



Keynote | Creating the Future

Community Forum

The 3 F's towards our Build for
Change Strategy



Creating the Future - Our 3F's to Build for Change

A world of opportunity, we ~~could~~ must get better!



Making the difference

About ING



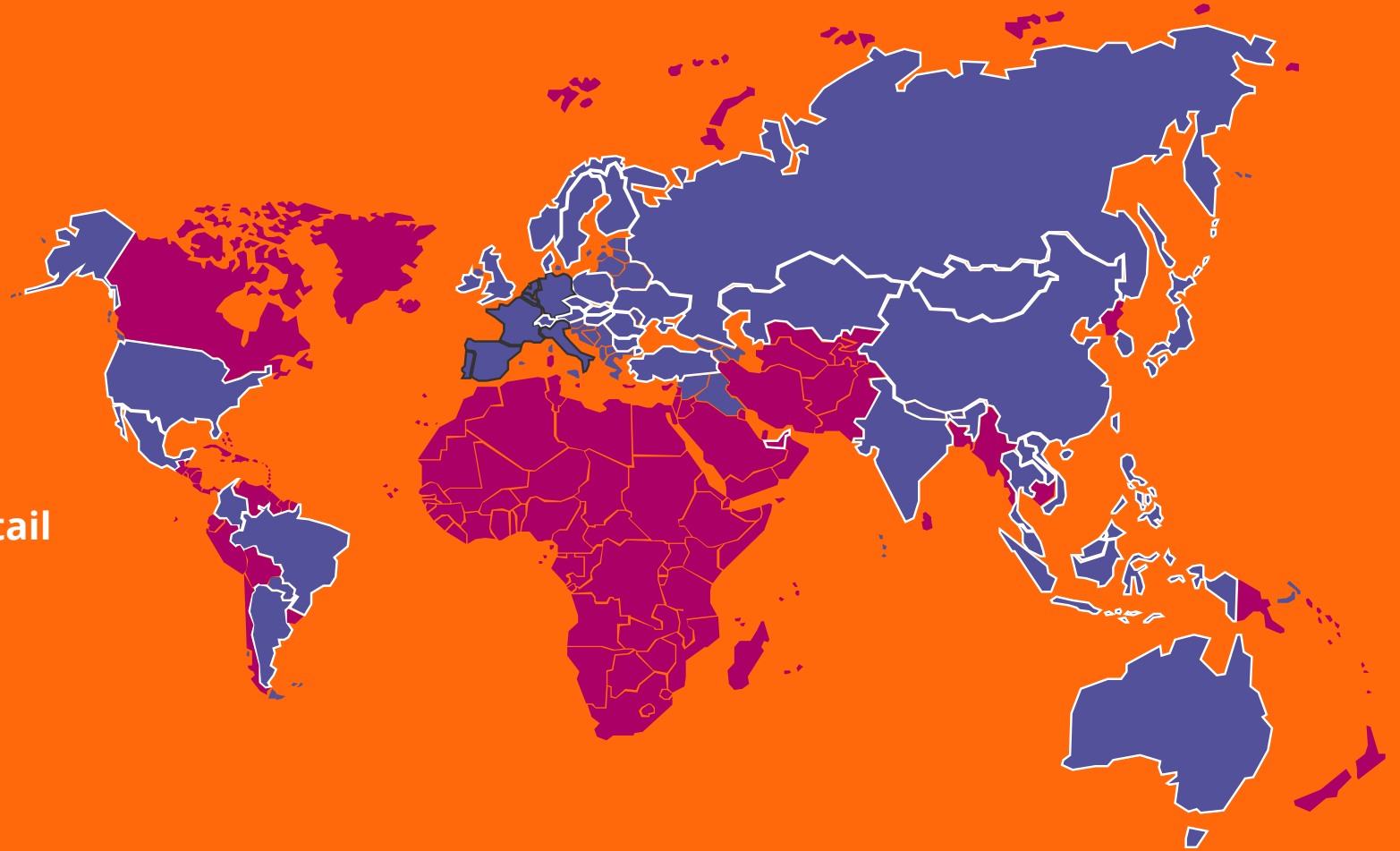
40 countries



40mIn customers



NPS # 1 in **6** out of 11 retail
countries



Harish Bode

IT Area Lead – ING Retail Bank, Netherlands



- Currently leading the **Bank-wide** initiative of optimization & reducing total cost to serve of our Digital Tech Landscape.
- Previous role, as Head of IT for **Business Lending & Real Estate Finance**.
- Process Automation, background, **Pega** Lead System Architect .
- **Transformation** – been part of ING's transformation journey of adopting **Agile**, transition to **DevOps** teams, followed by **Spotify** model where Business and IT started working together in same teams, Now the **next step**!

Tough Challenges around us



Our strategy with focus on execution certainty

Purpose



Empower people to stay a step ahead in life and in business

Strategic priorities



Superior customer experience

Sustainability

Enablers



Seamless
digital experience

Scalable
Tech & Operations

Safe
& secure

Our
people

Scalable Tech & Operations is a key enabler of superior customer experience



Reusability

Designing and building once, reuse in countries and segments



Modularity

Breaking up customer journeys, facilitating differentiation and optimising reusability



Self service

Easier onboarding and usage of modules locally



Automation and digitalisation

End-to-end straight-through-processing



Shared services and capabilities

Hubs leveraging expertise and using scale to drive productivity



Seamless digital experience



Shorter time-to-market



Consistent high quality



Lower cost-to-serve

Scale of ING's Pega landscape



Info bits

- ING has been using Pega since 2007
- In 2015, ING chose to use Pega globally for Workflow, case management.
- Global KYC & Wholesale Bank spanning 20+ countries roll-outs
- 350+ engineers working on 150+ Pega applications
- 22+ tenants across globe hosted by One Pega Platform – our PaaS Org

There's great stuff, but we have our share of Challenges too!



Multiple design patterns

Different set of Standards

Cross Product Line re-use minimal

What's the right org model for a Pega Delivery

Shouldn't a CoE fix this?

Our Key Objectives with Pega – Retail Bank

Increase our Speed to value creation



Flow

Optimize our Infrastructure



Footprint

Guided and sustainable growth



Future

FLOW - Organize delivery for effective Flow

Product Thinking

Team Topologies

FLOW



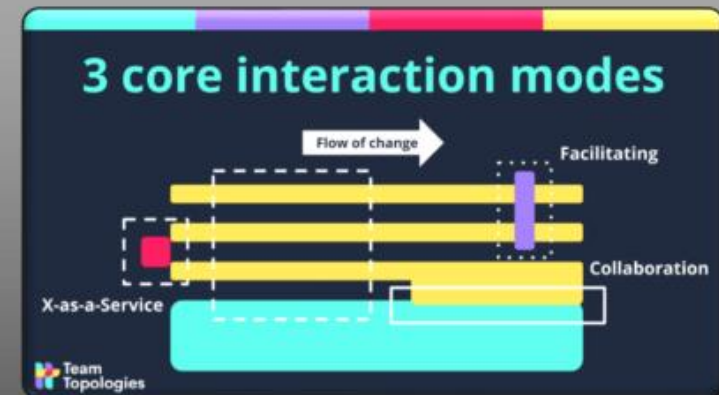
*“Create a **path of least resistance.***

Make the right thing the easiest thing to do.”

– Evan Bottcher, 2018

FLOW - Team Topologies

Team Topologies is a practical, adaptive model for organization design and team interaction, aimed at creating fast flow



*The Stream-aligned teams are “You Built It, You Run It” teams.
There are no hand-offs to other teams for any purpose*

FOOTPRINT



Consolidate Infra logically

Monitor Flabs and let them not grow

Move away from VMs world to Containers

FUTURE

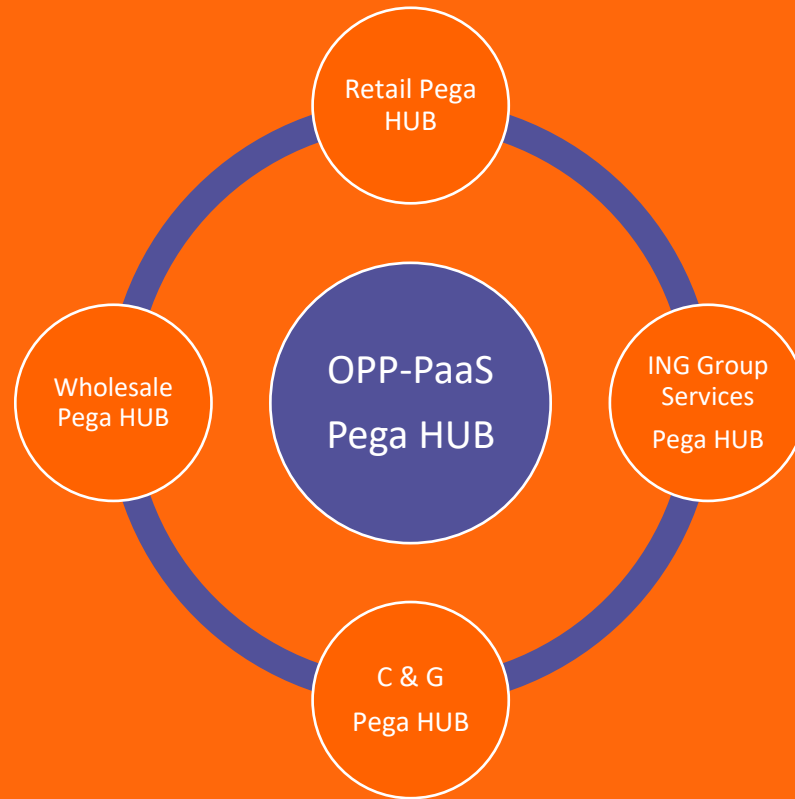


Connect, activate & engage
your community

Core expertise group

Guided Enterprise & Solution
Architecture

CoEs & local expertise HUBs — A Federated approach



Join engagement model CoE – a Federated approach:
Combination of a Central Corporate level CoE & local
expertise HUBs

Our 3 Key messages

Organize yourself for Flow and sensible re-use

Communitize your talent powerhouse

Joint engagement model between the Central and local Pega HUBs

Let's change how we are Built, Pega helps us Build for Change!

That's our 3Fs story → Fit For Future





do your thing