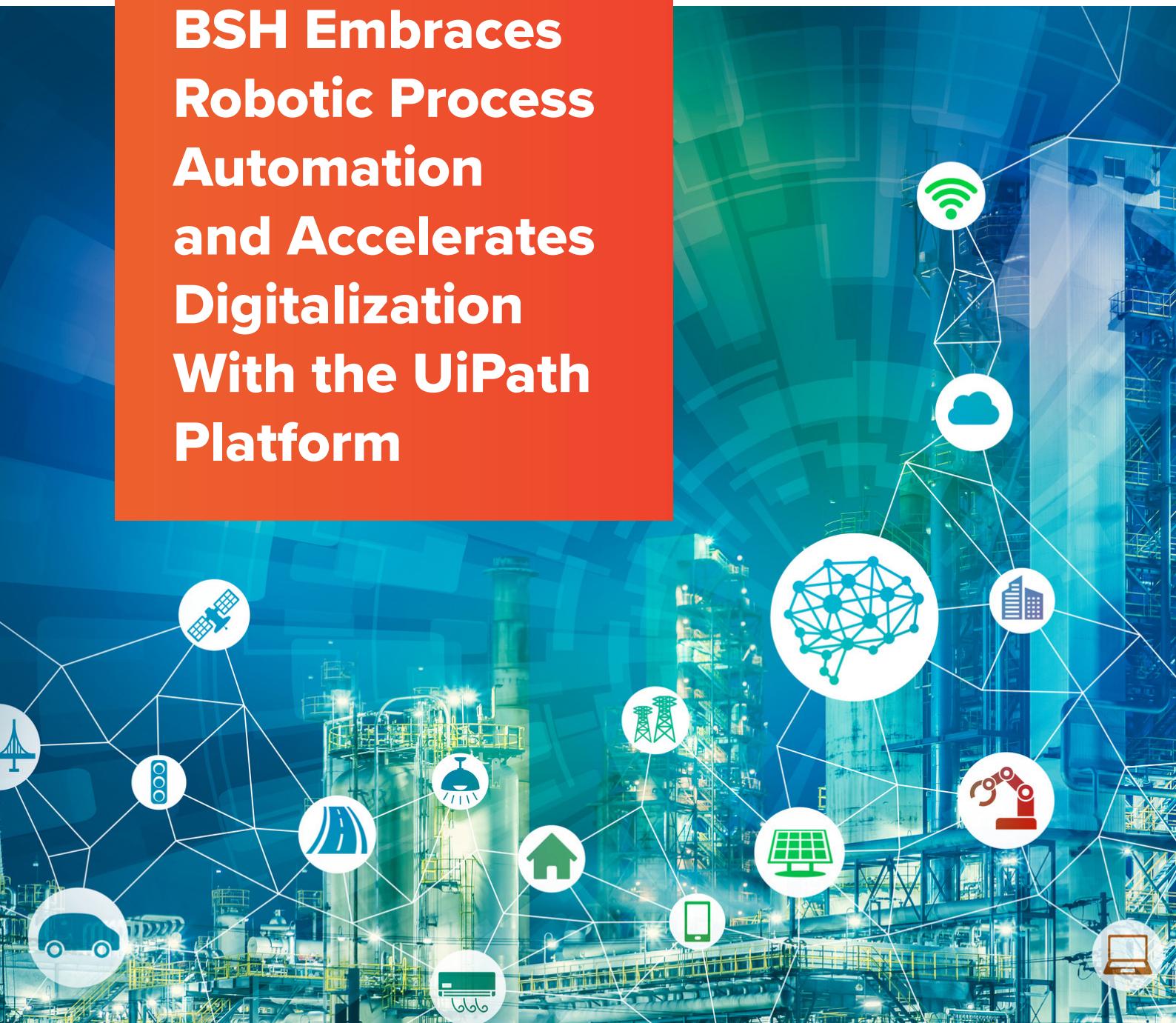


BSH Embraces Robotic Process Automation and Accelerates Digitalization With the UiPath Platform



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The UiPath logo, consisting of the word "UiPath" in a bold, red, sans-serif font, with a small trademark symbol (TM) at the top right.

IDC OPINION

Technological advancements have changed the way we work over recent decades, and organizations have reformed themselves in the process. So why is this time different? Why has work transformation — or the ‘Future of Work’ — become such a disruptive force that is altering corporate cultures, augmenting stakeholder roles, and changing how business is conducted? And why are organizations struggling to support and adjust to the new work experience?

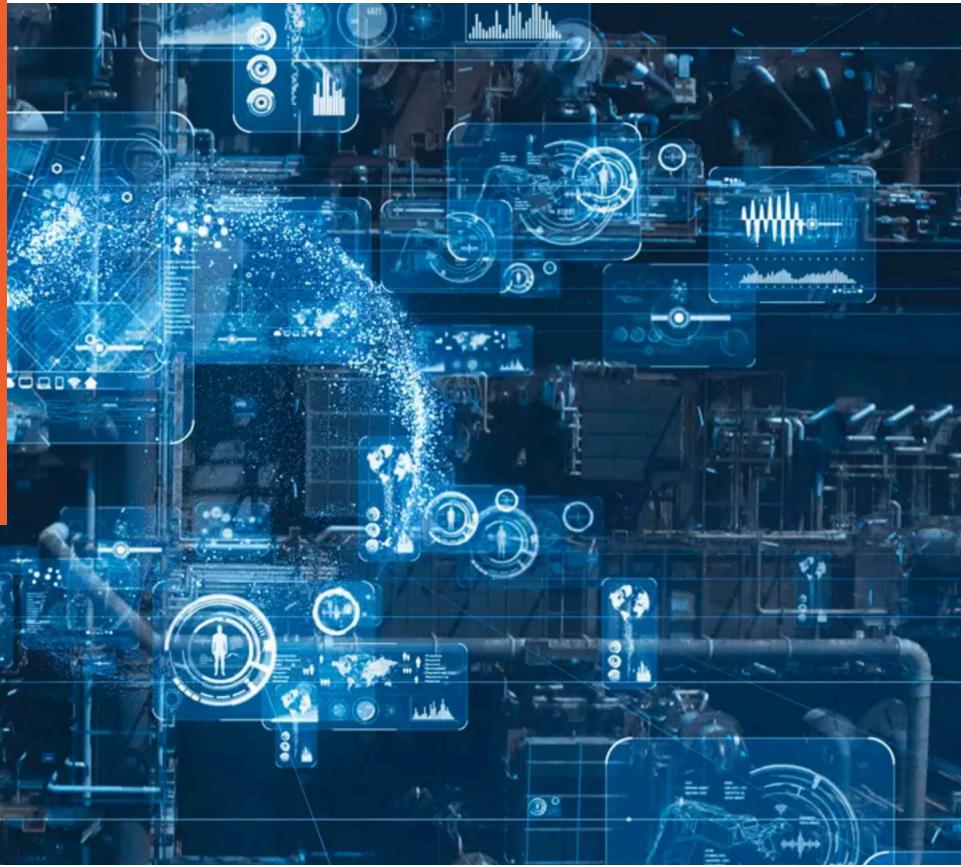
The 21st century economy requires workers to operate as dynamic and reconfigurable teams that can quickly adapt to new business demands and market requirements at any time and from any physical location. The COVID-19 pandemic has clearly highlighted this necessity. As organizations accelerate and expand their digital transformation (DX) initiatives, traditional work models will prove to be deficient in terms of agility, adaptability, and scalability. Moreover, employees will start to focus on higher-value activities as they increasingly work side by side with ‘digital coworkers’. The Future of Work is about the rise of the human as the new driver of value — with skills such as imagination, creativity, and empathy gaining prominence. This human-centeredness requires entirely new work environments, organizational structures, and metrics for success.

In this context, robotic process automation (RPA) solutions are vital to the success of any company’s DX journey. RPA incorporates digital workers — essentially, these are software robots that, when initiated at predefined times or triggered by an external event, can automatically execute deterministic, repetitive, standardized, high-volume, and rules-based tasks by capturing and analyzing structured data and working across several interoperable systems (such as applications). The term RPA is also used by all industries to point to the ‘digital workforce’.

To gain insights into how leading companies are improving their automation processes, increasing productivity, and minimizing operational risks via the use of RPA solutions, IDC recently spoke with the service manager of IA (Intelligent Automation) department at BSH. The discussion centered on how BSH is using the UiPath Platform to meet its rapidly evolving business needs.



IN THIS BUYER CASE STUDY



This IDC Buyer Case Study examines the key reasons BSH chose UiPath to address its business requirements. The study will show how organizations are seeking to automate their centralized and distributed processes can follow the example set by BSH. It will conclude by providing practical guidance to companies aiming to bolster their operational efficiency and employee satisfaction via end-to-end automation.



SITUATION OVERVIEW

ORGANIZATION OVERVIEW

**BSH**

BSH Hausgeräte is one of the world's leading home appliance manufacturers. The company's portfolio includes globally recognized brands such as Bosch, Siemens, Gaggenau, and Neff, as well as Turkish brands like Thermador, Balay, Profilo, Constructa, Pitsos, and Coldex.

Founded in 1967 as a joint venture between Robert Bosch (based in Stuttgart) and Siemens (Munich), BSH has been 100% owned by Bosch Group since January 2015. Over its history, which spans more than 50 years, BSH has grown from a German exporter into one of the world's leading home appliance manufacturers. With around 58,000 employees worldwide, BSH's turnover in 2019 was around USD 14.75 billion.

BSH uses 40 factories located around the world to produce its entire range of modern home appliances. The product portfolio includes cookers, ovens and extractor hoods, dishwashers, washers and dryers, fridges, and freezers, as well as vacuum cleaners, coffee machines, and food processors.

In order to meet constantly evolving consumer needs, BSH is seeking to transform itself from a supplier of home appliances into a company that offers personalized digital functions, services, and content (in addition to home appliances). For example, BSH's new cross-brand Home Connect platform supports its rapidly growing ecosystem of connected home appliances and consumer-centric services.

SITUATION OVERVIEW

CHALLENGES AND SOLUTIONS

To stay competitive over the long term, industrial machinery manufacturers need to ensure that they stay relevant to their customers while generating additional revenue streams. Digital platform strategies can play a major role in this respect as they help manufacturers differentiate their products. This differentiation can be achieved by providing customers with relevant value-added and data-driven solutions for connected industrial machinery assets. Moreover, digital platforms can include additional sales channels that allow industrial manufacturers to boost sales of spare parts or enhance the uptake of after-sales services.

According to a recent CIO survey conducted by IDC, 54% of organizations in Turkey have accelerated or brought forward their digital road maps by almost one year. Automation will be key to achieving these new DX priorities as it empowers employees and allows line-of-business leaders to focus on more strategic objectives instead of spending time on mundane, repetitive tasks. A December 2020 survey conducted by IDC revealed that 70% of organizations in Turkey will start investing in RPA or significantly increase their spending on RPA over the next 12 months.

As a company, BSH has been carrying out numerous projects during its DX journey that have boosted the ROI of different internal functions. End-to-end intelligent automation is one project within this DX journey that will boot BSH's operational efficiency and employee satisfaction levels by removing repetitive, low value tasks from workers' daily schedules.

BSH started its automation journey activities with one center of excellence in Istanbul in 2019. The CoE is responsible for the platform management, RPA development and raising awareness on intelligent automation. Later, the development capability has grown outside of the CoE by introducing local development hubs which comprise of seasoned citizen developers who are willing to develop RPA for all the departments in their locations. There are five local development hubs which develop per respective location and the CoE covering the rest globally. Moreover, there are more than 100 automated processes, 75 developers, 65 of which are citizen developers working outside of the CoE. Finally, software robots have been working around 4,000 hours monthly to execute all the automation.



BSH used the Teamcenter product life cycle management (PLM) application that made use of several technical drawing and documents (such as those related to product data, engineering change orders, material, and release/sampling processes). The PLM application also utilized data-exchange documents (called RFx) and standard BSH documents (such as user manuals, specifications, and sample reports). This application retains and shares product information, allowing product life cycles to be monitored. BSH chiefly sought out an RPA solution to prevent users from making errors in manual processes, eliminate organizational errors, and ensure regular reporting.

Teamcenter had a unique user interface that was difficult to navigate. At the same time, the processes of the different business units associated with Teamcenter were not sufficiently understood and did not adhere to pre-set rules/workflows. For these reasons, it was necessary to review and define the working methods and processes used by business units throughout the RPA project. The main objectives of the project were to depersonalize all processes and prevent them from being prone to errors. Reducing the burdensome day-to-day tasks of employees was another key goal.

BSH conducted extensive research and held one-on-one interviews to find the ‘best-fit’ solution provider. BSH also hosted meetings with different companies that had undertaken similar RPA projects. At the end of these discussions, BSH decided to work with NTT Data as a solution partner and UiPath as a technology provider, as both companies provided the most appropriate solutions and support. Their knowledge of BSH’s business processes, having already delivered successful projects for the company in the past, was also important. Main criteria for UiPath’s selection were the human emulation capabilities supported by its computer vision technology and ease of use for its development environment to support faster path to production.

Following the implementation of the UiPath RPA solution in 2019, BSH was able to automate numerous processes (such as reminding users of assigned tasks, tracking delay times with suppliers and reminding relevant purchasing officers of the same, closing tasks with completed procurement processes, and updating material release processes on SAP). Moreover, BSH’s Çerkezköy team helped execute the first RPA project within the company. This created a very productive environment and provided team members with experience for further RPA projects. BSH will find that determining and developing business processes and strategies will be much easier and more effective in future projects.

RESULTS



BSH garnered many commercial benefits from the UiPath solution. For example, the company was previously unable to remind specific users of pending tasks. In addition, automation allowed many new reporting processes to be implemented. Better and more accurate definitions of BSH business processes were among the other unexpected positive outcomes. The value delivered by UiPath was more clearly observed when the project went live. Thanks to this solution, an average of 3,000 working hours are saved each year only from this one process in BSH total of around 100 processes working in BSH UiPath environment.



The UiPath end-to-end automation platform has delivered several management and significant strategic advantages. Most importantly, BSH became the first company to carry out an RPA project of this size on the Teamcenter application (this application is used by many different organizations around the world). This project has helped BSH achieve positive results for Teamcenter-related processes much earlier than its competitors.



In addition, UiPath enabled BSH to increase its operational performance. Better management of processes, especially those linked with suppliers, led to financial and operational gains. For example, prior to UiPath, tracking the status of many samples required a lot of email and phone traffic. After the project implementation, returns that used to take days accelerated, and production losses decreased. In terms of efficiency, the possibilities of daily human error were eliminated and the reports submitted to management became more effective. An RPA use case delivered in the call center saved 8,000 working hours of agents yearly in just one location. Thus, BSH employees were able to focus more on productive workloads as they no longer needed to carry out repetitive tasks.



The UiPath environment, which is a concrete example of 'no code/low code' practices in general, is considered one of the most important applications at BSH. This implementation allows users to automate simple-but-time-consuming daily processes without the need for deep coding knowledge. As a result, daily routine work will be replaced by creative and innovative tasks. Moreover, the project will be rolled out in other BSH locations and factories, especially in Çerkezköy.



BSH's RPA organization has established a competence center, and its client node/citizen developer sub-units will act according to defined workflows/rules. Therefore, RPA practices will create accessible environments, even for the smallest business unit. This will enable employees to do their jobs more efficiently and attract the attention of other BSH departments that have not yet internally employed RPA.



Many BSH processes that were previously created and managed by people are now free of errors and delays. In particular, the BSH management team can obtain many easily accessible reports that enable them to follow workflows. BSH has claimed that teamwork — as well as the willingness to deal with challenges — is the most important goal in such projects. This project revealed that humans are the most essential part of any enterprise's digital success.

"The UiPath Platform has enabled BSH's business processes to be redefined in a more effective way. This was the first time RPA was rolled out on a complex platform such as Teamcenter, and it will allow our employees to move away from routine jobs and work in a more innovative way. This will definitely bring improved quality and performance to our business in general."

— Berke Menekli, VP IT REM, B/S/H



ESSENTIAL GUIDANCE



RPA holds great potential for companies with large-scale operations that are seeking to achieve operational excellence and boost productivity. RPA is a critical component of DX and plays a key role in automating tasks as well as entire business processes and workflows. To optimize the results from RPA projects, IDC offers the following guidance:



Take an Agile Approach to RPA Implementations: Organizations should start small and take a measured and phased adoption approach to avoid costly and lengthy deployments. By using a business-led and outcome-based approach that scales RPA across different use cases, workers can embrace changes at their own pace without undue duress. Organizations need to determine what their current and future business needs are and identify exactly what they want to achieve from any RPA implementation.



Make RPA and Intelligent Automation Part of the Organization's DX Initiatives: The effects of the COVID-19 pandemic will further accelerate the adoption of RPA and intelligent automation as many organizations are now looking to ensure business continuity and resiliency via automation. Intelligent automation will be one of the key technologies that will propel organizations through their DX journeys. Organizations will invest significantly in automation to improve business performance and scalability in these unprecedented times. Today's organizations want to select different deployment models that suit their needs and ensure that those models allow for the consistent building, testing, implementation, and management of automated solutions. RPA has often been cited as the essential first step toward automation, but it could be more accurately described as part of a continuum of technology-enabled initiatives that bring intelligence into the automation of business processes.



Secure the Ownership of RPA Projects Within Each Business and IT Domain: RPA projects are usually initiated by lines of business rather than IT, which means that internal workforce resistance can be a critical barrier to fast RPA adoption. Organizations should therefore involve their IT leadership teams from the outset; they should seek their input as business cases are defined and suitable vendors are selected. IT leaders should also be reassured about the business benefits of an RPA project, particularly as it can positively impact their IT workloads. Their involvement is also necessary to scale up RPA as an enterprise-wide strategic initiative. In every DX project, setting up the right organizational structure is as important as strategy, budget, and vision. A DX project that does not include employees in the transformation process has no chance of being successful.



Seek to Incorporate AI Technologies: Organizations need to find out how humans and software robots — the hybrid workforce — can achieve greater outcomes together. It is worth noting, however, that not all process automation initiatives require the use of AI. AI must be considered wherever it can elevate the capacity of automation. Organizations seeking to build process automation capabilities should consider the entire automation continuum, including solutions based on self-learning and self-healing systems.



Ensure Selection of the Right Partner and Solution: Business leaders should think long term by future proofing the solutions that are being scaled across their organizations and through different functional departments. They should also ensure that RPA vendors can support intelligent and attended automation to create synergies in human–machine collaboration. It is essential for a provider to understand an organization's business processes, current use of technologies, culture, and available talent, as well as the key challenges that need to be addressed.

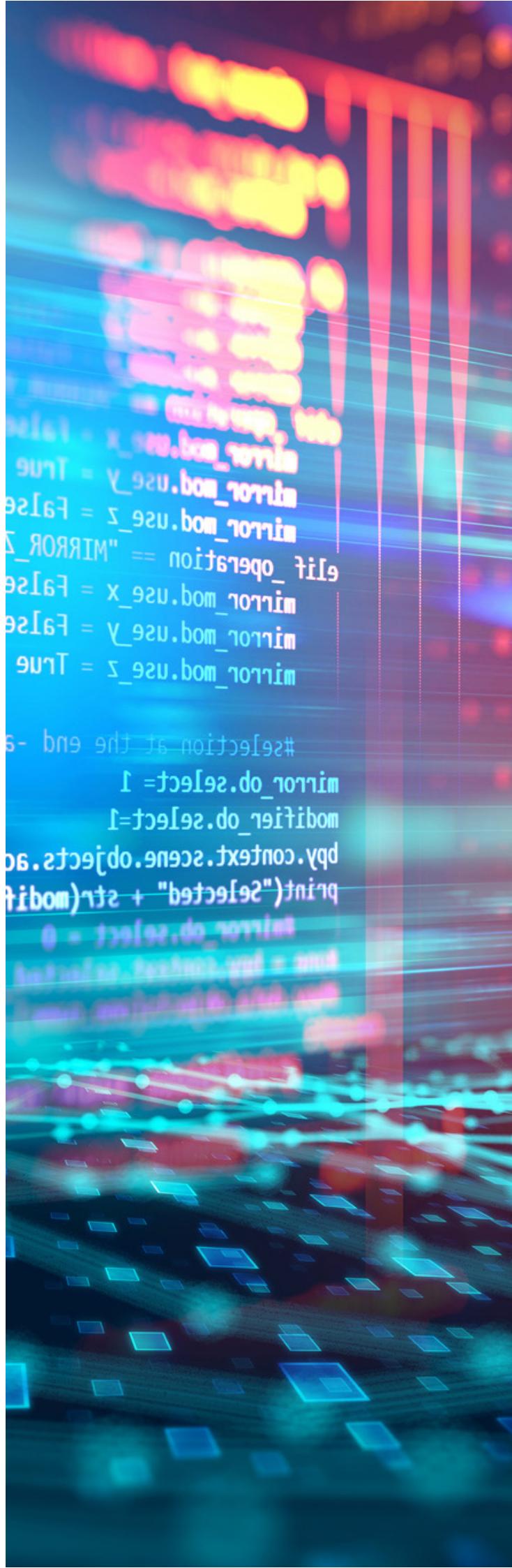


Realize that the Future of Work is Not Really About the Future: The Future of Work concept is about the initiatives that companies need to pursue now. IDC believes those organizations that embrace technological and organizational changes and cultivate an agile and dynamic work environment with dynamic employee experience will gain a competitive edge.



ABOUT UIPATH

UiPath has a vision to deliver the **Fully Automated Enterprise™**, one where companies use automation to unlock their greatest potential. UiPath offers an end-to-end platform for automation, combining a **leading Robotic Process Automation (RPA) solution** with a full suite of capabilities that enable every organization to rapidly scale digital business operations.





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