

## Industry Outlook Report

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# The New Digital Process Automation Mindset

Why an employee-first strategy  
makes all the difference

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# Executive Summary

**D**igital transformation initiatives have a high failure rate. Organizations have great potential to implement digital process automation (DPA) for greater employee engagement, fostering collaboration across silos and increased productivity, among other business benefits. DPA represents a crucial opportunity to realize higher revenues or profits, and lower costs, from digital transformation — as long as the employee experience (EX) is addressed first.

When done right, DPA supports a culture of innovation and an enhanced EX which often, in turn, improves the customer experience (CX). When initial DPA efforts focus on making everyday workplace tasks less frustrating and more meaningful, then employees have more energy, motivation, time and the ability to keep customers happier.

This industry outlook report details many of the best practices for implementing DPA and examines:

- Why organizations often lack a broad, cross-functional perspective on key business processes.
- Why it's important to foster constructive employee engagement and collaboration early in the process to support DPA.
- How to align DPA with key enterprise objectives, so employees can see why their work matters.
- How organizations can get started with a sound strategy that embraces the practicalities of DPA.



**73%**  
of all digital  
transformation  
efforts fail

Source: Everest Research<sup>1</sup>

# Introduction

Creating a more compelling customer experience is one of the most popular motives for digital transformation,<sup>2</sup> a movement that is sweeping the vast majority of organizations.<sup>3</sup> Yet, organizations often get a crucial piece of digital transformation backwards: how and when they deploy new digital tools to streamline and automate the business processes that their employees use every day. Nearly three-fourths of all digital transformation efforts fail,<sup>4</sup> but getting this step right could help more organizations realize sustained returns from digital transformation.

Recent studies have demonstrated that improving the EX considerably enhances the customer CX, as well as related business benefits.<sup>5</sup> New research also shows that digital DPA directly improves EX: 71% of employees surveyed in 2019 by Lawless Research said DPA helps them enjoy their jobs more, and around 90% said that it simplifies tasks and collaboration, helping them accomplish more.<sup>6</sup>

In 2020, MIT research revealed that when organizations implement new digital capabilities for customers before deploying DPA internally, EX is impaired: employees usually suffer from increased work complexity.<sup>7</sup> Furthermore, MIT found that, on average, digital transformation significantly affects 67% of employees. Earlier, Gallup found that organizations with highly engaged employees outperform competitors by 147%<sup>8</sup> — however, only about one in three U.S. employees feels engaged on the job.<sup>9</sup> Employees who feel overburdened or overlooked tend to feel less engaged.

When employees directly benefit from how their processes at work are transformed by new digital services, key business goals become easier to achieve. For instance, in 2019, Frost & Sullivan found that when companies automate processes related to workforce engagement management, they are more likely to:<sup>10</sup>

- Achieve overall profitability (96%)
- Provide a better customer experience (82%)
- Increase employee engagement and motivation (60%)
- Grow profits faster (34%)

Organizations that automate business processes for workforce engagement are:



82%  
more likely  
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experience



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Source: Frost & Sullivan<sup>16</sup>

Support from employees is necessary for digital transformation to succeed. According to MIT, the complexity of work is an important determinant of EX. From the employee perspective, successful DPA enhances EX by reducing work complexity. MIT recommends automating operational processes first, before automation of customer-related processes.<sup>11</sup>

Executives appear to underestimate the potential business benefits of enhancing EX through more automated, integrated workplace processes. In a survey by Altimeter Group, only 28% of executives said that one of their top near-term goals for digital transformation is “improving operational agility and modernizing policies and processes to more rapidly adapt to change,” and only 23% reported a top goal of “modernizing the employee experience.”<sup>12</sup>

It’s common for many mission-critical, cross-functional tasks to be handled in laborious, tedious, error-prone ways. Specifically, problematic processes tend to be more:

- **Siloed.** Each department only sees its part of the process — not how work in other departments affects the overall process, and not how their work supports<sup>13</sup> organizational goals.
- **Manual.** Employees must assemble information and context before executing a task. Then they must send emails or chat messages, make phone calls, enter data, transmit spreadsheets, attach sticky notes, and/or hand off printed documents to move the process forward.

Siloed and/or manual processes often cause delays, miscommunication, frustration and finger-pointing. This increases workplace stress, and stressed employees are less capable of providing excellent customer service. Conversely, DPA can yield immediate tangible employee benefits, such as empowering employees to solve more problems and simplify their work.

“Ultimately, process automation helps the people who must fulfill tasks to better prioritize their tasks, measure progress, understand the context of requests and see what’s coming next, and generally take part in their own rescue,” said Matt Klassen, vice president of product marketing for Cherwell Software. “When they can see how much more productive and efficient they’ve become, that usually feels pretty good.”

DPA supports a culture of innovation across the enterprise. Altimeter Group lists this kind of culture change as a hallmark of the most advanced and successful digitally transformed enterprises,<sup>14</sup> as well as the most common goal of corporate investments in innovation.<sup>15</sup>

# Vision: Seeing Beyond Silos

**T**unnel vision can keep organizations mired in procedural inefficiency. Mission-critical processes often span several departments and roles, and these processes are especially likely to be more manual. Lawless Research found that the processes most commonly described as highly or moderately manual (by at least 85% of survey participants in each case) were:<sup>17</sup>

- Onboarding/offboarding employees
- Resolving customer issues
- Conducting performance reviews
- Participating in cross-functional projects

Manual and/or siloed processes cause many problems. In the Lawless survey, 34% of participants reported difficulty performing tasks that involve multiple departments, apps or data sources.

One in four managers said that it's problematic when their team members use different apps for the same tasks.

For example, the employee onboarding process initially centers around human resources tasks, but it also creates work in several other departments. Various people must perform a multitude of tasks to ensure that the new employee becomes productive as quickly and smoothly as possible. However, at many organizations, onboarding is not viewed as a single, coherent, integrated process. Rather, various departments usually believe they are working on separate processes. (See Table 1)



The frustrations managers reported most commonly were:



Inefficiency (43%)



Errors (27%)



Repetitive work (40%)



Software incompatibility (26%)



Miscommunication (37%)

Source: Lawless Research<sup>18</sup>

Table 1: **Employee Onboarding: the full process**

After a new employee accepts a job offer, several stakeholders must execute several sub-processes for that employee to achieve productivity.

Departments and People	How they see their role	Tasks
New Employee	Supply information	<ul style="list-style-type: none"> <li>• Fill out forms for healthcare plan, banking information for paycheck deposits, emergency contacts, etc.</li> <li>• Review and sign employment agreements.</li> </ul>
Human Resources	Coordinate with stakeholders	<ul style="list-style-type: none"> <li>• Transmit employee information and support requests to other departments.</li> <li>• Notify employee's manager of start date.</li> <li>• Set up employee benefit accounts.</li> <li>• Create account in employee portal.</li> <li>• Schedule basic corporate orientation and building/campus tour.</li> <li>• Provide employee manual and policies.</li> </ul>
Legal	Protect corporate interests and assets	<ul style="list-style-type: none"> <li>• Ensure execution and recording of employment contracts.</li> </ul>
Payroll	Ensure accurate, timely payment of salary	<ul style="list-style-type: none"> <li>• Set up employee payroll account.</li> <li>• Enter salary, bank and other data needed for payment processing and verification.</li> </ul>
Facilities	Supply workspace and physical resources	<ul style="list-style-type: none"> <li>• Find and allocate available office space.</li> <li>• Assign parking.</li> <li>• Supply a desk, chair, telephone, and other standard furnishings.</li> <li>• Assign a telephone extension.</li> </ul>
Security	Ensure employee has appropriate access	<ul style="list-style-type: none"> <li>• Take photo and generate identification badge and required access keys/fobs.</li> <li>• Enter employee/job information into access control systems (digital and physical).</li> </ul>
IT	Supply digital equipment and resources	<ul style="list-style-type: none"> <li>• Set up email and other work communication accounts.</li> <li>• Supply a computer and/or mobile device.</li> <li>• Ensure that appropriate, up-to-date software is installed on new devices.</li> </ul>
Training	Transfer basic knowledge and skills	<ul style="list-style-type: none"> <li>• Schedule employee for appropriate training classes (or provide access to appropriate online learning modules).</li> <li>• Track progress and completion of required training.</li> </ul>
Manager of new employee	Accommodate employee and accelerate progress	<ul style="list-style-type: none"> <li>• Notify existing department staff about new employee's start date and responsibilities.</li> <li>• Schedule time to welcome and orient the new employee.</li> <li>• Assign existing employees to help with ongoing mentoring and training in department-specific duties.</li> <li>• Track new employee progress toward productivity.</li> <li>• Set up systems to support performance reviews.</li> </ul>



Amidst these functional silos, there typically is low end-to-end process visibility. That makes it difficult to address delays and complications, impairing the experience of everyone involved — including the new employee, who would be an internal customer in the onboarding context.

“Automation is always harder when a process crosses multiple departments,” said business process management analyst Sandy Kemsley. “Usually, no one takes ownership to make sure it completes. Nobody is keeping track of how the overall process is doing. Every department focuses on their part, not on the overall goal of the process.”

Disagreements, inconsistency, blame, confusion and power struggles often emerge as these silos are bridged. “When people only see their department’s part of the process, and when everyone feels pressured, it’s easy to put the blame for process difficulties elsewhere,” said Andy Coyle, principal consultant for Kiefer Consulting. “Everyone thinks their department is doing great, but they never really all get together to talk about lead times, data needs, or integration of components. Their vision isn’t developed at that level.”

For instance, when troubleshooting employee onboarding delays, Human Resources might say, “There’s nothing wrong with what we’re doing, but IT always takes a week to deliver equipment, and accounting always has errors.” Meanwhile, IT might say, “We’re doing our part, but HR should provide

earlier notice of new hires.” Early conversations among stakeholders across the enterprise might be uncomfortable due to legacy blame — but eventually, key stakeholders usually see the bigger picture.

When planning for DPA, organizations should engage people across the enterprise early and often. Gaining early input and support from employee stakeholders ensures that processes are redesigned with their needs in mind. This engagement also helps build clarity across teams, departments and roles about what their existing processes really are, which goals they share, and how more automated processes can help them all work together better.

Automating more business processes can give organizations the flexibility they need to pivot quickly, especially during an emergency.

For instance, as the COVID-19 crisis unfolded in early 2020, most organizations were challenged to suddenly enact massive changes in their work processes and workforce. Specifically, they had to shift large numbers of employees to telework, and/or make substantial temporary or permanent workforce reductions. Both of these processes entail many tasks, distributed across multiple departments and roles. In this situation, process automation can remove delays and uncertainties, helping departments and coworkers handle even the most difficult transitions more smoothly. (See Table 2)

Table 2: **Shifting an Employee to Work-from-Home (WFH)**

During the COVID-19 crisis, many organizations shifted a large portion of their employees to telework. This complex process involves many roles, departments and tasks.

Departments and People	Tasks
Employee (newly WFH)	<ul style="list-style-type: none"> <li>• Prepare an appropriate home office space.</li> <li>• Acquire and set up devices needed for work: computer, monitor, headset, phone, etc.</li> <li>• Install or update software needed for WFH (if using your own computer).</li> <li>• Gain online access to work systems.</li> <li>• Learn and follow new cybersecurity requirements.</li> <li>• Test and troubleshoot new remote processes and tools.</li> <li>• Establish a “new normal” (telework daily routine).</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Revise enterprise-wide policies for telework (time tracking, etc.). Communicate these to all departments and affected personnel.</li> <li>• Update benefits offerings and personnel policies to account for the impact of a current crisis and work situation.</li> <li>• Identify which employees are essential for on-premise work or in field operations, if any. Establish policies to ensure their health and safety.</li> <li>• Educate and support managers and team leaders with best practices for remote work.</li> <li>• Update/expand employee portals for benefits, payroll, etc.</li> </ul>
IT	<ul style="list-style-type: none"> <li>• Create/update technology policies and standards for remote work.</li> <li>• Select or expand access to tools for teleconferencing, collaboration, etc.</li> <li>• Assess telework needs for computers, peripherals, mobile devices and software. Allocate, configure and deliver these to employees as needed.</li> <li>• Update or extend automation of processes, including fully automating more tasks with robotic process automation (RPA).</li> <li>• Create or expand online access to all work systems (finance, ERP, email, etc.).</li> <li>• Collaborate with Security to maintain cybersecurity in a more distributed environment.</li> <li>• Update provisioning for IT/data infrastructure: server/cloud capacity, storage, user accounts, etc.</li> <li>• Support WFH employees: address technology questions, solve problems.</li> </ul>
Security	<ul style="list-style-type: none"> <li>• Review/update cybersecurity requirements, capabilities and policies to safely support expanded remote work (VPN, encryption, identity management, etc.).</li> <li>• Collaborate with IT to ensure cybersecurity of WFH tools and processes.</li> <li>• Update access control systems for buildings, parking, and other facilities.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>• Adjust building automation and systems (HVAC, lighting, etc.) for reduced occupation.</li> <li>• Update processes for cleaning, disinfection, maintenance.</li> </ul>
Department or Team Managers	<ul style="list-style-type: none"> <li>• Coordinate with employees about new work processes (both WFH and remaining essential on-premise or field operations).</li> <li>• Ensure continued productivity, support employee engagement and morale.</li> <li>• Troubleshoot business and operational processes, identify obstacles, solve problems.</li> </ul>



**“While such technology can be helpful, it’s important never to lose sight of the fundamental purpose of DPA: It’s about helping people.”**

Sadly, the COVID-19 crisis required many organizations of all sizes across the U.S., and the world, to temporarily furlough or permanently release many workers from employment. The hardest and most important parts of offboarding involve human communication and relationships, and these duties are less likely to be enhanced through automation. However, several ancillary offboarding procedures can be automated. In particular:

- Updating employee records with the date and reason for termination/furlough
- Delivering final payments, including severance pay
- Providing exiting employees with documentation of their termination, and connecting them with unemployment compensation and new or continued health insurance
- Securing access to work systems (email, etc.)
- Ensuring the security of confidentiality of physical and intellectual property, as well as internal business information

To create a shared vision of the goals of automation, it’s essential to link automated processes directly to organizational success. Well-designed key performance indicators (KPIs) can be essential to ensure not only that automation aligns with organizational goals, but also to help stakeholders see how the work they do every day directly contributes to the success of their organization.

For instance, helpful KPIs that can be incorporated into many common automated business processes might include estimated impacts to revenue, profitability, customer satisfaction, efficiency, employee satisfaction, regulatory compliance, net revenue per customer, growth or sustainability.

In a 2019 blog post, Kemsley explained: “Any metric that is based on individual (or departmental) performance, but that cannot be aligned up the hierarchy to a corporate goal, is probably going to be detrimental to overall performance, or at least neutral. If you can’t show how a task is contributing to the good of the enterprise, then why are you doing it?”<sup>19</sup>

For larger enterprises, a Business Value Orchestrator (BVO) can help ensure alignment of all processes with the organizational goal. In a report explaining how to establish a BVO platform, Everest Group explained that BVO is “a platform that acts as a nodal center, orchestrates integration of operations data, generates actionable insights using advanced analytics, and facilitates intelligent automation of IT and business processes to improve business performance and efficiency.”<sup>20</sup>

While such technology can be helpful, it’s important never to lose sight of the fundamental purpose of DPA: It’s about helping people (the employees, customers and other stakeholders who together comprise the organizational ecosystem), not just deploying tools and platforms.

# Practicalities and Strategy for DPA

**E**arly in DPA planning, organizations should solicit input from stakeholders to ensure that processes are automated with their needs in mind. This also helps build clarity across teams, departments and roles about what their existing processes really are, which goals they share, and how more automated processes can help them all work together better.

Legacy technology and rigid organizational culture are common hurdles. “Particularly in the public sector, existing technology is old and people tend to be inflexible about processes that haven’t changed for years,” Coyle said. “You still see paper folders with routing sheets, moving to people’s desks for approval.”

It’s easy for people who are accustomed to manual processes to quickly see the potential benefits of automation. But they should also learn how DPA works, in practical terms.

Typically, DPA does not mean automating every task within an overall process. Humans still must review information, make decisions, take action and communicate with other humans. However, it’s usually possible to automate how people engage sequentially in a process. The right information, approvals, prompts and checklists can be immediately served to the right people at the right time, minimizing the need for many small, time-consuming or tedious tasks.

The employee experience also improves when employees are empowered and equipped to solve their own problems. Here, automation solutions featuring IT service management and “low code” can be especially helpful. (See Table 3)

Table 3: **Essential features of successful DPA platforms**

DPA feature	What it does	Benefits
<p><b>IT Service Management (ITSM).</b> Technology framework that supports process automation by creating a catalog of digital services that allows users to accomplish specific tasks.</p>	<p>Uniform method (across the enterprise) for making requests, accessing resources, executing tasks. Examples:</p> <ul style="list-style-type: none"> <li>• Ordering a new office chair</li> <li>• Scheduling vacation time</li> <li>• Confirming that a spreadsheet meets financial reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Easy and fast for IT to deploy automated services to replace manual processes.</li> <li>• More efficient use of IT staff time.</li> <li>• Services can be easily replicated and customized for different departments and use cases.</li> <li>• Easy to associate tasks with an end-to-end process.</li> </ul>
<p><b>Low code.</b> A way to create programs that requires little or no understanding of programming languages or technical frameworks.</p>	<ul style="list-style-type: none"> <li>• Employees who may not be programmers can create or customize some of their own automations.</li> <li>• A drag-and-drop visual interface allows selection and configuration of pre-existing code modules.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employee empowerment to solve some of their own problems.</li> <li>• Builds organic support for a culture of innovation and digital transformation.</li> <li>• More efficient work, better EX.</li> </ul>
<p><b>Robotic Process Automation (RPA).</b> Using “software robots” to automatically execute tasks within a process that was formerly handled manually.</p>	<p>Minimizes the number of tasks that humans must perform. Primarily useful for routine, repetitive tasks such as:</p> <ul style="list-style-type: none"> <li>• Updating records</li> <li>• Transaction processing</li> <li>• Data verification or corroboration</li> <li>• Automated message response (including chatbots)</li> </ul>	<ul style="list-style-type: none"> <li>• Simpler, faster, smoother overall workflow.</li> <li>• Enhanced customer and employee experience.</li> <li>• Reduced errors.</li> <li>• (With low-code tools): Increased employee empowerment.</li> </ul>

ITSM and low code are not new technologies, but digital transformation (DT) significantly alters how they work. In the context of DT, business metrics like outcomes and value become more relevant than traditional IT metrics.<sup>21</sup>

Similarly, low-code tools allow executives, managers, line-of-business employees, and other stakeholders to help design, and sometimes help develop, their own automation solutions for key processes. Modern low-code tools typically support workflow mapping, so even if employees are not building automations they can describe desired process improvements in ways that will be easier for IT staff and developers to implement.

Rob ten Kroode, CEO of the resource website LowCodePlaza.com, advised that organizations should carefully balance the capabilities of highly skilled developers (internal or outsourced), less-skilled developers, and “citizen developers” who are newly empowered by low-code tools. “For most of the bigger apps and systems I see being built with low-code platforms, it’s usually not in-house staff who are doing the heavy lifting of development,” he said. “Often the employees will start the process, but then realize they don’t have the time or it’s more complex than they thought. Many of those projects get abandoned. People need to know that it’s still OK to ask for help.”



“Low-code tools can really free an organization to innovate,” said Matt Klassen, vice president of product marketing for Cherwell Software. “When low code is a feature of a central automation platform that’s deployed across the enterprise, and people see their coworkers using it, they often feel empowered and excited. Everyone starts thinking about, and participating in, automating processes. It’s highly creative.”

Starting small is essential to DPA success. Kemsley recommends beginning by automating just one or a few processes, within a single department. Without the complexities of interdepartmental processes and politics, it’s easier and safer for a smaller group of employees to learn how automation can be applied to their internal processes.

“Companies often start with a departmental initiative,” Kemsley said. “They automate some internal processes that are important on their own, and that also are part of a bigger interdepartmental process. They start small and creep outward. Then, people in other departments start experiencing benefits from those improvements. They notice this, and ask about it, and then they start to get motivated to automate their part of that connected process. Small, good, specific examples of automation are rather contagious.”

A highly visible and engaged champion is extremely helpful when beginning to automate processes. This person helps define, and clearly communicates, the

organization’s vision for automation. They persuade stakeholders motivated to overcome frustration, blame and fear, and encourage and celebrate collaboration and initiative.

Top executive support for process automation is helpful, but this champion need not work in the C-suite. A team leader, department manager or other highly motivated stakeholder (or perhaps a few such people across the organization) might be better prepared to recognize the potential of automation, and have a passion for solving systemic problems.

“The best champions of automation are excited about the vision, and they can get other stakeholders excited about it,” said Coyle. “They know enough people across the enterprise to pull the right people into a room together early, to discuss what their current processes are and how they can be improved. They can handle conflict and provide encouragement. They show how automation can solve problems that everyone hates. They can convince their colleagues that the extra short-term effort required to automate processes will yield big long-term benefits.”

When considering how to scale process automation across a large enterprise (especially as that organization and the environment in which it operates continues to evolve), there are three basic approaches, each with benefits and tradeoffs.

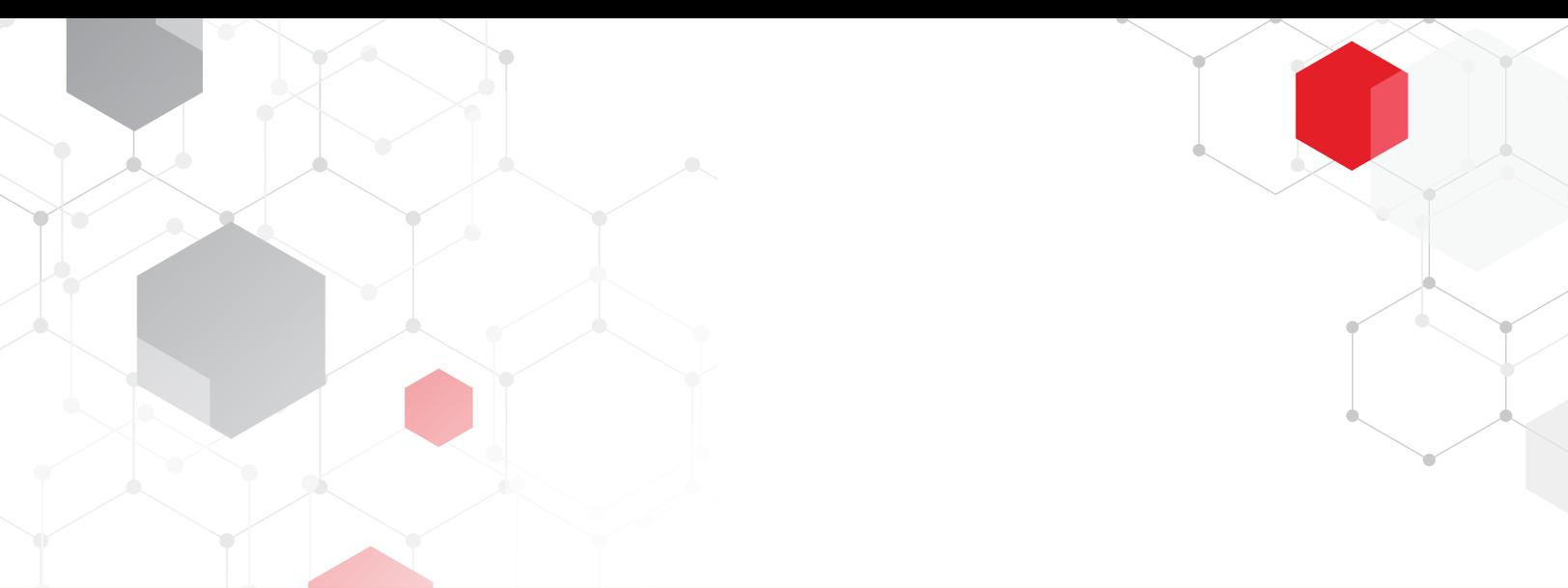
(See Table 4)

# Strategic Approaches to DPA

Table 4: **How to scale process automation across a large enterprise**

Departments and People	Benefits	Tradeoffs
<p><b>Distributed.</b> IT provides departments and champions with automation tools, as well as training and support in using them. Then, IT mostly steps aside so departments and cross-departmental teams can automate their own processes at their own discretion.</p>	<ul style="list-style-type: none"> <li>• Tends to maximize empowerment and innovation.</li> <li>• Likely to work best in smaller organizations with simpler processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology governance problems. More potential inconsistency when automations developed in relative isolation are expanded or integrated across the organization.</li> <li>• Resulting processes might still reflect a department's tunnel vision on their part of a process.</li> </ul>
<p><b>Centralized.</b> IT takes ownership for implementing all automation that happens across the enterprise. They define best practices and standards, field requests for new services, set priorities, and develop automations which are then deployed to/ across other departments.</p>	<ul style="list-style-type: none"> <li>• Ensures that automations integrate well with each other.</li> <li>• Helps keep automation priorities and solutions uniformly aligned with organizational KPIs.</li> <li>• More appropriate in large organizations with IT departments and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Can create a backlog of process automation requests, which means lower-priority inefficiencies (and their costs) will persist longer.</li> <li>• Employees are less empowered, and might be alienated from innovation.</li> </ul>
<p><b>Hybrid.</b> A Center of Excellence (CoE) for process automation can include skilled developers and other IT resources, as well as key stakeholders with process-specific expertise from departments across the enterprise. The CoE creates best practices and a technical framework, takes responsibility for technical governance, acts as internal consultants and trainers, and selects platforms and features.</p>	<ul style="list-style-type: none"> <li>• Fosters a culture of innovation, where motivated and engaged employees have a clear path to become empowered "citizen developers."</li> <li>• Ensures scalability and reliability of systems and processes.</li> <li>• Reinforces that DPA is not all about IT.</li> <li>• Distributes ownership, authority and responsibility for DPA across the enterprise.</li> <li>• Shifting membership increases new ideas and decreases burnout.</li> </ul>	<p>Requires processes for:</p> <ul style="list-style-type: none"> <li>• Identifying and engaging CoE candidates.</li> <li>• Bringing new member up to speed.</li> <li>• Ensuring that all team actions and knowledge are captured coherently and consistently.</li> </ul>

**“I believe, in the long run, the hybrid approach will win out,” said Klassen. “There often is a need for clear leadership and guidance for how automation happens — and also, organizations need to keep it real by making sure people across the enterprise are motivated and empowered to create their own solutions. That’s what makes the difference between strategic, thoughtful automation, and simply digitally repackaging inefficient, siloed processes.”**



# Conclusion

Executives who are planning for future growth cannot afford to ignore digital transformation, including DPA. Automating business processes by deploying new digital services in an integrated, strategic approach across silos presents a significant opportunity to enhance the employee experience of digital transformation. This, in turn, supports a better customer experience — which helps an organization reduce costs, earn more revenue and increase profitability.

With appropriate tools, such as low-code solutions, employees who might be frustrated or slowed by existing manual processes can do more than provide input for change. They can be empowered to play a practical role in making that change happen.

The key is to pursue DPA internally first, to improve the employee experience and cultivate a culture of innovation. If early projects are small and carefully selected, and if automation is consistently and clearly aligned with enterprise goals, business and customer rewards should follow.

- <sup>1</sup> [Harnessing Operational Insights for Digital Transformation](#), by Preetam Koka and Yugal Josh, Everest Group, Aug. 17, 2019.
- <sup>2</sup> [The State of Digital Transformation 2018-19](#), by Brian Solis, Altimeter Group, Jan. 24, 2019.
- <sup>3</sup> [100 Stats On Digital Transformation And Customer Experience](#), by Blake Morgan, *Forbes*, Dec. 19, 2019. Featured statistics: “70% [of survey participants] either have a digital transformation strategy in place or are working on one” ([TechRepublic](#), 2018). Also, “Nearly half of all companies say improving customer experience and customer satisfaction were the leading influences to start a digital transformation.” ([PWC](#), 2019).
- <sup>4</sup> [Harnessing Operational Insights for Digital Transformation](#), by Preetam Koka and Yugal Josh, Everest Group, Aug. 17, 2019.
- <sup>5</sup> [The Direct Connection Between Employee Experience And Customer Experience \(And How To Improve Both\)](#), by James Gilbert, *Forbes*, Sept. 4, 2019.
- <sup>6</sup> [Work Process Integration: Bad News Is Good News](#), report on a blind survey conducted by Lawless Research, sponsored by Cherwell Software LLC, 2019.
- <sup>7</sup> [The Employee Experience of Digital Business Transformation](#), research briefing, Center for Information Systems Research, Massachusetts Institute of Technology, by Nick Van Der Meulen and Kristine Dery, Jan. 16, 2020.
- <sup>8</sup> [How Employee Engagement Drives Growth](#), by Susan Sorenson, Gallup, June 20, 2013.
- <sup>9</sup> [Employee Engagement in U.S. Stagnant in 2015](#), by Amy Adkins, Gallup, Jan. 6, 2015.
- <sup>10</sup> [Workforce Engagement Management: How to Engage Your Team for the Best Customer Experience](#), white paper by Frost & Sullivan, sponsored by Genesys, 2019.
- <sup>11</sup> [The Employee Experience of Digital Business Transformation](#), research briefing, Center for Information Systems Research, Massachusetts Institute of Technology, by Nick Van Der Meulen and Kristine Dery, Jan. 16, 2020.
- <sup>12</sup> [The State of Digital Transformation 2018-19](#), by Brian Solis, Altimeter Group, Jan. 24, 2019.
- <sup>13</sup> [Manual vs Automated Business Processes](#), Mindfield Consulting website (undated).
- <sup>14</sup> [The State of Digital Transformation 2018-19](#), by Brian Solis, Altimeter Group, Jan. 24, 2019.
- <sup>15</sup> *ibid*
- <sup>16</sup> [Workforce Engagement Management: How to Engage Your Team for the Best Customer Experience](#), white paper by Frost & Sullivan, sponsored by Genesys, 2019.
- <sup>17</sup> [Work Process Integration: Bad News Is Good News](#), report on a blind survey conducted by Lawless Research, sponsored by Cherwell Software LLC, 2019.
- <sup>18</sup> *ibid*
- <sup>19</sup> [Goals and Metrics](#), post by Sandy Kemsley, Column2 blog, Aug. 1, 2019.
- <sup>20</sup> [Harnessing Operational Insights for Digital Transformation](#), by Preetam Koka and Yugal Josh, Everest Group, Aug. 17, 2019.
- <sup>21</sup> [Will Automation Eliminate the Role of ITSM?](#) by Doug Tedder, Institute for Digital Transformation, Apr. 6, 2016.

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