

BlueCross BlueShield Tennessee

Problem

How does a dominant health insurance provider overcome increased competition and soaring health care costs?

Solution

Intercept people in their daily lives through unique uses of OOH.

Background

BlueCross BlueShield of Tennessee (BCBST) is the state's largest health insurance provider with market share that approaches 50%. In recent years the company has been forced to address significant new competition, drastic changes in Medicare programs, deterioration of TennCare (a state-sponsored health insurance initiative with which BCBST was associated), escalating health care costs, and similar issues that challenged perception the brand's leadership position.

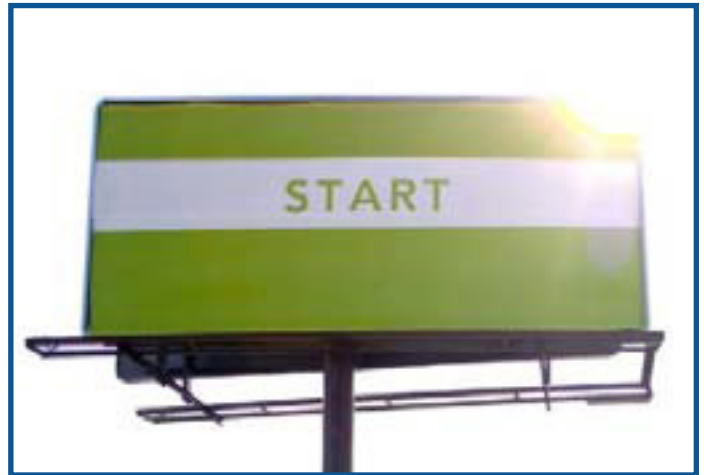
These factors, along with the changing nature of health care and health insurance provided an opportunity for BCBST to adjust its positioning not only to maintain loyalty, but to also be perceived as the leader of positive change in health care throughout the state. The company strategically moved from just "health insurance" to a "better health" and "better life" provider.

After two years of in-depth research and strategic positioning work, BlueCross BlueShield of Tennessee was ready to unveil a new brand positioning, "Plans for better health. Plans for a better life." to all major constituents across the state of Tennessee.

Objective

"Leading the way to better health" for BCBST started with focusing on the de-institutionalization of health insurance through offering personalized health plans. The specific use of outdoor allowed this strategy to hit the streets, corners and lives of Tennesseans in different, innovative ways. This portion of the media plan was highly customized to the human traffic flow in various communities statewide.

BCBST's overall target is Adults 18+ in Tennessee. However, there are specialized groups within this target such as: Individual members, Group members, Medicare members, Providers, Brokers, etc. Due to the diversity within BCBST's target audience, this external campaign launch needed to possess high reach and high frequency to communicate the basic tenets of the new positioning as quickly as possible.



Strategy

The media strategy for this campaign was based in intersecting our target audience during their daily lives wherever possible.

This campaign included a broad base of media outlets, but outdoor was essential to intercepting our audience multiple times a day. We incorporated a variety of outdoor media vehicles to reach our audience on their daily commute, in and around town and out and about in smaller suburban areas.

The heart of the campaign message was centered on informing all constituents in health care across the State that they have a role to play in controlling health care costs and achieving better health. All communications delivered a call-to-action for Tennesseans to get involved in their health and their health care.

Plan Details

Flight Dates: June through December 2006

Markets: Chattanooga, Knoxville, Memphis, Nashville, Tri-Cities

Budget: \$1,050,000

OOH Formats:

30-Sheets

High-profile 30-sheets on major highways, throughout town and within suburban areas in each market were strategically placed in order to deliver the highest number of daily impressions possible. The plan included both 30-sheet executions with a single message and 30-sheet consecutive executions that allowed for an extended message. Multiple creative executions were developed for this format that included impactful, visually-driven imagery with a single proof point to deliver a product, service or health related message. Consecutive 30-sheets were placed with sight distance of one another and allowed for the creative executions to play off one another and portray an action and corresponding results.

Bus Shelters

Three creative executions were developed for bus shelters that brought the viewer into the key message/action depicted in the creative. Each concept was based on the viewer being able to walk up to the shelter and see themselves in the stated message. For example, one execution showed a section of the free weights at a gym with an actual mirror incorporated into the execution.

The viewer could walk up, and see themselves standing in front of the “free weights” and the key message stated “gym discounts.” The imagery was designed to show a slice of everyday life and relate back to a service or health-related message presented by BCBST.

Bus Benches

Three creative executions were developed for this format which incorporated the bench into the visual and corresponding message. All photography was shot in a horizontal format to mimic the bench and used that element in the visual to support the key messages such as a massage table with “spa discounts,” a weight bench with “gym discounts” and a yoga position on a mat with “fitness rewards.” The idea here was to use this format in a unique way to catch the viewer’s eye and make them think differently about key services offered by BCBST.

Grocery Store Floor Talkers

Floor Talkers were strategically placed in over 300 grocery stores statewide. The creative consisted of two flights. The first flight utilized a design of an in-home scale with proof point of “Nutritional guidance.” The floor talkers were placed near produce sections, organic food sections and other healthy-food areas. The second utilized a design of a blurry eye chart with proof point of “LASIK Discounts.” These messages were also strategically placed throughout the grocery stores.

Pharmacy Floor Talkers and Counter Cards

Pharmacy formats were strategically placed in independent pharmacies throughout the state. Executions were positioned near the pharmacy counters where people filled prescriptions, encouraging the use of generic drugs.



Pharmacy Prescription Bags

405,000 pharmacy prescription bags were printed and distributed to independent pharmacies throughout the state. The bags included the proof point, “Ask for generic. The most common side effect is saving money”.

Health Club Posters, Mirror Clings and Yoga Mats

These formats were strategically placed in high traffic areas, work-out rooms and locker rooms in health clubs throughout Nashville and Memphis. The posters included the blurry eyechart with proof point, “LASIK Discounts”. The mirror clings and yoga mats included branding messaging, “the best health insurance is staying healthy” and “putting better health at the center of all we do”.

Results

A Brand Attitude and Usage Study was performed in early 2007. Results showed:

- Advertising awareness was 62%.
- 66% said that the new messaging was appropriate for the Company.
- 48% said that the advertising positively impacted their feelings about BCBST.

Half of BCBST primary customers and 33% of competitive customers stated that they will be “influenced” to think about their own health and health care differently as a result of BCBST’s efforts. Further, the effort scored highly among corporate health care decision-makers, and earned endorsements from health care and governmental leaders.

