



**CLIENT: Fortune 100 Health Insurer**

**ENGAGEMENT: Three Year Commercial Systems Strategy**

**ABSTRACT:**

Client had grown through Merger & Acquisition, which resulted in duplication of business and technical processes across the enterprise. The desire was to develop a strategy leading to:

- Consolidated operations process including,
  - Product management
  - Enrollment & Billing
  - Claims management
  - Digital interactions
- Reduced administrative cost of operations
- Streamlined administration of systems
- Legally defensible disposal of non-strategic systems
- Assembly line process for system decommissioning in alignment with mandated retention management standards

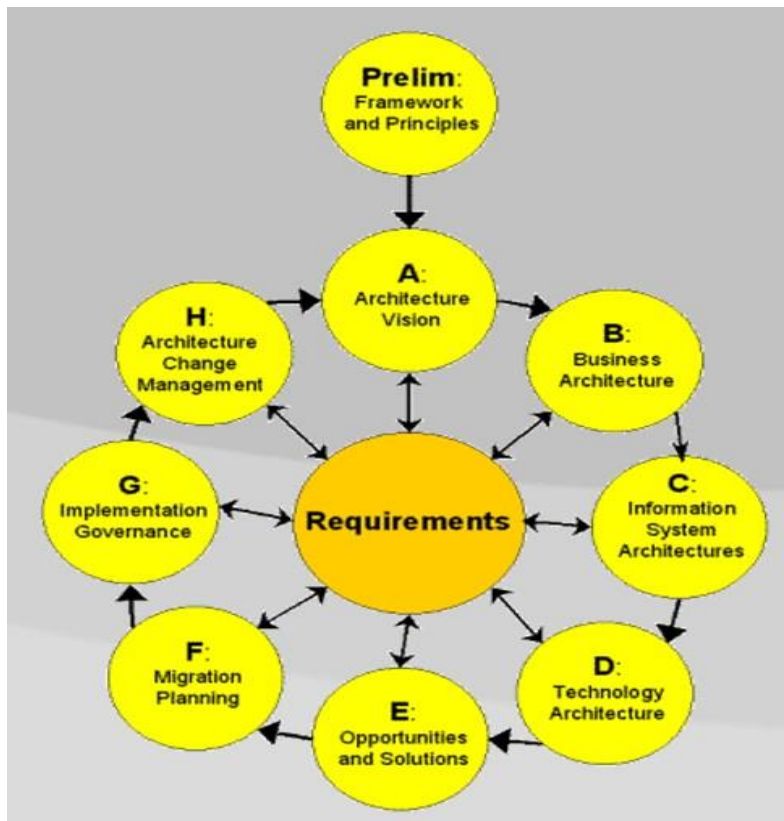
**APPROACH:**

As the company had grown suddenly from the combination of multiple smaller regional companies, IT had not had the opportunity to evolve IT practices to meet the now extensive demands for increased sophistication in process and technology management.

Our engagement team worked directly with the company's new chief architect. In addition to supporting the three year strategy, our team was also enlisted to improve internal processes and mature the company's Enterprise Architecture practices.

As our work was expected to incorporate best practices and standards, we chose to follow the TOGAF Open Group Architecture Framework. Although not a process, the structure lays out clarity in comprehension of the components necessary to enterprise architecture:





The challenge was organizational change management, motivating the associate teams to adopt new processes and approaches. As the combined teams reflected a combination of processes and practices, the importance of selecting a single process and following it was paramount.

This also meant introducing a new language: “value streams”, “business and technical capabilities” and the definition of each of those concepts.

We began with a statement of objectives developed in cooperation with representatives from the IT organization functional groups, leading to the A – Architecture Vision:

- Consolidated operations
- Consolidated systems containing appropriate technical capabilities supporting current business and enabling continued growth
- Streamlined systems administration by reducing data center footprint
- Identifying the strategic approach to decommissioning legacy systems and how dispose of useless data, and retain data to meet Federal and State retention mandates





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