



PegaWorld*iN*spire

Digital First: How BT Applies a Centre of Excellence Model to Simplify Global Complexity

James Glavey

Director, Customer Design & Delivery, BT

Gerald Griffin

DPA Centre of Excellence, BT



BT Group



Digital First: How BT Simplifies Global Complexity



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Gerald Griffin. DPA Centre of Excellence

BT

We're one of the world's leading communications services companies.

The UK's leading provider of fixed and mobile telecommunications and related secure digital products, solutions and services.

We also provide managed telecommunications, security and network and IT infrastructure services to customers across 180 countries.

We connect for good.



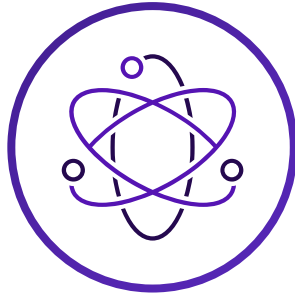
Business Problem

Operating model complexity



Lack of product & service standardisation driving increased need for non-standard and **bespoke designs**

Complex product & service portfolio



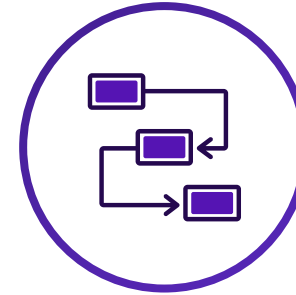
Legacy IT stack with product specific systems and journeys resulted in **complex employee working environment**

Contract complexity



Bespoke processes, trackers and accountabilities across contracts, leading to a **lack on standardisation**, multiple handoffs

Process complexity



Lack of end to end progress visibility, through siloed working and manual **handoffs through email and calls**

Bespoke delivery models

Manual processes

High costs

Lack of visibility

Lack of digital experience for customers and employees

Transformation Mission

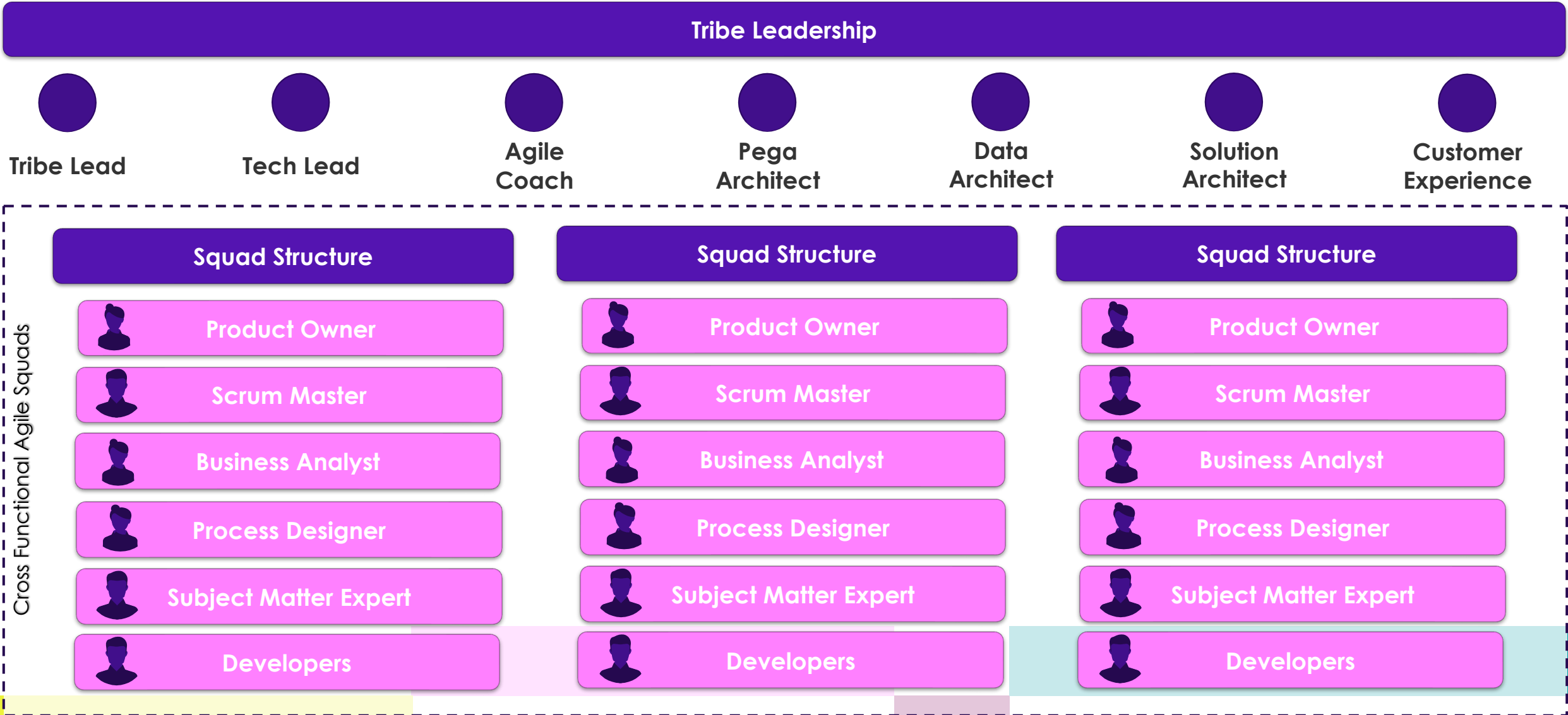
Simplified, standardized and automated where possible, with full adoption

“ To deliver the best E2E digital journeys for our colleagues to sell and deliver brilliant customer experiences ”

Reliable, predictable, transparent, accurate, relevant



Setup for Success: Tribe Structure



Setup for Success: Cadence



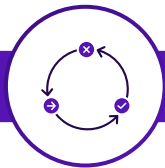
Senior Mgt Quarterly Cadence

1. Business Community Days



We align and fine tune Epic and Feature priorities for the quarter with the business

2. Big Room Planning



We plan and prioritise for next quarter sprints releases

3. BRP Stakeholder Playback



We feedback on plans with the business

4. Benefits Forecast interlocks



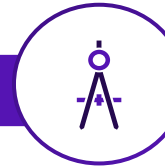
We review and interlock benefits respective business owners

5. Deployment Forum



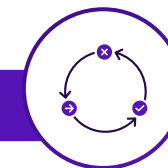
We review progress vs plan with snr stakeholders

6. Update Resource Plans



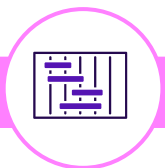
Business units update their resource plans accordingly

Next cycle



Fortnightly Sprint Cadence

1. Sprint Planning



Sprint Goals
Backlog Refinement

2. Design and Develop



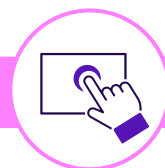
Story allocation
Daily scrum

3. Demo



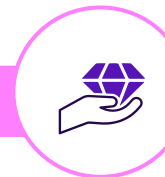
User feedback
Stakeholder update

4. Deployment



MVP+ Release
Cycle

5. Retrospective



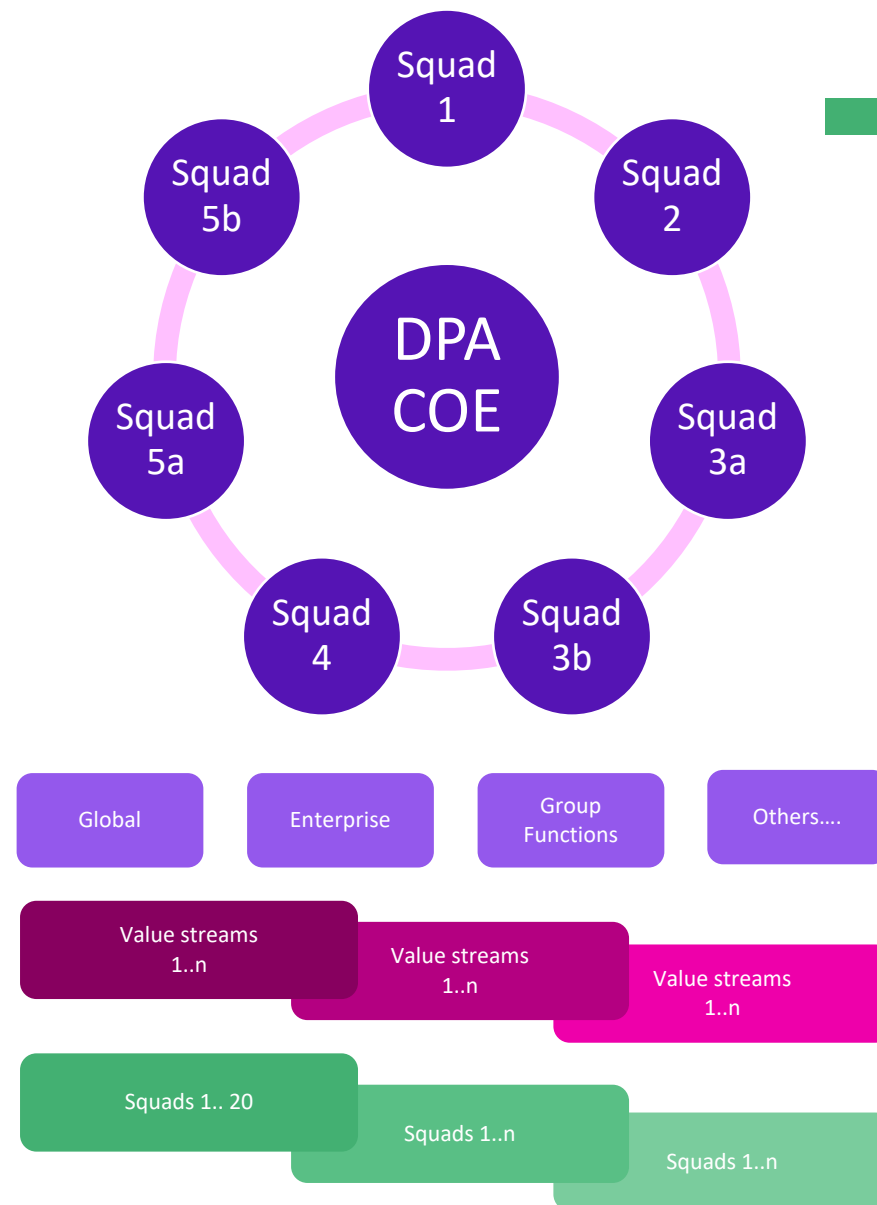
Reflect on sprint
Tweak process
and ways of
working

Next cycle



Setup for Success: COE Structure

- Consultancy
- Platform support
- Release management
- Resourcing
- Architectural alignment
- Security & data
- Strategy
- Governance
- Enablement
- External relationships



Setup for Success: COE Recipe

Getting the right mix of ingredients for a successful COE



01

This step is represented by a light gray vertical bar with a yellow horizontal bar at the top left and a pink horizontal bar at the top right.

Birth

Champions

Transformation mindset

Culture



02

This step is represented by a light gray vertical bar with a teal horizontal bar at the top left and a magenta horizontal bar at the top right.

Scale

Build at speed

Scaling partner

License model



03

This step is represented by a light gray vertical bar with a green horizontal bar at the top left and a purple horizontal bar at the top right.

Autonomy v Control

Guardrails

Architectural principles

Agile ways of working



04

This step is represented by a light gray vertical bar with a purple horizontal bar at the top left and a dark blue horizontal bar at the top right.

Fearless

Communicating promoting

Will to change

Setup for Success: COE Learnings

Continuous evolution for a successful COE



01

Maturity

Champions
Transformation mindset
Culture
Resilience
Measure
Technical maturity

02

Scale

Scaling partner balance
Insource
Restructure

03

Autonomy v Control

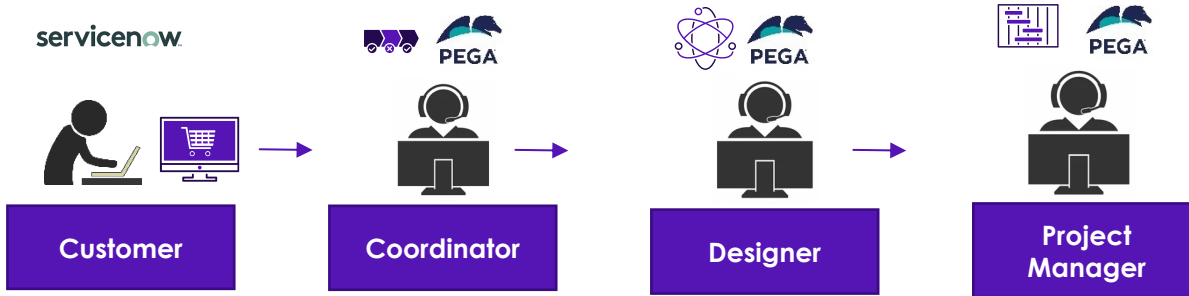
Guardrails
Architectural principles
Agile ways of working

04

Fearless

Communicating promoting
Will to change

The Results



- Catalogue driven requests
- Automated data validations
- Automated internal KCIs
- Pricing integration
- Automated ordering
- Product delivery integration
- Jeopardy management
- End-to-end visibility



Impact for BT:

~**38% reduction** in proposal cycle time

96% of complex volume flowing through standardized workflow

£m's of manual **processing cost removed**

Full orchestration **maximises potential for automation**



*"We had data everywhere, now we have the **right data in the right place** to move customer requests forward"*

Questions

