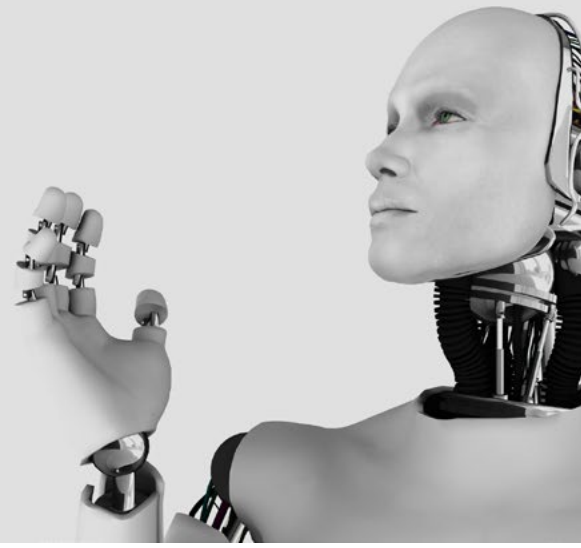**KPMG**

Leveraging and scaling intelligent automation

10 steps that organizations can take to help drive and scale intelligent automation (IA)

Most executives and decision-makers are keen to exploit the potential benefits of IA, but struggle to truly benefit from their investments and scale their IA initiatives.

Below are 10 steps that most organizations could take to help them drive, scale and benefit from their IA investments:

1	Remember that **intelligent automation**, while enabled by technology, **benefits the business**. Consider your entire operating model in the context of the benefits IA can enable. It is about reinventing the business, not pursuing a series of technology investment projects.
2	**Spearhead IA** initiatives **via a top-level** champion. The leader needs to understands its value, direct it enthusiastically and also get management support to rally the staff around.
3	**Coordinate collaboration** between business units, executive management and IT. IA is a business enabler, but it is powered by IT.
4	**Combine IA technologies** to work together and **reinvent processes** or functions, rather than going for piecemeal tactics to solve tiny problems. Ensure tight integration with other technology efforts such as ERP, cloud, blockchain and advanced data and analytics.
5	**Scale up IA** within the business by broadening its scope **to various functions**. Everyone doing their own thing leads to redundant efforts, diluted ROIs and benefits.
6	**Ensure adequate resources** are allocated to **help your staff evolve** (a challenging multi-year effort). Be realistic about just how many of your experts can be qualified.
7	Address IA skills shortages to **fill in the talent gap** while your IA agenda matures and advances. Make use of experienced **external service providers** including contingent labor.
8	**Manage the transition** towards a collaboration of human and digital labor. Change management, guidance and **empathic leadership** are key here!
9	**Talk** to market leaders in your industry. Learn from their **IA success stories and failures**. Those who aren't afraid to fail but are masters in failing fast and then succeeded with what worked.
10	Implement a mindset of "**start small, think big and scale fast**".

Reimagining business operations with intelligent automation

Solving complex business problems, modernizing operations, empowering employees,
and enhancing the customer and employee experience with automation.

While the concept of intelligent automation and hyper-automation are being used interchangeably, we will leverage the term intelligent automation. More than just one technology itself, intelligent automation describes the approach of combining multiple automation technologies with each other. Metaphorically speaking intelligent automation is a "technology toolbox", enabling the simultaneous use of various technologies. For example, by applying Robotic Process Automation (RPA) and Machine Learning, rule-bound and cognitive business processes can be automated end-to-end.

The latest advances in technologies are considered when looking at intelligent automation. The heart of the operation is based on low-code and RPA as the executing technology. The true core of low-code is the ease of implementation. Additionally, it enables orchestration of multiple technologies by "tying" them together through simple interfaces. RPA enables the automation of rule-bound tasks and processes, by acting on behalf of humans. Artificial Intelligence (AI) technologies, such as Machine Learning and Natural Language Processing, add additional functionalities to the rule-bound software bots enabling a broader spectrum of business process automation spanning to non-ruled based processes and handling unstructured data.

An additional key technology and capability supporting the ability to achieve intelligent automation is process mining. Process mining takes process execution data available in the underlying systems and maps and visualizes how the processes have been executed in reality. This helps remove assumptions and guesswork from processes, providing a data driven approach to analyze the working methods of employees and deduce process optimizations and process automation potential.

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