

# How to make RPA implementation successful



Some common challenges that businesses face when RPA goes wrong:

1. We can't change the way business users work.
2. Too many exceptions need to be handled manually.
3. We don't have approvals to make changes in the production process.
4. Access provisioning problem for bot.
5. Major part of actual process is missing from bot.
6. Security audit issue.
7. Core business process is modified.
8. Unstable application makes bot unusable.
9. High upfront investments (realization comes midway).

These failures in RPA implementation are often too costly for companies to bear.

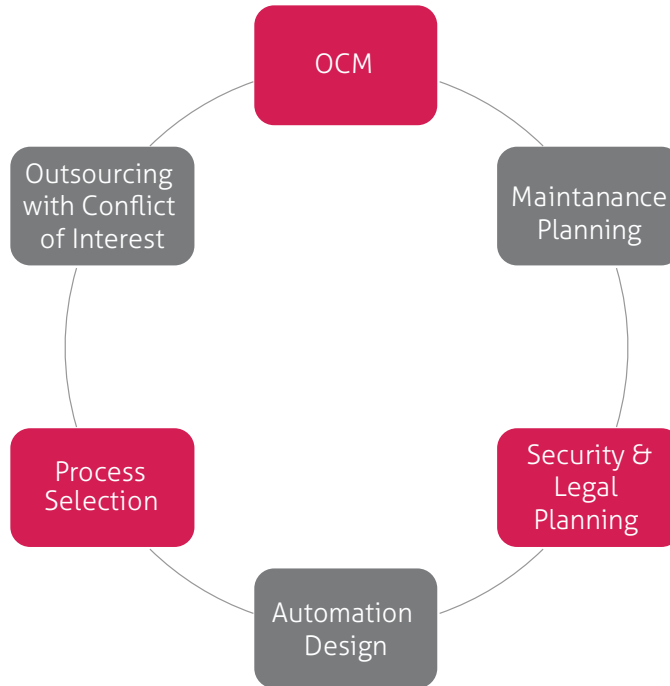
Nowadays, every company in almost every industry is trying to benefit from the automation wave. Automation can be implemented in various forms, and one of the quickest ways to benefit from the technology is front-end automation. This is typically achieved by implementing Robotic Process Automation (RPA). However, business and IT teams that implement RPA as an answer to every automation challenge, often fail to achieve returns. In such cases, RPA implementations appear promising in the beginning, but fail to achieve end results during final deployment.

A recent report from professional services firm Ernst & Young suggests that '30 to 50 percent of RPA projects initially fail. That's a significant number, but all is not lost for companies looking to implement an automation solution.'

IT and business alignment are critical for a correct and successful implementation. As mentioned in a paper published by the Japan-based [Nomura Research Institute](#), 'RPA's ease of adoption has a downside. Namely, companies tend to decide to implement RPA without cross-organizationally clarifying what they aim to accomplish by doing so and how RPA will fit within the larger scheme of things. As a result, companies are encountering a number of unanticipated difficulties once they start to implement RPA following a successful PoC.'

## Seven factors that define RPA project success

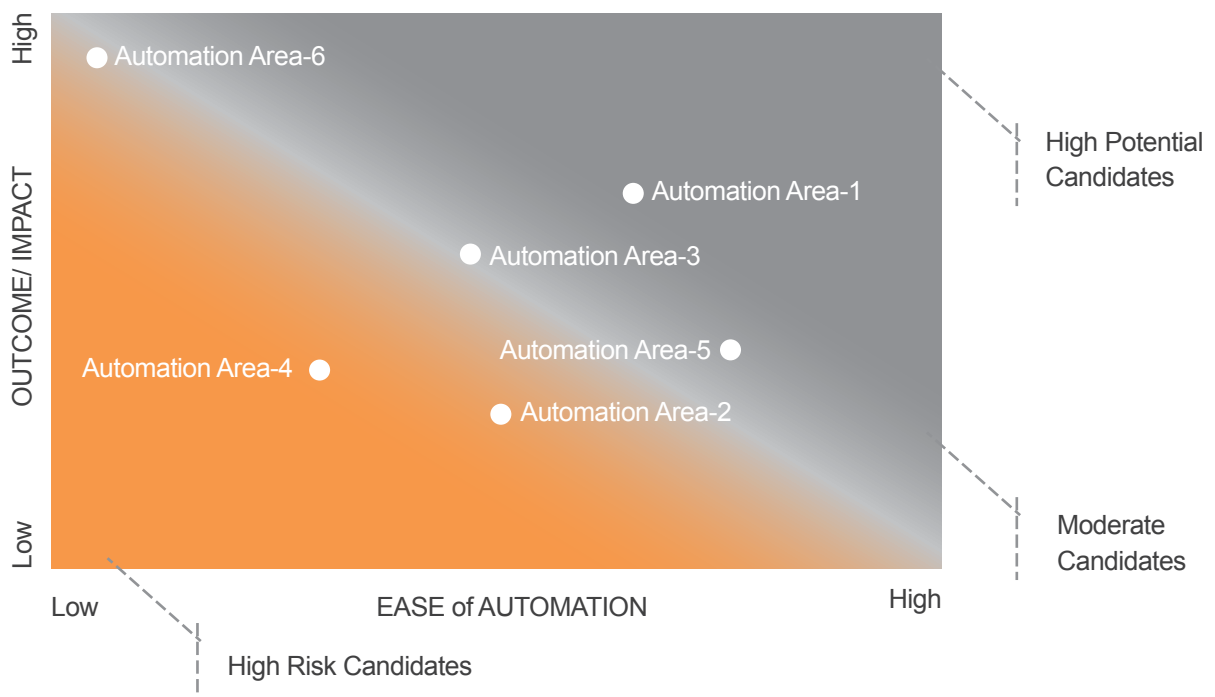
Let's discuss some of the key points of RPA implementation that play a crucial role in driving success.



### Organizational Change Management (OCM)

When organizations plan for automation, it is important that they factor in change management. For example, if an organization is implementing automation for certain back-office processes, a strong involvement of human resources is needed, to communicate employee-related changes. Unless this is done, automation implementation and process teams cannot complete automation projects as expected.

*It is necessary to use a framework with an inbuilt mechanism to calculate automation quotients for process selection. In case of Mindtree, when once automation quotients are calculated, they are further mapped to a gradient radar that clearly indicates which processes are suitable for automation and which are not. Given below is an example of a gradient map.*



## Maintenance Planning

A strong focus on maintaining/enhancing upcoming bots is integral to the success of every RPA project. Management teams need to decide if they will create an in-house RPA center of excellence (CoE) or outsource the same to some implementation vendor. In addition, proper planning for bot performance measurement is also needed so that a proper impact of bots can be measured tangible way.

*If a company wants to outsource maintenance after warranty period, all contractual obligations must be completed before bots go into production. It is always advisable to offer maintenance of bots to an implementation vendor to maintain continuity.*

## Security and Legal Planning

In many cases, poor security and legal planning become the primary cause for failure of RPA projects. As RPA bots lack decision-making capabilities and need human support for access control, proper planning is needed to secure application credentials and maintain audit logs. At the same time, software legal agreements need to be verified to check terms on human workforce usage.

*A focus on security planning during the design phase is very essential. If needed, external teams like information security and infrastructure teams should review and remove loopholes. In addition, involving a legal team to check licensing terms of software is recommended. If software license is not valid, organizing immediate discussions with vendors to ensure that the entire RPA project does not fail, is necessary.*

## Automation Design

When humans work on a process, they proactively check if anything unusual is happening in the process. But, this is not an intrinsic property of a bot.

*Automation design needs to incorporate such behaviors. For example, if a bot manages multiple invoices in a day, an extra check needs to be included in the design to check daily processing usage. If the usage exceeds certain predefined threshold limits, than the bot must automatically execute predefined actions.*

## Process Selection

This is the most popular reason for RPA project failure. If a wrong process is selected for initial Proof of Concept (PoC), organizations will not achieve proper Return on Investment (ROI).

*It is always advisable to go through a consultant for process identification. Proper assessment of multiple process needs and parameters needs to be done. Based on this result, key stakeholders should decide on the PoC process to generate a positive business case.*

## Outsourcing with Conflict of Interest

If the automation project is managed and delivered by a group that also gains financial benefits, in terms of revenue, commission, etc., from existing process execution, the group could block automation execution. Therefore, it is always advisable to create some positive competition in this space, to get a positive result.

*Evaluate company policy and provision for onboarding digital workforce as a first step. If needed, involve the corporate governance team and CXOs, to enable the entry of digital workforce into the system.*

## Automation Success Criteria Definition

What you cannot measure you cannot improve. That is why, before bots go into production, it is important to decide on all SLAs and KPIs against that bot execution.

*While as-is processes might have some associated KPIs, they cannot be used for a bot directly. Individual KPIs need to be examined carefully and benchmarks need to be modified, if required. This is one element which has to be signed-off, before moving to bot production.*

For any RPA implementation, it is very important to engage an experienced RPA consulting team who can guide the organization in its RPA journey. There are many instances where enterprises followed most of the key elements as stated above and got into a very successful RPA journey. During the start of an RPA\Automation journey, if planning is meticulously curated and the Automation CoE manages to successfully address most of the failure points, RPA will be the quickest way to generate great savings on cost and time of execution, and increase reliability of the process.

Authored by: Abhishek Mallik

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### ABOUT MINDTREE

Mindtree [NSE: MINDTREE] delivers digital transformation and technology services from ideation to execution, enabling Global 2000 clients to outperform the competition. "Born digital," Mindtree takes an agile, collaborative approach to creating customized solutions across the digital value chain. At the same time, our deep expertise in infrastructure and applications management helps optimize your IT into a strategic asset. Whether you need to differentiate your company, reinvent business functions or accelerate revenue growth, we can get you there. Visit [www.mindtree.com](http://www.mindtree.com) to learn more.