

## Teaching people to fish

Automation technology doesn't take power from employees. It frees them to create more value.



A leading global retailer saw an opportunity to improve enterprise performance through robotic process automation (RPA). After starting work with an outside provider, however, the CFO decided the company should build its own capabilities—while challenging its service provider to automate their processes at the same time.

The leadership team knew this approach might be more costly and could take more time to implement. But they also knew that if they developed the capabilities internally, they would strengthen their organization and be able to grow in the way they wanted. The company expected automation to unlock efficiencies across the entire enterprise, and they knew they had the talent in the organization to achieve their goals.



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## What happened next

When the company asked Deloitte to help, we began by examining processes ranging from merchandising to supply chain to management reporting across all brands. Once the executive team and key stakeholders were onboard, we created internal workshops to demonstrate automation prototypes, followed by ongoing communications to showcase successes. The overall initiative was definitely top-down, but important successes also came from bottom up. The results? The company built its own powerful set of internal RPA capabilities that could be replicated across the enterprise. And employees across the organization now are finding ways to free up their time to deliver more value to the business.

## The toolkit

A substantial business case, a comprehensive roadmap, and a scan of the entire organization were crucial to success. Plus, everything was aligned with the company's vision for the future of work. Even more important was strong support and frequent communication from the executive suite. Monthly newsletters, videos, and other promotional materials were created to celebrate successes, large and small.

## Looking ahead

Sustained training at all levels of the organization will continue. In addition, the company is planning a Center of Excellence (COE) to build on RPA successes. The COE will roll out blueprints for governance of automation processes across all the company's brands. Finally, the company plans to scale up quickly and expand this initiative across its global businesses. Finance isn't leading every automation project, but it is always at the table to make sure the business case is sound and that downstream data can be used effectively in planning and forecasting.

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