



BCBSMA BX **BX ENABLEMENT: CORE CAPABILITIES**

April 2022

BCBSMA IS UNDERGOING A CONSUMER EXPERIENCE TRANSFORMATION TO BUILD EXCEPTIONAL EXPERIENCES FOR OUR EMPLOYEES AND FOR THE COMMUNITIES WE SERVE. WE BELIEVE THAT BETTER CONSUMER EXPERIENCES LEADS TO BETTER BUSINESS OUTCOMES, SO WE DELIVER:

FOR OUR EMPLOYEES

CONSUMER-DRIVEN PRACTICES

We understand needs before creating solutions. We do this by learning fast and working together to deliver inclusive, meaningful consumer experiences.

FOR OUR BUSINESS

EXPERIENCE-LED PROFITABILITY

We correlate CX to top and bottom-line growth to provide consumers exactly what they desire without trading profitability and sustainability.

FOR OUR CONSUMERS

EXCEPTIONAL OMNI EXPERIENCES

We deliver holistic solutions and services that meet our consumers how they need, when they need them.

BCBSMA CAN HARNESS POWERFUL CAPABILITIES TO CREATE PERSONALIZED MEMBER EXPERIENCES ACROSS THE ENTIRE JOURNEY

Individually, these three capabilities offer tremendous impact for stakeholders across BCBSMA enabling them to vastly improve experiences and operations.

However, **the whole is greater than the sum of its parts**: combining these three capabilities together will exponentially boost impact and maximize the strategic investments made in the current space today.

01 ENTERPRISE SEGMENTATION

KNOW YOUR MEMBER

Develop precise and targetable enterprise segmentation that's based on objectives, behaviors, preferences and affinities in an automated way

02 EXPERIENCE MANAGEMENT

INDUSTRIALIZE ORCHESTRATED JOURNEYS TO PRECISE SEGMENTS

Enable robust design and delivery of automated, personalized, omnichannel campaigns at scale

03 EXPERIMENTATION

INFORM STRATEGY FOR CONTENT, CAMPAIGN, SEGMENTATION

Build digital experiences that meet members' preferences, enabling a test & learn methodology to support insight-driven experience design

ENTERPRISE SEGMENTATION SERVES AS THE BACKBONE

CAPABILITY

Develop precise and targetable enterprise segmentation that's based on objectives, behaviors, preferences and affinities in an automated way

BENEFITS FOR BCBSMA

- **Customer Experience (CX)** can design connected, personalized, omnichannel experiences.
- **Marketing** can build and optimize targeted campaigns, accelerating speed to market.
- **Advertising** can understand from segments what type of data (1P, 2P, 3P) drives the highest return on Ad Spend.
- **Sales** can identify upsell, cross-sell opportunities at scale.
- **Customer Service** can provide targeted service enabled by identifying a unique segment and have a single view of all the sales and marketing touchpoints the member has been exposed to.
- **Product Owners / Businesses** can leverage segmentation for planning and product development.



CRAWL - PHASE 2

- Document enterprise-wide audience segmentation and activation goals
- Kick-off evaluation of current segmentation capability against goals as BCBSMA migrates to the Analytical Data Hub (ADH) in mid-April
- Evaluate commercial CDP features on RedPoint platform to enable automated audience definition/delivery and activation via outbound connectors
- Design pilot use case

OUTPUTS

- Enterprise segmentation goals & capability assessment
- CDP gap assessment
- Pilot use case design

WALK - PHASE 3

- Build prioritized project roadmap based on evaluation and business goals
- Implement projects on roadmap
- Upgrade CDP capability based on evaluation
- Automate segment delivery for pilot use case
- Start defining data governance and develop data catalog, taxonomy, data workflow

OUTPUTS

- Prioritized project roadmap + implementations
- Pilot use case launched
- Business Data Glossary version 1.0

RUN - PHASE 4

- Measure pilot campaign efficacy by segment
- Optimize segment definition/delivery based on results/insights
- Continue refining business data glossary
- Explore integrating mindsets into enterprise segmentation
- Explore opportunities to enrich member dataset with 1P, 2P, 3P data

OUTPUTS

- Pilot use case results/insights
- Improved Business Data Glossary version
- Requirements for data enrichment, mindset integration

Increased Benefit

DELIVER ORCHESTRATED PERSONALIZED EXPERIENCES

CAPABILITY

Enable robust design and delivery of automated, personalized, omnichannel experiences at scale to precise segments

BENEFITS FOR BCBSMA

- **Customer Experience (CX)** can scale orchestrated journeys personalized for every member.
- **Marketing** enables insights like channel ROI, content ROI to drive data-driven optimization.
- **Advertising** can develop a clearer attribution model based on end-to-end journey maps for enterprise segments.
- **Product / Businesses** can provide tailored meaningful experiences to members.



CRAWL - PHASE 2

- Document omni-channel campaign requirements
- Assess current capability to build orchestrated campaign journeys
- Design pilot campaign to automate based on data signals to target segment(s)
- Design pilot campaign to collect additional member preferences beyond channel

OUTPUTS

- Campaign requirements document
- Automated pilot campaign design
- Member preference pilot campaign design

WALK - PHASE 3

- Build and launch pilot campaign to target segment(s)
- Activate signup forms feature on campaign management platform to capture additional member preferences
- Evaluate if orchestration features are available on existing campaign management platform. If not available, consider other enablers in the ecosystem to enable journey orchestration

OUTPUTS

- Pilot (automated & targeted) campaign launched
- Preference collection feature enabled
- Journey orchestration capability assessment

RUN - PHASE 4

- Measure pilot campaign impact; insights inform campaign optimization
- Launch pilot campaign to capture additional member preferences
- Integrate preference data collected with ADH to inform segmentation
- Implement/activate journey orchestration capability
- Design omni-channel orchestrated journey

OUTPUTS

- Pilot use case results/insights
- Campaign-specific member preference data
- Journey orchestration capability

Increased Benefit

LEVERAGE DATA-DRIVEN INSIGHTS TO INFORM STRATEGY

CAPABILITY

Build digital experiences that meet members' preferences, enable a test & learn methodology to support insight-driven experience design

BENEFITS FOR BCBSMA

- **Customer Experience (CX)** is enabled to learn members' input and incorporate that in designing experiences.
- **Marketing** is equipped with ability to run experiments for continuous improvement (e.g., effective content, header, call-to-action placement, etc.).
- **Product Owners / Businesses** can learn member preferences and tests out product features.
- **Enterprise Analytics** can leverage insights from experimentation to inform further data enrichment and segmentation opportunities.



CRAWL - PHASE 2

- Identify experimentation opportunities across a member's journey
- Assess experimentation capability on all channels
- Design pilot A/B test, starting with email campaigns since capability is available
- Launch pilot A/B email test

OUTPUTS

- Experimentation opportunity document focusing on test hypotheses + insights to gather
- Current capability assessment
- Pilot email A/B test launched

WALK - PHASE 3

- Based on assessment, enhance enablers to add experimentation capability
- Design pilot A/B/MVT test for high-impact member touchpoint
- Launch pilot A/B test starting with out-of-the-box audience segments, on prioritized channels

OUTPUTS

- Testing capability available on prioritized channels
- Pilot A/B test campaign on additional channel(s) launched

RUN - PHASE 4

- Analyze test results and rapidly optimize experience
- Integrate experimentation and segmentation capabilities, enabling A/B/MVT tests for specific target segments
- Design pilot A/B/MVT tests targeted to specific segments

OUTPUTS

- Insights from A/B/MVT test
- Pilot targeted A/B/MVT test design
- Test insights guide future content, campaign and segmentation strategy

Increased Benefit

PRE-EMPTIVE QUESTIONS

Capability 1: Enterprise Segmentation

1. Why do we need ACN for this work? ACN has expertise and experience. Speed to market.
2. A key benefit to this capability is the *automation* aspect – how long before we get to that future state? Automated segment delivery pilot can be launched in Walk phase.
3. What are the other activities/interdependencies to make the segmentation useful? Analytics evolves to start measuring/revealing insights by segments.

Capability 2: Campaign Management

1. Do we have the right people or enough people to do this kind of campaign development & management?
2. Is this worth it to do this now? Even if we had this MarTech piece in place, there are still other barriers at BCBSMA that prohibits us from extracting as much value from this – such as not having a defined (modular) content strategy, CDP, advanced analytical and machine learning-based models.

Capability 3: Experimentation

1. Why start with email for experimentations? Email experimentation capabilities (A/B/MVT) already available.
2. How many tests should we design? This depends on the number of impactful questions to answer. Eg: PFH would like to know which email content do members respond most to, a content placement test would make sense. Proper campaign tagging ensures accurate tracking/measurement.
3. Who is the experimentation owner? CX owns the test design/analyzing results, Platform Owner (eg: SendGrid) assists with building/implementing tests. CX would develop skillsets to design A/B tests, **read results + optimize rapidly**.
4. CX analytics skills is applied to analyzing digital platform metrics on the various MarTech platforms.