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| **Project Name:**  Consumer Analytic Modeling | **Project Manager:** Vishal Saith |
| **Portfolio Alignment:**  Data and Analytics | **Portfolio Owner:**  Kurt Ringo |
| **Cost Center:** 40211-7101 | **Business Owner:** Andrew Faulkner |
| **Estimated Start Date:** 5/1/2016 | **Desired Completion Date:** 3/31/2017 |

# Vision:

1. *Describe the present business problem/situation that will be addressed by this project.*

* The goal of this project is to seek and create a deeper, more analytically- driven understanding of its individual members and prospects. This deeper understanding will enable the plan to better market to and engage with its members; leading to better success with acquisition, retention and member engagement; and ultimately better financial performance. Currently BCBSRI has a gap in this type of analytics.
* As a result BCBSRI has engaged with SAS who can provide business and analytical consulting services to advise on and build the initial analytical models. The models to be developed will include consumer segmentation, developing lifetime value of a member and likelihood for members to be retained.

1. *Explain the issue that is trying to be solved.*

* Develop out consumer segmentation profiles to understand the best ways to connect, engage and onboard prospects
* Use predictive algorithms to determine the value obtained from a member based on their situation in life and understand potential impacts that appropriate care can have on their profitability over the long term
* Develop predictive algorithms to understand which members are likely to be retained and those that have a strong likelihood to dis-enroll and understand the driving factors to target the latter in order to curb disenrollment.

1. *What will change after the project is implemented?*

* Engage the services of key external partners to develop advanced analytic models to help drive business lines in targeting, acquiring and retaining customers to ensure our financial success for the future. These models will be developed in SAS Enterprise Miner software and will be built initially by our strategic partner and then transitioned to internal analytic teams

1. *Highlight the projects expected return (including timeframes associated with the return)*

* There is no return on investment estimated for this project as per CBA

# Benefits:

*Choose all that apply. If “other” please explain:*

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| --- | --- | --- | --- | --- | --- |
|  | Increased Revenue/Enrollment |  | Medical Expense Reduction |  | Other |
|  | New Revenue Opportunities |  | Admin Expense Reduction |  |  |
|  | Improved MLR |  | Increased Cash Flow |  |  |
|  | Fulfills Regulatory Req. |  | FTE/Resource Reduction |  |  |

# Objectives:

*Should be SMART = Specific, Measurable, Actionable, Realistic, and Time-bound. Include success factors.*

* Develop 3 models (consumer segmentation, lifetime value of a member & consumer) to develop a stronger understanding of consumer needs and how to predict the likelihood a member will remain with BCBSRI.

These models will:

* Create a better understanding of consumer preferences
* Understand their full value to the organization and
* Understand their likelihood to be retained
* This will enable BCBSRI to focus resources on acquiring the best suited prospects and those members that are likely to dis-enroll.

# Scope:

*List all work that will be performed as part of the project to meet the objectives.*

|  |  |  |
| --- | --- | --- |
| **#** | **Description** | **Comments** |
|  | Develop consumer segmentation modeling | * Integrate BCBSRI data with third part socioeconomic data. * Work with CAST organization to develop profiles of members * Enable CAST to use and test output from model. |
|  | Develop a Retention modeling | * Develop a model to predict the likelihood for members to be retained * Work with CAST organization to develop profiles of members * Enable CAST to use and test output from model |
|  | Develop a model to predict the lifetime value of a consumer | * Create a predictive algorithm to determine the true value of a member over their lifetime * Work with CAST organization to develop profiles of members * Enable CAST to use and test output from model |
|  | Training/Support for internal stakeholders | * Post implementation vendor support for analytical, reporting, business or technical consulting. * Training of BCBSRI staff from the vendor * Work with CAST organization to develop profiles of members * Enable CAST to use and test output from model |
|  | Business Continuity Planning | * Update existing business continuity plan (BCP) and disaster recovery (DR) plans to include changes that have been implemented as a result of this project * Work with CAST organization to develop profiles of members * Enable CAST to use and test output from model |

# Out of Scope:

*List any exclusion to the scope.*

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| **#** | **Description** | **Comments** |
|  | Implementation of the data model | This will be moved as SAS Model rather than regular production implementation process |

## Key Project Deliverables:

*List or describe the project deliverables and documents that will be produced and delivered as part of this project.*

* Consumer segmentation modeling
* lifetime value of a member modeling
* Predict the lifetime value of a consumer model

# Assumptions and Constraints:

*Describe any factors that are considered to be true, real, or certain. Include limitations, restrictions, and interdependencies.*

* For all vendor resources working on site at BCBSRI facility for development , all appropriate security access , reasonable working space and login ID’s will be provided as needed.
* Analytics software that has been previously licensed and is being used for this project will need to be at the most current version as of the start of the project.
* No IT resources will be required for this initiative
* No downstream applications will be impacted.
* Testing will be performed by BCBSRI Analytic teams and SAS
* Because this concept of this project is to build and train new analytic models, there is no impact to Infogix

# Risks:

*Describe any uncertain events that can impact the project*

* Access to data sources & Environment

# High Level Timeline:

*The high level phases and deliverables of the project should be detailed in a clear and concise manner. A final detailed schedule will be provided at the end of the Planning Phase.*

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| --- | --- | --- | --- |
| **Phase/Task** | **Start Date** | **End Date** | **Status/Comments/Milestones** |
| Data Preparation and Loading | Mon 7/18/16 | Thu 11/18/16 |  |
| Finalize output score code for segmentation analysis | Thu 10/6/16 | Tue 11/15/16 |  |
| Produce output score code for Retention modeling | Thu 11/10/16 | Fri 1/6/17 |  |
| Finalize output score code for Lifetime Value Modeling | Thu 12/22/16 | Tue 2/21/17 |  |
| Reporting | Wed 2/22/17 | Fri 3/31/17 |  |

# Resource Requirements:

*List the estimated resources required to complete the project, along with the area(s) they represent and their role(s) on the project.*

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| --- | --- | --- | --- |
| **Resource Name/Title** | **Business Area Represented (internal/external)** | **Role (Sponsor, Owner, PM, BA, SME, etc.)** | **Estimated Time Commitment** |
| David Comella | Data & Analytics | Business Sponsor | 10 Hours /Month |
| Tracy McPhillips | Enterprise Data & Business Intelligence (Internal) | SME | 2 Hours /Month |
| Vincent Graceffa | Information Security | Infosec SME | 2 Hours/Month |
| Andrew Faulkner | Data & Analytics | Business owner | 10 Hours/Month |
| Gabe Goodine | Call Center Strategy | SME | 2 Hours/Month |
| Tara DeMoura | Sales Enablement and Broker Strategy | SME | 1 Hour /Month |
| Fatima Sultana Syeda | Data & Analytics | Lead Analyst | 30 Hour /Month |
| Dianne Farias | Data & Analytics | SME | 4 Hour /Month |
| Robert Ravenscroft | Data & Analytics | Support Analyst | 4 Hour /Month |
| Nathaniel Bosgraaf | Retail Strategy | Sr. Channel Mgr. | 2 Hour /Month |
| William Maxwell | Digital Marketing | Digital Marketing Manager | 2 Hour /Month |
| Roark Maynard | Medical Economics | SME : Care mgmt.. | 2 Hour /Month |
| Sholeh Ghedari | Medical Economics | SME : Prov. analytics | 2 Hour /Month |
| Thomas Douglass | Prog. Revenue optimization | SME : Revenue optimization | 4 Hour /Month |

***Approvals:***

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| **Name:** | **Signature:** | **Date:** |
| **Business Owner** | Andrew Faulkner |  |
| **Project Manager** | Vishal Saith |  |

# Version History

| **Version** | **Date** | **Author/Editor** | **Comments** |
| --- | --- | --- | --- |
| 0.1 | 8/18/2016 | Vishal Saith | Initial Draft |
| 0.8 | 9/8/2016 | Vishal Saith | Updated version based on Andrew’s review comments & schedule from SAS |
| 1.0 | 9/9/2016 | Vishal Saith | Updated verision with Dave Comella’s review comments |