When companies are moving from specific solutions with a handful of software robots to enterprise scale, they often find the C-suite support they once had has dwindled. Focus on what you can accomplish today and tomorrow, not on an abstract goal. Guide executives through the impact they can have by demonstrating what they need to do, where they need to rethink approaches, and where the technology can apply.

Fulfilling your vision requires an automation operating model that encompasses the entire business. Building a robotic Center of Excellence (CoE) is a key component, but it’s only part of the automation operating model. This model operationalizes the support of RPA deployment, scaling, and transforming throughout the software development cycle.

It’s relatively easy to demonstrate ROI with those early proofs of concept, but once you scale beyond these use cases your values have to evolve. You’ll most effectively progress by justifying investments based on value creation—not just cost reduction. This requires a holistic way of measuring the impact of automation.

Align your automation initiatives to strategic objectives by focusing on the workflows that support business outcomes. Identify your desired business outcome, work back to the processes and tasks that support it, and see where automation can help.

Even without explicit regulatory guidelines for automation, your automation operating model must be able to satisfy internal and external auditors. The key to success with this pillar is to apply a controls framework to process automation. Map these requirements to the procedures you’re using to automate processes end to end.

After you’ve built an operating model, sustained executive sponsorship, learned how to intake processes, and justified financial investment, the next step for growth is to develop an attended robot strategy that leverages citizen developers to identify opportunities big and small.