

Let's Do Something Great Together!

Concentrix Overview for

Horizon BCBS for NJ Call Center RFP

August 27, 2021



We Understand What You Need From Your Partner

01 Cost Optimization

3Cs (Commercial, Capability and Cultural)
Alignment

Digitization and Transformation of the current operations

04 Customer Experience Enhancement



Why Concentrix?



Proven Innovation with Guaranteed Benefits (Innovation Council/Fund)



We Deliver Beyond Expectations



We WILL Drive 15%+ Total Cost Reduction for you



Flawless Transition



Partner of Choice with 7 of the 10 Leading Health Insurance Companies in U.S.



Reduced Repeat Calls, Improved MTM Metrics and Better CX



16 years of Experience working with Blues, 6 Blue Clients



We Make the Entire Multi-Vendor Ecosystem Better



Best Results. Tech-enabled, Not Tech-Defined

Why Concentrix...

Fewer Agents + Reduced cost + Increased efficiencies

up-to
Horizon. \$34 million

15%

Reduction in TCO

137

Headcount reduced

Total estimated savings to Horizon over the contract term

It's a promise!



5% to 8% CX Experience Enhancement

How we make a difference to Horizon

Cost Reduction

- Speech and Text Analytics
- Repeat Reduction
- AHT Reduction
- Identification of self-service options
- IVR
- Call containment in IVR
- Deflection to lower cost channels
- Deployment of Voice BOTs
- Automation
- Desktop Automation/RPA
- Intelligent assisted guided work-flow
- WFM optimization—Cross skilling

Customer Experience Enhancement

- Speech and Text Analytics
 - QA automation
 - Improving NPS / C SAT
 - FCR improvement
- IVR
- Improve in CX through industry leading technology
- Reduced wait time
- Streamline flow of information through conversational IVR
- Automation
- Improved Automation and QA
- Agent satisfaction
- Customer Journey Mapping and redesign
- Experienced and strong leadership team to manage Operations / Business KPI's

Digitalization of overall operations

- Concentrix tech enabled advisor journey tools set – Virtual Hiring, PULSE, ALBA, Intelligent Agent assist, ACW Notes, Gamification
- Analytics deployment for end-to-end process insights and reengineering
- Reporting automation and business intelligence services
- Training curriculum redesign

Concentrix Healthcare/ Pharmaceutical Portfolio

PRODUCTS SUPPORTED

Benefits

Claims Inquiries

Eligibility

Retention

List Management

Medicare

Pharmacy Support Life Insurance Device Support Member Acquisition

21 Years

Clients

268 Lines of Business

13 Languages

17,000+ st

18 Countrie

72 Centers

60 M Annual Transactions

WORK SUPPORTED



Member Services



Provider Services



Technical & Device Support



Claims Processing



Sales B2B



Sales B2C

CHANNELS SUPPORTED



Voice (IB/OB)



Chat



Email



Social Media



SMS/Text/ Messaging



Backoffice (Correspondence and Fax)

Highlights of our Current Blues Support

Supported by strong horizontal technology and operational competencies

| Sales and Revenue Generation | Member Services | | Health & Care Management | Provider Services | | Claims Processing | | Technical & Device Support |
|------------------------------------|-------------------------------------|-----------------------------------|---|-------------------------------|-------------------------------------|----------------------------------|----------------------------|--------------------------------|
| Health and Care Management | Member Contact Service | Benefits and Enrollment | Health and Care Management | Network Management | Provider Contact Services | Claims Adjudication | Post Adjudication | Device Management |
| Lead Generation | Broker and Account Mgmt. Support | Case Installation Testing | Coverage Review Determination | Provider Demographics Load | Eligibility and Benefits Calls | Mail Room Services | Claim Audits | Application & Software Support |
| Exchange Services | Eligibility and Benefits Calls | Benefits Administration | Prior Authorizations | Credentialing Support | Claims Calls and Resolution | Claims Data Entry and Correction | Overpayment Data Mining | Customer Tech Support |
| Licensed Health Insurance Sales | Claims Calls | Benefits Configuration Testing | Patient Services | Contract Load | Complaints, Appeals & Grievances | Claims Adjudication | Overpayment Recovery | App Store |
| Enrolment Support calls | Tech Support | Billing – Individual and Group | Clinical Review | Provider Data Accuracy | VOC Analytics | COB/Subrogation | Claim Adjustment | PTC & AE Reporting |
| Member ID Cards & Premium Payments | VOC Analytics | Member Enrollment | Case Registration Workers Compensation | | | Claims Repricing | Payment Integrity | |
| | | | | | | Provider & Member | | |

| Process | Blues Exp | Overall Exp | Blue FTE | Overall FTE |
|-------------------------|-----------|-------------|----------|-------------|
| Sales and Rev Gen | 4+ years | 10+ years | 200 | 1500 |
| Member Contact Services | 7+ years | 10+ years | 1500 | 3500 |
| Enrolment and Billing | 7+ years | 7+ years | 125 | 250 |

| Process | Blues Exp | Overall Exp | Blue FTE | Overall FTE |
|------------------------|-----------|-------------|----------|-------------|
| Provider Contact | 7+ years | 14+ years | 900 | 3900 |
| Claims and Adjustments | 10+ years | 14+ years | 600 | 3500 |
| Network Management | NA | 3+ years | NA | 150 |

Horizon BCBSNJ & Concentrix Cultural Alignment

We share the same values. We believe in your mission and vision. We are here to serve and support Horizon and make great things happen together.





Mission

We empower our members to achieve their best health.

Vision

We are New Jersey's health solutions leader driving innovations that improve health care quality, affordability and member experience in the markets we serve.

Values

Collaboration, Communication with Impact, Costumer Focus, Developing Self & Others, Driving for Results

Mission

To create value for our business partners by being a meaningful part of their success

Vision

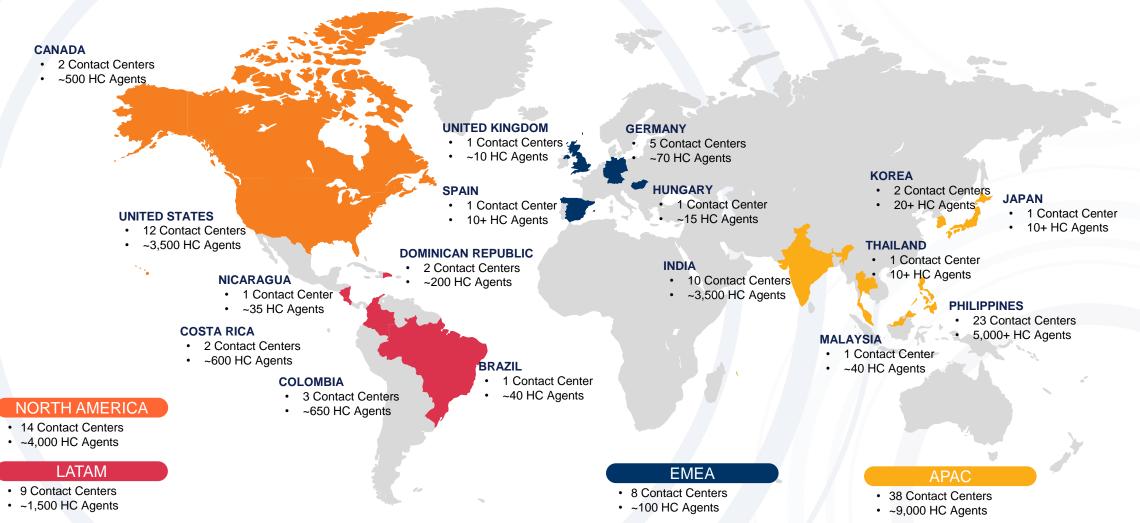
We will be the greatest services company in the world, rich in diversity and talent

Values

Integrity, Tenacious, Bold, Disruptive, Excellence, Transparency, Openness, Knowledge

Our Global Healthcare Footprint

Offering the Right Blend of Experienced Locations for our Clients' Needs



Concentrix is Different By Design

- Our story starts with focus on removing agent-assisted calls through digital channels, self-service, and automation
- Then we use **analytics** to identify pain points along the customer journey, making it easier for the customer and easier for the agent to support the customer. This reduces handle times, reduces repeat calls, increases customer satisfaction.
- We focus on the geographic options our clients want, and the scalability and consistency that only Concentrix can offer.
 - Our CORE operating model ensures consistency across the globe, which is important to our partners where we may have several sites across multiple geos. No other company has our delivery footprint and proven/award-winning analytics and technology services.

Why Concentrix?

We reduce operating costs for our partners + increase stakeholder satisfaction in 3 ways. 1 or more of these methods may apply to a business depending on their current state of business operations/maturity:

How we reduce cost

Benefit

Automate Tasks that can/should be automated and leverage technology to facilitate a modern experience

25-40% of FTE reduction potential

Leverage alternate/lower cost locations for labor

70-40% reduction of baseline costs for in-house U.S./North America based operations

Drive Efficiency within processes

Allows the remaining labor pool to "do more", faster and with a higher accuracy rate per person than the original state. By focusing on outcomes such as reduction in employee attrition/turnover, reducing training times/increasing "ramp to proficiency", and reducing error rates in tasks that don't need to be repeated.

An additional **5-12%** reduction in costs for operations

Concentrix At-a-Glance





6 Continents

Unparalleled Ability

to deliver high-value services globally

Deeper

Industry and Domain Knowledge



50
Unicorns/
Disruptors





70Languages



40+
Countries

Exceptional

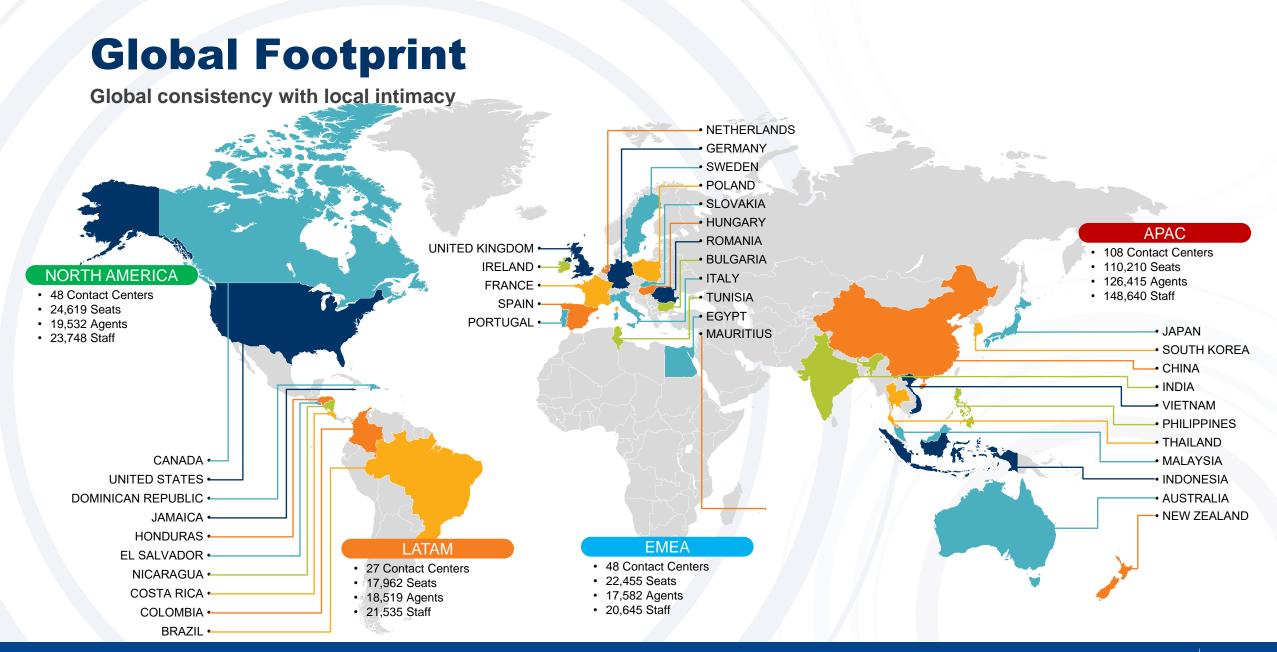
Technology, Digital and Analytics Expertise



80+
Fortune 500
Clients



Industry Awards



Concentrix Security and Compliance

Business
Continuity
Governance
Crisis Response

24 x 7 x 365
Cyber Defense
Operation Center

Integrated Fraud Prevention

Pioneerin g Security Analytics













Innovation CIO
Award Cyber
Security

Information
Security Master
Award

CSO NEXT
Award

Top 100 CISO Award EDGE Cyber Security Conclave

Graphie Awards

Innovation and Transformation is Part of Our Integrated Delivery Structure





Integrated CX Insights



Digital Solutions



















Recruiting and Onboarding

Training

WFM

Digital Optimization

Operational Effectiveness

Revenue Generation

Virtual Assistant

Digital Engagement

Solutions

Proactive Notification



Performance Management



Tools & Technology



Employee Engagement



Customer Loyalty



Process Re-Imagination



Context





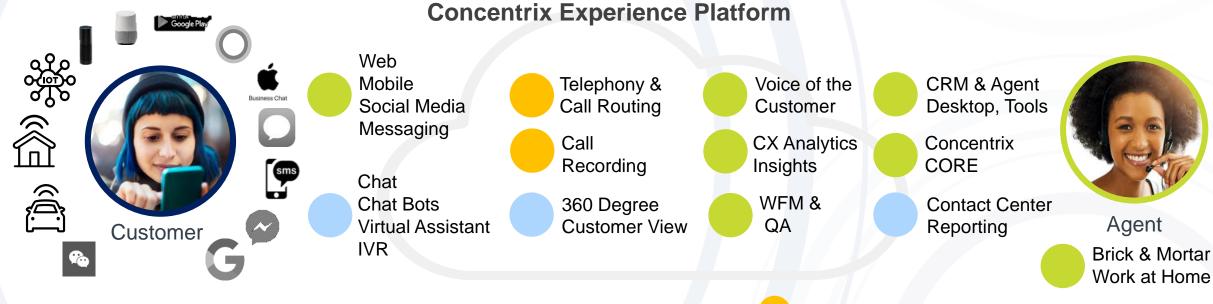
Outcome Focus

Flexible approach to support and accelerate a digital-first evolution.

Concentrix IVR and Contact Center Ecosystem

Powered by AWS

Strategy Design Build Integrate Manage







AWS/Amazon Connect
Concentrix



AWS or Concentrix

Alignment with Key Market Drivers

- Consumerism in Healthcare—Member are Customers w/ high service expectations
- Creating Positive Margins

 —Highly Competitive Market (both traditional and DPC models)
- Market convergence—Non-traditional healthcare orgs / providers
- Strategically Moving from "volume to value"
 - Population Health Management: engaging and activating Members outside the 4 walls of the hospital
 - CMS Reimbursement strategies (i.e. Transitional Care / Chronic Care Mgt.)
- Investing in Exponential Technologies to:
 - Reduce the cost of care—increase scale and capacity and focus on "Leakage to Keepage"
 - Increase access
 - Improve healthcare outcomes



Why Concentrix for IVR and Messaging?

Premier digital self-service and omnichannel solutions partner enabling iconic brands across industries

9.2/10

CSAT Rating 8/10

Client Innovation Score 98%

of clients would recommend us



500+

commercial technology clients

7B+Premise, Hosted & Cloud interactions

1B+
Private cloud interactions

100% self-service uptime



+008

Years combined development experience

Multi-year, multiple award winning solutions

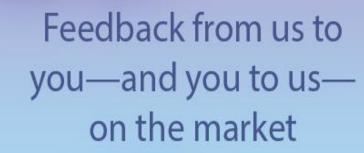


NIRVANA -

Where relationships really work



Proper governance structure and integrated teams





Our Beliefs and Areas of Investment



Insightful, channel-less engagement Automation across all channels

Improving the workforce environment

Measuring results (NPS with ♡) Doing it ALL securely



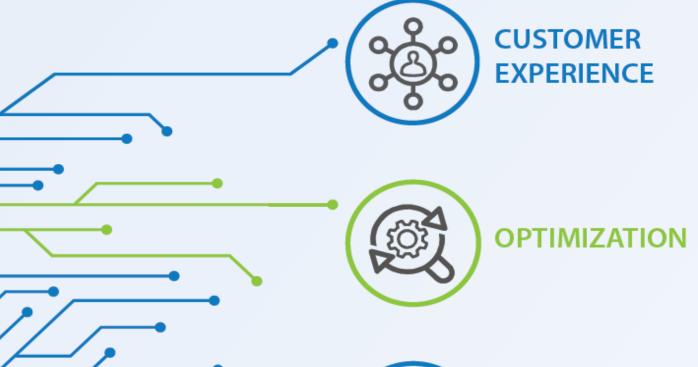
COLLABORATING TO BETTER IDENTIFY DIGITAL INNOVATION OPPORTUNITIES



SCALING DIGITAL TRANSFORMATION •

Investing to support your digital transformation

DISRUPTION



- UX/UI & Mobility Design VOC & Sentiment/Emotion
- Product Feedback Analytics
 Omnichannel
- Tone & Voice Agent 2.0 Advanced Empathy
- Performance Management Systems
- Customer Journey Analytics
- RPA Call Avoidance/Deflection IVR/CIT
- Transaction Automation/BOTs Gamification
- Analytics-Speech & Operational
 Consulting/EDGE
- Agent Knowledge Bots
 Next Best Engagement
- App –Digital Experience
 Real-Time Translation Hubs
- Machine Learning
 Real-Time Analytics
- Automation Augmented Reality Messaging
- IOT/Connected Devices
 Gig Solutions



GLOBAL TRAINING & QUALITY FRAMEWORK

TRAINING

- GAMIFICATION
- TALES
- GRADE
- ALBA
- N-GAGE
- EXPERIENTIAL LEARNING (CELL)

T&Q FRAMEWORK

QUALITY

- QA AUTOMATION
- SPEECH ANALYTICS
- TEXT ANALYTICS
- RULE BASED AUTOMATION
- IMPLEMENT TOOLKITS
- CUSTOMER SENTIMENT
- TRANSACTION MONITORING ANALYSIS

PEOPLE (HIRE,TRAIN, UPSKILL) STANDARD OPERATING PROCEDURES

GOVERNANCE & SCORECARDS

HYBRID MODEL T&Q METRIC IMPROVEMENT

INNOVATION COUNCIL



NEXT-GEN LEARNING ELEMENTS

EXPERIENTIAL LEARNING



CELLs

GAMIFICATION

- GAME BASED LEARNING
- GAME MECHANICS

INSTANT ENGAGEMENT

ADAPTIVE LEARNING







TALES



GRADE



N-GAGE



ALBA



QA AUTOMATION



ALBA- ADVANCED LEARNING THROUGH BOT & AUTOMATION

And State Planars (Trap[Very New]

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1 Ramp to Proficiency

Customer & Business

Ready Advisors

14709 MANUEL 14709 1770972

NPS 1 3%



More Practice for Advisors

Deployed in Multiple Accounts

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SCENARIOS 5 20

In Pipeline: Email and Voice BOT















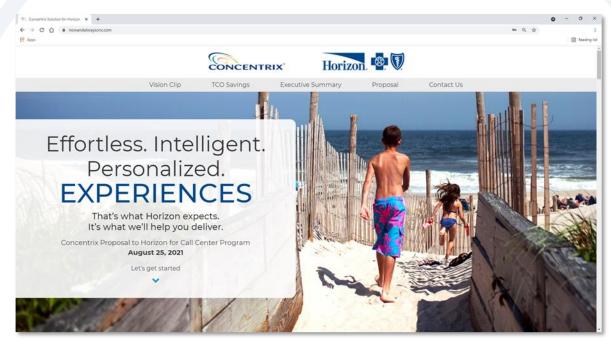
Innovation





Digital **Transformation** Winning in the Market Together!

Important Links



Website: https://nowandalwayscnx.com/

Password: Concentrix@2021

Concentrix Executive Video Presentation



Video: https://player.vimeo.com/video/591751123

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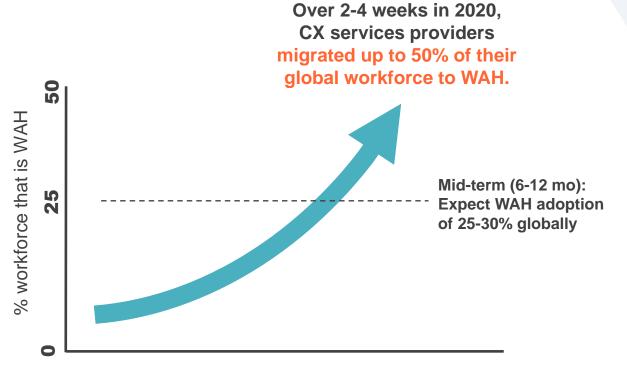


Concentrix Work At Home Overview





Crisis Management Mode - Time to Pivot



Source: NelsonHall, "Impact of COVID-19 on CX Services: Vendor Perspective: COVID-19 Impact Assessment," April 2020.



Concentrix Work at Home

Differentiation that sets you apart

15 years of experience helping clients navigate the next level customer experiences at home

At Home Ready where YOUR business needs us to be



60% + Global staff WAH



40 Countrie



100% Country Certi

Country Certifications
Completed

Security + Business Continuity; Investments YOU expect



Flexible &
Secure Desktop
Environment



Scalable Global Infrastructure

Industry Recognized Compliance

CX focused, Digitally enabled Ecosystem



Digital Operating Model Overlay



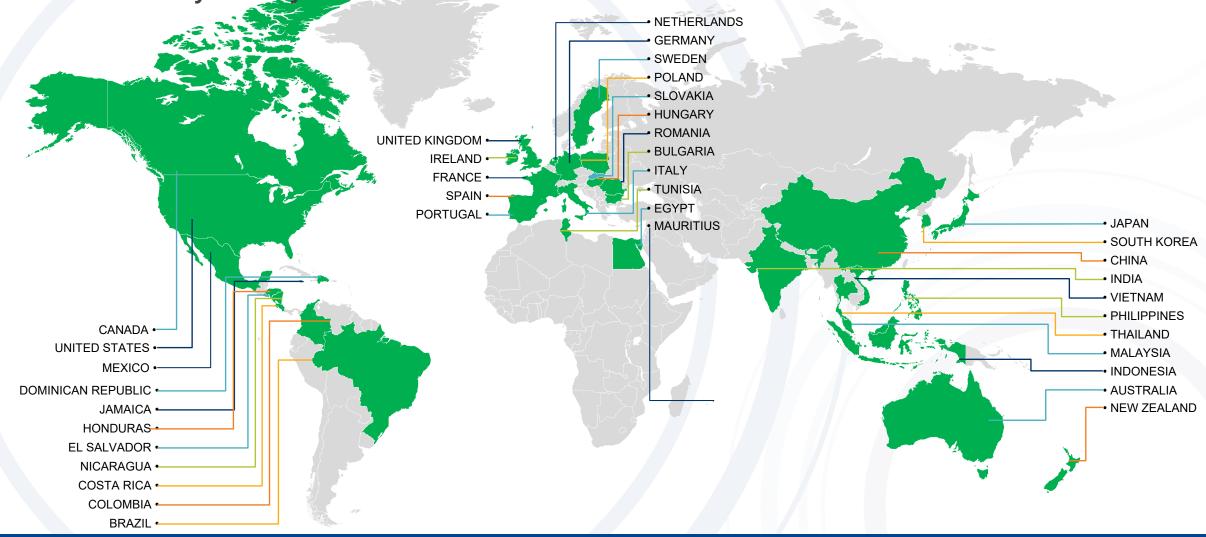
Innovation, Automation & Optimization



Technology & Systems Integration

Concentrix Certified Work at Home Footprint 40 Countries Strong

At Home ready where your business needs us



Industry Leading Security + Business Continuity

Flexible & Secure Desktop Environment

- Hardware Ownership Agnostic platforms
 - BYOD-Bring Your Own Device
 - BYOH-Bring Your Office Home
- Virtual Desktop consistency
- Telephony Agnostic

Innovative Fraud Prevention Solutions

- SecureCX™
- Secure Payments
- QuickConnect

Industry Recognized Compliance







SecureCX™ by Concentrix

Video: https://youtu.be/QLiGPziV3HA



SecureCX™ by Concentrix

Concentrix SecureCX[™] takes the remote work environment beyond data and workstation security, providing workspace monitoring to protect your customers and your business.

Multi-factor Authentication



Voice WAH

Multi-factor authentication using SSO, Voice T- OTP through agent voice to login VDI, VM or other applications

Face Authentication



Identity Verification

Verification of agent based on facial landmark and alert supervisor for violation

Policy Adherence



Object detection

Object and behaviour analysis of restricted objects like mobile, shouldering and spoofing

Sharing & Collaboration



Alert & notification

Real-time notification and feedback based on policy violation to 24/7 Security Command Centre, supervisor and agent for coordination

App Development



Integration

API & 24X7 development support to facilitate ease of use and deployment for wider audience

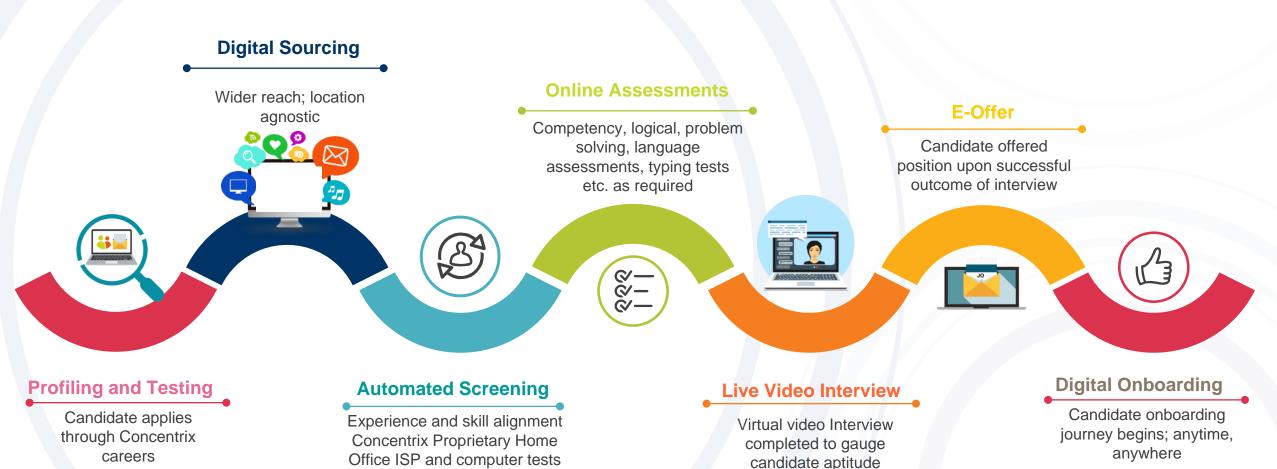
Digitally Enabled Ecosystem

Concentrix Culture is not limited to the four walls of the Contact Center



The Digital Candidate Journey

Your business needs brand aligned talent; Concentrix is equipped to find that talent



Journey enabled by Dedicated Virtual Recruitment and Talent Acquisition Leadership

Training a remote workforce to handle complex problems

- What tools and processes to you use to make the training process in the remote environment successful?
- How do we ensure product knowledge is retained?
- What strategies do you employ to reduce training times?
- How do you approach retention in a remote workforce differently than face to face?

Virtual Training: It is not 100% Self-Paced

Smart enablement of agents remotely ready to serve your customers day one

Ramp to Proficiency



- Plotter analytics toolkit
- Process maturity assessment

Virtual Trainer Readiness (certification and upskilling)

- Virtual Foundational
- Virtual Advanced

Content Design for Remote Learning (content readiness)

- Remote ILT exercises
- Pocket videos
- eLearning and simulators
- Digital QR code books
- Game-based learning and assessments

Remote Engagement (practice and platforms)

- ALBA learning bot
- GRADE–Game mechanics platform
- Pulse
- QuickConnect

Self Empowerment (continuous education and change management)

- Knowledge base article curation
- Self-help videos

Management of a Remote Workforce

- What are some things that make a remote workforce successful?
- How do you stand it up, instill the company culture in the workforce, keep it healthy, and sustain the model – backfilling, training, etc.?
- How do you ensure CX continues: What are challenges or watch outs with a remote workforce that may not be obvious?

Managing virtually is different.



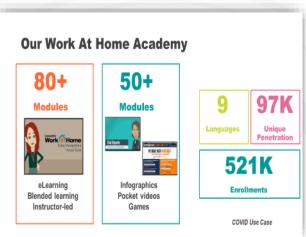
Concentrix Leaders are Virtual Ready



Dedicated WAH Leadership Learning Paths

275+ tools & processes enabled to deliver excellence from home





Global Consistency from Home

Advisor Enablement

Quality control check that identifies best practices and opportunities (including specific WAH risks auditing) to address skill, behavior and process gaps and help drive operational performance.

Contact Monitoring

Agent Coaching

Leveraging effective tools to virtually provide relevant, focused and timely feedback to agents to help improve performance

Review the Reviewer

Check and balance on quality evaluations to ensure accuracy of audits and initiate corrective and preventive actions where errors are noticed.

Virtual Real-Time Agent Support

Virtual agent helpdesk in place to allow efficient and effective support to the agents real-time.

New Hire WAH Quality Orientation

A virtual orientation for NH agents to provided education on quality expectations and assessment criteria that are aligned with program needs.

QuickConnect

Staff **Engagement** Studio

SecureCX™



Calibration/Call Listening

Effective and accurate evaluation of agent performance through alignment of expectations and understanding of evaluation criteria to improve customer experience

Reporting and Insights

Quality audit results are leveraged through analytical insights to help boost operational performance.

Concentrix QuickConnect

Secure, proprietary, policy enabled communication solution





- Live interactive viewing of agent desktop
- Live stealth viewing of agent desktop
- Real-time remote control of agent desktop
- Real-time individual and team communication functions via
 - Chat
 - Email
 - Broadcast
 - Surveyor
 - Notes

QuickConnect Video Overview

Connecting Our Teams Virtually



Don't take our word for it, watch CNXTv and meet India...



Communication is different - and critical for success

- Virtual communication takes more time
- Dedicated WAH leadership at home supporting staff
- Multiple communication tools enable the Staff Framework like our newest channel CNX.Tv

Building the Virtual Connection

- Teams connected 100% of the time for real time support, power hours, announcements to the virtual production floor
- Rewards & Recognition broadcast & visuals

Mental Wellness at Home

Wellness resources covering 8 wellness dimensions (Mental, Physical, Financial, Environmental, Social, Spiritual, Intellectual and Occupational

Mental Wellness Partner











Communication **Channels**





Concentrix CORE



Concentrix ONE



Concentrix Buzz



Concentrix University



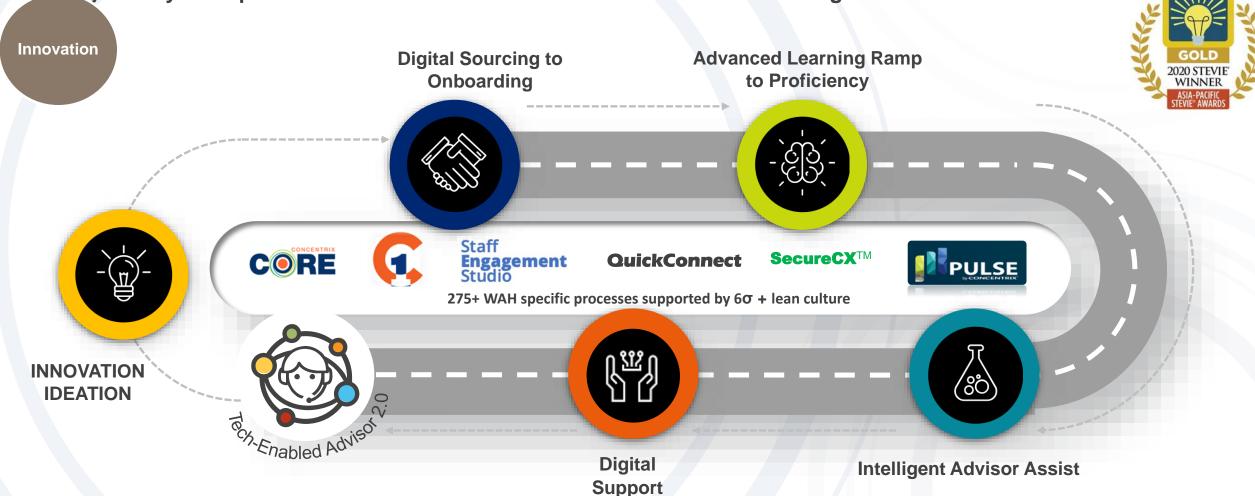
Manager 1:1



Social Media

Technology Infused Innovation

Concentrix has established an award-winning framework focused on Innovation and Transformation that goes beyond Operational Excellence that enables a Tech Infused Home Agent





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CONCENTRIX



We know what it takes to power innovation

Everything you need is right here.

We have all the elements to accelerate your transformation and continue to differentiate you in the market.



Human expertise



Process + design



Innovative technology



MTM Index Results @ 99.90% which is the 3rd best score among all blues

The Member Touchpoint Measures (MTM) Program is used by the Blue Cross and Blue Shield Association (BCBSA) to assess service performance by monitoring enrollment processing, claim adjudication, inquiry resolution and first call resolution to determine responsiveness to customers

| Measure | Possible Points | |
|------------------------|------------------------|--|
| | | |
| Enrollment Measures | | |
| Enrollment Timeliness | meliness 10.00 | |
| Member-Level Accuracy | 10.00 | |
| Group-Level Accuracy | 10.00 | |
| | | |
| Claims Measures | | |
| Claims Timeliness | 10.00 | |
| Processing Accuracy | 13.00 | |
| Financial Accuracy | 13.00 | |
| | | |
| Inquiry Measures | | |
| Inquiry Timeliness | 10.00 | |
| Inquiry Accuracy | 16.00 | |
| First Call Resolution | 8.00 | |
| | | |
| Total MTM Index Points | 100 | |



Healthcare Specific Success Stories

| Client | Business Objective | Solution Implemented | Result / Business Value |
|--|--|--|--|
| Vision Benefits Company | This vision benefits leader was striving to deliver a low-effort, high-quality IVR experience. | Integrated natural language understanding (NLU) IVR self-service along with Customer Interaction Hub (CIH) to provide an easy, fully conversational CX. | 44% containment rate (with performance guarantee) |
| National Health Plan | Members weren't getting what they needed from this healthcare insurance leader's limited menu IVR. | Implemented a natural language IVR to streamline the user interface and help members get what they needed faster, creating a more effortless experience | 70-80% reduction in repeat callers |
| Leading Healthcare Consumer Org. | This leading healthcare consumer engagement client needed help serving providers across service channels. | Provide a multichannel solution (voice w/ CTI, e-mail and SSO agent desktop) along with agent services, including unique scripting for each provider. | 3 minute reduction in agent AHT |
| Regional Health Plan | A leading health insurer wanted to increase self-service rates while increasing the member and provider experience | Delivered an IVR solution and integrated automated outbound solution that proactively provides benefit payment information | 80% Self service rate achieved (member and provider) |

Maintaining IPP scores below 0.05% throughout the year

**Manage 60% volumes for the customer



- IPP Inter Plan Performance
- Blues measure inter plan performance with respect to Home and Host claims and Adjustments
- Home claims % of Home requests processed greater than 30 days – 3% target
- HosClaims % of Host requests processed greater than 10 days – 3% target
- Adjustments % of Home requests processed within than 14 days – 99.50% target

Driving Innovation Across Front office and Back office for Fortune 500 US payers

Customer #1:

- Mispaid leakage prevention by \$1B
- 20+ projects completed through Innovation councils
- \$13M savings across claims, enrollment, plan automation and appeals

Customer #2:

- Leading RPA Implementation for Medicare claims
- \$0.4 M Admin Expense Reduction
- \$1.2 M LPI Reduction

Customer #3:

- Simulation environment embedded into training plan
- 30% reduction in training time and 62% reduction in defects
- 15+ Projects completed through Innovation Councils with 20+ automation solutions

"Most successful and well orchestrated migration I have seen" **SVP Top 5 US payer**

- 2 sites, 200 FTEs in 4 months for Medicare
- Subsequent expansion to over 600 FTEs supporting claims, adjustments, program integrity and appeals
- Best in class quality and knowledge source to support captive expansion

68% reduction in unnecessary routes to Network **Management Team** Down from 40% to 13%

- 25.36
- High percentage of incorrect volume routed to Network Management Team resulting in higher ageing
- Multiple scenarios with complex guidelines
- Lack of documented reference materials
- Training alignment with respect to Network Management Team



- 600+ team members supporting 10 service lines
- Seamless ramp from 150
 FTEs to over 800 FTEs at
 peak within 15 months to
 deliver client outsourcing
 strategy
- Delivering client enterprise analytics, reporting and command center services



- Predicting New hire/ Up-skilling performance prior to production
- 25% Reduction in Training Duration
- 30% Faster Time to Proficiency
- New Hires achieving 99%+
 Accuracy targets from Day 1

Delivering over 2,000 seasonal staff for a leading Health Insurance Company

Multi channel sourcing strategy leveraging market presence and partner networks

Seasonal support and hierarchy model

Dynamic geo strategy and technology infrastructure design



Improved Member & Provider Experience for a Large Blues Health Plan

- Implemented Voice Analytics on customer service calls, and deployed Pattern Recognition algorithms for benefits coding & claims queues.
- Improved FCR of 7%, and CSAT of 5% over 12 months
- Reduced TAT by 21% on aging inquiries, through better back & front office integration & issue identification
- FTE reduction of 9% Y-o-Y through improved staffing plans and reduced AHT

