



BICC Strategic Roadmap

Company profile

A health insurance company in Connecticut – one of the nation's leaders in health care, dental, pharmacy, group life, and disability insurance, and employee benefits. Dedicated to helping people achieve health and financial security, this payer puts information and helpful resources to work for its members to help them make better-informed decisions about their health care. As a healthcare leader, provides benefits through employers in all 50 states, with products and services targeted specifically to small, mid-sized and large multi-site national employers as well as serves individuals and Medicare and Medicaid beneficiaries in certain markets.

Client Business Challenge

The Business Intelligence Competency Center (BICC) mission is to help enable the delivery of high quality solutions by ensuring Business Intelligence principles and best practices are established and shared throughout the organization. BICC will contribute to the overall success of the organization by partnering with IT and business units identifying technologies that align with Enterprise Architecture strategies and processes that result in cost effective solutions.

However, with primary focus only on providing analytic tool support, BICC leadership recognizes the need to expand into other support areas. They have not achieved Enterprise recognition of providing complete BICC services. Also, a strategic roadmap will identify a value proposition by comparing to industry best practices, including case studies and ROI metrics from successful BICC implementations.

Client Environment

The BICC team was established an approximately 1 ½ years ago with the premise of supporting more than just Business Intelligence (BI) tools and technology. This will be done through collaboration with IT and business units identifying technologies that align BI solutions with Enterprise Architecture strategies and processes.

This outline describes the current and future state of the client's environment:

Current State – a good foundation

- Basic BICC Collateral
- Established Product SMEs
- Supportive Training Program
- Successful Pilots (however, only two projects)

Future State – going forward

- Need a significant BI Solutions Project that completes the foundational work – *i.e., Best Practices & Enterprise Recognition*
- Redesign BICC SharePoint Site – Redefine Best Practices
- New roles – BI Architect/Consultant & BI Steward
- BI Platform – best practices of a BI Architecture
- Iterative process for BI Solutions complementing APLC

Solution

A 5-week planning assessment was conducted producing a comprehensive BICC Program Plan and Strategic Roadmap. This document included an industry assessment showing where this BICC team places with other BICC teams in the insurance industry. Also, both current and future organizational states are documented as well as illustrating a communication strategy, the service/product offerings, and a critique of its current SharePoint Site.

The roadmap shows key growth milestones and a five year view of foundational activities (internal projects) associated to the building, deploying, and maintaining a BI competency center. Seven categories are used to demonstrate the completeness and broad coverage of the future BICC. In addition to the timeline, each category will provide a detail description outlining key sub-categories that make up the category.

In order to move completely into level 3 advancing forward in the five level maturity model, BICC needs to take on more projects with continuous collaboration with Enterprise Architecture and Application Development teams. Through execution of the roadmap (i.e., the seven categories), progress will be made to each of the levels. The below list is a summary of key components to improving the current BICC:

- ✚ Need a significant BI Solutions Project that completes their foundational work – i.e., Best Practices & Enterprise Recognition
- ✚ Redesign BICC SharePoint Site into an Enterprise Web-site that serves as the BICC main communication vehicle across the organization – e.g., redefine Best Practices
- ✚ Introduce New roles – BI Architect/Consultant, BI Steward, and Communication Coordinator
- ✚ Introduce as part of BICC best practices the concepts of BI Architecture and Analytics Platform
- ✚ Introduce an iterative process for BI Solutions complementing the current development methodology

Benefit Realization

The planning effort provided this client with a complete program plan and roadmap that will allow the BICC team to achieve its goals over a five year period. Also, this strategic roadmap becomes a strong vehicle in communicating with leadership and business sponsors as they become recognized across the organization as the BI experts.

Technologies and Services Utilized

- MS Word, MS Excel, MS PowerPoint, and a 3-step Interview Process (method)
- One and half person team: PM/Solutions Architect and Business SME