

May 19, 2011

Mr. Jeremiah Samples
West Virginia Offices of the Insurance Commissioner
Greenbrooke Building
1124 Smith Street, Room 105
Charleston, WV 25301

Dear Jeremiah,

We have enjoyed working together with you and your team to collectively identify the communications needs of the West Virginia Insurance Exchange (WVEX). We are confident that we have provided you with a unique approach that will effectively position the WVEX. Through our Brand Development session and the focus groups, we all have a better idea of who you want to be in the minds of potential customers and what you want your overall image to be in the state.

In this document, we have included directional recommendations, including:

- Brand Strategy
- Brand Positioning to Target Audience Segments
- Brand Personality & Tone of Voice
- Message Strategy & Delivery

Collectively, these tools form WVEX's strategic platform that will act as the foundation for all of your communications efforts. Through consistent use of the brand strategy, the overall brand for the program will be developed, reinforced and maintained. Our recommendations here also deliver a brand that can keep growing and evolving as the Exchange grows and as consumers become more informed about the changes in insurance and healthcare.

The following document is the *West Virginia Insurance Exchange Brand Action Plan*. It will serve as the driving strategy for all communications efforts, including everything from advertising to your online presence and public relations. By sticking to the heart of your brand in everything you do – from customer service experiences to informational

collateral materials – your communications efforts will all work together to reinforce your brand every time a consumer comes in contact with it. Consumers love consistency and, by keeping all your efforts on point, you will be able to build a trusting, positive relationship with your target audiences. Staying consistent also helps maximize your communications budgets because everything builds on and reinforces the brand.

Brand development is necessary because it provides direction and focus for marketing efforts while creating consensus throughout your program on communications activities and the desired image of the WVEX. This *Brand Action Plan* also offers solid recommendations on how to “translate” your brand and position its benefits to various segments of your target audiences. It identifies and highlights the positive points that make the WVEX stand out in the marketplace, as well as the primary reasons that potential consumers would choose the WVEX.

We are delighted to have the opportunity to work together with you and your team to develop the WVEX brand – and we urge you to make constant use of the *Brand Action Plan* as the basis for maintaining your brand strategy and getting the most out of your communications efforts.

Sincerely,

Scot Drake
Chief Marketing Officer

West Virginia Insurance Exchange – Brand Action Plan

Positioning Statement

A positioning statement is an internal communications tool that helps focus and direct your communications efforts. It identifies what makes the WVEX different in the marketplace and helps position the right consumer benefits to each segment of your target audience. Positioning statements can take many forms, but basically, they all generally consist of:

Brand Name (your identifier; how clients will refer to you)

Frame of Reference (competition)

Target Audience (who you're talking to)

Point-of-Difference (what distinguishes you)

Support for the Claim (provides validation for difference)

Positioning refers to the place (the perception) that the WVEX holds in the minds of its potential consumers. In other words, what does the WVEX Mean to people? What does it stand for? You can't be all things to all people – and the core of your brand can't change no matter who you're talking to. It has to remain solid. The positioning statements help us "translate" the core benefits of your brand to each segment of your target audience in a way that's relevant and impactful to them.

As the driving force in all of the WVEX's communications efforts, the positioning statement shapes and streamlines the message(s), while keeping them organized and consistent across the endless opportunities of execution to create one clear and consistent message.

Since the WVEX does not yet have a name, we have used "WVEX" for the purpose of drafting positioning statements. Below, we have included a positioning statement for the top (7) key segments of your target audience:

- **Male & Female – (Ages 50-64)**

To Baby-Boomers (Male/Female 50-64), the West Virginia Insurance Exchange provides access to the private health insurance that they deserve through a safe, secure and transparent portal that gives them access to the best possible plan, at the right price, and for the unique place that they are in their lives.

- **Male & Female – (Under 30)**
 To Male/Female Residents under 30 years of age, the West Virginia Insurance Exchange is an easy, online, “one-stop shop” for purchasing health insurance, learning more about insurance options and being there when they need it.
- **Uninsured, Underinsured, Low SES, Pre-Existing Conditions – (All Adults)**
 To our state’s Underinsured, Uninsured and Disadvantaged of all ages, the West Virginia Insurance Exchange is the trusted and compassionate lifeline to the best possible real, quality health insurance, from private insurers or state/federal programs, to cover themselves and their family.
- **Insurance Companies – (Agents & AARP)**
 To Private Insurance Companies, the West Virginia Insurance Exchange offers access to potential new customers through an open and transparent portal that allows companies to maintain their image and brand and compete on a level playing field.
- **Providers & Physicians – (Direct Care Contracts)**
 To Health Care Providers and Physicians, the West Virginia Insurance Exchange allows more attention to be given to a patient’s health and wellness, and it simplifies the health insurance process by assisting with uncompensated care, providing better coverage for existing patients and increasing preventative care while increasing access to healthcare for more people overall.
- **Small Business Owners**
 To Small Business Owners, the West Virginia Insurance Exchange provides a boost to the bottom line through access to tax credits and additional control to offer more employees better health insurance coverage options which boosts productivity, increases employee retention rates and aids in recruiting new, more highly-skilled workers.
- **Media & News Communications Channels**
 To the State’s Media Outlets, the West Virginia Insurance Exchange is the source for accurate information relating to the changes in health insurance options and coverage as dictated by the Affordable Care Act.

WV Insurance Exchange – Brand Refinement & Communications Strategy

A brand is defined as “a collection of perceptions in the mind of the consumer” or target audience. The *West Virginia Insurance Exchange Brand Action Plan* identifies the collection of perceptions that you should focus on to achieve the best position in the marketplace. Defining the brand more narrowly by concentrating on only the very best, most important consumer benefits is very important. When executed well, your attributes and benefits will be much more relevant to consumers’ needs. Over time, we will also build consensus, trust and understanding with your target audiences.

Based on the Brand Session, the Focus Groups and your Big-Picture Communications Goals, we have refined the WVEX brand to focus on the following components:

Core Attributes & Benefits

One of the biggest challenges will be to launch the Exchange in a way that positions it apart from the negativity associated with healthcare reform in general and a seemingly endless list of well-intended, but failed government programs in the past. While the WVEX will be a government program, our challenge will be to bring its non-government-like aspects to the forefront from the very beginning. To this end, we have refined and narrowed the long list of brand attributes/benefits from our Brand Session and Focus Groups to the following core list.

Key Brand Attributes & Benefits:

- Control
- Clarity
- Fast
- Easy
- Gives you an edge
- Portal
- Breaks it down
- Marketplace
- Greater good
- Flexible, adaptable
- Find what fits you
- Compares – Orbitz, Travelocity, etc. for insurance
- Learn – get the real answers
- Secure
- Tax credits
- Get the right answer for you
- Real, true
- Covered

- No scams, no fine print traps
- Protects you
- Let's you be a part of the change

Brand Personality & Spokesperson(s)

Following along the same lines as the name/tagline direction detailed above, the brand personality should be refreshing, easy, confident, real, etc. Looking at the core list of attributes/benefits above, the picture we're painting doesn't at all sound like the "yet another failed government program." If we can keep the Exchange brand as refreshing and positive as possible, we can better avoid the negative connotations folks have so deeply engrained in their heads when it comes to government programs.

To ground this positive, refreshing brand, we would like to use a team of spokespeople.

As a point of reference, think about Geico. The core of Geico's brand doesn't change, but the spokesperson does, depending on which segment of their audience they're targeting. From the gecko to the deep-voiced, dead-pan business guy in a suit, separate spokespeople are used to provide context and commentary on the always-constant Geico brand.

This strategy will be very important to the WVEX brand because it lets the brand itself remain in a position that's fresh, new, positive, credible and informed. The spokespeople can then serve as antagonists or devil's advocates to the WVEX brand. The spokespeople can ask the hard questions, be skeptical at first and over time they can become convinced that the WVEX is a very good thing. In the face of this skepticism, the brand always remains true to its core – and we can position it as "the answer," "the solution," the shining light that makes everything easier for consumers.

For the Exchange brand, we recommend launching with (2) spokespeople – (1) for the General Consumers and (1) for Small Business Owners.

- General Consumer Target Market:
Domineering Mother – spokesperson could deliver a more hard-hitting, straight-talking commentary about the refreshing Exchange brand to the overall consumer groups
- Small Business Owners:
Small Business Owner/Doctor's Wife – spokesperson to speak from experience and talk about the refreshing Exchange brand in lingo other business owners will respect and understand

As the core Exchange brand grows, there may be other spokespeople that need developed in the future. But for the launch, we would like to see these two distinct groups – consumers and business owners – have their own real WV advocate (our own Maytag guy) that we can use on the communications front to help position the brand in a way that’s customized to their very different needs – while simultaneously staying true to your core and reinforcing its brand promises.

Strategic Recommendation – Name & Tagline Selection

Name & Tagline Approach

In the focus groups, we found time and time again that consumers associate names containing words like: West Virginia, Mountain/State, Appalachian, etc. with “yet another government program” that probably has “good intentions” but “doesn’t really work in real life.”

With these consumer attitudes and the fear/confusion surrounding healthcare reform in general, we believe that our naming strategy for the Exchange needs to move away from these expected terms that are associated so closely with government programs. To stand out and get a “clean slate” in the minds of your target audiences, we recommend taking a fresh approach to naming – one that accentuates your core benefits and doesn’t automatically place the Exchange into a negative category in people’s minds.

To be successful, we’ve got to present the Exchange in a way that appeals to folks and evokes fresh, open, positive feelings. Our target groups need to want this product. They need to embrace it. So we need to give them a brand name that has the best chance of getting us off on the right foot with our communications efforts.

The first thing people will hear is the name. So we highly recommend developing a name that doesn’t sound like “just another government program.” We need to create the Insurance Exchange version of Orbitz, so to speak, based clearly on the core attributes and benefits identified and confirmed by your target consumer groups. The name for the Exchange needs to be a breath of fresh air to a target market tired and weary of countless government program after program... after program.

BrickStreet, which was discussed quite a bit in our brand session, is one example of a name designed to set the company/product apart from, among other things, some negative, pre-existing perceptions. While BrickStreet had a very different market situation and goals for its launch, there are still some similarities to our challenge with the Exchange.

With a fresh approach to naming, it becomes vital that the tagline we create be very descriptive in nature – something as straightforward as the “West Virginia Insurance Exchange” for example.

Name Options Overview

Below, we have provided name recommendations in (2) distinct categories:

- Traditional, Government-Sounding Names
- Non-Traditional, Conceptual Names

We have tried to stay away from any of the working titles we've all been using to discuss the Exchange, so you won't see "WV Insurance Exchange" on these lists, for example. With both lists, we have put our top recommendation first, followed by a few additional options.

Traditional Names:

- ***Mountain State Health Connect***
This name is very descriptive and straight-forward, yet the word "connect" at the end gives it a fast, easy, modern feel. A couple other variations of this name are "WV Health Connect" and "Mountain State Care Connect."
- ***Mountain State Marketplace***
This option pushes the idea of an open, interactive marketplace environment. Because it isn't as descriptive as the first option, the tagline would be used to clarify that this is an Insurance Exchange product.
- ***WV Health Benefits Exchange***
Again, this is a very descriptive name that clearly states what the exchange does. With this option, we would have the flexibility of using a more creative tagline.
- ***WV Freedom Choice***
From the focus groups, we learned that the ideas of "freedom" and "choice" were very important and appealing to people. This option stresses those points, but would require a very descriptive tagline.

Conceptual Names:

- ***exChange Care Connect***
This is our top recommendation for this group of names. It has great alliteration with the three Cs, and the crispness of all these words together makes it sound clean and quick. We also like the idea of calling out the "Change" within the first word – since this portal will be helping to change the landscape of health insurance.

- ***FlexCare Connect***
Flexibility was also very appealing to folks in the focus groups. Putting “flex” and “care” together makes the sound of the name more interesting, and it’ll make it stand out.
- ***Gold Care Connect***
The idea here is to use a well-known WV color – gold – to tap into people’s love of the state and to position the Exchange as a place that only includes gold-level options. The name could also be done as “Gold Care Insurance Exchange.”
- ***CareDesign Connect***
Simply looking at what people will actually do when they visit the exchange site, this says it all in a more creative way. Folks will come to the exchange site and have the opportunity to custom design coverage. This was also a concept that proved very important in the focus groups.
- ***Freedom Care Connect***
Again, capitalizing on the idea of “freedom,” this name option just says it in a bit more of a creative, conceptual way.

Tagline Options

The list below includes a variety of tagline options – some are very direct and descriptive, while others are more emotionally engaging. All recommendations are based on our Branding Session and the Focus Groups across the state. As mentioned in the naming section of this document, the more descriptive the name, the more conceptual we can be with the tagline. The reverse is also true – the more conceptual the name, the more direct and descriptive the tagline needs to be.

- WV Insurance Exchange
- WV’s Insurance Exchange
- WV’s Health Benefits Marketplace
- WV’s Health Benefits Exchange
- Your Marketplace for Healthcare
- Your Healthcare. Your Choice.
- Fast and Easy Way to Get Health Insurance
- Giving You Answers & Guidance on Health Insurance
- Your Link to Better Health Coverage (or Benefits)
- Putting You in the Control
- More Coverage, Less Hassle
- Your Connection to Better Coverage
- Better Connection to Better Coverage
- Your Best Connection to Better Coverage

- Connecting You to Healthcare
- Ensuring Your Future/Insuring Your Future
- Same Companies, Better Coverage
- Get the Health Coverage You Deserve
- Find the Health Coverage You Deserve
- Customize Health Insurance for You
- The Future of Reliable of Healthcare is Here
- Know Your Options
- Giving You a Choice
- Your Selection Connection

How Did We Get Here?

- Affordable Care Act
- State Legislation
 - o Define rules
 - o Back to basics
- People want better healthcare
- Attempt to fix a broken system

What is the Exchange?

- Marketplace of insurance products
- Provides choices and opportunities
- Unique products?
- Generated by insurance companies
- Affordable insurance based on income
- Important in WV
- Need to overcome fears of healthcare reform
- “Connecting Place:” portal where people can go to get health insurance
- Services are optional (misconception)
- “Business-Friendly”
 - o Price Sensitive to small and big businesses
- Cost:
 - o Consumer: premium (deductible)
 - o Small business: providing affordable coverage
 - 30% salary base
- Need to focus on how this all part of something bigger and feel a part of it
- “But how does it benefit me?”
- The Exchange gives people an edge by equalizing the playing field

What We Need to Communicate:

- This a public service
- This is not free insurance
- Tax credits are available
- This is not government insurance; it’s through insurance companies and this is merely a market tool

- National fear factor that we need to overcome and make people comfortable with the Exchange
- How most people feel: “We want healthcare, but we don’t care about insurance”
 - o Need to communicate that insurance facilitates healthcare
- Benefit: healthcare, education tool
- Product: information, clarity (break it down); “answers and guidance”
- Good, Big, Helpful—“greater good”
- Make people feel in control; have a choice and save money

Goals:

- Get people to buy insurance
- Helping people pick the right insurance for them
 - o People rely on agents and their role is diminished now
- Navigators now exist to help walk people through the process and let THEM pick the right insurance; they just provide information
- Comparing one comp. to another (explain features)
- Enroll in Exchange and learn
- MUST separate Exchange from Affordable Care Act; people are afraid of “healthcare” because of all of the turmoil associated with it recently
- System Transformation: get away from where it is now; way too much communication now, which is confusing to people
- All they know is they want better healthcare
- Exchange is a utility
- The Exchange is like “Orbitz” for healthcare (people need to know what to expect)
- People think: “Turbo Tax is ok, but Obama-Care is not ok”
- Long-Term Goals:
 - o Social/behavioral change with individuals
 - o Small businesses form relationships with agents

Cost Concerns:

- People think it’s free and it’s not; they’re going to be mad if they find out
- Cons=premium
- Small business
- Be specific about poverty line so people “get it”
- Depends on your health and age
- Co-pays

Against the Exchange – Competition:

- Opposing providers (don't they're adequately reimbursed)
- Wind in our face
- 40% of people think
- Healthcare Reform, ObamaCare stigma with Medicaid
- Skepticism from insurance companies because of mandate

Target Audiences:

- At first, it's important to make folks understand the Exchange isn't created/introduced to replace agents (very skeptical)
- Educators (teachers and professors) are most of one of most difficult
- Agents hate AARP because AARP taking their jobs
- This overall discussion is happening at Federal level too
- Unions haven't talked much about this group
- Divided into two groups: those that have insurance and those that don't
 - o Those that don't will be biggest users of Exchange

1) Male & Female – Ages (50-64)

- These people are most afraid of change and health reform
- They have a negative view of the Exchange
- They are the largest growing group of social media
- They have the hardest time finding insurance because they are older and more prone to having health problems
- On forefront of social change
- Silent majority
- Most "empowered" to influence decisions and will speak up
- Feel this is an opportunity to step up and help change/fix things
- Challenge: perceived as "welfare" and something that we'd never do
- Scam Fear: when they try to find stuff online; fine print perception
- Messaging must promise understanding and transparency
 - o "Get the right answer"
 - o "Reliable, private health coverage"

- “You deserve health coverage”
 - “Security for the Future”
- Informed: 4, 2, 1

- 2) Male &Female – Ages (under 30)
 - Not as worried about healthcare/insurance because they haven’t a need for it; no wake-up call; not on the top of their minds
 - Online users
 - Don’t know why they need it so they don’t have an opinion
 - They know the least about it
 - Informed: 3, 1
 - “Just in Case”
 - “There’s an App for that”
 - “Easy Way to get insurance”
 - “Fast – Healthcare Now”
 - “Travelocity for insurance”
 - “Easiest Way to get health insurance”

- 3) Uninsured, Underinsured, Low SES, Pre-Existing Conditions – Age (all adults)
 - Need to differentiate between those uninsured/underinsured by choice and by circumstance
 - #1 consumer
 - Low-income: 150% FPL-350/400% FPL(\$14.5-\$44,000)
 - Bump up against the system the most – more likely to have an opinion (either positive or negative) about government
 - Some feel that this is a good thing because the government is helping them
 - Consider insurance an entitlement
 - Group most likely to have used Medicaid
 - Potential stigma (welfare)
 - Get involved with online scams for insurance
 - “One-Stop Shop for Insurance”
 - “You’re Covered”
 - “Take away fear”
 - “Finally here”
 - “Quality for all you need”
 - “The Real Deal”
 - No “preexisting condition”

- "This product will help you figure out which coverage you're eligible for"
- Informed: 4

4) Insurance Companies (includes Agents & AARP)

- Negative relationship
- Optimism and skepticism
- Not a true mandate
- New customer and revenue source but concerned with long-term
- Want to make more money
- Do we need to make attractive?
- Highmark accepted/supported Exchange
- Is it a drain on the system?
- Informed: 10
- "local solutions"
- "lesser of two evils" (the greater being the government)
- "Improve your image"

5) Providers & Physicians (direct care contracts)

- They're concerned that they will be overworked and make less money
- But they should realize that this will assist in uncompensated care they provide
- They're also concerned about increasing access to healthcare but not having enough physicians to manage the workload
- They need to know how they're going to benefit/make money
- Is the reimbursement structure changing?
- We have to educate doctors what this means and how it will change their business
- People listen to their doctors so we need to use them as influencers
- Remove the stigma
- Informed: 7/8, 5
- "Does no harm"
- "Better coverage for your patients"
- "Worry about helping patients, not their insurance"
- "More preventative care" (cut costs later)
- "Makes your job easier"
- "Bring back to your roots as a caregiver"

6) Small Business Owners

- Most small businesses likely have a neutral point-of-view
- #4 consumer
- They want to know the bottom line: will it save me money?
- They want to feel like they're in control
- We need raise their awareness of tax credits that are only available through the Exchange
- Misinformation is the biggest barrier
- Informed: 2, 4/5
- They need to view this as a tool
- "Help for you bottom line"
- "Benefits for your people"
- "tax credits only available through the Exchange"
- "Gives you an edge"

7) Media & News Communications Channels

- They focus on the Reform/Act (bad)
- Misrepresenting issue (saying it's free)
- Informed: 4
 - o Locally: 3

8) Partners

- Negative/neutral opinion
- Agents have a negative view but it can be remedied if we convince them of the benefits ALTHOUGH their advisory role is diminished
- AARP will be seen as navigators but must be credible
- Navigators: entities, not licensed
 - o For low-income who use Medicaid and subsidies with no idea about insurance (certification?)
 - o Seen as volunteers with no commission (but they are given grants)
- Informed: 10

9) Insurance Agents & Producers

- View AARP has enemy and vice versa

"Have To" vs. "Want To"

- How to make the greater good work here
- Be a part of the change

- We want them to want it; in our tone
- We're not selling anything in a tone make assumption that they want it
- Be the opposite of the big ugly healthcare reform/ObamaCare
- It's arrived—this isn't going to happen—it's here
- People not seeing healthcare as a competing consumer product—it's a utility
- Overcome apathy

Competition

- Tea Party (politically)
- Agents
- Carriers not in Exchange
- Part of provider communities that “cherry pick”
- Medicaid (free), CHIP
- Apathy
- ObamaCare: negative feelings
- People burnt by government programs
- People too proud to be a welfare

Personality

- Domineering mother
- Caring grandmother
- Charismatic male figure
- Confident
- Kardashian sister
- An expert/authoritative
- Caring advisor
- Middle of the introverted/extroverted
- Flexible/adaptable
- Real WV (need something like the Maytag man or Charmin guy)
- Not Madison Avenue