Horizon Commerce | [Client]
2024 Testing Program Review

Agenda

1 **2024 Year in Review**
Overview of the 2024 CRO program

2 **Defining and Measuring Success**
Measuring the impact and value of the 2024 CRO Program

3 **Added Value**
Additional ways we supported [Client]

4 **Takeaways & 2025 Planning**
Learning from success and continuing momentum

2024: Year In Review

Planning & Execution
4 Strategic Pillars

Selling TriTerm prior to product sunset

Connecting pre-shop and shop for a unified experience

Optimizing website performance across the funnel

New & return visitor personalizations capitalize on distinct behaviors

Test & Learning
A Nimble Approach

Planned initiatives during 2024 strategic planning

21

39

Tests executed

Executed initiatives during 2024

22

10

Planned 2025 initiatives guided by 2024 results

Ad hoc initiatives added to roadmap during mid-year adjustments

27

2024 CRO Program
$8.7M In Earned LTV Revenue

2024 Program Results	
Impact to 2024 LTV Revenue	$4.3MM
Projected Impact to 2025 LTV Revenue	$4.4MM
Visits Impacted	1,900,000
Conversions in Tests	226,000
Test Win Rate	51%

■ Winners ■ Inconclusive ■ Losers

4 Losers

20 Winners

39 Tests

15 Inconclusive
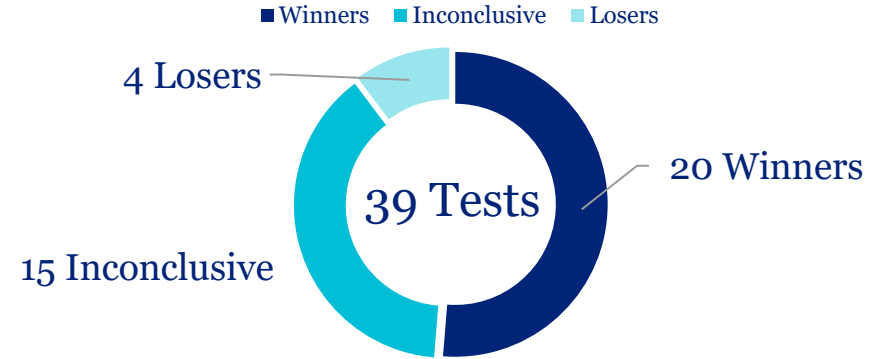
10.6x Horizon Commerce ROI

29%+ Executed tests YoY

51% Test win rate
*425% higher than industry benchmark**

3% Increase in total site LTV revenue

*(Source: Optimizely)

Defining & Measuring Success

Defining and Measuring Success

KPIs Over Time	Velocity & Reach	Program Influence	Value Reporting + Methodology
Measures holistic progress	Measures program impact potential	Measures impact on decision making	Attribute monetary value to tests

KPIs Improved Each Quarter in 2024 Across All Funnel Steps on CRO Tested Pages
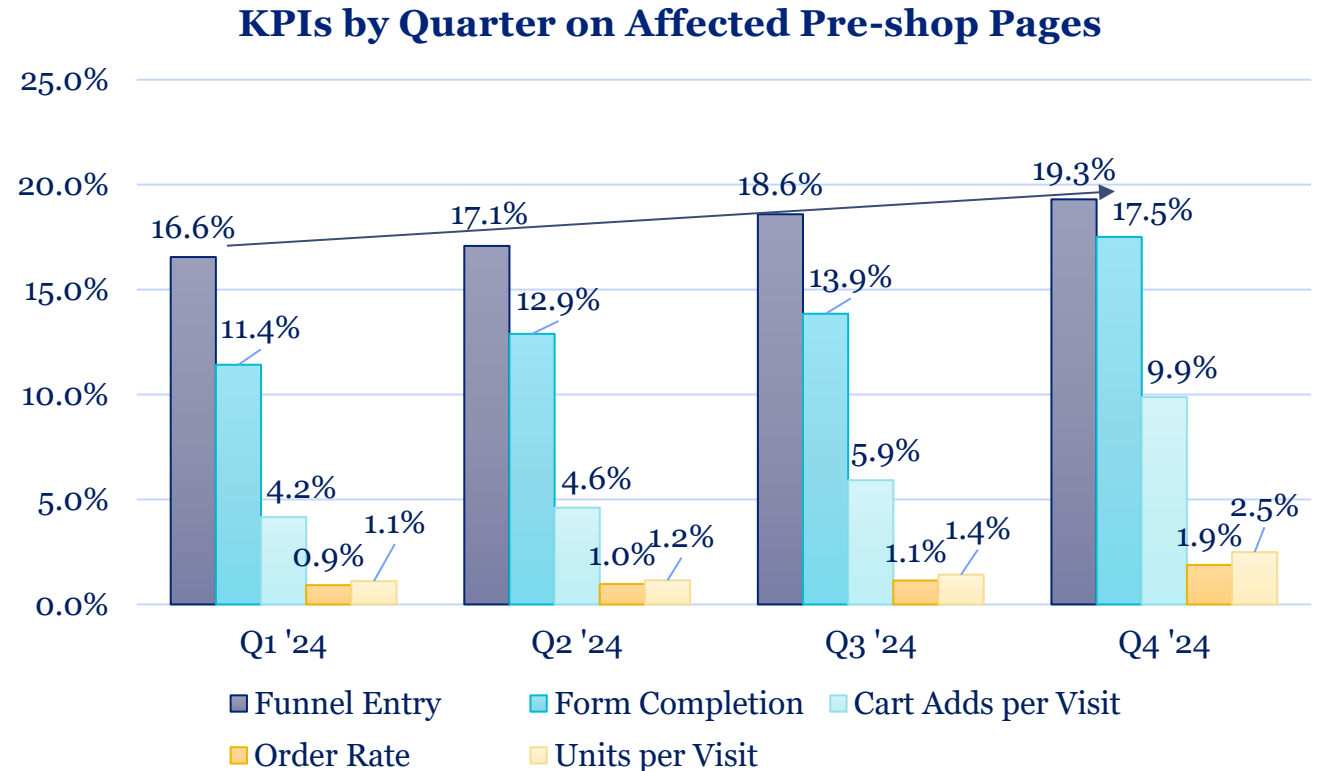
Funnel Entry: **+16%**

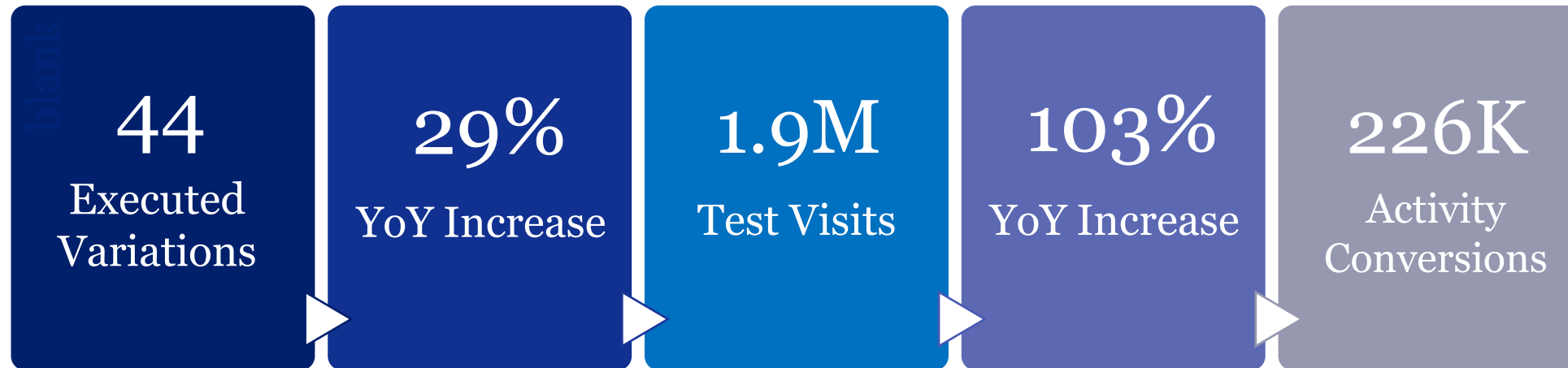Form Completion: **+54%**

Cart Additions/Visits: **+136%**

Order Rate: **+111%**

Units/Visit: **+127%**

KPIs by Quarter on Affected Pre-shop Pages

Q1 '24 — Funnel Entry 16.6%, Form Completion 11.4%, Cart Adds per Visit 4.2%, Order Rate 0.9%, Units per Visit 1.1%
Q2 '24 — Funnel Entry 17.1%, Form Completion 12.9%, Cart Adds per Visit 4.6%, Order Rate 1.0%, Units per Visit 1.2%
Q3 '24 — Funnel Entry 18.6%, Form Completion 13.9%, Cart Adds per Visit 5.9%, Order Rate 1.1%, Units per Visit 1.4%
Q4 '24 — Funnel Entry 19.3%, Form Completion 17.5%, Cart Adds per Visit 9.9%, Order Rate 1.9%, Units per Visit 2.5%

Legend: Funnel Entry, Form Completion, Cart Adds per Visit, Order Rate, Units per Visit

Maximized Potential Impact
Increasing Velocity (+29%) and Reach (+103%)

| **44** Executed Variations	**29%** YoY Increase	**1.9M** Test Visits	**103%** YoY Increase	**226K** Activity Conversions

Velocity: *how many tests are executed*
Reach: *how many people are impacted by those tests*

10

Four New Ways Of Working
Increased Testing Velocity By Reducing Churn & Level Of Effort

Templatized Targeting
Pre-shop Global, Plans by State, product pages, and product-specific Census opened new testing locations
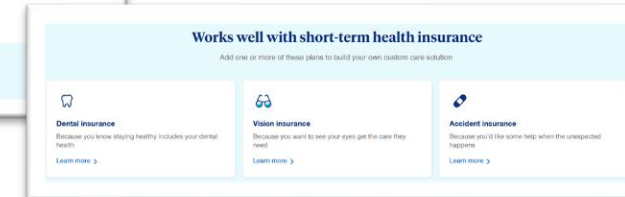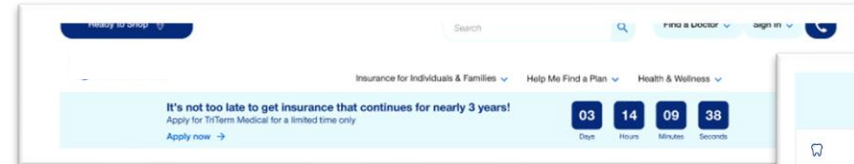
Added Alignment
Strategic initiative alignment prior to concepting reduced churn

Fast-Follows
Winning concept expansions and robust post-hoc analysis enabled quick turnarounds

Design Templates
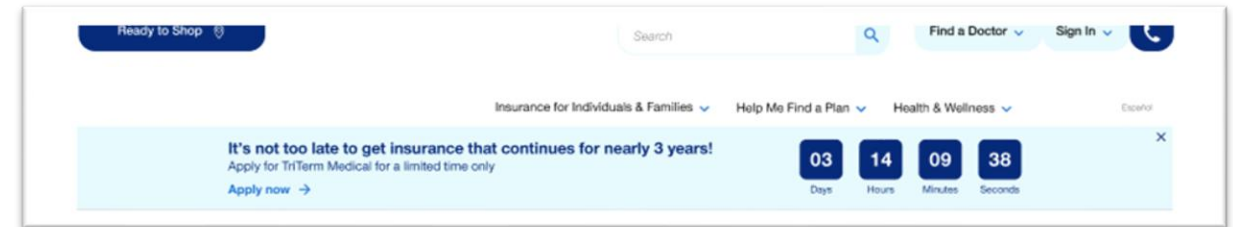Repeated concept templates accelerated execution

11

Expanding Target Capabilities
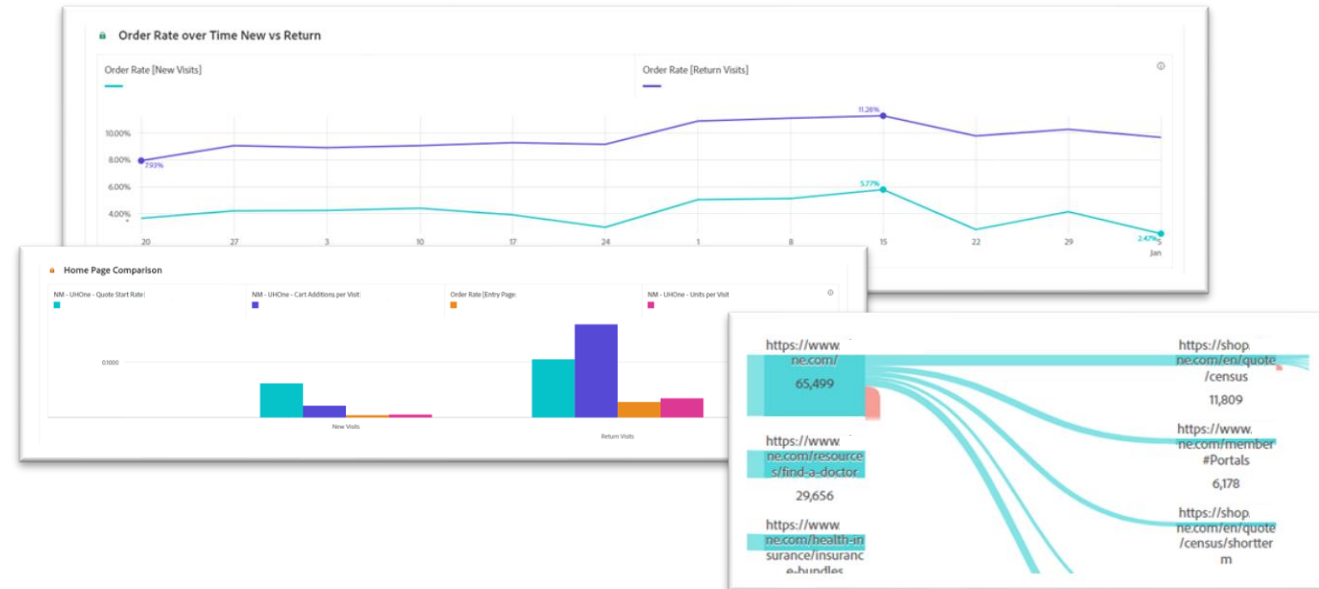## *Enabled 103% YoY Growth in Reach*

Templatized Testing Locations
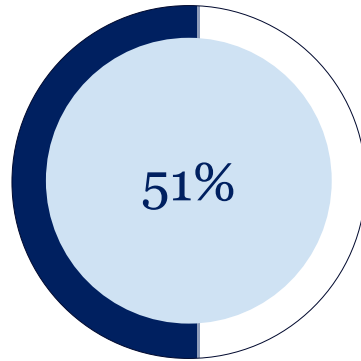Pre-shop Global exposes maximum users to experiments at once

Planned Personalization
Identified high impact personalization audiences (new and returning visitors) and planned and began executing related concepts
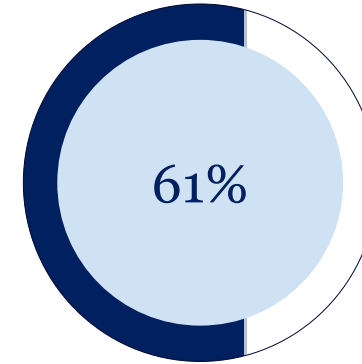

12

51% Win Rate
Over 4X Industry Benchmark Of 12%

51%

Win Rate

% of tests that have a winning result

61%

Learning Rate

% of tests with statistically significant results that guided a decision and action taken

Strategically-planned and executed tests lead to high win rates

High-contrast tests in high-impact locations lead to greater learning rates

Revenue Impact Of Testing

2024 Revenue Attribution Reporting Methodology

Tie Cart LTV Revenue to primary KPIs and multiply by expected delta and impacted sessions to assign a monetary value to testing

Correlate KPIs
- Run regression on primary KPI and Cart LTV Rev from 1/1/24 – 12/31/24 for each targeting combination used (*TriTerm KPIs Ended regression on 8/30/24*)
- **Cart LTV Revenue:** The revenue to be collected from the purchased product over the lifetime of the coverage

Assess Reach
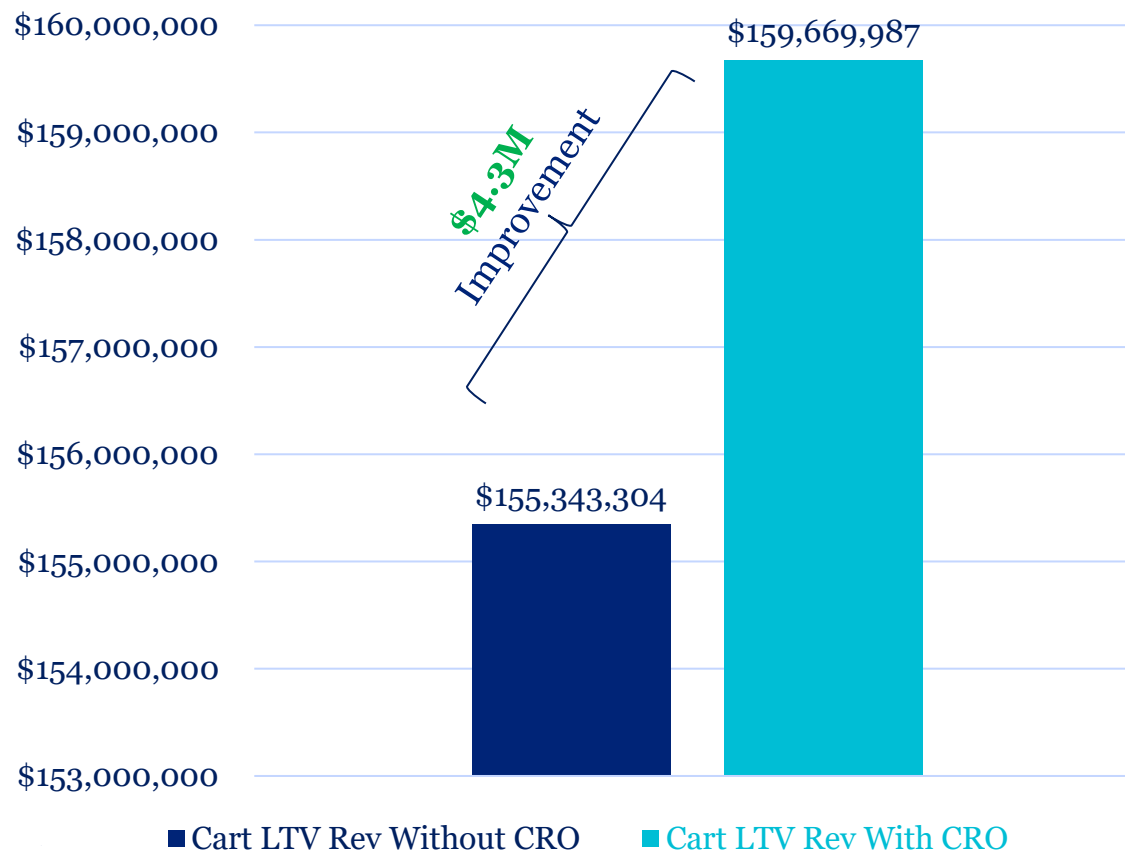- Establish sessions impacted by winning CRO experiences

Estimate Revenue Impact
- Multiply relevant KPI lifts during testing by baseline CVR throughout year to get expected CVR increase if testing results hold
- Apply depreciation of 80% over 12 months after test end to get realistic CVR increase -- Conversion volume change
- Multiply figure by relevant r (Customer LTV Rev per Visit correlated with KPI) – Cart LTV Rev per Visit change
- Multiply new figure by impacted session count – Cart LTV Rev change

Horizon Commerce's 2024 CRO Testing
Drove 524% ROI On DTC

Cart LTV Revenue Earned In 2024 With & Without CRO Testing

$160,000,000

$159,669,987

$159,000,000

$4.3M Improvement

$158,000,000

$157,000,000

$156,000,000

$155,343,304

$155,000,000

$154,000,000

$153,000,000

■ Cart LTV Rev Without CRO   ■ Cart LTV Rev With CRO

Assumptions

Conservative Assumptions
- Conversion rate gains depreciate by 80% over the 12 months following test end with a 10% immediate drop
- Winning results do not compound
- No sales channels besides DTC benefited from testing
- Winning experiences have no impact after 2024

Neutral Assumptions
- Inconclusive tests (tests that did not achieve stat sig) had no impact on conversion rate or revenue, positive or negative.
- Baseline CVR is constant over time
- Only include tests that ended in 2024
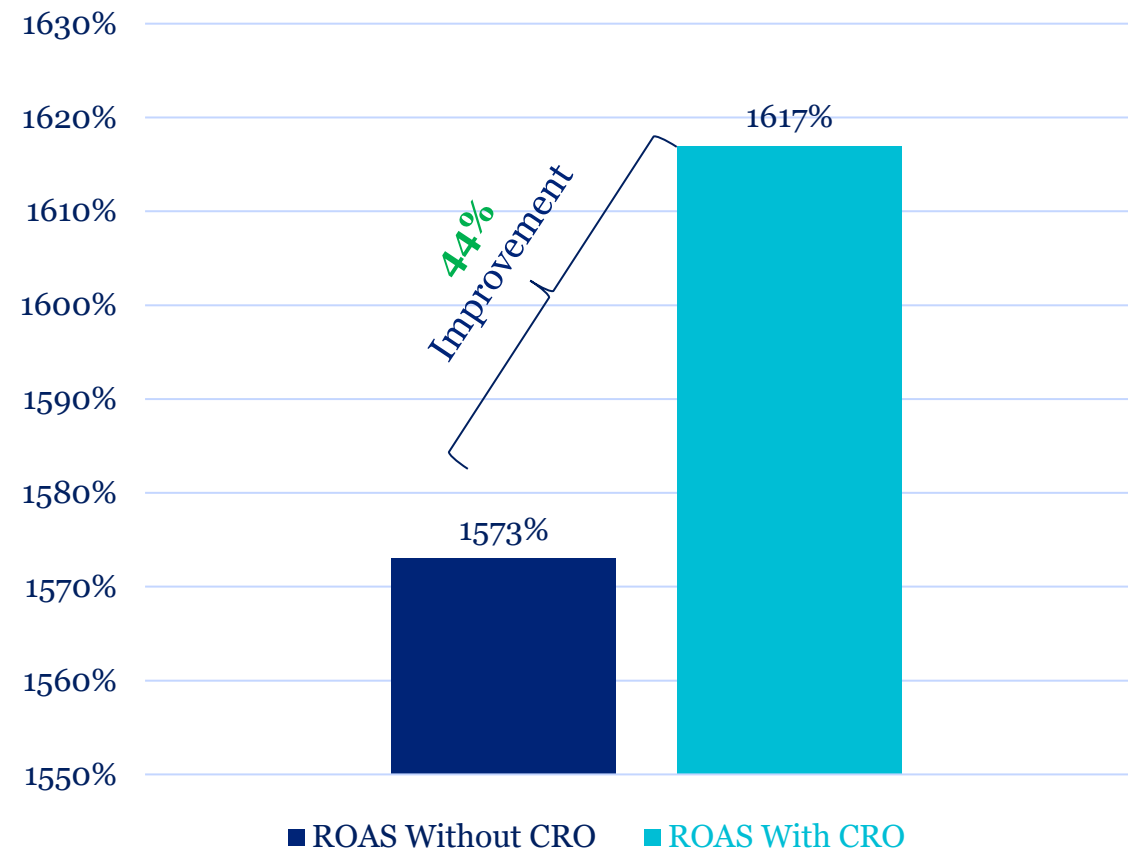
Aggressive Assumptions
- All visitors that should qualify for an activity, do qualify for that activity

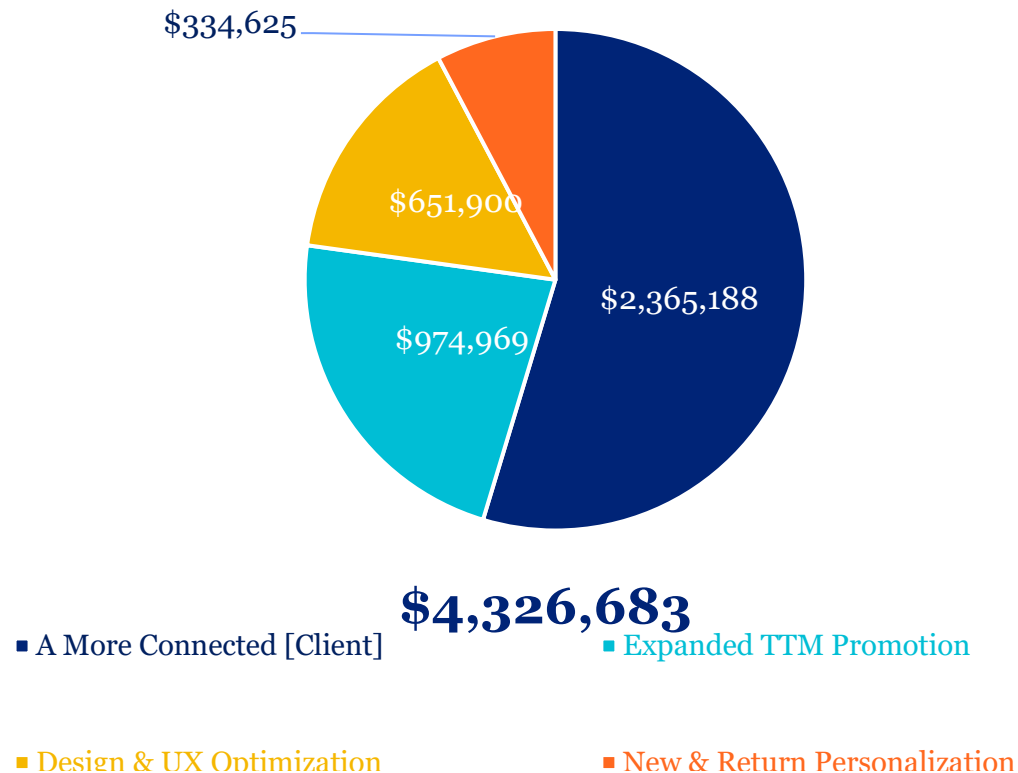# Incremental Media Impact
+44% ROAS, 2.79% Increase

Paid Media Cart LTV Revenue Earned In 2024 With &
Without CRO Testing

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A More Connected [Client]
Our Highest-Impact Initiative

2024 Incremental LTV Revenue By Initiative

$334,625

$651,900

$974,969

$2,365,188

$4,326,683

- A More Connected [Client]
- Expanded TTM Promotion
- Design & UX Optimization
- New & Return Personalization

Average Test Incremental LTV Revenue By Initiative

$450,000	
$400,000	$394,198
$350,000	
$300,000	
$250,000	
$200,000	
$150,000	$121,871
$100,000	
$50,000	$40,744 $37,181
$0	

Average 2024 Value per Test

- A More Connected [Client]
- Expanded TTM Promotion
- Design & UX Optimization
- New & Return Personalization
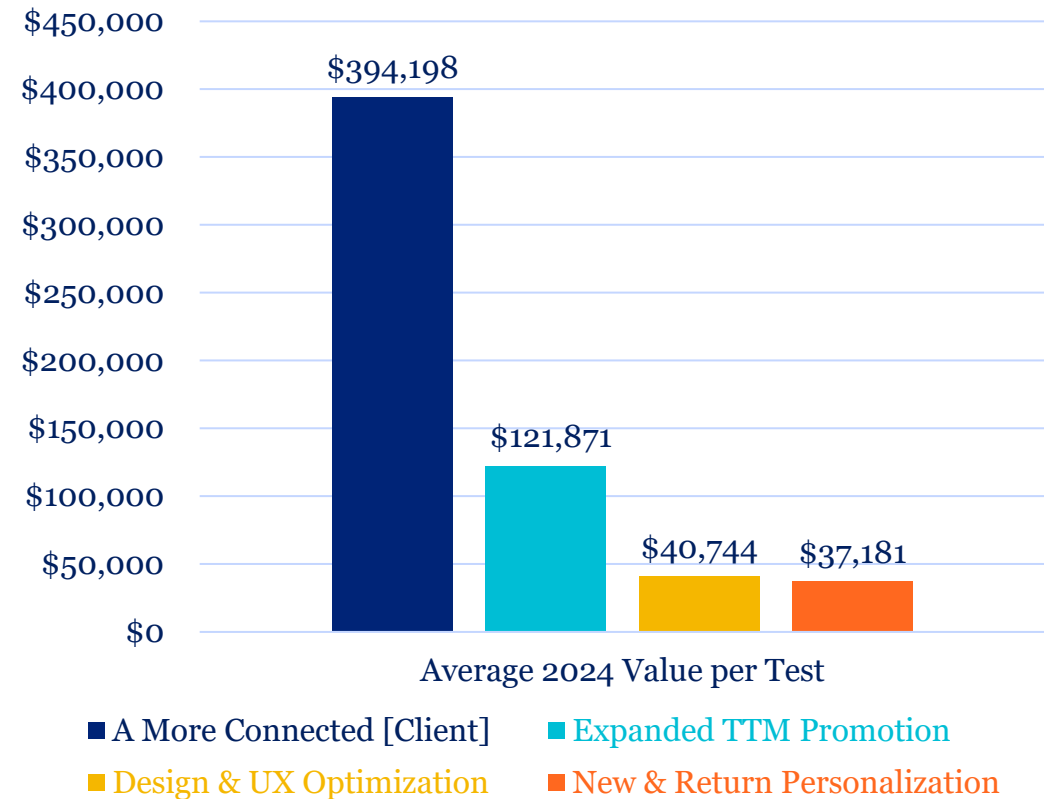
Templatized Page Groups
3 Of 5 Highest Impact Locations

2024 Total Testing Value ($) By Targeting
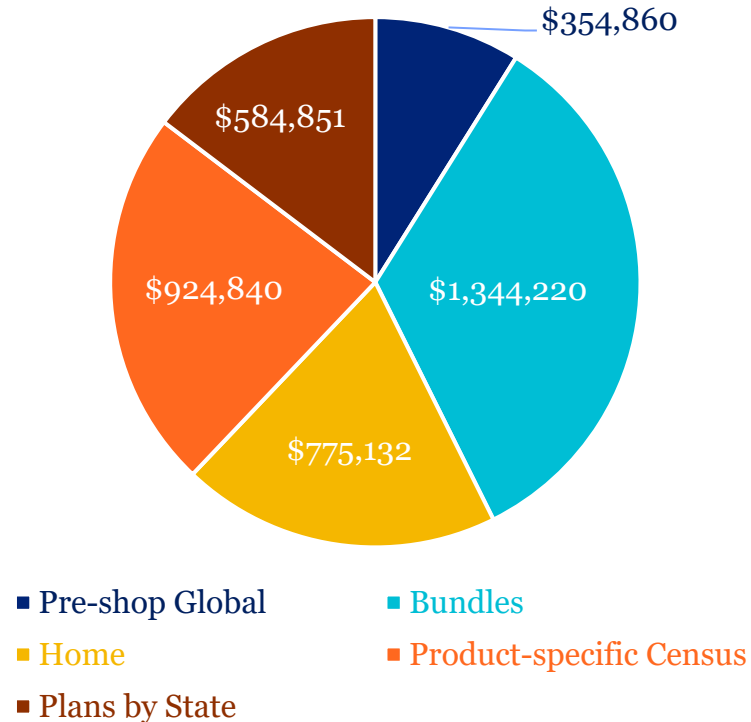
- $354,860
- $1,344,220
- $584,851
- $924,840
- $775,132

■ Pre-shop Global ■ Bundles
■ Home ■ Product-specific Census
■ Plans by State

Average Test Value ($) By Targeting

- $177,430
- $336,055
- $64,594
- $924,840
- $194,950

Average 2024 Value per Test

■ Pre-shop Global ■ Bundles
■ Home ■ Product-specific Census
■ Plans by State
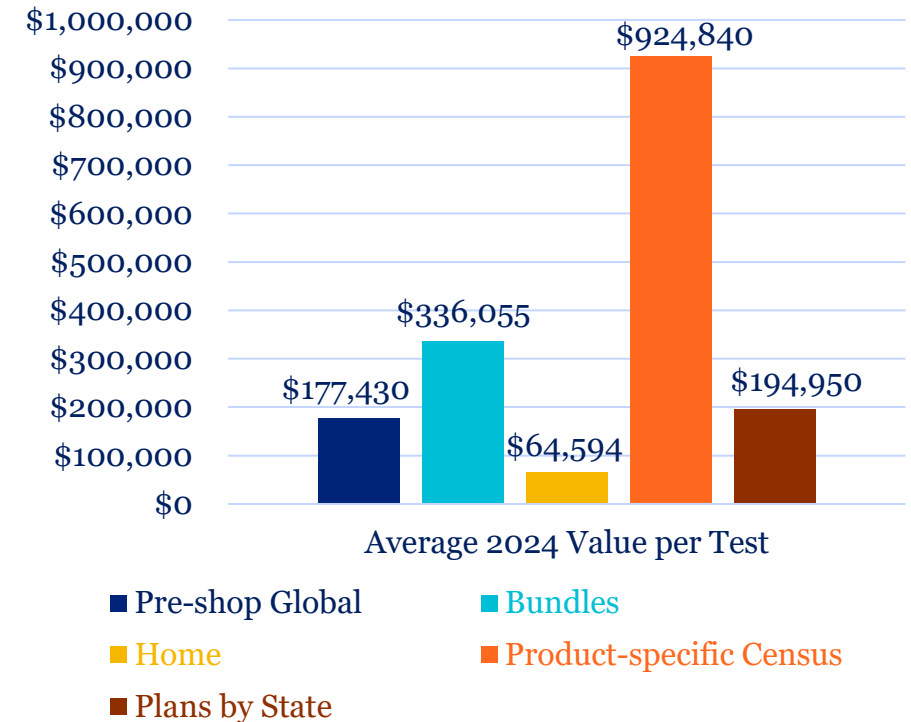
2025 Revenue Attribution Reporting Methodology

Apply lift from winning tests in 2024 that will remain live in 2025 to forecasted traffic and revenue in 2025

Forecast Reach
- Create 95% confidence interval for 2025 traffic and conversions based on 2024 data
- Establish sessions impacted by winning CRO experiences
- Take lower bound of confidence interval

Apply KPI Lift
- Apply lift from live, winning experiences to anticipated 2025 traffic
- Depreciate lift by 80% over 12 months, starting at test end ([Optimizely](#))
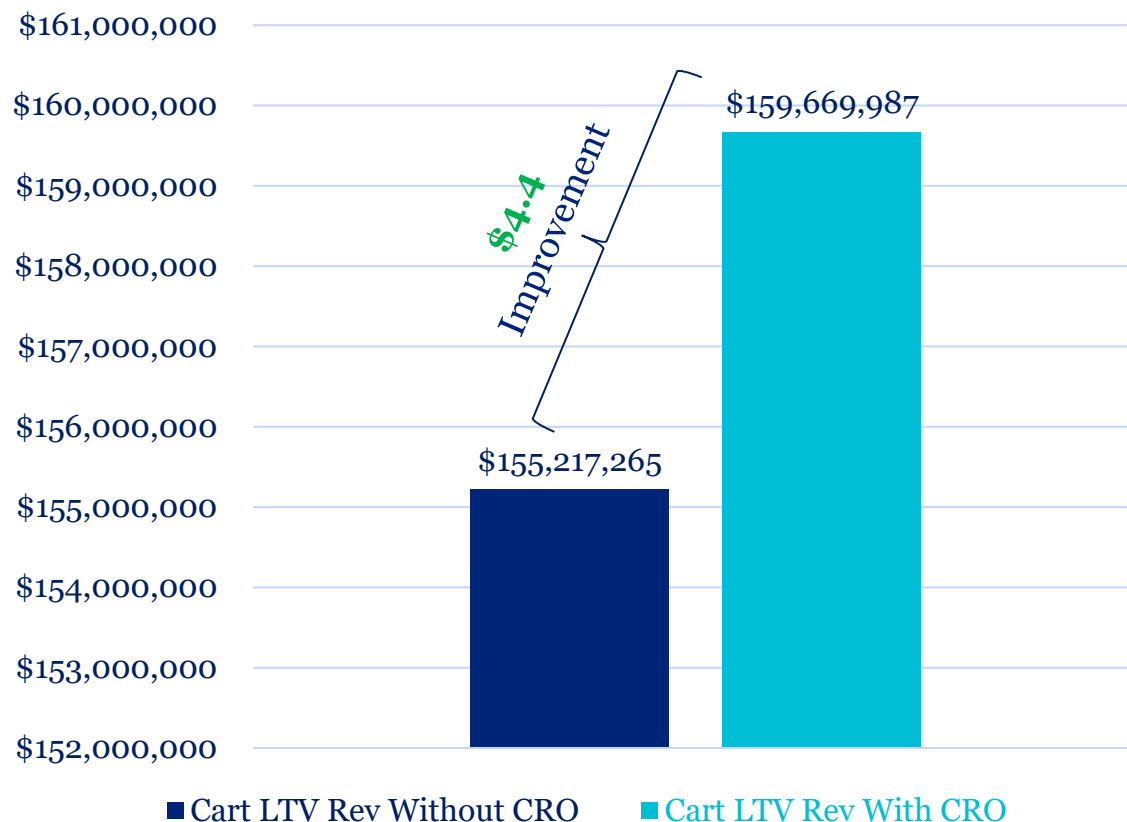
Estimate Revenue Impact
- Multiply relevant KPI lifts by baseline CVR throughout year to get expected CVR increase → Conversion volume change
- Multiply figure by relevant r (Customer LTV Rev per Visit correlated with KPI) → Cart LTV Rev per Visit change
- Multiply new figure by impacted session count → Cart LTV Rev change

2024's $820K Horizon Commerce Investment
Expected 1061% ROI In 2024+2025 From Testing Alone

Cart LTV Revenue Earned In 2025 With and Without CRO Testing

Chart values:
- Cart LTV Rev With CRO: $159,669,987
- Cart LTV Rev Without CRO: $155,217,265
- $4.4 Improvement

Legend:
- ■ Cart LTV Rev Without CRO
- ■ Cart LTV Rev With CRO

Assumptions

Conservative Assumptions
- Conversion rate depreciates by 80% over the 12 months following test end with a 10% immediate drop after test end
- No sales channels besides DTC benefited from testing
- Winning results do not compound.

Neutral Assumptions
- Inconclusive tests (tests that did not achieve stat sig) had no impact on conversion rate or revenue: positive or negative.
- Baseline CVR is constant over time
- Only include tests that ended in 2024
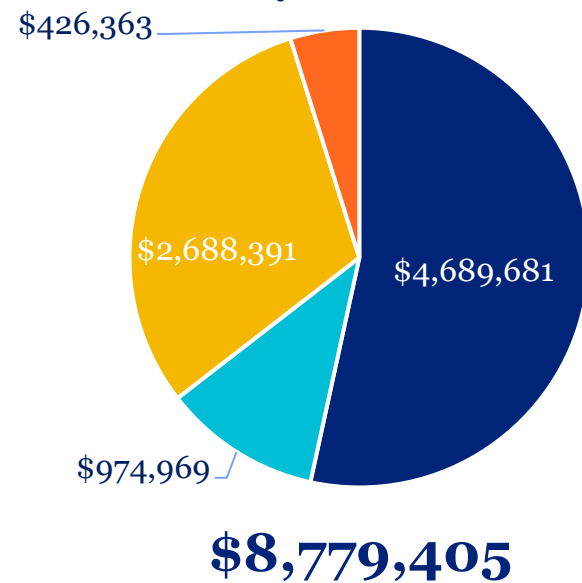- Assumed mean on a 95% confidence interval for forecasted sessions and CVR

Aggressive Assumptions
- All visitors that should qualify for a test, do qualify for that test
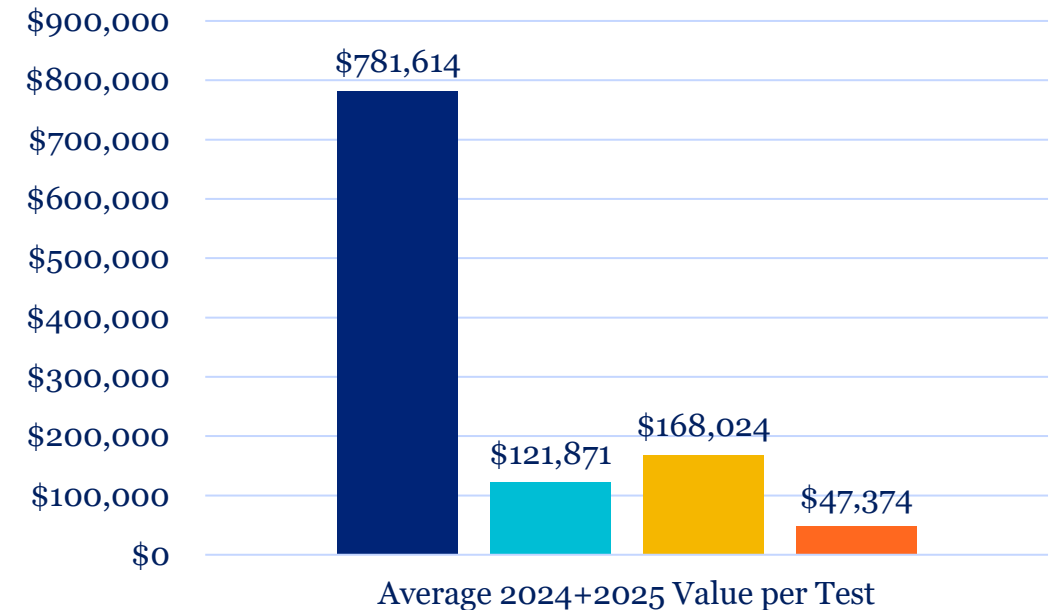
21

Evergreen Site Experiences
More Valuable Long Term vs. Seasonal/Time-Limited Updates

2024 Actual + 2025 Proj Incremental LTV Revenue By Initiative

$426,363

$2,688,391

$4,689,681

$974,969

$8,779,405

- A More Connected [Client]
- Expanded TTM Promotion
- Design & UX Optimization
- New & Return Personalization

Avg. '24 Actual + '25 Proj LTV Revenue By Initiative

$781,614

$121,871

$168,024

$47,374

Average 2024+2025 Value per Test

- A More Connected [Client]
- Expanded TTM Promotion
- Design & UX Optimization
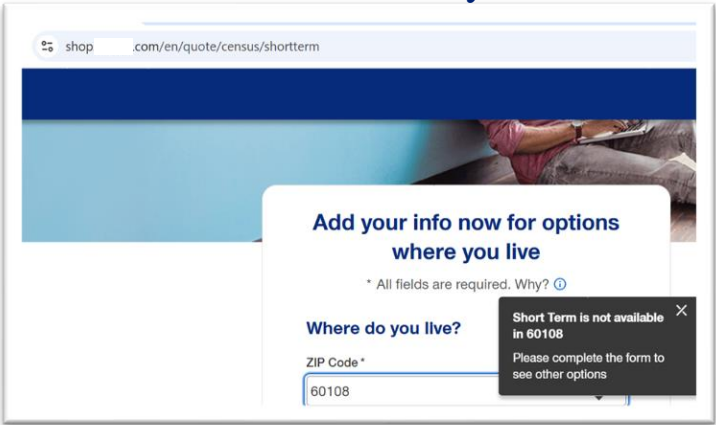- New & Return Personalization

The 4 Most Impactful Tests
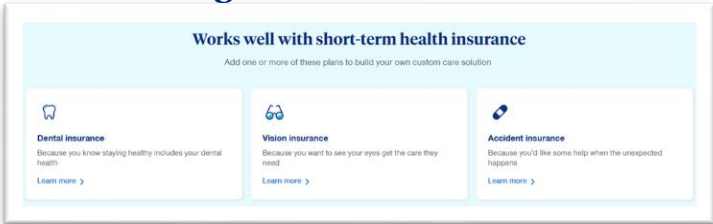## *Evergreen*

Test Name & Sum of 2024 + 2025 Value

| Census Product Availability Notification $2,334,548 | Product Pages Cross-Sell Module $1,907,540 | Bundles Links Capturing Product Intent $1,347,176 | Home Product Grid Re-Introduction $633,727 | Pre-shop Global TTM Countdown Timer $354,860 | Plans by State TTM Spotlight Banner $309,231 | America-Centric H1 $226,809 | Home: Census New Tab $223,826 |

Grand Total: $7,337,717

Census Product Availability

Product Page Cross-sell Module

Home Product Grid Re-introduction

Bundles Links Capturing Product Intent

Pre-shop Global TTM Countdown Timer

Plans by State TTM Spotlight

America-centric H1

Helping Americans stay healthy generation after generation

Home: Census New Tab
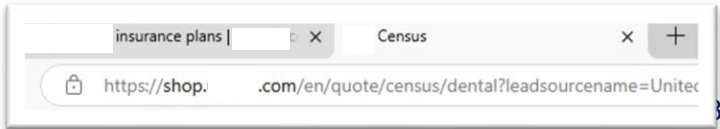
Templatized Page Groups
Highest Impact Locations When Forecasted In 2025

2024+2025 Total Testing Value ($) By Targeting

- $354,860
- $1,465,427
- $2,122,960
- $584,851
- $2,334,548
- $1,687,766

- ■ Pre-shop Global
- ■ Bundles
- ■ Home
- ■ Product-specific Census
- ■ Plans by State
- ■ Dental, Vision, and Short Term

Average Test Value ($) By Targeting

- $177,430
- $366,357
- $140,647
- $2,334,548
- $194,950
- $707,653

Average 2024+2025 Value per Test

- ■ Pre-shop Global
- ■ Bundles
- ■ Home
- ■ Product-specific Census
- ■ Plans by State
- ■ Dental, Vision, and Short Term
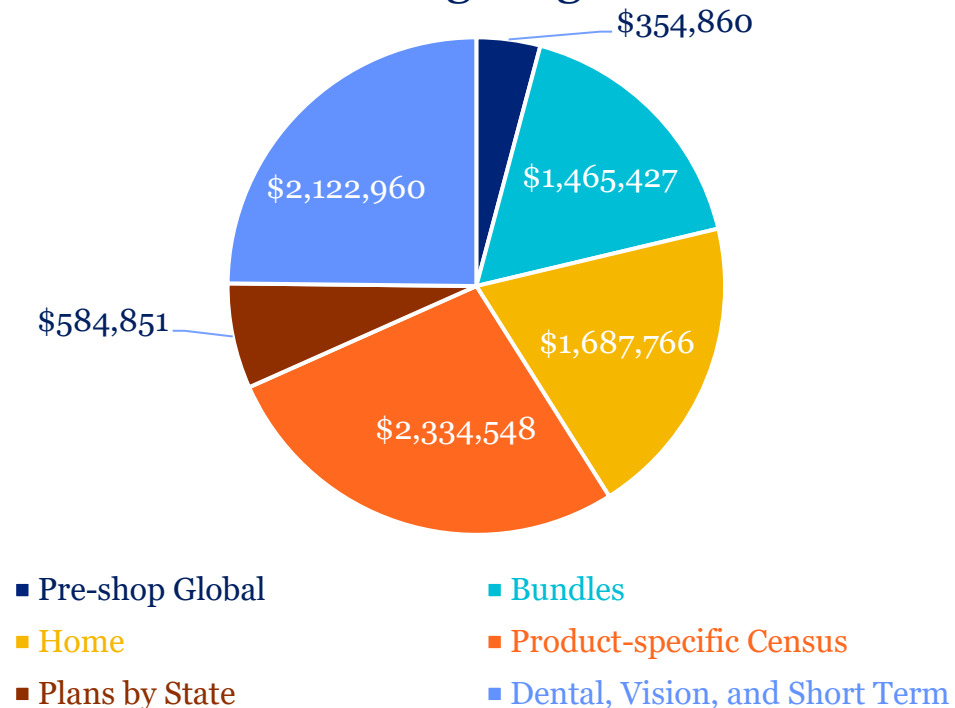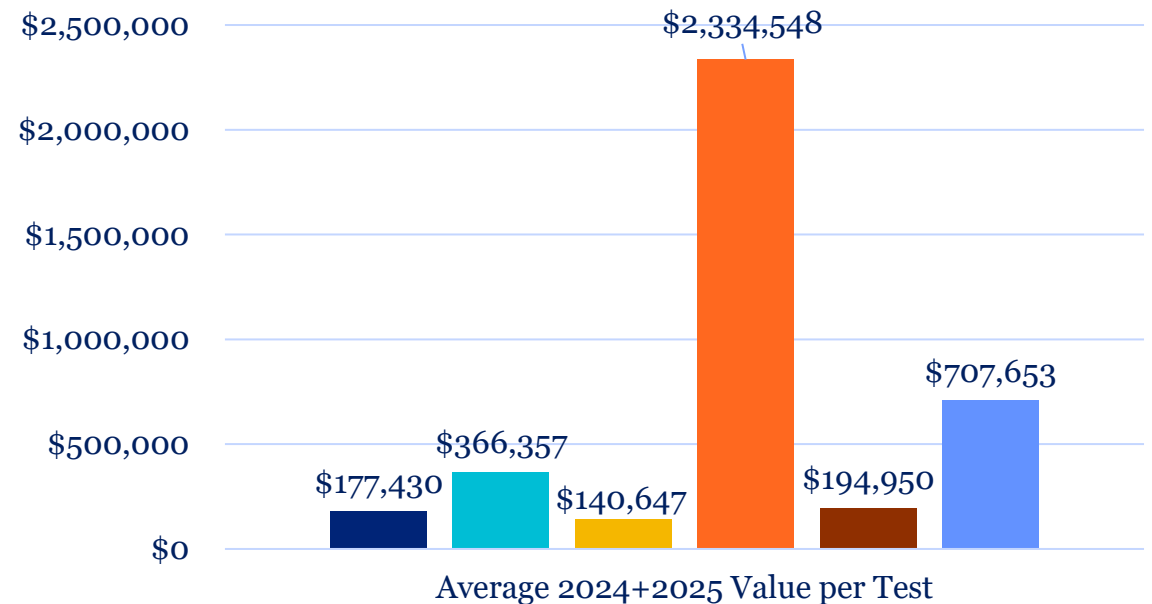
2024 CRO Program
Supports Non-Testing Initiatives To Drive All Digital Experience Growth

Homepage redesign brings site up to brand standards

ACA redesign lifts all KPIs during OEP

Site maintenance via takeover on Accident, Dental, and Vision pages ensure legal compliance

Target code refactoring sets up [Client] for 2025 success, and XT transition limits sessions cached into non-performant experiences

Product intent capture implementation on product pages leads to +35% Cart Additions per Visit (MoM)

Takeaways & 2025 Planning

2025 Planning Builds On 2024 Successes To Compound ROI Impact For Continued Partnership

Overbooking Initiatives

Overbooking initiatives in 2025 eliminates need for ad hocs, but leaves door open for inclusion when prioritized

Connecting and Personalizing UHOne

Continuing pursuit of connected [Client]

Entering pursuit of high impact personalization

Prioritizing High Impact Targeting

Prioritizing high reach and templatized locations

De-prioritized Bundles due to H1 Horizon budget cuts

Growing Previous Successes

Census new tab expansions, product spotlights, pre-shop content filtering, and more all planned based on prior learnings

Appendix

Definitions

KPIs

- **Quote Start Rate:** The rate at which users go from Pre-shop to Shop

- **Quote Submit Rate:** The rate at which shoppers complete the Census form and reach Plans List

- **Cart Additions per Visit:** Number of products added to cart per visit

- **Order (Conversion) Rate:** The rate at which shoppers purchase 1+ items

- **Units per Visit:** Number of items purchased per visit

- **Cart LTV Revenue:** The revenue collected from the purchased product over the lifetime of the coverage

Test Locations

Pre-shop Global:

- Any page beginning with *www.[client].com*

Bundles

- www. *[client]*.com/health-insurance/insurance-bundles

Home

- www. *[client]*.com/

Product-specific Census

- Shop. *[client]*.com/en/quote/census/[product]

- Ex: shop. *[client]*.com/en/quote/census/shortterm

Plans by State

- www. *[client]*.com/health-insurance-plans-by-state/[State]

- Ex: www. *[client]*.com/health-insurance-plans-by-state/alabama

Initiatives

A More Connected [client]:

- Capturing product intent to pass into Shop

- Notifying shoppers if product of interest are not available

- Preventing shoppers from seeing products that are not available to them

Expanded TTM Promotion

- Promoting TriTerm product prior to sunset

Design & UX Optimization

- General optimizations that improve user experience

New & Return Personalization

- Testing TOFU content on pages that are primarily visited by new users

- Pushing return users into the funnel as they convert very well once they get started

Revenue Reporting Deep Dive

2024 Revenue Attribution Reporting Methodology

r = Δ Cart LTV Revenue per Visit / Δ Primary KPI

Multiply r by Δ Primary KPI → to get Δ Cart LTV Revenue per Visit

Multiply Δ Cart LTV Revenue per Visit by Visits → to get Δ Cart LTV Revenue

Correlate KPIs
- Run regression on primary KPI and Cart LTV Rev from 1/1/24 – 12/31/24 for each targeting combination used (*TriTerm KPIs Ended regression on 8/30/24*)
- **Cart LTV Revenue:** The revenue to be collected from the purchased product over the lifetime of the coverage

Assess Reach
- Establish sessions impacted by winning CRO experiences

Estimate Revenue Impact
- Multiply relevant KPI lifts during testing by baseline CVR throughout year to get expected CVR increase if testing results hold
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- Multiply figure by relevant r (Customer LTV Rev per Visit correlated with KPI) – Cart LTV Rev per Visit change
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2024 Revenue Impact Calculation Assumptions

Assumptions

Conservative Assumptions
- Conversion rate gains depreciate by 80% over the 12 months following test end with a 10% immediate drop
- Winning results do not compound
- No sales channels besides DTC benefited from testing
- Winning experiences have no impact after 2024

Neutral Assumptions
- Inconclusive tests (tests that did not achieve stat sig) had no impact on conversion rate or revenue, positive or negative.
- Baseline CVR is constant over time
- Only include tests that ended in 2024

Aggressive Assumptions
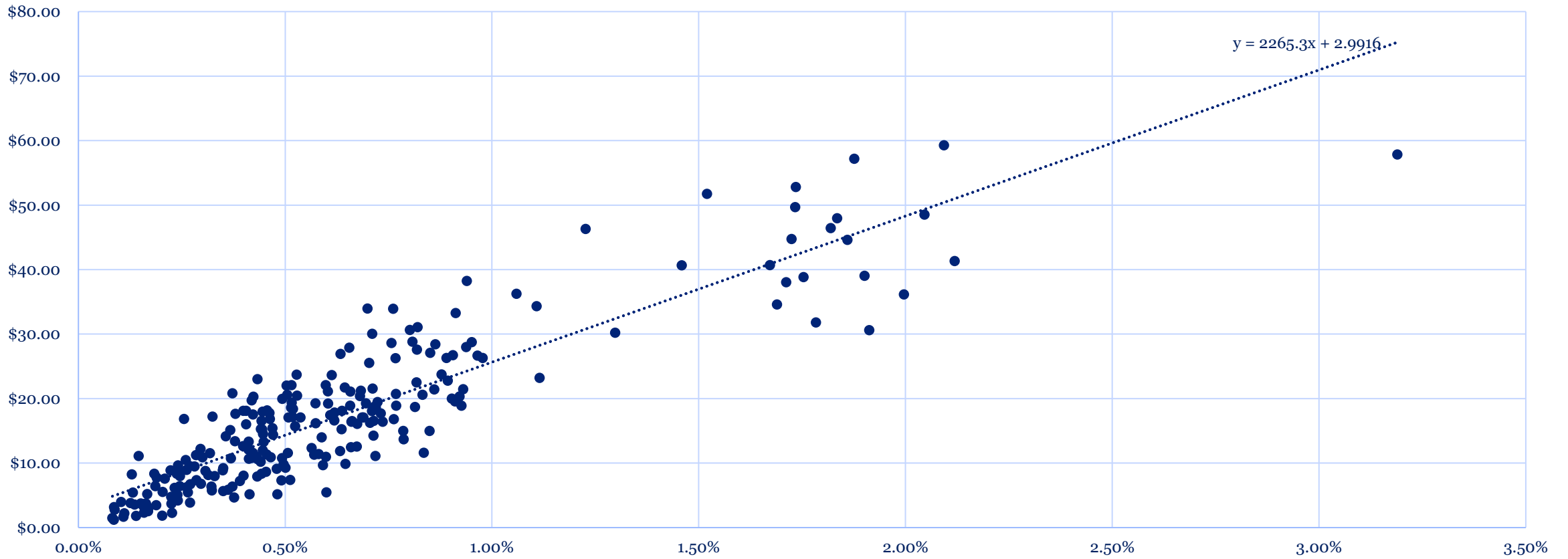- All visitors that should qualify for an activity, do qualify for that activity

Correlate KPIs With Cart LTV Revenue per Visit By:

1. **Plotting each metric on each day of 2024 in each tested location**
2. **Running linear regression on this scatter plot**
3. **The Resulting Slope is 'r'**

Home: TTM Cart Additions per Visit X Cart LTV Rev per Visit

$y = 2265.3x + 2.9916...$

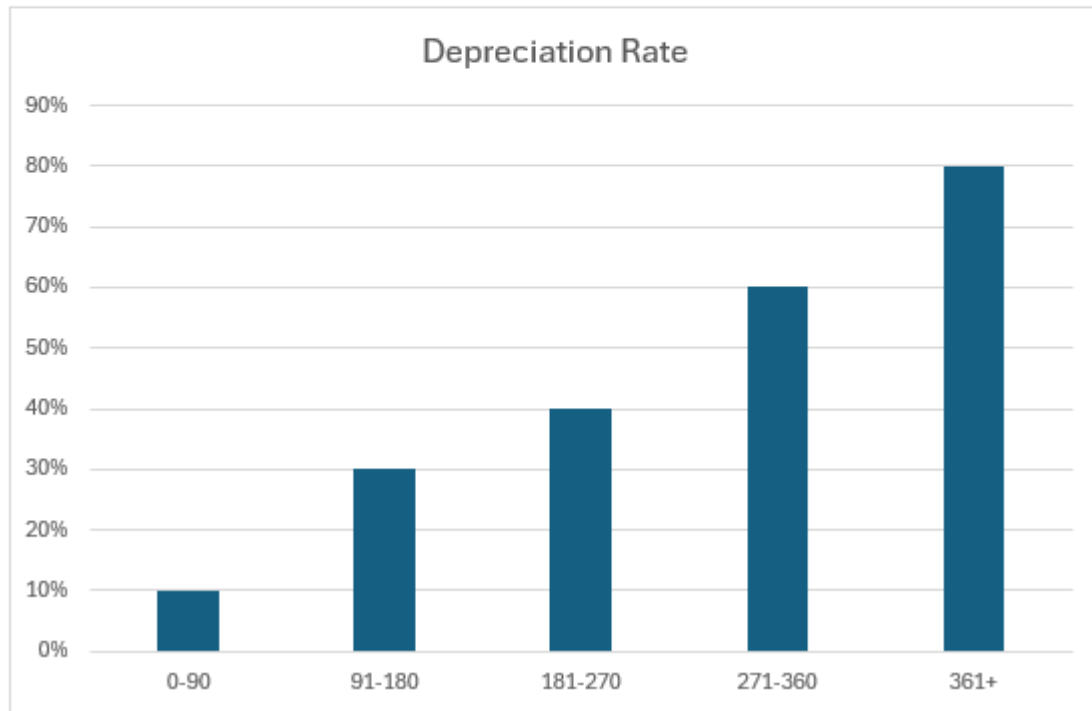# Establish Sessions Impacted By CRO Experiences

1. **Assess each test for winning or losing result**
2. **Assess duration for which the experience was/has been active**
3. **Sum total sessions occurring on each impacted location in that timeframe**

Winner Removal Date (If test was in prod and then removed)	Start Date	End Date	End Year	Days Live	Page Simplified	KPI Simplified	Lift	Baseline	Absolute Val Change	KPI Correlation with Cart LTV per Visit	After Test End Impacted Sessions	After Rollout Test Value (Win not factored)	Outcome	After Rollout Test Value (Real)	After Rollout Value (Real, Hairc
	8/13/24	8/30/24	2024	140	Bundles	TriTerm Cart Addition Rate	22%	0.50%	0.11%	$1,081.70	291,604	$346,982.01	Loser	$0.00	
	11/6/24	12/4/24	2024	55	Bundles	MHCP Cart Additions per Visit	0	0.00%	0.00%	$0.00	83,268	$0.00	Inconclusive	$0.00	
	12/4/23	1/21/24	2024	393	Dental	Quote Start Rate	0	45.38%	0.00%	$30.50	519,338	$0.00	Inconclusive	$0.00	
	5/29/24	6/19/24	2024	216	Dental	Quote Start Rate	3.6%	45.38%	1.63%	$30.50	=IF($I25<>"",SUMIFS('All Data'!$C:$C,'All Data'!$A:$A,'Test Primary KPI Data'!$N25,'All Data'!$B:$B,">="&'Test Primary KPI Data'!$K25,'All Data'!$B:$B,"<="&'Test Primary KPI Data'!$I25),SUMIFS('All Data'!$C:$C,'All Data'!$A:$A,'Test Primary KPI Data'!$N25,'All				
	12/5/23	1/25/24	2024	392	Vision	Quote Start Rate	0	41.31%	0.00%	$20.67	Data'!$B:$B,">="&'Test Primary KPI Data'!$K25))				

Apply depreciation:

1. **Create depreciation scale**
2. **Determine impact on KPI lift at each point in time**

Depreciation Phase	Period (days)	Days Since Test End	Depreciation Rate
1	0-90	90	10%
2	91-180	180	30%
3	181-270	270	40%
4	271-360	360	60%
5	361+	540	80%

Depreciation Rate (bar chart)

riod 6	P1 Val Change	P2 Val Change	P3
0	0.025200%	0.019600%	
0	=$R6*(1-'Depreciation Curve'!$E$3)		
0	0.439263%	0.341649%	
0	0.292842%	0.227766%	

Multiply everything out by period and sum all periods:

1. **Multiply KPI correlation with revenue by impacted sessions by value change**
2. **Sum the delta in Cart LTV Revenue for all periods, including during testing**

Val	KPI Correlation with Cart LTV per Visit	Period 1 Visits	P1 Val Change	P1 Value	P2 Value	P3 Val
0%	$258.29					
8%	$2,265.30	882853	0.025200%	$ 503,981.58	$406,016.03	$ 119,19
0%	$158.30	942656	0.180873%	=IFERROR(BS6*BM6*$S6,0)		$
9%	$158.30	873440	0.439263%	$ 607,349.41	$110,036.26	$

e	P1 Value	P2 Value	P3 Value	P4 Value	P5 Value	Total 2024 Value	202
						$ -	
00%	$ 503,981.58	$ 406,016.03	$ 119,199.60	$ -	$ -	=SUM(BX5:CB5)+AB5	

2025 Revenue Attribution
Reporting Methodology

Apply lift from winning tests in 2024 to forecasted traffic and revenue in 2025

Forecast Reach

- Create 95% confidence interval for 2025 traffic and conversions based on 2024 data
- Establish sessions impacted by winning CRO experiences
- Take lower bound of confidence interval

Apply KPI Lift

- Apply lift from live, winning experiences to anticipated 2025 traffic
- Depreciate lift by 80% over 12 months, starting at test end (Optimizely)

Estimate Revenue Impact

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- Baseline CVR is constant over time
- Only include tests that ended in 2024
- Assumed mean on a 95% confidence interval for forecasted sessions and CVR

Aggressive Assumptions
- All visitors that should qualify for a test, do qualify for that test

Establish Estimated Sessions Impacted By CRO Experiences

1. **Take 2024 sessions by page**
2. **Take the daily standard deviation in sessions for each page**

Bundles			
Bundles	May	54265	512
Bundles	Jun	57784	901
Bundles	Jul	91158	=STDEV.P('Bundles
Bundles	Aug	96637	Site Data'!$B$196:
Bundles	Sep	66694	$B$226)
Bundles	Oct	33590	441

3. **Create a 95% confidence interval based on prior year σ**
   1. Mean – used in reporting

```py
# Calculate mean values
for column in std_devs.columns[2:]:
    mean_col = column.replace("Sum of ", "Mean of ")
    merged_df[mean_col] = merged_df[column + "_y"] / merged_df['n']

# Extract relevant columns (mean values)
mean_columns = ['Page', 'Months (Day)'] + [col for col in merged_df.columns if "Mean of" in col]
mean_values = merged_df[mean_columns]

# Generate projected 2025 data
start_date = "2025-01-01"
end_date = "2025-12-31"
date_range = pd.date_range(start=start_date, end=end_date, freq='D')

# Create an empty list to store projected data
projected_data = []

# Map mean values to daily data
for date in date_range:
    month_name = date.strftime('%b')
    year_month = f"{month_name}"
```
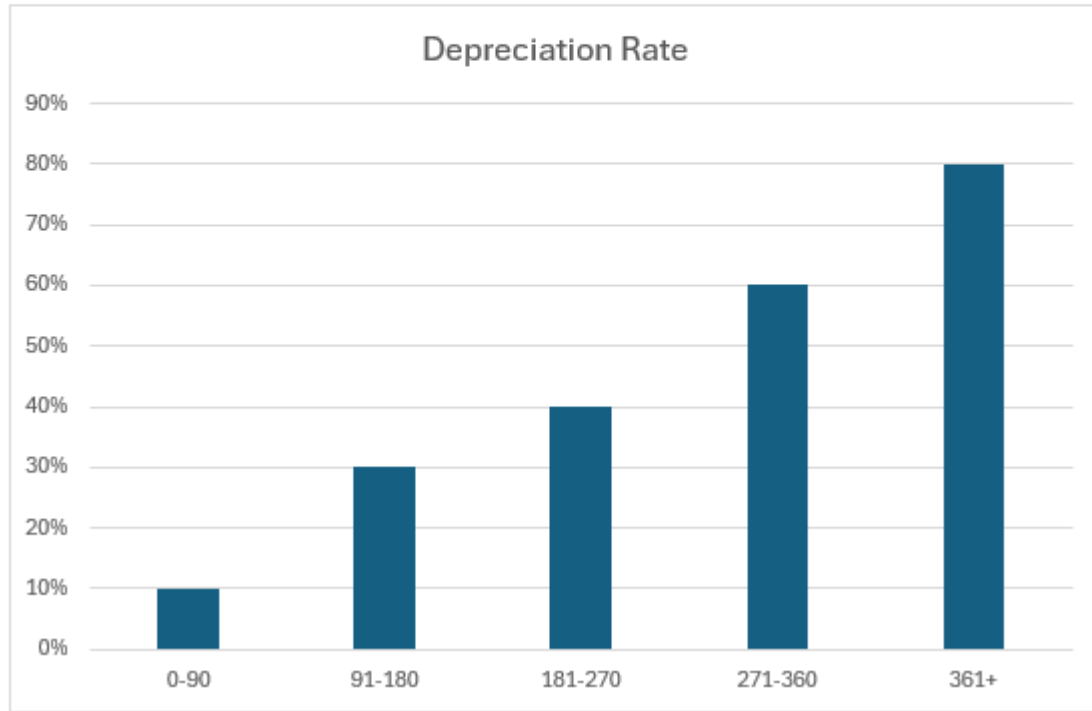
Apply depreciation:

1. **Create depreciation scale**
2. **Determine impact on KPI lift at each point in time**

Depreciation Phase	Period (days)	Days Since Test End	Depreciation Rate
1	0-90	90	10%
2	91-180	180	30%
3	181-270	270	40%
4	271-360	360	60%
5	361+	540	80%

iod 6	P1 Val Change	P2 Val Change	P3
0	0.025200%	0.019600%	
0	=$R6*(1-'Depreciation Curve'!$E$3)		
0	0.439263%	0.341649%	
0	0.292842%	0.227766%	

Multiply everything out by period and sum all periods:

1. Multiply KPI correlation with revenue by impacted sessions by value change
2. Sum the delta in Cart LTV Revenue for all periods

Val	KPI Correlation with Cart LTV per Visit	Period 1 Visits	P1 Val Change	P1 Value	P2 Value	P3 Val
0%	$258.29					
8%	$2,265.30	882853	0.025200%	$ 503,981.58	$406,016.03	$ 119,19
0%	$158.30	942656	0.180873%	=IFERROR(BS6*BM6*$S6,0)		$
9%	$158.30	873440	0.439263%	$ 607,349.41	$110,036.26	$

e	P1 Value	P2 Value	P3 Value	P4 Value	P5 Value	Total 2024 Value	202
						$ -	
00%	$ 503,981.58	$ 406,016.03	$ 119,199.60	$ -	$ -	=SUM(BX5:CB5)+AB5	

3. Revenue earned in '25 is multiplied by YoY ratio of LTV Revenue earned 2024 to 2025

2025 Proj P2 Value	2025 Proj P3 Value	2025 Proj P4 Value	2025 Proj P5 Value	2025 Proj P6 Value	2025 Proj Value	2024 + 2025 Value
					$0.00	
$0.000000	$0.000000	$0.000000	$0.000000	$0.00	=SUM(CK5:CO5)*(1+XLOOKUP($C5,'Correlations Table'!$B$5:$B$17,'Correlations Table'!$H$5:$H$17,0,0,1))	

Page	YoY LTV Revenue Delta (1/1/25 - 2/24/25)
Home	-59%
Short Term	-78%
TriTerm	0%
Bundles	-69%
Dental	-78%
Vision	-63%
HPG	-72%
Pre-shop Global	0%
Dental, Vision, and Short Term	-76%
Plans by State	-75%
MHCP	0%
Census	-66%
Product-specific Census	-29%