



JORGE ARROYO IS FASCINATED BY CORPORATE CHANGE. MAYBE THAT'S BECAUSE, WHEN HE ARRIVED AT BENEFIT CONSULTANTS GROUP IN 1996, HE JOINED A COMPANY THAT WAS ABOUT TO BE TRANSFORMED – IN LARGE PART THROUGH THE DEPLOYMENT OF SUNGARD'S RELIUS ADMINISTRATION SYSTEM. A LOT HAS CHANGED AT BCG SINCE THEN, BUT THE MONTHLY INTER-DEPARTMENTAL TRICYCLE RACE IS LIKELY TO REMAIN A FIXTURE



In the world of financial services, it would be hard to imagine a business growing if it did not deploy IT resources effectively. It would also be hard to find an organization where the link between growth and smart use of IT could be any stronger than at BCG, the Benefit Consultants Group.

A firm administering retirement plans since 1958, BCG grew from 200 to 2,000 plans in the decade after it adopted SunGard's Relius solution. "We did a lot of things right over those years," says Jorge Arroyo, BCG's chief operating officer, "and almost all those things connect in some way to Relius."

#### HISTORY OF GROWTH

When Jorge joined BCG in 1996, he was just out of college and starting his career, and the company was making something of a fresh start as well. "BCG was a solid organization," Jorge says, "but not growing as strongly as we wanted. Our founder, Robert Paglione, decided that we were going to reinvent the company. We were going to study how things were done, and ask why."

The answers they found prompted major changes, including a full restructuring of BCG's staff and business processes. "Originally our people were all assigned to clients," Jorge explains. "Each would have a certain number of accounts and essentially handle all the work that went with them, from setting up plans to processing daily business." Today, each BCG client still has a retirement plan specialist as a main point of contact, but the work of plan administration is divided functionally. "We created departments for plan accounting, contributions processing, compliance – each of our functional areas," Jorge explains. This proved much more efficient, and BCG passed much of the savings on to its clients.

"When you look at our restructuring," Jorge says, "it's interesting to see how our plan mirrored Relius. With poorly designed software, you have to force your business processes into its features. With Relius, the system provides a blueprint for the right

#### HOME LIFE

**HOME:** "Tabernacle, New Jersey, which is right outside Wharton State Forest. We actually live in a log cabin. It's like a normal house – the only difference is that it looks a bit like a ski lodge."

**FAMILY:** "I have seven brothers and sisters and a lovely wife, Lisa, who is a wildlife biologist."

**HOMETOWN:** "I am Colombian. My family came to the U.S. when I was 10 months old. My father is a hard-working diesel mechanic."

**EDUCATION:** Rutgers University.

**FREE TIME:** "I'm involved in my church. I play soccer and golf. I help organize an annual golf marathon that provides scholarships to students."

**VACATION:** "We've traveled to Europe and South America. I have also been to Peru and Nicaragua with my church, helping communities build schools and churches."



**"WE DID A LOT OF THINGS RIGHT OVER THE LAST 10 YEARS, AND ALMOST ALL THOSE THINGS CONNECT IN SOME WAY TO RELIUS"**



way to run the operation. Relius is the heartbeat of the company, and we've built ourselves around the functions it provides."

**COMPETING STRONGLY**

As COO, Jorge is responsible for the core of BCG's operation – "basically, everything except sales," he says. That includes paying careful attention to the company's competitive position and the expectations of its customers.

BCG has clients across the country, mainly sponsors of small plans (1 to 100 participants) and mid-size plans (100 to 1000 participants), with the largest single segment of business coming through an agreement with GMAC Insurance through which BCG serves GMAC nationwide. "Whatever the type of company," Jorge says, "the expectations of the plan sponsors and participants are the same. People want speed, they want accuracy and they want the option of self-help." These concerns, he says, span the lifecycle of a retirement plan, from adding participants, to processing their contributions, to making distributions.

"Again, Relius is at the heart of our success," Jorge says. "It once took us three to five days to receive a company's payroll withholdings, process them, and get them invested. Now it's 24 hours."

He cites one other competitive edge that Relius brought to BCG – daily valuation. "A decade ago, it was rare for firms in our niche to do daily valuation," Jorge explains. "The only people who did, at least in-house, were the big companies. Relius gave us that capability and let us compete with the big guys, while still offering that small-firm service."

Jorge's background is accounting and a significant part of his job clearly relates to IT, yet the aspect of his work he finds most important is managing people. "My goal is to help the managers

**WORK LIFE**

**HOURS:** "The office is open 8:00 a.m. to 4:30 p.m., but I'm always working."

**LOCATION:** Delran, New Jersey, a suburb just outside Philadelphia.

**OFFICE DÉCOR:** "I have a few pieces of art depicting Formula 1 cars. There are a lot of race fans in this company, including myself."

**DESK HYGIENE:** "It's not messy, just busy. There's a full in-bin, a lot of paperwork, a lot of regulatory books."

**BUSINESS TRAVEL:** "I visit clients throughout the country. I also travel for regulatory meetings, often to Washington, D.C. I attend SunGard conferences and travel for ASPPA, our professional body."

**CORPORATE CULTURE:** "Very entrepreneurial and very open to input from every individual in the firm. We have some fun competitions – for instance, a tricycle race between the month's top-performing departments, with a day off as the prize. It is our goal to keep a small-company feel even though we've grown bigger."

**DREAM JOB:** "Consultant in change management. I like dealing with people and the dynamics of companies."

who report to me learn and grow," he says, "and also to focus on strategic changes." These might relate to the company's new Six Sigma program, to new products and services, or to new regulations. "Compliance is a giant issue," Jorge explains, citing as an example new rules taking shape related to market timing.

"These changes can be tough to work through," he says. "But we face them head-on. We participate in the groups developing the policies. We work with SunGard as it builds new capabilities into Relius. And we keep growing!"

**THE SUNGARD SOLUTION: RELIUS & STN**

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