

# **Unlocking business value through intelligent automation**

# Contents

- 01 In brief
- 02 Introduction
- 03 When it doesn't deliver
- 04 Overcoming stalled initiatives
- 05 The right team
- 06 The cost of doing nothing
- 07 Our track record
- 08 How can we help?



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Paul is an experienced digital transformation leader with a 30-year track record across front and back office optimisation. From CRM and CX platforms to contact centre technologies and Intelligent Automation, Paul has helped organisations scale transformation using tools like Blue Prism, Microsoft Power Platform, ServiceNow, and emerging agentic AI.

## 01

### In brief

Intelligent Automation (IA) is no longer just a future-forward concept—it's a business necessity. While its potential to streamline operations, reduce costs, and elevate customer experiences is widely acknowledged, many organisations still struggle to realise that value. Projects stall, legacy technologies create bottlenecks, and the promise of transformation often falls flat.

Legacy platforms, once the gold standard, are now increasingly outdated, expensive to maintain, and misaligned with modern, cloud-first strategies. At the same time, poor programme ownership, unclear success metrics, and skill shortages continue to prevent IA from scaling.

Drawing on real-world case studies and Panamoure's extensive experience delivering automation outcomes across multiple industries, we outline a practical approach to overcoming these challenges—turning complexity into clarity and limitations into measurable business value.

This whitepaper includes:

- ➔ **Why legacy RPA platforms are now holding businesses back**
- ➔ **The common reasons automation programmes fail to deliver impact**
- ➔ **How to scale automation with hybrid delivery and self-funding models**
- ➔ **A real-world use case demonstrating ROI through intelligent automation**



# 02

## Legacy platform

Legacy platforms that once led the charge in automation, now risk becoming barriers to progress. High operational costs, rigid architectures, and limited compatibility with modern cloud and AI technologies mean these platforms often deliver diminishing returns.

Upgrading to the latest versions isn't simply a case of installing an update. In reality, it often requires what feels like a full-scale platform migration due to significant architectural changes—shifting from on-premise, desktop-based systems to cloud-first, web-based environments. This transition typically demands extensive process reengineering, infrastructure redesign, and team reskilling.

### Key migration challenges include:

Existing automations often don't run natively on the latest platform versions

Web-based development studios require developers to be retrained

Orchestration of digital workers introduces a new runtime model

On-premise integrations (e.g. SQL, Active Directory, APIs) must be reconfigured for cloud compatibility

“Rebuilding processes on a next-generation platform may be less efficient than re-platforming entirely,”



# 03

## When it doesn't deliver

We've all seen it: an automation initiative kicks off with big ambitions, but somewhere along the way, it loses momentum. Maybe the technology's in place, but the results aren't there. Sound familiar?

The truth is that failed or underwhelming implementations rarely come down to the software itself. More often, it's about how the programme is approached, governed, and scaled.

### So, what goes wrong?

Many automation programmes struggle because they're built on shaky foundations. Things quickly go off course without clear ownership, the right governance, or alignment between business and IT. Teams often jump into automating low-value tasks, hoping for big wins, but fail to think about long-term scalability or whether the process is truly worth automating in the first place.

Then there's the people side. Digital Workers aren't fire-and-forget—they need looking after. And if your employees aren't brought into the journey, you'll face resistance, confusion, or both. Add in poor communication and a lack of defined success metrics, and it's no surprise that so many automation projects end up underwhelming.

**“Intelligent Automation isn't just a technology rollout - it's a business change”**

Like any change, it needs structure, vision, and the right team to drive it. Get those things right, and implementation becomes the start of something much bigger.



# 04

## Overcoming stalled initiatives

You've launched automation, had a few early wins, and then... nothing. This is more common than you might think. Many organisations find their automation efforts plateau after initial success. Momentum fades, stakeholder interest drops and the programme starts to feel like it's just ticking along without delivering meaningful change.

The problem? Most automation programmes start without a clear path to scale. A handful of isolated use cases might prove the concept, but without a roadmap, executive sponsorship, and measurable outcomes, they're unlikely to grow into something bigger. Teams get stuck in "pilot mode," struggling to justify further investment.

### What keeps programmes from scaling?

Often, early wins aren't documented or celebrated, so leadership doesn't see their value. There's also a lack of standardisation in how processes are assessed, prioritised, and delivered. Without clear roles, adequate resourcing, and aligned priorities, even well-intentioned initiatives struggle to gain traction—leading to stalled momentum and missed opportunities.

There's also the mindset challenge. Too many organisations focus solely on cost reduction regarding automation. While saving money is beneficial, the real opportunity lies in enhancing speed, accuracy, employee satisfaction, and customer experience. When automation is framed as a strategic enabler—not just a tactical tool—it garners the attention and investment it needs to thrive.

“Scaling automation doesn't occur by accident,”

It necessitates vision, structure, and the capability to demonstrate value quickly and consistently. With the right partner and approach, stalled programmes can be transformed into enterprise-wide success stories.



# 05

## The right team

Even the best automation strategy will falter without the right people to execute it. As the technology landscape evolves, organisations are experiencing pressure regarding skills. RPA developers, automation architects, and AI specialists—demand is high, supply is limited, and costs are increasing.


It's not just about hiring talent, it's also about retaining it. Skilled automation professionals are in high demand, and many organisations continually retrain or rehire to maintain momentum. Furthermore, when platform shifts occur—such as the transition from legacy RPA to the latest generation—there's an added layer of complexity, as teams must learn entirely new tools and methodologies.

Onshore delivery teams can become cost-prohibitive quickly, especially as automation transitions from pilot to scale and the demand for support and maintenance rises. This has prompted many organisations to search beyond their borders for solutions.

### A Smarter Delivery Model

That's where a hybrid delivery approach can truly make a difference. By combining UK-based strategic oversight with offshore delivery capabilities, organisations can access the right skills at the right price. Offshore teams provide deep technical expertise and delivery scale, while onshore leads ensure alignment with business goals, stakeholder engagement, and long-term strategy.

This model not only reduces costs—it also increases agility. Offshore teams can be rapidly scaled up or down based on project needs, allowing the core team to remain focused on roadmap planning and value realisation.



“The automation talent crunch is real, but it doesn't have to be a blocker.”

With the right delivery model, organisations can access the skills they need, reduce costs, and build a sustainable capability that grows with the business.



# 06

## The cost of doing nothing

Legacy platforms, failed implementations, stalled programmes, and spiralling delivery costs all contribute to a quiet but significant value erosion. While each of these challenges can be overcome, doing nothing only deepens the impact.

Whether it's delaying a migration, persisting with low-impact automations, or struggling to justify further investment—inaction carries its own cost. Operational inefficiency, employee burnout, compliance risk, lost revenue, and missed innovation become part of the hidden bill.

The most successful organisations aren't just the ones that automate; they're the ones that adapt. They reevaluate outdated tools, rethink delivery models, and reset their automation strategies around value and scalability.

Therefore, rather than asking "Can we afford to invest in intelligent automation?", surely all organisations need to ask "How long can we afford not to?"

# 07

## Use Case

Industry: Construction

### Accelerating Invoice Processing with AI and RPA

#### The Challenge

A mid-sized construction business was manually processing over 5,000 invoices per month, consuming more than 400 hours of accounts payable resource time. This labour-intensive process was prone to data inaccuracies, resulting in rework on 10–30% of invoices, and carried significant cost implications due to idle time and late payment penalties.

#### The Approach

- Panamoure deployed a rapid automation solution combining AI technology with Microsoft Power Automate (RPA) to streamline invoice processing.
- Using optical character recognition (OCR) and field mapping, the team developed an automated workflow that could process all invoice types.
- The solution was fully integrated with the client's ERP system and delivered into production in under six weeks.

#### The Outcome

- Zero errors from the point of implementation, reducing rework to 0%.
- 3 FTEs worth of resource freed up and reallocated to higher-value tasks.
- £35k investment recovered within the first month of deployment.
- Delivered >300% ROI within 12 months, with sustained annual savings.

# 08

## How can we help?

Whilst the potential benefits of intelligent automation and updating legacy automation platforms are significant, practically leveraging it at pace and on-going scale can be challenging.

At Panamoure, we don't just automate—we deliver measurable impact. Whether you're planning an upgrade, evaluating a new platform, or reigniting a stalled programme, we bring the experience and frameworks to get you moving.

We bring a proven approach to not only identifying and assessing opportunities, but also rapidly identifying workable solutions and mobilising their adoption.

**If you can commit to a 2-hour workshop, we can:**

- Present proven AI opportunities for consideration
- Confirm indicative costs, timescales and benefits

**Let's Talk**

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