ROBOTIC PROCESS AUTOMATION (RPA) - Realizing the Potential
Agenda

- Introduce RGP and Presenters

- Objectives of the Session
  - Understand What Robotic Process Automation (RPA) Is
  - Summarize the Potential Benefits of RPA
  - Share Key Areas to Consider, and Imperatives in Implementing RPA
  - Summarize a Digital CoE Change Management Framework
  - Understand the Key Elements of RPA Governance, Risk and Compliance
  - Summarize the Benefits of Intelligent Process Discovery
  - Share an Example of RPA When it All Comes Together
  - Identify RPA Opportunities for Internal Audit
  - Summarize the Key Pitfalls to Avoid in Automation Projects
CLIENT PROFILE
• 51 of Fortune 100 Companies
• 31% of Fortune 500 Companies

CONSULTANT PROFILE
• 4,000+ professionals
• 10-20 years of experience
• 67% bring Big 4, Big Law or large consulting firm experience
• 70% are CPAs or have advanced degrees

ACCOLADES
• 100% Retention of top 50 clients
• FORBES: “One of America’s Best Management Consulting Firms” in 2017
• RECN: NASDAQ

ATTRIBUTES
• Flexible
• Responsive
• Results-oriented
• Hands-on Expertise
• Cost-effective Partner
What is RPA?

- RPA is not a physical “robot” but a configurable software, that sits on top of a company’s existing IT infrastructure, pulling data, performing algorithms, and creating reports.

- The “robot” is configured to complete the same process steps, follow the business rules, and use the same systems that a human does today.

- RPA makes the most significant impact on manual work processes, that are repetitive and recurring, and often have high human error rates.

- The initial implementation of RPA can happen in weeks and typically delivers an ROI of greater than 5:1, often recouping the investment in the first year.
RPA Hard and Soft Potential Benefits

- Reduced Costs
- Improved Quality
- Increased Security
- Improved Compliance & Reporting
- Upgraded Analytics
- Increased Employee Satisfaction
- Improved Operational Control
Key Areas to Consider

Approach RPA implementations as an **ongoing business transformation**

**not as a technology configuration project**

DESIGN PRINCIPLE
Logical
Cost Effective
Reusable

RETURN ON CHANGE™
Improves Program Success, Speed, & ROI

DATA READINESS
Enhanced Data Visibility
Sharpened Decision Making
Streamlined Data

ROBOT-WAY THINKING
Better Automations
Cost Efficiencies
Release Human Capacity
Key Imperatives for a Successful RPA Implementation

**Communication**

“The organization’s desired outcome for the digital solution was clearly communicated prior to its launch.”

- Agree: 46%
- Disagree: 13%

3.5x

**Prioritization**

“Potential ideas for the digital solution were clearly prioritized prior to its implementation.”

- Agree: 46%
- Disagree: 17%

2.7x

**Expertise**

“The people who developed the business case for the digital solution had the most relevant experience.”

- Agree: 47%
- Disagree: 18%

2.6x

Source: McKinsey
Digital CoE Change Management Framework

RETURN ON CHANGE

- An evidence-based, end-to-end change process
- Structured, transparent
- Focused on enabling leaders to lead the change for sustainability
- Prioritized around enabling key behaviors and cultural changes to sustain the change both at the organization & individual levels
- Effective in both agile and waterfall environments
- ROI-designed to accelerate adoption, minimize degree of performance dip and shorten completion time

IMPACT:
INCREASE THE PROBABILITY, SPEED & ROI OF SUCCESSFUL CHANGE
We can’t just ask, “How can we utilize RPA?”

We must also ask, “How does RPA impact our risk profile?”
RPA GRC Assessment – Focus & Typical Findings

➢ **Assessment Focus;**
  ➢ Review the Client’s RPA framework to identify gaps in delivery and support processes
  ➢ Recommendations to remediate those gaps and assist in remediation.
  ➢ Develop a standard set of delivery and support tools and templates
  ➢ Develop a single standard RPA Process Standard Operating Procedures (SOP’s)

➢ **Typical Gaps identified;**
  ➢ Process automation candidate assessments
  ➢ Standard tools & templates
  ➢ SOP
  ➢ Delivery and support policies and processes
  ➢ Documentation
  ➢ Communications
  ➢ Tracking and transparency
  ➢ Change management
  ➢ Testing and training
Process Mining & Discovery Video
The Benefits of Intelligent Process Discovery

- Improving your accuracy, speed and ROI of any initiative by delivering 100% process visibility with quantifiable data
- Enables you to make informed decisions on which processes to improve, digitize and automate
- Helps you improve employee productivity with existing workforce and through the augmented use of digital workers
- Assists in your alignment with stakeholders on your digital change journey to reduce costs, mitigate risks and increase business growth
Example of RPA When it All Comes Together

Balance Sheet Account Reconciliation
Are You Ready for the RPA Internal Audit Challenge?

- Put on your game face and let the creative juices flow
- Consider potential applications for RPA in your audit approach
- Pick your best idea and make the business case
- Feel free to collaborate with your neighbors
- Prepare to share your idea with the group
- Let’s have some fun learning from each other!
Key Pitfalls to Avoid in Automation Projects

While automation technologies are being adopted across a range of industries and throughout many organizational functions, benefits are not being fully maximized…

| Participation | Lack of strategy, senior sponsorship, synergy, and/or governance across the organization |
| Processes     | Inexperience leads to sub-optimal pilots; lack of selection and prioritization methodologies leads to frustration or delayed results |
| Pipeline      | Backlog of automations isn’t being identified and/or addressed |
| Payback       | Anticipated ROI isn’t materializing |
| People        | Ineffective or missing Change Management framework stifles adoption |
| Platform      | Selection of technology platform is made without proper diligence |
| Partner       | Offshored development, lack of functional/business expertise, poor responsiveness, lack of vision |
THANK YOU

QUESTIONS?
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