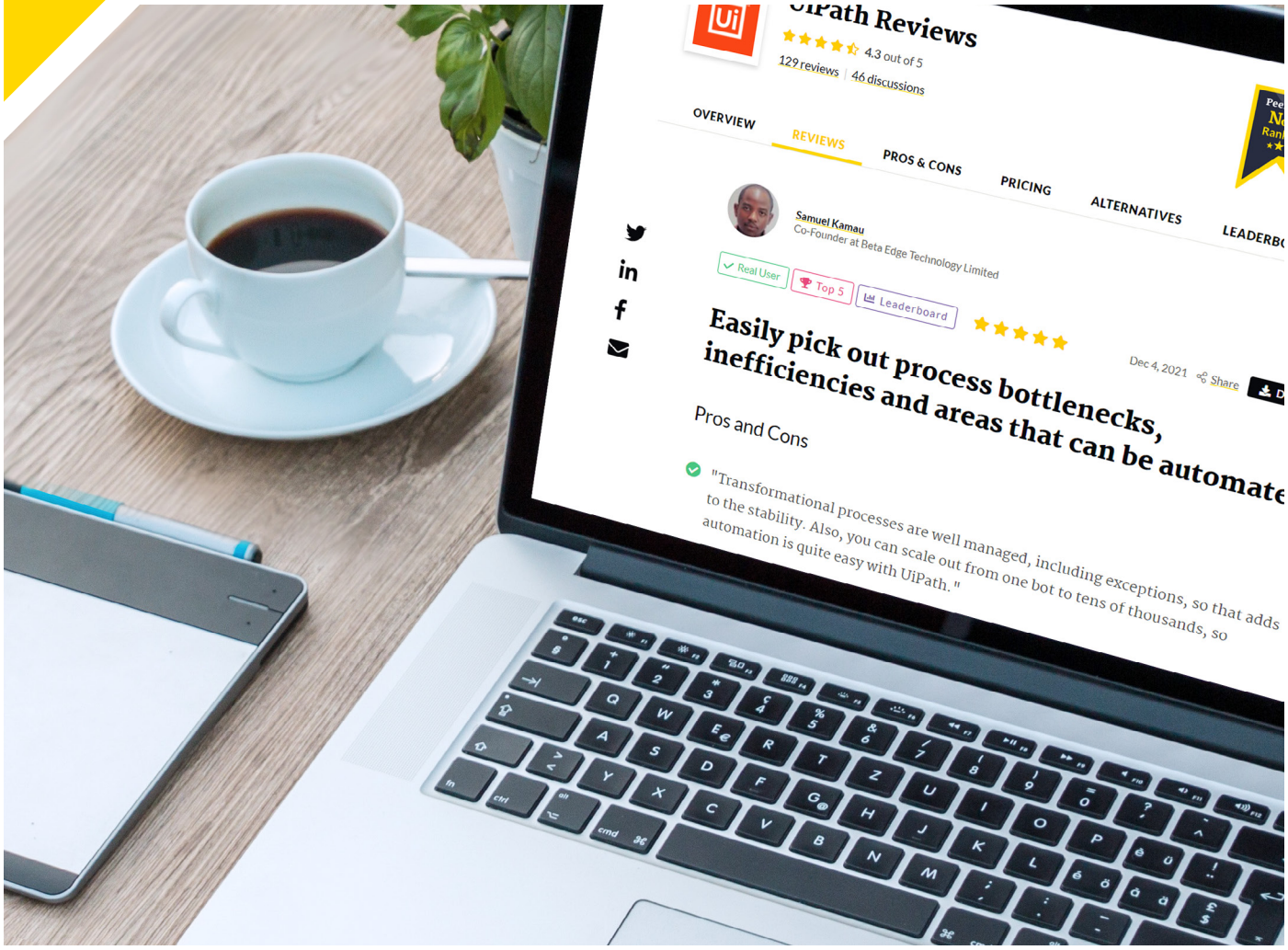
PeerPaper™ Report 2022

Based on real user reviews of UiPath

Driving RPA Adoption with a Center of Excellence (CoE)



PeerSpot

CIO

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Introduction

Robotic Process Automation (RPA) is proving itself to be a transformative technology. Making RPA a success in an organization can be challenging, however. Employees may not intuitively grasp its potential. Indeed, they may view it as a threat. To mitigate this challenge and facilitate RPA success, companies are setting up RPA Centers of Excellence (CoEs). An RPA CoE can serve as a key success factor in driving widespread organizational adoption of RPA.

An effective CoE allows companies to embed RPA where it is most needed. The center can bring people on board with the idea, showing how RPA makes business processes faster, more efficient and error-free. It helps people make the case for RPA as a strategy to help businesses become more profitable and free workers from mundane jobs such as repetitive data entry. As users of the UiPath Platform described on PeerSpot, RPA CoEs can play a role in selecting processes to be automated with RPA robots. They provide technical expertise to expedite RPA without taxing IT resources. The CoE is also useful for training, awareness and adoption.

Understanding Challenges to RPA Adoption

A CoE helps organizations overcome obstacles to RPA adoption. There may be some resistance among employees, the most common of which is the "robots will take our jobs" narrative. To combat this false belief, companies should educate their employees regarding the actual role of automation. For example, a Software Engineer at Security Benefit, a financial services firm with over 10,000 employees, explained, "The very first thing that we did was meet with all of the different functional departments of the company, and we explained to them what RPA is. We explained the types of processes that it can help take off your desk and asked for ideas from each department about what could be done to help them."

Another issue organizations may face relates to deciding which processes to automate. As not all processes are suitable for automation, this may pose a definite problem for some companies. A Digital Efficiency and Innovation Manager at NeoBPO, a tech services company with over 10,000 employees, agreed. As he stated, "Deciding what functionality is required is the very first step." A Manager and Lead – Digital Center of Excellence at a consultancy with over 1,000 employees remarked, "We can use the Process Mining tool to identify opportunities. We can then design the robot using UiPath Studio. After designing it, we can deploy it, using UiPath Studio, to Orchestrator. From Orchestrator, we can manage, monitor and upgrade all the new patches within the UiPath platform."

> **"You want bots to go live with the best quality to ensure customer satisfaction"**
>
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Examples of RPA CoEs

RPA deployments, along with RPA CoEs, come in all shapes and sizes. For example, an RPA Developer at a tech services company with over 1,000 employees stated that he currently has "about five people involved in the RPA team. It's the kickoff stage for us." Meanwhile, an RPA Architect at Equitable, an insurance company with over 1,000 employees, stated that while there are five people currently working in the company's CoE, there are "around 250 people" including business users and developers working on the entire RPA project.

The Digital Efficiency and Innovation Manager at NeoBPO uses their CoE to develop a methodology to categorize bots into small, medium and complex. He went on to say, "The time it takes us to create automations depends on what we assess the complexity of the bot to be. A small bot, which has simple logic, is something that we implement in between one and two weeks. A medium-complexity bot has a timeline of between two and four weeks, and a very complex bot takes four to six weeks to implement."

We could process 5 invoices per second

An Application Development Senior Analyst at a tech services company with over 10,000 employees uses the UiPath products as a service model. "It is an on-premise model where UiPath is deployed on-premise." He went on to say, "We have a center of excellence that has been set up to communicate with UiPath for all the licenses, for all the tools, et cetera." In their case, individual teams work through the CoE to connect with the development team to get licenses. For team structure, they have a CoE manager. The COE communicates all relevant information to their teams.

The CoE as Driver of RPA Adoption

RPA technology reduces labor costs, improves efficiency and eliminates human errors, but achieving a successful RPA implementation can take some planning. A CoE can help stakeholders get on top of how to plan for RPA – monitoring, assessing and solving any potential problems that may arise. The CoE thus allows enterprises to fully take advantage of the RPA technology.

NeoBPO's Digital Efficiency and Innovation Manager agreed with this assessment. After his team has decided the functionality required for a robot, their second step is to have a methodology and a center of excellence for RPA, including frameworks and best practices. As he put it, this will help ensure that everything is implemented correctly, with few problems in the future. He then commented, "Finally, you need to have certified developers and certified architectures because this is the most relevant part. You want bots to go live with the best quality to ensure customer satisfaction."

> **"Scalability was probably the number one reason that we went with UiPath."**
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Figure 1 offers a take on the CoE's role in driving adoption. It provides a basis for processing negative thinking (The robots are coming!) and counterbalances them with positive ideas about how RPA can help get rid of tedious workloads. The CoE then provides the means to realize the ideas for RPA robots.

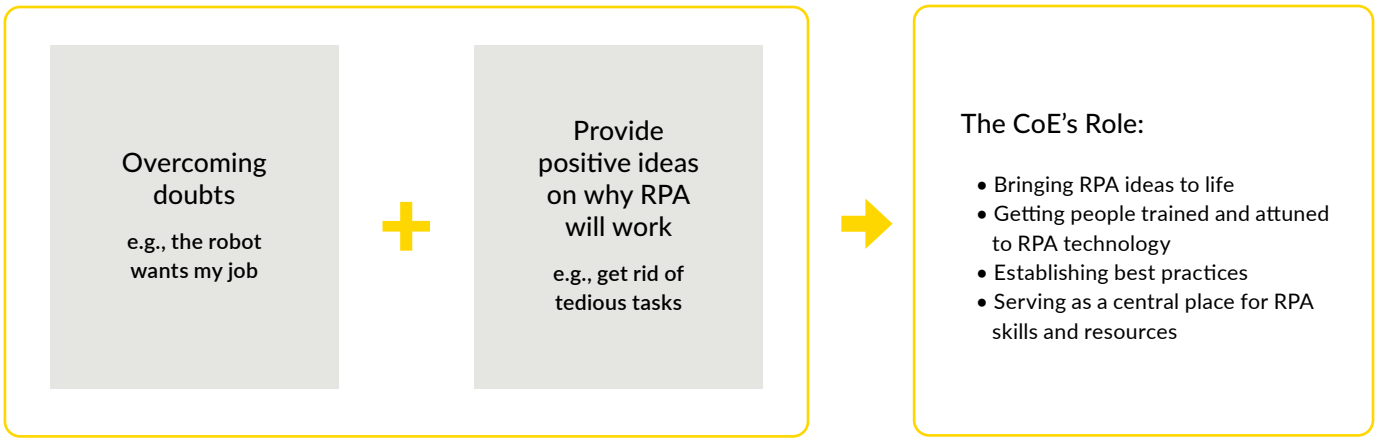

Figure 1 – The CoE can synthesize positive and negative thinking on RPA and offer a path to success by providing practical help with implementation.

How CoEs use RPA

CoEs at companies use RPA for a wide range of use cases. NeoBPO's Digital Efficiency and Innovation Manager mainly uses RPA to make business processes more efficient. The company's goal is to help their customers innovate and digitize their processes – to make them more efficient and profitable. He elaborated, saying, "This is possible because some of the processes are very repetitive and performing them with humans is a very bad choice."

For example, the company recently had a successful RPA use case processing a large number of invoices that contained errors when they were originally sent to the customers. He said, "There were approximately 200,000 invoices and we had a deadline of four days to complete the task. It began with us developing the bot, which was completed in less than a day. After that, we sent the bot to our production environment to start processing the invoices. We were successful in the task, through the parallelism of 50 robots; we could process 5 invoices per second."

If this project were to be completed by humans manually, it would take a significantly longer period of time. He added, "It takes a human an average of between 60 and 90 seconds to process just one invoice. We estimated that it would have taken approximately 125 days to complete this task manually, with between 250 and 300 people working on it together."

Helps organizations overcome obstacles

The RPA Architect at Equitable uses RPA for a number of different use cases. For instance, the insurance company uses RPA for reconciliation processes for insurance group retirement and LOB (Law on Occupational Benefits) plans. The RPA Architect explained, "We built it, tested it, and now that is one of the primary things we use the product for."

A Digital Strategy Manager at an energy/utilities company with over 10,000 employees uses the CoE's help with RPA for workflow-related mechanisms. More specifically, these projects consisted of "small, Excel-based solutions and desktop-solution- related workflows, where one or two applications have to be connected, along with the Excel operation, for the end-to-end workflow creation."

The Value of the Automation Hub in RPA Adoption

The RPA CoE can efficiently and effectively manage the entire lifecycle from idea generation and discovery to building to measurement of their automations with the UiPath Automation Hub. PeerSpot members acknowledged the value of the UiPath Automation Hub in driving RPA adoption.

An RPA Developer at a maritime company with over 1,000 employees uses the Automation Hub "to sort of qualify our ideas." He revealed that his team is trying to implement a uniform way of doing things throughout the lifecycle of an idea. In his view, UiPath supports this approach well.

> **"Every new employee or intern that we employ in our company goes through the RPA academy training first. That is kind of the bible for us."**
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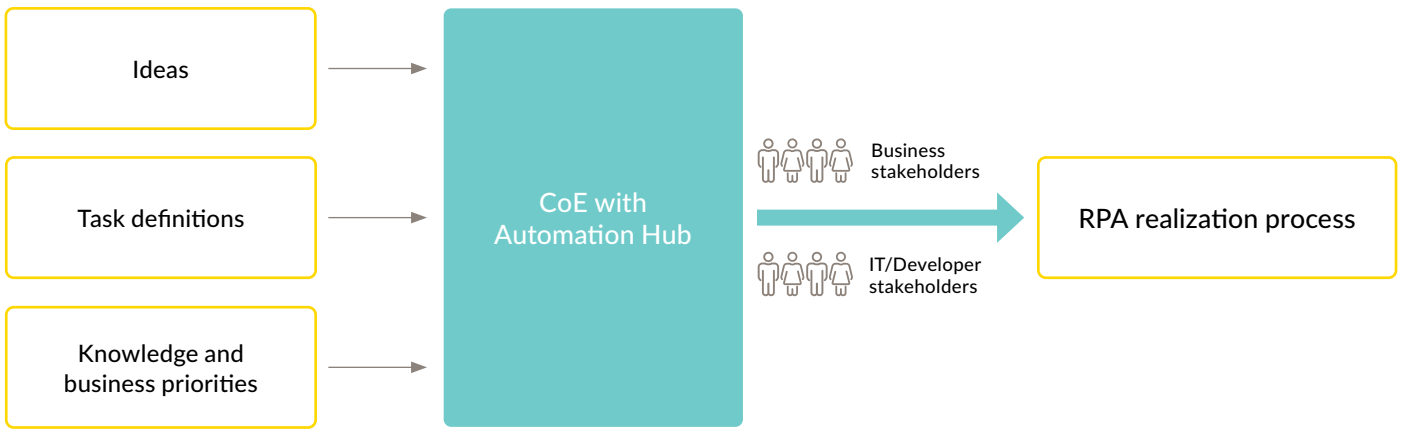
He further noted, "Just this week, we are launching our Automation Hub effort because we need to start building a pipeline for our automation candidates. Right now, we have eight or nine ideas in our Automation Hub. That will grow quite quickly because we need the help of Automation Hub to decide on which idea that we will be moving forward with next." Figure 2 shows what this looks like.

A Manager and Lead at the Digital Center of Excellence at a consultancy with over 1,000 employees liked Automation Hub because it allows the company's employees to become more involved. He related, "An employee can go into UiPath Automation Hub and submit their idea. If they have time and are interested, we give them the training to use UiPath StudioX features for automation. If a process is complex based on our assessment, we pick that process and do the automation so the CoE and employ-driven automation work hand in hand."

Figure 2 – The workflow for the CoE with Automation Hub



Other Drivers of Adoption

Beyond the CoE, a variety of additional factors can serve as drivers of RPA adoption. These include scalability, training and ease of use. The ability to empower "citizen developers" also matters, as this allows non-specialists to put RPA to work in imaginative use cases.

Scalability and Flexibility

RPA must be able to scale. If it cannot, that will negatively affect adoption as users become frustrated with the technology. According to a Sr Manager Operational Support at a comms service provider with over 10,000 employees, "Scalability was probably the number one reason that we went with UiPath. Scalability, the ease of use of the software, and the existing functionality that was there were the main reasons. There is a lot more out-of-the-box in terms of embedded functions that were there at the time when we did our analysis."

Other companies take advantage of RPA's flexibility. A Principal Robotic Configuration Specialist at Allianz Life Insurance Company of North America, a financial services firm with over 10,000 employees, liked that "we can drag people in from different departments in the business on a case-by-case basis when necessary for resolving issues with automating."

> **"... the business leaders were impressed by UiPath's ability to build a PoC [Proof of Concept] for one of our worst processes in just two days."**
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Training

Proper training is also essential for the adoption of a new technology like RPA. A Solution Architect at a financial services firm with more than 5,000 employees put it this way: “Every new employee or intern that we employ in our company goes through the RPA academy training first. That is kind of the bible for us. On a scale of one to five, five being very beneficial and one being not beneficial at all, I would rate the academy as a five.”

An RPA Developer at a small consultancy concurred. He remarked, “The UiPath Academy courses definitely help in the process of bringing employees up to speed. The Academy is the goto place for UiPath learning and I think that other RPA tools are copying this model of disseminating knowledge, being a lot more open with training, making it freely available and providing an online classroom. These are things that UiPath has always done, and it certainly helps new developers get upskilled in RPA, and specifically with UiPath.”

Enabling Citizen Developers

Enabling citizen developers is another important factor when it comes to RPA adoption. The consultancy's RPA Developer spoke to this issue, saying, "The most beautiful thing is when companies take the leap to have a very small citizen developer team, where they upskill a few technically-minded people with free courses and try to build a small proof of concept to see if RPA is the right path for them." He then shared, "I really encourage that sort of curiosity and experimentation because all of the resources are out there and anybody can learn, as long as they're driven and passionate and curious about automation. I would really encourage people just to give it a try and see what comes out of it."

That said, many companies enjoy the instruction for citizen developers offered by UiPath Academy. A Business Intelligence & Automation Manager at a manufacturing company with over 1,000 employees, stated, "We evaluated BluePrisim, Automation Anywhere, and UiPath. Our Process Engineers and citizen developers really liked the flowchart-esque UI and the business leaders were impressed by UiPath's ability to build a PoC [Proof of Concept] for one of our worst processes in just two days." An IT Manager at a mining and metals company with over 10,000 employees also recommended UiPath Academy, saying, "We've actually referred our citizen developers there."

Help businesses become more profitable

Conclusion

In order to be successful at RPA adoption, it is imperative for organizations to consider creating an RPA CoE. An RPA CoE provides a company with the necessary resources to implement RPA at scale. For example, it allows companies to regulate the RPA deployment framework and utilize the technology appropriately within their organizations. More broadly, an RPA CoE provides a place where people can come together to learn about the technology and figure out how it will work within the business – and then how to implement it successfully. The CoE cannot do it all, of course. The solution itself must be scalable and easy to use. It must be flexible. The vendor needs to offer deep training resources and enable citizen developers to thrive with the RPA solution. When all of these factors are in alignment, an organization is likely to enjoy a positive RPA adoption experience.

About PeerSpot

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The Internet has completely changed the way we make buying decisions. We now use ratings and review sites to see what other real users think before we buy electronics, book a hotel, visit a doctor or choose a restaurant. But in the world of enterprise technology, most of the information online and in your inbox comes from vendors. What you really want is objective information from other users. PeerSpot provides technology professionals with a community platform to share information about enterprise solutions.

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UiPath has a vision to deliver the fully automated enterprise™, one where companies use automation to unlock their greatest potential. UiPath offers an end-to-end platform for automation, combining the leading Robotic Process Automation (RPA) solution with a full suite of capabilities that enable every organization to rapidly scale digital business operations.