



PM Fair 2022, 7th October

The Royal Museum for Central Africa
Tervuren, Belgium

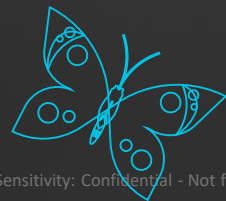


Presentation

**Robotic process automation:
Humans maintaining control
not just part of the loop**

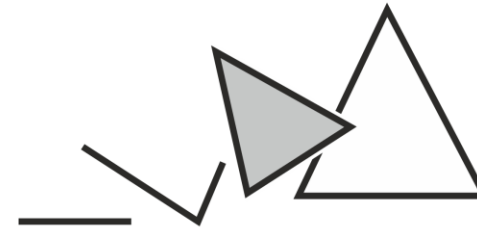


Peter Ruymen



Peter Ruymen

- ▶ Partner @ The Bayard Partnership
- ▶ Project manager
- ▶ Change manager
- ▶ Master in enterprise architecture of IT



The Bayard Partnership

Making a difference at work and in the community



Why do RPA programs fail and what project managers and change managers can do to ensure that they don't?



Robotic Process Automation

Innovative software to automate repetitive business processes



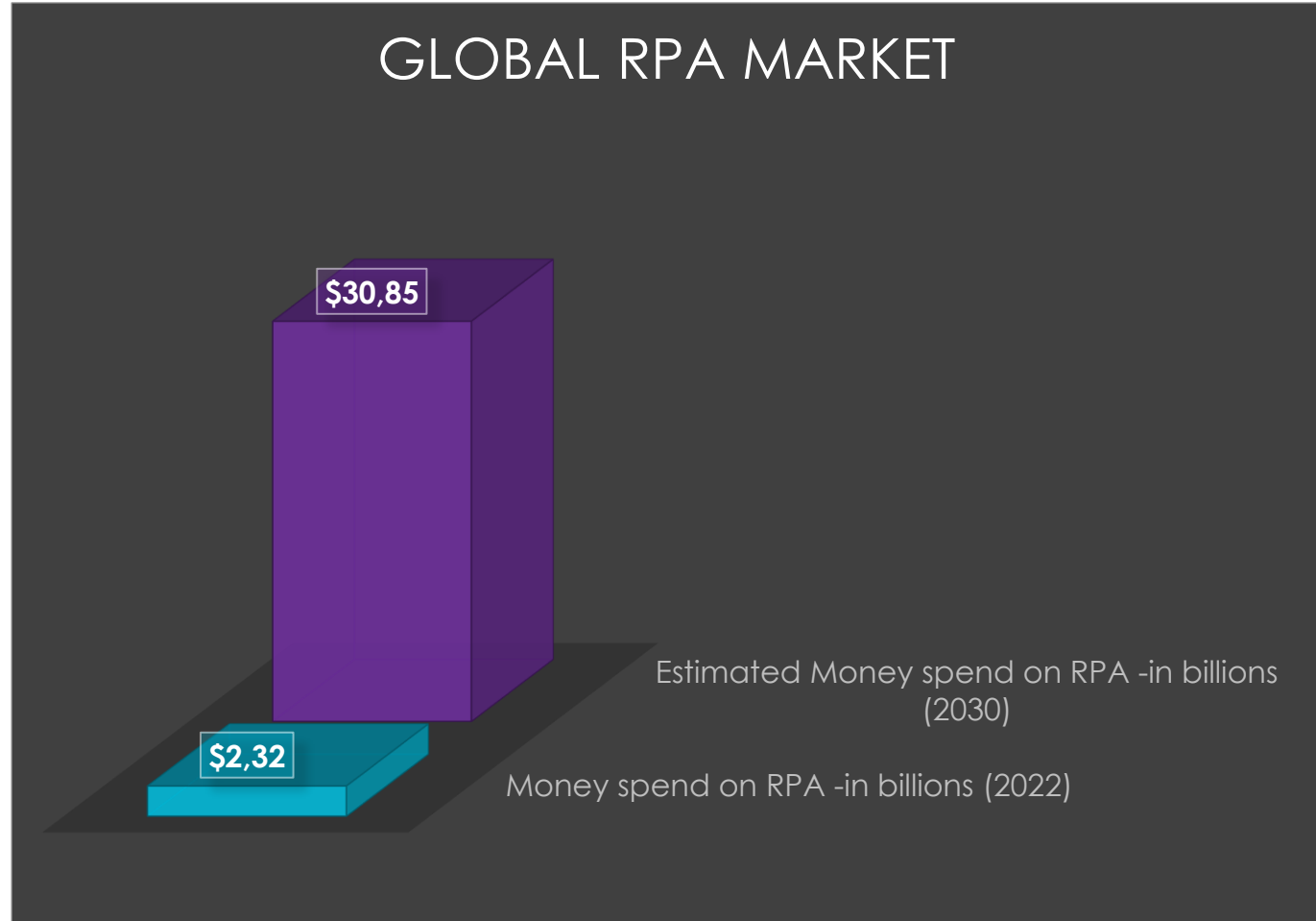
- ▶ Automate processes that are:
 - ▶ Repetitive
 - ▶ Rule-based
 - ▶ Significant volume
 - ▶ Using (semi-) structured data
- ▶ RPA robots can:
 - ▶ Log in & navigate through UI
 - ▶ Extract, copy, paste data
 - ▶ Make calculations
 - ▶ Use any application
 - ▶ Read any data on the screen



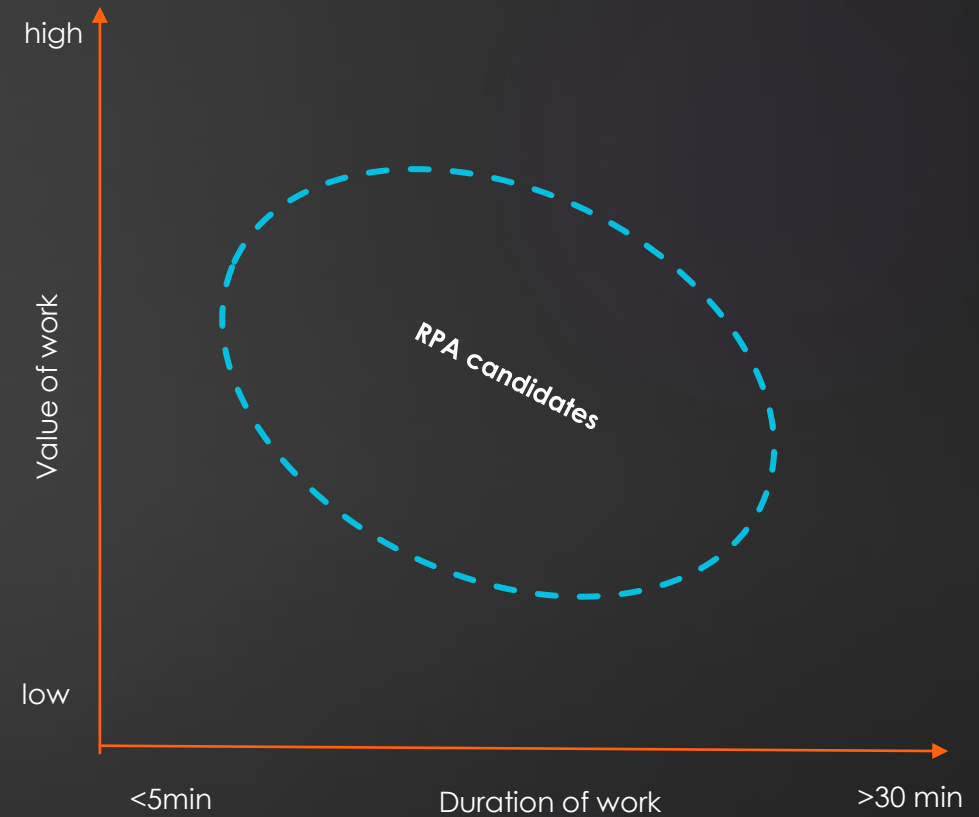
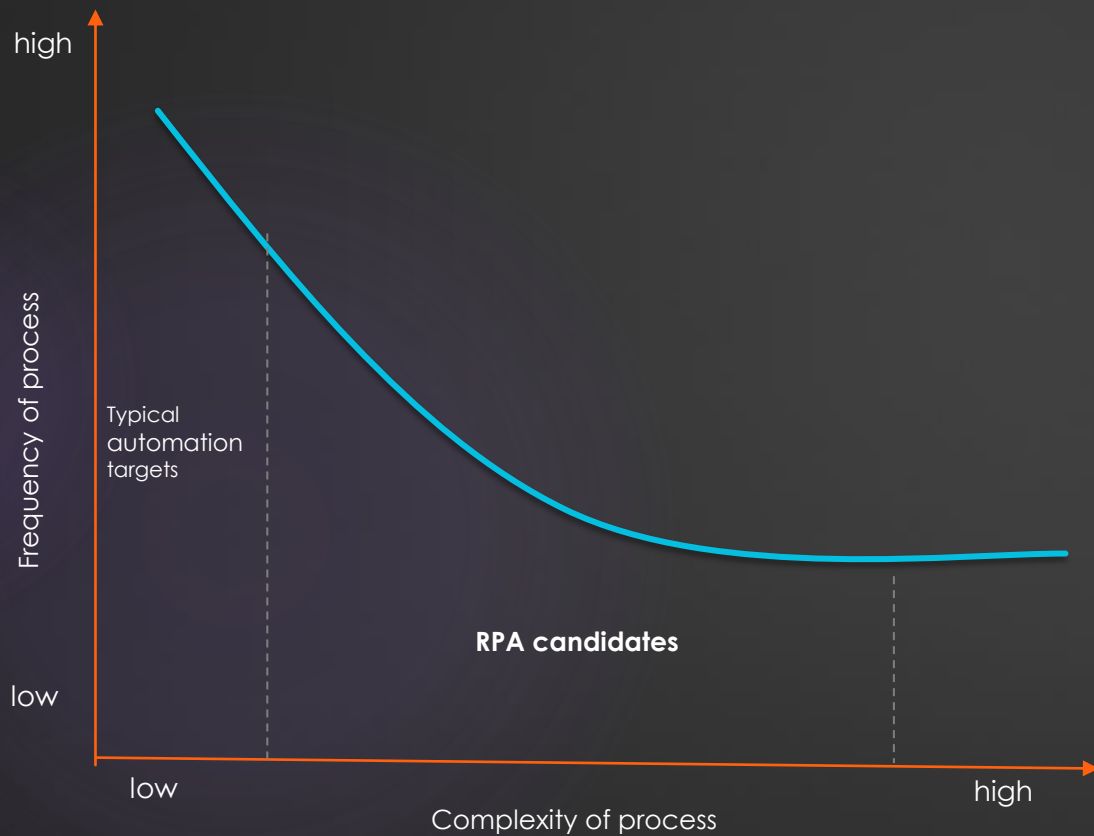
Robotic Process Automation Demo

Robotic Process Automation: Marked

► Gartner, Oct 2020: "The fastest growing software segment"



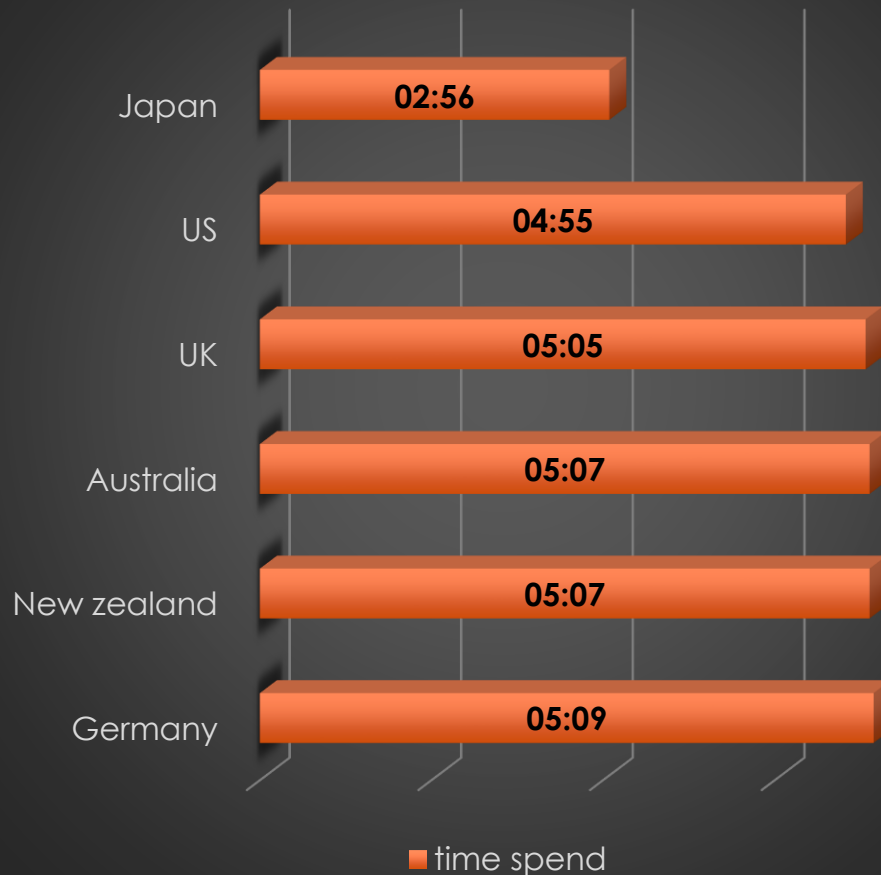
Applications of RPA



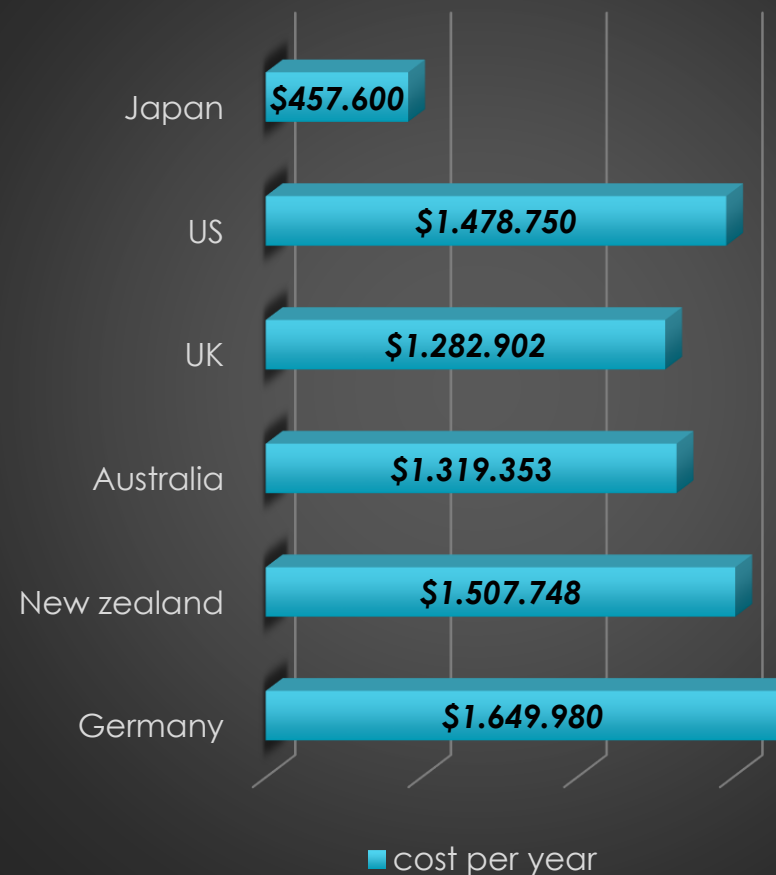
How much time and money is spent on repetitive tasks (ref: company with 500 employees)



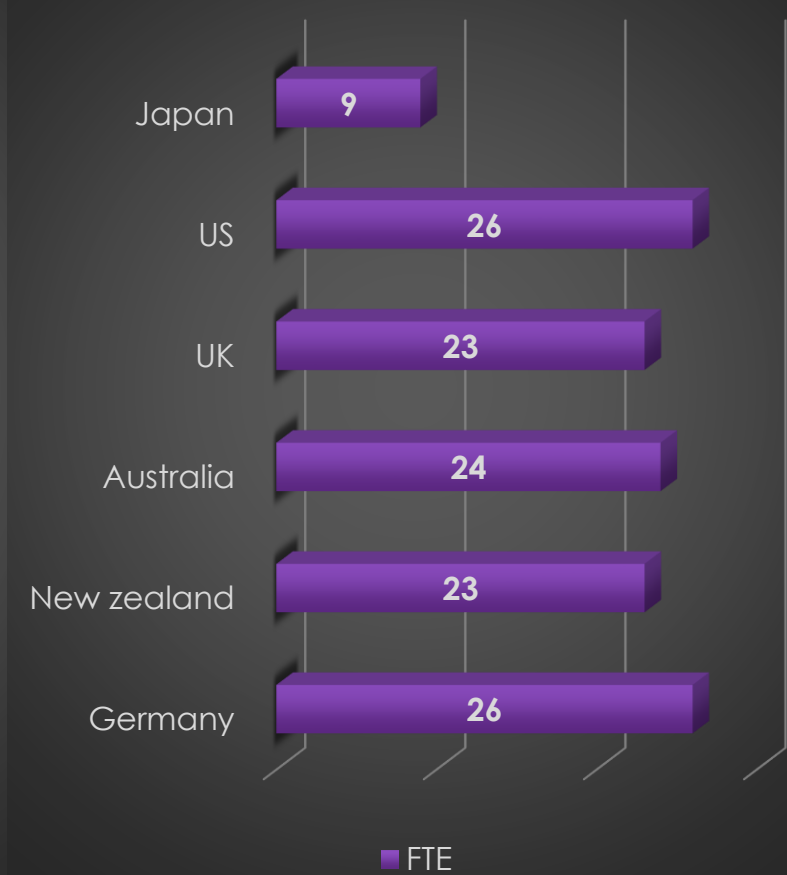
Hours spend weekly



Cost per year



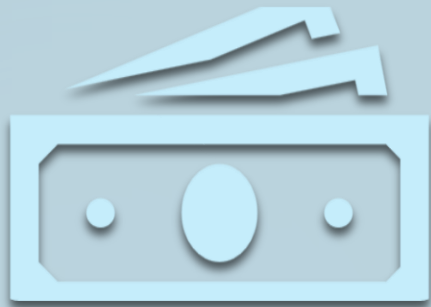
employees



Robotics is not your typical technology



“Traditional technology often requires extensive planning given the amount of technology involved. Governance frameworks are built to support these high-risk, high cost, custom deployments. Robotics is cheaper, less complex, low risk and intuitive. So does not need such frameworks or as much upfront planning and analysis”



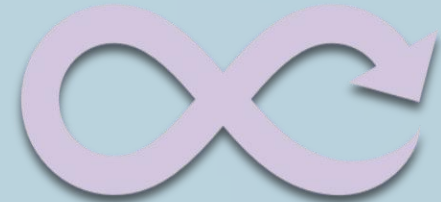
Robotics is far less expensive than traditional technology



Robotics does not require extensive technical expertise to configure



Unlike traditional technology robotic implementation can be completed in weeks



Bots can work with any underlying application and across multiple technology platforms

50% of all RPA projects Fail



- ▶ Unfortunately, even with its potential upsides, many organizations never get RPA off the ground or scale past their first few bots.
- ▶ A recent survey found that only three percent of organizations have scaled their digital workforces.
- ▶ For most, the benefits of RPA go unrealized due to both a lack of vision and poor execution.

“You can manage a fantastic project that , in theory, delivers to the business a great solution but if no one likes It, knows about it or even worse, wants to use it – than you have only completed a set of tasks and wasted a great deal of money!” (Harley Lovegrove – The change manager handbook)

What project and change managers can do to ensure success in a robotic process automation project!



The change network: Keeping Humans in control



- ▶ Automation is about freeing people to focus on more valuable work
- ▶ Humans are in the centre and ultimately in control of the automatization of processes
- ▶ Create a culture of automation
 - ▶ Automatization portal to make and prioritize request
 - ▶ What is the problem we want to solve and how do we know it is solved?
 - ▶ Why does the business want the problems solved! And how will the business know when they can implement the changes that solving the problem will bring?
 - ▶ Multidisciplinary teams that blend technology or analytics and business domain expertise, and share accountability for business and technology outcome?
 - ▶ E-learning: 41% of all employees have the skills, interest, motivation to design, develop, test and produce technology.
- ▶ Celebrate success

Portfolio management: realising benefits from IT-enabled investments



- ▶ Your organization does the work right. But does it do the right work?
 - ▶ Despite the limited time to deliver solutions, resources are limited, and business goals need to be aligned.
 - ▶ Organizations need to respond to new opportunities for their services and products with reaction times previously thought unrealistic
 - ▶ KPI's
 - ▶ RPA development tools offer solutions to manage the performance, resource usage and execution times of robots
 - ▶ Is the problem solved?
 - ▶ Are the benefits realized as advertised?
 - ▶ What is the ROI ?

CoE: Ensuring the vision through principles



- ▶ Identify those who will benefit the most!!!
 - ▶ Create an automation executive committee
 - ▶ Have a C-level sponsor who is the CoE leader to ensure cross functional buy-in and adoption
 - ▶ Include subject matter experts
 - ▶ Create a charter with goals, principles, roles and responsibilities

Manage Architecture: Design for change!

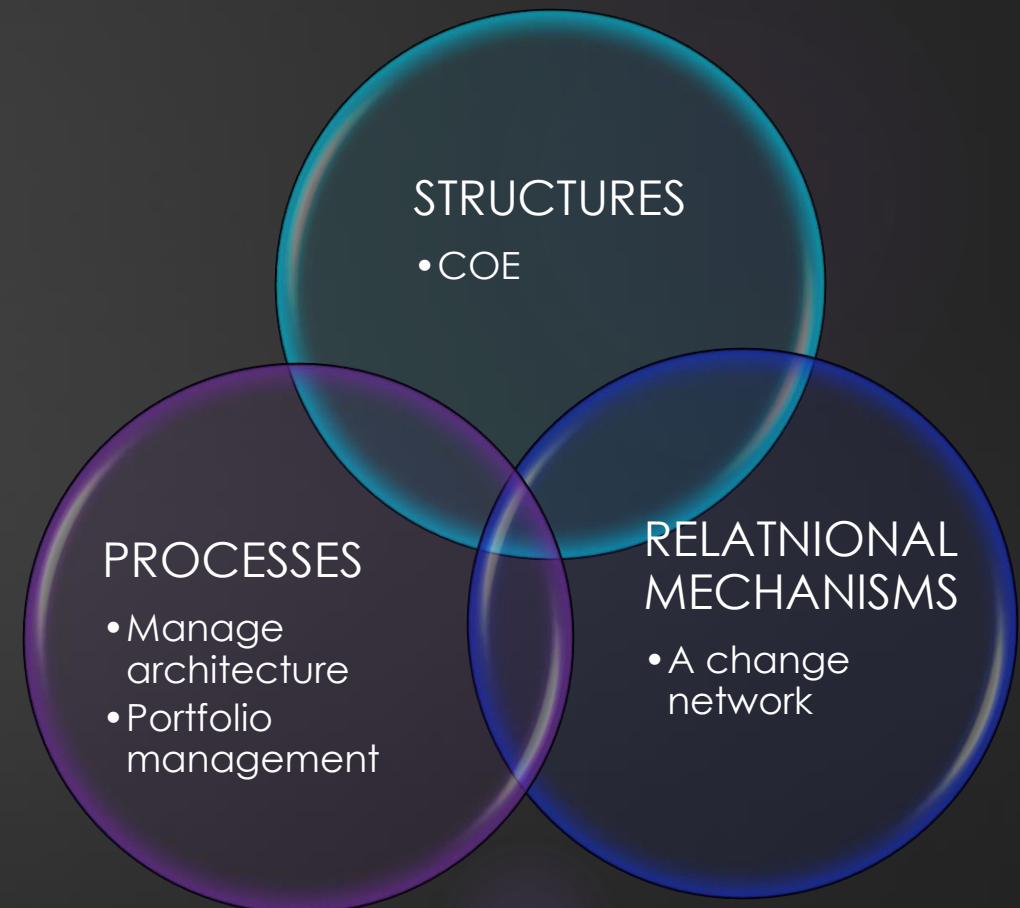


- ▶ High dependency towards 3th party changes
- ▶ Communication with maturing technologies
- ▶ Time between updates and releases
- ▶ Create design principles supporting quick refactoring
 - ▶ Modularity: This makes the application easier to understand, develop, test, and become more resilient to architecture erosion.
 - ▶ Distributed development: enabling small autonomous teams to develop, deploy and scale their respective services independently

Summary



- ▶ Business value from IT-enabled investments does not just happen!
 - ▶ Even with Non –typical technology!
- ▶ By 2030 RPA could be the new MS EXCEL
 - ▶ Project and change management will play an essential role in this transition





Thank you!





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