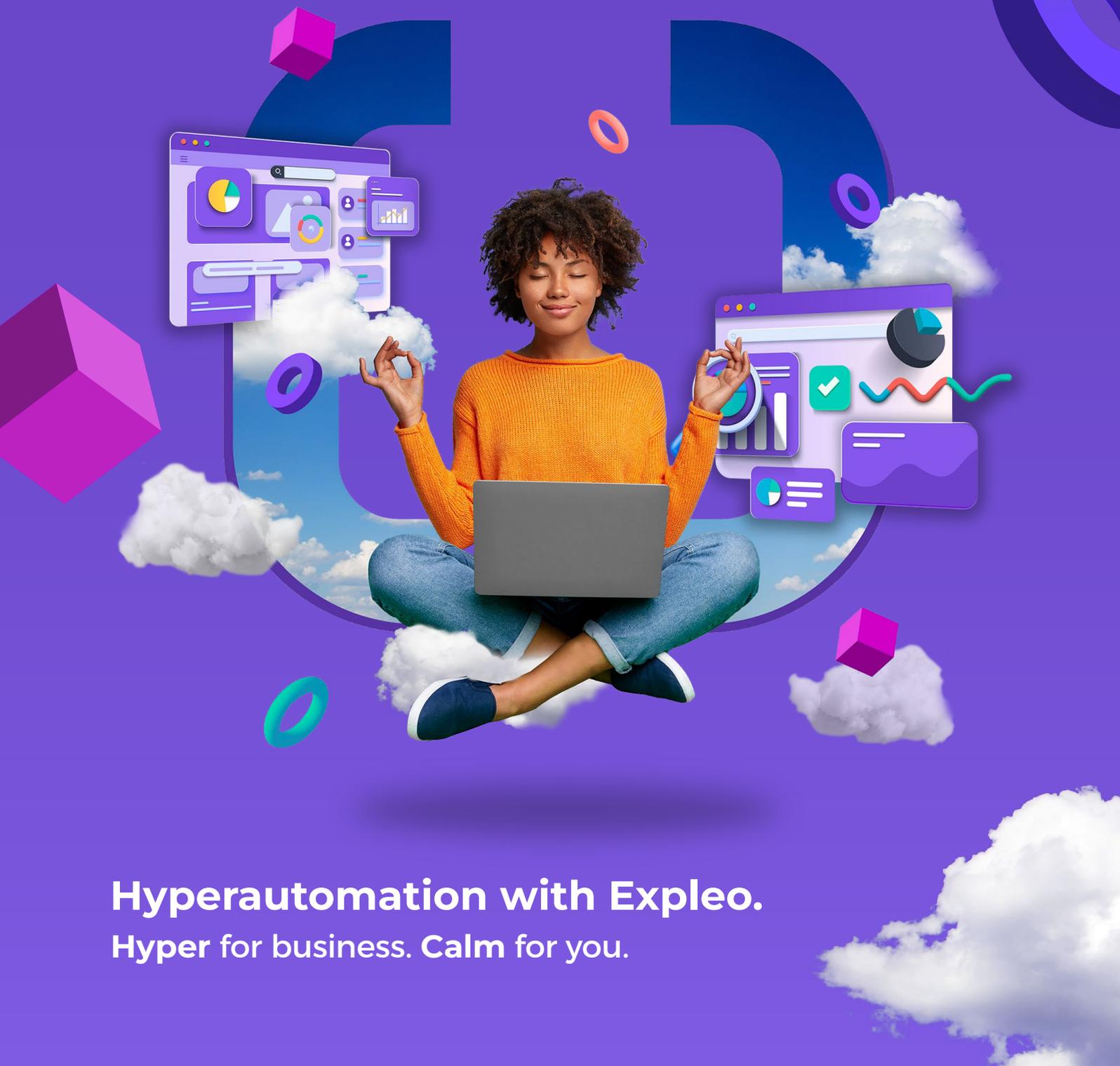


(expleo)

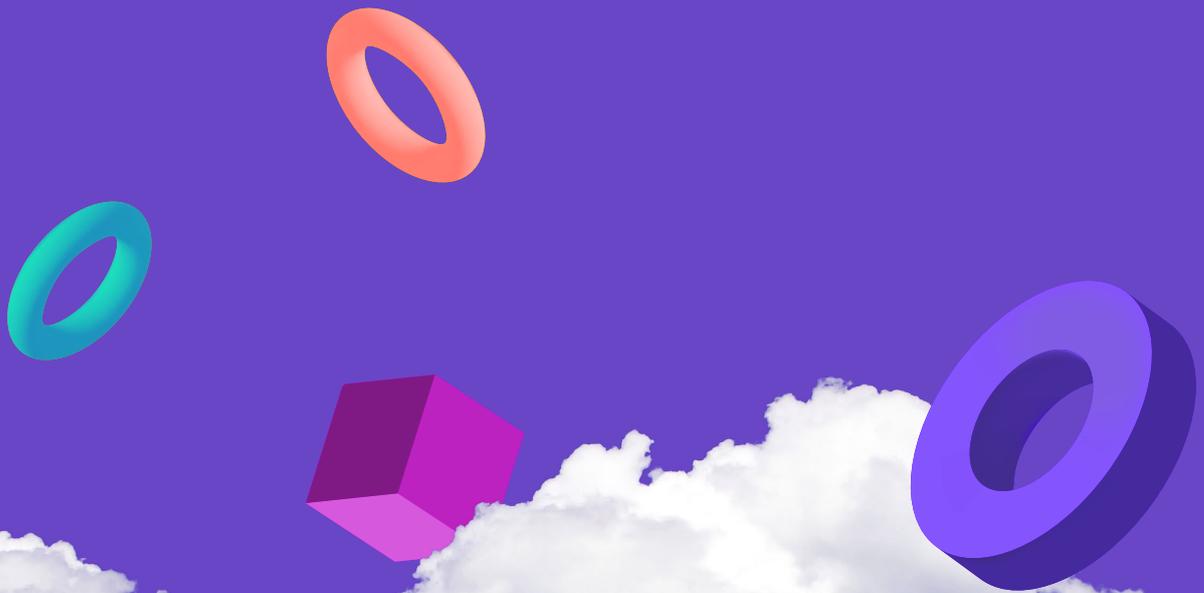
Hyperautomation: From Incremental Benefits to Exponential Outcomes



Hyperautomation with Expleo.
Hyper for business. Calm for you.

Contents

Executive Summary	3
Key findings	4
Introduction: Say hello to hyperautomation	5
Chapter 1: Automation – everywhere	6
Chapter 2: Understanding hyperautomation	10
Chapter 3: A look to the future	13
Chapter 4: Keep your business busy and your people calm	17
Conclusion	19
About Expleo	20



Executive Summary



Technology was once an enabler to work. A relatively simple tool to help us work smarter, communicate faster and collaborate more easily. Over time, however, the technology that once freed us from trivial tasks has become a task all of its own.

Today, disconnected processes and siloed systems take up more of our time. Job roles once enriched by technology now exist solely to serve click after mind-numbing click.

Faced with a mountain of menial tasks, employees are unfulfilled, disengaged, and a long way from utilising their full potential. Meanwhile, businesses lose time, money and resources to managing processes rather than driving strategy.

That's what hyperautomation is here for.

Hyperautomation is a new way of thinking about how businesses deploy digital solutions – connecting every person, process and platform with ease. It allows for the speed and intensity your organisation needs to run its operations and leaves your people calm, engaged and focused on business-critical tasks.

While anxiety around new technologies and new ways of working can be expected – once engaged, employers and employees alike will see the exponential benefits when you embrace hyperautomation.

In this report, we'll explore how hyperautomation can transform your organisation and the best ways to implement new technologies for maximum success. That means you can free your brightest minds, deliver engaging customer experiences, and build a better business.

Key Findings

31%

OF ORGANISATIONS
HAVE FULLY AUTOMATED
AT LEAST ONE BUSINESS
PROCESS ¹

2.6

TRILLION HOURS OF
WORK ARE AUTOMATED
IN THE UNITED STATES
ALONE EACH YEAR ²

BY 2024
40%

OF ALL BUSINESSES WILL
HAVE A STRATEGY IN PLACE
FOR USING AUTOMATION TO
FILL IN INFRASTRUCTURE
OPERATIONS GAPS ³

70%

OF WORKERS BELIEVE THAT
AUTOMATION WILL OFFER
OPPORTUNITIES TO QUALIFY
FOR MORE HIGHLY SKILLED
WORK ⁴

76%

OF SENIOR PERSONNEL
INVOLVED IN DIGITAL
TRANSFORMATION ACCEPT
THAT BOLDER USE OF
AUTOMATION IS A NECESSITY
RATHER THAN A CHOICE ⁵

57%

OF SENIOR PERSONNEL SAY IT'S
BETTER TO ADOPT A CAUTIOUS,
METHODICAL APPROACH TO
DIGITAL TRANSFORMATION

28%

PREFER A 'FAIL FAST'
APPROACH ⁵

¹ <https://www.mckinsey.com/capabilities/operations/our-insights/the-imperatives-for-automation-success>

² <https://www.globenewswire.com/fr/news-release/2022/04/29/2432127/0/en/Hyper-Automation-Market-Revenue-To-Surpass-US-32-632-Mn-By-2030-Exclusive-Report-By-Acumen-Research-And-Consulting.html>

³ <https://www.gartner.com/en/webinars/4007544/the-gartner-2022-predictions-hyperautomation-inclusive-of-rpa-low-code>

⁴ <https://ifr.org/ifr-press-releases/news/robots-double-worldwide-by-2020>

⁵ Expleo Group's Business Transformation Index 2022 (BTI 2022) report

Say hello to hyperautomation

We live and work in a more connected world than ever before. Many of the promises of the past have come to pass, like faster access to information, and the assistance of supercomputers and advanced algorithms.

What few predicted, however, was just how much time would be spent managing this maze of technology. With one software for process A, another for process B and platforms upon platforms, it's a job just to keep on top of the tools that are meant to help us.

Hyperautomation takes this complexity and makes it simple, giving you and your teams new ways of working, rapid tech integration, the ability to process thousands of requests every minute, and AI assistance at your fingertips.

The bottom line of hyperautomation for companies: enhanced operations, elevated customer experience, greater efficiencies, and better accuracy and certainty in predicting trends.

When vital and sometimes trivial tasks are taken care of behind the scenes, your people are calm, in control, and can focus on things that matter most. They can contribute constructively to transforming your business with a clear focus on your customers.

That's hyperautomation.
Hyper for business. Calm for you.



Automation — everywhere

Each year 2.6 trillion
hours of work are
automated in the
United States alone.

McKinsey ⁶



Automation is all around us, both in how we work and how we live our lives. From the robotic assembly lines at manufacturing plants to the kitchen devices that streamline our coffee intake — the benefits of automation mean the use of these technologies will only increase.

⁶ <https://www.globenewswire.com/fr/news-release/2022/04/29/2432127/0/en/Hyper-Automation-Market-Revenue-To-Surpass-US-32-632-Mn-By-2030-Exclusive-Report-By-Acumen-Research-And-Consulting.html>

When deployed at scale, automation allows companies to transform how their people work and interact with their customers. It allows for the improvement of products and services, all while keeping the human element at the forefront of operations.

Fully embracing automation will change how we work – a factor that shouldn't be ignored. What should be embraced is that it will give your people time to focus on more fulfilling and transformative tasks.

By removing mundane, repetitive and time-consuming jobs from human hands, your employees are more satisfied – while your

business saves both time and money. And that's just for starters.

While greater time efficiencies and cost savings are the most easily definable benefits of successful automation, there are many more.

With the risk of human error removed from many processes, quality and speed to market are likely to improve significantly. That means better products and services reaching your customers faster than ever before. Meanwhile, aided by this technology, your newly time-rich employees can spend more time working on the next update, iteration or development.

A rapidly increasing appetite

With the business case for automation long rested, it's little wonder that many organisations are prioritising further use cases. Sophisticated end-to-end automated solutions are no longer an imagined idea for the future but a working reality for businesses of all sizes across all industries.

What's more, employees once regarded as a potential obstacle to greater automation are now largely on board. A vast majority recognise the technology's potential to reduce workloads and advance career progression.



70%

OF WORKERS BELIEVE THAT
AUTOMATION WILL OFFER
OPPORTUNITIES TO QUALIFY FOR
MORE HIGHLY SKILLED WORK ⁷

Such high levels of employee goodwill are likely the result of successful pilot initiatives. McKinsey reports that around a third of organisations have automated at least one business process. All the while, company websites and press releases are awash with automation-led case studies citing transformational time and cost savings, with equally impressive ROI claims.



⁷ <https://ifr.org/ifr-press-releases/news/robots-double-worldwide-by-2020>



When we scratch the surface of this success, it quickly becomes clear that many of these projects are small-scale, prioritised for their ease of execution and then publicised to much fanfare.

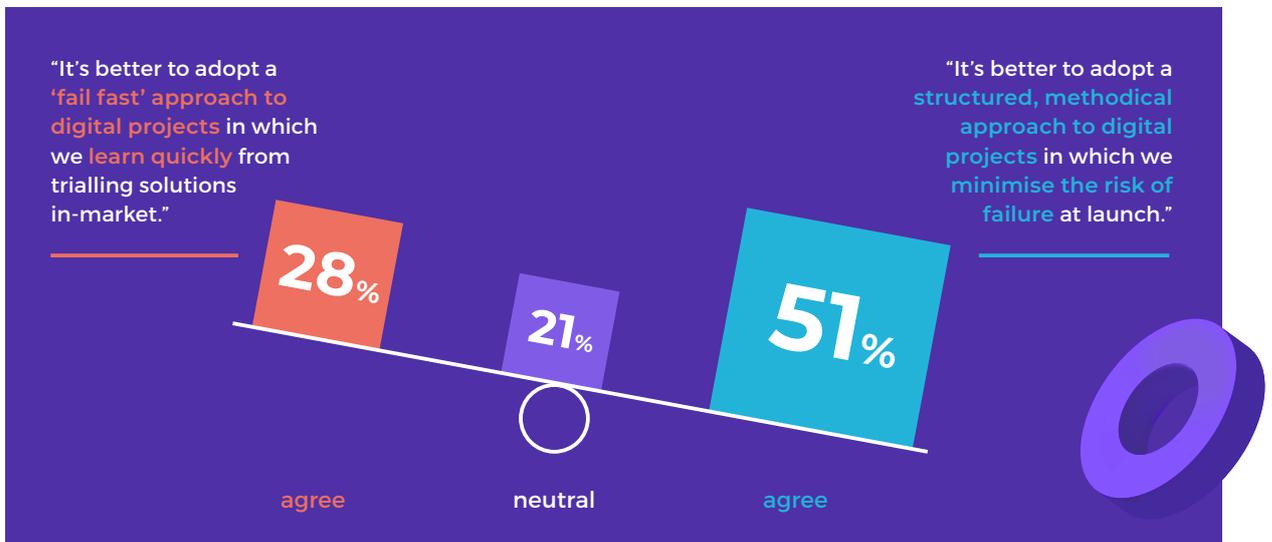
By adopting this laser-focused approach, organisations can target specific singular processes, demonstrate the value of automation to the business and alleviate employee scepticism.

Signs of early stagnation

Despite positive case studies and a continued clamour for automated solutions, there's evidence to suggest that many initiatives stall after these early successes.

Pilot schemes and single-use cases are great for proving the value of the concept, but they

do little to meet wider, longer-term business objectives. The result is standalone pockets of successful automation, leading many to draw the conclusion that the hype around the technology and its transformational potential is yet to materialise.



A landscape of standalone success stories leaves many businesses struggling to gain any meaningful traction for strategic, large-scale automation projects. The longer this status quo exists, the harder it becomes to break. This leads many organisations to opt for a slow and steady approach to automation, which,

while understandable, has its drawbacks. Not only does this tactic feed into internal perceptions that transformational automation is a long way off, but it also allows competitors to gain significant ground with successful wider-scope initiatives.

⁸ <https://www.mckinsey.com/capabilities/operations/our-insights/the-imperatives-for-automation-success>

From small steps to strategic strides

Tactical automation has proven its use with many businesses adopting advanced tools to address complex yet specific challenges. However, the greatest gains await those with the vision and the courage to take a hop, skip and jump to a holistic automation strategy.

The Hop

Access to simple to use and effective tools and processes, particularly RPA, provide comfortable entry points to **Core Automation**



The Skip

Automation advancements, facilitated by a plethora of enhanced automation capabilities, allow for the delivery of **Augmented Automation**



The Jump

Taking a holistic view of automation and aligning with strategic goals to deliver on the **hyperautomation** promise.

The Hop: Tentative Steps

Many businesses are already in this stage, using simple customer-centric tools to kick-start their automation journeys.

Technologies like robotic process automation (RPA), together with low-code tools and workflow automation have made automation opportunities more accessible, helping non-IT employees to engage with automation before any major transformative implementations.

The Jump: A strategic leap

The final step is using automation technologies, at scale, to connect every process, platform and person in your organisation.

This is hyperautomation and its recent recognition by Gartner as a key technology trend should act as a call to arms to business leaders. The time is now to reimagine the ways you invest in and implement automation technologies.

Transformative hyperautomation is no longer a luxury, it's a necessity. And it's more achievable than ever.

The Skip: Going further

Tools that incorporate Artificial Intelligence (AI), Machine Learning (ML) and Natural Language Processing (NLP) are now in the hands of many.

This access helps to build momentum as success stories become the norm. What's more, these more advanced technologies give a glimpse into the greater potential of automation. As more game-changing use cases see success, more tangible benefits are realised, excitement builds and the next step looks much less daunting.

76%

OF SENIOR PERSONNEL INVOLVED IN DIGITAL TRANSFORMATION ACCEPT THAT BOLDER USE OF AUTOMATION IS A NECESSITY RATHER THAN A CHOICE ⁹

BY 2024
40%

OF ALL BUSINESSES WILL HAVE A STRATEGY IN PLACE FOR USING AUTOMATION TO FILL IN INFRASTRUCTURE OPERATIONS GAPS ¹⁰

⁹ Expleo Group's Business Transformation Index 2022 (BTI 2022) report

¹⁰ <https://www.gartner.com/en/webinars/4007544/the-gartner-2022-predictions-hyperautomation-inclusive-of-rpa-low-code->

Understanding hyperautomation

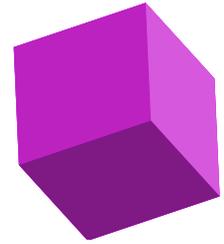
“Hyperautomation is a **business-driven, disciplined** approach that organisations use to rapidly **identify, vet** and automate **as many business and IT processes as possible**.”

Hyperautomation involves the **orchestrated** use of multiple **technologies, tools or platforms**”

Gartner ¹¹

Having originally coined the term, Gartner’s definition of hyperautomation is the most widely acknowledged and accepted. By examining this definition in more detail, we can better understand the concept and the steps, behaviours and processes required to put it into action on a day-to-day basis.

¹¹ <https://www.gartner.com/en/information-technology/glossary/hyperautomation>



Hyper

The 'hyper' in hyperautomation signifies the scale and speed with which empowered employees come together to automate multiple processes using an array of automation tools.

Business-driven

Hyperautomation ultimately solves process pains and delivers time and cost benefits to employees and employers.

But the steps needed to achieve this aim will vary wildly between organisations. So, before any implementation, business leaders must ask the question: *“What changes do we want to bring about through hyperautomation?”*

Posing this question at the outset allows employees at all levels to collaborate, define and communicate an automation strategy with clear and concrete goals.

Disciplined

As the potential scale of hyperautomation opportunities becomes clear, there can be a temptation to turn the technology to more use cases in rapid succession.

But while the ultimate goal is one of seismic transformation, this is best achieved when working to agreed standards, timelines and best practices.

For this reason, an automation Centre of Excellence (CoE) is commonly established to guide, inform and facilitate the process.

Identify & Vet

The 'discover and define' stage is vital to the success of hyperautomation.

Businesses must develop a clear and thorough understanding of individual process elements and the ways they depend on one another.

Once this is clearly defined, employees can challenge established process flows and contribute to their optimisation.

As many processes as possible

Hyperautomation demands an evaluation of all processes.

While single-focus automation creates incremental value by targeting individual processes in isolation, hyperautomation delivers exponential benefits and value by using multiple, augmented automation solutions which span the full business operation.

Orchestrated

Hyperautomation success can only be realised through a structured, integrated approach, aligned to strategic goals at every step of the way.

During this process, technology, tools and platforms are key, but it's ultimately people who must come together to drive transformation through hyperautomation.



A change in mindset: From project to principle

To truly grasp the power and potential of hyperautomation, we must move away from thinking about individual projects and incremental gains. While these are important, hyperautomation is a principle which

guides multiple processes and it must be acknowledged as such. It's best thought of as an all-encompassing, foundational concept that integrates all the technology solutions and platforms of the business.

“Automation is a new source for competitive advantage and disruption...CIOs should see hyperautomation as a principle, not a project, as they move forward in updating their processes for the future.”¹²

Daryl Plummer
VP, Analyst & Gartner Fellow

From project

To principle

<p>A project mindset means calculated and controlled risks with tech solutions defining limited outcomes...</p>	 <p>Mindset</p>	<p>Hyperautomation must be viewed through a more expansive, holistic lens, with business-critical issues defining strategy.</p>
<p>Automation projects require visibility and input from individual departments, with development confined to core teams...</p>	 <p>Visibility</p>	<p>Hyperautomation needs back and front-office, company-wide engagement on a daily basis.</p>
<p>Piecemeal projects have fixed parameters with a single type of automation and defined start and end dates...</p>	 <p>Scope</p>	<p>Hyperautomation transcends business verticals using the latest tech to solve complex issues with open-ended development.</p>
<p>Projects run by tech experts start small before assessing one-off results...</p>	 <p>Pathway</p>	<p>Hyperautomation calls for free experimentation, allowing you to fail fast, iterate, develop and keep moving.</p>

¹² <https://www.gartner.co.uk/en/newsroom/press-releases/2020-10-21-gartner-unveils-top-predictions-for-it-organizations-and-users-in-2021-and-beyond>

A look to the future



It's one thing to understand the concept of hyperautomation, but it can be difficult to visualise how it will work in the real world.

From automating communications and delighting customers to enriching human roles, the potential opportunities presented by hyperautomation are almost endless.

Hyperautomation can take your business to the next level by:

- Enhancing chatbot capabilities
- Encouraging reskilling and lateral learning
- Keeping up with digital natives and citizen developers
- Delivering seamless services and engaging experiences
- Adding certainty to cybersecurity



Enhancing chatbot capabilities

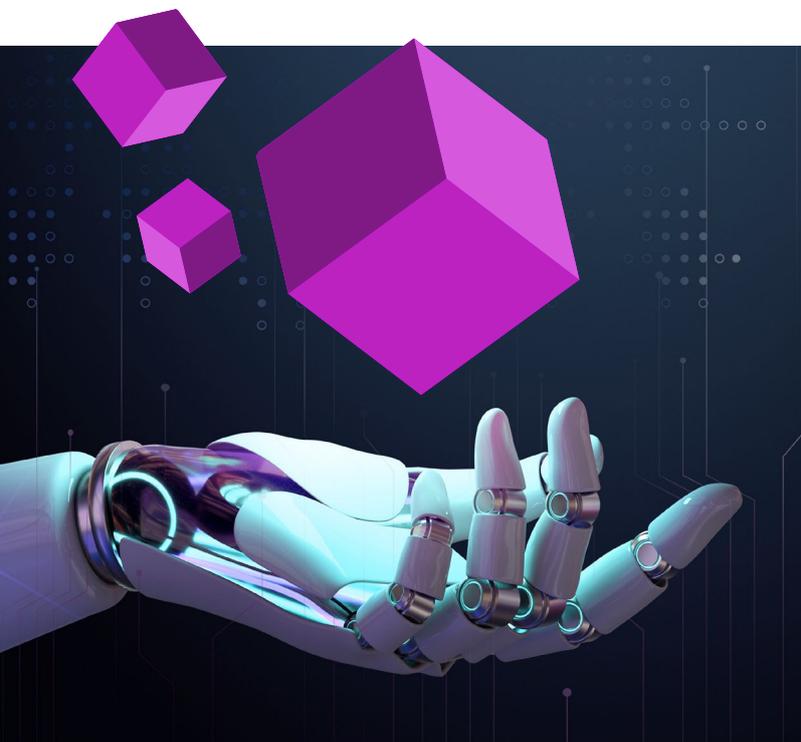
In recent years, chatbots have come a long way in terms of sophistication. Now able to field a wide range of common queries, they're a firm staple in the world of customer experience.

On the whole, chatbots are successful due to the Pareto Principle, which states that approximately 80% of consequences come from 20% of causes.

Therefore, the most common questions can be answered by one of several stock answers. Outside of these common enquiries, chatbots can seem incapable. Moving this tool beyond current levels of capability to a place where chatbots are both highly efficient and humanly engaging in equal measure would have enormous cost and time-saving benefits. With hyperautomation, it's possible.

When powered by a range of the latest artificial intelligence capabilities, chatbots can understand the most complex and atypical requests. They'll be able to instantly access, source and connect data from all systems, analyse it in real-time and deliver a specific, personalised response. This allows for complex, multi-layered conversations between chatbots and customers, with the latter unable to detect that they're not interacting with a human representative.

Chatbots of the future will also form an ecosystem in which they learn from and adapt in line with the experiences of their peers, a concept known as reinforcement learning. By replicating the trial-and-error learning principles of people, chatbots will ultimately build empathy and consensus to replicate human capabilities. This will move beyond text chat and into voice communications with voice bots conversing with customers to solve queries and complaints.



Encouraging reskilling and lateral learning

The rapid shifting of routine and complex processes from human hands to robotic automation will free up significant employee time. While this prospect will be met with trepidation by some staff, most are already aware of the potential opportunities it represents, particularly when it comes to career development.

With more human resources at their disposal, employers can reskill, reutilise and re-engage their workforce. Rather than a great replacement, the coming years will see people and automated – processes working side by side in harmony – solving the very highest order of complex problems and implementing their joint solutions.

Bringing people, technology and processes together enables lateral learning. It helps overcome challenges by using logical techniques coupled with creative thinking.

Applying the tenacity of technology and the imaginative potential of people has immense business benefits – agility being the biggest one. It enables your business with the ability to respond rapidly to customer expectations, market changes and emerging opportunities. With hyperautomation taking care of the time-consuming task of generating real-time insights, your people will have more time and brainpower to improve and evolve your business operations.

Keeping up with digital natives and citizen developers

For many years, technological change has outpaced most organisations' ability to keep up. However, as Generation Z accounts for an increasing number of the workforce, this is set to change.



Described by the Pew Research Center as “a hypercognitive generation, which is very comfortable with collecting and cross-referencing many sources of information and integrating virtual and offline experiences”, Gen Z are digital natives. They're well-equipped to seize new technological opportunities and, therefore, are perfectly aligned with the principles of hyperautomation.

This innate digital understanding, coupled with advanced robotic processes, will deliver business environments in which every employee is a “citizen developer” – empowered to create applications for self, team or cross-business use. Automation will no longer be in the hands of the few, it will be in the hands of everyone.

With overarching frameworks and parameters in place to avoid any threat to the effective workings and integrity of current IT systems, citizen developers will be free to solve problems on the go and define and implement better ways to work. They'll do this at pace, avoiding paralysis by analysis to reduce operational bottlenecks, increase agility and deliver rapid innovation.

Delivering seamless services and engaging experiences

Expleo's Business Transformation Index 2022 report placed customer experience as the number one priority for businesses. As customers become increasingly accustomed to flexible, on-demand services, this trend is only set to continue.

At the same time, the complexity of delivering these modern digital experiences will increase, making it difficult for businesses to meet ever-increasing customer expectations.

Once again, hyperautomation holds the answer. By automating every key process across the front, middle and back-office systems, customer needs can be met with a joined-up approach that exceeds expectations.

AI-powered service delivery bots will provide links between disparate systems to seamlessly source, analyse and deliver information in answer to customer requests – without human input. As well as providing speed to resolution, this approach can increase customer satisfaction by delivering personalised, empathetic and in-context solutions in real time.



Adding certainty to cybersecurity

Every major advancement in technology comes with one notable downside. The more powerful the tools on the market, the more powerful the tools that are in the hands of cybercriminals.

The defences of today, comprising siloed and patchwork legacy systems, are often not up to the task. As cyber criminals increasingly leverage AI and ML to enhance their attacks, the situation is only going to get worse.

Hyperautomation will help to optimise, connect and streamline cybersecurity solutions, alleviating the challenges of disconnected and disparate systems. It will also enhance predictability and encourage proactive responses to cyber threats through new telemetries.

To achieve these objectives, bots will work alongside employees across business verticals to conduct critical tasks. Together, they'll precisely follow predefined processes with 100% compliance and a perfect audit trail. Higher value tasks will be carried out by AI-powered bots that can proactively and predictably respond to cyber threats, by preempting attacks.



Keep your business busy and your people calm



Hyperautomation is much more than a tool, technology or solution. It's a principle that can help you build a better future for your organisation, employees and customers. One in which the stress, tension and intensity required to succeed take place behind the scenes.

So, your people get space to focus their creative, innovative – and above all, human talents, to help your business become the best it can be.

This radical shift in operations is not easy. It demands an open mind and transformational thinking from the top, together with alignment and engagement at every level of your business.

But while hyperautomation is a challenge, it's entirely possible. The businesses that succeed will be those that can embed its core elements into everyday operations.

The core elements for delivering hyperautomation success

Data

Data lies at the root of all automation-driven initiatives.

Hyperautomation delivers the most transformative results with access to complete, current and correct data sets.

Automation Technologies

Data 'feeds' hyperautomation. But automation technologies are the enablers that connect that data with applications to unlock maximum value and scale solutions.

Strategy

Hyperautomation demands an objective re-evaluation of end-to-end processes, business practices and technology investments.

A clear, long-term vision is required for this journey, but obstacles and pain points are to be expected along the way.

Culture

Adoption of hyperautomation must start from the top. The culture should be defined by leaders to encourage employee engagement throughout the process to ensure success.

Ongoing commitment, everyday collaboration and open and honest communication are vital.

Process

Culture may be the foundation of hyperautomation success, but it's little without comprehensive processes and protocols.

These must be tangible and clearly defined with an acceptance that they'll likely evolve over time.

People

Hyperautomation requires employee buy-in and commitment. The transition to full automation needs to happen with the needs and skills of employees in mind.

An informed, engaged and empowered digitally-enabled workforce is paramount to success.

Conclusion

Change is never easy, especially when it has the potential to disrupt the status quo and turn business norms on their head. But like most tasks worth undertaking, it's worth the effort.

Organisations can no longer afford to remain bogged down in automation pilot purgatory. Bound by legacy tech and disparate systems with human potential tied up in trivial, time-consuming tasks.

Not when another way exists – and is already accessible to most.

Hyperautomation can solve the problems of today while freeing your people up to build the business of tomorrow.

By combining a clearly defined strategy, rich data, the right technology platforms and ensuring engagement across all levels of your organisation, you can intelligently automate at scale – creating a new way of working and solving problems.

With your busy business and calm workforce, you can draw insights faster, deliver game-changing customer experiences, and bring out the best in your people. Why wait?



Interested in finding out more about hyperautomation with Expleo?

Visit our online hub full of case studies and further information.

Visit expleo.com/hyperautomation



About Expleo

With extensive expertise and deep domain knowledge, the Expleo hyperautomation service works in partnership with our clients to seamlessly deliver process improvements through automation initiatives.

Expleo ensures all initiatives are optimised and aligned to our client's strategy and goals, incorporating best practice delivery methodologies and quality throughout, with a benefits-first approach. With specialist Developers, Business Analysts, and Programme, Project, and Change Management Consultants, Expleo provides direction and control for both strategic and delivery services. Through over 30 years of experience, Expleo is perfectly positioned to help you navigate your hyperautomation journey and achieve your desired success.

**TO START YOUR HYPERAUTOMATION TRANSFORMATION,
PLEASE CONTACT EITHER:**



Hervé Garnousett
Global Head of Digital, Expleo Group
herve.garnousset@expleogroup.com



Rebecca Keenan
Global Head of Process Automation, Expleo Group
rebecca.keenan@expleogroup.com



Hyperautomation with Expleo



(expleo)

expleo.com