Return-on-Portfolio Checklist – Phases of Maturity

Getting started

Early stage pilots often do not have the ROI that would justify them being done. However, they should be viewed as valuable for learning experiences, where infrastructure, culture, and questions of feasibility can be put to the test.

Explore the technology:

- Research, brainstorm, and generate ideas on potential solutions

- Evaluate different classes of technology to identify what's useful and what's not

- Test out different tools on business infrastructure to ensure integration is possible

Take the time to align your organization's culture:

- Involve key departments in early decisions

- Create digital awareness within the organization

- Provide guidance to influence corporate strategy

Developing measurement rigor

As you begin to branch out and scale up your intelligent automation initiatives, think about how to measure the costs and benefits of each initiative. Commonly used ROI metrics and measurements will indicate if your early planning was on the dot, or if it needs adjustment.

Common metrics for intelligent automation projects:

- Process handling time before/after

- Implementation time

- Return on investment after 1/3/5 years

- Cost of software

- Cost of consulting

- Cost of development team

- Total savings

- And many more

Thinking broad and program-oriented

Your company needs wide-scale automation-led transformation, in order to be the digital enterprise prepared to compete in the future. So, all Intelligent automation projects should be looked at in this context. When you get here, you're using a true return-of-portfolio approach.

Measure the success of initiatives based on their potential to create a strong foundation for future digital transformation. Foundation stones include:

- Align on software architecture, tool selection, and contracting

- Establish rigor in documentation, governance, and process selection

- Design a center of excellence, including its roles, funding, and success metrics

- Plan projects around a larger roadmap

- Ensure business divisions are aligned

Keep a larger focus on data:

- Align on your goals and priorities for your data strategy

- Do a current-state analysis of how your data is organized (if at all)

- Identify the right stakeholders to ensure your data strategy is effective

- Prioritize projects that digitize base operations

- Establish a model for data storage (data lake or warehouse) that fits your needs

Be service and experience oriented:

- Articulate the larger purpose behind transformation

- Plan solutions around the customer and employee experience

- Create a feedback model to continuously learn and improve services