SSON'S REPORT:
BUILDING A BUSINESS CASE FOR CLOUD AUTOMATION

Achieving ROI by identifying and prioritizing processes to automate

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INTRODUCTION

While the Fourth Industrial Revolution and the resulting push for digital transformation has driven the need for all forms of automation, there's no denying the fact that Cloud-based Automation in particular is an exciting and high-potential strategy.

This report is aimed at leaders and practitioners who want to leverage this opportunity. It will focus on questions such as:

A
What is Cloud-based automation? How is it different from Cloud, or RPA automation, or workflow?

B
As a business leader or a technologist, what are my options for automation tools and what tool can I use for which situation?

C
Where does Cloud automation in particular work best?

D
What is the real value and ROI of Cloud automation?

E
What are the pitfalls?

F
Have other companies been successful at this, and what are their lessons learned and advice for me?

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01 WHAT IS CLOUD-BASED AUTOMATION

To get a good sense of the immense potential in Cloud-based automation, it's important to start with definitions. The IT industry hasn't been consistent in terminology and Cloud automation in particular has connotations ranging from the server-level, to managing operations of computing, to providing business outcomes for business processes using Cloud-based applications.

To lock in the definition of Cloud-based Automation, we choose to use the Sociotechnical Systems Stack framework, which has been around for some time as a reference, because it does a good job of capturing the interaction between people and technology.

Figure 1 shows all the possible layers of information. Within this, the red boxed area captures application-specific automation, which can span hosting data, application systems, business processes and even organizational roles. The x-axis of the picture shows the possible location of systems and data, i.e. on-premise, in the Cloud and possibly fully external – as in when accessing data from other organizations and enterprises. This specific study focuses on Cloud-based information and automation processes.

As a result of this definition, Cloud hosting won't be part of our scope because it belongs to layers below the red box. Original surface-layer Robotics Process Automation (RPA), which was designed to faithfully replicate user actions on desktops on premise, is out of scope, too. On the other hand, RPA on the Cloud, including RPA as a Service (RPAaaS), using API-driven automation on the Cloud, using AI and ML on the Cloud, and even workflow and enterprise platforms that are Cloud-based, are in scope. This report also discusses process re-engineering or redesign that accompanies Cloud-based automation work.

HISTORICAL CONTEXT

Over the past two decades, three major technology trends have come together to make Cloud-based automation a big opportunity.

▶ First was the development of Cloud computing. When executed well, it dropped the cost of maintenance and multiplied the agility of new capability development.

▶ The second trend was Robotics Process Automation (RPA). RPA has existed in some fashion since 1999 (although it really came to the fore for processing activities much more recently), when it was mostly used for desktop or "surface level" automation to mimic user keystroke activities that could also cut across different applications.

▶ The third trend was the need for data to feed the next generation of automation as well as analytics. This led to the development of Integration platform as a service (iPaaS), which is essentially a set of automated tools for connecting software applications that are deployed in different environments. iPaaS helped large businesses that needed to integrate on-premises applications and data with Cloud applications and data.

The combination of these technology trends, along with the evolution of business processes from siloed to end-to-end optimization, has driven the necessity for Cloud-based automation.

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02 WHY IS CLOUD-BASED AUTOMATION IMPORTANT?

Simply put, Cloud-based automation provides lower costs, higher agility of business processes and, ultimately, the ability to create entirely new business models for the business to support enterprise digital transformation.

Cloud-based automation brings together the convenience of Cloud hosting with automation capabilities such as workflow, RPA or AI. When done right it can also deliver significant user experience improvement at the same time.

Two points should be made:

a) Firstly, Cloud computing is becoming pervasive. Today, 90% of all organizations are using at least one Cloud application – and the trend continues to grow. CIOAxis reported in April 2019 that Gartner forecast the worldwide public Cloud services market would grow 17.5 percent in 2019 to total US$214.3 billion, up from US$182.4 billion in 2018. The underlying benefits of Cloud, i.e. cost reduction, agility, elasticity, flexibility, auto-updating and ultimately improved collaboration, will force technology and business leaders to move towards it.

b) Automation capabilities from transactional systems to AI, when built over the Cloud, have several advantages of their own. Mostly, they allow a newer model of process automation that can be delivered in a transparent, pay-per-use way. This makes it tremendously easier for organizations to build a case for ROI as well as understand the benefits being delivered back to their business.

As a result, the advantages of Cloud-based automation continue to explode:

1. De-silo business processes: Where traditional automation was done process-by-process or geography-wise, mainly for cost and data movement reasons, Cloud automation provides a much more flexible approach. Instead of committing to a large game-plan of all-or-nothing process automation, it allows you to start piece-meal and call in existing external infrastructure and industry expertise as required.

2. Bring in capability on demand: As business processes and technologies mature, people capability has become an increasing bottleneck. This is not just about technical skills, but also business process expertise. Cloud-based automation providers are starting to bring in not just the hosting provision and maintenance but also the people and tools needed to perform best-in-class work process design and building block tools.

3. Reduced cost to get going with automation: Cloud-based automation has the inherent advantage of having a lower barrier to entry. This is true not just at the server level, but also at the data integration layer (using API technology and pre-built connectors) and standard process maps and decision trees. Buying the service doesn't involve large capital expenditure. The Cloud-based model allows customers to make slow and incremental changes over time. This means they automate simple processes first and expand from there with a clear understanding of their ROI.

03 WHAT ARE ITS ADVANTAGES AND DISADVANTAGES?

All the above features make Cloud-based automation a very attractive option for companies. However, being crystal clear on its advantages and disadvantages is important in order to integrate it correctly in the portfolio of automation solutions. If there's one lesson to be learned from the recent rise and fall of RPA's image as a hyped up, quick-fix strategy it's that decision makers need to be educated about the disadvantages of a given technology, as well. The pain caused by early RPA experiences regarding the fragility of RPA solutions for ongoing support, its difficulty for programming via end-users, and its challenges in initial set-up and costly licensing structures, could have been avoided with clearer articulation of its drawbacks.

✗ Let's start with the disadvantages, first.

Cloud-based automation works best in specific situations, like in a Cloud environment: If you have legacy on-premise systems or highly distributed solutions that are not easily made compatible with the Cloud, then integrating with those systems is going to be a challenge. Most vendors for Cloud-based automation would be more than happy to set up a dedicated enterprise Cloud installation, especially for large clients, but that simply dilutes the idea of Cloud-based automation in the first place. You'd end up with few of the advantages (agility and ease of maintenance) and still have most of the disadvantages (fragmented on-premise architecture). It would make sense to use surface level on-premise RPA for those cases in conjunction with Cloud-based automation for the cloud-specific pieces.

It's not a panacea for messy, non-standardized systems architectures: Trying to automate complex, non-standardized transactional systems with any automation (whether Cloud-based on not) is a mistake. It simply casts in stone the current mess. High transaction volumes of standard processes will deliver the best ROI. While Cloud-based automation has the advantages of faster startup and reduced maintenance cost, that doesn't take away from the need to identify repetitive, high transaction volumes use cases.

It's not a direct replacement for low-cost offshore FTEs: This was another mistake made with RPA. Many financial business cases made the mistake of considering RPA as a replacement for offshoring. If you paid US$20K per year for an offshore FTE who worked 8 hours a day, why wouldn't a bot that worked 24x7 for US$5K per copy be a better value? It wasn't – because the human makes judgments and the offshore work is almost never as mechanically routine as assumed by these arguments.

✓ Against these limitations, there are several advantages of Cloud-based automation. Here's a small sample:

It's one of the best automation scale plays.
The combination of the benefits of Cloud and targeted automation delivers powerful and sophisticated applications to users simultaneously, on a global scale. Not only does it eliminate the need for local hosting in multiple locations, but it also multiplies business value by bringing together data from multiple sources and locations for new use cases. As such, centralized governance is a benefit.

It's a good tool for the long-tail of automation beyond the typical platform-based automation in multi-location or global settings.
Trying to automate complex, non-standardized transactional systems with any automation (whether Cloud-based on not) is a mistake. It simply casts in stone the current mess. High transaction volumes of standard processes will deliver the best ROI. While Cloud-based automation has the advantages of faster startup and reduced maintenance cost, that doesn't take away from the need to identify repetitive, high transaction volumes use cases.

It's an excellent long-term structure for AI/ML data collection.
When done right, Cloud-based application systems integrate a plethora of other platforms into one data platform, which can, over the longer term, provide excellent input into AI/ML solutions.

Interacting with people outside the organization.
One of the advantages to a Cloud-based approach is that it integrates customers, partners, suppliers in a way that is not possible with on-premise automation software.

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04 WHEN DOES CLOUD-BASED AUTOMATION MAKE SENSE?

With all the above information, we can now frame the circumstances in which it makes sense to pursue Cloud-based automation.

The cardinal rule of successful automation is to know what to automate. Unfortunately, this isn't as simple as calculating ROI. ROI calculations of automation projects tend to be fairly inaccurate because it's difficult to account for the soft nature of certain shared results, e.g. was the growth in sales due to better sales rep performance or better systems? The other challenge is in comparing ROI in a strategic priority vs. a less strategic one.

▶ The starting point for any automation portfolio, including Cloud-based automation, is therefore clarity on business strategy. What are the most important business functions that require automation? What's a distinctive capability for the business and what capability can be outsourced because it is a commodity? Which areas of the business provide higher leverage than others (e.g. Cost reduction? New technology-based models? etc.)?

▶ The second step is to understand where Cloud-based automation can be strategically leveraged for maximum impact. Naturally, these would be areas where the advantages of Cloud can be maximized (e.g. speed of automation, agility of change management, and the ability to bring data items together).

▶ The third and often ignored area is to get sufficient company leadership support to execute this work. Organization change management can be often the Achilles Heel of automation projects.

Only after these considerations should the appropriate financial rigor on ROI management be applied to individual projects.

While the above steps are arguably true for most automation work, the fact is that these become even more critical for Cloud-based applications. They address the duality of keeping legacy systems going while innovating on new platforms. Businesses can integrate Cloud and on-premise systems to keep up with the new business capabilities, moving forward.

Net, Cloud systems are a requirement for competitive businesses in the digital era, which is why their adoption is on the rise across the globe. The ability to coordinate, across geographies, siloed processes, different technologies, and to keep everything synchronized without the multi-million-dollar ERP projects of the past, make Cloud-based applications particularly appealing.

05 BUILDING A BUSINESS CASE FOR CLOUD-BASED AUTOMATION

The best way to address business case development is to look at case studies that complement broader industry data. In this report, we chose to deep dive into two organizations that have rapidly delivered excellent business value. One is Dentsu Aegis Network, a multinational media and digital marketing communications company headquartered in London, and the first global marketing services group built for the digital economy. Brian Klochkoff, Director of Automation Solutions at Dentsu Aegis Network, spoke with SSON about the journey.

The other company featured is Mayo Clinic, a nonprofit academic medical center based in Rochester, Minnesota, which offers integrated clinical practice, education, and research. Kate Palmer, Lead for new technologies for HR Tech at Mayo Clinic, shared her insights and experience. The two case studies are showcased in the call-out sections and demonstrate context, approach and results.

Both practitioners share key lessons and tips for success.

CLOUD-BASED AUTOMATION: A TRULY FEDERATED, DEMOCRATIZED TOOL THAT MAKE WORK EASY

Sean Chou
Founder and CEO
Catalytic

Catalytic founder and CEO Sean Chou sees the Cloud automation industry as, in many ways, a natural result of the combination of two incredibly powerful concepts – Cloud and the automation of knowledge work. It is leveraging a lot of things that have "kind of paved the way," he explains.

"Catalytic's platform was designed from the get-go as a Cloud-based platform. You can provision a team on the Catalytic system just by logging in and signing up. Teams are automatically provisioned without installing any software.

Catalytic is uniquely positioned as a result of an "investment in an API-first" approach, explains Sean. That's what makes it very stable ongoing. Its strength comes from its early concept of how to get people to work together with machines to complete a process, by leveraging a single platform that consolidates a lot of the capabilities.

Sean strongly believes in Catalytic's user-centric approach. "We always takes the 80/20 rule on technical features in order to enhance simple designs for the end user," Sean says. "What we do is good enough for the vast majority of work. Our ultimate goal is to make work easy and fast. It isn't through the addition of functionality. It's through the subtraction of functionality."

Sean's believes in driving a truly federated, democratized tool for all users to contribute to. In a recent customer implementation, hundreds of people were certified on the Catalytic platform, 80% of whom are "non-technical," explains Sean. "These folks have created thousands of automations entirely on their own. This federated, highly citizen developer-driven approach is incredibly popular. That's the journey that we want everyone to go through. This should be easy. Our ultimate goal is to be automation for all, creating a category for end-user automation similar to Excel, Slack or Box." ■

Brian Klochkoff
Director of Automation Solutions
Dentsu Aegis Network

DENTSU AEGIS NETWORK: AUTOMATION DRIVES INCREASED EMPLOYEE SATISFACTION AND RETENTION

Dentsu Aegis Network's specific Cloud-based automation story starts in February 2018 with the creation of the automation Center of Expertise (COE). Director of Automation Solutions, **Brian Klochkoff** and Max Cheprasov, the Chief Automation Officer, set up the COE. They collected pain points from various agencies that were their customers, and zeroed in on invoice automation as their first challenge.

Dentsu Aegis Network has about US$9 billion worth of cash flow coming through a Shared Services group. One of the challenges was that the invoices were not syncing up with data in the accounting platforms. Brian and his team started with process discovery sessions. Soon they discovered that the root of many of their back-office issues lay in information not being passed on by the mid office, because they, in turn, were not aware of its value.

The first proof of concept introduced automation to that process in the mid office. The collaborative human level connection between the two offices generated win-win solutions across both organizations. In 2018 alone, about 60,000 manual effort hours were saved. In March 2019, the Automation COE saw their team quadruple in size due to the success realized in 2018.

Currently, Brian and his team are planning to save about 180,000 hours' worth of work per year – and that doesn't take into consideration the back-office work that falls off.

Business value of Cloud-based automation at Dentsu Aegis Network

While 180,000 hours' worth of work saved is a remarkable achievement by itself, Dentsu Aegis Network's bigger gain from this automation is actually employee job satisfaction and retention.

We surveyed several people and teams across functions and the consensus was that their time was better spent doing what they do best: creative, content and media. Instead, they found themselves spending several hours a day doing tedious, repetitive work. The opportunity to automate some of the monotonous tasks meant opening up their schedule to do more of what they love: strategizing and creating data-driven campaigns.

Dentsu Aegis Network ranks the benefits in the following order of importance: 1. Employee satisfaction, 2. Cost reduction, and 3. Improvement in audit compliance.

Importance of Cloud-based Automation

Brian believes that the tremendous value provided through Dentsu Aegis Network's automation work wouldn't have been possible without the use of Cloud. Dentsu Aegis Network previously had implemented simple RPA for several fragmented pieces of solutions. Their current choice of Cloud-based automation (Catalytic) offered integration of a plethora of platforms that went way beyond repetitive task automation.

"Catalytic acted not only as a workflow automation and orchestrations tool, but a middleware on steroids that can give us information that triggers workflows accordingly. We've made 30 acquisitions in the past six years, and through Cloud-based orchestration are able to introduce integrations that are far more seamless than the past."

Brian lists one more critical advantage of using Cloud-based automation, namely the "democratizing" of automation across end-users, process owners, and subject matter experts. The choice of Cloud-based automation is also simple enough to not require programmers for development, and its maintenance has allowed users to take charge of the routine smaller day-to-day problems that they experience. A good tool will not just have Cloud storage, application hosting and maintenance, but is also conducive to end-users interacting with it in a way that mirrors their consumer technology experiences in professional life.

What's Next at Dentsu Aegis Network?

The COE at Dentsu Aegis Network currently has its hands happily full with the expansion of automation to a broad portfolio of processes in the company. Brian shares how that came about in his usual humorous manner:

"We went to our board, and offered to scale one of these projects fully across all agencies. We asked, 'Which ones do you want us to do?' The chairman of the board answered, 'What do you need to do all five categories of work?' That rocked us back a bit. We thought about it for a few seconds and gave him a number and he said, "Makes sense. Let's do it." ∎

CASE STUDY

THE MAYO CLINIC: ENABLING THE DATA FOR HIGH VALUE ANALYTICS AND COGNITIVE USE CASES

The Mayo Clinic is a famous nonprofit academic medical center based in Rochester, Minnesota, focused on integrated clinical practice, education, and research. It is home to the top-ten ranked Mayo Clinic Alix School of Medicine in addition to many of the largest, best regarded residency education programs in the United States. In 2017, **Kate Palmer**, Lead for new technologies in HR, was chartered to infuse automation and cognitive technology into Mayo's human resources. After assessing the market, Kate and her team chose to work with Catalytic, and decided on a use case of automating the process of cascading company performance goals for the top 250 leaders of the institution. Mayo established a work unit in order to accomplish the work in May of 2018. By the end of 2018, they had already automated 4,000 hours' worth of work.

"Considering we were going from zero to something, that was a pretty quick ramp up," explains Kate. "Our HR organization is over 600 employees strong. I can safely estimate that we may end up automating over 40,000 hours in total, by the end of 2019."

Mayo is now expanding automation to several other processes, including succession planning, freeze/cancel membership for fitness centers, and back office processing like stage billing.

Benefits/ROI that Mayo targeted

As with Dentsu Aegis Network, the biggest goal isn't necessarily cost saving, although that is a given, explains Kate. "Mayo's top goal is to allow human resource staff the opportunity to do more meaningful work by automating their routine business work. We also look to reduce risk and target increased service excellence wherever possible. Next comes risk reduction, in what is obviously a highly regulated industry. And then we are targeting increased service excellence."

Kate believes that Cloud-based automation is not just a tool to automate routine work, but delivers higher level goals, including preparing the data for high value analytics and cognitive use cases. Catalytic has proved to be an excellent selection for Cloud-based automation.

"What we appreciate about Catalytic – and we know we use the tool differently than a lot of the straight back office folks – is that it helps create an easy, reliable, and understood process and a unified employee experience vs. a segmented experience," she adds. ∎

Analyst Lead
Lead, New HR Technologies
Mayo Clinic

06 HOW TO GET STARTED?

Build on your RPA COE to create an integrated Smart Automation Organization

First, organize for success. It's important to organize across groups that work on end-to-end process automation. Cloud-based automation is the next stage of evolution for RPA COEs. Empowering this team to look across stacks of infrastructure and functional work-processes will not just improve execution, but will also deliver more cross-functional, higher ROI, use cases. The other benefit of building on the RPA COE is that the work that was previously done, in assessing the highest potential use cases, can now be considered through the lens of a more powerful solution set.

The second step is to staff the COE with process experts. The COE does need technical experts, but the higher business value beyond automating existing tasks will come from re-engineering processes along with using the new technology.

Diligently align use cases with Business Strategy and high ROI sponsorships

One of the greatest frustrations among automation COEs is not seeing enough demand from the business units and functions, which often results from a "if you build it, they will come" attitude. Instead, some of the most successful Cloud-based automation teams we have talked to act as the high-power execution arm of a board of senior business leaders who identify where this technology can deliver the highest impact. A smart approach is to set up a board that's truly engaged and committed to delivering big, measurable value; then have every project proposal clearly identify an ROI that's significantly large; and finally, only accept projects that have extremely strong senior level sponsorship.

Coordinate closely between your Cloud strategy and your Cloud-based automation strategy

Your program to move to the Cloud and your Cloud-based automation program are symbiotic. Closely coordinating between the two can dramatically multiply business value. The program for the "Cloudification" of data and systems must prioritize the highest ROI application use cases. Working backwards from powerful application use-cases that are looking to maximize end-to-end process automation and cross-functional data usage can speed up value creation from the Cloud program. Conversely, Cloud-based automation programs will maximize the effect of limited expert resources as any solution developed in RPA, workflow, AI and other arenas can be reapplied globally, immediately. And, reducing the pain of change management in fragmented surface-level RPA and workflow solutions delivers faster speed-to-value of enhanced functionalities.

07 PITFALLS AND IMPLEMENTATION TIPS

While Cloud-based automation can deliver tremendous value, there are also numerous pitfalls for the new practitioner as well as for the veteran who may not have the time nor resources in this technology.

Business Strategy and Financial ROI: As mentioned earlier, the ease of deploying these technologies means it is even more important to be diligent on aligning with the business strategy. Some of these technologies can lock you into expensive solutions at considerable expense, so ensure that your solution is strategically chosen and offers a favorable Return on Investment.

Technical Architecture Compatibility: There are a wide variety of software solutions available in the market, which means that you have to choose wisely. The balance needed is to pick one that best suits not only the needs of your business, but also the resources available in your company.

Data Protection: There are several automation tools available as a service on the Cloud. However, just because a system is capable of managing your data doesn't mean that it protects it well. Make sure that the option you choose guarantees the protection of your sensitive information and that of your customers.

KATE PALMER'S TOP 3 TIPS TO IMPLEMENT CLOUD-BASED AUTOMATION

▸ **Strong messaging on the need for automation:** You have to have strong reasons to do this, and ensure people can clearly articulate these reasons, in order to facilitate change management. It cannot be about eliminating jobs. Mayo wants to provide its human resources professionals with the opportunity to do more meaningful work by automating routine business practices. That has to be a common message across the board. Whatever the message, however, leadership has to understand it. And, the buy-in has to be from the bottom up.

▸ **Identify your priorities for automation:** Mayo knows what it's going to measure in terms of implementation efforts. Those are goals that are typically given to a group that's going to be automated.

▸ **Have the ability to either qualify and/or quantify on an ongoing basis:** It's critical to have the ability to clearly measure success in terms of relevant business outcomes and your defined priorities.

BRIAN KLOCHKOFF'S TOP 3 TIPS TO IMPLEMENT CLOUD-BASED AUTOMATION

▸ **Keep moving forward:** Choose small, incremental progress over perfection.

▸ **Human plus machine:** Integrate people and workflow with automation, because humans complement machines. The way we see automation is kind of creating a digital exoskeleton for our employees so that they can lift more data, handle things better, and make decisions based off of what that digital skeleton is doing for them in a smarter way. Even more exciting for our people is the fact that automation liberates them from the mindless, tedious data tasks and enables them to focus their energy on creating innovative solutions and applying human judgment. The solutions to problems will always be better when humans collaborate with smart machines. It's not one or the other, it's both.

▸ **Keep stakeholders very engaged:** Keeping your stakeholders actively engaged throughout the process makes it less scary. It introduces a human element, and ensures that at the end of the day, everyone is here to work and drive a more effective and collaborative environment.

SEAN CHOU'S TOP 3 TIPS TO IMPLEMENT CLOUD-BASED AUTOMATION:

▸ **Own the automation:** I think the most important thing is to actually take ownership, and build up the capabilities. Too often, I see people try to outsource this to consultants. I think consultants have an incredibly valuable role in providing perspective, and advisory, and in acting as a bouncing board. But if senior executives and their deputies don't take direct responsibility and ownership for this, it's just not going to work. It's not going to be woven into the fabric of the company. Take direct ownership! You can't outsource this sort of thinking.

▸ **Make it company-wide:** Organizations need to make this a company-wide initiative. This goes back to the democratization concept. This is not something that can be done through IT. It cannot be done through a small team. The IT folks and the small strike teams have to act as facilitators, and be the Sherpas to guide the organization through the process. But if everyone in the company is not open to the possibility and opportunity of automation, then the project will fail.

▸ **Rethink your workforce strategy: 'looking through the lens of automation'** Companies have to be really thoughtful about how they're going to rethink their workforce. It doesn't make sense to have a single vendor or a single consulting firm at the table for something as important as this.

SUMMARY

Over the past two decades, three major technology trends have come together to set the scene for Cloud-based automation to become a truly big idea. First, the development of Cloud computing; second, Robotics Process Automation (RPA); and third, the development of Integration platform as a service (iPaaS). The combination of these technology trends, along with the evolution of business processes from siloed to end-to-end optimized, has driven the demand for Cloud-based automation. Cloud-based automation offers lower costs, greater business process agility, and ultimately, the ability to create entirely new business models to support enterprise digital transformation. It brings together the convenience of Cloud hosting with automation capabilities such as workflow, RPA or AI.

Here are a few key features every practitioner should be aware of.

▶ Cloud automation provides a much more flexible approach. It allows you to start piece-meal and call in existing external infrastructure and industry expertise on demand.

▶ Cloud-based automation providers are starting to bring in the people and tools to perform best-in-class work-process design and develop building block tools. Use this to your advantage.

▶ Cloud-based automation has the inherent advantage of a lower barrier to entry. Get started now.

▶ Cloud and targeted automation delivers powerful and sophisticated applications to users simultaneously on a global scale. It's a good tool for the long-tail of automation beyond the typical platform-based automation in multi-location or global settings.

▶ Cloud-based automation is an excellent long-term structure for AI/ML data collection. Decision makers need to be educated about the disadvantages of a given technology, as well.

▶ Cloud-based automation is not a panacea for messy, non-standardized systems architectures. It's not a direct replacement for low-cost, offshore FTEs.

▶ Businesses can integrate Cloud and on-premise systems to keep up with the new business capabilities, moving forward.

Net, Cloud systems are a requirement for competitive businesses in the digital era, which is why adoption is on the rise across the globe. The way to get started is to build on your RPA COE to create an integrated Smart Automation Organization, diligently align use cases with Business Strategy and high ROI sponsorship, coordinate closely between your Cloud Strategy and your Cloud-based automation strategy, and tap into the power of your people. Companies will realize the largest benefit when humans and machines collaborate together harmonizing each other's strengths.

ABOUT CATALYTIC

Catalytic is the easiest path to break through corporate inertia. Many companies' employees are overworked and their skills are under-utilized, resulting in an unrewarding employee experience and a costly missed opportunity for the business. Catalytic's cloud-based, AI-powered automation platform bridges the gap between people, data and existing technologies, providing configurable automated actions that replace routine office work, like gathering data and creating documents. Business users can create their own process-driven solutions, which can be scaled throughout their business, leading to unprecedented efficiency and competitive edge. Clients like Bosch, Dentsu Aegis Network and UL have used Catalytic to better execute on their companies' core purpose and mission, deliver high-quality customer experiences, and realize greater profitability. **www.catalytic.com**