



Think Ahead



Hong Kong's Automated Future

*An RPA Guide for
Finance Functions*

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Joint foreword

Automation, digital disruption and transformation are some of the biggest themes impacting the business world today. Organisations embracing automation have demonstrated higher profitability, margins and agility in facing industry disruption. Globally, the Robotics Process Automation (RPA) industry has grown exponentially over the past few years and interest in the technology is also mounting in Hong Kong.

We initiated this survey to separate hype from reality and understand where Hong Kong stands in terms of robotics and automation development. The survey revolves around the extent finance functions in Hong Kong are embracing such technologies, the benefits they see and the hurdles they face.

Our findings, based on survey responses of 388 industry executives, revealed that robotics adoption and automation is still at a very early stage in Hong Kong. Whilst this is understandable considering the youth of the robotics industry, there is a clear risk that organisations would become less competitive if they ignore the technology-driven changes that are sweeping through the world.

It is an opportunity that cannot be missed. Finance functions, in particular, are under constant pressure to stay ahead of the curve and be better business partners to their organisations. In addition, senior executives are demanding greater and faster insights as well as value from them. As such, finance functions cannot afford to be held back by automation anxiety. CFOs and finance teams need to become more technology savvy. They need to start embracing robotics processing and artificial intelligence, owning enterprise performance management data and analytics, deploying predictive tools and building business partnering skills.

Our research demonstrated that organisations embracing RPA across well selected processes are experiencing clear benefits. On the other hand, it also shows that many are still grappling with the application of automation through a lack of awareness, nervousness of its impact and, in some cases, a view that it is not necessary.

By showcasing the current state of adoption as well as identifying the key challenges and opportunities, we want to encourage finance functions to think about their level of automation. Hopefully, our research insights can trigger more organisations to embark and progress through the “Digital Finance” journey.

Hong Kong has many of the right characteristics to be a leader in the adoption of automation technologies. As an international financial, trade and logistics, and professional services hub, the city is home to many businesses that are running complex operations. Hong Kong is not immune to the disruptions brought by big data, emerging technologies and the convergence of industry models. Coupled with the need for customer centricity, changing workforce demographics and a shifting geopolitical and regulatory environment, finance functions will need to adapt and seek new ways of working in order to keep up.



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Head of ACCA Hong Kong



Isabel Zisselsberger
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Key concepts

Our research focuses on the first level of automation through the use of robotics.

Robotics Process Automation (RPA)

RPA is a combination of technologies such as rules engines, workflow, and screen scraping, which are used in concert to automate processes and operations traditionally done by humans. It is essentially a type of digital labour and the software supplied as part of a RPA solution is known as a robot or “bot”.

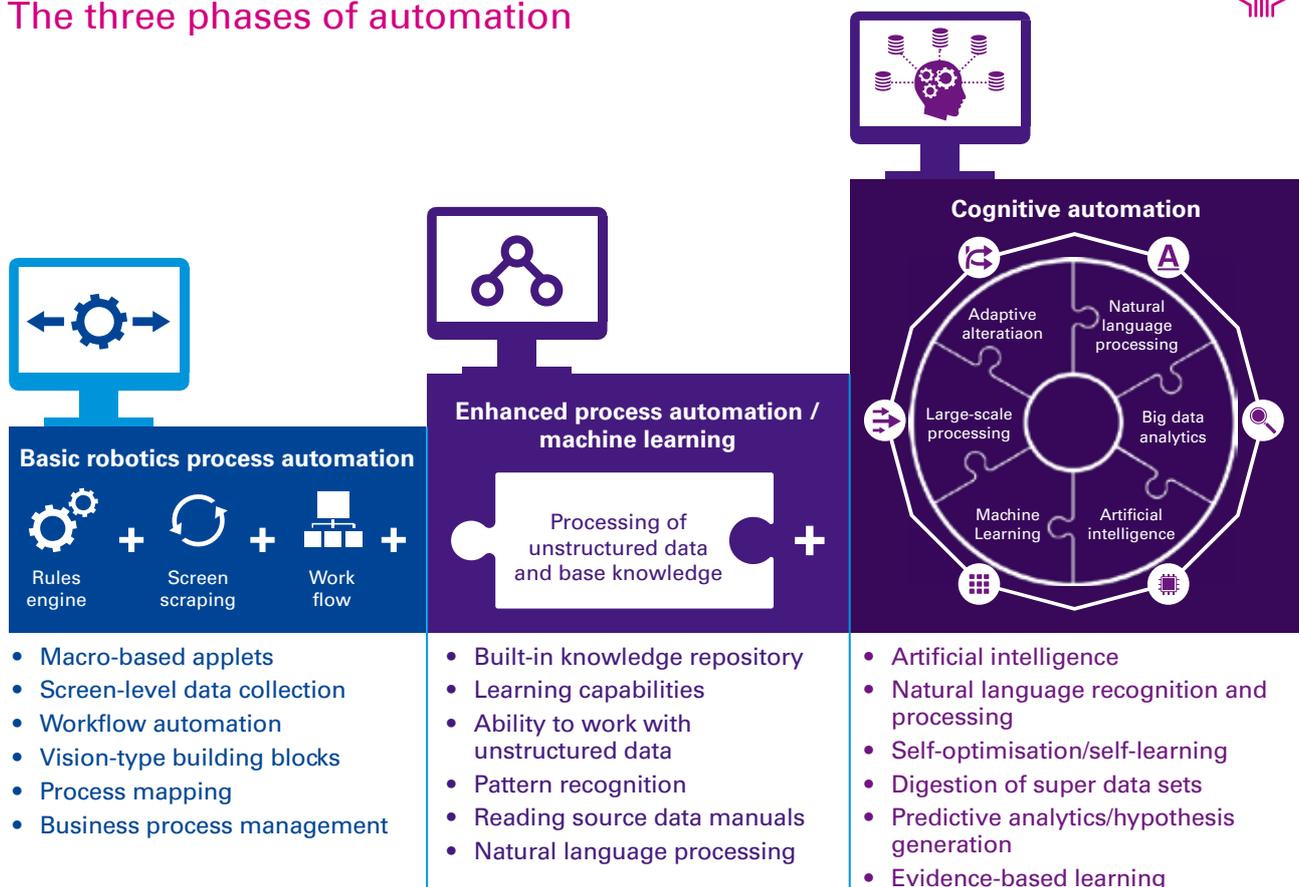
Basic RPA is recommended for these situations:

- Repetitive, structured transactional processes
- Need to rapidly enable automation of human tasks without costly system integration
- Need to interact with multiple applications in a “non-invasive” manner

Its relative ease of implementation and low cost make RPA an ideal digital gateway to help organisations take the first step towards becoming highly-automated or even artificial intelligence-enabled enterprises.



The three phases of automation





Report highlights

There is plenty of room for RPA and other automation technologies to take root in Hong Kong. Of the 388 survey respondents...



Just **4%** said their finance departments were highly automated

80% were either unaware of automation technologies or had no current plans to adopt them



77% believed their firms have much more potential for automation

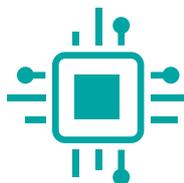


Only **7%** confirmed that their organisations have an annual budget for robotics and automation



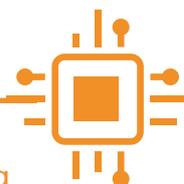
33% plan to invest more in automation in the next two to three years

Our findings also revealed that...



The key hurdles for robotics automation in Hong Kong are

1. Perceived benefits do not outweigh the costs
2. Lack of knowledge or awareness around what is possible and where to start
3. Concerns over the people impact of automation or the view that automation is not necessary



The top three triggers for investing in automation are

1. Refocus resources on value-adding tasks
2. Reduce errors
3. Cost savings and efficiency



About the survey

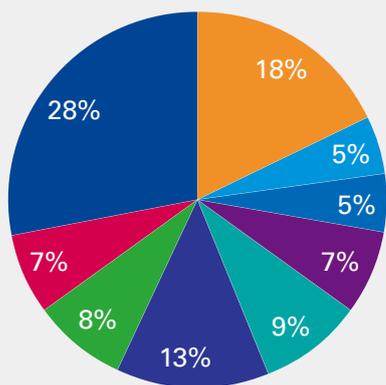
KPMG China and ACCA Hong Kong jointly conducted a survey in the fourth quarter of 2017 to understand the current state of automation technologies in Hong Kong, with a particular focus on RPA implementation within finance functions. The survey received 388 responses from C-level executives as well as finance and accounting professionals.

The respondents were drawn from a diverse range of industries, including finance and banking (18 percent); professional services (13 percent); manufacturing (9 percent); real estate (8 percent); retail (7 percent); information technology and telecommunications (7 percent); insurance (5 percent); and government and public administration (5 percent).

The vast majority of the respondents were either finance (33 percent) or accounting executives (29 percent), followed by CFOs (16 percent) and CEOs (5 percent).

Their companies came in all sizes, with 47 percent generating an annual turnover above HKD 200 million, 9 percent HKD 100-200 million, 13 percent HKD 50-100 million and 31 percent below HKD 50 million.

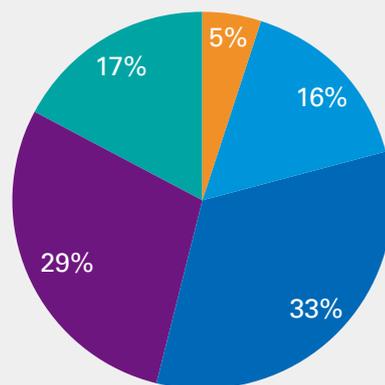
Survey respondents: Industry breakdown



- Finance and banking
- Insurance
- Manufacturing
- Real estate
- Others
- Government and public administration
- IT and telecommunications
- Professional services
- Retail

Source: Joint KPMG and ACCA survey

Roles and responsibilities of respondents



- CEOs
- CFOs
- Finance staff
- Accounting staff
- Others

Source: Joint KPMG and ACCA survey



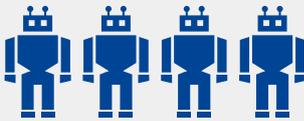
Robotics automation in Hong Kong

There is definitely room for automation tools to be deployed in the finance functions of companies in Hong Kong. Of the 388 respondents, nearly half (49 percent) said their level of automation was low and was limited to capturing transactional data. Approximately 46 percent viewed their finance units as automated to a medium degree, while just 4 percent

said all their transactional and analytical activities were automated. While not all processes are viable candidates for automation, a world class finance function would spend almost no manual effort on operations such as payables, receivables, ledger close and reconciliation.

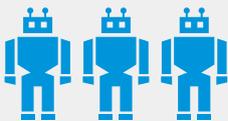
Level of automation in finance functions

High (All transactional and analytical activities are automated)



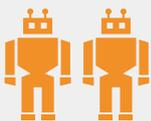
4%

Medium (Only key transactional and analytical activities are automated)



46%

Low (Limited to capturing transactional data)



49%

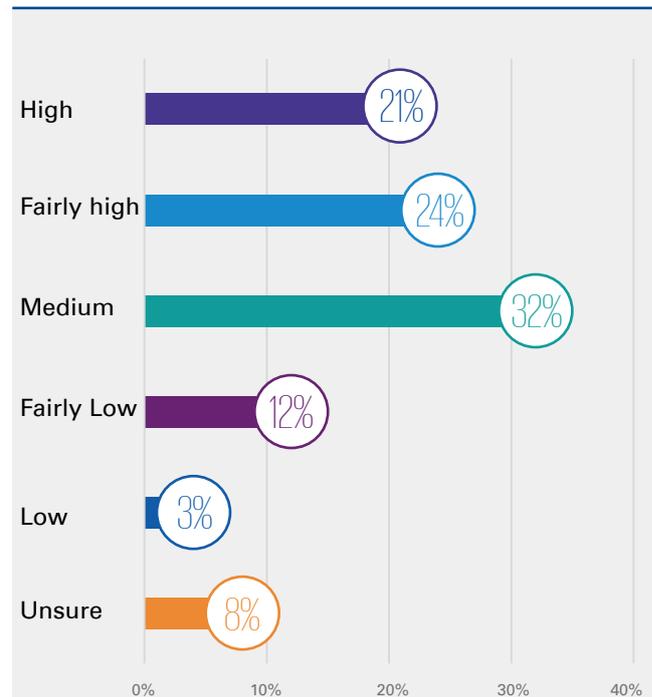
Don't know



2%

*Percentages do not total 100 due to rounding
Source: Joint KPMG and ACCA survey

Potential for more automation of manual and repetitive processes

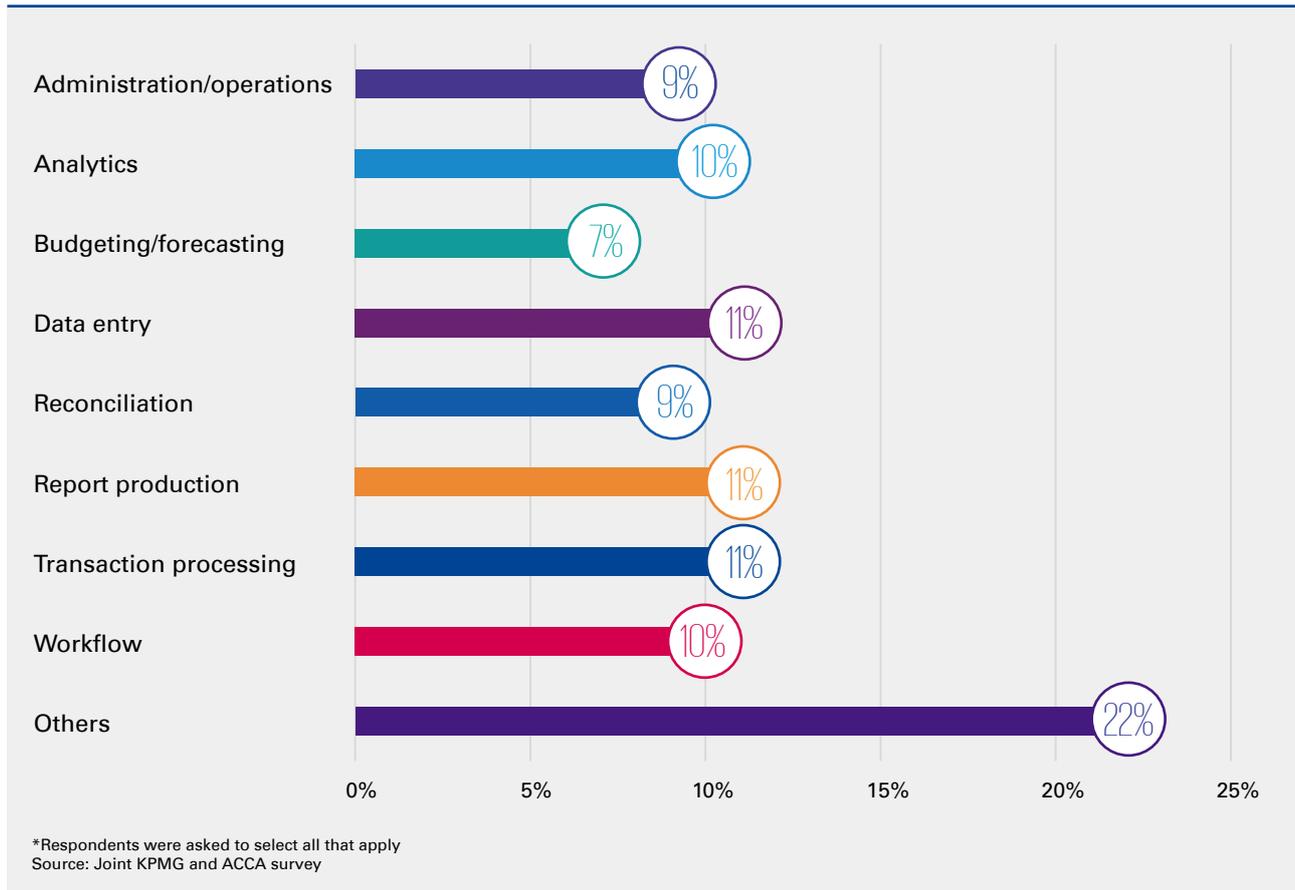


Source: Joint KPMG and ACCA survey

Evidence that robotics automation in Hong Kong is still at an early development stage was reinforced by another survey finding. The majority of respondents (77 percent) suggested that their organisations had significant (medium, fairly high and high) potential to automate manual and repetitive processes, while just three percent said there was little room for manual labour to be turned into digital labour.

There is also no clear trend in terms of which finance process should companies be automating. Respondents were asked to select their planned areas of automation investment, but none of the options attracted a more than 11 percent response. This is not unexpected as general RPA adoption is still low and organisations have a range of processes available for automation. Each of the listed processes are viable RPA candidates for many organisations.

Automation in finance: Planned areas of investment



► Why automate?

Sectors that are most likely to adopt RPA or other automation solutions are typically those that have seen the most digital disruption in their businesses.

These organisations need to embrace digitalisation and this capability is flowing through to their back office functions. While there are clear commercial benefits from successful RPA implementation, it is important to also recognise the positive impact it can have on teams and employees.

Industries with a technology background and high transaction volumes such as IT, telecommunications as well as banking and finance are more likely to embrace automation.

Our survey findings revealed that the three primary triggers for investing in automation technologies in

Hong Kong are to improve efficiency and prioritise on more value-adding tasks (29 percent), minimise errors associated with manual processes (25 percent) as well as cost savings (20 percent).

These findings are supported by several industry participants who were interviewed for this report. Martin Lau, CFO of Principal Financial Group Hong Kong (Principal Hong Kong), highlighted that his firm was able to save 70 to 80 hours of work a month by automating its bank reconciliation processes through the deployment of RPA.

He explained that pre-automation, the bank reconciliation process was essentially a manual comparison of bank statements, which was time and labour-intensive. The work's rule-based and high-volume nature, meant it was a prime candidate for automation as the firm sought to improve its efficiency.

Primary triggers for investing in robotics automation



20%
Cost savings



25%
Error reduction



29%
Refocus resources on value-adding tasks



8%
Employee satisfaction



11%
Process optimisation



8%
Can respond quickly to fluctuating workloads

*Percentages do not total 100 due to rounding
**Respondents were asked to select the top three choices
Source: Joint KPMG and ACCA survey



Hong Kong's innovation and tech focus

On top of efforts by individual organisations, the Hong Kong government is also strengthening its push for corporate sector innovation as it seeks to cement its position as a regional innovation and technology hub. This is according to David Chung Wai-keung, Under Secretary for Innovation and Technology.

Artificial intelligence, automated production and maintenance, and deep learning are some of the areas the government is focusing on as it seeks to raise productivity and broaden Hong Kong's economy. A key objective of the government's efforts is to reduce the city's reliance on the services industries and promote the growth of new sectors.

"Our biggest challenge is to drive the industry to create more high-end jobs," said Chung. "We want companies, including SMEs, to focus on innovation and increase their investments in R&D."

"It's all part of our goal to transform Hong Kong into a regional knowledge hub."

A number of initiatives are in place to encourage companies to adopt new technologies as a way to enhance their businesses. In 2016, the government

launched a HKD 500 million technology voucher programme¹ to subsidise the use of technological services and solutions for SMEs to upgrade their business processes. Under the scheme, SMEs can apply for up to HKD 200,000 to spend on tech solutions and services.

One challenge Chung believes Hong Kong is facing when it comes to promoting innovation and use of new technologies is a lack of awareness, in particular among SMEs.

"From what we've been seeing, the CEOs or CIOs of large corporations are very much aware that investing in innovation and technology is essential to survive in an increasingly data-driven business environment," he said. "SMEs, on the other hand, do not quite have the same understanding of what technology can do for them and, perhaps, also lack the scale to keep up with the latest developments."

To fill the talent gap, the government proposed to launch a HKD 500 million Technology Talent Scheme². One of the initiatives under the scheme is to subsidise local enterprises on a matching basis for staff training on advanced manufacturing technologies, especially those related to Industry 4.0.



Automation isn't simply about replacing people with robots. It is more about how we can better allocate the resources freed up by automation on areas that would generate better outcomes for the company and our stakeholders.



Martin Lau
CFO, Principal Hong Kong

1. Innovation and Technology Commission, Technology Voucher Programme, <https://tvp.itf.gov.hk/>

2. Hong Kong Information Services Department, http://www.news.gov.hk/en/categories/finance/html/2017/10/20171011_100241.shtml



Key hurdles to automation advancement

The survey findings revealed a number of hurdles that were stopping organisations from progressing.

When asked to identify the principal obstacles preventing robotics automation in Hong Kong, the perception that perceived benefits do not outweigh the costs was the top reason (23 percent). This was followed by a lack of awareness (18 percent) and having sufficient manpower to cover manual or routine work (14 percent). In addition, 11 percent were interested in automating parts of their business, but do not know where or how to start.

► Lack of awareness

The low take-up can be partly attributed to the technology's youth. The global market for RPA, for example, was USD 600 million in 2016³ - the bulk of which was in Europe. Specifically, 43 percent indicated they were not aware of technologies that could automate finance or other operations.

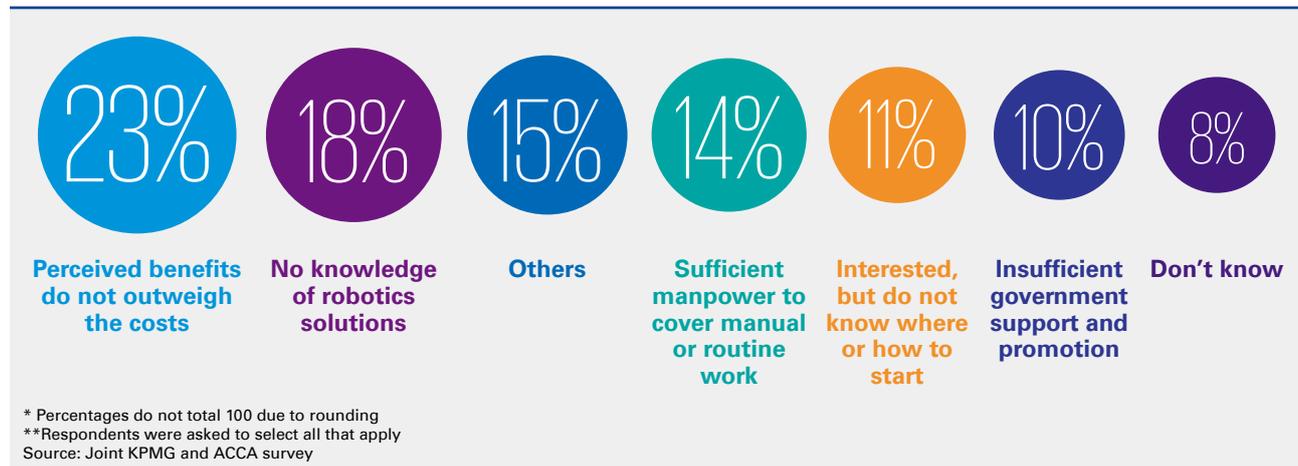
This lack of knowledge or awareness slows adoption and often translates into "automation anxiety". Companies do not know where and how to start and, consequently, fear its impact on the organisation.

In spite of the low level of awareness, many respondents felt their organisations will be left behind if they fail to adopt automation soon.

Some 29 percent believed processes would be either sub-optimal or inefficient, 28 percent said their operations would be prone to errors and nearly a quarter said their firms would lose their competitive edge. Just 6 percent believed their organisations would not be affected if they do not invest in some form automation.

Among those who were aware of automation technologies, just 20 percent were planning to invest in the near future and 37 percent had no plans to incorporate them into their operations.

Key hurdles for robotics automation in Hong Kong



3. Global Market Insights, <https://www.gminsights.com/industry-analysis/robotic-process-automation-market>, accessed 2 January 2018



► Lack of budget

A number of respondents felt that there is no clear business case to proceed with automation. Coupled with a lack of awareness as to what is possible, only 7 percent have budget earmarked for automation tools. Considering the current levels of automation in finance functions and the widespread belief that more automation is possible and necessary, this figure is rather low.

In our experience, the majority of RPA initiatives do demonstrate a positive return on investment although like any change program, it needs to be well-managed. As such there is value in organisations rethinking the level of investment they are putting towards automation.

► Lack of understanding

With a fair share of respondents listing having sufficient manpower as a key hurdle to automation, it is a sign that many business executives have yet to fully understand the full potential of automation and how its benefits can go beyond process optimisation. Moreover, it reflects the fact that many business executives do not have a clear grasp of the mentality of their workforce, in particular the younger staff.

According to a separate ACCA research titled "Generation Next", the younger the employee, the more they tend to dislike manual or routine work. The ACCA report revealed that a varied work experience is essential for younger staff. Failure to provide that could result in a higher turnover rate as employees leave to seek better job satisfaction.

It is therefore important for business executives to understand that a different approach is needed to attract, nurture and retain the next generation of finance leaders. Adopting RPA will not only reduce costs, but also free employees from monotonous work. This would improve the nature of jobs, which would then lead to better staff morale.

RPA awareness in Hong Kong



Yes, I am aware of it, but my organisation is not planning to adopt it.



No, I am not aware of it, but I am willing to learn more about it



I am well aware of it and my organisation is investing or planning to adopt it.



No, I am not aware of it and my organisation is not looking to explore.

Source: Joint KPMG and ACCA survey

Low commitment towards robotics automation



No budget has been allocated



There is some budget for specific initiatives and solutions



Don't know



There is a yearly budget set aside to drive robotics or automation

*Percentages do not total 100 due to rounding.
Source: Joint KPMG and ACCA survey

► Staff anxiety

A number of interviewees highlighted that managing staff expectations is also an important factor to consider when it comes to automation.

For example, if the deployment of automation tools was not properly communicated, some staff might worry that their jobs will be replaced by technology solutions.

For the most part, such fears are misplaced. The deployment of RPA functions is usually an opportunity for people to upscale their work as clerical posts are eliminated and replaced with other positions requiring human judgment.

The key to a seamless introduction of automation solutions, however, is to communicate clearly with staff members of any impending changes. It is important to establish an understanding of what transformations will occur, when the shifts will take place, and that adequate training or retraining will be provided.

This requires positive messaging delivered from the top and an inclusive implementation strategy (see Managing the integration of digital labour on Page 13). For example, the human resources function can come into play by enlisting existing staff on training courses to improve their ability to handle the new and expanded tasks automation will free them up to take on.

Training is a particularly important area companies should invest heavily in. As automation technologies continue to grow in Hong Kong, there will be a greater need for staff with knowledge and experience in handling such tools. Organisations looking to be ahead of its competitors will have to establish a long-term plan that revolves around training, retraining and redeployment of staff.

Longer term, it is clear that career paths, specifically for entry level finance roles, will change. The education sector, alongside the industry, has a big role to play in equipping graduates with the knowledge and tools to navigate this.

“

A challenge for the future will be finding enough people with the right technical skills to support the expected growth of robotics automation. As the sector continues to develop, it is expected that RPA experts will soon be in short supply, which could lead to a talent war.”

”

Tommy Fung
Greater China Sales
Director, UiPath



Managing the integration of digital labour

To manage the impact of robotics automation on a company's workforce, it is important for senior management to think through the following steps:

Start with the end user 01

Put the employee at the centre and use technology to augment what they do. It's not just about automating existing, inefficient processes.

02 Start small

Start with specific tasks or activities where automation could be implemented quickly and easily. Adapt goals as you go along. Recognise that this is an ongoing journey, not a destination.

Manage expectations 03

Address automation anxiety in your workforce. Carefully manage redesigned roles and the change process. Culture is key to a successful transformation.

04 Redesign boundaries

Employees need to fully understand the shift as tasks are automated and boundaries between roles blurred.

Experiment 05

Test things out in smaller areas and learn as you go. Decide early what assurances to give to employees.

06 Cultivate a learning culture

Encourage employees to develop new skill sets as job descriptions and career expectations change.

Workforce shaping 07

Digital organisations must plan for multiple scenarios and shape their workforce accordingly. Traditional workforce planning must become more adaptive and continuous.

08 Lead the change

It is essential for a person, team or function to take ownership of the change process.

Communicate 09

Ensure all digital discussions with the workforce and other stakeholders are framed in a consistent and clear manner.



The automation implementation guide

Looking into the future, close to 13 percent of respondents believed they need to start investing more in automation solutions now in order to gain first-mover advantage. Around 33 percent said they will do so in another two to three years once automation technologies are more mature.

Most respondents, on the other hand, do expect automation to be widely adopted over a longer time frame. Over a third were confident that within five years their companies will be running some form of automation applications; 26 percent thought they would be adopting enhanced automation solutions; and 11 percent expected to be deploying cognitive automation solutions.

While automation technologies have the characteristics to be a game changer for many companies, such tools have to be deployed in a planned and strategic manner.

A proper implementation plan must be ready to ensure a smooth transition and minimise the risks associated with technology enablement. With a clear action plan, companies can typically be ready to scale up to production within three to four months.

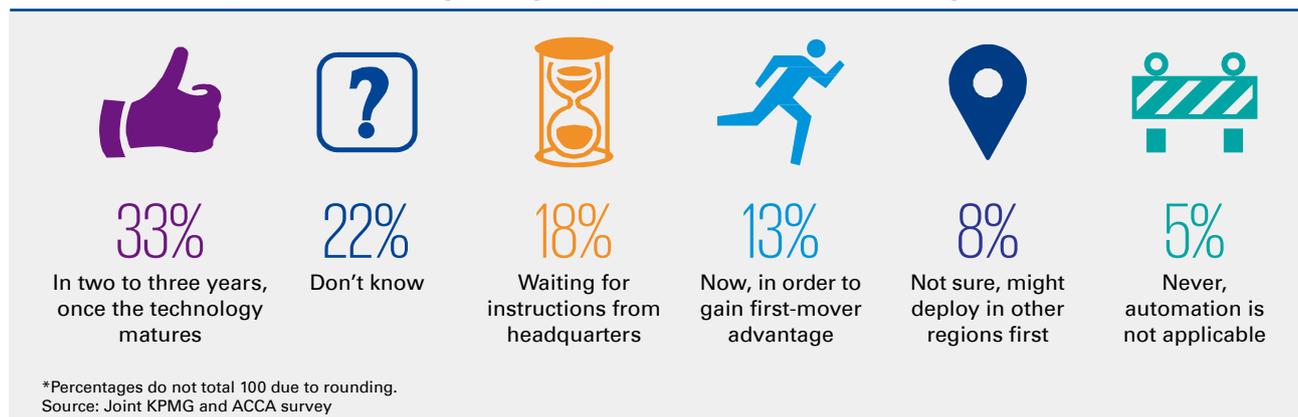
► Develop strategy, build awareness

The main objective at this stage is to raise awareness across the finance function of what automation technologies such as RPA can do. It is critical to dedicate financial and human resources to this cause and decide who will be driving this transformation within the organisation.

It would be the responsibility of this dedicated personnel to form a joint governance board with adequate representation from the business, IT, risk and quality functions to ensure the programme's success. Having a varied team is vital as all existing channels and associated processes must be considered to reduce business disruptions.

While CFOs can take the lead in this transformation as a result of their seniority and overall understanding of financial matters, it is critical for the people on the ground to also be driving this change. Ultimately, it is the finance function that understands their operations best and have the required knowledge on which processes are the most manual, inefficient and prone to human error.

When are companies in Hong Kong expected to start investing more in automation?



How far do you plan to go in the next five years?



34%
Basic process automation



30%
Don't know



26%
Enhanced process automation



11%
Cognitive automation

Source: Joint KPMG and ACCA survey

► Month 1: Process selection and delivery model

Once the foundations have been laid, the organisation will then have to establish a clear methodology to assess opportunities and aid deployment. A matrix can be created for assessing and prioritising automation. This would help speed up the process in identifying areas most suitable for automation and deliver value early.

Organisations will need to review the existing technology landscape to understand what solutions are available. In addition to understanding the benefits of existing automation tools, companies should also consider whether they are suitable for the needs of their finance function.

RPA, for example, can typically be applied to processes that are repetitive, rules-driven and high in frequency. This includes expense claims processing and reconciliations - an area many companies are having to spend a lot of manpower on to simply collate documents from different sources. RPA can also be applied to processes that have been outsourced to parties such as shared services centres (see The future of shared services).

► Month 2-4: Proof of concept

When a particular process has been picked for automation, companies will have to assess and select a vendor that meets their existing as well as future needs.

Most vendors possess a suite of basic automation solutions such as RPA. However, it is advisable for those with a long-term strategy to select a partner that possesses the capabilities to provide support for more advanced technologies such as artificial intelligence and machine learning. This would ensure a seamless transition to other stages of their automation journey.

The company should then conduct a proof of concept to test whether the vendor's technology is fit for purpose, robust and scalable across the finance function or even the entire organisation. The assessment can be done by deploying actual bots in a test environment.

► Month 4 onwards: Scale up

Results from the proof of concept should be used to create a framework for governance and change to accommodate the new digital operation. This would then be accompanied by a roadmap, outlining what a company's automation journey should look like based on its business priorities.



Is there a future for shared services?

The rapid development of robotics automation technologies is poised to transform the way businesses in Hong Kong are set-up. As tasks are automated, the role of shared services centres (SSCs) will require recalibration.

SSCs is a popular option for organisations to reduce operational costs. Based on the concept of "off-shoring", SSCs are created to perform administrative and repetitive tasks in a jurisdiction where operational costs are lower.

Automation has the potential to break the status-quo although not as a like-for-like replacement for SSCs. Existing SSC activities, for example, can be classified into three tiers, with the most repetitive tasks to be automated.

Companies can further enhance their SSCs by creating RPA center of excellences (COE). An organisation can choose to either house the COE within its SSC or to leverage a partner to implement the RPA solution. Once RPA has been implemented, ongoing support can either be sought internally or through external vendors.

Tier 1

Most repetitive tasks – To be automated

Tier 2

Infrequent tasks that require little human judgement – SSCs

Tier 3

Tasks that require human judgement – SSCs

Source: KPMG Research

Hong Kong: The future ahead

To survive and thrive as the digital environment evolves, businesses will have to develop new skillsets, including how to handle the automation of work.

RPA can help finance functions to improve the accuracy and efficiency of critical business processes. It also establishes a strong foundation for organisations to move onto the next step of the automation journey, where more sophisticated technologies such as artificial intelligence can be adopted to deliver transformational change.

However, the development and application of robotics automation in Hong Kong is still at a very early stage. There is a general lack of awareness of what existing technologies, notably RPA, can offer in terms of cost savings, improved efficiencies, and better resource allocation, which allows staff to focus on higher-value work. Moreover, many respondents are aware of robotics automation, but have no plans or do not know how to implement such solutions.

This is expected to change as the technology matures and the city's awareness of automation solutions improves. It is only a matter of time before the majority of the corporate sector starts incorporating automation solutions into their finance functions. And when they do, companies will need to plan their implementation strategy carefully, especially when it comes to staff management.

In addition, a long-term training programme will be required to ensure companies have a constant pool of talent with the necessary digital capabilities. This is crucial as demand for finance talent with knowledge of handling automation tools will be expected to jump as the industry continues to develop.

In order to scale, remain competitive and prepare for the future, it is imperative for organisations to start embracing automation. And RPA is the ideal first step for those who have yet to embark on this transformational journey.



About us

About KPMG China >>>

KPMG China operates in 16 cities across China, with around 12,000 partners and staff in Beijing, Beijing Zhongguancun, Chengdu, Chongqing, Foshan, Fuzhou, Guangzhou, Hangzhou, Nanjing, Qingdao, Shanghai, Shenyang, Shenzhen, Tianjin, Xiamen, Hong Kong SAR and Macau SAR. With a single management structure across all these offices, KPMG China can deploy experienced professionals efficiently, wherever our client is located.

KPMG is a global network of professional services firms providing Audit, Tax and Advisory services. We operate in 154 countries and territories and have 200,000 people working in member firms around the world. The independent member firms of the KPMG network are affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such.

In 1992, KPMG became the first international accounting network to be granted a joint venture licence in mainland China. KPMG China was also the first among the Big Four in mainland China to convert from a joint venture to a special general partnership, as of 1 August 2012. Additionally, the Hong Kong office can trace its origins to 1945. This early commitment to the China market, together with an unwavering focus on quality, has been the foundation for accumulated industry experience, and is reflected in the Chinese member firm's appointment by some of China's most prestigious companies.

KPMG's Digital and Cognitive Automation Practice >>>

In 2017, KPMG opened the KPMG Digital Ignition Centre in Nanjing to help drive innovation and digital transformation for the firm's business and our clients.

The centre forms part of the firm's ongoing commitment to invest in cutting-edge technologies and talent. It helps to design, build and deliver digitally enabled solutions for our clients, which are operating in a business environment that is increasingly data-driven and disrupted by technologies.

The centre also works alongside our onshore digital and cognitive automation teams. Our teams work with clients to bring digital transformation, including robotics, to the whole business across different sectors, customer types, operating models, processes and solutions.

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About ACCA >>>

ACCA (the Association of Chartered Certified Accountants) is the global body for professional accountants. It offers business-relevant, first-choice qualifications to people of application, ability and ambition around the world who seek a rewarding career in accountancy, finance and management.

ACCA supports its 200,000 members and 486,000 students in 180 countries, helping them to develop successful careers in accounting and business, with the skills required by employers. ACCA works through a network of 101 offices and centres and more than 7,200 Approved Employers worldwide, who provide high standards of employee learning and development. Through its public interest remit, ACCA promotes appropriate regulation of accounting and conduct relevant research to ensure accountancy continues to grow in reputation and influence.

As the first global accountancy body entering into China, ACCA now has 24,000 members and 86,000 students, with 11 offices in Beijing, Changsha, Shanghai, Chengdu, Guangzhou, Shenzhen, Shenyang, Qingdao, Wuhan, Hong Kong SAR, and Macau SAR.

Founded in 1904, ACCA has consistently held unique core values: opportunity, diversity, innovation, integrity and accountability. It believes that accounting professionals bring value to economies in all stages of development and seek to develop capacity in the profession and encourage the adoption of global standards. ACCA's core values are aligned to the needs of employers in all sectors and it ensures that through its range of qualifications, it prepares accountants for business. ACCA seeks to open up the profession to people of all backgrounds and remove artificial barriers, innovating its qualifications and delivery to meet the diverse needs of trainee professionals and their employers.

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