



# 2018 Digital Acceleration Plan





# Learning Agenda Focus

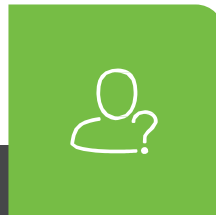
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Outlined below are the primary questions that surfaced through the Digital Learning Agenda. These questions resulted from collaboration with the DCoE and the output of a brainstorm session held with ECRM and DCoE marketing associates.



**How can digital become a primary conversion and lead generation source for HP?**

Through this question we will look at how we can increase enrollment through digital channels and incorporate a next best offer into the campaign.



**Will a focus on campaign management maximize our digital strategy?**

We will explore our internal marketing resources and assess areas where external digital marketing vendors may be able to help us accelerate our digital test and learn plan.



**How can we improve upon existing HOP digital marketing efforts?**

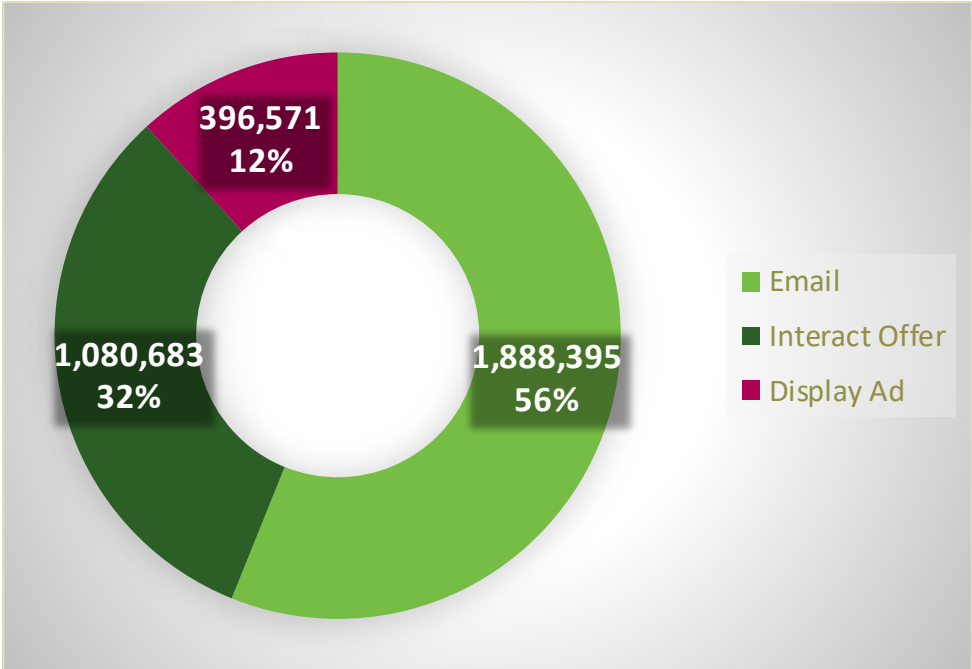
We will look at the opportunities that exist to enhance current digital marketing efforts to increase conversions through digital channels.

# ██████████ Pharmacy Digital Landscape



## '17 Traditional Mail Digital Touches

- Messages were delivered to all eligible LOB's via three main digital channels.
- Approx. 108k members targeted by HOP campaign communications converted through ██████████
- Consumer Analytics reports that members with an online presence are more likely to convert to ██████████ Pharmacy via any channel.



\*Validating '17 digital member conversion benchmark with DCoE/Consumer Analytics





## Driving the Digital Strategy Forward

The slides in this section outline specific projects that will accelerate the [REDACTED] digital member acquisition strategy. Once complete, the projects are intended to increase activity and conversions through digital channels, thus delivering results for the business.

# Digital Maturity Projects

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## Campaign Management Maturity

MEM will assess how effectively we can manage our digital marketing plan internally across impacted teams for quick development and application of our strategy. We will explore benefits of engaging an external digital marketing agency to accelerate execution of our digital test and learn plan.

**Project Effort Required:** Medium



## Digital User Analysis

The Medicare “digitally savvy” population will be assessed for further digital campaign targeting opportunities. We will look at the most effective digital touch strategy that will help us meet our goals as part of this project.

**Project Effort Required:** Medium



## IP Targeting Optimization

We will look into vendor options for delivering display ads to the exact HP members we intend to target. The goal is to reduce waste in display ads that are presented to entire households.

**Project Effort Required:** Low

Delivering on digital maturity projects will result in a strong digital optimization strategy and accelerate

██████████ Pharmacy digital conversion growth. This work supports the goal of **increasing overall online conversions from 2.3% to 3.3%, or a 100 bps increase** by EOY.

# Digital Test and Learn Projects

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## Next Best Action or Remarketing Offer

We will identify a remarketing offer that can be triggered off a member's online activity. Goal is to pilot an offer by 7/30 and operationalize the offer for test and learn by Q418.

**Project Effort Required:** High



## Test and Learn Optimization

We will build a comprehensive test and learn plan that will result in faster application of learnings. This project will inform the tactics included in the digital marketing strategy. Agreement from teams involved in plan execution will be required. External digital vendor options may be assessed if plan execution gaps are found.

**Project Effort Required:** Medium



## RxE Conversion and Lead Generation

Focused effort will be put on a test and learn strategy to generate leads for RxE through digital channels when enrollment goals must be met. We will collaborate with the RxE team to explore how leads that call in and say "no" can be turned into online conversions through potential digital follow-up.

**Project Effort Required:** Medium

Planned digital test and learn goals that will result from accelerated application of learnings:

- Contribute to the **1% or 100 bps increase** to the online conversion rate
- **.03% or 3 bps increase** to digital ad click through rates
- **1% or 100 bps increase** in average email open rates





## Phase I

Digital Acceleration Plan approval

Timing: April 15

Launch landing page & finalize baseline campaign metrics

Timing: April 30



## Phase II

Test and learn digital plan launch for landing pages, email, etc.

Timing: July 7

Pilot member remarketing offer

Timing: July 31



## Phase III

Remaining digital test and learn projects including RxE digital lead generation and IP optimization to launch

Timing: October 1



## Phase IV

Six digital marketing projects successfully implemented

Timing: Dec 31



# Timing



# Acronym Definitions

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HP = ██████████ Pharmacy

EMDA = Engagement Marketing and Data Analytics

MEM = Member Engagement Marketing

DCoE = Digital Center of Excellence

RxE = Rx Enrollment

ROI = Return on Investment

EOY = End of Year

## What do we hope to explore through the Learning Agenda?

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- 01 | Can the HOP campaign deliver 1:1 marketing through digital channels?
- 02 | How can we leverage digital to make online mail delivery conversion easy?
- 03 | What digital channels can we use push enrollment quickly?
- 04 | How often should members receive a touch through digital channels?
- 05 | Can we incorporate a next best offer for ██████████ Pharmacy eligible members?
- 06 | How likely are Medicare members to convert to mail delivery through digital channels?
- 07 | What improvement opportunities exist for current HOP digital communications?

# Can digital marketing become a primary conversion and lead generation source for HP?



## EMDA

- Can we define a sub-set of the Medicare population that might respond well to digital only communications?
- Should we look beyond members that are “digitally savvy” and target those we know have taken some sort of online action in the past (i.e. – active MyHumana account users)?
- Should we think about member digital use beyond segmentation? Dig into demographic information or current conversion metrics across EMDA campaigns?



## DCoE

- How quickly can we tell when a member takes a first action through a HP digital channel? How quickly can we implement the next best action?
- Can unique member conversions be reported from a next best offer communication?
- What is the conversion rate of members that go to [REDACTED]? Can we set an online conversion improvement goal?



## RxE

- Will digital follow-up with contacted members lead to online conversions?
- Should digital marketing be used as both a call lead and conversion generator?
- Can we determine which digital channel(s) are most effective at bringing leads and conversions to the call team?

## Hypothesis

Identifying how current members are converting through digital channels and how quickly we can respond will allow us to build a solid digital targeting strategy, thus allowing us to position digital as a primary conversion channel for the Medicare population.

Teams represented on this slide are impacted or accountable for contributing to the learning objective.

# Can digital conversions be maximized through an assessment of current capabilities?

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## EMDA

- Will an assessment of current internal capabilities to execute our digital marketing plan help us reach our goal? Should we look at external agencies that can execute our test and learn plans faster?
- How quickly can we communicate to members in form of a next best action? What is the sweet spot for follow-up after an action takes place on the web? How long is too long for follow-up?



## DCoE

- How quickly and how often can we get a file of members that are taking an action on the web and abandoning the activity?
- Are we maximizing all Humana real estate to target members likely to convert online, or are we targeting messaging to all members?
- Can we serve up and test content or imagery to different groups of members through landing pages that may lead to more online conversions?



## RxE

- Does the call team have what they need to outreach to those that take action on the web but may not be “digitally savvy”? Should we use phone as follow-up for certain members vs. another digital touch?
- Can we enhance RxE follow-up digital communications with a landing page to make conversion easier?

## Hypothesis

To achieve conversion success with current and future HP digital marketing efforts we must access our internal capability to fulfill our marketing plan quickly, or explore external options where gaps exist.

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Teams represented on this slide are impacted or accountable for contributing to the learning objective.

# How can we improve upon existing HOP digital efforts?

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## EMDA

- Would pre-planning email test and learns allow us to execute faster? Do we have needed associate resources?
- Can we improve accuracy of targeting display ads to the intended recipient vs. an entire household?
- How will adding SEO impact our online presence? How will we track and report success?



## DCoE

- How quickly can we move into a test and learn cycle with our HP landing pages? How quickly can we apply learnings?
- What is our current offline to online conversion rate and what is the goal? If there are no goals, should we work toward one? How do we feel increased focus on improving HP digital will impact the conversion rate?



## RxE

- Will an increased focus on digital follow-up for RxE lead to conversions or should we focus on digital efforts that might be more successful in terms of effort and ROI?

## Hypothesis

digital must move from activity based to conversion based tracking through all digital channels in use and continuously look to improve digital output as quickly as possible during each campaign cycle to achieve the best results.

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Teams represented on this slide are impacted or accountable for contributing to the learning objective.

## Expected Results

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Overall digital member target population will decrease; online conversions will increase.

Timing: Analysis complete by 4/30

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Next best action offer will support our goal of increasing online conversions by EOY.

Timing: Launch message by 7/16

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Digital marketing will provide increased inbound call leads to RxE to support enrollment goals.

Timing: Plan approved by 4/20

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**1% lift**

Member online enrollment rate

Timing: Reporting by March '19

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## Digital marketing will prove to be a primary conversion channel for a sub-set of the Medicare eligible population

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### Project: Digital User Analysis

The Medicare “digitally savvy” population will be accessed for further digital campaign targeting opportunities. We will also explore the most effective digital touch strategy as part of this project.

**Teams Involved:** MEM, Consumer Analytics

### Project: Next Best Action Offer

Digital project team will identify which next best action will result in the most online conversions and will execute at least one next best action message.

**Teams Involved:** MEM, DCoE

### Project: Digital RxE Lead Generation and Online Conversion Push

Focused effort will be put on a strategy to generate leads for RxE through digital channels when enrollment goals must be met. The digital project team will also collaborate with RxE to determine how leads that call in and say “no” can be turned into online conversions through digital follow-up.

**Teams Involved:** MEM, DCoE, RxE

**Project Hypothesis:** We will achieve a 1% lift in '18 HP Medicare member online conversion rates across all digital channels in use.



## Expected Results

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Aligning the best resources to execute planned work will accelerate HP digital marketing.

Timing: Assessment update by 5/4

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Implementation of the digital test and learn plan will increase activity and conversions.

Timing: Plan approved by 4/30

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Targeting individual members with display ads will reduce digital spend and improve reporting.

Timing: Project update by 5/4

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**.03% Increase**

Display ad click through rate

**1% Increase**

Average member email open rate

Timing: Activity reported by Dec '18

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## Accessing the current HP digital landscape will result in building the best plan to accelerate HP digital growth

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**Project:** Campaign Management Maturity

Access how we will effectively manage our digital marketing plan internally across teams. We will explore the benefit of engaging a digital marketing agency to accelerate execution of our digital test and learn plan.

**Specific Teams Involved:** MEM, DCoE, Strategic Communications, RxE

**Project:** Test and Learn Plan for Email and Landing Pages

We will build a comprehensive test plan that should result in faster email and landing page learnings. MEM will be responsible for building the plan. Agreement from all teams involved in plan execution will be required to move forward. External digital vendor options may also be accessed if plan execution gaps are found.

**Specific Teams Involved:** MEM, DCoE, Strategic Communications

**Project:** Member IP Address Targeting Optimization

Digital project team will look into vendor options for delivering display ads to the exact HP members we intend to target. The goal is to reduce waste in display ads that are presented to entire households.

**Specific Teams Involved:** MEM, DCoE

**Project Hypothesis:** Testing quickly and applying learnings to email, landing pages, and display ads will increase HP.com activity and digital channel member conversion rates.