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At-scale digital personalization

**Connected experiences
take connected teams**

Contents

Connected experiences require connected teams	3
Align teams to build momentum	4
Unlock your value story through four accelerators to personalization	5
Activate your organization, capabilities, and leaders	8
Mobilize toward your future state	9

Connected experiences require connected teams

As a leader making the case for personalized customer experiences, are you considering the critical role of your operating model in realizing this ambition?

More than simply aligning on a vision for personalization is required. When it comes to execution, you may quickly discover that a significant level of transformation is needed for collaborating, making decisions, and building capability in a siloed health care organization. Adopting a new way of thinking, connecting, and collaborating can make the difference between a successful implementation and one that falters.

Collaboration is critical to effectively organizing teams around personalization. However, within a health care organization, the systems required to orchestrate customer data, decisions, and delivery are often adopted as ad hoc initiatives. Teams sitting within different functions of the organization may carry narrow definitions of personalization. They may be responsible for separate fragments of the customer experience, creating tension on how to govern and organize.

Our solution, and the focus of this chapter, is to use your value story (established in chapter 1) to mobilize your organization and break down these barriers with a fit-for-purpose operating model that helps deliver seamless customer experiences.



Align teams to build momentum

Many groups within an organization may already do personalization but operate independently. In many organizations, personalization efforts are led by functions individually, such as IT or marketing. Since ownership sits with individual teams, value creation is limited by this siloed pursuit of personalization and the lack of collaboration to drive synergy and scale across the organization. For example, the customer service team may not have access to a single data source for customer preferences and history, increasing its service level agreements (SLAs) and making for a poor customer experience.

Our recommendation: Start by establishing governance, ownership, and alignment to a shared playbook and unified process for personalization as a prerequisite to activating your operating model and capability transformation. Narrowing the scope and forming an intentional personalization strategy team is a practical way to create momentum and establish an organized approach.

This group can:

- Assess existing personalization initiatives and capabilities across functions.
- Serve as an interim funnel for the prioritization of personalization initiatives.
- Define the vision and road map for personalization capabilities across people, processes, and technology.
- Design an operating model that will best align the organization's capabilities with its vision.
- Activate and champion the future state of personalization.

Our advice: As momentum builds with a transitional team of personalization champions, define which group should be the logical leader for personalization once the operating model is established (i.e., a digital or customer experience team) versus teams that will be engaged to enable or activate the strategy. Clear ownership mitigates the risk of organizational churn and slowing momentum.

Personalization often plays out in silos across key functions of the organization



Product

Developing the right products and services to meet needs at various life stages



Customer service

Knowing what the customer is calling about before the call/chat is answered



Data team

Developing granular understanding of the customer; focusing on attributes and purchase behaviors



IT team

Enabling tech to curate an omnichannel experience for all consumers



Marketing and experience

Delivering the right message to the right customer at the right place and time

Unlock your value story through four accelerators to personalization

Once aligned, consider two core questions to kick off your journey.

1. What is the value mix you are trying to create?

Consider the value drivers for personalization discussed in chapter 1 and define your ambition. This future state could include decreasing costs per acquisition, optimizing high-cost channels, improving awareness and adoption of clinical programs, or potentially (but less frequently) generating a new revenue source through specialized products or personalized add-ons.

2. Where are you right now?

What foundation is currently in place, and what roadblocks relate to your people, processes, and operations?

Reflecting on these two questions can help you decide where to begin. We have identified four accelerators, or domain areas, that health care organizations can tackle to realize full value creation, and example operating models that will bring these to life by adapting how your teams collaborate, organize, and mature capabilities.

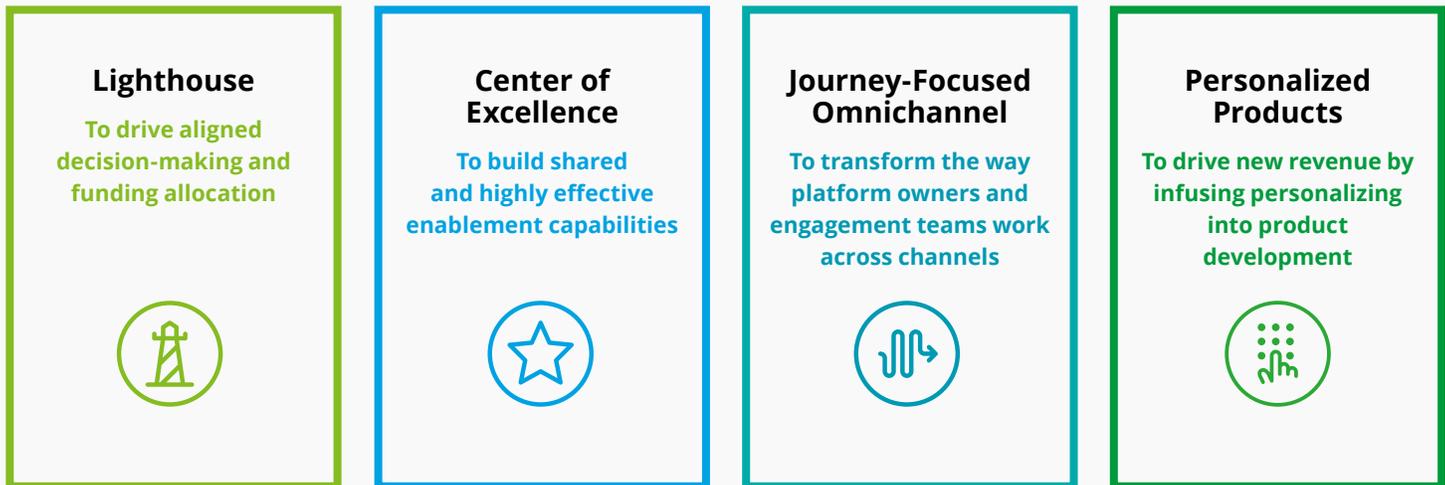
Our advice is to consider that your organization may need to address all of these patterns at some point.

Our caution is that most organizations will only be able to tackle some of these accelerators right out of the gate. Based on the detailed considerations below, find your logical starting point, and begin your personalization journey.



Four accelerators to your personalization journey

How example operating models will bridge gaps in your organization to unlock your value story



Lighthouse

To drive aligned decision-making and funding allocation



Center of Excellence

To build shared and highly effective enablement capabilities



Journey-Focused Omnichannel

To transform the way platform owners and engagement teams work across channels



Personalized Products

To drive new revenue by infusing personalizing into product development



Drive aligned decision-making with a **Lighthouse Approach**:

- **Start here if:** You have dedicated funding, but no one is empowered to make decisions. There needs to be a clear decision-making hierarchy and flow, leading to disjointed initiatives and communications across teams.
- **What this looks like:** Establish governance to drive personalization through coordination—by tracking and connecting activities across functions to encourage collaboration on spending and avoid creating technology debt. A lighthouse model may not require a complete operating model transformation. This model can help to define ownership and roles and responsibilities in an organization.
- **How personalization happens:** Overcome disjointed communications by assembling a small, dedicated team of leaders representing operations and enabling areas. This team will drive coordination and control funding at the top level, but it will not execute on personalization.

Spotlight: Quickly breaking silos through a Lighthouse approach

Deloitte helped a health care payer design and implement an approach to drive collaboration across its historically siloed digital and marketing teams. The team established shared roles and responsibilities, defined governance, and established end-to-end processes. As a result, the pilot model helped to optimize the management of personalized digital assets reaching roughly 5 million to 10 million people annually and generated \$1 million in savings for annual marketing costs.

Build shared and highly effective enablement capabilities through a **Center of Excellence**.

- **Start here if:** You are not struggling with decision-making but feel you've fallen behind the competition and want to compete for new growth and better engagement. Your organization has a disjointed set of enabling capabilities (e.g., campaign design, market segmentation) that are not easily leveraged and lack clear cross-functional forums to represent the business and customer perspective.
- **What this looks like:** Encourage collaboration among all teams who enable personalization (e.g., marketing tech, analytics) by forming a centralized team to drive initiatives as a center of excellence (CoE). In this approach, the CoE treats lines of business (LOB) as customers for implementing initiatives. A centralized governance and decision-making team sits above this organization to prioritize initiatives, oversee an integrated personalization strategy, and manage funding.
- **How personalization happens:** A dedicated team with a specific scope, and cross-functional oversight and capabilities, equips LOBs with the necessary tools, strategic insights, and delivery support to power its personalization initiative.

Spotlight: Creating and activating a digital-first organization through a digital CoE

Deloitte supported a health care payer organization in activating its digital business office to build and scale foundational digital capabilities, mature digital-centric self-service options, and transform the organization to become digital-first, further enabling its personalization ambitions.

Transform the way platform owners and engagement teams work across channels through a **Journey-Focused Omnichannel Model**:

- **Start here if:** Your value creation is limited by a need to create shared decision-making at the campaign and operating levels on how experiences are delivered across channels.
- **What this looks like:** Design your operating model around an end-to-end customer journey from enrollment, receipt of care, and staying well. As a result, all channels and, by extension, both outbound and internal operations will be focused on the personalization experience journey. To achieve this, realign decision rights so each team has a clear definition, purpose, and empowerment across channels. This could be defining one owner, for example, a chief experience officer, who has oversight and a dotted line into the functions and lines of business required to stand up an onboarding tower that drives experience across channels.
- **How personalization happens:** A fully capable personalization team of those who control outbound channels (e.g., digital, telephonic) dedicated to and executing on personalization across the enterprise. This approach will scale and unlock operational capabilities across functions or products already engaging in personalization.

Spotlight: Aligning to a customer and journey-centric operating model

A health care payer organization faced multiple challenges in its enterprisewide marketing and communication capabilities, including siloed operating structures, insufficient data integration across touchpoints, and long cycle times. Deloitte designed a journey-focused, omnichannel operating model to resolve these challenges and align the operating model to the client's customer-centric strategy. The operating model prioritized reinforcing centralized operations, incorporating customer-centricity, and increasing end-to-end collaboration across customer touchpoints.

Drive new revenue sources through **Personalized Product Development**:

- **Start here if:** Your organization wants to fully differentiate by creating a new value driver and strategic differentiator through a stand-alone personalized product or add-on offering. This contained approach does not involve enterprise-level transformation but focuses on organizing and maturing distributed capabilities and making decisions on a product-specific market-facing approach.
- **What this looks like:** This model is product- or platform-focused, where product teams continue to manage and build out personalization products focused on specific clinical health outcomes, for example, diabetes education and care. This model empowers decision-makers to differentiate the organization through innovation on prioritized products. If creating a new product powered by personalization, this model involves considerations and road mapping on marketing, pricing, and go-to-market strategy. Alternatively, consider the option of buying stand-alone products from an industry-leading vendor.
- **How personalization happens:** Individual product teams continue to work independently on product development. Their efforts are coordinated with other product teams as part of an overall strategy.

Spotlight: Activating and operationalizing digital strategy transformation through operating model redesign

Deloitte helped a leading health care payer design an organizational structure and implement a platform operating model to drive more efficient operations for 6,000 employees and better enable a personalization capability. This work defined roles and responsibilities for leaders across the organization, produced an optimized book of work to operationalize on vision, and identified 20% efficiency opportunities in planned development spend.

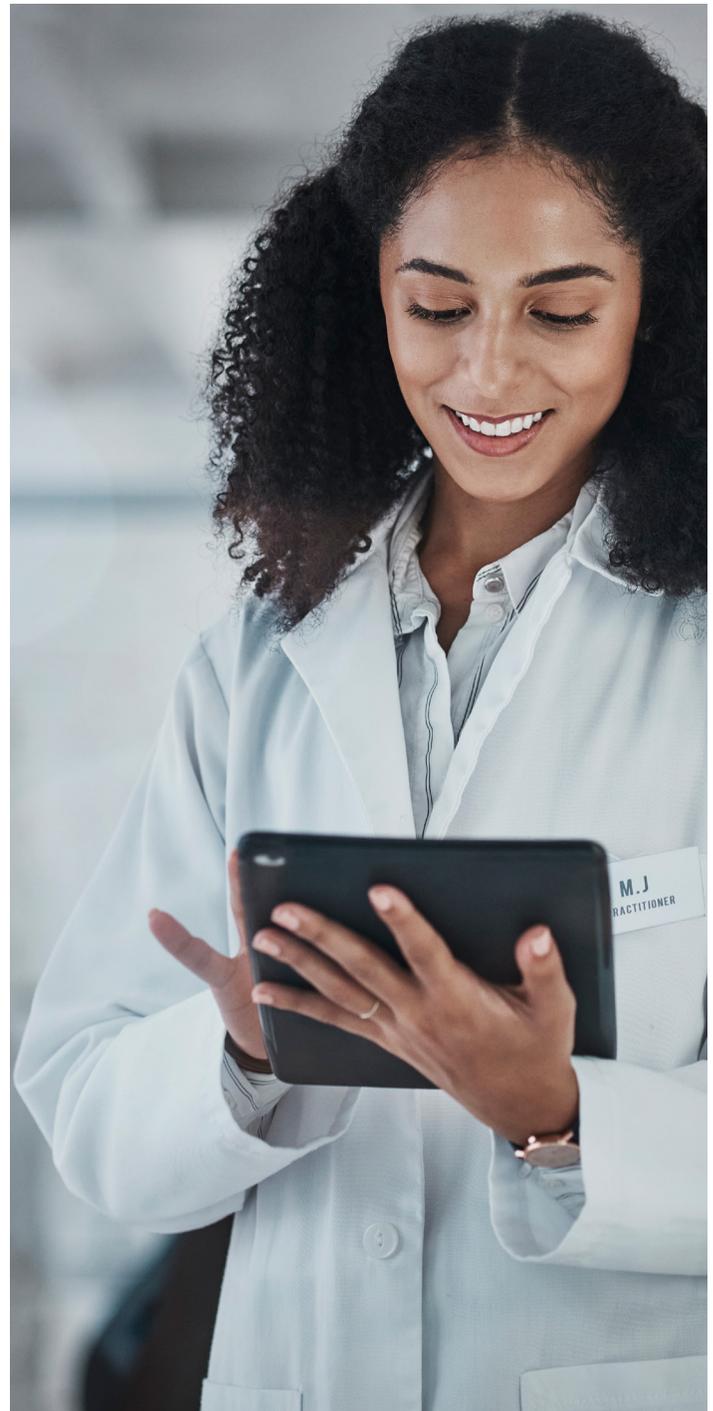
Activate your organization, capabilities, and leaders

Our recommendation: Determine decision rights and provide a framework to manage business issues. Defined relationships, accountabilities, and owners help articulate the tangible connection between effective governance and business impact. Taking the necessary steps to establish and communicate these delineations helps teams to adopt the operating model and implement the new organizational structure successfully.

The following steps are critical for taking a strategy off of a page and making it real for the enterprise and customers:

- 1. Preparing for the transition:** Defining a clear implementation approach and plan will reinforce the commitment to delivering the business case, outlining defined transition states and key milestones, while managing and safeguarding against business disruption.
- 2. Driving organizational readiness:** Bringing your employees along the journey is critical for sustainability and living into the future. Clear articulation of the scale and nature of the change is required, along with a readiness to make go/no-go implementation decisions. Partner with HR on the talent strategy needed to lean into the new operating model.
- 3. Building ongoing capability:** Building an organization for the future requires building skills, knowledge, and sustained behavior changes to enable a new organization to design and deliver the associated enterprise benefits. This investment is a core component of providing top talent a “what’s in it for me” understanding and creating a direct line of visibility into career growth and future-state opportunity. Capabilities critical for effective personalization include data accessibility, a 360-degree customer view, and marketing analytics agility.
- 4. Evaluating and optimizing:** Ongoing evaluation and monitoring ensures the future-state business vision and strategy is achieved with the opportunity for proactive risk assessment and proposed resolution to take place ahead of roadblocks.

Continuous commitment by leadership, reflected through its engagement, championing, and authentic connection to stakeholders, always underpins the success of a digital transformation and personalization journey.



Mobilize toward your future state

Regardless of your path to personalization, our recommendation is to mobilize quickly. Balance near-term momentum by establishing a long-term foundation for scale and maturity as you tackle these accelerators. Our next chapter dives deeper into this journey and how to use your newfound alignment on the customer journey to influence how technology platforms and data can unlock powerful capabilities.





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