What can organizations expect from artificial intelligence and what needs to be in place to benefit from it?

60% of CEOs are concerned about integrating cognitive processes and artificial intelligence (AI). Global CEO Outlook, KPMG, 2017

$12 billion will be generated by AI or Intelligent Automation by 2019. MarketsandMarkets, March 2016

CEOs expect to add headcount to address AI. Global CEO Outlook, KPMG, 2017

### Robotic Process Automation vs. Intelligent Automation

<table>
<thead>
<tr>
<th>Class 1: Rules</th>
<th>Class 2: Learning</th>
<th>Class 3: Reasoning</th>
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<tbody>
<tr>
<td>Automation based on logic and documented process rules</td>
<td>Recognize patterns from unstructured data; automation based on statistical accuracy ratings</td>
<td>Hypothesis-based reasoning; automation based on confidence ratings</td>
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### Why is it relevant?

Intelligent Automation is the convergence of Robotic Process Automation (RPA) and intelligent technologies. These intelligent systems including natural language processing, machine learning, data analytics and probabilistic reasoning, can perform tasks that have historically required human intelligence and situational analysis.

Intelligent software mimics human activities such as perceiving, inferring, gathering evidence, hypothesizing, and reasoning. When combined with advanced automation, these systems can be trained to execute judgment-intensive tasks.

With intelligent systems, scaling expertise becomes much easier. Intelligent systems can be trained on the basis of the top performers, and then used to assist and augment other employees in a digital assistant mode.

### What are the benefits?

- Frees up the workforce from doing significant transactional work in order to focus on higher value work and innovation
- Streamlines transactional work with improved quality and outcome consistency and reduces delivery costs
- Enhances core business process service delivery models such as finance, HR, procurement and IT
Boardroom Questions

1. Do we understand how a new competitor entering our market place would leverage Artificial Intelligence and other new technologies to disrupt the sector?

2. Are our people focused on creating a true differentiation to our client rather than undertaking tasks that could be automated?

3. Do we understand how our points of differentiation may change as our sector starts to embrace new technology?

4. What are the workforce planning assumptions we have made over the coming 3 to 5 years?

5. If data is the new gold... do we understand the data we have, the data we could have and the data we need to differentiate us?

6. Do we understand the impact of AI on our customers and our supply chain?

Questions for senior management

1. How do our customers rate their experiences of dealing with us. Are they always satisfied? Outsourcing large volumes of customer transactions has been the approach until now – how is Intelligent Automation changing this?

2. Are our myriad of processes and systems still difficult to manage even after many years of trying to merge and consolidate these? Is there a better way?

3. Are we getting the most from our people? Do we get a sense that they are satisfied in their roles or could they be adding more value to our organization?

4. Are we really maximizing the opportunities that new and disruptive technologies can offer us to allow us to stay ahead of our competition?

5. What are we doing to collect, curate and manage the vast amounts of data we have access to?

What actions can the Board consider?

1. Conduct a review of core processes and systems to identify opportunities where you could consider new technologies. It is important however to streamline your processes first and evaluate the output – can you achieve the same or more?

2. Identify where the pain points are: does technology now offer a solution to addressing these that did not exist previously?

3. Technology and disruption is moving at such a high pace that there is a need to stay focused – consider appointing a Chief Technology or Disruption Officer sitting on the Board or reporting to it with ownership and accountability for this area of expertise

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