

CUSTOMER SUCCESS STORY: REDEFINING RELATIONSHIPS FOR MARKETING INSIGHT

With detailed Marketing Audit, Process Mapping and Process Definition, BCBSIL Consumer Markets has better control of their marketing with Quaero.

About Our Client

Blue Cross/Blue Shield of Illinois (BCBSIL) is the largest health insurance company in Illinois, providing more than 6.5 million members with cost-effective and comprehensive health plans. A division of Health Care Service Corporation (HCSC), Blue Cross and Blue Shield of Illinois prides itself on being a technologically innovative, efficient and responsive health insurance company providing its members with confidence, security, valuable health information, benefits summaries, claim status and provider information via secure online access.

Our Client's Problem

A competitive marketplace was pushing BCBSIL Consumer Markets' resources to deliver more sophisticated marketing – to do more with less – while very few marketing processes were in place to accomplish this. They needed to:

- Develop the necessary predictability, efficiency and sustained competitive advantage for the marketing channels to scale in an increasingly complex industry environment
- Achieve future gains in market share through **List and Campaign Management process improvements**
- Enhance and solidify the current state of marketing and prepare the organization for a longer-term customer-centric operating model
- Fortify the infrastructure and prepare the organization for more long-term projects that will improve overall marketing effectiveness

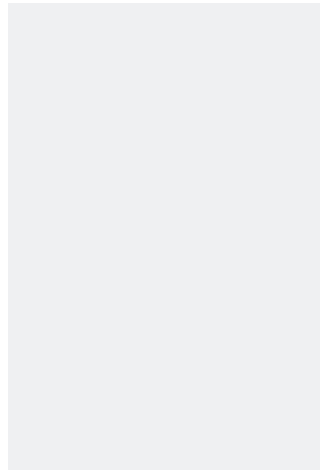
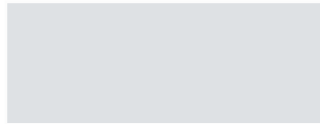
They also outsourced many of the marketing functions but desired to better leverage the appropriate insights for more strategic decision-making.

"I have worked with Accenture, McKinsey, all the big guys, and Quaero is the Best."

The Solution was to Collaborate with Quaero

Quaero came to BCBSIL Consumer Markets with an Assessment & Planning initiative to help the client:

- Understand and document the current customer data and campaign



management capabilities and processes, including a technical review and historical campaign review

- Identify critical gaps in the information, tools, processes and technologies
- Deliver a high-level implementation plan for closing the gaps

Quaero identified 35 “quick hit” recommendations as well as several longer term recommendations that would help BCBSIL Consumer Markets realize their objectives. Once the initial planning was underway, Quaero worked with BCBSIL Consumer Markets to define, prioritize and implement the 35 recommendations that were identified during the Assessment & Planning work.

Marked Improvement

Over the last few years, BCBSIL Consumer Markets has achieved strong results but wanted to better position themselves for future growth and more intense competition. Through the detailed Marketing Audit, Process Mapping and Process Definition, Quaero helped BCBSIL Consumer Markets put procedures into place, in conjunction with their vendor relationships, which helped them become a more balanced organization.

“Quaero’s expertise to assess how to improve marketing effectiveness was powerful. They helped improve our strategy and processes to accelerate our marketing objectives.”

By clearly defining marketing processes with proper information and resources for each step of the newly defined standards, and with the appropriate tools, BCBSIL Consumer Markets is able to leverage previous marketing campaign learnings to guide current campaign strategy. But, the most critical point is that they are also able to integrate this learning into other areas of the organization, which has created an environment of increased communication and knowledge sharing.

Quaero provided short-term fixes that moved the organization toward better learning through the enhanced communication and knowledge sharing. While longer-term initiatives were being developed or in process, the entire marketing team was aligned around the means to become more efficient and scalable.

Tangible Results

The Quaero team quickly helped BCBSIL Consumer Markets recognize the immense benefits of the project through enabling:

- **RACI Model** (responsible, accountable, consulted, informed) for both BCBSIL Consumer Markets and vendor teams that more appropriately aligns roles and responsibilities to the new processes



- Improved knowledge retention and utilization through the implementation of a **Knowledge Management solution**
- Development of a “**Campaign Manager Council**” that meets regularly to share learnings, insights, and continue to develop improvements to the marketing process
- **Organizational Alignment** – as a result of the process work and RACI, responsibility for individual campaigns shifted to a more appropriate level within the department. Executives could focus their expertise at the strategic level (while providing guidance to the Campaign Managers) and Campaign Managers could apply the insights and lessons learned from historical campaigns to develop and execute current campaigns more efficiently and effectively.

“I kept waiting for the gotcha, but it did not come. I have never seen a project of this size move along without any issue, or as fast.”

– Peter Rodes, Divisional Vice President Sales & Marketing, BCBS IL

The end result is ongoing capabilities and learnings that are providing BCBSIL Consumer Markets competitive advantage.



ACCELERATE
CUSTOMER
VALUE

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About Quaero

Quaero, a CSG solution, uses customer intelligence to help clients shift from traditional campaign-driven marketing to real-time, multichannel customer interaction. Quaero experts blend strategy and analytics with performance management and technology to establish dialogues that improve the customer experience while increasing overall customer value.

Headquartered in Charlotte, NC, the Quaero solutions group provides marketing services to category-leading clients within the Financial Services, Pharmaceutical/Healthcare, Travel and Leisure, Media, Consumer and High Tech industries. For more information, call 1-877-570-2199 or visit www.quaero.csgsystems.com.