

Getting to Value Creation

Creating Communication Strategies to Drive Business Results

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IABC Heritage Region 2008 Conference
Hartford, CT
October 14, 2008

BCBSF at a Glance

Members Served

- 8.8 million (BCBSF & Subsidiaries)
- 4.2 million (Health Business)
- 32% market share in Florida

Customer Retention

- 92% for 2007

Financials

- \$8.34 Billion consolidated revenue

BCBSF employs 7,400 team members across the state of Florida



Workforce Makeup

- 46% – front line employees
- 40% – individual contributors
- 5% – officers and directors
- 9% – managers and supervisors

Value Creation: Strategy & Execution

“Execution is a systematic process of rigorously discussing *how's* and *what's*, questioning, tenaciously following through and ensuring accountability”

Larry Bossidy and Ram Charan, *Execution*

“You have to be able to execute on your intent”

Strategy and Execution, Harvard Business Review, June 2008

“Strategy is not just tactics – it is a discipline and a system”

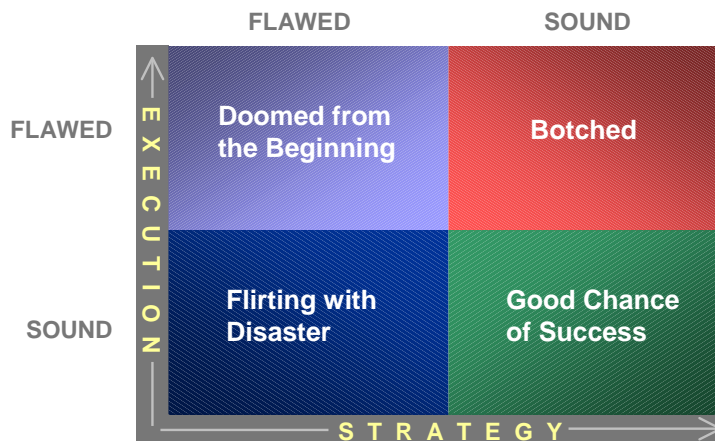
Jack Welch

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Value Creation: Strategy & Execution

“Strategy *is* execution and Execution *is* Strategy”

Tom Peters



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Organizing for Value Creation

	Mission	Results Orientation	Staff Requirement
MODEL A : Provider	Communications execution (e.g., service requests)	<ul style="list-style-type: none"> Task-orientation (e.g., newsletters, speeches) Measures output 	Communication skills
MODEL B : Partner	Strategic communications (e.g., support decision-making & convey information)	<ul style="list-style-type: none"> Functional-orientation (e.g., HR or support for specific operation) Measures outcomes 	Communication expertise
MODEL C : Driver	Strategic influence (e.g., influence decisions & drive business results)	<ul style="list-style-type: none"> Integration/Cross-functional orientation (e.g. alignment & behavior change across the organization) Measures results linked to financial & operating metrics 	Business experience combined with communications expertise
MODEL D : Innovator	Facilitating Learning (e.g., : creating a context that inspires responsible innovation, performance and learning.)	<ul style="list-style-type: none"> Integration (e.g., uses all levers to drive behavior change and engage all potential stakeholders) Creates new knowledge to drive innovation Wholly demand-driven Measures results linked to financial & operating metrics 	Business experience combined with transformational leadership competencies and communications expertise

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Strategic Thinking for Value Creation

Strategic Planning Framework



- Strategic Conclusions
- Description of Future State

- Strategic Gaps between current and desired future state
- Strategies for Closing Gaps

- Strategic Timeline
- Strategic Metrics

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Value Creation: Strategic Planning Process

Business Impact	I. Review of Current Situation for the Organization	<input type="text"/>
	II. Identify Key Goals and Support Metrics for the Organization	<input type="text"/>
Strategic Communications Framework	III. Outline Top-Line issues & Supporting Facts	<input type="text"/>
	IV. Set Goals and Objectives for Communications (What is our current situation?)	<input type="text"/>
Communications Plan	V. Develop Communications Strategies (Where do we want to go?)	<input type="text"/> <input type="text"/>
	VI. Develop Supporting Initiatives, Programs and Tactics (How will we get there?)	<input type="text"/> <input type="text"/>
	VII. Develop Research and Measurement (How do we know we've made an impact?)	<input type="text"/> <input type="text"/>

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Value Creation: Strategic Planning Process

Business Impact	<p>Review of Current Situation for the Organization</p> <ul style="list-style-type: none"> What's changing in our industry, markets, competitors and other areas that might affect us? Where are the opportunities? What strengths, weaknesses, resources and competitive advantages do we have? List of internal/external stakeholders and their alignment with future direction Evidence/impact of current opportunities/challenges, Key products, services and their performance
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Value Creation: Strategic Planning Process

Business Impact

Identify Key Goals and Support Metrics for the Organization

- What are the company's business goals and objectives?
- How has the company been performing?
- What is the financial situation?
- Review the vision, mission, values

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Value Creation: Strategic Planning Process

Strategic Communications Framework

Outline Top-Line issues & Supporting Facts

- Where can communications have the most impact?
- What perceptions, attitudes and behaviors have to change?
- Historically, how has the company performed when faced with similar issues in the past?
- How has the department performed?

Set Goals and Objectives for Communications (What is our current situation?)

- What is the current situation for the function? Analyze key messages, audiences, processes, structure, measurement
- Review the guiding principles - mission, values - for the function.

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Value Creation: Strategic Planning Process

Communications Plan

Develop Communications Strategies (Where do we want to go?)

- What are all the possible and feasible strategies we could use?
- Which opportunities should we pursue?
- Which alternatives make the best sense?
- What contingencies do we need in place?
- Where do we need to integrate within our function? With other functions?

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Value Creation: Strategic Planning Process

Communications Plan

Develop Supporting Initiatives, Programs and Tactics (How will we get there?)

- How will we deliver on our strategies?
- What resources will we use?
- Develop individual short - and long-term plans.
- How will we measure successful implementation?

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Value Creation: Strategic Planning Process

Communications Plan

Develop Research and Measurement

(How do we know we've made an impact?)

- What is our overall measurement approach? What mix of measurement tools do we use?
- How do we integrate research and measurement throughout our communications planning and implementation?

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Value Creation: Rigorous Questioning To Get The Data You Need

Problem/Opportunity Evidence

- Describe the problem/opportunity
- How do you know its ____?
- Why is this a ____?
- What key performance indicators will go up or down when ____?

Results/Opportunity Evidence

- How do you measure it?
- What is it now?
 - What would you like it to be?
 - Value of the difference over time.

Solution

Problem/Opportunity Impact

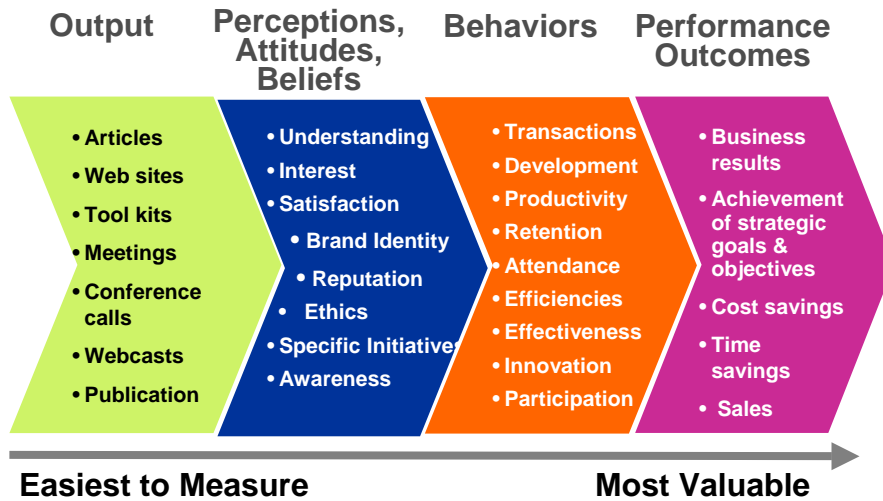
- How does this negatively impact the business?
- What are the consequence/ramifications?
- How would the business benefit from ____?
- What are some of the positive outcomes?

Results/Opportunity Impact

- What would that allow you to do that you can't do now?
- What would be the outcomes?

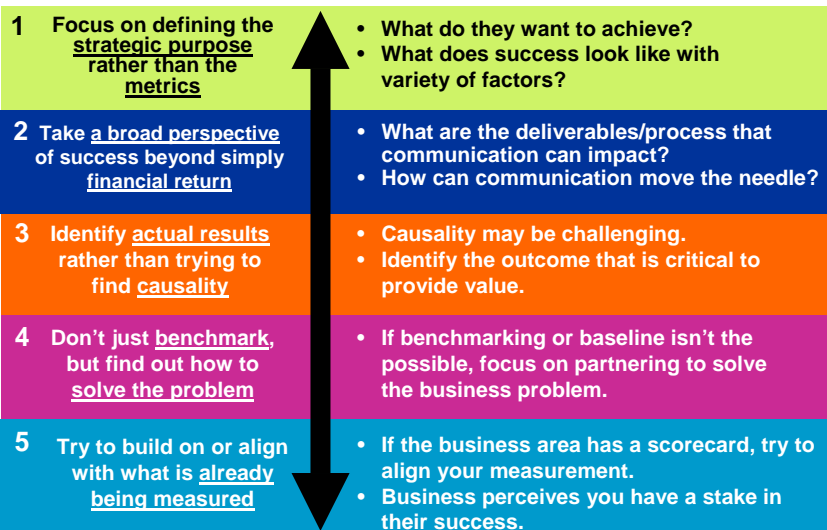
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Value Creation: Measuring Results



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Value Creation: Measuring Results



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