INTELLIGENT AUTOMATION FOR BUSINESS ADVANTAGE
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Hello everyone and welcome to our session today on all things automation. My name is Elise Corneal and I'm going to be your moderator today. We are fortunate to have two experts and prominent automation authors on the topic of automation with us today. First, we have rejected preside, who we call RP. He is the co-author of the automation advantage and it's a strategic and yet a practical guide for scaling intelligent automation in the enterprise. RP is also a Senior Managing Director and global automation lead at Accenture. We also have Pascal Bornet, author of intelligent automation. And this is a guidebook on harnessing AI not only to boost business, but also to make the world more human. And I think we can all use a lot of that today. Pascal is also the Chief Data Officer of Aera Technology. So today, RP and Pascal are here to share their experiences on how organizations can wield the ever increasingly sophisticated and advanced intelligent automation capabilities to drive broad and lasting enterprise transformation and to Pascal's point, help humans transform to. So today, they're going to share some leadership tips on three things. First one, identify the best automation opportunities, sometimes harder than you'd think, right? Two key steps to making a successful intelligent automation journey.

In three, how to address those commonly held myths, misconceptions, and even missteps that can often hinder you along the way. So as we go along, would love to hear from you, please leave a comment or a question in the chat box and we'll look to address those at the end of the session. All right, Pascal and RP let's dig in. So first I want to get into the secrets of intelligent automation success and I want to start with a question about authorship. So I imagine many people on this call with us today may have thought about writing a book or we may have some authors with us today. So this is a question for both of you and Pascal I'd like to start with you. What motivated you to write the book? I think first it's about sharing your passion. Competition that we can make our world more human with technology in general and with intelligent commissioning specific. Then it came as a necessity.

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You know. I used to be a consultant and so I used to work for McKinsey and my clients always ask the same question about intelligent automation, where can I start? What is, what are the critical success factors? What are the use cases that I should start with and how can I get it right in my company. And I was a bit lazy at that time I was thinking, okay, let's put all these documentation into one place and so I was dreaming of coming to a client and then being able to give a document. I was not thinking really about a book at that time. Okay. And I'd say, okay, read it first during the weekend and then we will take care of it on Monday and we can go into more detail. It started with these and then through the research that I did I really identified how intelligent automation goes beyond business and the capacity to again make our world more human. I also heard a lot of misconceptions, you know, of the ground from people saying that, I mean, you don't need training to work with robotic process automation, for example. Or IA will, Intelligent Automation will steal my job. For all those reasons, really I thought it was necessary to build the guidance that helps to ensure all those points. Yeah. I think the guidebook element you're talking about, I think it's really critical and RP, I imagined this. May, you may have some shared inspiration here. Well, what was your motivation? Elise, thank you for the question and thank you for being on getting me on this event. Hello everyone on the live event.

This is RP here. I shared similar passion like the way Pascal mentioned, but I do have a small story to share. You know my co-author, Dr. Bhaskar Ghosh and myself, one of the, we've been designing, implementing automation for a long time. One evening we were in a meeting and we were thinking about all of the automation and experiences that we had for the last six to seven years and a lot of practical tips. And like, like Pascal mentioned, when we speak to the clients, we talk about point 1, point 3, point 7. But we said, how about putting all of that together and creating, writing a book. And I know that it takes lot of effort and time. And we said, Okay, let's start and then that's how we started. And as, as in our book, the most important aspect of the book is a Practical Guide. People can open the book at any, any base and see there are tips and tricks that they can take directly and implement in their organization about automation. Yeah, I love that because for both of your books, I found that, right. Like you're dog-earing, people are like leaving a little post-it notes to come back to that. I think it's great when a book can be that practical and almost modular, right? Like you can, you can flip through. So I think both of your books offer that, that land anywhere and get those insights on. Okay, so here's a different question. And I think we see this with any advancing technology or new technology

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. A lot of time is spent defining it what a debate, lot of energy, really healthy, right? Often. But let's just start often and start with you RP, What is intelligent automation? Because there are lots of definitions out there probably leads to some of the misconceptions Pascal mentioned. So what is it? I think in a very simple terms, the way I define it is, intelligent automation is when you apply data and data driven decision-making and some bit of a cognitive and the AI technologies designing the models, helping organizations to make data made decisions is very wet. So intelligent automation is very simply put, business aligned, data-driven, and combined with AI, liberating Human + Machine power to drive automation. That's at the top of what I call it the automation maturity pyramid is intelligent automation, for me. I love it and that's how I see you nodding. Like what would you add to that or perhaps even debate, we're among friends. Yeah, I'm completely aligned with what RP just said. I mean, with the decision driven for food restaurants around people. And I like to say that Intelligent Automation is made by people for people. So that's a critical component. I would add probably that it's a combination of methods and technology. Okay. We often think that it is only technology, but it is a bit more than that in my view. It includes project management, change management, communications, and all those practices that we have around large transformations. The purpose is to automate end-to-end business processes. And I think that's something that is very important as well. And when we talk about technology, I like to come back to technologies

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that everyone has in mind. And for example, computer vision gives the capacity to the

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technology to see, to identify, to read a natural language processing that gives the

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capacity to the technology to understand and to talk robotic process automation of

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intelligent workflow that have technology to execute actions and to

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and of course, machine learning that helps machines to think and learn. So by combining

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all these technologies together, we're able to automate the most complex end to end business

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processes. Basically, we create synergies with those different technologies, create

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like capabilities that had to commit the most complex use cases. For example, I

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mean, I think we all know end-to-end process that is called procure-to-pay, which is about,

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I mean, any company in the world is using this. It's about procuring goods and services

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and finally, paying them to the supplier. In this long process, we start with the

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selection of vendors which can be performed using machine learning, for example, based on the history of what we've done with those vendors and the ratings of those vendors

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and so on, identifying the best one for these products and for the needs of the company. That is about sending those orders and which Workflow platforms or robotic

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process automation can be used. And then it's about receiving and processing invoices when the goods have been received and used and here natural language processing can be

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used to reduce invoices and process them automatically in the system and finally pay

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those vendors and here we can use robotic process automation as it is something that is quite transactional and repetitive. As you can see, an end-to-end

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process can be fully automated using a combination of technologies, and

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again, working hand in hand with the people. You know, I think it's a great use case that

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procure to pay. It's not maybe our most exciting thing that we ever have in the world, but very

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effective. So when I ask you about, like, what other opportunities to see? I can tell you're very passionate about this topic, right? Like, what else gets you excited

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about the opportunities either that are happening today or that either for business or people or both? And that's for you Pascal. Something that is magic about Intelligent

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Automation is that it is available across functions and across industries. So there is no one

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industry or one function where intelligent automation can't bring benefits. And that's

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one of the reasons why at the end of the book, we've identified library, we've put together a library of more than 500 use cases. Yes. So there is no reason

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why someone would say, "I don't go with AI because I don't have potential benefits

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from it". And then back to the benefits. What are those benefits? I will start with

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probably your business efficiency, okay? So definitely you can

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improve efficiency by 20 to 60 percent based on our experience and research. Secondly, employee

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experience, and that's a very important one. It's about taking the mundane, repetitive

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tasks. That's all of us are doing on a day-to-day basis. And being able to refocus ourselves

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on what really matters, what makes us human basically. So creativity, strategy, relationship

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with the others. Another key components, key benefit is customer experience, improvement

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of customer experience. And here it's now being able to connect with our

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customers on 24/7. Being able to collect all their needs and understand their needs

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better manage their loyalty. And the other benefits that I've found out by researching

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a book about saving lives. So we've identified the capacity of those technologies to save

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more than 10 million lives per year by somebody in clinical trials, research, disease diagnosis,

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patient support. The capacity also to double our budget for health and for education by

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reallocating the money that we are losing today on accidents, mistakes, frauds and so on.

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As you can see a lot of benefits and I'm sure RP you have much more to add to that. Saving lives

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is awesome. I hadn't even thought about that one until I read that with you. 10 million, that's amazing. So RP, what would you add? Like, what are maybe your favorite

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cases are the ones you see that our most powerful, I think Pascal covered the breadth of implementation

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and use cases where we can apply this right, starting from health care to manufacturing,

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to travel and transportation, to the financial institutions across the board and including

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the government sector where we can apply automation use cases. And there are many benefits that

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when you apply automation. Some of the benefits that Pascal mentioned, Capacity, freeing up capacities on a day-to-day basis so that we can focus on more value added

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actions that humans can do. But I think one of the critical business benefit that I would

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want to touch upon is automation helps to drive speed to market. At the same time, improving

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the quality. You know, typically if you look at cost quality, speed, you know, if we tried

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to or just one, the others gets impacted in a traditional process management philosophy.

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But this is the only place where when you implement automation, you can reduce the cost.

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At the same time, you can get the speed to market and it impacts quality in a very positive

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way. So it actually moves all of the three parameters in a very positive direction together.

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In other change processes, if you impact one others may impact it in the other direction. So that's one of the cohesive benefit that automation

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can deliver to. And to the example the Pascal talked about, Saving humans live, right? There's

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lot of that. That happens primarily because your quality of analysis speed at which you

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can perform healthcare data analysis and provide new insights using AI and Machine Learning

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can provide for payers and providers gives you a single pane of glass. Lot of information

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that they can make critical life-saving decisions using automation. And another example is,

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you know today, every enterprise focuses on sustainability, measuring and identifying automation

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enablers to drive sustainability and impacting the entire environment and human benefits

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and in reducing the global warming. All of that can be also influence through

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implementing automation. And just to touch on that a little bit further, because I think that's a really important point where a lot of us are talking in the Tech industry right?

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About green by design, right? With Tech like sustainable by design from the beginning.

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Well RP you've mentioned that especially in sustainability. You know, you're touching on the fact that intelligent automation can play a role in helping drive that set fair? Absolutely significant, significant

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lead can help him to enterprises to identify what should be the cloud transformation capabilities

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the green code that you talked about. The entire environment in which the

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ecosystem and the environment in which our technology IT systems operate. The resources

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that are consumed from the power to water, to everything you can do and baseline your

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current capabilities using intelligent automation. When you capture a lot of data that can provide

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significant insights to establish roadmap on how we can drive entire enterprise

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sustainability index in a very, very positive space. I think that's the ASG agenda right,

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is on the minds of leaders today. And again, it ties back to that human transformation, that responsibility that we have. So let's turn to how to get started, right? You both

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touched on that at the beginning and yet certainly throughout your book and RP, maybe we start with you. For someone that maybe it's just not sure we're on the enterprise to focus

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or which use case to start with what would you advise? I think it's a very important

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question. You know, I always say that I know I used to work with the Watts Humphrey, who is the

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process guru in the industry. He used to say, "If you don't know where you are on a map, a map

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won't help you". You know, that quote always resonates to me because any change program

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that we do in the organization beat automation. It's very important to kind of baseline where

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you are in the journey. So for intelligent automation, the step one is to assess and

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baseline the current Automation Landscape. Then you go through step-by-step to approach

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what I call as the automation maturity. You start with foundational automation, then

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you go into optimization, then you get into efficiency through robotic process automation.

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Then use, while you're doing this, you start capturing the data. And the data becomes the

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foundation and data-driven decision-making, as I said, will become foundation for the

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highest level, which is intelligent automation. So that's how you do the automation

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journey. So you need to baseline where you are, you go through the automation maturity and

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you put up a plan. In all of these, one of the very important element is to look at the current

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business processes. If the current business processes are chaotic and ad hoc in nature,

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it is very important to streamline the process first, get the process right. The reason is,

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if you automate an inefficient process, you just fueled your inefficiency run more

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efficiently. To make sure that you let the process optimization before you add automation

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layer on the top of it. So that you can avoid the inefficiency that it can infuse

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into the efficiency of automation. So baseline, put up a maturity plan, get the process right,

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is the way I summarize where to start with automation. It's great. Pascal, what are the headlines

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for you? What do you tell folks when they're just trying to stumble around that map that RP mentioned. Yes. I'd say the same thing as RP. I'd really

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really like to point the map point which I wrote it down. I'm going to use it in the future and

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garbage in, garbage out. You need to redesign first the processes before automating them otherwise

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you just have a garbage automated process which is useless. I want to

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come back on a few critical success factor that needs to be in your mind of people who will

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start those transformations. We talked about people first I won't come back to that.

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I mean, the key points here are our education, change management, information, incentivization,

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empowerment of the people. This is critical capability in the center. Second one is the

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tone from the top. I think I've never seen that Intelligent Automation projects succeed

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without a strong sponsorship. I think it's even more than sponsorship, it's involvement

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from the management. Okay. Those transformations are structured and they have impact across,

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processes, IT, People and so you need the highest involvement of these

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three levels. Third is about start with decisions and I liked your point RP that you built

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at the beginning. Decision are really the cornerstone of end-to-end processes.

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If we go back to my non-sexy example of the procedure to pay that back with me,

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which is universal and that's great. Yeah, every company can understand that. When you, when you, I mean, the key decisions that you have to make, for example, in these end-to-end

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process is whether you will pay or not an invoice from a supplier. And

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and as you can see that that's really a cornerstone. In order to take the decision, you will need

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some data. So you need some information about what has been delivered, what was

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in the purchase order. What the quality of what was delivered and is the price and the

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quantity the same as what was at the beginning, for example. So you need all this information and you're able to identify that you will need this data because you know which decision

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you need to make, okay? And very often all those projects that we're launching have issues

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of identifying the right data. Okay, so that's thanks to this decision, you can understand which data you need and, and focus on these data are getting the right data. And finally,

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out of this decision, you will either accept or reject. Again, those are clearly two variants

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of the same process. If you reject, you will send an e-mail to that the supplier and ask

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for something. If you accept, then you go into the payments. Okay, So those two different

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path are very different. And help you to understand what needs to be automated

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for each of those two variants. The two last critical success factor, democratization.

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So leveraging some user-friendly technologies that are accessible to everyone in the company

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with minimum coding or programming experience. This is critical because you have to

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empower everyone in the company to participate in the transformation. And when you do this,

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not only you have more hence working on the transformation, so you go faster and broader. That's most importantly, you change the mindsets of the people in the company. Because when

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everyone is empowered to act, the ownership of the transformation and the capacity to

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participate and influence this transformation is higher. Those are the critical success

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factors that I identified as most impactful. Yeah, I like your points because

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this is how you get to that transformation, right? The decision, like knowing where you want to go. I think that's actually quite practical, but also strategic, Right? Because

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I think a lot of people struggled to say, I've done part of it, but how do I make sure it has that big impact? Let's make sure everybody's kind of favorite part of watching webcast is the Mythbusters, right? Like the Mythbusters section. So why don't we kind of end on that. One of the questions that came in from our audience today was concerns with intelligent automation and responsible AI. I think there's some realities there and there also some myths that probably need to be addressed. So, so so RP, why don't I put you on the spot, right? Like, like, what's, what's the real here? And then we'll go to Pascal them to tell us what his perspective is. I think you're absolutely right. At least there is some reality in terms of making sure that the bias in the data is addressed, the data compliance and security needs are addressed and the models are tested and trained to kind of replicate the real world and you know provide sensitive information in a very, very right and accurate manner. So there are many elements, right? Accuracy, relevance, responsibility, and making sure that the data is accurate. The most important thing in any of the Intelligent Automation, even on AI, right, the way I say is that AI is nothing but an UI for the data. So the data, it plays a critical role in driving AI, thereby driving intelligent automation. So I think it is very important across the globe there are a lot of research going on in terms of addressing aspects that we need to consider. And this is another area where we can even automate some of the aspects of responsible AI competence. I'll just to give you a simple example, right

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? There are 10 expectation that we need to make sure that the data is sufficient for delivering the right AI model. We can test the accuracy of the data on that readiness for responsibility using an automated enabler. And that's what we kind of test it out to make sure that you can make sure you can implement, establish a responsible AI using automation as a capability. It's awesome. I hadn't thought about it that way. I hadn't thought about having responsible automation ensure responsible automation. I like that little brain conundrum there. Pascal, will come and myths do you see there's also a lot of chatter about jobs and that's particularly ebbs and flows with economic time. So is that something that you have a perspective on or any other myths that you encounter when you have conversations? Yeah, I think it's very important to talk about the job aspects and the, I mean, basically the impact of automation on jobs. Because this has been, I mean, it's not something new. A few centuries ago manufacturing goods got automated as well. Those big machines, physical robots. And, and we have the same thinking. We have the same discussions which are completely normal now. Yeah. I mean, we had the lead at that time that that we're discussing the points that those robots will replace us and that we would be out of jobs. And I mean and again, those fears are completely no-no because we are, I mean, we are we work is an important part of our lives. And, and, and the facts to hear that these technologies are able to perform some of those activities that we're doing currently. Can be a bit scary. Now let's, let's go back to the facts. And so what happened 200 years ago, people were scared as well. And finally what we've seen is that new jobs. So certainly new job tasks on the job tasks have been motivated by machines, but new job tasks have appeared.

And the thing is, we don't know what those tasks, the future new task are. And I usually give the example of Uber drivers. Nobody would have guessed ten years ago that our world would count more than 3 million Uber drivers today. Okay? Because that's suddenly needs of our nation. So and I would say all on economist. I mean, you can talk about Keynes, you can talk about all of the other very famous economists will tell you the same thing, to any new technologies coming in. It definitely takes part of the jobs that are, that are being done today, but much new ones are being created. The issues, we don't know which one yet. We have some hints here and there about what new jobs in ethics, for example, broadcasts but a very important discussion around, this topic. Then why don't we squeeze in one last question and that is kind of types what you were saying Pascal, and that's all about skills. So it's a hot job market. We all know that you talked about like the jobs we don't even know we're gonna happen. So I'll start with you first, but just rapid fire, like where would you advise someone who's looking to start a career? in intelligent automation, right? What kind of skills, what do you say they should focus on? And then RP, I'll let you close this out with your advice on that. You have so few people that are interested in a career in this. You've inspired them. I think the first, the first skill is about digital literacy, okay? So basically knowing which information to find a way to understand what are those new technologies or without the benefits, the upbringing, and how to control and, and, and implement them.

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That's one thing. Second is to be able to master this when you need to, to know well how to learn. And we know that those technologies are coming at an increasing pace. New technologies are coming at an increasing pace. So we need to develop the capacity to learn quickly how to use those technologies. So the capacity to learn, how to learn is something. I mean, there are a few books on the topic. That is a skill really skill of the future. I think curiosity about learning. I think you per, share obviously as authors, right? And I think that applies a line across so many domains, but particularly, and this one is as fast as it's moving. RP, do you want to take us home with some last thoughts and then we'll thank everyone. Thank you. And I think the most important thing Elise is, there are three key components that impact the digital literacy and automation that Pascal talked about, I call it as a Cloud is the enabler, Data is the driver and AI is the differentiate them. So if people can start learning Cloud, Data and AI, and that should help build the components that are required to become intelligent automation expert. This is also why I know my brain is full. I think we covered a whole landscape, but, but this has been recorded have it for your listening, re-pleasure and replay. So you can keep learning from these experts. And if you haven't read their books, please do. You're going to walk away even more inspired. There we go. Thank you. Thank you. I knew Pascal would show for us. So if you haven't dug in and read these seriously, I really encourage you to do so. I had so much fun. RP and Pascal, shall we do it again sometime? Have people join us again. Absolutely. Thank you very much for hosting this. Thanks everyone. Have a great day.

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