

Pega's point of view:

Rethink your business architecture.



Be ready for anything.

Take a Center-out approach
for the speed you need –
at the scale you want.

The one certain thing in business is uncertainty. Navigating uncertainty takes agility, in order to respond quickly to new challenges in the “here and now.” It also takes momentum, to drive pervasive transformation and build a stronger, faster business that’s ready for a very different future.

Insurance carriers are recognizing that being responsive to immediate needs is intrinsically linked with their digital transformation journey. There’s an increased urgency for speed and scalability. To deliver proactive, preemptive customer engagement. To move to an as-a-Service model, focused on customer experience. And to build the digital platforms needed to make it so.

The good news is you can do both. Speed *and* scale. Immediate action *and* pervasive transformation. But it will take a fundamentally different approach to your business architecture.

Business (architecture) as usual won’t get you there

When it comes to properly tuning your organization to deliver policyholder and business outcomes, where you define your business logic matters. Business and technology leaders have to align and actively partner to ensure this architecture evolves in the right way – avoiding two common mistakes that create digital gaps.

MISTAKE 1:

Hard-coding business logic in channels creates headaches

This “top-down” approach to digital experiences builds logic into each channel, like chatbots and smart assistants. Each channel is unique and ends up operating in its own silo. Your policyholders are left with disconnected experiences as they move from one channel to another. And your business spends time and resources developing channels and duplicating logic, only to see customer satisfaction and loyalty plummet.

46%

more channels in a typical service organization over the past five years

Gartner, Market Guide for Digital Customer Service and Support Technologies, 2020

MISTAKE 2:

Replacing core systems doesn’t transform your business

There’s nothing inherently wrong with modernizing core administration systems like Guidewire or Duck Creek or adding a microservices layer to your architecture. However, this “bottom-up” approach involves lengthy, expensive implementation projects that are too focused on the technology itself. It has a product-centric focus that isn’t tied to customer outcomes. Ultimately, this is many steps removed from streamlining your business processes, improving experiences, and cutting costs.

only
11%

of insurance companies feel they are harvesting results from digitalization

Gartner, 2020 CIO Agenda: An Insurance Perspective

There's a better way: Center-out business architecture

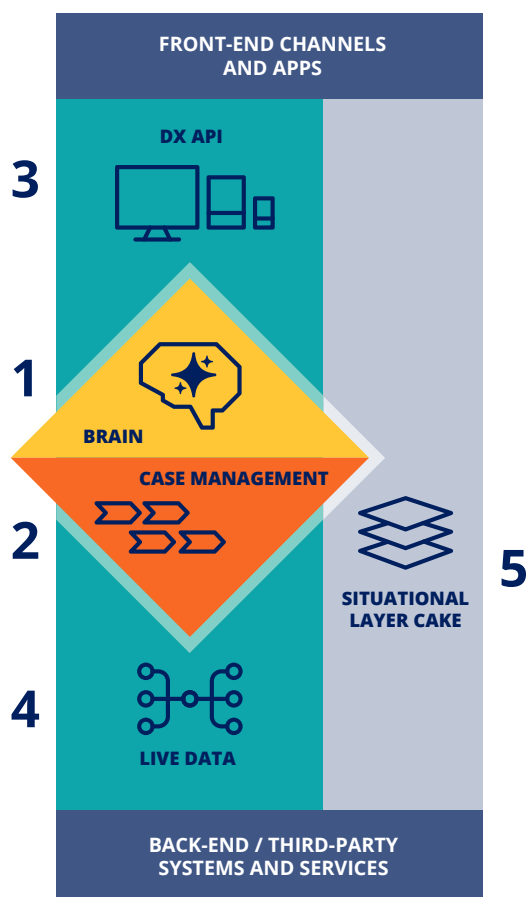
Employees and policyholders have a very different relationship with technology today. No longer passive consumers, they actively participate in shaping the tech experience and demand that it adapts in real-time with them. You need agility to react and change this quickly, across all channels and systems. And you need to maintain the ability to scale enterprise-wide.

78% of senior managers and higher think everyone in business should see themselves as part of IT

Savanta, Future of Work global study, 2020

A Center-out™ approach to structuring your technology lets you dial up both the speed and scale you're after. Start with your business architecture and organize it around the heart of your enterprise – customers and outcomes.

Getting this right requires taking five core steps:



1 Manage intelligence centrally

Ensure AI and business rules operate across all your channels. Guide your employees while enforcing policies and regulations. Centralized, real-time intelligence lets you know where customers are in their journey with you so you can deliver consistent, relevant experiences every step of the way.

2 Focus on outcomes, align your processes

Start with your customers' desired outcome and define the stages and steps it takes to get there – the microjourney™. Use case management to connect your intelligence with context and automation to get the work done.

3 Connect experiences up to your channels

With business and process logic now centrally defined, dynamic APIs will keep your channels and business logic in sync for consistent customer experiences. Your UI will update automatically with changes – no recoding needed.

4 Connect down to your data to keep logic nimble

Insulate your case and decision logic – and your users and customers – from the complexity of back-end systems. Data virtualization lets your case automatically pull in needed data in a common structure, regardless of source. This gives you the agility to build new experiences on existing systems. It also lets you modernize legacy systems without breaking processes.

5 Manage variations to be scale-ready

Finally, future-proof your business architecture by organizing everything you build in layers that map to the unique dimensions of your business – policyholder types, lines of business, geographies, and the like. This layered approach means you can manage variations of your business without duplicating logic. Start small for fast wins. Scale up from there.

Get there fast

To accelerate change unleashed by your Center-out business architecture, embrace design thinking. This approach brings business and IT together to look at a problem from all angles and rapidly innovate new solutions. Teams can deploy enterprise-grade solutions in weeks or days – collaborating from a shared low-code platform with design-thinking best practices baked in.

Build to last

Be sure each microjourney you build today will connect across any channels, APIs, and systems you need in the future. In an increasingly distributed world, your business architecture needs to connect work across the entire enterprise without disrupting it and while maintaining system independence. A new approach – what we call Pega Process Fabric™ – lets you tap into all your systems, processes, and platforms as if in a single platform. Now you can bridge the gaps between business applications for more coherent work, service, and engagement experiences.

Who's getting it right?

Many leading insurers have already taken the next step – and are seeing results.

Life, Group & Annuity

Great American. Live in 14 weeks – consolidated 15 systems into one. [Learn more](#)

Sunlife. Twelve end-to-end production automations are now in place, covering 21 core systems. [Learn more](#)

Unum. Automated 50-80% of steps in many customer journey processes. [Learn more](#)

Property & Casualty

CSAA. Unified sales, service and marketing experiences across channels of engagement for 5M+ interactions annually. [Learn more](#)

Tokio Marine. Simplified operations, improved channel engagement- transitioning 9 core systems down to one. [Learn more](#)



Learn more about Pega's Center-out approach

Get an inside view from CTO and VP Don Schuerman in [our online video series](#).

Explore Pega's vision and technology and [see what sets us apart](#).