Analysis of Key Success Factors for Digital Transformation in Implementing Robotic Process Automation (RPA) at General Insurance Company PT.X

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Abstract:

PT. X is a general insurance company, has been implementing digital transformation in recent years by emphasizing three aspects: business processes, human resources, and governance and risk management. One of the strategic steps taken is the implementation of Robotic Process Automation (RPA) in business processes, especially in underwriting automation, in order to improve operational efficiency, expand market reach, and provide optimal service to customers. This study aims to identify key factors for the success of RPA implementation at PT. X. The research method used is qualitative, including interviews, observations, and data collection from stakeholders involved in the RPA project, such as strategic planners, managers, and end users. The theoretical framework used refers to the key factors for the success of RPA according to Schelgel et al. (2024), which are divided into three categories: human factors, organizational factors, and technical factors. The results of the study indicate that the success of RPA implementation at PT. X is influenced by several aspects, including: Human Factors (leadership and management support, engagement and communication, employee understanding and training, and change management), Organizational Factors (RPA strategy and vision, implementation scale and strategy, governance and organizational structure, risk management, process selection and prioritization, and process documentation), and Technical Factors (data and information security, infrastructure and technology readiness, system maintenance and development, and proof of concept). This study contributes to the understanding of RPA implementation by offering insights into the challenges and risks faced by companies or general insurance in carrying out digital transformation. The findings obtained can be used as a reference for other organizations that want to adopt RPA to improve operational efficiency and drive innovation.

Keywords: *digital transformation, robotic process automation, key success factors, general insurance. automated underwriting*

1. Introduction

In the era of digital transformation, organizations face challenges in terms of structure, strategy, and culture that drive adjustments to the digitalization process (Schelgel et al., 2024). Digitalization aims to accelerate the integration of business processes through modern technology, strengthen digital business models, and achieve optimal automation (Czarnecki & Auth, 2018). Automation technologies, such as the use of bots, enable cost savings and increase efficiency by replacing manual tasks (Ghose et al., 2021).

In the financial services sector, the drive to reduce costs and maximize data utilization is driving the adoption of automation, one of which is through Robotic Process Automation (RPA) (PWC, 2019). The insurance industry has also responded to this development to meet changing customer expectations and regulations. Globally, RPA has been shown to increase operational efficiency. Maximize Market Research (2023) noted that the market value of RPA in the insurance industry reached USD 162.39 million in 2023, with a continuing growth trend.

In 2022, PT X reformulated its business strategy which was realized through business remodeling by centralizing the acceptance, claims, and financial processes to the head office (Head Office). In 2023, PT. X strengthened its centralization efforts, one of which was through the centralization and automation of the

underwriting process by implementing Robotic Process Automation (RPA). At the beginning of the implementation, RPA was applied to three service products: Personal Accident Insurance, Motor Vehicle Insurance, and Property Insurance. Two other products are planned to be implemented in 2024, while nine other products are still in the ideation and development stage. The implementation of automated underwriting using Robotic Process Automation (RPA) has shown the ability to complete transactions faster and more efficiently compared to the manual underwriting process. The table below shows a comparison of case examples between conditions before and after the implementation of RPA:

Table 1: Example of RPA Implementation Use Cases

No.	Use Case	Transaction	Transaction Value	Processing Time
1	Process with automated underwriting	12.047	Rp. 68.513.779.982,21	2 Hours, 1 Person
2	Process with manual underwriting	6.073	Rp. 49.347.942.353,47	2 Days, 2 Persons
	Total	18.120	Rp. 117.861.722.335,68	

Source: Researcher Compilation (2024)

Although Robotic Process Automation (RPA) has been implemented, there are still obstacles in the form of errors that cause the bot to stop during the policy issuance process. This problem is caused by technical factors or inconsistencies in the parameters that have been set on the robot, so that the underwriting process sometimes requires manual intervention. This area has been identified as a part that needs improvement so that the robot's logic can function properly, so that the potential negative impact on users can be reduced, and the service continues to run optimally.
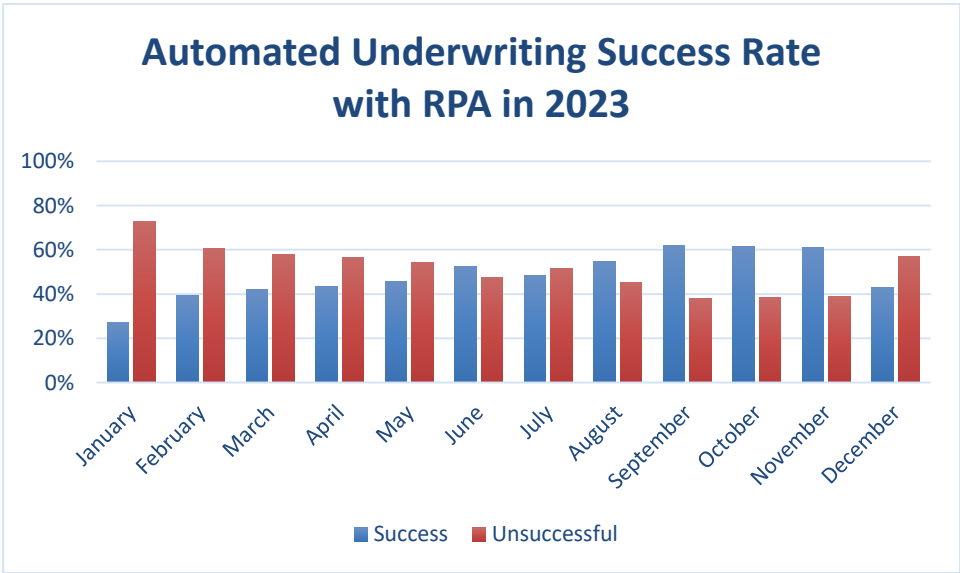

Figure 1. Automated Underwriting Success Rate with RPA
Source: Processed data, 2024

Digital transformation with Robotic Process Automation (RPA) requires attention to various success factors. The identification of business processes that can be effectively automated is the key (Schlegel et al., 2024). According to Deloitte (2019), technological readiness, employee skills, and changes in organizational culture also play an important role. Digital readiness reflects the organization's capability in adopting technology to achieve optimal vision and growth (Sukmadiansyah & Noviaristanti, 2022). Policies that support innovation and clear performance evaluation methods also contribute greatly (Crisan et al., 2023). A sustainable technology acceptance strategy is essential (Hutami et al., 2022). This study examines the implementation of RPA at PT X by highlighting the challenges and solutions that arise in the context of implementation.

The aim is to provide a basis for progressive policy making and the managerial support needed to achieve effective digital transformation. In addition, this study also contributes to the RPA literature by offering a specific perspective from the insurance industry, which is often not widely discussed in previous studies. The research questions raised include: (1) how do human, organizational, and technical factors influence the

success of digital transformation through RPA at PT X; (2) what challenges and risks are faced in the implementation process; and (3) what recommendations can be given to support the sustainability of digital transformation through RPA at the company.

2. Literature Review

Strategic Management

Every company needs a clear strategy to be used as a reference in managing business operations and designing mitigation steps that are in line with market conditions and consumer needs. The strategy aims to ensure the sustainability of the company in the long term (Putra & Pasaribu, 2023). According to David & David (2017), strategic management can be understood as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions in order to enable the organization to achieve its goals and objectives. The main focus of strategic management is to integrate various management functions from various fields, such as marketing, production/operations, and information systems, to achieve overall organizational success. The three stages of strategic management include strategy formulation, strategy implementation, and strategy evaluation (David & David, 2017). The first stage begins with defining the organization's vision and mission, and choosing the strategy that will be used to determine the end of the strategy stage. The implementation stage includes setting policies and employee motivation. The final stage, strategy evaluation, involves reviewing factors, measuring performance, and taking corrective action (David & David, 2017; Mu'thi & Noviaristanti, 2023).

Digital Transformation

Digital transformation is a strategic process aimed at improving an organization through the integration of information, communication, and computing technologies, resulting in significant changes in the characteristics of the organization (Vial, 2019). This process includes a comprehensive transformation of business processes and culture to meet changing market demands (Nasiri et al., 2020). By utilizing digital technology, companies can innovate in business models, improve customer experience, and operational efficiency (Morakanyane et al., 2017; Verhoef et al., 2021). The implementation of digital transformation requires the involvement of all levels of the organization and strategic thinking to create a flexible business model (Reis et al., 2020). Therefore, digital transformation is not only the implementation of technology, but also creating added value and sustainable competitive advantage in the digital era.

Robotic Process Automation (RPA)

Robotic Process Automation (RPA) is a technology introduced in 2012 by Patrick Geary and recognized by the European Patent Office as an innovation that can automate repetitive and high-intensity manual work (Osman, 2019). The IEEE Standards Association defines RPA as software that uses business rules to complete the autonomous execution of processes and tasks in unrelated software systems (IEEE, 2017). By minimizing human intervention, RPA improves the operational efficiency of organizations and enables the automation of various routine tasks, such as data entry, responding to emails, and extracting information from ERP systems (Hartley & Sawaya, 2019).

RPA bots work by mimicking employee actions in the system, thereby reducing the administrative workload that is not core to the business and allowing employees to focus on more strategic activities (Januszewski et al., 2021). This approach not only increases productivity but also reduces human error, making RPA a very valuable tool for organizations. RPA offers a huge potential return on investment, making it a critical innovation in the modern business world (Hal Likainen et al., 2018). With its effective and efficient way to optimize business processes, RPA catalyzes digital transformation, helping organizations adapt to changing market demands and increase their competitiveness in the digital age. Thus, RPA becomes a strategic solution that supports organizational growth and sustainability.

Change Management

Change management is a systematic approach to managing change within an organization, which is essential for adaptation and growth in a dynamic business environment. One of the theories often used in change management is the Lewin Model, developed by Kurt Lewin. This model consists of three stages: Unfreeze, Change, and Refreeze (Burnes, 2020). In the Unfreeze stage, the organization modifies the status quo by providing information about the need for change and reducing resistance. The Change stage involves

implementing new ideas or practices, which may include changes in structure, technology, or business processes. Finally, the Refreeze stage aims to integrate the change into the existing system, ensuring continued adoption and consolidation of the change. By following this model, organizations can be more effective in managing change and achieving desired results.

Risk Management

Enterprise Risk Management (ERM) is a comprehensive process involving all levels of an organization, including the board of directors and management, to identify and manage risks within acceptable tolerance limits (Moeller, 2016: 153-154). ERM supports the achievement of organizational goals by assuring structured risk management. Risk management is very important in facing uncertainty and rapid change in the industrial era 4.0, as well as supporting sustainable growth through the creation of economic, social, and environmental value.

In practice, risk management covers four main aspects, namely: uncertainty, events, future orientation, and their relationship to goals and benefits. One commonly used tool is the Risk Assessment Matrix, which classifies risks based on their probability and impact, from low to extreme (ISO 31000). Risks with high impact and probability are categorized as extreme and require priority handling, such as in-depth analysis and process control. Meanwhile, risks with low probability and small impact can be ignored, and moderate risks can be handled quickly with alternative plans. This approach allows organizations to manage risks proactively and strategically.

Key Factors for Successful Adoption of Robotic Process Automation (RPA)

Key factors for the successful adoption of Robotic Process Automation are those that contribute to the successful implementation of RPA technology. Important factors that must be considered for RPA implementation to achieve success. Schlegel et al. (2024) identified factors that contribute to success through literature review and empirical research. Key factors are classified into 3 three) factors, namely human factors, organizational factors, and technical factors.

3. Research Methods

The framework of thought in this study departs from the formulation of research questions and describes the relationship between the concepts applied. Referring to the theory of Strategic Management, the key factors for success in implementing RPA are included in the Strategic Implementation process, namely the phase in which the designed strategy is transformed into concrete steps.
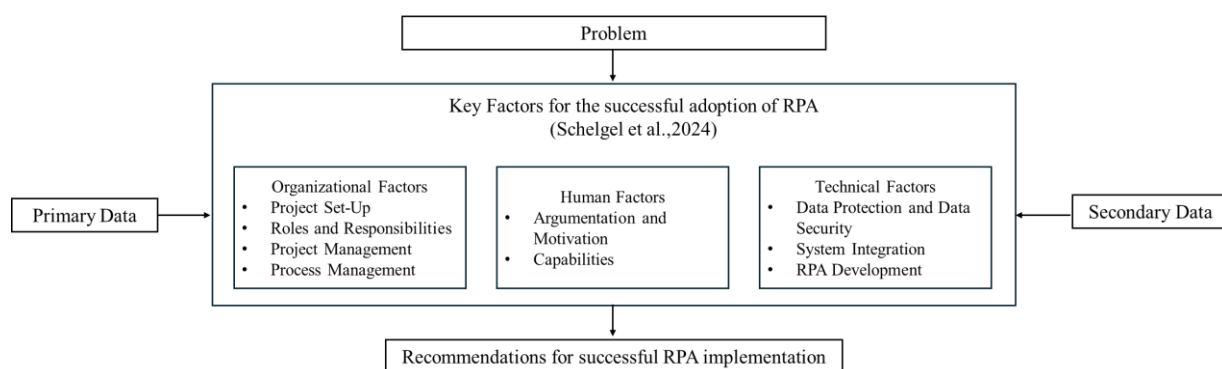

Figure 2. Research Framework
Source: Processed data, 2024

This study uses the Qualitative Analysis method according to Creswell, combined with validation through triangulation, in order to gain a deep understanding while ensuring the validity of the research results. Creswell's qualitative analysis is carried out through three main stages: data reduction, data presentation, and conclusion. At this stage, qualitative data is broken down into smaller parts, such as themes or categories, then presented in the form of narratives or quotes, and then interpreted to formulate conclusions. The triangulation validation process is carried out by collecting data from three different sources, namely interviews, observations, and documentation, to confirm the validity and consistency of the research results. Through this approach, the study seeks to minimize bias, increase the reliability of findings, and provide a

more comprehensive picture from various perspectives and methods. The main focus of this study is to conduct an in-depth case analysis related to digital transformation through the implementation of robotic process automation technology, using purposive sampling involving 8 participants from various RPA knowledge and experience backgrounds. Data were collected through a comprehensive research method and analyzed using descriptive techniques. Details of the variables studied can be found in the operational data of the variables listed in Table 2.

Table 2. Operational Variables

Variables	Questions	Question Code
Human Factors		
Involve all employees, management, and stakeholders in the early stages of introducing RPA technology.	What are the roles of employees, management, and stakeholders in RPA implementation?	A1
Convincing employees, management, and IT about the benefits of RPA	How can we convince employees, management, and IT about the benefits of RPA and support RPA implementation?	A2
Actively communicate openly and transparently the benefits of RPA implementation to employees, management, and stakeholders.	What steps are taken to help employees understand the impact of RPA implementation on employee productivity and work-related issues?	A3
Providing knowledge about RPA technology	What can management do to ensure employees have the same understanding of RPA technology?	A4
Providing knowledge about business processes within the company	What steps can be taken to help employees develop knowledge of business processes in the company and align RPA with business processes?	A5
Train and develop the skills needed by employees.	To what extent is the training and skills development provided able to meet the skills needs of employees when facing the implementation of new technologies such as RPA?	A6
Organizational Factors		
Establish a clear and well-defined vision.	How does the organization develop and align the RPA implementation vision with the overall strategic goals of the company?	B1
Developing clear strategies and setting targets	How do organizations develop strategies and set clear targets for RPA implementation?	B2
Ensuring clear planning and clear objectives for the automated business case	How do organizations plan clear objectives in automated business cases?	B3
Clearly determine the parties involved and responsible in each department.	How can we ensure that every department involved is accountable for the success of RPA implementation?	B4
Using external parties to enhance the company's capabilities and knowledge	What is the role of external RPA parties in providing the company's capabilities and knowledge in implementing RPA?	B5
Creating a center of excellence centered on resources and knowledge	How is RPA implemented in the long term, specifically related to the activation of centers of excellence?	B6
Implementing risk management in RPA projects	How do organizations manage risk during RPA projects?	B7
Optimizing resources with good planning	What approach or strategy does the organization use to allocate resources to support the success of RPA implementation?	B8

Identify the key processes to be automated.	How do organizations identify key processes that are most appropriate to automate using RPA?	B9
Create process documentation and knowledge database.	How is the process of creating documentation and managing knowledge databases carried out to support RPA implementation in companies?	B10
The suitability of process selection for RPA is based on automation potential, cost efficiency, and time savings.	How do organizations assess the suitability of selecting business processes for RPA automation, specifically with regard to automation potential, cost efficiency, and time savings?	B11
Ensuring applications and systems are compatible with RPA Technology	How do organizations ensure that existing applications and systems are compatible with the RPA technology to be implemented?	B12
Technical Factors		
Ensuring data security is protected from data leaks	How do companies secure data from potential leaks during and after RPA implementation?	C1
Integrating RPA into enterprise system data	How does your organization integrate RPA technology into the company's existing data systems?	C2
Optimizing existing IT infrastructure	What steps are taken to optimize the IT infrastructure in order to facilitate effective RPA implementation?	C3
Selecting a vendor that suits your company's needs	What is the role of the vendor, and what are the main considerations in selecting the RPA vendor used by the company?	C4
Make sure RPA is tested properly.	How do organizations ensure that RPA is properly tested before being fully implemented in an operational environment?	C5
Planning ongoing maintenance and updates for RPA	How do you plan long-term maintenance and updates for RPA systems?	C6
Creating a proof-of-concept (PoC)	How does your organization use proof of concept (PoC) in the early stages of RPA implementation to evaluate the viability of the technology?	C7

Source: (Schelgel et.al.,2024)

In this study, various variables will be analyzed comprehensively through a case study at PT. X. The data collection process was carried out by interviewing a number of informants who have diverse knowledge backgrounds, covering strategic, operational, and user perspectives. The characteristics of the informants can be seen in Table 3, which contains details of the informant profiles.

Table 3: Characteristics of the Sources

Interviewee	Knowledge Area	Company	Question
N1-RP	Have strategic insight into policies and processes	PT. X	All
N2-RD	Have strategic insight into policies and processes	PT. X	All
N3-HW	Have technical knowledge of technology and systems integration	PT. X	All
N4-RS	Have strategic insight into policies and processes	PT. X	All
N5-AN	Have strategic insight into policies and processes	PT. X	All
N6-RK	Have insight as a user	PT. X	All
N7-HM	Have insight as a user	PT. X	All
N8-RG	Have insight as a user	PT. X	All

Source: Researcher Compilation (2025)

In qualitative studies, the data analysis process consists of several stages designed to gain an in-depth understanding and interpretation of the information that has been collected. The initial stage begins with transcribing the data, which involves changing the results of interviews, observations, or documents from audio or visual form into written scripts. After the transcription process is complete, the next step is to code, where each relevant piece of data is labeled or placed in a specific category. This coding helps researcher group and organize data, making it easier to find patterns and draw meaningful conclusions from the existing qualitative data.

4. Results and Discussion

4.1 Transcript

The first stage of this study was to transcribe all the data that had been collected, both from interviews, observations, and documents. The implementation of interviews was adjusted to the availability of time from the respondents, where some were conducted online and others were conducted face-to-face. A total of 25 questions were asked of 8 informants, so 200 interview answers were collected and reviewed for all aspects of key success factors (Schelgel et al., 2024).

In analyzing the results of observations that have been transcribed, it is important to understand the role of observation as a significant tool in qualitative research. This transcription process converts observed events into written form, thus facilitating further analysis. Thus, observation transcripts are not only documentation, but also a crucial stage in qualitative research because they provide the depth and context needed for a comprehensive understanding (Table 5).

In addition, document transcription allows researchers to examine and capture the meaning and context contained in the written material. In this study, in addition to interviews with respondents, relevant supporting documents were also used as additional data sources.

4.2 Grouping by Category

At this stage, the collected data is grouped into more general and appropriate categories in order to gain a deeper understanding of the patterns and themes that emerge. This process aims to provide a richer interpretation. Details of the categorization based on the results of the coding and theme identification process can be seen in Table 4.

Table 4: Categorization Results

Human Factors	Organizational Factors	Technical Factors
Leadership and Management Support	RPA Strategy and Vision	Data and Information Security
Engagement and Communication	Implementation Scale and Strategy	Infrastructure and Technology Readiness
Employee Understanding and Training	Governance and Organizational Structure	Maintenance and Development
Change Management	Risk Management	Proof of Concept
	Process Selection and Prioritization	
	Process Documentation	

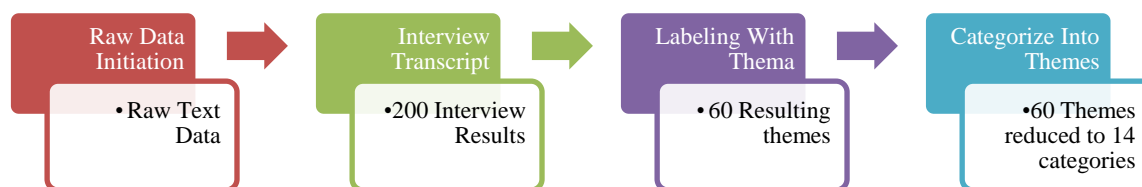*Source: Researcher Compilation (2025)*

Figure 3: Data Processing Resume

Source: Processed data, 2025

4.3 Validation

This study validates the data through member checks and triangulation. Member check is done by clarifying with informants to ensure the accuracy of the researcher's interpretation. Meanwhile, triangulation compares data from interviews, observations, and documents to strengthen the accuracy, credibility, and validity of the

findings, as illustrated in Table 5 below:

Table 5: Triangulation Verification

No.	Key Success Factors	Interview	Observation	Documentation	Essence
1	Human Factors	• Top management provides strong support for RPA implementation through strategic roles such as providing direction, setting parameters, decision-making, and ensuring alignment with business needs and regulations. This support is also realized through cross-unit collaboration and response to user needs, thus creating a solid foundation for successful RPA implementation. • To improve employee understanding and knowledge of RPA, several efforts are made, such as training and socialization. Socialization is carried out to provide knowledge about changes, goals, and benefits of RPA for the company.	• President Director of PT. X said when receiving the TOP Leader on Digital Implementation 2023 award that this award shows strong commitment, support, and leadership in directing the company towards the implementation of more advanced information technology and digitalization. The Head of the Jury for the Top Digital Award 2023 stated that PT. X's excellence in innovation and digital transformation in improving services to all consumers includes implementing Robotic Process Automation (RPA), Virtual Claim Management (VCM), Virtual Account System (SIVA), Centralization and Automation of underwriting, claims, and financial processes, and E-Marine Applications. • Routine socialization carried out by the Underwriting Group together with the Information Technology Group to users in the Business Units discussing Terms and Conditions and technical instructions for the use of underwriting automation. • Establishment of a Learning & Development Unit in the Human Resources Group, which carries out competency development through training/education, and implementation of the Company culture, especially change management.	• Company Work Plan and Budget (RKAP). In the 2022 RKAP, RPA was designated as one of the key programs in the Digital Readiness initiative, which confirms the strategic role of RPA as the main application to support operational efficiency in the Back Office line. This commitment continues in the 2023 and 2024 RKAP, where RPA is not only maintained but also strengthens its position as a strategic enabler for the company. •SK.026/DMA/III/2025 Concerning Underwriting Automation Policy regulates the steps for successful implementation of RPA, one of which is through training and socialization. Training and socialization are carried out to ensure a thorough understanding of the processes, features, and main functions of the RPA used.	Top management plays a strategic role in supporting digital transformation through RPA implementation.
2	Organizational Factors	• There is a study or analysis first about the benefits that can be obtained, while identifying the risks that may arise. The planning process involves discussions with various	• Collaboration between Underwriting and Information Technology Groups in ensuring the success and development of RPA and support across other Groups, such as the Project Management Office	•SK.026/DMA/III/2025 Regarding Underwriting Automation Policy regulates related parties and collaboration of various Groups to	• RPA is implemented in a planned manner with benefit and risk analysis, involving various units

		units/Groups to identify needs and simplify the process. • Management has appointed a PIC in each related unit, and they have also prepared a Business Requirement Document. Their involvement starts from the preparation of requirements to the user acceptance test stage. After that, each milestone achieved is reviewed by all parties involved. • The vision of RPA implementation must be formulated together with the Company's big goals. The RPA vision is clear, and it is in line with this system, which is to simplify business processes.	(PMO). • The selection of processes that can be automated is based on the results of automation needs, and the processes selected for automation include: premium quote creation, risk scoring, policy acceptance, and policy issuance. • Company RKAP 2022 and 2023	ensure the success and effective acceptance of RPA. In developing and implementing RPA, applicable company regulations guide the company in ensuring that underwriting automation initiatives are in line with the company's strategic and operational objectives.	from the beginning to the final test. The automation process is focused on core underwriting activities that are in line with the company's vision.
3	Technical Factors	• The company has an ISO certificate for the management of data confidentiality. One way that organizations secure data from potential data leaks during and after RPA implementation is by updating both software and hardware, and limiting access to pirated software that has the potential to be infiltrated by irresponsible parties. • There are SIT (System Integration Test) and UAT (User Acceptance Test) stages to ensure that there is sufficient testing before RPA is implemented in the operational environment. • Routine maintenance is scheduled every three months. Adjust updates if there are changes in business processes, monitor bots regularly to detect errors, and create an automatic notification system. Routinely check the vendor version and immediately upgrade if	• In the context of cybersecurity, Jasindo implements ISO/IEC 27001:2013 (2017-2023), upgrade version ISO/IEC 27001:2022, Law No. 27 of 2022 concerning Personal Data Protection, preparation of personal data protection policies for company systems/applications, and Zero Thrust Security assessment. • The Underwriting Group and Information Technology Group conduct trials on the selected automation processes using representative data to verify that the system is operating according to the established parameters. •SK.026/DMA/III/2025 Regarding Underwriting Automation Policy point F Monitoring and Evaluation states that the implemented RPA must be monitored periodically at least every 3 (three) months or more often if needed, to ensure its performance is in accordance with the objectives that have been	• Establishment of Computer Security Incident Response Team (CSIRT), No. SK.017/DMA/VIII/2023. The establishment of this team is to handle cybersecurity incidents, including coordination with Holding IFG, third parties, and reporting to regulators. • Information Technology governance policy for 2022, with No. SK.27/DMA/VIII/2021 Add I contains guidelines for managing IT processes referring to Per-2/MBU/03/2023 and COBIT 2019 best practices.	•The company implements data and cybersecurity standards through ISO certification and internal policies. RPA implementation is carried out with thorough testing, routine maintenance, and regular monitoring.

there is a more stable version.	set. Meanwhile, evaluations must be carried out periodically at least every 6 (six) months or more often if needed, especially if there are changes or updates to the provisions of the regulator.

4.3 Discussion

In order for the analysis results and findings to be easier to understand, the researcher created infographics that summarize complex information into simpler forms. Thus, readers can grasp the core information more quickly and clearly. The infographics used in this study can be seen in Figure 4 below.
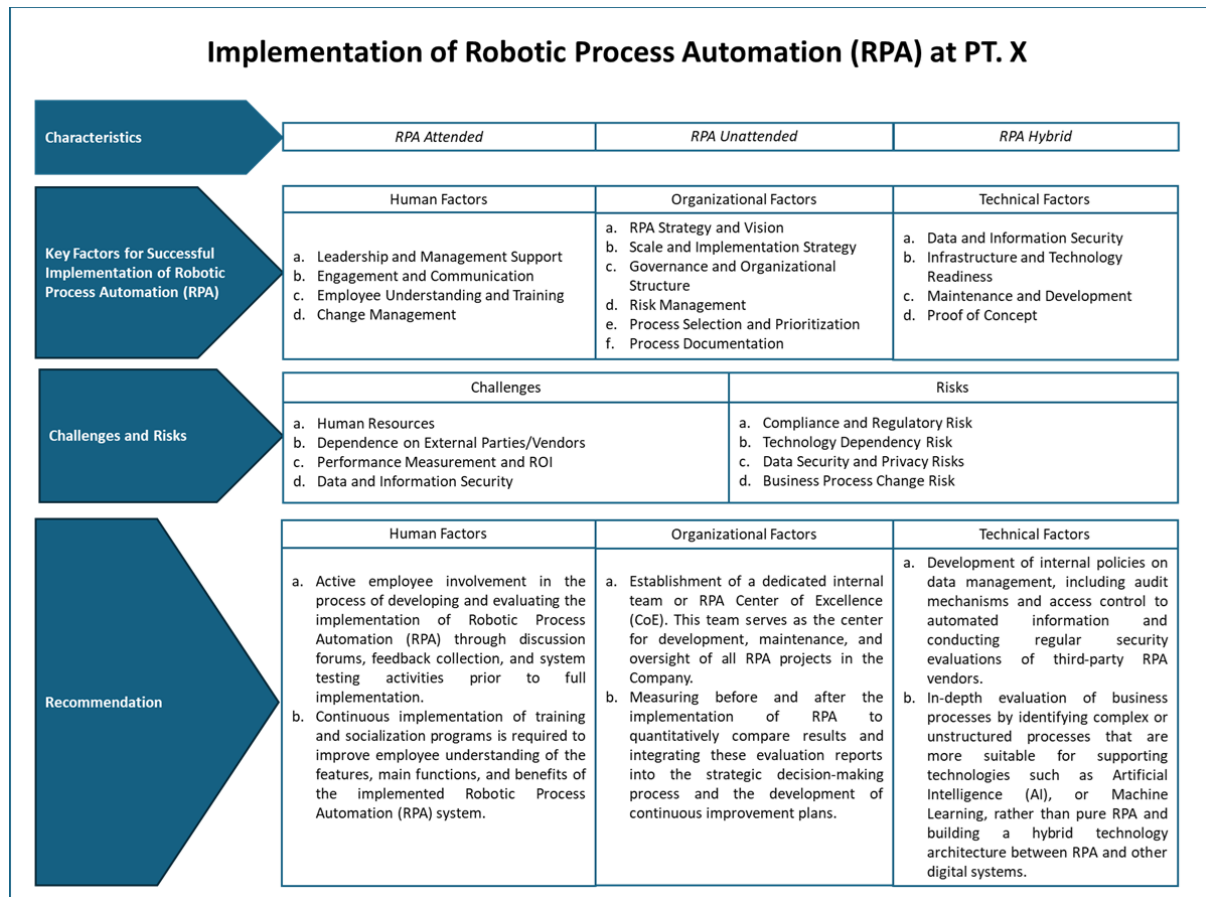

Figure 4: Infographics of Digital Transformation Research Results on RPA Technology Implementation at PT. X
Source: Processed data, 2025

In the Digital Transformation efforts carried out by General Insurance PT. X, previous analysis has found a number of key factors that determine the success of the implementation of Robotic Process Automation (RPA), as well as identifying aspects that still need improvement. To bridge these shortcomings, several recommendations have been put forward, including: (1) Active employee participation in the development and evaluation of the implementation of Robotic Process Automation (RPA) is important through discussion forums and collecting input. This involvement can be analyzed through Focus Group Discussions (FGD) to build cooperation between stakeholders (Sujtipto, 2019). (2) Employee understanding of RPA features and benefits is improved through continuous training and socialization, covering technical aspects and affected business processes. The effectiveness of training is measured through pre-tests, post-tests, surveys, and in-depth interviews (Danusaputro et al., 2024). (2) To improve the sustainability of RPA, PT. X should form an internal team or Center of Excellence (CoE) as a center for development and supervision (Syed et al., 2020). Pre and post-implementation RPA measurements are important to evaluate ROI and support strategic decision-making (Patri, 2020). (4) Technically, PT. X needs to formulate a data management policy, including audit and access control, as well as periodic RPA vendor security evaluations (Alharthi et al.,

2017). Business process evaluation before automation is needed to identify processes that are suitable for AI or Machine Learning, as well as to build a hybrid architecture to increase efficiency (Ubert & Alcala, 2020).

5. Conclusion

The study of the main factors that determine the success of digital transformation through the implementation of RPA technology in the General Insurance company PT. X includes several important aspects. In terms of human factors, crucial components include leadership and management support, engagement and communication, employee understanding and training, and change management. Meanwhile, from the organizational side, significant aspects include RPA strategy and vision, implementation scale and strategy, governance and organizational structure, risk management, process selection and prioritization, and process documentation. On the technical side, things that need to be considered include data and information security, infrastructure and technology readiness, system maintenance and development, and proof of concept. All of these factors are integrated into a comprehensive framework for evaluating the success of RPA implementation in the organization.

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