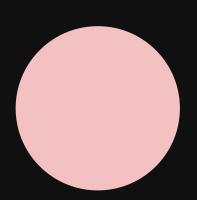
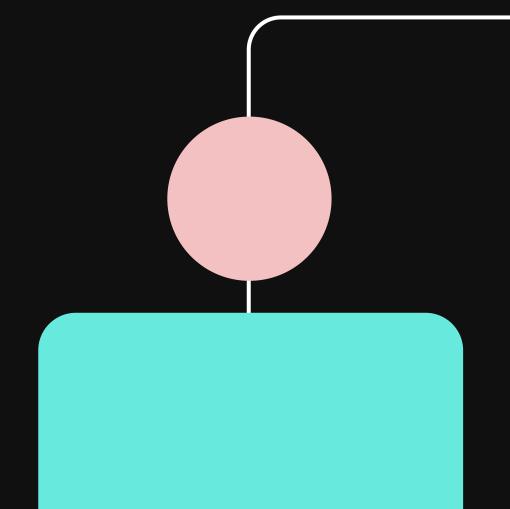


WORKATO ON WORKATO

Transform Your People Ops with Automation





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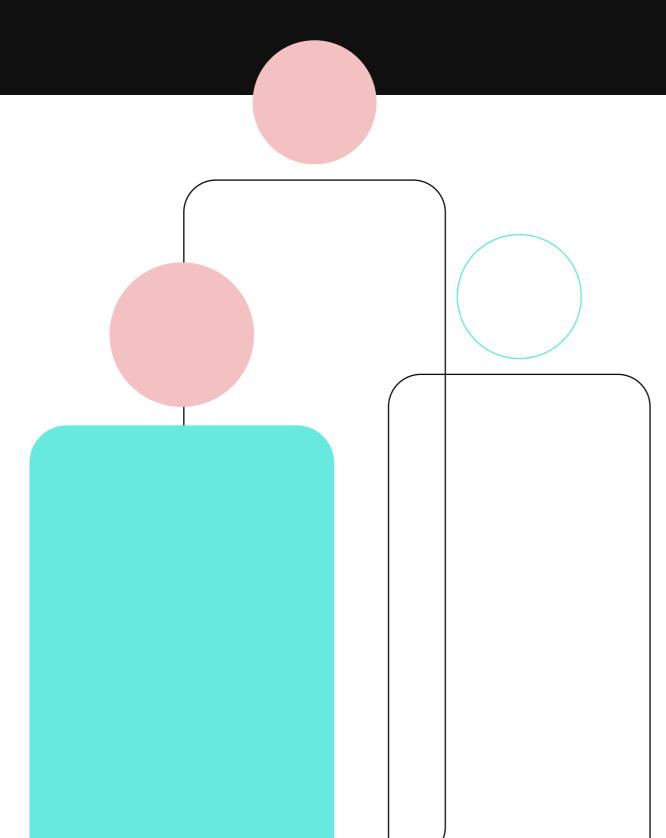
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THE BUSINESS OF PEOPLE



Our people operations team is the heart and soul of Workato.

From recruiting the best talent to managing an employee's last day, we play a key role in managing the entire employee experience.

But our team's scope of responsibilities extend beyond day-to-day tactical measures.

Our team defines strategies for the way the rest of the company works, and we build a cohesive culture that supports business goals. For a company in hypergrowth, both tasks are absolutely fundamental in achieving success.

We've been relied on more than ever over the past 2 years. We've been tasked with growing our headcount by 3X, while building robust processes around onboarding new hires, keeping employees engaged, and offboarding them securely.

But two years ago we weren't equipped to handle any of these tasks.

BEFORE AUTOMATION

CHALLENGE 1: **UNENDING DAY-TO-DAY OPERATIONS**

The majority of our processes were manual. Each week, we spent close to 20 hours on operational tasks alone, which included recruiting, onboarding and offboarding processes, and other administrative tasks. This left precious little time for other strategic work like workforce planning and improving employee experience, which would have a direct impact on business growth.

This problem isn't unique to Workato. 73% of people teams' time is spent on administrative work, according to G&A Partners, with paperwork and processes found to be main blockers for people teams.

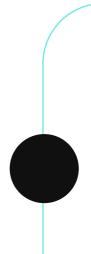
For us, our biggest challenge was ensuring efficient onboarding and offboarding. Employee onboarding is a complex, multi-step process that sets the tone for every single interaction with the new hire going forwards, and a single error means longer time to productivity. Similarly, a watertight offboarding process is critical for business continuity. For years, we were handling these processes manually, and as we scaled, it meant an increased workload, spending more time, and bracing for a greater probability of errors.

CHALLENGE 2: MORE APPS, MORE COMPLEXITY

We also found ourselves using more and more apps as we scaled. Many of these were to relieve the team of manual and administrative work, but they ended up causing even more complexity, as it meant that we had more apps to set up, learn to use, and switch between.

At one point, we were using 15 applications for HR-related work, including apps commonly used by people teams like Greenhouse, Snowflake, and Zenefits. This was nearly 2X of what a harmon.ie global survey found to be true of HR workers, who reported only using about 8 apps on average!

As a result, we became highly reliant on our business technology team to manage our increasingly complex app ecosystem. The problem? Business technology was fielding requests not just from us, but other teams too. This resulted in bottlenecks and delays, and an increasingly frustrated and worn down people team.



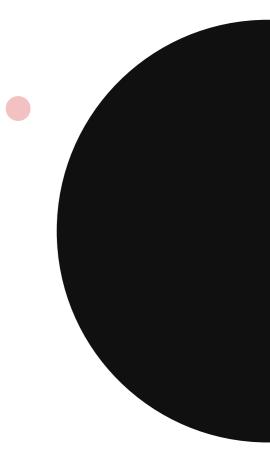
CHALLENGE 3: THE MILLENNIAL DEMOGRAPHIC

This third challenge was more of a paradigm shift in the way businesses hire today. As we grew, we made a conscious choice to invest in bright young talent. Today, more than half of our people in the APAC office are millennials.

A younger workforce brought not just a fresh perspective into the business but also certain expectations, especially when it came to tools to help them do their jobs efficiently. Having tools and processes that work was critical to attracting and retaining our people.

To meet the strategic goals of the business, we decided to tackle these challenges head on.

> 73% of people teams' time is spent on administrative work. How much time are you spending?



SO WHAT HAPPENED?

Our entire people operations team came together to scrutinize employee processes, digging deep for inefficiencies we could eliminate and manual gaps we could plug. We looked for processes we could make more efficient by integrating our apps or by automating our day-to-day tasks.

This gave us the chance to **streamline everything we did** from a recruiting, onboarding, and employee wellness perspective. Because **Workato is a no-code platform**, we could design and build all of the automations ourselves, with the Business Technology team advising. This freed up more time for them to work on other business critical priorities.

The rest of this book documents what we've done, breaking down the automations that have helped us to improve our time-to-hire by 5x, lift our employee engagement rate by 60%, and reduce our hiring costs by 70%.

We hope they inspire you to build your own automations!

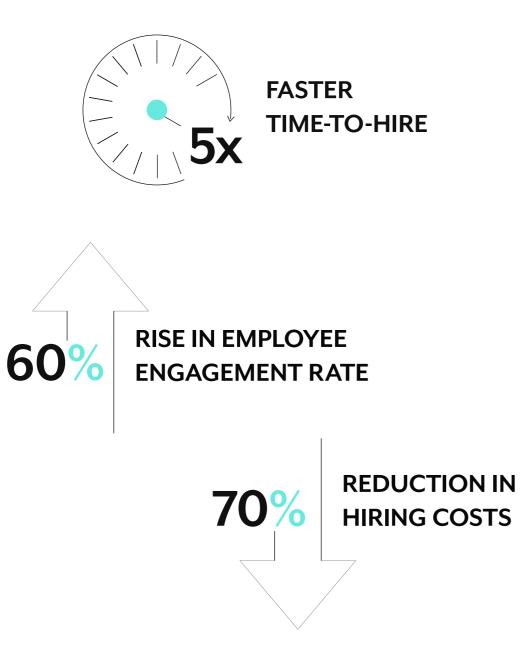


Jessalyn Klein Head of People & Culture



8

AFTER AUTOMATION



We eliminated more than 100 hours of manual work per month. This translates to nearly \$78,000 in yearly cost savings!

HOW WE TRANSFORMED PEOPLE OPERATIONS AT WORKATO – WITH WORKATO

We built all our workflows on Workato—the single platform to integrate anything and automate everything.

Workato is an Enterprise Automation platform that works by constantly listening to your apps for business events (we call these triggers) and taking prescribed actions on them to drive business outcomes.

And the best thing about the platform? The ability to build complex workflows without writing a single line of code.

It's what enabled us, a team of people operations personnel without any specialized knowledge or training in coding or program development, to build the integrations and automations we needed ourselves!

BEHIND THE RECIPES

ADVISOR



Sen Rong Poh Enterprise Architect



Choon Yen Khoo Head of People Operations



Yu Lin Au Yong People Operations



Jia Ying Lee **People Operations**

Abigail Azares **People Operations** In less than 4 months, we integrated 15 apps and rolled out more than 115 active recipes.*

More than half of these recipes leverage either native app APIs or Workbot, our enterprise bot for ChatOps.

* Recipe = Integrated Automation; A recipe is a set of steps Workato follows to get work done between your apps. Skip ahead to page 47 to learn more about how Workato works.

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RECRUITING **AUTOMATIONS**

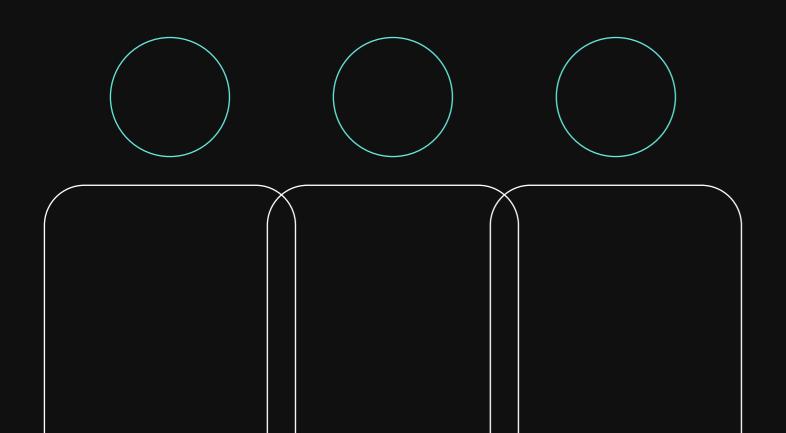
CHALLENGE: FIND BETTER, SUPER QUALIFIED **CANDIDATES**

A common recruiting challenge is attracting the right candidates. While it's good to have a high volume of applicants, it quickly becomes frustrating to comb through them if they're by and large unqualified.

To prevent this from happening and to help us attract more qualified candidates, we wanted to expand our number of employee referrals.

But there's just one problem: Given how quickly we were hiring, it was challenging for colleagues to keep up with the job openings that were becoming available.

To help everyone in the company know what roles we were hiring for, we did what we do best-build an automation for it!





us longer. Nupur Mehta

Recruiter

66 Employee referrals are a key source of our talent acquisition pipeline. We've found that they are faster to hire, quicker to onboard, and tend to stay with

HERE'S WHAT WE DID:

NOTIFICATION OF NEW JOB POSTING

With a **new job posting recipe**, we connected Slack, on which we do nearly everything, and Greenhouse, our applicant tracking and recruiting system of choice. The resulting workflow ensures that every time a new job posting goes live in Greenhouse, a notification is automatically sent to a dedicated Slack channel that's accessible to all employees. The notification contains only the bare necessities—job name, hiring manager, assigned recruiter, link to the job application, and Workato's referral policy.



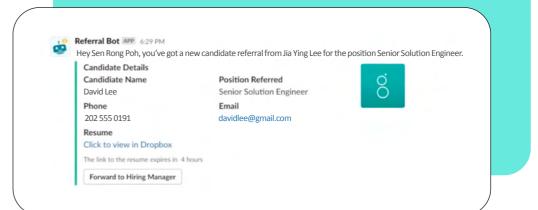
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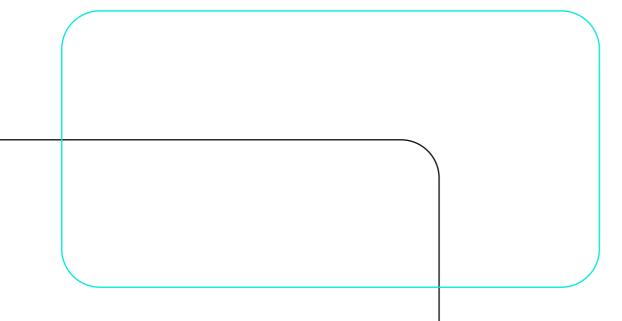
REFERRAL BOT

We also use **Referral Bot** to make the process of submitting and tracking referrals easier. Operating through Slack, the bot tracks the progress of referrals and keeps the referrer, hiring managers, and recruiters up-to-date every step of the way.

Now, if a colleague sees an open job and has the perfect candidate in mind, all they need to do is access the Referral Bot to start the referral process. Necessary information—name, phone number, email address, and the resume attachment—can be entered directly via the bot. Each Referral Bot submission automatically creates a candidate profile on Greenhouse.

The bot then notifies the recruiter for the role, who can then proceed to vet the profile and share it with the hiring manager if they turn out to be the right fit—all without leaving Slack.









REAL-TIME RECRUITMENT MAILERS

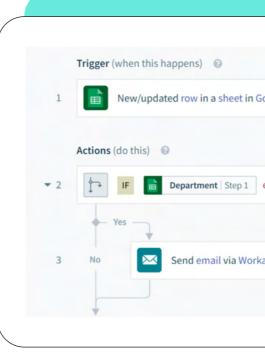
In addition to referrals, we have often found job fairs to be an excellent opportunity to meet and assess potential candidates. However, it's challenging to engage potential candidates during the events, and to stay top of mind afterwards.

Our initial approach is probably familiar to people ops teams that recruit at such events often—mail merge templates that contain consolidated contact information from Word or Excel. This typically involves putting together the database of attendees who had expressed interest, cleaning up the data, drafting a generic, one-size-fits-all copy for an email, and then running the mail merge script to merge the email copy and mailing list detail.

The process took days; it was clunky, inefficient, and worse, impersonal. Things needed to change.

The solution? A recipe for real-time mailers.





More than half of our prospects considered a role at Workato after engaging with us through these mailers, and we fill roles 2X faster!



oogle Sheets Real-time	
equals Marketing	
ato	
	_

HOW THE AUTOMATION WORKS

Once a prospective candidate visits our booth and enters their contact details in a dedicated spreadsheet (we use Google Sheets), the recipe picks it up immediately and parses it for key information to customize the mailer. For instance, if they indicate an interest in sales, the recipe automatically sends them relevant information such as open sales roles and a link to our career portal.

Through the tracking links embedded in these recruitment mailers, we saw a huge rise in engagement rates from prospective candidates.

More importantly, we would never need to go through the tedious and time-consuming mail merge process ever again!



INCREASE IN APPLICANT QUALITY

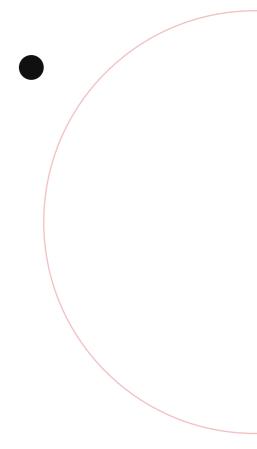
2-3x

MORE ENGAGED CANDIDATES



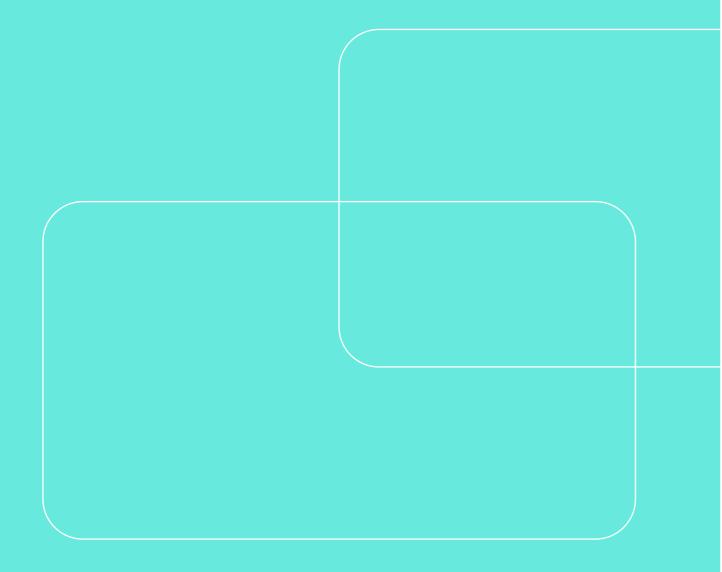
errors.

Yu Lin Au Yong **People Operations**



What used to take up to 3 days to execute now takes seconds. We no longer have to collect and clean data, or correct potential

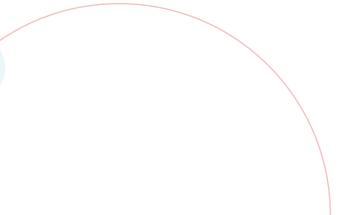
INTERVIEW PIPELINE AUTOMATIONS



CHALLENGE: MAKE INTERVIEWING FAST & SEAMLESS

Once a candidate has been identified and shortlisted for consideration, the upcoming steps need to be efficient and transparent—especially during the interview process.

After all, interviews are a potential employee's first interaction with the company, so just imagine what their impression would be if the process is constantly delayed or non-communicative! What's more, the quicker we move, the less likely we are to lose a potentially amazing colleague to competition.



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BEFORE INTERVIEW

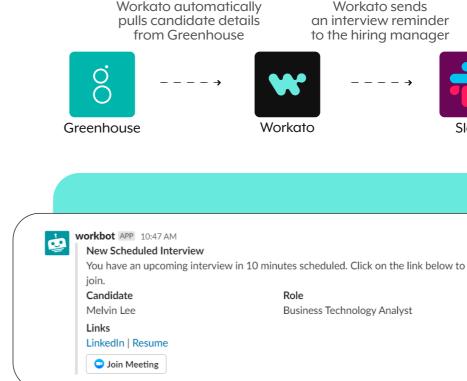
HERE'S WHAT WE DID:

AUTOMATED REMINDERS

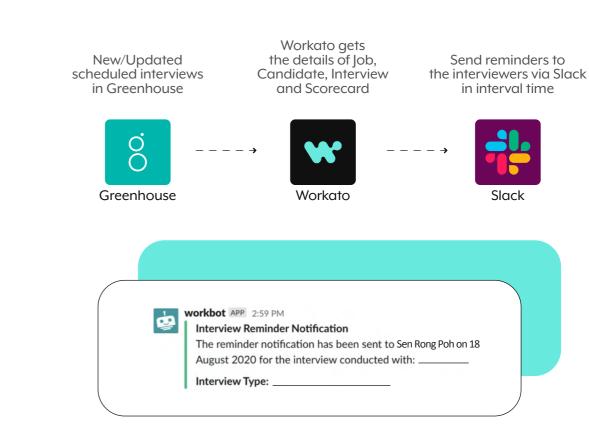
To move candidates through the pipeline faster, we decided to automate as many steps in the process as we could. First on the list: automated reminders for hiring managers about upcoming interviews.

Ten minutes before a scheduled interview, the hiring manager is sent a Slack message that includes key candidate information from Greenhouse-their name, the role they've applied for, a link to their resume, and a link to their interview scorecard. This way, the hiring manager doesn't have to leave Slack and log onto Greenhouse just to get that information.

After an interview is completed, our HR Bot sends scheduled reminders to the hiring manager to complete the interview scorecard and provide feedback if they haven't done so. This helps the recruiting team to guickly proceed with moving the candidate to the next stage and informing them accordingly, instead of delaying the process and potentially losing the candidate to another employer.



AFTER INTERVIEW



Our post interview response time went from weeks to just 15 hours on average!

Workato sends an interview reminder to the hiring manager





Business Technology Analyst

OFFER GENERATION AUTOMATIONS

The decision to extend an offer to a candidate kickstarts the internal reviews and approvals process to finalize the terms, such as start date, compensation, stock options, and other entitlements.

For many organizations, Workato included, this is often one of the most complex stages of hiring an employee, as it involves necessary steps like budget approvals, multiple rounds of stakeholder reviews, and documentation-all adding to potential delays in the offer process.

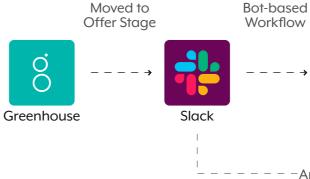
This is where our offer generation workflow comes in.

Whenever a candidate is moved to the 'Offer' stage in Greenhouse, a recipe automatically creates a private Slack channel between the new hire's manager and other stakeholders. HR Bot messages the channel to announce the candidate, their job title, and the department they will be working in. A series of prompts then guide the manager through working out the terms of the new hire's contract.

Once the terms are finalized, HR Bot automatically populates them into our offer letter template on DocuSign. This triggers a second recipe to notify a people operations manager to review the completed offer letter via Slack. If no changes are needed, the people operations manager can approve it within the chat, and an email with a link to the offer is automatically sent to the candidate.

A third recipe tracks the status of the offer. If it isn't signed by the 3rd day, HR Bot notifies people operations, and again on the 5th day, so we can personally check in with the candidate.

It takes away all the manual work, time spent, and potential errors involved in painstakingly generating every single offer from scratch, sending it out, tracking its response, and filing the signed paperwork. It's possibly our team's favorite workflow to date!





Before, it would take at least a day to get alignment on the terms of a single new hire's contract, and then a few hours to pull up an existing offer to use as a template, revise, and review it to make sure it's free of errors before sending it out to the candidate. And we still had to manually track the status of the offer and follow up with the candidate.

Approval Process

By automating the process, we haven't just eliminated manual work, but also reduced potential errors!

Choon Yen Khoo Head of People Operations



90 **REDUCTION IN ERROR RATES ON PAPERWORK**

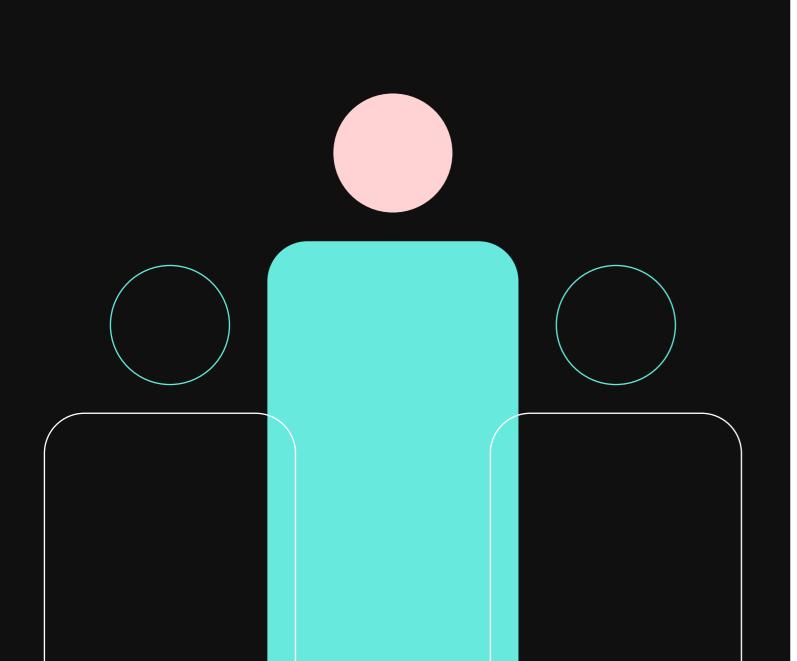
Real-time Notifications Workato DocuSign

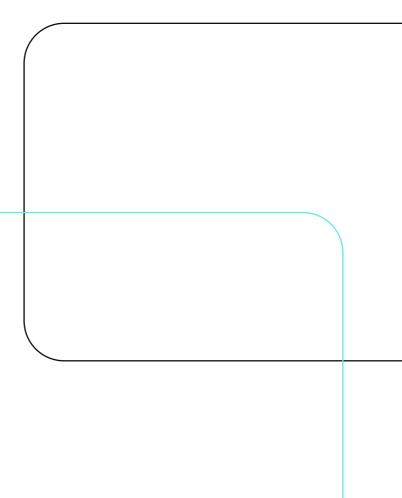
EMPLOYEE ONBOARDING AUTOMATIONS

CHALLENGE: MAKE ONBOARDING SCALABLE

We care deeply about our employees' onboarding experiences. However, the way we ran our onboarding processes limited its effectiveness. Aside from constant app-switching for data entry, we had to manually follow up and track progress.

So we decided to completely digitize our onboarding process. These next few recipes cover our entire **new-hire workflow**, including tool-provisioning, updating internal systems, and scheduling orientations and introductions.





HERE'S WHAT WE DID:

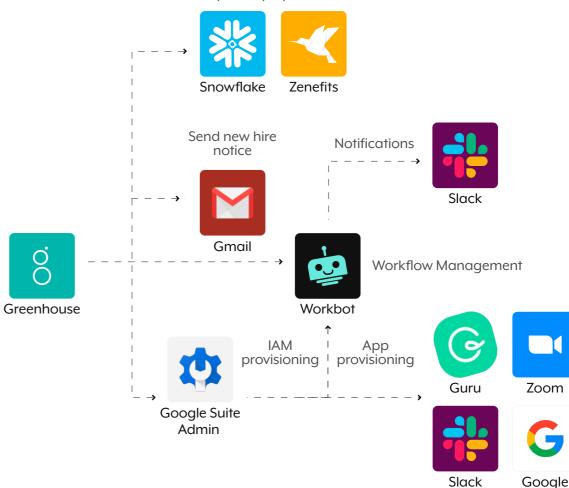
NEW HIRE ANNOUNCEMENT & PROVISIONING AUTOMATIONS

Once a new hire signs and accepts their offer, a number of Workato recipes are triggered.

The first automatically adds employee data into Snowflake and creates a new hire notice with information like name, business email, department, reporting manager, start date, and work hours. This notice is then sent to key teams and stakeholders within the business. Another recipe adds the new hire into email groups and Slack channels according to their location and department.

A third recipe triggers HR Bot to kickstart the app provisioning process. HR Bot guides the hiring manager through app selection and informs our business technology team on the apps to provision. It then schedules the provisions in advance and regularly updates the people operations team on the status of the provisioning process—all within Slack.

This process is managed using Snowflake as the source of truth, which stores key employee information, such as their department and roles, to ensure that the right applications are provisioned for the right employees. A similar recipe manages the provisioning of company-issued laptops and other equipment.





Sync employee data

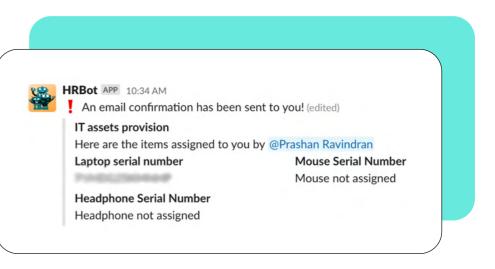


TURNOVER WITHIN FIRST 6 MONTHS

FIRST DAY AUTOMATIONS

On the new hire's first day, HR Bot notifies them of the apps they have been provisioned with and the status of outstanding apps, alongside other onboarding tasks or to-dos. This effectively brings all of the necessary information our new colleagues need into a single place so that it's easy to access and manage.

The final recipes in the workflow automatically send out a welcome email and onboarding survey for the new hire. Events such as weekly company lunches, conference meetings, product training, and informal chats with managers and other teammates are also automatically scheduled in their calendar.



0 0 Î $\widehat{\mathbf{\nabla}}$ 0 .

From: Workato Notification <mailer@workato.com> Date: Mon, Nov 16, 2020 at 6:19 AM Subject: A Quick Introduction from the IT Team To: <effie.tan@workato.com>

Hey there!

A very warm welcome to the Workato family!

There are a few stuff BT Team wanted to highlight to get you started on the technical aspect of things:

- i. First off, do note that you will need to use Google Chrome as your default browser.
- ii. Before trying to register or log in to a new App, always check your Google Dashboard here. Your account is ready, as long as you are able to see it in your Google Dashboard.
- iii. Do set up a Work Profile in your Google Chrome that is connected to your Workato Google Account.
- iv. Please proceed here and create a Workato account using your newly provisioned Workato Google Account
- v. Lastly, if you need anything from us you may reach us from either of the below methods:
- 1) Reach us via Email at it@workato.com
- 3) Or at #bt-internaltools

Here are the list of apps that is already provisioned this morning. We are still processing the list of Apps in Queue for you. You will receive updates once it's done!

That's all from us. We hope your time here will be fruitful!



66 We want to deliver the most personalized onboarding process to every new employee with less work. Automating the

onboarding process reduced administrative work and let us focus on curating the experience they deserve.

This is because certain apps access are granted and accessible only via Single-Sign On (SSO), which brings us to the next point;

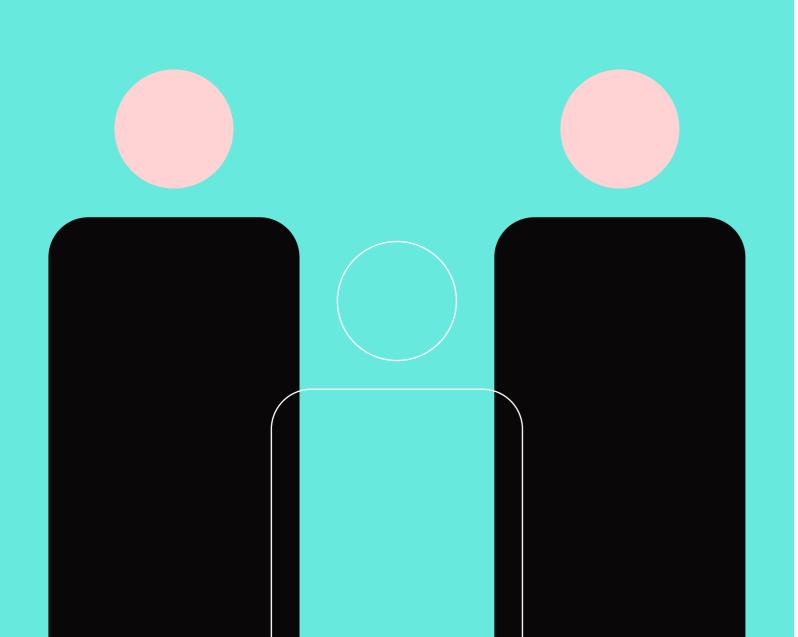
2) Open Slack > Hit 'CTRL + K' > Type 'Firefighter' > Hit 'ENTER' > Greet it with a 'Hey!'

OFFBOARDING AUTOMATIONS

CHALLENGE: MAKE OFFBOARDING LESS MANUAL

Until recently, transitioning employees out of their roles was managed manually at Workato. It was a tedious process with multiple steps and was prone to data inaccuracies and human error, which held potential financial, security, and legal risks.

Thus, the automated offboarding workflow was born.





There was just a lot of pain involved in the offboarding process, constant back and forth data matching, toggling between apps... Automating the process made everything so much easier and quicker, and for the colleague who is leaving, meant a frictionless transition out of Workato.

Abigail Azares People Operations

HERE'S WHAT WE DID:

OFFBOARDING AUTOMATIONS

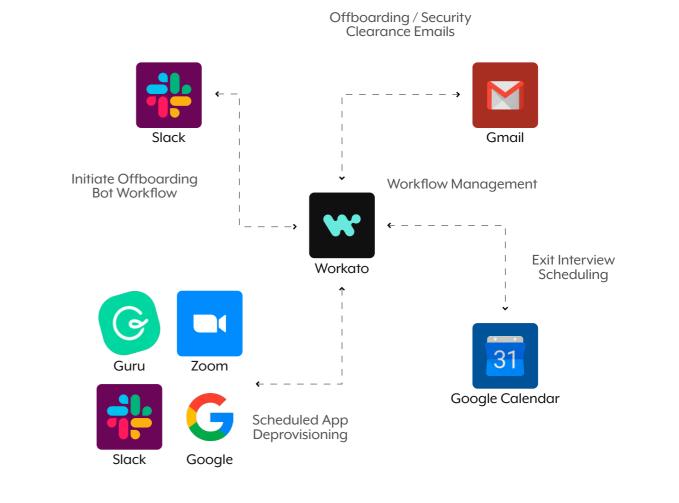
When a fixed-term employee's end date is approaching, HR Bot prompts their manager with the option of extending it. If the contract is not extended, the offboarding process begins. A similar process follows for employees who resign.

The offboarding process is initiated by people operations in Slack, via HR Bot. Once activated, it prompts people operations managers to confirm details such as end date, reason for leaving, as well as information related to tax clearance and stock options to exercise.

Several recipes come into play once confirmed. One notifies internal stakeholders, while another sends the leaving employee emails containing the security agreement and a calendar invitation for their exit interview.

A separate recipe similar to what we built for offer tracking monitors the security agreement—once signed, the people operations and technology teams are notified, and can proceed with the deprovisioning process.

Finally, on the employee's last day, a recipe triggers HR Bot to send the assigned people operations manager an offboarding checklist in Slack to confirm if all required offboarding tasks have been completed. Completing and submitting this checklist automatically updates Snowflake and sends a goodbye email to the leaving employee.



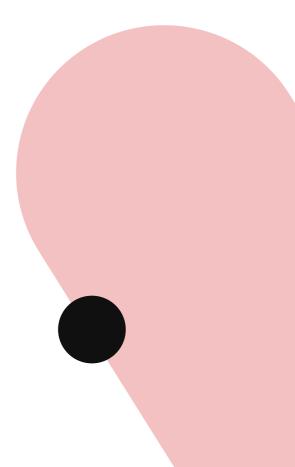
What was once a long and tedious process is now completed with just a few clicks, all within Slack. Data inaccuracies are reduced as there's very little manual data entry involved, and the one-click app deprovisioning eliminates security risks stemming from accidental omissions.

EMPLOYEE EXPERIENCE BOT WORKFLOWS

CHALLENGE: FULLY SUPPORTING REMOTE WORK

The COVID-19 pandemic in 2020 and its rapid spread across the globe brought significant uncertainty among businesses, leaders, and employees. As the severity of the situation grew, ensuring the health, safety, and general well-being of our employees became one of our top priorities.

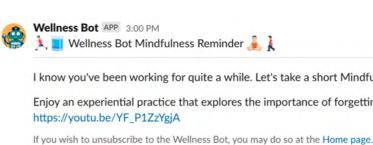
With social distancing and remote working measures implemented in all our offices, we wanted to reassure our colleagues that even though we're not physically together, we were committed to supporting everyone through challenging times.



SUPPORTING EMPLOYEE WELLNESS

To that end, in just two days, our people operations team prototyped and deployed Wellness Bot across our global offices.

Built on Workbot for Slack, the bot provides helpful work from home tips, sends break reminders, tracks visitors to the office, collects travel declarations, and more, within Slack. The bot not only helps our employees manage this difficult period, it also allows our people ops team to collect required information in just a few clicks-versus logging into multiple apps or filling in separate forms.







"

Aside from serving functional capabilities, we wanted the bot to be personable and more human, especially when we started working remotely. The scheduled workout suggestions and fun facts add some levity to an otherwise tedious work day!

lia Ying Lee **People Operations**

I know you've been working for quite a while. Let's take a short Mindfulness break. Enjoy an experiential practice that explores the importance of forgetting time.



A key function we designed Wellness Bot to perform, especially when we were still working out of the offices in the early days of the pandemic, was automating the collection of health declarations in Singapore. Collecting health information and logging daily temperatures was critical in supporting the state's efforts at contact tracing should the need arise.

Following the success of Wellness Bot, we also extended the functionality of our **HR Bot**. Colleagues in Singapore who required office facilities could request access to the Singapore office via the bot. This enabled the people ops team to keep track of the number of people who were at the office at all times and ensured that we were compliant with the Singapore government's regulations on social gatherings.

All in all, our bots have been pivotal in ensuring the safety of our employees, and in reassuring us of the company's commitment to our health and wellbeing. And as the way we work changes fundamentally and remote working becomes more of a norm, the groundwork we laid with these bots will continue to help us build a connected, engaged Workato workforce.

95% of our 300 colleagues across the globe responded within 30 minutes of receiving these daily messages, allowing people operations or individual managers to respond or intervene quickly if the situation called for it.

Work in Office

Hi @Simin Wong, please note that all employ work from home where possible.

To continue with the request to work in office your reason and make a health declaration.

Date Requested

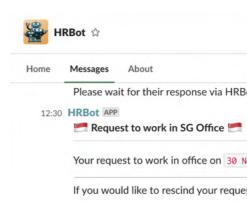
November 30th, 2020
Date you would like to work in office.

Please indicate your reason to work in office

Write something Please fill your reason.

Health Declaration

You have not had close contact with a confir the past 14 days.
You are not currently under a Quarantine Or Notice.
You do not have any fever or flu-like sympto



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WHY DID WE USE WORKATO?

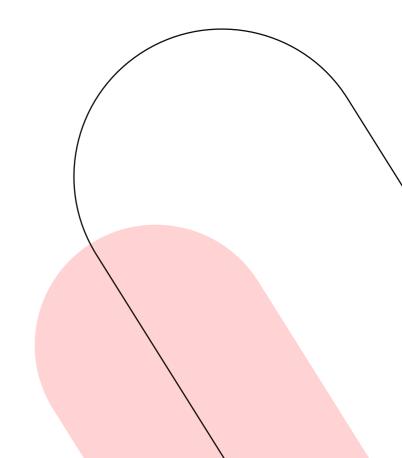
The pain of inefficient, error-prone busywork was what pushed us to begin automating our existing People Ops processes.

Now, the tried-and-tested approach would be to go to our business technology for a custom automation, add it to their queue, and wait. But due to their backlog, something that would take two weeks would probably only be turned around in two months. What happens if, a few weeks after the automation is rolled out, we wanted to add enhancements or change a step? We'd have to get back in line.

People Ops processes are always improving and changing. If we wanted to move fast, we could not depend on our technology team forever.

Using Workato, we could build bespoke automations and **own these automations entirely**. In just a few months, we built powerful automated processes that completely transformed the way we worked.

And as for our business technology team, this meant relieved bottlenecks and more time to focus on critical automations that require more expertise—because Workato enables them to maintain overall control and governance over the automation-building process.

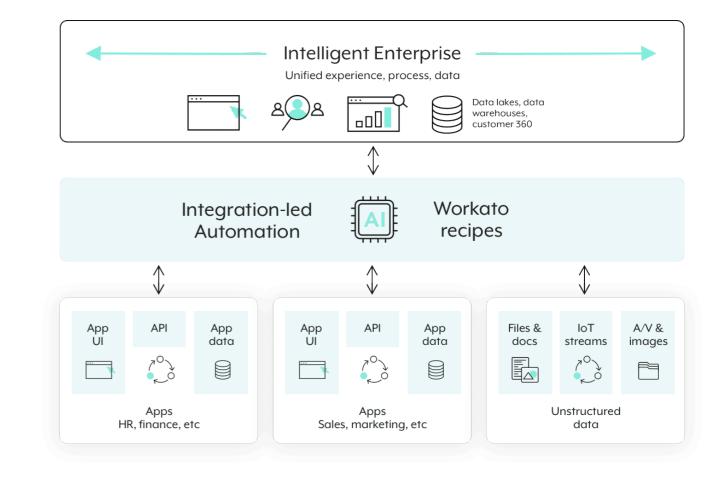


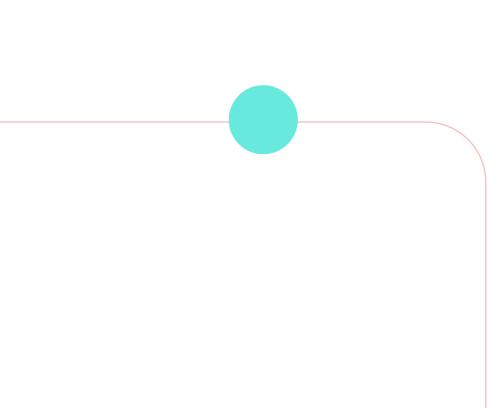
THE WORKATO APPROACH

The foundation of the Workato platform is a **unified, modern Integration-led automation platform** that empowers automation at scale and digital transformation.

In simpler terms, using Workato enables you to build connections between any kind of app or system you use in your company, to automatically accomplish tasks or process data, in order to achieve your intended outcome.

There is no limitation to the use cases that you can use Workato for. And because it's designed to be a no-code platform, anyone, from a people ops manager, to a business systems analyst, can use it to build automations that improve their day-to-day work.



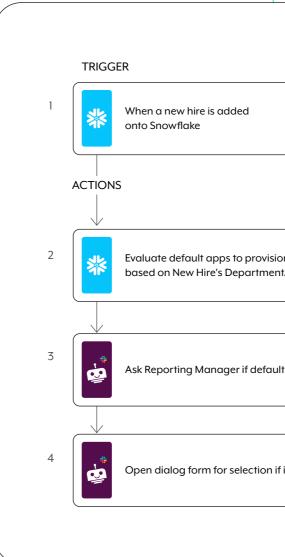


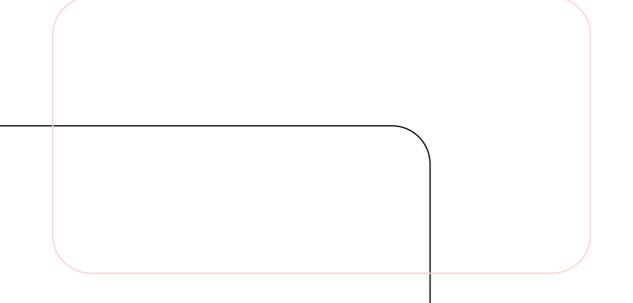
RECIPES

Everything done on Workato is built upon a recipe.

Recipes are a set of instructions that workflows are built upon, and are made up of Triggers and Actions. Put simply, Triggers are conditions that Workato constantly listens out for, to prompt defined Actions to happen automatically. A single trigger can prompt multiple actions too!

What's special about Workato recipes is that they are completely conversational, yet powerful enough to automate complex workflows that involve multiple apps or systems. And because these instructions are described in plain language, both non-technical users and power users can easily pick up Workato to build the exact automation they need.





Part of our new hire app provisioning recipe

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WORKBOT

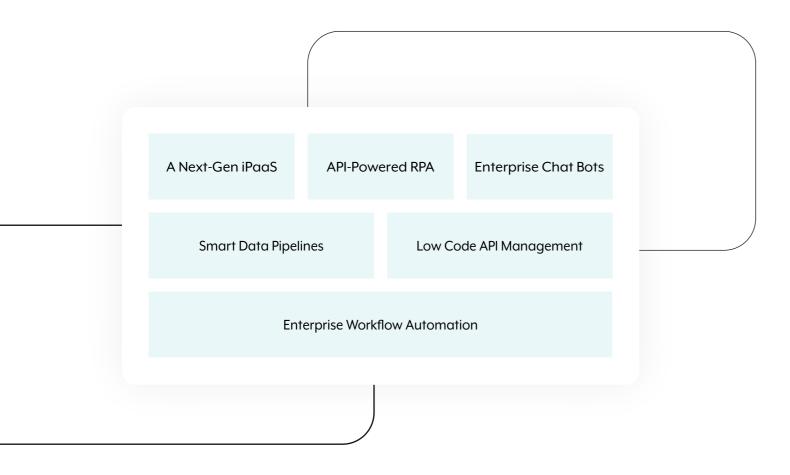
Workbot is a one-of-a-kind, enterprise platform bot that brings the power of your apps right into Slack, Microsoft Teams, and Facebook Workplace.

Using recipes, you can customize Workbot to send you **notifications** when certain events take place, in any app, database, or microservice used by your teams. Or, set up commands so actions can be taken in your connected apps—without ever leaving the chat interface!

SELECT REQUIRED APPS	
Adobe Acrobat Pro DC	
Adobe Creative Cloud All Apps	
Adobe Illustrator	
Adobe Photoshop	
Adobe Premiere Pro	
□ Algolia	
Avalara	
Bill.com	
Camtasia	
Chili Piper	
These apps will be provisioned to your new hire by default Carta Google Slack Zoom Greenhouse Fresh	
Previous Page Ne:	xt Page 📏

New hire app provisioning on Workbot

WHAT POWERS WORKATO?



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A Next-Gen iPaaS

Workato's Integration Platform as a Service, or iPaaS, provides pre-built connectors that enable platforms to exchange data. Access 1000+ pre-built connectors and 500,000+ ready-to-use recipes for common business processes. Plus, Workato is fully cloud-native, which means it's built for scale and speed, without adding to overall costs.

Enterprise Chat Bots

Workbot makes interacting with apps to complete tasks a conversational and personalized experience. Eliminate app switching and increase productivity by bringing all the tools used by your teams into Slack, Microsoft Teams, or Facebook Workplace.

Smart Data Pipelines

Integrate with any source—cloud, on-prem databases, or files—so you can effortlessly extract and load data, for faster time-to-insights to drive better business outcomes.



Enterprise Workflow Automation

Go from automating single tasks to entire business processes when you can fully orchestrate human and machine tasks into an end-to-end flow, across apps and across all of your teams. While non-technical teams build, technology teams maintain complete governance with access controls and auditing capabilities.



API-Powered RPA

Workato provides a mix of API-based and UI-based automation (commonly known as RPA, or Robotic Process Automation). This flexibility makes the performance of your automations more robust, while requiring less resources to support and maintain them.



Low Code API Management

Workato's enterprise-grade API platform runs on Workato recipes, so businesses can manage the full lifecycle of APIs. Build more standardized, reusable workflows, faster. In a single platform, Workato:



Provides an intuitive build experience--no coding required



Is optimized for easy access to all your data and apps



Auto-scales, deploys instantly, is always on, and requires zero DevOps



Enables fast building and faster iterations with no gaps



Empowers a community with shared experience and ready-to-use automations

> If you're interested in learning how Workato works in more detail, go to workato.com/platform



CLOSING THOUGHTS

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When I joined Workato, the business was just starting to expand globally. However, our processes within people operations remained as tediously manual as ever. We grew our people operations team to handle the increased workload, but I knew that throwing bodies at the problem would not work forever.

So I got people ops and business technology in a room, we rolled up our sleeves, and got to work reimagining the processes of our people operations function within the company. Together, we planned and developed automated workflows around existing processes, and designed completely new ways of completing ordinary tasks.

The immediate benefits were clear to see. We had more time and resources as a team to work on high-level business goals, and design deliberate, strategic programs that support the business in achieving them. More importantly to me, however, was how removing menial, time-consuming tasks from the equation immediately contributed to the overall wellbeing of my own team.

I hope you've found this book useful, and that it's given you some ideas of the endless possibilities a little bit of imagination, a few months, and a simple but powerful platform can bring. The story doesn't end here for us. As a team, we are brimming with ideas and hungry to do more. I'm beyond excited to see what we create next.



Choon Yen Khoo Head of People Operations