ROBOTIC PROCESS AUTOMATION AT JOHANNES FOG

- A CASE STUDY OF ROBOTIC PROCESS AUTOMATION AND TACIT KNOWLEDGE IN A SMALL AND MEDIUM-SIZED ENTERPRISE

Master Thesis in MSc Business Administration & Information Systems - Copenhagen Business School

Authors & student number:

- Sebastian Larsen Agersnap (91752)
- Kasper Vestergaard Jensen (91995)

Supervisor:

- Louise Harder Fischer

Characters/Pages:

- 238.286 ≈ 104,74

Hand-in date:

- 15-May-2019

Abstract

The purpose of this thesis is to analyze the affects of tacit knowledge in actualizing the benefits of RPA. To answer our research question, our approach is the subjective and interpretive case study. We use semi-structured interviews for our primary data and an abductive approach in our attempt to modify the existing theory within these topics.

Due to limited literature within these topics, we believe that the findings in this thesis can contribute both in practice and theory. The findings presented in this thesis emphasizes how tacit knowledge affects the actualization of RPA in SMEs.

Our contribution for practice is recommendations for Fog, with whom our thesis is made in collaboration with. The most important and most difficult recommendation to implement is that they need to establish a cultural change. To do so, our recommendation is that they must oblige to documentation, communicate the tacit knowledge, train their employees in both how to operate their robot and their processes in general, and the last is to create a CoE.

Our aim for the thesis with our abductive approach was to modify the existing theory. And based on the limited theory we found during our literature review, we found that some theory was incorrect. We modify that theory by stating that SMEs are not ready for RPA unless they realize that; preparation is key, and tacit knowledge must be taken care of for SMEs to actualize the benefits there exists within these topics.

By making these contributions, we believe that for SMEs in a situation like Fog, our findings can be used as a generalized solution in projects that includes innovative technologies.

Throughout this thesis, we will use different abbreviations, as this makes it more convenient for the reader.

We have decided to collect various abbreviations and what the exact expression is in table 1 below.

Expression	Abbreviation
Robotics Process Automation	RPA
Small- and Medium-sized Enterprises	SME
Johannes Fog A/S	Fog
Center of Excellence	CoE
Chief Financial Officer	CFO
Chief Executive Officer	CEO
Full-time employee	FTE

Table 1 - Abbreviations

Contents

Abstract 2
1 Introduction 6
1.1 Topic 7
1.2 Motivation 8
1.3 Relevance 9
1.3.1 Practical 9
1.3.2 Theoretical 9
1.3.3 Researchers 10
1.4 Research Question 10
1.5 Case Description 11
1.5.1 Why Johannes Fog A/S 11
1.5.2 Johannes Fog A/S in general 11
1.5.3 Johannes Fog A/S implementing RPA 12
1.6 Readers guide 14
2 Literature review 15
2.1 Robotics Process Automation 17
2.1.1 Definition of RPA 17
2.1.2 How does RPA work 18
2.2 Small and Medium-sized Enterprises 21
2.2.1 Definition of SME 21
2.2.2 Knowledge sharing in SMEs 22
2.2.3 Culture of SME 22
2.3 Actualization of RPA for SME 24
2.3.1 Benefits of RPA and how do SME actualize them 24
2.3.2 The preliminary task to actualize RPA benefits 25
2.4 Tacit Knowledge and the actualization of RPA for SME 27
2.4.1 Definition of tacit knowledge 28
2.4.2 Tacit knowledge and the actualization of RPA 28
2.4.3 Transforming tacit knowledge 28
2.5 Summary 29
3 Methodological Grounding 30
3.1 Research philosophies 30
3.1.1 Ontology 30
3.1.2 Epistemology 31
3.1.3 Axiology 32
3.1.4 Methodology 32
3.1.5 Philosophies 33

3.1.6 Approach to theory development 34
3.2 Research Design 35
3.2.1 Methodological choice 35
3.2.2 Strategy 37
3.2.3 Time Horizon 38
3.2.4 Data collection 38
3.2.5 Data analysis 42
3.2.6 Quality 46
3.3 Summary 47
4 Findings 49
4.1 Documentation 50
4.1.1 Process and robots 50
4.1.2 Process Selection 53
4.2 Communication 55
4.2.1 Top management communication 55
4.2.2 Fear of robot 57
4.3 Resources 58
4.3.1 Mismanagement 58
4.3.2 Training 59
4.3.3 Center of Excellence (CoE) 61
4.4 Culture & Knowledge 63
4.4.1 Just my job 63
4.4.2 Tacit knowledge 65
4.5 Summary 67
5 Discussion 68
5.1 RPA and Documentation 68
5.2 RPA and Communication 74
5.3 RPA and Resources 78
5.4 RPA and Culture 82
5.5 Summary 85
6 Implications 87
6.1 Practice 87
6.2 Theory 89
6.3 Limitations 92
7 Reflections 94
8 Conclusion 98
9 References 100
10 Appendix 103

1 Introduction

The world is becoming more and more digital. Expressions like digitization, digitalization, and digital transformation are becoming very trendy words. They all have their sole focus of making something analog more digital. The digital transformation is beyond digitalization, which refers to technologies, and to "the changes associated with the application of digital technology in all aspects of human society." (Stolterman and Fors, 2004, p. 689). The digital transformation is something many companies are exploring, but it is often found to be much more challenging than at first sight. Though the potential benefits of digitalization are high; companies can by digitizing information-intensive processes, cut their cost by up to 90 percent and turnaround times improved significantly. Companies can by replacing paper and manual processes with software allow them to automatically work and create a better understanding of process performance, cost drivers, and causes of risk (Parviainen, Tihinen, Kääriäinen & Teppola, 2017, p. 64).

The many benefits found inside the digital transformation are the reason that many companies are trying to take advantage of every innovative technology to try and gain a competitive advantage in their industry. Companies must take notice of every time technology evolves, as it changes the ways the employees work and how an organization can gain a competitive advantage. The innovative technology can change everything inside an organization, the workflow, the culture and the composition of the employees in the organization. Within the digital transformation, many different technologies arise and one of the more recent technologies are robots. Not only physical robots also software robots, which can be used to automatize a variety of processes in a company and achieve a higher benefit of the digital transformation – Therefore these robots are called Robotic Process Automation (RPA).

RPA is typically used to automate redundant or "boring" tasks the employees perform during the day. Ten years ago, many companies outsourced some of their tasks to countries, where it was cheaper to perform the tasks compared to keeping the jobs in-house. Because of the development in the technology, it is now possible to insource the jobs back and give the tasks to a robot, as it can perform the task faster, cheaper, and without mistakes compared to humans. Tasks such as reconciliation of customer accounts or creating a new customer account via the company's webpage could be some tasks, that could be automated instead. Those tasks are not very exciting, and a reason for automating these tasks is that since it can be boring and annoying to reconcile accounts down to every penny, it is easier for a human to make mistakes. A robot does not make those mistakes if it is set up correctly. Instead, human employees can perform more exciting and value-creating tasks.

The advantage of RPA is that it is not only a tool suited for large corporations. All organizations can gain an advantage by implementing RPA into their organization. However, since the corporations typically have more

resources available than small and medium-sized enterprises (SME), then the current theory has mostly focused on the corporations. Compared to SMEs, they have more resources to make sure the knowledge their employees possess will be shared, and this can help make RPA easier to implement, as the specific knowledge for the tasks for RPA can describe the details for the robot. Resources are not the only difference between corporations and SMEs. There are differences in the structure, the culture, and the complexity of corporations versus an SME. However, due to these differences, some positives in being an SME can be found. Due to the structure and complexity in an SME, the decision making can be way faster than in a big company. In our interview with Mads, the CFO in Johannes Fog A/S (Fog), he compares Fog as a speedboat, which can navigate faster and adapt to a customer's demands rather than the corporations being a tanker, that takes ages to turn.

As SMEs typically has fewer resources than the corporations, it often means that time can be a scarce resource. When time is a scarce resource, it can become a challenge to find time to share tacit knowledge. The scarcity of resources means that in some SMEs there might be only one employee that knows how to complete a specific task. Due to the lack of resources and therefore knowledge not being shared, it will create tacit knowledge. Since time is a scarce resource, the tacit knowledge will accumulate over time. This tacit knowledge can make it a challenge to actualize all the benefits that RPA can bring to a company.

By researching the terms and looking into this subject, it seems like there is a gap of theory consisting of RPA and SMEs, as it appears that there is no focus on the tacit knowledge, which, without doubt, exists in SMEs.

1.1 Topic

We had multiple ideas about what topic to write about, but as we researched them, we agreed that RPA was the most exciting topic. Some of the other topics we discussed in the start were: B*usiness Processes, Digital Work,* and *Augmented Reality*. We discussed business processes due to one of the researchers working with it daily, so we wanted to find a newly started project, we could analyze, but nothing caught our attention. We found digital work extremely exciting, as the development in technology has changed the way we work. We can work on any given time and any given place in the world, if we have a laptop and internet connection. This topic was also very familiar to the researchers as it is an enormous part of how we work. We had different considerations regarding this topic, as it could be to analyze whether it makes us more efficient. By choosing RPA, we were able to include some of our considerations within digital work, as RPA is about implementing innovative technology into the organization and how it affects the organization. Another concern with Digital Work was that the subject might be too broad, as it covers many smaller sub-areas and it being too vague to conclude on, hence it was rejected.

The last topic we discussed was augmented reality. When we started to look for a topic for this thesis, a YouTube-video from a weather channel in the USA was trending. In that video, they used augmented reality to show the citizens how the water-level would rise due to the weather they were experiencing at the time. We wanted to analyze how to utilize this phenomenon in Danish weather channels or other TV-settings. Moreover, what challenges there could be in implementing this. We decided not to pursue this topic, as we found RPA more exciting and more meaningful to organizations and their opportunity to gain a competitive advantage in the future and there only being a small number of organizations inside the scope of TV.

When the decision was made that the topic of this thesis should be RPA, we started searching for a supervisor and an organization. We had meetings with multiple organizations which had ongoing RPA-projects. After discussing which of the organizations had the most exciting project and challenges within the project, we chose to set up a meeting Fog and two of their employees to talk about their project. We found that tacit knowledge in their organization would also become the central topic alongside RPA.

The other companies we held a meeting with at the beginning was: The University of Copenhagen and PFA Pension. The University of Copenhagen was about to start an RPA Project in mid-February, which we identified being a too late start-up date due to our thesis deadline being in mid-May. As we wanted to follow the project to its end, and even though we have limited experience in project management. We found that a project like this is often delayed, meaning this case was dismissed. PFA Pension had already completed their RPA project, and after talking to one of the leading employees of the project, it did not seem as they had any real challenges, which made us sure that Fog was the right company to work with during our thesis. Fog is described in detail in section 1.5.

1.2 Motivation

The first reason that motivated us to choose this exact topic with Fog as the company was that we can analyze the challenges that occurred in Fog's project after they started a few years ago. It motivates us to find what caused the issues and help the company move forward with the project and hopefully we can help them succeed.

The second reason, why we decided to research this topic, is that it is a new exciting topic. As we made our initial investigations, we could see that there was a gap in the theory for SME, RPA, and tacit knowledge. By investigating this gap, we hope, we can modify the limited literature. With these modifications we can help organizations utilize the unfulfilled potential, the gap is hiding. If we succeed to fill this gap, we believe that other companies in the same situation as Fog, can take advantage of what we find and use this to thrive and grow in the future. Although, there is a limitation within studying a topic with a specific case, such as Fog in

our thesis. It can be difficult to generalize the findings into other organizations, as they are not identical to Fog.

The third reason, we want to highlight is that one of the researchers of this thesis is working with RPA daily. Then by analyzing this case and writing this thesis with the chosen theory in mind, it can be beneficial for the further process after handing in the thesis and onwards working with RPA in different cases and different settings.

1.3 Relevance

1.3.1 Practical

This thesis on RPA and tacit knowledge is made in collaboration with Fog, which encountered challenges during their RPA project. Hence this thesis will be relevant in practice. Therefore, a huge part of this thesis will focus on the practical implications, as we want to be able to help Fog move forward with their project. We believe that a lot of companies identical to Fog in size culture, and, structure will move towards implementing RPA in the nearest future, as the technology keeps evolving and because of that SMEs cannot look the other way, or they will fall behind their competitors. If companies can realize the importance of utilizing the technology including RPA, they can gain a massive advantage over their competitors and their future growth.

We believe, that Fog is an interesting case, as there exists a lot of tacit knowledge within Fog. Our findings might be relevant for other SMEs in terms of size and culture and the tacit knowledge that exists, as they cannot exploit the knowledge due to limited resources including the employees time to share their knowledge. As described in the previous section (section 1.2), we are aware that, when using a specific case, by analyzing the challenges within Fog and their specific RPA-project, it is not possible to generalize the findings. We still believe that by analyzing this case with the tacit knowledge in mind, which we assume exists in other SMEs as well, some of the elements in the analysis will be identical in other cases and therefore we believe there is a lot of potential in our findings of this thesis.

1.3.2 Theoretical

As mentioned in our motivation (section 1.2), we believe that there is a gap in the literature about tacit knowledge in SMEs when it comes to implementing RPA. We want to start filling this gap, by investigating this area. We know that there is a lot of theory regarding the topics individually, but there is still a lot to investigate when it includes all three topics. Most literature is for the corporations, where resources are not as limited as it can be for SMEs and where the tacit knowledge is less present. We want to open for investigations and research in a different path concerning how SMEs can be successful in implementing RPA

to further their growth opportunities. Furthermore, RPA is a new exciting phenomenon, and due to it being relatively new, we believe we can add value to the topic.

We believe that there is a lot of value that we can contribute to the theory by investigating this in an organization such as Fog, with focus on the tacit knowledge in the project. We believe that the gap in the theory for these topics contain a vast potential for SMEs. If the SMEs can utilize our findings and implement a successful RPA-project with the assumption we can add to the literature gap, this would make a significant impact for SMEs. As seen per the graphs from the Organisation for Economic Co-operation and Development, there is a growing number of SMEs in different industries. This increasing number of SMEs makes this topic exciting as we want to try and help these organizations become better than their competitors (OECD, 2017).

1.3.3 Researchers

We believe that this thesis is relevant for us, as researchers, in the way that we get to experience in analyzing a real-world problem for an existing company. By examining a real-world problem, we believe that we can benefit with actual value to the theory in the future. However, as shown above (section 1.3.1), we believe that we can make a tangible impact on the company, as we believe that Fog will listen to our findings and the analysis we make for them. In general, we believe that this thesis can benefit our future career, as this is an exciting topic, which will only get more critical due to the world becoming more and more digital.

It is also relevant for us, as researchers, as we might be able to fill the gap, we believe is present in the current theory. If we succeed in filling this gap, we can be acknowledged as researchers by being some of the first researchers to investigate this area and therefore, modify existing literature, which can create a considerable impact for SMEs going forward. Although the theme of this thesis is RPA, we include SME and tacit knowledge and the gap which exist herein. We hope that this thesis can open up other areas of literature which include tacit knowledge and the impact it has on SMEs and the digital transformation. If SMEs are suddenly able to utilize the tacit knowledge that exists internally in their organizations, it will help them in various aspects in the future.

Both of us are studying at CBS at MSc in Business Administration and Information Systems, which makes this project relevant. We believe that by investigating this topic, we can demonstrate the abilities we have gained by taking this education.

1.4 Research Question

Based on the sections covered in the introduction (section 0) regarding the innovative technology that is RPA and that we have chosen Fog to collaborate with during our thesis, while also we found in our informant

interview, that there exists an enormous amount tacit knowledge internally in Fog. The purpose of this thesis will be to investigate the following research question:

- **How is tacit knowledge affecting the actualization of RPA in SME?**

1.5 Case Description

1.5.1 Why Johannes Fog A/S

There are several reasons why we have chosen Fog as our case for this thesis. First, we think that the subject of implementing RPA is exciting and the opportunities that it can create for a company is huge. Second, we believe that Fog started an exciting process in automating some of their processes almost two years ago. Today they have 4-5 processes automated but the project stagnated, which during this thesis is elaborated. This allows us to contribute to their project and guide them in how they can move forward. In our first interview with Fog, they hoped, that we could give them some insights on how to make their administrative employees more efficient and have them do more value-creating tasks.

We believe that by choosing Fog, we can contribute not only to the company but also to the existing literature regarding RPA in SME with an enormous amount of tacit knowledge. As mentioned it seems like there is a lot of tacit knowledge in Fog. One example being the documentation which does not exist on any of their processes and Sabine has been trying to document the automated processes by tracking what the software does, when a customer is trying to create an account by the form on their webpage *(Mads, Table 3).* This shows, that the company is trying to take a step in the right direction by focusing on documenting some of their processes, but there is still a long way to go. The elaboration of Fog as a company will follow in the next two sub-sections (Section 1.5.2 & 1.5.3).

1.5.2 Johannes Fog A/S in general

Fog is a hardware store with wood and other building materials. The products are divided into four categories: *Building materials* such as bricks, mortars, doors, and windows, *wood and wood panels* like lists and floors, *hardware* which include safety equipment and paint. The last category is their *housing and design center* which focus on interior design, garden range and different tools, mostly for the private customers. (Appendix A1)

Fog was founded in 1920 in Lyngby. The founder owned it until he died. After his death, his daughter and her husband created a fund, that took over the company and still owns it today. The fund also has the purpose of handing out grants to different causes. It hands out grants to various institutions such as children institutions, cultural institutions, and local sport unions.

Fog started as one single store in 1920, during the years the company grew by buying their local competitors and today the company has 10 stores, which are placed mostly in Northern Zealand. Only one of the stores locates in the Southern part of Zealand. As part of the 10 stores, one of them being the Housing & Design center. Within the organization including all their stores, they are roughly 550 employees.

The revenue was 1.259.000.000 DKK in 2017 of which around 35.000.000 DKK was profit. Fog has implemented an ambitious strategy towards 2020 called “60-80-100", as an indication for the future growth of Fog’s profit. 60 million in 2018, 80 million in 2019 and 100 million in 2020 (Appendix A2). The strategy is not only about increasing the profit, but a part of this strategy is that Fog want to concentrate on the effort they have internally, they want to concentrate on giving the customers a better service-experience, which is emphasized by Peter, Fog’s head of IT by this quote:

> *“And it is, of course, a challenge for us, that we are not amongst the biggest companies in our industry. We must be able to compete on different parameters, which can be different things such as logistics, and then we have our concept regarding “To make an effort,” and for Fog, that needs to be the quality-stamp, which we try to exploit.”*
>
> Peter, Table 3

Fog has two main client-focuses. 75% of their sales are to the professionals, and 25% is to the private customers. 92% of the deals are collected in Northern Zealand, and the last 8% are obtained from Mid- and Southern Zealand (Appendix A3).

During our mail correspondences and informant interview it has become clear for us, that documentation in processes internally in Fog is not existing. We asked them if we could see the documentation of the processes, that they had. However, the answer was:

> *“We are not that strong on our documentation … I have just started documenting the things we have put into the robot, so it is not done yet.”*
>
> Sabine, Table 3

The quote presented shows that the processes are learned by doing and therefore not documented which makes it more difficult to automate a process, as the software does not have anything specific to read.

1.5.3 Johannes Fog A/S implementing RPA

Approximately two years ago Fog began with a project to gain practical experience within the automation of manual tasks using RPA (Appendix A4). They chose to launch the project in the finance and accounting department, and today 4-5 processes are done automatically. The most significant process of them being

account creation for new customers, which is an administrative task that was normally performed by the sub-department called administration, where the customer fills out a form on Fog's webpage, and the RPA tool is checking the information and checking other webpages to look at the credit score for the new user.

Fog started the project as the task of account creation is tedious and time-consuming, and they felt that the employees time could be used more efficiently in other areas. One of the goals with the project is to move employees away from tasks like account creation, and into more value-creating tasks, so the company can continue its growth and fulfill the ambitious strategy towards 2020. Thus, the software robot was deployed as a business enabler and not as an IT platform (Appendix A5).

The software Fog implemented is called BluePrism. BluePrism is one of the bigger actors on the market regarding RPA. According to BluePrism webpage, they "give the ability to create and innovate through business-led automation...". Furthermore, they contacted EY, who worked for Fog as consultants on the RPA-project. EY is one of the most prominent accounting- and consulting companies in the world.

As the 4-5 processes were automated, the project stagnated due to several reasons. The key reason being that they were unsure how to move forward, as they were not sure which processes were the right to automate. As mentioned, Fog does not have sufficient documentation, which can make the process selection very confusing and difficult and this may have influenced the project and why it has stagnated.

1.6 Readers guide

As the topic, company and research questions now have been presented in the first section (section 0) – The rest of this thesis will be structured as follows:

Figure 1 - Readers guide

To make it easier for the reader, we have decided to insert a summary in each section, which makes it possible to understand the thesis by only reading the summaries throughout the thesis.

2 Literature review

This section will review and present the literature on the chosen topics. The reason for doing a literature review is according to Webster & Watson (2002) that it is essential for any academic project to do a review of previous and relevant literature. The reason for that is that it creates a firm foundation for advancing knowledge, it facilitates theory development, closes areas where a plethora of research exists. Moreover, uncovers areas where research is needed (p. 1)

RPA literature in general, due to the technology's novelty, is not very comprehensive or matures of yet. The existing literature is mostly focused on presenting what RPA is, instead of diving further down to nuanced connections. This thesis has the purpose of diving into RPA and some of the surrounding factors, more specifically the tacit knowledge which exist in any company but is more significant in SMEs. The focus of tacit knowledge and the effect it has on RPA, is of great concern, due to being widespread, and we want to investigate how it is affecting RPA. This section will be a review of the literature of the three areas of this thesis; RPA, SME and Tacit Knowledge.

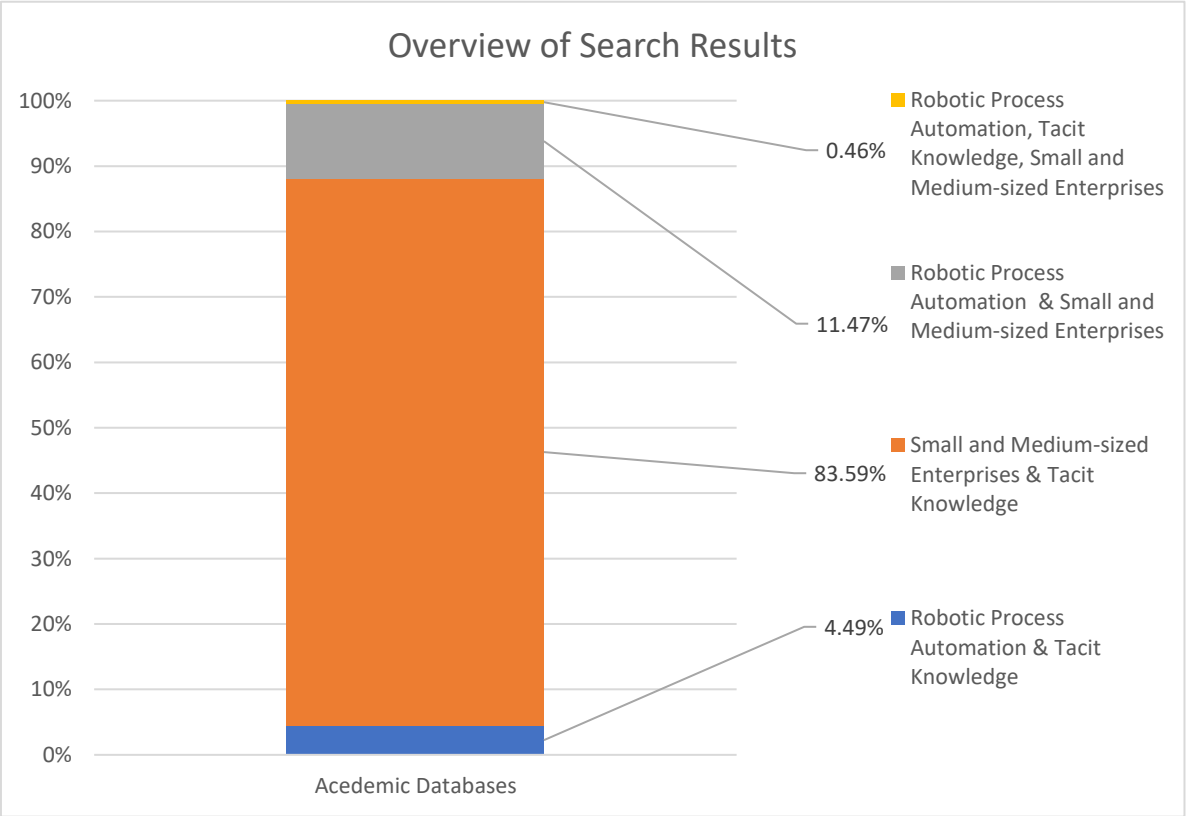


Figure 2 – Overview of search results

As seen in the overview (Figure 2) of our search results, not many results consisting of tacit knowledge and the use of RPA in SME. The results show that there exists a gap in the literature. To close this gap, we have focused on articles containing tacit knowledge in general and tacit knowledge in SMEs and synthesize the literature on RPA and tacit knowledge, to strengthen and the databased used, which is found at the end of this section (Table 2). This approach constitutes to narrowing the area but also eliminate some areas and articles, potentially leaving out some information. In the beginning, we sought to look at digital transformation, as this would be the global area constituting RPA, but it was found to be to comprehensive, so the choice fell upon RPA. The decision for RPA was also based upon our motivation and focusing explicitly on RPA, and less on other digital innovations, though their interrelationship also consists of SME and Tacit knowledge.

The specific search terms we have used for finding relevant theory has been: “Robotic process automation & Tacit Knowledge”, “Small- and Medium-sized Enterprises & Tacit knowledge”, “Robotics Process Automation & Small- and Medium-sized Enterprises”, “Robotic process automation, tacit knowledge, Small- and Medium-sized Enterprises”(Table 2) and other different customized search terms. Instead of searching only for RPA we had to include different search terms along with RPA, as RPA as a search term alone does not find anything relevant for our project.

RPA is an abbreviation for many terms, thus could be misguiding to use. Therefore, we decided to include search terms as SME or tacit knowledge together with RPA. Especially tacit knowledge was found relevant after our initial meeting with Fog, and many results showed when searching for tacit knowledge, but a big part of the results was regarding knowledge management, which was not relevant for our thesis. As mentioned previously, we have searched in different databases to make sure we found enough relevant literature from different authors. We have searched in Google Scholar, Emerald Insight, EBSCOhost, ScienceDirect, LibSearch, and JSTOR as seen in table 2. We searched with different search criteria as we wanted the literature to be a peer-reviewed article, preferably on Danish or English and we wanted the article to be relatively new.

Lacity & Willcocks writes a big part of the chosen literature, which means that their opinions may set a precedent for our thesis. We have chosen to include as many from them, as we found that they were one of few researchers, which has entered the same area as us, and they have a relatively high number of peer-reviewed and journal-published articles. They are therefore seen by many, as leading researchers in this area.

During our search for relevant literature, we found two articles, which did not fulfill our criteria of being peer-reviewed but the content in those two articles was relevant for our thesis. We chose to include these articles due to several reasons. The first reason being that due to the topics narrow spread we chose to include them

to expand the knowledge for this topic. The second reason being that we had prior knowledge of the sources and we rated the sources as being valid to include them into our thesis. Based on the topic being this narrow, we decided to include the overlying topic, digital transformation, as mentioned in our introduction in section 0. An overview of the different search terms and databases we have sought in is seen in table 2 below:

Academic databases / Search terms	Robotics Process Automation	Small- and Medium-sized Enterprises & Tacit knowledge	Robotic Process Automation & Small- and Medium-sized Enterprises	Robotics Process Automation, Tacit Knowledge & Small- and Medium-sized Enterprises
Scholar	38	526	63	5
Google.dk	1	213	213	5
LibSearch	1	12	12	0
EBSCOHOST	0	74	74	0
Emerald Insight	14	435	4335	0
JSTOR	53	402	402	1
ScienceDirect	1	350	350	0

Table 2 - Databases and search terms

2.1 Robotics Process Automation

2.1.1 Definition of RPA

Every day new digital tools are introduced to the world, and a considerable amount of them has the potential of creating a significant impact, as the digitalization is changing the way organizations operate. The reason for this massive demand for digital tools is that they enable the transformation of business process to become more efficient, agile, meet compliance requirements, enhance customer experience or improve the overall quality of deliverables. In short, they help the organization improve performance and thus create a competitive advantage over its competitors. One of these digital tools, which has a tremendous amount of potential and be a game changer is Robotic Process Automation (Kirchmer, 2017).

Companies have for many years strived at standardizing and put their employees into boxes, thus becoming more robot-like, as they seek this competitive advantage. Which is seen from Lacity & Willcocks:

> *"For more than 130 years, managers have been busy at work systematically trying to convert humans into robots by structuring, routinizing, and measuring work, all under the guise of organizational efficiency."*
>
> (Lacity & Willcocks, 2016, p.2)

This thesis focuses on RPA, which categorizes under the term robots, which originated in the English languages via the 1921 Czech play, R.U.R. (Rossum's "Universal" Robots) by Karel Capek, and post that the fascination of robots and automation has ever increased. (Brynjolfsson & McAfee, 2014, p.19)

At first, when mentioning the words "Robotic Process Automation," the mind of people starts imagining shiny robots sliding across offices buildings or create a mental image, like C-3PO from Star Wars, or the likes of the Matrix or other Science Fiction movies where robots are machine-like and about to take over the world. In reality, and very contradictory to that view is that the RPA is a software which can imitate some functions of humans and take care of doing the task instead of the humans. Calling it robotic, however, emphasizes its utility as a machine to be a stand-in for a worker and handle the task (Lacity & Wilcocks, 2015)

As previously stated, RPA categorizes under the term robot, and the picture people get is often entirely wrong. Robots are not; Walking talking auto-bots, physically existing machines processing paper, artificial intelligence or voice recognition, and reply software. However, instead robots are; Computer coded software, programs that replace humans performing repetitive rules-based tasks, cross-functional and cross-application macros. (Pragnelli & Wright, 2018, p. 5)

RPA varies in its definition, as Lacity & Wilcocks (2016) defines RPA as tools and platforms, which deals with structured data, rule-based processes, and deterministic outcomes. On the other hand, Pragnelli & Wright (2018) is referring to RPA as software, easily programmed to do low skilled task across applications in the same way as humans. While IRPA.com state that the design of RPA is not a business application, but as a proxy for a human worker to operate business applications.

All these variations of definitions of RPA can be combined into the idea that RPA is a software which mimic the human actions, performing low skilled tasks, relying on structured data and rule-based process, that does not require human guidance's, and which generally is taken care of by people.

2.1.2 How does RPA work

As RPA is in its infants' stage and new software to many organizations, while shared services or outsourcing (SS/O) has been around for many years, then these practices can serve as a starting point for understanding

the suitability and how RPA works. Lacity, Wilcocks & Craig (15/02) (2016) has many years of research in the areas of SS/O and from their research states that the process most suitable for these practices is high-volume processes, as they are the ones who have the most significant opportunity for reducing cost. They continue to argue that process with high standardization, is also well equipped for SS/O as every worker in the company has the same idea of the process. Highly rules-based processes are also more natural to migrate to SS/O due to the applicability of documentation of such process compared to process with high tacit knowledge, which is harder to transfer. The mature process is the one most capable of moving, as they consist of the prior specifications (p. 7). These specifications for processes suited for SS/O is quite homogeneous to the ones when denominating RPA. Thus many people seem to think of RPA as a new tool; it might not be so unfamiliar to many companies at all.

Wilcocks (2016) states that: "RPA is set to be the biggest game-changer for organizations for 2016 and beyond." The reason for such a bold statement is that the software has over a short period of time become more mature and is now easily and cheaply adopted. RPA is non-invasive to the current IT setup, requires no specialist knowledge from the staff (p. 16).

RPA works in the same way as a human would, which is stated by Lacity, Wilcocks & Craig (15/06) (2015)

> *The "robot" is assigned a logon ID and password and execute tasks just like a human would. As one process automation manager we interviewed explained: "The automation does not change anything in the core systems, it just uses what we already have."* (p. 3)

Kirchmer (2017) adds to this as he states that RPA operates on the User-Interface (UI) of the computers in the way a human does, it recognizes and read fields on the screen of an application, modify the content if necessary and enter it into other fields of the same or different software. The way it does so is by applying predefined rules for the software to handle.

RPA is not limited to one area, as Kedziora & Kiviranta, (2018) argues that the robot follows the same steps as human workers in transaction processing, data manipulation, response triggering and even communicating with other systems (p. 162)

Moving beyond basic screen-scraping, RPA collates data in line with an organization's structure and can be scaled to become a virtual workforce, running most – if not all – of an organization's back office if desired. (Wilcocks, 2016, p. 16)

RPA is scalable, it is easy to switch on and off, they can work all the time, not resting or having any vacation, meaning that RPA offers enormous flexibility, they often are way cheaper than a full-time employee (FTE),

the productivity is increasing, while the error rates are reduced alongside risks, while the customer satisfaction increases (Pragnelli & Wright, 2018, p. 7).

The benefits of RPA seem endless, but it is not all a fairy tale. When humans execute processes, they often tend to make many small judgments, based on tacit knowledge and common sense. Lacity, Wilcocks & Craig (15/02) (2016) sets up the example of a human can gauge that "St. Louis" and "Saint Louis" are equivalents, though differently, the robot will tackle this as a problem as it is based on rules, meaning it will only recognize them as equivalents if instructed to do so. RPA base itself on rules and structured data meaning that robots will only execute precisely what they are configured to execute. In short, robots lack common sense. As they lack this common knowledge, they must have the task described more explicit and detailed than humans (p. 13). Brynjolfsson & McAfee (2014) adds to this as they argue that the robot is lacking compared to the human, ideation, creativity, and innovation which are characteristically described as 'thinking outside the box,' (p.108).

Regarding the statement of RPA only working inside the scope established for the robot, is that RPA must be guided by human intelligence. Wilcocks (2016) states that the human imagination set the possibilities for RPA, and Wilcocks adds that this is something that artificial intelligence is a long way off replicating, which ensures that the humans will still be in control of the workplace. This means that humans and robots are working together; with RPA handling those repetitive un-stimulating data processing tasks that often provide little-to-no job satisfaction. This allows the employees to focus on the human-intensive roles that robots cannot undertake – innovation and creation, meaningful customer contact, building investor relations, running teams, and departments all while overseeing the work of their robotic colleagues (p. 17).

As RPA is becoming an increasingly more significant part of the business landscape, it also creates this image that the robots will take all the jobs, but Wilcocks (2016) argues that their research found that for every 20 jobs lost through advanced technologies, 13 new ones would be created (p.17). Lacity & Wilcocks (2015) adds to that by stating that most of the RPA adopters they have studied have gone so far as to promise their employees that automation would not result in layoffs, but they should see the robots as a new virtual colleague, so the company does not need to hire new workers. This idea that humans not will be outcompeted by robots is also seen from Brynjolfsson & McAfee (2014), as the lack of thinking outside the box and have common sense, indicates another considerable and reasonably sustainable advantage of human over digital labor (p.108).

Asatiani & Penttinen (2016) states that the advocates of RPA present it as a replacement for outsoucing and not laying off jobs inside the company. As stated previously, a company seeking to outsource the routine,

non-core and standardized task requiring a lot of FTE's which falls perfectly into the idea of what RPA can handle, but at a much lower cost, which Lacity, Wilcocks & Craig also argues:

> *"Our projections showed that RPA for 10 automated processes would pay back in 10 months. In contrast, the BPMS was going to take up to three years to pay back*."
>
> Lacity, Wilcocks, and Craig (15/02), 2016, p. 7

RPA is the technological imitation of a human worker, the goal of which is to tackle structured tasks in a fast and cost-efficient manner (Asatiani & Penttinen, 2016, p. 2).

IRPA.com (2018) states that the world all business is operating in – that today is to RPA what 1994 was to the Internet – an auspicious start, but we have not seen anything yet.

2.2 Small and Medium-sized Enterprises

2.2.1 Definition of SME

Small and medium-sized enterprises are a special type of business, but the definition is not aligned across the globe.

Accordingly, to Diugwu (2011) United Kingdom qualifies a company as an SME if it meets two out of three criteria's relating to turnover, total balance sheet or a total number of employees. While the European Union describes and SME as a company with under 250 employees and that either has a turnover of less than £50m or a balance sheet total of less than £43m. While on the other hand, the USA defines an organization as an SME if it is an independent business with under 500 employees (p. 104). As seen, there is no single distinct and uniformly acceptable definition of an SME. Wong & Aspinwall (2004) also acknowledges this idea that no uniform definition exists and agrees upon criteria's of Diugwu (2011) (p. 45).

Even though a uniform definition is not in place, then the literature still agrees upon many of the characteristics which an SME consists of, which being: ownership and management, structure, culture and behavior, systems, processes and procedures, human resources, and customers and market (Wong & Aspinwall, 2004, p. 49). For this thesis, we will focus on the culture which includes knowledge.

According to Durst & Edvardsson (2012), knowledge management can be a real challenge for SMEs as a lot of tacit knowledge exists in the minds of key employees, which they would lose if the employee quits. Nothing is documented, and the knowledge would then have to be rebuilt. If the organization has control of their employee's knowledge, they can gain an advantage as they could strengthen different processes and their strategy if all knowledge were explicit throughout the company. Diugwu (2011) states that if a company can control their ability to create and apply knowledge, this is key to create and sustain a competitive advantage.

2.2.2 Knowledge sharing in SMEs

Knowledge is one of the most important strategic factors and can ensure that the company can gain a competitive advantage. This sentence is emphasized by different authors such as Spender, 1996 and Teece, 2001.

Although knowledge is becoming more and more important, there are various challenges within the knowledge-management area in SMEs. In most SMEs, the theory points to knowledge sharing being made in corridor conversations (Wong & Aspinwall, 2004) or at different social events for the employees (Durst & Wilhelm, 2012), which means that the tacit knowledge is only transferred to the people asking about specific knowledge for a specific issue. SMEs often lack resources in terms of time, which make the knowledge sharing more unstructured (Durst & Edvardsson, 2012) and therefore most SMEs does not have an explicit policy in terms of knowledge management. When knowledge management is unstructured, it becomes more challenging to share tacit knowledge, which may hinder the company in gaining a competitive advantage and therefore the corporations can get further ahead, since they have the resources to implement proper knowledge management.

2.2.3 Culture of SME

It can be a challenge to change a culture within a company, and it depends on the employees knowing what the management wants to do. A part of a company's culture can be creating and sharing knowledge. Sharing knowledge is especially important, as tacit knowledge can hinder a company's growth. A company can lose a lot of knowledge if an employee quits without sharing the knowledge of a specific process or ways to deal with certain problems.

Here is tacit knowledge in almost every company (Ngah & Jusoff, 2009). There are different phases in how companies can create and acquire knowledge. That being new knowledge or knowledge that was previously tacit.

The first phase is that a company needs a transparent process in how to handle new knowledge, whether it is to create new knowledge or to acquire existing knowledge (Ngah & Jusoff, 2009). Many SMEs tend to lack documented processes in how their employees can obtain new or share their knowledge, as they must focus on completing their tasks during the work-day, which means they lack resources to conduct further research, as their resources are focused on their core business tasks. The same is applicable for sharing knowledge. There is no time or resources to take a break from their daily tasks to stop and share their knowledge with their coworkers. McAdam & Reid (2001) reports that creating and acquiring new knowledge in SMEs is less advanced than in large companies, which can hinder the SMEs growth.

In the context of SMEs, the communication culture is usually verbal, informal and "in the corridor" type (Dalley & Hamilton, 2000). There are occasions when communication between key people takes place formally and regularly but tends to be social. Knowledge tends to be passed on without any associated records or documentation because of their informal communication culture (Wong & Aspinwall, 2004 p. 54). Often a conversation between colleagues can be when both are getting their coffee, and one asks for help. The other one shares their knowledge, but nothing is written down or recorded so that other colleagues could find that information in the future or it could benefit other co-workers.

The second phase is transferring and sharing knowledge. The management in the SMEs needs to make an effort for creating processes that makes sure that the acquired knowledge can be shared with co-workers, as this is more valuable for the firm, as emphasized by Wong & Aspinwall (2004) *"Knowledge that is kept solely in an individual's private domain is of little value to an organization as a whole".*

As mentioned, the communication culture in SMEs is often verbal and "in the corridor." This means that communication is fast, and this is possible due to their flat structure and low level of bureaucracy. This builds a good base for the management to create channels where the employees can transfer and share their tacit knowledge so nothing gets lost and the employees can work more efficient. In many cases, the employee might be unwilling to share their knowledge, as they know it could impact their importance at the company (Wong & Aspinwall, 2004, p. 54). The impact of their importance is also one of the main reasons why tacit knowledge exists in SMEs.

The last phase is to apply the acquired and shared knowledge. Bhatt (2001) states: "Applying knowledge means making it "more active and relevant for the firm in creating values." Wong & Aspinwall (2004) emphasize this by saying that if knowledge is not used to its fullest, it will be an enormous waste of resources.

In SMEs there are different challenges in knowledge management. One of them being "loss of knowledge" different authors mention this as a key issue (Ngah & Jusoff, 2009 and Wong & Aspinwall, 2004). As mentioned, when a key employee quits then the knowledge from this employee will be lost unless the management has created procedures and protocols in how knowledge should be transferred and applied. If this is not the case the company can lose a lot, as a new employee do not have the same specific knowledge as the one who left.

It takes time to recreate or for the new employee to acquire the knowledge, which might hinder the company's growth, as the new employee will not be as efficient in the start (Wong & Aspinwall, 2004, p. 56)

2.3 Actualization of RPA for SME

2.3.1 Benefits of RPA and how do SME actualize them

As seen in the previous section on definition and culture of SME, these companies are facing challenges, and among them Cigen.com (2018) gives examples of reducing operational cost, increasing revenue growth and profitability, attracting and retaining new customers and improving the quality of products and processes. RPA can help to reduce these challenges. The reason for that is found from this example from Cigen.com (2018)

> *"In SME with few employees, relieving one or more employees of half a day of their manual, repetitive work has enormous benefits to overall productivity, allowing the small organizations to do more with their existing headcount."*

RPA can reduce these challenges because the technology handles the redundant and non-value adding task, allowing employees to focus on improving the challenges which the company has. Following this is that RPA has numerous benefits; improvement in overall employee job satisfaction by shedding menial tasks, improvements to data accuracy and process speed and maintain and improve competitiveness (Cigen.com, 2018).

A story well known to most of the world is the tale of David and Goliath, this is a narrative about how the little ones are winning the fight against the bigger ones, which transfers to the situation of SMEs trying to compete and win the market against large and influential corporations. SME or challengers as referred to in this story, has its most precious commodity, being time. This is where RPA enters, as SME discovers the power of PRA, as it frees up their employee's time and boosts their growth and competitiveness, as the employees now have time for doing value-adding tasks as innovation and creation, meaningful customer contact or building investor relations. RPA is software which simplifies business process delivery, as they automate the redundant task across multiple business applications and doing so without altering existing infrastructure. The challengers are putting their businesses on the equivalent of Autopilot. They are able to do things better, quicker and cheaper than ever before. In short, to do more with less (Softomotive.com, 2018).

According to the article from Softomotive.com (2018), SMEs are in a good place of taking advantage of RPA in order to grow and compete with the corporations, as in their favor they seem to have a better innate understanding of their end-end process, as they are closer to it, rather than the bigger more siloed corporations. The understanding of the process landscape is a pre-requisite for success, especially since it means "the Challengers" are more likely to find it easier to identify the most suitable processes to automate (Softomotive.com, 2018). Which is supported by Cigen.com (2018) as one of their warnings for SME is to

make an accurate and realistic appraisal of feasibility, meaning that SME knows their process well, and so they must choose the right process accordingly.

Another point for SME to be aware of when realizing the benefits of RPA is that RPA is not an instant fix. As seen, RPA is not about instantaneous technological change, but more of continuous work or as a digital employee, and with every journey and new employees, they must be trained in their job, and not expected to fix all problems during the nightshift (Cigen.com, 2018).

Lacity and Wilcocks (2016) adds to the idea of the benefits and how to actualize them as they argue that benefits are achieved in three ways; 1.) By developing a service automation strategy that is supported by top management; 2.) By initiating effective processes that deliver value to customers and employees; and 3.) By building enterprise-wide skills and capabilities. These three must all be pursued to achieve the benefits of RPA (p. 3).

Finally, Asatiani and Penttinen (2016) come up with another reason for actualizing the benefits of RPA for SME is that a typical software robot can cost an equivalent of 0.1 to 0.19 of an in-house FTE, and 0.33 to 0.5 of an offshore FTE. This cost saving provides especially for SME a solid foundation for why to use RPA, as these firms are more vulnerable to high expenses. As discussed previously, RPA does not require changing the existing IT systems, as robots mimic human behavior, which also adds to the benefits of RPA. Another potential benefit of RPA when it's compared to offshore outsourcing is how it avoids the backlash related to sending jobs abroad, while also RPA providers claim that people who generally are employed to do the repetitive task can move into more productive tasks, which should increase productivity, employee satisfaction and competitiveness (p. 69)

2.3.2 The preliminary task to actualize RPA benefits

2.3.2.1 Process Assessment

For the potential of RPA to be actualized for the SME, they must do some preliminary task for laying out the foundation of an RPA environment. One of the most important activities is to assess which process to choose for RPA, which at first sight might seem simple and straightforward, there are criterions for choosing the right candidates, as RPA has limitations.

According to Lacity and Wilcocks (2016) then setting criterions for automation candidates should be the organizations own, as they know best and can best asses the right ones (p.92). That being true, they continue to argue that for a process to fit the minimum criteria of automating is only tasks that use structured data, have explicit and well-documented rules, churn out high transaction volumes, and are stable (p. 8).

Asatiani & Penttinen (2016) follows this idea that currently, RPA is suitable only for a process which has the characteristics of clearly defined, rule-based tasks, and here they add the subject of being devoid of subjective human judgment (p.68).

For the assessment of process suitability to RPA, Asatiani & Penttinten (2016) state whether a task is stated to be routine or non-routine. Following this, the task should be assessed if it requires human or cognitive affordance, as these give an initial idea of the suitability. Though these factors are not limited and enough for deciding the automation availability, then the rule of thumb for task suitability for automation has to do with whether one can precisely write down all the steps of the process, taking into account all possible events and outcomes along the way (p.69). This determination of explicitly define process and outcomes comes down to the stated fact that RPA is not smart and only does what it is being told, even though the advancements in AI enabled automation of some nonroutine and decision-making tasks, the general principle remains same (Asatiani & Penttinen, 2016, p. 69).

The most suited process for automation, has the characteristics of being performed frequently, is working in multiple systems, process is standardized, so it is the same input and output every time but so is the environment it works in, does not require creativity, subjective judgment or complex interpretation skills and can easily be broken into simple rule-based steps. These process which has these characteristics is not always straightforward to find, which Lacity, Wilcocks & Craig (2015) (15/06) states in their case of UTILITY, as they had some unrealistic expectations about automation and subsequently picked some processes that were not ideally suited for automation, which means they used trial and error to identify the automation candidates better. Also, they found that sometimes, it might be worth to automate only a part of the process, but most importantly they identified that the process ideally suited for automation have unambiguous rules, require limited exception handling, have high and predictable volumes, and operate in a stable environment. Moreover, one senior manager of UTILITY reports that RPA is stated to handling the task that is “mind-numbingly boring” (p.5).

2.3.2.2 Training, C-Suite adoption, CoE, Communication

To achieve the benefits of RPA, an SME must do more than assess the processes suited for RPA. Asatiani & Penttinen (2016) defines a four-step approach to implementing RPA (p. 70). Firstly, a presentation with the benefits and the knowledge on RPA, secondly the process assessment in complete detail, thirdly create the business case all in collaboration with the employees and consultants before finally implementing the RPA at the company. This approach lays the foundation for a successful RPA implementation by establishing an environment, getting the right knowledge and define the documentation of the process and the robot. All

this is necessary to convince skeptical users and to ensure that the robot will perform impeccable and flawless (Asatiani & Penttinen, 2016, p. 69-70).

Additionally to Asatiani & Penttinen (2016), then Lacity, Wilcocks & Craig (2015) (15/02) states in an example of the company Telefónica 02 that in order for them to get a complete understanding of the software used and how to assess processes then two employees attended weeklong training program and the software vendor spent over a month alongside the employees to help them and become independent (p. 8).

Following this path is Lacity, Wilcocks & Craig (2015) (15/06) stating that strategic RPA requires cultural adoption by C-suite (p. 13). So, for achieving the highest business value of RPA, is where the C-suite is pushing it and driving it forward, as these have the authorities to take a decision. Another point made by Lacity, Wilcocks & Craig (2015) (15/06) is that IT must be brought in early as they know the IT infrastructure and the policies and the performance of the IT systems (p. 15).

Though the persons leading the project must be in the business operations and not IT, as RPA works on processes, and IT should focus on core IT systems. Furthermore, the literature from Lacity, Wilcocks & Craig (2015) (15/06) recognizes that a Center of Excellence (CoE) should be driving the RPA implementation as they should have their sole focus on establishing the RPA environment and they should have control over the use and exploitation of the robots. IT should trust this as they have been brought in early to establish a collaboration and create the governance framework (p. 13)

It is about sending the right messages from the C-suite and down into the organization, as people new to RPA often fear how it will come and take away all the tasks. So Lacity, Wilcocks & Craig (2015) (15/06) states that to remove the fear the communication must be prioritized and make clear and early in the project (p. 14)

> *"Remove that fear by selling the positives, the values associated with what it will mean is as human beings you are not having to do the boring, mundane jobs anymore, that you can focus on the value-add jobs like interacting with customers*."
>
> Lacity, Wilcocks & Craig, 2015, (15/06), p. 14

2.4 Tacit Knowledge and the actualization of RPA for SME

As the overview (Figure 2) of our different search terms and what databases we have used showed, then not many results consisting of tacit knowledge and the use of RPA. This result implies that instead we have focused on articles containing tacit knowledge in general and tacit knowledge in SMEs and synthesize the literature on RPA and tacit knowledge, in order to strengthen their interrelationship.

2.4.1 Definition of tacit knowledge

The definition of tacit knowledge is that it is implicit and hard to conceptualize. It is a part of each other's experiences (Schoenherr, Griffith, David & Chandra, 2014). In companies tacit knowledge can be defined as learning-by-doing, as there are no written instructions in how an employee should complete a task, and therefore, the tasks are completed based on individual experiences, as you either learn how to do it by trying or you learn by being told what to do from a colleague based on their experience. According to the literature on RPA, this is one of the things, that can obstruct RPA actualization, as the software needs explicit documentation in order to perform the tasks, due to the none cognitive interpretations that a robot can take.

The opposite of tacit knowledge is explicit knowledge. Explicit knowledge is codified and is easily communicated and transferred. This means that explicit knowledge often can be found in the form of manuals, procedures, policies, etc. (Schoenherr et al., 2014). The challenge in SMEs lies within changing tacit knowledge to explicit knowledge, as this can help to actualize the benefits for RPA.

2.4.2 Tacit knowledge and the actualization of RPA

As mentioned, tacit knowledge is implicit and hard to conceptualize, meaning that SMEs, which have a high level of tacit knowledge, can have a harder time actualizing the benefits of RPA. As long, as the employees are learning-by-doing, it will be difficult or almost impossible to automate processes, as the employees cannot articulate their knowledge on performing their tasks as they just-do-it and accordingly there is nothing conceptualized to read for the robot and therefore does not know how to complete the task. Moreover, there is tacit knowledge in almost every company (Ngah & Jusoff, 2009). Knowledge sharing is an essential part, especially, in SMEs, as it can help the employees to be more efficient and help the company grow. Some employees might do the same task every day to make sure others can do their job, but the way they are completing their task might not be the most efficient way to do it. By sharing their tacit knowledge with their co-workers, they might cooperate to improve how to complete the task, which is mentioned by Nonaka (2007) with an example of how sharing knowledge can improve processes. Another thing sharing knowledge can do is that it can transform into explicit knowledge, which means they can assess whether this task should automatizes. This identification would help employees free time they could use solving more complex and relevant tasks.

2.4.3 Transforming tacit knowledge

The literature gives several ways in how to transform tacit knowledge into explicit knowledge, which can help overcome the challenge that is tacit knowledge. When transformed, the benefits of RPA might be possible to actualize.

Olaisen & Revang (2018) suggest rotating into the different roles that exist within a company, as they believe this will create a piece of collective explicit knowledge.

Nonaka (2007) mentions several ways that tacit knowledge can transform into explicit knowledge. People can transfer their knowledge by observing experienced colleagues and see what they do, seen from the example of "Ikuko Tanaka apprentices herself to the head baker at the Osaka International Hotel; she learns his tacit skills through observation, imitation, and practice." Though this is one way of gaining new knowledge, this is about transferring knowledge, and not articulating it, meaning that it is still not documented in a way for the software to use.

Kelemen (2018) believes that if you can extract the tacit knowledge and use it to clearly define what the business rules are in different processes throughout the company, RPA has enormous potential. This is a fantastic way to transform tacit knowledge into explicit knowledge, as by defining what to do in specific situations is ideal when trying to learn robotic software on how to complete tasks.

Other methods to share knowledge may include community-based discussion forums, project teams, sharing sessions, work presentations and networking. In short, small organizations should start to identify who has what knowledge and proceed to codify and share it before the effect of knowledge loss kicks in (Wong & Aspinwall, 2004 p. 57).

2.5 Summary

In this section, we have found relevant literature in different databases. For an overview at which search terms and databases, that has been used, see Table 2. The focus in this literature review has been to investigate the different topics, that we noticed during the first interview with the company. Looking into the literature when searching for one expression at a time, we could see that the literature that came up was not relevant, as the focus in the articles was not suited for our company, an SME. Although relevant literature for RPA and SMEs was relevant to define what the two expressions are. After presenting those, we reviewed the literature relevant for the case we should investigate, which lead us to review literature where RPA was mentioned together with SME regarding how SME can benefit from implementing RPA and what prior things that to do before starting an RPA-project. Then we review the literature regarding tacit knowledge and the role it has in the actualization of the benefits of RPA in SMEs. We present the expression and review how it can transform into explicit knowledge.

3 Methodological Grounding

This section will outline the methodological considerations which have been for this thesis. The purpose of this is to present the fundamental views of the researchers and the research, while also enlighten the methods used for conducting a research in order to in the best possible way answer our research question.

3.1 Research philosophies

In scientific research, it is paramount to define how the researchers view the world; which in the field of science is defined as a philosophical paradigm (Holm, 2011, p. 29 & Oates, 2005, 282). When planning and conducting research, focusing on the philosophy is crucial as it is the beliefs and the underlying assumptions about the development of knowledge since research are about developing knowledge in a particular field (Saunders, Lewis & Thornhill, 2015, p. 124).

The researcher must be aware and thoroughly think about the philosophy, as at every stage of the research, assumption will be made (Burrell & Morgan, 1979, p. 1).

These philosophical assumptions concern about the *ontological nature*, the essence of the phenomenon under investigation, the *epistemological nature*, which is about the acquiring of knowledge and the *axiological nature (Human Nature)*, concerned with the values of others and the environment and the relationship in-between (Burrell & Morgan, 1979, p. 1-2). The three sets of assumptions have a direct implication for the *methodological nature,* as this concerns how to obtain knowledge and investigate the social world, which differs accordingly to the philosophies thus they must be distinguished (Burrell & Morgan, 1979, p. 2 & Saunders et al., 2015, p. 124).

Following will be an elaboration of the ontological, epistemological and axiological considerations leading us to choose our research philosophy, our approach to theory development, the methodological choice, the strategy, and time horizon.

3.1.1 Ontology

The ontology relates to concerns about the nature of reality, meaning that these assumptions are shaping the way people see and study the research (Saunders et al., 2015, p. 127). Different people see nature differently as to how these views what fact is. The ontology differs between the two extreme views: Objectivism and Subjectivism.

If the researchers perceive the *objective approach* to ontology, they assume that nature exists independently of the individuals, and the individuals are only born into this social world (Burrell & Morgen, 1979, p. 4). Because of this idea that nature exists independently of the individuals, it also assumes from an objectivist

view that there is only one actual social reality for everyone, meaning that there only exists one correct answer to research. Therefore the social world is constructed of solid, granular and unchanging factors (Saunders et al., 2015, p. 128).

Contradictive to this is the *subjective approach* to ontology which revolves around an understanding of the social world being created by names, which the individuals make sense of and thus is creating the social world each individual consists of (Burrell & Morgan, 1979, p. 4). Hence this approach focuses of the individuals and their perceptions of the social world, it is also known that it is impossible to talk about one true social reality, but instead multiple realities as each person experience and perceives the social world differently (Saunders et al., 2015, p. 130).

This research will have its social world on the subjective approach to ontology as we find that the phenomenon under investigation consists of subjective perceptions which differ from individual to individual. During this research, we will attempt to unload and make sense of the meanings from each individual regarding the RPA, instead of focusing on finding one single truth for all individuals.

3.1.2 Epistemology

The next assumption is about epistemology, which concerns about the creation of knowledge, what type of knowledge perceives as being valid and acceptable and how to communicate this knowledge to others (Saunders et al., 2015, p. 127).

The epistemology assumption also divides into a dimension of subjectivism and objectivism, as the two different views of the approach.

The *objective approach* to epistemology is about explaining and predicting the social world and the regularities and relationships between the elements which can be observed and measured. This is what the traditional natural science consists of, which is why the knowledge which is communicated and perceived valid is law-like generalizations arising from facts and numbers (Burrell & Morgan, 1979, p. 5 & Saunders et al., 2015, p. 128-129).

The *subjective approach* to epistemology is opposite to the objectivism, as all can only be understood of from the point of view of the individuals, meaning that the subjective approach rejects the standpoint of the observer as the knowledge must be created from the inside and the involvement of the situation (Burrell & Morgan, 1979, p. 5). The subjective approach seeks to understand a situation in detail as it is interested in the different narratives and opinions from each individual in their specific context (Saunders et al., 2015, p. 130).

The subjective approach of epistemology is what this research is leaning on, as we want to perceive and understand the RPA from each individual and get a deep and detailed understanding of the situation in contrast to observed and only gain knowledge from what can be measured.

3.1.3 Axiology

The next part is the Axiology which has its assumptions about how a man is reflected in a situation, meaning the role and the values of the researcher in the research process. (Burrell & Morgan, 1979, p. 6 & Saunders et al., 2015, p. 128)

The way that the two approaches differ is that the *objectivism* will keep their research free of their own values, as these could bias the results, while opposite the *subjectivism* cannot set aside their own values of the research. Thus it must be noted that the researcher will bias the result, but the subjective researcher would acknowledge this and reflect upon its own values and incorporate them in the research (Saunders et al., 2015, p. 128 & 130)

This research will take in the subjective approach to axiology, as we as researchers will study the individuals and their view, in detail and make sense of this, meaning that our values will be incorporated and reflected upon the understanding of RPA and tacit knowledge.

3.1.4 Methodology

The methodology aspects defined by Burrell & Morgan (1979) concerns the use of how to obtain knowledge. As described previously, the ontology, epistemology and axiology assumptions of the research have huge implication of the methodology. As the methodology is how to obtain knowledge, it will consist of the research philosophies and the approach to theory development.

The different view of the ontology, epistemology, and axiology is leading to a variety of research philosophies, which differs in the use of *subjectivism – objectivism.* An additional dimension which could be used is the *radical change – regulation*. The radical change – regulation view has it focus on how the ideological view of the researcher is towards the social world, meaning that you either want to make radical change to the situation as it is or that you as a researcher want to regulate the situation of the phenomenon under investigation (Burrell & Morgan, 1979, p. 1 & Saunders et al., 2015, p. 132).

By combining these different views constitute a dimension of 4 different paradigms. A paradigm is a set of underlying assumptions which are taken-for-granted, as they are an inseparable part of the researcher, and is based upon the three before-mentioned assumptions and is what creates the frame of the research in terms of referencing, theorizing and way of working (Burrell & Morgan, 1979, p. 2 & Saunders et al., 2015, p. 132).

The research philosophies bases upon the matrix of paradigms. Thus each of them can be connected to an ontology, epistemology and axiology assumption about the research, even though some of them is trying to overcome the idea of incommensurability, that paradigms cannot be combined. According to Saunders et al. (2015), therefore that connection between paradigms and philosophies must be watched as a philosophical affinity rather than equivocality and must be treated with caution and reflexivity (p. 135). Therefore, this research will only be based on the research philosophies and following will be a presentation of the philosophy chosen and the approach to theory development.

3.1.5 Philosophies

Saunders et al. (2015) define five types of research philosophies; positivism, critical realism, interpretivism, postmodernism, and pragmatism.

The philosophy of *positivism* relates to the natural scientist, and it originates back to the scientists known as the Vienna Circle. The adopters of this philosophy work with observable data, mostly aiming at generalizing, with the focus of unambiguously and accurate knowledge creation (Saunders et al., 2015, p. 135-136). The researcher of this philosophy would watch organizations or other entities as physical objects, as the only focus would be on the observable and measurable, looking for rules and laws and the casual relationships in gaining a prediction and creation of generalization (Saunders et al., 2015, 135). The philosophy of positivism encourages the dividing of the research and the researched, as to limit the bias of the result. Their tools and methods would most often be the quantitative, hypothesizes-testing and surveys gathering a large sample of data which can be tested and confirmed or refuted, leading to the generation of new theory (Saunders et al., 2015, p. 137)

Another philosophy which in some case is similar to positivism, but also was a response against it, is the philosophy of *critical realism*. The critical realism originates in the late twentieth century and reality for this researcher is of the much important consideration (Saunders et al., 2015, p. 139). Saunders et al. (2015) states that the critical realist is watching the reality as external and independent, but contrastingly to the positivist, not directly accessible through observations, as they would argue that objects in the real world can manipulate the researcher. As of this, the methods fitting mostly to the critical realist is both the qualitative and quantitative if they match the subject of the research (Saunders et al., 2015, p. 137)

The *interpretive* philosophy was also a critique of the positivistic worldview but as a subjective perspective. The importance of the interpretivism is that it differentiates the physical objects with the humans, as the latter can create meanings and all humans does so differently due to the situation and surrounding factors (Saunders et al., 2015, p. 140). Contradictory to the positivist view of objectivity and law-like generalizations, the interpretivist aims at creating new richer interpretations of the social world, as a subjective view of the

situation which, for the critiques of this philosophy states that the researcher will bias the results of the research. However, for the interpretivist they are aware of such interpretation and argues that it played an essential role in the research (Saunders et al., 2015, p. 141). As this philosophy investigates the depth, rich and complex situations, the qualitative method is most preferred.

An even bigger critique of the positivist view of objectivity is the *postmodernism* philosophy, which goes beyond the interpretivism. The postmodernism argues that the importance of languages and what is right and true is generally considered to be described collectively and is not seeming to be the best, but only by a group of people at a time (Saunders et al., 2015, p. 142). The postmodernism philosophy wants to change the view of the dominant realities and explore the excluded, by deconstructing these realities and give the power the excluded as these would create alternative worlds and truths. Like an interpretivist, the focus will be on in-depth investigations, but fundamental to the postmodernist is that the power relations between the researcher and the research are what shapes the process and knowledge creating thus being reflective on own thinking and writing is essential (Saunders et al., 2015, p. 142).

The final philosophy is *pragmatism,* and the focus of this is making a difference to practice. This philosophy is trying to reconcile both the objective and subjective view, the facts and the interpretations and accurate and rigorous knowledge (Saunders et al., 2015, p. 143). The central part of pragmatism is to solve a problem. The methods used can variate as there is not one single point of view can paint the full picture, which is why often but not always multiple approaches is used. The pragmatist wants the method used to enable credible, well-founded, reliable and relevant data which can be used to take actions and move the research forward (Saunders et al., 2015, p. 144).

Our choice of philosophy aligns with our subjective view of ontology, epistemology, and axiology, and being the interpretive philosophy. This choice base upon our idea of creating an in-depth investigation of an RPA and focus on the different interpretations created from each individual and their situation and the surrounding factors. Following this idea of being part of the data and not able to exclude our contributions, but instead, use them and interpret them in our research.

3.1.6 Approach to theory development

The approach to theory development is vital as it differentiates between the options of creating or testing the theory, and this leads to quite different ways of approaching the research. The options for theory development are; deductive, inductive and abductive (Saunders et al., 2015, 145).

The deductive approach to theory base upon starting with the theory developed from academic literature and from then the researcher design the research strategy and thus test theory. This approach focusses on

theory falsification or verification, and the logic behind it is that when the premises are true, then the conclusion must also be correct. The deductive approach is generalizing from the general to the specific (Saunders et al., 2015, 145).

The inductive approach to theory is directly opposite the deductive, as the start of this approach is to collect data to explore a phenomenon, and from that, the researcher generates or build the theory. The logic behind this that known premises are used to generate untested conclusions and the generalization is from specific to general (Saunders et al., 2015, 145).

The last approach is an abductive approach is where the researcher collects data to explore a phenomenon, identify themes and the patterns of this phenomenon in context and then generate a new or modify an existing theory. The logic is similar to the inductive, but the generalization differs as the researcher generalizes from the interactions between specific and general (Saunders et al., 2015, 145).

The approach to theory development used in this research is the abductive approach. This abductive approach used is due to the idea of modifying an existing theory since the known premises are small and thus the approach to move between data and theory will benefit the most in this case. Arguably the generalization from the interactions between the specific and general is also of enormous impact in this scenario.

3.2 Research Design

The research design is the approach used when collecting, analyzing and condensing information, derive in knowledge developing. It is the systematic way to study reality, and is necessary when conducting research, as to make the findings believable (Andersen, 2010, p. 15-16).

The research design constitutes upon how we as researchers will design our research, with the foundation of our worldview and philosophy. This section will elaborate on how we want to design our research and will include the methodological choice, the strategy, and time horizon.

3.2.1 Methodological choice

The methodological choice revolves around the idea of what type of method to use leading towards a specific direction for the procedures in the research. The methodological choice consists of the quantitative, qualitative or mixed method, whereas the latter can be simple or complex while the first two can differ in being mono or multi.

This section concern about the research design and which one of the three methods this research is following. The reason for choosing among them is that each of them has a different mix of elements to achieve the coherence of the research (Saunders et al., 2015, p. 165). The design of the research differs between the

design and the tactics, as the latter being the collection and analysis of data, which will be examined later, while the design is the overall plan, which is examined in the following.

When differentiation between quantitative and qualitative, the use of numeric data (numbers) and non-numeric data (word and images) is often the deciding element, but according to Saunders et al. (2015) then this distinction is often too narrow and problematic. This problem is why a more detailed description and differentiation among the research designs will follow, as it also will state as the reason for our choice.

Quantitative research design is used inside most philosophies but in general is mostly associated with positivism, as it is also usually in connection with the deductive approach, and the strategies associated is survey and experiments. The reason for these connections is that quantitative research is about examining the relationship between variables, which can be measured numerically, thus how much or extensive is the phenomenon and often it incorporates controls, to ensure uniformity and validity of data (Saunders et al., 2015, p. 166 & Kvale, 1996, p. 67). This measure allows that each participant understands the question in the same way and ensures generalizability. Following this is also the aspect of the researcher is separated from the researched.

The qualitative research is often associated with an interpretive philosophy but can also be used in others. The approach to theory can variate between all the approaches, but in practice, it is often used as an abductive approach. Again, the strategies most commonly used differs accordingly to the philosophies, but could be ethnography, case study or other (Saunders et al., 2015, 169). The characteristics of qualitative research are that it studies the meanings and interpretations of the participants and their interconnections. The researcher allows them self to take part in the research and uses their role and interpretations to access and use the data (Saunders et al., 2015, p. 169). Supported by Kvale (1996) is that quality refers to what kind and to the essential character of the phenomenon (p. 67). Both quantitative and qualitative types of research demonstrate the use of mono (single data collection technique) and multi-method (two or more data collection techniques) (Saunders et al., 2015, p. 166).

Finally, the mixed method is a combination of the prior two methods, meaning that it is useful for all the philosophies, but mostly the pragmatist philosophy adopts this method while depending on the research, the approach to theory development is decided (Saunders et al., 2015, 170). Therefore, the most interesting is to on how much to use each of the approaches and in which order to use them.

Based on the description of the methods and the prior choices of philosophy and approach to theory, this research will be conducting qualitative research. This research will focus on using a multi-method approach, in order to gain a more detailed and more abundant amount of data concerning RPA.

When deciding upon the method, the next step is to identify the purpose of the research. Saunders et al. (2015) define four different purposes, where this research will combine the three of them; exploratory, descriptive and explanatory, leaving out the evaluative.

The reason for this choice is that our research will be abductive and thus at first, we want to explore tacit knowledge and RPA, identify the surprising fact, describe RPA regarding Fog A/S and then try to explain the relationships between variables. Alongside this is that we will move between data and theory. Leaving out the evaluative is due to not wanting to find out how well the RPA work, but instead wanting to explore, describe and explain it and the variables connected and their relationship.

3.2.2 Strategy

The strategies are the next layer to decide upon, and this section is about what type of strategy to use to answer our research question. Saunders et al. (2015) state that in general terms, a strategy is a plan of action to achieve a goal (p. 178).

This section will describe what type of strategy this research will follow alongside some arguments for the choice and the de-selections.

The strategy to use upon research embodies the prior decision made, is the philosophy, the method but also the research question, as the design of the research question often indicates a strategy (Oates, 2005, p. 35).

Based on the decisions taken before the strategy, then the choice of strategy falls upon a case study. The case study has its primary focus on investigating Fog and trying to obtain a rich and detailed description of RPA and the individuals surrounding this and their interpretations and relationship (Oates, 2005, p. 35)

The case study strategy described by Oates (2005) and Saunders et al. (2015) as a study of a phenomenon or topic, in-depth within its natural settings and with the focus of a holistic view instead of focusing on individual factors. A case study differentiates itself from many other strategies, by focusing on the depth gaining the rich and detailed descriptions since getting the interaction between the phenomenon and the case is best understood through an in-depth study in its natural settings (Saunders et al., 2015, p. 185). The natural setting is chosen as the case existed prior and will continue after the researcher has moved on, so it must be disturbed as little as possible, but it gives the researcher the most accurate view of the phenomenon and case under investigation.

The case study has been conducted through the years with a combination of most philosophies, approaches, purposes, and methods, which also is a criterion of high value, as it does not limit this research's possibilities (Oates, 2005, p. 142 & Saunders et al., 2015, p. 185). A similar strategy is the ethnography, which also has its

focus on natural settings and in-depth and holistic view. The reason for the deselection of ethnography is that this research has its focus on RPA and the relationship between such and Fog, while the ethnography characterizes itself by focusing on people or a group, and its primary outcome is a description, whereas this research tends to move beyond a description (Oates, 2005, p. 173 & Saunders et al., 2015, p. 187)

When using a case study, there must be made a distinction between the time, the type and the number of cases. This research will focus on a single case, Fog, but this case has many of the typical elements of this class of cases, which makes it possible to use the results as a foundation to other cases containing these elements. This research will be a contemporary study, as it will be a snapshot of Fog as it is now, and the examination will take its standing from that point (Oates, 2005, p. 144).

3.2.3 Time Horizon

The time horizon is an important distinction since the research either is a snapshot or a diary of a given period. The choice in this research is to take a snapshot, also called cross-sectional study (Saunders et al., 2015, p. 200). This choice is based upon the idea of not wanting to look over a period and look for changes, but instead look at RPA at a short amount of time, creating this snapshot. RPA and Fog are of more interest and better suited for a study of cross-sectional, and not for a longitudinal study, focusing on the changes happening, while this might also be too time-consuming for this research (Saunders et al., 2015, p. 200).

3.2.4 Data collection

When using a case study then data collection can be a vital step, as it can allow the researcher being able to answer the research question (Saunders et al., 2015, p. 388). The initial step of data collection concerns the adaption of what type of data to collect and then how to do it. There are multiple opportunities to collect data. It can consist of various interviews, being semi-structured, group interviews or in-depth interviews. The most important thing when a certain interview-type is chosen is to ensure that the collected data quality is valid and reliable (Saunders et al., 2015, p. 388). This section will cover our reasoning for choosing the data types and collection methods. The two types of data are the *Primary data,* the term for data collected by us, and *Secondary data*, the term for data not collected by us. In this research, we will gather both primary data in terms of interviews, notes from our observations and secondary data as documentation from Fog about them and their RPA project.

Interviews are, as mentioned, a part of primary data, and an interview is structuralized either with standardized questions and pre-code answers for the interrogation, semi-structured with themes and few questions guiding the conversation or unstructured with only an area to limiting the dialog.

Our investigation into the phenomenon of RPA started with an unstructured interview with Mads Hvelplund from Fog, as we wanted to explore which challenges, they had in the RPA project and this interview, helped specify what could be investigated in this thesis.

Based on the different ways of collecting data, we have chosen to conduct *semi-structured interviews,* as one of our primary data sources, as we believe this gives us the best opportunities to investigate and answer our research question and Saunders (2015) emphasizes this: *"... a semi-structured interview is likely to be the most advantageous approach to attempt to obtain data"*. The data that we collected can potentially help ensure that we see any possible angle by listening to the interviewees and ask more specific questions based on their responses. As another primary data source, we utilized a more rigid semi-structured interview, where we ask structured questions to different employees on email. This approach is conducted alongside the other interviews, but due to issues regarding the time at Fog, then it was more convenient to have the interview on email. An overview of the primary data we collected is found below in table 3.

Name	Position	Type of interview	Length of interview	Appendix	Transcripted pages
Informant Interview					
Sabine /Mads	Finance Business partner/ Chief Financial Officer	Face-to-face	00:45:09	B1	2
Semi-structured Interview					
Sabine	Finance Business partner	Face-to-face	00:39:06	B2	9
Mads	Chief Financial Officer	Face-to-face	00:57:47	B3	15
Peter	IT-Director	Face-to-face	00:43:20	B4	10
Klaus	Controller	Face-to-face	00:33:37	B5	8
Gitte	Company Accountant	Face-to-face	00:24:31	B6	7
Tina	Head of Company Accountant	Face-to-face	00:47:11	B7	12
E-Mail Interview					
Karin	Company Accountant	E-mail	4 mails	B8	2
Jesper	M3 Consultant	E-mail	2 mails	B9	2
Henriette	Company Accountant	E-mail	4 mails	B10	2

Table 3 - Primary data sources

As our secondary data sources, we asked for various documents collected by the company. We received documentation about different processes regarding RPA and different information about the company in general. The secondary data that we collected is found in appendix A (A1 – A5).

There are various issues when conducting semi-structured interviews. The preparation for the interview is influenced by the need to ensure the quality of the data (Saunders et al., 2015, p. 396). There are numerous ways to ensure that data quality is good enough. Three of the methods; *credibility, transferability,* and *dependability* also apply to this and is described in section 3.2.6. The two others are bias and cultural differences. *Bias* can be related to how the interviewer is asking the questions, they want to be answered. If the interviewer is asking in a way that can alter the response, the interviewee is giving, there will be bias. Saunders also believes that there can be bias due to cultural differences where the interviewee is not comfortable talking about internal stuff with an interviewer from outside the company.

In order to conduct the interviews, firstly we had to select who our respondents are, and for that our sample will be based on stratified selection. Firstly, we have stratified the respondents on their hierarchical position in the firm but also based on which department they were in (Andersen, 2010, p. 103). By stratifying the employees, we will be able to create inference, which means that we can generalize the data without having to interview each employee separately. The stratified selection was made in collaboration with Fog, as we created the strata which we would like to engage with and then Fog chose the employees we could engage with, as Fog thought their knowledge was more suited for identifying the right candidates for us to talk to about their RPA project. The selection from Fog creates some bias, as Fog might be able to choose the candidates who are most aligned with the view of the management.

Before conducting our interviews, we have used the theory that is presented in our previous section (section 2). For us to improve the systematic review, we have followed the PRISMA checklist (Appendix C). The checklist consists of separate phases from identification to the literature included, where at first it is all the records identified through database searching or other sources, followed by a phase of screening and eligibility before the final records are chosen for the literature review. In addition to our theory, we used our informant interview with Mads and Sabine (table 3) and short e-mail correspondences to be able to obtain the right themes we should focus on in our data collection. In one of the e-mail correspondences with Sabine, who is working with RPA internally in Fog A/S, she wrote:

> *"I believe that you could say that the ones that developed the robot were the type that says that "the documentation is in the code" so when I started, I used much of my time to observe what the robot does with an account-applicant and tried to fix it in case it failed."*
>
> Sabine, Table 3

The finding of this quote led us to one of the subjects being tacit knowledge. We knew that we had to include this as one of the themes we had to investigate further during data collection.

This quote is emphasized in another e-mail correspondence with Mads Hvelplund:

> *"It is limited what we have of documented knowledge in this area. As far as I know, we do not have any documentation about account-creation that we can share"*
>
> Mads, Table 3

As mentioned previously regarding semi-structured it is having different themes and guiding questions to ask the interviewee. Therefore, it is important to have an interview guide helping maintain and guide the conversation. According to Creswell (2014), there are multiple things that the interview guide should include. There should be a few "ice-breakers" to get the conversation started – a few simple questions, which could be about the interviewee's job and for how long they have been working for the company. Then the themes and questions that the interviewer believes need to be asked if the conversation does not include them are written in the guide. There exists space to take notes underneath each question and theme (Creswell, 2014, p. 194). We have tried to follow the guidelines of Creswell (2014) and below (Table 4) are examples from our interview guide in how we wanted to conduct our interview with the employees at Fog.

Topic	*Question*	*Expected Outcome*
Introduction	*Who are you and what are your main tasks during a typical work-day?*	*A conversation starter, describing how many and in what order their regular task occurs, as it sets the setting and if any changes have happened, and their task is general or specific.*
Robotic Process Automation	*How do you define a candidate that could be suitable for RPA?*	*We hoped to find out if they know what categorizes RPA. Moreover, do they know what type of processes is most suitable for RPA? Finally, who decides which processes are suitable.*
Tacit Knowledge	*How were you trained in your tasks when you started at this company?*	*We hoped to find out if there exist a lot of tacit knowledge in the company shown by how they train their employees, is it learning by doing or reading many documents.*

Table 4 - Interview guide examples

3.2.4.1 Data saturation

The final notice on data collection, is when is there enough Data? Creswell (2014) states the idea of data saturation, as the point where the themes are saturated, and the collection of data should stop (p. 189). We followed this approach and stopped our data collection when the data revealed no new insights. One take on figure 3 is how we got most new insights in our second interview, which came down to the reason that it was the CFO, who had superior knowledge in all areas and is the leading figure of this RPA project. Figure 3 for our data saturation is shown below.

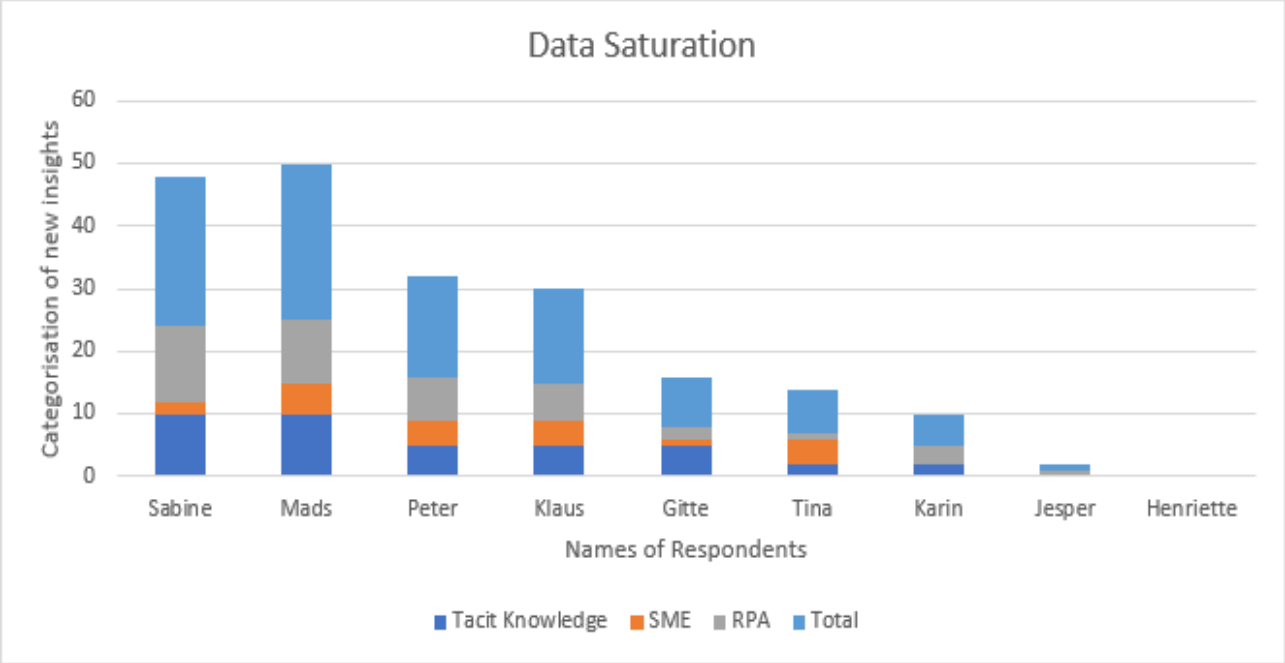


Figure 3 - Data saturation

3.2.5 Data analysis

The data collected needs to be analyzed if we want to make any contributions to the theory and Fog A/S. There are multiple methods for analyzing the data. The initial steps of analyzing are that the raw data collected should be organized and coded for it to transform into meaningful themes and descriptions. We have chosen to transcribe the interviews, the raw data and afterward coding the data based on our chosen theory. As transcribing is time-consuming, we used a tool called oTranscribe which offers an integrated system to listen and write in and some keyboard shortcuts to ease the transcription process. Besides the transcription, we took notes during the interview with observations that were not recordable. That being notes about body language, notes about the setting of the location, if there were any follow up to what was said, but also the simple observations found when moving around the office. (Appendix B11)

After collecting the data by conducting the interviews, they were all transcribed, as this allowed us to become familiar with the data (Saunders et al., 2015, p. 580). Although we conducted the interviews, the transcription

can help remember the data better and start analyzing while transcribing, as we know the theories that each sentence might be related to.

When all the interviews were transcribed, then we coded the transcriptions. We used a tool in aid of coding the transcriptions. We used a tool called MAXQDA. The tool made it easier to load the transcription and add codes to the different parts we wanted to highlight based on the literature we have chosen in addition with other relevant citations. Each sentence will be assessed towards the chosen theory and coded if we believe it could be useful for further analysis. The coding can contain everything, it can be a single word or a short phrase, that we believed gave an insight into the company and towards contributing into solving their challenge or contributing to the theory going forwards. After coding all the transcriptions, we exported the codes from MAXQDA to Excel where we could reduce the number of codes. The first step was to remove duplicates, as we both coded the transcriptions. The second step was to reduce the coding by comparing the codes and remove codes which had the same meaning. The third step consisted of the researchers manually reviewed the codes and decided to connect some of them. Finally, the codes were referred to one of the four themes. The steps of reducing codes is seen below in figure 4.

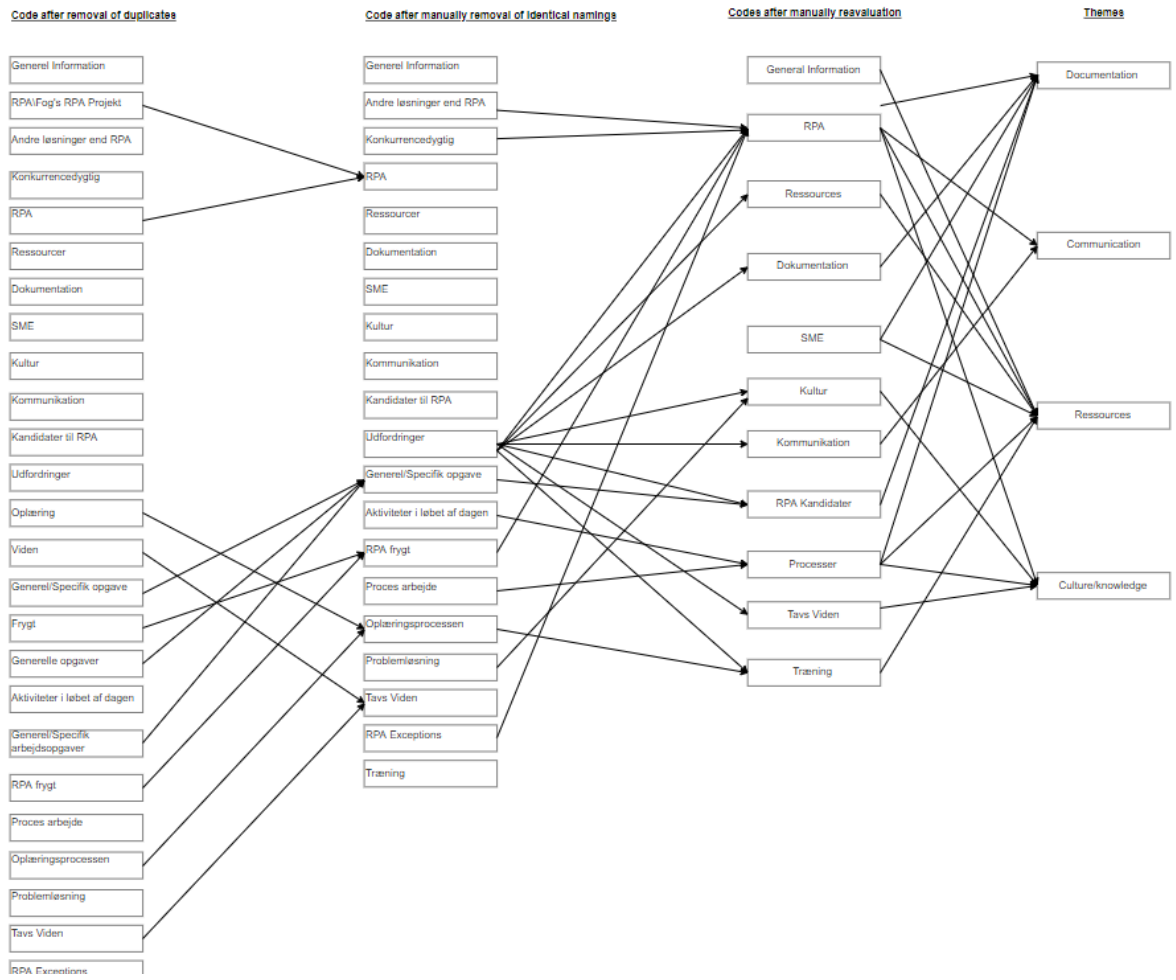
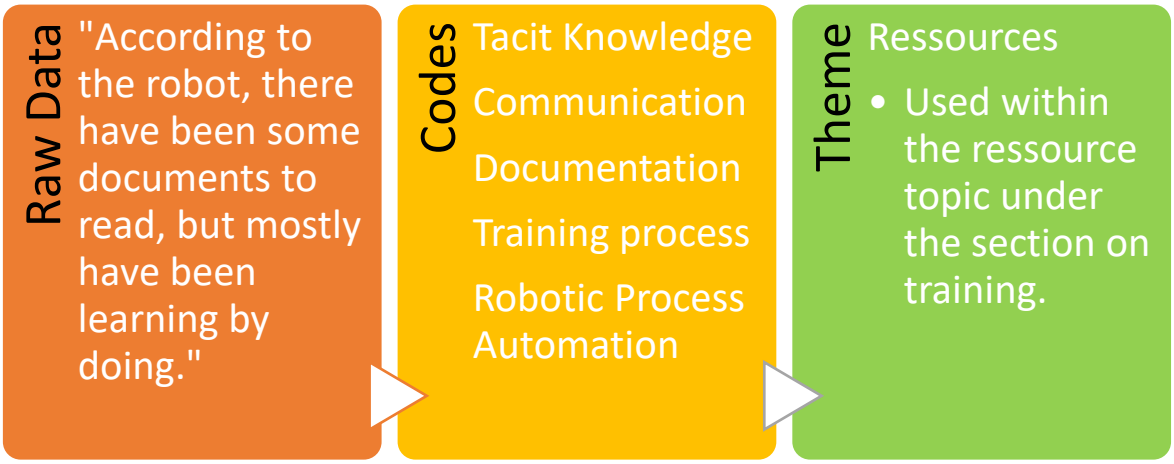


Figure 4 - Code reduction

As seen in the following model (model 1), there is an example of how we have analyzed our data and narrowed down the codes to the themes included in our findings. At first, we had the initial raw data, that were transcribed. Following this, each of the researchers identified codes based on the prior knowledge from the theory and their own feelings of how a part of the data was described. In the model, this raw data is classified as five codes. This created an extensive list of options, which was evaluated, re-coded and re-evaluated, as seen in figure 4, which in the end created four types of themes, which we pursued in the findings section (section 4). In the model, it can be seen that the final theme which is used in the findings, was resources, as it encapsulated, how they due to scarce resources lack the training needed, while also emphasizes how there have been no communication, documentation, and the tacit knowledge on the RPA project is not shared. This way of analyzing the data created a framework, which is agile so that each of the raw data was able to be evaluated over and over and by then being used to different codes and thus be part of different findings.



Model 1 – Data analysis

Seen from our model above, this shows that our data analysis-phase follows Creswell (2014) figure (figure 5) containing “Data analysis in Qualitative Research” where the first step is to organize and prepare the data for analysis. Our preparation for the analysis is, as mentioned, to transcribe the collected data. The next step is to look at all the collected data and see if there are some sayings that all the interviewees are saying in the same tone. Step three in the figure is to code the data, which is described briefly above.

As Creswell (2014) argues that the purpose of qualitative data analysis is, to peel back the layers of an onion, which should be understood as to obtain the densest meaning possible. Though due to the richness of qualitative data, not all information can be used and therefore, the researcher must have measures in place to winnow it down (p. 195). The steps we have taken in our approach analyzing the data is seen in figure 5. Though the figure suggests a linear approach, it is viewed as more interactive; every stage is interrelated and

can be combined and visited in whatever order necessary (p. 196). As our study takes place in the interpretivism, then our data are coded and analyzed to enable the reaching of *Lebenswelt* (Miles & Huberman, 1994, p. 8).

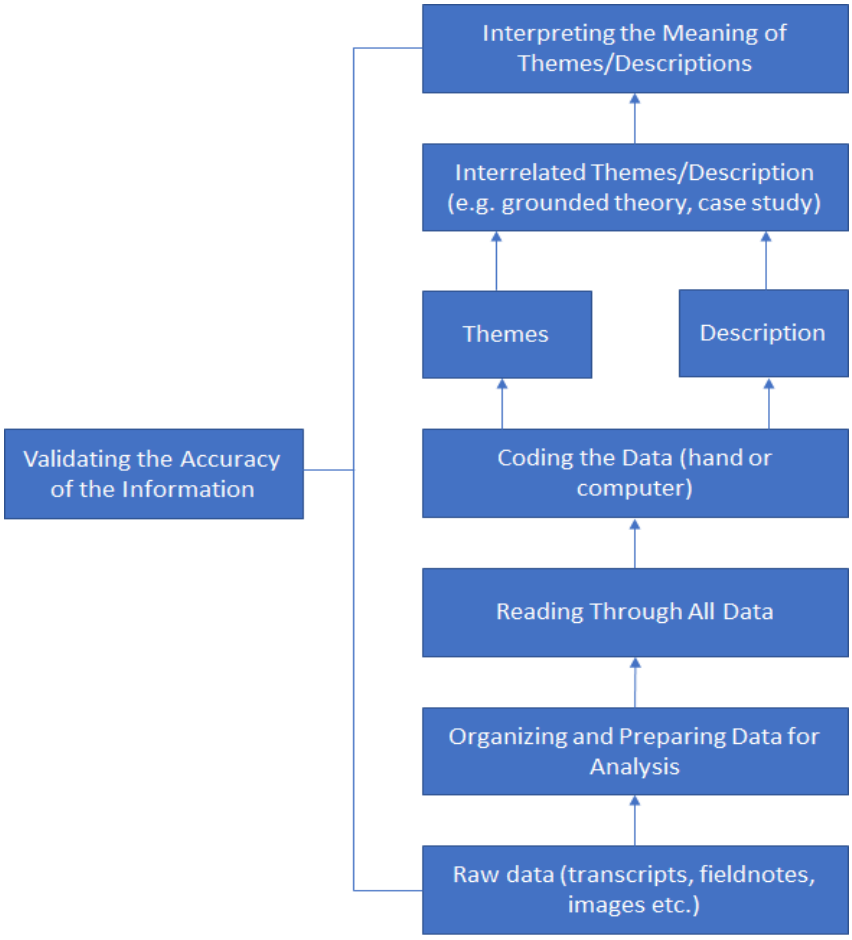


Figure 5 - Creswell, 2014, p. 197

3.2.6 Quality

The research conducted must be assured to be of acceptable quality and is of high importance to this and any research. In search of quality, the researching is attempting to mitigate the threats of trustworthiness or the research, as to how the researcher can persuade the audience that the findings of the research are worth paying attention to (Lincoln & Guba, 1985, 290). Establishing trustworthiness cannot be seen as an overall method for all researches, as the philosophies and methods differ. The positivism and quantitative method prefer a statistical form of generalizability. While this does not apply to the interpretive philosophy, where many researchers have identified four criteria's to be addressed to pursuit trustworthiness in a qualitative study; *Credibility* (in preference to internal validity), *Transferability* (in preference to external validity/generalizability), *Dependability* (in preference to reliability), C*onfirmability* (in preference to objectivity) (Lincoln & Guba, 1985 & Shenton, 2004 & Lee & Baskerville, 2003).

Credibility, deals with the question, "How congruent are the findings with reality?" and it is stated to be a two-fold task of carrying out the research is a way that the findings to be perceived credible and demonstrate the credibility of the research by having them approved by the creators of the realities studied (Shenton, 2004, p. 64 & Lincoln & Guba, 1985, p. 296). The way that this research is trying to establish credibility is by adopting a well-established research strategy of a case-study, which has proven useful in many types of research previously (Shenton, 2004, p. 64 & Saunders et al., 2015, p. 185). Triangulation is also a tool used for creating dependability, as we adopted a multi-method qualitative research, applying more than one method to this research. A random sampling of the informants and their own free will to participate in the research is also two ways where we limit the bias and ensure the credibility of the research (Shenton, 2004, p. 65-66). The final part, and most important by Guba & Lincoln (1985) is the use of member checking. Member checking is a process of continuously ensuring that the knowledge obtained is validated by them self or others which should secure the bias, misunderstanding and misleading information's and where triangulation is a judgment of specific data items, the member checking is a judgment of overall credibility (p. 314-316).

Transferability is the parallel of the positivist view of external validity, which is the idea that the findings of one study can be generalized to other situations. As the interpretivist does not share this view, the idea of external validity is not possible for us as an interpretivist, since we can only create a description of the time and context. Based on this, we have tried to ensure a thorough description of RPA and Fog as we have invested a sufficient amount of time in understanding the natural settings which should allow the interested in the research to make a conclusion on whether this can be transferred (Guba & Lincoln, 1985, p. 316 & Shenton, 2004, p. 69). Therefore, we have tried to thoroughly describe Fog and RPA, as this allows a holistic

view of the situation, while we also have a showcasing of the interview, the participants and the time of them allowing the interested an insight into the background of the research conducted (Guba & Lincoln, 1985, p. 316 & Shenton, 2004, p. 70)

Dependability of research is that other researcher can with the use of the same methods, be able to replicate the research, with the outcome of some comparable results. Shenton (2004) describes that three steps should be followed to address the process of the research thoroughly which should allow the interested to understand the choices made about future researches (p. 71-72). Our attempt to ensure dependability is shown in our descriptions of the methodological choices, the overview, and transparency of our data collection, thus how we operated in the settings of the phenomenon and our section about the implications of this research, as we evaluate and reflect upon the research and our approach of the research.

C*onfirmability* is the final way of ensuring trustworthiness, and it is the concept of objectivity and how the researcher is concerned with this (Guba & Lincoln, 1985, p. 300). As this idea of objectivity is not able to be confirmed, thus not adopted due to the philosophy and the nature of this qualitative research, the confirmability is more about the idea of how confirmable the data is, and thus not the characteristic of the researcher (Guba & Lincoln, 1985, p. 300). The technique of triangulations proposed by Guba & Lincoln (1985) and Shenton (2004) will be used to ensure the confirmability of the data in the research. Triangulation exists in different modes, where we will use *sources*, *methods,* and *investigators.* The use of sources triangulations is that we will use different sources, i.e., different respondents and documents to ensure that the data is to be perceived valid. The methods triangulations can be seen from our use of different qualitative data collection methods, being different sorts of interviews and observations. Finally, the use of investigators triangulations is that we as researchers will be included as a team, also ensuring that one researcher is not creating a bias for the researched.

3.3 Summary

In this section, we presented the methods we used to investigate the gap we found in theory in our literature review. Our research is based on the subjective approach to both ontology as well as axiology, as we wanted to investigate individual's subjective perceptions of RPA and the project, they have ongoing at Fog, while we include our values to reflect their understanding of RPA. Our philosophy is interpretivism, as this aligns with the subjective view and because we want to focus on the different interpretations created from our data collection. Because of the gap, we found in our literature review we chose an abductive approach to theory development, as it is a mix of deductive and inductive. We want to modify existing theory, so it fits into implementing RPA into SMEs that has a lot of tacit knowledge. In terms of what method to choose, we chose qualitative research, as this is often associated with the interpretive philosophy and because we want to

explore the phenomenon that is RPA and explain the relationships between different variables in the project at Fog. Our research strategy is a case study, as we have chosen Fog as our case and we want to be able to use the results from this case to modify the theory, as mentioned by our abductive approach. The case study is a cross-sectional study, where we take a snapshot and investigate that, instead of looking at the project for a more extended period. In terms of data collection, we utilized semi-structured interviews, both face-to-face and e-mail interviews as our primary data. For secondary data, we have received various documents regarding Fog's RPA project. In analyzing the data, we transcribed the interviews and coded the transcription into different topics we found relevant for further analysis.

4 Findings

This section will present the findings based on our data collection and data analysis.

As described in our methodology, we collected different kinds of data, which we analyzed and coded into different segments. Our coding uncovered a variety of different findings, which we will focus on here and explicitly try to examine them and what impact each finding has. In our next section (Section 5), we will discuss the findings presented here compared to the relevant literature presented in our literature review and discuss what Fog did or could have done instead.

This section is divided into four main topics: Documentation, Communication, Resources and Culture & Knowledge. All these findings are based upon Fog and their RPA project as seen in the figure below (figure 6). Each of the topics contains a description and the codes which were used to classify all the data into these four topics. In the end of the section, a summary will present the overall findings.

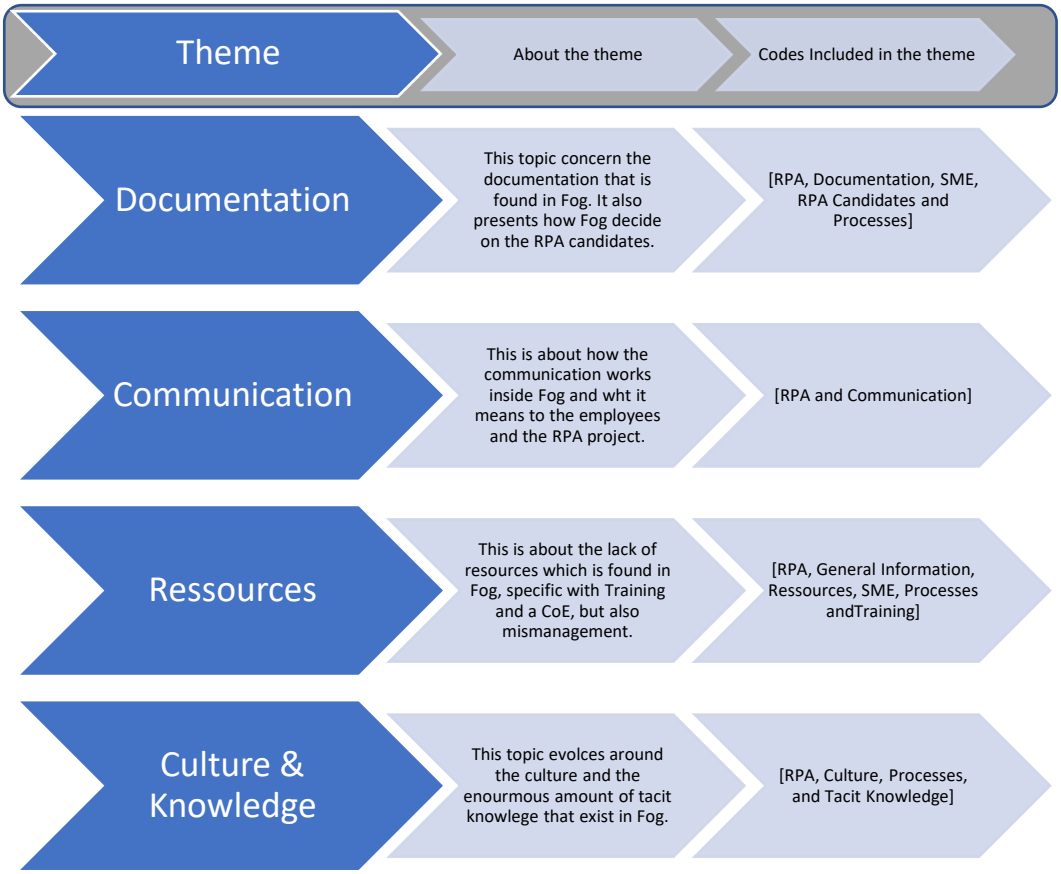


Figure 6 - Themes

4.1 Documentation

This section will present the findings of the documentation which should exist inside Fog, though it might seem there is a lack of documentation at Fog. Furthermore, we will present how Fog decides and chooses the processes for their RPA project.

4.1.1 Process and robots

Fog is in the timber trade industry, and we found from our interviews with Mads & Klaus, (Table 3) that this industry is very competitive, and everything moves fast, and it is all about the good acumen, which can be seen in the following quote:

> *"Yes, it is like a grocery store, where it is the quick decisions and the good trade. Whereas sitting around documenting everything is probably not the highest priority."*
>
> Mads, Table 3

The industry Fog operates in has many competitors, so the documentation is not something they prioritize and put their focus on, and according to Fog, it is because it does not create any value for them. The value that they seek, is in the moment, as their customers would walk over to their competitors instead, thus everything is about the good acumen. Following this is that it is stated by most of the employees that Fog is not the exception but the rule. Mads actually goes beyond this and states that in all the companies he has been employed in within the same industry, it always looks like they have control over their processes, but internally it is an entirely different picture.

Additionally, there where mutually agreement that documentation is not something that ever has been done in Fog and not something that they are practicing now either, which is confirmed explicitly by Sabine in the following quote where we asked if there was any documentation on her processes:

> *"It is not existing."*
>
> Sabine, Table 3

It became obvious that they completely lack documentation, in terms of their onboarding of new employees.

> *" I will say that when I started at Fog, I could not pull out a folder from the cabinet and look at how I was supposed to tackle my activities. It is learning by doing. In this industry, we are not good at documentation."*
>
> Tina, Table 3

The above example clearly shows how they do not value documentation in any type of process. One of the reasons for this is their history, as they have never been good at documenting. Another reason is their mindset, as they do not see the value it can create for them in the future. A different reason could be the culture internally in Fog. Although Mads states that peer training has some positive sides to it, as there is always someone right next to the new employee that could help and explain how to do it. However, it is mostly considered a disadvantage being the only way that Fog is educating and training their employees in their job.

The downsides which are also recognized by the employees is that the one who could teach the new employee might not have understood the process correct or not following the right process according to the values of the organization. More so is that it depends too much on the knowledge and the dissemination of the trainer, which can vary immensely throughout the company. Most important is that it is not the same type of knowledge level which the trainer and the new employee have though the new one does not understand it in the same way, so when there is no documentation, the processes and activities in practice are not aligned with how it should operate in theory.

Additionally, to the challenges already presented, another challenge with having no documentation is that it creates a loss of knowledge when an employee leaves the company. This loss of knowledge is damaging for the processes, projects and the overall company, whereas in this case, it was the RPA project which Fog was implementing, as seen in this quote from Mads:

> *"It did not help us that Jakob who was our leading person on the RPA project quit in August, which was when the project was expected to get started."*
>
> Mads, Table 3

Fog had a loss of knowledge on their RPA project, due to their employee who worked on it and was the only lead person, left the company. Before he left, he had not documented any of the work that was done or established any written format why any of the decision he took on the RPA project was made. So, when a new employee, Sabine, had to take over, there was nothing for her to look at, and she did not know why the robot did what it did, due to no documentation. Moreover, even though the problems will not last for a long time and the company will overcome it, then the problem would be significantly less if the documentation had been in place from the start. Mads identifies this as an issue they are aware of but uses the analogy of pulling a finger out of a glass water, where the hole will eventually disappear, and the rings in the water vanish. However, there will be a period where the gap exists, and some splash of knowledge will erupt throughout Fog (Mads, Table 3).

The lack of documentation can create additional challenges for the employees at Fog, as they are not sure whether a task belongs to them or one of their co-workers, which Sabine discovered when she started.

> *" Generally, I would say that there is not much focus on structure, so which task is yours and which are not, is kind of a floating image. I have some activities, that I do not know are mine, since no one has ever told me that they are. I can just sense that someone expects me to do them."*
>
> Sabine, Table 3

This idea that it is not always explicit what task is appointed to each of the employees, constitutes to the fact that documentation and structure is the foundation of an organization, as it connects all the points in the organization and ensures that nothing is left behind, which should be able to drive the company better forward.

Another finding about the documentation was presented prior in this section when the employee who was in charge of the robot left Fog, there was no documentation on how the robot operated. This dismissal impacted Sabine, as she states that her predecessor had left without creating documentation and the other one who knew something about it was on maternity leave. There was no one left in the organization who could tell her about what it did, how it did it and why. She had to study it over a long period, and help it carry out its task instead of evolving it and doing her own set of task. All these challenges could have been dealt with much easier and more efficient if the documentation had been in place.

Even more, pronounced with the documentation of the RPA project was it when Sabine went on vacation, as she had studied the movements of the robot and the flaws it had and thus how she could counter those. The reason for this being a problem, was that she was the only one who knew how to counter all these problems, and her solutions were not documented. Again this lack of documentation meant that the co-workers of Sabine in the administration now found that their customers were furious with not being establish and validated as buyers, so the problems that normally was taken care of in the robot, was now moved a level down to the administration. More so was that with no documentation, then nobody in the company could help the robot counter those problems and help the administration, so the process the robot was handling were shut down, and manually taken care of by the administration, all because of an absence of documentation.

Additionally, to this is the statement of Mads, when he clearly defines the problem which they had with not having any documentation of their process. He states that If you cannot draw what the robot is supposed to do, then it is challenging to set up the robot to what it should do, as it is not known exactly what the path of processes, and what is done, so the robot cannot do it, and it all becomes very coincidental. So, the structure

and the documentation should have been prioritized as Mads thinks it could have created a foundation for understanding the processes and then what the robot should handle and what a person should handle.

We found that all these problems that they have had with lack of documentation and structure which exist internally in Fog, they are trying to solve. It started when Mads, during the last year, decided to hire Sabine and Tina, as they come from other organizations in different industries. They have previously worked in organizations with lots of documentation and structure, so their expertise and knowledge in the area were supposed to improve or start the process of using documentation within Fog.

This is emphasized by Tina, as documentation was the first task on her to-do list. She would not want to have the issues when the summer holiday came, that some activities were left uncontrolled and undocumented, so another employee should be able to go in do the job. Other than that, she had an idea when it came to onboard of new employees, as she argued that it should consist of both learning by doing, but also reading some documentation. It was found that Fog has already started the process of solving some of their challenges regarding lack of documentation, though it can be seen from our findings that there is still a long way to go.

4.1.2 Process Selection

As mention in the section above (4.1.1), documentation was almost not existing in Fog, and this also has an impact on the finding that will be presented in this section. The findings we will present here is how Fog selected the candidates for the robot. Since they had no documentation, there was very little basis on what type of processes that could benefit from being automated by a robot but also, which process that was able to be automated, due to different factors.

Though there was this little basis, it was the management or a steering committee consisting of Mads, Sabine, and Peter who decided which type of processes were most suited for RPA. Before this steering committee was established, it was the predecessor of Mads, the former CFO, who took all decisions about what processes to automate.

This initially creates some obstacles for the performance of the robot, as it was not the activities of the CFO or the steering committee that should be automated, but instead, it was administrative tasks. The tasks should help their customers and the salespeople servicing the customers. The people who should define and choose the candidates was not the one working with the specific tasks.

This is a finding which all the employees state that they were not a part of and is still not part of the decision cycle, whereas one of them argues that it would be nice to be involved:

"No, it was our former boss who decided all, though it would have been nice to be involved and wish for some activities that the robot could handle for us."

Karin, Table 3

Besides not using the knowledge of the employees which performs these tasks daily and therefore has the knowledge of how complex, how many exceptions and how often it fluctuates. Instead, it is said from Sabine that from the beginning, that it was not stated what Fog wanted to use the robot to and what they wanted as output. This correlates to the idea of not having any documentation, so firstly, they said:

"We have a robot and what can it actually do for us. It can look something up on a website. And then you have said, oh that is what we do, so let us build that. Afterward you find out that you do something different, and then another thing happens."

Sabine, Table 3

This clearly shows a sign of Fog not having identified what they want, and all this budding of the process creates no firm foundation of the operation of the process due to no documentation and no knowledge of how this process is working.

In addition to this Klaus argued that preparation is the key to success, and you should not choose a process as the first process to automate that are too complex.

"As said, one thing is to create the process, but the preparation is paramount to success. Moreover, you should know not to start with such a complex process when you lack superior knowledge. Keep it simple."

Klaus, Table 3

The idea of choosing a very complicated process was also emphasized when Tina tried to explain how the robot should work. She explains it in the following way:

"When a customer makes an account, the robot should search in various search engines instead of the employees doing it. It should check CVR register and check if it is correct, same with CPR and if it is valid, the account credentials are they correct, are they registered as bad payers, what are their accounts, their rating, are they in IR, does they own real estate, are there any expenses in the property and some more."

Tina, Table 3

All these things accumulated is what creates an overly complicated process, as there is a tremendous level of information that can change regularly. This knowledge was the employee from the administration, who did the job on a daily basis, fully aware of. But the employee was never asked about it, which can be seen

from this quote from the interview with Gitte, when asked if she would be able to write down the processes and exceptions of the account creation task.

"Yes, I really think so, I have been sitting with this process for so many years, so yes I think so."

Gitte, Table 3

So as seen in the quote, the knowledge of the process was present inside the organization, but it was never documented, and the person who had the superior knowledge was never asked about it, which again point towards the challenges with no documentation and management choosing the processes instead of the employees.

Though the management state that they have become better at it, since they have completely stopped the robot and are starting all over, as they want to write down all the steps that must be taken in the process and what the output should be and get it all documented, to create some more structure. Also, they have decided to find different processes that are simpler but still able to create value, in order to get some knowledge and then build it onwards from there. So, this time it should not just be a consultant who builds it and then leaves them with no understanding of what to do and when to do it, as this would leave Fog in the exact same situation as the first time (Mads, Klaus & Sabine, Table 3).

Finally, it is also found that even though in the beginning they chose an overly complicated process to be automated, they now understand that the most suited processes for RPA are the simple ones, where the complexity is at a minimum and have many repetitions (Mads, Peter, Klaus & Sabine, Table 3).

4.2 Communication

This section will present the findings of the communication and the impact it has on the RPA project and the employees when there is a lack of communication.

4.2.1 Top management communication

The first finding was that the management and the employees working with the robot, being Mads, Tina, Peter, Klaus, Sabine, and Jesper all agree that the impact of the RPA project was not to fire employees but to be more efficient as stated by Mads.

"I would rather save cost in other areas then the employees, because I want to get more out of the people, I have today and growth top line and coverage. I want to do more with the people I have today, than do the same with less."

Mads, Table 3

This statement was also emphasized by Peter as he would like the employees to do some more value-adding and intellectual work than just typing into an Excel sheet and by that release some time from the employees. Mads add to this, that he thinks nobody likes to press enter 2000 times a day, so a robot would be beneficial for the employee itself, as it would give the employee some self-actualization, as Maslow stated as one of the needs in his pyramid. (Mads, Table 3)

Though all these people have good intentions, and all agree on the main output of the robot, they differ in terms of communication. Peter states that the first processes were in the administration, which is right beneath Mads, hierarchically, so Peter says that Mads just told them when passing by. Klaus does not know about how and if there has been any communication. Sabine argues that it is crucial to ensure that the whole organization knows that they have a robot, so input to activities could be received, but also to make sure that people know how, when and if the project will impact them. Sabine continues to say that she has never heard of any centralized communication (Peter, Mads, Klaus, and Sabine, Table 3).

Mads states that on an overall level, he believes the internal communication is excellent, and everybody can talk to everyone, and the management listens to everyone when they come and talk. He continues to state that they could have communicated more in the department of administration as some might not know what the robot is doing. Additionally, he confirms that he might never have talked to the specific employees in his department that are affected by the robot. The communication from top management to Gitte, Karin, and Henriette never took place. They do not know how this will impact them; they do not know if they are hired or are about to be fired. By not knowing if they are to be fired, then it creates a subconscious resistance against the project, which could have a massive impact on the RPA project and Fog itself, as tacit knowledge, that could be vital for the project is kept away from the ones needing the information. This tacit knowledge could also be useful regarding the process selection.

Mads continues to state that going forward he must have a focus on communicating the impact and the benefits, because he knows that this often is a barrier and what can make many projects fail, due to the underlying assumptions the employee makes, when not told the whole story (Mads, Table 3).

This missing communication is confirmed by Gitte, as she states that she has not heard what the purpose of the robot is, and Karin backs this claim up with stating that she has only heard about the robot from Gitte. So as Gitte states:

> "I *suppose that it was to ease our day, to give us time to do other activities, but it was never communicated to me.*
>
> Gitte, Table 3

It is found from the interview with Sabine that though it is crucial to ensure the employees that the purpose is not to fire them, but to be more productive. Then it is equally important to spread the knowledge into the overall organization that they have a robot, so that the employees can provide input to activities that could be handled by the robot. This knowledge spread is seen from Mads point of view not being ideal and easy to do. Although Mads had the opportunity at an information meeting, where approximately 300 of the 550 employees showed up (Mads, Table 3).

Mads states that if he were to introduce the robot and its function at the meeting, in such a big audience, most of them would not listen, fall asleep or simply not care. This finding emphasizes the lack of communication, and how the management has simply not been good enough to centralize the knowledge of the impact of the robot. They have also still just to inform the rest of the company about the robot, so that there could be input to the robots based on the knowledge from the ones with superior knowledge (Mads, Table 3).

Additionally to the finding of the lack of communication to the organization about the robot, then it is also found from Gitte, that the administration was neither informed about how the robot was actually performing or more how it was helped along the way from Sabine, and that management had plans to start over with the documentation and process selection. This lack of communication on the robot not operating by itself, is from the administration found out with a bang, when Sabine went on vacation and they then receive furious phone-calls from their customers and the sales-people stating how no customer is being created (Gitte, Table 3). This finding adds to the rest of them on the lack of communication and shows exactly how it creates problems for employees, for the customers and thus for Fog as a company

4.2.2 Fear of robot

As seen in the section above (4.2.1), it is essential to communicate the impact of the robot to the ones who will be affected by it, but also to the overall organization. Klaus argues this should be presented already in the presentation of the robot, but it was not - Neither the presentation of the robot, nor the impact of the robot (Klaus, Table 3).

Additionally, to Klaus' argument is Sabine which thinks that some of the employees in the administration department doing less cognitive and repetitive work might be scared that they are not indispensable when the robot comes, which might create a fear inside them that they are about to lose their job (Sabine, Table 3).

Sabine herself, Klaus and Jesper are all working with the robot. They all know the impact of the robot and the purpose of the project, and they all state that they do not fear the robot is capable of taking their job, as Sabine says:

> *"My knowledge from working with the robot suggests that it actually takes more people to watch it, and ensure that it does the right thing, so I do not fear for my job."*
>
> Sabine, Table 3

The other part is the administration, Henriette, Karin, and Gitte. Though it might be understandable, then it is surprising that they do not fear the robot at all. They do not think that it can replicate all human jobs, and just welcomes it as a help, to let them do more satisfactory and value-created work., though it was never communicated to them that this was the impact of the robot.

> "*I think that we all are pressed enough in our daily job, so I think it would be fantastic if I got some extra time to help the others and our customers. We are already cut down a man. We have always been 4 in our department, so no I am not nervous about the robot taking my job."*
>
> Gitte, Table 3

As stated in the quote above, is that they were cut a man, Mads acknowledge this, but it was before his time, so the management does stay true to their word of not wanting to cut employees down on behalf of the robot, though it still was never communicated to them (Mads, Table 3).

Their non-fear of the robot taking their job is found not to be because of the communication of the project since it has never existed but simply because they do not see how it should be able to take their job, as they have enough to do and they have seen have bad the robot has worked until now.

4.3 Resources

This section will present the findings regarding resources and the scarcity hereof correlated with the impact this had on the RPA project. This will result in findings covering how there was mismanagement when starting the RPA project, the training capacity of the employees, and a Center of Excellence.

4.3.1 Mismanagement

As it was stated by Sabine earlier (Section 4.1.2) was that this budding in a process is not creating a rigid structure and stabilization of the RPA project. This finding is emphasized by Klaus arguing that it is one of the significant issues with this project and one of the motives behind this project not working as intended.

> *"In the beginning, there was much pushing from management. The robot should just work. Documentation was not important."*

Klaus, Table 3

This seems, from his perspective, to be one of the issues, that management, just wanted to see some results, and did not think about the prerequisites that needed to be done in order to achieve better results in the long run. Klaus continues this statement and emphasizes that he felt top management did not care about anything else than the results and immediate value. The robot should just work, and the documentation and anything else was not as relevant. Klaus adds that this scenario is not a first-time off. It is seen before that you want to implement a system, and then move forward too quickly, and forget about the preparations. The testing and the build-up phases were skipped, though he states that they are extremely important (Klaus, Table 3).

Mads adds to this knowledge that they might have been too bad in defining what they wanted from the robot. He continues to say that it all just came along the way, when they already had implemented it (Mads, Table 3). This is emphasized by Sabine, as she states that at the beginning, they were happy with just having a robot and did not knew what it could do. They just took anything and started with one thing, which again mentioned earlier (section 4.1.2) was not aligned with the knowledge of the employees, and did not fit the needed requirements for the robot (Sabine, Table 3).

These problems arise from both lack of resources in Fog, as it is found that they do not want to spend time on anything other than value-adding activities, but more due to mismanagement. Management pushed too hard to see results, they had no clear plan to what they would use the robot to and completely skipped the preparation and the prerequisites for how to build a substantial project. Klaus adds that this has changed now. The focus from management has changed, to be less on instant value and more on the long run, so the preparation for that has started, which he believes is the right to do (Klaus, Table 3).

Even though some findings say that changes are made, then it must be stated that it was found that management, have not been explicit enough in their approach to the RPA project, and all the surrounding factors that are in place, as they in the beginning of the project pushed too hard.

4.3.2 Training

Following this mismanagement and lack of resources is the finding of the training of both the robot and training in general with different processes internally in Fog.

Sabine states that in the beginning, they had some meetings with the robot consultant, who explained how it works. Moreover, some consultants from EY gave them a .pdf file with some task to solve, for the purpose of training. Though it seems that there has been some training, this is only a fraction of what might be needed, due to only hearing about the system and reading a .pdf file. This is also found from when Sabine

continues to argue that in many cases it was needed to have someone with more technical knowledge, who also had the knowledge to help them with the problems, that would undoubtedly arise (Sabine, Table 3).

Mads adds to this by stating that in terms of the robot, education has been a challenge, since they have had some consultants helping with the setup, but not with educating the people. The best example of the lack of training was stated by Sabine.

> "*In terms of the robot there are somethings Klaus can do, but most of the knowledge about the robot is mine. This was clearly seen when I was on vacation for two weeks, where the robot did not work, and then it was decided to shut it down. Normally I was able to help it run, because I had figured out how to operate it."*
>
> Sabine, Table 3

The quote shows that Sabine along the way had figured things out by observing the robot. It shows that she did not get any training, and neither had anyone else since nobody could take over when she was on vacation.

This shows that Fog has not prioritized, which can come down to resources, to have much education or training in the RPA system, so the people who should operate this had no foundation for knowing how to operate it. This also emphasizes the findings on their lack of documentation, as it was described previously how they was not valuing the documentation as it not given them the value they sought.

Furthermore, was the fact that there neither seem to be any education or training of the staff in working with processes. This is found from the interviews with Klaus and Sabine, where both states that firstly building a process and document it and understand the bigger picture of this is not something that is done in Fog. They add that the reason it is not done could be because of the educational level in Fog. The idea of process understanding is not something that most of the employees is used to do. Klaus states that the understanding of the whole picture, being a piece in a puzzle, that everything must work in order to the value chain to operate; this is a thought that some might find difficult to understand (Sabine and Klaus, Table 3).

The finding of the lack of understanding is also emphasized in this quote:

> *"Yes, documentation must be in place, and you need to evaluate and agree on the content in the process. Which fields to use and which not to. All the exceptions must be in place. This is a very cognitive heavy and tedious task for many people."*
>
> Klaus, Table 3

This quote shows that for many people in Fog, the idea of working and understanding processes is not what they are used to and thus not something they do. This also provides the finding of lack of training in working

and mostly understanding processes and how important it is for getting this RPA project to work. This finding constitutes to the idea that Fog has not prioritized any type of training, which could be down to their resources, but as seen, they have a part of their workforce which do not understand the impact of working with processes, and they have never received any type of training or knowledge in how to work with processes.

4.3.3 Center of Excellence (CoE)

The final part of the resource section is the Center of Excellence. This emphasizes the finding that in Fog, no employees are working full-time and no one has the training and expertise in the robot; they do not have the resources, neither do Fog prioritize the robot enough to have a Center of Excellence to handle all things regarding the robot.

In our interview with Sabine, she explained that she was responsible for their logistic, creating monthly accounts, analyzing and understanding the development of their business, and then Sabine mentions that she also is responsible for their robot (Sabine, Table 3).

We asked Klaus the same questions, and the lack of resources was more apparent when he answered. At first, he did not mention the robot when telling about his regular activities. It was first brought into the interview when we started mentioning the robot; then he added that it was also one of his activities alongside Sabine, to make it function (Klaus, Table 3).

This statement from Klaus clearly identifies that the people who are and should be in touch with and have the knowledge of the robot is only working with the robot besides all their regular tasks, which shows that the robot might not be their priority, although the management wants instant results, as mentioned previously (section 4.3.1).

Though it is stated by Sabine, that a robot is like getting a new employee. Fog has to train the new employees, and it takes time, which they must prioritize in order to get the benefits in the long run. Klaus emphasizes that this has been a talking point.

> *"We have often discussed if you should have 1 or 2 persons a 100% dedicated to the robot, but for now we do not have the resources to do that, so we only have 2 persons sitting with the robot as a part-time of their other activities, so you do not have the time to completely go into detail with it"*
>
> Klaus, Table 3

Peter adds to this finding by saying that for now it is only a part-time job, and this should maybe raise some questions if this is possible to function in this way. Alternatively, as he continues, does it really require more dedication of some person to establish a robot into a company and make it work and maintain it.

> *"I think that it is harder to get a stable process established than at first sight and accordingly if you only use some few hours a week on this, then you will never cross the finish line."*
>
> Peter, Table 3

The people who are working with the robot, do not have enough time, training or expertise with the robot. This is emphasized by more than one employee to be due to a scarcity of resource inside Fog. To support this finding, we found that in the .pdf file from their consultants, EY, they suggested a robotics CoE, but even then, Fog did not prioritize the robot enough to free resources to create a CoE (Appendix A2).

This scarcity is also expressed in the finding that the employees are their most significant competitive advantage. Mads says, that due to their competitors being bigger which undoubtedly gives the competitors some competitive advantage in pricing, then they need to compete on the service they perform. Peter acknowledges this idea, as he mentions that their focus must be on performing a better service than their competitors, which falls in line with their slogans, as seen here:

> *"It is a challenge not being the biggest in the industry, but then we must compete on different parameters, being logistic, service both in the goods and in the service to the customers. This all comprehends to our concept of "making an effort" because Fog is a seal of quality, which we try to cultivate."*
>
> Peter, Table 3

This is supported by Tina; when she claims that the employees are their most valuable resource. She continues and states that if there are no employees, then there is no one to help the customer and create the service needed (Tina, Table 3).

In order to compete with these big competitors, it is essential that their employees have the right tools, education, and knowledge to do so (Mads, Table 3).

Following this was the finding that, without exceptions, no one in the company identified the robot as a digital employee, it was all seen as a resource or just as another IT system. Though it is found from Sabine, that she states that in a prior job function with another company, they had a robot with a name, and which was identified as an employee, but saying that it is not valued in the same way here and thus not seen as an employee. In agreement with Sabine, Mads, firstly states that he identifies it as a resistant employee, but

afterward he defines it as a resource due to it not being able to come up with new ideas, though he argues that it actually does the same and use the same interface as an employee (Sabine and Mads, Table 3).

This illustrates very well that Fog does not value the robot in the same way as an employee, and since the employee is prioritized in terms of the management stating that the employees are the most essential to compete with their competitors. It all comes down to how they evaluate the robot, and thus not have the resources and time to entirely focus on the robot, as it is not an employee.

4.4 Culture & Knowledge

This section will present the findings related to the culture internally in Fog. As it is found that in the company there exist a feeling not to do anything other than their own activities, not having the interest in doing something which could benefit in the long run and finally it is found that Fog has a lot of tacit knowledge, which all things relate to the culture.

4.4.1 Just my job

It was found that the employees, mostly the ones in the administration department, was not willing to do the activities which are not a part of their job description and which does not give any value for them.

> *"You can say that this project will be driven by very few people, as the rest just gets to work, do their job as they are used to and always have done, and then goes home. The interest and understanding of something new and challenging that is not a common thing here."*
>
> Sabine, Table 3

As seen from this quote from Sabine, it is found that many of the employees in Fog does not have an understanding of anything else than doing their job. This means that they cannot see the potential and do not have any interest in doing other activities, being documentation, process understanding, or preparation if they cannot see the value it can create for them in the future.

This is emphasized in many ways by Gitte, as she states that it simply does not interest her. She was invited to a meeting to talk about processes and the robot, but she did not feel it referred to her job, so she asked her superior, Tina, and Klaus, if it was necessary for her to attend the meeting, as she did not wanted to. Additionally, is this quote, stating how she cannot see the meaning and in no way understands how to work with processes.

> *"For me to sit down and draw squares, connect them, and identify how the process should work. It does not matter to me. To be completely honest, you might as well speak Chinese to me. Because it means nothing to me, nor does it interest me. I just want it to work."*

Gitte, Table 3

This clearly shows us how the culture is within Fog. The employees have never been used to do anything else than their job, so for them, it does not add any value to understand processes and do the preparation. They find it uninteresting and merely a waste of their time. They just want things to work. This idea of just wanting things solved and not engaging in doing it was also identified, as the employees, just went to their superior if they encountered any issues. Additionally, a clear statement of this was the finding that the people in the administration was not willing to and was hoping that their superior would handle all these activities regarding the process understanding and creation (Gitte and Henriette, Table 3).

Besides that, they do not understand it and find it non-value adding, thus it gives them no interest to do it, they also state that time is a factor. It was found that Henriette states that she does not have any time to sit down and understand the process; she just has the time to perform the task. According to her, it must be her superior that handles the tasks about understanding and documenting.

Tina, inflict that one of the most challenging things within Fog is time. To sit down and take the time to understand and find out what to do with this process, is one of the major challenges she sees (Tina, Table 3). Klaus agrees with this challenge as he states that the culture of this industry is that it is fast moving and the employees do not have the time to do such thinking, they just want their challenges solved (Klaus, Table 3). This depicts another issue regarding Fog and their culture. That time is a scarce resource, so it must be used wisely. Moreover, in the case of the employees, their time should not be used to do anything else than their primary job tasks, while this is a cultural thing, it can also be drawn back to the mismanagement and communication, that they are rushed into doing things and not informed about the impact of working with processes.

Klaus argues that this resistance or lack of understanding comes down to their education, as they do not have the knowledge, they are not taught in working with processes and they lack the understanding of processes and the importance of it. As previously stated, Klaus thinks that they neither understand how they are a piece of the puzzle and thus, how the work done by them affects the whole value chain. Sabine also states that the employees in Fog do not have the same academic level, so many of them did not graduate after five years at a university. People at Fog tends to meet very early and leave early in order to pick up the kids. She argues that not many are like her and have this career mind and thus does not invest so heavily in hours of interest (Klaus and Sabine, Table 3).

These two findings regarding their education, is a sign of the cultural difference in Fog, as some employees have an extended education and the interest in working and understanding the processes, while some never

have and do not have any time, understanding or interest in working with processes. This means that the gap between employees will widen, and which again will refer to the process selection, the communication and documentation, as the latter two is not existing, and the first is done by the employees with the understanding of the importance of the processes, but not the daily grasp of the fulfillment of the processes.

4.4.2 Tacit knowledge

This section will have excerpts of many of the other findings, as the tacit knowledge is the fundamental issue concerning them all.

One of the most significant findings was the level of tacit knowledge that existed in Fog. As already stated, the documentation was not existing, so all knowledge on processes and how to do anything was tacit knowledge. Following this was also how the robot was shut down when Sabine was on vacation due to, she was the only with knowledge of how to operate the robot. The onboarding of the employees has always been learning by doing. Many factors point towards there being an exceptionally amount of tacit knowledge.

Additionally, it was stated that often IT sent an employee to visit the different stores, since people tended to approach a person in face-to-face when having an issue instead of trying to create a ticket or anything else, due to having this tacit knowledge and not being able to articulate it (Peter, Table 3).

This was also seen when observing how a customer had a problem, and Henriette was trying to handle it, she then needed help to handle this request. Instead of looking up any type of documentation, she asked Gitte to help her. This resulted in Gitte just asking her to send over the request and let her handle the problem, as she had done it multiple times before (Appendix B11). This shows a classic example of how each of them has some tacit knowledge which they have not articulated so that their co-workers do not have the knowledge to tackle such a problem. This could have huge impacts, if the employee leaves the company, as it was seen when Sabine was hired. One employee was on maternity leave, and the other had left the company, so there was no one with the knowledge she needed to do her job.

This is something that Mads, and Peter identify as concerns they do know about, but again due to resources and the culture of Fog, then it is not something that is rectified. They both state, that at first they panic a bit, and then they try to distribute the tacit knowledge from the employee to some others, so that it hopefully doesn't leave the company, but as they both agree on, "*You can never be completely assured that no knowledge is leaving the company"* (Mads and Peter, Table 3). This quote could also be referenced back to the documentation section (section 4.1.1) where Mads talks about the metaphor about raising your finger from a glass of water.

Following this is also the fact that an employee might knowingly or unknowingly not be willing to share their knowledge, as Mads said that it could be down to resistance from the employees to share knowledge to something that potentially could take their job. Though it was found that the employees did not have anything against sharing their knowledge, the employees were willing to articulate their tacit knowledge if it potentially could help their co-worker.

"I would love to help. It is satisfactory to help your co-workers, definitely."

Gitte, Table 3

As shown from this quote is that though it potentially could be stated that the employees could have a persistence against sharing their knowledge, then it is found that it is, in fact, the opposite. The employees really appreciate helping and sharing their knowledge, as it helps their co-workers, but also as Sabine says, it potentially increases her wisdom.

Additional points on tacit knowledge or the lack of its articulation, is communication. These two findings correlate in terms of the management have not articulated their tacit knowledge, in terms of communication, to the employees affected by the RPA project.

As mentioned previously, the finding of how they decided to shut down the robot handling their account creation process, is a prime example of tacit knowledge not being articulated, as Sabine went on vacation and then nobody had the knowledge of handling the robot, so it was decided to shut it down and start over again.

The finding of tacit knowledge contains many of the other findings, so it is an extremely central focus point of Fog. The reason that there exists so much tacit knowledge comes down to almost all the findings. The cultural point of view is the education of the employees is not academic, so they are only taught what they should do, and not explore and wonder about how this impacts other areas, they lack understanding and interest. The resources of Fog are also essential to the tacit knowledge, as there seem to be few resources to acknowledge the work of doing things like documentation, which ultimate would decrease the tacit knowledge. Additional to this is the idea that there exist no CoE and the ones working with the robot was rushed into doing it by mismanagement and had no training or expertise, no basis for doing such a job. As earlier stated, the lack of communication is also a clear sign of tacit knowledge not being shared. The culture of having this workforce, few resources, no documentation, lack of communication all points towards the vast level of tacit knowledge, that exist in Fog and which will be discussed regarding the RPA project in the next section (section 5).

4.5 Summary

Our findings from our analysis of our data are encapsulated to four areas. The first one being the non-existing documentation of either processes or the robot in Fog, while also the fact that the selection of processes for the RPA project was firstly wrong, but also the wrong people, management instead of the employees who had the knowledge that took the decisions. Then the finding of communication, and how there has been very little communication, from management to the employees, and to the whole organization, so the purpose of the project was never communicated, thus it could introduce a fear to the employees. Additionally, was the finding of the resources, and how management had pushed way too hard at the beginning of the project and not prioritized training and the creation of the CoE. Finally, the finding of the culture and how the employees are not interested and understands the impact of doing anything but their own job, as it does not create any value, while also the extreme amount of tacit knowledge which constitutes to almost all the other findings, as well as the ingrained culture.

5 Discussion

This section will cover the findings and the literature review and thus discuss how these two sections differ and where they align. We will take our themes from our findings section (section 4) and discuss them regarding the RPA project and how the literature is stating how it should be done. Tacit knowledge will be the overall factor which will be used in every section. The last part of this research is the SME, but since this is our setting, then it will only partially be discussed but more in terms of how we found the findings at an SME in context to the RPA project. This section will also contain the discussion of how some of the findings which are stated in the literature simply does not align with how the real-world is working. Thus it will be discussed how Fog can act to actualize the benefits of their RPA project.

5.1 RPA and Documentation

This section will cover the findings on documentation or the lack hereof, and it will include the theory from our literature regarding RPA and documentation. The findings will be discussed how the missing documentation can have a negative impact on their RPA project according to what the theory says about documenting processes as "preliminary tasks." Moreover, this section will also include what approach Fog could have taken instead of what they did.

As shown in our findings, we established that not much documentation was available for Fog. It was emphasized by different employees and by the CFO, Mads. He says that they are aware of the missing documentation. According to Mads, it is because of the industry that they operate in. He has previously been in different organizations in the same industry and tells that it was the same issue at those organizations. However, now, as he is leading the RPA project in Fog, it might be the time he realizes that it is an issue instead of just neglecting it as a problem everywhere in this industry. As per our literature review, Asatiani & Penttinen (2016) states that RPA is only suitable when a task is clearly defined and rule-based. As per both Tina and Sabine, the documentation in Fog is non existing, and when Tina started a few months ago, she could not find any written processes on any tasks internally in Fog, which made her sit next to her employees and learn how they completed their tasks. (Tina, Table 3) This shows that the basis for documentation is there. The employees Tina has, knows their tasks, which is emphasized by Gitte, one of the employees. Gitte answers, when asked if she could explain her tasks and what to do exactly, she said that she was almost sure that it would not be a problem, as she has been working with the specific tasks for that many years (Gitte, Table 3)

If every employee knew their tasks in and out, what to do, when to do it and what not to do, in theory, it would not be that difficult to document all the tasks, which would make the RPA project much "easier." The foundation for the robot knowing what to do would be present, as the employees would be able to describe

their processes in detail. In practice, there should not be any challenges with this. However, as Gitte knows her tasks, that is not the case in all departments in Fog. Sabine tells us, that when she started, she was not sure what tasks she was supposed to do. Sabine mentions that some tasks in the organization she felt that she was supposed to do, so she did them. However, she was never told that it was her tasks or instructed on how to do them, so it was trial and error for her (Sabine, Table 3).

Sabine works with Klaus regarding the robot and to maintain it. However, when we asked Klaus to tell us about his daily tasks, he did not mention the robot. Until we asked him, he answered that it was also one of his tasks together with Sabine (Klaus, Table 3). Moreover, we think that this also emphasizes the point that their processes and tasks are not documented well enough. The answer from Klaus, gives us the thought, that it is not really his job, but could be one of the tasks Sabine took, as she saw no one else do it. This will also be emphasized later in this section. However, the baseline for the point is that by not having documented their processes and assigned their tasks, it affects the actualization of their RPA project.

According to our findings, there are several reasons why Fog has not put their focus on documenting all the processes internally. One of the reasons is according to Mads just the way it works in the industry. No one in the industry is documenting their processes as their focus is on good acumen (Mads, Table 3). Based on this the employees are not used to documenting their tasks, which can make it exceedingly difficult to utilize the benefits there is by implementing RPA. The statement by Mads is emphasized by Gitte, as she does not want to use her time on documenting everything. She says that it is not for her, as it does not interest her. However, looking towards the theory, as mentioned Asatiani & Penttinen (2016) states, that the documentation must be in place before it is possible to utilize the benefits that RPA can bring, and RPA is only smart when being told what to do. It is almost impossible to tell the robot what to do and how to do it when nothing is documented.

Although some of their employees are not keen on documenting their processes, a different employee told us that he thinks preparation is key for a project like RPA (Klaus, Table 3). Whether this is based on how the status is for the project now or if Klaus thought that in the start, then no matter what he should speak up if he thinks that his ideas could help with improving their project. As mentioned previously in the discussion, Klaus does not mention that the robot is part of his daily tasks, so it is appropriate to ask how much he cares for the robot and thus wonders why he does not share the knowledge he possesses.

One of the most significant implications for the project so far was shown when Sabine went on vacation. As mentioned, nothing was documented then when Sabine went on vacation Fog decided to shut down the RPA project. Sabine was checking the robot every day to fix the mistakes by the robot. This was one of the first tasks she had when she started. To learn what the robot did and why (Sabine, Table 3). Thus when she went

on vacation, the other employees did not know how to fix the mistakes. This shows that, there was a lot of tacit knowledge never communicated.

The administration department found out that Sabine was controlling the entire automation-process, which means that it was not really automated, as she helped it. This is emphasized by Gitte, as she believed the task was automated, but found out that Sabine helped it when they shut it down (Gitte, Table 3). This is a prime example of the tacit knowledge that exists within Fog. Sabine spent her start at Fog figuring out what the robot did and what she was supposed to do when it failed. She did not share this knowledge with anyone and did not document what to do, so when she went on vacation, the tacit knowledge was lost in this period. Therefore, Fog decided to shut down the robot.

Another dimension to this, is how it was found that as Sabine used her first time looking and exploring the robot to understand it as there existed no documentation, which Sabine states impacted her daily task, as it took time to learn the robot, and nothing was given to her. This makes this finding a bit controversial, as it is stated how Sabine comes from a larger corporation, and thus know about documentation and structure and the impact hereof. It is remarkable how it annoys her that there is no documentation, but she does not create anything herself, which then impact the employees in the administration department.

This suggests two things: the culture might not encourage Sabine to do the documentation, or it might never have been communicated to her, that she was supposed to do it. Though the problem could be managements fault, then it should on the other hand be stated that when she knows the importance of the documentation and how she helped the robot along, then it is also down to her that she does not create any documentation for the rest of the company to use or initially communicate it to Klaus, as he then should be able to handle these challenges as well.

Lacity and Wilcocks (2016) state that it is up to the organizations to set the criteria for what tasks is suitable for automation, as they know their processes and therefore can assess the right tasks. They simultaneously argue that all tasks that should be automated should fit into a minimum of criteria's, being that the tasks are using structured data, they have explicit and well-documented rules, they churn out high transaction volumes and are stable.

Fog started by having their former CFO take all decisions regarding their RPA project and what tasks to automate. We are assuming that he did not have the required knowledge for all tasks internally in Fog, which means he should not have been taken all decisions himself. Karin emphasized this, as she said their former CFO took all decision. She would have liked to be involved, as it was the tasks in her division they wanted to automate (Karin, Table 3). To put extra focus on how it was wrong by giving one person all the responsibility,

the former CFO chose one of the more complex tasks to automate, the account creation task in the administration.

By taking the minimum requirements by Lacity and Willcocks, the task should use structured data – The task they chose used partially structured data. Some of the data was structured, while something was unstructured. The task included different structured data the robot should read and determine whether they could move forward. The structured data included CVR- or CPR number to validate the company or private person, as an example. However, the task did not only rely on structured data. One of the processes for the task is to read different pictures from different webpages, which is not structured data (Gitte & Tina, Table 3).

The next requirement was to have explicit and well-documented rules – It did not. As emphasized multiple times, no documentation for tasks was ever made. Gitte has the best knowledge of the task but is not interested in documenting the task (Gitte, Table 3).

The third requirement was that it should churn out large transactions' volumes – It does. They have multiple new customers a day trying to create an account.

The last requirement was that the task should be stable – It was not, as it was not documented and, as mentioned with the structured requirement, it relied on reading different webpages and if the webpage was changed the robot could not read the data it needed, which made it very unstable. There is a lot of doing and they do not base it on different variables in the task, that needs extra attention. Based on just the minimum requirements by Lacity and Willcocks it was the wrong decision to start with automating this task, as they are not fulfilled it will affect the actualization of the benefits by RPA.

That Fog chose the wrong task from the start is emphasized by Asatiani & Penttinen (2016) in our literature review. They state RPA is only suitable for processes which has the characteristics of clearly defined, rule-based tasks, and here they add the subject of being devoid of subjective human judgment. And we found that the account creation task was based on human judgment in different variables. The task includes checking numerous things, which all could impact the solution for creating the account. During our findings, it is seen that management admit it was the wrong place to start, but now they know that they need to start by choosing simpler tasks. However, the management continues to say, that they still want the account-creation task automated. This shows that they still do not understand what went wrong in their first try, as the task still does not require the minimum requirements and the task is still based on subjective human judgment. Even if they were to completely document the process, they still seem unable to understand the

identification of processes able to automate, as the documentation should give a clear identification of the exceptions that require human guidance, hence the process being unable to automate.

It should by emphasized that Klaus indicates that it could be possible only to automate a part of a process, which creates a little indication that some of them might know or figure out that this complete process is not suitable for RPA. Again, it should be remembered that Klaus also states how he finds the preparation important and the documentation needed but have never shared his knowledge on any of this, so he might not share the knowledge on the account creation only be partly suitable for RPA. Unless they succeed in documenting everything regarding this task, they will not succeed in getting the understanding of it and how it is suitable for automation.

When the former CFO stopped, Mads, Sabine, and Peter established a steering committee, where they decide which type of tasks are most suited for RPA. This arrangement is better than only one person controlling the project. However, the steering committee is still choosing tasks, which they do not possess full knowledge of. They are trying to automate processes within the administration department. Moreover, Karin's statement would therefore still be applicable, as it is her tasks that are being automated and she and her co-workers are the ones that possess the tacit knowledge for the different tasks.

As stated in previous in this section, there is little to none documentation on the tasks internally in Fog. This means that from the start Fog and their tasks does not fulfill one of the minimum criteria stated by Lacity and Willcocks for tasks that should be automated. One might argue that Fog is too far ahead of where they are supposed to be in their RPA project, as none of their tasks fulfill the minimum requirements. It could be argued that the prerequisites tasks are supposed to be step one, two and three. Fog decided, unconsciously, to skip those tasks and implement the RPA-software, which could be argued is step four in the process. The first step should be to document their tasks, or the lack of documentation will mean they cannot choose any tasks to automate. This means, without a doubt, that Fog will hinder the actualization of the benefits from RPA. This is emphasized by the example of the account creation set up against the minimum requirements for choosing a task to be automated.

According to Softomotive.com, SMEs are ready to actualize the benefits of RPA in order to grow. They state that the SMEs has a better understanding of their processes and are closer to them than bigger companies and therefore will be easier to identify which processes to automate in SMEs. Our findings are saying the exact opposite than Softomotive's theory. Based on the above discussion on documentation found in Fog, which is an SME, they are not ready to actualize the benefits of RPA, as there is a lot of tacit knowledge hindering them.

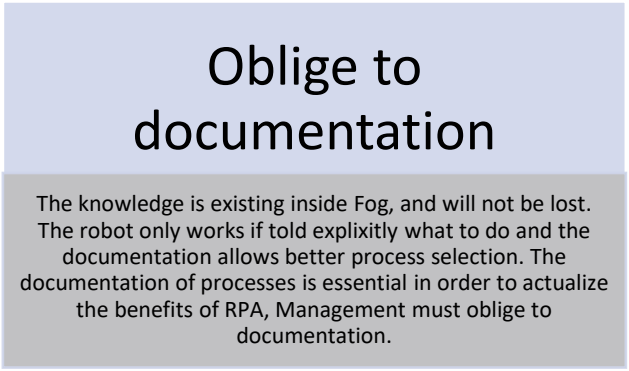
The reason for the tacit knowledge hindering Fog, is that Softomotive correctly states that SMEs are closer to the processes, but because of that, they just do their processes, and as our findings tell us that Fog is lacking documentation of their tasks. Therefore, as they only have their tacit knowledge regarding the processes they operate on, then they cannot articulate and have not documented all the exceptions and the path of the processes. It was also found that, they lack the understanding on which tasks and processes belong to which employee and if these challenges are present, they will not be able to actualize the benefits that RPA can bring them. There exists a difference between what theory states and what is actually found in practice, as SMEs are not in a better place to take advantage of RPA, as they have no documentation, thus cannot describe to the robot what it is supposed to do.

If Fog wants to actualize the benefits of RPA, they need to change a lot internally. As the processes and tasks are not being documented, each employee will possess a lot of tacit knowledge. This tacit knowledge needs to be transformed into explicit knowledge by documenting the tasks, so anyone can help in case a person goes on vacation or stops one day. To keep tacit knowledge from hindering the actualization of RPA, this needs to be done before choosing a process to automate. However, as stated in our literature review, knowledge sharing in SMEs are mostly happening as "corridor-conversations," which seems to be the case in Fog as well. This does not fit with the theory from Softomotive, who states that SMEs are ready to actualize the benefits of RPA.

There are different ways to transform tacit knowledge into explicit knowledge. Some of the methods of doing this is mentioned in our literature review is rotating into different roles within the company (Olaisen & Revang (2018) as this will create knowledge of all the tasks for the different employees. This cannot be done within Fog, as the sales-people in the stores might not be suited to do financial- or administrative tasks. Nonaka (2007) mentions that observing experience colleagues and see what they do is a method of transforming knowledge. As mentioned previously, this is one of the methods that Tina uses, as she sits on the lap and sees what her employees do (Tina, Table 3). Another one is from Keleman (2018) who states that if you can extract the tacit knowledge and use it to define the business rules for the different processes, it can help the businesses actualize the benefits for RPA.

The optimal solution for Fog would be a mix of what Tina does now by following Nonaka (2007) and Keleman (2018) by observing her employees and define all the business rules in what they do. Another solution could be to convince her employees to document the processes, as they do them, as they know exactly what to do and what not to do. When we interviewed Tina, we could see that she started by observing her employees and afterward document their tasks, so she is already using this method. Moreover, according to Mads, this

is one of the reasons she was hired. Fog is starting to move in the right direction, but there is still a long way to go if they want to actualize the benefits of implementing RPA.



Model 2 - Oblige to documentation

5.2 RPA and Communication

This section will cover the findings on communication and the theory of RPA and Communication. These will be discussed in terms of how Fog have been able to communicate and what they have not according to theory, while it will also discuss the impact and implications that the approach Fog has taken have had on their RPA project.

In our search for data and analysis hereof, we found that the management had a sound and clear understanding of what the purpose of RPA was. It was stated in various occasions, by Mads, Peter, Klaus, and Sabine that one of the smartest and best things about RPA was that it was non-invasive, meaning it was working on the same user interface like the ones the employees were doing. Following this was their recognition of the robot being faster, more accurate, never stopping and not bothered by doing the more mundane and tedious task. These findings correlate with what the theory states, RPA is scalable, it is easy to switch on and off, they can work all the time, not resting or having any vacation. (Pragnelli & Wright, 2018, p. 7).

Pragnelli & Wright (2018) continue to say that RPA often is way cheaper than a full-time employee (FTE), the productivity is increasing, while the error rates are reduced alongside risks, while customer satisfaction is increased (p. 7). Kirchmer (2017) adds to this as he states that RPA operates on the User-Interface of the computers in the way human does, which is also acknowledged by Lacity, Wilcocks & Craig (15/06) (2015). The management and the employees in charge of the robot, all seem to align with the understanding of the robot according to theory.

The management all had good intentions to what the RPA project was supposed to do. As stated by both Mads, Peter, and Sabine are that the robot was not intended to replace the employees, but instead make

them more efficient, working on the more value-adding and self-realizing types of activities. (Mads, Peter, and Sabine, Table 3)

Again, this finding is aligned with the idea that the theory has. As it is defined by Lacity & Wilcocks (2015) that RPA and humans should be working together, and this should be done, by letting the robot handling those repetitive un-stimulating data processing tasks which they categorize as little-to-no job satisfaction. This combination of robot and humans allows the employees to focus on the human-intensive roles that robots cannot undertake; innovation and creation, meaningful customer contact (Wilcocks, 2016).

From management perspectives, then all these findings are brilliant in terms of understanding and defining the scope of the RPA project according to theory, but the challenges arise in the next phase. Communication their knowledge to the employees, both in terms of having a robot, but mostly about sharing the tacit knowledge which they possess to the employees affected by the RPA project.

The contrast between the findings in Fog and the theory is that management has never shared their tacit knowledge onwards to the organization and establishing to the employees that they have a robot, and they would love to get their idea of how to engage this robot (Sabine, Table 3). Alongside this is that management, in this case, Mads, has never spoken to the employees in the administration about the robot, how it should work, what the impact will be for them or the benefits. Nothing has been communicated.

This is both stated by Mads, Sabine, and Klaus while acknowledged by Gitte, and Karin. Gitte further states that it would have been beneficial to them if they could wish for things the robot could undertake. Though they state how beneficial it would have been to them, then it is noticeable how the administration department has never pushed the management for an answer of the robot. The lack of communication is both ways, as the management have never shared their knowledge, neither have the administration communicated to the management that they wanted to know the impact of the robot.

The tacit knowledge which is kept solely in the minds of the management as stated by Wong & Aspinwall (2004) creates little value to the organization, as these employees do not know anything about the project. This non-communication is what will be able to make the employees have incentives, though they might be unconscious, against cooperating with the robot, and thus share their tacit knowledge, simply because they are not on the same page, in understanding what the RPA project means to them. This is also clearly state by Lacity, Wilcocks & Craig (2015) (15/06), as the management or C-suite has to send the right messages, or in this case, Fog needs to communicate to their employees in the organization, to comply with the fear that the employees might have something against the robot.

To remove the fear, the management must sell the positives of the RPA project. Explicitly inform them about what it means for the employees. Mads must be able to communicate the knowledge he has about the projects to the administration that this means that they do not any longer have to operate on the tedious, mundane and time-consuming task, but focus on the value-adding, like customer interaction. This should be something that is quite familiar to him, as he states that in a prior job, he was successful with an automated invoice flow. So, Mads knows how important it is to communicate, and following his knowledge on the prior project, he can actually present factual answer on the impact and how it can work to the employees to aid overcome the fear.

Fear could also be because the employees find technology, as RPA as a black box. They do not know what it does, they can only understand that it has an input and comes with an output. If the employees are not told what happens, or even have a documented process to look at, then they have no idea what it does, and thus how it impacts them. This fear would potentially lead to the employees antagonize the robot, which is a common way of acting when people do not understand it. This fear is a common one amongst the older employees, as they have not been used to dealing with technology, though communication would open up the black box and ensure them not to fear it, but cherish the robot.

Following this is also the fact that some theorist argues that management must take a step towards ensuring their employees that the robot is not here to take their job, but to make Fog more efficient, and not hire new ones. (Lacity & Wilcocks, 2015)

Communication is solely the easiest and one of the most vital properties that a manager can use to ensure that the purpose and his ideas are articulated to his employees, to create the synergy in the organization and ensure the efficiency.

Though it could be stated that the employees had a fear for the robot and the quality that it gives to the company would not benefit them, but as stated in the findings it was found to be the opposite. Both the administration and the employees working with the robot, does not have any fear from the robot, like most, they cannot see how it should be able to take over all the tasks that they have.

While this is in some way also comply with what theory states, that humans will not be outcompeted by robots, is also seen from Brynjolfsson & McAfee (2014), as the lack of thinking outside the box and have common sense, is still in favor of the humans. Then it must be mentioned that the reason they seem to have no fear is also down to there being no communication about how the robot will impact their normal activities.

The lack of communication constitutes to the employees not fearing for their job, but on the other hand, the communication is what actually is needed for them to understand the impact and understand the “fear” of

the robot, as they would then know what the robot could do. Even though it could create incentives for the employees to not share their knowledge due to being less valuable, then as seen through the findings of tacit knowledge is that they are willing to share their knowledge and help their co-workers, to gain in the bigger picture, both for the firm and for their own knowledge.

This emphasizes that they seem not to be consciously resistant against sharing their knowledge even though it is stated that it could make them be less valuable and augment their fear of losing the job. However, as stated previously, the importance for the management is to acknowledge the positives and ensure that they should not fear for their job. What is happening now, is the opposite of communicating that knowledge is even more concerning, as a non-communication can create the incentives to have an unconscious resistance, to cooperate and share knowledge. Also, as stated it heightens the fear of losing their job, being that they have never been informed about it.

Fog has taken a slightly wrong approach to their RPA project, though management understands the scope of the project, the impact it has on the company and employees, and how it should work, then they forget to communicate their tacit knowledge to the employees so that the knowledge is articulated and aligned all over the organization. This creates a hindering for the actualization of the RPA project since the employees in their organization does not know that they have a robot and then they cannot assist with activities that it can cooperate with. Neither does the employees in the administration, with their tacit knowledge on the processes, which also affects the RPA project since they might unconsciously resist sharing that knowledge because they are not involved and been told about the purpose of the RPA project and what it means to them. So, it is not the employees' fault that they do not share their vital knowledge, as there are not told by the management to do so, so the hindering of the RPA project is due to the lack of communication by management.

Additionally, is this tacit knowledge which is not being communicated also hinders the overall assets of Fog, as some knowledge which might be valuable both to the RPA project but also for Fog, in general, is kept in the individual's minds, instead of the interest of the organization.

Model 3 - Communicate Tacit Knowledge

5.3 RPA and Resources

This section will cover the findings from the dataset on the resources that were found inside Fog, and how as an SME they have a scarcity of these. This will be discussed accordingly to the theory on how resources should be utilized, in terms of training and CoE. We will start the discussion with how management had wrong ideas on how to approach the RPA project.

As stated in our findings, there was an apparent mismanagement at the beginning of the RPA project. At first, management had no structure on what they wanted from the robot, they did not devote any time to think about how to utilize the potential of the robot best, they seemed just to be happy with having a robot. (Mads & Sabine, Table 3) This led them to skip any thoughts on preparation and thus not spend any resources on that type of activities. Their only thought was about seeing results, as they thought of the robot as a quick fix. (Klaus, Table 3)

As seen from the theory, this is stated as primarily a mismanaging. It might have something to do with having scarce resources and not being able to use the required time and effort in a complete preparation, if the result was not sufficient, so at first, they prioritized to get the results, which should be stated as mismanagement. According to theory this is also a big mistake as it is said that another point for SMEs to be aware of, when they start to utilize the potential of RPA, is that it is NOT an instant fix. It is stated by Cigen.com (2018) that RPA is more of continuous work or as a digital employee than an instant fix. Moreover, with every new journey, or a new employee, they must not be accessed to handle all the problem's instantly but needs to be trained and guided in the right way, by sharing knowledge with them and giving them the amount of resources required. This is not the only way that Fog did not manage to use their resource optimal when discussing the RPA project.

Additional points on where Fog was lacking the knowledge or simply did not prefer to do it, was with the training, both robots and working with processes.

It was stated that there existed very little training of the ones working with the robots, they had a .pdf file to read, and that was it. Other than the training of how the robot functions, there was not any type of training inside the organization on how to work with processes and as explained further in the next section on culture, this also creates some challenges for the employees, as they have not been given the knowledge required (Sabine & Klaus, Table 3).

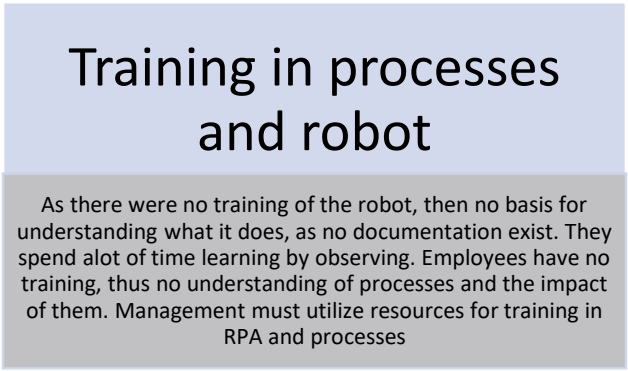
The findings of little or no training on both the robot and processes should be seen as a lack of resources since the employees do not have the time, or management find it valuable enough to invest their scarce resources in this training. One reason for not investing in this training could be that management saw this as

an instant fix, so from their point of view it might have been displayed as an easy task to simply set up the robot and then just let it do its job. However, it is not just as straight forward, it requires much preparation and thinking, training, and resources in creating the right setup for the RPA to function perfectly. Lacity, Wilcocks & Craig (2015) (15/02) argues by the example of Telefónica 02 that any company must get their employees training in understanding the software they are using and how-to asses processes, for the organization to maximize the potential of RPA.

This was not invested by Fog, though they have now restarted the process and tries to incorporate some of these things, being documentation, drawing the process and simplify it, then there is still a lack of resources, and this again means that no one is getting any type of training.

Another point was that for an RPA project to function then it is essential that the employees understand the process landscape as this is a prerequisite for success. Fog must take the resources needed to secure its employees get the knowledge to understand the process landscape (Softomotive, 2018). The reason they must invest in this is, as stated earlier, is that the employees of Fog are not in a better place to have a complete understanding of their process landscape, which is opposite theory that states so due to SME being smaller and closer to the actions.

In our literature review regarding knowledge management in SMEs, it is stated that SMEs often lack resources in terms of time, which make the knowledge management more unstructured (Durst & Edvardsson, 2012) and therefore most SMEs does not have an explicit policy in terms of knowledge management. This could be one of the actions we could recommend Fog. However, knowledge management should not be the highest priority, as there are more important actions to focus on at first. Due to our findings, which showed that there are scarce resources within Fog, and we believe that, although this topic needs focus from the management, it should not be prioritized at first. In the future, when they have taken the actions we are going to recommend, then they can put their focus on an explicit strategy for knowledge management.



Model 4 - Training in processes and robot

Another finding was the finding of the CoE, or the complete deficiency of the CoE. It was found that there are two employees in charge of the robot, and they oversee all there is to know and operating the robot. Though it seems like a lot, based on the findings on the size of the project, but in line with this was also found that they are only using a small fraction of their daily or sometimes weekly activities on the robot. As seen from Klaus stating that he has to do the inventory list, monthly accounts, annual accounts, check data in ERP system, reports, set cost prices, are all the activities he mentions before saying he also works with the robot (Klaus and Sabine, Table 3).

This example, in terms of resources, shows how the robot again is not prioritized with the resources needed and mostly is seen as this quick fix. The robot is not prioritized in the same way as the rest of the employees. Which again can be seen from none of them stating that a robot is like a new employee, but in Fog it is seen more of a resource or a new system to the employees.

According to theory it is stated that a CoE lays the foundation for a successful RPA implementation since it is the one holding the tacit knowledge on the project, and from this can establish the environment, define the documentation of the process and robot, and articulate their tacit knowledge to the right people in the organization. Following this foundation, it is also that they can convince skeptical users and to ensure that the robot will perform impeccable and flawless (Asatiani & Penttinen, 2016).

Furthermore, it was found from the literature that the CoE should be established in the business unit but incorporate IT quickly. The CoE should have a sole focus on the RPA environment, and they should be given the authorities to control the use and exploitation of the robots. While IT should trust this as they have been brought in early to establish a collaboration and create the governance framework (Lacity, Wilcocks & Craig, 2015, 15/06).

This is something that Fog has done right, they did bring in IT early on, and they have given the authority to Sabine and Klaus to control the robot. Fog still struggles, as the problem comes down to Fog not utilizing their resources to let these people work solely on the robot, but only use a small part of their time, and this creates challenges (Peter, Table 3). These challenges for Fog are that the time used is not enough to create the value needed, because there has been mismanagement in terms of establishing this as a quick fix.

Also, the training is missing, and then it was found that the robot was not identified on the same level as the other employees, so the resources are not prioritized to be used on the robot, because it is identified that the employees being the most significant advantage that Fog has, so they must cherish them. They seem to use their resources on the employees, and not building a CoE which would benefit the RPA project immense. This benefit would also come back to Fog as it would release some of the resources that Fog has, ensure that

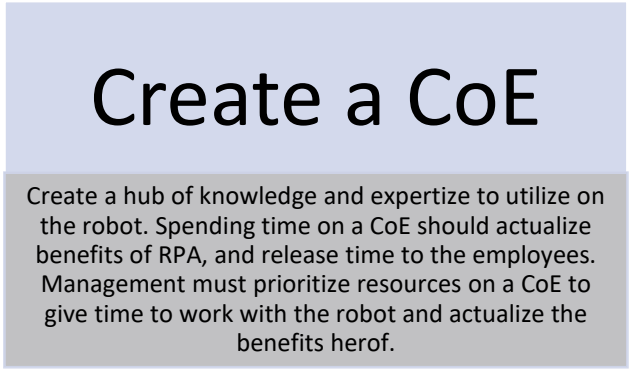
their most important value, the employees can do more value-adding task, create better job satisfaction for the employees, and in the overall gain Fog as an organization.

The reason for this circle of benefits is that when building a CoE then they would gain the knowledge for the robot to function, release time for the administration and other employees initially, make them do more satisfactory work and value-adding task, such as meaningful customer contact. This would, in the end, benefit Fog as an organization to allow them to better compete with its competitors as resources were released for them to use elsewhere.

This is backed up by the theory, as it is stated in the narrative of David and Goliath, that SME has it most precious commodity being time, so when RPA frees up this time, then it allows Fog or David to compete with the bigger competitors, like Goliath (Softomotive, 2018). By creating a CoE it would also allow the employees with the specific tacit knowledge on anything regarding the RPA project, or the employees working in the CoE on the RPA project to the employees, can enable the articulation of the tacit knowledge, which again could benefit most people.

Fog has various challenges regarding their utilization of their resource in terms of the RPA project. They seemed, in the beginning, to have a complete misunderstanding of the impact of RPA, following this it was discussed that the prioritization of the resources is what has had an effect on the RPA project, as the employees have had no training and not have been given the time, in terms of the CoE to work entirely on the robot.

Finally, the tacit knowledge is also playing a factor in this regard, though the resources might have been the ones in the first place which have affected the RPA project, then it must be stated that when there was no training, then it was impossible to articulate the tacit knowledge the ones needing it. Also, when not implementing a CoE, then the tacit knowledge that would have existed inside this, can neither be distributed to the rest of the company and become explicit for the greater benefit of Fog. When looking at the data that Fog gave us in start of this project, it is found that EY, the consultant's Fog hired to assist them with their RPA project also mentions the idea of building a ”robotics CoE” (Appendix A2). Fog did not believe this was a good idea, as Mads dismissed it during our interview with him (Mads, Table 3).



Model 5 - Create a CoE

5.4 RPA and Culture

This section will uncover the last part of the discussion. It will demonstrate the cultural challenges that arise in Fog regarding this RPA project, whereas mostly it will focus on the tacit knowledge that plays a huge factor in the foundation of the cultural changes. It will be discussing some of the actions which Fog must act upon, in order to cease these cultural challenges.

At first, it was found that the people in the administration only wanted to do their own job. They did not see the point in working with anything else. They seemed to lack the understanding and the interest to work with processes, even though it might benefit them in the long run (Gitte and Henriette, Table 3).

This challenge is not a single problem with some employees, but a more substantial challenge of the culture that exists inside Fog. It was stated many times by the people in the administration, but also from the rest of the organization that the administration, did not seem to care, and just wanted their problems to disappear by having other fixing it. They lack the knowledge, due to it being tacit in the minds of the management or other employees, to understand what an impact it could have on their daily job if they would work with processes. They have not been told or can find any type of documentation on how to do, but most importantly, why it is necessary and the outcome it would create for them, regarding the RPA project.

Regarding this problem with not doing anything else than their own task, is that Gitte has a very ambiguous statement, as she states that though it was never communicated to her, then she thinks that the robot is there to help her and take over some of her task. While she also states that she did not want to participate in any of the meetings she was invited to who informed and dealt with the robot, because she did not feel the robot was embodied in her job. It shows there is a conflict of interest with these statements.

Because Gitte has never been told by management what the impact of the robot will be, so the tacit knowledge is kept from her, while this is a problem with the management, then as Gitte states that the robot is there to help her, but cannot see how it is embodied in her job, is down a more fundamental problem of Gitte not being interested in anything but what she have been doing in the last 30 years. It seems that the culture in Fog, mostly pronounced by the employees in the administration, that they just want to do their job and let their supervisor handle any type of problem. They want someone else to provide them with an answer, as they do not want to spent time or put any interest into going outside their own interests and explore anything.

As stated previously, it was found that it also could be a time issue, meaning that the resources inside Fog also could have an effect of the administration not being able to have the time to sit down and understand the impact of working with processes (Tina and Henriette, Table 3).

According to theory, then Ngah & Jusoff (2009), argues that this is a cultural problem seen in many SMEs as they tend to lack documented processes in how their employees can obtain new or share their knowledge. The reason that this is a problem is as they state that they must focus on completing their own tasks during the work-day, so they seem to have no time thus no resource to actually be able to get that tacit knowledge which is required for them to get an understanding of the impact of the RPA project.

Additional is that the same is applicable for sharing knowledge. The employees seem to have no time to take a break from doing their business task, to share their knowledge with their co-workers. This emphasizes very well what was found in Fog, as they complained not having the time to document their processes, neither were they told why to do so. (Gitte, Henriette, and Tina, Table 3)

It was also seen when visiting their site that one or the employees in the administration got a request, that she had some troubles with, and instead of the others sat down and told her what to do or where to look it up, they just fixed the problem for her. This shows how there exists a culture of not sharing their tacit knowledge between employees, though it should be stated that it is not due to not being willing to share, but mostly that the culture not encourages ones to do it, which again comes down to the documentation, communication, and resources.

More so in terms of culture was that there seem to be several people also having low educations, meaning this also could be a potential reason why the administration, does not understand the impact of working with processes. They have never been told or taught the meaning of understanding the larger picture (Klaus, Mads, and Sabine, Table 3). This social problem with having low educational employees in some areas and high education in other areas of the organization will eventually create a gap between employees. This is also stated by Durst & Edvardsson (2012), that the organization needs to have control over their employees' knowledge for them to gain an advantage and strengthen different processes and their strategy.

This is something that Fog has problems with since this gap could potentially expand, then it would harm Fog, since the employees would not want to share knowledge, as the high educational employees cannot see the meaning with telling lower level co-workers something, as they simply do not understand. Or the opposite, the low-level employees do not want to inform the high educated employee's somethings as they either think they know or could fear for the response. This would potentially lead to employee satisfaction decreasing, all because tacit knowledge is kept solely in possession of the individuals and not been exploited to the organization, which is what Wong & Aspinwall (2004) states is not good, since "*Knowledge that is kept solely in an individual's private domain is of little value to an organization as a whole".*

It was also found that there exists an enormous level of tacit knowledge inside Fog, which was displayed most significant regarding the RPA project, when Sabine went on vacation (Sabine, Table 3). In contrast to theory, it is a weakening that a company does not have articulated their tacit knowledge to explicit knowledge, as they seem to fall behind its competitors. Bhatt (2001) states so when saying that applying knowledge means making it "more active and relevant for the firm in creating values."

Fog does not seem to follow this path of having explicit knowledge inside the organization, so they seem to waste their scarce resources. As seen, Sabine spends much of her time to understand and work with the robot, in order to make it flawless, but her knowledge was tacit, so when she went on a vacation, the project was stopped, and nobody was able to work with the robot or understand why it didn't do as standard. This again comes down to the cultural aspects of Fog, thus there seem to be a lack of strategy in terms of creating the right setup for articulating the employees tacit knowledge and make it explicit to the rest of the company, to get that culture that moves them forward and being competitive and not wasting resources on this. Moreover, as stated previously, Sabine is one of the employees who are expected to document her tacit knowledge, as this was one of the reasons she was hired from a corporation. She is used to documentation.

The statement that she is used to do it, is general for Fog. The culture matches the fact, that they are family owned. They do things, as they have always done. As seen per the settings for a part of our interviews, we were placed in their board room. It was big, old wood-furniture. In the bookcase, there were old newspaper-extracts from times where Fog was in the paper. At the end of the table, a painting of the founder was on the wall, to make sure he always oversees the meetings. This shows how the culture of Fog clearly indicates that they are used to do all things differently, they have never documented anything, the communication is not what they have been used to, as they have never been a large corporation where it was needed, and the doors to management have always been open. All this indicates how the underlying challenge is with their culture and the tacit knowledge.

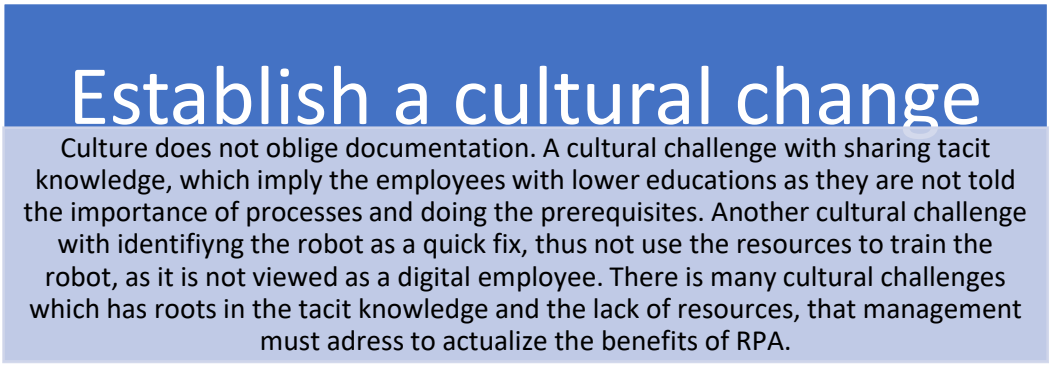
This cultural problem is also linked to the theory, stating how SME has cultural problems with "loss of knowledge" as different authors mention this as a key issue (Ngah & Jusoff, 2009 and Wong & Aspinwall, 2004). This problem is due to when a key employee leaves the company; then their knowledge will also leave. That is why the documentation should be in place for a new employee to gain that knowledge. Though often in an SME, until management has created this culture of establishing procedures and protocols for how to retain that knowledge, then it will be lost. It takes time to recreate the knowledge to existing or new employees, which might hinder the company's growth, as the new employee will not be as efficient in the start. This was also a matter of concerns for Fog, as they lost one of their employees in charge of the RPA project, which created a setback. This is again an example of how Fog is not aligned with the theory regarding

their culture and the importance of articulating their tacit knowledge, which keeps coming back and hinders them as a company and their RPA project.

It must be stated that the culture is something that could be changed, it takes an immense amount of participation and time, but small steps could be focusing on communication, documentation the tacit knowledge and establish some resources for the employees to take advantage of.

It should be mentioned, that this is only in regard to their RPA project, as it should be stated that this thesis did not manage to have the time and resources to do a complete cultural investigation, thus these findings correlate with this project. Though it can be evaluated from many of the findings, that there seem to be an overall cultural problem in terms of communication, documentation, and resources all leading to little understanding, and investment in the RPA project. Mostly these cultural problems can be taken care of, by starting to share the tacit knowledge in any type of way.

As seen Fog must take different actions in order to change their culture for not creating bigger challenges inside their company but also to follow their competitors and gaining a competitive advantage. The way it has been discussed is that Fog has some cultural challenges regarding their tacit knowledge, which could be reduced if this tacit knowledge was to be transformed into explicit knowledge. This could be done, by documenting their processes, communication from management or utilize their resources better. These actions will enable a cultural change to let the employees better understand the impact that the RPA project has on their daily task, how and why they should interest and spend time on understanding processes, all for the greater good of the organization, to actualize the benefits of RPA



Model 6 - Establish a cultural change

5.5 Summary

In this section, we discussed what Fog did based on the findings and what implications it had for their project and what they could have done to prevent or mitigate the effects in terms of actualizing the benefits of their

RPA project. Firstly, we discussed the documentation or lack thereof, which creates a lot of tacit knowledge internally in Fog, as the employees possess the knowledge individually instead of sharing it by documenting their tasks. As this tacit knowledge is not shared then it is discussed how Fog decides the candidates to automate by their RPA project. Following this, the second sub-section discusses the lacking communication within Fog. The management has never communicated to the administration about the RPA project, which identifies the challenges with sharing tacit knowledge. This is discussed as theory specifically states that communication removes the fear and improves the actualization of the RPA project as the employees know why, how and what to think about it and let the project move forward. The third sub-section discusses the scarcity of resources and how it has led to the lacking documentation and lacking communication, as time was one of the scarcest resources within Fog there was no time for converting tacit knowledge into explicit knowledge. Also, how Fog is not utilizing their resources most optimal according to theory on how to build the foundation of an RPA project. Finally, it is discussed the culture within Fog, which revolves around the three other sections. Additional it is discussed how there is a gap between some of the employees, as some possess a university degree and therefore the understanding of why documentation and understanding and working with processes are essential. This gap is down to the culture of not utilizing resources, documenting processes and communicate tacit knowledge regarding the project, which in the end hinders the actualization of the RPA project. All sub-sections have implications that hinder Fog in actualizing the benefits of implementing RPA.

6 Implications

This section will cover the implications for the practice and theory that this research has. The practical implications will focus on the actions we recommend for Fog going forward. The theoretical implications will focus on how we can modify the existing literature by looking at the tacit knowledge, which was found in Fog, has an impact on the literature. Thus it is found that there exists very little prior literature on the effect that tacit knowledge has on RPA in SME. Finally, we will describe our limitations we have had during this thesis.

6.1 Practice

The practical implications are as stated regarding actions we recommend for Fog going forward.

It was found that Fog has a considerable number of challenges which they need to solve to actualize the benefits of their RPA project. The implications found in this research was that Fog had no type of documentation, they lacked the communication of the project from management to the employees involved. The management pushed too hard, as they saw the RPA as a quick fix. This meant that they did not utilize their resources in terms of training or skillset to the employees and finally their culture was not sufficient to handle the RPA project, and most of the above are challenges that include some kind of tacit knowledge.

As stated in our introduction (section 0), innovative technologies can change everything internally in organizations, such as the culture. This is emphasized in our literature review with the definition of RPA (section 2.1.2), as it can change the way organizations operate, since the digital tools can be an enabler to make the business processes more efficient. Even though it is seen, in the secondary data delivered from Fog, that the software robot will be deployed as a business enabler, this is not what we found during our primary data collection. The statement that the technology can change everything internally, was Fog not prepared for. As stated, multiple times, they need to change their culture due to their lack of communication, lack of documentation and knowledge sharing in general, but their culture is not ready for that change. It emphasizes the findings of Fog wanting quick results by implementing RPA. As mentioned, Fog has already started the process of solving some issues, as stated in our introduction the innovative technologies also change the composition of employees in the organizations and Fog started by hiring Sabine and Tina, who are more focused on documenting and sharing knowledge than they are used to at Fog.

The actions which Fog must take is as they also state themselves, to start documenting their processes, to be able to get a clear understanding and be able to address all the exceptions which the robot cannot handle. Following this path of documentation of processes is also they must document the robot and all the actions taken to develop this so that they do not get in the same situation as when Sabine started. Then it must be explicitly understood by management side, that they must be able to share their knowledge on the RPA

project and in general terms about the robot to the organization and the employees in order to get all in the same boat and none, either deliberately or unconsciously counteracts the goal of implementing the RPA project.

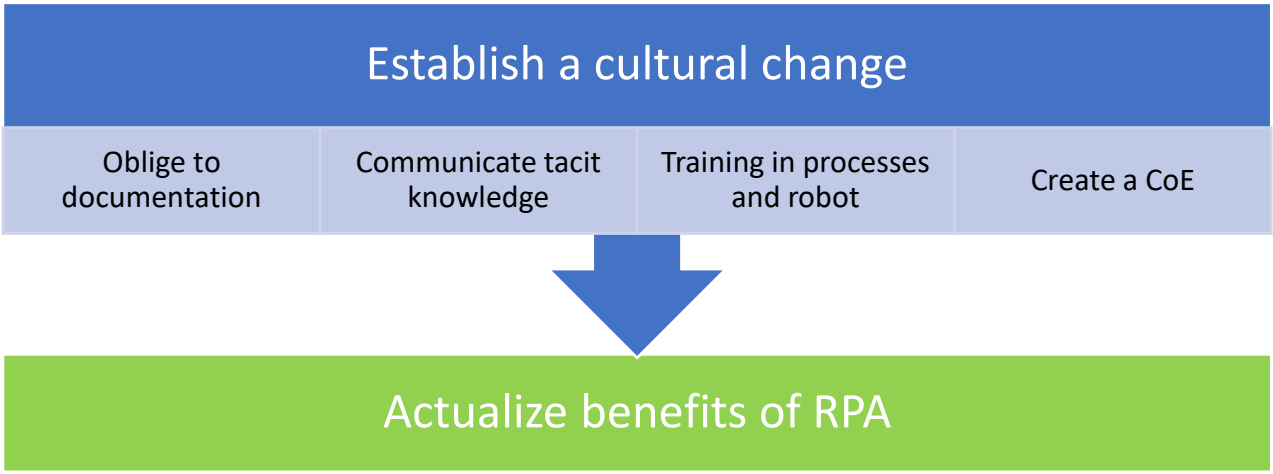
Additional to these actions is that though the Fog has scarce resources and time being the most precious of them all, then it is crucial that management still acknowledges the time to communicate and document the processes to do the preliminary work to set the foundation for the project. Other than that, they must set aside time and the resources for the employees working with the robot to have the needed training and facilities.

The recommendation from us would be to create a CoE where the employees inside can put their focus on the robot and how it operates. And from their point of view and the training they have had, can be able to share the knowledge to the rest of the organization and scale up the project when needed. The CoE should be placed in the business unit, but collaborate with IT. This would allow the employees inside the CoE to have the ability to take decisions needed, in terms of what processes to choose and all about the robot. The critical thing to remember is that the employees in the CoE should be able to utilize the resources and keep their sole focus on the robot, in order to achieve the benefits of RPA.

The final recommendation which is the hardest one to actualize and the one taking the most time is to change the culture. For the culture to be changed, then the other actions mentioned would be required before the culture can change. The cultural change must happen on an organizational level. They must focus on their tacit knowledge and how they need to share this in order to actualize the benefits of RPA. A cultural change is not something that happens overnight, so it must start from the top. Management must oblige that the employees document their processes, gets an understanding of how to- and the importance of working with processes. The only way that management can oblige this of their employees is by first communicating with the employees, in order for them to understand the importance of them doing it.

These initial steps are what can help transform the culture of Fog, to make them better at sharing their tacit knowledge. Additionally, is the fact that management must acknowledge that RPA is not an instant fix and should not be treated that way. The robot needs to be trained and get the needed information for performing just like an employee, so a cultural change must include that they recognize the robot on the same level as an employee as it uses the same interface and performs in the same manner, just handling the tedious task instead of the human-employees.

Therefore, the future for Fog is to be able to change their culture, and the way to do it is management must, request documentation, communicate more, utilize the resources all for them to be able to actualize the benefits for RPA. This is shown in model 7, which is a compilation of model 2-6. To change the culture in an organization is a difficult challenge, as the culture has roots back to when Fog was founded. But, as Mads states, when he compares their advantage between them and their larger competitors; They are like a speedboat. They are quicker to adapt, which is essential in this case, if they want to change their culture.



Model 7 - Complete model of Fog's actualization of RPA

6.2 Theory

The theoretical implications are more difficult to measure, whereas the practical implications are more tangible towards the organizations we have collaborated with during our thesis. The theoretical implications cover a kind of "wow-effect" or an "aha moment," as this can show where we had a breakthrough in answering our research question (Hubbard & Power, 1993).

As mentioned in our introduction and literature review, we are amongst the first to investigate within the three areas, RPA, Tacit Knowledge and SME together. This means that anything we find during our analysis of data and findings can help us give valuable insights and help answer our research question. This research creates a firm foundation for advancing knowledge and it facilitates theory development.

One of the most significant implications for theory is that: Theory says that SMEs are ready to actualize the benefits by implementing RPA. During our findings, we saw that a lot of tacit knowledge existed in all areas of the organization. This would have implications for actualizing the benefits that RPA could present. The limited theory that already existed was wrong about SMEs being ready to implement RPA and have the benefits that are included. Even though our research is limited as well, as we only have one case and therefore not able to completely generalize, we found that in our data analysis that the interviewee's

knowledge and prior experience in similar organizations shows that it is a general thing in SMEs that tacit knowledge is a part of those organizations.

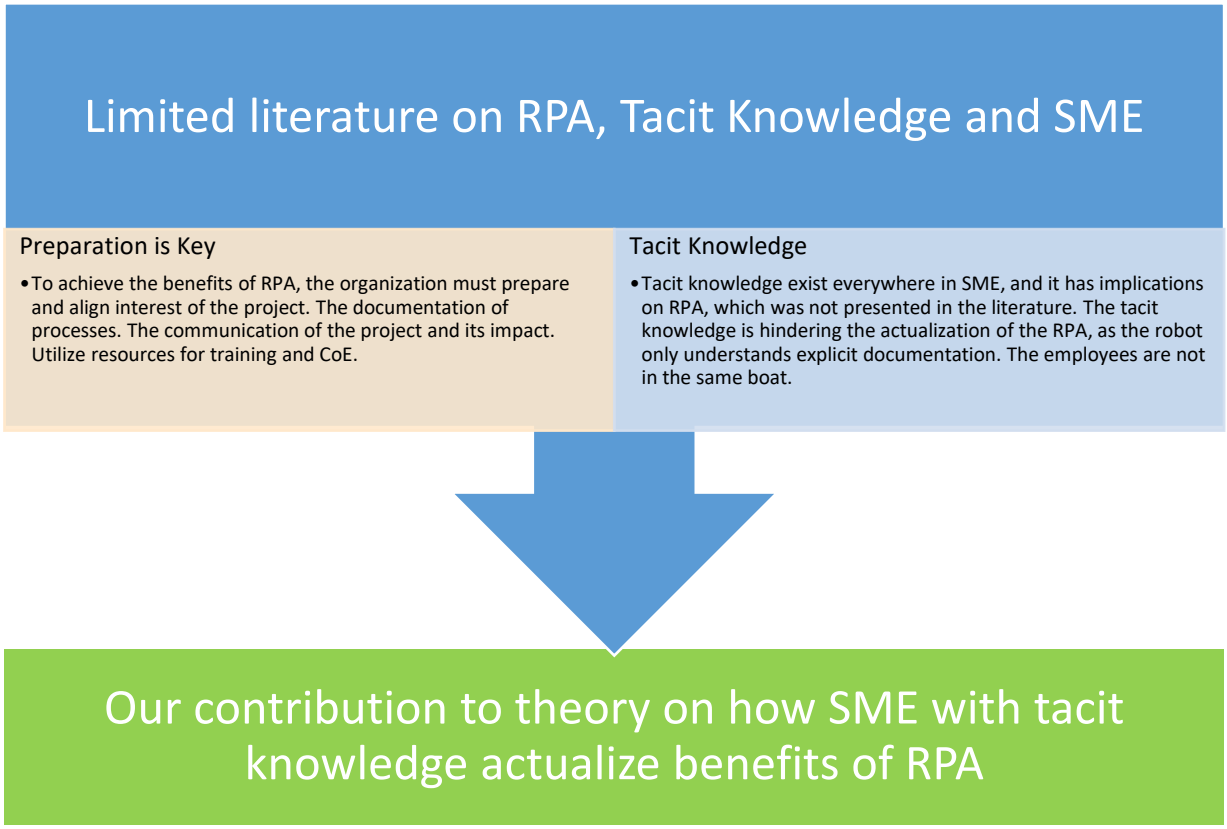
Based on our literature review we found that there was a gap in the topics we wanted to research. We believe that by the findings stated during our thesis, this gap will, definitely not be closed, but this research will be the kickoff to this area in the literature to be explored. To close the gap, would require a lot of further research to check if our findings could be used to generalize for SMEs in other industries than Fog.

The findings of the research have additional implications on theory as it was found how tacit knowledge affects the actualization of RPA in SME. The way tacit knowledge affects RPA is as stated in the theory on RPA, that only some processes are suitable and the robot needs explicit documentation in order to work correctly, as it was also found in Fog. This research finds that the actions that need to be taken from SME to create the foundation for an RPA project, is that they must share their tacit knowledge in order to communicate the extent of the project, also SMEs need to articulate their tacit knowledge in terms of document their processes to establish a shared understanding and be able to find the exceptions that the robot cannot handle. An additional contribution to the theory, is that the utilization of resources to create a CoE and training is also important for SMEs as this again would enable the sharing of the tacit knowledge. These findings imply the theory, as these findings revolve around the tacit knowledge not being shared. Thus it affects the actualization of the RPA project. This is one of the first researches that identifies how tacit knowledge is the underlying factor that affects the actualization of benefits of the RPA project. Since the tacit knowledge is existing in all areas of an SME, then it must be stated that this research implies theory in terms of identifying the tacit knowledge as the underlying but dominantly factors for SME in order to achieve the benefits of RPA.

The future of this area would be to identify if this is a more general factor for other industries or that the timber industry is exclusive, though nothing in our findings suggest that any other SME in any industry should not be affected by the tacit knowledge. However, in the definition of an SME, we believe that many organizations are like Fog, with a vast level of tacit knowledge existing internally. Additional would be to establish the general effects tacit knowledge has on other digital tools/systems, thus how tacit knowledge affects the overall digital transformation that could benefit the organization.

We believe that the contributions we modify into the existing theory, are that we open the research area, where we add tacit knowledge into the theory. We believe that by opening this research area, it can encourage other researchers to investigate this area as well. This can further improve the theory of SMEs and RPA.

The implications we found, which will modify the existing theory is that SMEs needs to realize that preparation is key. They need to learn to share tacit knowledge. Moreover, it should also be mentioned that since there is only limited research in this area, we believe that our findings can be used to generalize, as there exists a lot of tacit knowledge in general in SMEs. This generalization is not something useful for SMEs in a way to take actions on, but it has an implication for the theory on SMEs that the findings of this case study seems to be able to generalize to other SMEs, both in this industry but also outside it. All the implications have been assembled into this model below (Model 8).



Model 8 - Contribution to theory

6.3 Limitations

This section will cover the limitations; which we are aware that our thesis is limited by. The first limitation which we will specify is the case study. As we have mentioned several times during our thesis, that we only have one organization as our case. Moreover, since it is a case study, as described in our methodology-section, our thesis only focusses on Fog, which means it can be faulted for its lack of representativeness, as it can be difficult to generalize the findings as to the culture or other settings in other organization may be very different. This means that our transferability, as described in our methodology means that the findings of our study could be generalized to other situations. As mentioned we believe that the key point, being the existence of tacit knowledge and how it affects the RPA benefits in SME, can be transferred to other organizations in the same industry, but also in more general to other SMEs. Though it should be stated that it might not be the same actions to take, then the underlying factor of actualization of RPA is the tacit knowledge which could be found in most SMEs.

To mitigate the risks from our choice of making a case study we could have chosen to do ethnographic research, which could have provided different answers for us. The research would be different from what is done during this thesis. We have investigated tacit knowledge and how it can affect the actualization of RPA. By doing ethnographic research, we would have focused on the people internally in Fog instead of the RPA-phenomenon. This would mean that we should have spent way more time visiting Fog, as the ethnographic study focusses on observing people and the interactions between the people involved. Moreover, due to Fog being a relatively busy organization it would be an issue to visit them for a more extended period and observe them and use their employees besides the time we spent conducting our interviews for our data collection. Another reason for not doing ethnographic research was that the primary outcome within this study is descriptive, as mentioned in our methodology. Whereas we wanted to analyze the case of RPA at Fog more in-depth.

Another limitation of our thesis can be described as a language bias. All our interviews were conducted in Danish, as this was both our and the interviewees' native language. After collecting the data, it was transcribed in Danish and selected paragraphs were translated to English if the paragraph was used in our thesis. It would be optimal to have conducted the interviews in English, as this would make more sense towards the thesis. It would have needed little effort in using the quotes in the thesis but by conducting the interviews in Danish, it allowed the interviewees to express themselves without thinking about translating their answers. Another reason for conducting the interviews in Danish was that some of the employees did not have a high-educational-degree, and therefore not used to expressing themselves in English. By

conducting the interviews in Danish, we ensured that we would receive rich and specific descriptions, which we pursued according to our methodological choices.

A limitation worth mentioning is how this area of research is in its early stage, so there exist only a few researchers and thus a limited amount of literature, which initially creates a small foundation for us to explore and also some amount of researcher bias, as many of the same researchers is used repeatedly throughout this research. In the state of this research, it is hard to comply with this but could have been done be searching other areas like RPA to get a more nuanced perspective on the research. While this was not done due to our decision to only focus on the phenomenon of RPA was to ensure the richness and fully detailed picture of exactly this phenomenon, and not pursue other digital innovations or areas which could also be affected by tacit knowledge.

The last limitation to be highlighted is within one of the strengths of this thesis: The qualitative data collection. The optimal solution would be to interview everyone at Fog, as this would, without doubt, be representative, as everyone could voice their opinion and concerns. We chose to interview six different employees face-to-face, while also conducting three e-mail interviews. Our argument for this decision is based on our data saturation figure (figure 3), which can be seen in our Methodology-section (section 3). It shows the amount of new information in each interview. At some point, the themes we asked about was saturated, and no new insights from the interviews were revealed, which meant we decided not to conduct any more interviews.

7 Reflections

This section will reflect on our chosen approach we have taken throughout this research and thus how these decisions have affected the overall findings of this research and what implications it would have had on our results if different approaches have been chosen.

The first decision we took for this thesis, was to go with RPA and not any other type of digital system. This would have changed the findings and the research completely due to it being on a different subject, but still relevant to the overall finding of the impact tacit knowledge has on SME. As presented following this, we would not have any second thoughts on our decision to pursue RPA and going into unknown territory, as it has given some findings which we would never have discovered taken another approach.

To specify how the findings would have differentiated by cooperating with a different organization instead of Fog. We met with two very different organizations. If we had chosen one of them instead, we would not have had a focus on SME. Both companies were corporations, hence more literature would have been available. Our research would not be as relevant, as we believe it is now, if the topic where having a plethora of literature already. By choosing Fog, it allowed us to investigate an unexplored area and put our mark on the literature, which is extremely exciting to get the opportunity to be one of the first to get accredited for doing this research.

Additional is also the choice of pursuing Fog as our collaboration company, it gave us a different path, as our informant interview showed us, that it could be beneficial for us to focus on tacit knowledge. As already mentioned, the literature within this subject in addition to the RPA-phenomenon was minimal. However, as stated in the above paragraph, it made this thesis more exciting, as it allowed us to be amongst the first to explore this.

Our methodological choice of doing an interpretive case study is something that has shaped this research in the direction of gaining the specific findings we have. Whereas another method, being an ethnography would have needed more to do, which we, unfortunately, did not have, but could have given a broader or different perspective, as we as a researcher would have spent more time in the field observing the data found. The focus had been on the people instead, but since our aim of the research was to move beyond the descriptive, we believe that emphasizes our choice of not doing an ethnography study. Thus, as stated in the limitation section, it might not have been possible to do an ethnography simply because Fog is a busy organization, thus we as researchers might not have been allowed to interfere with them on the level required to do an ethnography.

When reflecting on our choice of taking a subjective axiology-approach, we believe that this approach is really emphasized by our discussion, where we, as researchers include our own values in the research. It is important to mention that this could create bias, as others might not perceive the data or findings in the same way. However, we believe that by adding our own it meant that our discussion became more meaningful, as it also reflected our knowledge in terms of what could have been done instead in situations where Fog did not do, what the literature stated.

Additional to the subjective axiology-approach, it must also be reflected upon on an overall level, how this research has chosen to center the individuals and create meanings from them, but that the researcher cannot separate themselves from the research, so they interpret the meaning. This is something we have been aware of throughout our research and thus not tried to separate us from what we find, but make sense of it, and go into the depth of the situation. This is visualized in how we used an interpretive and subjective and qualitative approach, to get the most rich and detailed view of the situation. This also falls in line with this area not being explored before, so by being some of the first, it is essential to go into depth and make sense of it all, and not only focus on the measurables and generalizable. It also emphasized the above paragraph of why we believe that it did not create bias by including our own values.

The approach of doing an abductive study could be discussed as it was found how limited the existing theory was. It could be argued how an inductive approach would have been more beneficial in this case, as we then would have invested our time in finding data of the RPA phenomenon and then build a theory based on the findings. Though we would still argue that the abductive is most suitable for our research as we state that we would be able to generalize in the interactions between the specific, Fog and the general, the theory on RPA, SME and tacit knowledge. Instead of only going from specific to general, we move between them, to sense what makes the most meaning. Thus, from the interaction of specific to general generates it to modify the existing theory in the area. It should be emphasized that we tend not to generate new theory but modify the existing and adding the layer to the literature on RPA, about tacit knowledge and SME.

A reflection on our data collection is that we used a small sample of interviewees, as it was only six interviews and three email-interviews. If we had chosen a quantitative approach, it would not have been enough data to build research on. As we chose qualitatively, there are other measures to determine whether there is enough data. By choosing the qualitative it is aligned with our choice of epistemology, as it is about being subjective and to perceive and understand the data from each individual and not only what can be measured. Although it can still be seen as a small sample, we chose not to include more due to our data saturation figure (Figure 3) showed that no new insights were found during the last interviews. We decided based on our figure, that after a few interviews, the gathered data was practically in sync and afforded both holistic and

congruent insights into Fog and their RPA project. This mutual alignment of data is probably due to all the stakeholders of Fog is aware of the overall problems they do have, and everyone agrees with the culture that exists in Fog. Thus they all tend to describe and have a common understanding, making the data quickly saturated. Another mentionable reflection is though that as communication is not taking place in Fog, then it is impressive how so many different actors from different areas in the company explore the same kind of problems. Finally, it should be emphasized that only a few employees and managers inside Fog know about the robot, so our starting point was also limited.

Based on our data collection, we are aware of bias regarding the interviews due to cultural differences as stated in our data collection-section. Saunders believes there can be bias due to cultural differences where the interviewee is not comfortable talking about internal stuff with an interviewer from outside the company. And when interviewing Gitte, it was obvious, that she was not interested in the topics we wanted to cover. As shown in our data saturation figure (Figure 3), we did not gain many new insights based on the interview with her, which is emphasized by the length of the interview being the shortest of them all.

Regarding our data collection, we tried to get an additional interview with an external RPA consultant with an immense amount of experience in the field and thus could have provided us with insights on to how RPA works in practice. This would have created another point to our discussion of the findings from Fog according to both the practical side and the theoretical side. The knowledge we could gain, would possibly differ mostly in the approach to implement the actions which we found that needed to be taken by Fog. It should be clearly emphasized, that this would not have been instead of the literature, but more of additional view to the literature and the approach Fog have taken, and to discuss how practice and theory is aligned.

Based on all our methodological choices was how we as researcher have been able to make sense of the data found and knowingly accepting that, which can be seen from our discussion and even more our practical implications, where we come up with actions for Fog to do in order to actualize the benefits of RPA. Whereas an existing next step would be to follow how Fog would implement these actions, and from then adapt to the last purpose of a research being to evaluate it. This would give us as researcher another opportunity to explore the phenomenon of interest, being RPA and make sense of what we found and be able to add more knowledge to the literature. Additionally, would be to explore if these findings are as representative in other cases as we ought them to be, due to the knowledge we have, and the findings presented about the industry and the literature on the similarity of SME.

In terms of how this research has given insight to us as researchers, is that we have learned a lot by doing our thesis report. Not only has this been our most detailed project ever done, it has also been fascinating to research in an area not many have explored. Following the idea of contributing to a new area is also the

insight given to us on how to go from theory to data to insights, from a concept to a design has been challenging and created a lot of hours and discussion, but we think that it might prepare us for the next step in our career, as we now know some of the pitfalls and how to deal with them, and being able to actualize the plan set in motion, in order to get the result needed.

8 Conclusion

This thesis aimed to answer our research question, by investigating the limited literature which existed on the topic and use Fog as our case to explore and explain the question in a real-world case. Fog has implemented RPA into their organization but explored countless challenges afterward. Our research tries to uncover these challenges and be able to answer our research questions on **How tacit knowledge is affecting the actualization of RPA in SME?** To answer the research question and to conclude on the thesis, this section will present the key conclusions that the research revealed.

The first but also most significant remark is the immense amount of tacit knowledge that exists in Fog. This was found to exist in many different layers, from the documentation to the communication, and embedded into the culture that exists inside Fog. This tacit knowledge is found to affect the actualization of the RPA in Fog.

Tacit knowledge is found to affect the actualization of RPA on a cultural level in Fog The culture does not encourage the employees to share their knowledge, which means the possession of the knowledge is kept inside the minds of the people. This culture does not encourage the employees to document their tasks and processes, which affects them in actualizing the benefits of RPA, since the software needs explicit descriptions of the processes it is supposed to perform.

The culture also affects the communication in Fog. The management never communicated to the employees in the organization that this digital project started. They never informed them what impact it would have on their jobs and what the goal was for the project. This creates tacit knowledge on management-level, where it can create fear on employee-level. Although it was found that this fear was non-existent, it seemed that it was because they lack the information on what the robot is supposed to do going forward.

A different variable, which affects the actualization of RPA is their resources. We found that time was a scarce resource. This creates multiple issues towards the actualization of the benefits in RPA. When time is a scarce resource, they do not have the time to document all their processes, which affects the preparation-phase in their RPA project. Additionally, they do not have time to train and educate the relevant employees who are supposed to operate the software. No training and no documentation create additional tacit knowledge, which only affects the actualization of the benefits further.

Our recommendations for Fog are to establish a cultural change by oblige to documentation, communicate tacit knowledge, start training their employees in terms of the robot and general processes, and create a CoE. If Fog manages to implement a cultural challenge, they will find themselves in a position to actualize the benefits of RPA.

By making this research our goal for theory was to modify the existing theory. Our findings showed us, that due to the limited literature regarding these topics and especially the tacit knowledge. SMEs like Fog is this thesis, must realize that preparation is key and tacit knowledge is a variable that cannot be taken for granted. It might seem simple, but if these steps are not considered, SMEs might never actualize the benefits of the innovational technologies.

9 References

About Fog (2018), Johannes Fog A/S, retrieved January 25th, 2019 from: https://www.johannesfog.dk/byggecenter/om-fog/historie/

Andersen, I. (2010). Den skinbarlige virkelighed. Frederiksberg: Samfundslitteratur

Asatiani, A. & Penttinen, E. (2016) Turning robotic process automation into commercial success – Case OpusCapita Journal of Information Technology Teaching Cases 6, 67–74

Brynjolfsson, E., & McAfee, A. (2014). The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies. W. H. Norton & Company.

Burrell, G. & Morgan, G. (1979). Sociological Paradigms and Organisational Analysis: Elements of the Sociology of Corporate Life. England: Heinemann Educational Books.

Cigen.com (2018) Why Robotic Process Automation is Right for Small and Medium Businesses, downloaded the 19/02-2019 from: https://www.cigen.com.au/cigenblog/why-robotic-process-automation-is-right-small-medium-businesses

Creswell, J. W. (2014). Research Design: Qualitative, Quantitative, and Mixed Methods Apporaches. USA: Sage Publications, Inc

Diugwu, I. (2011). Building Competitive Advantage of Small and Medium Sized Enterprises through Knowledge Acquisition and Sharing. KCA Journal of Business Management. Nairobi, Kenya

Durst, S. & Edvardsson, I. R. (2012) Knowledge management in SME's: a literature review, Journal of Knowledge Management, Vol. 16 Issue: 6, pp.879-903

Holm, A. B. (2011). Videnskab i virkeligheden. Danmark: Samfundslitteratur.

Hubbard, Ruth Shagoury & Power, Brenda Miller (1993). The Art of Classroom Inquiry. Portsmouth, NH: Heineman Publishers, p.1-8.

Informant interview with Mads Hvelplund and Sabine, conducted January 4th 2019

irpa.com (2018) INTRODUCTION TO ROBOTIC PROCESS AUTOMATION A Primer - Developed and written by the Institute for Robotic Process Automation in association with Carnegie Mellon University, downloaded the 12/12-2018 at; https://irpaai.com/ebook-primer/

Kedziora, D & Kiviranta, H-M. (2018) Digital Business Value Creation with Robotic Process Automation(rpa) in Northern and Central Europe, Management, Vol.13(2), pp.161-174

Kelemen, Z. (2018), Impact: How RPA and AI Technologies Will Affect the Job Market, A Medium Corporation – Slalom Technology. Downloaded the 20/02 from https://medium.com/slalom-technology/impact-how-rpa-and-ai-technologies-will-affect-the-job-market-b54045a5e598

Kirchmer, M. (2017). Robotic Process Automation - Pragmatic Solution or Dangerous Illusion? Business Transformation & Operational Excellence World Summit (BTOES).

Kvale, S. (1996). Interviews, An introduction to Qualitative Research Interviewing. USA: Sage Publications, Inc

Lacity, M. & Willcocks, L. (2015) What knowledge workers stand to gain from automation, Harvard Business Review

Lacity, M. & Willcocks, L. (2016) A new approach to automating services. MIT Sloan Management Review.

Lacity, M., Willcocks, L. & Craig, A. (2015) Robotic Process Automation at Telefónica O2. The Outsourcing Unit Working Research Paper Series (15/02). The London School of Economics and Political Science, London, UK.

Lacity, M., Willcocks, L. & Craig, A. (2015) Robotic Process Automation: Mature Capabilities in the Energy Sector. The Outsourcing Unit Working Research Paper Series (15/06). The London School of Economics and Political Science, London, UK.

Lee, A. S. & Baskerville, R. L. (2003). Generalizing Generalizability in Information System Research. Information Systems Research, 14(3), p. 221-243

Lincoln, Y. S & Guba, E. G. (1985). Naturalistic inquiry. Beverly hills, Calif: Sage Publications, Inc (p. 289-331)

Miles, M. B. & Huberman, A. M. (1994). Qualitative Data Analysis: An Expanded Sourcebook. California: Sage Publications, Inc.

Mohsam, F. & Van Brakel, P. A. (2011). Information and knowledge sharing trends of small and medium-sized enterprises in the Western Cape, South Africa. SA Journal of Information Management 13(1),

Ngah, R., & Jusoff, K. (2009) Tacit Knowledge Sharing and SME's' Organizational Performance, International Journal of Economics and finance. Downloaded the 25/02 from: https://pdfs.semanticscholar.org/40ad/f999897076e02b108f7e825d34c4eb2180d3.pdf

Nonaka, I. (2007) The Knowledge Creating Company, Harvard Business review

Oates, B. J. (2005). Researching Information Systems and Computing. USA: Sage Publications, Inc.

OECD (2017), "Enterprises by size", in Entrepreneurship at a Glance 2017, OECD Publishing, Paris.

Olaisen, J. & Revang, O. (2018) Exploring the performance of tacit knowledge: How to make ordinary people deliver extraordinary results in teams, International Journal of Information Management. Downloaded the 25/02 from: https://reader.elsevier.com/reader/sd/pii/S0268401218300379?token=206F9647C386A96F1CA17D47FA74308117666380370D3C0FAFD4C8E006BABFF1CDD5151ADFDAFDA3DE5F1E73AF15E5DF

Parviainen, Päivi & Tihinen, Maarit & Kääriäinen, Jukka & Teppola, Susanna. (2017). Tackling the digitalization challenge: How to benefit from digitalization in practice. International Journal of Information Systems and Project Management. 5. 63-77.

Pragnelli, N & Wright, D. (2018) The robots are coming, a Deloitte insight report, downloaded the 12/11-2018 at; https://www2.deloitte.com/uk/en/pages/finance/articles/robots-coming-global-business-services.html#

Saunders, M., Lewis, P. & Thornhill, A. (2015). Research methods for business students. 7th ed. Retrieved 11/01-2019 from: https://ebookcentral.proquest.com

Schoenherr, T., Griffith, David A. & Chandra, A. (2014) Knowledge Management in Supply Chains: The Role of Explicit and Tacit Knowledge, Journal of Business Logistics. Downloaded the 25/02 from: https://onlinelibrary.wiley.com/doi/pdf/10.1111/jbl.12042

Softomotive.com (2018) David vs Goliath or Challengers vs. Large Enterprises: How RPA is helping to win the battle, downloaded the 19/02-2019 from: https://www.softomotive.com/david-vs-goliath-challengers-vs-large-enterprises-rpa-helping-win-battle/

Stolterman, E. and A. C. Fors (2004). "Information Technology and the Good Life." In: Information Systems Research: Relevant Theory and Informed Practice. Ed. Kaplan, B. et al., London: Kluwer Academic Publishers.

Webster, J. & Watson, R. T. (2002) Analyzing the past to prepare for the future: Writing a literature review. MIS Quarterly, 26 (2), ABI/INFORM Global

Who we are (2018), BluePrism, retrieved March 4th, 2019 from: https://www.blueprism.com/who-we-are

Wilcocks, L. (2016) How Organisations Can Embrace Automation, The European Business Review

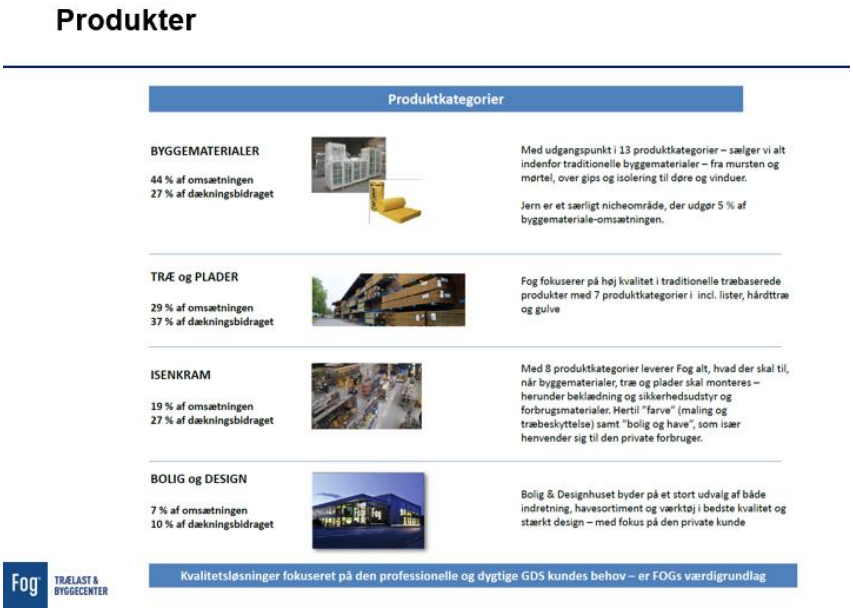
Wong, K. Y & Aspinwall, E. (2004), Characterizing knowledge management in the small business environment, Journal of Knowledge Management, Vol. 8 Issue: 3, pp.44-61

10 Appendix

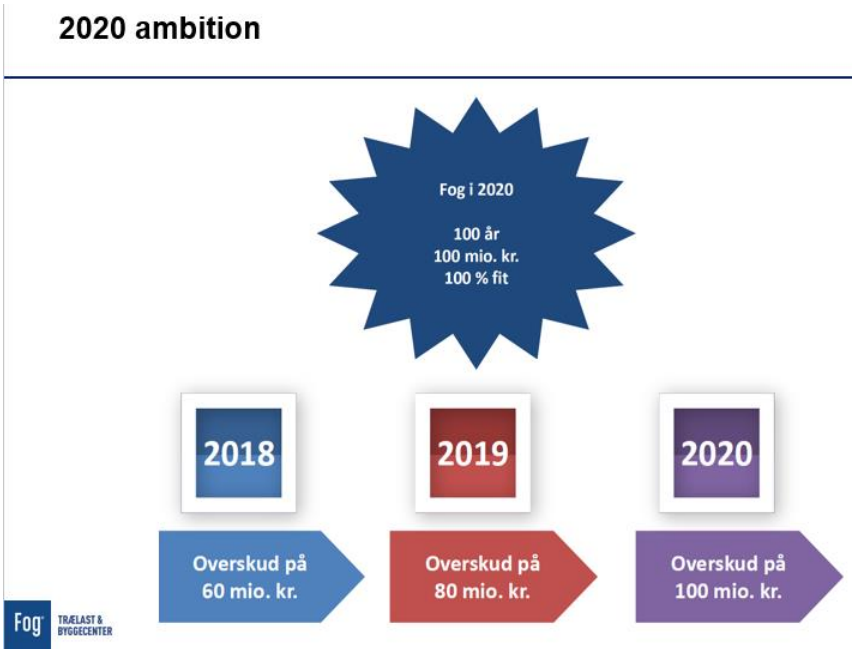
Appendix A – Presentations: ("Presentation Of Fog") & ("Johannes Fog Robotics Kick-off")

This will be excerpts from the presentations. The complete presentations is uploaded on Digital Exam.

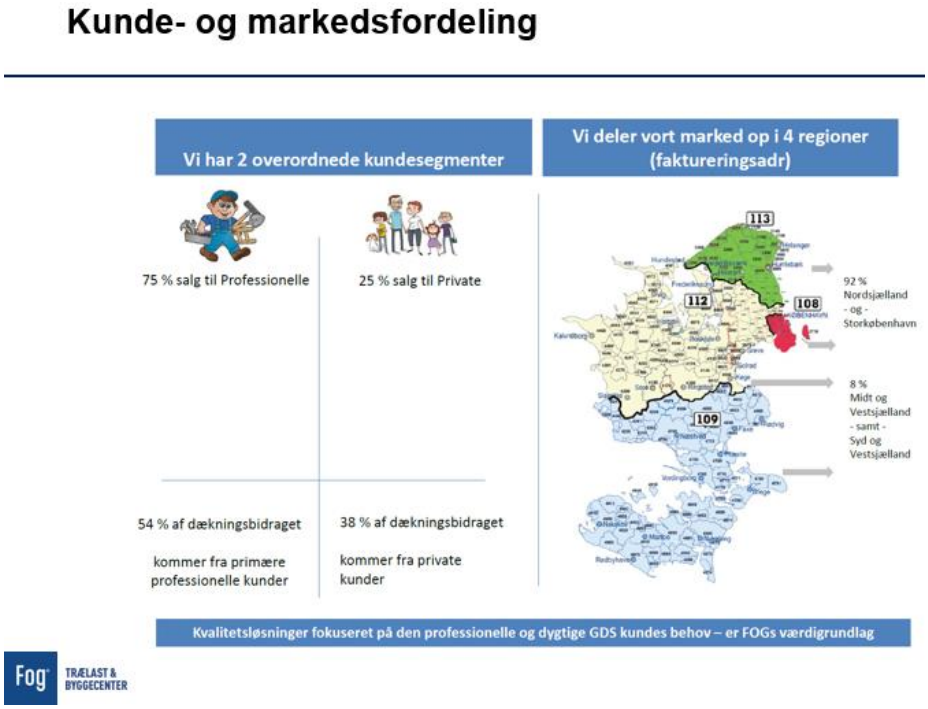
Appendix A1 – Excerpt from presentation: "Presentation Of Fog". (Slide 6)



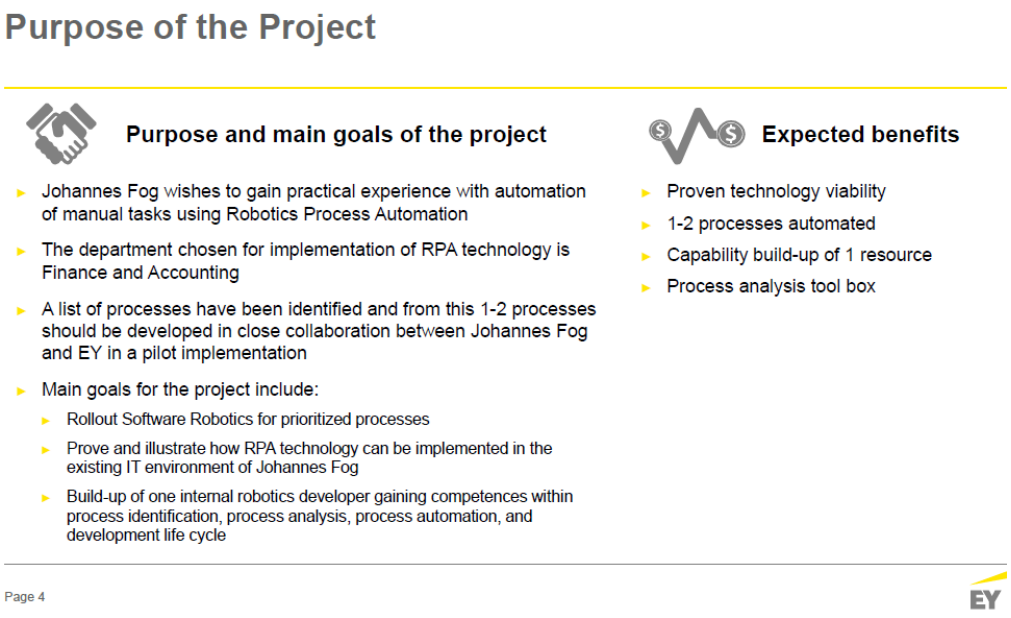
Appendix A2 – Excerpt from presentation: "Presentation Of Fog". (Slide 9)



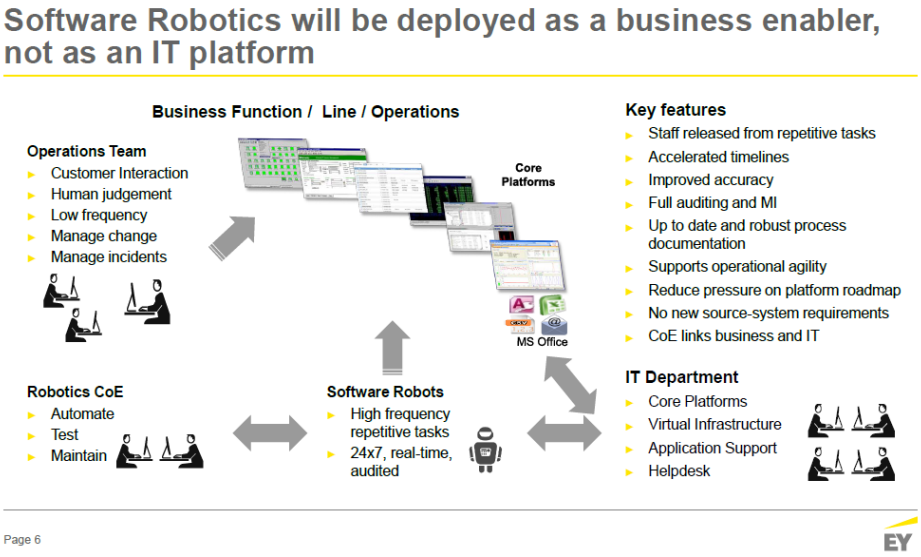
Appendix A3 – Excerpt from presentation: "Presentation Of Fog". (Slide 4)



Appendix A4 – Excerpt from PowerPoint presentation: "Johannes Fog Robotics Kick-off". (Slide 4)



Appendix A5 – Excerpt from PowerPoint presentation: "Johannes Fog Robotics Kick-off". (Slide 6)



Appendix B – Interviews

Appendix B1 – Informant Interview with Mads and Sabine

Kontakt Person:

Mads Hvalpelund + 1 controller (Sabine Hansen)

Emne:

Robotic Process Automation – Opbygning af succeskriterier, RPA Miljø, forståelsen for at RPA hjælper, og hvilke processer er det man skal at få automatiseret. Menneskeligt perspektiv, da medarbejdere er bange for at robotterne vil erstatte dem

Hvordan kunne vi tænke os at bygge det her projekt op?

- Generel opbygning omkring den nuværende situation.
    - Hvad var årsagerne til at starte på RPA-projektet?
        - Hvad gik galt? Hvorfor stoppede I undervejs i projektet?
        - Hvordan er projektet nu? Helt dødt eller bliver der arbejdet langsomt videre på det?
    - Hvad kan ændres fremadrettet for at sikre et succesfuldt projekt?
        - Kulturen internt (Bl.a. hvad de medarbejdere skal lave, hvis en del af deres opgaver bliver automatiseret)
        - Opsætte succeskriterier for projektet
        - Projekt udvælgelse - Hvilke opgaver skal inkluderes i projektet?

Hvad tænker vi om projektet og Hvad kan vi bidrage med?

- Om projektet der tænker vi at der er spændende at Fog er i gang med RPA, selvom det er gået i stå. Derfor ønsker vi at dette projekt vil kunne oplyse Fog om de muligheder som der foreligger ved brugen af RPA. Dette vil vi gøre ved at bidrage med nogle nye øjne på den nuværende situation og problemet der er opstået. Vi vil komme med den ekspertviden som vi har grundet vores interesse og undersøgelse af teori. Samt hvordan der skal arbejdes videre med RPA. Så det vi yderlige tænker at projektet kan skabe er at Fog får givet den information og viden omkring hvilke kriterier skal opfyldes for at få succes, hvordan sørger man for at miljøet bliver indforstået med RPA, og det forankres i kulturen, og hvordan udvælges de rigtige RPA projekter.

Deres proces:

Hvordan er deres arbejde med RPA? – Hvordan ser det nuværende system ud?

- 4-5 processer
    - Forespørgsler om kontooprettelser (Stor proces!)
        - Hjemmesiden – Oplysninger udfyldes – Tjekker oplysninger på kunden og verificerer om de er ægte (RKI osv – i alt 3-4 forskellige sider den tjekker)
    - Andre ad hoc og mindre månedsopgaver
- Mange opgaver i pipeline til automatisering

Hvorfor valgte de at starte med RPA? Og hvad gjorde at de stoppede?

- Bruge tid på mere værdiskabende opgaver. Har intet ønske om at afskedige medarbejdere.

Deres tanker:

Hvem er FOG A/S? Og hvem berører det her projekt?

- Vil udlevere materiale

Hvad ønsker de at det her projekt skal bidrage med?

- Effektivisere deres administration
- Indsigt til bedre beslutninger
    - TIlbud osv

Hvad ønsker de af os?

- Evt on-premise vs cloud løsning? Hvad er bedst for Fog?

Hvad kan de selv bidrage med? (ressourcer, data etc.)

Appendix B2 – Semi-structured Interview with Sabine

00:00 Intro snak om rummets størrelse og hvor højt man skal tale og om at nå ind på midten.

00:14 *Vi er 2 studerende fra CBS, som læser økonomi og IT. Vi skal skrive vores speciale og har valgt at fokusere på RPA. Vi kontaktede Fog da i har haft gang i RPA i et stykke tid, og vi ønsker at dykke dybere ned omkring RPA, samt snakke om jer medarbejdere. Vi ønsker at få en forståelse af RPA situationen her hos Fog og hvilke initiativer der er taget og hvor der har været udfordringer, som vi forhåbentlig kan komme med input til. det er lidt om hvem vi er og hvad vi laver her hos Fog*

Til at starte med så kunne vi godt tænke os at få en præsentation af dig og din arbejdsdag, hvilke aktiviteter foretager du dig i løbet af dagen?

01:08 (Red. Navnet er Sabine) Jeg sidder i en stilling som Finance business Partner og er forholdsvis ny, jeg har været her i et halvt år (red. fra dato 19/03-2019) men jeg sidder og laver, jeg har nogle områder jeg er ansvarlig for i forretningen, jeg er ansvarlig for vores logistik, sørger for de får lavet månedsregnskab og at der bliver analyser så de kan forstå udviklingen i forretningen og er derudover ansvarlig for vores Robot her. At vi har en pipeline af opgaver som vi skal sat ind i den, og at det vi har sat ind i den allerede nu også kører.

Så min dag er sådan ret omskiftelig, både med at lave ting for logistikken og lave robot ting og så er der alverdens andre projekter og ting og sager der kommer ind på ens bord i løbet af dagen. så det kan være meget forskelligt. Og derfor er arbejdspresset også meget forskelligt, nogle dage er der ikke så meget at lave og andre dage så vælter hele butikken.

02:12 *Så der er ikke sådan nogen faste rutiner for hvad du laver?*

02:16 Nej, altså jeg har nogle enkle faste opgaver jeg altid laver i forbindelse med månedsregnskabet og så da vi havde, nu har vi jo lige sat vores robot på hold, med den store opgave vi har haft kørende, men ellers var jeg for det meste inde og tjekke at den kørte ordentligt, når jeg kom om morgenen.

02:35 *Så det er mange forskellige opgaver på dit bord, og i forhold til det, er de så meget specifikke eller generelle. Er det over et bredt spænd af opgaver?*

02:52 Altså det vil jeg sige, det er generelt sådan rimeligt bredt, meget forskelligt artet opgaver, som selfvølgelig har et fælles særkende ved at de enten har noget med logistik eller robotten at gøre.

03:08 *Hvordan med før robotten, nu hvor du har været her et halvt år, og i fik den implementeret hvornår?*

03:16 Den var implementeret før jeg startede, så den har været her i et år. ca. Der har siddet en anden en

og sat den op oprindeligt
03:27 *Så er det også svært for dig at vurdere, men sådan umiddelbart vil man vurdere at der har været andre aktiviteter før robbotten som din stilling skulle tage sig af.*
03:39 Ja, men altså man kan sige de ting der bliver lagt ind i robotten, er jo ikke nødvendigt noget man i min stilling har siddet og lavet manuelt, så det er jo nogle andre folk vi har hjulpet. Og så er det fordi at vi har noget mere teknisk snilde, at det er os som står for at sørge for den kører.
03:54 *Kan du gå mere i detaljer om hvordan du arbejder med robotten.*
04:00 Vi har normalt nogle jobs scheduleret, som den her kundeoprettelse har været vores helt store opgave, har vi haft kørende sådan en gang i timen hvor den gik ind og tjekkede har vi gået nye kunde oprettelser og der var det vigtigt at sørge for at, hvis der ligger nogen er de ikke gået igennem og hvorfor er de ikke gået igennem, har robotten fejlet på et eller andet som vi lige kan hjælpe den med så den kan køre den igennem en gang til. Og så kan vi få kunderne ind. så det har været meget det jeg har gjort med robotten
04:37 *Så du har siddet meget med exceptions, så når robotten kører sin proces igennem så sidder du og håndterer de små exceptions som den skyder ud.*
04:44 Præcis. og nogen gange, så får den slet ikke startet systemet op, eller noget andet som den bare fejler på. Fra starten af.
04:55 *Ren kommunikations mæssigt, så dig og dit team, hvordan fungerer det? Hvordan kommunikerer i?*
05:06 Vi sidder jo sådan 2 og har med robbotten at gøre, så det er meget (ÅBENT - FRI SNAK). Ham der hedder Klaus, han har også fingrende nede i det, han har lidt flere drifts opgaver og lidt flere faste opgaver så derfor er det tit mig måske har været inde og tjekke robotten i de der spidsbelastningsperioder. Også plejer vi lige at snakke om hvis der er et eller andet, meget uformelt, at man lige kommer forbi og siger: "den kører fint i dag" eller "ej, nu er den helt ad helvede til igen" eller sådan noget. Det er mest Face-to-Face over skrivebordet.
05:47 *Så det er er når der lige dukker noget op, så snakker i lige om det?*
05:51 Ja.
05:54 *Hvis vi går tilbage til da du startede, hvordan var oplæringsproccessen. Hvordan er du blevet oplært? Her i virksomheden. Antaget at du har specifik viden forud for det her job.*
06:09 I forhold til de forretningsmæssige opgaver ift. i logistikken, så har jeg en anden finance partner der sidder derinder og vores CFO som har dækket de områder lidt og som lærte mig op i forhold til det og så i forhold til robotten der havde vi på daværende tidspunkt EY som vores robot konsulent, som dem havde vi inde, og ham der havde sat den op der sammen med en tidligere medarbejder der sad i min stilling. Han var inde og fortælle om hvordan det hele virkede. For Klaus han har været med sådan lidt på sidelinjen, men havde ikke været helt nede i gryden og været med til at sætte det op. Så han kunne godt fejlsøge lidt. Vi havde nogle møder med Robot konsulenter der, som fortalte om hvordan de fungerede og så har vi så haft noget Blueprism, som vi bruger og de har sådan et lærings system, hvor vi fik en pdf fil med nogle forskellige opgaver man kunne lave, som vi har også været igennem sådan lidt træning.
07:23 *Så i forhold til robotten, der har der været lidt dokumenter, man skulle læse, men mange af dine andre opgaver har være side-mandsoplæring.*
07:35 Præcis.
07:38 *I forhold til din forståelse af dine processer / aktiviteter , føler du har du har en klar forståelse af dem, i forhold til at kunne videreformidle dem.*
07:49 Nej, ikke rigtig. Generelt vil jeg sige at der er ikke meget fokus på struktur, så det med hvad er egentlig din opgave, og hvad der ikke er - det er sådan lidt et svævende billede nogen gange. Så jeg har bl.a. nogle af de der månedsregnskabsopgaver som jeg ikke helt ved (om er mine). Der er aldrig nogen der har sat sig ned og fortalt mig at det var min opgaver, men jeg kan fornemme at der er nogle der forventer at jeg har lavet det. Også tænker man, nå ja, det kan jeg da godt lige gøre hvis det hjælper dig. Men den der formelle tilgang til at beskrive, hvilke opgaver der er dine og hvilke der er mine opgaver, det er ikke eksisterende, og ikke som jeg har været vant til andre steder, i hvertfald.
08:28 *Så dokumentationen, den nedfældede på skrift, den er der ikke så meget af?*

08:35 Den er ikke eksisterende. Det er vist ikke vores stærke side, lige her. Og så kan man sige i forhold til nogle af de her faste opgaver, der har så siddet, bl.a min forgænger og en der er på barsel i øjeblikket, som har siddet med det og eftersom de begge to holdt op samtidig, så er opgaverne blevet leveret videre og der har ikke været fuldt dokumentation på det, så jeg tror at hele processen er sådan lidt mere svævende end den kunne være hvis man havde (Skrevet det ned og fået struktur på)
09:04 *Så den viden som du godt kunne have brugt, den gik tabt ved at nu forsvandt der 2 medarbejder og så var deres viden ikke dokumenteret.*
09:12 Præcis. Det syntes jeg, og hvordan opgaverne skulle gøres ordentligt, var væk.
09:17 *I forhold til det med problemløsning, hvordan håndterer du så det at løse et problem? Hvordan prøver du at skaffe dig ny viden?*
09:25 Først prøver jeg lige at grave mig ned i det og finde ud af hvor er problemet, så man kan lokalisere lidt nærmere en kerne, så man kan stille et fornuftigt spørgsmål videre til nogen hvis man har behov for hjælp, hvis man ikke selv bare finder løsning på det. også prøver jeg at finde ud af hvem det er i forretningen som ved noget om de forskellige ting. så jeg spørgmer dem jeg har omkring mig, som er lidt mere erfarne, og hører om de kan hjælpe mig eller kender en der kan hjælpe.
10:01 *Nu siger du det med at opsøge, Kan du uddbybe det lidt mere.*
10:04 Hvis det er nogen der sidder i samme rum, så går jeg bare over til dem, og taler med dem, og ellers så ringer eller skriver til dem. Vi har jo IT sidddende i bygningen også, men de sidder på en anden etage og lidt væk, så det er typisk at man ringer eller skriver til dem, medmindre man lige møder dem i frokost stuen.
10:23 *Så du kan sagtens ude i frokost stuen tage et problem med dem.*
10:28 Ja, medmindre de lige er midt i en samtale, eller er dybt begravet i maden. Men hvis vi mødes over at man er ved at rydde op begge 2, så kan det være et meget godt tidspunkt lige at tage det på. For så ved man da at man ikke forstyrrer dem midt i noget arbejde. Det er også rart.
10:47 *Hvis vi lige rykker lidt tilbage til de aktiviteter du foretager dig, Føler du at nogen af dem, som kun du kan klare eller hvad, da der jo er mange overlap?*
11:10 Jeg vil sige nu har jeg jo ikke været her så længe igen, så jeg har jo ikke så mange ting, hvor jeg tænker at jeg er helt uundværgelig. Og de ikke ville kunne klare sig uden mig, for det meste er der jo nok noget andre også ved. Men altså i sær i forhold til robotten, der er der jo nogle ting som ikke særlig mange har vidst noget om det, så vi kan måske, eller Klaus kan noget af det, men der er nok nogle ting jeg har sat mig bedre ind i det. Det kunne jeg jo også mærke her da jeg være på ferie. Der var det bl.a. den her proces med kunde oprettelsen, der blev det besluttet at man satte den på hold, da den kørte ikke rigtigt, og jeg havde ligesom lidt regnet ud nogle ting jeg kunne afhjælpe den med for at få den til at køre, men det havde de andre lidt svært ved når nu jeg ikke var der.
12:00 *Så der skete en bottle-neck, at der skete ikke rigtig så meget mens du var væk.*
12:05 Præcis, og så besluttede man så for at stoppe den. Vi har jo i lang tid diskuterede at den ikke kørte ordentlig, så derfor besluttede man sig for at nu satte man den helt på hold og så måtte kundebogholderiet gøre det hele manuelt igen. Så nu prøver at lave en hel ny proces faktisk, som forhåbentlig kommer til at køre.
12:24 *Hvad er det i har problemer med? Hvad er det i syntes med at den ikke kører ordentligt?*
12:29 Den fejler rigtig meget i forskellige instancer. Jeg tror det man har gjort fra starten af er at man ikke har sat sig ned og lavet et fuldstændigt proces beskrivelse og sagt, det her er hvad vi gerne vil ende ud med at have. Man har nok sagt, vi har fået en robot, og hvad kan den egentlig. Den kan gå ind og lave de her opslag inde på en hjemmeside og sådan vi noget af den her data ud til brug. Og det er jo fint nok og så har man bygget det. Og så har man tænkt vi går faktisk også herind og laver noget, og så har man bygget det videre, så det er lidt knopskydning ud i en process og derfor ender med ikke at være så stabilt som den kunne være, fordi den ikke er bygget ordentligt op fra starten af. Så der mangen ting. Så er der nogle, så laver de om på deres hjemmeside og så fordi vi har lavet det med at man skal ind og billede genkende hele tiden, så kan den lige pludselig ikke finde det felt hvor den plejede at finde noget og så skal man sidde og lave det hele om. Ja, så det er jo en tidskrævende ting at sidde og opretholde robotten og der er jo sjovt at

folk tænker at sådan en robot den skal jo bare spare en for alt muligt tid, men det tager faktisk ret lang tid at sætte den ordentligt op, så den rent faktisk kører til at virke.
13:42 *Men sådan ud fra din tanke, føler du så at det er robotten eller arbejdet op til at bygge robotten, der skaber de største udfordringer?*
13:54 Jeg vil sige at jeg tror det er arbejdet op til, som er meget sådan, bare det der med at forstå at det kræver en hel masse arbejde at få den til at køre som den skal. Derudover tror jeg at robotten i sig selv fungerer som den skal. Det er bare de mennesker der sætter den op der ikke lige ved hvordan man skal gøre det. OG det er en af de gode ting ved robotten det er at man jo kan sætte sig ned og lave den uden at være en eller anden IT-haj. Men nogen gange havde man faktisk behov for at der var nogen der havde lidt mere teknisk kunnen, som havde sat sig ned og arbejdet på den istedetfor.

14:38 *Men i forhold til robotten, hvad var så formålet projektet.*
14:49 Det har jo været at effektivisere nogle arbejdsgange og gøre det lettere for administatrationen at hjælpe sælgerne med faktisk at sælge, i stedet for at de skal lave en hel masse papir arbejde. Ikke nødvendigvis med at vi skal skære en hel masse folk og spare nogle omkostninger på den plan, men istedet førge for at vi har nogle hurtigere og lettere arbejdsgange, som gør at folk kan koncentrere sig om de ting der rent faktisk skaber værdi for virksomheden. I stedet for at sidde og udfylde mærkelige formularer og papirer og flytte rundt på ting i organisationen.
15:27 *Nogle af de udfordringer, vi har været lidt inde på det, men hvad ser i som de største udfordringer, hos jer men også mere generelt med RPA?*
15:45 Det er jo. For det første det der med at bygge en process, at dokumentere de processer man gerne vil bygge. og Den måde man har bygget dem på, så man kan overlevere det til en ny person. For det er jo meget, ligesom hvis man laver VBA programmering. Den person der har siddet og lavet har en eller anden måde man gør tingene på og det er ikke helt sikker nødvendigt at den næste person deler den viden og kan forstå at det er sådan man gør det på? Så derfor er det vigtigt at det er dokumentere rigtigt så der kan komme en ny ind og gøre det rigtigt. Og så skal man jo have organisationen til at købe ind på at det her er en god ide. Og det er også her det er vigtigt at sige at det er jo ikke fordi vi skal fyre 5 mennesker, fordi nu gør robotten jo deres arbejde. Fordi det er bare at lette dagen for folk, Men det er jo også sådan at man skal sprede viden om at vi har en robot og at den rent faktisk kan køre i organisationen, så der er nogle der kan byde ind med nogle opgaver som den kan lave. Så der er ret mange ting, tænker jeg der er en udfordring for at det hele kommer til at køre, især i en organisation der ikke er specielt struktureret.
17:01 *Og hvordan i forhold til kommunikation fra ledelse til resten af organisation, hvordan blev det håndteret?*
17:11 Det er et meget godt spørgsmål. Jeg har ikke oplevet nogen sådan central kommunikation ummideltbart. Jeg tænker der er jo, for hver af vores tømmerhandler er der en direktør og de har jo nogle møder med Carsten og Mads, vores CEO og CFO. Og jeg tror at der i den forbindelse bliver der nogen gange diskuteret noget. men jeg har ikke set noget sådan igennem hele organisationen. Og om det så kommer ned til folk i organisationen, det ved jeg ikke.
17:43 *Hvordan vil klasssificere en robot? En definition på en robot*
18:04 Det var en automatisering af nogle processer, hvor du sætter en maskine til at gøre noget som en person ellers ville have gjort manuelt.
18:25 *Hvordan ser du på en robot? Som en del af arbejdstyrken eller et hjælpemiddel?*
18:31 Altså jeg har jo i mit tidligere job havde vi den som en ansat i afdelingen der havde et navn. Og dermed en identitet. Det ved jeg ikke helt om jeg vil sige at vi putter den i sådan en kategori. Der er det nok mere en eller anden computer der hjælper. Den har måske ikke den helt samme betydning her.
18:54 *Det var også det du snakkede om at den mere bliver anset som en ressource*?
19:11 Det tænker jeg.
19:15 *Du var lidt inde på det før med hvilke projekter man kan bruge. Hvordan og hvem udvælger de kandidater som skal automatiseres?*

19:29 Vi har jo fra min forgænger lidt en liste over opgaver der lå i en pipeline, som vi på et tidspunkt har siddet og diskuteret og nogen af dem har vi så besluttet os for at det ikke var relevant alligevel og så kommer der nogle nye ting ind i mellem. Og i princippet har vi forsøgt at have en eller anden form for styre gruppe der skulle sidder og gøre det, men det er lidt svært at holde momentum igang med det, syntes jeg. Men vi har lige fået en ny proces kørende, her som vi prøver at få til rent faktisk at køre helt smooth. som lige nu stadig er i opstartsfasen og det har den så været i en måned. Så vi prøver at i stedet for den her kundeoprettelsesproces som vi tidligere har brugt meget energi på, så prøver at komme ind med nogle der er lidt mindre og lidt mere overskuelige processer som vi så siger. "det her faktisk noget som folk brokker sig over rundt omkring i organisationen" så hvis vi nu prøver den her lille ting, som så ikke kræver 7 mand ned i en uge og tegner det hele op, så lige nu er vores fokus på at køre nogle små processer som vi rent faktisk kan få igennem. også er vi også lidt igang med omtegningen af vores støre process, som vi belsuttede at sætte på hold og som vi så nu vil bygge op igen. Så er vi gået igang med at holde nogle møder om hvad vil vi egentlig gerne med den og hvad skal den omfatte. Og hvordan gør vi det bedst muligt. Og så er vi ved at tegne den proces op, så vi forhåbentlig kan sætte strøm til engang.
21:18 *Man er gået væk fra det man tidligere havde i pipeline og sagt det var de her der var rigtige og over til, som jeg hører det noget mere trial and error, hvor i lytter til de pains som ligge i organisationen. Har du et eksempel på det?*
21:41 Den vi lige nu har sat igang, det er en som laver. Vi har et automatisk system, som når vi sælger nogle vare så siger den når nu er der kun x-antal på lager og i følge vores salgstatestikker så plejer vi at sælge så mange, så derfor skal vi nu købe noget nyt. Så sætter den inde i systemet, hov nu skal vi købe en ny mængde af denne varer og så har vi nogle indkøber som så siger yes, nu køber vi dem. Men det her automatiske system gør at der nogen gange kommer to linjer med den samme, så nu skal vi købe 4 af denne vare ogg så siger den lige nedenunder at nu skal du også købe 4 af den samme vare. Og det er jo så for det meste, siger de der indkøber, "jaja det fint" og så kommer den ud til leverandører og siger i skal have 8 af denne vare og så sender de 8 stk. af varerne og en faktura på de 8 stk. men i vores har vi bestilt 2*4 i stedet for 8 stk så når vi så sætter den ind i systemet så har vi en automatisk en der gerne skulle matche indkøbsordre med de varer vi så har fået, men den kan så ikke matche at der står 8 det ene sted og 2*4 det andet sted, så derfor har vi fået robotten til at ligge de linjer sammen. Der er 2 linjer med præcis den samme vare, fra samme leverandør og samme sted, så nu ligger vi dem sammen, i stedet for at der nu står 2*4 så står der 8 og så når vi får varerne, fra leverandøreren så kan vi matche det hele og så skulle det gerne køre det hele igennem. Fordi at de her folk der modtager varerne, de har brokket sig over at det så ikke kører også skal de sidde manuelt og sige: " nå der er så fordi at der er de her dobbelt linjer." Det er den her proces vi så har prøvet at køre igennem, at den hver morgen klokken 6 skal den gå ind og se en liste, hvilke varer har vi flere end 1 linje af. på det samme sted og så går den så ind i systemet og retter dem. Det er et eksempel.
23:43 *I forhold til den store proces. Der snakkede du om udfordinger ved Exception Handling, med at den ikke kørte så godt. Hvad med den her mindre proces.*
24:00 Vi belsuttede os for at sætte den igang for 2 uger siden ca. men så har vi så haft problem med at den skal scheduleres og sådan at den skulle starte klokken 6 om morgenen, og af en eller anden grund gik den ikke igang klokken 6 om morgenen. Så vi har haft nogle konsulenter ind og sige, hvorfor kører den ikke klokken 6 om morgenen. Og de har så prøvet, for de kunne heller ikke lige finde problemet, og det er både godt og skidt. Det gør jo at man ikke tænker at man vildt dumt, men kunne bare være rart hvis de vidste det. Men så har vi prøvet nogle gange, hvor vi har sagt: "hvis vi nu gør sådan her", ej så kørte den så stadig ikke, men i morges (19/03-2019) der kørte den rent faktisk der kom den så desværre bare ud og sagde at den ikke kunne finde nogle af de her dobbeltlinjer som den ellers havde fået at vide der skulle være. Det er lidt problemet med robotten nogle gange, at hvis den rammer en exception og man får løst den og så tænker man: "yes nu kører det" og så rammer den bare en ny igen i næste del af processen. Så kan man godt blive lidt demotiveret nogen gange over at det ikke virker som vi tænker.
25:05 *Den gør kun lige præcis hvad den får besked på.*

Jeg vender lige lidt tilbage til dig og dine medarbejder. Hvordan føler du når du hjælper dine medarbejdere, hvilken værdi skaber det for dig?
25:23 Jeg kan jo godt lide det der med at hjælpe folk. Det med at man skaber en større arbejdsglæde ved at automatisere nogle af de ting som er (Red. Kedelige) Det syntes jeg helt sikkert det gør.
25:40 *Og der er ikke nogen differentiering med hvad man vil hjælpe med?*

25:50 Nej, man kan sige, jeg er stadig så ny i organisationen, så det er ikke nødvendigvis alt jeg kan hjælpe med. Men jeg vil gerne også bare gerne være med, hvis der kommer nogen der spørger og tænker at det var noget jeg kunne vide, så kan det godt være jeg ikke kan hjælpe, men vil gerne høre svaret, for så kan det være at jeg kan hjælpe en anden gang. Jeg syntes det er vigtigt for min egen læring også. Det er vigtigt at komme rundt i alle de problemer der opstår.
26:21 *I forhold til det med at du har viden om RPA, hvad tænker du når du høre ordet RPA og hvordan føler du at andre tager imod RPA og har af tanker om robotter?*
26:38 Jeg tænker det rigtig spændende og jeg syntes det bliver endnu større i fremtiden og jeg tænker det er vigtigt at få udnyttet så godt vi kan. der er masser af potentiale i at få effektuiseret ting. Jeg er ikke bange for at det tager mit job. Nu kan jeg jo bare med den erfaring jeg har indtil videre at der kræver indtil flere mennesker at bare holde øje med den og se at den gør det den rent faktisk skal gøre. Så det tænker jeg ikke, jeg har ikke frygt for den. Jeg er generelt positivt overfor den.
27:22 *Og hvordan føler du sådan andre tænker omkring det.*
27:24 Jeg tænker at der er nogen hvor der er .. Her er vi jo ikke sådan super mange akademikere, der er ret mange folk som bare sidder og laver et eller andet bogholderi-job hvor de sidder laver de samme manuelle processer dag ud og dag ind. Og jeg tænker at det er nogen af de opgaver som man vil effektivisere og jeg kunne da godt forestille mig at der ville være nogen der som ville være lidt bange for at de ikke længere er uundeværeling og ville være lette ofre for en fyringsrunde, hvis der skulle være det. Så det kunne godt være at der er nogen der er mindre glade for det.
28:05 *Potentiale for RPA hos Fog, hvad tænker du fremtiden er?*
28:17 Jeg tror hvis man kunne, vi har jo mange ting, vi har jo de her også, de her indkøbsordre linjer, vi har mange andre ting der også kører i en form for halvautomatisering rundt omrking. Jeg tror der er rigtig stort potentiale i at bruge robotten som et bindeled mellem de forskellige processer så man kan køre noget mere sådan, "straght-trough-processesing" Igennem en hel produkt-livsforløb. Og jeg tror i sær sådan noget tømmerhandel der er jo mange håndværkere. Og de er måske ikke sådan de mest forudseende og køber ind før de starter på en opgaver, men hvis de på et tidspunkt også kommer til et sted i deres udvikling, hvor de også har lidt mere overblik over hvad de har for nogle opgaver og også sætter mere system på det, så tror jeg også at det er noget god udfordring forretningsmæssigt eller udvikling i forretningsmæssigt at man kan rent faktisk finde ud af, i har noget automatisering, som vi kan hjælpe videre, så vi kan gøre det mere effektivt for kunderne, så det tror jeg egentlig der er rigtig stor potentiale i også at hjælpe kunder med at skaffe noget ekstra forretning i.
29:45 *Jeg sad lige og tænkte på det med uddannelse niveau i Fog. Tror du det har en påvirkning for Robotten og jeres projekt?*
30:03 Man kan sige at det kommer til at ligge på forholdsvis få hænder at køre det. Fordi resten er folk som kommer herind for at gøre det arbejde som de nu er vant til og altid har gjort, og så tager hjem igen. Det der med at rent faktisk at have en interesse for noget nyt og udfordringer, det er der måske ikke så mange der har. Hvis man ikke en høj uddannelse. Der er nok en større nysgerrighed, for folk der har gidet at bruge 5 år på at uddanne sig end der er for folk der tænker de bare skal have et job for at tjene nogle penge.
30:54 *Føler du at der kunne være noget modstand, eller manglende lyst og interesse for at prøve noget nyt af, at den kunne godt være en hæmsko?*
31:08 Det kunne det sikker godt, især når man kommer ud til nogle steder hvor folk har travlt med en masse andre ting. De syntes at mange andre ting er vigtigere og så er det svært det der med at man skal sætte tiden af til at udvikle noget der kan hjælpe en senere hen. Det er ligesom at få en ny medarbejder, man skal hjælpe med at lære dem op og det tager tid. For ellers kan det være ligegyldigt hvis du får en

ekstra ressource ind, så det der med at prioritere at sætte noget tid af til at få nogle gevinster længere henne, det er måske svære. Nogen steder.
31:49 *Vi snakkede om det med rutiner, men generelt ligger der så noget meget forankret i Fog. Nu kan vi se et stort flot billede for enden af bordet (Beskriv begge dele)*
32:16 Jeg ved ikke, Jeg kommer jo fra finansværden tidligere og det er en meget anderledes kultur ihvertfald, og jeg ved ikke om den er forskellig fra andre tømmerhandler, det har jeg jo lidt svært ved at bedømme, men der er jo helt sikkert en anden kultur end det jeg har været vant til andre steder.
Sådan lidt mere direkte og den der "håndværker-agtig" tilgang til det, i stedet for den lange akademiske diskussioner over frokosten. Om der er noget specifik kulturelt der defininerer den her, kan jeg ikke lige sætte finger på.
33:09 *Kan du uddybe forskelle der har været mellem dit tidligere job og det her?*
33:17 De mennesker der er her er som vi har talt om, er at der ikke er det samme uddannelses niveau så der er jo mange af de her folk, nu møder man jo helt ekstremt tidligt herinde, jeg ved ikke om det kultur eller hvad, men jeg har været vant til at sådan noget klokken 8:30-9:00 det var helt almindeligt, men når jeg kommer her, "dalrende ud på eftermiddagen" er der nok nogen der tænker, så er der mange der har siddet her inde siden klokken 7:00 om morgenen. Folk har meget det her med at skulle gå tidligt og nå hjem og hente børn. Der er måske ikke så meget det der karriere-minded og interessetimer man ligger i de, som jeg havde været vant til, også selvom folk havde børn og ting de skulle sørge for, der var man i sine par nok sådan meget lige. Så man var 2 akademiker og så sørgede man for at have en plan, og sagde den ene dag henter du og den anden kan jeg sidde ind på arbejdet og arbejde længe hvis behovet er det. Hvor her, især med kvinderne, tror jeg det måske er nogle forhold, hvor så har manden et job hvor han tjener nogle flere penge på eller noget og så er det kvinden der skal gå tidligt og hente børnere. Det har jeg også i samtaler omkring barsel. Jeg kommer jo fra finanssektoren, der har mænd jo 2 måneders betalt barsel, så jeg er jo vant til at alle mænd tog barsel, og det er jo åbenbart heller ikke sådan man ser det her. Der er det :"der er dan slet ingen mænd der tager barsel." Jo, det syntes jeg faktisk jeg kender rigtig mange der gød. Det er meget sjovt at komme ind i sådan en helt anden verden. Folk har et andet indblik på det. Man kan også sige sådan noget som IT, jeg har altid arbejdet med Excel og syntes det har været sjovt, men det har alle andre omkring mig også så derfor har jeg ikke været speciel på den måde, men så kommer man ind et nyt sted hvor folk bruger Excel, men de interesserer sig slet ikke for det. Så der kommer ret mange spørgsmål, hvor jeg tænker det er da logisk, der gør man bare sådan her, hvor folk er sådan helt imponeret, Hvordan gjorde du det? Okay, det er måske ikke lige raket-videnskab. Men det er altid rart at man kan bidrage med noget, hvor man ikke syntes man selv gør de store anstrengelser. Det kan være meget rart for selvtilliden også.
36:13 *Man kan måske også sige at der er rart langt fra, hvis de basale Excel ting er svære og så til at deres opgaver bliver automatiseret, og de så skal lave noget andet. Der er ret lang vej imellem det.*
36:25 Ja, præcis. Det er rigtigt. Nok også mentalt. en øvelse i at få folk til det. Men det er så meget sjovt at hvis folk en eller anden liste med kunder hvor man skal gøre et eller andet manuelt, ej kunne vi ikke få robotten til det. Så der er nogen opgaver hvor de tænker den her opgave er simpelthen for kedelig, det vil jeg gerne have robotten til og så er der så andre ting hvor man tænker sådan. JA, men skal jo heller ikke tage alle dine opgaver fra dig. for så skal vi bare finde nye ting til dig og er du helt sikker på at du er klar til det? Der er lidt forskellige. Vi har en enkelt af bogføringsdamerne, som er meget sådan, hun vil gerne have flere og nye opgaver. Også er der andre der sidder og holder på deres og "jeg har altid siddet og lavet det her, det har jeg gjort de sidste 10 år og det skal du slet ikke komme interresere dig for det for lige pludselig gør du det garanteret anderledes". Det er også personlighedsmæssigt, forskellige typer
37:38 U*middelbart tænker jeg vi er igennem. Har du mere RPA-mæssigt her hos Fog, som ville være væsentligt for os at vide, som vi ikke har snakket om.*
37:58 Jeg tænker jeg ikke lige kan huske noget nu, men vil gerne tænker over det. Hvis det var, så kan jeg altid komme løbende tilbage.
38:08 Afsluttende, og siger tak for tiden. Snakker kort om selve opgaven går fremad. Data indsamling i den uge og hvornår afleveringsdato er. (Frem og tilbage mellem interviewer og respondent)

Appendix B3 – Semi-structured Interview with Mads

00:00 Intro snak om rummets størrelse og hvor højt man skal tale og om at nå ind på midten.
00:14 *Vi er 2 studerende fra CBS, som læser økonomi og IT. Vi skal skrive vores speciale og har valgt at fokusere på RPA. Vi kontaktede Fog da i har haft gang i RPA i et stykke tid, og vi ønsker at dykke dybere ned omkring RPA, samt snakke om jer medarbejdere. Vi ønsker at få en forståelse af RPA situationen her hos Fog og hvilke initiativer der er taget og hvor der har været udfordringer, som vi forhåbentlig kan komme med input til. det er lidt om hvem vi er og hvad vi laver her hos Fog*
Til at starte med så kunne vi godt tænke os at få en præsentation af dig og din arbejdsdag, hvilke aktiviteter foretager du dig i løbet af dagen?
01:08 (Red. Navnet er Sabine) Jeg sidder i en stilling som Finance business Partner og er forholdsvis ny, jeg har været her i et halvt år (red. fra dato 19/03-2019) men jeg sidder og laver, jeg har nogle områder jeg er ansvarlig for i forretningen, jeg er ansvarlig for vores logistik, sørger for de får lavet månedsregnskab og at der bliver analyser så de kan forstå udviklingen i forretningen og er derudover ansvarlig for vores Robot her. At vi har en pipeline af opgaver som vi skal sat ind i den, og at det vi har sat ind i den allerede nu også kører.
Så min dag er sådan ret omskiftelig, både med at lave ting for logistikken og lave robot ting og så er der alverdens andre projekter og ting og sager der kommer ind på ens bord i løbet af dagen. så det kan være meget forskelligt. Og derfor er arbejdspresset også meget forskelligt, nogle dage er der ikke så meget at lave og andre dage så vælter hele butikken.
02:12 *Så der er ikke sådan nogen faste rutiner for hvad du laver?*
02:16 Nej, altså jeg har nogle enkle faste opgaver jeg altid laver i forbindelse med månedsregnskabet og så da vi havde, nu har vi jo lige sat vores robot på hold, med den store opgave vi har haft kørende, men ellers var jeg for det meste inde og tjekke at den kørte ordentligt, når jeg kom om morgenen.
02:35 *Så det er mange forskellige opgaver på dit bord, og i forhold til det, er de så meget specifikke eller generelle. Er det over et bredt spænd af opgaver?*
02:52 Altså det vil jeg sige, det er generelt sådan rimeligt bredt, meget forskelligt artet opgaver, som selfvølgelig har et fælles særkende ved at de enten har noget med logistik eller robotten at gøre.
03:08 *Hvordan med før robotten, nu hvor du har været her et halvt år, og i fik den implementeret hvornår?*
03:16 Den var implementeret før jeg startede, så den har været her i et år. ca. Der har siddet en anden en og sat den op oprindeligt
03:27 *Så er det også svært for dig at vurdere, men sådan umiddelbart vil man vurdere at der har været andre aktiviteter før robbotten som din stilling skulle tage sig af.*
03:39 Ja, men altså man kan sige de ting der bliver lagt ind i robotten, er jo ikke nødvendigt noget man i min stilling har siddet og lavet manuelt, så det er jo nogle andre folk vi har hjulpet. Og så er det fordi at vi har noget mere teknisk snilde, at det er os som står for at sørge for den kører.
03:54 *Kan du gå mere i detaljer om hvordan du arbejder med robotten.*
04:00 Vi har normalt nogle jobs scheduleret, som den her kundeoprettelse har været vores helt store opgave, har vi haft kørende sådan en gang i timen hvor den gik ind og tjekkede har vi gået nye kunde oprettelser og der var det vigtigt at sørge for at, hvis der ligger nogen er de ikke gået igennem og hvorfor er de ikke gået igennem, har robotten fejlet på et eller andet som vi lige kan hjælpe den med så den kan køre den igennem en gang til. Og så kan vi få kunderne ind. så det har været meget det jeg har gjort med robotten
04:37 *Så du har siddet meget med exceptions, så når robotten kører sin proces igennem så sidder du og håndterer de små exceptions som den skyder ud.*
04:44 Præcis. og nogen gange, så får den slet ikke startet systemet op, eller noget andet som den bare fejler på. Fra starten af.
04:55 *Ren kommunikations mæssigt, så dig og dit team, hvordan fungerer det? Hvordan kommunikerer i?*
05:06 Vi sidder jo sådan 2 og har med robbotten at gøre, så det er meget (ÅBENT - FRI SNAK). Ham der hedder Klaus, han har også fingrende nede i det, han har lidt flere drifts opgaver og lidt flere faste opgaver så derfor er det tit mig måske har været inde og tjekke robotten i de der spidsbelastningsperioder. Også

plejer vi lige at snakke om hvis der er et eller andet, meget uformelt, at man lige kommer forbi og siger: "den kører fint i dag" eller "ej, nu er den helt ad helvede til igen" eller sådan noget. Det er mest Face-to-Face over skrivebordet.
05:47 *Så det er er når der lige dukker noget op, så snakker i lige om det?*
05:51 Ja.
05:54 *Hvis vi går tilbage til da du startede, hvordan var oplæringsproccessen. Hvordan er du blevet oplært? Her i virksomheden. Antaget at du har specifik viden forud for det her job.*
06:09 I forhold til de forretningsmæssige opgaver ift. i logistikken, så har jeg en anden finance partner der sidder derinder og vores CFO som har dækket de områder lidt og som lærte mig op i forhold til det og så i forhold til robotten der havde vi på daværende tidspunkt EY som vores robot konsulent, som dem havde vi inde, og ham der havde sat den op der sammen med en tidligere medarbejder der sad i min stilling. Han var inde og fortælle om hvordan det hele virkede. For Klaus han har været med sådan lidt på sidelinjen, men havde ikke været helt nede i gryden og været med til at sætte det op. Så han kunne godt fejlsøge lidt. Vi havde nogle møder med Robot konsulenter der, som fortalte om hvordan de fungerede og så har vi så haft noget Blueprism, som vi bruger og de har sådan et lærings system, hvor vi fik en pdf fil med nogle forskellige opgaver man kunne lave, som vi har også været igennem sådan lidt træning.
07:23 *Så i forhold til robotten, der har der været lidt dokumenter, man skulle læse, men mange af dine andre opgaver har være side-mandsoplæring.*
07:35 Præcis.
07:38 *I forhold til din forståelse af dine processer / aktiviteter , føler du har du har en klar forståelse af dem, i forhold til at kunne videreformidle dem.*
07:49 Nej, ikke rigtig. Generelt vil jeg sige at der er ikke meget fokus på struktur, så det med hvad er egentlig din opgave, og hvad der ikke er - det er sådan lidt et svævende billede nogen gange. Så jeg har bl.a. nogle af de der månedsregnskabsopgaver som jeg ikke helt ved (om er mine). Der er aldrig nogen der har sat sig ned og fortalt mig at det var min opgaver, men jeg kan fornemme at der er nogle der forventer at jeg har lavet det. Også tænker man, nå ja, det kan jeg da godt lige gøre hvis det hjælper dig. Men den der formelle tilgang til at beskrive, hvilke opgaver der er dine og hvilke der er mine opgaver, det er ikke eksisterende, og ikke som jeg har været vant til andre steder, i hvertfald.
08:28 *Så dokumentationen, den nedfældede på skrift, den er der ikke så meget af?*
08:35 Den er ikke eksisterende. Det er vist ikke vores stærke side, lige her. Og så kan man sige i forhold til nogle af de her faste opgaver, der har så siddet, bl.a min forgænger og en der er på barsel i øjeblikket, som har siddet med det og eftersom de begge to holdt op samtidig, så er opgaverne blevet leveret videre og der har ikke været fuldt dokumentation på det, så jeg tror at hele processen er sådan lidt mere svævende end den kunne være hvis man havde (Skrevet det ned og fået struktur på)
09:04 *Så den viden som du godt kunne have brugt, den gik tabt ved at nu forsvandt der 2 medarbejder og så var deres viden ikke dokumenteret.*
09:12 Præcis. Det syntes jeg, og hvordan opgaverne skulle gøres ordentligt, var væk.
09:17 *I forhold til det med problemløsning, hvordan håndterer du så det at løse et problem? Hvordan prøver du at skaffe dig ny viden?*
09:25 Først prøver jeg lige at grave mig ned i det og finde ud af hvor er problemet, så man kan lokalisere lidt nærmere en kerne, så man kan stille et fornuftigt spørgsmål videre til nogen hvis man har behov for hjælp, hvis man ikke selv bare finder løsning på det. også prøver jeg at finde ud af hvem det er i forretningen som ved noget om de forskellige ting. så jeg spørgmer dem jeg har omkring mig, som er lidt mere erfarne, og hører om de kan hjælpe mig eller kender en der kan hjælpe.
10:01 *Nu siger du det med at opsøge, Kan du uddbybe det lidt mere.*
10:04 Hvis det er nogen der sidder i samme rum, så går jeg bare over til dem, og taler med dem, og ellers så ringer eller skriver til dem. Vi har jo IT sidddende i bygningen også, men de sidder på en anden etage og lidt væk, så det er typisk at man ringer eller skriver til dem, medmindre man lige møder dem i frokost stuen.
10:23 *Så du kan sagtens ude i frokost stuen tage et problem med dem.*

10:28 Ja, medmindre de lige er midt i en samtale, eller er dybt begravet i maden. Men hvis vi mødes over at man er ved at rydde op begge 2, så kan det være et meget godt tidspunkt lige at tage det på. For så ved man da at man ikke forstyrrer dem midt i noget arbejde. Det er også rart.
10:47 *Hvis vi lige rykker lidt tilbage til de aktiviteter du foretager dig, Føler du at nogen af dem, som kun du kan klare eller hvad, da der jo er mange overlap?*
11:10 Jeg vil sige nu har jeg jo ikke været her så længe igen, så jeg har jo ikke så mange ting, hvor jeg tænker at jeg er helt uundværgelig. Og de ikke ville kunne klare sig uden mig, for det meste er der jo nok noget andre også ved. Men altså i sær i forhold til robotten, der er der jo nogle ting som ikke særlig mange har vidst noget om det, så vi kan måske, eller Klaus kan noget af det, men der er nok nogle ting jeg har sat mig bedre ind i det. Det kunne jeg jo også mærke her da jeg være på ferie. Der var det bl.a. den her proces med kunde oprettelsen, der blev det besluttet at man satte den på hold, da den kørte ikke rigtigt, og jeg havde ligesom lidt regnet ud nogle ting jeg kunne afhjælpe den med for at få den til at køre, men det havde de andre lidt svært ved når nu jeg ikke var der.
12:00 *Så der skete en bottle-neck, at der skete ikke rigtig så meget mens du var væk.*
12:05 Præcis, og så besluttede man så for at stoppe den. Vi har jo i lang tid diskuteret at den ikke kørte ordentlig, så derfor besluttede man sig for at nu satte man den helt på hold og så måtte kundebogholderiet gøre det hele manuelt igen. Så nu prøver at lave en hel ny proces faktisk, som forhåbentlig kommer til at køre.
12:24 *Hvad er det i har problemer med? Hvad er det i syntes med at den ikke kører ordentligt?*
12:29 Den fejler rigtig meget i forskellige instancer. Jeg tror det man har gjort fra starten af er at man ikke har sat sig ned og lavet et fuldstændigt proces beskrivelse og sagt, det her er hvad vi gerne vil ende ud med at have. Man har nok sagt, vi har fået en robot, og hvad kan den egentlig. Den kan gå ind og lave de her opslag inde på en hjemmeside og sådan vi noget af den her data ud til brug. Og det er jo fint nok og så har man bygget det. Og så har man tænkt vi går faktisk også herind og laver noget, og så har man bygget det videre, så det er lidt knopskydning ud i en process og derfor ender med ikke at være så stabilt som den kunne være, fordi den ikke er bygget ordentligt op fra starten af. Så der mangen ting. Så er der nogle, så laver de om på deres hjemmeside og så fordi vi har lavet det med at man skal ind og billede genkende hele tiden, så kan den lige pludselig ikke finde det felt hvor den plejede at finde noget og så skal man sidde og lave det hele om. Ja, så det er jo en tidskrævende ting at sidde og opretholde robotten og der er jo sjovt at folk tænker at sådan en robot den skal jo bare spare en for alt muligt tid, men det tager faktisk ret lang tid at sætte den ordentligt op, så den rent faktisk kører til at virke.
13:42 *Men sådan ud fra din tanke, føler du så at det er robotten eller arbejdet op til at bygge robotten, der skaber de største udfordringer?*
13:54 Jeg vil sige at jeg tror det er arbejdet op til, som er meget sådan, bare det der med at forstå at det kræver en hel masse arbejde at få den til at køre som den skal. Derudover tror jeg at robotten i sig selv fungerer som den skal. Det er bare de mennesker der sætter den op der ikke lige ved hvordan man skal gøre det. OG det er en af de gode ting ved robotten det er at man jo kan sætte sig ned og lave den uden at være en eller anden IT-haj. Men nogen gange havde man faktisk behov for at der var nogen der havde lidt mere teknisk kunnen, som havde sat sig ned og arbejdet på den istedetfor.
14:38 *Men i forhold til robotten, hvad var så formålet projektet.*
14:49 Det har jo været at effektivisere nogle arbejdsgange og gøre det lettere for administatrationen at hjælpe sælgerne med faktisk at sælge, i stedet for at de skal lave en hel masse papir arbejde. Ikke nødvendigvis med at vi skal skære en hel masse folk og spare nogle omkostninger på den plan, men istedet førge for at vi har nogle hurtigere og lettere arbejdsgange, som gør at folk kan koncentrere sig om de ting der rent faktisk skaber værdi for virksomheden. I stedet for at sidde og udfylde mærkelige formularer og papirer og flytte rundt på ting i organisationen.
15:27 *Nogle af de udfordringer, vi har været lidt inde på det, men hvad ser i som de største udfordringer, hos jer men også mere generelt med RPA?*
15:45 Det er jo. For det første det der med at bygge en process, at dokumentere de processer man gerne vil bygge. og Den måde man har bygget dem på, så man kan overlevere det til en ny person. For det er jo

meget, ligesom hvis man laver VBA programmering. Den person der har siddet og lavet har en eller anden måde man gør tingene på og det er ikke helt sikker nødvendigt at den næste person deler den viden og kan forstå at det er sådan man gør det på? Så derfor er det vigtigt at det er dokumentere rigtigt så der kan komme en ny ind og gøre det rigtigt. Og så skal man jo have organisationen til at købe ind på at det her er en god ide. Og det er også her det er vigtigt at sige at det er jo ikke fordi vi skal fyre 5 mennesker, fordi nu gør robotten jo deres arbejde. Fordi det er bare at lette dagen for folk, Men det er jo også sådan at man skal sprede viden om at vi har en robot og at den rent faktisk kan køre i organisationen, så der er nogle der kan byde ind med nogle opgaver som den kan lave. Så der er ret mange ting, tænker jeg der er en udfordring for at det hele kommer til at køre, især i en organisation der ikke er specielt struktureret.
17:01 *Og hvordan i forhold til kommunikation fra ledelse til resten af organisation, hvordan blev det håndteret?*
17:11 Det er et meget godt spørgsmål. Jeg har ikke oplevet nogen sådan central kommunikation ummideltbart. Jeg tænker der er jo, for hver af vores tømmerhandler er der en direktør og de har jo nogle møder med Carsten og Mads, vores CEO og CFO. Og jeg tror at der i den forbindelse bliver der nogen gange diskuteret noget. men jeg har ikke set noget sådan igennem hele organisationen. Og om det så kommer ned til folk i organisationen, det ved jeg ikke.
17:43 *Hvordan vil klasssificere en robot? En definition på en robot*
18:04 Det var en automatisering af nogle processer, hvor du sætter en maskine til at gøre noget som en person ellers ville have gjort manuelt.
18:25 *Hvordan ser du på en robot? Som en del af arbejdstyrken eller et hjælpemiddel?*
18:31 Altså jeg har jo i mit tidligere job havde vi den som en ansat i afdelingen der havde et navn. Og dermed en identitet. Det ved jeg ikke helt om jeg vil sige at vi putter den i sådan en kategori. Der er det nok mere en eller anden computer der hjælper. Den har måske ikke den helt samme betydning her.
18:54 *Det var også det du snakkede om at den mere bliver anset som en ressource*?
19:11 Det tænker jeg.
19:15 *Du var lidt inde på det før med hvilke projekter man kan bruge. Hvordan og hvem udvælger de kandidater som skal automatiseres?*
19:29 Vi har jo fra min forgænger lidt en liste over opgaver der lå i en pipeline, som vi på et tidspunkt har siddet og diskuteret og nogen af dem har vi så besluttet os for at det ikke var relevant alligevel og så kommer der nogle nye ting ind i mellem. Og i princippet har vi forsøgt at have en eller anden form for styre gruppe der skulle sidder og gøre det, men det er lidt svært at holde momentum igang med det, syntes jeg. Men vi har lige fået en ny proces kørende, her som vi prøver at få til rent faktisk at køre helt smooth. som lige nu stadig er i opstartsfasen og det har den så været i en måned. Så vi prøver at i stedet for den her kundeoprettelsesproces som vi tidligere har brugt meget energi på, så prøver at komme ind med nogle der er lidt mindre og lidt mere overskuelige processer som vi så siger. "det her faktisk noget som folk brokker sig over rundt omkring i organisationen" så hvis vi nu prøver den her lille ting, som så ikke kræver 7 mand ned i en uge og tegner det hele op, så lige nu er vores fokus på at køre nogle små processer som vi rent faktisk kan få igennem. også er vi også lidt igang med omtegningen af vores støre process, som vi belsuttede at sætte på hold og som vi så nu vil bygge op igen. Så er vi gået igang med at holde nogle møder om hvad vil vi egentlig gerne med den og hvad skal den omfatte. Og hvordan gør vi det bedst muligt. Og så er vi ved at tegne den proces op, så vi forhåbentlig kan sætte strøm til engang.
21:18 *Man er gået væk fra det man tidligere havde i pipeline og sagt det var de her der var rigtige og over til, som jeg hører det noget mere trial and error, hvor i lytter til de pains som ligge i organisationen. Har du et eksempel på det?*
21:41 Den vi lige nu har sat igang, det er en som laver. Vi har et automatisk system, som når vi sælger nogle vare så siger den når nu er der kun x-antal på lager og i følge vores salgstatestikker så plejer vi at sælge så mange, så derfor skal vi nu købe noget nyt. Så sætter den inde i systemet, hov nu skal vi købe en ny mængde af denne varer og så har vi nogle indkøber som så siger yes, nu køber vi dem. Men det her automatiske system gør at der nogen gange kommer to linjer med den samme, så nu skal vi købe 4 af denne vare ogg så siger den lige nedenunder at nu skal du også købe 4 af den samme vare. Og det er jo så

for det meste, siger de der indkøber, "jaja det fint" og så kommer den ud til leverandører og siger i skal have 8 af denne vare og så sender de 8 stk. af varerne og en faktura på de 8 stk. men i vores har vi bestilt 2*4 i stedet for 8 stk så når vi så sætter den ind i systemet så har vi en automatisk en der gerne skulle matche indkøbsordre med de varer vi så har fået, men den kan så ikke matche at der står 8 det ene sted og 2*4 det andet sted, så derfor har vi fået robotten til at ligge de linjer sammen. Der er 2 linjer med præcis den samme vare, fra samme leverandør og samme sted, så nu ligger vi dem sammen, i stedet for at der nu står 2*4 så står der 8 og så når vi får varerne, fra leverandøreren så kan vi matche det hele og så skulle det gerne køre det hele igennem. Fordi at de her folk der modtager varerne, de har brokket sig over at det så ikke kører også skal de sidde manuelt og sige: " nå der er så fordi at der er de her dobbelt linjer." Det er den her proces vi så har prøvet at køre igennem, at den hver morgen klokken 6 skal den gå ind og se en liste, hvilke varer har vi flere end 1 linje af. på det samme sted og så går den så ind i systemet og retter dem. Det er et eksempel.
23:43 *I forhold til den store proces. Der snakkede du om udfordinger ved Exception Handling, med at den ikke kørte så godt. Hvad med den her mindre proces.*
24:00 Vi belsuttede os for at sætte den igang for 2 uger siden ca. men så har vi så haft problem med at den skal scheduleres og sådan at den skulle starte klokken 6 om morgenen, og af en eller anden grund gik den ikke igang klokken 6 om morgenen. Så vi har haft nogle konsulenter ind og sige, hvorfor kører den ikke klokken 6 om morgenen. Og de har så prøvet, for de kunne heller ikke lige finde problemet, og det er både godt og skidt. Det gør jo at man ikke tænker at man vildt dumt, men kunne bare være rart hvis de vidste det. Men så har vi prøvet nogle gange, hvor vi har sagt: "hvis vi nu gør sådan her", ej så kørte den så stadig ikke, men i morges (19/03-2019) der kørte den rent faktisk der kom den så desværre bare ud og sagde at den ikke kunne finde nogle af de her dobbeltlinjer som den ellers havde fået at vide der skulle være. Det er lidt problemet med robotten nogle gange, at hvis den rammer en exception og man får løst den og så tænker man: "yes nu kører det" og så rammer den bare en ny igen i næste del af processen. Så kan man godt blive lidt demotiveret nogen gange over at det ikke virker som vi tænker.
25:05 *Den gør kun lige præcis hvad den får besked på.*
Jeg vender lige lidt tilbage til dig og dine medarbejder. Hvordan føler du når du hjælper dine medarbejdere, hvilken værdi skaber det for dig?
25:23 Jeg kan jo godt lide det der med at hjælpe folk. Det med at man skaber en større arbejdsglæde ved at automatisere nogle af de ting som er (Red. Kedelige) Det syntes jeg helt sikkert det gør.
25:40 *Og der er ikke nogen differentiering med hvad man vil hjælpe med?*
25:50 Nej, man kan sige, jeg er stadig så ny i organisationen, så det er ikke nødvendigvis alt jeg kan hjælpe med. Men jeg vil gerne også bare gerne være med, hvis der kommer nogen der spørger og tænker at det var noget jeg kunne vide, så kan det godt være jeg ikke kan hjælpe, men vil gerne høre svaret, for så kan det være at jeg kan hjælpe en anden gang. Jeg syntes det er vigtigt for min egen læring også. Det er vigtigt at komme rundt i alle de problemer der opstår.
26:21 *I forhold til det med at du har viden om RPA, hvad tænker du når du høre ordet RPA og hvordan føler du at andre tager imod RPA og har af tanker om robotter?*
26:38 Jeg tænker det rigtig spændende og jeg syntes det bliver endnu større i fremtiden og jeg tænker det er vigtigt at få udnyttet så godt vi kan. der er masser af potentiale i at få effektuiseret ting. Jeg er ikke bange for at det tager mit job. Nu kan jeg jo bare med den erfaring jeg har indtil videre at der kræver indtil flere mennesker at bare holde øje med den og se at den gør det den rent faktisk skal gøre. Så det tænker jeg ikke, jeg har ikke frygt for den. Jeg er generelt positivt overfor den.
27:22 *Og hvordan føler du sådan andre tænker omkring det.*
27:24 Jeg tænker at der er nogen hvor der er .. Her er vi jo ikke sådan super mange akademikere, der er ret mange folk som bare sidder og laver et eller andet bogholderi-job hvor de sidder laver de samme manuelle processer dag ud og dag ind. Og jeg tænker at det er nogen af de opgaver som man vil effektivisere og jeg kunne da godt forestille mig at der ville være nogen der som ville være lidt bange for at de ikke længere er uundeværeling og ville være lette ofre for en fyringsrunde, hvis der skulle være det. Så det kunne godt være at der er nogen der er mindre glade for det.

28:05 *Potentiale for RPA hos Fog, hvad tænker du fremtiden er?*
28:17 Jeg tror hvis man kunne, vi har jo mange ting, vi har jo de her også, de her indkøbsordre linjer, vi har mange andre ting der også kører i en form for halvautomatisering rundt omrking. Jeg tror der er rigtig stort potentiale i at bruge robotten som et bindeled mellem de forskellige processer så man kan køre noget mere sådan, "straght-trough-processesing" Igennem en hel produkt-livsforløb. Og jeg tror i sær sådan noget tømmerhandel der er jo mange håndværkere. Og de er måske ikke sådan de mest forudseende og køber ind før de starter på en opgaver, men hvis de på et tidspunkt også kommer til et sted i deres udvikling, hvor de også har lidt mere overblik over hvad de har for nogle opgaver og også sætter mere system på det, så tror jeg også at det er noget god udfordring forretningsmæssigt eller udvikling i forretningsmæssigt at man kan rent faktisk finde ud af, i har noget automatisering, som vi kan hjælpe videre, så vi kan gøre det mere effektivt for kunderne, så det tror jeg egentlig der er rigtig stor potentiale i også at hjælpe kunder med at skaffe noget ekstra forretning i.
29:45 *Jeg sad lige og tænkte på det med uddannelse niveau i Fog. Tror du det har en påvirkning for Robotten og jeres projekt?*
30:03 Man kan sige at det kommer til at ligge på forholdsvis få hænder at køre det. Fordi resten er folk som kommer herind for at gøre det arbejde som de nu er vant til og altid har gjort, og så tager hjem igen. Det der med at rent faktisk at have en interesse for noget nyt og udfordringer, det er der måske ikke så mange der har. Hvis man ikke en høj uddannelse. Der er nok en større nysgerrighed, for folk der har gidet at bruge 5 år på at uddanne sig end der er for folk der tænker de bare skal have et job for at tjene nogle penge.
30:54 *Føler du at der kunne være noget modstand, eller manglende lyst og interesse for at prøve noget nyt af, at den kunne godt være en hæmsko?*
31:08 Det kunne det sikker godt, især når man kommer ud til nogle steder hvor folk har travlt med en masse andre ting. De syntes at mange andre ting er vigtigere og så er det svært det der med at man skal sætte tiden af til at udvikle noget der kan hjælpe en senere hen. Det er ligesom at få en ny medarbejder, man skal hjælpe med at lære dem op og det tager tid. For ellers kan det være ligegyldigt hvis du får en ekstra ressource ind, så det der med at prioritere at sætte noget tid af til at få nogle gevinster længere henne, det er måske svære. Nogen steder.
31:49 *Vi snakkede om det med rutiner, men generelt ligger der så noget meget forankret i Fog. Nu kan vi se et stort flot billede for enden af bordet (Beskriv begge dele)*
32:16 Jeg ved ikke, Jeg kommer jo fra finansværden tidligere og det er en meget anderledes kultur ihvertfald, og jeg ved ikke om den er forskellig fra andre tømmerhandler, det har jeg jo lidt svært ved at bedømme, men der er jo helt sikkert en anden kultur end det jeg har været vant til andre steder.
Sådan lidt mere direkte og den der "håndværker-agtig" tilgang til det, i stedet for den lange akademiske diskussioner over frokosten. Om der er noget specifik kulturelt der defininerer den her, kan jeg ikke lige sætte finger på.
33:09 *Kan du uddybe forskelle der har været mellem dit tidligere job og det her?*
33:17 De mennesker der er her er som vi har talt om, er at der ikke er det samme uddannelses niveau så der er jo mange af de her folk, nu møder man jo helt ekstremt tidligt herinde, jeg ved ikke om det kultur eller hvad, men jeg har været vant til at sådan noget klokken 8:30-9:00 det var helt almindeligt, men når jeg kommer her, "dalrende ud på eftermiddagen" er der nok nogen der tænker, så er der mange der har siddet her inde siden klokken 7:00 om morgenen. Folk har meget det her med at skulle gå tidligt og nå hjem og hente børn. Der er måske ikke så meget det der karriere-minded og interessetimer man ligger i de, som jeg havde været vant til, også selvom folk havde børn og ting de skulle sørge for, der var man i sine par nok sådan meget lige. Så man var 2 akademiker og så sørgede man for at have en plan, og sagde den ene dag henter du og den anden kan jeg sidde ind på arbejdet og arbejde længe hvis behovet er det. Hvor her, især med kvinderne, tror jeg det måske er nogle forhold, hvor så har manden et job hvor han tjener nogle flere penge på eller noget og så er det kvinden der skal gå tidligt og hente børnere. Det har jeg også i samtaler omkring barsel. Jeg kommer jo fra finanssektoren, der har mænd jo 2 måneders betalt barsel, så jeg er jo vant til at alle mænd tog barsel, og det er jo åbenbart heller ikke sådan man ser det her. Der er det :"der er dan slet ingen mænd der tager barsel." Jo, det syntes jeg faktisk jeg kender rigtig mange der gød. Det er

meget sjovt at komme ind i sådan en helt anden verden. Folk har et andet indblik på det. Man kan også sige sådan noget som IT, jeg har altid arbejdet med Excel og syntes det har været sjovt, men det har alle andre omkring mig også så derfor har jeg ikke været speciel på den måde, men så kommer man ind et nyt sted hvor folk bruger Excel, men de interesserer sig slet ikke for det. Så der kommer ret mange spørgsmål, hvor jeg tænker det er da logisk, der gør man bare sådan her, hvor folk er sådan helt imponeret, Hvordan gjorde du det? Okay, det er måske ikke lige raket-videnskab. Men det er altid rart at man kan bidrage med noget, hvor man ikke syntes man selv gør de store anstrengelser. Det kan være meget rart for selvtilliden også.
36:13 *Man kan måske også sige at der er rart langt fra, hvis de basale Excel ting er svære og så til at deres opgaver bliver automatiseret, og de så skal lave noget andet. Der er ret lang vej imellem det.*
36:25 Ja, præcis. Det er rigtigt. Nok også mentalt. en øvelse i at få folk til det. Men det er så meget sjovt at hvis folk en eller anden liste med kunder hvor man skal gøre et eller andet manuelt, ej kunne vi ikke få robotten til det. Så der er nogen opgaver hvor de tænker den her opgave er simpelthen for kedelig, det vil jeg gerne have robotten til og så er der så andre ting hvor man tænker sådan. JA, men skal jo heller ikke tage alle dine opgaver fra dig. for så skal vi bare finde nye ting til dig og er du helt sikker på at du er klar til det? Der er lidt forskellige. Vi har en enkelt af bogføringsdamerne, som er meget sådan, hun vil gerne have flere og nye opgaver. Også er der andre der sidder og holder på deres og "jeg har altid siddet og lavet det her, det har jeg gjort de sidste 10 år og det skal du slet ikke komme interresere dig for det for lige pludselig gør du det garanteret anderledes". Det er også personlighedsmæssigt, forskellige typer
37:38 U*middelbart tænker jeg vi er igennem. Har du mere RPA-mæssigt her hos Fog, som ville være væsentligt for os at vide, som vi ikke har snakket om.*
37:58 Jeg tænker jeg ikke lige kan huske noget nu, men vil gerne tænker over det. Hvis det var, så kan jeg altid komme løbende tilbage.
38:08 Afsluttende, og siger tak for tiden. Snakker kort om selve opgaven går fremad. Data indsamling i den uge og hvornår afleveringsdato er. (Frem og tilbage mellem interviewer og respondent)

Appendix B4 – Semi-structured Interview with Peter
00:00 *Snak om at få lov til at optage. Vi er 2 studerende fra CBS, som læser økonomi og IT. Vi skal skrive vores speciale og har valgt at fokusere på RPA. Vi kontaktede Fog da i har haft gang i RPA i et stykke tid, og vi ønsker at dykke dybere ned omkring RPA, samt snakke om jer medarbejdere. Vi ønsker at få en forståelse af RPA situationen her hos Fog og hvilke initiativer der er taget og hvor der har været udfordringer, som vi forhåbentlig kan komme med input til. Så det er lidt om hvem vi er og hvad vi laver her hos Fog*
Til at starte med så kunne vi godt tænke os at få en præsentation af dig, din stilling og din arbejdsdag, hvilke aktiviteter foretager du dig i løbet af dagen?
01:05 I forhold til RPA?
01:06 *Ikke nødvendigvis, bare sådan generelt, så starter vi stille og roligt og kan indsnævre senere.*
01:13 Jeg hedder Peter Rungø og jeg er IT-Chef i Johannes Fog, så jeg er Chef for en afdeling på 9 mand er vi pr. 1 april. Der sidder og håndterer alt IT og telefoni og Netværk. Sådan IT i en bred forstand. I johannes Fog. Og dvs. at jeg ikke altid er nede i detaljerne, jeg er lidt med i meget. Og så har vi i IT afdelingen dækket ind på de tekniske og forretningsmæssige opgaver, som det kræver for at være en værdifuld IT afdeling her i Fog. Så man kan sige min rolle er at vi har kompetencerne og at vi fokuserer på de rigtige ting og understøtter forretningen bedst muligt i at tjene penge og videreudvikle sig. Vi drifter stortset alt IT selv i Fog. Vi har en størrelse sådan at det godt kan betale sig at have kompetencerne In-House i stedet for at få det hosted eller få det kørt udefra en ekstern, så vi dækker alt internt, og har så partnere inde til diverse områder, til at hjælpe os. Det er jo klart at vi er ikke store nok at eksperte på alt, så det er klart at vi har eksperte på banen, men vi styrer det alt sammen fra IT afdelingen. Og i forhold til RPA. Så er det også noget der driftes in-house. Og jeg har været med til at have haft en hos mig som, helt lav-praktisk teknisk har fået platformen op og køre og vedligehold det og så har jeg været med i en mere eller mindre formel styregruppe i forhold til RPA tiltag herinde og det har vi haft over det seneste 1½-2 år, har vi jo taget skridt til at implementere det herinde. Vi har jo prøvet at pille nogle processer ud, som andre helt sikkert kan fortælle mere om. Der er ingen tvivl om at vi ikke er i mål endnu.

03:49 *I forhold til det med den her styregruppe, hvem er så med i den og hvem er lead på selve RPA projektet.*
04:05 Lead-personen er vores CFO Mads, som er den der driver det mest. Så han og jeg er med og det er vel sådan cirka det. Og så er der Sabine og Klaus som er de udførende på det. Og prøver at få den til fungere med de processer vi har.
04:25 *I forhold til det, så er det jer som har været styrende på det her. Hvordan er jeres kommunikation fra jer og ud i virksomheden i forhold til de tiltag i tager, omkring RPA projektet.*
04:42 De første par processer som vi har forsøgt at få understøttet med robotten er i administrationen. Så dvs. det er tæt på der hvor vi sidder. og direkte under Mads. Så det har blot været i dialog fra ham og til afdelingen og dem det har været relevant for. Det er jo først nu at vi er ved at have den første proces, der rammer bredere i Fog parat. Det er en proces omrking at samle nogle indkøbslinjer. Der kommer nogle forslag om at købe 4 af denne vare og nedenunder kommer der så 4 af den samme vare, og når det ligger som 2 linjer så er det nogle ting der ikke er så effektive i forbindelse med godkendelser og det videre flow, og derfor vil vi gerne have lagt dem sammen. Og det er sådan et tiltag som vil ramme bredt og som alle forretninger skal have at vide. Men vi er der ikke endnu, så derfor har vi ikke kommunikeret med det endnu. Så indtil nu har det bare været at stikke hovedet ud i kontoret og snakke om det og informere om det.
05:53 *Og føler du det er den mest optimal måde at gøre det på?*
05:57 Ja, når det er noget der kun rammer dem som sidder lige om hjørnet på en, så skal man ikke gøre det mere komplekst end som så. Ja, men det skal du ikke spørge mig om, det skal du spørge dem om? Det kan være at der er nogen som ikke syntes de har hørt om det?
06:20 *Hvis vi lige går lidt tilbage til omrking de aktiviteter du foretager, at der var mange som var generelle. I forhold jeres RPA projekt er der så sket nogen ændringer?*
06:39 Nej.
06:42 *Har du nogen rutiner i løbet af dagen? eller føler du at der ligger nogen i Fog?*
06:54 Personligt har jeg ikke, man kan sige at vi har, ift. IT så har vi måske noget bruger oprettelse, men det tænker jeg ikke at vi kan få automatiseret. Jeg er ret meget i tvivl om det er en kandidat til at få automatiseret via robot. Så store er vi ikke, så der er ikke tale om så mange oprettelser/nedlæggelser, så ved ikke om det kan betale sig. Efter min mening skal der være en hel masse gentagelser efter hinanden for at det kan betale sig og hvor at kompleksiteten ikke er større end vi også kan holde det i live, for det er også en af de ting vi har måtte sande med konto oprettelsen, som er vores store RPA proces, at det er jo .. Jeg ved ikke om vi har opgivet den, men det er jo ligefør at vi skal starte forfra nu her, fordi det jo bare er en enorm kompleks proces og så er det jo bare at fra erfaringen at det ikke bare lige at få sådan en til at køre automatisk. Så jeg ved ikke. jeg ser umiddelbart ikke at nogen af de ting vi gør hos oplagte kandidater til RPA. Det er også lidt hvis man rammer nogle forretningsprocesser så er vi jo 10 forretninger og så er det jo lynhurtigt en bedre business case at se på sådan nogen processer, fordi du kan gange med 10 i stedet for at gange med 1 ovre hos os. Så jeg tror mere at man skal se mere på forretningsprocesser først.
08:20 *Hvordan vil du definere en RPA. Hvad skal være kendetegnende ved en proces.*
08:32 Altså hvad er en god kandidat til at Automatisere? Det skal være noget der gentages tilpas mange gange og som ikke er for kompleks at bygge op til at understøttes via en robot. For så mange ressourcer har vi heller ikke til at holde den i live. Så det skal ikke være alt for komplekts og skal være gentaget relativt mange gange. Og set fra min pind, så er det også vigtigt at hvis man finder frem til en kandidat at man også vurderer om robotten er den rigitge måde at løse det på for det kunne også sagtens være at man bare kunne lave et natjob i vores ERP system som står og gør det. Og det ville være mere effektivt. Når man først har fundet processen er det ikke givet at robotten er den smarteste måde at løse den på efter min mening. Der skal vi kigge på hvad vi ellers har af muligheder for at løse det, hvilke rutiner vi har til at gøre ting automatisk.
09:30 *Og er det noget i gør jeg i med at lave de her vurderinger?*

09:33 Ja, det var præcis det vi gjorde i styregruppen, at Mads og jeg prøver at finde ud af hvad giver mening at pege den her retning og hvad giver mening at vi lavet et natjob til? Eller hvad de andre værktøjer vi nu har til at gøre ting automatisk med.
09:52 *Hvor mange forskellige slags muligheder har i at arbejde med?*
09:55 Der er robotten og så har vi flere 100 natjobs der ligger og køre hver nat og gør ting og beregner og rydder op og alt muligt og så har vi noget der hedder event hub i vores ERP verden og det er sådan noget med at hvis der sker noget så kan man initiere en anden hændelse, så hvis det her felt bliver opdateret så kan man sørge for at sende en mail til nogen eller et eller andet, så det er også et alternativ. Det er nogle af de oplagte. Men det vigtige er at se på hele system skabet og løse tingene det rigitige sted fordi ellers bliver man ked af det senere.
10:32 *Hvis vi lige går tilbage til RPA projekt, hvad var formålet med det?*
10:40 Det var jo og .. Der er jo nogle ting der er svære hvis ikke man har en robot at automatisere, sådan noget med at gå på Weben og hive ting ned og sådan. Så der er jo nogle ting hvor man ikke bare lige kan køre et nat job. Fordi det i sagens natur er svært at gøre det. Så det var at få et ekstra værktøj til at kunne gøre ting automatisk.
11:06 *Nu snakker du om robotten, Hvordan ville du klassificere en Robot her hos Fog?*
11:28 Det ved jeg sørme ikke rigtig, på en eller anden måde er det noget der erstatter manuelt arbejde for ellers er det jo noget man skal selv ligge og taste og slå op. og gemme og sende. Så på den måde er det et par ekstra hænder vi har fået ind på den måde er det en slags ressource vi har fået ind. Man skal virkelig ikke undervurdere at det kræver ressourcer at holde den i live.
11:54 *Præcis det er jo så mit næste spørgsmål. Hvilke udfordringer er det som du ser der er kommet ved det her RPA.*
12:01 Der er udfordringen på et generelt plan at det kræver at vi in-house har kompetencerne til at kunne udvikle dem rigitgt og vedligeholde dem løbende. med sådan nogen automatiserede værktøjer der sker bare hele tiden noget. Så man skal have noget der kan ligge og holde den i live. Og nogen der kan bygge den tilpas robust til at starte med. Så det er en stor andel der flyder igennem. Og det er der ingen tivivl om vi har udfordringer med. Fordi det er for dyrt for os hvis vi skal købe alt det eksternt. Men så ligger vi sådan lidt med at skal vi købe lidt ind fra starten eksternt og få bygget noget robust og så hen ad vejen lære det selv. Det er den vej vi håber vi kan komme videre med. Men der er ingen tvivl om at det kræver mere end man lige tror på forhånd og mere end hvad vi lige troede. Man håber altid at så laver man den og så kører den bare. 99.9% af tiden. Og sådan er det jo bare overhovedet ikke endnu.
13:13 *I forhold til det , er det så robotten, forarbejdet, menneskerne der udvælger eller hvor syntes du det er udfordringerne ligger.*
13:29 Det ved jeg ikke. Jeg har ikke været inde og rodet i med den. Så om det er fordi at vores eksterne folk vi har fået ind og os selv ikke har kunne bygge det robust nok. eller om det bare er processerne i sagens natur er meget svære og understøtte. Det ved jeg ikke. Jeg kan bare konstatere at vi ikke er der endnu.
14:01 *Sådan umiddelbart, hvad er så dine første tanker når du hører ordet robot?*
14:07 Fordi jeg kommer med IT-kasketten på, så er det den her. Jeg kender det fra for 20 år siden der sad jeg i SAS og vi skulle udvikle automatiseret test værktøjer og det er jo lidt i samme kategori som det her. Super god ide og det var ekstremt komplekse systemer vi sad med, smadder god ide at have noget der tester det. Og jeg ved bare at vi også der brugte flere ressourcer på at holde den i live end vi sparede ved at have den kørende. Og det er den frygt jeg altid har. Bare vi ikke kommer derhen igen. Så det er nok sådan lidt en teknisk skepsis for hvordan virkeligheden er i forhold til sådan nogen automatiseringer. men på den anden side er der også nogen ting hvor man siger at det skal simpelthen kunne lade sig gøre det her og spare tid og hænder på sigt. Vi skal jo komme hen hvor det er en masse gode ting vi kan lave med den.
14:58 *I forhold til dit job, til trods for din skepsis, er du så bange for at robotten skal overtage noget af dit arbejde?*
15:12 Overhovedet ikke, man kan sige at jeg har det her med at vi skal løse det, det rigitge sted. Og det er er ikke altid at robotten er det rigtige til at løse et problem, det kan være at det er et natjob der er det rigtige. Jeg vil rigtig gerne give mit besyv med om en give proces, om jeg synes det er det smarte at udvikle

det ene eller andet sted. I forhold til at se det som en trussel, der er det IT vi laver ikke sådan noget gentaget arbejde. Det er ikke derfor jeg har min sunde skepsis omkring det. Det er ikke en trussel for os
16:00 *Så vil jeg gerne vende det mod oplæring. Hvordan var din oplæringsproces men også hvordan oplærer i nye medarbejdere her i virksomheden. Og nu tænker jeg at du har nok mest mulighed for at svare på vegne at IT afdelingen. Altså generelt set.*
16:23 Det er i min afdeling der er det sidemandsoplæring og stille og roligt få flere opgaver på flere systemområder. Så det er det. Og hvis der er et eller andet helt konkret teknisk en person mangler så kommer de på et eksternt kursus.
16:45 *Og så i forhold til RPA, er det så anderledes?*
16:52 Til at lære teknikkerne om RPA eller hvad?
16:54 *Ja, jeg tænker at for at jeres RPA kan køre så skal medarbejderne have en viden?*
17:16 Ja det er også sidemandsoplæring den vej igennem. Det eneste vi har fra IT side om Robotten er at vi overvåger miljøet som den kører i. Og har nogle alarmer på det, ellers er det ikke meget at vi roder med det?
17:30 *Kommunikerer i nogle af de ting videre som i får alarmer på?*
17:36 Ja, altså hvis det er et drift problem. eller en maintenaince hvor der er nede så prøver vi at sende ud til at have interresse i det på forhånd. Type Klaus og Sabine, for det er dem der holder den i live, så hvis den er nede, for hvis vi ved at miljøet er nede i en periode hvor den burde køre, så koordinerer vi med dem på forhånd. Men det er meget sjældent, det er altid oppe.
18:06 *I forhold til problemløsning og dokumentation af processer, sådan generelt i virksomheden. Så hvordan løser dig og dit team et problem og hvordan dokumenterer i de processer i har?*
18:21 Altså vi har faktisk bygget en del op omkring OneNote, Lige fra simple tips, til vejledninger til alt muligt. Vi bygger det op omkring OneNote og så har vi links ud til alle mulige andre dokumenter. Så det er vores indgang til det. Vi er ikke større virksomhed end at det behøver mere. Dokumentation skal svare til den størrelse afdeling vi er. Og der tror jeg på at det er niveauet. Så vi prøver at få skrevet tingene ned i OneNote, så man har et fælles sted at søge. Og så spurtge du om noget mere.
19:06 *Ja vi kan bare køre lidt videre omkring det med dokumentationen. Henter i også viden til oplæringen gennem OneNote.*
19:15 Ja også i praksis er det at vi sidder en gruppe sammen, så det er rigtig meget at man bare spørger hinanden. Det er jo tit mest effektivt. Og så kan det være at man henviser til at du kan slå det op der eller søge der og find informationen i OneNote.
19:30 *Det var også mere i forhold til hvis der er en medarbejder der får nyt job, og der kommer en ny til at overtage. Ville noget af hans viden så komme igennem OneNote? Ved at ham der forsvandt havde videre givet sin viden til OneNote?*
19:55 Der er ingen tvivl om at vi er sådan en mellemstørrelse virksomhed hvor det giver mening og have en masse kompetence in-house, det er der slet ingen tvivl om er mere effektivt og billigere og mere fleksibelt end at købe det udefra. Men vi er sårbare overfor at folk stopper. Fordi vi er ikke store nok til at kunne have folk dubleret på alle kompetence områder. Så folk sidder jo med deres viden og det er en risiko som vi godt er klar over. Vi vil jo altid kunne overleve uanset hvem der stopper, og det er heldigvis også med en Måneds varsel at folk stopper og så bruger vi den måned på at trække information ud. Men løbende er vi ikke store nok til at kunne have små teams eller afdelinger på vores system områder, kompetence områder. Det kan vi ikke og sådan er det bare.
20:50 *Hvordan er Fog opbygget? Sådan hierakisk.*
20:52 Altså vi er central It for hele organisationen, alle 10 butikker. Så vi håndterer alt IT for alle butikker og jeg refererer til Mads vores CFO, som er en del af topledelsen. Og formelt set refererer han vil til vores CEO Carsten.
21:20 *Hvad tænker du er det væsentlige for Fog for at være konkurencedygtige og hvordan opnår i det?*
21:29 Det var jeg jo i bund og grund den forkerte at spørge om, for jeg kommer fra Service-siden herinde fra. Men i den her branche er der jo nogen parametre man kan konkurere på. Og de seneste år og fortsat har vi fokus på logistik. Altså det at kunne have de rigtige varer på vores lagre, tilgængelige til når kunderne

kommer og kunne levere dem ud, med vores egen lastbiler. Effektivt og præcist og billigt osv. Hele logistik flowet i sådan en her branche er ekstremt vigitgt og så er prisen jo så også. Og der er vi i forhold til at sælge billigst, der er der nogen Bygma og Stark er bare større end os og derfor kan de nogen gange få bedre indkøbsaftaler og dermed sælge billigere til kunder. Og det er klart det er en udfordring for os at vi ikke er de største i branchen, men så må vi konkurrer på andre parametre og det kan være logistik og det kan være, vi har jo vores koncept omkring "at gøre os umage" og Fog er jo også sådan et kvalitetsstempel, som vi prøver at dyrke og gøre tingene godt og give god kunde service og kvalitet i det, både i varerne og i servicen vi leverer. Og der er fra IT side en masse ting som vi så kan gøre for at støtte op omkring det. Noget af det som vi har brugt meget krudt på er at stille god BI-information tilgængelig til stortset alle i Fog. Meget med sådan nogen cockpits og analyse rapporter. Der har vi virkelig lavet meget og det er sådan noget at man kan blive rigtig klog på hvis det er den rigtige information man præsenterer på den rigtige måde. Så det er et eksempel på hvor vi kan støtte op.
23:25 *Og i forhold til RPA, hvordan tænker du så at RPA kan hjælpe med at opnå målet med sloganet "gør os Umage"?*
23:39 Der er vel sådan 2 parametre ved det. 1 er at vi kan spare penge ved det, er vel en grundsten i det, at vi tror at ved at vi kan automatisere tilpas meget så kan vi spare nogle hænder, så man kan spare nogen penge og så kan man effektivisere nogen ting, sådan at ting i forhold til kunderne sker hurtigere og sker mere præcist.
24:04 *Jeg tænker at vende tilbage til det med problem løsning, så hvordan håndterer i det når i skal løse et problem? Generelt set.*
24:20 Jamen det er jo meget på den viden vi har og vi supporterer hinanden på kryds og tværs i afdelingen. Det er en af grundene til at vi sidder i et stort lokale, det er jo tit flere tråde ind til at finde løsning på noget, så er det tit flere mennesker der er sammen som kan spare eller bidrage med noget til hinanden på en problemstilling.
24:46 *Og i forhold til hvis man nu trækker den udenfor IT afdelingen, så hvordan løser i et problem som har med resten af organisationen at gøre? Jeg er ikke sikker på hvor mange problemer der egentlig kan opstå som berører jer men ikke har med IT at gøre. Altså hvor i har brug for forretningens hjælp?*
25:18 Altså man kan sige at det er jo derfor det giver mening at have en intern IT afdeling, det er fordi det jo hele tiden er et samspil mellem forretningsprocesserne og hvordan systemerne understøtter dem. Der går op i en højere enhed i sådan en biks som vores. Så derfor hvis der er nogen der siger "jamen den gør ditten i vores ERP system" Eller "hvorfor gør den ikke det her" Så er det jo netop at vi har brug for dem, hvad er det du har gjort, eller du skal ikke gøre det på den måde eller hvad det nu er. Så det er jo rigtig meget en dialog med dem så vi har utrolig meget kontakt med forretningen rundt omkring. Selvfølgelig hvis det er et teknisk et eller andet, en printer er brudt sammen, så er det ikke så meget input at få andet end en fejlmelding, men så snart det har noget med forretningsprocesser at gøre så er dialogen med forretningen jo afgørende og det er jo det jeg syntes vi er gode til at vi er utrolig tæt på forretningen, så alle kender os og vi kender dem. Vi forstå hvad de siger når de siger noget, så det er helt afgørende for at kunne bygge bro mellem forretningen og systmer. Og det er jo det vi er til for. Så vi snakker en masse i tlf. Hele tiden.
26:27 *også når man går rundt og møder folk.*
26:33 Ja ja. og Specifikt der har jeg jo også folk der tager rundt til vores afdelinger også selvom der ikke rigtigt er noget. For så når man kommer derud så er der altid noget. Fordi man ikke lige få oprettet en ticket og så er det nemmere bare lige at spørge en face-to-face.
26:50 *i forhold til jeres medarbejdere, hvordan sørger i så for at fastholde dem?*
26:57 For mig selv i afdelingen, så er det jo at have et godt arbejdsklima og at det er en sammensat afdeling som fungerer godt sammen, det er ret afgørende. En skæv profil kan jo godt ødelægge de ngode stemning i en afdeling og det er at have en arbejdskultur, samtidig med at vi kan stå på mål for det vi leverer og levere en god service ydelse ud til. Altså nu snakker jeg kun IT afdelingen. Og have kompetente medarbejder for at kunne levere varen. Og generelt set i en virksomhed som Fog så er det at give folk mulighed for at komme på videreuddannelse og kurser hvis de gerne vil det og der kører også nogen lederuddannelses forløb over

de her år som alle ledere kommer på. Så det er ligesom at videre udvikle og have en kultur som folk trives i. Og spændende arbejdsopgaver.
28:15 *Hvis vi trækker den lidt over med RPA om det du siger her. Hvordan kan den viden som medarbejderne så har. Føler du at RPA kan gå ind og erstatte nogle medarbejdere og har det været et punkt i forbindelse med implementeringen?*
28:41 Ja, altså at den anden vinkel er jo at frigøre medarbejdere til at kunne lave noget mere værdiskabende, istedet for at sidder og taste noget ind, hvis det er det vi kan automatisere. Så erstatte, lyder straks så negativt, men det er jo det her med at frigøre folk fra at sidde og lave fuldstændigt trivielt arbejde til at kunne sidde og lave noget mere værdiskabende arbejde og noget mere interlektuel, end bare at taste ind fra et regne ark. og på den måde kan det frigøre noget forhåbentligt.
29:25 *Jeg ville høre lidt omkring det med specifikke aktiviteter. Om der foreligger nogen for dig eller i din afdeling som du føler at det kun er en person der kan klare?*
29:52 Ja, det var det jeg sagde med at vi er ikke større end at vi faktisk har alt for mange, også er der en mand der er ekspert på hvordan vores IDE opsæt er sat op og der er en mand der der er ekspert på vores BI system og der er en der er ekspert indenfor salgsområdet i vores ERP system. Andre kan også noget, men vi kan ikke have fuldt overlap. det kan vi ikke. Det er bare meget komplekse systemer. Det skulle være så simpelt at sælge en hammer, men det bliver meget hurtigt komplekst i virkeligheden. Og en masse afhængiheder på kryds og tværs. Så det må man sige ja til.
30:35 *Også er det vi vender lidt tilbage til det med hvad sker der så hvis sådan en person nu smutter, når nu der ikke er den store process dokumentation?*
30:49 Ja altså, først panikker vi i en kort periode og så vil vi sætte andre ind til at lære det. Så vil vi netop bruge en periode til at se hvad der evt. måtte mangle af dokumentation og få sat nogen af os andre ind i det område hvor der nu forsvinder en medarbejder. Desværre er der jo sjældent mulighed for at arvetageren kan sidde sammen med personen der forsvinder, så derfor er det os andre der må tage over og man kan ikke undgå at når folk forsvinder, at der så er kompetence og viden der så forsvinder. men vi skal nok overleve, så selvfølgelig vil det gøre ondt og det er dygtige folk der sidder på de forskelige områder.
31:52 *Vi har snakket lidt om det, men vil gerne vende tilbage til det. Nogen af de væsentligste egenskaber ved Fog, hvis vi nu snakker lidt om det med tab af viden. Hvordan vurderer i jeres medarbejdere i forhold til at være konkurrence dygtige? Generelt set eller hos IT.*
32:22 Altså, det er jeg nok ikke den rette at spørge om. Vi har smadder dygtige folk på mange områder og man kan ikke undgå med 500 mand der også er lidt under radaren, men altså generelt set, så er det jeg hører at når folk går i Fog, så får de kvalificeret service og hjælp og det er dermed et godt sted at komme hen i forhold til mange af vores konkurrenter. Så generelt set så tror jeg vi er dygtige og selvøflgelig kan vi blive bedre, det kan man altid.
33:01 *Og så i forhold til at bygge videre på det, med RPA brillerne på, Hvordan kan det så i fremtiden hjælpe med at gøre jer endnu bedre?*
33:18 Jeg tror mest det kan hjælpe med at få automatiseret nogen af de ikke værdiskabende aktiviteter rundt omkring sådan at folk har tid til at yde endnu mere service og blive endnu dygtige på at produktvejlede eller hvad det nu er vi skal overleve på. Det er for dyrt i DK til at have folk siddende og lave taste arbejder. Så alt sådan noget ser jeg den kan løse. Det er sådan lige umiddelbart det.
33:55 *Umidelbart som det sidste, har du noget ekstra information om Fog eller RPA eller andet som du tænker ville være vigtigt for os at få med?*
34:20 Man kan sige måske nogen tanker om hvordan en virksomhedsstørrelse som os organiserer sig omkring RPA området. Det tror jeg er utroligt afgørende om det bliver en succes. Altså hvis du er i Mærsk så har de en afdeling på 10 mand der sidder med det og så skal det nok blive til noget, og en hel lille virksomhed kan det måske ikke betale sig at indføre RPA. Men sådan nogen mellemstore som os, hvordan gør vi det. Hvordan organiserer vi det så vi sikrer at vi får området drevet og videre udviklet og kommer igang med det, er nok næsten det stadie vi er på stadigvæk.
35:01 *Og hvad tænker du i mangler omrking det?*

35:04 Der kan man sige at lige nu er det lidt at nogen der har det fået det lidt som et ansvar ved siden af andre opgaver som de laver. Og det kan man stille spørgsmålstegn ved om man kan komme i mål på den måde? Eller kræver det hvis man skal indfører RPA i en virksomhed som os, kræver det så at man dedikerer nogen personer til at varetage det. For at få det drevet igang og vedligeholde det løbende. Så jeg tænkte bare, jeg ved ikke hvad andre gør?
35:39 *Hvad med hele vejen igennem organisationen, tænker du at der her været opbakning igennem hele organisationen? Altså hvad tænker du om at sætte fuldt ind på RPA? Har opbakningen været til det?*
35:54 Ja, det tror jeg nu nok, jeg tror ikke der er nogen der har modarbejdet det, så ja. Jeg tror der har været og er opbakning til projektet. Jeg tror bare at ligesom jeg selv har gjort, godt kan undervurdere hvor stort et arbejde det egentligt er at få sparket et RPA projekt igang. I en virksomhed som os. Måske kan det ikke lade sig gøre ved at der er nogen medarbejdere som der på nogle enkelte timer om uger får det som ekstra opgvaver. Det kan godt være at en konklusion er at man bliver nød til at fuldtidsansætte en person i et år og så kan det være at man på et tidspunkt kan trappe ned, hvis man har nogen grundprocesser kørende i det. Det tænkte jeg bare lige lidt.
36:42 *Men hvorfor tror du at man skal have en fuldtidsansat i et årstid, Hvorfor skal der være så meget dedikation til det og hvor tror du at de største udfordringer ligger i forbindelse med at gå fra ikke at have RPA til at have det?*
37:06 Jeg tror bare at det er svære at få en stabil proces etableret end man lige går og tror og derfor hvis man kune bruger lidt tid hist og pist så ender det med at man aldrig kommer i mål.
37:17 *Er det simpelthen fordi man undervurderer de kriterier der ligger på processen som du også lidt snakkede om med at jeres første kandidat var for kompleks. Man undervurderer lidt processerne?*
37:29 Det tror jeg meget nemt. Det kommer jeg selv altid til. Og det tror jeg er en generel ting at man kommer til at undervurdere. Når man lige ser på det, lige og lave en sammenlægning af nogle linjer eller lige at lave en konto oprettelse. "Nå ja det er jo bare lige at .. og Nej det er bare aldrig nogensinde lige at bare gøre det" Ikke i en kompleks virksomhed som vi er. Det er aldrig nogensinde "bare lige". Så det er svært. Ting bliver altid mere komplekse når man går ned i detaljerne. Det er der djævlen ligger begravet ikke og så hvis man ikke lige har tiden til det, så går der lige en måned til. Fordi at jeg først lige kan efter vi har lavet næste "et eller andet". Ja jeg ved ikke og så kan man sige at så trækker det ud så længe at der bliver en hvis træghed i organisationen omkring "åhh, gad vide om det nogensinde bliver til noget rigtigt." Så måske heller køre fuld blæs på og give det en chance og så kan man efter et ½-1 år konkludere er det noget der ville kunne betale sig for os. Så kommer mna hurtigere frem til sådan en konklusion.
38:34 *Føler du det er en viden i mangler omkring jeres processer, altså helt nede på det specifikke niveau. Lidt også ud fra den antagelse at vi til at starte med snakkede om at du havde mange generelle opgaver. Så følger du at det er et overordnet tema i Fog at folk ikke er specifikke nok til at kunne vurdere processen ordentligt. Og dermed heller ikke vurdere om kandidaten er godt til RPA automatisering.*
39:02 Nej, det tror jeg ikke. Jeg tror bare at når man begynder at arbejde med det, og i sær når man skal automatisere noget, så et helt normalt flow det er somregel nemt at lave, det er alle undtagelserne der er svære at håndterere og der kan måske kun, altså på forhånd er det svært at forestille sig alle scenarier man skal tage hensyn til og så videre. Jeg tror nu vi kender vores processer lige så godt som alle andre, jeg tror bare altid at det aldrig vil være bare lige at få sådan noget her i luften.
39:44 *Det tror jeg er en god ting at have fundet ud af. I havde jo først jeres store bogføringsproces. og nu er i så gået skridtet ned sådan som jeg kan forstå det. Hvordan har i vurderet at det lige præcis var sådan et skridt i skulle tage og hvordan fandt i frem til denne nye proces?*
40:12 Det er jo sådan lidt tilfældighederne hvad der dukker op af problemstillinger, hvor man tænker "orv forresten, det her kunne sikkert være en god ide at løse ved robotten." Så det er jo sådan lidt et uformelt ide-katalog der former sig i de folks hoveder som er omkring robotten.
40:34 *Så det er dem som sidder med robotten der ligesom har taget de vurderinger.*
40:37 Ja, det er det. Eller jeg ved faktisk ikke om forretningen også har skudt ind med forslag, det er jeg ret sikker på, der er nogle specielle funktioner vi har spurgt, " Er der ikke nogle ting som i kan se der kan automatiseres" så vi har også prøvet at få input ind. Og så prøvede vi bare nu den her gang at vælge en ting

der ikke var så kompleks, som ikke skulle rundt i så mange systemer og var sådan reletivt simpelt at skulle forstå hvad der skulle ske. Så den skal vi komme i mål med. Men selv de ting man syntes er simple, der er der bare uforudsete ting. Nogle gange sker der jo også bare ting, hvor man tænker hvorfor kører den lige pludselig ikke dagligt, det var der ingen der kunne forstå heller ikke vores eksterne partner, sådan er IT jo også. Der dukker jo altid ting op hvor man sidder og tænker "hmm". Og så sidder man jo og finder man jo løsningen hen ad vejen ikke. Så sådan skal det være. Men jeg håber at den er tilpas enkel til at klare. Den her vi er igang med at samle, den her ordre forslags linjer, er en super god en, for den vil have en super god effekt hvis vi får den til at køre effektivt og det håber jeg stadig på at den. Det er en langt bedre kandidat end kontooprettelse fordi det er virkelig en stor proces, har vi måtte erkende hen ad vejen.
41:57 *Og hvordan tror du at medarbejderne vil tænke omkring at den første proces slog fejl og er den her så meget mere presset i forhold til at skulle virke for at få overtalt til resten af virksomheden?*
42:14 Nej, man kan sige at kontooprettelsen, at den ikke fungerer det rammer mest vores bogholderi at der er nogle ting de skal. Ej det rammer os lidt kunden, men altså processen det er i administrationen, så det er ikke rundt i resten af forretningen. De ved det slet ikke at der kører noget automatik på det område. Og den her vil jo også bare gøre hverdagen nemmere for folk, der er nogle ting de ikke skal godkende pludselig der vil køre automatisk igennem som de ellers bare får op og siger, nå ja. Så der er ligesom nogle tinge der bliver nemmere i hverdagen for folk. Men så længe at den ikke kører fuldstændigt endnu, så det er ikke noget hvor folk tænker "ej". Jeg ved ikke engang om de hvad at vi løser det ved robot. Der er jo mange der bare ser et problem forsvinde og så er de glade, de tænker ikke over hvordan det er løst.
43:06 *Umiddelbart så tror jeg vi har været det hele igennem og vi siger tak for hjælpen.*

Appendix B5 – Semi-structured Interview with Klaus
00:00 *Så kører vi. Vi er 2 studerende fra CBS, som læser økonomi og IT. Vi skal skrive vores speciale og har valgt at fokusere på RPA. Vi kontaktede Fog da i har haft gang i RPA i et stykke tid, og vi ønsker at dykke dybere ned omkring RPA, samt snakke om jer medarbejdere. Vi ønsker at få en forståelse af RPA situationen her hos Fog og hvilke initiativer der er taget og hvor der har været udfordringer, som vi forhåbentlig kan komme med input til. Så det er lidt om hvem vi er og hvad vi laver her hos Fog*
Til at starte med så kunne vi godt tænke os at få en præsentation af dig og din arbejdsdag, hvilke aktiviteter foretager du dig i løbet af dagen?
00:56 Jeg hedder Klaus og jeg er controller, jeg sidder med intern regnskab. Området mellem IT og økonomi. Jeg sidder og kontrollerer vores data der kommer, i vores ERP system. Jeg laver rapporteringer, Månedsregnskab og årsregnskab. Når der opstår nogle problemer, så graver jeg mig ned i de fejl, når der er nogle Kvorteringsfejl eller nogle andre ting der skiller sig us om jeg finder. Vi har siddet og styret vores lager. Sætter kostpriser og overvåger det. Om der er nogle udsving og hvis der er det, så går vi ned og undersøger hvad der er årsagen til det. Så bliver jeg involveret i nogle projekter på kryds og tværs af organisationen, hvor der er nu er nogle ting. I forhold til effektivisering og i forhold til driften i det hele taget.
02:01 *Okay, så du har mange generelle opgaver over hele virksomheden?*
02:06 Ja. Alting afspejler sig jo i økonomien. Så vi kan gå derhen hvor vi nu kan se at der er nogle udfordringer. Så sidder jeg også med vores arbejdsmaskiner, vores trucks. styrer dem i forhold til leasing, reperationer og skader og hvad vi har af maskiner og udskiftning af dem. Og omkostninger af dem.
02:32 *Nu siger du trucks?*
02:33 Ja der er jo mange arbejdsmaskiner ude på pladsen, vi har jo mange store varer som vi skal flytte rundt på og der skal læsses på lastbiler og der skal pakkes varer og flyttes varer. Vi har pakketræ der skal ind i hallerne og pakkes ud. Og sådan noget. Vi har store og små maskiner. Alt fra liftvogne nede i isenkrammen, og nogle pallevogne og andre ting. Arbejdsmaskiner i det hele taget.
03:01 *I forhold til en hel almindelig arbejdsdag, har du så nogle rutiner?*
03:11 Jeg overvåger en lagerliste som kommer ud hverdag. Er der noget der bonger ud. Hvis de nu har vare modtaget forkert, så bonger det ud med det samme. Så vi sidder og kigger på vores opsætning og hvordan den ser ud. Er der nogle udsving. Hvordan er vores estimat for måneden. Det er ledelsen meget interreseret

i. Passer det sådan nogenlunde med den trend vi ser. Så har vi selvfølgelig månedsregnskabet. Og analyse af det. Det kaster somregel også nogle opgaver af sig. Jeg har ikke decideret nogle rutine opgaver som jeg gør. Det er en masse forskellige ting jeg skal holde styr på.
03:56 *Er der nogle opgaver som du føler godt kunne overtages af en robot eller en maskine?*
04:04 Det er så også en af de funktioner jeg har. Jeg sidder sammen med Sabine og arbejder med vores robot, der prøver at finde nogle opgaver og få det til at fungere.
04:19 I forhold til din arbejdsdag, er der så sket nogle ændringer efter indførslen af jeres robot?
04:36 Nej det har der ikke. Der er vi ikke henne endnu, men det er vil vi gerne.
04:41 Er der nogen bestemte opgaver du tænker der kunne være gode muligheder for at en robot kan klare?
04:52 Den skal jo helst skabe værdi, for de mennesker der sidder med det. Og selvfølgelig har vi masse ting vi godt kunne tænke os at den fik arbejdet med, men vi vil også gerne have at en robot skal køres automatisk, den skal ikke sidde og få holdt hånden under den. Den skal køre selv. Og hvis ikke så må man graver sig ned i det. Det er også en del af det jeg gør, jeg graver mig ned i detaljerne omkring de udfordringer der kommer. Jeg har været i rigitg mange funktioner i virksomheden, så derfor kender jeg virksomheden rigitg godt og derfor kan jeg også hurtigt sætte mig ind i de opgaver den skal lave og derfor er vi blevet meget bedre, her indenfor det sidste halve års tid til at få defineret hvilke opgaver det er den skal lave og fokusere på den og få den til at virke helt optimalt. Tit har man tralvt med bare at få robotten til at skulle køre og den skulle helst give værdien i morgen. Men man glemmer lidt at hele forabejdet faktisk er det vigtigste af det hele.
05:50 I forhold til det du siger med at du har været rundt i hele organisationen i forskellige stillinger, hvordan var oplæringsprocessen i de forskellige stillinger.
06:04 Hvordan man bliver lært op. Det kommer an på hvordan at man... Oplæringen foregår som ofte desværre som sidemands oplæring. Hvis vi taler salgsprocesserne så er det sådan det er. Jeg har også været med til at man havde folk på kursus når man skulle starte op, for at få et ensrettet billede og et bundniveau. Det er nok forskellig fra virksomhed til virksomhed, hvordan man gør det.
06:38 *Så der er ikke så mange dokumenter med nedfældet skrift på hvordan en opgave burde blive løst?*
06:44 Det er man ikke så god til i trælast branchen og lave beskrivelser. Man er blevet bedre til det, men det er man desværre ikke så god til. Det er også den største udfordring til vores robot det er at få folk til at forstå at hele det her forarbejde med at beskrive processen og undersøge det og laver processdiagrammer, det er rigitig rigtig vigtigt. Det er svært at få folk til, for de kan ikke sætte sig ind i den tankegang der ligger bagved det?
07:09 *Hvad tænker du kan skyldes det?*
07:12 De har (ikke viden). De kører mere overordnet, de skal bare have tingene videre. De kan ikke forstå at man skal sidde og grave sig ned i det.
07:26 *Tror du det kan skyldes uddannelsesniveau? Eller skyldes det oplæringsprocessen? Eller er vi bare ovre i at man fokusere på egne opgaver, og tænker at nu er den klaret, så sådan gør jeg også bare i morgen?*
07:40 Det kan godt være noget med uddannelse at gøre, for det har med proces forståelse at gøre. At man er en del af det store. en brik i hele værdikæden. At lige fra kunden kommer ind af døren til han modtager fakturen for de varer han har fået, der er en masse mennesker involveret og man skal jo forstå at alle de mennesker skaber en værdi for virksomheden. Ellers ville de jo ikke kunne være der. Der er det nogle gange lidt svært at få folk til at forstå. Det er så også der vi kommer ind i billedet. Hvor vi prøver at få folk til at forstå deres rolle i det store spil. Det er jo også der det er interessant, for hvor kan man sætte en robot ind henne. Kan man lave et eller andet i flowet, hvor det kan lette hverdagen. Vi har jo vores debitor proces, hvor vi prøver at få det til at gå lidt hurtigere, for at oprette en kunde. Også når kunden står der så kan kunden i princippet stå der og så søge på nettet med det samme og få svar med det samme og så komme igang med at handle med det samme. Det lyder ret fedt, men det er ikke bare lige sådan.
08:43 *Var det for stor og kompliceret proces eller hvad tænker du om det?*
08:48 Vores debitor proces. Det er en stor og kompleks proces at starte op på. Hele forarbejdet med dokumentationen i starten af den, det var slet ikke lavet. Så som jeg sagde før, en ting er at lave processen,

men forarbejdet, det er alt afgørende for om det bliver en succes. Og så skal man lade være med at have så stor en proces til at starte op med når man mangler viden om det. Så keep it simple.
09:19 *Tror du det havde været bedre at, istedet for at dig og sabine har lidt med den at gøre at man så lavede et job til at kun fokusere på robotten og det forarbejde du snakker om? Eller var det fint at kaste sig ud i det og lære af fejlene.*
09:43 Vi har tit snakket om at man skal have 1 eller 2 personer dedikeret 100% til det, men så skal man nok være lidt større. Og det er udfordringen hos os at vi har ikke en person der har arbejdet med det. Vi har 2 der sidder med det i dagligdagen, men sammen med at vi skal få alle de andre opgaver i dagligdagen til at fungere, så vi går til og fra hele tiden. Så fastholdelsen af den viden der er i det, den går lidt tabt. Det er svært, for det er en videnstung opgave at arbejde med robotter. Det kræver også at man har en ledelse som godt ved det og siger det er fint nok at i ikke har det lavet om en uge, men at i sætter tid af til at få forståelsen for det.
10:29 *At man har opbakning fra ledelsen og de kommunikerer godt, så har den været der eller er der bare pushet på?*
10:39 I starten blev der bare pushet på. Der skulle man have det til at fungere. Dokumentationen var ligemeget. Nu har det så ændret sig. og det er så rart.
10:48 *Og hvad med kommunikation fra ledelsen og ned i virksomheden omkring jeres RPA projekt?*
10:58 Da vi startede for 1½ år siden, der var jeg ikke så meget inde over og det var kun ganske lidt. Der fornemmede jeg at vi bare skulle have noget op og køre og det skulle gå hurtigt og vi behøvede ikke at dokumentere det, det skulle bare give noget værdi med det samme. Og det viste sig også, at robotten blev lavet og den virkede jo, man skulle sidde og holde hånden under den. Der skulle hele tiden sidde en og hjælpe den på vej. Og det duer jo ikke, det er ikke en robot. Det er vi jo så alle 3 enige om nu. Både Sabine, Jeg og Mads er enige om at sådan kører robotter ikke, de skal køre automatisk. Så må vi være stædige nok til at holde ved og kræve det af vores levandører at de skal få det til at fungere.
11:35 *Og det er robotten der ikke fungerer?*
11:38 Det er jo små ting i det som kan gøre det. det kan jo være et felt i vores ERP system som den ikke kan læse eller en værdi den får ind som er forkert eller. Så skal man jo tilbage og finde ud af hvorfor er værdien forkert. Så det kræver at man kan sætte sig ned og gå i detaljer med det og få det til at fungere igen. Igen dokumentationen er vigitg at få på plads fra starten og testen. Det er jo over halvdelen af det. Hvis ikke mere.
12:13 *Tror du der har været modstand mod den her robot fordi folk er bange for om den tager deres arbejde.*
12:33 Det skal man have gjort opmærksom på i sin præsentation af det, og sige at vi er jo ikke ude efter at tage jeres arbejde, med robotten, men at den skal gøre det lettere for jer. Et godt eksempel er jo kreditor afstemning, hvor man kan sige at 80% af de bilag vi får ind, de stemmer jo 100% så kunne man nu få dem væk til at starte med, så kunne vi få et menneske til at tage sig af de sidste 20% som måske har lidt problemer med sig.
13:00 *Har den kommunikation været der?*
13:04 Det ved jeg ikke hvordan den var i starten. Det har jeg selv lagt vægt på efterfølgende når jeg har været inde over at, få folk til at forstå at det er ikke det den skal, den skal jo lette ens arbejdsdag.
13:17 *Så der var måske ikke den kommunikation fra ledelsen til at starte med hvad projektet gik ud på?*
13:22 Det ved jeg ikke, det kunne jeg frygte at det måske var gået for stærkt. Hvis ikke man har folk med, så er det jo svært. En robot kan jo også bare være en del proces, det behøver jo ikke være hele processen fra A-Z det kan jo bare være en lille del af det. Den forståelse skal man jo huske at fortælle.
13:46 *I forhold til det her med Robotten, hvordan klassificerer du robotten?*
14:01 Jeg tænker det som en ressource, det er en funktion vi kan sætte til at udføre nogle opgaver som kan hjælpe os og skabe værdi.
14:19 *I forhold til kandidaterne, så siger du i er blevet bedre. Kan du sætte lidt ord på hvordan i tidligere gjorde i forhold til nu? Altså hvilke processer robotten kan klare?*

14:38 I starten var det meget komplekse syntes jeg at dem der var valgt. Men Sabine og jeg har starte forfra og valgt nogle der skaber værdi og enkle. Så vi kan få noget viden om dem og vi kan blive bedre til at gøre det så vi kan bygge det op langsomt. Det nytter ikke noget at vi har en eller anden konsulent der laver en proces for os som vi så ikke forstår. Vi skal forstå hvad der blvier laver og hvad der sker. Så vi kan lære af det og så kan vi lære nogle mere komplekse senere. Det er vi helt enige om.
15:07 *Og det er jer som har påtaget jer arbejdet med at udvælge hvilke kandidater.*
15:10 Det er Sabine og jeg der gør det nu. Sammen med Mads og Peter.
15:17 *Og hvad med tidligere?*
15:20 Det var vores tidligere økonomi direktør og så en der hed Jakob som var inde over det. Der var jeg ikke med dengang.
15:31 I forhold til det her , går i så ned og snakker med medarbejder eller tager i ansvaret, da i kender robottens muligheder og begrænsninger?
15:43 De kommer med nogle forslag til os, hvad de godt kunne tænke sig at der bliver udført, og så taler Sabine og jeg med dem og spørger ind til præcist hvad den her opgave går ud på og så vurderer vi det så sammen med Peter og Mads, hvad vi skal kaste os over. Altså i forhodl til kompleksitet. Altså det jeg sagde før med at vi skal starte på et lavt niveau og så bygge det op. Ellers kunne vi ligeså godt få en konsulent til at lave det til flere 1000 kr. i timen. Ellers er der ingen værdi i det.
16:18 *Hvordan ser du fremtiden med RPA hos Fog?*
16:32 Det er at vi får den til at støtte op om nogle områder som kan skabe noget værdi. Der er masser af steder, hvor man kunne forestille sig at den kunne være med. Man kan jo kun drømme om det. En eller anden sælger der skal udfylde en ordre, han kunne sætte robbotten til at gøre det og så få den igen og udfylde det sidste og arbejde videre med den. Det var bare en ide for hvad man kunne gøre. Eller en kreditor kontoudtog, det er jo en fantastisk ting. Det er jo rutine arbejde i den grad. og 80-90% af dem de giver jo 0, så det er jo bare videre. Og de sidste af dem kan der jo være lidt kød på. Det kan også være debitor uddelingen. Det er jo det samme.
17:16 *Hvis vi nu vender tilbage til det med medarbejder og deres uddanelse. Er der en bestemt kultur hos Fog eller i branchen.*
17:30 Ja det er der.
17:35 *Kan den være med til at skabe udfordringer? og Hvordan?*
17:49 Jaaa, Hvad skal jeg sige uden at være fræk. Jo der er jo en kultur. Det er folk der skal sælge varer, så det skal gå stærkt. Det er jo en hård branche. Det er svært at tjene penge, så det skal gå stærkt. De har jo ikke tid til at tænke de tanker. De vil bare have udfordringer løst. Og så har de ikke den viden. Når man bliver uddannet som trælast mand, så har man jo ikke den viden, man bliver jo ikke oplært i processer og har ikke den forståelse for det og vigtigheden af dem. Så det skal de heller ikke have, de har en masse produkt kendskab. Men selvfølgelig vil der være en frygt. Det hører man jo også når man læser om robotter. Frygt for at det skal tage medarbejder. Det har de gjort i industrien. Men det er ikke nødvendigvis det samme her. Den gør jo kun hvad den får besked på. Og her handler det jo ikke om at tage et emne og flytte fra A-B eller lavet om på emnet. Det her er jo mennesker der sidder overfor en der skal købe en vare. Så hvor er det man kan sætte automatiseringen ind henne.
19:15 *I forhold til generel automatisering, er der så andre ting i udforsker i at bruge? Som i har erfaret, er det ikke alle processer der kan blive automatiseret ved hjælp af robottor, så undersøger i andre metoder?*
20:06 Det ved jeg ikke om vi har. Vi har en robot i ERP systemet. Det er en anden form for automatisering. Den gør ikke noget ved fejlene. Jeg tænker det måske heller ikke som en automatisring, da det bare er nogle opgaver som den udfører. Men den kan jo ikke gøre noget rigitgt ved det.
20:53 *Hvis vi nu løfter os op på et højere niveau, hvad er så dine første tanker når du hører ordet RPA.*
21:04 Automatisering af noget. Noget der kan automatiseres. Noget der kan gøres hurtigere og mere effektivt. Gå ud og spare nogle ting. Gøre nogle ting lettere for en. Lige nu arbejder vi på en robot til at få gjort noget ved vores indkøbsordre, så de bliver rettet op. Det kunne være smart. Det er smart, ellers skal et menneske sidde og gøre det og bruge flere timer på det. Og når man har gjort det 20 gange så bliver man træt af det. Så det er rigitg smart. Der er mange ting man kan bruge det til. Det kræver igen at ledelsen

bakker op om det og syntes det er en god ide. Det er Alpha-Omega.
22:05 *Og den opbakning den har manglet til det her projekt og er kommet senere eller hvad tænker du?*
22:13 Nej, den har ikke manglet opbakning, den var der, men havde måske lidt for travlt og ville bare gerne se nogle resultater. Gerne i går. Det fungerer bare ikke i denne verden med en robot.
22:26 *Så man har måske barrieren lidt for højt i forhold til de ressourcer som man har haft og tildelt til opgaven.*
22:33 Ja det syntes jeg. Det er set før at man gerne vil have implementeret et eller andet system og så går det for stærkt. Man glemmer ligesom test-fasen. Og opbygningsfasen og Test-fasen er utrolig vigtig. Jeg har været med til at implementere et værktøj til indskanning af kreditor og varekøb og omkostningsbilag og vi testede det alle mulige ender og kanter og det var et af de bedste implementerede systemer længe for det virkede bare. Det var dejligt at se at det bare fungerede og virkede.
23:08 *Hvor lang tid har du været hos Fog?*
23:10 Jeg har været her 5-5½ år. Tidligere var jeg et andet sted hvor jeg havde ansvaret for hele faktura flowet. Og det var før RPA tid. Og der skulle vi også indskanne papir og bilag og indlæse det og det var det inden de der (robotter) begyndte at dukke op. Der har jeg jo set det før. Det er de samme ting at man misser at få tegnet proces diagrammet og få gennemgået det i detaljerne og hvordan det skal og hvordan tænker det skulle være og hvad fungerer og få det testet. OG hvad er det præcist for nogle funktioner man søger efter. Kan man få det der hvor man gerne vil have det og hvad koster det? Er der andre leverandører? Gør det grundige forabejde, det mener jeg er alt afgørende.
24:12 *Og det er lidt den vej du har gået her efter du er kommet med ind over projektet? For at få styr på forabejdet.*
24:21 Jeg er ihvertfald gjort opmærksom på det. Og Mads og Sabine er enige i at det er rigtigt vigtigt at vi får det gjort ordentligt. OG at vi ikke siger til levandøren når de spørger om de har leveret det aftalte, og vi kan først ige god for det når der er helt styr på det og sat punktum. Før vi har sagt det er ok så har i ikke leveret det. Det er ret vigtigt
24:49 *Så det er noget dokumentation der også skal foreligge på hvad man skal have leveret?*
24:55 Ja, dokumentation skal være der og man skal gennemgå det og være enige om hvad der er for nogle felter vi skal bruge og hvilke skal vi ikke bruge. Og hvad skal der stå der og hvor skal det komme fra. Hvad med fejlmuligheder, hvad skal der ske med den fejl og den fejl. For nogen virker det meget tungt, og langtrukkent, men de kan godt se bagefter at det var nødvendigt.
25:18 *Og det er noget som du også er begyndt på at få dokumenteret enten i form af proces værktøj eller nedskrevet?*
25:27 Ja få det nedskrevet. Jeg ved at Sabine har arbejdet med det før, så hun er helt enig med mig i at det vejen frem. Så det er rart.
25:39 *Det er godt at være enige. I forhold til dig. Hvordan er du blevet oplært i din stilling, både i forhold til robotten og generelt?*
25:55 Jeg har været i branchen siden 1992, Så jeg har siddet med forskellige opgaver gennem tiden og har derfor en stor erfaring, kender virksomheden. Så i forhold til processen, kender jeg den rigtig godt, på tværs. Jeg har siddet med varestartoplysninger der blev oplært i det der hed EDB gruppen og hedder EG i dag. Kurser i at administrere vores leverandører af M3 som vi bruger. Så var jeg med i design-fasen, dengang vi implementerede M3. Der har jeg en masse viden med.
26:43 *Alt den her viden du har, nu hvor du siger at du kender processen og kan bidrage med det. Er det ikke farligt at du sidder på den viden uden at have den delt?*
27:05 Det ved jeg ikke om det er, det vil jo aldrig være en risikofaktor. Det er jo ikke viden på den måde, det er mere erfaring. Man kender forretningen, man kender alle krogene. Det er jo den værdi man nu har. En ting vi har gjort, er at vi har sagt, at i forhold til robotten, der skal vi være 2 på. Der skal være 2 der har en viden om hvad der ligger og hvorfor og hvordan, det har vi jo set at hvis der er en der smutter så falder det hele jo sammen. Det gjorder det jo så også. Så måtte vi forfra.
27:40 *Jeg tænkte også i forhold til det med at den første proces var for kompleks. OG at du har den viden om mange afdelinger og kroge af virksomheden, så du har et godt kendskab til hvilke kandidater der ville*

være gode til automatisering. Og dermed om det så på den baggrund ikke er farligt hvis du ikke har delt den viden.
28:10 Jeg skal ikke ud og lede efter processer der skal automatiseres, dem der syntes at de har noget at tilbyde, et behov, de må komme til os og så må vi tage snakken med dem. Så kan jeg spørge om det er relevant eller skaber værdi. Så kan de svare på det. jeg går ikke aktivt ud og opsøger opgaver til robbotten, lige nu skal den bare virke og køre selv.
28:44 *Og formålet har aldrig været at komme af med folk men det er for at optimere.*
28:49 Ja.
28:52 *Er der andre sideliggende formål med det?*
28:58 Nej det vigtigste er at effektivisere. Det er en hård branche. Det er møgsvært at tjene penge i trælast branchen.
29:07 *Så det er for at være mere konkurrencedygtige.*
29:11 Ja, det er det hele tiden. Vi har et ønske om at skabe et flow på vores reklamationer, altså få bygget dem op. En reklamation er jo en gave, fra kunden til dig som medarbejder, fordi du som medarbejder kan vise kunden at virksomheden kan håndtere reklamationen. OG er gode til det, for så har du et bedre hold på kunden, Så kunne man få robotten til at hjælpe folk med at lave deres reklamation. så vil man vinde meget. Det er noget man også ser når man har en reklamation, hvis man køber sko på nettet og ikke kan få den byttet. Det er pisse irriterende. Men får man dem bygget hurtigt og nemt, så kommer man jo tilbage igen. Så rekalamation er en gave. Sådan nogle ting er man jo ude efter. Noget der skaber noget værdi. indad, men også noget goodwill udefra.
30:08 *Det hænger måske lidt i tråd med jeres slogan?*
30:14 Ja det ville jo passe meget godt med "Gør os Umage". Passer ikke så godt med at folk bare har travlt og vil skynde sig at have noget omsætning igennem. Så har man jo ikke tid til at lave nogle relationer. Og det er også derfor at opgaver ofte bliver liggende, fordi folk syntes de er komplekse og svære, så hvis nu man lod dem ligge så kunne det være at de forsvinder. Det gør det jo næppe. Sjældent.
30:37 *Ummiddelbart tror jeg at vi har været igennem det meste. Jeg ved ikke om du mener at vi mangler at snakke om noget omrking Fog og Jeres RPA?*
30:53 Man skal være vågen overfor de leverandører man vælger. At de alle gerne vil sælge et produkt, men er det, det rigtige for virksomheden, det er ikke sikkert.
31:03 *Kan du uddybe det lidt.*
31:05 Hvis man kigger på markedet af Robot produkter, så er der jo en vifte af det og de dukker op lige nu og det går stærkt, og de kan jo alle sammen alting, de er alle sammen verdens bedste til det her, men er det, det rigtige for virksomheden, det er jo lige det. Vi havde overvejelser til BluePrism, som vi valgte, de er et sort amerikansk produkt. Er det, det rigtige at vælge og der var vi da ude og spørge nogle rundt omkring, personer som vi kendte der arbejdede med det. Hvad ville du vælge hvis du kunne vælge om. Hvad er styrkerne og svaghederne i de forskellige produkter. I stedet for at blive revet med. Det kan man nemlig godt, når man sidder til sådan en præsentation og ser hvor flot og smart det er. Lige holder fødderne på jorden og sige om det her er hvad vi gerne vil have.
32:00 *Hvad med i forhold til forarbejdet. Ville i også gerne have haft viden eller værktøj til det? Så man forhåbentlig var bedre stillet til at bruge RPA værktøjet. Eller ligger det mere i kulturen at man ikke gør det?*
32:33 Det er forskelligt fra produkt til produkt, nogle ligger op til og andre fokuserer bare på at klippe-kliste lidt, så har du en fungerende produkt. Så man glemmer måske lidt at undersøge svaghederne. Men jeg syntes ikke at nogen af dem er gået særlig meget ind i at have dokumentationen på plads. Nogen er, men man sidder her i virksomheden og siger det gør vi ikke og behøver det ikke, så lader man dem bare køre hurtigt over det. Det er jo ikke smart og så har vi nok bedt om det. Det kan vi se resultatet af nu. Jeg er fortrøstningsfuld. Det skal nok blive bedre.
33:11 *Ja det er at lære af sine fejl. Og så forbedre.*
33:21 Ja.
33:23 *Vi siger tak og lukker ned.*

Appendix B6 – Semi-structured Interview with Gitte
00:01 *Intro af os og hvem vi er, hvad vi gerne vil undersøge*
00:49 Ja, men jeg hedder Gitte og jeg har været her i firmaet i tæt på 30 år, og altid sidde i debitorbogholderiet, og kundebogholderiet, som vi også kalder det. Jeg har selvfølgelig med vores kunder at gøre og opretter konti, taler med dem i telefonen. Rykker dem og hjælper vores sælgere, hvis der er en konto der er lukket og alt det her. Men jeg sidder sådan fortrinsvis med kundeaftaler- og oprettelserne. Det har været min opgave i mange år.
01:25 *Så du har mange få, men specfikke opgaver?*
01:29 Ja
01:30 *I forhold til, at du har siddet her i så mange år, har du så nogle rutiner, nogle ting der falder ind, at sådan gør man, som bliver gjort hver dag?*
01:46 Ja, men det har vi jo. Vi har jo vores faste ting, som bliver gjort hver dag. Altså tømme vores mails og især den hvor der kommer kontoaftaler i, og følge op på dem. Altså de ligger jo ikke i mange dage, vi følger jo op på vores kontoaftaler næsten dagligt. Og får dem godkendt og oprettet, så kunderne kan komme i gang med at bruge dem.
02:09 *Og så hvis vi snakker udenfor de aktiviteter, sådan arbejdsmæssigt, er der bestemte frokosttidspunkter, er der bestemte mødetider, og har du nogle eller ser du nogen, som ligger her i virksomheden?*
02:24 Altså inde i kundebogholderiet har vi åbent hver dag fra 7-17. Det deles vi om. Vi møder mellem 7-9 og går mellem 15-17. Det skiftes vi mellem, for det er jo for mange timer at være her hele åbningstiden. Jeg møder fortrinsvis tidligt om morgenen, er her fra 7-15. Fortrinsvis, men det er selvfølgelig delt lidt op. Jeg bliver desværre også nødt til at have nogle af de dage hvor det hedder 9-17.
02:57 *Sådan er det jo - I forhold til de her aktiviteter du foretager dig i løbet af dagen - Er der sket ændringer i forhold til før i lavede det her RPA projekt til efter?*
03:08 Ja, men det er jo blevet hurtigere, ikke. Altså hvad kalder du det? APR?
03:16 *RPA - Robotic process automation - vi kan godt kalde den robotten*
03:21 Ja, det foretrækker jeg. Det er blevet meget nemmere med robotten. Jeg tror den kom i gang sidste år i min sommerferie. Så den daværende chef sad nærmest med armene oppe, da jeg kom tilbage, for alle mine arbejdsopgaver havde han måtte påtage sig, og det var blevet noget nemmere mens jeg var væk, og jeg synes jo også det var super dejligt. Så man får frigivet lidt tid til andre ting.
03:52 *Du var ikke bange for at den ville tage sådan alle dine opgaver?*
03:54 Nej. Nej, det var jeg faktisk ikke. Jeg synes vi er pressede i hverdagen, alle tre derinde. Så kunne det være jeg fik lidt tid til at hjælpe de andre blandt andet. Vi er jo blevet skåret en mand ned i forvejen, ikke. Vi har altid siddet 4. Nej, det er jeg egentlig ikke nervøs for.
04:16 *Nej. Hvordan ser du robotten?*
04:21 Jeg ser den som en stor hjælp i dagligdagen, som gør nogle af de her rutineting, som er dejligt man kan slippe for. Helt klart.
04:31 *Og det er gør så dig mere produktiv?*
04:32 Jaer, og så kan man sige, at så har man måske også lidt mere tid til at gå i dybden med nogle kunder, hvor man somme tider måske ellers tager nogle chancer ved at sige ok til en ordre. Jeg må lige gå ind og se på kunden og dens historik, men det er bare ikke altid man har tid til det og så tænker man nå ja, det går nok. Det er ikke altid det går så godt, men i 99% af tilfældene, går det godt. Men der er også nogle ting, hvor man siger, ej det skulle jeg nok ikke have gjort. Men det får jeg måske mere tid til.
05:06 *Så du er overordnet glad for robotten er kommet som et hjælpemiddel til dig?*
05:13 Yes, det er jeg i hvert fald. Og nu kan jeg selvfølgelig forstå på Tina, at den skal hjælpe mig endnu mere end hvad den har gjort. Så kan man måske sige, at så kan det da godt være den tager endnu mere af mine arbejdsopgaver, men øh, det kan jeg ikke forestiller mig det skulle være et problem. I hvert fald ikke noget jeg er nervøs for.
05:31 *Føler du at du har en specifik viden, som den ikke kan komme ind og overtage eller hvordan?*
05:36 Nej. For sådan en robot kan vel alt, hvis den bliver programmeret rigtigt? Formoder jeg.

05:45 *Det kunne godt være det var en af grundene til at man ikke føler, at den kom og ville tage det hele. I forhold til hvis vi nu snakker lidt kommunikationsmæssigt, nu siger du Tina har fortalt, at der skal ske flere ting, men hvad med til at starte med, hvor meget fik i at vide omkring jeres arbejdsopgaver og hvad der blev automatiseret fra højere oppe af?*
06:08 Egentlig ikke ret meget. Fordi, at det var vores gamle chef der var involveret i det og var med til møderne og kom så bare og fortalte, at nu skulle vi have gang i den her robot, som blandt andet skulle overtage nogle af mine arbejdsopgaver, såsom at tage imod kontoaftaler, at kreditvurdere og sende aftalerne ud til kunderne. Og så var det først derefter jeg kom ind i billedet. Det var sådan det vi fik at vide. Og så kørte det som sagt, da jeg kom tilbage fra sommerferie sidste år.
06:43 *Så du var ikke - Ingen af var involveret i at sige, at det var lige netop den her aktivitet, der var brug for at få automatiseret kontra nogle andre?*
06:53 Nej. Det lod vi Henrik om, at tage de valg.
07:00 *Var det noget, hvis du tænker tilbage, ville du så gerne have været involveret?*
07:04 Næ. Fordi jeg må sige, at mit IT ligger på et meget lavt niveau. Er der noget, som ikke virker, så ringer jeg til IT-afdelingen. Og det interesserer mig heller ikke. Jeg kan sagtens arbejde med det, men det skal bare virke. Sådan at sætte mig ned og begynde at tegne små firkanter og hvordan de skal connecte hinaden og hvordan de skal ende ud i. Det siger mig ikke noget. For at være helt ærlig.
07:36 *Er der en bestemt grund til at det ikke siger dig noget?*
07:40 Det interesserer mig ikke.
07:41 *Og det er ikke fordi I aldrig har gjort det og så?*
07:48 Jamen det interesserer mig bare ikke
07:50 *Det er i orden - I forhold til - Nu går vi måske mange år tilbage - men oplæringsprocessen, hvordan er du blevet lært op i de aktiviteter du har?*
08:00 Jamen af tidligere kollegaer og så er det bare kommet langsomt ind under huden.
08:11 *Så meget sidemandsoplæring?*
08:12 Ja.
08:14 *I forhold til at løse et problem, hvis der opstår et problem. Hvis vi nu bare tager væk fra, at hvis det ikke er it, men et generelt problem? Hvordan løser du så et problem?*
08:25 Jamen det prøver jeg på at løse selv, og hvis jeg ikke kan det, så må man jo gå til sin chef og få noget hjælp til det, så løser vi det i fællesskab. Ting jeg ikke selv kan løse, så går jeg til chefen med det.
08:40 *I forhold til det med at blive oplært, der var ingen proces skrevet ned eller dokumentation på hvordan man gjorde noget?*
08:52 Nej.
08:53 *Og det er der stadig ikke?*
08:54 Det tror jeg nok vi er begyndt på at skal. Eller har gjort. Men det har vi heller ikke været involveret i, os tre som sidder i forkontoret. Det er simpelthen noget vores debitorchef har stået for.
09:08 Er det noget du tænker er godt at i skal i gang med det? eller hvordan føler du omkring at dokumentere processer?
09:19 Pas
09:22 *Jeg tænker vi vil høre omkring, at i hjælper hinanden på kryds og tværs, hvilken værdi skaber det for dig, når du hjælper en kollega?*
09:37 Det bliver jeg da glad for at jeg kan hjælpe. Det er da en tilfredsstillelse, at man kan hjælpe sine kollegaer, synes jeg. Helt klart
09:48 *Føler du der er nogle ting, som du er bedre til end nogen andre?*
09:52 Ja, altså alt hvad der har med kundeaftaler at gøre, der er jeg den bedste af os tre. Men de sidder også med deres opgaver, som de er bedre til end jeg er f.eks. Så på den måde hjælper vi hinanden. Vi er meget opdelt med vores arbejdsopgaver, fordi vi er blevet så stor en forretning som vi er. Dengang jeg startede i firmaet havde vi kun den her forretning og den nede på Nørregaardsvej, som dengang bare var et byggecenter. Så når man sad i kundebogholderiet der... I mange år var vi kun en chef og en medarbejder. Og der skulle vi jo kunne det hele. Men efterhånden som vi er vokset os så store som vi er, så har vi ligesom

måtte dele os arbejdsopgaver op i mellem os, for ellers ville det blive en forvirret arbejdsdag. Så det er klart, at jeg er nok den bedste til at tage kundeaftaler, og de andre er gode til det de sidder og laver, hvor jeg så skal have hjælp, hvis jeg lige overtager et eller andet
10:53 *Hvad er din uddannelse?*
10:55 Det er bankassistent. Så jeg har ingen forudsætninger for at starte på kontor her, da jeg startede. Jeg sad i Danske Bank nede på Lyngby Hovedgade, som i dag hedder Lån og Spar.
11:13 *I forhold til, at nu har du jo været med et stykke tid. Hvordan vil du definere kulturen i sådan en virksomhed?*
11:23 Øh, hvad tænker du på?
11:26 *Øhm, altså er det en... Vi har snakket lidt om det med rutinerne, ligger der nogle ting, som du kan se, som er meget specifikt for den her virksomhed eller den her branche i forhold til andre?*
11:43 Jeg har jo ikke rigtig noget at sammenligne med overhovedet, så det synes jeg er svært at svare på.
11:53 *Så tænker jeg at rykke lidt videre. Hvad er dine første tanker når du hører ordet robot?*
12:01 Hjælp. Hjælp til dagligdagen.
12:06 *Ja. I forhold til det her robot-projekt, hvad var så målet med selve projektet?*
12:19 Jamen det formoder jeg, at målet var at lette vores hverdag. At give os tid til andre ting også. Og man ved jo ikke om der bliver lavet andre arbejdsrutiner, hvis det kommer til at fungere super godt.
12:40 *Hvad ser du som nogle af udfordringer ved den her robot?*
12:44 Det er jo, at den kommer til at fungere optimalt. At ingen skal sidde og håndbære tingene i gennem systemet. Det var jeg jo ikke klar over, at der var nogle der havde gjort faktisk. Fordi den har jo kørt, i min verden, rigtig rigtig godt, men så finder jeg efterfølgende ud af, at det er fordi nogle sidder og håndbærer nogle ting igennem.
13:06 *Så den har ændret... Da den kom ind, så ændrede den rigtig meget hvordan din arbejdsdag var?*
13:11 Helt klart.
13:13 *Og det var til det positive?*
13:14 Det var det, ja.
13:19 *Kunne du mærke det på både dig selv og dine kunder, hvis du fik mere tid til dem? Det er svært at vurdere om de var gladere for dig, men følte du at servicen blev det højere?*
13:32 Ja, jeg følte servicen blev højere ved at tingene kom hurtigere igennem. Fra kunden havde trykket på knappen til de havde en konto, så gik der måske 10-15 min, så lå kontoansøgningen på kundens mail. Hvor når vi laver det manuelt, som vi gør i øjeblikket, der går i hvert fald et døgnstid. Og så er det endda stadig hurtigt.
13:55 *Ja, hvordan føler du så nu hvor den ikke kører mere?*
13:59 Jamen, hele dagen går jo med at tage en kontoansøgning og kreditvurdere dem, søge kreditforsikring, få dem skrevet og ud og scanne og sende til kunden. Og arkivere alt det papir
14:18 *Hvad tror du udfordringen var i forhold til lige nøjagtigt den her proces, skulle håndbæres igennem af andre?*
14:27 Hvad udfordringen var? Hvad der var galt?
14:29 *Ja*
14:30 Jamen jeg formoder det er fordi den ikke er blevet sat rigtig connectet til de forskellige ting. Jeg ved det ikke. Det gik jo helt galt, da vores kreditforsikringsselskab lavede om på deres system. Der var det den gik helt død. Det var ligesom om den ikke kunne trække noget der. Formoder jeg det er det. Altså den gjorde. Fordi de gik til et nyt system. For den har jo ikke fungeret siden.
14:55 *Den fungerede i starten eller?*
14:58 Ja, men tilsyneladende ved at den er blevet håndbåret igennem. Men det gik jo helt galt da Tradius Januar måned gik over på et nyt it-system, for det har man jo ikke taget højde for. Formoder jeg. Jeg har jo ikke hørt så meget om det, men jeg formoder det er det der er sket. Og så pludselig kunne robotten ikke trække de oplysninger den skulle eller søge, eller hvad man kalder det.
15:32 *I forhold til de så... Nu har man så stoppet den her proces i forhold til robotten - hvad ser du, hvilke andre processer kunne du tænke dig, at der blev automatiseret? Hvad synes du kendetegner de processer?*

15:50 Det kan jeg ikke svare på. Det kan jeg ikke.
15:57 *Ved du hvem der beslutter hvilke processer der skal automatiseres?*
16:03 Det formoder jeg bliver Tina. I samarbejde med Mads f.eks.
16:10 *Det kommer ikke ned til at være jer, der kommer med opråb om hvor I godt kunne tænke jer hjælp henne?*
16:19 Øhhhhhh, det tror jeg ikke. Igen må jeg sige, det interesserer mig ikke. Så jeg vil helst være fri for det. Jeg skulle have været med til et møde hvor Klaus havde sagt til mig, at han havde måske fortrudt lidt, at jeg var indkaldt til det møde, så jeg behøvede ikke deltage, hvis ikke jeg følte for det. Og det sagde jeg til ham, at gør jeg ikke. Så spurgte jeg Tina om jeg skulle, det sagde hun det bestemmer du selv og gjorde jeg så ikke. For man kan lige så godt tale kinesisk til mig med sådan noget. For det siger mig intet, og det interesserer mig heller ikke. Jeg vil bare gerne have det fungerer.
16:57 *I forhold til, at det bare skal fungere og du ikke løser det - så snakker du med?*
17:07 Klaus og Sabine, så gik jeg jo til de to.
17:09 *Så sagde du?*
17:10 Jeg kunne jo godt sige, at nu har robotten ikke sendt kontoaftaler ud de sidste to timer, er der noget galt? Og så var de inde at kigge og det var der, så var der gået noget i stå, så håndbar de dem igennem og (lyd; byt) så var de væk.
17:29 *Og i forhold til andre af dine aktiviteter i løbet af dagen, når der så opstår problemer med dem, så går du videre til?*
17:41 Så går jeg til min chef.
17:47 *Og så snakker i om det løst*
17:52 Vi snakker selvfølgelig om det, hvis det ikke fungerer og så formoder jeg hun går videre med det. Det er jo ikke sådan noget vi har til daglig. Men jeg prøver selv at gå videre med det, og hvis jeg så må slå i en dyne, så må chefen jo træde til og slå endnu hårdere. Altså af en eller anden mærkelig årsag, så er det jo tit chefen der bliver nødt til at gå videre med det. Fordi så lytter man, ellers lytter man ikke. Ellers kan der gå mange dage inden tingene bliver taget op. Men når chefen kommer, så bliver det gerne med det samme. Det er jo sådan lidt mærkeligt. Men sådan er det jo nok mange steder.
18:33 *Og hvordan føler du, at kommunikationen er igennem hele virksomheden? Føler du at du kan... Føler du at der er god kommunikation oppe fra og ned? og så igen og udfra dig og ud til alle led?*
18:45 Ja, helt bestemt. Jeg synes i det hele taget det er en god virksomhed at være ansat i. Vi har det godt med hinanden i det store hele. Og samarbejde på kryds og tværs i afdelinger og forretninger.
19:10 *Og det er tonen? Menneskene eller måden man kan agere på?*
19:15 Jamen tonen og menneskerne. Jeg synes det er en dejlig arbejdsplads.
19:21 *Så du kan gå til stort set hvem som helst, også når du møder dem på gangen og snakke med dem?*
19:27 Ja. Det kan jeg.
19:31 *Har i meget at gøre med de andre butikker?*
19:32 Jamen det har vi jo i kundebogholderiet, der har vi jo daglig kontakt med dem alle sammen. Specielt dem på salgskontorerne. De løber jo tit ind i problemer med en kunde og så ringer de jo til os. Så vi har faktisk kontakt til dem alle sammen dagligt, alle forretningerne. Og når man så har været ansat i lige så mange år som jeg har, ikke, så er man jo også et kendt navn i virksomheden
20:04 *Hvis vi nu siger, at nogle af udfordringerne kan være at forarbejdet ikke er gjort helt godt nok i forhold til den her robot, det med at processerne ikke er dokumenteret og sådan noget. Tror du der er en modstand eller at man visse steder i virksomheden ikke ønsker at gå ned og dokumentere og arbejde med processer, fordi det har man aldrig rigtig gjort?*
20:34 Det kan jeg ikke svare på.
20:39 *Ud fra din egen holdning, hvad tænker du så om at skulle sidde og dokumentere processer og skulle sidde og tegne de her flows om hvordan det hele hænger sammen?*
20:52 Det ville jeg være ked af, at skulle gøre. Det håber jeg Tina gør.
20:58 *Hvad hvis man fik gjort det her, at robotten så bedre kunne arbejde det bedre og der kunne komme flere robotter ind og hjælpe dig, hvad tænker du så om det?*

21:08 Jamen, det tror jeg ikke helt jeg forstår dit spørgsmål
21:16 *Øhm, hvis vi siger, at det her forarbejde med at få dokumenteret jeres processer og få tegnet ud i et større billede, hvis nu det kunne gøre, at robotten reelt set havde virket i den første proces uden at blive håndbåret og man så kunne få flere aktiviteter gennem robotten? Hvad tænker du?*
21:40 Altså flere aktiviter, som ikke har noget med kundebogholderiet at gøre?
21:43 Ja.
21:45 Jamen det ville da kun være fint. det ville da være super fint, det tror jeg da også er meningen at den skal. Jeg kan da håbe på at så mange som muligt får glæde af den. At det kommer til at køre så godt, at andre os kan få glæde af robotten i deres arbejde. Jeg synes det er perfekt at vi slipper for nogle af de dødssyge ting, som ligger der i dagligdagen.
22:11 *Så forventninger ud fra dit synspunkt ud fra dine arbejdsopgaver?*
22:24 Jamen det er jo at køre de rutinemæssige ting igennem og så, kunne jeg forstå på tina, at den ligefrem skulle gå ind og oprette konti. Det ville være perfekt. Helt bestemt. Bare det fungerer. Det er alfa og omega.
22:58 *Opsamling? noget du mener vi ikke har snakket om?*
23:22 Jeg har en ting - Ville du, hvis at du blev vækket midt om natten og skulle forklare hvordan den her kundeoprettelse, ville du så kunne 100% forklare mig den, så jeg kunne gå ind og stort set lave den opgave?
23:40 Ja, det tror jeg.
23:42 *Du ville kunne fuldstændig skrive ned, så sker der det her, det her, så skal du huske det her osv.*
23:46 Ja. Det tror jeg. Det har godt nok siddet med i mange år, så det tror jeg godt
23:55 *I har flere forskellige opgaver - Men føler du med din viden, at du også ville kunne forklare de to andres processer?*
24:10 Ikke lige med det samme, nej.
24:17 *Afslutning.*

Appendix B7 – Semi-structured Interview with Tina
00:02 *Jamen så vil vi gå i gang - Vi er to studerende fra CBS, som læser økonomi og it. Vi er igang med at skrive vores speciale og har valgt at fokusere på emnet RPA. Så skulle vi ud og finde en virksomhed og så fandt vi FOG. Og i har haft gang i RPA et stykke tid og vi ønsker at dykke dybere ned i, både virksomheden FOG, men også ned omkring RPA og hvilke initiativer der er taget, hvilke udfordringer har i og hvordan kan vi, forhåbentlig, komme med inputs til at hjælpe til det. Så det er lidt om hvem vi er, hvad vi laver og hvilket projekt vi har. Så vi kunne tænke os til at starte med, at få lov til at vide lidt om hvem er du, hvad er din stilling, hvilke aktiviteter foretager du dig i løbet af en arbejdsdag?*
00:51 Ja, Tina Thomsen hedder jeg - Debitorchef. Tiltrådt 1/3. Så mit kendskab til FOG er ikke så stort lige i øjeblikket. Mit kendskab til Robot er heller ikke så stort, men vi er i gang, lad os sige det sådan. Så vi er faktisk i gang med et projekt omkring robotten. Jeg kan fortælle lidt omkring, hvad jeg hørt omkring erfaringen med robotten er her og lidt tankerne omkring hvad er det vi skal videre med.
01:26 *Ja, vi vil gerne høre om dig og dine tanker. For vi skal have flere forskellige igennem, så det er dine tanker*
01:40 Det er netop også derfor at Gitte min medarbejder, for hun sidder jo lige i øjeblikket med alt det output af robotten, som ikke virker.
01:51 *Ja, men så stille og roligt, hvad er din arbejdsdag, hvilke aktiviteter har du?*
01:54 Jamen lige i øjeblikket der er jeg jo i gang med at bore mig ned i alle processer og simpelthen få et overblik over hvad det er for en virksomhed og hvordan er processerne og hvordan er arbejdsgangene her. Det er jo det jeg er igang med på 2,5 uge. Jeg kommer tidligere fra samme branche, så det er sådan ikke helt nyt. Det er ikke sådan jeg skal til at finde ud af hvordan fungerer byggemarkedet eller trælasthandelen. Mit primære område er debitorer og det vil sige udeståender og inddrivelser og minimere tab på debitorer. Det er simpelthen fra at fakturaen bliver bogført i M3 til at det pludselig bliver vores ansvar, at reagere hvis kunden ikke betaler sin faktura. Og det kan gøres på mange områder, det kan gøres ved at man ringer til kunden og har den her dialog om der er noget galt med fakturaen, om de har nogle reklamationer siden du

ikke vælger at betale. De fleste har jo løbende måned 20 dage eller løbende måned 30 dage. Og hvis ikke de betaler, så kører der et rykkerflow, det vil sige et rykker forløb. Og det gør der jo, fordi vi skal overholde lovgivningen. Vi skal overholde at fra man sender rykker 1 ud til man sender en rykker 2 ud, der skal gå 10 i mellem rykkerne, for ellers må man ikke få rykkergebyrerne på 100 kr pr stk. Så ikke, at der ikke må være 20 dage mellem rykkerne, det må der gerne, der må bare ikke være under 10 dage, for ellers må du ikke få et rykkergebyr. Og så er det jo selvfølgelig mit overordnede ansvar at sikre at vi overholder lovgivningen og at det materiale vi sender ud er korrekt. Og med materiale tænker jeg jo, at rykkeren lever op til de juridiske krav. Kommer vi så så langt hen, at kunden stadig ikke agter at betale enten fordi der viljen eller evnen. Så bliver sagen overdraget til en inkassopartner. Så det vil sige, at der smider vi den ud af huset og siger, at jamen så må der være andre der forsøger at inddrive det for os. Så er der jo selvfølgelig nogle af de her krav, som er forsikret. Vi forsøger at forsikre mange af de krav vi har overmod en samarbejdspartner. Det koster selvfølgelig penge, det er jo ikke gratis. Men så går man ind og forsikre sit udestående og det skal jeg jo også holde øje med at vi får indberettet korrekt udestående til samarbejdspartneren, får indberettet, hvis vi har nogle tab, som vi skal have dækket via forsikringen. Så er der selvfølgelig hele personaleledelsen i det, altså af de medarbejdere som sidder i afdelingen. Så er der vores samarbejde mellem de trælastdirektører og de sælgere der er ude i vores butikker. Man kan sige, at lige så snart - Der hvor samarbejdet er bedst eller der hvor der er mest kontakt på telefonen, det er når kunderne har overskredet deres kreditmaks og kunderne står nede i butikkerne og gerne vil handle. Det er så der hvor vi skal gå ind og vurdere og sige, hvad er det for en kunde vi har med at gøre, hvor stor er ordren? Hvad vil kunden gerne have med ud over disken? Hvordan plejer deres betalingsflow at være? Så det er en vurdering af at sige, at nu overskrider vi kreditmaks, de har måske et kreditmaks på 100, her står de og er måske på 150.000 i overskridelse, der er 10 dage til de skal betale og de står med yderligere varer for 10.000. Så er der kunder der ringer ind, når de har fået kontoudtog eller rentenota. Så det er meget telefon og henvendelser med vores sælgere og samarbejdspartnere og personalet.
05:57 *Det lyder til at være mange forskellige aktiviteter? Er det meget specifikke eller meget generelt ud over et bredere spektrum?*
06:09 Hvad tænker du?
06:11 *Mest i forhold til de aktiviteter - Dykker du ned i hver enkelt sag? Jeg ved godt, du kan selvfølgelig ikke tage alle sager, men er du på hver enkel og specifikke ting eller er du sådan mere overordnet og generelt omkring det?*
06:28 Altså, de specifikke henvendelser jeg får fra trælastdirektørerne eller fra vores kollegaer, dem bliver jeg jo nødt til at være meget specifikke omkring. Det kan jo være, at en sælger eller en trælastdirektør ønsker en forhøjelse af kreditmaksimum på en kunde. Så bliver jeg nødt til at være meget specifik. Gå ind og kigge regnskaber, gå ind og kigge betalingshistorik og se om vi kan give kunden en højere kredit. Men sådan hvis du kigger på vores debitormasse, så kan jeg jo ikke være alle vores kunder igennem hver evig eneste dag, men vi har jo selvfølgelig forskellige lister, aldersfordeling og kan gå ind at se om der er en kunde, som er meget over kreditmaks, så bliver man jo nødt til at reagere.Så det kan både være meget specifikt og det kan være meget overordnet.
07:21 *Og i forhold til dine medarbejdere nede i kundebogholderiet - Er deres opgaver meget generelle eller specifikke?*
07:35 De er meget generelle. De har jo nogle specialle arbejdsopgaver de skal igennem hver evig eneste dag. Om morgenen starter de med at kigge på hvad der er kommet ind af mails. Så kommer der selvfølgelig alt det her løbende. Jamen hvad er det der kommer af ordre, så kan det være de her kreditmaks, som er overskredet. Så kan der være kontooprettelse af nye konti. Så kan det være udligninger, indbetalinger der ikke er kommet. Jamen indbetalinger der er gået forkert. Det er alverdens henvendelser fra både kunder og sælgere. Men de har jo selvfølgelig noget meget specifikt hver evig eneste dag, nogle arbejdsopgaver de skal i gennem.
08:16 *Jamen det var også min opfattelse. Umiddelbart så lyder det også som om der er mange opgaver? Og det er på et mere generelt niveau at alle de her aktiviteter de skal foretages på? Til trods for at du ikke har*

været her så længe, så rutinemæssigt er der, nu har du jo været i branchen, foreligger der nogle rutiner og hvad er det for nogle rutiner?
08:41 Ja - Jamen altså de rutiner der er, det er, i princippet - Vi kan tage et eksempel, på at man møder ind om morgenen, så er der en mailboks som skal tømmes. Så det er jo en meget rutineopgave, som vi siger, at det skal vi have gjort hver evig eneste dag. Der skal også udlignes hver evig eneste dag der er kommet en indbetaling ind, som man ikke automatisk kan udligne. Have fat i kunden og sige, at den indbetaling den matcher ikke med de her fakturaer eller hvordan vil du have den her indbetaling skal udlignes med de her fakturaer? Så kan der være kontooprettelser, det er også en rutineopgave hver evig eneste dag. Der kan være få og der kan være mange. Så kan der være alle mulige lister, advarselslister omkring at kunder der er overskredet kreditmaks. Så i princippet er det jo sådan, vil ikke sige meget skemalagt, fordi de ved jo aldrig hvornår de bliver væltet af telefonerne. Så vi kan godt have en eller anden idé om, at de her 10 opgaver skal vi igennem hver evig eneste dag, som minimum. Men vi når måske kun de 5, alt afhængig af hvor meget telefoner har kimet.
09:47 *I forhold til de her aktiviteter - Hvordan er medarbejderne så blevet oplært? I deres aktiviteter?*
09:59 Jeg ved jo ikke hvordan de er blevet oplært. Men jeg har jo siddet lidt på skødet af dem, og har klart en fornemmelse af, at de opgaver de sidder med, jamen dem har de rutine i. Hvordan de er blevet oplært, om det har været sidemandsoplæring eller de har set på vejledninger, det kan jeg ikke svare på.
10:23 *For at drage den videre, sådan rent dokumentation - Hvor meget procesdokumentation foreligger der i Fog?*
10:31 Ikke ret meget.
10:34 *Ikke ret meget - Er det noget I gør i din afdeling?*
10:37 Nej, det er noget vi kommer til at gøre. For jeg vil sige, da jeg startede, har jeg ikke kunne hive en mappen ud af skabet og se hvordan jeg løser opgaver. Det er learning by doing. Så jeg tror ikke Fog er meget anderledes end andre virksomheder i samme branche. Der er man ikke så god til at dokumentere. Det er i hvert fald noget vi kommer til. Det er noget der ligger på min to-do liste
11:16 *Så det er meget branchespecifikt at tingene er learning by doing, at det er noget vi altid har gjort, så det fortsætter vi med?*
11:22 Ja. Der hvor jeg kommer fra tidligere, der kunne man godt joke lidt med, at jeg havde et bibliotek bag mig med alle procesbeskrivelser. Der kunne man bare tage en mappe. Som jeg siger, kunne vi tage en person der stod ved busstoppestedet og sige, kan du ikke lige komme og hjælpe, og det er den her opgave, så detaljeret var det. Men det var ikke noget der forelå da jeg startede. Det er simpelthen bare noget jeg startede med at gøre.
11:52 *I forhold til løsningen af et problem - Når der ikke foreligger en dokumentation på hvordan skal den her proces løses? Hvordan løser man så et problem når det opstår? Det er lidt anderledes med dig - Du har nok ikke været ude for så store problemer allerede nu. Men bare sådan generelt*
12:17 Det er jo så der hvor de bruger hinanden medarbejdere i mellem. Der hjælper de jo hinanden. For det de ikke ved, det er der måske en af de andre der ved. Men selvom de sidder tre derinde, men hvis én person spørger den ene, hvordan ville du løse den her? og du spørger den anden hvordan ville du løse den? Så kommer de til samme resultat, men det er jo ikke sikkert de har samme fremgangsmåde. Så derfor kan det godt være lidt svært som ny at skulle være på oplæring. Er det den ene eller anden måde man skal gøre det på. Og det kan jo være godt og ondt. Godt på den måde, at man selv finder ud af, jamen hvad er min metode så, bare vi kommer til samme resultat. Det der kan være skidt er, at det kan tage lidt længere tid at lære opgaven fordi du skal lære det på to måder. Så kan det være du misser noget. Eller når telefonerne ringer, og der ikke er nogle at spørge. Så kan man ligge opgaverne til side og måske tage en anden. Det er ikke effektivt.
13:29 Hvordan føler du, at medarbejderne har de en klar forståelse af alle deres processer i dybden?
13:38 Ja. Det har jeg en klar fornemmelse af. I hvert fald de to af dem. Men den ene har jo også været her i over 30 år og den anden i 13-14 år. Den sidste har været her i 1,5 år. Så det er jo hende, som måske godt kan sidde med den usikkerhed, for hun har jo ikke den samme erfaring som de to andre. Det ligger jo

nærmest i deres gener. Altså du kan jo vække dem midt om natten og spørge om en opgave og så kan de bare lire den af.
14:04 *Og så ville de kunne forklare 100% hvordan?*
14:09 Ja. Det er jeg 99,8% sikker på de ville kunne
14:15 *I forhold til det her med medarbejderne, hvordan sørger i for at fastholde medarbejderne?*
14:27 Der tror jeg du skal spørge nogle andre ledere, som har været her længere. Jeg ville kunne fortælle hvad jeg ville gøre eller vil gøre fremadrettet.
14:38 *Det vil vi gerne høre*
14:38 Det jeg vil gøre, er at sikre mig at de har de rigtige kompetencer til de rette opgaver. Det er nummer et, så de ikke sidder og er usikre på at skulle udføre nogle opgaver, som de ikke synes de har kompetencerne til. Der er ikke noget værre end at sidde og blive præsenteret for en opgave, hvor man overhovedet ikke aner og ikke tror man har evnerne til at løse. Så få afdækket deres kompetencer. Egentlig også gå ind og se på de opgaver de sidder med. Har de interessen i dem? Sidder de rent faktisk med nogle opgaver som der måske er en kollega som ville blive endnu gladere for at sidde og løse. Jeg skal også sikre mig, at der er backup på alle opgaver. Det tror jeg også har noget at gøre med at kunne højne tilfredsheden. Fordi hvis man sidder alene tilbage eller med fravær og der ikke er backup på en opgave og der ikke er sket en oplæring, så begynder man at blive knap så tilfreds med det man skal sidde og lave. Så skal der ske udvikling. Er der nogle steder hvor man siger, her kunne jeg godt tænke mig at få udviklet mine kompetencer. Jeg synes de opgaver, som ligger herovre lyder utrolig spændende, dem kunne jeg godt tænke mig at lære noget af. Så her skal vi også ind og have udviklet deres kompetencer, så de faktisk kan dække alle opgaver i stedet for måske kun 80 eller 90% af opgaverne. Det er også noget at gøre med, at der ikke hos nogle af medarbejderne udvikler sig en flaskehals. For hvis det kun er den ene medarbejder eller to medarbejdere som kan og så lige pludselig er de på ferie samtidig, så skal det jo ikke være sådan at driften går i stå fordi der er to der er på ferie. Eller en på ferie og en væk.
16:32 *Føler du at der er sådan noget nu?*
16:33 Nej, det føler jeg ikke helt der er. Men jeg skal ind og sikre mig, at der er backup på alle opgaver. Jeg skal sikre mig, at alle rapporter og alt kan køres, hvis der er f.eks. er én væk. Nu kan vi tage de to, som har været her i en menneskealder. Hvis de to er væk samtidig på ferie, så skal jeg sikre mig, at driften kan køre videre, enten med den der sidder tilbage eller også at jeg kan gå ind og være behjælpeli med opgaverne.
17:00 *Og hvordan vil man sikre at der er den her backup?*
17:06 Det er ved at spørge. Ved sidemandsoplæring. Samtidig med sidemandsoplæring, at skrive en proces og forretningsbeskrivelse på det. Så man til enhver tid kan tage den ned. Hvis det først er om to måneder der er sommerferie. Og vi sidder og gør det nu, så skal vi kunne tage den ud af mappen og sige, nu er det mig der skal lave den her, nu er det mig der skal køre den her rapport eller mig der skal gøre det her. Hvordan sikrer jeg mig, at det bliver gjort. Og inden, at medarbejderen går på ferie, skal de sidde sammen. Og den medarbejder der skal være backup, skal ligesom kunne lave opgaven, med den der har erfaring på sidelinjen. Så der ikke er noget der falder ned mellem to stole. Det nemmmest er jo at sige, jamen så er det dit ansvar. Men der er ikke noget der er ens ansvar, før man har sikret sig, at der er sket korrekt overlevering.
18:00 *I forhold til at køre lidt videre ud af det her spor, hvad vurderer du så værende de vigtigste egenskaber eller ressourcer for en virksomhed som Fog?*
18:10 De vigtigste ressourcer, det er medarbejderne! Fordi har vi ingen medarbejdere, så er der ingen til at betjene kunderne ude i butikkerne. Jamen mange kunder kan jo selvfølgelig godt betjene sig selv på webben. Men der kan være spørgsmål. Ingen kunder kan finde svar på alt hvad de søger, som når de ringer til kundebogholderiet. Det kan de ikke søge inde på vores hjemmeside f.eks. der kan de ikke søge svar. Så i hvert fald medarbejderne er første prioritet. Så har vi en masse systemer. Har vi nogle systemer som ikke fungerer, jamen så fungerer driften heller ikke. Det skal selvfølgelig fungerer, hvis der lige pludselig er cyber-attack, at vi så står i en situation, hvor vi ikke har noget IT - Så skal forretningen jo kunne køre alligevel. Men det er jo heldigvis ikke noget der sker hver dag. Så skal vi have nogle ordentlige produkter.

Og vi skal have nogen produkter som folk efterspørger. For har vi ikke det, så kommer kunderne jo heller ikke.
19:28 *Og hvordan sikrer I jer at være konkurrencedygtige med resten af markedet? Og hvordan prøver i at opnå det?*
19:40 Det vil jeg helst ikke svare på. Eller det kan jeg ikke lige svare på. Der er for ny.
19:49 *I forhold til Fog, hvordan kan du beskrive den hierarkiske opbygning?*
19:59 Egentlig meget flad organisation. Vi har jo selvfølgelig vores administrerende direktør, og så har vi lige nedenunder en økonomidirektør, som har nogle chefer under sig. Hvor at jeg refererer til vores økonomidirektør. Så har vi selvfølgelig medarbejderne nedeunder. Så er der jo selvfølgelig en kreditpolitik, jamen hvad er det for nogle beføjelser jeg har, hvornår er det jeg skal gå til min chef og få noget godkendt. Trælastdirektørerne f.eks, som er derude, hvad er det for nogle beføjelser de har, hvornår skal de have clearet det med mig? eller med vores økonomidirektør eller hvornår skal vi have vores administrerende direktør ind over det. Det er jeg igang med at arbejde på, det er ligesom at højne kompetencerne i vores afdeling, men også højne deres beføjelser. For ligesom også at få lavet et skema, der siger, at indenfor de her rammer, har i lov at agere. Det er der ikke rigtig i dag. F.eks. en kredit, kunne det være man sagde, at alt op til 50.000 kr, har I lov til at bevilge, hvor der er én der kigger på det og så skal der være nummer to øjne. Det kan være tilbageførsel af rykkergebyr, det kan være dekorder(?) man indgår, det kan være renter man tilbagefører, så der kan være mange forskellige. Men jeg vil gerne give dem nogle flere beføjelser derinde.
21:38 *I forhold til den her opbygning - kommunikationen, hvordan føler du, selvfølgelig på lidt baggrund, men hvordan føler du kommunikationen er igennem leddene?*
21:51 Det er meget lidt og meget tilgængelig kommunikation. Forstået på den måde, at .... Jeg ved godt det kan være en floskel, men altså min chef, økonomidirektøren, hans dør er stort set altid åben og det er vores administrerende direktørs også. Så jeg kan til enhver tid sende dem en mail eller gå forbi deres kontor, banke på og sige, jeg har lige et spørgsmål eller sag her, hvor jeg har brug for hjælp. Og det samme gælder for medarbejderne. Jamen hvis jeg ikke lige er her, så har de mulighed for at gå til økonomidirektøren. Så på den front, en meget flad organisation - Rent kommunikations-mæssigt, men også beslutnings-mæssigt.
22:35 *Og det er også sådan at rundt på gangene, når man mødes, så kan man også sagtens?*
22:41 Ork ja.
22:43 *Umiddelbart, så vil jeg gå lidt videre - og høre nogle af dine tanker omkring RPA - Først og fremmest - Hvad tænker du når du hører ordet RPA eller robot, kan vi også kalde det?*
22:58 Altså lige nu - Altså vi kan jo i hvert fald sige hvad bruger jeg robotten til eller hvad bruger min afdeling robotten til - eller skulle bruge robotten til. Det er til oprettelsesflow. Altså det vil sige oprettelse af vores konto. Til vores kontokunder. Den skal jo gå ind og søge, når kunden har lavet en ansøgning, skal den søge i diverse søgemaskiner i stedet for at vores medarbejdere skal gå ind og knaste ind og søge. F.eks. skal vi kunne søge i CVR-registeret og se om det er det rigtige CVR-nummer kunden har oplyst. Det samme med CPR nummer, er det valid? Er det korrekte informationer som kunden har sat på sin kontooprettelse. Så skal vi selvfølgelig have søgt om de er registreret nogle steder som dårlige betalere. Vi vil gerne have tjekket hvordan deres eventuelle regnskaber ser ud, man kan gå ind og se på deres rating, a, aaa, eller står de som IR, fordi det er et forholdsvist nyt selskab. Eller ejer kunden fast ejendom? Er der udlæg i ejendommen? Så hele den der maskine robotten skulle kunne søge på for os, så det er ikke er medarbejderne. Men den fungerer ikke.Det gør den altså ikke. Vi har egentlig, det er hvad jeg hører, man har troet at robotten fungerede, men vi har rent faktisk haft et par kollegaer, som egentlig har håndbåret den. Så lige nu, der har man simpelthen hevet stikket. Så alt kører manuelt. Vi har valgt at sige, at i stedet for at man går ind og reparerer på alt det spaghetti der ligger herinde. Så tager man simpelthen og hiver stikket og så starter vi totalt forfra. Så vi er gået i både i need-to-have og nice-to-have mode. Så vi siger, at vi skal ikke begrænse os af økonomi eller noget som helst, vi kigger på hvad er den bedste løsning, hvis vi skulle starte helt forfra?
25:23 *Med den her proces?*
25:26 Med den proces. Som jeg er en del af. Som jeg i stedet for kalder den robotten nu simpelthen kalder den for automatisk kontooprettelsesflow. Så det er jo simpelthen et flow, hvor man siger. I dag f.eks. der

skal kunden jo udfylde den her oprettelsesblanket, som så skulle blive søgt i alle de her forskellige parametre, som vi nu sætter op til. Hvis så kunden bliver godkendt eller det vil vi gerne gå videre med, vi vil gerne give dig en kredit. Så sender man de her til kunden, en kontooprettelses-gældsbrev, som kunden skal skrive under på. Fysisk. Print den ud, skriv den under og aflever den her, så opretter vi en konto. Og med den konkurrence der er på markedet, jamen så er kunden jo gået et andet sted hen. Det er jo fuldstændig oldnordisk system. Altså jeg har ingen printer derhjemme. Så hvis jeg skulle have en konto her skulle jeg printe på mit arbejde eller finde en i min nærmeste omgangskreds, som har en printer, så jeg kunne printe den ud. Så skulle jeg underskrive den og aflevere den i en Fog forretning eller her. Eller scanne den. Så kunne jeg vente på, at der kom en konto til mig. Jeg behøver ikke gå længere end, at hvis jeg synes jeg skal lave en træterrasse og jeg måske har nogle håndværkere på lørdag, så er det altså en træterrasse, som jeg skal have udført og opført på lørdag. Så går jeg ikke og venter 14 dage på om jeg kan få en konto. Så tanken er, at det skal gøres meget nemmere. F.eks. at kunden sidder hjemme og bruger sit nem-id. Så i stedet for at skulle bruge hele det her med at nu skal der skrives under mig hist og skrive under mig pist og det skal printes ud, så skal du rent faktisk udfylde en kontooprettelse, men godkende den via din nem-id. Så kan man sige, at så har kunden sat sin signatur på, at det er dem. Sælgerne skal også have mulighed for at oprette en konto, hvis kunden står dernede og vi skal også have mulighed for det her, hvis der går et eller andet galt. Så det er simpelthen for at få det her flow og for at sige at fra at du har trykket på send, til du har godkendt den og den søger i de parametre, til du måske får et svar på 10-15 min, afhængig af ventetid - Også når kunden står i butikken. Jamen så har de mulighed for at handle med det samme. Så det vil sige, at der automatisk skal sendes et brev til kunden - Et velkomstbrev med betingelser. Du har et kreditmaks på 20.000 til den her renter, til de her betalingsbetingelser og så er der hele vores salgs- og leverings-betingelser. Og så måske også ønsker du at få lavet en aftale med vores leverandørservice, at vi skal trække pengene med det samme, så kan vi også gøre det. Så det er simpelthen at få processen ind af én omgang. Også når de står i butikken, så står sælgeren og han har fundet ud af hvor meget der skal bruges til træterrassen med søm og skruer mm. Så sender han en ansøgning for mig, han kan se noget legitimation på at det er mig, jamen i løbet af 10-15 min, der kan jeg handle, hvis jeg ikke stå registreret nogle forskellige steder. Eller udlæg i ejendommen eller andet. Så er det sådan en der kan komme herind, til et par ekstra øjne herinde hos os og så skal vi ind og se, jamen tør vi give den her kunde den her kredit? Så det er tankerne med det.

29:43 *Så for at skære det kort ud - Selve RPA projektet, hvad var bagtankerne bag det*

29:50 Det er jo at du ikke skal have en medarbejder til at sidde og taste alt det her ind. Hvis du kigger fra min vinkel, jamen så er det at vi ikke skal have en medarbejder til at sidde og skal søge i alle de her forskellige parametre, vi nu har sat op som standard til om du kan få en kredit eller en konto her eller ej. Til at printe ud og sende afsted til kunden og sidde og oprette manuelt. Alt det her skal jo ske automatisk.

30:18 *Så det er, at få en ressource ind der kan klare det?*

30:20 Ja, når du siger en ressource?

30:24 *Hvordan vil du ellers definere?*

30:25 Jo, men det er jo egentlig ikke en ressource. Det er jo ikke et menneske vi skal have siddende. Det skal jo automatiseres. Så der hvor vi skal bruge ressourcerne, det er jo hvor de giver mest værdi. Så der hvor kunden - måske ligger vi noget ind og siger jamen alle erhvervskunder får et standard kreditmaks på 20.000 - Har de brug for mere? Jamen så er det der hvor jeg skal bruge de her ressourcer på at kreditvurdere og give dem en højere kredit. Eller at de skal ringe ud til kunderne, dem der ikke kan finde ud af at betale eller der hvor det skaber værdi i stedet for at bruge tid på at knaste noget som kunne gøres automatisk.

31:10 *Jeg vil gerne snakke lidt mere om udvælgelse af RPA kandidater, ikke så meget om hvem der gør det, men hvem tænker du der skal kategorisere hvad processen skal indeholde, før den kan anses som værende en god kandidat? Og hvordan vurderer i det og hvem gør det?*

31:37 Altså når du siger en god kandidat, hvad er det så du mener? Kan det være en samarbejdspartner?

31:44 *Altså hvis vi snakker i forhold til at være en kandidat til at få automatiseret ved brug af RPA?*

31:50 Du bliver nødt til at bruge nogle andre ord, for jeg forstår simpelthen ikke hvad det er du mener eller hvor du vil hen.
31:56 *Vi har den her kundeoprettelses-proces, den er vurderet til at starte med, som værende en god kandidat til at man kunne bruge RPA til at automatisere den. Så er det du siger, at nu virker den ikke og den gør den af mange årsager ikke. Men hvad er det så der skal til for at man skal vælge en ny proces - Hvad skulle den proces indeholde?*
32:22 Den proces man skal ind i, det er at for det første skal man bruge de skabeloner vi har. De skabeloner vi har omkring alt hvad kunden taster ind, hvad er det for nogle informationer vi får fra kunden - det kan vi genbruge. For det har vi allerede. Der hvor vi har brug for en samarbejdspartner eller flere samarbejdspartnere. Det er at sige, at jeg skal ud og finde en samarbejdspartner, hvor det forhåbentlig kun er en samarbejdspartner, hvor jeg kan få løst alle de her opslag. Opslag over mod CVR-registeret, opslag mod CPR-registeret, opslag mod forskellige ratinger, opslag over mod ting-boget for at se om kunden ejer fast ejendom og om der er udlæg, det kan være over mod regnskabsoplysninger osv, om de er registreret i RKI eller debitorregisteret. Så i princippet skal jeg ud at finde en samarbejdspartner, som jeg siger, nu har vi kun én samarbejdspartner, nu har vi kun én snabel her fra overtil samarbejdspartneren, og det er så dem som foretager alt det her kontrol for os. Og når det er gjort, så kommer der et resultat ud derefter, hvor det kan være, at vi vil anbefale. Eller ud fra de kriterier vi har sat op, jamen så kan kunden godt få en konto her med et standard kreditmaksimum enten på erhverv eller privat. Og herfra når den er godkendt, så skal der ske det at kontoen bliver oprettet automatisk ovre i vores M3 system. Så i princippet skal vi kun have fingre på dem, som ikke kører glat i gennem, Jeg ved ikke om det er svar nok på, at... Vi er lidt afhængige af i dag, at der er flere samarbejdspartnere, så er det måske lidt, at så skal vi have en snabel over i RKI for at se om de er registreret, så skal vi have en snabel over i CVR-registeret, så skal vi have en snabel ud alle mulige forskellige steder. Så et eller andet sted skal vi finde én, som siger godt, det her kan vi godt løse for jer. Giver det mening?
34:52 *Ja. I forhold til at vi tidligere snakke om dine medarbejdere - Nu er den her proces så taget væk igen - Var der nogen markant forskel.. Oplevede de nogen forskel fra før automatiseringen til efter automatiseringen i forhold til hvilke aktiviteter de skulle lave?*
35:15 Ja, helt klart! Fordi da det kørte automatisk, eller så meget automatisk som det nu kørte, så frigav det jo nogle ressourcer inde i afdelingen til at gøre nogle ting, som måske gav mere værdi. De havde den her idé om, at i stedet for måske at skulle bruge 6 timer om dagen, som eksempel, på at lave noget manuelt arbejde, som de måske kunne få reduceret til 1 time. Så kunne de bruge de resterende timer på noget af det andet. Til kundepleje, til at ringe ud til kunderne, til at klare nogle af de kunder, som ikke kan finde ud af at betale eller hvad det nu er. Så hvis du spørger hende Gitte, som I også kommer til at interviewe, så går hun jo fra at det er en manuel proces til at det er en automatisk proces til igen at være en manuel proces. Så hun er ikke glad i øjeblikket. ikke for den proces i hvert fald. Hun ser jo rigtig gerne at vi finder en løsning, hvor hun ikke skal bruge tid på at slå alle tingene op. I alle mulige forskellige søgemaskiner og sidde her og lave en kreditvurdering. Og egentlig også, at alt det output hun får, ligger hun ind på mit bord og så skal jeg sidde og kontrollere det og give det tilbage igen. Så jeg kan også være en flaskehals. Hvis jeg ikke er til stede nu og hun kommer ind med alle de konti der har været til oprettelse i dag, der skal godkendes, jamen så kan de ikke blive oprettet i dag, men måske først i morgen. Hvor vi skal have en maskine til at gøre alt det her for os. Vi sætter en masse parametre op og siger, jamen alle de her parametre, kan vi vinge dem af? Jamen fint, så bliver kontoen oprettet, og så kan vi bruge tiden på noget andet som skaber værdi.
37:16 *Men føler du, at der er nogle af de her medarbejdere - Nu snakkede du om at de havde 30 års erfaring - Føler du de er "bange" eller frygter at deres arbejde skal blive overtaget af de her?*
37:31 Nej. Slet slet ikke. Altså der ligger jeg meget vægt på, at når vi snakker effektivisering eller vi som jeg siger, skal sætte strøm til så mange processer som vi i det hele taget kan. Alt det der er tungt manuelt, det skal vi have sat strøm til. Og det skal de ikke frygte. Og det håber jeg de forstår. At det er ikke fordi vi skal være en mindre i afdelingen. Det er for at vi kan skabe noget tid til at gøre noget andet værdifuldt. Noget der skaber værdi. Og det håber jeg de har forstået, for det er slet ikke intentionen. Men der er ikke noget der er værre end at bruge tid på en masse manuelt arbejde. Som også skaber en masse fejl.

38:11 *Nu hvor vi snakker om at I håber de har fået forståelsen - Så må jeg lede, at der har heller ikke været noget modstand eller nogen udfordringer fra dem?*
38:21 Nej, det har der ikke. Ikke på den her proces, tværtimod. Så er det sådan noget med, at det kan ikke gå for hurtigt.
38:29 *Hvis vi tager den ud på et bredere perspektiv - Er der så nogle andre?*
38:33 Nej, det vil jeg så sige, at der har jeg været her for kort tid, til at kunne vurdere. De er blevet lidt introduceret i hvad det er vi skal gå ind og kigge på, hvad det er for nogle processer vi skal ind og kigge på og hvad mine tanker omkring det er. Så det er ikke sådan at.... Nu skal vi have MUS-samtaler her om kort tid. Der er det klart, at der vil vi også tale det igennem. Der har de også mulighed for at komme med deres bekymringer, hvis de har nogen i den retning. Men det er ikke noget de skal være bekymret omkring?
39:03 *I forhold til at du er ny, var selve projektet stoppet, da du startede?*
39:09 Ja, det var det. Det var faktisk det første møde, det første projekt her, det var at skulle....
39:16 *At du skulle ligesom klarlægge hvad der bliver gjort osv?*
39:18 Ja, det var simpelthen, at nu tømmer vi hjernen for idéer og begynder at tegne det. Så vi er kommet så langt at vi har tegnet processerne og holdt møde med den første af samarbejdsparterne, hvor vi har givet udtryk for hvad vi godt kunne tænke os. Og så kan det godt være vi har tænkt for store tanker. Men hellere tænke lidt for store tanker og så komme ned på realistisk niveau i stedet for at begrænse os fra start. For samfundet ændrer sig hele tiden. Det kan være om et år ser samfundet anderledes ud. Og så skal vi måske ud at gøre det. Så skal vi alligevel ud og ændre på hele processen.Så kan vi lige så godt sætte barren højt.
40:05 *I forhold til de udfordringer der så har været - Hvad tænker du er, på et mere generelt niveau, ikke nødvendigvis RPA, men på mere generelt niveau, hvad har så været de udfordringer der ligger i sådan en virksomhed, der gør at man har haft problemer med den her proces?*
40:23 Jamen altså, min umiddelbare holdning er tiden. Der er jo mange der sidder med mange manuelle processer. Der er jo ikke nogen der sidder og ikke har noget at lave. Det kan også være IT, som skal ind og hjælpe os med nogle ting. Det kan også være økonomien. Fordi fra at man siger, hvad vil det her koste.... Så et eller andet sted er det jo det her med at have tiden til det. Have tiden til at sætte sig ned og sige fint, nu tænker vi tankerne. Nu beskriver vi det, nu går vi i gang. Jeg vil nærmest sige tiden.
41:06 *Så man har ikke taget tiden og sat sig ordentlig ind i hvad det var man egentlig gerne ville opnå?*
41:13 Nej. Og så tror jeg bare at så har det bare været ganske naturligt, at nu er jeg startet som ny, at så ryster vi posen og ser det med andre øjne. I stedet for bare at sige, at det kigger vi på i morgen eller overmorgen eller næste uge, så går der hurtigt noget tid.
41:32 Var det noget du vidste inden du startede, at det blev en af dine opgaver? Eller var det først da du kom i gang?
41:36 Nej, det vidste jeg ikke. Og ja.
41:40 Jeg skal lige have en helt klar forståelse, nu har du snakket om det flere gange, de her samarbejdspartnere, er det udenfor virksomheden at der skulle være nogle at samarbejde med omkring...
41:54 Ja at få verificeret nogle data. Det er simpelthen, hvis du kommer og skal oprettes som kunde, så skal jeg jo verificere, at det CPR-nummer du har oplyst mig, at det også er korrekt. At de data du har skrevet ned på den her kontooprettelse, at dem kan vi få verificeret på ét sted. Og det vil sige, at dit CPR-nummer hænger sammen med dit navn og den adresse, du nu er tilmeldt folkeregisteret. Det kan være én af verificeringerne. Så skal vi også have fundet ud af om du ejer fast ejendom f.eks. For det kan jo danne grundlag for om vi har lyst til at give dig en kredit eller ej og hvor stor i så fald. Det næste kan være hvordan ser belåningen ud i din ejendom. Har du noget friværdi og hvornår har du købt den, er der nogen udlæg i din ejendom. Er du registreret i RKI eller debitorregisteret, har du nogle betalingsanmærkninger nogen steder? Har du været inde på borger.dk og give dig selv en blokering, fordi du er bange for der er sket misbrug af dit CPR-nummer f.eks. jamen så er det klart, så kan vi ikke give dig en kredit. I kan godt se vi er afhængige af mange forskellige instanser vi skal søge ned i.
43:15 *Og det er manuelle processer?*
43:20 Ja

43:19 *Og det vil i gerne have kigget på og få...*
43:22 Det skal automatiseres, ja. Simpelthen og sige, hvad er minimum vi skal have oplyst ved dig som privatperson, når du søger en kredit hos os. Eller en erhvervsvirksomhed. Og så kan man sige, jo selvfølgelig, jo større kredit de ønsker, jo mere bliver vi jo flere data bliver vi jo nødt til at få. Der er forskel på om man søger en kredit på 20.000 eller 500.000. En på 500.000 vil du ikke kunne køre gennem på flow, den vil køres igennem manuelt, for der skal du ind og kigge på regnskaberne.
43:56 *Det vil være nogle af de exceptions i skal have lagt ind i systemet?*
43:58 Ja, nemlig. Og sige, at hvis du som privatkunde, hvis alle de kriterier vi sætter op, jamen du er ikke registreret, du ejer fast ejendom eller dit CPR-nummer, dit navn og adresse, du står ikke som uden bopæl eller navne- og adressebeskyttet eller et eller andet. Vi vil gerne give dig en kredit på 10.000. Så skal kontoen oprettes med det samme. Du skal have et velkomstbrev, hvor der står: Kære kunde, velkommen til Johannes Fog, nu er det bare om at gå ud og snolde. Så skal den sælger, der nu har været der, hvis du har stået ude i en butik, skal vide, at nu har du fået en konto. Så han lige kan gribe fat i dig, og høre om i lige skal gå en tur rundt i butikken. Så du kan nå at få snoldet for det kreditmaks du har.
44:50 *Ja, nu har vi så den ene proces, som I gerne vil have automatiseret? Er der andre som du ser eller hører fra dine medarbejdere og som I så videregiver til dem der sidder med hænderne nede i i RPA'en?*
45:06 Ja, der kan sikkert være mange. Det har jeg ikke overblikket over lige nu.
45:08 Nej, men ville du lytte til dine medarbejder - Selvfølgelig ville du det - Men ville kommunikationen være der for medarbejderne til at sige, vi har et problem her, og så køre den videre og prøve at se på om man kan få den automatiseret?
45:20 Ja. Det er helt sikkert. Og så ville jeg jo i første omgang undersøge vores egen it-afdeling, jamen ligger der noget i forvejen, for det kan jo godt være, hvor medarbejderen så ikke har været opmærksom på, at hov, der ligger allerede noget lignende, som vi kan arve lidt af. Eller jeg bliver jo også nødt til at gå ind og prioritere og sige, jamen hvor mange opgaver ligger der og hvad kan bedst give mening, hvor får vi mest værdi for pengene? For det er klart, vi har godt nok en IT-afdeling, men vi har jo ikke en stor pengetank, hvor vi bare kan sætte alt i værk. Det er økonomi og prioritering. Men jeg ville lytte på medarbejderne, hvis de kommer og siger, prøv at hør, vi har den her proces, den er fuldstændig tung og det er helt totalt tåbeligt at vi sidder her og knaster en masse. Kunne vi ikke gøre det her noget mere automatisk eller er der ikke en smartere måde at gøre det på? Helt klart. Det er det jeg mener med, at vi sætter strøm til processerne.
46:21 *Ja. Jeg tror jeg har været igennem de ting jeg gerne ville snakke om - Jeg ved ikke om du har noget opsamling eller noget du tænker i forhold til Fog eller RPA vi mangler at få snakket om?*
46:43 Ikke lige umiddelbart. Andet end, at det lyder som et spændende projekt i har gang
46:55 *Det håber vi også. Tak for hjælpen og tak for nu*

Appendix B8 – E-mail Interview with Karin

Spørgsmål:	Svar:
1. **Angiv Navn, Stilling, Uddannelse, Anciennitet, Primære arbejdsopgaver**	Karin Dabelsteen, Debitorassistent, Allround kontorassistent, Udlært i 1989 arbejdet med kundeservice/debitorbogholderi siden 1989. Rykke kunder, udligne indbetalinger, modtage henvendelser fra kunder om feks reklamation, manglende faktura, manglende evne til at betale. Afstemme konti. Opfølgning af aftaler og reklamationer m.m
2. **Hvordan har kommunikationen været oppe fra ledelsen og ned til dig omkring Robotten og dens opgaver? Hvad skulle den gøre for dig?**	Jeg hører kun om robotten vedr. kontoansøgninger. Det virker så virker det ikke.. sådan har det kørt længe. Jeg har personligt ikke hørt fra nogen om det men kun fra min kollega Gitte (som i har talt med).
3. **Hvilke opgaver er det meningen den skal lave fremadrettet?**	Kontoansøgninger Jeg har et ønske om den vil kunne hjælpe med udligning af betalinger.
4. **Frygter du at Robotten vil overtage en masse af dit arbejde?**	Nej på ingen måde. Der er nogle ting hvor det ville være dejlig den kunne hjælpe. Men jeg tror ikke robotten helt kan overtage alle opgaver fra "rigtige" mennesker.
5. **Hvordan opsøger du ny viden, til at løse et problem?**	Jeg er de fleste gange lidt af en "igle" jeg suger mig mist og bliver ved til opgaven er løst.

Opfølgende Spørgsmål: *Du skriver at du kun har hørt lidt fra din kollega Gitte om Robotten, så der har ikke været nogen kommunikation fra en leder omkring at robotten skulle implementeres eller hvad den skulle lave og hvilken betydning det havde for jer?*

Svar: Da det er Gitte som tager imod vores kontooprettelser var det hende som blev informeret mest. Jeg fik oplyst nu var den der og kort hvad den skulle.

Spørgsmål	Svar
1. **Ville du kunne forklare mig 100%, altså helt præcist skrive ned hvad der skulle ske i din "hovedaktivitet" sådan at jeg ville kunne løse den uden at have arbejdet med den før?** *Hovedaktivitet er den store aktivitet som du sidder og bestyrer. F.eks som en kontooprettelse, udligne af betalinger, aftale opfølgning etc.	Ingen er uundværlige så ja hvis det er et menneske og ikke en robot. Jeg har en specielopgave (kontoafstemning) opgave som kræver lidt ekstra men alle kan selvfølgelige lære det.
2. **Var du med til at udvælge hvilken aktivitet/proces som skulle blive automatiseret? 2a. Hvis ikke, var det så noget du godt kunne have tænkt dig at være en del af? Hvorfor?**	Nej det var vores chef (er her ikke mere) Måske kunne det være dejligt hvis vi havde kunnet ønske nogle opgaver som robotten kunne lave for os.
3. **Hvordan tænker du at det ville påvirke dig at skulle til at arbejde med processer og få dokumenteret hvad du laver? Uddyb gerne**	Hvis robotten feks kunne udligne vores indbetalinger så ville jeg gerne bruge tid så jeg med dem som skulle lægge det ind i robotten dokumenterede hele opgaven. Hvis det var noget som kunne lette min hverdag og gøre tingene fejlfri og bruger jeg gerne tid på dokumentation.

Appendix B9 – E-mail Interview with Jesper

Spørgsmål	Svar
1. **Angiv Navn, Stilling, Uddannelse, Anciennitet, Primære arbejdsopgaver**	Jesper Bøwes, IT Konsulent, folkeskolen, 22 år i IT branchen, 3 år hos Fog, Supportere og udvikle IT systemer primært M3 eller tilknytning til M3, finde løsninger til optimering af arbejdsprocesser etc.
2. **Hvordan vil du vurdere at robotten påvirker din arbejdsdag? Kommer den ind og overtager din arbejdsdag eller gør den det lettere?**	Robotten kommer ikke til at overtage mit job. Jeg ser RPA, som et supplement til de øvrige systemer vi har der kan automatisere diverse arbejdsprocesser. For er RPA et værktøj jeg kan vælge at gøre brug af, hvis det giver mening ift optimering.
3. **På hvilket grundlag udvælges der hvilke processer der skal automatiseres og**	Grundlag kan være mange, men i bund og grund sund fornuft og den proces der skal optimeres. Hvis opgaven er baseret på noget der skal gøres her og nu, når noget opstår, så er den bedre løst via en eventbaseret hændelse kodet i M3, men fordi andre opgaver er prioritering højere i IT afd, løses opgaven via RPA, der kodes af eksternt firma.

hvordan foregår processen I at udvælge de rigtige kandidater	Valget af RPA kan være afledt af en erkendelse i at det er nemmere at "rydde op" i stedet for at sikre korrekt parameter opsæt. F.eks. system forslår hvad der skal købes hjem af varer, baseret på et minimum og maksimum lager + diverse andre parameter. På basis af dette opstår der til tider indkøbs linjer med den samme vare flere gange! RPA sammenlægger disse linjer Eks se vedhæftede Excel Typisk er IT afdelingen blandet ind i udvælgelsen på den ene eller anden måde Dernæst er det den intern styregruppe der beslutter hvilke opgaver der skal ligges ud til RPA
4. Hvad vil du vurdere til at være de største udfordringer I har haft ved robotten og hvorfor?	Stabilitet, RPA er afhængig af skærm billeder og data er ens hver gang for at kører 100% stabilt. Uforudsete hændelser, gør at en bruger skal bruge tid på at gennemgå data alligevel og så er der begrænset værdi af RPA Eks. Vedhæftet Excel, fanen exceptions er hændelser der har afbrudt RPA i sit arbejde

Appendix B10 – E-mail Interview with Henriette

Spørgsmål:	Svar:
1. Angiv Navn, Stilling, Uddannelse, Anciennitet, Primære arbejdsopgaver	Henriette Bonde, Økonomiassistent, Bygningsmaler, 12 år i fog, 1,5 år i bogholderi. Kundebogholderi, udligninger, kontooprettelser, reklamationer,
2. Hvordan har kommunikationen været oppe fra ledelsen og ned til dig omkring Robotten og dens opgaver? **2a. Hvad skulle den gøre for dig?**	Jeg har fået det af vide af mine nærmeste kollegaer. Jeg ved kun omkring det vi bruger i kundebogholderiet, og har hørt en lille smule omkring at den også gør andre ting fra andre kollegaer. Den skulle gerne hjælpe med forhåndskreditvurdering og ansøgninger hos forsikringsselskabet. I forbindelse med kontoansøgninger. Hvis den kunne udligne betalinger automatisk, hvis de stemmer pr. øre.
3. Hvilke opgaver er det meningen den skal lave fremadrettet?	Har ingen ide, da jeg ikke er involveret i den proces.
4. Frygter du at Robotten vil overtage en masse af dit arbejde?	Jeg håber at robotten vil overtage en del af mit arbejde, så jeg kan få frigivet tid til andre opgaver.
5. Hvordan opsøger du ny viden, til at løse et problem?	Jeg vil gå til min nærmeste chef med mine ønsker.

Spørgsmål	Svar
1. Ville du kunne forklare mig 100%, altså helt præcist skrive ned hvad der skulle ske i din "hovedaktivitet" sådan at jeg ville kunne løse den uden at have arbejdet med den før? ***Hovedaktivitet er den store aktivitet som du sidder og bestyrer. F.eks som en kontooprettelse, udligne af betalinger, aftale opfølgning etc.**	Nej. Det kan jeg ikke, da jeg ikke har indflydelse på hvordan det skal køre. Det er jeg ikke rutineret nok til at forklare. Jeg ville gå til min chef omkring dette. Så der er så få personer involveret som muligt.
2. Var du med til at udvælge hvilken aktivitet/proces som skulle blive automatiseret? **2a. Hvis ikke, var det så noget du godt kunne have tænkt dig at være en del af? Hvorfor?**	Nej det var jeg ikke. Jeg var ikke ansat på det pågældende tidspunkt. Jeg har ikke tid til at sætte mig ind i processen. Igen det er min overordnede der må tage sig af dette.
3. Hvordan tænker du at det ville påvirke dig at skulle til at arbejde med processer og få dokumenteret hvad du laver? Uddyb gerne	Hvis jeg ikke skulle bruge en mængde tid på det, kan jeg godt lide at se statestikker hvis det nytter. Men jeg ville blive vældig stresset hvis jeg også skulle sidde og skulle opfinde nye processer.

Appendix B11 – Notes from interviews

Noter – Sabine – Medarbejder

Setting:
Bestyrelses-lokale hos Fog. Stort(!) træbord med store stole – Gamle møbler. Gamle avisudklip med diverse Fog nyheder på. Et stort maleri af grundlæggeren hængende med udsigt over bordet. Generel udsigt over hele pladsen, hvor kunderne kører ind og ud.

Introduktion Sabine:

- Ansvarlig for robot – En pipeline af opgaver der skal løses med automatisering
    - Folk byder ind med opgaver bl.a.
    - Liste fra forgænger - Diskutteret (Nogle ikke relevante blev erstattet af nye ting)
    - En ny proces kørende - Opstartsfase –

  Starter lidt i det mindre og mere overskueligt fremfor en kæmpe opgave
- Robot på hold med den store opgave – Ellers fast opgave med at tjekke om den kører om morgenen
    - Fejler for meget
    - Ikke grundig nok procesbeskrivelse fra start
        - Billedegenkendelse (Kan ændre sig, hvis de ændrer hjemmesiden)
- Kundeoprettelse – 1 gang I timen – Er der fejl og hvorfor fejlede processen?

Tavs viden

- 2 der har med robotten at gøre (Sabine og Klaus)
    - Klaus flere fleste opgaver, så Sabine tjekker løbende
- Meget uformelt snak omkring robotten – face-to-face.

- Oplært ved siden af anden med samme rolle I logistikopgaver (Kollega/Leder)
- EY I forbindelse med Robot-læring og tidligere hendes stilling for at fortælle hvordan det er sat op osv. Klaus kunne ikke så meget om det I starten. Hjælp udefra (Dokumenter mm)
- Ikke fuld forståelse for hvad opgaver består af (Ikke så struktureret ved f.eks. månedsopgaver)
- Ikke så meget dokumentation af processer, samt hvilke opgaver der tilhører hvem
- Viden tabt ved at to stoppede samtidig. Var ikke noget viden-overlevering ved stop
- Skal bruge meget tid på at finde ud af hvem der har viden om et specfiikt problem, da der ikke er noget fokus på hvem der ved hvad
    - Opsøger face-to-face hvis I samme rum ellers mail/telefon
- Problem kan også tages over oprydning I kantinen
- Klaus og Sabine har delt viden omkring Robotten, men føler hun kan mere – Og da hun var på ferie stoppede med Kundeoprettelsen I form af robotten
    - Dog også pga for mange fejl
    - Tilbage til manuel kundeoprettelse
    - Starter med helt ny proces
- Ingen central kommunikation omkring RPA projektet – Lederne har møder omkring det
- Føler sig mere værd, når hun hjælper kollegaer ved automatisering af deres opgaver (Stadig meget ny, så kan ikk e hjælpe med alt endnu – Men nysgerrig på på svaret på en udfordring for egen læring)
- Manglende uddannelse hos kollegaer kan betyde, at RPA-viden kommer til at blive holdt op på få personer –
  De øvrige mangler måske interessen pga manglende uddannelse.
  Kan blive til en hæmsko overfor automatiseringen af opgaver, fordi de har travlt og derfor ikke vil sætte tid af til at hjælpe processen (Ekstra ressource Ifmb RPA)

RPA

- Arbejdet op til start var ikke grundig nok
    - Robotten fungerer som den skal
    - Ikke nok viden ifbm opsætning
    - Behov for mere teknisk kunnen
- Formål:
    - Effektivisere og mere værdiskabende opgaver
- Udfordringer:
    - Dokumentere ordentlig ved f.eks. overlevering til ny kollega
- Ser RPA som automatisering
    - Robotter som en ansat I tidligere job med navn – Ikke samme her. Bare en computer
- Demotiverende når det ikke virker – Mange "setbacks"
- Ser et kæmpe potentiale I RPA og dermed effektivisere ting
- Ikke bange for at miste sit job pga automatiseringen
- Tænker nogle med meget gentagende arbejde godt kan frygte lidt for deres jobs I forbindelse med automatiseringen
- Mange halvautomatiserede opgaver, som RPA kan forbinde og dermed effektivisere rigtig mange st eder I organisationen.
- Ser stort potentiale for FOG – Hvis tømrere får bedre overblik

Andet

- Kulturelle forskelle fra finansverdenen til tømmerhandel
    - Ikke samme uddannelseniveau
    - Karriere-skabende / Ikke så mange interesse timer
    - Lidt mere "gammeldags" kultur hos Fog (omkring Barsel – Men kan antage, det også går ud over RPA?)

Noter – Mads– Leder

Setting:

Mads' eget kontor. Med lukket dør, men udsigt ud mod de administrative medarbejdere. Bag hans skrivebord var en masse mapper med forskellig information i.

Intro

- CFO – 1 års tid
    - IT-chef melder også til Mads
    - Forretningsforståelse/udvidelse
        - Sætte strøm til transaktioner (RPA)

Tavs viden

- Procesdokumentation er stort set ikke eksisterende
    - General erfaring, at det ikke rigtig har været eksisterende i tidligere jobs (detailbranchen)
- Kommunkation:
    - 550 medarbejdere – Så kan være svært at kommunikere rundt til alle
        - Kunne godt blive bedre
        - Informationsmøde til at fortælle om hvordan året er gået – Med spørgsmål direkte til de øverste ledere
        - Plads til forbedring med kommunikationen begge veje
            - Men man lytter til medarbejderne!
            - Diverse møder
        - Ikke nok i forhold til at fortælle om RPA til de påvirkede (Tager han med, som værende en god pointe og det vil han klart forbedre)
- Oplæring
    - Klart mest udbredt er sidemandsoplæring
        - Til stede kursus om M3
        - E-learning med Fog-univers m. 160 moduler om diverse opgaver der kan findes
- God til fastholdelse af medarbejdere.
    - Klar udfordring hvis en medarbejder forlader virksomheden
- Har eksempler på folk med specifik viden! (Gitte den eneste der kender kontooprettelse-processen)
- Skabe en forståelse af, at hvis de skal dokumentere/strukturere deres job, så er det ikke for at erstatte dem med en robot efterfølgende – Det er for at give dem frihed til at "udvikle" sig som virksomhed.
- Jakob som var primus motor på RPA-projektet stoppede i August (Meget viden tabt)

Note: Oplagte muligheder for at fortælle ud om RPA ved diverse møder 2-3. månede

RPA

- Ændrer sig fremover:
    - Endnu bedre indsigt og opgaver bliver erstattet
    - Mere værdiskabende
    - RPA som enabler til mere effektivt, værdiskabende og mere profit
- Formålet var at frigøre ressourcer (Beslutning taget før hans tid, han tror generelt det var reducere omkostninger)
- Gøre det mere effektivt end konkurrenter og dermed slå dem
- Des mere han kigger på RPA, jo mere udfordrende ser det ud
- Stadig manuelt arbejde i den nye proces med to varelinjer
- RPA til at erstatte opgaver med få transaktioner
    - Dårlig erfaring med robotter
- Ser det som værende nemt

- AI langt ude i fremtiden – Meget kompliceret – Og så længe RPA ikke virker, så er det LANGT ude i fremtiden.
- Klassificere robotten som en meget stabil medarbejder – En der gør hvad der bliver sagt. Ikke nogen nye idéer/tanker.
    - Tendens til at vurdere som ressource og ikke som medarbejder.
    - Vil aldrig sidestille en robot med en ansat (Det er bare en computer)
- Styrken ved robotten er at den bruger den validering som medarbejderne også bruger
- Udfordring:
    - Ikke god nok til at definere hvad der var brug for
    - "Vi" = alle som har været involveret.
    - For dårlige til at dokumentere hvad der har været lavet
- Da oversigten over kontooprettelse blev tegnet, var det "en stor klump spaghetti"
    - Skulle være simplificeret før robotten
- RPA kandidater:
    - Hovedprioritet at finde noget simpelt og noget som giver værdi, så det kan lykkes!!
    - Derefter kan det gøres lidt mere komplekst. Liste med cost/benefit analyse over diverse processer
    - Nu hvor der er kigget meget på debitorsiden kan der med fordel også kigges på kreditorsiden efterfølgende
        - Efter administrationen => Så ud i forretningen bagefter. F.eks. med mail om tilbud til håndværkere hvis det er x antal dage siden

Andet:

- Konkurrencedygtige ved:
    - Styrke ved at være tættere på kunderne
    - Meget kortere beslutningstagen fremfor de store virksomheder
    - Smidighed ved at tilpasse sig overfor kunder
- Måske bevidst/u-bevidst ikke at dele ALT sin viden i frygt for at man så sig undværlig
    - Forsikre dem om, at det ikke er for at komme af med dem
- Bevidst valg med ansættelse af Tina (/Sabine) og procesdokumentation
    - Vil ikke kvæle friheden ved for meget struktur => tror ikke "one sizes fits all"
- Struktur i forhold til RPA
    - Hvis man ikke har struktur => Så kan det ikke lykkes
        - Skabe et bedre fundament!
- Vinde over konkurrenterne på medarbejdernes kompetencer
- Uddannelsen på medarbejderne:
    - Kan klart være en udfordring samtidig med kulturelt med procesdokumentation
    - Også en udfordring i form af RPA
- Prioritering vs ressourcer har måske ikke været højt nok
    - Sabine/Klaus ikke dedikeret til kun det
    - Ikke sikker på fuldtidsressource

Note: Undervurderer umiddelbart kompleksiteten

Noter – Peter– Leder

Bestyrelses-lokale hos Fog. Stort(!) træbord med store stole – Gamle møbler. Gamle avisudklip med diverse Fog nyheder på. Et stort maleri af grundlæggeren hængende med udsigt over bordet. Generel udsigt over hele pladsen, hvor kunderne kører ind og ud.

Introduktion Peter:

- IT-chef
- Drifter alt IT selv
    - Dertil partnere på nogle områder

- Været lidt med omkring RPA bl.a. I en styregruppe om RPA tiltag
    - Mads som Lead på styregruppen
    - Kun ham og Mads som deltagende I styregruppen
- Ingen ændringer I opgaver før/efter RPA

Tavs viden:

- Kommunikation:
    - Opgaver I administrationen under Mads
    var blandt de første omkring automatisering, så der kommunikerede Mads det til dem
    - Nu bredere tiltag, så endnu ikke kommunikeret bredt ud
    - Ved ikke om det er den optimale metode
- General oplæring ved sidenmands-oplæring
    - Løbende flere og flere opgaver
    - Eksterne kurser ved manglende viden om teknisk viden f.eks.
    - RPA mæssigt er det samme.
- Ved driftproblemer sendes mail ud til dem der bør vide det (Klaus og Sabine typisk)
- Problemløsning
    - Den viden man har - Hjælper hinanden på kryds og tværs => Sidder I ét stort lokale.
    - Ved interne problemer hvor IT skal have hjælp fra den øvrige organisation => Dialog med resten af forretningen.
        - Tæt på forretningen! Alle kender IT-afdelingen og de kender dem!
    - Meget telefon-snak
    - IT tager ud til afdelinger løbende og hører om der er problemer (Det er der altid)
- Dokumentation
    - Meget dokumentation (Tips, vejledning osv) I OneNote og her fra links til andre steder
    - Prøver at få skrevet ned løbende
    - Oplæring kan ske gennem OneNote eller man bare "spørger" sidemanden
- Sårbare overfor at folk stopper pga specifik viden
    - Pga tid på oplæring af ny medarbejder
- Udover den "ramte afdeling" ved resten af organisationen ikke nødvendigvis at de er I gang med automatisering
- Ingen kommunikation omkring hvordan et problem bliver løst - Nogle gange er det bare løst og folk er glade

RPA

- Næsten opgivet på kundeoprettelse. Nok starte forfra
- Ser ikke oplagte kandidater I IT-afdelingen
- Nok nærmere på forretningsmæssig niveau fremfor blot IT-afdelingens
- Gentagende ting og ikke for kompleks til at kunne automatiseres. Samt om robotten er den rigtige måde at løse den på eller om ERP systemet kan løse den selv uden "robotten"
    - Det vurderer de I styregruppen om det er en opgave for robotten/ERP
    - Robot/natjobs i ERP-systemet/Event-hub/
- Nemmere at automatisere ved hjælp af en robot (Bl.a. kundeoprettelse med tjek på andre hjemmesider) Et ekstra værkstøj I tilføjelse til de ting de har
- Klassificerer robotten som erstatning for manuelt arbejde (Et par ekstra hænder / En form for ressourcer)
    - Kræver store ressourcer at holde kørende (Kompetencer,
    - For dyrt at købe eksterne til det
- Kan ikke identificere den største udfordring ved processen (Om det er eksterne eller processerne der er svære at understøtte) Men kan konstatere det ikke virker
- Ser en Robot som software pga tidligere erfaring med det
- Sund skepsis overfor softwaren

- Men ikke "bange" for at robotten overtager et job fra nogen I IT-afdelingen
- RPA er til at "erstatte" fra trivielle opgaver
  - Frigøre folk fra trivielt arbejde til mere værdiskabende opgaver
- Synes der har været fin opbakning til RPA projektet
  - Man kan bare godt undervurdere processen/krav til ressourcer
- Lidt tilfældigt hvor kandidater findes til RPA
  - Ide-katalog ud fra hvordan dem der sidder med RPA har vurderet hvad der kunne gøres
  - Har dog spurgt rundt I forretningen
  - Prøvede denne gang at vælge mindre kompleks opgave

Andet

- Meget fokus på mellemstørrelse virksomhed
- Opbygning:

1 IT afdeling for alle 10 butikker – Referer til Mads

- Konkurrencedygtig:
  - Parametre I branchen at konkurere på
    - Logistik – De varer man har og at man selv kan levere dem med egne lastbiler
    - Pris - Bygma/Stark ligger under prismæssigt - Så Fog skal fokusere andre steder
    - "Gør os umage" Kvalitet!
      - IT kan hjælpe med dette
        - Dataanalyse til alle funktioner I Fog.

"Gør os umage" & RPA

- Spare penge ved automatisering ved at spare hænder! (Reducere medarbejdere?)

Fastholdelse af medarbejdere:

- Arbejdsklima
- Sammensætningen af teamet
  - Stemning
  - Kompetencer
- God arbejdskultur og stå på mål for det man leverer
- Videreuddannelser og kurser for folk, hvis de vil
- Lederuddannelser til ledere
- Spændende opgaver

Specifikke opgaver i IT-afdelingen

- Ja – For mange.
  - Én medarbejder er ekspert på hvert sit område
  - Ikke store nok til at gøre det mere generelt
  - Panik I kort tid, hvis den person stopper

  – Finde ud af hvad der mangler af dokumentation - Sætte andre ind I det inden personen stopper.
    - Aftageren kan sjældent sidde med den der stopper

Kan RPA hjælpe med at gøre mere konkurrencedygtig?

- Ja, ved at automatisere de trivielle opgaver og gøre dem fri for tastearbejde og lave mere spændende opgaver.

Opsamling:

Tanker omkring hvordan SME'er organiserer sig I forbindelse med RPA

- Afgørende for om det bliver en succes
- Kan det betale sig at indføre RPA?
- Mangler dedikerede folk som kun har ansvar for RPA (Sabine har det som "sidejob")
- Sværere at få en stabil proces, når der ikke bruges fuldtid –

Man undervurderer hvor meget det kræver.

- "Bør" have en dedikeret RPA-mand

- Manglende succes ved RPA kan kræve modstand, for "det virker jo ikke rigtig"

Noter – Klaus– Medarbejder

Bestyrelses-lokale hos Fog. Stort(!) træborg med store stole – Gamle møbler. Gamle avisudklip med diverse Fog nyheder på. Et stort maleri af grundlæggeren hængende med udsigt over bordet. Generel udsigt over hele pladsen, hvor kunderne kører ind og ud.

Intro:

- Controller (internt regnskab)
  - Sidder mellem IT og økonomi
- Lagerstyring
- Meget generelle opgaver
  - Ingen deciderede rutineopgaver
- Forsøger at finde opgaver der kan automatiseres I samarbejde med Sabine
  - Graver sig ned I det og forsøger at få den til at virke
- Været I branchen siden 1992 (Fog 5,5 år)

Note: Nævner ikke han arbejder/arbejdede med robotten – Kommer først da han bliver spurgt

Tavs viden

- Lært op ved sidemandslæring (desværre)
- Men folk har også været på kursus når de startede. (anden virksomhed?)
- Dårlig til at lave beskrivelser af processer (Generelt I trælansbranchen)
- Manglende dokumentation i forbindelse med diverse processer
  - Processen er Igangsat om at dokumenterer alt!
- "oplært" ved erfaring her hos Fog
  - Kendskab til priser osv
  - Har viden med fra tidligere job
- Mener ikke hans viden er "viden på den måde" som kan være vital, hvis han smutter – Det er "bare" erfaring.

RPA

- Ingen opgaver af hans overtaget endnu
- Skal skabe værdi for de mennesker der bliver påvirket
- Synes de har haft for travlt med bare at få robotten til at køre
  - Mangler forarbejdet
  - Mener det er svært for folk at sætte sig ind I hvorfor man skal det
- Forsøgt med kundeoprettelse (Den store proces)
  - Stor og kompleks proces at starte på
    - Der var ingen dokumentation af processen - Altafgørende
    - Starte I det mindre (Keep it simple)
- Ser en robot som en ressource – En funktion der kan udføre nogle opgaver, som kan hjælpe med at skabe værdi for Fog.
- Anderledes tænkning I forhold til kandidater:
  - I starten var de meget komplekse (Tidligere økonomidirektør og en Jakob)
  - Sabine og Klaus har ændret til at de skal skabe værdi og være mindre komplekse (Sammen med Mads og Peter)
  - Medarbejdere kommer med foreslag – Sabine og Klaus vurderer om det kan lade sig gøre I samarbejde med Peter og Mads.
  - Bliver ikke søgt aktivt efter kanddater – Det er netop hvis medarbejdere foreslår en kandidat, det bliver vurderet
- Er robotter den eneste løsning?
  - Tænker ikke deres natjobs som automatisering – Det er opgaver den udfører, men kan ikke rigtig mere end det

- Automatsering er noget der kan gøres hurtigere og mere effektivt ved automatiseringen = Det er smart
    - Synes der er meget det kan bruges til
    - Kræver ledelsens opbakning før det kan lykkes
        - Opbakningen har været der - De har bare haft lidt travlt. Resultaterne skulle gerne være der i går
        - For høje krav I forhold til tilgængelige ressourcer
- Synes det er en generel tendens, at man "glemmer" forarbejdet. (Også ved tidligere arbejdsplads)
- RPA for at effektivisere og dermed være mere konkurrencedygtige
    - Klaus mener reklamations-processen kan være vital for at skabe værdi

Note: Meget fokus på at det skal skabe værdi

Andet

- Kan godt være noget med uddannelsen at gøre (Understøttet af Sabine)
- Bedre med dedikeret team til forarbejdet eller kaste sig ud og lære af sine fejl?
    - Snak om 1-2 personer dedikeret til det – Men skal nok være større
    - Meget viden går tabt ved at det kun er sidebeskæftigelse
    - Opbakning fra ledelsen om at de måske er pressede på tid.
        - I starten var der pres på - Men ikke så meget nu
- Kommunikationen fra ledelsen:
    - Det skulle bare op og køre med det samme – Alt andet ligegyldigt
    - Dokumentationen var ligegyldig, så længe robotten kørte - Men det endte med at robotten skulle holdes I hånden hele tiden.
- Frygt for robotten?
    - Det mener han burde være lavet I præsentationen af robotten fra start
    - Ved ikke om kommunikationen har været der fra start – Ved han ikke
        - Måske gået for stærkt med at få det i gang
        - Det er mere med nu
        - Behøver ikke være hele processen – Kan også blot være en del af det
- Kultur – En forhindring for RPA?
    - Ja. (Vurderer hvordan han kan svare uden at være "fræk" overfor kollegaer)
    - Uddannet trælastmand - Så mangler man forståelsen for procesdokumentation osv.
    - Hvis man læser om robotter, er det klart der en frygt for det. Men det er ikke det samme her med software I stedet.

Opsamling

- Vågen overfor de leverandører (De er jo sælgere og vil tjene penge)
    - Mange RPA-leverandører
        - Ikke så mange har fokuseret på dokumentationen før robotten skulle opsættes
    - Overvejelser overfor BluePrism – Spurgte bekendte om det var det rigtige valg eller om det I virkeligheden var det de gerne ville have
- Fortrøstningsfuld!

Noter – Gitte– Medarbejder

Bestyrelses-lokale hos Fog. Stort(!) træbord med store stole – Gamle møbler. Gamle avisudklip med diverse Fog nyheder på. Et stort maleri af grundlæggeren hængende med udsigt over bordet. Generel udsigt over hele pladsen, hvor kunderne kører ind og ud.

Intro:

- Ansat tæt på 30 år
- Debitorbogholderi
    - Kundebogholderi
- Få, men specifikke opgaver

- Rutiner?
  - Ja, faste ting hver dag. Kontoopfølgning
- 7-15 de fleste dage (grundet åbningstider) Ellers 9-17

Tavs viden

- Føler ikke hun har specifik viden I forhold til at det er noget robotten ikke kan klare
- Oplæring?
  - Af tidligere kollegaer (Sidemandsoplæring)
  - Langsomt opbygget egen erfaring/viden om sager
  - Ingen dokumentation omkring de forskellige processer
    - Er I gang – Men ikke noget de er involveret I "de tre på kontoret" det er chefen (Tina). Ingen holdning til at de er gået I gang med det.
- Problemløsning
  - Forsøger selv og går ellers til chefen
  - Ingen daglige problemer – Kan hun ikke, så til chefen og så må hun gå videre
    - Føler ikke de lytter, hvis ikke det er chefen der går videre med det
- Vidensdeling
  - Glad for at kunne hjælpe sine kollegaer
  - Føler hun har lidt specifikviden I forhold til kundeaftaler ("Jeg er den bedste blandt os 3")
    - De andre har så specifik viden om andre opgaver

RPA

- Hurtigere efter "robotten" da den kørte
- Det er nemmere.
- Ikke bange for at den tog alle opgaver (Pressede I hverdagen, så den bare ekstra tid)
  - Ser robotten som en stor hjælp! Tager rutineopgaverne, så de kan fokusere på andet. Gå I d ybden med kunder I stedet
  - Selv hvis den tager flere arbejdsopgaver, så er hun ikke nervøs
  - Ikke bange for den selvom det absolut ingen interesse har udover at det bør virke
  - De var jo 4, så én er skåret fra
- Glad! For robotten!
- Når hun hører ordet "robot" tænker hun hjælp til dagligdagen.
- Formoder målet er at skulle lette deres hverdag og give tid til andre ting.
  - Ved ikke om der kommer andre arbejdsrutiner ud af det
- Vidste ikke det var "håndbåret"
- Følte klart servicen blev højere ved robotten ved at det gik meget hurtigere I forhold til at svare kunden på kontooprettelse (10-15 min vs 1 døgn)
- "Den store proces" udfordring
  - Ikke sat rigtig op, tror hun ikke.
  - Gik ned pga ny opsætning hos ekstern partner (nyt it system hos forsikring)
- Kan ikke svare på hvilke andre processer der kan automatiseres
  - Men formoder det bliver Tina og Mads der skal vurdere hvilke det er
- Modstand mod RPA/Procesdokumentation?
  - Føler hun ikke hun kan svare på
  - Ville være ked af at skulle dokumentere de processer hun arbejder med
- Håber så mange som mulig får glæde af robotten.

Note: I forhold at de øvrige har sagt at medarbejdere kommer med foreslag, så siger Gitte netop, at det gør hun ikke.

Andet

- Kommunikation
  - Ikke ret meget (Den gamle chef)
  - Kom og fortalte at nu skulle de i gang med Gitte's opgaver.

    - Ikke involveret I at udvælge aktiviteterne (Den gamle chef)
        - Ville heller ikke involveres
            - Grundet meget lavt IT-niveau (Interesserer hende ikke)
    - Føler der er god kommunikation oppe fra og ned – Gennem hele virksomheden
        - Føler det er en god virksomhed at være ansat I – Har det godt med hinanden.
        - God tone – Gode mennesker
        - Daglig kontakt med øvrige salgskontorer (10 andre butikker)
        - Føler sig som et "kendt navn" I virksomheden grundet næsten 30 år
- Uddannet bankassistent
- Kultur
    - Svært at svare på

Opsamling

- Ville kunne forklare kl 4 om natten, hvad der sker I processen omkring kontooprettelse

Note: SÅ BØR HUN DOKUMENTERE DEN!!!!!)

Karin spørger Gitte om hjælp med en opgave vedrørende en kunde, hvilket ender med at Gitte bare overtager hele opgaven – ingen vidensdeling, ingen dokumentation

Noter – Tina – Leder

Mødelokale, hvilket lignede et tidligere "leder-kontor" Det var i forlængelse af et kontor-opsætning i hjørnet. I dag er det så blevet et mødelokale/opbevaring af diverse t-shirts og skjorter med Fog logo.

Intro:

- Først startet 1/3 (Projektet var stoppet)
- Debitorchef
    - Indkrævning af ikke betalte fakturaer
- Mange forskellige opgaver i løbet af en dag
    - Specifikt omkring henvendelser direkte fra kunder og trælastcheferne
    - Men ellers mere generelt
        - Medarbejdere i kundebogholderiet har meget generelle opgaver
            - Mails => løbende ordrer => Kunder som ikke har betalt => Nye konti => Udligninger mm. Ifmb henvendelser fra kunder
        - Klarlægge de processer der er, så de kan automatiseres
- Rutiner i løbet af dagen
    - Mail-boks
    - Udligninger i forbindelse med faktura
    - Kontooprettelse
- Opgave for Tina bliver at dokumentere de forskellige processer i hendes afdeling

Tavs Viden

- Oplæring
    - Har siddet på skødet af dem for at se hvad de laver
        - De har rutine i det de har
- Dokumentation
    - Ikke ret meget dokumentation ved opgaver
        - Det kommer de til at lave
    - Har ikke kunnet finde løsning på problemer
        - Learning by doing
        - Generelt for branchen (Kommer fra lignende job)
- Problemløsning:
    - De bruger hinanden
        - En af dem ved sikkert hvordan det skal klares
        - Ved oplæring svært fordi de ikke har samme metode til at løse ét problem

- Lægge opgaver til side og vente til der er tid til at få hjælp
- De to har meget generel viden pga. 30 og 14 års erfaring. Den sidste har 1,5 års erfaring og mangler meget generel viden.
    - De to kan forklare alle processer stort set

RPA

- Skal bruges til deres konto-flow
    - Den store proces, som er stoppet
    - Og derfor det hele skal dokumenteres
- Kalder "robotten" for automatisk kontooprettelse … flow
- Tanken med RPA – Det skal gøres nemmere at få en konto!
    - Så de kan få nye kunder hurtigere
        - Det manuelle system kan gøre de fravælger Fog
- Fjerne søge/tasteopgaver i forbindelse med kontooprettelse
- Robotten er ikke en ressource – Det er bare en "funktion" (automatisering)

Udvælgelse af RPA-kandidater:

- Mere simpelt at finde oplysninger omkring kommende kunde ifbm oprettelse, så robotten ikke skal tjekke flere sider, hvor informationer skal tjekkes
- Ikke noget overblik over hvad der ellers kan automatiseres i afdelingen
    - Men medarbejdere kan foreslå til hende og så vil hun tage det videre
    - Vil prioritere hvad der kan automatiseres og hvad der ikke kan

Forskel ved RPA

- Da det kørte frigav det ressourcer til afdelingen til at lave mere værdiskabende arbejde
    - Kundepleje bl.a.
- Frygter de erfarne RPA? (spørgsmål fra Sebastian)
    - Nej! Det håber hun ikke
    - Og dermed ingen modstand til kontooprettelse-projektet

Andet:

- Vigtigste ressourcer for Fog?
    - Medarbejderne! (Og deres viden, antager jeg hun mener)
    - Systemer
    - Ordentlige produkter
- Fastholdelse af medarbejdere:
    - Sikre kompetencer til opgaverne
    - Interesse for opgaverne?
    - Backup på alle opgaver – Højne tilfredsheden
    - Udvikling – Hvor vil de gerne have udviklet sine kompetencer?
- Synes ikke helt der er flaskehals problemer – Men der skal sikres at alle kan lave hinandens arbejde, så driften kan køre videre
    - Sikre sig ved sidemandsoplæring og samtidig dokumentere processen, så man kan tjekke i mappen hvordan det skal gøres.
- Flad organisation.
    - Meget let og tilgængelig kommunikation gennem ledene i organisationen
    - Også beslutningsmæssigt
- Højne rammerne for de ansatte under hende – De skal have større rammer at handle under i deres daglige arbejde

Udfordringer i Fog ved proces ved at automatisere:

- Tiden (Har ikke sat sig nok ind i det fra start)
- Mange manuelle processer. (For mange processer er manuelle)
- IT (Har måske ikke tid til at hjælpe)
- Økonomi (Kan være for dyrt)

- Eksterne partnere til at verificere data
    - Der er for mange nu – Det bliver for komplekst – Det er manuelt nu
        - Skal automatiseres!
    - Vil stadig være undtagelser ved højere beløb eksempelvis

Appendix C – PRISMA Checklist