

Leaning into the curves

Automation lessons learned from the driver's seat

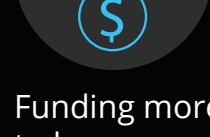
Based on our experience with hundreds of automation initiatives across a wide range of organizations, we've compiled a set of operating instructions that organizations can use to increase speed, achieve scale, and safeguard ROI.



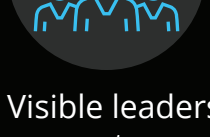
Start at the top

Make sure you have a chief digital officer (CDO) to drive your automation initiatives.

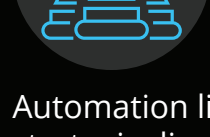
With a CDO:



Funding more likely to be approved



Visible leadership support



Automation linked to strategic direction

Without a CDO:



Funding more likely to be cut



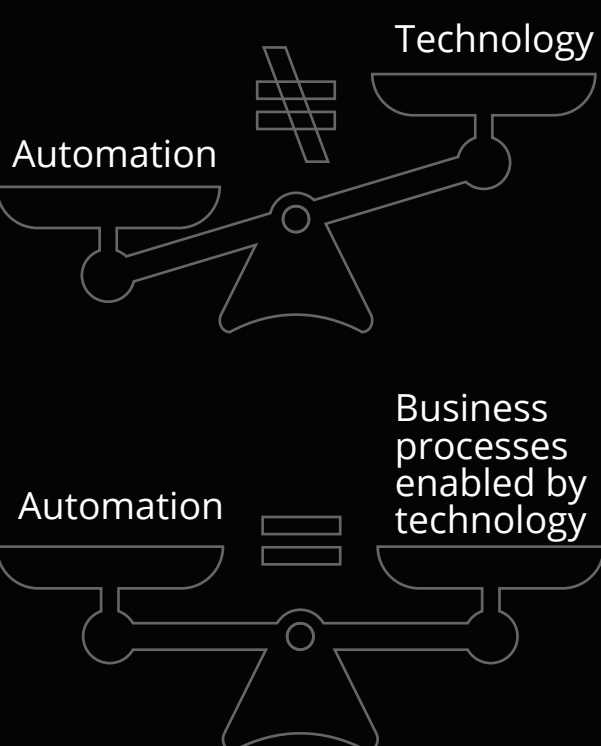
Lack of leadership support



Automation seen as skunkworks project

Don't commit digital drive-bys

Launch automation initiatives to advance business strategies, not as stand-alone technology projects.



Get everybody ready to roll

Identify and engage all stakeholders that may be impacted by your automation initiative, up front.

Without buy-in, you could waste:



Time



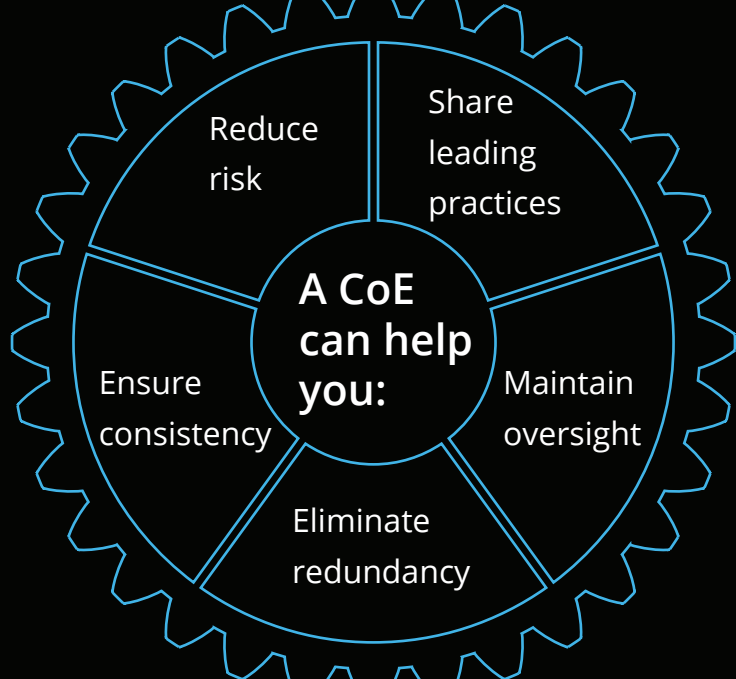
Money



Energy

Avoid potholes

Implement a center of excellence (CoE) to govern and manage your automation program.

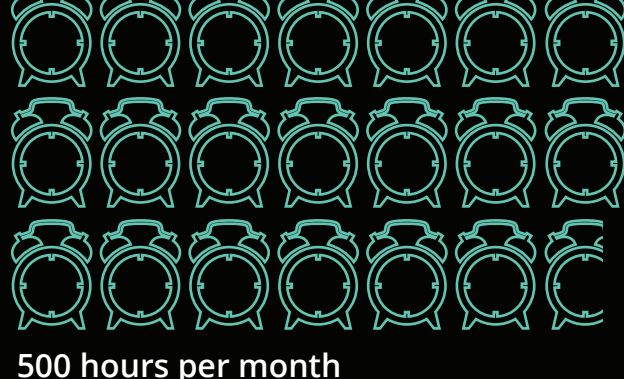


Go deep to find synergies

Focus on a limited number of processes and then build for scale.



12.5 minutes per month
Time saved by automating a single process



500 hours per month
Time saved by automating the same process across the enterprise

Remember the humans

Drive innovation by redirecting employees to focus on activities that involve:



Intuition



Judgment



Creativity



Persuasion



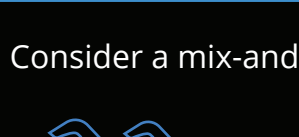
Problem-solving

Rethink work architectures to increase the value of both people and machines.

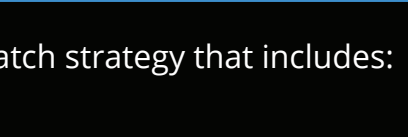
Think beyond one tech at a time

Identify processes that need to be improved—then decide which technology can improve them.

Consider a mix-and-match strategy that includes:



Robotic process automation (RPA)



Artificial intelligence (AI)

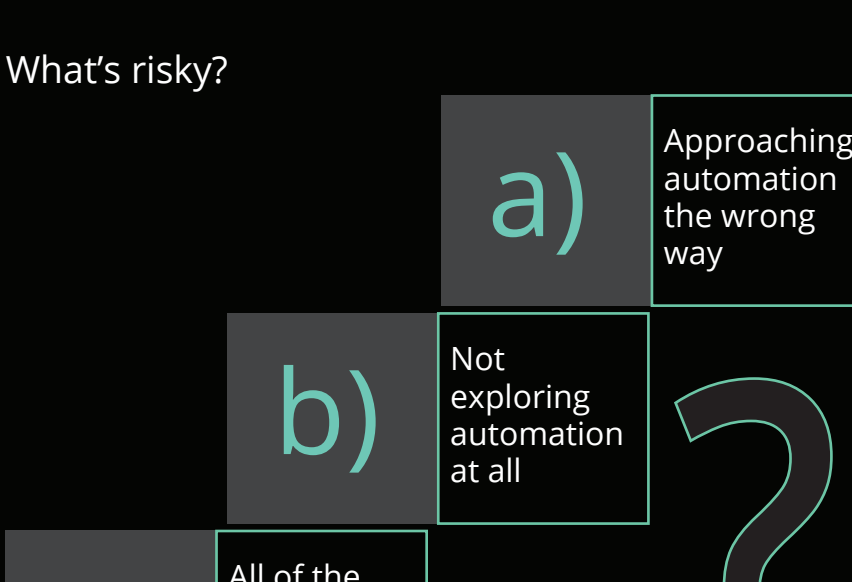


Natural language generation (NLG)

Avoid analysis paralysis

Consult with a trusted advisor to advance your automation program.

What's risky?



Leveraging these lessons learned can help your organization achieve transformation, accelerate performance, and shift your organization onto the automation autobahn. Read the complete report at www.deloitte.com/us/accelerating-automation.