

Intro: Hello and welcome to the CPA Australia podcast, your weekly source for accounting, education, career, and leadership discussion.

Gloria Sleaby: Hello, my name is Gloria Sleaby. I'm Deputy Chair of the Healthcare Leaders Forum and previous CPA Australia Victorian Divisional Counsellor. My roles include Director, Deputy Chair, and Chair of Community Engagement Committee at DPV Health, Advisory Council member at Mental Health Complaints Commission, and Community Advisory Committee at Eastern Health.

Gloria Sleaby: I'm joined today by Mohit Sharma. Mohit is the Founder and Executive Chairman of Mindfields Global, a global intelligent automation and artificial intelligence advisory which provides strategy services to CXO level executives across verticals on emerging and disruptive technologies. Mindfields has been ranked by Gartner and HFS Research as a leading, niche, robotics process automation advisory, RPA firm, and globally recognised as a thought leader in this space. Mindfields has helped a number of Australian and global organisations, including ANZ, ING, Rabo, Equifacs, CIBC, Suncorp, Australia Post, Saint John of God, PIPA Financial, census, University of Adelaide, Edith Cowan University, OzSuper, Mitsui Komatsu, and Water Corps, among others to succeed in their automation journey.

Gloria Sleaby: Mindfields was ranked among the top 20 fastest growing Australian firms in the Deloitte Fast 500. Last year, Mohit was recognised and won the leadership award by ISG. Most recently, he has authored and published one of the first most comprehensive research on robotics and process automation, which was sponsored by ANZ. He also recently wrote a comprehensive research report on artificial intelligence in healthcare. Mohit has spoken at various global conferences in the US, Europe, Middle East, Singapore, and Australia. Welcome, Mohit.

Mohit Sharma: Thank you.

Gloria Sleaby: I just wanted to ask you, Mohit, what RPA actually is and how does it work?

Mohit Sharma: Sure. I think RPA, the full form is robotic process automation, and many organisations use different acronyms to define RPA. It can be IPA, integer plus automation. It can be SPA. But the real sense, it is a software programme which mimics human action. That can be at three level. One, you can schedule it to be runned, which is [inaudible 00:02:42] mode. The other mode is by attending, so you initiate manually what to do. And the third is it triggers automatically on happening of a predefined event. For example, entering data from one system to other system can be automated. Moving a spreadsheet from one folder to other can be automated. Opening an email with a predefined parameters or subject or the content, and moving the data from that email attachment to various folders or system can be automated. There are some very basic example of routine-based process which are currently been automated. As the market is evolving, they're moving to next level where it is more judgement -based process which are getting automated.

Gloria Sleaby: What are the first steps in getting started on an RPA journey?

Mohit Sharma: I think the first step is to have a clear vision why you want to do RPA. Is it to release the human mundane job and make life more interesting for the employees? Or to enhance the customer experience? Or to reduce the error? Or to become more lean? So once you have the clear vision, then you can take a logical step to achieve it. You need to have sponsorship, you need to have vision, and you need to have patience because it will not happen overnight. Some short-term gains are possible, but one should look at medium to longterm gain to achieve the full business case.

Gloria Sleaby: So short-term and long-term aren't really mutually exclusive. They're really on the same journey?

Mohit Sharma: Yes. The short terms are the low hanging fruits. The longterm are the benefits which will come to the organisation in the due course of time. As the employees, the clients, the partners of the organisation who is doing an RPA get used to the RPA way of doing things, they will also evolve. And then the imagination is only limitation you have got.

Gloria Sleaby: So how can you build a business case for RPA implementation?

Mohit Sharma: I think one needs to be very cognizant of dividing the parameters into two categories. One is monetary benefit, second is non-monetary benefit. As being a professional accountant, I always look at the numbers should make a sense. We always advise to automate the gain areas than the pain areas. And look at the drivers for automation. For financial terms, release of the cost, optimising the cost, looking at the average handling time, [releasing 00:05:31] of the FTEs. For non-multi parameters or drivers, the business case should cover, what is the enhancement of customer experience, employee motivation, error reduction, and how fast you're meeting the SLS to make your other partners in the ecosystem much more happier.

Gloria Sleaby: Can organisations expect an immediate benefit from adopting RPA? And, what are the risks that they need to be aware of?

Mohit Sharma: Yes, you can have immediate benefit depending upon the process you select. And when we do a prioritisation of process selection for automation, we have to cover those parameters to rate them if they should be automated, in what priority, what ranking. Now or after three months, and what are the low hanging fruit which gives the more value to be automated now? So there's a whole strategy, whole structured approach to that.

Mohit Sharma: There are risks. What can go wrong? As any prudent consulting firm, we also cover the risk. What can go wrong? For example, when some process is automated, what are the areas the fraud can occur? Because this is done by a robot, how can somebody put a malware or some wrong code to do some

fraud? Is that process require statutory reporting or regulatory reporting? And, what would go wrong? What's the cost of failure? All those parameters we need to consider when we do what can go wrong for any process to be automated.

Gloria Sleaby: Does that mean then each organisation will have their own cost-benefit analysis as far as considering implementing RPA?

Mohit Sharma: Yes. For example, the companies with a huge human workforce base and who are having a huge labour turnover, they need to look at why the employees are leaving, because the jobs might be very mundane. Only data entry happening. And in the current world, Gen Y want exciting jobs. How they can make the job more attractive by automating the boring part. What we are advocating for the last five years since we started the RPA journey for our clients, take the robots out of the human. Makes the job more interesting. And for a call centre client, all the mundane conversation with the customer or the client should be automated, so they give more value to the caller in less time. For a client which is doing the [inaudible 00:08:12] rating, for example, the client we have got, we are trying to automate a lot of process which is front end like employment validation test or check, which makes the life much more easier. It depends upon the organization's value and objectives, and we still have to process accordingly.

Gloria Sleaby: And what do you say to the people that are worried about their jobs because of RPA?

Mohit Sharma: I think every job has got various component, and any employed do the job for the exciting component. They feel demotivated when they do a mundane component of the job. What we recommend to them in our communication that we are here to make the job more interesting. We are here to enhance their job, and we're not replacing their job. And I think it's very, very important to have that buy in for any RPA to be successful. And for most of our clients, we recommend a bottom up approach where the employees are coming to us saying ... They're saying that, please automate our job because it is not very exciting. I don't want to come to the office every day to do this job. I think if you look at that part of the job which is mundane to be automated. It is job enhancement, not job replacement.

Gloria Sleaby: Further to that, how is RPA then enhancing the role of future finance leaders?

Mohit Sharma: As we have seen and as a study shows that the role of CFOs becoming very, very important. They are becoming more powerful than their peers, the CXOs in the organisation, whether the CIO, CEO, or CPO or CMO. The CFO's control the main thing, which is money, the capital. They have to look at a more comprehensive way to optimise the use of capital.

Mohit Sharma: I think there are four major functions which the CFO do. Transactions like [ARAPGL 00:10:10] and reporting to board to regulatory. Then strategic work

like controls, capital enhancement, raising capital. And the fourth one which is people. Hard to optimise the people's role in the organisation. And you can see, and we are predicting that the CFO role will change dramatically in all these areas. Currently, 80% of the CFO role is spending time on transactions. In the future, it will be less than 20%. Every [inaudible 00:10:41] on the reporting and do the strategic thinking and strategic role. I think automation will enhance those part of CFO, that is strategy and reporting, and [production 00:10:55] will get automated so the CFO has more time to spend on more value added activity and enhance their powers within ... Or importance within the organisation then focusing on the transaction based work.

Gloria Sleaby: Taking into consideration those four areas that you discussed, what barriers are in those areas that are going to affect the successful implementation of RPA?

Mohit Sharma: If I had to, for example, take a CFO role in the transactions like ARAPGL, they are not standardised. They have multiple systems. For example, if you look at a multinational company, they have acquired companies during their growth. Organically or inorganically they have grown. They have multiple accounting software, multiple system. They have presence across the globe. For a small company, they have operations which are not optimised. I think by automating those parts of transactions, they can release lot of capital. They can make it more leaner. They can make it more cost-effective. And they can reduce the cost of operations. Automation can help in a transition role of a CFO in those areas.

Mohit Sharma: For reporting purposes, if you look at all the CFOs are stressed during the period and closing, [inaudible 00:12:12] and closing, because that's the time their workload increases multifold. By automating those parts, they can even out their workload pressures, like according or the organisation of journals. During the [inaudible 00:12:26], if you can automate the journals ... Instead of having long nights during the peer dent, the boss will be able to transfer or post all the journals for them.

Mohit Sharma: And reporting to APRA, for example, APRA or SCC or FSA. Currently, they have to spend a lot of time doing a mundane job of getting data from various sources and put in one spreadsheet or like a balance sheet or PL account. Now this can be done by a bot. It's a very, very well-defined process [inaudible 00:13:00] balance sheet of say [birth 00:13:02], balance sheet of the [buy 00:13:04], and put them in one place. [inaudible 00:13:07] also. So what we're trying to do is to enhance CFO role, releasing him from being the mundane job and looking at the more valued job.

Mohit Sharma: Strategic thinking. Currently, the working capital is the main area which keeps the CFOs awake at night. We can look at, how can we do a proper reporting of that so he has a real time information of where the cashflow is going to be troublesome in future? I think that those things, if you release the stress and workload of a CFO, it will make CFO life much more easier. They are benefit, but they're also barriers because reporting ... Around reporting to SCC or FSA might

impact CFO's capability. You have to be very cautious what part of those functions you're automating and what controls you put in place so it's optimised.

Gloria Sleaby: What are the key factors that you think will help make RPA implementation a success?

Mohit Sharma: I think there are various factors and I can put them in various buckets. The first one is that they should be one vision of IT in the business. Where you have multiple visions, any organisation will fail. Whatever tool you use, whatever consulting firm you use, you will fail. You need to have a unified vision, what you want to achieve from RPA.

Mohit Sharma: Number two is to select the process which gives you more bang for the buck, but which are not complex because complex process will take more time and bandwidth and you have more cost of failure there. Pick the process which are giving you more gains and don't look at the process which are giving you more pains. Look for more gain it is to automate than pain it is to automate.

Mohit Sharma: The third is people. You have to have a proper and logical communication plan. I think and we believe that we should be transparent to your partners, to your employees, to your stakeholders, that automation will change the way of working, but will happen in due course of time. Don't expect to have things done overnight. You have to have patience and you need to have some vision. Not some vision, but a strong vision to achieve ... To outperform the RPA.

Mohit Sharma: And in any technology, there will be chances of failure somewhere. So don't get disheartened because of such failures. It's a new technology. It's evolving. What you're doing today will change tomorrow, so be prepared for that upgrade which will enhance the automation of the process. We are currently all using the landline, and in the future we'll have more 5G based telephones. Be prepared for that change also.

Gloria Sleaby: Mohit, I work in healthcare industry. Where do you see RPA benefiting in healthcare?

Mohit Sharma: Gloria, healthcare is a very important vertical in a community in any country, and also in the business balance. We can divide the healthcare in three buckets. Back office, middle office, and front office. In the back office, the processes like patient billing, supply invoice, patient information, accounts, GL, AR, AP, nurse onboarding, patient onboarding, client onboarding, procurement can be automated.

Mohit Sharma: In the middle office, the pathology stuff can be automated, the reporting can be automated. It is still some challenges there from the privacy issues. If you look at ... OCR means when we can read the invoices and digitalize them, why can't we also digitalize the x-rays? And that's currently one of the biggest costs in the

healthcare. That you have to manually look at all the x-rays to give your advice. At least 90% can be automated, which doesn't have XYZ symptoms. It means they're simple. No need to go to the professional pathologist to make a view on them. Look at the time you're losing at that pathology who can look into more complex cases. I think that's the area which we want to focus in the future. And in our AI report, which is also on the [inaudible 00:17:36] website and also on our website, it has 100 apps in the AI which are currently addressing the healthcare needs.

Mohit Sharma: In the front office, again, there's a lot of human interaction happening like nurse and the patient, patient and doctor, and patient and pharmacist, sorry. Those can be also automated. And Gen Y's don't want to have human directions. They would be the first one to welcome all those automated interactions. I think there's a huge scope. The only hindrance currently is the regulation and the privacy regime. But I think as we evolve, the comment will also look as those hindrances and challenges and they will make it much more [inaudible 00:18:19] for the healthcare to automate in a big way.

Gloria Sleaby: Excellent. We're moving towards a seamless patient journey.

Mohit Sharma: Yes. I think I was told that the number of patients are increasing in the hospital industry, but the number of beds will remain constant because most of the delivery of the medical service is to be done at the home. I think the [Uberization 00:18:43] of healthcare industry is bound to happen. And healthcare's become like a banking industry now, and I think you will see more fundamental changes happening in the business model of healthcare very soon.

Gloria Sleaby: Then, what do you think the future holds for RPA?

Mohit Sharma: Future for RPA is that it will change in ways how it has operate. Again using that analogy of the landline. We never used to have iTunes on our landline. Now we are doing business on our phone. And speed has changed. The cost has come down. Calling overseas from anywhere is nil using WhatsApp. So I think the business models are changing more faster, more frequently, and more deeper. One has to be very agile in the RPA implementation.

Mohit Sharma: RPA itself will not solve the problem. It is a first step and you will have multiple tools which will integrate with RPA, or RPA will enable multiple tools or applications to give you a comprehensive outcome. If you were counting only RPA, if it not solve all your problems. It can solve some of your problems, but as it evolves it will integrate with other technologies to give you a comprehensive outcome. Like a mobile phone now currently has got apps which can do your billing, your chat, your social interactions. In the past, it was not doing the all those things. I think the RPA will evolve. It will change I think in a big way to make life much more easy for the business on personal and professional front.

Gloria Sleaby: And how is Mindfields helping organisation reap the benefits of RPA?

Mohit Sharma: I think we have been very fortunate to have clients who have trusted in us ANZ bank, ING, CIVC. We are a small firm based out of Australia, but we've been approached by clients from offshore, and our footprint is increasing globally. From four people company we are now multifold increased and we are growing. But it also put ... We don't want to lose our vision and our values. We want to give the client an automation solution which is cheap as possible, because the more reasonably it is priced more better the business case to automate processes. As the cost goes up, a lot of processes become commercially unviable to be automated. We want to make sure that we decrease the cost to that level which that client find it much more easier to automate.

Mohit Sharma: I will divide our vision into four components. The research. These are contemporary technologies, will keep on evolving, so we have to keep on doing research on what's latest happening. And releasing reports, which is free of cost, because we want to educate the community. And we believe that we have succeeded in our journey in RPA with the clients, and internally also, because we always made the education free our clients. All the reports are on the website and it's free of cost. We want the client to educate themselves, so we want to cut short that journey. It helps them. And it's evolving every day, so it has to be contemporary. The report done one year back becomes obsolete very fast.

Mohit Sharma: Number two is that we are doing consulting which is outcome-based, which is not driven by polished body shoppers, which other companies are doing. So we want to make it outcome-based. We are putting a fixed price which makes the business case more viable. We're underwriting the business case for our clients indirectly.

Mohit Sharma: The third is that we are also trying to make pre-build bots. That work which we have done for the clients, some component can be reusable. So why the new incremental client has to pay us for again for that? Of course we are reducing our revenue, but we have to be transparent to the client. No, this has been done in the past by us for other client, and with the permission of that client we can reuse this script or bot for you at a lower price. I think it's quite unique and we are transparent and the clients like that.

Mohit Sharma: And the fourth part is that we are trying to, as part of a value, is that we are killing our own revenue when we teach our client how to do it. If we don't kill our own revenue, we'll never go to the next level. We are pushing ourselves to go to the next level by training our client to do it themselves, what we are doing for them in the RPA space. And it's painful sometime because when you teach the client, they don't require you. But we believe that when you build your credibility by educating your client, they will always come back to you when they want to go for next phase of their growth using other emerging technologies. I think we are finding very successful. We have done training for our clients, we have to teach them how to do RPA. It's coming back to us and we are getting more work from them because once they realise what they can

automate, the internal resources, it is too much work for them. They want to give us the support, they want to give us more work.

Mohit Sharma: And the fifth part is that in helping our client is that we are making the client much more aware of the new technologies coming. For example, AI. Our AI report in healthcare is on our website, and it can also be downloaded from CPA website. CPA Australia is hosting this very report. And we have 100 healthcare AI apps mentioned in the report. It's free of cost. Once the clients are using it, they will come back to us for more education. I think in the current world when Gen Y is turning most of the companies, I think they rely on Google for free knowledge, but that is much more a biased approach. But in our case, we are vendor agnostic, and our research is vendor agnostic. I think it's much more beneficial for the clients to learn new things using our reports.

Gloria Sleaby: So what do you think should be additions to the CPA curriculum to embrace the CPA members for the future of the workforce as far as RPA?

Mohit Sharma: If you look at conventionally like 20 years back, I did my professional accounting qualification, and since then things have changed a lot. The auditing is not done using the old pen and paper technique. It is done using various online tools, which are on the EIP, and the audit trails become much more prudent and required. Now you have a lot of frauds happening in cyber. You have crypto currency coming in. The role of auditor will change.

Gloria Sleaby: So how's the RPA going to change the role of the auditor?

Mohit Sharma: The auditor will have to rely on doing different techniques for auditing. The sample-based technique will go away. It will be 100% [inaudible 00:25:57] covered because you have auditors using tools like ... For robotics for example, looking at all the [OCR 00:26:03] vouchers which are digitalized, and telling it with the physical ledgers in the [ERP 00:26:12], all the ledgers in the pre-ERP. The same thing will change the fraud-

Gloria Sleaby: Detection?

Mohit Sharma: Detection will change. We have KYC, which everything is online now. Everything digitalized. You can't have paper copies for audit trails. Everything will be audited. You have to put alerts. If our transactions go above X amount and done by person Y, there should be alerted raised. Oscillation of duties will have to be done properly when you give access to the people about a system. So how automation can get all those audit trails and learn some rules and give you that person X who's also approval, is getting thousand dollars away every month. You have to be more smarter than the people who are doing the work, and automation will make it happen.

Gloria Sleaby: So that's one of the things that can go wrong for the clients or accountants in the automated process regime. What other things do you think can go wrong?

Mohit Sharma: The reporting of statutory reporting?

Gloria Sleaby: Yes.

Mohit Sharma: The data is based on clean data, and when data is not right it might get wrong. So we have to put a lot of controls around the underlying data so we get all the clear data, clean data which goes through the automated regime to spit out stat reporting. We had to put control around that. And the main thing is that it is not manipulated. Data has to be properly cleared, authorised, and then put into automated environment.

Gloria Sleaby: So when you're talking about bots, people are going to be expecting to see a little robot sitting. But that's not what RPA is all about.

Mohit Sharma: Yes, it is software bot. It is not a physical boat. And I think that's the major definition of RPA or automization, is a software bot. It's not a physical bot.

Gloria Sleaby: You have a lot of resources on your website that our listeners can go to to have a look at RPA automation?

Mohit Sharma: Yes. So for example, we have videos of RPA, like vendor reconciliation, client onboarding, employee onboarding. We have an example of a bank where they are consolidating about 19 spreadsheets which they do in daily basis. It took them only half an hour now. Otherwise was taking them whole day. Four people doing that consolidation of 19 spreads, a balance sheet. I think those all are on the website. We have a healthcare and AI on a website. We have made our RPA report which was sponsored by ANZ bank five years back. We have enhanced it further the last five years. Is free of cost on our website.

Gloria Sleaby: So what are the lessons that have been learned from RPA?

Mohit Sharma: So there are various lessons learned in RPA the last five years by us, but mostly we are for the big clients. The lessons also have been quite enlightening for us and for our clients. Again, the few ones which I can discuss here is that fail fast. If something is not working, put it off fast.

Mohit Sharma: Number two is automate the gain areas, then pain areas.

Mohit Sharma: Number three is that you can't treat all the process in one definition. Some processor like pets, you have to take care of them, you have to feed them. And some like our cattle, you kill them every day. I think we have to use the of process in a much more defined and structured manner.

Mohit Sharma: Number five is that it has to be a unified vision in our organisation. Both IT and business has to work. RPS not business driven. Neither is it IT driven. It is a function of both working together.

Mohit Sharma: I think other lessons learned is that you have to look at change management in a more proper manner because it will change your operating model, how you work. Whether you're offshore functional in source function or you have share services, your operating model will change. You have to think ahead that, what will be impacted by using an RPA?

Gloria Sleaby: So if I decided today I was going to come to Mindfields and ask that, "Yes, I'm going to put RPA in my business." Where to from there?

Mohit Sharma: Yeah. I think the first thing is that vision. Second is to look at the portfolio of your processes. There can be three ways, three options. You can give us a process. I want to automate this five process. Or we can say, "Okay, we have done this 10 process in company X. These are low hanging fruit for you." Or we can work jointly. The third option, we work jointly and find the process.

Mohit Sharma: After looking at the process, then we go to deep dive, then we go to high level scan. Following high level scan and deep dive, then we make a business case. And then we prioritise the process, and then we go to a make the bot and then deploy it and test it, and then move to production, and then support it. There's a very high level life cycle of our RPA, and what we have done that ... Since we are automating our client process, while we should also have automate our own process.

Mohit Sharma: So what we have done, we have automated our consulting process to some extent which is repetitive. The process, we have our clearly defined parameters which are used to select process for automation. We have a whole life cycle, which is online for the CXOs to look at. We have a tool called MindEasy, which is a platform which the client can look at the whole journey of the RPA in one single window. And it is all automated so you will not have deviations when people start using their own methods of doing the work. We centralised the whole process of automation for our client. That will be helpful for you and you can just take that platform and do it yourself also.

Gloria Sleaby: I know all businesses will be different, but approximately what's the timeframe for the life cycle?

Mohit Sharma: We have done about say 25 process for a client, which is a multiple location, [inaudible 00:32:23] client in six months. We have done two process in three months also because there is complex process, a lot of [inaudible 00:32:31] required. It all depends upon how long the string is. But I think again, coming back to the lessons learned, automate the gain areas. When things give you more gain, all the money saving that can be deployed for the complex processes. So they're self-funded then.

Gloria Sleaby: So obviously, we can't talk about RPA without talking about a success that you can discuss, and obviously de identified any major failures.

Mohit Sharma: Yeah. I think it all depends how you define a success and how you define a failure. I think I will start with the failure first because that lays the foundation for success going forward. When we started doing the automation, we were using a total approach. Our CXOs were driving the operational people to automate, because failing, because everybody had a fear of job loss. And the communication appeared that top down it was for job loss, and the operation support was not coming in because it was perceived as taking the job away. In any human nature, they will be against those steps, and we saw it was not working out and then we recommended the client to do a bottom up approach, and it proved totally a big success.

Mohit Sharma: The example of the process was change of address. One of our clients is a bank and they receive 400 requests for change of address, which is simple process. You get from four sources; from email, from web, from bank manager, or from the phone you get requests to change the address from A to B. And there were 40 people who were doing the change address, and huge labour turnover. And when we followed approach from top down, nothing happened. It was not changed. But when we ask them, "Okay, tell us how can we make your job more interesting?" They gave us so many ideas. We only have two people now doing change of address, only handling the exceptions. And rest, 38 people were promoted and given other better jobs which they liked.

Mohit Sharma: And what we did also ... For example, in change of address, they were not able to cross-sell or upsell because it's a simple process. You change their address from Werribee to Toorak, or Toorak to Werribee. No upset happen. But know what we have done? We have automated. For example, when somebody moves from Werribee to Toorak, it means they're buying more expensive property. If we can ultimately send them more loan products. If they're moving from Toorak to Werribee, it means they're downsizing it so they have more funds. We can automate, start sending them investing products. I think, look at the impact of success here from 40 to 2 people, and upsell, cross sell, become automated. And happy customer.

Gloria Sleaby: Are there any closing remarks you might like to add?

Mohit Sharma: I think the clients are ... What we want to communicate to the client is that they should have a unified vision when they start RPA journey. Unified means IT and business should be having a common vision. They want to reduce the cost of operations or they want to enhance customer experience, reduce errors, enhance employee morale. And they have to communicate this vision in a proper manner to all the part of the ecosystem, whether stakeholders, partners, employees, clients, or the common authorities. The third part is, which is very important, is change management because RPA will change the way the companies do business. The business model will change. So the operating model and the business model has to be managed, looking at how it will be impacted by the RPA or AI in the future. And the last and very important thing is to prepare for the future because it's only the first step for them in the journey for the automation or RPA. Next will be much more deeper, much more frequently,

so they have to be prepared for a change more often, more deeper. And anything they do in the RPA space will become obsolete faster. Hold the base up for themselves for the next wave of emerging technologies.

Mohit Sharma: If they look at all these points, I think journey will become much more smoother and elastic. It is very important to have vision. It looks like I'm repeating myself a lot in the podcast, but I think once you have vision, you know where you are going. And definitely, find the whole course of map, what milestone you will have during your journey, and how you're tracking with your time, with your KPIs, with your business case. Real time tracking of business case is very important. Tools, consulting firms, process are not important. It is your vision and how you do it is more important. And always prepare yourself for next phase of automation. If you have that two things in mind, I think any RPA success [inaudible 00:37:26] will be a success.

Gloria Sleaby: So the first step then would be to look at CPA Australia's podcast page for some resources, and then visit your website and hopefully take that first step to RPA.

Mohit Sharma: Yeah. Thanks, Gloria for this time today. I hope it is helpful for the members of CPA.

Gloria Sleaby: Absolutely. Thank you very much for your time, Mohit.

Mohit Sharma: Thank you.

Gloria Sleaby: Thank you.

Outro: Thanks for listening to the CPA Australia podcast. For more information on today's episode, please visit the show notes at www.cpaaustralia.com.au/podcasts. Never miss an episode by subscribing to our podcast on Apple podcasts, Spotify, or Stitcher.