

The guide: 10 steps to help you make the most of your RPA and IA investment



What do you need to know before investing in RPA and IA? And how can you ensure you get the full benefit from those investments? We recommend taking the following 10 steps – across business and technology. Let's begin with the business considerations.



1. Develop a holistic automation strategy:

Siloed automation efforts introduce project risk and fail to leverage best practices and scarce machine learning and data skills. Evaluate your automation operations to coordinate projects and help align advancing automation with the right business goals. Designing digital workers and new business models that leverage automation and innovation must come from those who understand the business with IT undertaking technical decisions.



2. Encourage a culture of immersive IT:

Automation technology can provide an exciting advantage and should be embedded in every business area. To be successful requires experimentation, agile development methods, and a culture that support investing in new technologies and a trial-and-error approach. RPA, IA and digital transformation will have an impact on people throughout your organization. We recommend putting in place an active user group community across business units to encourage a culture of positive change.



3. Take a fresh look at employee experience.

Extensive progress has been made on designing better customer experiences through techniques like journey mapping and design thinking. It's time to apply these same principles to the employees who will have to collaborate increasingly with machines. Impact assessments will be key for both the employee and customer experience.



4. Adapt your internal training programs.

Skills assessments, working practices, certification and resourcing goals will be major considerations in the era of automation. Automation will both transform and eliminate positions as well as give rise to new roles. A culture of lifetime learning and certification will be needed to keep pace with technology change.



5. Governance should be front and center.

Automation introduces new risks and concerns around transparency and accountability. Control and decision management will move to machines and create "black box" issues. AI introduces bias, ethics and data privacy concerns. Governance will be key to succeeding in this new environment.

You also need to consider key steps from the technology side.



6. Use your automation operations team to align technology with the right business case.

Develop a framework to compare and categorize automation technologies. RPA may be the answer for highly structured and repetitive processes but not for those with high variation. Recognize that there are a number of AI building blocks that require different levels of learning, transparency and human understanding.



7. Consider build versus buy decisions carefully.

Automation options include small software providers, large platform integrators and open-source alternatives. You will need to assess trade-offs between fit-for-purpose versus more general solutions with higher customization costs.



8. Develop, integrate and orchestrate:

Integrating and orchestrating RPA and IA into existing processes and systems will be part of your development journey. From our work with clients, we find that proof-of-concept and proof-of-value projects are useful to test different software tools and environments.



9. Adopt an agile and more federated approach to automation:

Agile methodologies can help ensure that the cultural impact remains positive throughout your organization-wide user adoption, communication plans and acceptance testing. Automation design includes data models and algorithm development that will start in the business but must be understood and validated centrally.



10. Prepare for a more dynamic and decentralized infrastructure:

Technology innovation will be driven by the mega-cloud vendors, and open-source environments will play a starring role. Management of this infrastructure will require new processes and technology support. A fully supported environment and flexible but stable infrastructure (often cloud) make it easier to integrate a solution into a wider ecosystem and ensure that future changes are considered and are not a surprise.

Want to learn more about how you can make the most of your RPA and IA investment?
Contact us at www.avanade.com/en/solutions/analytics-and-ai/intelligent-automation



About Avanade

Avanade is the leading provider of innovative digital and cloud-enabling services, business solutions and design-led experiences, delivered through the power of people and the Microsoft ecosystem. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation and has 35,000 professionals in 24 countries. Visit us at www.avanade.com

North America

Seattle
Phone +1 206 239 5600
America@avanade.com

Asia-Pacific

Australia
Phone +61 2 9005 5900
AsiaPac@avanade.com

South America

Sao Paulo
AvanadeBrasil@avanade.com

Europe

London
Phone +44 0 20 7025 1000
Europe@avanade.com