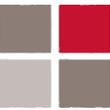


# CASE STUDY: CRM Optimization for Member-Centric Marketing



## Background

Blue Cross Blue Shield of Tennessee (BCBST) is the state's largest benefit plan provider, offering Tennesseans choice and flexibility when it comes to the health and well being of themselves, their families and their finances. In 2012, BCBST developed a "member centric" vision, outlining a series of data and technology objectives to improve their ability to map and utilize a 360-degree view of each member in order to optimize marketing, clinical care and services.

## Challenges

- Marketing technology was aging and riddled with outdated customizations that make upgrades and introduction of new feature sets very cost-prohibitive.
- Lengthy segmentation process on inflexible technology severely limited the speed by which the mar-tech team could execute marketing and clinical campaigns.
- Internal teams, frustrated by the slow turnaround times, went around formal processes to get campaigns out the door, resulting in a poorly targeted and often confusing member experience.
- Significant investment made in Marketing Operations and workflow automation without process optimization exposed process hiccups and pitfalls and frustrated users.
- Highly regulated industry. All marketing materials required explicit regulatory/legal and IT review & approval

## Approach

- Assess business needs to develop a viable set of technology recommendations to meet the needs of the business, particularly in optimizing what was already in house.
- Motivate the various marketing, clinical, data and campaign production teams to embrace the member-centric vision by seeing how it could be applied to their particular department and quotidian work.
- Question legacy system and process in order to break apart organizational complacency and create opportunity for improvement.
- Highlight opportunity and vulnerability of the mar-tech and data teams to serve a business that is truly member-centric.



## Result

- Detailed audit of every aspect of the campaign management ecosystem, and alignment with analytics, IT and CRM teams.
- Outlined go-forward strategic technology options and constructed a detailed vendor outreach program to leverage additional capabilities of existing technologies.
- Developed short term and long term prioritization of opportunities and a work schedule for executing these projects.
- Enabled marketing team members to review their marketing processes within the context of the current technology mix.
- Supported enablement of a broad change in mar-tech operating process and strategy