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Take Control of Your Digital Transformation with a COE

PANEL DISCUSSION

Take Control of Your Digital Transformation with a COE



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Aflac



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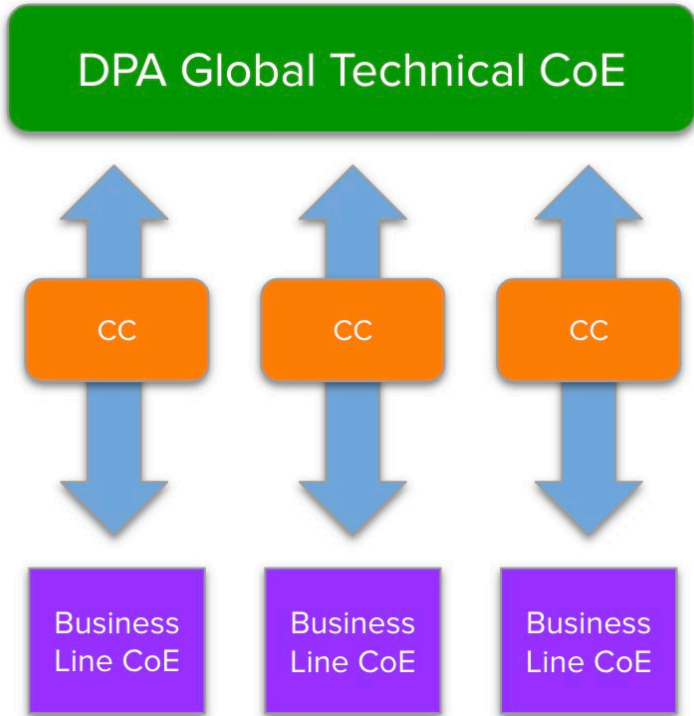
A Member of the Roche Group

COE Panel

Selim L. Hendrickson

Genentech/Roche

Roche DPA CoE Overview



- Operates in a federated CoE model
 - Global Technical CoE, Business IT Competency Centers, Business Process CoEs (non-technical)
- Grown organically over the years
- Responsible for all process automation capabilities, including Pega and RPA
- CoE doesn't do project delivery – but we have formed a catch all Competency Center
- Led by the solution owner – staffed with component owners, Lead BA, architects, delivery, portfolio, change, and support managers, development lead, and experts.
- Current core team is 13 internal people with a few external folks engaged long term.
- CoE provides oversight, governance, strategic roadmap, best practices, and overall retained layer of knowledge.

The Do's and Don'ts of Success

1. **Do** build a retained layer of knowledge.
2. **Do** have well defined services, intake process, and an E2E engagement process.
3. **Don't** forget to communicate, advertise, and “sell”.
4. **Don't** start too big.
5. **Don't** rely solely on a big mandate.



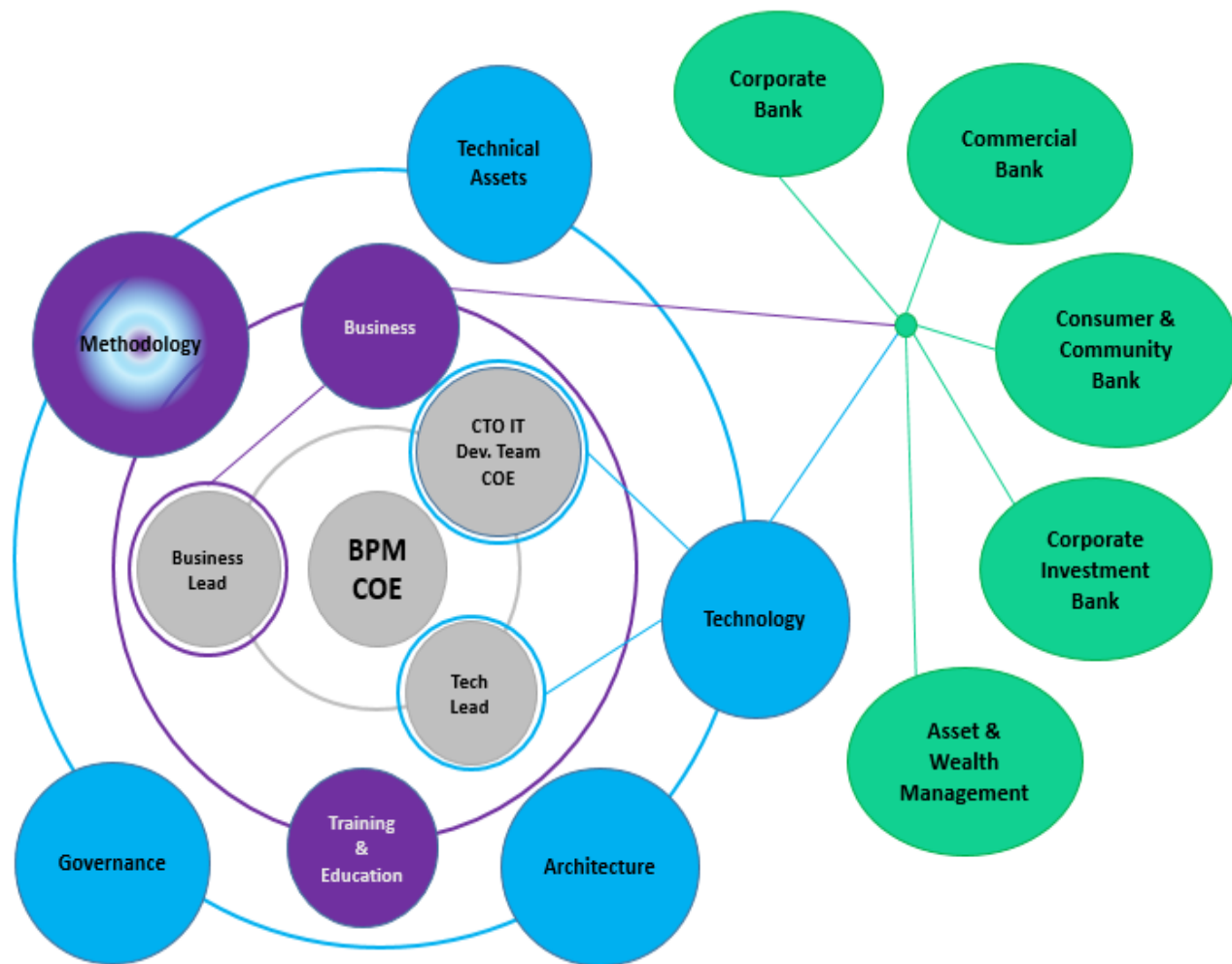
JPMORGAN CHASE & Co.
COE Panel Discussion

Michelle Lagna

JPMorgan Chase & Co

JPMC BPM COE

- Created 10 years ago
- Self-funded, results driven
- Structured under business and IT
- 3 business and 5 IT resources
- Onshore and offshore
- Enterprise-wide support
- Performance Consulting Business Group



COE benefits

- Ensure only prime candidates consider BPA technology solutions
- Prepare the business for technology solutions through process analysis and modeling
- Establish repository of documented best practices and standardized governance model
- Retain knowledge and experience
- Promote cross-LOB collaboration and use of best practices
- Create and sustain enterprise-wide standards
- Drive standardized code re-use
- Improve the customer's experience

JPMC's 5 Do's and Don'ts

1. **Do** have a strong Executive Sponsor.
2. **Do** early process analysis and modeling.
3. **Do** put time and effort into continuously marketing your capabilities and results.
4. **Don't** over commit with unrealistic expectations; prioritize your focus and approach.
5. **Don't** be too rigid; learn to be flexible in your approach.



Pega Center for Enablement at Aflac

Biju Sethumadhavan
Director, BPM Systems
Aflac

Center for Enablement (C4E)

- **History:** Aflac embarked on a Pega journey 4 years back (2015) with one project. A skeleton C4E was formed primarily to help on project architecture, enforcing guardrails and supporting applications.
- **Mission:** To support effective use of the Pega computing platform by identifying and designing right solutions, enforcing best practices, enabling IT and business on Pega skills, and lowering the total cost of ownership through reuse
- **Structure and Size:** 1 Director, 2 Pega Lead Systems Architects

C4E Services



Platform

Architecture

- Enterprise Rulesets
- Enterprise Class structures
- Reference Architecture
- Automation & Tooling

Deployment

- Platform build & configuration
- Monitoring & Ops Management
- Capacity & Performance
- Upgrades & Patching

Support

- App support
- Platform Support
- Pega Support Escalations
- Asset Management



Enablement

BPM Strategy

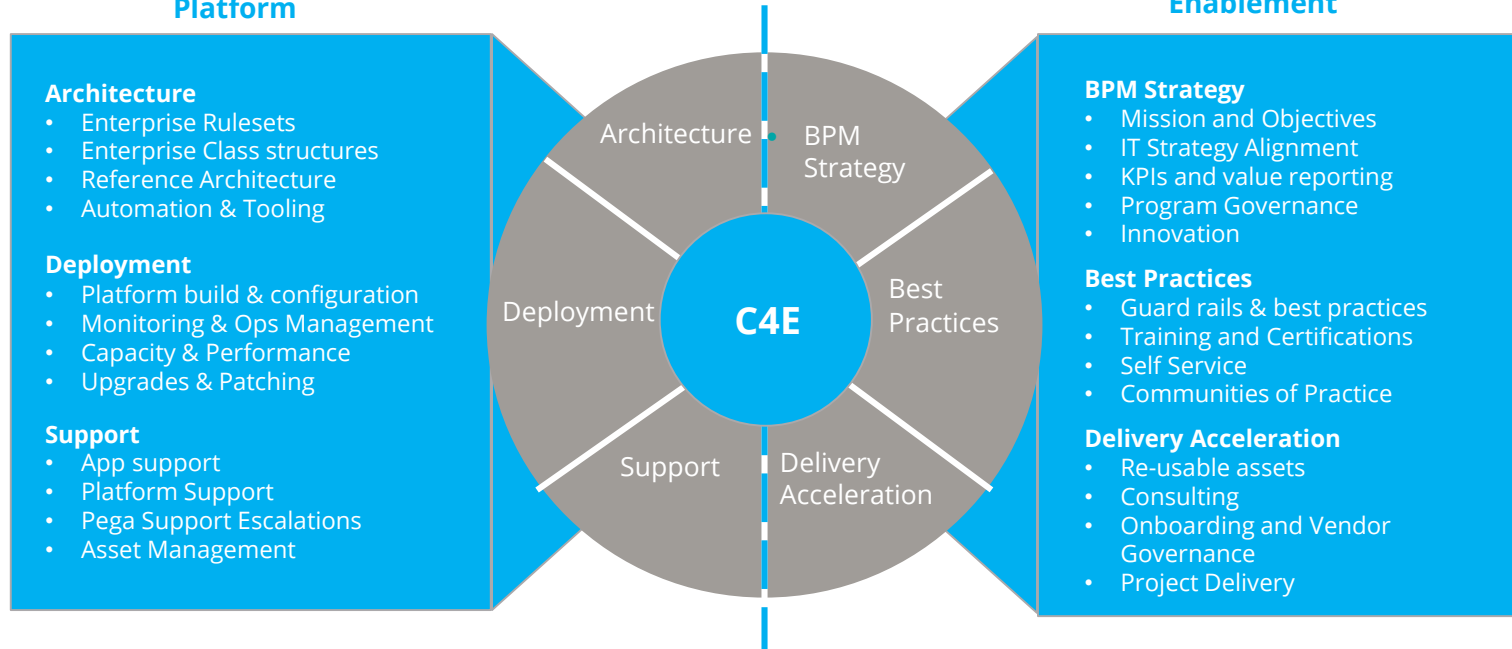
- Mission and Objectives
- IT Strategy Alignment
- KPIs and value reporting
- Program Governance
- Innovation

Best Practices

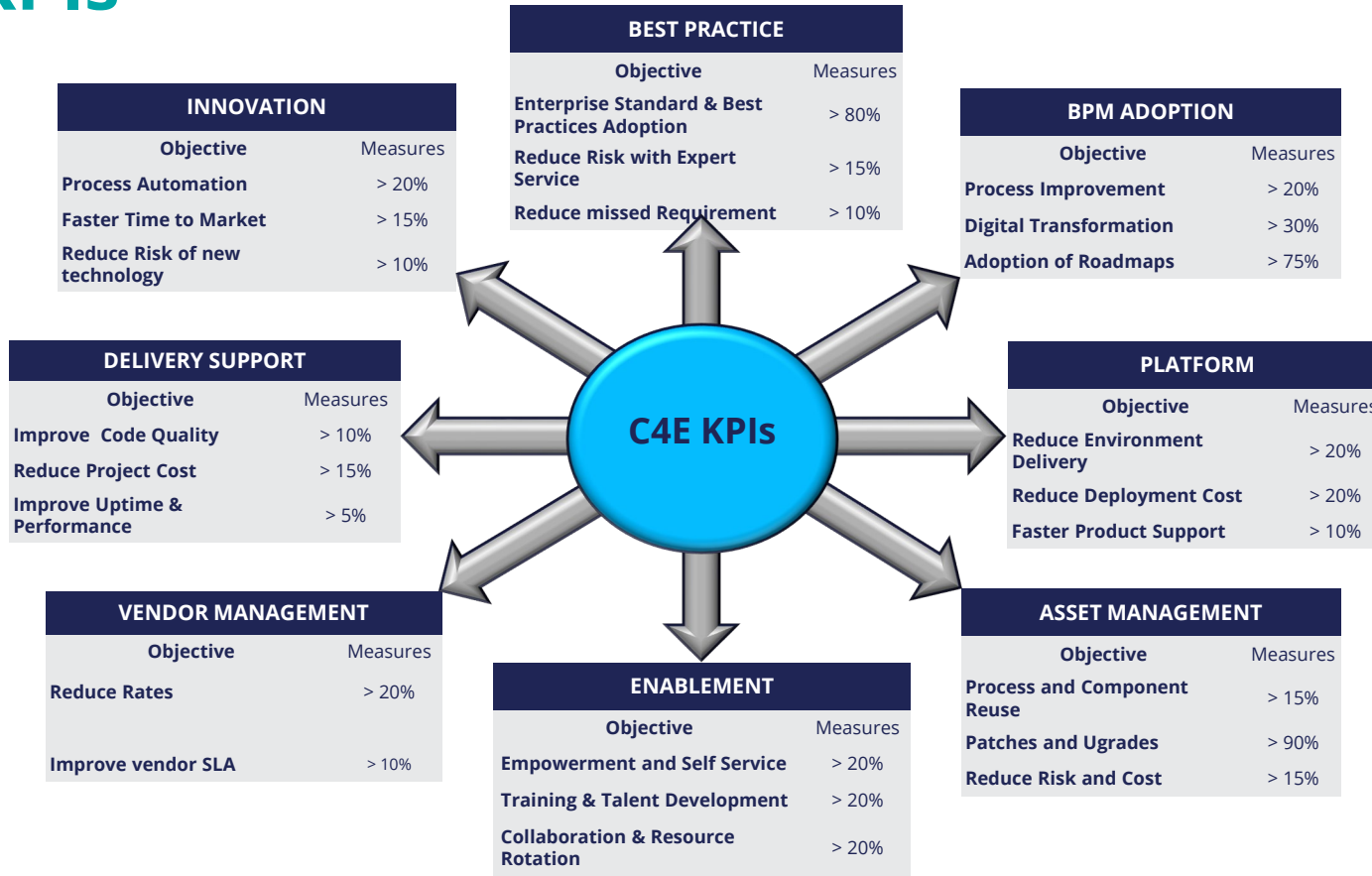
- Guard rails & best practices
- Training and Certifications
- Self Service
- Communities of Practice

Delivery Acceleration

- Re-usable assets
- Consulting
- Onboarding and Vendor Governance
- Project Delivery



C4E KPIs



Aflac's Do's and Don'ts

1. **Do** enable internal resources on Pega skills; a good foundation is necessary for expansion.
2. **Don't** overcommit. Focus on things where you can make high impact.
3. **Do** demonstrate financial benefits to the organization from derived metrics.
4. **Don't** be a bottleneck, the last thing a project needs from a C4E.
5. **Do** engage early. Scout for process optimization and design thinking.

Biju's key takeaways

If you are on a small budget, laser focus on addressing issues that matter the most to the organization.

Listen and encourage ideas; there is always more than one option.

Selim's key takeaways

There is no one size fits all CoE! But any CoE is better than none!

Start small, have defined services, and be ready to pivot.

Michelle's key takeaways

You need to be able to influence the business and IT to be successful.

It's not about a technology silver bullet; it's about everyone proactively working together to maximize potential and achieve results.



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