

***Business Intelligence Competency Centers:
Creating a Center of Excellence***



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The Power of Knowledge

Mark Gorman

Agenda

- ***Introductions***
- ***Hartford Life Business Intelligence Group Overview***
- ***Liberty Mutual BI Center of Excellence Overview***
- ***Audience Questions and Panel Discussion***

Business Intelligence Group

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Hartford Financial Services Group

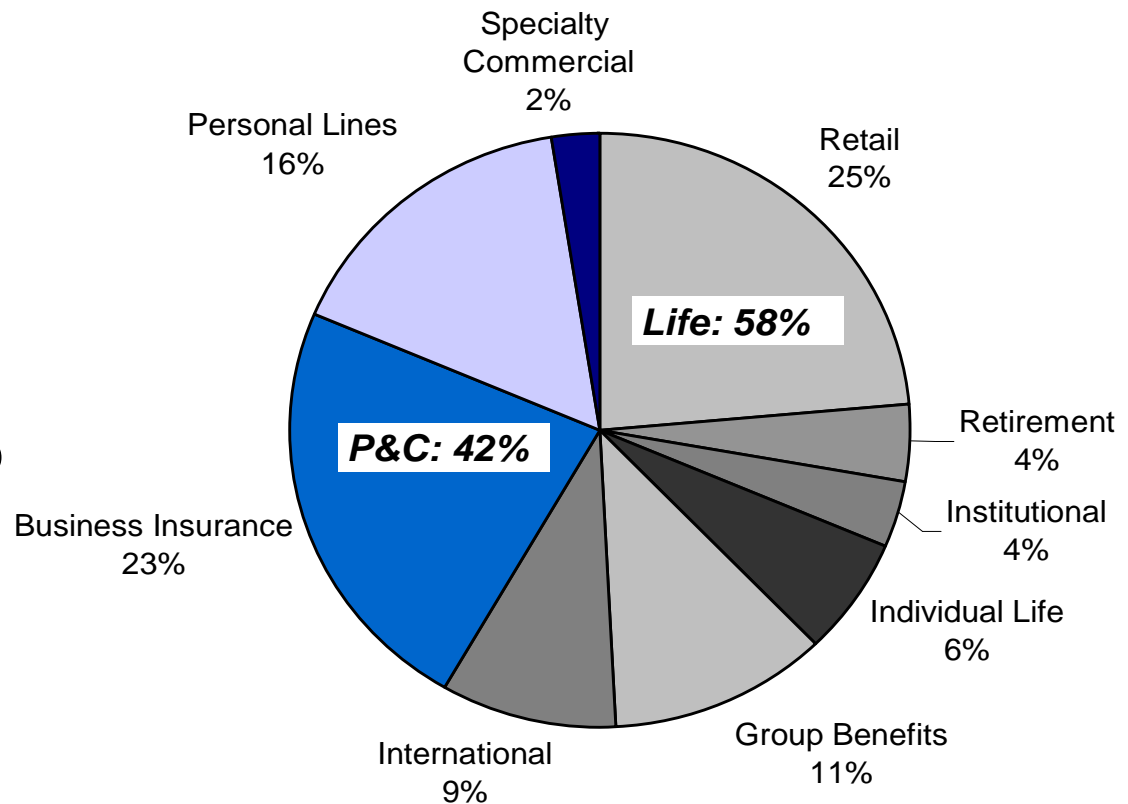
Hartford Life

- Retail and Institutional financial service products
- \$327b in assets
- Third-party sold distribution

Hartford Insurance Group

- Business insurance
- Personal lines (home/auto)
- Specialty commercial insurance
- Independent agency sold

2006 Net Income by Business Segment



Business Drivers

Decentralized IT

Product silos + functional silos = strategy silos

Difficult to align business strategy with business analytics

“Analysis Paralysis”

Managing by anecdote works just fine

Sales culture – it’s about the relationship, not the data

Organizational culture differences

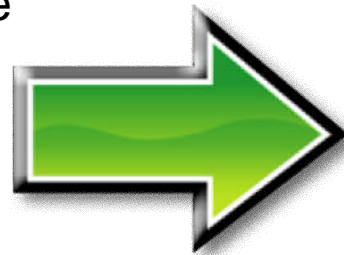
Limited understanding of and access to data

Business Intelligence Group



Mission Statement: To be a premier information provider to The Hartford organization by providing our customers with the intelligence they need to make strategic business decisions.

- Business-side team
- Increased capabilities over time
- Incremental (qualitative) successes led to more funding/resources
- Increased resource capacity allowed us to increase breadth and depth within organization
- Can now financially quantify successes



What we do...

Management Reporting

Business Analysis

Data Mining

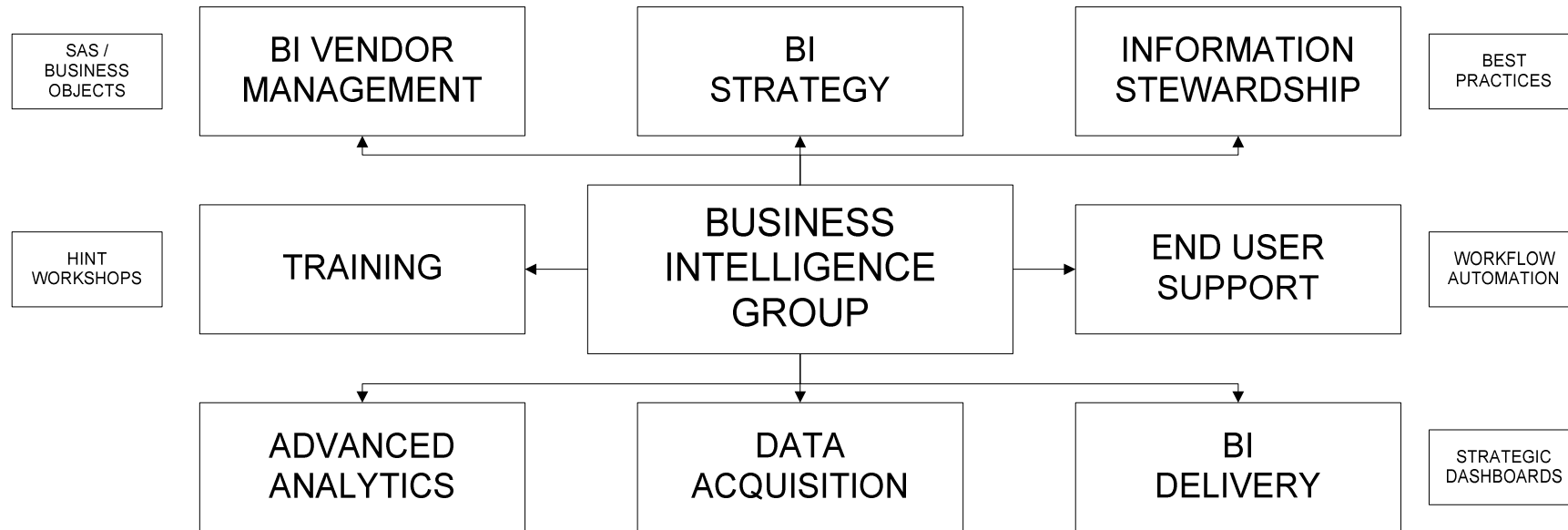
Predictive Modeling

Dashboarding

Knowledge Training

Technology Solutions

BI Matrix Model



Matrix model, utilizing IT and business partners



Liberty Mutual BI Center of Excellence

Acord-Loma

Georges Prouty

Ray Russell



Liberty Mutual Group

- Diversified global insurer with \$85.5 billion in assets and \$23.5 billion in revenue in 2006
- Ranked 95th on the *Fortune* 100
- 8th largest personal lines writer and 4th largest commercial lines writer in the U.S. based on 2006 direct written premium
- 4 strategic business units
 - Commercial Markets
 - Personal Markets
 - Agency Markets
 - Liberty International
- Over 39,000 people in over 900 offices worldwide



Liberty Mutual BI Center of Excellence

- Sponsored by CIO and supported by SBU partners
- Goal - Build consulting and support organization to meet SBU demand for BI tools, platforms and expertise
 - Data warehousing and data marts
 - Reporting and analytics
 - Extract, translate and load (ETL)
 - Data quality and data modeling
- Provide information architecture, design, and implementation services for SBU and Corporate project teams
- Provide escalated technical support for recommended tool set
- Funding is project based and allocated across the business
- Project teams are not required to use us – but many do
- We are as good as our people

Organization of BI Center of Excellence

- Center of Excellence Manager
- Project/Product Managers – 3
 - Manage consulting engagements, resource assignments and vendor relationships
 - Promote use of approved platforms and sandbox environments
 - Organize user groups, facilitate training and knowledge sharing
- Technical Support Consultants - 3
 - Level three support and some project work
 - Maintain sandbox environments and support proof-of-concept projects
 - Customer advocacy with vendor
 - Product ownership, installation, upgrades and QA
- Information Practices Consultants - 5
 - Architecture and data strategy
 - Large projects with multiple product solutions and types
 - Best practices and specialized training

Scope of Services & Practices

