

# Blue Cross Blue Shield Florida VOC Survey: *Improving Process to Gather and Mine Robust Data Across Customer Segments*

## CASE STUDY



- Challenge** Blue Cross Blue Shield Florida (BCBSF) was struggling to understand the distinct needs of its diverse constituency. BCBSF was seeking a better process to gather, analyze, and implement Voice of the Consumer (VOC) data.
- Action** BCBSF enlisted Expert Choice to help execute their VOC survey. Using Expert Choice's industry leading collaboration and prioritization software, BCBSF leveraged a single questionnaire to compile and analyze results from phone, focus group and internet surveys.
- Results** BCBSF was able to gather its most complete and accurate VOC data to date, in an easy to analyze format. As a result, BCBSF better understood the most important needs of their customers. Additionally the cost of gathering information was cut by one-third.

### [Challenge]

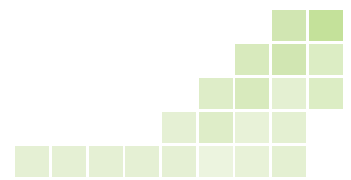
Since 1944, Blue Cross Blue Shield of Florida (BCBSF) has been providing health care choices to the residents of Florida. Currently, the company serves approximately 1.4 million members, 30% of the overall Florida health care market. The company's diverse constituency includes:

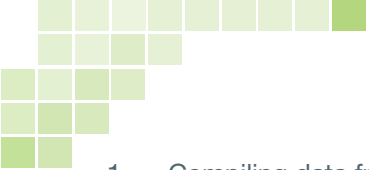
- » *Members/Customers*
- » *Group Insurance Business Decision Makers & Buyers*
- » *Sales Agents*
- » *Providers (doctors, hospitals, clinics, labs, etc. that serve the members)*

To serve these groups with the same quality and care they have been for more than 60 years, BCBSF wanted to ensure it was hearing, understanding, and prioritizing the assortment of constituent needs. BCBSF had three significant challenges in executing a Voice of the Consumer (VOC) survey:

*“We have, on numerous occasions, been able to swiftly move business partners and customers to make decisions on topics that, left to traditional means, would have resulted in numerous meetings with a result favoring the boisterous few.”*

CAREY HEPLER  
INNOVATION DIRECTOR  
BLUE CROSS BLUE SHIELD OF FLORIDA



- 
1. Compiling data from its diverse constituencies
  2. Ensuring completion and accuracy through a replicable methodology
  3. Providing various business units with actionable results

### [ Action ]

BCBSF engaged with Expert Choice to help with the VOC survey from beginning to end. Using Expert Choice software, the teams created a survey which:

- » *Was easy for the different constituent groups to use*
- » *Could use the same questionnaire to be executed via focus groups, phone surveys or online*
- » *Compiled data into one data set for more efficient mining*

The Expert Choice team worked closely with BCBSF throughout the process to help them collect information in a way that provided for distinct segmentation into the customer base. This allowed BCBSF to slice and synthesize the data in different ways, specifically by customer need, and with great precision.

### [ Results ]

Very early in the program, BCBSF came to realize the true value of the Expert Choice solution. Benefits included:

- » *Increased comfort in the accuracy of results*
- » *Development of a single data set, providing greater transparency across the board*
- » *Visibility to differentiating priorities among very distinct segments of these audiences*
- » *Ability to quickly target and respond to the needs of their most important audiences*

There were also other tangible improvements as a result of instituting the Expert Choice web tool, Comparison, into their customer survey programs. It was easy for participants to use and BCBSF found that even 50+ pairwise judgments did not leave them with survey fatigue. Completion rates were very high; over 95% completed the survey and received payment, which only came after completion.

Another important outcome, lower costs. With a web-based platform, the cost for survey design, recruitment and honorariums was cut by 1/3<sup>rd</sup> when compared to traditional focus groups, and turnaround time was swift. In one week, all the results were in.

BCBSF now had a robust data set that allowed them to efficiently highlight areas of performance that need to be addressed. This capability was a welcomed change for BCBSF. With Expert Choice, BCBSF was able to make hard decisions, complete with difficult discussions, in a timely manner, while still giving every participant a voice in the process. Since Expert Choice has been well received by the company, it is being adopted in other key areas.

Traditionally, surveys use a standard scale, often 1-10, where all answers could be the same, showing every need to be “important”. Leveraging BCBSF’s established hierarchy of needs template, Expert Choice created survey questions using pairwise comparisons. This methodology requires participants to make trade-offs between each need, thus creating a true list of relative priorities. Additionally, without asking repetitive questions, pairwise comparisons create an inconsistency measure, which helps identify participants who are not paying attention to the survey.

Expert Choice brings rational decision making to a complex world. Since 1983, Expert Choice has been a leader in collaborative decision making software, serving more than 100 of the Fortune 500 and 30 U.S. federal agencies. Expert Choice software is taught in over 100 universities and used in 60 countries worldwide. Its solutions are designed for business and government leaders who want to save time and improve the bottom line.