



THE AUTOMATION EDGE FOR HIGH TECH

VIDEO TRANSCRIPT

The opportunity to capture full automation potential within internal business functions is significant for the High Tech industry for several reasons.

When you think of High Tech you always associate High Tech manufacturing processes with the latest technology but what you don't think of, is the work that happens across their internal functions.

Where is a good place to start? Finance and IT organizations are logical, lower-risk, starting points. They're ripe for automation because they're relatively mature in terms of digitized business processes and cloud infrastructure. What do you think Alex?

The reality is that the High Tech industry already is familiar with automation, they have already implemented it within their manufacturing processes. The workforce that is within the 4 walls in executing their functional processes has a culture that is prime for automation because they are familiar with it. And it is a competitive advantage in the industry.

There are a lot of organizations that believe that they are well on their way with respect to automation and that they have made a lot of inroads because they got some RPA in place, when really, they've just hit the first frontier. There is a lot more out there. What do you think about that?

Yes, they are closer than what we think, the question is do they have the right structure to execute this.

And I would also say I think they are leaving money on the table. I think that everyone is doing a lot with automation particularly in the High Tech space, but there is still money left on the table and this is an opportunity that has not yet been fully realized.

What makes a company successful when it relates to automation?

I think what makes a company successful when it relates to automation is having some of the basic things in place. And one of those things is change management, which has to exist across the entire automation journey in order to actually have employees wanting to put the time in and actually working through automation examples and viewing those as an opportunity rather than a threat. It is easy for an employee to see automation as a threat, a threat to their job, a threat to what they are doing, and I think that when positioned correctly instead it can really be an inspiration in terms of being able to do higher value work.

I agree. It starts at the top. Change starts at the top. And if there is a top-down mandate in the leadership team from the CEO down to operational managers are aligned that automation is a priority then you have full alignment with the organization and it can help enable that change management.

That of course has to be enabled through a robust and clear structure which we call operating model. Defining clear roles and responsibilities across the organization to enable that change is important.



I couldn't agree more, because otherwise you have a grasp fruits effort where everyone is having their own little shop, doing automation in their own little place versus really having a COE or some type of a model that you are leveraging, so that you have a common platform, common tools being used across the enterprise. There you start to have greater efficiency and you also have some governance on what types of initiative you want to pursuit and you make sure that there is actually value in them.

I agree. It goes without saying that all of this is underpinned by a value case and an investment strategy that needs to be executed, but if you don't have clarity on what those initiatives are, specifically how each one of those are going to drive value, then there is no foundation.

That's right and I think Alex, you and I, have seen in some of our engagements, how hard it is for an organization, to really capture that value, if they do not have those operating models and organizational structures in place