



The Enterprise Repository: a Change Management Tool



Business modeling and initiatives with the Mornay Group

To fulfill its major strategic plans and put its implemented processes into action, the Mornay Group used MEGA tools to model its business processes. The unique data repository, available via the intranet, allows each colleague within the Group to easily find relevant information and to visualize process mapping and interactions between processes and users.

Specializing in mandatory and optional social welfare programs (Agirc, Arrco, Prévoyance), the Mornay Group has a consistent goal: to meet the needs of its 360,000 member companies and 1,500,000 retirement or health benefit plan subscribers and manage 880,000 retirement pensions.

Activities undergoing profound changes

Retirement and health benefits services are undergoing profound changes, due to both new regulations and demographics. For one thing, the aging population results in a significant increase in the retirement payoff load, specifically starting in 2007. Another change will take place with the 2003 law on retirement reform including amongst other things greater communication towards the labor force. Besides due to Social Security reforms, social welfare is facing heavy competition from other sources, particularly banks. Also, the necessary optimization of the means of production, the coordination of professional regulations and procedures require changes in practices and in team integration. Finally, the Group must prepare for an internal "baby boomer retirement" effect, resulting in the departure of employees who's accumulated knowledge and know-how were not always formally acknowledged during the implementing of regulations and the evolutions of the information systems.

In order to cope with this situation and the inevitable accompanying changes, the Mornay Group started a project designed to optimize and streamline its business processes and service offerings which are directly connected to the projects managed by the supervising body, agirc-arrco Federation. Its goal is to reduce management costs while increasing production capacity using the following methods: a dematerialization and an improved automation of information sharing between the social welfare institutions; cooperation between sites and IT teams and the merging of information technology resources by uniting different systems into a single system. As numerous projects are started at once, it is necessary for the Mornay group to implement a shared data repository.



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A data repository for “a clear vision”

The construction of the data repository started in 1999 with a movement to standardize procedures, operating modes and best practices that then continued in 2001 with the creation of process mapping. However, without a tool to manage it, the new systematic approach was incomplete, rarely up-to-date and seen as a hindrance by the employees who were supposed to be using it.

The Mornay Group, which has been using MEGA since 2000 for its architecture and IT application mapping, made the decision to apply MEGA Process to its procedures. *«We started with the customer vision, which was transformed into processes, then procedures, then operating modes with best practices linked to the data repository and to other documents,»* says Pascale Buon, Organization Manager, Multi-Departmental Projects and Production Processes within the Mornay Group’s Organization and Planning Department. *«The processes are broken down into sub-processes, with their goals and their indicators, and described in the form of manual, semi-automated, or even fully automated operations,»* explains Fernando de Castro, Director of Billing and Collection Processes.

Following the description of a pilot process conducted in 2003 to evaluate how well the tool met the company’s needs, MEGA Process was put into service in 2004. Today, 80% of the operating processes and associated procedures are described in MEGA Process. The mapping is carried out in conjunction with the IT applications data repository and the objectives agreement signed with the agirc-arrco Federations for retirement activities. *«This enables us to keep track of the impacts of various projects as well as to have an up-dated inventory at the teams’ disposal,»* adds Pascale Buon. Eventually, the process descriptions will also be linked to the internal objectives contracts for health benefit activities, with support functions as well as the repository for managing the risks of our internal controls.

A Living Memory

The data repository serves as a single, constantly up-to-date starting point for project teams, and provides a managed, shared, comprehensive and multi-departmental view of the company’s activities. Each user may consult it in order to identify the primary impacts and players for a

MEGA AND BUSINESS MODELING

Business modeling, and process modeling in particular, is the key in improving performance, conducting mergers, planning ongoing activities, managing operational risk, maintaining ISO or SOX certification, implementing best practices and much more.

The architecture provides a static view of resources, whereas processes, which consist of cooperation between human and IT resources along the value chain, offer a dynamic view. Business mapping fulfills these two objectives and provides analysis and management tools for business model performance, which is essential for company decision-makers. It gives them the means to piece together and manage economic resources.

MEGA, the pioneer of this sector, makes management of business modeling methods the key factor in its professional excellence. Its enterprise architecture solution, designed for the executive management of major organizations, includes three parts: the data repository tool, the modeling method and specialized consultants.

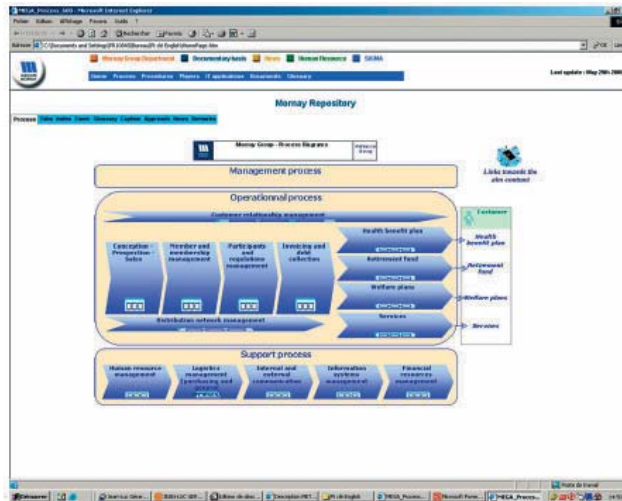


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given project. At any time, a manager can access the role of his or her department, its past and future activities and its effects on other activities via the Intranet. «Clicking on a process brings up its map, which provides information about its environment, its breakdown, its implementation, the identified risks, the results to be obtained and the players involved, plus related documentation,» explains Fernando de Castro, a strong believer in MEGA Process results: «We know what is being done at all times, which makes updating a lot easier.»

While greatly facilitating maintenance, the data repository can also serve as a training tool and enable the Human Resources Director to learn the different activities and operations carried out by an individual and to supply them with descriptions and studies of the workstation. In summary, the process data repository serves as the memory for the various services within a company and is accessible via the Internet.

This approach required the availability of “department experts” as well as management. «The data repository must be brought to life, which requires the participation of all of the various players,» stresses Pascale Buon.



**THE MORNAY GROUP:
A MAJOR ACTOR IN THE FIELD OF OPTIONAL SOCIAL WELFARE**

For over sixty years, the Mornay Group has provided companies, employees and retirees with social welfare both complete and adapted to their specific needs and expectations.

In total, almost 362,000 companies and more than 2.3 million people, either employees or senior citizens, have confidence in the Mornay Group. Eight local departments, as well as a department specifically dedicated to large companies; endeavour to establish closer links with the Group and its customers in order to ensure the highest quality service.

The Mornay Group gathers two pension institutions: for executives, the Agirc Fund, and for employees, the Arrco Fund. The Mornay Group also gathers two provident institutions, a provident society (association) with parity representation management, and a mutual insurance company coming under the mutual insurance code.

The Mornay Group succeeded in developing the required structure aimed at adapting to the current evolutions of the companies environments. Amongst other things, the organization provides its customers with a unique position allowing them to accomplish their overall duties in terms of retirement and optional social welfare.