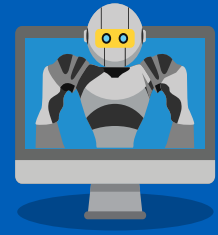


Boardroom Questions

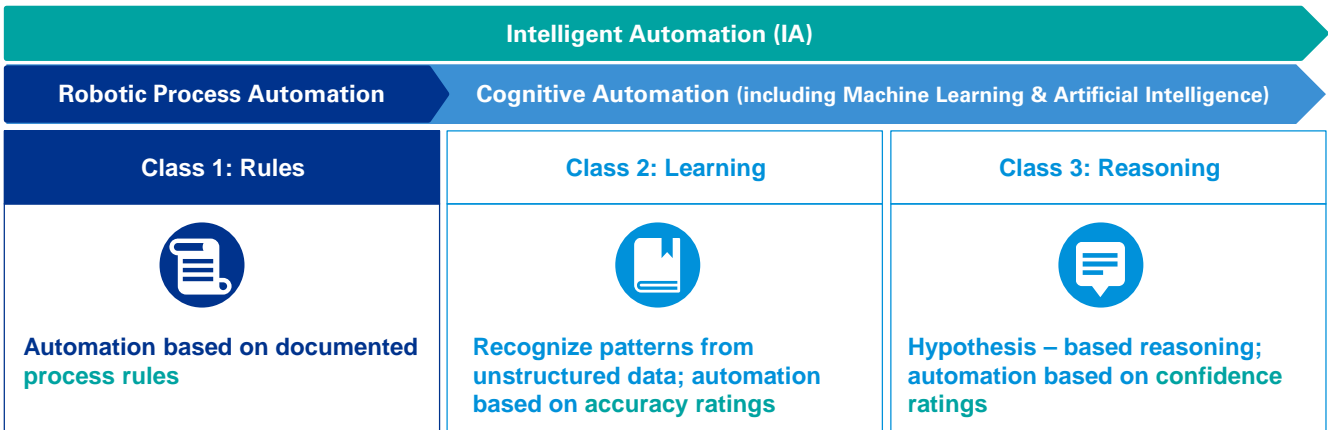
Robotics



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

	<p>US\$13 Trillion</p> <p>economic value of Artificial Intelligence (AI) over the next decade; 70% corporate AI adoption by 2030</p> <p><i>McKinsey Global Institute, 2018</i></p>	<p>30-50%</p> <p>full time employee cost savings from usage of RPA in conjunction with AI; 10-25% with RPA alone</p> <p><i>Morgan Stanley, 2018</i></p>	<p>42%</p> <p>of global CEOs expect to see significant ROI on RPA investments within 1-3 years</p> <p><i>2018 Global CEO Outlook, KPMG</i></p>
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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 has already been effectively used in **call centers** and **back-office, transactional business services**. Organizations today are focusing new efforts on **higher-skilled roles** within the **legal, medical, finance and accounting, procurement** and **supply chain** functions.

Increased use of IA overall and RPA in particular are **making service delivery location strategies less important** as digitization and automation do not need to be placed in specific geographic regions to potentially increase businesses' profitability. Morgan Stanley estimates that **80% of business process outsourcing activity is automatable** and **30% information technology outsourcing is automatable at a cost savings of 30%**

Boardroom Questions



- 1 What processes have undergone RPA? What is the RPA **vision** for our business and the **strategy** for implementation? How are efforts coordinated and prioritized?
- 2 What implications will the RPA strategy have on **people** with regards to **numbers, retraining and communications**? Are expectations on job losses and retraining potential realistic? Are adequate change management programs defined and in place?
- 3 What more can we do to enhance RPA, for example, move more of our **systems to cloud, integrate AI with D&A efforts**?
- 4 What are the projected **savings** in accuracy, efficiency and resources? Have the calculation methods been vetted, tested and promoted?
- 5 How is RPA being **linked to AI** and other IA efforts and what are the benefits? Are overall RPA and AI efforts **coordinated**?
- 6 Are we measuring our **customers' and suppliers' views** on RPA from their user experience? Where do we need to **improve**? What is working, what is not and who is responsible for addressing?

Questions for senior management



- 1 What is the **strategy for RPA**? **Who leads** effort overall? How are corporate, functional, divisional and geographic strategies being co-ordinated and integrated?
- 2 Are we proactively redesigning functions and processes that will be **impacted by RPA**? Do we understand what roles will be partially, fully or nominally automated? How will we redeploy fractionally automated roles?
- 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 are in place for **cyber security** and have they been reviewed?
- 6 How are we **retraining staff impacted by RPA**? Is our change management program effective? How do we develop transition strategies to manage workforce disruption and support people in re-skilling for new roles?
- 7 Prior to RPA implementations, do we assess if **processes are truly fit for purpose** and streamlined? Do we only automate business critical activities and eliminate redundant/ irrelevant tasks?
- 8 As we implement basic RPA, how are we driving towards **more value-added RPA** (e.g., combined with AI, end-to-end and cross function/process)

What actions can the Board consider?



- 1 Understand and question where the business is in its RPA journey and IA efforts overall. **Are ROI goals being achieved**? Are they aggressive enough?
- 2 Review at least quarterly to ensure that we are on track and **addressing RPA implications** from multiple dimensions (e.g., benefits, costs, labor impact, coordination of efforts)
- 3 Start small and targeted and deliver swiftly. Today's **organizations should be well beyond pilots and proof-of-concept** only efforts
- 4 Continually **evolve and execute sourcing strategies**. Frequently assess partner performance; monitor market trends and new entrants
- 5 Understand the **impact of increased RPA on traditional shared services and outsourcing efforts** and revamp efforts accordingly
- 6 **Ensure long-term overall IA strategy and goals are in place**, are reasonably aggressive and differentiated, and that current/ short term efforts drive towards these longer term strategic goals

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