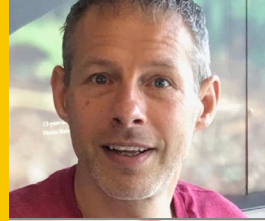


The Impact of Automation

on Modern Business

THE BUSINESS AUTOMATION
WISH LIST



There's no turning back from the fact that disruptive business automation is here. As artificially intelligent functionality delivers more capabilities that we increasingly take for granted, it's difficult to grasp all the implications of this transformation. In this eBook, we aim to illustrate what it means for business, for the people who work in those businesses, and for people served by those businesses every day.

To better understand how automation is changing business, and with the generous support of CA Technologies, we reached out to 7 experts. After many fascinating discussions on this topic, we developed essays that address four key questions:

- **How has business automation changed your operations?**
- **What business processes would you like to automate?**
- **What best practices can you offer to someone who is implementing a large automation project?**
- **What does the future hold for businesses actively pursuing automation?**

In speaking with experts from different industries in both the public and private sectors, it became clear that cost reduction and gains in efficiency are not the only factors that drive automation. They may not even be the most important ones. Successful automation must also deliver greater value in the form of more accurate processes, better products and services, or entirely new value propositions not previously possible.

By providing practical insights into what is happening today and what may be just over the horizon, I believe this eBook will be a valuable resource for anyone planning an automation strategy.



All the best,
David Rogelberg
Publisher, Mighty Guides, Inc.



Mighty Guides make you stronger.

These authoritative and diverse guides provide a full view of a topic. They help you explore, compare, and contrast a variety of viewpoints so that you can determine what will work best for you. Reading a Mighty Guide is kind of like having your own team of experts. Each heartfelt and sincere piece of advice in this guide sits right next to the contributor's name, biography, and links so that you can learn more about their work. This background information gives you the proper context for each expert's independent perspective.

Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

At CA Technologies we are excited about business automation. We think it is the critical enabler to help drive business and empower digital transformation. We have worked with the Mighty Guides team to ask leading practitioners across different industries for their thoughts on the power of automation within their business. We hope you enjoy this compilation of stories.

We believe that, in today's ultra-complex, fast changing world, business automation is not just a differentiator, but an essential component of the modern enterprise. With the prevalence of digital disruptors, the ever-growing influence of big data and the increasing importance of the Internet of Things, automation is the only way businesses can achieve the agility and scalability required to compete. As a gateway to innovation, business automation increases productivity, drives revenue growth, reduces time to market and breaks down silos.

Here at CA Technologies, our automation solutions are designed to help you become more agile and to execute your key business imperatives faster. This will shorten your time to value and help you delight your customers with the best possible user experience. As your usage of automation expands, our solutions will help you orchestrate across different functions and different use cases to drive automation as a critical enabler of your digital transformation. Whether it's attaining continuous delivery for new applications, modernizing legacy systems, harnessing vast amounts of data, or delivering self-services to the business - our solutions provide high availability, unrivalled scalability and end-to-end visibility across all your processes, and from a modern unified interface.

Central to our portfolio is the industry-leading CA Automic One Automation Platform. This unified, open and scalable automation platform acts as a central point of control across your entire business. The overarching architecture ensures agility and stability, standardizing management and configuration of IT processes. It's our 'secret sauce', helping distinguish CA Technologies by driving scalability, openness and performance.

I hope you enjoy this book,



Dr. Chris Boorman
VP, Automation Marketing



CA Technologies is the leader in automation software. We drive competitive advantage by automating IT and business systems, delivering business agility across all environments, from on-premise to the cloud, big data and the Internet of Things. With over 40 years' experience, our solutions facilitate business growth, deliver faster time to value and ensure effective resource utilization, all while staying compliant and mitigating risk.

THE BUSINESS AUTOMATION WISH LIST



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BUSINESS AUTOMATION BRINGS EFFICIENCY, ACCURACY, AND SPEED



DMITRI POUKHOVSKI

VP Operations and IT,
Head of HR,
Parallels, Inc.

Dmitri Poukhovski heads IT, operations, and global HR across all of Parallels' 12 locations. He came to Parallels as VP of IT, expanding his role over his three years at the company. He also advises to a few local startups. Previously, he held various IT roles during his 15-year career at Microsoft. Poukhovski has a degree in Mining Engineering from the People's University in Russia. He also studied at Penn State and obtained his HR certification at Cornell.



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For Dmitri Poukhovski, business automation involves first and foremost taking a manual process and transforming it into a faster, more efficient automated process aided by technology. He's already achieved this goal through several projects spanning multiple business areas at Parallels, where he serves as VP of operations and IT, as well as head of HR.

One example of a successful business automation project Poukhovski recently undertook was in his HR role. Certain HR activities, including recruitment, originally relied on what was essentially a manual handoff between different business units. Now, says Poukhovski, "We get much quicker results as we go throughout the entire recruiting process, from creating the job description on to the interview loop—bringing the candidate on board, screening, and things like that." His HR systems analyst is almost finished migrating all of their manual HR business processes. The updated, automated processes will now be natively served by a platform the company uses, which was the end result Poukhovski and his colleagues had hoped to achieve. >>>



This, to me, is what process automation means. It's basically how to take things from a manual process into an automated process where they make sense.



Once this newly automated HR process is in place, the relevant staff will be able to issue automatic notifications related to recruitment and perform the right workflows as needed. “This, to me, is what process automation means,” he says. “It’s basically how to take things from a manual process into an automated process where they make sense.” When thinking ahead to the cutting-edge technology that will one day power even better automated processes, Poukhovski says, “Blockchain is an ultimate process automation horizon that I’m sure we’re heading towards. But this horizon is still quite far, and we’re not yet in the running for that horizon, specifically from the technology side.”

In the future, Poukhovski hopes to automate how the company tracks its vendor relationships to better understand which business units are using certain services and how they are ultimately benefiting the company. “This work is already helping us shine the light into the corners that we were just way too busy ever to look at,” he says. For example, they may find that the accounting team assigned incorrect categories to certain charges because the original process was unclear. As they are reviewing how the company tracks these vendor relationships, Poukhovski and his team are uncovering several such inefficiencies that they can address to make the overall process function more effectively in the long term. >>>

“This work is already helping us shine the light into the corners that we were just way too busy ever to look at.”

For business automation to achieve its full potential, Poukhovski believes that leadership must have a clear understanding of its benefits and be fully sold on the project. Often the teams have a strong understanding of what's happening, while several layers of reporting separate them from the decision-makers. "The core of the business automation should start with the leaders just getting out of their offices and spending real time with the teams," he emphasizes. "They should listen and absorb the truth, independent of whether they agree with it or not." This way, leadership can gain a true understanding of what a business automation project's impact will be and the company will be that much more likely to succeed in its automation endeavors. ■

KEY POINTS

1 Business automation gives a company the advantages of greater efficiency, accuracy, and speed.

2 Leadership's understanding of the company's business processes can have a great impact on the success of a business automation project.



SHANE WENTZ

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The best piece of advice I can give somebody who is implementing a large business automation project is to ‘improve before you implement.’ In other words, before you automate a process ensure that you improve it to the point you believe it is as effective and efficient as you can get it. If you automate a bad process you simply have an automated bad process, which doesn't help anyone. I would also recommend that the focus always be on the customer. In the end the automation should be put in place to give an added benefit to the customer, often in terms of speed and/or quality. I have seen some organizations lose focus of that and solely look at the benefit to the organization and that normally doesn't end well.

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IMPROVING CUSTOMER SATISFACTION THROUGH BUSINESS AUTOMATION



MIKE HUSKINS

Head of Product
Operations,
Twilio

Mike Huskins is a senior business leader whose passion is to improve the efficiency and effectiveness of an organization's operations. He also has a broad range of experience developing and implementing strategy and completing complex transactions. He is currently the head of Twilio's product operations team. Previously, he was a strategy and operations consultant at McKinsey where he worked across a number of industries, including the semiconductor, financial services, and healthcare sectors.



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As head of product operations at Twilio, Mike Huskins has seen the benefits of business automation firsthand. "We're an API company," he says, "And because we're a platform, our customers will often incorporate our processes into their workflows. What that means for our customers is that rather than having to enter information into our portal manually, they can incorporate that API directly into their own process. That way they can eliminate the need for manual copy-paste work."

When necessary to deliver services, Twilio will share this information directly with its carrier partners through an API, enabling a smoother onboarding process for Twilio's customers. "Our customers are happier because the information flows through more efficiently with less lag time, and members of my team are happier because they're not doing as much copying and pasting of information," he says. Thanks to the time saved, Huskins and his team can turn their attention to automating other processes to further enhance the customer experience and optimize their business. "Each incremental improvement powered by automation frees up capacity for our staff to take on new requests for our customers," he explains. >>>



Each incremental improvement powered by automation frees up capacity for our staff to take on new requests for our customers.



Huskins sees continued benefits from automation. “In terms of focus, I like to make things more self-service for customers, particularly around work intake,” he says. When work intake is not automated, the customer has to send a provider an email with a request and then the provider responds with an email saying, “Sure, we’ll do that for you. Here’s the information that we need.” A lot of back and forth often ensues in which miscommunication may arise or only partial information may be shared, which creates more work and an unnecessary layer of friction.

This is where Huskins thinks continued automation could help. “One of my beliefs around operations is that if the process starts off well, it tends to run smoothly. If things start off on a rocky footing, however, nothing gets better through the rest of the process,” he says. If Huskins and his team use automation to improve the customer request process from the beginning, he feels they could make the entire process flow efficiently from end to end. This self-service approach is also likely to appeal to Twilio’s customers, who tend to be software engineers that enjoy working as productively as possible. >>>

“The faster that we get these things done the sooner we start to get revenue, so there certainly are business-model benefits from our automation.”

Advances in automation help Twilio's bottom line, too. "The faster that we get these things done the sooner we start to get revenue, so there certainly are business-model benefits from our automation," he notes. In some cases, Twilio customers can't start using certain services until provisioning is complete, and they themselves may have end customers who don't start paying until everything's working, which means no revenue comes in for anyone until provisioning happens. "There's definitely a time-to-market aspect, where the more efficiently and faster we can get these things completed the faster everybody's up and running and the faster everybody's making revenue," he explains.

Having already reaped powerful benefits thanks to automation, Huskins aims to continue leveraging it for strategic advantages in the future. In this way, he aims to deliver Twilio's clients an excellent customer experience that inspires greater loyalty while laying the foundation for further innovation. ■

KEY POINTS

1 Processes that begin inefficiently tend to continue that way, so it's beneficial to optimize them from the beginning using automation.

2 Automation can also help businesses achieve faster time to market, ensuring greater customer satisfaction while driving revenue.



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Companies that bring their business process management and digital transformation efforts together across their business ecosystem can harness more value for their customers and employees, and drive desired business outcomes.



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CRITICAL CUSTOMER INSIGHTS CAN ONLY BE GAINED WITH AUTOMATION



RATNESH SHARMA

Customer Analytics
Specialist,
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As a customer analytics specialist at Compuware, Ratnesh Sharma manages sales operations, reporting, and data science initiatives. He uses statistical analytics and predictive modeling to analyze customer behaviors, and is passionate about real-time access to the key metrics that drive business success. Sharma started his career as a financial analyst with Bloomberg and prior to his current role, he worked at CA Technologies. He holds a B.Tech in Engineering from Indian Institute of Technology, Guwahati, and an MS in Quantitative Finance from Baruch College, CUNY.



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Customer analytics has changed drastically since data scientist Ratnesh Sharma worked as “a spreadsheet guy” on Wall Street doing financial and business analysis. Compuware, where Sharma now heads sales operations and business intelligence, resells mainframe software. Until a few years ago, it produced its solutions using the waterfall model of sequential software design and released them roughly once a year. More recently, it has transformed its processes. “Now we are completely agile,” Sharma says. “We are delivering new offerings to the customer every quarter.”

A key company goal these days is achieving what Sharma calls “the ideal scenario”—automated real-time collection, processing, and analytics of Compuware’s extensive customer-data feeds. Gaining insights from that information is key to making smarter business decisions, improving revenue and productivity, and meeting customer experience goals, he says. And it’s a huge task. “We need an infrastructure that supports our real-time analytics,” Sharma notes. “Automation is the key here.” >>>



We need an infrastructure that supports our real-time analytics. Automation is the key here.



The company has made strides and automation has helped, even in its embryonic state. For example, Compuware clearly better understands its customers. It has cleaner insights, into which of its software features are most valued by customers and has reacted accordingly. Traditionally, the company's software was loaded with features, but data analytics demonstrated how inefficient it was. "A good percent of those features was never touched or used by the customer," Sharma points out. Now Compuware has a better read on which features to include and which to leave on the cutting-room floor.

The picture is improving, yet much remains to be done. Compuware wants to use more real-time analytics to gain comprehensive views into the data streams of its various business departments. Some commercially available solutions can help move in that direction by fostering machine learning and artificial data intelligence, but as a whole, that market remains immature. "You will still need a lot of customization," says Sharma. "You have to look for a combination of products to get hold of the solutions." >>>

"This urgency of supplying the real-time data, and running analytics on top of it, is very critical."

As the data scientist responsible for running and reporting analytics to management, Sharma speaks with authority on his company's hunger to resolve the automation puzzle. "This urgency of supplying the real-time data and running analytics on top of it is very critical," he says. "I would say that the more we automate these steps—the more we get those tools that help us automate the processes involved—the more efficient we will be."

Every company wants to understand how and to what extent customers use their products. In Sharma's fiercely competitive market, it's no longer good enough to run end-of-the-month data analyses and poke around for red flags.

Automation is the only way to truly get beyond that. "This is something that, I believe, is the most critical factor," Sharma concludes. "It's going to be a key component for any company that wants to be successful in winning or retaining its customers." ■

KEY POINTS

1 Automated real-time collection, processing, and analytics is the ideal scenario.

2 Automation depends on more real-time analytics to gain comprehensive views into the various business departments' data streams within an organization.



**MOHAMMED AL
GHADBANI**

Business Process
Management — Workflow
Automation BA,
adidas Group



“

Integrate. The most important thing to consider when implementing a large process automation project is not to duplicate your data repositories, and to integrate throughout the enterprise architecture and between legacy systems. Make sure that you have one source of truth for the data, and that you are using it for your automated process (not talking about data security and backups). If in some cases the data is needed in another form or format, do not just create a new source and duplicate everything to it, you can use ETL integration (Extract, Transform, Load) and connect it to your automated process. An integrated process automation project would allow better data quality in the entire enterprise and support your strategy in decision-making.

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FOCUS ON AUTOMATING HIGH VOLUME, ERROR PRONE TASKS



PETER MALEK

Director of Process
Performance &
Operational Excellence,
VMware

Peter Malek is a process and operational excellence transformation evangelist and influencer responsible for leading a global team of experts to create and sustain a culture of continuous improvement with a focus on customer innovation and value creation. In his role, he partners with the business to enable transformative thinking through tailor-fitting and simplifying the application of improvement and CX methods—Design Thinking, Lean, Six Sigma, Robotic Process Automation, Business Process Management—enterprise-wide.



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VMware leader Peter Malek became a strong believer in business automation tools after the company streamlined its opportunity management process. The implementation of a robotic process automation solution at VMware freed up half the number of resources assigned to that work. “We were able to reassign 8-10 resources in under 60 days with the help of robotic automation,” says Malek, director of process performance and operational excellence.

Malek’s team has automated keying and rekeying of data across multiple systems and information sources, replacing manual and standardized tasks involved in processing more than 1,000 orders a day. Shared services representatives once spent roughly 20 minutes per order while working rotating 24-hour shifts. With automation the amount of time required for orders dropped significantly (3-4 min per order), as did the resources required to support the process.

Malek contrasts robotic automation with other business management solutions, which monitor performance and progress against some basic measures. “Robotic process automation is not about tracking where the work is in the flow. It is about performing the work,” he says. “That’s not something that a business management solution can perform.” >>>



Robotic Process Automation is about introducing a virtual workforce integrated with existing skilled resources. Automation isn't about replacing jobs with robots. We'll still need experts and people with knowledge and experience.



The role of spreading business automation in VMware is assigned to Business Transformation and Automation (BTA). Working as the internal consultants, BTA partners with business units to enable transformation and automation using a capability and process led approach in partnership with business IT and the Information Innovation Center. One of the services BTA provided was to drive efficiency and effectiveness is through use of "business process excellence." The BTA developed the methodology for business process excellence by pruning best practices from Lean, Six Sigma, Agile with Scrum, Theory of Constraints, and Design Thinking. In the first year of introducing process excellence methods and frameworks across the business, BTA was able to achieve and measure more than five million dollars in combined saving, cost avoidance, productivity gains, and revenue generation from grass roots efforts alone, demonstrating the power of process excellence put in the hands of individual employees.

Malek's team focuses on four facets as part of building a community and culture of process and operational excellence. The first is building the capability and capacity across the business to employ process-excellence principles, methods and tools. The second is providing surge support, training, mentoring and coaching for those efforts. The third focuses on innovative capabilities to document and manage core business processes, and automate tasks. And finally, adoption of a standard benefits and value realization framework measured the process transformation impact for the business and customers alike. Combined, these facets are applied to enable the transformation of existing, and design of new, processes in a rapidly evolving business that requires continuously improving and transforming to meet business and customer needs. >>>

"In an SaaS environment people want to access capabilities, information and services as quickly as possible. This is another area where automation becomes more critical to customer experience, customer satisfaction, and compliance."

Though the department's reach is wide and deep, Malek summarizes its work this way: "By improving the internal customer experience we will improve the external customer experience through the products and services we offer."

Following the program's success, Malek now sees robotic process automation opportunities in finance and operations, sales operations, partner operations, global services, human resources, and R&D. He believes there's plenty left to automate, and with the shift from perpetual to SaaS for multiple VMware products, the company hopes to build an even stronger customer experience. "In a SaaS environment people want to access capabilities, information and services as quickly as possible," Malek says. "This is another area where automation becomes more critical to customer experience, customer satisfaction, and compliance."

Deciding which processes to automate becomes an important question because it must make economic and business sense. Malek says that high-volume tasks and those with little room for error appear ripe for automation.

VMware still has many processes requiring manual handoffs across multiple stakeholders, systems, and a highly customized application environment. "Streamlining those processes and minimizing the errors will drive operational efficiency and allow the company to set employees minds and time free to tackle problems that require real thinking and innovation," he says. "We can also realign resources to areas where we want employees to spend their time."

Malek sees robotic process automation as a key component of a digital transformation roadmap that will connect with machine learning and natural language processing. Artificial intelligence will eventually be added to the mix. The goal of robotic process automation is to repurpose employees' time toward helping the business grow, innovate, and tackle complex challenges. It is about introducing a virtual workforce integrated with existing skilled resources. "Automation isn't about replacing jobs with robots," he notes. "We'll still need experts and people with knowledge and experience." ■

KEY POINTS

- 1** Deciding which processes to automate becomes an important question because it must make economic and business sense.
- 2** Business Process Management is about tracking where work is in the process including measuring performance, whereas robotic process automation is about automating the actual tasks being performed in each of the steps of the process workflow.
- 3** Automation can lay the groundwork for a smoother transition to a new business model that is operationally efficient and effective and allows for scalability as part of managing increased customer demand and growth.

CA Automation

Our customers use automation to drive the top business imperatives such as growing revenue, retaining customers, and increasing efficiency in a compliant and secure manner.

