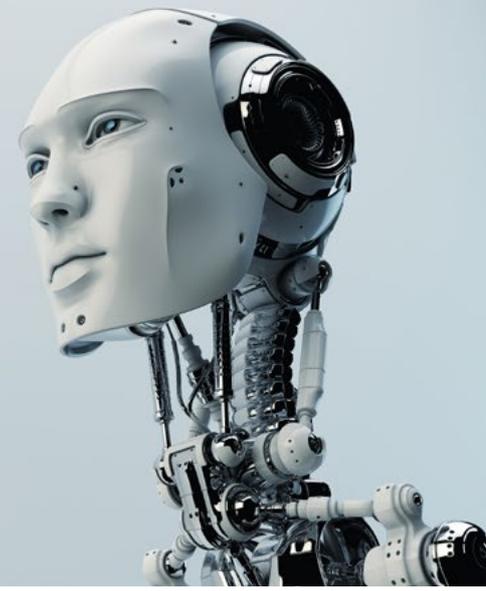


Boardroom Questions

Robotics



How can businesses transform existing transactional processes with Robotic Process Automation (RPA)?

600%

ROI reached in robotic technologies for specific tasks
London School of Economics, 2015

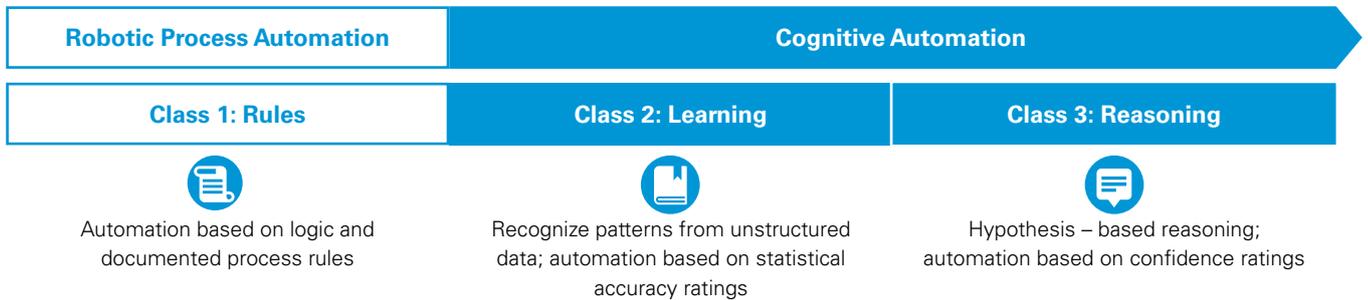
30%

productivity improvement with robotic adoption
Bank of America Merrill Lynch, 2015

85%

of CEOs are concerned with integrating basic systems with AI and cognitive processes
Global CEO Outlook, KPMG, 2016

What is Robotic Process Automation?



RPA leverages digital technologies to augment or automate tasks. These technologies have the ability to transform functions and entire organizations, which could reduce costs by up to 75% in some areas while improving speed, accuracy, quality control and freeing employees to focus on higher value activities.

What are the opportunities?



RPA is already being effectively used in **call centers and low-level, transactional business services**. There is a move into **higher-skilled roles** within the **legal, medical, finance and accounting functions**.

Location strategies will become less important as digitization and automation will not need to be placed in specific geographic regions to potentially increase businesses profitability. Some shared services and **outsourcing companies have seen a large reduction in workforce but an increase in profitability through the use of RPA**, e.g. employing 'bots' to respond to online shopping queries.

Boardroom Questions



- 1 What processes have undergone RPA? What is the RPA **vision** for our business and the **strategy** for implementation?
- 2 Will the RPA strategy have any implications on **people** with regards to **numbers, retraining and communications**?
- 3 Can we do more to enhance RPA, for example, moving more of our **systems to cloud**?
- 4 What are the projected **savings** in accuracy, efficiency and resources?
- 5 Which RPA will be further **linked to AI** and when?
- 6 What are our **customers and suppliers views** on RPA from their user experience? Where do we need to **improve**?

Questions for senior management



- 1 What is the strategy for RPA?
- 2 What resources and systems are being impacted by RPA? And what are the plans for the next stages and 5 years from now?
- 3 What is the feedback from our clients and suppliers since we transitioned to using RPA and subsequent upgrades and how have we addressed them?
- 4 Have our risk procedures been updated to consider the changes since we implemented RPA?
- 5 What measures do we have in place for cyber security and have they been reviewed?
- 6 Have we retrained people impacted by RPA?
- 7 Before we implement an RPA solution, do we consider our processes truly fit for purpose and streamlined? Are we spending time on automating what is really important to the organization?

What actions can the Board consider?



- 1 Understand and question where the business is in its RPA journey
- 2 Review at least quarterly to ensure that we are on track and addressing the implications
- 3 Start small, deliver swiftly and think big. Getting some early results will build momentum and give our automation strategy credibility
- 4 Select and work with vendors who are aligned to our automation ambitions so that any RPA technologies fit in with our longer term automation strategy

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