# Executing Automation

Developing and executing an automation program requires bringing together people, process and technology capabilities:

**People**
- Cross-functional automation CoE
- Upskilled talent in RPA, AI/ML tools
- Change management and training

**Process**
- Standard methodology for opportunity assessment
- Defined frameworks for solution design
- Clear governance model and KPIs

**Technology**
- Automation platform as enterprise capability
- Modular tools and components
- Flexible infrastructure and architecture

**Phased Approach:**
1. Assessment - Identify and prioritize processes for automation based on value drivers
2. Business Case - Build ROI justification, resources plan and roadmap
3. Design - Detail process flows, use cases, integration touch points and user experience
4. Development - Configure software bots, test scenarios, finalize protocols
5. Pilot - Deploy automation for select processes and user groups and refine
6. Scale - Rollout across organization in phases as per roadmap
7. Optimize - Continuously improve with additional use cases, technologies and intelligence

**Key Success Factors:**
- Strong executive sponsorship
- Quick wins to establish credibility
- Communications and change management
- Technical support and solution governance
- Adoption, proficiency and utilization tracking

In summary, executing automation requires orchestrating people, process and technology capabilities in a phased rollout approach to deliver business value.