

Implementing a New Strategic Direction at a Leading Health Insurance Company



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Operating in a New Marketplace, Health Insurer Focuses on the Customer

With the U.S. health care industry undergoing unprecedented change, a leading diversified health insurance company is finding opportunity in uncertainty by making a bold strategic shift to increase its customer focus.

As wide-scale government reforms redefine the marketplace, the company continues to position itself as a leader in creating better global health care. The current range of traditional and consumer-directed health insurance products and related services provide easy access to cost-effective, high-quality care for over 35 million members. Going forward, the health insurer remains dedicated to building a stronger, more effective health care system.

To achieve this, the company is implementing a new strategy to generate significant innovation, growth, and shareholder value by focusing on effectively managing its portfolio of businesses while keeping the customer at the core.

Success Depends on Execution by Top Leaders

The recently appointed Chairman, CEO and President faced a competitive challenge. To differentiate the health insurance company and create new areas of growth, he needed the top three hundred leaders to effectively implement the company's strategy with a focus on maximizing capital allocation around customer value creation.

To minimize the risks and productivity losses that normally accompany the execution of a new strategy, the CEO needed to delve into the challenges of strategy execution and build the skills for success in a safe environment.

A High-Impact Initiative Ensures Effective Strategy Execution

To meet this challenge, the CEO partnered with BTS to create a high-impact initiative that would build alignment, strengthen capabilities, and develop the appropriate mindset among the top three hundred executives.



At the heart of the initiative, a customized business simulation enabled top leaders to practice strategy execution in a risk-free, competitive environment. To deliver maximum applicability and impact, BTS consultants worked closely with the company's executive team to craft an experience aligned to and reflective of the business and key strategic priorities. Over the course of the simulation program, the company's top executives were given the opportunity to step outside of their traditional roles, collaborate in new ways, and work together to build the capabilities critical to the strategy's success.



Through this valuable first-hand experience, top leaders were able to articulate the importance of customer-centricity, disseminate best practices around execution, and demonstrate the critical skills needed to effectively optimize business levers, allocate capital, and develop a customer-centric organization. In the end, the comprehensive initiative empowered the leaders to find new areas for innovation and growth.

As an output, the leaders developed concrete actions to execute the company strategy across the enterprise and within their own areas of the business. One participating employee reflected, "Fantastic! Excellent use of executive time allocation." Another senior leader confirmed, "The simulation and competitive, experiential approach fosters so much more learning than other modules."

According to initial metrics, the strategy execution program was successful:

- 97 percent of participants reported a greater understanding of how to become more customer-centric as a result of the program.
- 98 percent of participants feel better prepared to develop and execute on their business strategy in the future.

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For the company, the results were tangible. Research conducted several months after the session confirms that leaders are taking action to accelerate strategy execution. In many cases, these leaders are already beginning to see business results. For example, one leader attributed 30% of a \$15M new revenue source to the strategy execution program.

Moving forward, the positive momentum is expected to continue. The skills gained by these leaders will aid the execution of the company's growth initiatives and future success in improving the American and global health care systems.

A senior leader stressed, "Expanding this training beyond the top 200 leaders is critical to our overall corporate success."

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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