



# **Scaling an RPA program without compromise**

**Blue Prism Café Webinar**

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Is it possible to scale intelligent automation quickly without compromising high performance, high quality, resilient digital workers, overall code quality & integrity, and fast delivery?

Is it also possible to scale an RPA program during a global pandemic?

***In just 1 year Sysco grew from a small team to an enterprise-wide program, from 3 digital workers to over 45, all while dealing with the impacts of Covid-19.***



# How it all began...



We started as a small, proof of concept team - a group of hand-selected high performers to explore RPA and see if it could work at Sysco.



"How do we go about building resilient bots that will become essential partners to every area of our business?"



# STARTING POINT

- ❖ **Learn Blue Prism**
- ❖ **Set up RPA Platform & Infrastructure**
- ❖ **Understand how to develop GOOD bots**
- ❖ **Create RPA team processes & procedures**
- ❖ **Focus on automations for 1 area of our business (SBS – centralized services)**



What values are important to us?

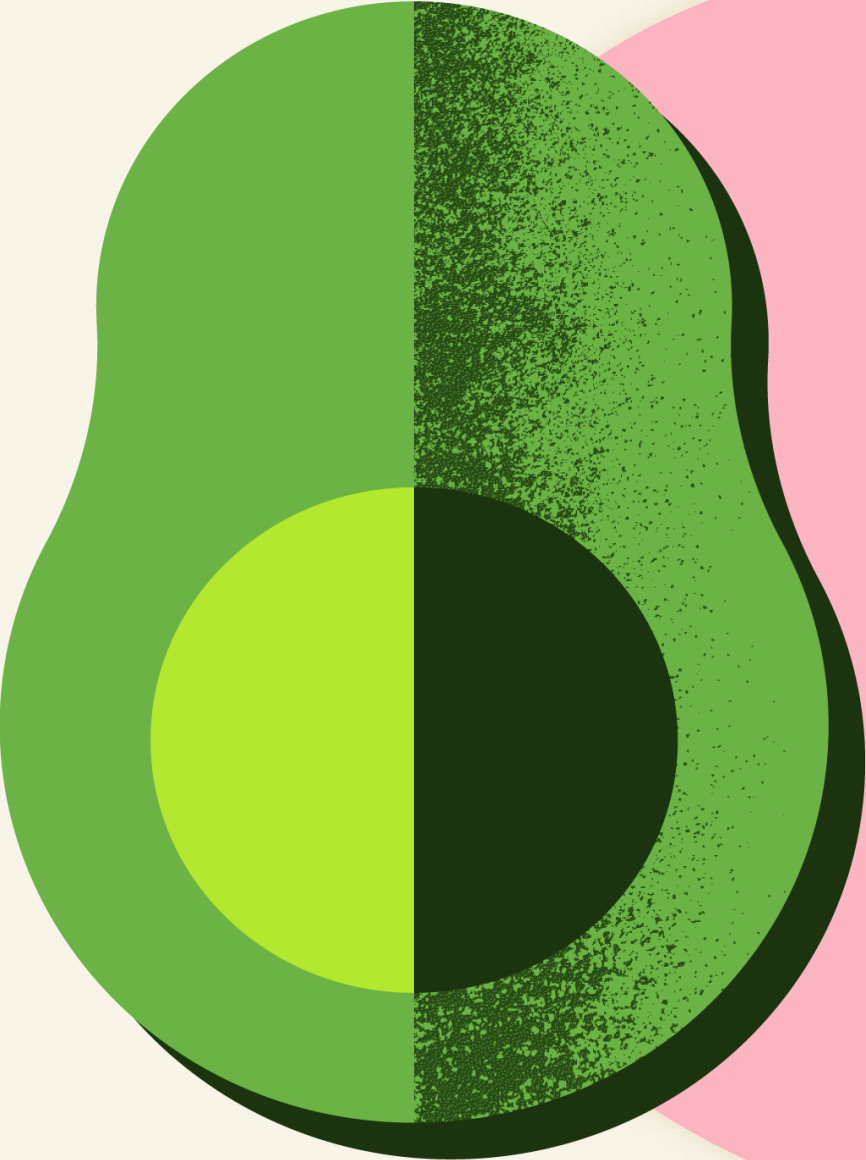
**What do we  
want to be  
known for?**







- **HIGH PERFORMANCE ✓**
- **HIGH QUALITY ✓**
- **RESILIENT DIGITAL WORKERS ✓**
- **OVERALL CODE QUALITY & INTEGRITY ✓**
- **FAST DELIVERY ✓**

An abstract graphic on the left side of the slide. It consists of a large, irregular green shape with a smaller, solid lime-green circle inside it. The green shape is divided vertically: the left half is a solid medium green, and the right half is a darker green with a stippled or textured pattern. The entire graphic has a slight drop shadow.

How do we set ourselves  
up for success?

# RPA CoE Structure

# Structuring the CoE for Success

We structured our CoE into 2 interconnected teams & formed a  
**CRITICAL PARTNERSHIP**

## Service Management & Capabilities Team

### Responsible for:

- ❖ Project discovery & assessment
- ❖ Business case creation
- ❖ Project approval
- ❖ Process mapping & project artifact creation
- ❖ Building automation pipeline
- ❖ Business case alignment & metrics

## RPA Business Technology (BT) CoE

### Responsible for:

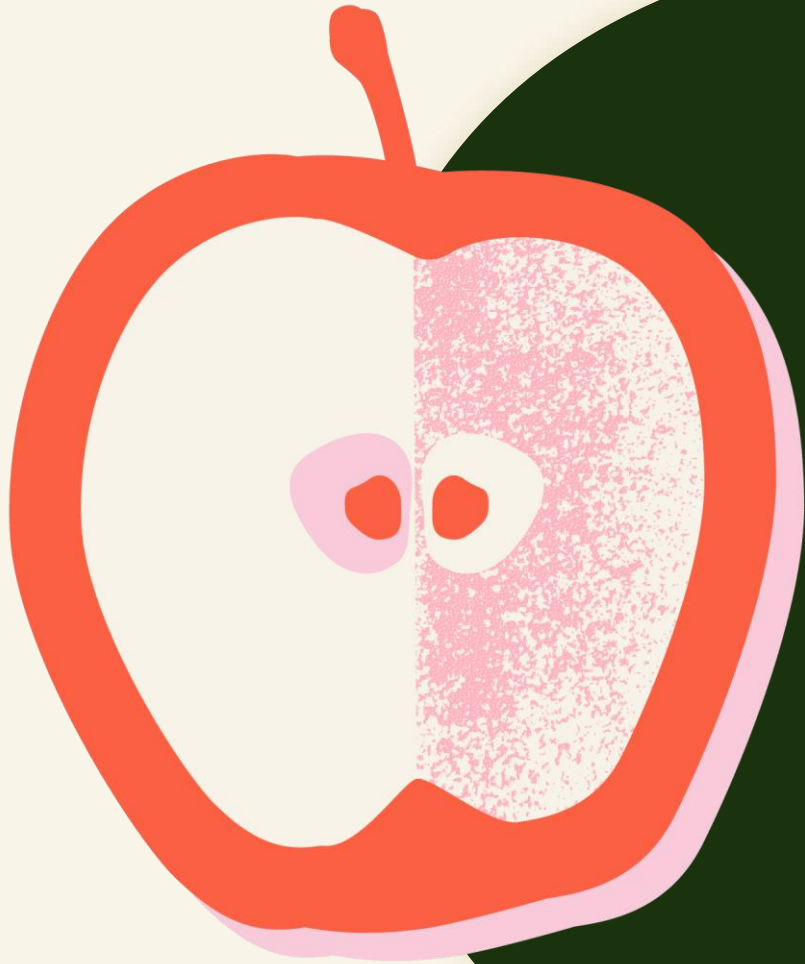
- ❖ Technical Assessments
- ❖ Solution Design
- ❖ Bot development & coding
- ❖ Bot testing
- ❖ Production deployment
- ❖ Control Room management
- ❖ Tracking & Metrics
- ❖ Maintenance & Support





**ESTABLISHED  
A "POD" STRUCTURE**

- ❖ **1 Lead**
- ❖ **2 Developers**
- ❖ **Allows for focused development**
- ❖ **Accommodates self organization (Agile!)**



**RESULTS...**

# IT WAS WORKING...



## SYSCO'S BT CoE:

- A solid team of 9 members
- Well defined processes & procedures
- A bot library of 12 Digital Workers
- Nimble & Flexible Infrastructure
- LET'S CELEBRATE with some VR!





# WHAT IS NEXT...

- ❖ Embarking on a new year, time to plan for growth & federation
- ❖ Research based growth strategy – steady growth plan
  - ❖ Over next 2-3 years we would fully federate to
  - ❖ Determine the next segment expansion by
  - ❖ Intentionally grow development team



## TEAM

- Onboard new team members
- Level everyone up
- High team standards to meet these
- Document team processes and expectations

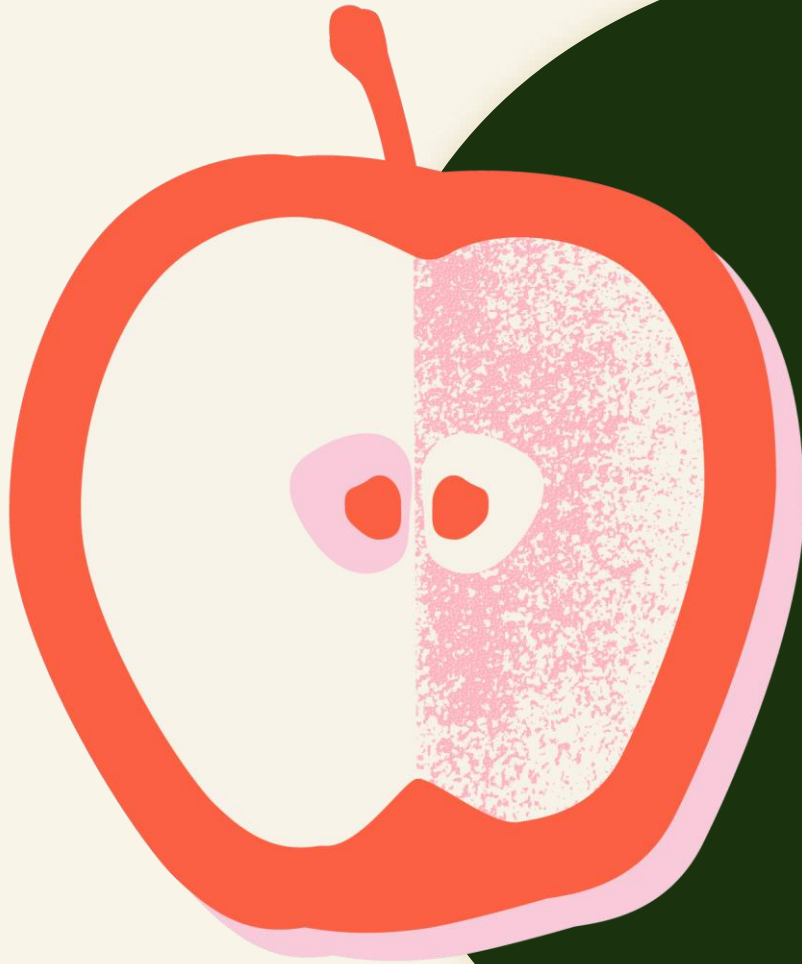
CORONAVIRUS (COVID-19)



# Our New COVID Reality

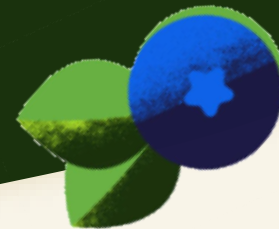
- Automation is a critical need in all areas of the enterprise
- Our expansion plan was accelerated significantly
- Time to put our plans & theories into action!





THE CHALLENGE:

**How do we  
grow and keep  
our core values  
intact?**



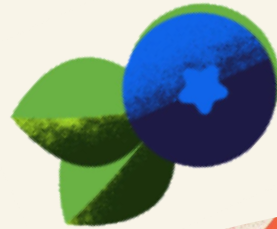
CORE VALUES:

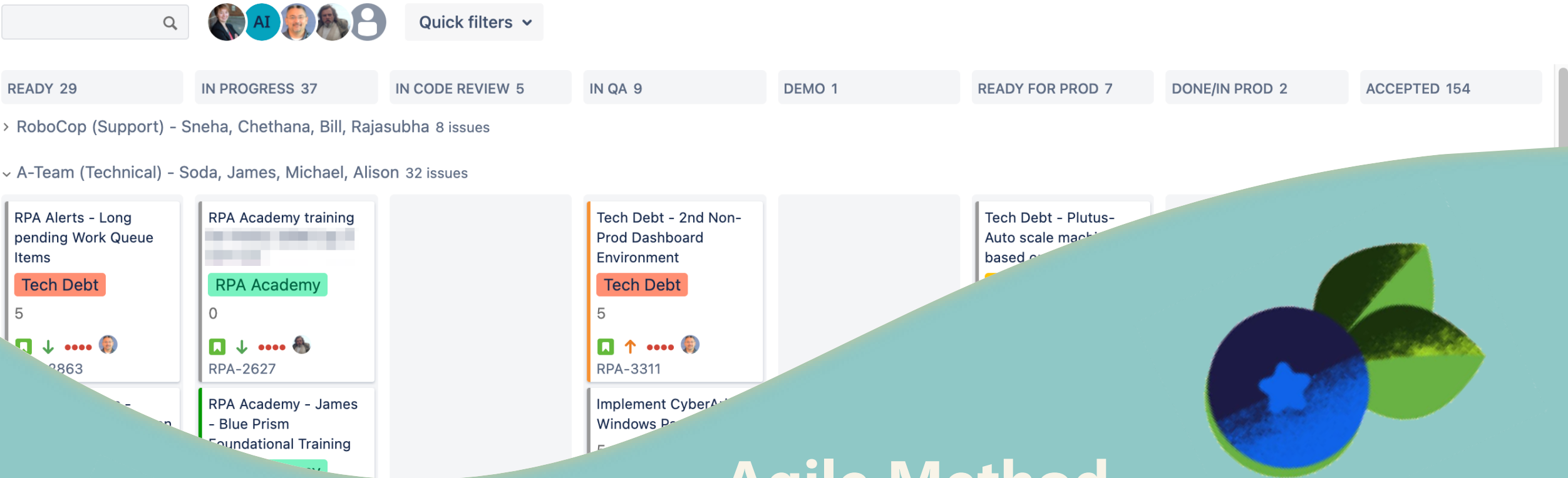
1. High Performance
2. High Quality
3. Resilient Digital Workers
4. Code Quality / Integrity
5. Fast Delivery



PILLARS TO  
UPHOLD OUR VALUES:

1. **Be Agile**
2. **Code Standards**
3. **Knowledge Transfer**





# Agile Method

An iterative approach to project management, delivering work in small increments.


Requirements and plans are continuously evaluated, allowing quick response to change.

## PILLARS FOR VALUES:

1. **Be Agile**
2. Code Standards
3. Knowledge Transfer



## Benefits of Agile

- 
- ✓ **KEEPS USERS INVOLVED**
  - ✓ **TIGHT FEEDBACK CYCLES**
  - ✓ **DELIVERABLE FEATURES WITH EACH DEMO**

PILLARS FOR VALUES:

1. **Be Agile**
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3. Knowledge Transfer



A decorative graphic on the left side of the slide features three green leaves with a dark green, textured pattern. Below the leaves is a blue circle with a white star in the center. The entire graphic is set against a light blue background that has a subtle, darker blue star pattern.

# Code Standards

Why have code standards?

- ✓ Consistency in structure
- ✓ Easier to understand
- ✓ Fewer bugs
- ✓ Easier maintenance & future development

PILLARS FOR VALUES:

1. Be Agile
2. **Code Standards**
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## How to enforce standards

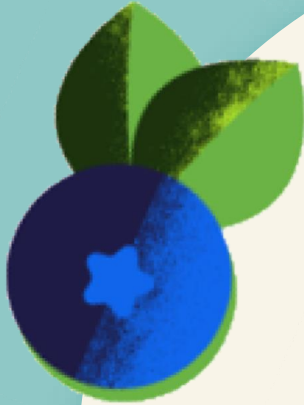


- **Code Linters**
- **Code Reviews**
- **Pair & Mob Programming**



### PILLARS FOR VALUES:

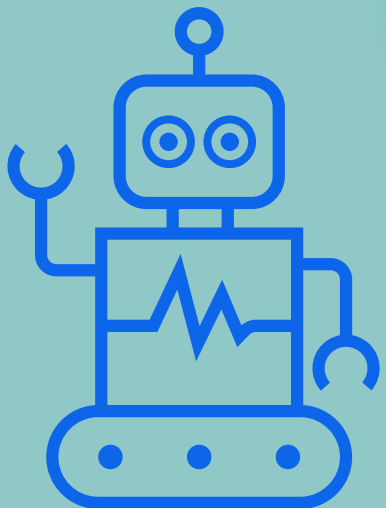
1. Be Agile
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## 1. Code Linters

**Automated checking of  
source code for programmatic  
and stylistic errors.**

*A code linter is a static code analyzer.*



### PILLARS FOR VALUES:

1. Be Agile
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Code linter for Blue Prism?

# RoboReview





## 2. Code Reviews

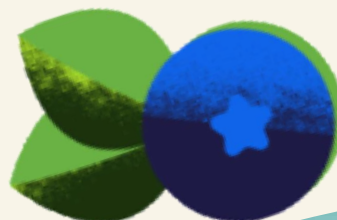
*Require code reviews  
before deployment.*

- ✓ **Technical quality?**
- ✓ **Meets user needs?**

PILLARS FOR VALUES:

1. Be Agile
2. **Code Standards**
3. Knowledge Transfer

### 3. Pair & Mob Programming



#### PILLARS FOR VALUES:

1. Be Agile
2. **Code Standards**
3. Knowledge Transfer

The slide features decorative elements on the left and right. On the left, there are two large green leaves and a large blue berry with a white star in the center. On the right, there is a smaller blue berry with a white star and two green leaves. The background is a light blue wavy shape.

# Knowledge Transfer

*Also called "KT"*

**How do we build a team that can support any bot that we create?**

## PILLARS FOR VALUES:

1. Be Agile
2. Code Standards
3. **Knowledge Transfer**



# Knowledge Transfer

1. **Code Reviews**
2. **Code Standards**
3. **Hand-Off KT**
4. **Weekly Tech Tip**
5. **Documentation**



## PILLARS FOR VALUES:

1. Be Agile
2. Code Standards
3. **Knowledge Transfer**

# Tech Tips

- ✓ Randomly assigned weekly
- ✓ Encourage learning new tools
- ✓ Encourage idea sharing
- ✓ Knowledge transfer
- ✓ Everyone can Level Up!



*The more we are empowered and educated,  
the higher performing our team can be.*

## PILLARS FOR VALUES:

1. Be Agile
2. Code Standards
3. Knowledge Transfer

- Desktop API and RPA SUS Tool  
0 0 6/2/2021  
Annu explains the RPA SUS Tool and how to use it via the D...
- Tech Tip: View Data Item Watches**  
4 0 0 5/26/2021  
Annu shows us how to use Blue Prism's "View Data Item Watches" fea
- Tech Tip: Tesseract**  
2 0 0 4/14/2021  
Jack gives an overview of using Textract and Tesseract on AWS.
- Tech Tip: WFF Summary**  
5 0 0 4/7/2021  
Kim recently attended the WFF conference (Women's Foodservice For...
- Tech Tip: PDF Manipulation**  
3 0 0 3/31/2021  
Emmanuel shows us the Digital Exchange and some additional actions avai
- Tech Tip: Collection Manipulation**  
1 0 0 3/24/2021  
Onika reviews some options for collection manipulation in Blue Prism.
- Tech Tip: Exceptions**  
3 0 0 3/17/2021  
Will reviews exception handling in Blue Prism.

## Standards & Templates



Created by Alison Major

Last updated: Feb 26, 2020 • Version comment • 24 people viewed

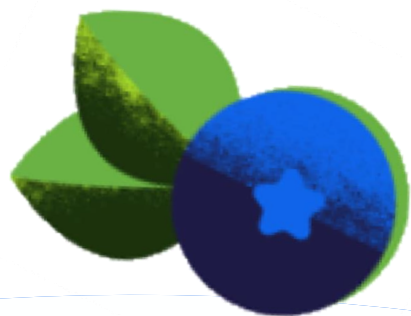
### Templates

- [Project Name] - Solution Design Document
- [Project Name] - Project Overview
- Story Writing Guidelines

### How to Copy from a Template

These steps walk through how to make a copy from a page in Confluence. This is used in Confluence. Find our project templates at the [Standards & Templates](#) page.

1. To make a copy of a Confluence page, click on the 3 dots at the top-right of the p



Attachments (7)

Page History

Restrictions

Page Information

## Documentation

✓ **STANDARD**

**TEMPLATES**

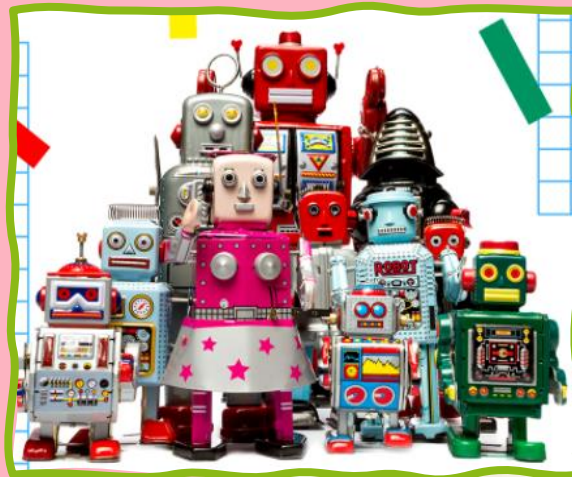
✓ **SIMPLIFIES KT**

✓ **EMPOWERS OTHERS**

✓ **RECORDED SESSIONS**

RPA SUPPORT

# How do we manage all of these bots?





# Establishing a Support Model

As planned with our Covid Snapback response, we had been delivering 4-5 bots every 4-6 weeks.

## DEDICATED POD

Established a pod of 4 solely dedicated to supporting our bots

No delivery responsibilities

Half onshore

Half offshore

## BOT KNOWLEDGE

This pod would need significant KT of every bot we deploy.

Documentation is CRITICAL

Standardized templates with key points

Lead sign off

## MANAGEMENT

Service Now

JIRA integration

Support Dashboard

RPA Alerts & email notifications

On call scheduling

## METRICS & REPORTING

Evolving process

Service Now Reporting

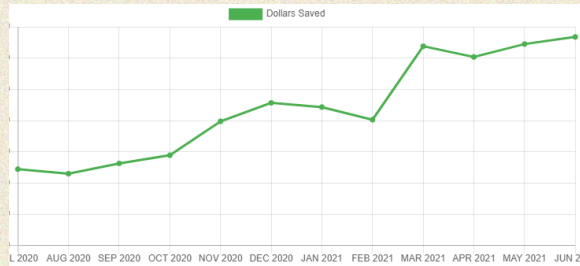
Weekly & Monthly Trends & Metrics





# TODAY...

- ❖ More than 5.1 M transactions to date
- ❖ More than 200,000 hours of productivity given back to the business

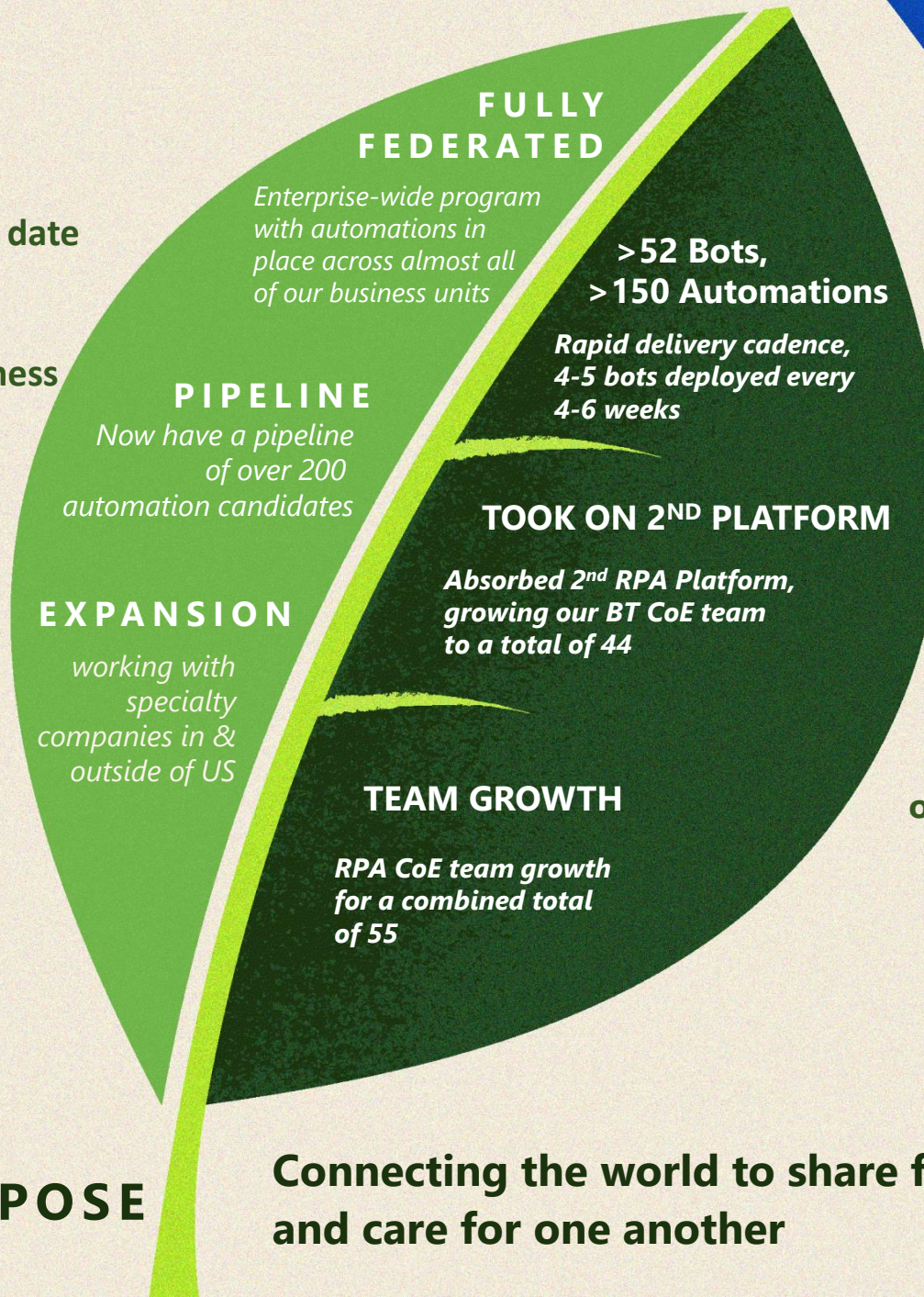


## ESSENTIAL TOOLKIT



## PURPOSE

Connecting the world to share food and care for one another



### FULLY FEDERATED

Enterprise-wide program with automations in place across almost all of our business units

>52 Bots,  
>150 Automations

Rapid delivery cadence,  
4-5 bots deployed every  
4-6 weeks

### PIPELINE

Now have a pipeline of over 200 automation candidates

### TOOK ON 2<sup>ND</sup> PLATFORM

Absorbed 2<sup>nd</sup> RPA Platform, growing our BT CoE team to a total of 44

### EXPANSION

working with specialty companies in & outside of US

### TEAM GROWTH

RPA CoE team growth for a combined total of 55



## GOING INTO FY22

Planning for the next phase of Sysco's automation journey -  
**HYPERAUTOMATION**





**CONNECTING THE WORLD TO SHARE FOOD  
AND CARE FOR ONE ANOTHER**