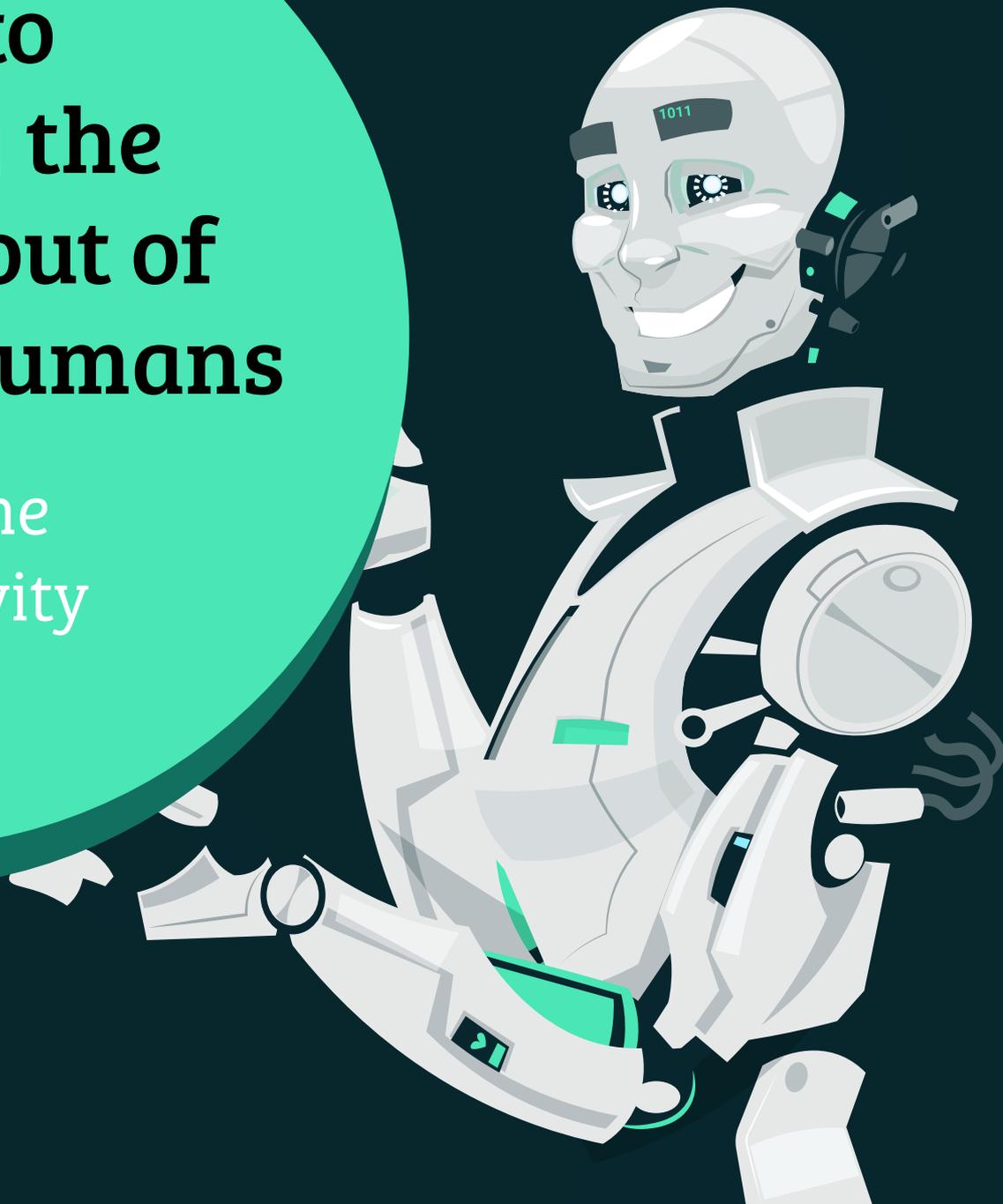# level™

# Guide to Taking the Robot out of Your Humans

## Solving the Productivity Problem

# Introduction

This guide looks at some of the challenges of improving productivity in large organisations with thousands of employees at all skill levels. It considers how adopting technology and innovation can help improve productivity by taking away the drudgery from people's jobs or as we like to put it, how to ' take the robot out of your humans'. This guide addresses some of the questions we hear time and time again from businesses and organisations in all industries about why they would use Cognitive Intelligence (CI) and how they can use it optimally to improve productivity, including:

- Why isn't our productivity improving?
- What are my employees doing in their jobs that could be done differently or better?
- What is CI and what will it do for me?
- What benefits can CI deliver?
- Should I consider CI for my business?
- Will CI replace my employees?
- What steps do I need to take to get the best value from CI within my existing infrastructure?
- How can Level help my business introduce CI to improve my employees' lives and productivity?

Our objective with this guide is to help you think about how CI can benefit your business and employees by automating time-consuming or complex tasks, leaving your people to focus on higher-value and more engaging work.

# What is the problem with employee productivity today?

We all know that productivity in the workplace is not what it should be. Productivity figures are not growing in the UK, we are lagging far behind the productivity levels of our developed neighbours; Germany, France and the US. Publicly stated UK productivity levels are no higher than they were before the financial crisis began in 2008. In fact, the Office for National Statistics states that UK productivity levels have fallen to below those recorded in 2007.

Despite this knowledge, recent research suggests that up to 42% of companies have done nothing at all to improve productivity since 2015.

**Some of the reasons cited for a lack of growth in productivity include:**

- Lack of innovation, particularly in large organisations, and a resistance to change

- Unengaged employees who don't feel valued and aren't given time or scope to be creative

- Critical skills shortages in engineering, software, data analysis and IT

- People spending too much time doing jobs that don't add value to the business – bureaucracy and complexity of systems

- 38% of employees say that they have too much administration

- 24% say that the technology they are using is too slow **>**

> *"The accumulation of non-obvious, ineffective or misapplied actions leads to low productivity."*
>
> Chris Behnke, experienced entrepreneur who loves the hustle of business, getting outside the box and inventing new ways of doing the impossible.
>
> View more HERE

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# So how do we start to solve the productivity problem?
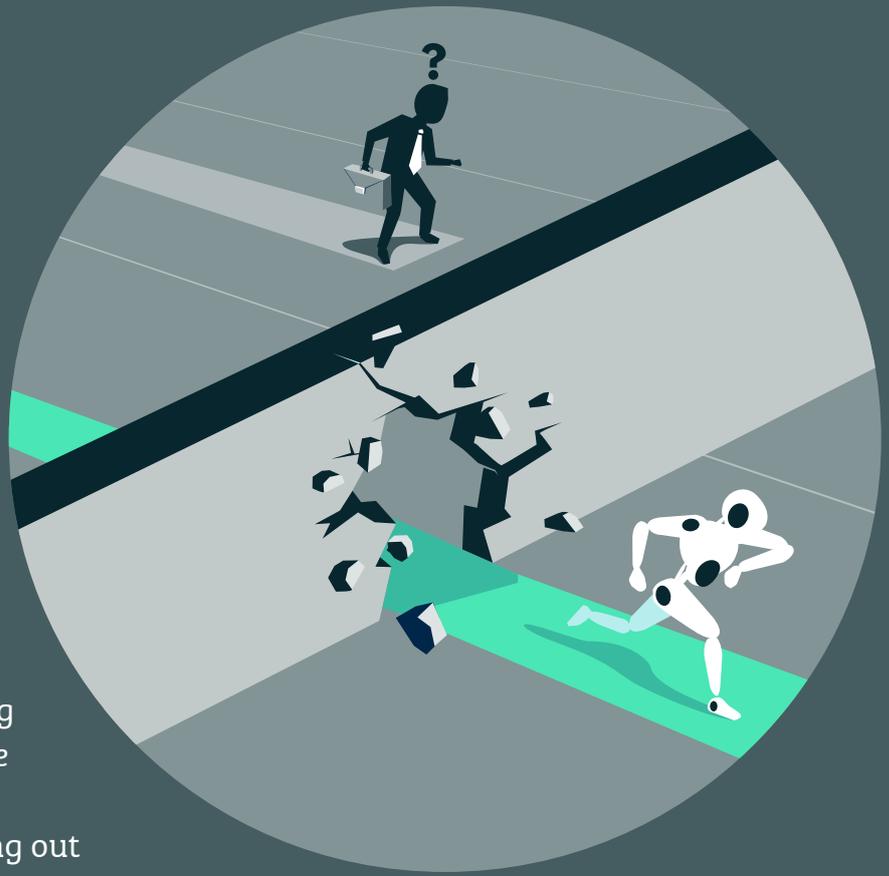
The usual strategy is to start solving the big problems first because these will deliver greater returns. Some organisations want to rip everything out and start again from scratch, which can take years and be very disruptive to the business and often still not deliver major transformation. However, the more effective strategies often focus on solving the smaller challenges first. Making lots of incremental improvements to the existing infrastructure enables an organisation to iteratively transform employees' lives, releasing time and energy that can be spent on more valuable tasks.

One well-adopted approach through the centuries has been to implement new technology and since the First Industrial Revolution in the 18th century technology has delivered major step changes in productivity levels. A century later the division of labour, along with electricity and automated production, gave rise to the Second Industrial Revolution. It was only towards the end of the 20th century when the increased adoption of the microchip and mainstream computing enabled the full automation of production and the rise of the Digital Age. The latest major wave in technology development, the Fourth Industrial Revolution, is Artificial Intelligence (AI) and the availability of CI. It is AI that provides us with the opportunity to quickly reduce the volume of repetitive administrative tasks and make that half day per week more productive for your employees and allow them to get on with the more value-added tasks.

To improve productivity, the most important thing to think about is how to best **take the robot out of your humans** to optimise their time, happiness and overall value to your organisation. **>**

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# What is Cognitive Intelligence and why do we need it?

Cognitive Intelligence (CI) mimics the functions of the human brain by bringing together an organisations' data, business processes and employee knowledge. According to Deloitte, CI can perform or augment tasks, better inform decisions and accomplish objectives that have traditionally required human intelligence.

Many use the term Artificial Intelligence to describe these evolving technologies. However, there are three areas that sit underneath AI. Each is powerful and has different working applications, either as a standalone technology or combined together to deliver a more effective solution.

| Category | Description | Application Example |
|---|---|---|
| Robotic Process Automation (RPA) | An emerging form of clerical process automation technology based on the notion of software robots. | ■ Website Scraping<br>■ Data transfer and cleansing<br>■ Email query processing |
| Cognitive Intelligence (CI) | The simulation of human thought processes in a computerised model to mimic the way the human brain works. | ■ Managing Employee Interactions<br>■ Managing Supplier Interactions<br>■ Managing Customer Interactions |
| Machine learning (ML) | An application of (AI) that provides systems the ability to automatically learn from experience and improve themselves without explicitly being programmed to do so. | ■ Supervised learning<br>■ Unsupervised leaning<br>■ Deep learning |

Each of these forms of AI has a different role to play in a business; some will deliver more benefits than others depending on the type of business process and problem being addressed. It is important to get an understanding of which form will have the greatest impact on the productivity within your organisation. >

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# Should you consider implementing CI to improve productivity?

There is a huge amount of hype around the value of AI, particularly around Robotics and RPA, and these technologies do have a role to play. However, it is CI that is emerging as the next big thing; expectations of the benefits CI will bring are very high and it is increasingly being proved to deliver real value. In reality, few businesses to date have incorporated CI in any form, and most that have are only just starting to test it.

According to recent research from Boston Consulting Group only 1 in 20 businesses have implemented AI (mostly in the form of RPA) into their strategy. This research based on a global survey of more than 3K executives, managers and analysts also found that the largest companies of more than 1K employees are most likely to have an AI strategy and even here only 50% have one.

As with any technology, its implementation needs to be well thought through, and expectations should be reasonable. You need to understand each type of AI technology and what it is best used for. You should also consider your existing technology infrastructure, its strengths and weaknesses, where the data exists, where the bottlenecks are and where processes can be improved by AI and CI. Bear in mind that CI is not all about cost-cutting but is about automating tasks for faster, more accurate and reliable outcomes. We take a closer look at some of the benefits of CI in the next section. **>**

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# What are the benefits of CI?

CI complements existing transactional systems. In milliseconds applications can simultaneously access the heterogeneous technology stack that exists in most organisations. It can provide a source of competitive advantage for businesses and the economy (by driving up productivity), and it also has an important role in improving social well-being. By this, we mean that CI can be used to replace the drudgery in jobs that we all have to do - the jobs that require intelligence and often complexity but are not part of our job description or do not add any measurable value to the business. CI offers solutions to repetitive, complex problems without human bias or emotion.

**62%**
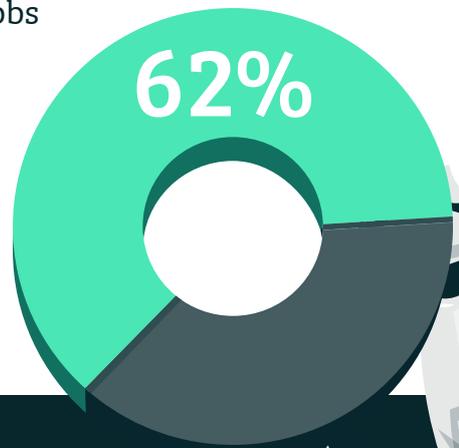
### CI benefits from IBM report 2016
- 62% of early adopters of CI say that the results are already exceeding their expectations
- 49% experienced Improvements in productivity and efficiency
- 46% experienced improvements decision in making and planning

### Deloitte Cognitive Technologies Survey 2017
- 51% companies looking to enhance the features, functions and performance of products
- 36% looking to optimising internal business operations
- 36% were looking to free up workers to be more creative by automating tasks
- 35% were looking to make better decisions
- Only 22% were looked to reduce headcount

There are many research reports from early adopters that indicate the benefits of CI to large companies, which can help set expectations about adopting these technologies within your own business. The key is to know what benefits you need to achieve, whether it's productivity, improved customer service, faster decision making, happier people, lower costs, or all of the above. >

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# Where will CI deliver results fastest and how?

Use of CI in your business will be determined by where the biggest challenges lie and how quickly implementing CI will deliver returns to productivity.

A recent Harvard Business Review Report based on a study of 152 AI projects found that smaller task-based projects were far more likely to be successful and deliver value than ambitious blue sky projects. These findings support our own identified earlier in this guide, that complex administrative tasks within multiple back-end systems are one of the key areas that benefit most from implementation of CI to deliver productivity improvements in the shortest timescales.

Many administrative tasks require multiple data inputs that can only be done by humans who know and understand systems and processes. Some administrative tasks such as maternity/paternity pay, absence management and payroll reconciliation, although simple in theory, take time and don't always deliver results employees want, or may need to be redone multiple times.

It's important to identify administrative areas that will benefit most from using CI, numerous studies have found that parts of the company where "knowledge" – insight derived from data analysis or a collection of unstructured data - is at a premium but not easily accessible e.g.

- **Bottlenecks** – siloed information that cannot easily be shared because it's in multiple systems or legacy systems

- **Scaling challenges** – data exists but it's not available to everyone who needs it

- **Inadequate processing power** – huge amounts of data but no ability to do anything with it

The key is to develop use cases to identify the biggest challenges, then prioritise to find where CI will take the pain and drudgery away, leaving employees time to deal with more complex, value add tasks, utilising the skills they were employed for. >

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# Will Cognitive Intelligence replace my employees?

There has been significant debate on this topic. There is no doubt that CI will change the type of work that people will do but no evidence to say that it will replace them. The march of computer technologies since the 1950s has not replaced people, it has just changed the types of work we all do taking away the repetitive and boring jobs, replacing them with more interesting, challenging knowledge-based jobs. AI is at the heart of the Fourth Industrial Revolution and will almost certainly transform the workplace. Just as the initial computerisation of clerical jobs reduced costs and created a wide range of new, more financially rewarding IT roles, AI will open up new roles and career paths that are more fulfilling for both businesses and employees.

The HBR CI project research found that the primary objectives were not to replace head count and that very few projects have led to reduced head counts because many of the tasks in question had already been shifted to outsourced centres. Another recent Forbes article, which illustrates Fortinet's experiences of investing in AI, concludes that *"the value, power and efficiency of AI does not arise from its ability to replace human beings. In fact, AI does just the opposite. Both automation and AI underscore how central and critical human insight and expertise are to success."* This is supported by the fact that unemployment in the UK is at it lowest since World War II, and it is clear that lost jobs (such as clerical, mining, and production line roles) have all been replaced by new ones.

BCG research found that 70% of people working with CI are not fearful that they will lose their jobs and there is no expectation of a reduction of jobs within 5 years. In fact, a similar percentage of people were hopeful that AI will take over some of their more boring and unpleasant tasks. The goal is to blend CI and people to increase productivity and improve customer and employee experience.

On the whole, most economic forecasters believe that AI will complement people. An interesting blog based on the findings of Peter Thiel in his book, *Zero to One*, summarises that *"the most valuable companies in the future won't ask what problems can be solved with computers alone. Instead they'll ask: How can computers help humans solve hard problems. As computers become more and more powerful, they won't be substitutes for humans: they'll be complements."* >
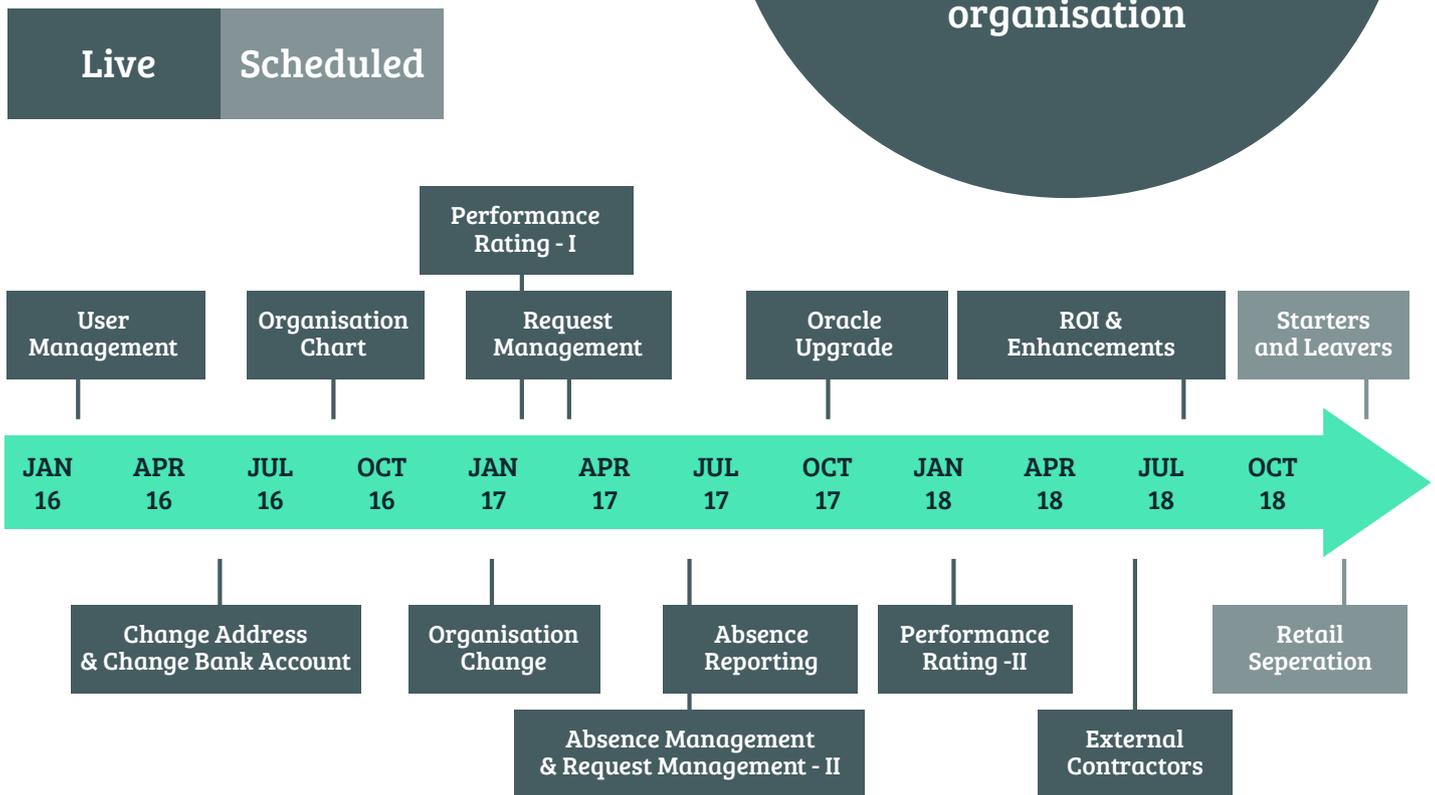
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# What steps should I take to successfully implement CI in my business and take the robot out of my humans?
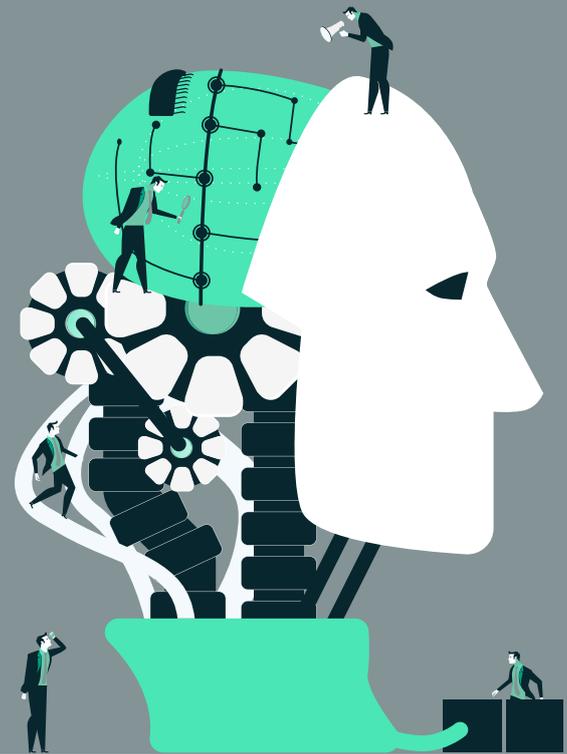
**1** Think big, start small – it is useful to have an overarching long-term AI strategy for the business, but start with the smaller problem areas where results can be delivered quickly.

**2** Use the right technology for the right business problem – there is a place for all AI technologies and some processes will benefit from different forms of AI.

**3** Identify the main administrative bottlenecks.

**4** Build the use cases for each one.

**5** Prioritise the use cases in order of value and ease of delivery – by qualitative or quantitative benefits, or both.

**6** Ideally, prototype and test as you go before scaling.

**7** Review the deliverables and ROI.

**8** Roll out the technology or applications across the business. **>**

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# Working with an established CI technology provider will short cut the process and deliver results faster.

This is one example of the speed at which CI can be rolled out to deliver a portfolio of applications for a large commercial organisation

| Live | Scheduled |
|------|-----------|

**Performance Rating - I**

| User Management | Organisation Chart | Request Management | | Oracle Upgrade | ROI & Enhancements | Starters and Leavers |
|---|---|---|---|---|---|---|

| JAN 16 | APR 16 | JUL 16 | OCT 16 | JAN 17 | APR 17 | JUL 17 | OCT 17 | JAN 18 | APR 18 | JUL 18 | OCT 18 |
|---|---|---|---|---|---|---|---|---|---|---|---|

| | Change Address & Change Bank Account | | Organisation Change | | Absence Reporting | | Performance Rating -II | | | Retail Seperation |
|---|---|---|---|---|---|---|---|---|---|---|

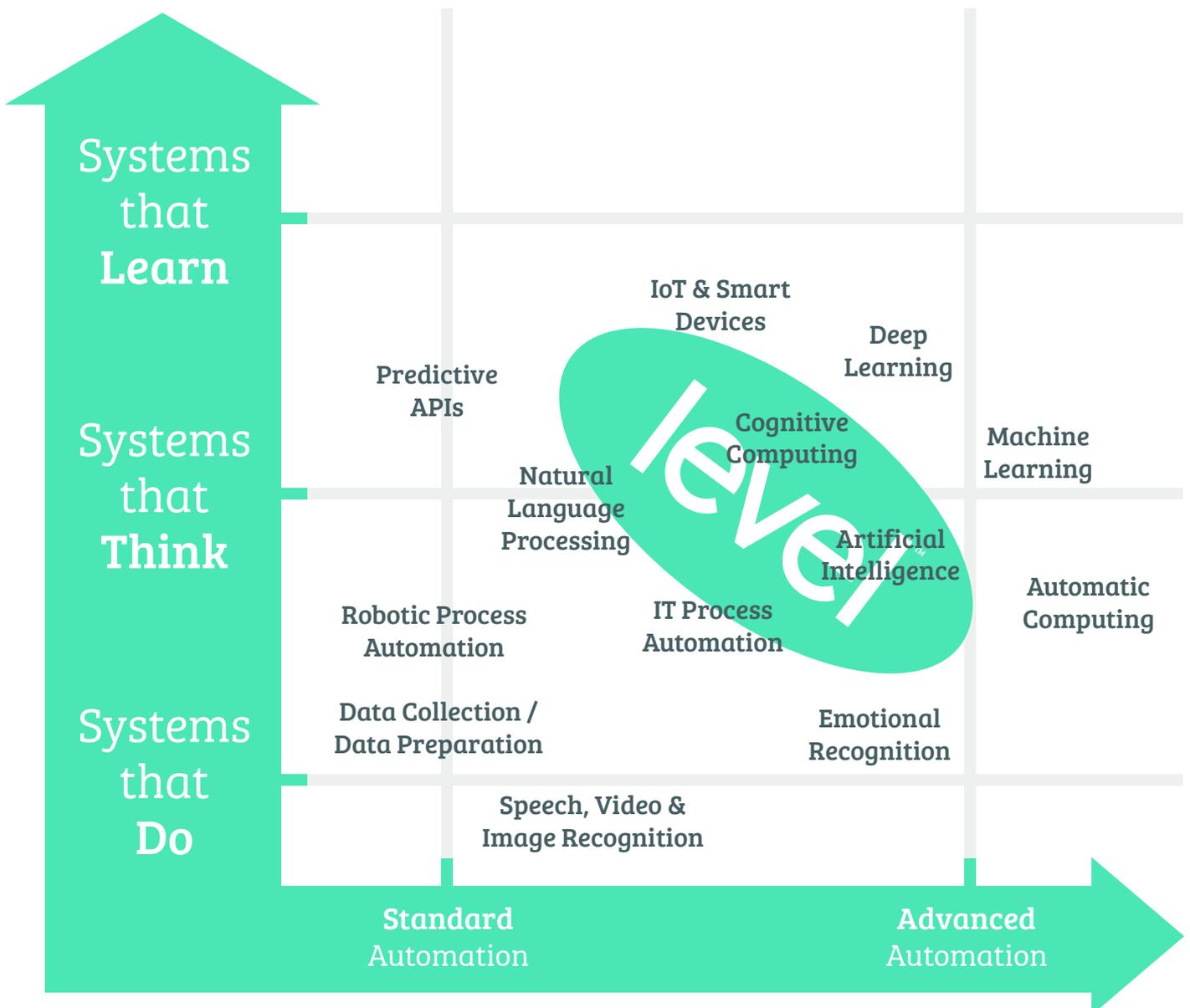**Absence Management & Request Management - II**

**External Contractors**

# Getting to value

- Start Small – focus on the biggest problem area and the highest ROI.

- Workshops to define the problem and solution, and jointly agree Business Case.

- Rapid, Agile onboarding – 2 to 4 months. No change control. **>**

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# The AI market and where Level fits

Level provides a cloud-hosted platform that is able to automate practically any business process by leveraging an organisations' data and knowledge. In addition we provide a portfolio of applications that may be used to automate a number of "back office" businesses processes.

Systems that **Learn**

Systems that **Think**

Systems that **Do**

IoT & Smart Devices

Deep Learning

Predictive APIs

Cognitive Computing

Machine Learning

Natural Language Processing

Artificial Intelligence

Robotic Process Automation

IT Process Automation

Automatic Computing

Data Collection / Data Preparation

Emotional Recognition

Speech, Video & Image Recognition

**Standard** Automation

**Advanced** Automation

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Source: HFS Research 2017

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# How Level apps can help take the robot out of your humans

Level has a portfolio of applications and an underlying platform that is able to automate business processes, taking the robot out of your humans and delivering quick benefits and fast ROI. We do this by:

**1** Removing repetitive administrative tasks that require multiple data inputs and have complexity

**2** Focusing on core problem areas and bottlenecks

**3** Integrating with core systems for easy multi-format data access

**4** Delivering results faster than humans could normally do

**5** Improving the user interface and making it easier to understand the results

We will work with you to identify the areas that will benefit from CI, and will deliver a range of applications to reduce the administrative overload and remove the drudgery from your employees' lives, giving them back that half-day per week to deliver real value. The result is happier more productive employees, and productivity growth figures that are positive. **>**

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# Level CI applications overview:

- **Procurement** – decrease call volume by 80%, allowing teams to focus on efficiency savings

- **Absence Management** – automated, consistent and fairly applied policies

- **Maternity, Paternity and Shared Parental Leave** – instant personalised calculations for employees, removing lengthy internal process

- **Performance Rating** – provides consistent data entry and full audit trail with drill down dashboard reporting

- **Accounts Payable** – estimated 30% efficiency improvement

- **Org Change** –  moves people and teams around organisations quickly with easy use org chart interface

- **External Contractor Management** – full tracking and audit trail with effective onboarding and offboarding process

**A**utomating time-consuming tasks

**S**implifying complex business processes

**K**eeping people engaged

Ask how level can help you – visit our website for more details on our apps and case studies.

**Level.global/ask**

# level™

## See how Level can help take the robot out of your humans

The Level platform makes cognitive intelligence simple. Applications are live across a range of industries, helping teams to be more efficient and enabling them to focus on driving business value.

By intelligently processing vast amounts of data, Level equips humans to deliver excellence without the effort.

## Get in touch

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