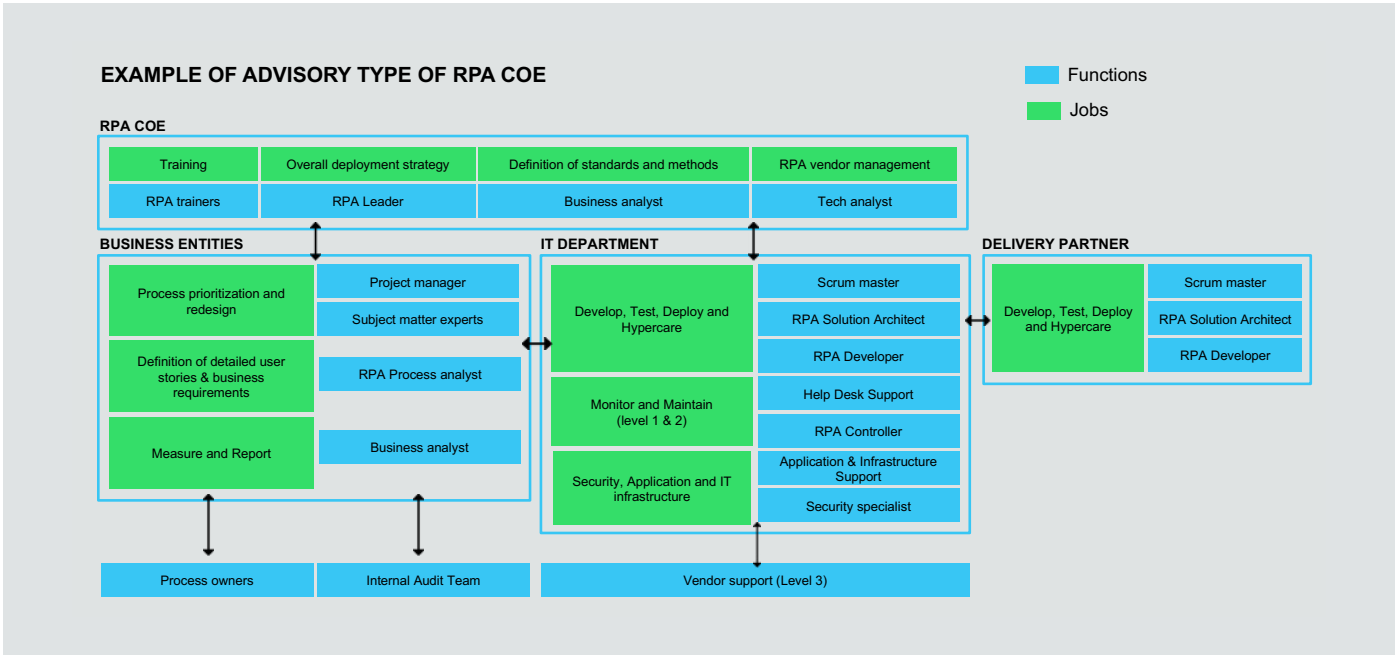
Also, in the early days, the role of the RPA COE tends to be quite operational as there are few resources and the COE is called upon to not only train new resources, deal with RPA vendors, manage the relationship with IT but also develop most of the automations on behalf of business units.

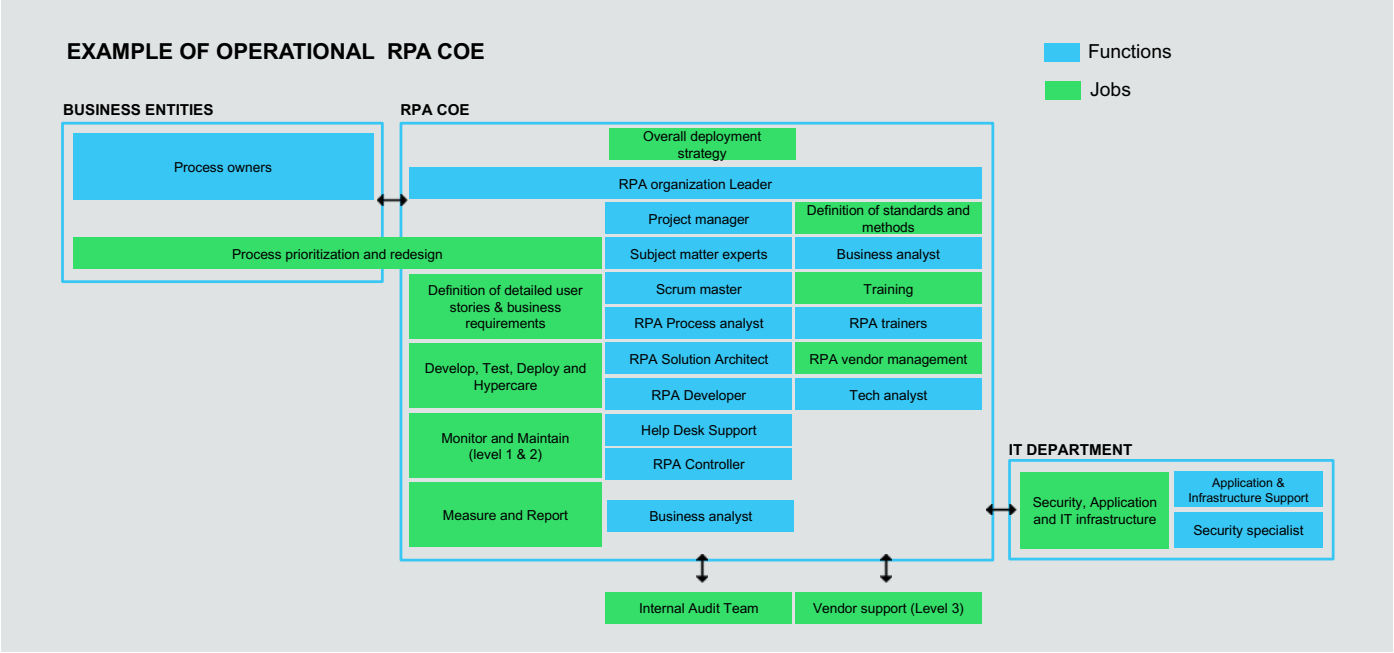
As the RPA program expands both geographically and within multiple business units, the structure and role of the early RPA COE needs to evolve and be clarified.

Often, people confuse role and structure. Role refers to how operational the RPA COE would be. At one end of the spectrum, the RPA COE can have a purely advisory role, at the other end, a full operational role with operational SLA towards its internal clients. Structure, on the other hand, refers to whether the RPA COE(s) will be one and centralized or several and decentralized. The two notions are not the same, it is possible to have a centralized or decentralized advisory type of RPA COE. Likewise, it is possible to have a decentralized strongly operational type of RPA unit or a centralized one. And anything in between. Some organizations are very centralized in their governance model while others are decentralized.

RPA COEs usually adapt to and follow the overall enterprise organizational culture.

It is however crucial to clarify the roles that everyone will be playing along the eight steps of process automation as defined in the talent section and ensure that the adequate talent reside in the proper organization. Clarifying the RPA operating model comes down to clarifying what roles will be played by the RPA COE(s), the business units and the IT department.





For instance, as illustrated on the figure above, in the case of an advisory type of RPA COE, the business steps of process automation will be under the responsibilities of the business entities themselves, the technical steps provided by the IT department while the RPA COE itself will be only providing training, overall RPA methodology and guidelines, maintaining the RPA vendor management and perhaps designing the overall RPA program strategy and cadence.

In contrast, with a strongly operational RPA COE, most functions and talent related to process automation reside within the COE; the business entities are treated as "internal" clients and the IT department plays simply a support role.

Again, there are almost endless variations on these constructs, and none are inferior or superior to the others. What matters is to clarify and formalize the roles and responsibilities as the RPA program expands. Failing to do so is a major barrier to scaling as budget and talent do not get allocated properly and solid processes for the process automation method do not get establish.

As an organization continues to mature on its RPA journey, it will need to refine its operating model once more to properly govern simultaneously the top-down as well as the bottom-up approaches to automation. RPA COE(s) can and should play a major role in deploying and ensuring the success of a bottom-up approach to automation.

Indeed, a bottom-up approach is not a free for all, it requires that people are trained properly to use automation. It also requires a central role for curation, certification and deployment of automations created by citizen developers. In the most advanced phase of RPA deployment when combining both top-down and bottom-up approaches, a central RPA COE will, in all likelihood, play simultaneously an advisory type of role as defined earlier, a central curation role for citizen led development, as well as an operating role for the automation of the most complex inter-departmental processes and the deployments of complementary technologies to RPA such as AI and process mining.

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The ideal preparation phase

Now that we have reviewed all the dimensions involved in successfully scaling of an automation program and how they should each mature, we will try to shed some light on what an *ideal preparation* phase prior to real scaling could look like. Such a preparation can last anywhere between 12 to 18 months.

Let us imagine that it has been 12 to 18 months since you have started your RPA journey. You have built a first group RPA specialists in a central COE. You have done multiple deployments primarily in one or two business units/ locations and "peppered" some more automations in other departments. You have had good results so far in terms of ROI and customers experience. You are still funding automation process by process. You have established a methodology to discover, assess, and prioritize processes to automate. You are receiving good support from the IT department and the roles and responsibilities between IT and the RPA COE have been clarified. Most stakeholders have heard of RPA and you have a knowledgeable and credible (with upper management) RPA champion. You are ready to prepare for true scaling.

To do so, you will need to simultaneously embark on three major initiatives:

1. Starting a project to automate an entire department
2. Tackling several complex inter-departmental processes
3. Training hundreds of RPA developers and analysts

1) Starting a project to fully automate an entire department

As discussed in the *approach to automation* section, to truly show the transformative power of automation, you need to capture the "portfolio effect" of automation and have a real impact in the organization of work and productivity of group of workers. For this, you are going to need one business unit head that is willing to transform her department and work hand in hand with the RPA champion to first deliver a complete automation roadmap and then start fully automating all of the processes and tasks in that department that can be automated.

The benefits of concentrating the efforts on a single department are multiple. You will be able to show the type of results CFOs care about. You will learn how to deploy a combination of top-down and bottom-up approaches to automation. You will be able to develop and transfer skills at the business unit level, thus enabling the business unit to semi-autonomously continue its automation journey, and, last but not least, thanks to your results, you will now have a strong business champion that will entice other business leaders to want to follow her lead. At that point, with the backing of the CFO, automation KPIs can be implemented for each department.

2) Tackling several complex inter-departmental processes

This is also necessary to show the power of automation because they are usually high ROI cases that allow to keep the momentum for the RPA program. Furthermore, these often complex processes require process redesign, inter-departmental collaboration and the use of multiple technologies. Consequently, there are good projects to have to further strengthen the position of a common RPA COE where more specialized skills can be honed. They also provide high visibility to the RPA organization and encourage inter-departmental collaboration necessary for company digitization.

3) Training hundreds of RPA developers and analysts

As we have seen, a key barrier to scaling is access to talent. It can be partially offset by the use of external providers. However, to truly scale RPA, and more importantly, to prepare for a bottom-up approach to automation, it is crucial to launch a significant internal training program.

The idea is to allow hundreds of employees to be trained as RPA developers and analysts. RPA is a low/no code technology that presents relatively low barriers to entry and UiPath offers extensive free online trainings and certifications. Organizations should take advantage of these to sponsor an internal training program whereby hundreds of employees on a voluntary basis will get themselves trained.

A first wave of training should be launched targeting mainly the department that would have signed up for full automation but also include employees from other departments.

The purpose and benefits of such a training program are multiple:

- It will provide the needed citizen developers required to augment the RPA COE talent pool to fully automate the chosen department, some of the workers being trained may turn-out to be so talented that some may integrate the RPA COE.
- It will create a group of enthusiastic ambassadors of the technology in other departments preparing the terrain for the next departments automation program.
- And, finally, by doing so, you will be signaling your organization's commitment to re-skilling employees and assuage their fear of automation.

It is important to note that once scaling starts, "full automation" will no longer be driven solely by the COE resources but rather by a combination of COE talent and the trained employees imbedded in each department that will act as citizen developers hence bringing down the cost of development and deployment.

Twelve to 18 months after having been on this path, an organization will have:

- Strengthened its central RPA COE with adequate skills
- Created one enthusiastic department leader that would have seen RPA considerably improve the productivity of his teams hence encouraging others to follow suit
- Learned how to approach "full automation"
- Automated several inter-departmental processes with high results and visibility
- Created a pool of RPA talent imbedded in business units that will play a key role in the subsequent years of RPA deployment

In other words, the organization will be poised for real RPA scale-up.

About UiPath

UiPath has a vision to deliver A Robot for Every Person, one where companies enable every employee to use, create, and benefit from the transformative power of automation to liberate the boundless potential of people. Only UiPath offers an end-to-end platform for hyperautomation, combining the leading Robotic Process Automation (RPA) solution with a full suite of capabilities that enable every organization to scale digital business operations at unprecedented speed. The company has already automated millions of repetitive tasks for over 65% of the Fortune 500 and 8 of the Fortune 10.

To find out more about UiPath, visit uipath.com

A note from the author

I hope that this white paper has helped you better understand the dimensions and issues related to scaling RPA. The descriptions and recommendations are based on having observed clients succeed and fail at scaling for the last five years. This is still a new and fast evolving technology and there are still many trials and errors and new ways to discover. However, as an increasing number of clients are demonstrating it is possible to scale and reap substantial benefits. We hope that by reading this white paper, you will be encouraged to scale and more importantly that you will be able to shorten your journey thanks to the learnings we have been able to gather so far.

Vargha Moayed
Chief Strategy Officer, UiPath

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Vargha Moayed is UiPath's Chief Strategy Officer. In his role he charts UiPath's strategy and advises UiPath's CEO and founder on strategic issues.

He is a seasoned consultant, entrepreneur and top management coach, accumulating 30 years of work experience.

Prior to joining UiPath he was a Partner at EY where he led the advisory services in Romania and built EY's RPA Center of Excellence for EMEA overseeing the implementation of multiple RPA programs. He continues to actively engage with UiPath's customers worldwide on automation scaling related issues.