


# Hur skalar man upp RPA?

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2018-10-22

The background of the slide is a close-up photograph of green oak leaves. The leaves are vibrant green and have a distinct lobed shape. They are arranged in a dense, overlapping pattern, with some leaves in sharp focus and others blurred in the background, creating a sense of depth. The lighting is natural, highlighting the veins and texture of the leaves.

Changes in customer  
behaviour, technology and  
business models are  
changing where and how  
we will meet our customers

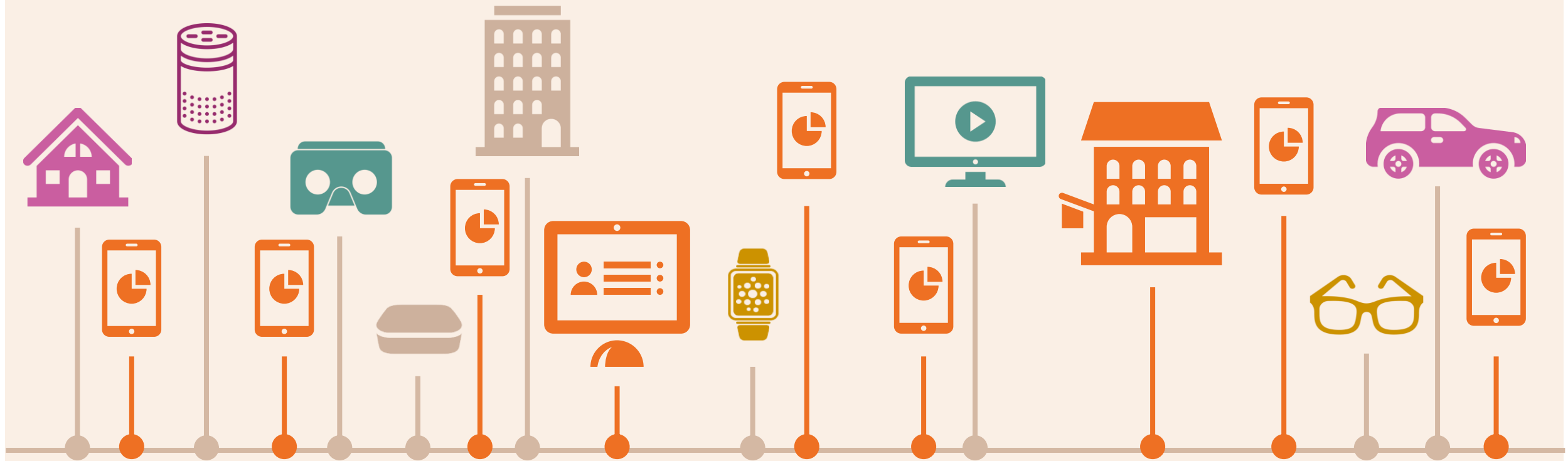
Until now, we have required our customers to meet us where we want them to



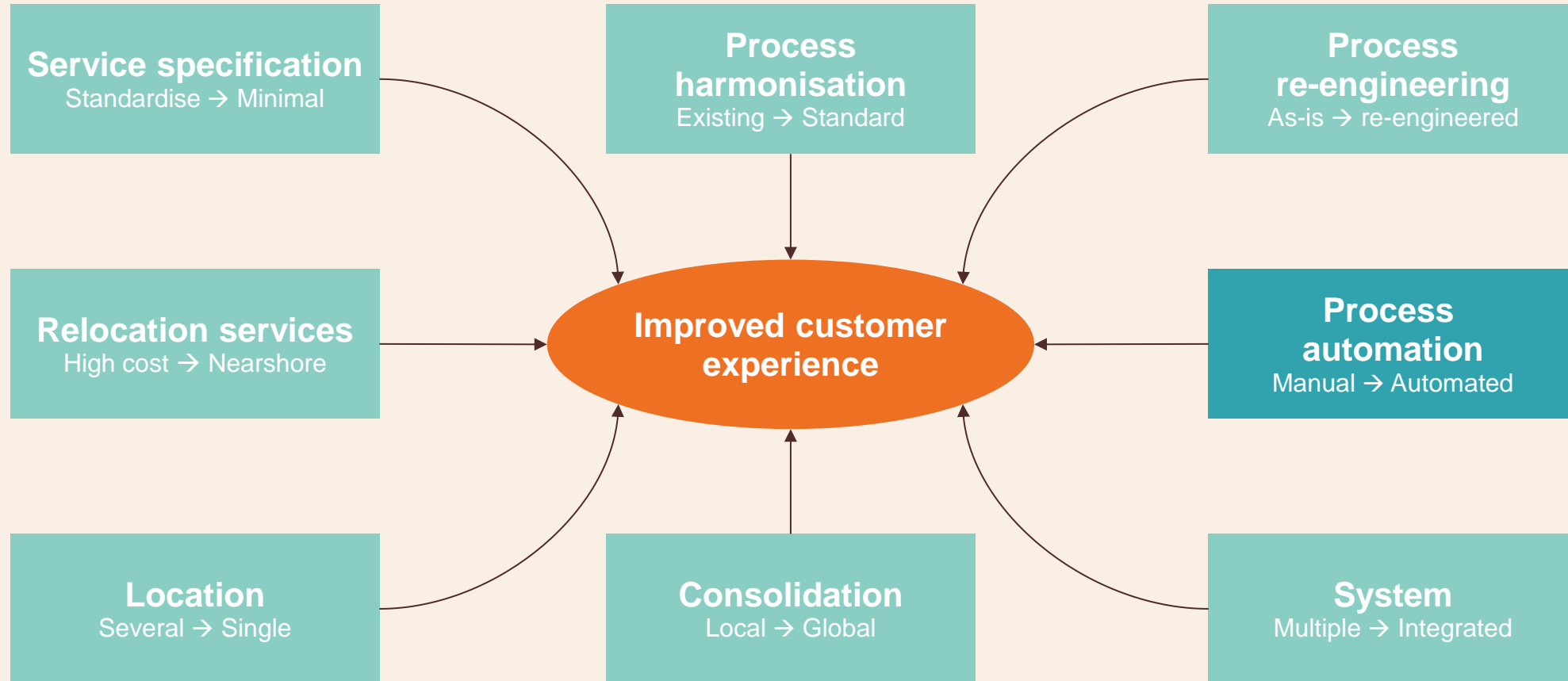
Moving forward, our customers will expect to meet us where they are and on their own terms



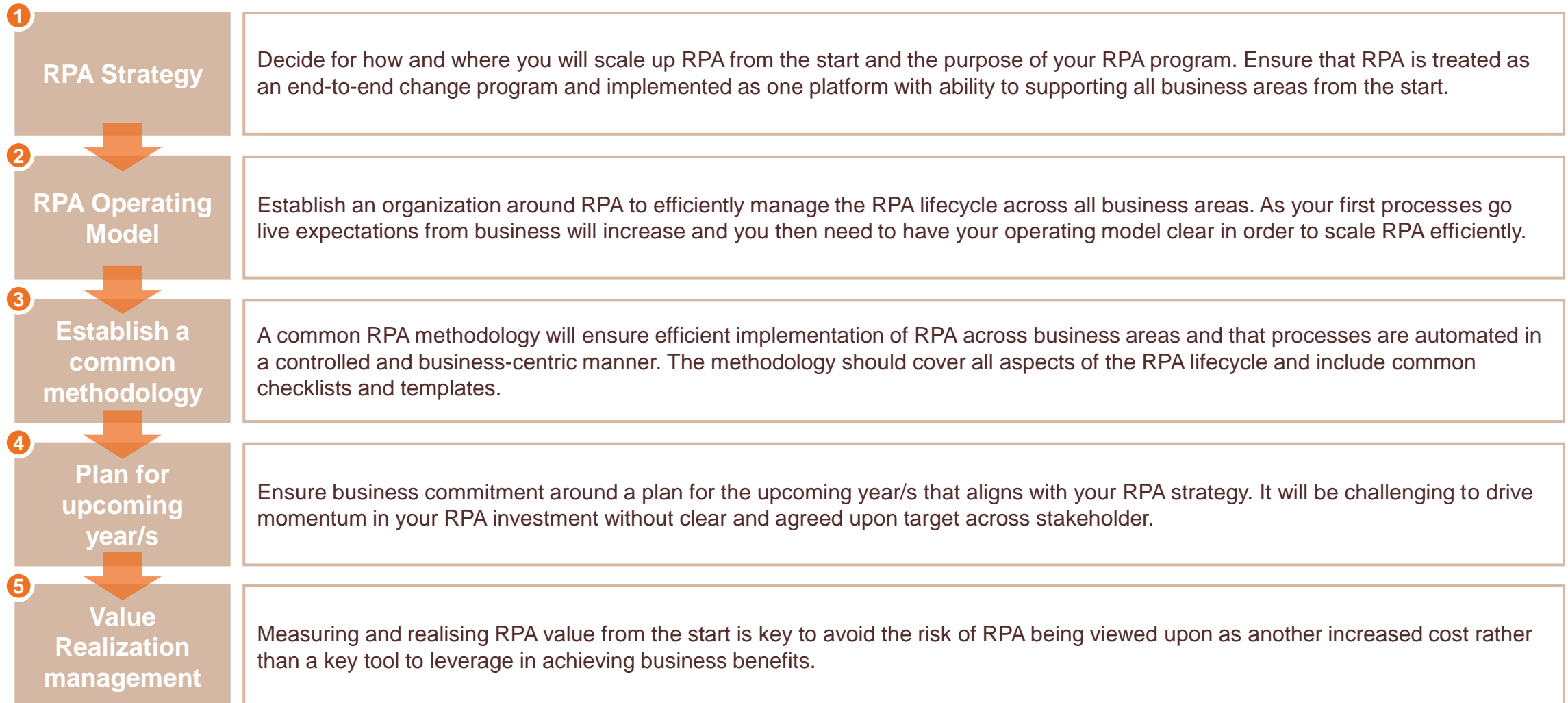
... and expect to be able to move freely from touchpoint to touchpoint at their will



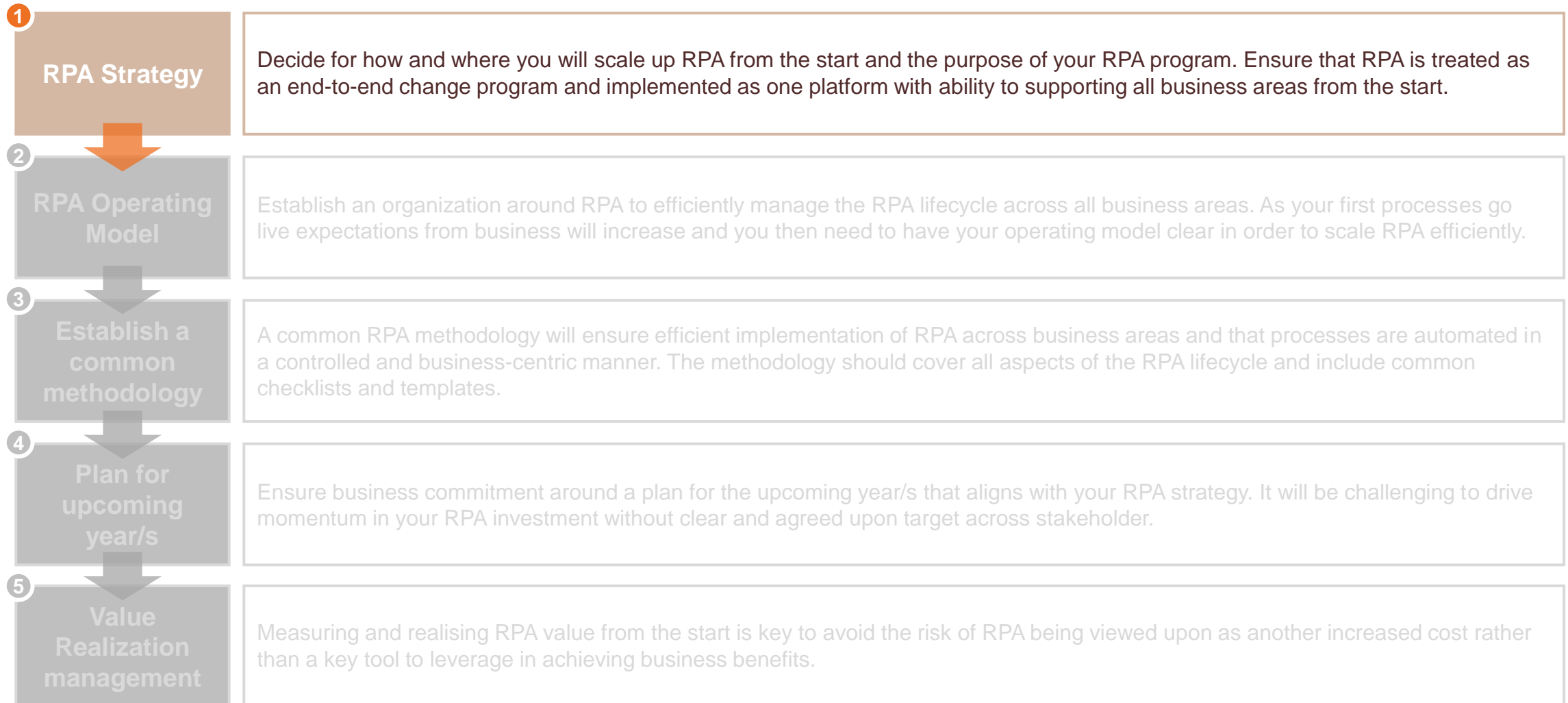
# RPA is identified as one key enabler to meet the future needs of our customers



# 5 key steps laid the foundation for our ability to scale RPA efficiently

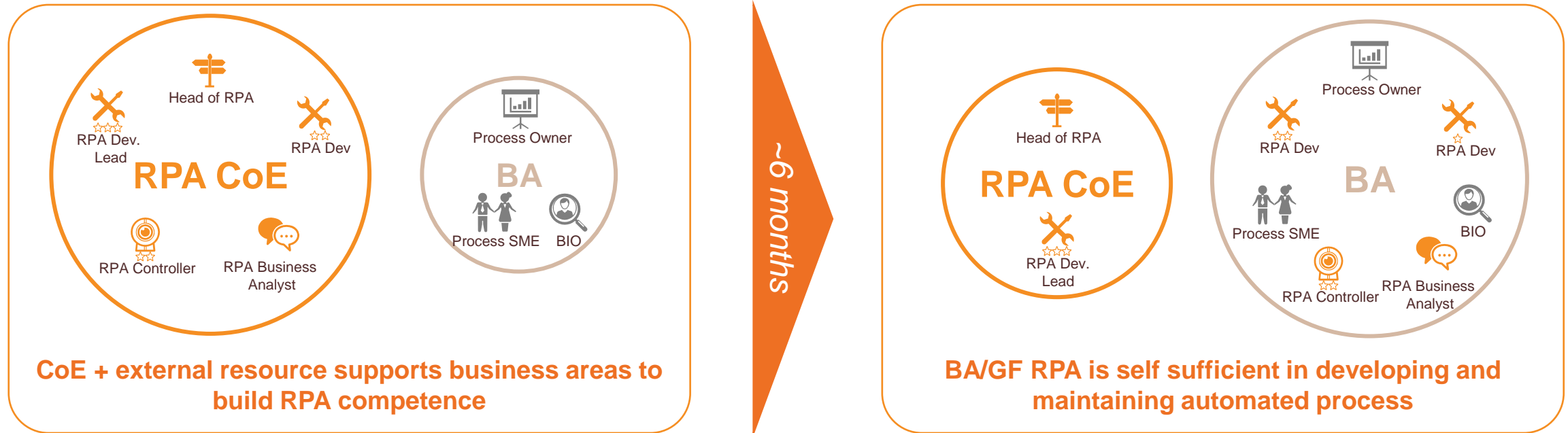


# 5 key steps laid the foundation for our ability to scale RPA efficiently





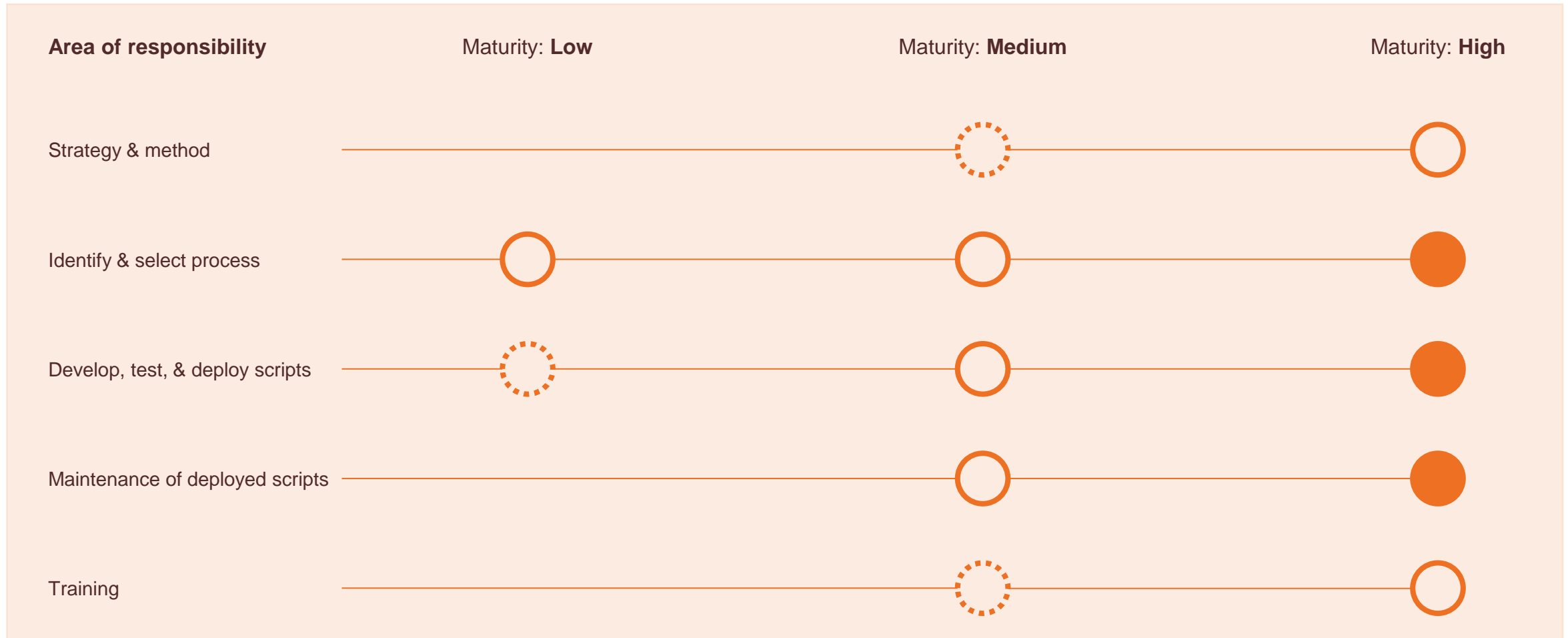
# The goal is for all business areas to be self-sufficient in managing RPA



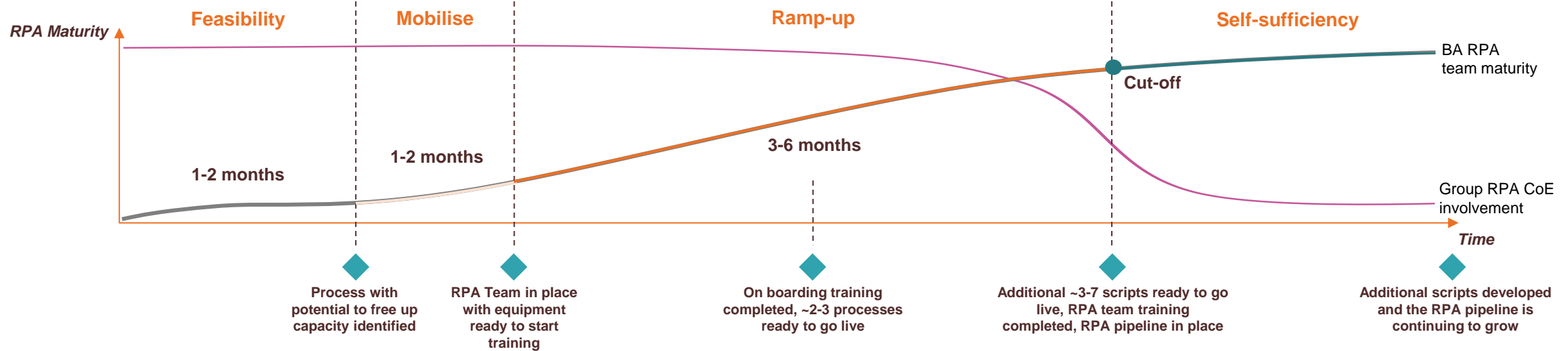
## Key takeaways:

- Process ownership remains close to the business in the business area
- Builds automation/digitalization/standardisation competency hubs for the future within each business area
- Prioritization and maintenance is owned and managed by respective business area, avoiding centralised bottle necks
- Process gets selected in close collaboration with ongoing change initiatives and aligns to business area prioritization

# Business area RPA teams will assume responsibilities from the RPA CoE as their maturity increases



# Getting started with RPA



**Goal**

Identify if potential value of RPA in BA exceeds cost to run an RPA team

Secure RPA resources and get training environment ready

Ensure BA RPA self-sufficiency by training 3-5 FTEs and develop initial batch of processes

Ensure stability and increase scope of automation

**Main activities**

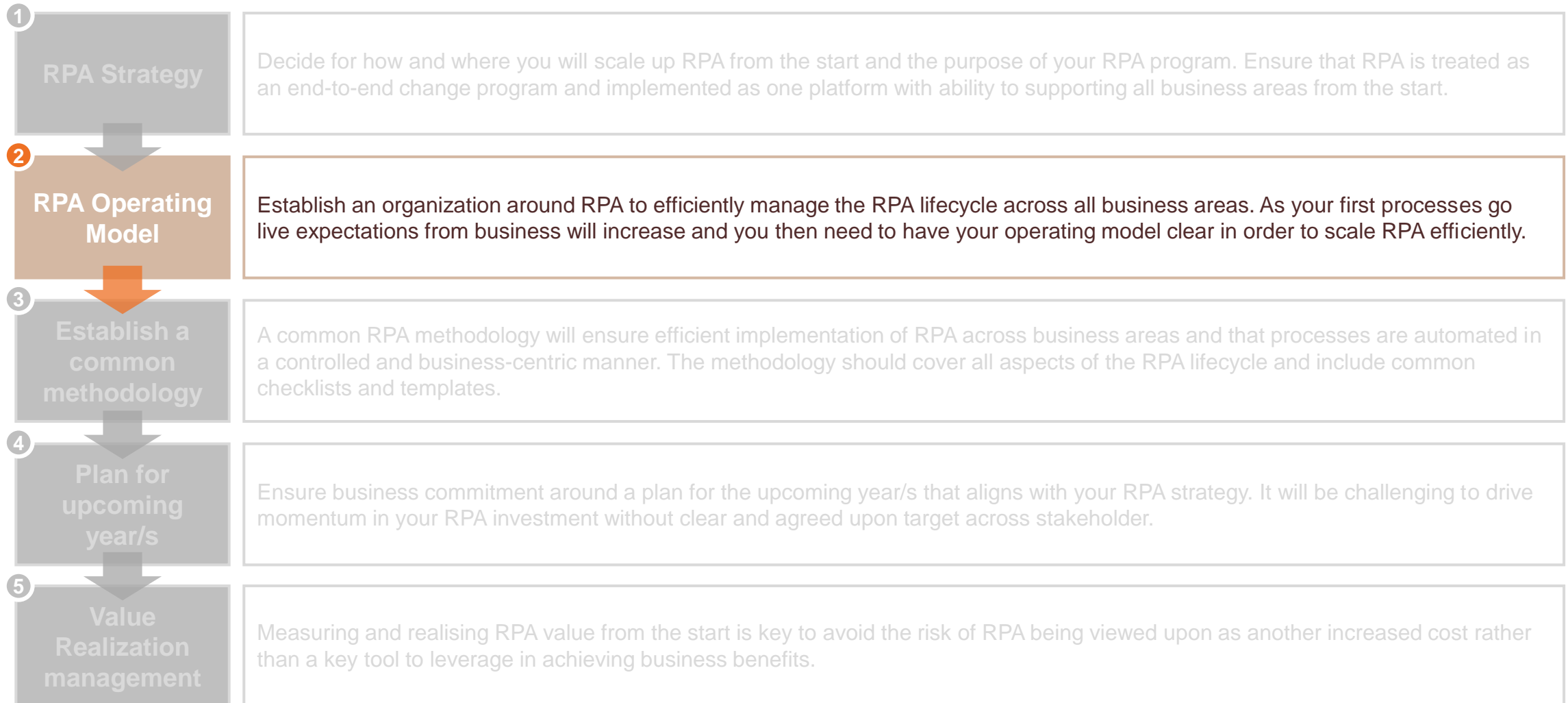
Process assessment, roadmap creation, initiate RPA team recruitment

Prepare for RPA team arrival, technical set up

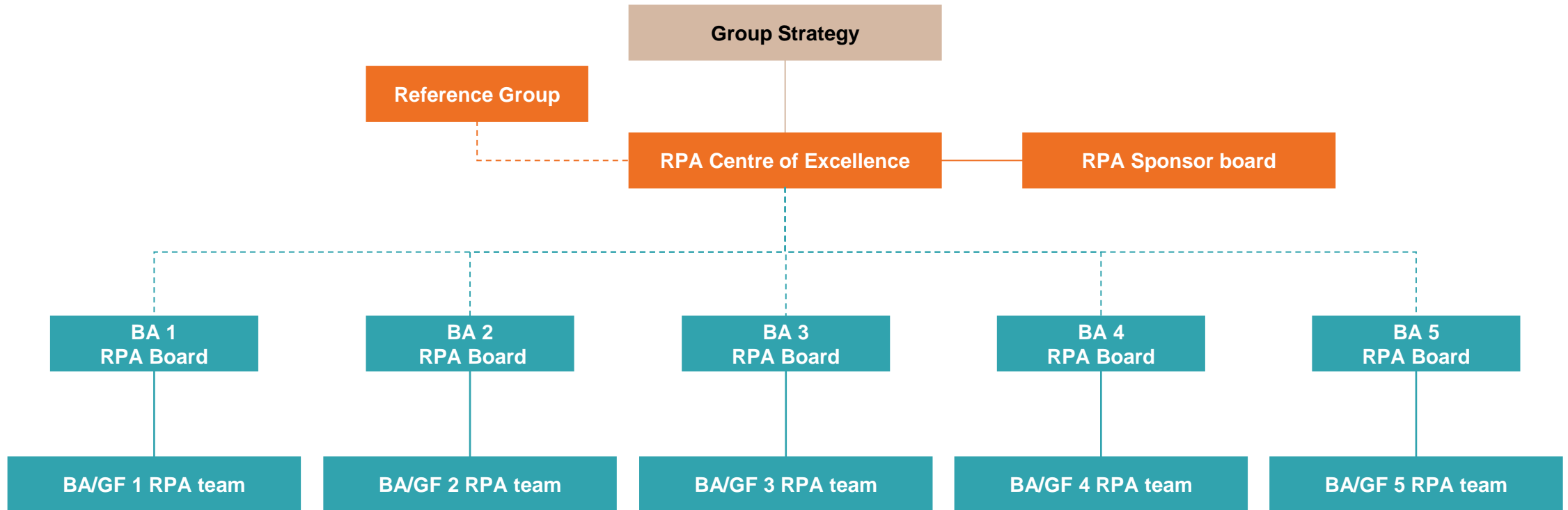
Training of BA resources, development of scripts and identification of more processes to be automated

Ensure value realisation, identify and automate additional processes

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# Example organisational set-up for RPA



- This RPA set up will enable close cooperation between CoE and business areas during the ramp-up phase
- RPA CoE and RPA sponsor board to meet quarterly with focus on Ramp-up status, value realisation follow up and to resolve escalation of identified risks

# Roles and responsibilities in an RPA team

Each RPA role have responsibility for different areas, however, working closely together in a iterative manner the roles support each other to ensure a successful RPA project.



## RPA Team Lead

### RPA Management

Leads team towards the RPA roadmap for the BA/GF

- Overall responsibility for the team's performance and reporting
- Present decision material in BA/GF RPA Board (RPA roadmap)
- Resource allocation within the team (prioritisation and staffing)
- Manages VRM and RPA benefits tracking for the business area



## Process Analyst

### Process Analysis

Opportunity assessment, planning and design

- Process assessment and establishing pipeline
- Process analysis and business requirements including acceptance criteria's
- Create and maintain business case
- Design detailed to-be process maps for automation scope
- Test planning and lead Business Acceptance Testing
- Agree on implementation plan and approach



## RPA Developer

### RPA Development

Solution development, testing, implementation

- User stories and solution design based on automation scope
- Technical design - Robotic process maps and product / sprint backlog developed
- Development of scripts following development guidelines
- Scrum meetings
- Cutover initiation and deployment of robots into production
- Post deployment ad-hoc support



## Process Controller

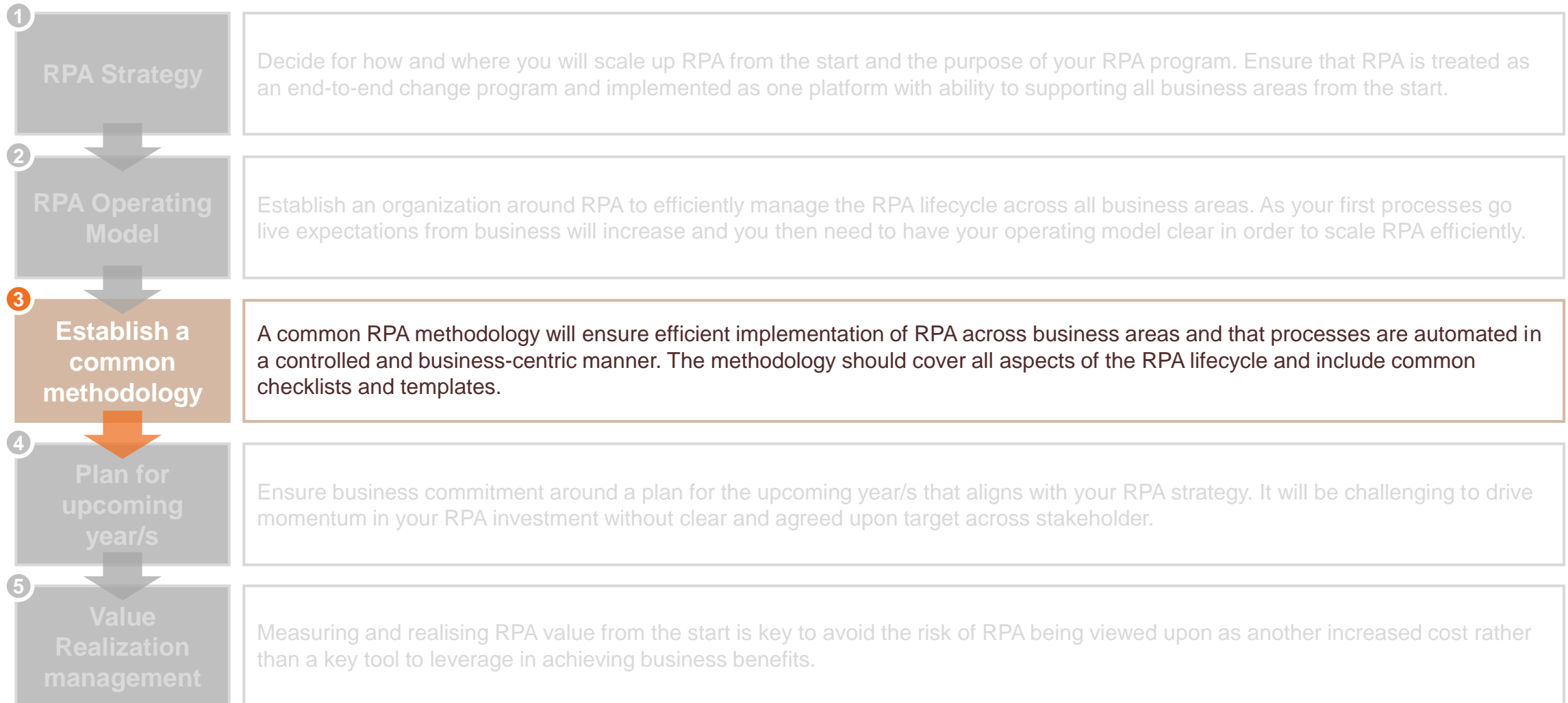
### RPA Operations

Exception handling and RPA facilitation

- Monitor solution performance based on agreed success criteria
- Resolve any post go-live errors or issues
- Process scheduling
- Daily process execution and monitoring
- Exception handling and follow-up
- Incident management
- Reporting (management information) and communication with stakeholders
- Feedback to RPA development team

3 – 5  
FTEs  
initially

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# A common methodology provides several advantages to the teams working with RPA



01

Ensures consistency in quality



02

Is more efficient than re-inventing the wheel



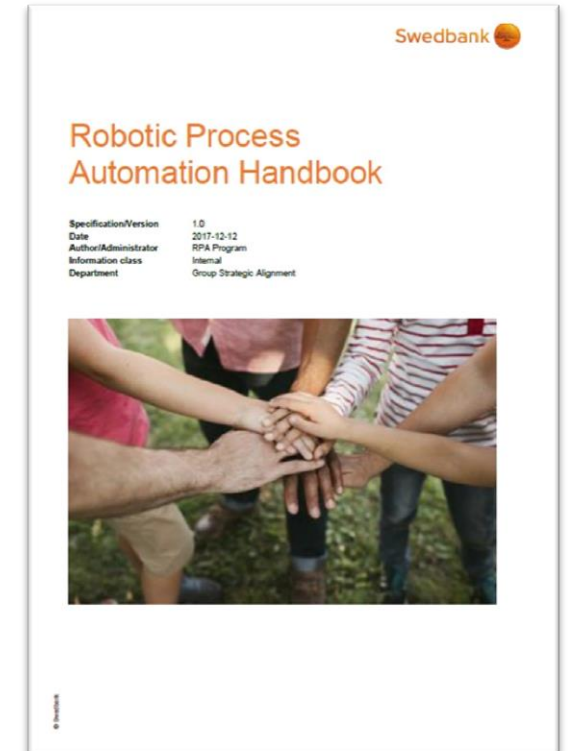
03

Provides structure and guidance



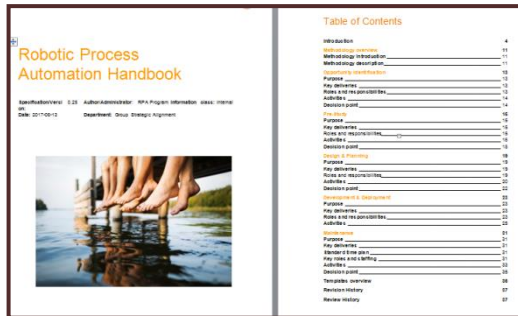
04

Clarifies roles and responsibilities

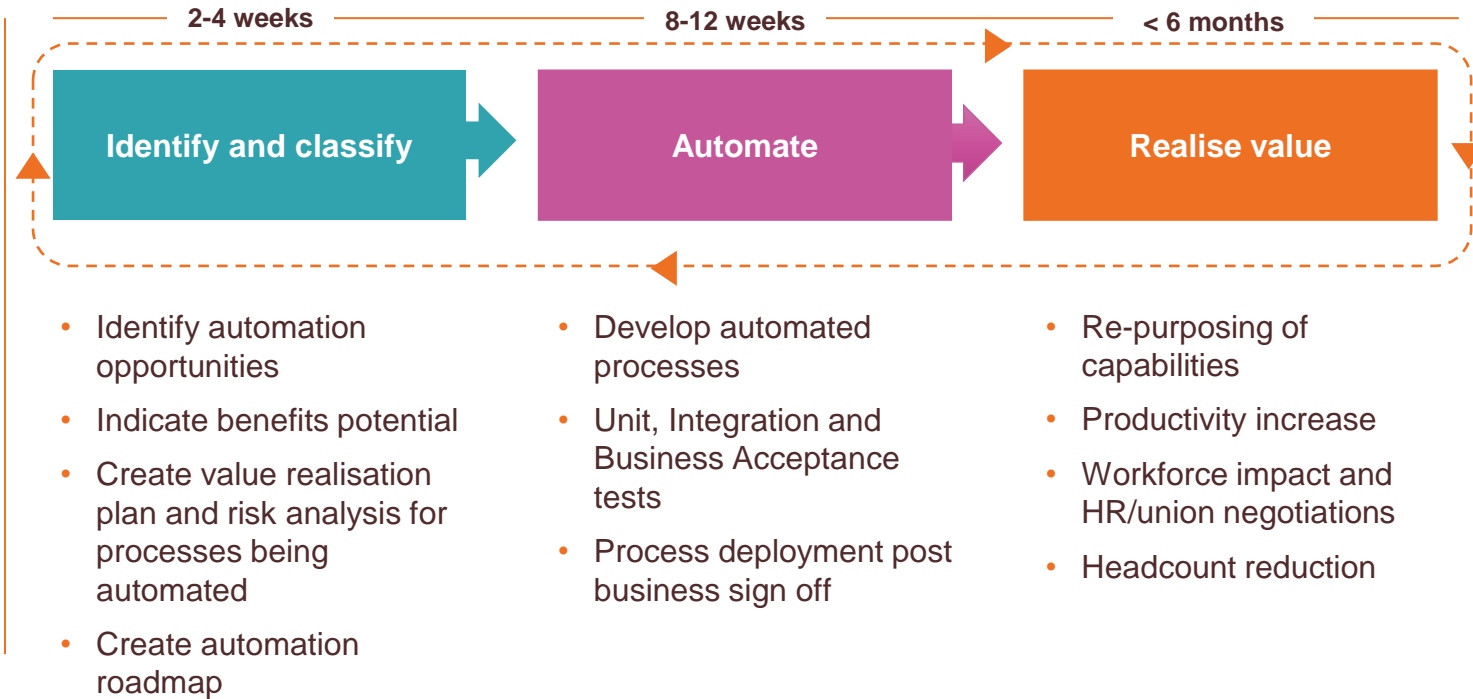




# Ensuring that processes are automated in a controlled and business-centric manner

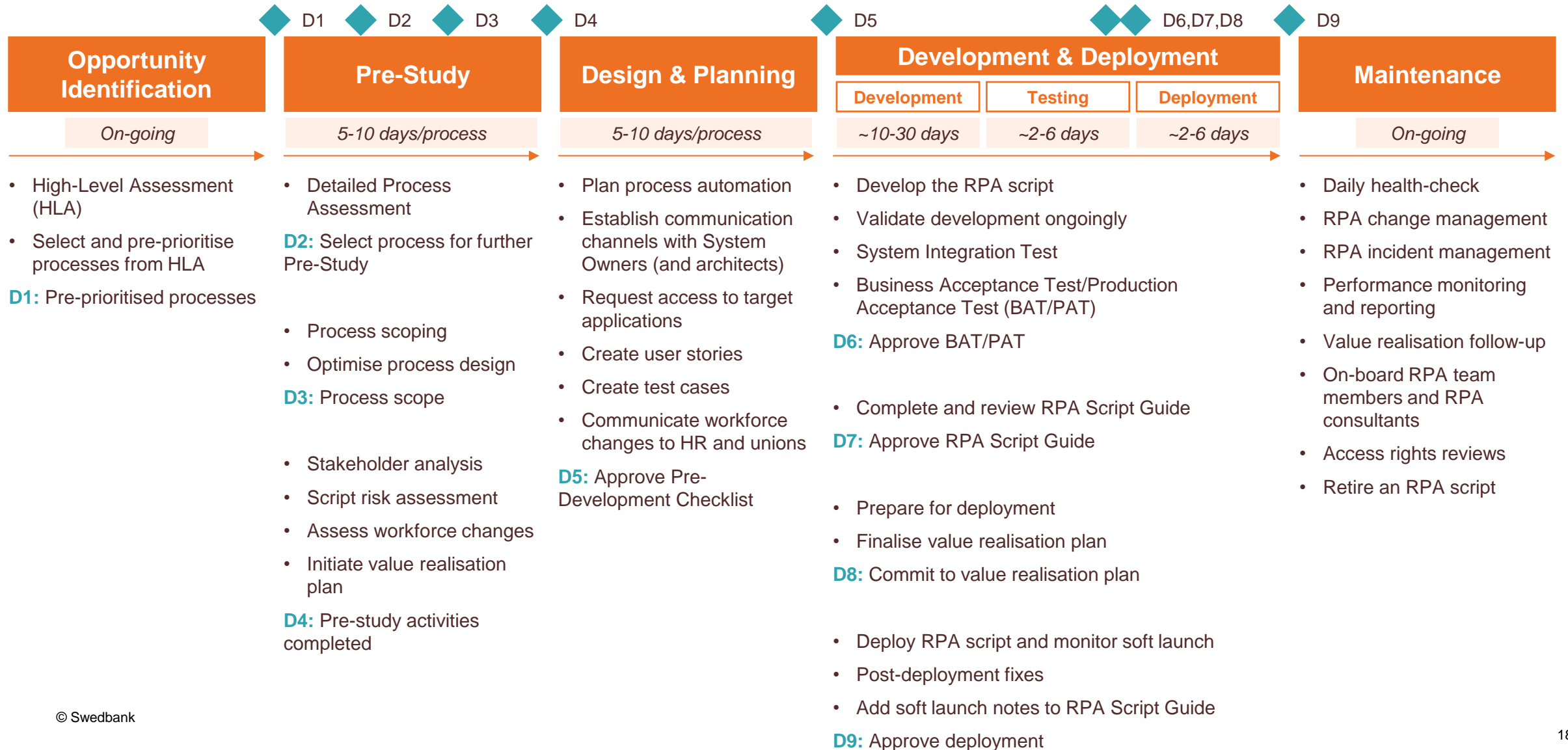


Common RPA methodology will support organisation in how to implement RPA and maintenance and include checklists and templates

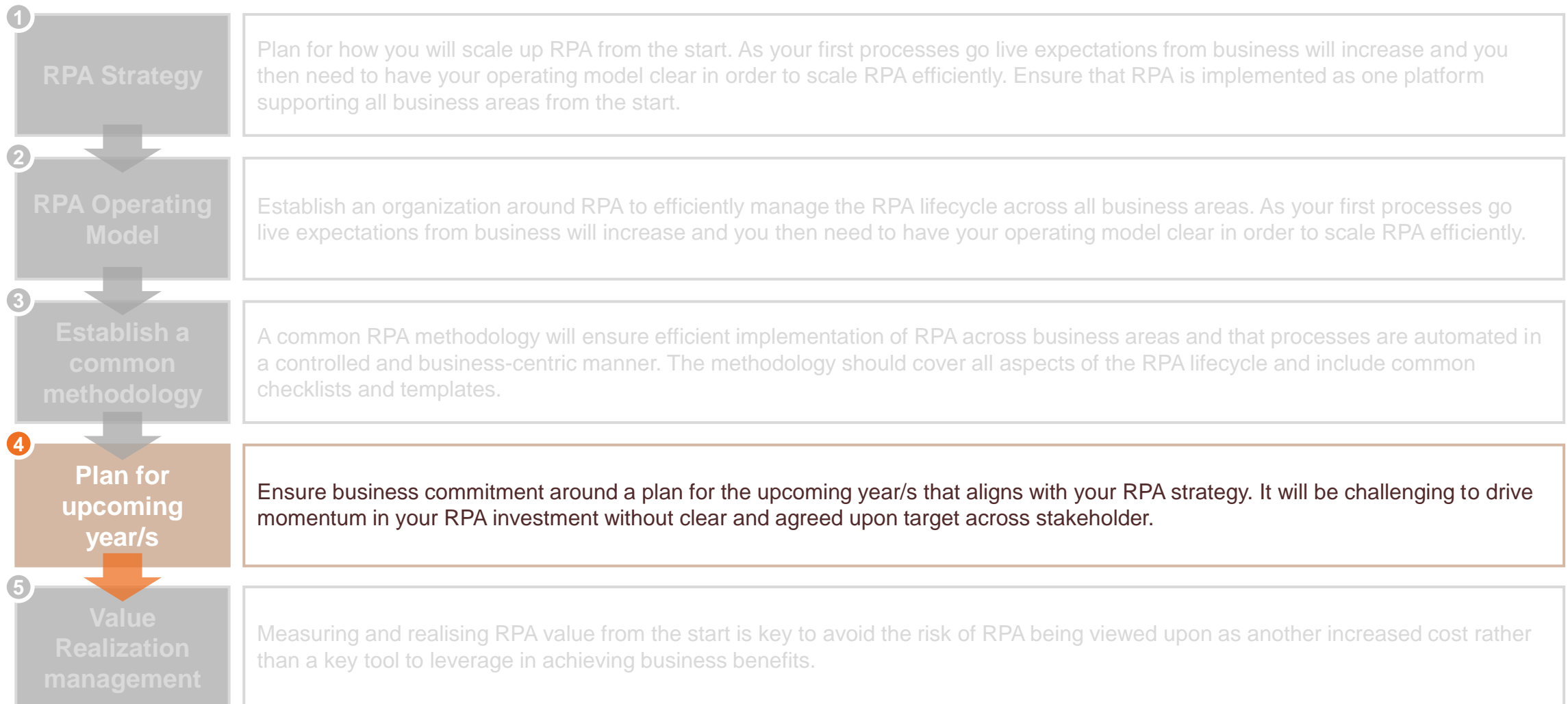


- The common RPA methodology will ensure efficient implementation of RPA in business areas
- RPA Handbook reviewed by areas such as: Compliance, Risk, Information Security, HR, business areas and RPA teams
- The CoE is supporting business in identifying potential, building roadmap and educate employees in the RPA tool

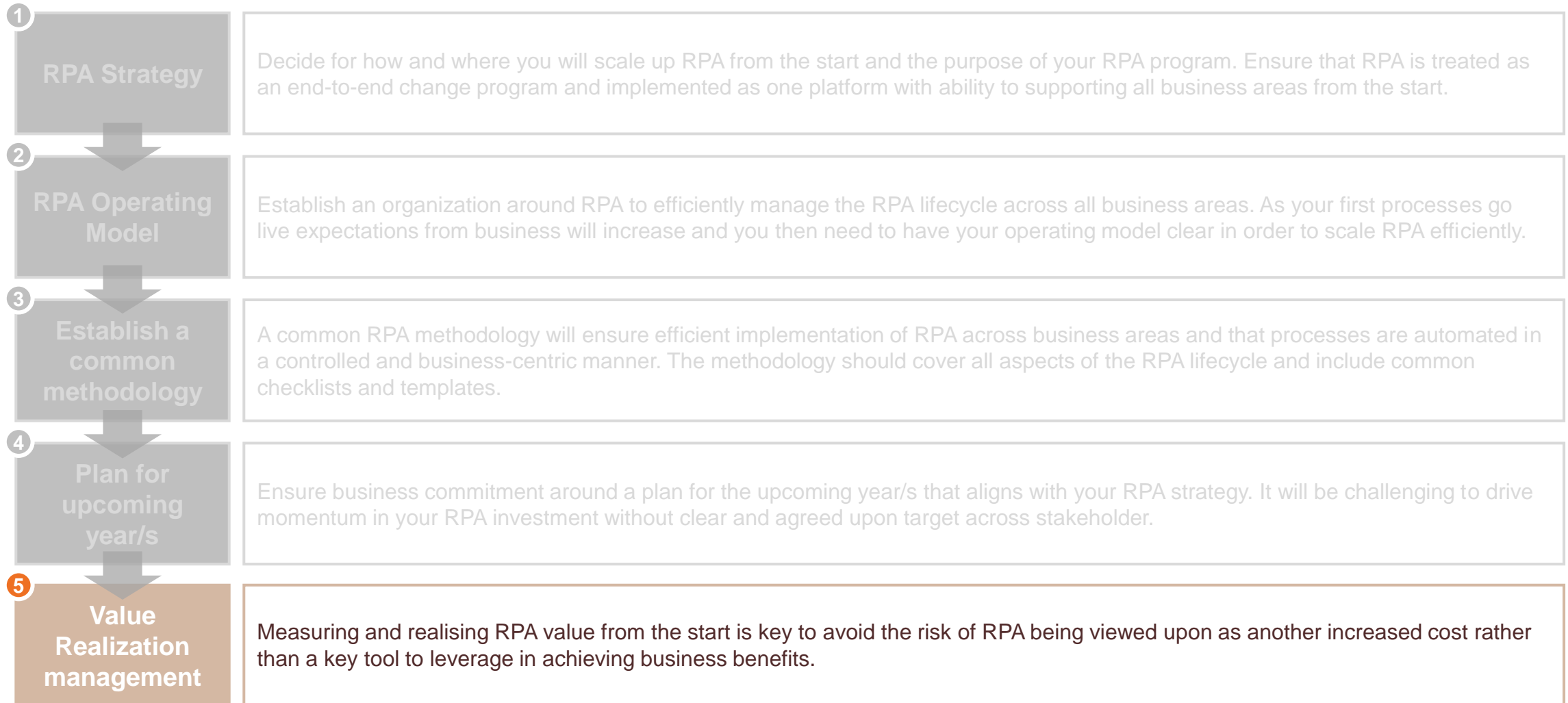
# RPA Methodology – high level overview



# 5 key steps laid the foundation for our ability to scale RPA efficiently



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# Value realisation across all RPA teams

Value realisation is a close collaboration with the RPA teams and the business to identify, track and optimise benefits and value achieved within our RPA investment

## Main purpose of the VRM process

### Financial Control

- All RPA teams must monitor their costs and the value they are providing to the business (i.e maintaining a good overview of their automated processes as well as the costs of the teams)
- The business must monitor and manage the value provided back from the robots as well as report back how they actually realise such value

### Transparency

- All BA/GF RPA teams and user shall use common definitions, templates and methodology for VRM to allow for transparency into our RPA program

### Value Provisioning

- Group RPA CoE needs to be able to aggregate value realisation data to ensure and report that value is created by RPA according to plan (not only seen as a cost item on our books)
- KPIs measured:
  - **Efficiency** in terms of time provided back to the business by our robots
  - **Improved quality** and other non-efficiency related targets

# Our top internal success factor for RPA

- 1 Foundation and structure in place - commitment from BA/GFs needed to efficiently leverage on the foundation
- 2 Ensure communication is pushed to all levels in a BA/GF to avoid bottlenecks between RPA teams and the business
- 3 Important to include end-to-end process perspective and on-going initiatives in order to reach full potential of automation
- 4 Ensure continuous and close cooperation with IT to ensure that day to day operations runs smoothly
- 5 Deadlines and tight follow-ups are key success factor in the RPA training
- 6 Dare to try – don't get stuck in the analysis
- 7 Agile ways of working and rapid change of processes for development important to ensure speed
- 8 Ensure full focus in the Group RPA CoE to support and stabilise RPA implementation