Interview Schedule for Research Project:

The emergence of robotic process automation (RPA)

in accounting industry

I. Opening

A. My name is XXX. I am a research student from the Business School, the University of Edinburgh. You are invited to this interview because of your professional background fit with this research.

B. I am conducting my research project: the emergence of robotic process automation (RPA) in accounting industry. It is my responsibility to remind you that taking part in this research means that you are giving ethical consent to the research.

C. I am now going to give you an overview of the ethical forms:

a) The interview will be a one-off interview and will last approximately 45 minutes. This interview will be video-recorded via TEAM meeting organised by an account provided by the University of Edinburgh on a password-protected and encrypted device.

b) There are no significant risks anticipated from participation in this research project. However, you will be anonymised, and I will not present any information that could put you at higher levels of risk than you will normally face in your daily lives in the research result.

c) There is no intended direct benefit for participation.

d) Agreeing to participate in this project does not oblige you to remain in the study or to have any further obligations to the research project or team. If at any stage you no longer want to be part of the study, you can withdraw from the project by contacting me or the names provided on the information sheet. You should note that your data may be used in the production of formal research outputs prior to your withdrawal and so you are advised to contact me at the earliest opportunity should you wish to withdraw from the study. You are unable to withdraw after the transcription process begins. At the end of the project, all video-recording data will be deleted using the latest University of Edinburgh protocol for secure data deletion. Other data including transcription will be stored the One Drive account provided by the University of Edinburgh on password-protected and encrypted devices and University secure servers and might be used educational and/or non-commercial purposes, in my and my MRes supervisors' works

e) This research project has been approved through the ethical review process in the Business School at the University of Edinburgh.

f) This research project is not funded.

D. Please introduce yourself, your years of experience, your current position and responsibility.

II. Main Body

A. What is the difference between tasks that can be automated and tasks that cannot?

a) What kind of RPA solutions have your company used?
b) What kind of automation technology was employed before RPA?
c) What kind of tasks have been automated?
d) Have you seen any tasks used to be performed by rookie are now performed by RPA?

B. How is an RPA related decision made within the accounting firms?

a) Do your company have a technical team that handles RPA?
b) From some American study I have read, in some of the Big 4 there, front-line workers are encouraged to discover RPA use cases within their daily job. Do you think it's like what you experienced in the UK?
c) Can you make RPA related decisions? If not, which level of employee or manager can make decisions related to RPA?
d) Is there any guideline or assessment in place when your department are making decisions around RPA purchase?
e) May I ask what's your technical team's position? Does the team belong to your department, or do they also answer to other departments within the company?
f) How many people usually get involved within the decision of purchasing RPA licenses?
g) Can you describe the decision-making process?
h) How do you decision on which RPA vendors to work with?
i) When your company is making decision on RPA, do they use Gartner's report/vision / MQ as a reference?

C. How does outsourcing work within your company and do you think outsourcing is competing with RPA?

a) Do you think your company has been outsourcing some of the tasks?

b) *Do you think, if the same RPA solution is employed by Big 4 and a smaller (company) at the same time, the gap, in regards of time or output, between small companies and the Big 4 will be narrowed? And do you think that could lead to more outsourcing?*
c) *Do you think in the foreseeable future, let's say 3-5 years, that RPA and AI will be replacing the tasks that are currently performed by outsourcing company?*

D. Do you think the pandemic has changed your company's strategy on RPA?

a) *Has the investment changed during the pandemic?*
b) *Has your company's usage on RPA increased during work from home period of the pandemic?*

E. Have your employees received any RPA-related training?

a) *Who paid for your training? Company or employees?*
b) *Is the promotion or any kinds of preformation related assessment within your company related to RPA related training?*
c) *Is your company/department's job posting asking for RPA or any other kinds of programming skill?*
d) *What's your opinion on such training? How about your colleague?*

F. The past?

a) *What kind of automation technology has your company employed in the past?*

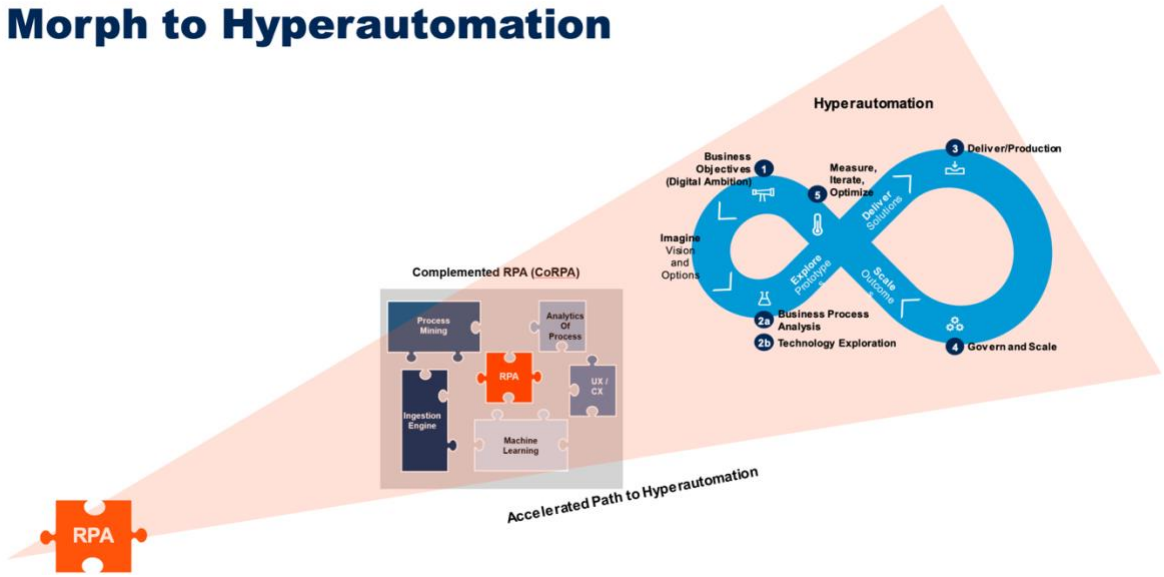
G. The future?

a) *How long do your company plan for the future in terms of technology package? One year? Two years?*
b) *How long do you expect those technology to last?*
c) *Any priority in terms of different technologies? Different departments?*
d) *Does your company subscribe to technological research and consulting firms' service such as Gartner?*
e) *Does such service change your view on certain technology?*

f) Show the pictures and ask "which one of these could influence your strategical decision making and to which degree?

III. Closing

A. I appreciate the time you took for this interview.
B. Is there anything else you would like to contribute to the research?
C. Can you introduce me to other managers?
D. Have a nice day!

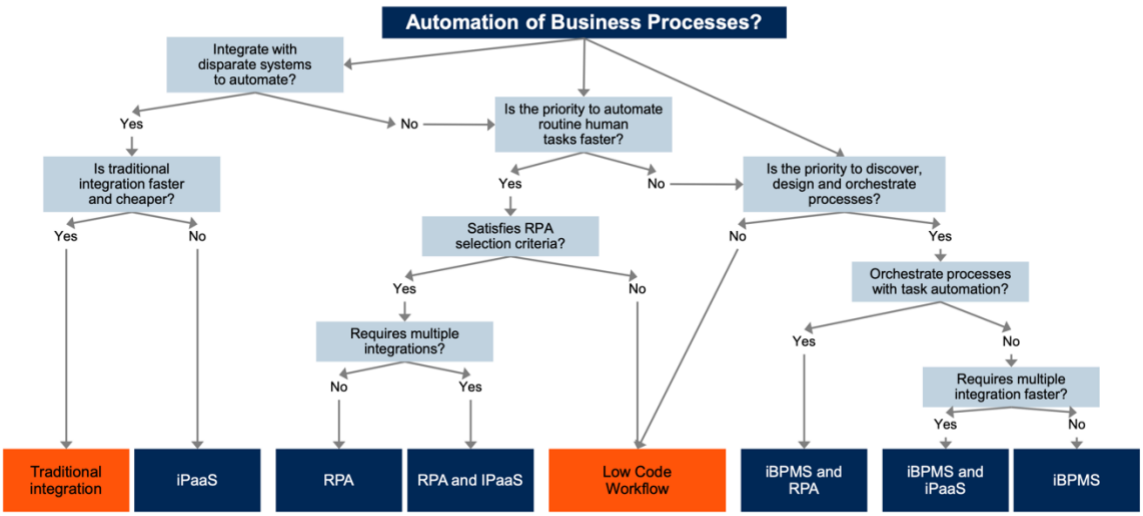


RPA MQs

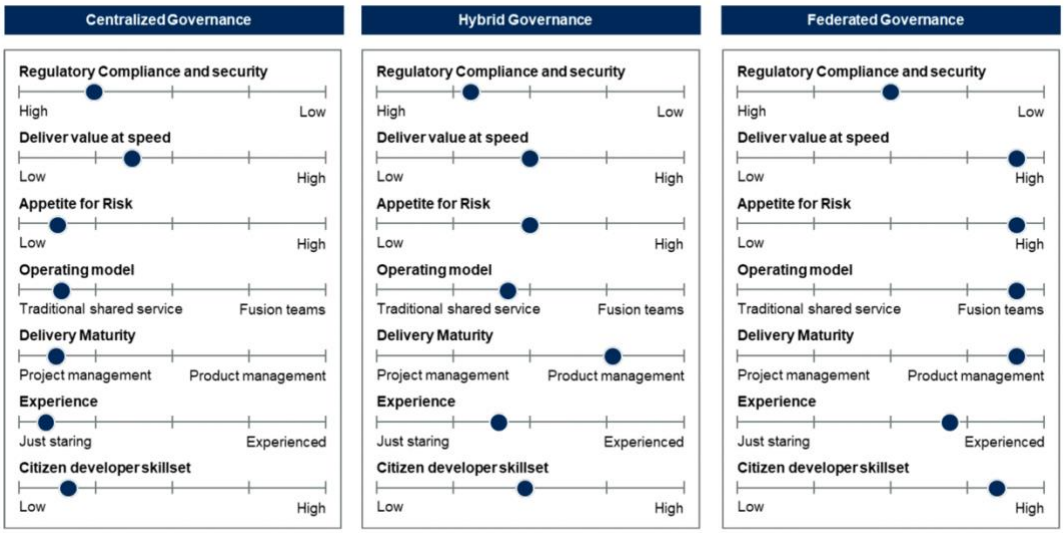
2019

2020

Decision Path to Narrow Down Your Choices



Apply Adaptive Governance Model



Build Your Community of Practice

Vision

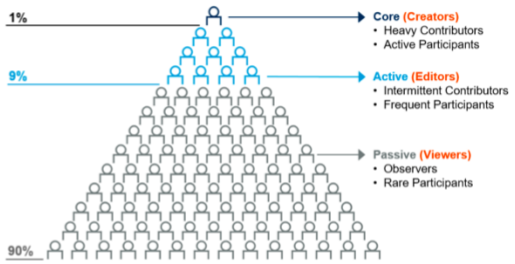
- What is the overall purpose of this community of practice?
- What is your driving purpose for creating this community?

Target Group	Community	Member Goals	Business Goals
• Who should join this community? • Which roles or activities are supported?	• What is the required organization? • How best can the membership collaborate?	• What personal needs are being addressed? • How will members benefit from joining this community?	• What business needs are being addressed? • How will this community benefit the organization?

Community Success Factors

- Active Practitioner Engagement
- Proficient Community Leadership
- Positive Stakeholder Support
- Co-created Collaborative Workspace
- Defined Vision and Agreed Roadmap
- Transparent Metrics and Clear Goals

The 1-9-90 Rule



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Prediction

By 2025, more than 20% of all products and produce will first be touched by a human at the time of purchase.

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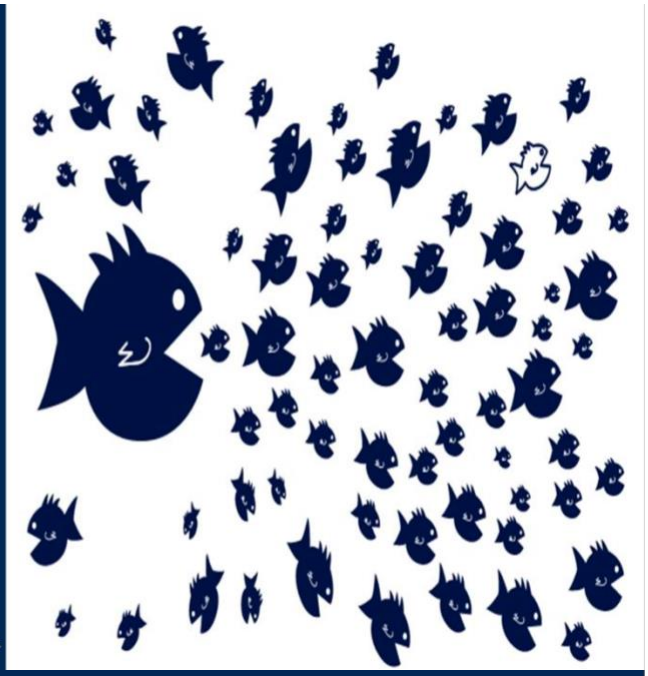
Prediction

By 2024, one or more technology megavendors will build or acquire targeted hyperautomation technologies rendering 60% of the standalone RPA market offerings redundant.



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Prediction

By 2024, more than 70% of the large global enterprises will have over 70 *concurrent* hyperautomation initiatives mandating governance or facing significant instability.

Prediction

By 2024, 80% of hyperautomation offerings will have limited industry-specific depth mandating additional investment for IP, curated data, architecture, integration and development.

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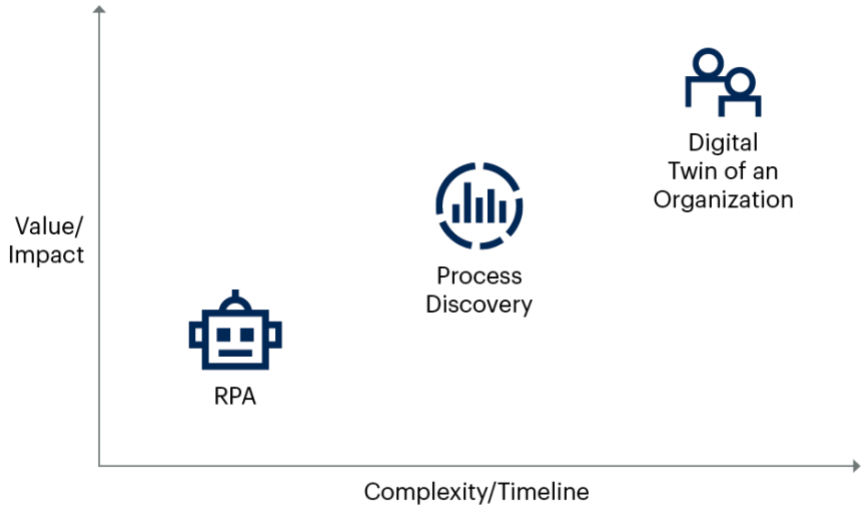
Three DigitalOps Technologies



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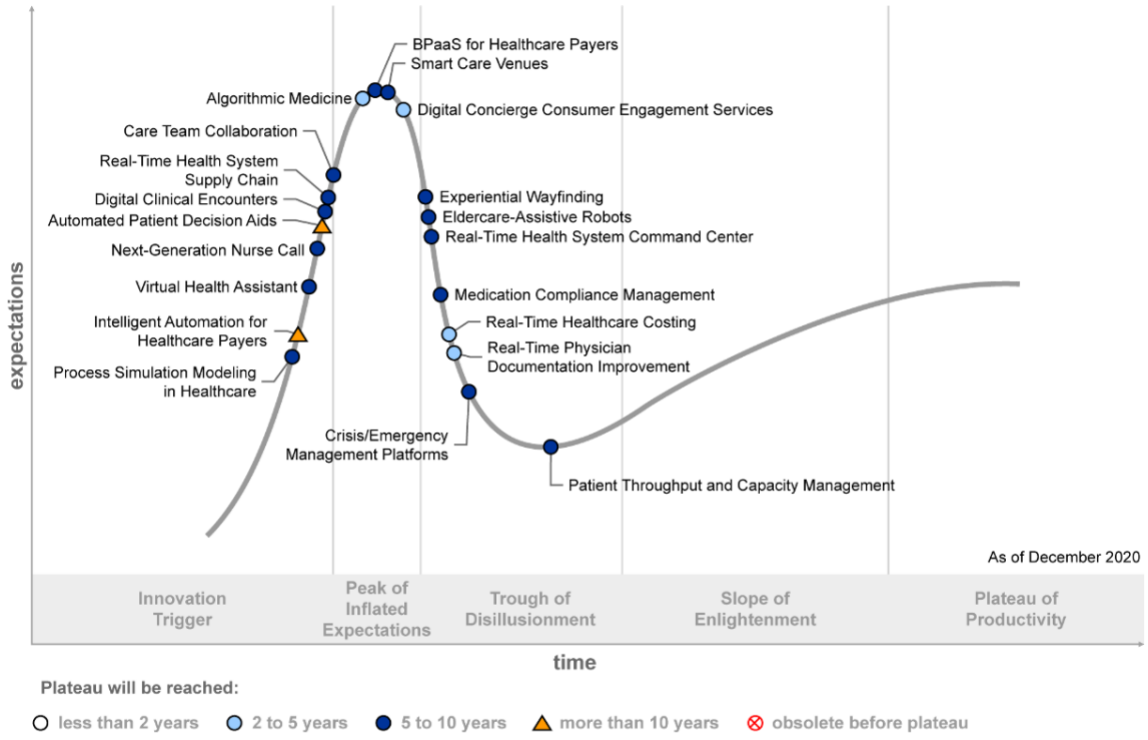
Healthcare Hype Cycle Innovation Profiles Enabled By Automation



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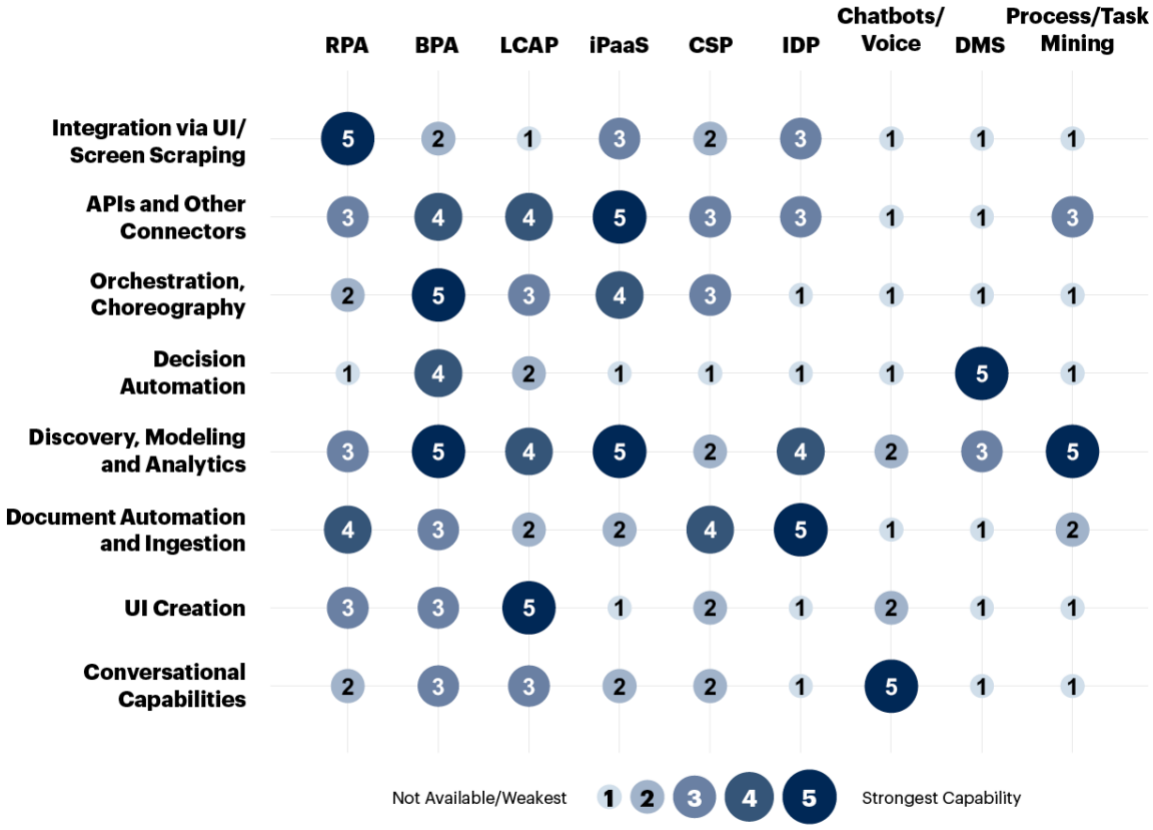
Select Your Technologies Prioritizing Eight Hyperautomation Capabilities



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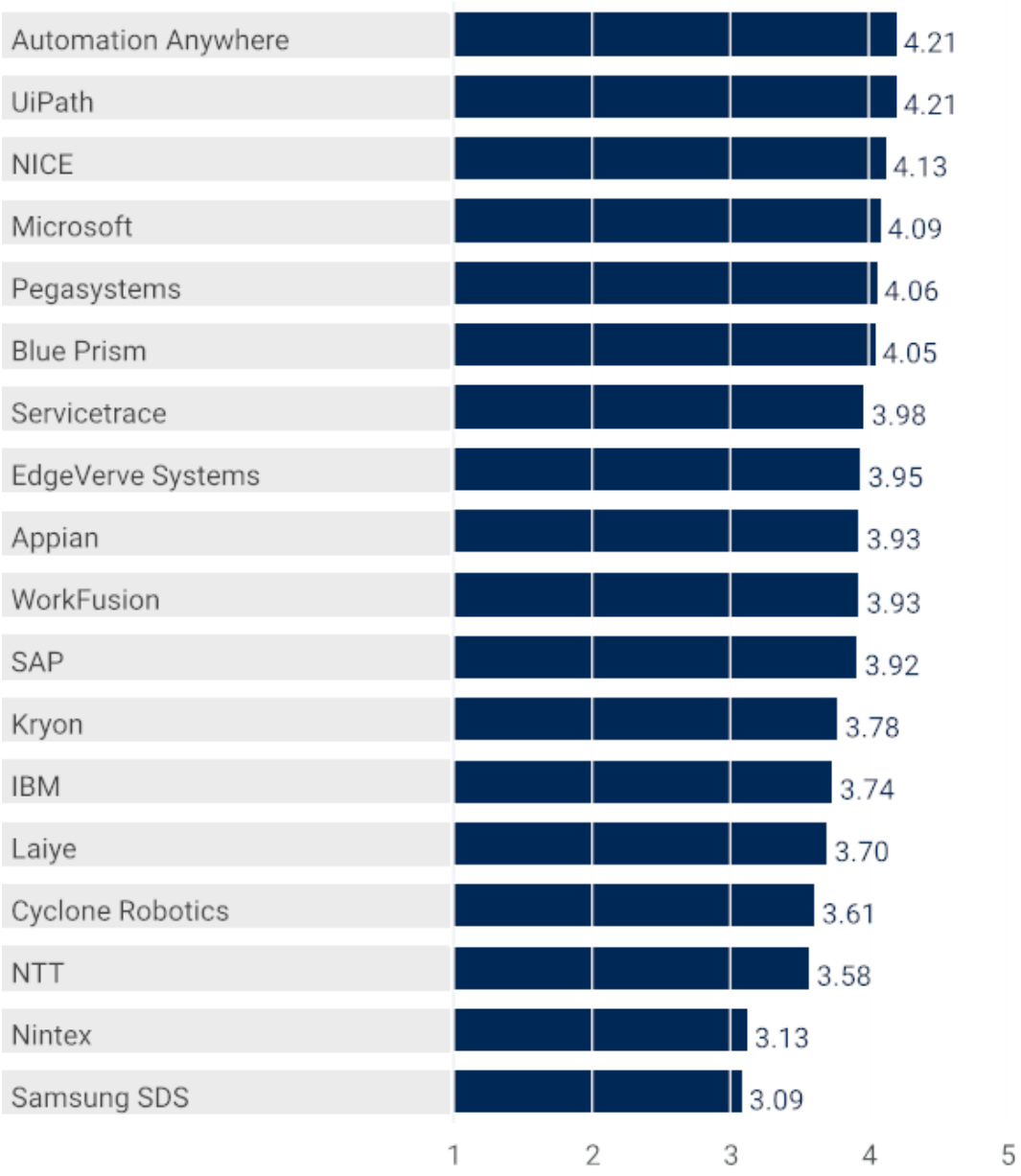
Product or Service Scores for Accelerate Citizen Automation



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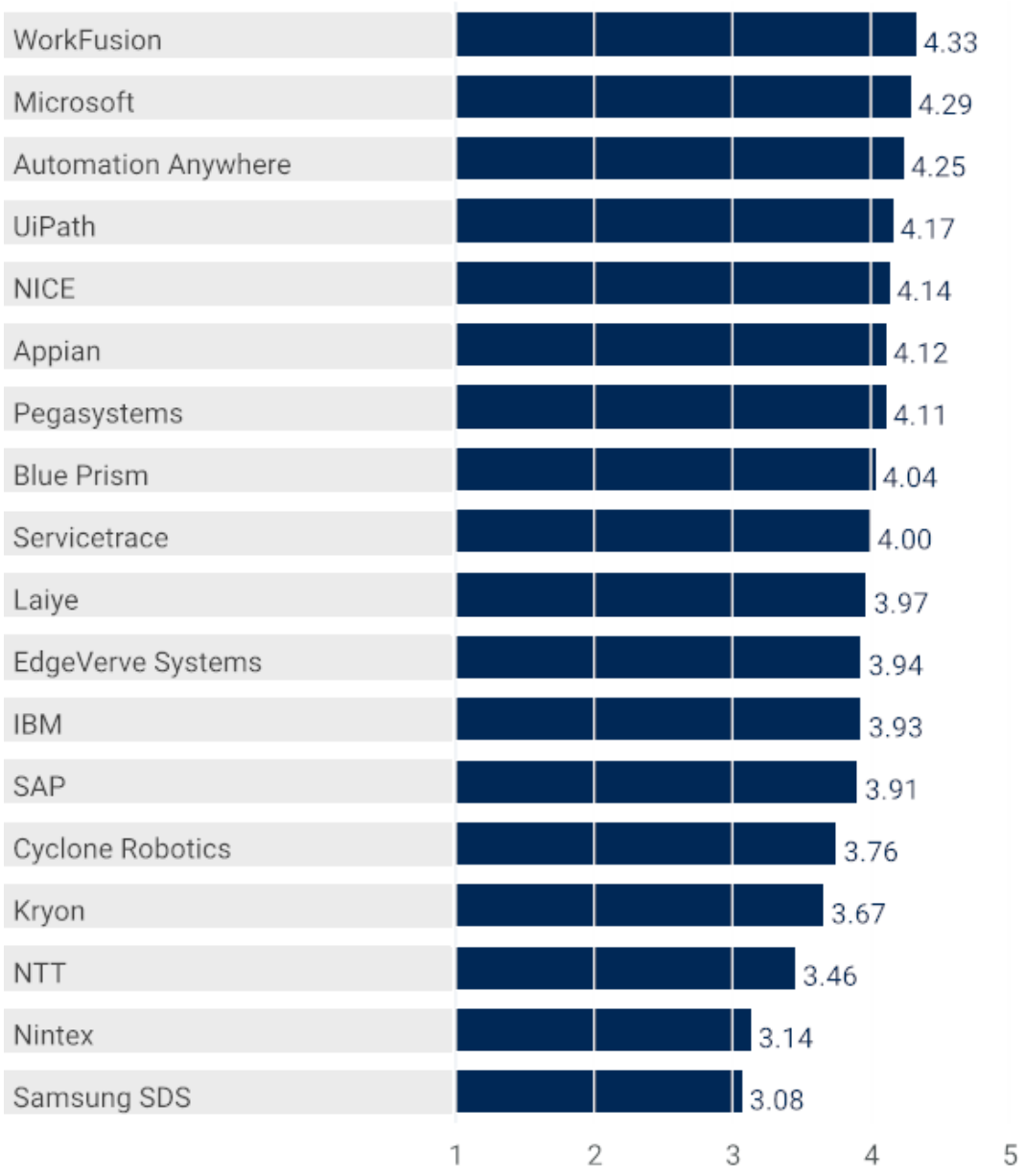
Product or Service Scores for Augment Knowledge Workers



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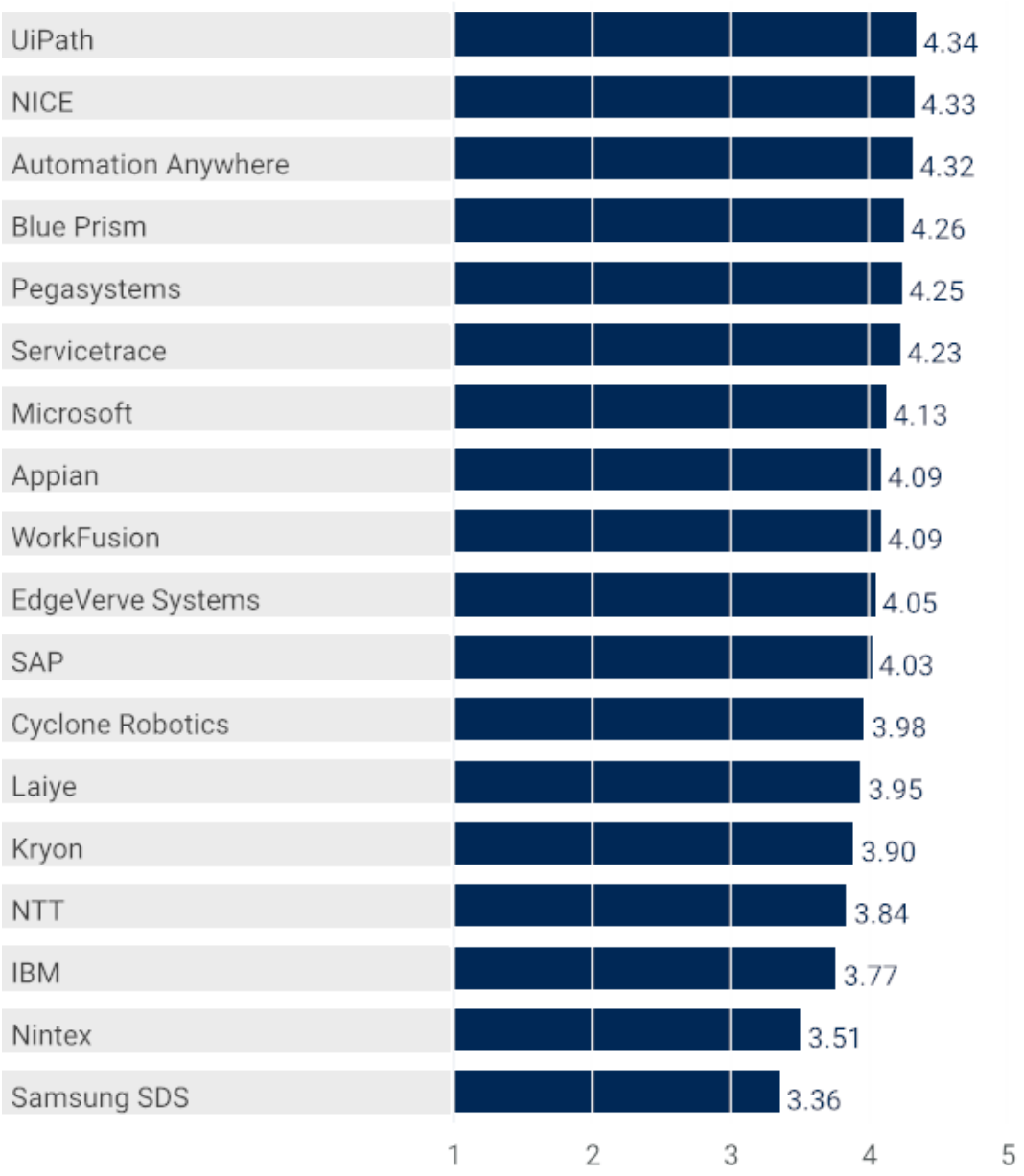
Product or Service Scores for Automate via UI Integration



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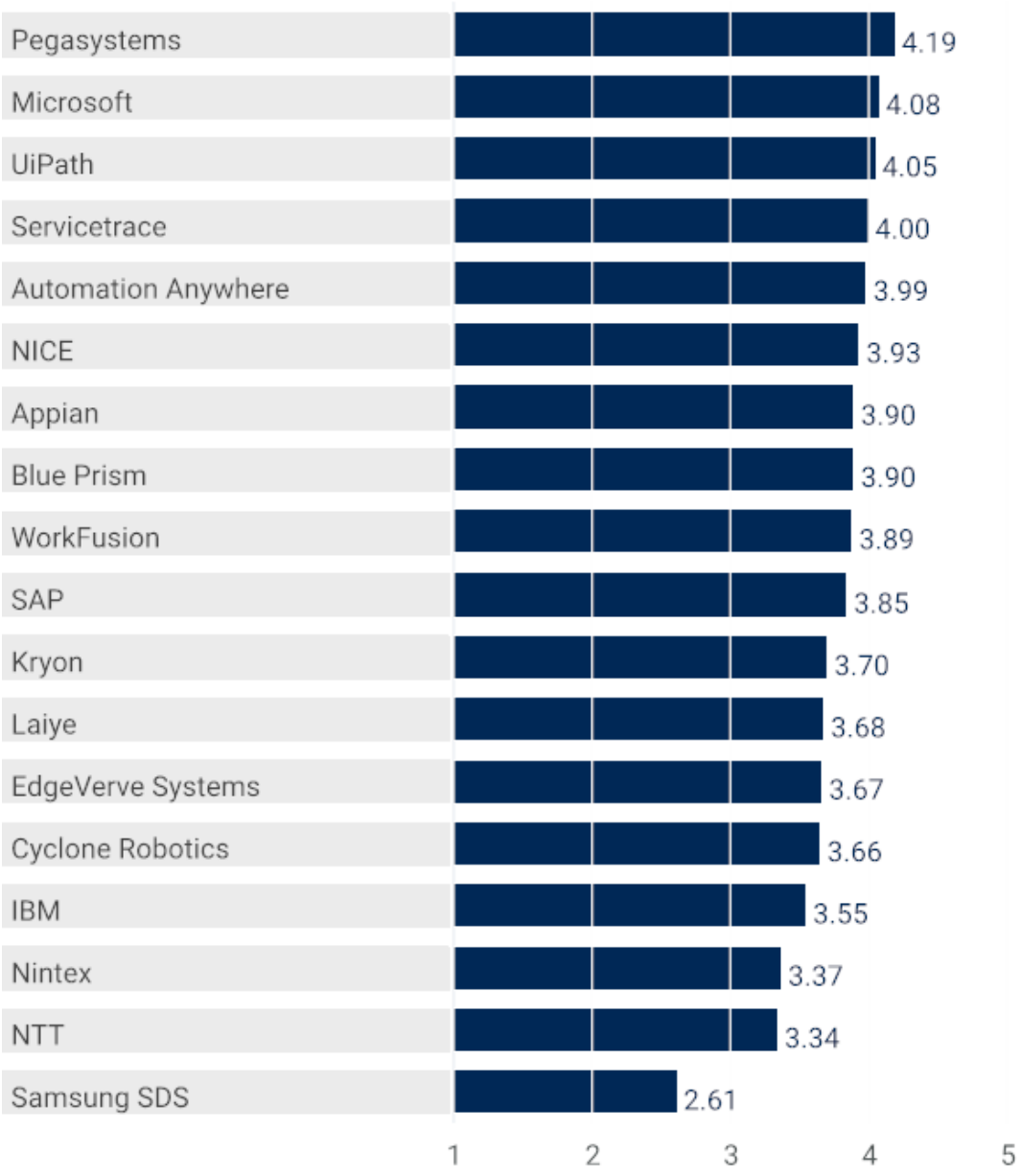
Product or Service Scores for Create Headless Bots



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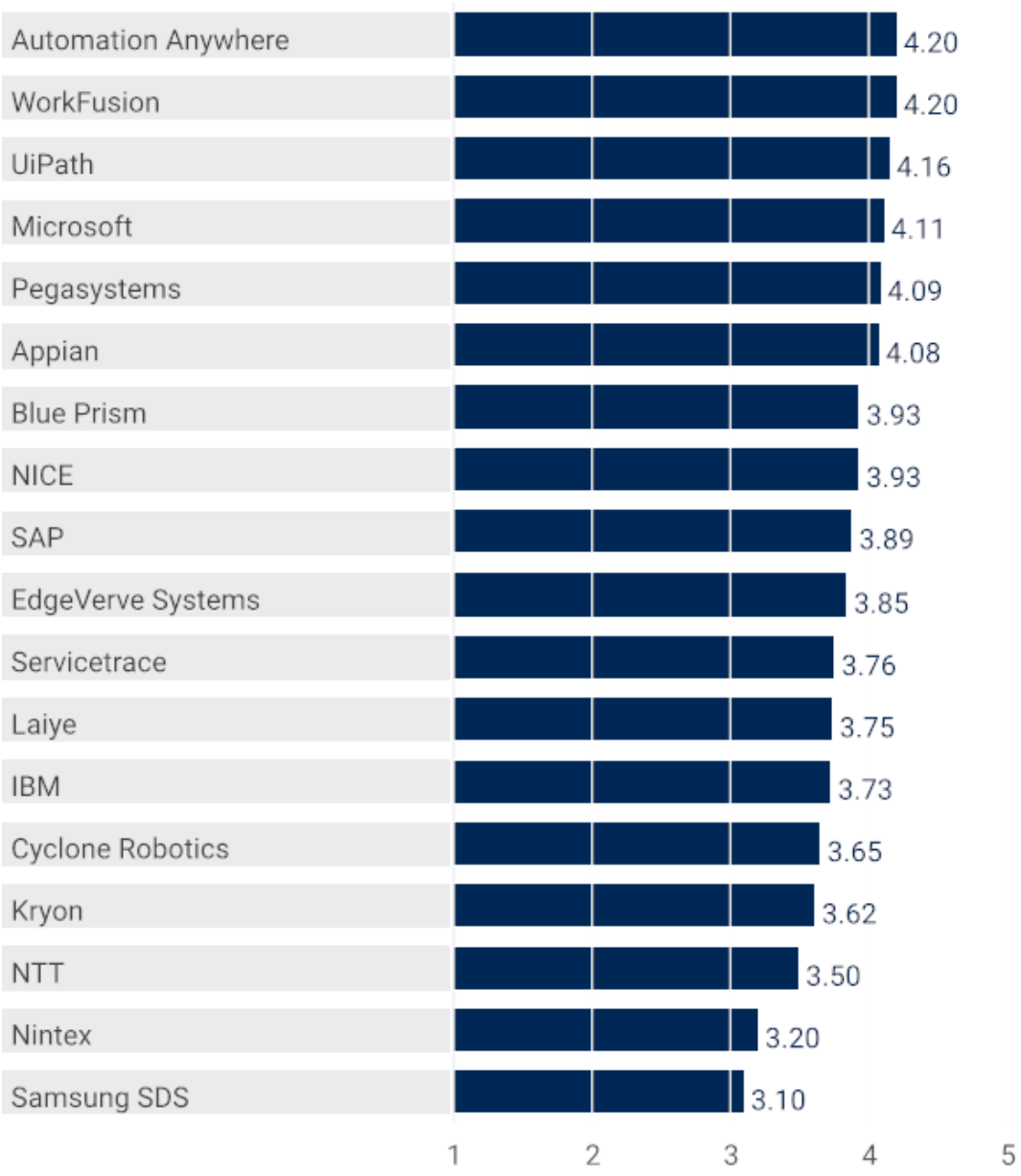
Product or Service Scores for Automate Document Processing



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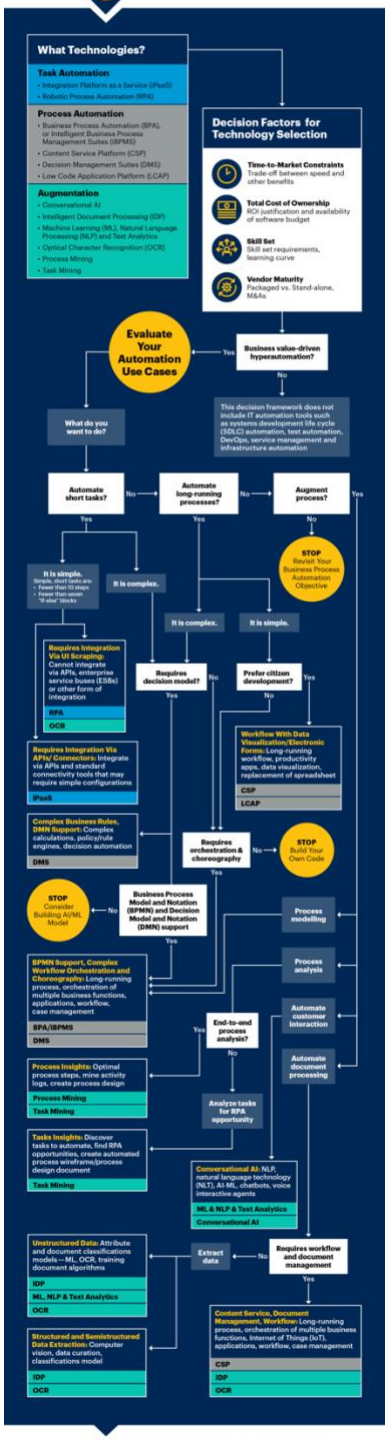
Which Technologies Should You Use for Hyperautomation?

When you need a variety of technologies across multiple hyperautomation initiatives, how do you make the right choices? Use this decision framework to match the right technology to your use case.



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