

Metropolitan Life Insurance Company

Venerable MetLife

MetLife is over 140 years old. Its origins date back to 1863, when a group of New York City businessmen raised \$100,000 to found the National Union Life and Limb Insurance Company. After a rocky beginning, the company prospered through the 1870s after it began pursuing "industrial" insurance programs. By 1880, the company was signing up 700 new industrial policies a day. Rapidly increasing volume quickly drove down distribution costs, and the new program proved immediately successful.

MetLife recently acquired Citicorp's Travelers Life & Annuity business. Combining Travelers Life & Annuity with MetLife made MetLife the largest individual life insurer in North America based on sales and increases MetLife's Retirement and Savings general account assets by almost 60 percent.

Today MetLife, through its subsidiaries and affiliates, is a leading provider of insurance and other financial services to individual and institutional customers. The MetLife companies serve individuals in approximately 13 million households in the U.S. and provide benefits to 37 million employees and family members through their plan sponsors. Outside the U.S., the MetLife companies serve approximately 8 million customers through direct insurance operations in over twelve countries.

Success Story

Business Intelligence

Highlights

About the Client

MetLife Inc. with Corporate Headquarters in New York City is a provider of insurance and other financial services - including life insurance, annuities, automobile and homeowner's insurance, mutual funds and retirement products to individual and institutional customers. Its revenues in 2004 were approximately \$37 billion.

Business Challenges

Consolidate separate Business Intelligence reporting solutions originally deployed specifically for individual business units while supporting existing users.

Create a single metadata and integrated software and hardware platform.

Build and staff a new Center of Excellence that could support MetLife's on-going transformation and expected growth.

Solution

Single, integrated BI environment. New, enhanced security model. An enterprise-wide data warehouse design. Scorecards, data marts and reports built on the client's Business Intelligence platform, tightened security, custom ETLs and a new Web portal.

Results

State-of-the-art Business Intelligence unrivaled in the insurance industry; strategic, and tactical reporting.

Benefits include enhanced reporting, a more flexible BI platform, and increased collaboration among business units.



MetLife's Transformation

In 1998, MetLife's top executives started an aggressive corporate overhaul intended to transform the company from a leader in the old-fashioned, door-to-door world of selling insurance to a high-tech, highly responsive, fully networked financial services giant. For a company that grew big and successful through the efforts of individual insurance salespeople, this attempt to connect all of MetLife's lines of business and to treat customers like shared corporate assets is a huge undertaking - but it has the potential to change the face of MetLife more than any other effort in its long history.

Part of this overhaul includes the creation of a modern data management network that will connect the vast number of systems gained through acquisition, or that existed independently in MetLife business units for dozens of years.

In the spring of 2004, MetLife called on High Impact Technologies, Inc. (HIT) for immediate assistance. Within a few months, HIT associates had stabilized the situation by solving performance problems with the IB group's existing BI reports. They then migrated several separate projects onto a new integrated environment and implemented more robust user security. Now MetLife was positioned for its Business Intelligence transformation.

Central to the new corporate nervous system is an enterprise-wide data warehouse along with new Business Intelligence (BI) reporting anchored by a standard BI platform - at least for the Individual Business (IB) group within MetLife. To-date, HIT has been instrumental in this development along with the creation of the Business Intelligence Center of Excellence.

Although most insurers are building data warehouses, they are unable to generate cross-company business opportunities or look at customers holistically. MetLife, unlike these other companies, is monetizing the customer and making a centralized view of the customer the foundation for all new business. HIT consultants continue to help MetLife realize this vision.



World-Class Results

Background

MetLife's Individual Business group started its Business Intelligence development with the purchase of an enterprise class Business Intelligence platform in 2001. This entailed a single project to measure sales performance and about 400 users. At that time, strict security measures were implemented. By 2003, subsequent projects had been added that focused on sales leads, electronic leads, field compensation, compliance issues, customer complaints and agent performance reporting. Unfortunately, these had all been developed separately.

Management Concerns

In 2004, MetLife's IB group managers realized that its reporting solutions could not support the enterprise-wide transformation that top management had initiated. The current deployment could simply not scale to the level anticipated even though the BI platform would permit it. Thousands of new users needed to be added. However, they were already experiencing performance problems. There was also no data shared among the different projects. Administering separate solutions on different hardware platforms was difficult and time-consuming. Moreover, very little of the functionality of current BI platform was actually utilized. In fact, current users wanted to use more of the BI platform's ad-hoc reporting and trend analysis capabilities. But most importantly, MetLife lacked experienced, well-trained internal IT resources needed to get the job done.

Short-Term Objectives

The client needed to quickly fix the performance problems and clean up its existing environment. Migration of the various reporting projects to a common platform was a top priority. In addition, new security was required to ensure that users could access multiple reporting projects while restricting access to data based on the level and geographical location of each user. The development of the much anticipated enterprise data warehouse could not begin until after these things were addressed.

Long-Term Goals

Long-term, IB group managers must continue to support MetLife's enterprise transformation. They know that Business Intelligence is a key driver of this change. Ultimately, continued success with Business Intelligence platform will position it as the BI tool of choice. A strong Center of Excellence will position the IB IT group as the preferred resource.

Results

After achieving the client's short-term objectives, HIT's consultants worked closely with various IT teams to establish best practices and deploy centralized process management techniques. These have become an integral part of a new Business Intelligence Center of Excellence. This Center now consists of experienced MicroStrategy developers and administrators. By assigning specialized tasks to team members, the center is able to minimize on-going administration activities and concentrate on new projects - projects central to MetLife's transformation.

Who we are...

High Impact Technologies was formed in 1997 by senior executives and management consultants with twenty years or more experience. Currently, the company has associates located in the Northeast, Mid-Atlantic area, Midwest, Southeast, Western regions of the U.S. and India.

In addition, the company works closely with selected partners that have specialized skills or provide advisory services for senior executives.

HIT works with Global 1000, mid-market companies and high velocity start-ups. HIT associates combine in-depth understanding of market trends, industry expertise, and world-class technology -- coupled with a collaborative work ethic to build solutions that deliver measurable results.

Focused on Results:

- Interests aligned with clients'
- Flexible teams: on-site, off-site, off-shore
- Fixed price deliverables
- Performance based compensation
- Undivided attention to partnerships

HIGH IMPACT TECHNOLOGIES

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What we do...

Data warehousing & Business Intelligence

HIT is more than a Business Intelligence systems integrator. HIT has senior management consultants with over twenty years of experience in its chosen industries. HIT only employs experienced consultants in its Business Intelligence practice.

HIT associates have proven expertise with technologies from leading vendors including Ab Initio, Actuate, Business Objects, Cognos, IBM, Informatica, Microsoft, MicroStrategy, Netezza, Oracle (JDE, PeopleSoft, Profitlogic, Retek & Siebel), SAP, SAS and Teradata.

Packaged Analytics: CPM, Healthcare, Finance, CRM, Supply Chain, WMS, Logistics & ERP

Staffing: Manage, Design/Build, Deploy & Outsource

Best Practices: Discovery, Blueprint, Value Analysis & Optimize

Integration: EII, ETL Design & Delivery, BPM & Web Portals

Insights: IT Strategy, Enterprise Architecture, Logistics, BI, CRM, SCM, ERP

**Consumer Products... Entertainment... Financial Services...
Health Care... Home Improvement... Hospitality...
Insurance... Logistics... Manufacturing... Pharmaceuticals...
Retail... Utilities...**